

Ten Year Record

	UK GAAP				
	1997 £ million	1998 £ million	1999 £ million	2000 £ million	2001 £ million
Revenue					
Parent and subsidiaries	2,423.2	3,138.8	3,385.4	3,866.0	5,903.7
Share of joint ventures	156.9	128.8	–	–	–
Total	2,580.1	3,267.6	3,385.4	3,866.0	5,903.7
Operating profit before one-off items and goodwill amortisation	116.3	139.2	147.1	146.2	175.0
Goodwill amortisation	–	–	–	(0.2)	(0.3)
One-off items	–	(4.5)	(1.9)	(9.8)	(0.6)
Operating profit	116.3	134.7	145.2	136.2	174.1
Other one-off items	–	4.4	8.8	23.4	1.1
Profit before interest	116.3	139.1	154.0	159.6	175.2
Net interest	(8.0)	(9.0)	(15.9)	(2.4)	5.3
Net return on retirement benefits assets and liabilities	–	–	–	–	–
Share of profit / (loss) of associates	–	–	–	–	–
Profit before tax	108.3	130.1	138.1	157.2	180.5
Income tax expense	(33.0)	(28.5)	(35.1)	(47.3)	(54.2)
Profit after taxation	75.3	101.6	103.0	109.9	126.3
Loss for the year from discontinued operations	–	–	–	–	–
Minority interests	(1.2)	(0.3)	0.7	(0.2)	(0.6)
Profit attributable to equity holders of the parent company	74.1	101.3	103.7	109.7	125.7
Earnings per ordinary share before one-off items and goodwill amortisation (graph 1)	34.2p	42.8p	42.8p	46.6p	57.2p
Earnings per ordinary share (graph 2)	34.2p	46.7p	47.8p	50.5p	57.3p
Dividend per ordinary share (graph 3)	15.5p	17.8p	19.0p	20.3p	23.3p
Summary Balance Sheet					
Assets employed:					
Goodwill	–	–	4.2	5.1	8.6
Property, plant and equipment / other intangible assets	337.7	461.5	480.2	311.3	386.8
Non-current investments / associates / joint ventures	84.2	4.2	1.8	1.0	1.0
Inventories	184.7	244.8	243.7	253.2	278.8
Receivables / current investments / tax assets / financial assets	252.5	379.8	434.0	434.7	522.9
Payables / provisions / tax liabilities / financial liabilities	(291.1)	(409.8)	(418.8)	(452.5)	(534.7)
Post-employment benefits net assets / employee benefits obligations	–	–	–	–	–
	568.0	680.5	745.1	552.8	663.4
Financed by:					
Net borrowings and finance leases / (cash)	143.7	225.1	221.6	(165.8)	(139.9)
Retained earnings	107.8	130.9	200.9	389.2	465.9
Share capital, share premium, shares held in ESOTs and other reserves	316.3	318.4	316.8	324.9	332.8
Minority interests	0.2	6.1	5.8	4.5	4.6
Capital employed	568.0	680.5	745.1	552.8	663.4
Cumulative goodwill taken directly to reserves	156.3	171.4	171.4	46.0	46.0
Return on assets	16.4%	17.7%	16.6%	19.3%	26.8%
(Operating profit before one-off items and goodwill amortisation / average capital employed and cumulative goodwill taken directly to reserves)					

Figures for 2006 have been prepared under IFRS. Figures for 2005 have been restated for IFRS as explained in the accounting policies. Figures for 2004 and all prior years have been prepared under UK GAAP. Figures for 2003 have been restated for the adoption of FRS 17 – 'Retirement Benefits' under UK GAAP, but prior year figures have not been restated for FRS 17 because comparatives are not available. Apart from this, 2003 and prior years have been restated to reflect all changes in accounting policies under UK GAAP.

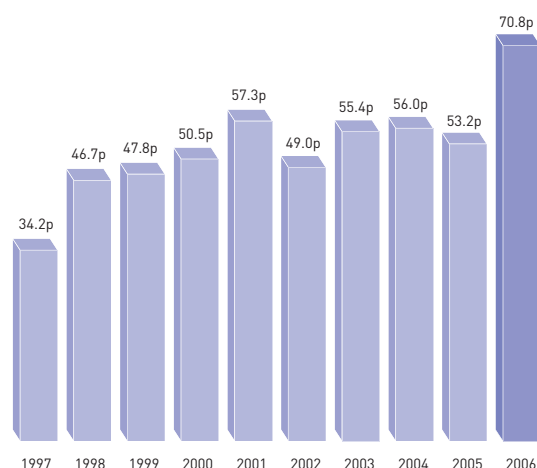
Ten Year Record

UK GAAP			IFRS	
2002 £ million	2003 £ million	2004 £ million	2005 £ million	2006 £ million
4,830.1	4,323.9	4,492.9	4,626.2	4,755.9
–	–	–	–	–
4,830.1	4,323.9	4,492.9	4,626.2	4,755.9
193.3	189.2	206.0	216.6	234.7
(6.8)	(13.7)	(19.8)	–	–
(18.1)	(7.6)	2.1	(36.7)	(6.0)
168.4	167.9	188.3	179.9	228.7
(5.6)	4.9	–	–	–
162.8	172.8	188.3	179.9	228.7
(6.1)	(13.2)	(16.3)	(13.0)	(14.7)
–	13.9	6.0	–	–
–	–	–	0.5	(0.2)
156.7	173.5	178.0	167.4	213.8
(50.2)	(53.7)	(57.9)	(46.5)	(62.5)
106.5	119.8	120.1	120.9	151.3
–	–	–	(6.4)	–
0.3	0.4	1.7	1.0	0.8
106.8	120.2	121.8	115.5	152.1
60.4p	61.8p	64.0p	67.0p	72.7p
49.0p	55.4p	56.0p	53.2p	70.8p
24.6p	25.5p	26.4p	27.7p	30.1p
182.6	373.4	377.1	375.1	402.4
495.1	601.1	608.1	620.4	702.4
2.7	6.4	5.5	6.7	10.2
414.3	438.4	417.3	307.3	345.8
456.0	367.2	389.0	375.3	497.1
(584.4)	(560.5)	(534.4)	(382.3)	(520.2)
–	(25.4)	3.5	(3.0)	18.8
966.3	1,200.6	1,266.1	1,299.5	1,456.5
159.0	402.5	394.5	369.6	412.0
466.4	445.9	528.4	594.5	708.0
337.0	341.4	333.8	327.9	330.1
3.9	10.8	9.4	7.5	6.4
966.3	1,200.6	1,266.1	1,299.5	1,456.5
46.0	40.6	40.6	–	–
22.5%	16.8%	16.2%	16.7%	17.0%

1 Earnings per Ordinary Share Before One-off Items and Goodwill Amortisation



2 Earnings per Ordinary Share



3 Dividend per Ordinary Share

