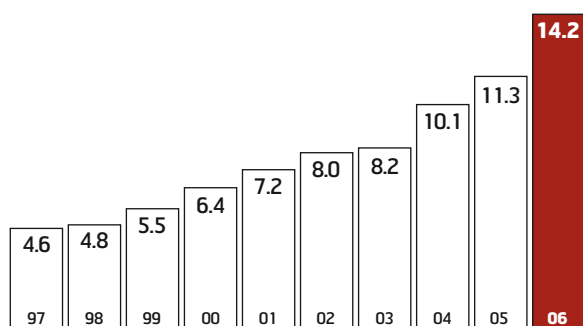


2006

This has been our 10th record-breaking year in succession

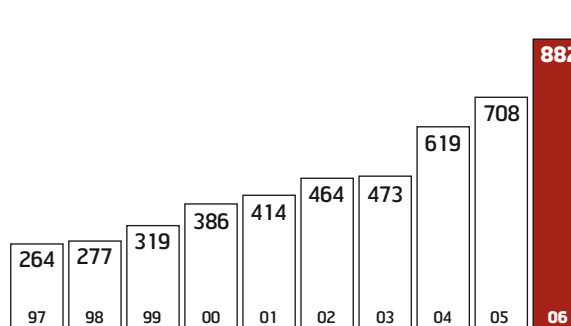
Group revenue*

£14.2 billion



Trading profit*

£882 million



*Figures in accordance with IFRS for 2006 and 2005, all other years under UK GAAP. Trading profit is as defined on page 88.

Contents

02	Financial highlights	52	Report of the Directors	80	Notes to the consolidated financial statements	143	Five year summary
03	Introduction	54	Corporate governance	130	Auditors' report (consolidated financial statements)	145	Pro forma information in United States dollars
04	Our key brands	62	Remuneration report	131	Company balance sheet	146	Acquisitions completed during the year
07	Chairman's statement	72	Group income statement	132	Notes to the Company financial statements	147	Group information
08	Group Chief Executive's review	72	Group statement of recognised income and expense	140	Auditors' report (Company financial statements)	148	Shareholder information
20	Performance review	73	Group balance sheet	141	Principal subsidiary undertakings and their directors	149	Notice of meeting
42	Our Board	74	Group cash flow statement				
44	Corporate social responsibility report	75	Group accounting policies				

Driving ahead

+25.8%

Group revenue up to £14.2 billion

+24.7%

Trading profit up to £882 million

+18.8%

Operating profit up to £834 million

+11.2%

Basic earnings per share up to 90.77 pence

+19.7%

Earnings per share before amortisation of
acquired intangibles up to 98.90 pence

+11.4%

Increase in total dividend for the year

+18.8%

Return on gross capital employed*

*Return on gross capital employed is as defined on page 23.