

# TEN YEAR RECORD

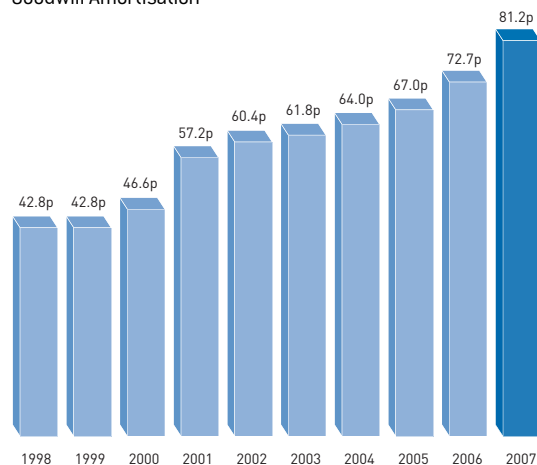
	UK GAAP				
	1998 £ million	1999 £ million	2000 £ million	2001 £ million	2002 £ million
<b>Revenue</b>					
Parent and subsidiaries	3,138.8	3,385.4	3,866.0	5,903.7	4,830.1
Share of joint ventures	128.8	–	–	–	–
<b>Total</b>	<b>3,267.6</b>	<b>3,385.4</b>	<b>3,866.0</b>	<b>5,903.7</b>	<b>4,830.1</b>
<b>Operating profit before one-off items and goodwill amortisation</b>	139.2	147.1	146.2	175.0	193.3
Goodwill amortisation	–	–	(0.2)	(0.3)	(6.8)
One-off items	(4.5)	(1.9)	(9.8)	(0.6)	(18.1)
<b>Operating profit</b>	134.7	145.2	136.2	174.1	168.4
Other one-off items	4.4	8.8	23.4	1.1	(5.6)
<b>Profit before interest</b>	139.1	154.0	159.6	175.2	162.8
Net finance costs	(9.0)	(15.9)	(2.4)	5.3	(6.1)
Net return on retirement benefits assets and liabilities	–	–	–	–	–
Share of profit / (loss) of associates	–	–	–	–	–
<b>Profit before tax</b>	130.1	138.1	157.2	180.5	156.7
Income tax expense	(28.5)	(35.1)	(47.3)	(54.2)	(50.2)
<b>Profit after taxation</b>	101.6	103.0	109.9	126.3	106.5
(Loss) / profit for the year from discontinued operations	–	–	–	–	–
Minority interests	(0.3)	0.7	(0.2)	(0.6)	0.3
<b>Profit attributable to equity holders of the parent company</b>	<b>101.3</b>	<b>103.7</b>	<b>109.7</b>	<b>125.7</b>	<b>106.8</b>
<b>Earnings per ordinary share before one-off items and goodwill amortisation (graph 1)</b>	42.8p	42.8p	46.6p	57.2p	60.4p
<b>Earnings per ordinary share (graph 2)</b>	46.7p	47.8p	50.5p	57.3p	49.0p
<b>Dividend per ordinary share (graph 3)</b>	17.8p	19.0p	20.3p	23.3p	24.6p
<b>Summary Balance Sheet</b>					
<b>Assets employed:</b>					
Goodwill	–	4.2	5.1	8.6	182.6
Property, plant and equipment / other intangible assets	461.5	480.2	311.3	386.8	495.1
Non-current investments / associates / joint ventures	4.2	1.8	1.0	1.0	2.7
Inventories	244.8	243.7	253.2	278.8	414.3
Receivables / current investments / tax assets / financial assets	379.8	434.0	434.7	522.9	456.0
Payables / provisions / tax liabilities / financial liabilities	(409.8)	(418.8)	(452.5)	(534.7)	(584.4)
Post-employment benefits net assets / employee benefits obligations	–	–	–	–	–
	<b>680.5</b>	<b>745.1</b>	<b>552.8</b>	<b>663.4</b>	<b>966.3</b>
<b>Financed by:</b>					
Net borrowings and finance leases / (cash)	225.1	221.6	(165.8)	(139.9)	159.0
Retained earnings	130.9	200.9	389.2	465.9	466.4
Share capital, share premium, shares held in ESOTs and other reserves	318.4	316.8	324.9	332.8	337.0
Minority interests	6.1	5.8	4.5	4.6	3.9
<b>Capital employed</b>	<b>680.5</b>	<b>745.1</b>	<b>552.8</b>	<b>663.4</b>	<b>966.3</b>
<b>Cumulative goodwill taken directly to reserves</b>	171.4	171.4	46.0	46.0	46.0
<b>Return on assets</b>	17.7%	16.6%	19.3%	26.8%	22.5%
(Operating profit before one-off items and goodwill amortisation / average capital employed and cumulative goodwill taken directly to reserves)					

