

Five year financial summary

	2004	2003	2002	2001*	2000*
	£m	£m	£m	£m	£m
Results					
Total turnover	1,792.3	2,076.6	2,114.4	2,083.5	2,179.1
Operating profit/(loss)	129.7	(466.2)	96.5	(268.8)	198.6
Finance charges (net)	(27.3)	(33.5)	(59.8)	(76.0)	(144.6)
Profit/(loss) before tax	95.8	(500.2)	42.0	(335.2)	255.3
Tax credit/(charge)	8.8	(25.0)	(15.0)	(19.1)	(50.1)
Profit/(loss) attributable to ordinary shareholders	104.6	(525.2)	27.0	(354.3)	205.2
Net assets					
Fixed assets	831.7	1,259.8	1,981.0	2,047.3	2,304.1
Net current assets/(liabilities)	42.5	(49.2)	(40.4)	(109.1)	250.8
Long term creditors	(292.2)	(640.7)	(808.1)	(816.8)	(1,039.4)
Provisions	(192.0)	(252.8)	(223.4)	(201.1)	(192.9)
Tangible fixed assets					
Additions	86.8	71.1	103.3	141.8	376.7
Depreciation	(67.2)	(105.3)	(112.7)	(111.2)	(218.7)
Cash and debt					
Cash at bank and in hand	476.5	164.7	150.0	160.4	816.0
Gross debt	544.1	(724.7)	(924.6)	(946.1)	(1,365.6)
Net debt	(67.6)	(560.0)	(774.6)	(785.7)	(549.6)
Cash flow					
Free cash flow	209.5	217.8	184.3	228.1	283.9
Ratios					
Earnings per share‡	6.7p	6.4p	6.3p	7.5p	12.8p
Dividends per ordinary share	2.9p	2.6p	2.6p	3.8p	3.6p
Free cash flow per ordinary share	15.9p	16.6p	14.1p	17.0p	18.9p
Shares in issue at year end	1,335.4m	1,320.9m	1,320.9m	1,318.6m	1,407.0m
Average number of employees	29,163	38,876	38,783	40,002	41,254

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

‡before goodwill amortisation and exceptional items