

FIVE YEAR RECORD

Profit and Loss Account

	Notes	2006 £m	2007 £m	2008 £m	2009 £m	2010 £m
Revenue						
– Continuing operations		358.5	401.8	467.0	502.4	561.1
– Discontinued operations	(a)	252.3	285.7	286.6	121.6	–
Total		610.8	687.5	753.6	624.0	561.1
Operating profit						
– Continuing operations		46.9	61.3	79.2	96.5	109.2
– Exceptional items – operating		1.7	–	–	(8.9)	(7.5)
Total		48.6	61.3	79.2	87.6	101.7
Share of profits of associated companies		6.8	6.6	7.1	8.9	6.3
Exceptional items – non-operating		–	–	2.6	–	–
Profit on continuing operations before interest		55.4	67.9	88.9	96.5	108.0
Net interest income/(expense)		1.8	3.6	2.0	1.4	(5.1)
Retirement benefit obligation net finance (expense)/income		(1.8)	1.8	0.3	(1.8)	(6.3)
Profit on continuing operations before taxation		55.4	73.3	91.2	96.1	96.6
Taxation		(16.5)	(21.9)	(24.7)	(28.5)	(26.2)
Profit on continuing operations after taxation		38.9	51.4	66.5	67.6	70.4
Discontinued operations		12.9	20.4	21.9	296.5	–
Equity minority interests		(0.9)	(1.6)	(0.3)	(1.1)	(0.5)
Profit for the financial year		50.9	70.2	88.1	363.0	69.9
Dividends		(95.8)	(28.3)	(105.4)	(376.7)	(40.9)
Retained profit/(loss) for the period		(44.9)	41.9	(17.3)	(13.7)	29.0
Earnings per ordinary share from continuing operations		23.6p	33.1p	43.4p	50.9p	71.0p
Diluted earnings per share from continuing operations		23.0p	32.4p	42.7p	50.4p	70.5p
Headline earnings per ordinary share (before exceptionals)		22.6p	33.1p	41.7p	57.0p	76.2p
Dividends per ordinary share	(b)	17.0p	19.1p	21.4p	41.1p	42.3p
Profit on continuing operations before taxation and exceptional items		53.7	73.3	88.6	105.0	104.1

Balance Sheet

	£m	£m	£m	£m	£m
Non-current assets	235.5	235.1	226.0	228.6	222.3
Net current assets	(69.4)	(96.0)	(87.3)	(87.6)	(67.2)
Net cash/(debt)	91.6	137.3	106.7	(33.1)	(11.0)
Other liabilities	(121.4)	(111.5)	(29.9)	(87.3)	(134.6)
Equity minority interests	(3.8)	(5.0)	(2.3)	(2.9)	(3.2)
Equity shareholders' funds	132.5	159.9	213.2	17.7	6.3

Notes

(a) Discontinued operations include all businesses discontinued between 2006 and 2010. Thus continuing operations are those businesses continuing as at 27 March 2010.

(b) Includes proposed final dividend which, in accordance with IFRS accounting requirements, has not been accrued.