

# | New beginnings

# Contents

01	A Letter from the Chairman and CEO
08	Group Performance Overview
10	Textiles and Washroom Services
13	Pest Control
14	Tropical Plants
16	Electronic Security and City Link
18	Facilities Services
20	Asia Pacific
22	Financial Review
28	Report of the Directors
36	Audit Committee Report
40	Remuneration Report
52	Report of the Auditors
54	Consolidated Income Statement
55	Statement of Recognised Income and Expense
56	Consolidated Balance Sheet
58	Consolidated Cash Flow Statement
59	Accounting Policies
70	Notes to the Accounts
118	Principal Operating Subsidiary and Associated Undertakings
119	Five Year Summary
120	Company Balance Sheet
121	Notes to the Company Accounts
126	Report of the Auditors
128	Shareholder Information

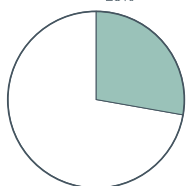
## Financial highlights 2005

	2005 £m	Increase/ (decrease) %	2004 £m
Revenue	<b>2,301.2</b>	5.5	2,181.4
Operating profit before amortisation of customer lists and exceptional items	<b>308.5</b>	(13.4)	356.4
Operating profit	<b>243.3</b>	(21.1)	308.5
Profit before income tax, amortisation of customer lists, exceptional items and share of profits from associates (PBTA)	<b>255.3</b>	(16.2)	304.6
Profit before income tax	<b>190.1</b>	(25.9)	256.7
Free cash flow	<b>160.4</b>	(33.4)	241.0
Basic earnings per share – continuing operations	<b>7.52p</b>	(26.6)	10.24p
Dividends paid and proposed per share	<b>7.38p</b>	10.0	6.71p

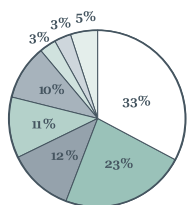
# Business Overview

## Textiles and Washroom Services

% Group Revenue  
28%



Geographical spread



○ France      ● Belgium  
● UK\*      ○ Spain  
● Netherlands      ○ Italy  
● Germany      ○ Other

2005 Turnover

**£639.8m**

% change

**1.8%**

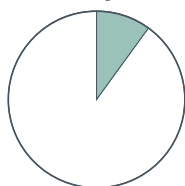
Employees

**12,270**

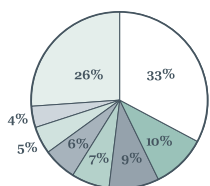
Principal activities:  
workwear rental  
flat linen rental  
washroom equipment  
and consumables  
floor mats

## Pest Control

% Group Revenue  
9%



Geographical spread



○ UK      ● USA\*  
● Germany      ○ Belgium  
● Netherlands      ○ Spain  
● France      ○ Other

2005 Turnover

**£208.2m**

% change

**2.2%**

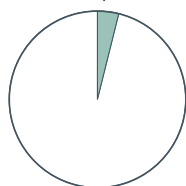
Employees

**4,230**

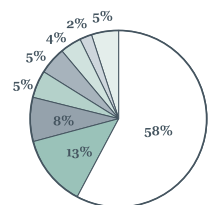
Principal activities:  
pest control for com-  
mercial, industrial and  
residential customers

## Tropical Plants

% Group Revenue  
4%



Geographical spread



○ USA      ● France  
● UK      ○ Belgium  
● Netherlands      ○ Norway  
● Sweden      ○ Other

2005 Turnover

**£101.6m**

% change

**6.5%**

Employees

**2,490**

Principal activities:  
supply and mainte-  
nance of plants, design  
and installation of inter-  
ior landscaping

\*Includes UK linen and workwear: £53m in 2005

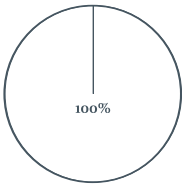
\*Excludes J.C. Ehrlich

## City Link

% Group Revenue  
5%



Geographical spread



○ UK

2005 Turnover

**£125.5m**

% change

**10.7%**

Employees

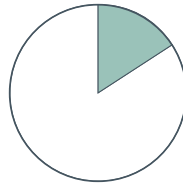
**2,450**

Principal activities:  
premium express  
delivery of parcels

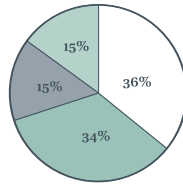
## Facilities Services

### Manned guarding

% Group Revenue  
16%



Geographical spread



○ UK  
● USA  
● Belgium  
● Canada

2005 Turnover

**£359.9m**

% change

**8.5%**

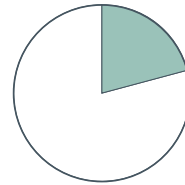
Employees

**21,700**

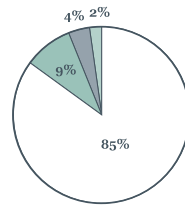
Principal activities:  
cleaning  
catering  
hospital services  
integrated services  
manned guarding

### Other services

% Group Revenue  
21%

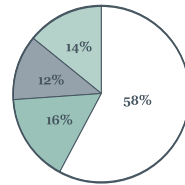


Geographical spread



○ UK  
● Spain  
● Netherlands  
● Other

Divisional split



○ Cleaning ● Hospital Services  
● Catering ● Other

2005 Turnover

**£469.5m**

% change

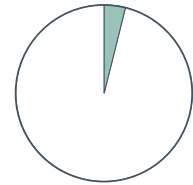
**3.4%**

Employees

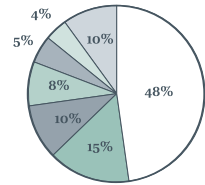
**39,630**

## Asia Pacific

% Group Revenue  
4%

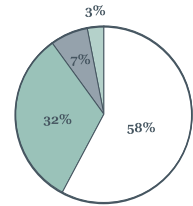


Geographical spread



○ Australia ● Singapore  
● New Zealand ● South Korea  
● Malaysia ● Other  
● Indonesia

Divisional split



○ Textiles and Washroom Services  
● Pest Control  
● Tropical Plants  
● Facilities Services

2005 Turnover

**£86.8m**

% change

**5.5%**

Employees

**3,760**