

Five year financial summary

YEARS ENDED 31 MARCH

	1995 £m	1996 £m	1997 £m	1998 £m	1999 £m
Profit and loss account					
Total turnover – ongoing activities	13,900	14,470	15,021	16,039	18,223
– discontinued activities	958	2,066	2,358	1,372	–
Total turnover, including discontinued activities	14,858	16,536	17,379	17,411	18,223
Group's share of associates' and joint ventures' turnover	(965)	(2,090)	(2,444)	(1,771)	(1,270)
Group turnover – ongoing activities	13,893	14,446	14,935	15,640	16,953
Other operating income (a)	129	103	106	372	168
Operating costs (b)(c)	(11,359)	(11,449)	(11,796)	(12,355)	(13,305)
Group operating profit	2,663	3,100	3,245	3,657	3,816
Group's share of operating profit (loss) of associates and joint ventures	107	101	184	(196)	(342)
Total operating profit:					
Ongoing activities	2,676	3,081	3,209	3,436	3,474
Discontinued activities	94	120	220	25	–
	2,770	3,201	3,429	3,461	3,474
Profit on sale of fixed asset investments and group undertakings (d)	241	7	8	63	1,107
Net interest payable	(270)	(189)	(174)	(310)	(286)
Premium on repurchase of bonds	(75)	–	(60)	–	–
Profit on ordinary activities before taxation	2,666	3,019	3,203	3,214	4,295
Tax on profit on ordinary activities:					
Corporation and similar taxes	(926)	(1,027)	(1,102)	(977)	(1,293)
Windfall tax	–	–	–	(510)	–
Profit on ordinary activities after taxation	1,740	1,992	2,101	1,727	3,002
Minority interests	(9)	(6)	(24)	(25)	(19)
Profit for the financial year	1,731	1,986	2,077	1,702	2,983
Basic earnings per share	27.8p	31.6p	32.8p	26.6p	46.3p
Basic earnings per share before exceptional items	27.8p	31.6p	32.8p	31.7p	34.7p
Diluted earnings per share	27.2p	31.0p	32.2p	26.2p	45.3p
Diluted earnings per share before exceptional items	27.2p	31.0p	32.2p	31.2p	34.0p
Dividends per share (including 1997 special dividend of 35p)	17.7p	18.7p	54.85p	19.0p	20.4p
(a) Including MCI merger break-up fee net of expenses in 1998	–	–	–	238	–
(b) Including redundancy charges	820	421	367	106	124
(c) Including exceptional costs relating to the disengagement from MCI	–	–	–	–	69
(d) Including gain on MCI shares sold in 1999	–	–	–	–	1,133

Figures for the years ended 31 March 1995 to 31 March 1998 have been restated for the changes in accounting policy and presentation summarised on page 66.

	1995 £m	1996 £m	1997 £m	1998 £m	1999 £m
Cash flow statement					
YEARS ENDED 31 MARCH					
Cash flow from operating activities	5,114	5,829	6,185	6,071	6,035
Dividends from associates and joint ventures	5	5	7	5	2
Returns on investments and servicing of finance	(348)	(150)	(220)	(160)	(328)
Taxation	(1,175)	(784)	(1,045)	(1,886)	(630)
Capital expenditure and financial investment	(2,535)	(2,500)	(2,820)	(3,108)	1,046
Acquisitions and disposals	(2,260)	(132)	(252)	(1,501)	(1,967)
Equity dividends paid	(1,065)	(1,138)	(1,217)	(3,473)	(1,186)
Cash inflow (outflow) before management of liquid resources and financing	(2,264)	1,130	638	(4,052)	2,972
Management of liquid resources	2,557	(1,317)	(504)	2,247	(2,447)
Financing	(207)	215	(224)	1,794	(458)
Increase (decrease) in cash for the year	86	28	(90)	(11)	67
Decrease (increase) in net debt for the year	(2,146)	1,319	849	(3,860)	3,146

Figures for the years ended 31 March 1995 to 31 March 1998 have been restated for the changes in accounting policy and presentation summarised on page 66.

Balance sheet

AT 31 MARCH

Intangible fixed assets	–	–	–	–	742
Tangible fixed assets	16,012	16,496	16,802	17,252	17,854
Fixed asset investments	1,082	1,057	1,273	1,708	1,832
Net current liabilities	(725)	(106)	(2,667)	(2,637)	(495)
Total assets less current liabilities	16,369	17,447	15,408	16,323	19,933
Loans and other borrowings falling due after one year	(3,361)	(3,322)	(2,693)	(3,889)	(3,386)
Provisions for liabilities and charges	(879)	(1,267)	(1,391)	(1,426)	(1,391)
Minority interests	(132)	(180)	(208)	(223)	(216)
Total assets less liabilities	11,997	12,678	11,116	10,785	14,940
Total equity shareholders' funds	11,997	12,678	11,116	10,785	14,940
Total assets	21,459	23,536	25,062	23,285	27,962

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YEARS ENDED 31 MARCH

Income before taxes	2,580	2,774	3,326	2,791	3,745
Net income	1,744	1,806	2,149	1,447	2,589
Basic earnings per ordinary share	28.0p	28.8p	33.9p	22.7p	40.2p
Diluted earnings per ordinary share	27.6p	28.4p	33.6p	22.3p	39.3p
Basic earnings per ADS	£2.80	£2.88	£3.39	£2.27	£4.02
Diluted earnings per ADS	£2.76	£2.84	£3.36	£2.23	£3.93

AT 31 MARCH

Total assets	23,879	26,183	27,239	27,951	29,323
Ordinary shareholders' equity	12,185	13,010	11,588	12,615	13,674