

fair value accounting would potentially reduce the 83% debt/equity ratio. Also if one includes the disposals and capital expenditure cutbacks discussed in the 1986 plan but not the Tupper acquisition (£2000 million <sup>(£500 million)</sup>) could be raised by 1990. ~~Assuming~~ ~~say a £100 million gain is shared between equity, tax and value~~ ~~accounting, £560 million would be required from realisations to~~ ~~reduce the group debt/equity ratio to 20% in 1986.~~

One way of achieving <sup>a reduction in the group debt/equity ratio</sup> ~~such a result~~ would be to speed up the necessary sale of 33% of Tinteros. At a price of £24 a share this could raise £936 million <sup>(£400 million)</sup> in 1986 and the Parker and Horley ~~disposals~~ sale and leaseback a further £400 million (£180 million). One cannot say with any degree of certainty what the equity gains from fair value accounting would be nor those from the disposals but a guess would be about £300 million. Thus it might be possible to reduce the group 1986 debt/equity ratio to ~~67%~~ 66%.

	After Purchase 1100% increase £ millions	Disposals etc £ millions	Possible Outcome £ millions
Gross debt	3677	- 400 - 180	3097
Shareholder funds	4423	+ 300	4723
Debt/equity ratio	83%		66%

The sale of Horley could raise a further £300 million and Shoppers £200 million. These figures would lead to book profits on disposal, but it is not possible to calculate the tax effect to arrive at the change in group equity. However a £500 million reduction in debt would reduce the above debt/equity ratio from 66% to 55%.

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