

## Group profit and loss account for the year ended 31 March 2001

	Business performance					Total £m
	Notes	Before goodwill amortisation, exceptional items and acquisitions £m	Acquisitions £m	Total before goodwill amortisation and exceptional items £m	Goodwill amortisation and exceptional items £m	
<b>Total turnover</b>	3	26,969	2,697	<b>29,666</b>	–	<b>29,666</b>
Group's share of joint ventures' turnover	3	(4,016)	(2)	<b>(4,018)</b>	–	<b>(4,018)</b>
Group's share of associates' turnover	3	(3,557)	(2,362)	<b>(5,919)</b>	–	<b>(5,919)</b>
Trading between group and principal joint venture	3	698	–	<b>698</b>	–	<b>698</b>
<b>Group turnover</b>	3	20,094	333	<b>20,427</b>	–	<b>20,427</b>
Other operating income	4	393	–	<b>393</b>	–	<b>393</b>
Operating costs	5	(16,996)	(533)	<b>(17,529)</b>	(3,230)	<b>(20,759)</b>
Group operating profit (loss)		3,491	(200)	<b>3,291</b>	(3,230)	<b>61</b>
Group's share of operating loss of joint ventures	6	(474)	(8)	<b>(482)</b>	(284)	<b>(766)</b>
Group's share of operating profit of associates	6	356	246	<b>602</b>	(233)	<b>369</b>
Total operating profit (loss)		3,373	38	<b>3,411</b>	(3,747)	<b>(336)</b>
Profit on sale of fixed asset investments	7	–	–	–	535	<b>535</b>
Profit on sale of group undertakings	7	–	–	–	84	<b>84</b>
Interest receivable	8	379	4	<b>383</b>	25	<b>408</b>
Interest payable	9	(1,622)	(100)	<b>(1,722)</b>	–	<b>(1,722)</b>
<b>Profit (loss) on ordinary activities before taxation</b>		2,130	(58)	<b>2,072</b>	(3,103)	<b>(1,031)</b>
Tax on profit (loss) on ordinary activities	10	(562)	(68)	<b>(630)</b>	(22)	<b>(652)</b>
<b>Profit (loss) on ordinary activities after taxation</b>		1,568	(126)	<b>1,442</b>	(3,125)	<b>(1,683)</b>
Minority interests	11	(27)	(79)	<b>(106)</b>	(21)	<b>(127)</b>
Profit (loss) for the financial year		1,541	(205)	<b>1,336</b>	(3,146)	<b>(1,810)</b>
Dividends	12					<b>(571)</b>
<b>Transfer from reserves for the financial year</b>	27					<b>(2,381)</b>
<b>Basic earnings (loss) per share</b>	13	23.6p	(3.1)p	<b>20.5p</b>	(48.2)p	<b>(27.7)p</b>
<b>Diluted earnings (loss) per share</b>	13	23.3p	(3.1)p	<b>20.2p</b>	(48.2)p	<b>(27.7)p</b>

## Group profit and loss account for the year ended 31 March 2000

	Business performance					Total £m
	Notes	Before goodwill amortisation, exceptional items and acquisitions £m	Acquisitions £m	Total before goodwill amortisation and exceptional items £m	Goodwill amortisation and exceptional items £m	
<b>Total turnover</b>	3	20,972	931	21,903	–	21,903
Group's share of joint ventures' turnover	3	(1,784)	–	(1,784)	–	(1,784)
Group's share of associates' turnover	3	(936)	(644)	(1,580)	–	(1,580)
Trading between group and principal joint venture	3	176	–	176	–	176
<b>Group turnover</b>	3	18,428	287	18,715	–	18,715
Other operating income	4	243	(1)	242	–	242
Operating costs	5	(14,868)	(291)	(15,159)	(200)	(15,359)
Group operating profit (loss)		3,803	(5)	3,798	(200)	3,598
Group's share of operating loss of joint ventures	6	(399)	–	(399)	(28)	(427)
Group's share of operating profit of associates	6	57	26	83	(56)	27
Total operating profit		3,461	21	3,482	(284)	3,198
Profit on sale of fixed asset investments	7	–	–	–	–	–
Profit on sale of group undertakings	7	–	–	–	126	126
Interest receivable	8	188	5	193	–	193
Interest payable	9	(545)	(30)	(575)	–	(575)
<b>Profit (loss) on ordinary activities before taxation</b>		3,104	(4)	3,100	(158)	2,942
Tax on profit (loss) on ordinary activities	10	(869)	(23)	(892)	(5)	(897)
<b>Profit (loss) on ordinary activities after taxation</b>		2,235	(27)	2,208	(163)	2,045
Minority interests	11	11	(1)	10	–	10
Profit (loss) for the financial year		2,246	(28)	2,218	(163)	2,055
Dividends	12					(1,426)
<b>Retained profit for the financial year</b>	27					629
<b>Basic earnings (loss) per share</b>	13	34.6p	(0.4)p	34.2p	(2.5)p	31.7p
<b>Diluted earnings (loss) per share</b>	13	33.8p	(0.4)p	33.4p	(2.5)p	30.9p

**Group profit and loss account** for the year ended 31 March 1999

		Business performance		
	Notes	Before goodwill amortisation, exceptional items and acquisitions £m	Goodwill amortisation and exceptional items £m	Total £m
<b>Total turnover</b>	3	18,223	–	18,223
Group's share of joint ventures' turnover	3	(561)	–	(561)
Group's share of associates' turnover	3	(709)	–	(709)
Trading between group and principal joint venture	3	–	–	–
<b>Group turnover</b>	3	16,953	–	16,953
Other operating income	4	168	–	168
Operating costs	5	(13,236)	(69)	(13,305)
Group operating profit		3,885	(69)	3,816
Group's share of operating loss of joint ventures	6	(330)	(12)	(342)
Group's share of operating profit of associates	6	5	(5)	–
Total operating profit		3,560	(86)	3,474
Profit on sale of fixed asset investments	7	–	1,107	1,107
Profit on sale of group undertakings	7	–	–	–
Interest receivable	8	165	–	165
Interest payable	9	(451)	–	(451)
<b>Profit on ordinary activities before taxation</b>		3,274	1,021	4,295
Tax on profit on ordinary activities	10	(1,002)	(291)	(1,293)
<b>Profit on ordinary activities after taxation</b>		2,272	730	3,002
Minority interests	11	(19)	–	(19)
Profit for the financial year		2,253	730	2,983
Dividends	12			(1,322)
<b>Retained profit for the financial year</b>	27			1,661
<b>Basic earnings per share</b>	13	35.0p	11.3p	46.3p
<b>Diluted earnings per share</b>	13	34.2p	11.1p	45.3p