

Index

	Page		Page
A			
Accounting policies	56	Development activity	4, 7
Acquisition of subsidiary undertakings (note 29)	77	Development strategy	13, 17, 21, 25
Acquisitions committee	37	Directors' interest in share capital	47
Additional information for US investors	84	Directors' interest – share options	46
Americas Materials		Directors' remuneration, report	42
– Divisional profile	20	Directors' report	40
– Operations review	18	Disposal of fixed assets (note 13)	66
Americas Products & Distribution		Dividend payments (shareholder information)	82
– Divisional profile	24	Dividends (note 8)	62
– Operations review	22	Dow Jones Sustainability Index	32
Amortisation of goodwill (segmental analysis, see note 1)	58	E	
Analysis of net debt (note 19)	69	Earnings per Ordinary Share (note 9)	63
Annual General Meeting	83	Employee average numbers (note 5)	61
ARESE Sustainable Performance Index	32	Employment costs (note 5)	61
Audit committee	37	Environmental review	30
Auditors, Report of Independent	49	Europe Materials	
Auditors remuneration	60	– Divisional profile	12
		– Operations review	10
B			
Balance sheet		Europe Products & Distribution	
– Company	53	– Divisional profile	16
– Group	52	– Operations review	14
Board approval of financial statements (note 33)	81	Exchange rates	56
Board committees	37	F	
Board of Directors	36	Finance committee	37
		Finance review	26
C			
Capital expenditure (see note 11)	64	Financial assets (note 12)	65
Capital grants (note 22)	72	Financial calendar	83
Cash flow statement	54	Financial summary, 1992-2002	88
Chairman's statement	4	Financial trends 1998-2002	1
Chief Executive's review	7	Fixed assets, tangible (note 11)	64
Corporate governance	38	G	
Creditors (note 16)	67	Geographical and product spread	inside cover
CREST	82	Goodwill (note 10)	63
D			
Debt, analysis of net (note 19)	69	Grants, capital (note 22)	72
Deferred acquisition consideration payable (see note 16)	67	Guarantees (note 21)	72
Debtors (note 15)	66	H	
Deferred taxation (see note 23)	72	Highlights (Financial)	1
		Human resources	33

	Page		Page
I		R	
Information for US investors	84	Reconciliation of movements in shareholders' funds (note 26)	76
Innovest Index	32	Reconciliation of net cash flow to movement in net debt	55
Intangible assets – goodwill (note 10)	63	Reconciliation of operating profit to net cash inflow from operating activities (note 28)	76
Interest payable, net (note 6)	61	Reconciliation to US GAAP	86
Internal control	39	Registrars	83
Investing for the future	2	Reserves, share premium account and other (note 25)	75
J		Restatement of certain prior year comparisons (note 32)	81
Joint venture undertakings, principal	94	S	
L		Segmental information (note 1)	58
Leases, operating (note 30)	78	Share capital (note 24)	74
Loans (note 18)	68	Share premium (see note 25)	75
Litigation	4, 7, 29	Share price data	83
M		Shareholder's funds, movement (note 26)	76
Management	90	Shareholder information	82
Minority shareholders' equity interest (note 27)	76	Shareholdings as at 31st December 2002	83
Movements in working capital (note 17)	67	Statement of Directors' responsibilities	48
N		Statement of total recognised gains and losses	51
Nominations committee	37	Stock Exchange listings	83
Notes on financial statements	58	Stocks (note 14)	66
O		Strategic vision	inside flap
Operating costs (note 2)	60	Subsidiary undertakings, principal	92
Operating leases (note 30)	78	Sustainability Indices	32
Operating profit, Group (details of certain charges/income) (note 3)	60	T	
Operations review		Tangible assets (note 11)	64
– Americas Materials	18	Taxation on profit on ordinary activities (note 7)	61
– Americas Products & Distribution	22	Trade and other creditors (note 16)	67
– Europe Materials	10	Treasury information (note 20)	69
– Europe Products & Distribution	14	V	
P		Volumes, annualised production	inside cover
Pensions (note 31)	78	W	
– FRS 17 disclosures	79	Working capital, movement during year (note 17)	67
Profit and loss account	50		
Provisions for liabilities and charges (note 23)	72		