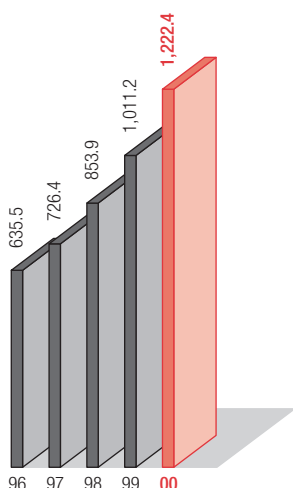


Financial Highlights

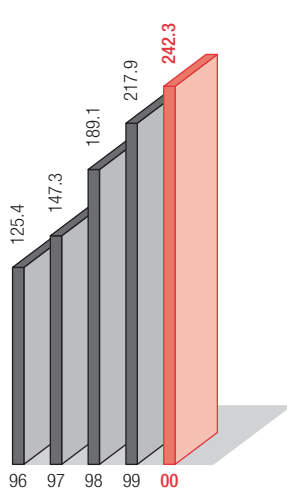
These highlights are for the year ended 31 December 2000 and prior year comparatives

- Strong revenue growth up 20.9% to €1,222.4 million (up 11.4% to £747.7 million)
- Like-for-like euro revenue growth of 17.5% to €1,171.9 million (up 8.2% to £716.8 million), driven by strong demand and continued price gains
- Reported sterling numbers affected by 8% decline in euro/sterling exchange rate
- Operating profit before exceptional items up 11.2% to €242.3 million (up 3.1% to £148.1 million)
- Operating margin of 19.8% before exceptional items 1.7% lower, principally due to higher fleet costs in some markets, investments in e-commerce and call centres and the impact of the fuel tax protests
- Pre-tax profits before exceptional items up 3.6% to €175.0 million (down 3.6% to £107.0 million)
- Earnings per share before exceptional items up 3.5% to €0.225 (down 3.8% to 13.74p)
- Exceptional charges of €36.3 million (£22.0 million) relating to 3 Arrows subsidiary and yourautochoice.com start-up costs
- Proposed final dividend of 3.8p per share (1999: 3.6p)
- Earnings per share €0.178 (10.91p)

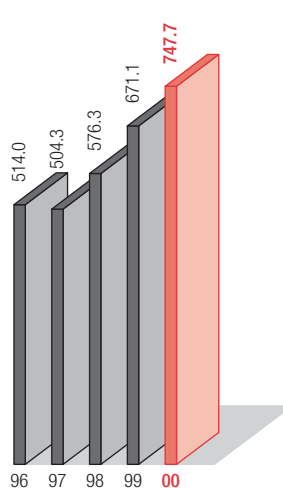
Revenue €m



Operating Profit €m



Revenue £m



Operating Profit £m