Figures for 2006 onwards have been prepared under IFRS. Figures for 2005 have been restated for IFRS. 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.

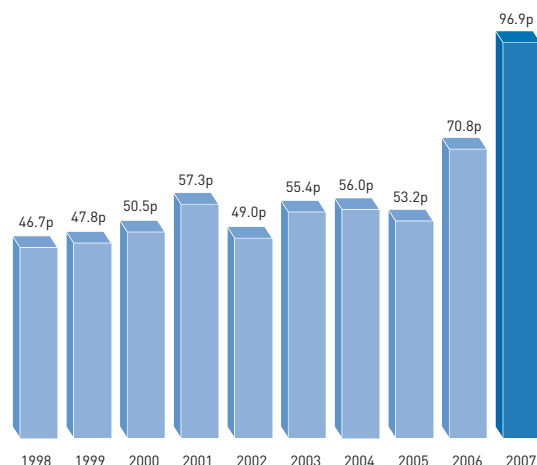
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UK GAAP		IFRS		
2003 £ million	2004 £ million	2005 £ million	2006 £ million	2007 £ million
4,323.9	4,492.9	4,626.2	4,755.9	<b>6,151.7</b>
-	-	-	-	-
4,323.9	4,492.9	4,626.2	4,755.9	<b>6,151.7</b>
189.2	206.0	216.6	234.7	<b>252.4</b>
(13.7)	(19.8)	-	-	-
(7.6)	2.1	(36.7)	(6.0)	-
167.9	188.3	179.9	228.7	<b>252.4</b>
4.9	-	-	-	-
172.8	188.3	179.9	228.7	<b>252.4</b>
(13.2)	(16.3)	(13.0)	(14.7)	<b>(26.8)</b>
13.9	6.0	-	-	-
-	-	0.5	(0.2)	<b>0.9</b>
173.5	178.0	167.4	213.8	<b>226.5</b>
(53.7)	(57.9)	(46.5)	(62.5)	<b>(64.7)</b>
119.8	120.1	120.9	151.3	<b>161.8</b>
-	-	(6.4)	-	<b>43.7</b>
0.4	1.7	1.0	0.8	<b>1.0</b>
120.2	121.8	115.5	152.1	<b>206.5</b>
61.8p	64.0p	67.0p	72.7p	<b>81.2p</b>
55.4p	56.0p	53.2p	70.8p	<b>96.9p</b>
25.5p	26.4p	27.7p	30.1p	<b>33.6p</b>
373.4	377.1	375.1	402.4	<b>399.2</b>
601.1	608.1	620.4	702.4	<b>640.8</b>
6.4	5.5	6.7	10.2	<b>9.6</b>
438.4	417.3	307.3	345.8	<b>362.7</b>
367.2	389.0	375.3	497.1	<b>549.2</b>
(560.5)	(534.4)	(382.3)	(520.2)	<b>(519.5)</b>
(25.4)	3.5	(3.0)	18.8	<b>0.9</b>
1,200.6	1,266.1	1,299.5	1,456.5	<b>1,442.9</b>
402.5	394.5	369.6	412.0	<b>364.8</b>
445.9	528.4	594.5	708.0	<b>783.7</b>
341.4	333.8	327.9	330.1	<b>292.0</b>
10.8	9.4	7.5	6.4	<b>2.4</b>
1,200.6	1,266.1	1,299.5	1,456.5	<b>1,442.9</b>
40.6	40.6	-	-	-
16.8%	16.2%	16.7%	17.0%	<b>17.4%</b>

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



## 2 Earnings per Ordinary Share



## 3 Dividend per Ordinary Share

