

5 Year Review

Group Income Statement
Year ended 31 March

	2009 €'m	2010 €'m	2011 €'m	2012 €'m	2013 €'m
Revenue	6,400.1	6,725.0	8,680.6	10,690.3	12,966.3
Operating profit before exceptional items and amortisation of intangible assets	180.4	192.8	229.6	185.0	229.2
Exceptional items	(19.9)	(9.8)	(12.6)	(22.3)	(29.2)
Amortisation of intangible assets	(5.7)	(6.1)	(11.0)	(11.4)	(17.7)
Operating profit	154.8	176.9	206.0	151.3	182.3
Finance costs (net)	(17.2)	(12.2)	(16.2)	(17.2)	(19.0)
Share of associates' profit/(loss) after tax	0.2	0.2	(0.2)	(1.1)	(0.3)
Profit before tax	137.8	164.9	189.6	133.0	163.0
Income tax expense	(20.9)	(33.2)	(43.8)	(29.9)	(32.2)
Non-controlling interests	(0.6)	(0.9)	(0.7)	(0.6)	(0.4)
Profit attributable to owners of the Parent	116.3	130.8	145.1	102.5	130.4
Earnings per share					
- basic (cent)	142.36	158.76	174.48	122.78	155.96
- basic adjusted (cent)	169.13	177.98	203.15	163.51	209.96
Dividend per share (cent)	62.34	67.44	74.18	77.89	85.68
Dividend cover (times)	2.7	2.6	2.7	2.1	2.5
Interest cover (times)*	8.5	17.7	15.8	10.4	13.3

* excludes exceptional items

Group Balance Sheet
As at 31 March

	2009 €'m	2010 €'m	2011 €'m	2012 €'m	2013 €'m
Non-current and current assets					
Property, plant and equipment	319.3	358.1	395.5	451.1	522.1
Intangible assets	443.2	595.1	636.1	785.2	886.1
Investments in associates	2.2	2.4	2.3	1.2	1.0
Cash/derivatives	555.4	818.2	788.3	768.8	776.5
Other assets	891.0	1,169.0	1,291.7	1,778.9	1,819.2
Total assets	2,211.1	2,942.8	3,113.9	3,785.2	4,004.9
Equity	726.2	836.9	931.9	1,014.0	1,055.3
Non-current and current liabilities					
Borrowings/derivatives	646.1	871.7	833.5	937.9	996.4
Retirement benefit obligations	29.5	23.7	19.3	14.7	22.9
Other liabilities	809.3	1,210.5	1,329.2	1,818.6	1,930.3
Total liabilities	1,484.9	2,105.9	2,182.0	2,771.2	2,949.6
Total equity and liabilities	2,211.1	2,942.8	3,113.9	3,785.2	4,004.9
Net debt included above	(90.7)	(53.5)	(45.2)	(128.2)	(219.9)

Group Cash Flow
Year ended 31 March

	2009 €'m	2010 €'m	2011 €'m	2012 €'m	2013 €'m
Operating cash flow	304.9	297.8	269.6	277.3	324.5
Capital expenditure	57.0	47.3	83.4	70.2	76.7
Acquisitions	101.7	133.6	78.3	168.1	206.2

Other Information

	2009	2010	2011	2012	2013
Return on total capital employed (%)	17.8%	18.4%	19.9%	14.2%	15.6%
Working capital (days)	11.9	4.6	4.9	2.5	2.2
Average number of employees	7,182	7,396	7,925	8,355	9,153