

2014 INTERIM RESULTS

Mike Norris
29 August

H1 2014 FINANCIAL HIGHLIGHTS

- ▶ Group revenue increased 2.2% to £1.46 billion (H1 2013: £1.43 billion) and was up 4.3% in constant currency
- ▶ Group adjusted* profit before tax increased by 6.8% to £28.0 million (H1 2013: £26.2 million) and was up 7.5% in constant currency
- ▶ Adjusted* diluted earnings per share ('EPS') of 14.5p (H1 2013 12.5p), an increase of 16.0%
- ▶ Net funds** of £54.0 million (H1 2013: £22.2 million)
- ▶ Interim dividend of 5.9p (H1 2013: 5.2p), an increase of 13.5%

**Adjusted measure*

***Note that H1 2013 net funds is presented here after adjusting for the remittance of £43.6 million made in early July 2013 as part of the return of value to shareholders of approximately £75 million that took place in 2013*

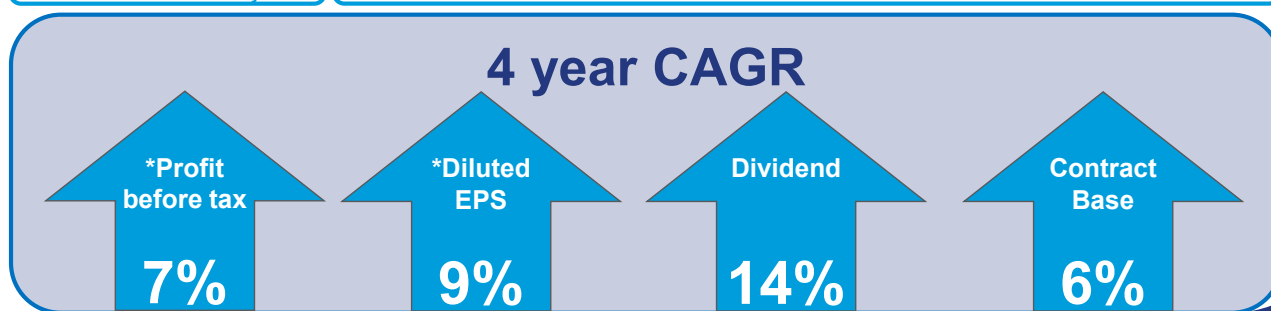
H1 2014

FINANCIAL HIGHLIGHTS

	H1 2010	H1 2011	H1 2012	H1 2013	H1 2014	2014 vs 2013
Turnover (£m)	1,288.8	1,365.3	1,422.3	1,426.3	1,458.3	2.2%
*Profit before tax (£m)	21.3	26.6	25.8	26.2	28.0	6.8%
*Diluted EPS (pence)	10.4	12.9	12.7	12.5	14.5	16.0%
Dividend per share (pence)	3.5	4.5	5.0	5.2	5.9	13.5%
**Contract base (£m)	504.4	536.2	586.5	631.2	638.8	1.2%
***Operating cash flow (£m)	51.5	37.3	8.9	(9.8)	10.3	n/a

*Adjusted measure, with 2012 restated
** At constant currency

***With effect from 2014 onwards net cash flows from operating activities, as recorded in the statutory consolidated cash flow statement, is used as the measure in place of the previously used adjusted management cash flow.



H1 2014

OPERATING HIGHLIGHTS

- ▶ Group Services revenue increased by 3.3% across the Group on an as reported basis
- ▶ UK business generates revenue and profitability growth of 14.1% and 24.4% respectively
- ▶ Early signs of progress in Services in Germany, but disappointing Supply Chain performance
- ▶ Revenue growth across the business in France, but margins remain challenging
- ▶ Trading performance for the three onerous contracts continues in line with expectations
- ▶ Charge of £9.1m taken in respect of the comprehensive restructuring in France to improve competitiveness



FINANCIAL REVIEW

Tony Conophy
29 August 2014

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H1 2014 GROUP ADJUSTED FINANCIAL RESULT

	As reported			Constant currency
	H1 2014 £m	H1 2013 £m	Change	Constant Currency Change
Total Revenue	1,458.3	1,426.3	2.2%	4.3%
Adjusted gross profit	189.9	184.7	2.8%	4.6%
Adjusted gross profit %	13.0%	13.0%	0.1%	0.0%
Admin Expenses	(161.8)	(159.0)	1.8%	3.8%
Adjusted operating profit	28.1	25.7	9.1%	10.0%
Adjusted operating profit %	1.9%	1.8%	0.1%	0.1%
Adjusted net interest	(0.1)	0.5	(116.2%)	(116.0%)
Adjusted profit before tax	28.0	26.2	6.8%	7.5%
Adjusted tax expense	(8.0)	(7.3)	10.0%	11.2%
Adjusted tax rate	(28.7%)	(27.8%)	(0.9%)	(1.0%)
Adjusted profit after tax	20.0	18.9	5.5%	6.1%
Diluted earnings per share				
- Adjusted	14.5p	12.5p	16.0%	
- Statutory	7.4p	-5.7p	n/a	

Adjusted profit before tax, income tax expense and EPS are stated prior to amortisation of acquired intangibles and exceptional items. Adjusted operating profit and adjusted gross profit is also stated after charging finance costs on CSF

▶ As adjusted

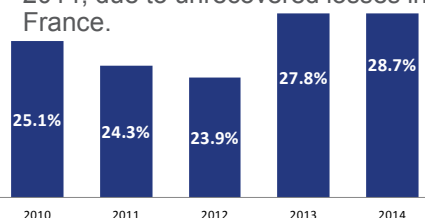
Turnover up 2.2%, 4.3% in constant currency

Operating profit up 9.1%, 10.0% in constant currency

Profit before tax up 6.8%, 7.5% in constant currency

Diluted EPS up 16.0%

▶ Adjusted tax rate higher in H1 2014, due to unrecovered losses in France.



Income statement rate

H1 2014 : £1 = € 1.217

H1 2013 : £1 = € 1.175

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H1 2014

RECONCILIATION TO STATUTORY RESULTS

	H1 2014 £m	H1 2013 £m	Change %
Adjusted profit before tax	28.0	26.2	6.8%
Amortisation of acq. intangibles	(0.9)	(1.3)	-31.8%
Onerous contracts			
- trading losses	(2.4)	(5.1)	n/a
- net provision for future losses	2.4	(10.7)	n/a
Onerous German contracts	(0.0)	(15.8)	n/a
Non-cash Impairment	0.0	(12.2)	n/a
Redundancy and restructuring costs	(9.1)	(1.3)	586.9%
Exceptional items	(9.1)	(29.3)	68.9%
Statutory profit before tax	18.0	(4.3)	-514.6%
Adjusted tax expense	(8.0)	(7.3)	10.0%
<i>Adjusted tax %</i>	<i>28.7%</i>	<i>27.8%</i>	<i>0.9%</i>
Tax on exceptional items	0.0	2.0	n/a
Tax on impairment	0.0	1.0	n/a
Tax on amort'n of acq. intangibles	0.1	0.1	-4.5%
Income tax expense	(7.9)	(4.1)	91.8%
<i>Tax %</i>	<i>43.9%</i>	<i>-94.9%</i>	<i>138.8%</i>
Statutory profit after tax	10.1	(8.5)	-219.3%

Exceptional items H1 2014

- ▶ The exceptional cost at H1 2014 is for the planned restructuring cost in France.
- ▶ We have announced a 'social plan' which will reduce our cost and expense base there, installed new leadership and made progress in the implementation of our Group Operating Model.
- ▶ This exercise will enable a fundamental re-shaping of the business to take place which we hope will provide a solid foundation for the business to sell our core Group Services offerings to our target customer market.
- ▶ We do not expect to see the benefit of these changes in 2014.



