

Five year financial summary

Group Income Statement

	2005 £m	2006 £m	2007 £m	2008 £m	2009 £m
Revenue	2,136.3	2,176.0	2,235.1	2,311.7	2,117.5
Operating profit before exceptional operating costs and amortisation and impairment of goodwill and intangible assets	283.4	300.4	322.4	316.9	277.6
Amortisation and impairment of intangible assets and exceptional operating costs	(47.9)	(150.9)	(163.0)	(289.9)	(534.9)
Operating (loss)/profit before share of results from joint ventures and associates	235.5	149.5	159.4	27.0	(257.3)
Share of results of joint ventures and associates	(2.3)	5.6	1.8	3.5	(8.7)
Total operating (loss)/profit	233.2	155.1	161.2	30.5	(266.0)
Other gains and losses	15.5	188.6	35.7	27.7	(23.5)
(Loss)/profit before net finance costs and tax	248.7	343.7	196.9	58.2	(289.5)
Net finance costs	(53.4)	(32.2)	(54.8)	(126.3)	(111.6)
(Loss)/profit before tax	195.3	311.5	142.1	(68.1)	(401.1)
Tax	(39.9)	(60.0)	(20.3)	84.7	94.5
(Loss)/profit for the year after tax	155.4	251.5	121.8	16.6	(306.6)
Discontinued operations	-	-	0.5	0.2	1.2
Equity interests of minority shareholders	(13.3)	(11.7)	(15.3)	(16.8)	2.0
(Loss)/profit for the year	142.1	239.8	107.0	-	(303.4)
Profit before amortisation and impairment of intangible assets, exceptional items and taxation	237.3	259.7	288.2	261.8	200.8
Basic (loss)/earnings per share	35.9p	60.8p	27.4p	0.1p	(79.8)p
Diluted (loss)/earnings per share	35.8p	60.7p	27.2p	(0.1)p	(79.8)p
Adjusted earnings per share (before amortisation and impairment of intangible assets and exceptional items)	43.2p	46.4p	49.3p	47.9p	37.2p

Group cash flow information

	2005 £m	2006 £m	2007 £m	2008 £m	2009 £m
Net cash inflow from operating activities	332.9	350.8	313.4	354.9	283.8
Investing activities	(175.5)	(202.9)	(316.5)	(144.4)	(140.0)
Financing activities	(125.2)	(173.3)	(28.1)	(235.4)	(147.3)
Net (decrease)/increase in cash and cash equivalents	32.2	(25.4)	(31.2)	(24.9)	(3.5)
Cash and cash equivalents at beginning of year	91.4	124.0	96.1	64.0	44.3
Exchange (loss)/gain on cash and cash equivalents	0.4	(2.5)	(0.9)	5.2	6.1
Cash and cash equivalents at end of year	124.0	96.1	64.0	44.3	46.9
Net (decrease)/increase in cash and cash equivalents	32.2	(25.4)	(31.2)	(24.9)	(3.5)
Cash outflow/(inflow) from change in debt and lease finance	(7.0)	36.6	(131.6)	(20.6)	23.5
Change in net debt from cash flows	25.2	11.2	(162.8)	(45.5)	20.0
Loan notes issued and loans, lease finance and liquid resources arising from acquisitions	(2.0)	3.3	(34.1)	-	-
Other non-cash items	(10.4)	14.3	(15.3)	(18.7)	(54.0)
(Increase)/decrease in net debt in the year	12.8	28.8	(212.2)	(64.2)	(34.0)
Net debt at beginning of year	(779.8)	(767.0)	(738.2)	(950.4)	(1,014.6)
Net debt at end of year	(767.0)	(738.2)	(950.4)	(1,014.6)	(1,048.6)

Five year financial summary

Continued

Group balance sheet information

	2005 £m	2006 £m	2007 £m	2008 £m	2009 £m
Goodwill and intangible assets	916.2	1,124.9	1,480.1	1,503.5	1,195.1
Tangible assets	500.8	513.7	520.7	501.9	440.4
Fixed asset investments	203.7	160.2	136.2	43.9	53.7
Other non current assets	-	32.7	109.2	42.8	174.3
Fixed assets	1,620.7	1,831.5	2,246.2	2,092.1	1,863.5
Net-current liabilities	(174.4)	(247.6)	(329.4)	(342.7)	(337.8)
Long-term liabilities	(1,092.8)	(1,108.6)	(1,196.3)	(1,200.8)	(1,613.2)
Net assets	353.5	475.3	720.5	548.6	(87.5)
Shareholders' equity					
Called up share capital	50.2	50.2	49.4	49.1	49.1
Share premium account	8.3	9.7	12.4	12.4	12.4
Revaluation reserve	71.1	46.5	46.0	39.5	4.1
Other reserves	(20.9)	(54.9)	(16.6)	(70.2)	(35.9)
Minority interests	-	-	27.6	38.7	46.8
Retained earnings	244.8	423.8	601.7	479.1	(164.0)
Total equity	353.5	475.3	720.5	548.6	(87.5)

	2005	2006	2007	2008	2009
Shareholder information					
Dividend per share*	12.00p	13.05p	14.35p	14.70p	14.70p
Price of 'A' Ordinary Non-Voting shares:					
Lowest	£6.50	£5.55	£6.00	£2.59	£2.11
Highest	£7.61	£8.01	£8.65	£6.77	£4.61

* Represents the dividends declared by the Directors in respect of the above years.