

Financial glossary

Term used	Description
Cash conversion	Ratio of Reported operating cash flow to Headline PBIT
CML	CML Research Limited
DEPS	Diluted earnings per share
DLKW	Face Communications Limited and its subsidiaries
EBITDA	Profit before finance costs, finance income, taxation, depreciation and amortisation
EMO	EMO Group Limited and its subsidiaries
EPS	Basic earnings per share
Free cash flow	Operating cash flow having deducted taxation, net finance income/(cost), income from financial assets and capital expenditure
Gearing	Ratio of total net debt to equity
Headline	Reported figures adjusted for: <ol style="list-style-type: none"> 1. Notional finance cost on future deferred consideration payments 2. Future acquisition payments due to employees deemed as remuneration 3. Restructuring costs 4. TRA Asia investment impairment (2009 only) 5. Goodwill write-off 6. Advisor fees on aborted offer (2009 only) 7. Deferred/corporation tax on the above items
ICM	ICM Research Limited and its subsidiaries
Like-for-like	A comparison of the current year performance (including acquisitions from the relevant date of completion) compared to prior year performance adjusted to include the results of acquisitions for the commensurate period in the prior year
LTIP	Long Term Incentive Plan
MICP	Management Incentive Compensation Plan
MSL	Marketing Science Limited
Net debt	Borrowing less liquid resources
NBC	Nelson Bostock Communications Limited
Operating company	Trading subsidiary of Creston plc
Operating margin	Ratio of PBIT to revenue
PAN	PAN Advertising Limited and its subsidiaries
PAT	Profit after taxation
PBIT	Profit before finance income, finance costs, income from financial assets and taxation
PBIT per head	PBIT per average full-time equivalent employee
PBT	Profit before taxation
RDC	Red Door Communications Limited
Revenue per head	Revenue per average full-time equivalent employee
SAYE	Save As You Earn
TMW	Tullo Marshall Warren Limited
Total debt	Net debt together with the Group's provisions for deferred consideration
TRA	The Real Adventure Marketing Communications Limited
TSR	Total Shareholder Return