H1 2014

GROUP REVENUES BY SEGMENT

	As reported			In constant currency		
	H1 2014 £m	H1 2013 £m	Change %	H1 2014 £m	H1 2013 £m	Change %
Supply Chain Revenue						
UK	434.0	369.1	17.6%	434.0	369.1	17.6%
Germany	326.8	400.0	(18.3%)	326.8	386.2	(15.4%)
France	193.0	170.4	13.3%	193.0	164.5	17.4%
Belgium	15.9	14.2	11.5%	15.9	13.7	15.5%
Total Group	969.8	953.7	1.7%	969.8	933.5	3.9%
Services Revenue						
UK	241.3	223.1	8.2%	241.3	223.1	8.2%
Germany	199.7	203.4	(1.8%)	199.7	196.4	1.7%
France	37.8	37.4	1.2%	37.8	36.1	4.8%
Belgium	9.6	8.8	9.8%	9.6	8.5	13.7%
Total Group	488.5	472.7	3.3%	488.5	464.1	5.3%

▶ **Supply chain revenues** consolidated in Q2 in the UK after a strong Q1 due to a larger customer base and demand from workplace and Windows 7 rollouts. German revenues continued to lag in Q2 with a difficult compare in Q2 2013 due to a non-repeatable deal for £25m. French volumes improved, the comparator is weak due to the ERP migration impact in Q2 2013. Additionally the volumes have been in the lowest margin areas.

▶ **Services revenue** performance was principally driven by another very strong performance from our UK Services business. We are now beginning to see early signs of progress from our Services business in Germany. This is starting to deliver some new contract wins, which are likely to increase its growth rate moving forward. Whilst French Services revenue also grew by 4.8% during the period in constant currency, this result is flattered somewhat by the take-on of one particularly large contract during the period.



H1 2014

REVENUE AND ADJUSTED OPERATING PROFIT BY SEGMENT

	As reported			In constant currency		
	H1 2014 £m	H1 2013 £m	Change %	H1 2014 £m	H1 2013 £m	Change %
Revenue						
UK	675.4	592.1	14.1%	675.4	592.1	14.1%
Germany	526.5	603.4	(12.7%)	526.5	582.6	(9.6%)
France	230.9	207.8	11.1%	230.9	200.6	15.1%
Belgium	25.5	23.0	10.8%	25.5	22.2	14.8%
Total Group	1,458.3	1,426.3	2.2%	1,458.3	1,397.6	4.3%
Adjusted operating profit						
UK	24.9	20.1	24.4%	24.9	20.1	24.4%
Germany	7.8	9.7	(19.2%)	7.8	9.4	(16.3%)
France	(5.7)	(4.6)	(22.4%)	(5.7)	(4.5)	26.8%
Belgium	1.0	0.6	57.4%	1.0	0.6	63.1%
Total Group	28.1	25.7	9.1%	28.1	25.5	10.0%

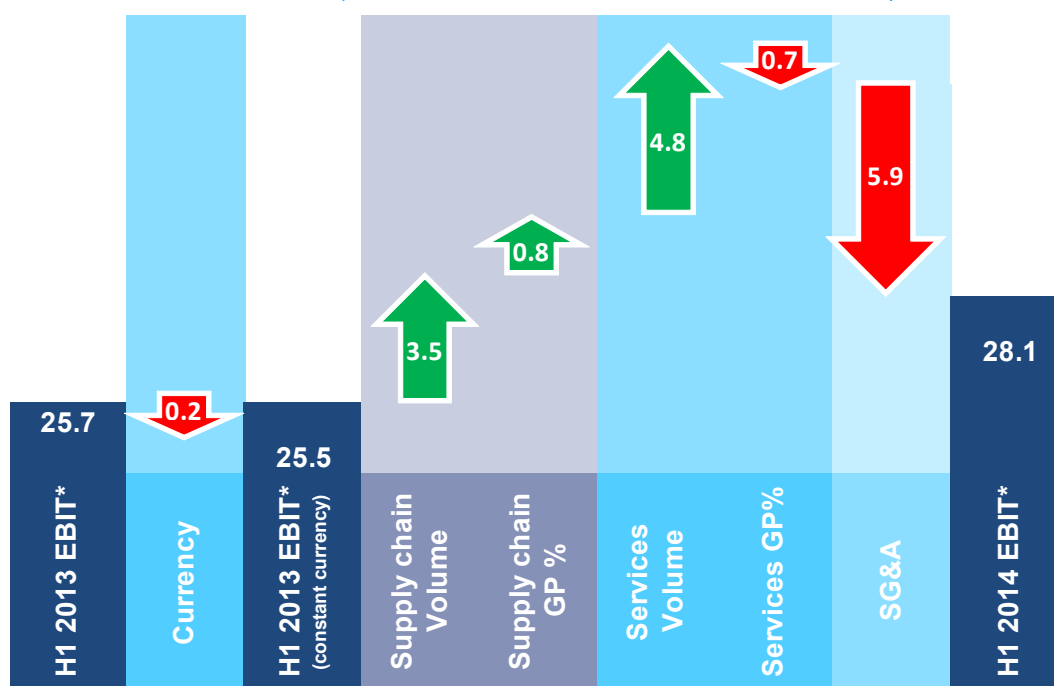
- ▶ **UK performance** continues to go from strength to strength with a solid Q2 performance in supply chain consolidating the very strong growth achieved in Q1.
- ▶ **German profitability** has been impacted heavily by the decline in supply chain revenues with a 16.3% reduction in constant currency to adjusted operating profitability.
- ▶ **France performance** is mixed with headline sales volumes strong however margins are down across the business and profitability is weighed down by the lack of utilisation of resources. These cost base issues will be addressed in H2 2014 with the Social Plan
- ▶ **Belgium performance** continues to be strong with both double digit services and supply chain growth is beginning to provide the business with some scale to pursue both procurement and managed services opportunities.



