

## Five-year record

<b>CONSOLIDATED INCOME STATEMENT</b>					
	2010 £m	2009 £m	2008 £m	2007 £m	2006 £m
<b>Revenue – continuing operations</b>	<b>1,719.6</b>	1,659.2	1,887.0	1,451.1	1,257.9
<b>Operating profit – continuing operations</b>	<b>138.4</b>	96.0	201.0	173.3	144.6
Adjusted operating profit	<b>145.9</b>	125.6	211.2	173.8	144.6
Exceptional items	<b>(1.5)</b>	(26.8)	(8.3)	–	–
Acquisition costs	<b>(0.2)</b>	(0.3)	–	–	–
Amortisation and impairment of acquired intangibles and goodwill	<b>(5.8)</b>	(2.5)	(1.9)	(0.5)	–
	<b>138.4</b>	96.0	201.0	173.3	144.6
Net financing credit/(charge) <sup>(i)</sup>	<b>1.9</b>	(6.8)	(6.5)	1.6	(4.4)
Share of post-tax profits of associates and joint ventures	<b>3.8</b>	3.5	3.2	3.2	5.8
<b>Profit before tax</b>	<b>144.1</b>	92.7	197.7	178.1	146.0
Taxation charge <sup>(ii)</sup>	<b>(25.2)</b>	(17.9)	(39.0)	(33.3)	(16.9)
<b>Profit for the year</b>	<b>118.9</b>	74.8	158.7	144.8	129.1
<b>Attributable to:</b> – Equity shareholders	<b>106.6</b>	63.5	150.2	137.8	123.4
– Non-controlling interests	<b>12.3</b>	11.3	8.5	7.0	5.7
	<b>118.9</b>	74.8	158.7	144.8	129.1
<b>CONSOLIDATED BALANCE SHEET</b>					
Intangible assets	<b>149.2</b>	139.1	136.0	80.2	48.7
Property, plant and equipment	<b>306.0</b>	280.2	275.0	182.7	116.6
Investments in associates and joint ventures	<b>18.6</b>	18.0	17.7	15.2	19.6
Deferred income tax assets	<b>96.2</b>	88.5	69.7	40.1	34.6
Other non-current assets	<b>47.5</b>	37.3	65.7	47.8	38.9
<b>Non-current assets</b>	<b>617.5</b>	563.1	564.1	366.0	258.4
Inventories	<b>295.1</b>	238.5	292.0	177.5	132.0
Trade and other receivables <sup>(iii)</sup>	<b>471.5</b>	438.2	581.6	415.8	328.9
Trade, other payables and income tax liabilities	<b>(421.1)</b>	(414.2)	(576.3)	(399.9)	(296.9)
<b>Total assets less current liabilities (excluding net cash/(debt) &amp; provisions)</b>	<b>963.0</b>	825.6	861.4	559.4	422.4
<b>Long-term liabilities and provisions</b>					
Deferred income tax liabilities	<b>(38.4)</b>	(29.7)	(35.1)	(27.4)	(24.6)
Retirement benefit obligations	<b>(170.1)</b>	(178.1)	(174.4)	(107.5)	(130.5)
Provisions	<b>(60.6)</b>	(73.9)	(74.9)	(55.6)	(50.9)
Other long-term liabilities	<b>(5.8)</b>	(3.5)	(10.5)	(3.1)	(3.1)
	<b>(274.9)</b>	(285.2)	(294.9)	(193.6)	(209.1)
	<b>688.1</b>	540.4	566.5	365.8	213.3
<b>Financed by:</b>					
Equity shareholders' funds	<b>635.7</b>	549.9	578.3	426.4	246.1
Non-controlling interests	<b>54.2</b>	41.4	40.0	27.6	10.3
	<b>689.9</b>	591.3	618.3	454.0	256.4
<b>Gross debt</b>	<b>81.5</b>	24.7	43.9	30.3	19.2
<b>Cash</b>	<b>(83.3)</b>	(75.6)	(95.7)	(118.5)	(62.3)
<b>Net cash</b>	<b>(1.8)</b>	(50.9)	(51.8)	(88.2)	(43.1)
	<b>688.1</b>	540.4	566.5	365.8	213.3
<b>Basic earnings per share (expressed in pence per share)</b>					
Adjusted <sup>(iv)</sup>	<b>66.1</b>	55.0	99.2	84.7	68.1
Headline	<b>63.9</b>	38.1	90.1	82.7	74.4

(i) Net financing credit/(charge) includes retranslation gains on intercompany loans of £7.5 million, £4.0 million and £0.2 million, in 2010, 2009 and 2006 respectively, and losses of £4.6 million and £2.5 million in 2008 and 2007 respectively.

(ii) Tax on profit on ordinary activities in 2006 includes an exceptional credit of £10.5 million.

(iii) Trade and other receivables includes assets held for sale, derivative financial instruments and current income tax receivables.

(iv) Amortisation and impairment of acquired intangibles and goodwill, exceptional items and exchange gains and losses on retranslation of intercompany loans (including attributable tax and non-controlling interests) are excluded from the calculations of adjusted earnings per share. For 2010 and 2009, acquisition costs and the non-cash net financing costs attributable to retirement benefit obligations have also been excluded in calculating adjusted earnings per share as these amounts do not relate to underlying business performance. Previous years have not been restated.

(v) The 2006 results have been restated to reflect the change in accounting policy in 2007 to recognise actuarial gains and losses arising on employee benefits in full.