

Group financial record under IFRS 2005-2006

	Period ended 5 August 2006 £m	Year ended 31 July 2005 £m
Revenue	3,522.9	3,005.4
Headline operating profit	519.8	415.7
Amortisation of acquired intangible assets	(16.9)	(5.7)
Exceptional items (including impairment)	(339.5)	(28.0)
Financing losses	(2.8)	
Operating profit	160.6	382.0
Net finance costs	(27.1)	(16.1)
Share of post-tax losses of associated companies	(1.1)	
Profit before taxation	132.4	365.9
Profit after taxation	24.2	271.8
Shareholders' equity	1,362.9	1,483.8
Represented by		
– intangible fixed assets	1,530.6	1481.7
– property, plant & equipment and investments	512.6	831.3
– net current assets/provisions/retirement benefit liabilities	246.4	101.6
Net borrowings	(926.7)	(930.8)
Funds employed	1,362.9	1,483.8
Ratios		
Operating profit before amortisation of acquired intangible assets: turnover (%)	14.8	13.8
Effective tax rate before amortisation of acquired intangible assets and exceptional items (%)	25.6	26.4
After tax return on average shareholder investment (%)	13.6	11.2
Cash-flow		
Cash-flow from normal operating activities	437.6	277.6
Less capital expenditure (net)	(18.0)	(18.9)
Operating cash after capital expenditure	419.6	258.7
Free cash-flow per share (before acquisitions and dividends, after capital expenditure)	170.4	147.0
Free cash-flow per share (p)	30.1p	26.1p
Earnings per share before amortisation of acquired intangible assets and exceptional items (p)	64.8	52.8
Dividends		
Pence per share	31.3	29.0
Times covered before amortisation of acquired intangible assets and exceptional items	2.1	1.8
Number of employees (000s)		
United Kingdom	7.3	7.2
Overseas	24.5	23.4
	31.8	30.6

Group financial record under UK GAAP 2002-2005

	Year ended 31 July			
	2005 £m	2004 £m	2003 £m	2002 £m
Turnover				
– continuing operations	3,016.8	2,678.4	2,629.2	2,588.4
– discontinued operations		55.0	426.9	635.1
	3,016.8	2,733.4	3,056.1	3,223.5
Operating profit				
– continuing operations	420.4	360.1	371.9	364.1
– discontinued operations		2.2	51.9	64.0
	420.4	362.3	423.8	428.1
Goodwill amortisation and impairment	(61.0)	(39.0)	(44.1)	(50.7)
Operating profit (after goodwill amortisation and impairment)	359.4	323.3	379.7	377.4
Net interest	(7.8)	(12.2)	(39.8)	(32.0)
Profit before exceptional items	351.6	311.1	339.9	345.4
Exceptional items	(41.8)	(11.0)	(122.5)	(68.0)
Profit before taxation	309.8	300.1	217.4	277.4
Profit after taxation	220.8	212.9	112.3	186.4
Minority interests			(0.8)	(1.3)
Shareholders' equity	1,204.8	1,122.5	857.2	832.6
Represented by				
– intangible fixed assets	1,225.6	728.2	830.2	638.3
– tangible fixed assets and investments	854.3	750.8	885.4	892.5
– net current assets/provisions/retirement benefit liabilities	55.7	(83.8)	(143.3)	27.0
Net debt	(930.8)	(272.7)	(715.1)	(725.2)
Funds employed	1,204.8	1,122.5	857.2	832.6
Goodwill charged directly to reserves	1,260.3	1,262.6	1,392.6	1,604.1
Shareholder investment	2,465.1	2,385.1	2,249.8	2,436.7
Ratios				
Operating profit before goodwill amortisation and impairment: turnover (%)	13.9	13.3	13.9	13.3
Effective tax rate before goodwill amortisation and exceptional items (%)	26.0	26.5	27.0	28.0
After tax return on average shareholder investment (%)	12.6	11.1	11.9	11.0
Cash-flow				
Cash-flow from normal operating activities	384.9	382.9	466.5	583.0
Less capital expenditure (net)	(104.9)	(53.9)	(86.3)	(100.0)
Operating cash after capital expenditure	280.0	329.0	380.2	483.0
Free cash-flow per share (before acquisitions and dividends, after capital expenditure)	147.0	255.0	270.5	314.5
Free cash-flow per share (p)	26.1	45.5	48.4	56.5
Earnings per share before amortisation and impairment of goodwill and exceptional items (p)	54.3	45.9	50.1	51.0
Dividends				
Pence per share	29.0	27.0	26.0	25.5
Times covered before amortisation and impairment of goodwill and exceptional items	1.9	1.7	1.9	2.0
Number of employees (000s)				
United Kingdom	7.2	6.9	8.5	10.7
Overseas	23.4	20.3	23.8	22.3
	30.6	27.2	32.3	33.0