H1 2014

GROUP EBIT* WALK (IN CONSTANT CURRENCY)

£m

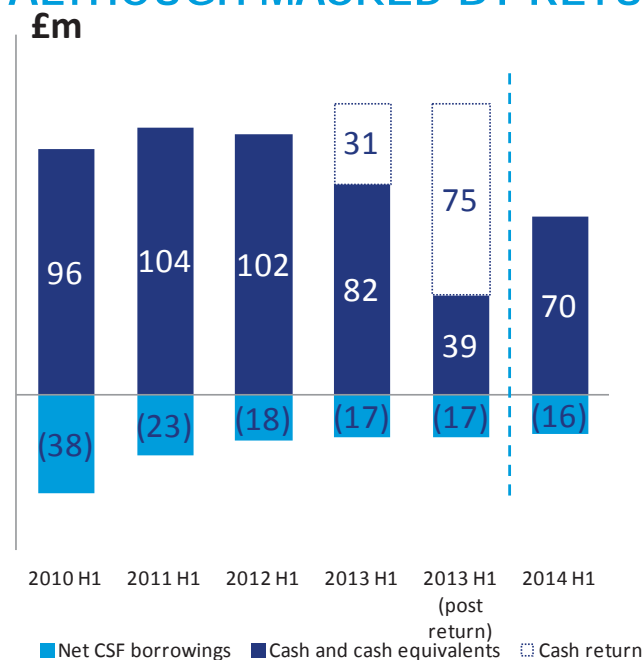


* Adjusted measure



H1 2014

UNDERLYING CASH POSITION IMPROVED ALTHOUGH MASKED BY RETURN OF VALUE

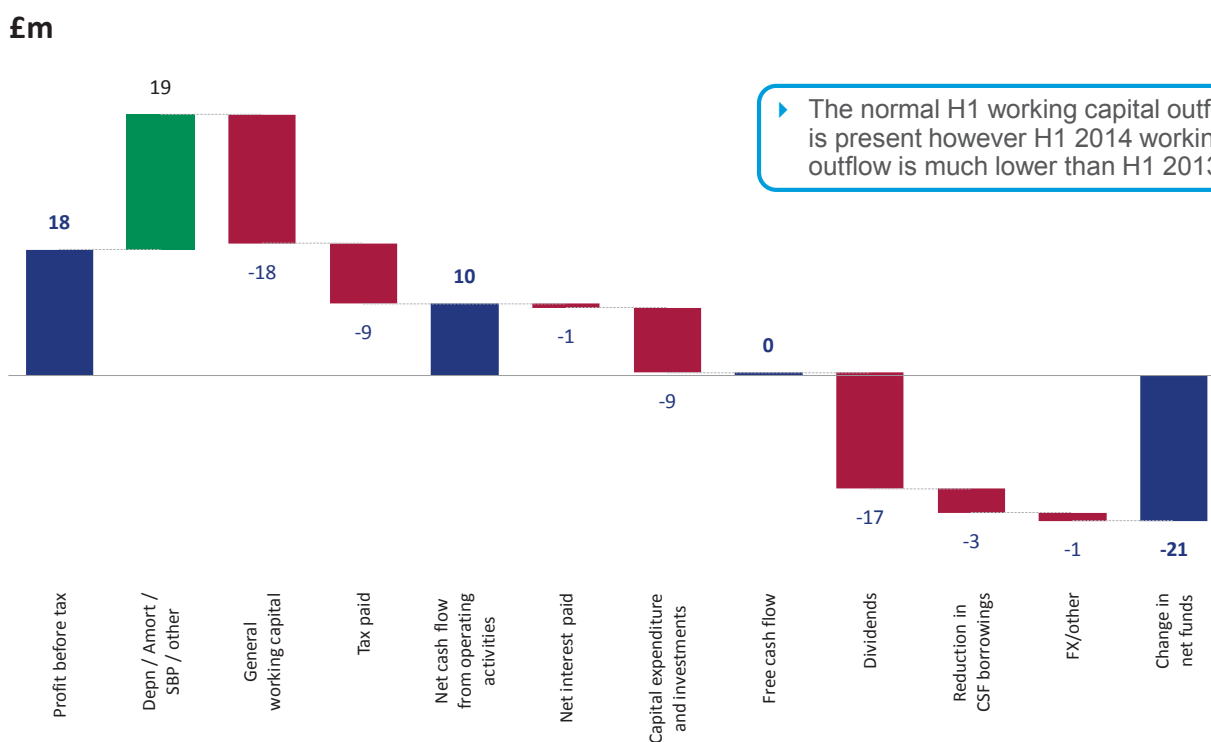


- ▶ Return of value of £75m completed during early July 2013
- ▶ Net funds increased from £22m to £54m, despite the continued problems in France
- ▶ £40m three year committed facility signed, available and currently not utilised
- ▶ Net borrowings primarily consists of Customer Specific Financing



H1 2014

OUTFLOW SINCE DECEMBER 2013

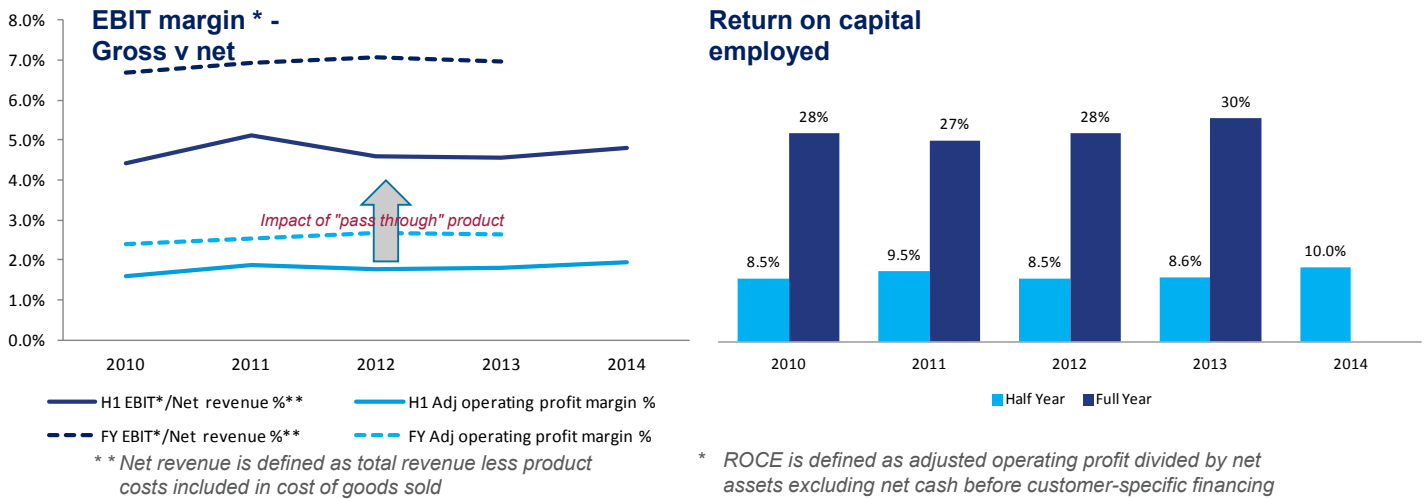


- ▶ The normal H1 working capital outflow trend is present however H1 2014 working capital outflow is much lower than H1 2013 (c£41m)



H1 2014

FINANCIAL RETURNS STRONG (AS ADJUSTED)



- ▶ Operating profit increased from 1.8% of revenue to 1.9%. Operating profit margin percentage is always diluted by supply chain revenues, which are typically "pass through"
- ▶ However operating profit when expressed as a % of "net revenue" (excluding pass through product) is 4.8% in H1 2014 (4.6% H1 2013)
- ▶ Return on capital shows an improvement year on year, this is not impacted by the return of value



FY 2014

MODELLING CONSIDERATIONS

Adjusted Net Interest

- ▶ No material changes to the reduction of c£1m interest income as result of lower deposit interest rates and the return of value

Tax

- ▶ Dependant on mix in earnings as we utilise losses in European operations. Material losses in France in H1 2014 was the main driver in the increased tax rate from 27.8% to 28.7%.
- ▶ Full year tax rate is expected at around 24.5% for 2014. The increase from 2013 is driven by an increasing cash tax rate in Germany as losses are utilised and begin to exhaust, partially offset by lower losses in France and a reducing UK corporation tax rate

Exceptional

- ▶ A £9.0m provision for restructuring costs has been booked for the Social Plan as at 30 June 2014. As we progress through to the implementation of the plan during H2 2014 we will gain a better understanding of the costs involved although this is Management's best estimate of the costs.

