

Five year summary

Year ended 31 December	IFRS 2010 £m	IFRS 2009 £m	IFRS 2008 £m	IFRS 2007 £m	IFRS 2006 £m
Revenue	2,125.9	2,711.1	2,767.0	2,612.3	2,525.5
Normalised* operating profit	204.2	159.8	253.9	210.4	184.8
Group operating (loss)/profit	85.9	(0.6)	167.8	161.7	141.6
Profit/(loss) before tax	40.2	(83.5)	109.9	149.3	104.1
Statistics					
Basic earnings/(loss) per share ¹	12.0	(17.6p)	40.4p	35.9p	26.3p
Normalised* diluted earnings per share ¹	23.5	30.4p	48.6p	43.6p	39.7p
Dividends per share	–	–	22.72p	37.96p	34.75p
Net (debt)/funds					
Cash at bank and in hand	128.8	105.8	105.9	157.2	143.6
Other debt receivable	0.7	0.8	0.9	–	–
Loan notes	–	–	(0.8)	(0.8)	(0.8)
Bonds	(565.6)	–	–	–	–
Bank and other loans	(39.8)	(687.7)	(1,150.8)	(947.4)	(478.1)
Fair value of bond hedging derivatives	(1.1)	–	–	–	–
Bank overdrafts	–	–	–	–	–
Finance lease obligations	(131.6)	(75.6)	(133.9)	(119.8)	(103.1)
Other debt payable	(1.8)	(1.2)	(1.1)	–	–
Net debt	(610.4)	(657.9)	(1,179.8)	(910.8)	(438.4)
Net assets	939.8	842.3	585.4	437.0	345.5
Capital employed	1,550.2	1,500.2	1,765.2	1,347.8	783.9
Return on capital (pre-tax)**	13.2%	10.7%	14.4%	15.6%	23.6%
Return on equity					
Normalised* profit for the year	121.3	93.2	144.6	128.9	116.9
Intangible amortisation (post tax)	(40.0)	(40.6)	(39.5)	(22.1)	(19.6)
Post-tax return (before exceptional items and discontinued operations)	81.3	52.6	105.1	106.8	97.3
Total equity	939.8	842.3	585.4	437.0	345.5
Return on equity (before exceptional items and discontinued operations, post-tax)	8.7%	6.2%	18.0%	24.4%	28.2%

* Normalised results are defined as the statutory results before the following as appropriate: profit or loss on sale of businesses, exceptional profit or loss on sale of non-current assets, intangible amortisation, property, plant and equipment impairments, exceptional items and tax relief on qualifying exceptional items.

** Normalised operating profit/capital employed.

¹ Prior year earnings per share figures have been restated for the effect of the 2009 Rights Issue.