

## Ten Year Summary

Year ended 31 March 2016

Results	2016 £000	2015 £000	2014 £000	2013 £000	2012 £000	2011 £000	2010 £000	2009 £000	2008 £000	2007 £000
Revenue	<b>101,382</b>	84,276	72,196	69,671	65,663	61,885	57,995	58,487	56,870	51,248
Operating profit before gains and losses on property assets	<b>59,854</b>	48,420	39,537	37,454	35,079	32,058	29,068	30,946	29,342	27,067
Cash flow from operating activities	<b>55,467</b>	42,397	32,752	30,186	27,388	23,534	19,063	10,203	14,388	16,726
Profit/(loss) before taxation	<b>112,246</b>	105,236	59,848	31,876	(35,551)	6,901	10,209	(71,489)	102,618	152,837
Adjusted profit before taxation	<b>48,952</b>	39,405	29,221	25,471	23,643	20,207	16,514	13,791	15,006	14,233
Net assets	<b>829,387</b>	750,914	594,064	552,628	494,500	544,949	547,285	502,317	580,886	487,979
EPRA earnings per share	<b>31.1p</b>	27.1p	20.5p	19.3p	18.2p	15.5p	13.0p	11.9p	11.7p	10.0p
Declared total dividend per share	<b>24.9p</b>	21.7p	16.4p	11.0p	10.0p	9.0p	4.0p	0p	9.5p	9.0p
<b>Key statistics</b>										
Number of stores open	<b>71</b>	69	66	66	65	62	60	54	48	43
Sq ft occupied (000)	<b>3,363</b>	3,178	2,832	2,632	2,458	2,130	1,915	1,775	1,850	1,835
Occupancy increase in year (000 sq ft)	<b>185</b>	346	200	174	328	215	140	(75)	15	163
Number of customers	<b>50,000</b>	47,250	41,800	38,500	36,300	32,800	30,500	28,500	30,500	30,100
Average no. of employees during the year	<b>318</b>	300	289	286	279	273	252	239	218	191