Capital Expenditure

- ▶ Typically capex is circa £25m pa, approximately 50% run-rate capex, and 50% discretionary (e.g. investments in IT tools to improve productivity, internal IT hardware for our staff etc)

Depreciation and Amortisation

- ▶ No material changes to the underlying charge which increased circa £1m per annum in 2013, mainly due to ERP amortisation in France.

Dividends

- ▶ Our dividend policy is to set dividends to maintain a dividend cover of 2 – 2.5 times (2.5 times in 2013). EPS will increase ahead of earnings due to the share consolidation arising from the return of value in 2013.

Capital Structure and Acquisitions

- ▶ No changes to capital structure expected in 2014 as we replenish our cash reserves after the return of value in 2013.



FY 2014

FINANCIAL SUMMARY

- ▶ Group revenue increased 2.2% to £1.46 billion (H1 2013: £1.43 billion) and was up 4.3% in constant currency
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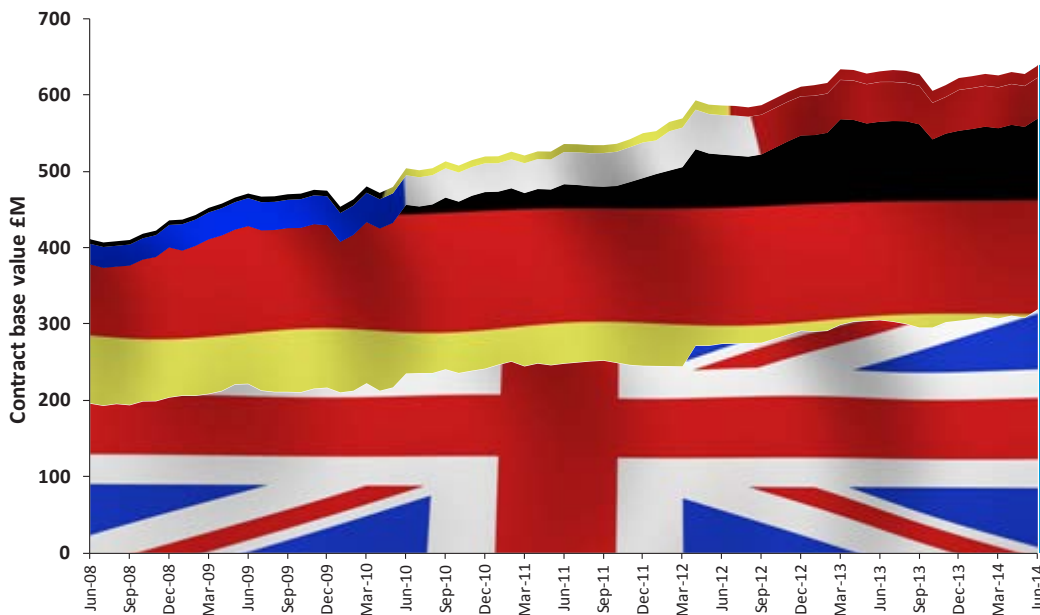


OPERATING REVIEW

Mike Norris
29 August 2014



TO LEAD WITH AND GROW OUR SERVICES BUSINESS



H1 14 vs H1 13

Contract Base Growth

Group 1.2%

UK: 4.6%

FR: 3.0%

DE: -3.7%

Group 6.0%
contract base
4yr CAGR

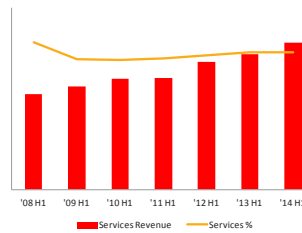
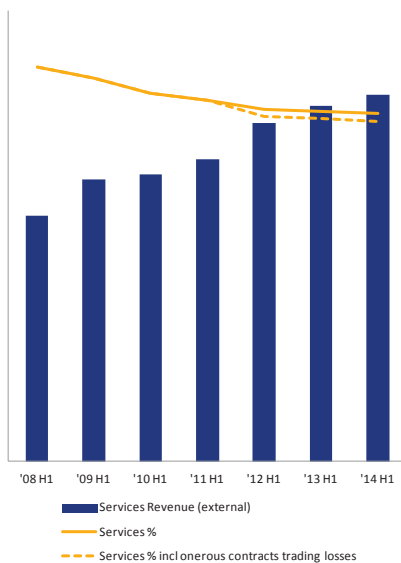
Trend to selective outsourcing



TO IMPROVE OUR SERVICES PRODUCTIVITY AND ENHANCE OUR COMPETITIVENESS

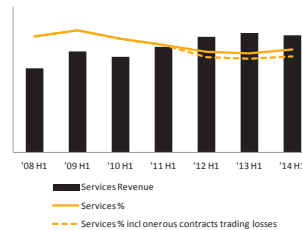
Group

Growth in new business has diluted margins slightly, but our mistakes (in Germany and France) are a bigger issue



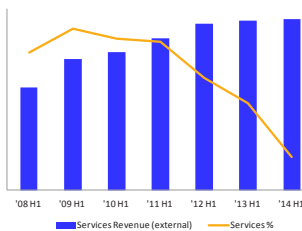
UK

Material gross margin improvement from here is unlikely. We are focused on maintaining the current levels



DE

Some signs of improvement but still a long way behind the UK level. We certainly have some upside potential



