

FIVE YEAR RECORD

	2006 £ million	2007 £ million	2008 £ million	2009 £ million	2010 £ million
Revenue	4,755.9	6,151.7	7,498.7	7,847.8	7,839.4
Sales excluding the value of precious metals	1,341.2	1,454.2	1,750.2	1,796.9	1,885.5
EBITDA	305.5	329.9	374.1	398.1	382.7
Depreciation	(64.7)	(68.6)	(68.3)	(88.7)	(97.3)
Amortisation	(5.3)	(6.1)	(9.0)	(10.9)	(13.6)
Underlying operating profit	235.5	255.2	296.8	298.5	271.8
Amortisation of acquired intangibles	(0.8)	(2.8)	(3.1)	(9.1)	(9.9)
Major impairment and restructuring charges	(6.0)	–	–	(9.4)	(11.3)
Operating profit	228.7	252.4	293.7	280.0	250.6
Net finance costs	(14.7)	(26.8)	(30.3)	(32.6)	(19.4)
Share of (loss) / profit of associates	(0.2)	0.9	(1.1)	2.0	1.7
Dissolution of associate	–	–	–	–	(4.4)
Profit before tax	213.8	226.5	262.3	249.4	228.5
Income tax expense	(62.5)	(64.7)	(77.2)	(76.7)	(64.3)
Profit after taxation	151.3	161.8	185.1	172.7	164.2
Profit for the year from discontinued operations	–	43.7	0.3	1.2	–
Minority interests	0.8	1.0	0.8	0.2	–
Profit attributable to equity holders of the parent company	152.1	206.5	186.2	174.1	164.2
Underlying earnings per ordinary share	73.0p	82.2p	89.5p	89.6p	86.4p
Earnings per ordinary share	70.8p	96.9p	88.5p	82.6p	77.6p
Dividend per ordinary share	30.1p	33.6p	36.6p	37.1p	39.0p
Summary Balance Sheet					
Assets employed:					
Goodwill	402.4	399.2	480.4	516.0	513.8
Property, plant and equipment / other intangible assets	702.4	640.8	827.9	1,060.5	1,053.2
Non-current investments / associates	10.2	9.6	8.9	12.1	10.9
Inventories	345.8	362.7	380.4	371.7	390.1
Receivables / current investments / tax assets / financial assets	497.1	549.2	712.4	585.9	718.9
Payables / provisions / tax liabilities / financial liabilities	(520.2)	(519.5)	(655.7)	(684.1)	(717.0)
Post-employment benefits net assets / employee benefits obligations	18.8	0.9	16.4	(151.6)	(245.7)
	1,456.5	1,442.9	1,770.7	1,710.5	1,724.2
Financed by:					
Net debt	412.0	364.8	610.4	534.4	473.4
Retained earnings	708.0	783.7	879.1	849.6	837.7
Share capital, share premium, shares held in ESOTs and other reserves	330.1	292.0	279.8	325.7	411.7
Minority interests	6.4	2.4	1.4	0.8	1.4
Capital employed	1,456.5	1,442.9	1,770.7	1,710.5	1,724.2
Return on invested capital (Underlying operating profit / average capital employed)	17.1%	17.6%	18.5%	17.1%	15.8%

The balance sheet for 2008 has been restated for the changes to Argillon Group's fair value at acquisition and goodwill on acquisition.