

Five year record

Profit and Loss Account

	Note	2007 £m	2008 £m	2009 £m	2010 £m	2011 £m
Revenue						
– Continuing operations		401.8	467.0	502.4	561.1	463.9
– Discontinued operations	(a)	285.7	286.6	121.6	–	–
Total		687.5	753.6	624.0	561.1	463.9
Operating profit						
– Continuing operations		61.3	79.2	96.5	109.2	40.4
– Exceptional items – operating		–	–	(8.9)	(7.5)	(15.6)
Total		61.3	79.2	87.6	101.7	24.8
Share of profits of associated companies		6.6	7.1	8.9	6.3	–
Exceptional items – non operating		–	2.6	–	–	55.1
Profit on continuing operations before interest		67.9	88.9	96.5	108.0	79.9
Net interest income/(expense)		3.6	2.0	1.4	(5.1)	(3.8)
Retirement benefit obligation net finance income/(expense)		1.8	0.3	(1.8)	(6.3)	(3.3)
Profit on continuing operations before taxation		73.3	91.2	96.1	96.6	72.8
Taxation		(21.9)	(24.7)	(28.5)	(26.2)	(5.4)
Profit on continuing operations after taxation		51.4	66.5	67.6	70.4	67.4
Discontinued operations		20.4	21.9	296.5	–	–
Equity non controlling interests		(1.6)	(0.3)	(1.1)	(0.5)	(0.5)
Profit for the financial year		70.2	88.1	363.0	69.9	66.9
Dividends		(28.3)	(105.4)	(376.7)	(40.9)	(41.9)
Retained profit/(loss) for the period		41.9	(17.3)	(13.7)	29.0	25.0
Earnings per ordinary share from continuing operations		33.1p	43.4p	50.9p	71.0p	67.6p
Diluted earnings per share from continuing operations		32.4p	42.7p	50.4p	70.5p	67.2p
Headline earnings per ordinary share (before exceptional items)		33.1p	41.7p	57.0p	76.2p	24.0p
Dividends per ordinary share	(b)	19.1p	21.4p	41.1p	42.3p	42.3p
Profit on continuing operations before taxation and exceptional items		73.3	88.6	105.0	104.1	33.3
Balance Sheet						
		£m	£m	£m	£m	£m
Non current assets		235.1	226.0	228.6	222.3	213.5
Net current liabilities		(96.0)	(87.3)	(87.6)	(67.2)	(58.6)
Net cash/(debt)		137.3	106.7	(33.1)	(11.0)	(31.2)
Other liabilities		(111.5)	(29.9)	(87.3)	(134.6)	(106.9)
Equity non controlling interests		(5.0)	(2.3)	(2.9)	(3.2)	(3.5)
Equity shareholders' funds		159.9	213.2	17.7	6.3	13.3

Notes

(a) Discontinued operations include all businesses discontinued between 2007 and 2011. Thus continuing operations are those businesses continuing as at 26 March 2011.

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