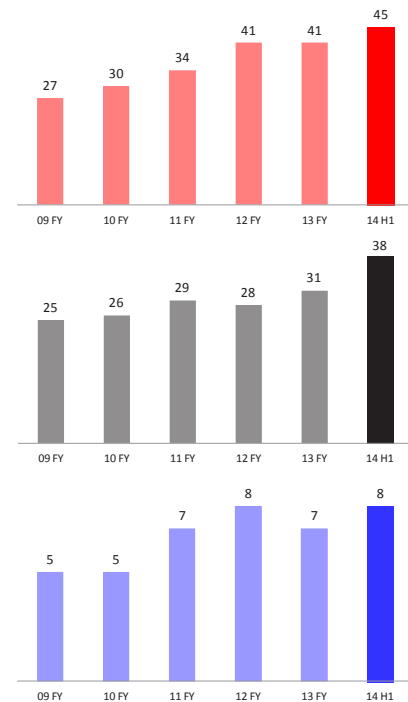
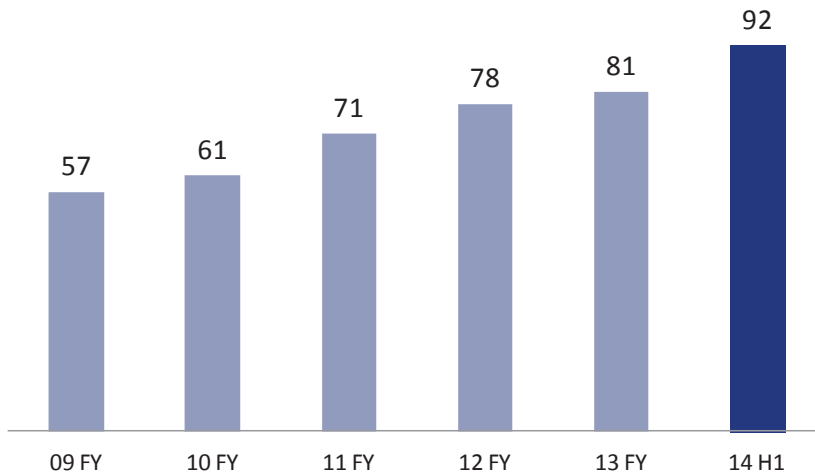
FR

Less material to the Group, but services margin decline has been very disappointing. Poor utilisation of our central engines which are now sub-scale



TO RETAIN AND MAXIMISE THE RELATIONSHIP WITH OUR CUSTOMERS OVER THE LONG-TERM

Our customers over £1 million of contribution are growing across the Group



ORGANIC GROWTH INCREMENTAL INVESTMENTS

- ▶ Redefine strategy from the start of 2014 around Enabling Users to bring a consumer experience to corporate IT
- ▶ Next Generation Service Desk going live internally in Q3 2014
- ▶ Managing mobile estates for our customers in the way we have managed their traditional Windows estates
- ▶ Investing in our international capabilities to support our customers' global requirements



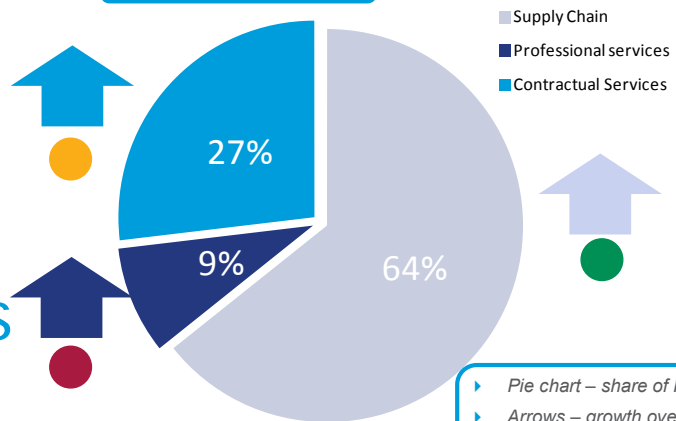
UK FINANCIAL HIGHLIGHTS

- ▶ Revenue growth of 14.1%
- ▶ Adjusted profit increase of 24.4%
- ▶ Supply chain up 17.6%
- ▶ Services up 8.2%

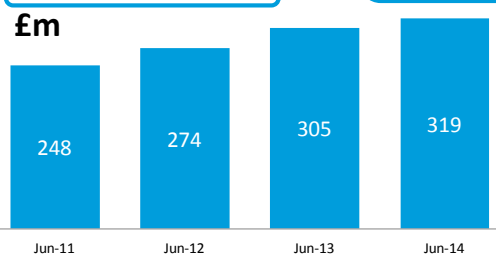
OPERATIONAL HIGHLIGHTS

- ▶ Ranked No. 1 with Whitelane Research as well as KPMG
- ▶ Significant wins in H1 2014 continuing momentum from H2 2013
- ▶ Strong pipeline for managed and professional services in the second half of 2014
- ▶ Substantial progress for RDC

REVENUE PROFILE



CONTRACT BASE



- ▶ Pie chart – share of FY revenues
- ▶ Arrows – growth over H1 2013
- ▶ Traffic lights – margin performance



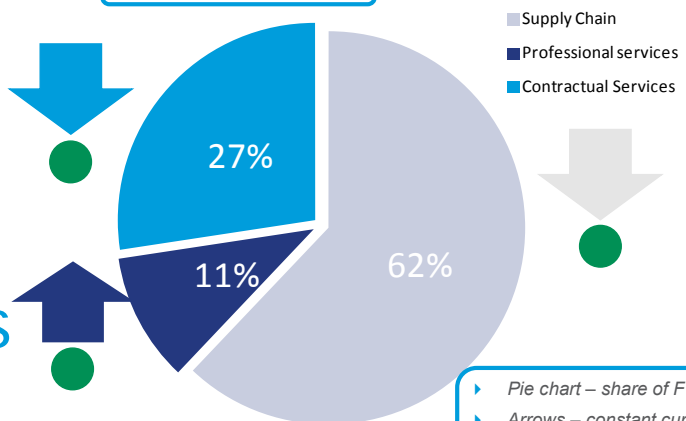
GERMANY FINANCIAL HIGHLIGHTS

- ▶ Total revenue reduction of 9.6%
- ▶ Profit down by 16.3%
- ▶ Supply chain down by 15.4%
- ▶ Services growth of 1.7%

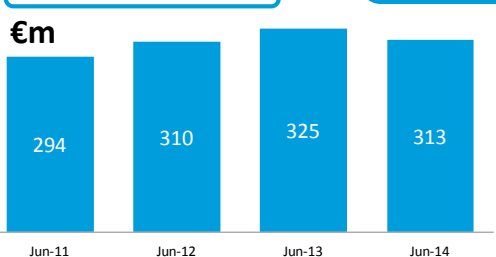
OPERATIONAL HIGHLIGHTS

- ▶ Largest contract win since the problem contract issues of 2011 is commencing in H2 2014
- ▶ Strong performance in professional services
- ▶ Supply chain stabilizing towards the end of the period
- ▶ Onerous contracts performing in line

REVENUE PROFILE



CONTRACT BASE



- ▶ Pie chart – share of FY revenues
- ▶ Arrows – constant currency growth over H1 2013
- ▶ Traffic lights – margin performance

NB. All figures in constant currency

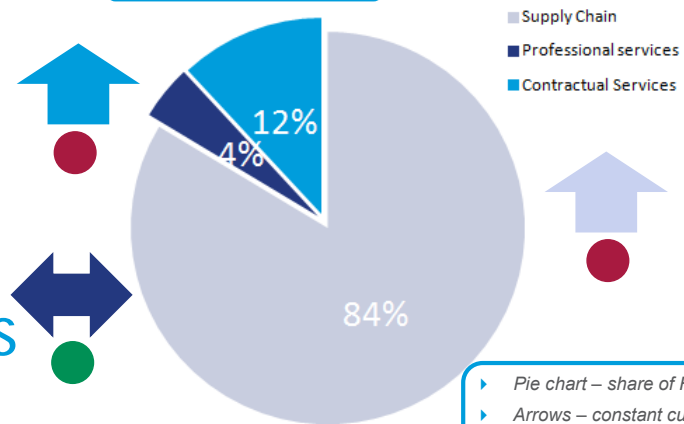


FRANCE

FINANCIAL HIGHLIGHTS

- ▶ Total revenue up 15.1%
- ▶ Increase in losses
- ▶ Supply chain up 17.4%
- ▶ Services up 4.8%

