

Five year financial summary

	2003 £m	2002 £m	2001* £m	2000* £m	1999† £m
Results					
Total turnover	2,076.6	2,114.4	2,083.5	2,179.1	1,548.4
Operating (loss)/profit	(466.2)	96.5	(268.8)	198.6	274.9
Finance charges (net)	(33.5)	(59.8)	(76.0)	(144.6)	(61.0)
(Loss)/profit before tax	(500.2)	42.0	(335.2)	255.3	210.4
Tax charge	(25.0)	(15.0)	(19.1)	(50.1)	(60.5)
(Loss)/profit attributable to ordinary shareholders	(525.2)	27.0	(354.3)	205.2	150.0
Net assets					
Fixed assets	1,259.8	1,981.0	2,047.3	2,304.1	2,107.6
Net current (liabilities)/assets	(49.2)	(40.4)	(109.1)	250.8	(189.9)
Long term creditors	(640.7)	(808.1)	(816.8)	(1,039.4)	(950.8)
Provisions	(252.8)	(223.4)	(201.1)	(192.9)	(374.8)
Tangible fixed assets					
Additions	71.1	103.3	141.8	376.7	263.1
Depreciation	(105.3)	(112.7)	(111.2)	(218.7)	(186.0)
Cash and debt					
Cash at bank and in hand	164.7	150.0	160.4	816.0	321.8
Gross debt	(724.7)	(924.6)	(946.1)	(1,365.6)	(1,226.7)
Securitised debt (included within gross debt)	Nil	Nil	Nil	Nil	(482.7)
Net debt	(560.0)	(774.6)	(785.7)	(549.6)	(904.9)
Cash flow					
Free cash flow	217.8	184.3	228.1	283.9	279.8
Ratios					
Earnings per share‡	6.4p	6.3p	7.5p	12.8p	11.9p
Dividends per ordinary share	2.6p	2.6p	3.8p	3.6p	3.0p
Free cash flow per ordinary share	16.6p	14.1p	17.0p	18.9p	21.2p
Shares in issue at year end	1,320.9m	1,320.9m	1,318.6m	1,407.0m	1,382.5m
Average number of employees	38,876	38,783	40,002	41,254	31,920

*2001 and 2000 have been restated following adoption of FRS 19

†1999 summary information has been restated following adoption of FRS 15 and FRS 19

‡before goodwill amortisation and exceptional items