

Group Profit and Loss Account

For the year ended 28th March 1999

	Note	1999 £000	As restated 1998 £000
Turnover including share of joint ventures		411,572	390,816
Less: share of joint ventures		45,739	23,256
Group turnover	2	365,833	367,560
Operating costs	3	319,427	324,643
Operating profit	5	46,406	42,917
Exceptional items:			
Profit on disposal of fixed assets	6	1,829	0
Profit on disposal of share of subsidiary undertaking	6	3,661	0
Operating profit after exceptional items		51,896	42,917
Share of profit of joint ventures		2,385	2,142
Share of profit of associates		1,567	244
Income from fixed asset investments	7	3,939	770
Interest receivable and similar income	8	9,067	7,469
Interest payable and similar charges	9	(442)	(393)
Amounts written off investments		(241)	(110)
Profit on ordinary activities before taxation		68,171	53,039
Tax on profit on ordinary activities	10	(21,074)	(18,709)
Profit on ordinary activities after taxation		47,097	34,330
Profit attributable to minority interest		(1,277)	(1,562)
Profit for the financial period	11	45,820	32,768
Preference dividend paid		(3)	(3)
Retained profit for the period		45,817	32,765

The notes on pages 18 to 34 form a part of these accounts.

Group Balance Sheet

As at 28th March 1999

	Note	1999		As restated 1998	
		£000	£000	£000	£000
Fixed assets					
Tangible assets	12		66,255		48,465
Intangible assets	13		2,561		0
Investments					
Investment property	14		230		225
Joint ventures	16				
Share of gross assets		33,362		23,055	
Less: share of gross liabilities		18,444		12,125	
			14,918		10,930
Associates	17		6,642		1,060
Other investments	18		11,152		12,869
Current assets					
Stocks	19	1,822		2,492	
Debtors	20	66,065		61,990	
Cash at bank and in hand		144,866		128,391	
		212,753		192,873	
Current liabilities					
Creditors: amounts falling due within one year	21	69,979		73,237	
Net current assets			142,774		119,636
Total assets less current liabilities			244,532		193,185
Creditors: amounts falling due after more than one year	22		8,179		8,193
Provisions for liabilities and charges					
Deferred taxation	23		1,035		0
Net assets			235,318		184,992
Capital and reserves					
Called up share capital	24		1,000		1,000
Revaluation reserve	25		870		1,332
Profit and loss account	26		232,477		181,934
Equity shareholders' funds			234,247		184,166
Non-equity shareholders' funds			100		100
Total shareholders' funds			234,347		184,266
Equity minority interest			971		726
			235,318		184,992

Directors:

Robert Gavron

Nicholas Castro

These accounts were approved by the Board of Directors on 24th June 1999.

The notes on pages 18 to 34 form a part of these accounts.

Company Balance Sheet

As at 28th March 1999		1999		As restated 1998	
	Note	£000	£000	£000	£000
Fixed assets					
Tangible assets	12		240		761
Investments					
Investment property	14		230		225
Subsidiary companies	15		32,618		11,710
Joint ventures	16		10,768		7,709
Associates	17		4,408		0
Other investments	18		5,017		6,845
Current assets					
Stocks	19	1,145		1,089	
Debtors	20	77,458		71,216	
Cash at bank and in hand		141,086		122,014	
			219,689		194,319
Current liabilities					
Creditors: amounts falling due within one year	21	211,024		190,659	
Net current assets			8,665		3,660
Total assets less current liabilities			61,946		30,910
Creditors: amounts falling due after more than one year	22		564		404
Net assets			61,382		30,506
Capital and reserves					
Called up share capital	24		1,000		1,000
Revaluation reserve	25		535		712
Profit and loss account	26		59,847		28,794
Equity shareholders' funds			61,282		30,406
Non-equity shareholders' funds			100		100
Total shareholders' funds			61,382		30,506

Directors:

Robert Gavron

Nicholas Castro

These accounts were approved by the Board of Directors on 24th June 1999.

The notes on pages 18 to 34 form a part of these accounts.

Group Statement of Total Recognised Gains and Losses

For the year ended 28th March 1999	1999 £000	1998 £000
Profit for the financial period	45,820	32,768
Unrealised (deficit)/surplus on revaluation of investments	(268)	527
Unrealised surplus on revaluation of investment property	5	0
	45,557	33,295
Exchange differences	53	(178)
Total recognised gains and losses relating to the period	45,610	33,117

Note of Historical Cost Profits and Losses

Profit on ordinary activities before taxation	68,171	53,039
Realisation of revaluation surplus on investment property sold in the period	0	22
Historical cost profit on ordinary activities before taxation	68,171	53,061
Historical cost profit for the period retained after taxation, minority interests and dividends	45,817	32,787

Reconciliation of Movements in Shareholders' Funds

Balance at 30th March 1998	184,266	158,517
Retained profit for the period	45,817	32,765
Other recognised (losses)/gains for the period	(263)	527
Exchange differences	53	(178)
Goodwill written back/(off)	4,474	(7,365)
Balance at 28th March 1999	234,347	184,266

The notes on pages 18 to 34 form a part of these accounts.