REVENUE PROFILE



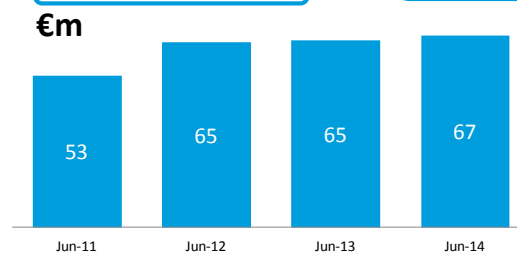
- Supply Chain
- Professional services
- Contractual Services

- ▶ Pie chart – share of FY revenues
- ▶ Arrows – constant currency growth over H1 2013
- ▶ Traffic lights – margin performance

OPERATIONAL HIGHLIGHTS

- ▶ Margins depressed due to increasing under utilisation of resources as operational efficiencies improve
- ▶ Major new contract progressing well
- ▶ Significant restructuring plan in place to reduce the cost base
- ▶ New management in place

CONTRACT BASE



NB. All figures in constant currency



SOCIAL PLAN IN FRANCE

EXCEPTIONAL ITEM

- ▶ We remain uncompetitive in France and in order to improve the long-term profitability of our French business, we are taking steps to address our cost base.
- ▶ We have previously announced that, as a result of the action we are taking to increase the ability of the business to compete, we have taken an exceptional restructuring charge of £9.1 million as at 30 June 2014.
- ▶ In line with the Group's accounting policy, the charge has been classed as 'exceptional' due to the materiality, infrequency and nature of the restructuring plan, and it represents the estimated costs of completing the exercise currently being prepared for implementation.
- ▶ Ms Isabelle Roux-Buisson has been appointed as its new Country Unit Leader and will oversee the implementation of its strategic re-positioning to be Services-led.

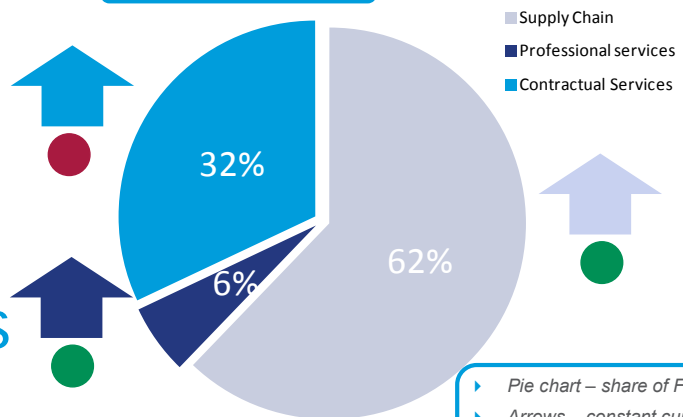


BELGIUM

FINANCIAL HIGHLIGHTS

- ▶ Total revenue up 14.8%
- ▶ Operating profit up 63.1%
- ▶ Supply chain up 15.5%
- ▶ Services revenue up 13.7%

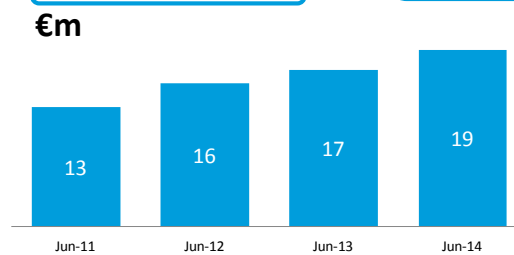
REVENUE PROFILE



OPERATIONAL HIGHLIGHTS

- ▶ Supply chain revenue flattered by weak compare
- ▶ Major renewal of long-term contract
- ▶ Successful acquisition fully integrated
- ▶ Good prospects for H2 2014

CONTRACT BASE



- ▶ Pie chart – share of FY revenues
- ▶ Arrows – constant currency growth over H1 2013
- ▶ Traffic lights – margin performance



OUTLOOK

FINANCIAL HIGHLIGHTS

- ▶ In line with the Board's expectations, the company is heading for another year of record adjusted* pre-tax profits in 2014.
- ▶ Additionally, the company continues to make significant incremental organic investments through our income statement to sustain profit growth into the future.
- ▶ The performance, particularly of the UK in the first half of 2014, has given us a lot of encouragement both in the period and for future prospects due to high utilisation, strong customer demand, renewals and new business wins. This is backed up by a significant new business pipeline.
- ▶ Services growth going forward in Germany is likely to increase due to new contracts already secured and easier comparatives. We also expect the German Supply Chain business to stabilise.
- ▶ Our French business is more difficult to predict. While we have a significant plan of action, and new management in place, much work needs to be done in the second half of 2014 and thereafter.

The investments we continue to make in our business and the market opportunities that are presenting themselves gives us confidence for the rest of the year and beyond.



APPENDIX



GLOSSARY

▶ **Adjusted results**

- ▶ PBT and EPS are adjusted for exceptional items and amortisation on acquired intangibles.
- ▶ Operating profit is stated after charging finance costs on CSF

▶ **Customer-specific financing (“CSF”)**

- ▶ Finance costs for CSF are charged after operating profit for statutory purposes
- ▶ These costs are considered to be contract specific costs, and operating profit is adjusted to charge for these costs
- ▶ Net finance costs are also adjusted in this presentation

▶ **Net funds**

- ▶ Net funds is monitored internally by the Group
- ▶ Included in this measure are current asset investments, where the group deposits cash, access to which is subject to a notice period
- ▶ Previously this adjusted measure was reported exclusive of future obligations for CSF, that are covered by future income streams. The statutory net funds is now the main measure for the Group.
- ▶ All CSF facilities are committed

