

# FIVE YEAR FINANCIAL SUMMARY

## Group Profit and Loss Account

	Note	2001 £m	2002 £m	2003 £m	2004 £m	2005 £m
<b>Turnover</b>		1,961.4	1,944.7	1,933.0	2,108.5	<b>2,137.7</b>
<b>Operating profit before amortisation and impairment of intangible assets</b>		228.0	233.3	237.9	265.8	<b>283.4</b>
Amortisation and impairment of intangible assets		(64.0)	(55.5)	(63.5)	(84.1)	<b>(76.2)</b>
<b>Operating profit</b>		164.0	177.8	174.4	181.7	<b>207.2</b>
Share of operating profits and losses of joint ventures and associates		(13.8)	(16.6)	(5.6)	(8.8)	<b>(2.7)</b>
<b>Total operating profit – Group and share of joint ventures and associates</b>		150.2	161.2	168.8	172.9	<b>204.5</b>
Profit on sale of fixed assets		1.2	3.5	1.2	6.1	<b>10.9</b>
Profit/(loss) on disposal and closure of businesses		(5.9)	8.6	0.1	5.3	<b>2.3</b>
Income from other fixed asset investments		6.7	5.2	5.0	3.4	<b>2.6</b>
Amounts written off investments		(1.5)	(1.2)	(2.9)	–	<b>(2.5)</b>
<b>Profit on ordinary activities before interest and finance charges</b>		150.7	177.3	172.2	187.7	<b>217.8</b>
Net interest payable		(65.6)	(67.6)	(61.2)	(59.7)	<b>(51.6)</b>
Other finance charges (net)		(2.9)	(1.8)	(2.6)	(3.4)	<b>(3.3)</b>
<b>Net interest payable and similar charges</b>		(68.5)	(69.4)	(63.8)	(63.1)	<b>(54.9)</b>
<b>Profit on ordinary activities before taxation</b>		82.2	107.9	108.4	124.6	<b>162.9</b>
Taxation on profit on ordinary activities		(37.0)	(18.0)	(45.5)	(57.2)	<b>(53.0)</b>
<b>Profit on ordinary activities after taxation</b>		45.2	89.9	62.9	67.4	<b>109.9</b>
Equity interests of minority shareholders		(2.8)	(6.8)	(2.1)	(5.7)	<b>(11.1)</b>
<b>Profit for the financial year</b>		42.4	83.1	60.8	61.7	<b>98.8</b>
Dividends		(34.2)	(36.6)	(39.8)	(43.7)	<b>(47.5)</b>
<b>Retained profit</b>		8.2	46.5	21.0	18.0	<b>51.3</b>
<b>Profit before amortisation and impairment of intangible assets, exceptional items and taxation</b>		178.0	182.8	185.9	234.1	<b>253.4</b>
<b>Basic earnings per share</b>	ii	10.9p	20.9p	15.3p	15.5p	<b>24.9p</b>
<b>Diluted earnings per share</b>	ii	10.8p	20.9p	15.3p	15.4p	<b>24.9p</b>
<b>Adjusted earnings per share (before amortisation and impairment of intangible assets and exceptional items)</b>	ii	29.3p	31.1p	33.3p	41.6p	<b>46.2p</b>
<b>Dividends per share</b>	iii	8.6p	9.2p	10.0p	11.0p	<b>12.0p</b>

(i) The Profit and Loss account figures for the three years to 2003 have been restated as a result of the adoption of Schedule G to FRS 5, Reporting the Substance of Transactions and of UITF 38, Accounting for ESOP Trusts, in 2004.

	2001 £m	2002 £m	2003 £m	2004 £m	2005 £m
<b>Group Cash Flow Information</b>					
<b>Net cash inflow from operating activities</b>	312.1	264.6	312.4	382.4	<b>361.3</b>
Dividends received from joint ventures and associates	6.0	6.9	7.2	8.8	<b>6.8</b>
Returns on investments and servicing of finance	(62.7)	(64.7)	(57.5)	(58.1)	<b>(66.6)</b>
Taxation	(43.7)	(24.9)	(25.7)	(14.3)	<b>(35.6)</b>
Capital expenditure and financial investment	(86.4)	(82.4)	(90.2)	(85.7)	<b>(72.7)</b>
Acquisitions and disposals	(184.8)	(101.0)	(51.5)	(128.5)	<b>(111.3)</b>
Equity dividends paid	(32.8)	(35.0)	(37.4)	(41.0)	<b>(44.9)</b>
Management of liquid resources	(12.7)	3.6	7.1	(1.3)	<b>(37.8)</b>
<b>Net cash (outflow)/inflow from financing</b>	<b>118.4</b>	<b>1.1</b>	<b>(88.5)</b>	<b>(19.1)</b>	<b>(4.0)</b>

