

## Five year financial summary

	2002 £m	2001 £m	2000 £m	1999* £m	1998† £m
<b>Results</b>					
Total turnover	2,114.4	2,083.5	2,179.1	1,548.4	1,347.0
Operating profit/(loss)	96.5	(268.8)	198.6	274.9	216.5
Finance charges (net)	(59.8)	(76.0)	(144.6)	(61.0)	(58.0)
Profit/(loss) before tax	42.0	(335.2)	255.3	210.4	156.0
Tax charge	(15.0)	(19.1)	(50.1)	(60.5)	(50.7)
Profit/(loss) attributable to ordinary shareholders	27.0	(354.3)	205.2	150.0	105.2
<b>Net assets</b>					
Fixed assets	1,981.0	2,047.3	2,304.1	2,107.6	1,514.2
Net current (liabilities)/assets	(40.4)	(109.1)	250.8	(189.9)	(269.0)
Long term creditors	(808.1)	(816.8)	(1,039.4)	(950.8)	(741.7)
Provisions	(223.4)	(201.1)	(192.9)	(374.8)	(364.0)
<b>Tangible fixed assets</b>					
Additions	103.3	141.8	376.7	263.1	289.9
Depreciation	(112.7)	(111.2)	(218.7)	(186.0)	(190.3)
<b>Cash and debt</b>					
Cash at bank and in hand	150.0	160.4	816.0	321.8	163.5
Gross debt	(924.6)	(946.1)	(1,365.6)	(1,226.7)	(1,001.5)
Securitised debt (included within gross debt)	Nil	Nil	Nil	(482.7)	(420.1)
Net debt	(774.6)	(785.7)	(549.6)	(904.9)	(838.0)
<b>Cash flow</b>					
Free cash flow	184.3	228.1	283.9	279.8	224.3
<b>Ratios‡</b>					
Earnings per share‡	6.3p	7.5p	12.8p	11.9p	9.0p
Dividends per ordinary share	2.6p	3.8p	3.6p	3.0p	2.4p
Free cash flow per ordinary share	14.1p	17.0p	18.9p	21.2p	18.7p
Shares in issue at year end	1,320.9m	1,318.6m	1,407.0m	1,382.5m	1,216.9m
Average number of employees	38,783	40,002	41,254	31,920	32,640

All years have been restated following adoption of FRS 19

\*1999 summary information has been restated following adoption of FRS 15

†1998 summary information has been restated following adoption of FRS 12 and FRS 15

‡restated to take account of 5 for 1 share split in October 1998

‡before goodwill amortisation and exceptional items