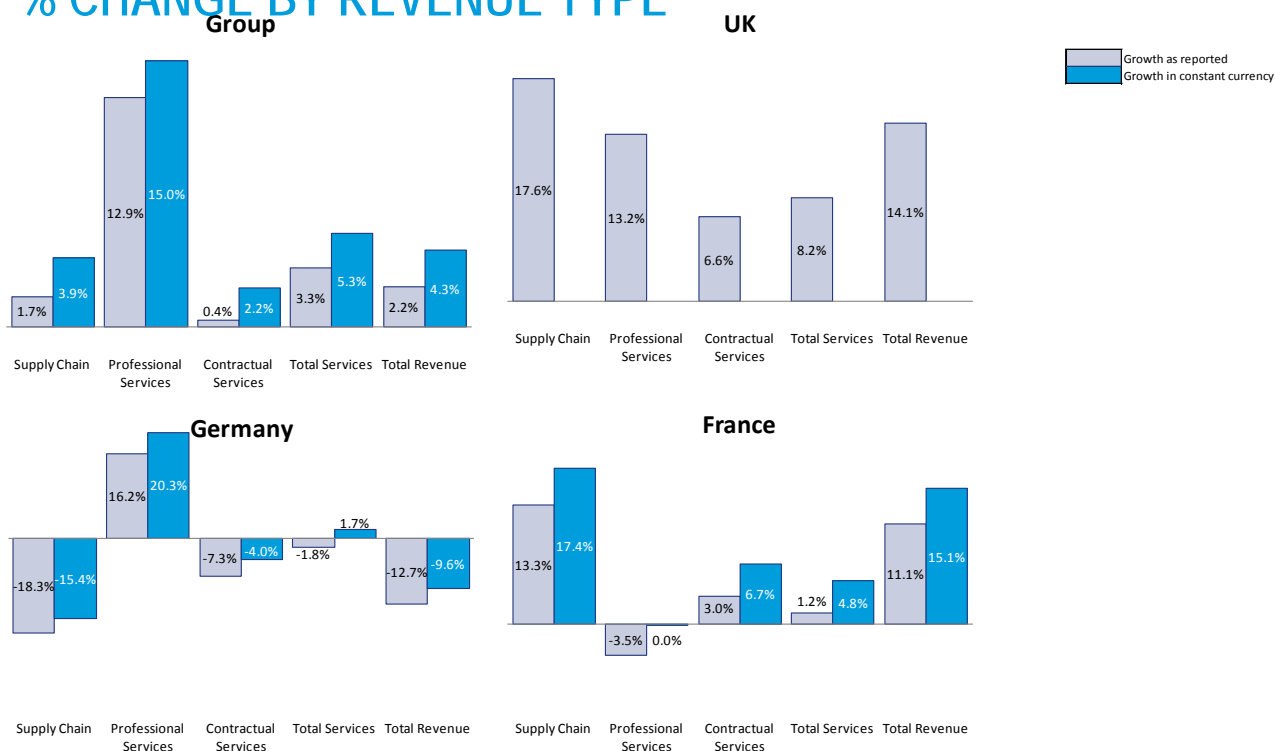
▶ **Constant Currency**

- ▶ The Group has calculated constant currency comparative information by re-translating 2013 results into the group's functional currency (GBP) at the exchange rates prevailing in the H1 2014 reporting period



SOURCES OF REVENUE

% CHANGE BY REVENUE TYPE



UK

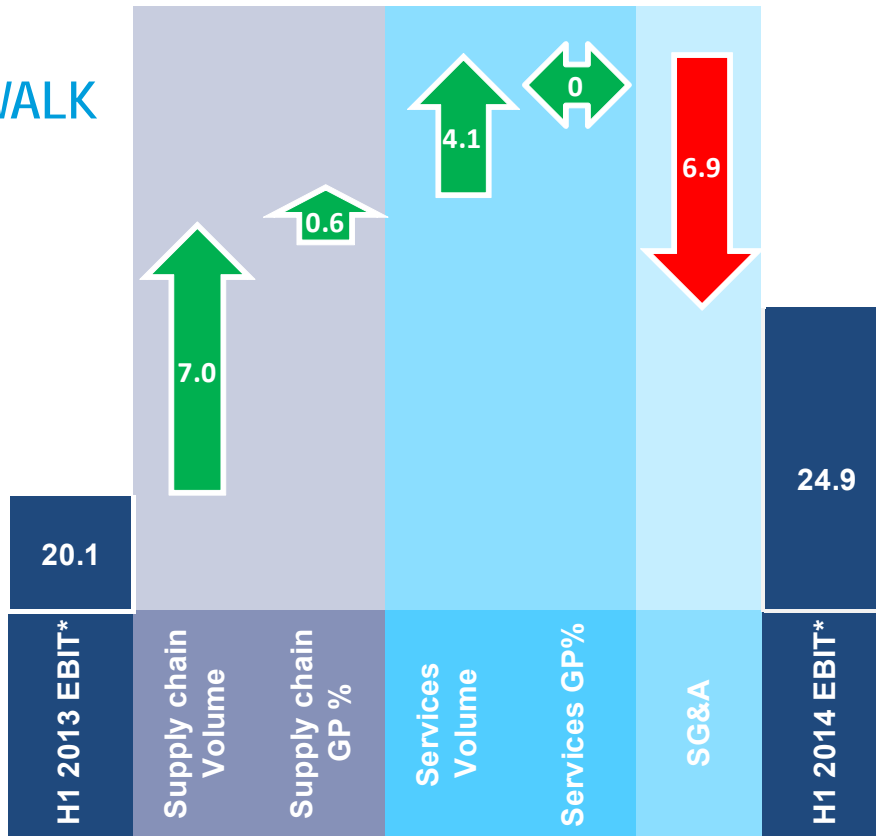
INCOME STATEMENT

	H1 2014 £m	H1 2013 £m	Change %
Revenue	675.4	592.1	14.1%
Adjusted gross profit	102.3	90.5	13.0%
	15.1%	15.3%	(0.1%)
Admin Expenses	(77.3)	(70.5)	9.7%
	(11.5%)	(11.9%)	0.4%
Adjusted operating profit	24.9	20.1	24.4%
	3.7%	3.4%	0.3%
Headcount: *			
Direct	4,354	4,141	5.1%
Indirect	1,421	1,352	5.2%