# FIVE YEAR FINANCIAL SUMMARY

Continued

	2001 £m	2002 £m	2003 £m	2004 £m	2005 £m
<b>Group Cash Flow Information continued</b>					
<b>(Decrease)/increase in cash</b>	13.4	(31.8)	(24.1)	43.2	<b>(4.8)</b>
Cash (inflow)/outflow from change in debt and lease finance	(118.3)	(8.9)	84.2	43.7	<b>(7.1)</b>
Cash outflow/(inflow) from change in liquid resources	12.7	(3.6)	(7.1)	1.3	<b>37.8</b>
<b>Change in net debt from cash flows</b>	<b>(92.2)</b>	<b>(44.3)</b>	<b>53.0</b>	<b>88.2</b>	<b>25.9</b>
Loan notes issued and loans, lease finance and liquid resources arising from acquisitions	(0.5)	(1.2)	(2.7)	(2.2)	<b>(2.0)</b>
Other non-cash items	2.4	(0.9)	(1.7)	7.4	<b>(10.5)</b>
<b>Decrease/(increase) in net debt in the year</b>	<b>(90.3)</b>	<b>(46.4)</b>	<b>48.6</b>	<b>93.4</b>	<b>13.4</b>
<b>Net debt at beginning of year</b>	<b>(785.1)</b>	<b>(875.4)</b>	<b>(921.8)</b>	<b>(873.2)</b>	<b>(779.8)</b>
<b>Net debt at end of year</b>	<b>(875.4)</b>	<b>(921.8)</b>	<b>(873.2)</b>	<b>(779.8)</b>	<b>(766.4)</b>

(i) The Cash Flow figures for the three years to 2003 have been restated as a result of the adoption of UITF 38, Accounting for ESOP Trusts, in 2004 to show purchases and sales of own shares within financing, rather than as investments.

	2001 £m	2002 £m	2003 £m	2004 £m	2005 £m
<b>Group Balance Sheet information</b>					
Intangible assets	633.7	652.6	650.8	793.0	<b>833.4</b>
Tangible assets	470.8	476.4	503.2	502.6	<b>518.4</b>
Investments	263.6	218.1	207.5	178.9	<b>189.3</b>
<b>Fixed assets</b>	<b>1,368.1</b>	<b>1,347.1</b>	<b>1,361.5</b>	<b>1,474.5</b>	<b>1,541.1</b>
<b>Net current liabilities</b>	<b>(68.9)</b>	<b>(87.1)</b>	<b>(106.7)</b>	<b>(306.0)</b>	<b>(109.1)</b>
<b>Long-term liabilities</b>	<b>(1,058.5)</b>	<b>(1,015.2)</b>	<b>(957.7)</b>	<b>(766.4)</b>	<b>(969.6)</b>
<b>Net assets</b>	<b>240.7</b>	<b>244.8</b>	<b>297.1</b>	<b>402.1</b>	<b>462.4</b>
<b>Capital and Reserves</b>					
Called up share capital	50.1	50.1	50.2	50.2	<b>50.2</b>
Share premium account	6.3	6.6	7.1	7.3	<b>8.3</b>
Revaluation reserve	54.5	52.5	74.2	72.1	<b>71.1</b>
Other reserves	(22.8)	(24.4)	(27.5)	(25.7)	<b>(41.3)</b>
Profit and loss account	132.5	175.0	206.6	306.8	<b>379.9</b>
<b>Equity Shareholders' Funds</b>	<b>220.6</b>	<b>259.8</b>	<b>310.6</b>	<b>410.7</b>	<b>468.2</b>
Minority interests	20.1	(15.0)	(13.5)	(8.6)	<b>(6.4)</b>
	<b>240.7</b>	<b>244.8</b>	<b>297.1</b>	<b>402.1</b>	<b>462.4</b>

(i) The Balance sheet for the two years to 2002 has been restated to show listed investments at cost in 2003.

(ii) The Balance Sheet for the three years to 2003 has been restated for the adoption of Schedule G to FRS 5, Reporting the Substance of Transactions and of UITF 38, Accounting for ESOP Trusts in 2004.

	2001	2002	2003	2004	2005
<b>Shareholder value</b>					
Dividend per share	8.6p	9.2p	10.0p	11.0p	<b>12.0p</b>
Price of 'A' Ordinary Non-Voting shares:					
Lowest	£4.92	£4.61	£3.98	£5.35	<b>£6.495</b>
Highest	£10.50	£8.05	£6.58	£7.38	<b>£7.61</b>