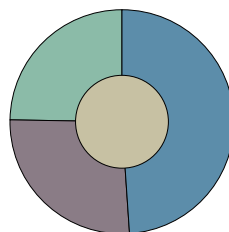


Financial Highlights

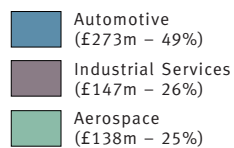
Financial achievements

	1999 £m	1998 £m	Increase %
Sales	4,643	3,706	25
Profit before tax, goodwill amortisation and exceptional items	513	462	11
Earnings per share before goodwill amortisation and exceptional items	52.4p	46.0p	14
Dividend per share	6.3p	16.3p	} 10
Return of capital per share	11.7p	—	

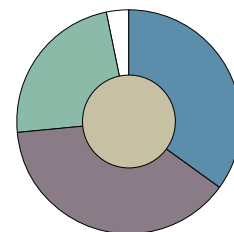
OPERATING PROFIT
(before goodwill amortisation and exceptional items)



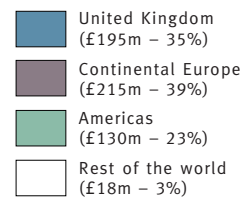
by business



OPERATING PROFIT
(before goodwill amortisation and exceptional items)



by region of origin



1999: A Year of Challenge and Reward

Successful year – record results. Sales increase by 25%. Earnings per share* by 14%

Industrial Services grows strongly – represents 26% of operating profit

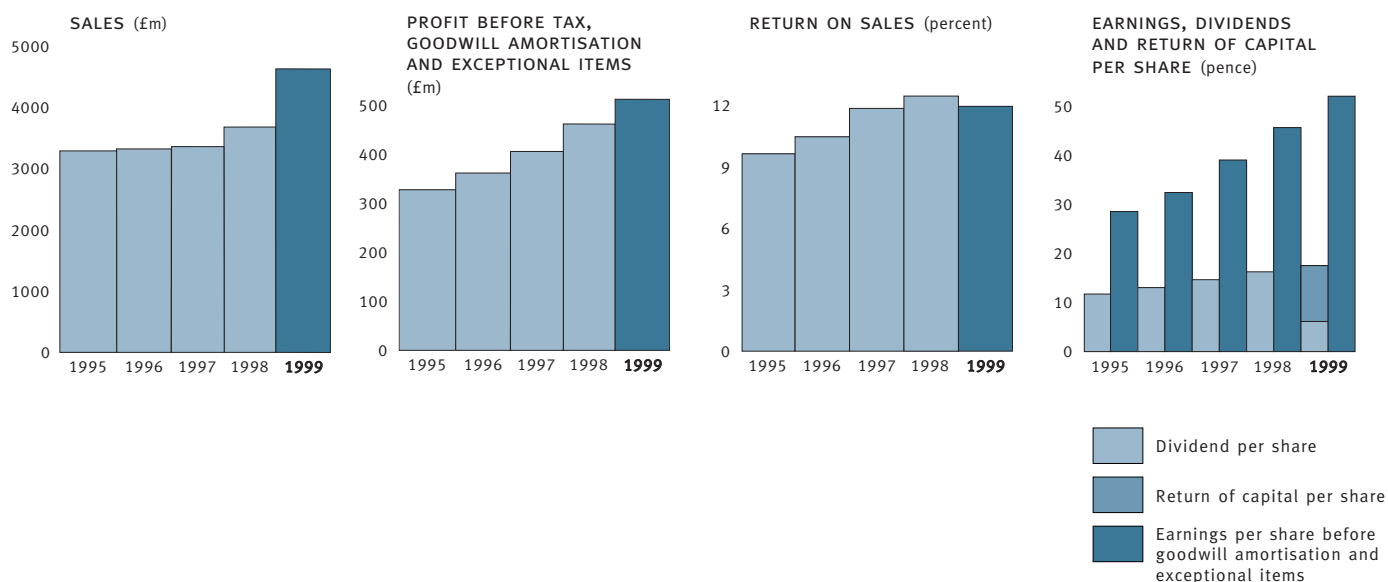
Strategic initiatives and successes in Automotive

Helicopters meet challenging production targets

23% of Group operating profit now derives from the Americas

* before goodwill amortisation and exceptional items

Five year record





A handwritten signature in black ink, appearing to read "David Lees". The signature is written in a cursive style with a horizontal line underneath.

Sir David Lees, Chairman

A handwritten signature in black ink, appearing to read "C K Chow". The signature is written in a cursive style.

Sir C K Chow, Chief Executive

Successful

YEAR – RECORD RESULTS FOR 1999. SALES INCREASE
BY 25%. EARNINGS PER SHARE* INCREASE BY 14%.

* before goodwill amortisation and exceptional items