Group Cash Flow Statement

For the year ended 28th March 1999	Note	1999 £000	1998 £000
Net cash inflow from continuing operating activities		48,071	53,465
Dividends from joint ventures and associates		1,048	395
Returns on investments and servicing of finance			
Preference dividends paid		(3)	(3)
Dividends paid to minority shareholders		(1,381)	(1,581)
Rents received on investment property		18	2
Other dividends received		3,959	286
Interest received		9,380	6,869
Interest paid		(116)	0
Finance lease interest paid		(403)	(428)
Net cash inflow from returns on investments and servicing of finance		11,454	5,145
Taxation			
UK corporation tax		(17,659)	(9,926)
Income tax		(366)	(59)
Overseas tax		(144)	0
Net cash outflow for taxation		(18,169)	(9,985)
Capital expenditure and financial investment			
Purchase of tangible fixed assets		(32,769)	(9,817)
Sale of tangible fixed assets – exceptional item	6	4,626	0
Sale of tangible fixed assets		1,020	1,032
Sale of investment property		0	485
Purchase of other fixed asset investments		(4,609)	(290)
Sale of other fixed asset investments		1,386	1,584
Net cash outflow for capital expenditure and financial investment		(30,346)	(7,006)
Acquisitions and disposals			
Purchase of shares in subsidiary companies		(1,394)	(6,554)
Sale of shares in subsidiary companies	6	8,394	0
Purchase of business		(950)	0
Purchase of shares in joint ventures and associates		0	(1,021)
Sale of shares in joint ventures and associates		102	0
Cash disposed of/acquired with subsidiary and associates		(1,590)	59
Loans made to associates		(1,055)	(578)
Loans repaid by associates		1,024	1,016
Net cash inflow/(outflow) for acquisitions and disposals		4,531	(7,078)
Cash inflow before management of liquid resources and financing		16,589	34,936
Management of liquid resources			
Cash placed on short term deposit		(29,143)	(56,750)
Purchase of government securities		(1,540)	(4,940)
Sale of government securities		1,533	4,961
Purchase of certificates of deposit		0	(20,002)
Sale of certificates of deposit		9,000	36,985
Net cash outflow from management of liquid resources		(20,150)	(39,746)
Financing			
Payment of principal under finance lease		(126)	(141)
Issue of shares by group companies to minority shareholders (rights issue)		0	114
Repayment of loan notes		0	(12)
Net cash outflow from financing		(126)	(39)
Decrease in cash in the period	27	(3,687)	(4,849)

Reconciliation of Net Cash Flow to Movement in Net Funds

For the year ended 28th March 1999	1999 £000	1998 £000
Decrease in cash in the period	(3,687)	(4,849)
Cash outflow from increase in liquid resources	20,150	39,746
Cash outflow from decrease in debt and lease financing	126	153
Change in net funds resulting from cash flows	16,589	35,050
Net cash inflow/(outflow) from other changes	12	(331)
Movement in net funds in the period	16,601	34,719
Opening net funds	120,112	85,393
Closing net funds	136,713	120,112

Reconciliation of Operating Profit to Net Cash Inflow from Operating Activities

Continuing activities		
Operating profit before exceptional items	46,406	42,917
Depreciation	10,970	9,880
Amortisation	15	18
Profit on sale of tangible fixed assets	(212)	(273)
Provision for unfunded pensions	(4)	(65)
Increase in stocks	(85)	(164)
Increase in trade debtors	(9,613)	(8,467)
Increase in other debtors	(755)	(21)
(Increase)/decrease in prepayments	(1,496)	19
Increase in trade creditors	6,379	1,927
Increase/(decrease) in other creditors under one year	375	(371)
Increase in other creditors over one year	122	146
(Decrease)/increase in other taxation and social security	(137)	2,204
(Decrease)/increase in accruals and deferred income	(3,809)	5,892
Decrease in amount due to associates	(85)	(177)
Net cash inflow from continuing operating activities	48,071	53,465

The increase or decrease in debtors and creditors shown above do not agree with the movements shown on the Group Balance Sheet principally because of the effect of debtors and creditors of companies acquired or disposed of during the year.

Summary of the effect of acquisitions during the period

	Cash consideration/ (proceeds) £000	Cash acquired/ (disposed) £000	Net cash paid/ (received) £000	Net assets/ (liabilities) acquired/ (disposed) £000	Goodwill capitalised/ (written back) £000
Subsidiary :					
Acquisition of group companies and business (note 28)	2,344	77	2,267	(356)	2,623
Disposal of share of group companies (note 28)	(8,394)	(1,667)	(6,727)	(2,385)	(4,342)
	(6,050)	(1,590)	(4,460)	(2,741)	(1,719)
Joint ventures and associates	(102)	0	(102)	30	(132)
	(6,152)	(1,590)	(4,562)	(2,711)	(1,851)

The separable net assets/(liabilities) recorded in the books of the acquired entities were considered to be at their fair values.

Group Five Year Review

	1999 £000	1998 £000	1997 £000	1996 £000	1995 £000
Group turnover	365,833	367,560	326,201	301,780	288,455
Operating costs	319,427	324,643	302,799	287,346	267,456
Operating profit	46,406	42,917	23,402	14,434	20,999
Exceptional items	5,490	0	(19,767)	0	0
Income from joint ventures, associated companies and fixed asset investments and amounts written off investments	7,650	3,046	1,534	1,749	4,111
Net interest receivable	8,625	7,076	5,231	3,913	1,894
Profit on ordinary activities before taxation	68,171	53,039	10,400	20,096	27,004
Tax on profit on ordinary activities	(21,074)	(18,709)	(4,964)	(7,570)	(10,124)
Profit on ordinary activities after taxation	47,097	34,330	5,436	12,526	16,880
Assets employed					
Fixed assets	68,816	48,465	48,728	69,628	69,441
Investments	32,942	25,084	25,298	21,622	21,420
Cash at bank and in hand	144,866	128,391	93,825	72,550	66,786
Other net assets/(liabilities)	(11,306)	(16,948)	(7,806)	(6,138)	(9,624)
Net assets	235,318	184,992	160,045	157,662	148,023