

# Notes to the consolidated financial statements

Continued

## 5 Discontinued operation

The Board announced its decision to withdraw from Makers on 20 August 2007. By 31 December 2007 substantially all of the business had been disposed of. There were no discontinued operations in 2009.

Losses attributable to the discontinued operation during 2008 were as follows:

|  | 2008<br>£m   |
|--|--------------|
| <b>Results of discontinued operation</b> |              |
| Revenue                                  | 1.0          |
| Operating costs                          | (3.7)        |
| Operating loss                           | (2.7)        |
| Net finance costs                        | (0.1)        |
| Loss before taxation                     | (2.8)        |
| Taxation                                 | 1.1          |
| <b>Loss for the period</b>               | <b>(1.7)</b> |
| Basic loss per share (pence)             | (2.5)        |
| Diluted loss per share (pence)           | (2.5)        |

## Cash flows from discontinued operation

|                                    |       |
|------------------------------------|-------|
| Net cash from operating activities | (3.2) |
| Net cash from investing activities | 0.2   |
| Net cash from financing activities | 4.0   |
|                                    | 1.0   |

## 6 Operating costs

|  | Note | 2009<br>£m   | 2008<br>£m |
|--|------|--------------|------------|
| Raw materials and consumables  |      | <b>337.2</b> | 443.0      |
| Staff costs  | 7    | <b>275.4</b> | 264.4      |
| Other operating charges  |      | <b>312.1</b> | 344.9      |
| Amortisation of intangibles  |      | <b>1.5</b>   | 0.7        |
| Depreciation:  |      |              |            |
| Owned property, plant and equipment  |      | <b>33.9</b>  | 23.7       |
| Property, plant and equipment held under finance leases  |      | <b>0.5</b>   | 0.5        |
|  |      | <b>960.6</b> | 1,077.2    |
| Other operating charges include:   |      |              |            |
| Net foreign exchange gains   |      | <b>(0.1)</b> | (1.2)      |
| Fees payable to the Company's auditors for the audit of the Company's annual accounts  |      | <b>0.1</b>   | 0.1        |
| Fees payable to the Company's auditors and its associates for other services:  |      |              |            |
| The audit of the Company's subsidiaries pursuant to legislation  |      | <b>0.9</b>   | 0.9        |
| Tax services   |      | <b>0.4</b>   | 0.3        |
| Services relating to information technology  |      | <b>0.1</b>   | –          |
| Services relating to corporate finance transactions entered into or proposed to be entered into by or on behalf of the Group |      | <b>0.1</b>   | –          |