

## SUMMARY CASH-FLOW STATEMENT

Year ended  
31 July 2004  
Em

Year ended  
31 July 2003  
Em

### Reconciliation of operating profit to net cash inflow from operating activities

Operating profit	292.4	379.7
Exceptional items	30.9	
<b>Operating profit before exceptional items</b>	<b>323.3</b>	379.7
Goodwill amortisation	39.0	44.1
Depreciation	72.1	88.9
Retirement benefits	(22.9)	(4.6)
Increase in stocks	(2.4)	(1.6)
Increase in debtors	(78.8)	(55.8)
Increase in creditors	52.6	15.8
<b>Net cash inflow from normal operating activities</b>	<b>382.9</b>	466.5
Exceptional restructuring expenditure	(23.0)	(22.8)
<b>Net cash inflow from operating activities</b>	<b>359.9</b>	443.7

### Cash-flow statement

<b>Net cash inflow from operating activities</b>	<b>359.9</b>	443.7
Returns on investments and servicing of finance	10.5	(26.1)
Tax paid	(61.5)	(60.8)
Capital expenditure (less asset sale proceeds)	(53.9)	(86.3)
	<b>255.0</b>	270.5
Acquisitions and disposals	291.4	(92.0)
Equity dividends paid	(145.6)	(142.5)
Management of liquid resources	(383.7)	2.3
Financing	21.2	(68.7)
<b>Increase/(decrease) in cash</b>	<b>38.3</b>	(30.4)
<b>Reconciliation to net debt</b>		
Net debt at 1 August	(715.1)	(725.2)
Increase/(decrease) in cash	38.3	(30.4)
Increase/(decrease) in short-term deposits	383.7	(2.3)
(Increase)/decrease in other borrowings	(10.9)	73.4
Loan note repayments	2.9	1.2
Term debt acquired with acquisitions		(13.1)
Exchange gain/(loss)	28.4	(18.7)
<b>Net debt at 31 July</b>	<b>(272.7)</b>	(715.1)