

Five year financial summary

	2005	2004	2003	2002	2001*
	£m	£m	£m	£m	£m
Results					
Total turnover	1,794.7	1,792.3	2,076.6	2,114.4	2,083.5
Operating profit/(loss)	132.8	129.7	(466.2)	96.5	(268.8)
Finance charges (net)	(19.9)	(27.3)	(33.5)	(59.8)	(76.0)
Profit/(loss) before tax	108.3	95.8	(500.2)	42.0	(335.2)
Tax (charge)/credit	(29.5)	8.8	(25.0)	(15.0)	(19.1)
Profit/(loss) attributable to ordinary shareholders	78.4	104.6	(525.2)	27.0	(354.3)
Net assets					
Fixed assets	803.3	831.7	1,259.8	1,981.0	2,047.3
Net current (liabilities)/assets	(166.5)	42.5	(49.2)	(40.4)	(109.1)
Long term creditors	(236.2)	(292.2)	(640.7)	(808.1)	(816.8)
Provisions	(181.6)	(192.0)	(252.8)	(223.4)	(201.1)
Tangible fixed assets					
Additions	103.8	86.8	71.1	103.3	141.8
Depreciation	(67.7)	(67.2)	(105.3)	(112.7)	(111.2)
Cash and debt					
Cash at bank and in hand	140.0	476.5	164.7	150.0	160.4
Gross debt	354.6	544.1	(724.7)	(924.6)	(946.1)
Net debt	(214.6)	(67.6)	(560.0)	(774.6)	(785.7)
Cash flow					
Free cash flow	173.6	209.5	217.8	184.3	228.1
Ratios					
Earnings per ordinary share‡	9.0p	6.7p	6.4p	6.3p	7.5p
Dividends per ordinary share	3.3p	2.9p	2.6p	2.6p	3.8p
Free cash flow per ordinary share	15.0p	15.9p	16.6p	14.1p	17.0p
Shares in issue at year end	1,069.5m	1,335.4m	1,320.9m	1,320.9m	1,318.6m
Average number of employees	29,657	29,163	38,876	38,783	40,002

*2001 has been restated following adoption of FRS 19, "Deferred Tax"

‡before goodwill amortisation and exceptional items