

Financial Summary

Revenue £m

2008	946.6
2007	693.2
2006	540.7
2005	417.7
2004	323.6

Trading margin %

2008	21.2
2007	19.2
2006	16.0
2005	14.3
2004	13.9

Profit before tax £m

2008	190.0
2007	124.2
2006	83.1
2005	56.4
2004	42.5

Average number of employees

2008	3,223
2007	2,707
2006	2,229
2005	1,997
2004	2,004

Return on average capital employed %

2008	28.5
2007	26.7
2006	22.1
2005	18.6
2004	15.0

Net debt £m

2008	364.0
2007	202.6
2006	205.2
2005	102.9
2004	82.1

Trading profit £m

2008	200.6
2007	132.9
2006	86.7
2005	59.6
2004	45.1

Dividend per share (pence)

2008	10.08 ³
2007	8.06
2006	6.72
2005	6.11
2004	5.82

Diluted earnings per share (pence)

2008	45.56
2007	30.02
2006	19.87
2005	13.72
2004	10.79

Net operating assets £m

2008	951.8
2007	554.0
2006	470.2
2005	356.5
2004	296.8

Capital expenditure £m

2008	265.2
2007	180.6
2006	128.0
2005	80.2
2004	56.3

Shareholders' funds £m

2008	464.8
2007	293.3
2006	226.2
2005	208.2
2004	178.5

¹ 2004 and 2006 numbers are pre-exceptional items

² Trading profit represents operating profit before gain on sale of property, plant and equipment

³ The Board is recommending a final dividend of 6.28 pence per ordinary share, which, when added to the interim dividend of 3.80 pence, gives a total for the year of 10.08 pence per ordinary share