## Financial Statements.

Cash flow statements for the 52 weeks ending 29 April 2017.

|   |      |            | aroup      |            | Company    |
|---|------|------------|------------|------------|------------|
|   | Note | 2017<br>£m | 2016<br>£m | 2017<br>£m | 2016<br>£m |
| Operating profit  |      | 87.2       | 56.1       | 48.7       | 137.6      |
| Re-measurements and exceptional items                                 | 6    | 2.2        | 17.0       | _          |            |
| Underlying operating profit   |      | 89.4       | 73.1       | 48.7       | 137.6      |
| Adjusted for:   |      |            |            |            |            |
| - Depreciation of property, plant and equipment                       | 17   | 29.1       | 24.7       | 2.9        | 3.3        |
| <ul> <li>Amortisation of intangible assets</li> </ul>                 | 18   | 7.4        | 7.1        | 3.6        | 2.7        |
| <ul> <li>Loss on disposal of property, plant and equipment</li> </ul> | 17   | 1.0        | 1.0        | _          |            |
| - Other non-cash items  |      | (1.2)      | _          | _          |            |
| - Gain on fair value of financial assets                              | 31   | (1.5)      | _          | (1.5)      |            |
| - Gain on sale of investments   |      | _          | (1.5)      | _          | (1.5)      |
| - Release of lease incentives   |      | (7.9)      | (4.9)      | _          | _          |
| - Employee share award schemes  | 8    | 2.4        | 2.2        | 2.4        | 2.2        |
| Underlying operating cash flow before movements in                    |      |            |            |            |            |
| working capital   |      | 118.7      | 101.7      | 56.1       | 144.3      |
| Changes in working capital:   |      |            |            |            |            |
| - Increase in inventories   |      | (43.1)     | (7.2)      | (0.4)      | (1.3)      |
| - Increase in trade and other receivables                             |      | (29.0)     | (11.9)     | (12.2)     | (56.1)     |
| - Increase/(decrease) in trade and other payables, and                |      |            |            |            |            |
| provisions  |      | 35.4       | 15.7       | 9.8        | (60.5)     |
| Cash generated from underlying operating activities                   |      | 82.0       | 98.3       | 53.3       | 26.4       |
| Interest received/(paid)  |      | 0.2        | (0.6)      | 1.1        | (0.1)      |
| Tax (paid)/received   |      | (19.9)     | (18.9)     | -          |            |
| Net cash generated from underlying operating activities               |      | 62.3       | 78.8       | 54.4       | 26.3       |
| Cash outflows in respect of exceptional items                         |      | _          |            | _          |            |
| Net cash generated from operations                                    |      | 62.3       | 78.8       | 54.4       | 26.3       |
|   |      |            |            |            |            |

Group

Company

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## Financial Statements.

|  |      |        | Group  |        | Company |
|--|------|--------|--------|--------|---------|
|  |      | 2017   | 2016   | 2017   | 2016    |
|  | Note | £m     | £m     | £m     | £m      |
| Cash flow from investing activities                    |      |        |        |        |         |
| Payment of deferred consideration                      |      | (0.9)  |        | (0.9)  |         |
| Investments in subsidiaries                            | 19   | _      |        | (32.8) | (39.9)  |
| Investments in joint ventures                          | 19   | (5.6)  | (3.6)  | (5.6)  | (3.6)   |
| Purchase of property, plant and equipment              |      | (48.7) | (44.2) | (6.2)  | (10.9)  |
| Purchase of intangible assets                          |      | (7.6)  | (6.4)  | (4.8)  | (5.1)   |
| Cash received from disposal of investments             |      | _      | 1.5    | _      | 1.5     |
| Purchase of non-controlling interest                   |      | -      | (1.7)  | _      |         |
| Maturity of other financial asset                      |      | _      | 10.0   | _      | 10.0    |
| Net cash used in investing activities                  |      | (62.8) | (44.4) | (50.3) | (48.0)  |
| Cash flow from financing activities                    |      |        |        |        |         |
| Dividend payments                                      | 16   | (36.5) | (5.0)  | (36.5) | (5.0)   |
| Proceeds of issue of share capital                     |      | 0.1    | 0.3    | 0.1    | 0.3     |
| Short-term funding from subsidiary undertakings        |      | _      | _      | 60.0   |         |
| Net cash (used in)/generated from financing activities |      | (36.4) | (4.7)  | 23.6   | (4.7)   |
| Net (decrease)/increase in cash and cash equivalents   | 30   | (36.9) | 29.7   | 27.7   | (26.4)  |
| Cash and cash equivalents, net of overdraft, at        |      |        |        |        |         |
| beginning of period                                    | 30   | 100.7  | 67.6   | (25.4) | (0.3)   |
| Exchange gains on cash and cash equivalents            | 30   | 1.6    | 3.4    | (1.1)  | 1.3     |
| Cash and cash equivalents, net of overdraft, at end    |      |        |        |        |         |
| of period  | 30   | 65.4   | 100.7  | 1.2    | (25.4)  |

The notes on pages 110 to 150 inclusive are an integral part of the Group and Company financial statements.

Strategic Report