* period end headcount



UK
EBIT* WALK
£m



* Adjusted measure



GERMANY
INCOME STATEMENT

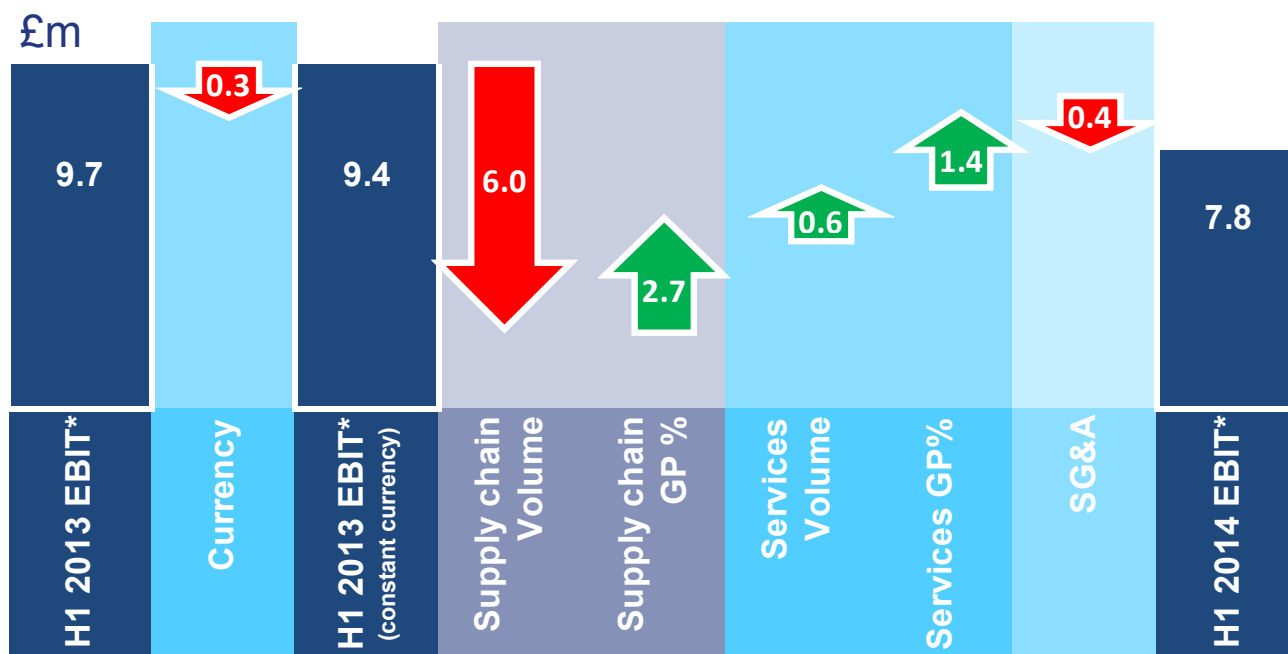
	Reported			In local currency		
	H1 2014 £m	H1 2013 £m	Change %	H1 2014 €m	H1 2013 €m	Change %
Revenue	526.5	603.4	(12.7%)	640.8	709.0	(9.6%)
Adjusted gross profit	69.6 13.2%	73.3 12.1%	(5.0%) 1.1%	84.8 13.2%	86.1 12.1%	(1.6%) 1.1%
Admin Expenses	(61.8) (11.7%)	(63.6) (10.5%)	(2.8%) (1.2%)	(75.2) -11.7%	(74.7) -10.5%	0.6% (1.2%)
Adjusted operating profit	7.8 1.5%	9.7 1.6%	(19.2%) (0.1%)	9.5 1.5%	11.4 1.6%	(16.3%) (0.1%)
Headcount: *						
Direct	3,722	3,798	(2.0%)			
Indirect	1,330	1,313	1.3%			

* period end headcount



GERMANY

EBIT* WALK (IN CONSTANT CURRENCY)



* Adjusted measure



FRANCE

INCOME STATEMENT

	Reported			In local currency		
	H1 2014 £m	H1 2013 £m	Change %	H1 2014 €m	H1 2013 €m	Change %
Revenue	230.9	207.8	11.1%	281.0	244.1	15.1%
Adjusted gross profit	14.7 6.4%	18.2 8.8%	(19.0%) (2.4%)	17.9 6.4%	21.4 8.8%	(16.1%) (2.4%)
Admin Expenses	(20.4) (8.8%)	(22.8) (11.0%)	(10.6%) 2.2%	(24.8) -8.8%	(26.8) -11.0%	(7.4%) 2.2%
Adjusted operating profit	(5.7) (2.5%)	(4.6) (2.2%)	22.4% (0.2%)	(6.9) -2.5%	(5.4) -2.2%	26.8% (0.2%)
Headcount*:						
Direct	1,491	1,449	2.9%			
Indirect	481	492	(2.2%)			

* period end headcount



FRANCE

EBIT* WALK (IN CONSTANT CURRENCY)



* Adjusted measure



NET FUNDS

	Jun 14 £m	Jun 13 £m	Change £m
Cash and cash equivalents	69.6	72.2	(2.7)
Current asset investment	0.0	10.0	(10.0)
Bank loans	(0.1)	(0.1)	(0.1)
Finance leases	(8.1)	(16.3)	8.2
Other loans	(7.3)	(0.1)	(7.2)
Net Borrowings	(15.5)	(16.5)	0.9
Net funds	54.0	65.8	(11.7)

- ▶ The Group's primary measure when managing the business is net funds
- ▶ From 2014 onwards the Group will no longer separately report its net funds pre-CSF
- ▶ In July 2013 a payment of £43.6 million for the Return of Value was made which should be removed from the year-on-year comparison
- ▶ On an underlying basis, therefore net funds improved by £31.8 million compared to June 2013.
- ▶ Working capital improvements, primarily in France, are expected to begin to have an effect through H2 2014.



GROUP CASH FLOW

H1 2014	H1 2013
£m	£m

Profit/(loss) before tax	18.0	(4.4)
Net finance expense/(income)	0.4	(0.1)
Depreciation, amortisation and impairment	16.3	28.2
Share-based payments	1.7	0.5
Profit/(loss) on disposal of non-current assets	0.2	(0.3)
Working capital movements	(18.5)	(25.4)
Other adjustments	0.6	0.3
Cash generated from/(used in) operations	18.9	(1.2)
Income taxes paid	(8.6)	(8.6)
Net cash flow from operating activities	10.3	(9.8)
Interest received	1.2	1.0
Capital expenditure and investments	(9.3)	(7.3)
Net cash flow from investing activities	(8.1)	(6.3)
Interest paid	(1.8)	(0.8)
Dividends paid to equity shareholders of the parent	(16.6)	(15.8)
Proceeds from issue of shares	0.2	0.1
Increase in other financial assets	0.0	(31.4)
Net borrowings	(3.4)	(4.7)
Net cash flow from financing activities	(21.6)	(52.7)
Decrease in cash and cash equivalents	(19.4)	(68.8)
Effect of exchange rates on cash and cash equivalents	(1.4)	3.6
Cash and cash equivalents at the beginning of the period	90.3	137.5
Cash and cash equivalents at the end of the period	69.6	72.2

► Removing the effect of the £31.4 million placed on escrow in June 2013 in relation to the Return of Value, the decrease in cash experienced in the first half of the year **improved £18 million** from £37.4 million in H1 2013 to 19.4 million in H2 2014



GROUP BALANCE SHEET

H1 2014	H1 2013	Var
£m	£m	£m

Non-current assets			
Property, plant and equipment	82.9	95.3	(12.5)
Goodwill & Intangibles	95.7	94.4	1.3
Investments in associates	0.0	0.6	(0.6)
Deferred income tax asset	15.0	17.1	(2.2)
	193.6	207.5	(13.9)
Current assets			
Inventories	71.8	69.5	2.3
Trade & other receivables	532.5	521.3	11.2
Prepayments & accrued income	125.9	123.1	2.9
Forward currency contracts	0.2	0.1	0.1
Financial & current asset investment	-	41.4	(41.4)
Cash and short-term deposits	71.0	76.3	(5.4)
	801.4	831.7	(30.3)
Current liabilities			
Trade & other payables	482.4	474.5	7.9
Deferred income	109.1	107.9	1.2
Return of value	-	75.0	(75.0)
Financial liabilities	11.6	11.7	(0.0)
Forward currency contracts	0.7	0.5	0.2
Income tax payable	9.1	4.1	5.0
Other liabilities & provisions	10.4	8.2	2.2
	623.3	681.9	(58.6)
Non-current liabilities			
Financial liabilities	5.4	9.0	(3.6)
Other liabilities & provisions	12.3	13.4	(1.1)
	17.7	22.4	(4.7)
Net assets	354.0	335.0	19.1

Balance sheet rate

H1 2014 : £1 = € 1.249



THANK YOU

