

# Five year summary

	2009 £m	2008 (restated) £m	2007 (restated) £m	2006 (restated) £m	2005 (restated) £m
<b>Revenue from continuing operations</b>					
UK and Ireland	2,699	3,203	3,171	2,690	2,351
France	2,144	2,116	1,872	1,725	1,644
Nordic	2,113	2,290	1,670	–	–
Central and Eastern Europe	965	908	846	735	642
Europe	7,921	8,517	7,559	5,150	4,637
US plumbing and heating	5,820	5,613	5,685	5,396	3,858
Canada	700	684	619	646	512
North America	6,520	6,297	6,304	6,042	4,370
	<b>14,441</b>	<b>14,814</b>	<b>13,863</b>	<b>11,192</b>	<b>9,007</b>
<b>Trading profit from continuing operations</b>					
UK and Ireland	55	176	211	201	183
France	32	103	101	91	98
Nordic	96	159	102	–	–
Central and Eastern Europe	–	–	32	31	30
Europe central costs	(4)	(10)	(13)	(7)	(4)
Europe	179	428	433	316	307
US plumbing and heating	317	397	411	378	260
Canada	32	39	42	44	36
North America plumbing and heating	349	436	453	422	296
North America loan services	(24)	(19)	(5)	(3)	(2)
North America central costs	(8)	(8)	(10)	(11)	(1)
North America	317	409	438	408	293
Group central costs	(49)	(50)	(43)	(37)	(25)
	<b>447</b>	<b>787</b>	<b>828</b>	<b>687</b>	<b>575</b>
Amortisation of acquired intangibles	(105)	(105)	(88)	(24)	(4)
Impairment of acquired intangibles	(490)	(57)	–	–	–
Exceptional items	(458)	(70)	–	–	–
<b>Operating (loss)/profit from continuing operations</b>	<b>(606)</b>	<b>555</b>	<b>740</b>	<b>663</b>	<b>571</b>
Net interest payable	(145)	(156)	(119)	(65)	(37)
Share of after tax loss of associate	(15)	–	–	–	–
(Loss)/profit on ordinary activities before tax from continuing operations	<b>(766)</b>	<b>399</b>	<b>621</b>	<b>598</b>	<b>534</b>
Tax credit/(charge)	<b>34</b>	<b>(157)</b>	<b>(159)</b>	<b>(214)</b>	<b>(144)</b>
(Loss)/profit on ordinary activities after tax from continuing operations	<b>(732)</b>	<b>242</b>	<b>462</b>	<b>384</b>	<b>390</b>
(Loss)/profit from discontinued operations	<b>(441)</b>	<b>(168)</b>	<b>12</b>	<b>153</b>	<b>89</b>
(Loss)/profit attributable to equity shareholders	<b>(1,173)</b>	<b>74</b>	<b>474</b>	<b>537</b>	<b>479</b>
Ordinary dividends	–	(74)	(211)	(186)	(155)

## Five year summary continued

	2009 £m	2008 £m	2007 £m	2006 £m	2005 £m
<b>Net assets employed</b>					
Intangible fixed assets	2,223	2,836	2,680	1,506	948
Property, plant and equipment	1,593	1,842	1,718	1,144	833
Other net assets, excluding liquid funds	519	1,150	1,520	1,892	1,691
	<b>4,335</b>	<b>5,828</b>	<b>5,918</b>	<b>4,542</b>	<b>3,472</b>
<b>Financed by</b>					
Share capital	241	165	165	149	148
Share premium	1,152	949	945	288	241
Foreign currency translation reserve	228	(52)	(181)	(49)	82
Profit and loss account	1,755	2,297	2,522	2,204	1,830
Shareholders' funds	<b>3,376</b>	<b>3,359</b>	<b>3,451</b>	<b>2,592</b>	<b>2,301</b>
Net debt	959	2,469	2,467	1,950	1,171
Net assets employed	<b>4,335</b>	<b>5,828</b>	<b>5,918</b>	<b>4,542</b>	<b>3,472</b>
Cumulative goodwill and acquired intangibles written off	1,992	1,097	791	667	619
Gross capital employed for continuing and discontinued operations	<b>6,327</b>	<b>6,925</b>	<b>6,709</b>	<b>5,209</b>	<b>4,091</b>

	2009	2008 (restated)	2007 (restated)	2006 (restated)	2005 (restated)
Trading margin from continuing operations	3.1%	5.3%	6.0%	6.1%	6.4%
Earnings per share from continuing operations before exceptional items and the amortisation and impairment of acquired intangibles (note 3)	95.6p	240.3p	309.8p	250.0p	243.5p
Basic earnings per share from continuing and discontinued operations (note 3)	(558.0)p	41.0p	266.7p	329.3p	296.1p
Dividends per share (in respect of the financial year) (note 3)	–	40.8p	117.5p	106.7p	95.8p
Cover for ordinary dividends	–	1.0	2.2	3.1	3.1
Gearing ratio (note 1)	28.4%	73.5%	71.5%	75.2%	50.9%
Net tangible assets per ordinary share (note 3)	406.2p	286.6p	423.2p	658.9p	829.2p
Return on gross capital employed for continuing operations (note 2)	6.9%	12.7%	15.2%	18.3%	19.2%
Average number of employees for continuing operations	55,132	62,774	63,136	47,058	42,732
Aggregate wages and salaries for continuing operations (£ million)	1,765	1,654	1,524	1,253	978
Number of shares in issue at year end (million) (note 3)	284	182	182	165	163
<b>Number of branches at year end</b>					
Europe	2,941	3,389	3,311	2,861	2,486
North America	1,453	1,636	1,677	1,483	1,179
Total continuing operations	4,394	5,025	4,988	4,344	3,665
Discontinued operations	–	285	308	314	255
Total branches	4,394	5,310	5,296	4,658	3,920
<b>US dollar translation rate</b>					
Income statement/profit and loss	1.5708	2.0000	1.9487	1.7885	1.8514
Balance sheet	1.6718	1.9835	2.0285	1.8673	1.7564
<b>Canadian dollar translation rate</b>					
Income statement/profit and loss	1.8471	2.0134	2.1932	2.0595	2.2997
Balance sheet	1.8017	2.0293	2.1644	2.1128	2.1464
<b>Euro translation rate</b>					
Income statement/profit and loss	1.1597	1.3470	1.4823	1.4577	1.4587
Balance sheet	1.1729	1.2715	1.4835	1.4628	1.4479

Note 1. The gearing ratio is the ratio of net debt, excluding construction loan borrowings, to shareholders' funds.

Note 2. Return on gross capital employed is the ratio of trading profit (before loss on disposal of operations, exceptional items and the amortisation and impairment of goodwill and acquired intangibles) to the aggregate of average shareholders' funds, minority interests, net debt and cumulative goodwill written off.

Note 3. Shares in issue and amounts per share for prior years have been restated to show the amount per equivalent new 10 pence share.