

# Index

|  | Page                               |
|--|------------------------------------|
| Accounting policies                        | 49, 52                             |
| Accounting standards                       | 24, 52                             |
| Annual general meetings                    | 71                                 |
| Acquisition of businesses                  | 48, 54, 55                         |
| Auditors' remuneration                     | 45, 54                             |
| Balance sheets                             |                                    |
| – Group                                    | 47, 69                             |
| – Parent                                   | 47                                 |
| Board committees                           | 29                                 |
| Board of directors                         | 20, 21, 27                         |
| Borrowings                                 | 48, 60, 64                         |
| Capital commitments                        | 64                                 |
| Capital expenditure                        | 48, 57                             |
| Capital structure                          | 25                                 |
| Cash and liquid resources                  | 48, 50                             |
| Cash flow                                  | 23, 48, 64, 69                     |
| Chairman's statement                       | 02                                 |
| Charitable & political donations           | 45                                 |
| Chief executive's review                   | 04                                 |
| Company secretary                          | 71                                 |
| Contingent liabilities                     | 64                                 |
| Corporate governance                       | 27                                 |
| Corporate social responsibility            | 03, 16                             |
| Creditors                                  | 47, 60                             |
| Current asset investments and deposits     | 59                                 |
| Debtors                                    | 47, 59                             |
| Deferred taxation                          | 51, 56, 62                         |
| Depreciation and amortisation              | 49, 54, 57, 58                     |
| Directors' remuneration                    | 30, 32-41, 67                      |
| Directors' report                          | 44                                 |
| Directors' responsibilities statement      | 42                                 |
| Directors' shareholdings and share options | 32-41                              |
| Disposal of businesses                     | 48, 54, 55                         |
| Dividends                                  | 02, 23, 44, 46, 48, 56, 60, 68, 69 |
| Earnings per share                         | 23, 46, 56, 57                     |

|   | Page                           |
|---|--------------------------------|
| Employees/People                              | 05, 19, 67                     |
| Exceptional items                             | 23, 46, 54, 55, 56, 64, 68     |
| Finance leases                                | 24, 48, 51, 55, 58, 64         |
| Financial instruments and derivatives         | 50, 61                         |
| Financial record                              | 68, 69, 70                     |
| Financial review                              | 22                             |
| Fixed assets                                  |                                |
| – Investments                                 | 47, 50, 58, 69                 |
| – Tangible                                    | 47, 49, 57, 69                 |
| – Intangible                                  | 47, 57, 69                     |
| Foreign currencies                            | 46, 49, 61, 62                 |
| Going concern                                 | 31                             |
| Goodwill                                      | 46, 49, 55, 57                 |
| Halfords                                      | 55, 62                         |
| Historical cost tangible fixed assets         | 57, 58                         |
| Impairments                                   | 49, 57, 58                     |
| Independent auditors' report                  | 43                             |
| Internal control                              | 31                             |
| Interest                                      | 46, 48, 55, 61, 62             |
| Investor relations                            | 30                             |
| Investment properties                         | 50, 57, 63                     |
| Joint ventures                                | 46, 49, 52, 54, 55, 58, 68, 70 |
| Liquidity funding                             | 24                             |
| Low cost share dealing service                | 71                             |
| Minority interests                            | 47, 58, 68, 69                 |
| Net assets                                    | 47, 53, 69                     |
| Net debt                                      | 48, 64, 69                     |
| Note on historical cost profits and losses    | 46                             |
| Operating leases                              | 24, 64                         |
| Operating profit                              | 02, 23, 52, 53, 54, 70         |
| Operational review                            |                                |
| – Boots The Chemists                          | 03                             |
| – Boots Healthcare International              | 11                             |
| – Services including Opticians and Dentalcare | 11                             |
| – Boots Retail International                  | 12                             |

|  | Page                       |
|--|----------------------------|
| – Supply and Support Services                      | 13                         |
| Own shares/QUEST/ESOP/AESOP                        | 36, 50, 58, 59             |
| Payment of suppliers                               | 45                         |
| Pensions   | 24, 50, 65, 66, 67         |
| Principal activities                               | 44, 68                     |
| Principal companies                                | 68                         |
| Prior year adjustment                              | 52, 60, 62                 |
| Profit and loss account                            | 46, 56, 68                 |
| Property development stocks                        | 59                         |
| Property valuations                                | 46, 50, 57, 58             |
| Provisions for liabilities and charges             | 47, 62                     |
| Reconciliation of movements in shareholders' funds | 46, 69                     |
| Registrar  | 71                         |
| Registered office/company secretary                | 71                         |
| Related party disclosures                          | 67                         |
| Research and development                           | 50, 54                     |
| Reserves   | 47, 63                     |
| Revaluation reserves                               | 63                         |
| Segmental information                              | 52, 53, 70                 |
| Share capital                                      | 44, 47, 59, 63             |
| Share information                                  |                            |
| – Analysis of holdings                             | 44, 71                     |
| – Highest/lowest prices                            | 23, 69                     |
| – Share options                                    | 32-41, 63                  |
| Share premium                                      | 47, 63                     |
| Share repurchase                                   | 03, 23, 25, 44, 48, 63     |
| Shareholder returns                                | 03, 69                     |
| Staff numbers and costs                            | 67                         |
| Statement of total recognised gains and losses     | 46, 68                     |
| Stocks   | 23, 47, 50, 59             |
| Taxation   | 23, 46, 48, 51, 56         |
| Treasury policy and controls                       | 24                         |
| Turnover   | 02, 23, 46, 50, 52, 53, 70 |