

## FINANCIAL SUMMARY

\$ million, unless stated otherwise	Ongoing segments <sup>(1)</sup>			Group	
	2009	Restated <sup>(2)</sup> 2008	Change	2009	Restated <sup>(2)</sup> 2008
<b>Continuing operations</b>					
Sales	<b>4,143.6</b>	5,301.1	(21.8)%	<b>4,180.1</b>	5,515.9
Adjusted operating profit <sup>(3)</sup>	<b>262.9</b>	404.8	(35.1)%	<b>249.8</b>	402.9
<i>Adjusted operating margin<sup>(3)</sup></i>	<b>6.3%</b>	7.6%		<b>6.0%</b>	7.3%
Operating profit	<b>117.7</b>	37.4		<b>84.7</b>	66.9
Profit/(loss) before tax				<b>38.4</b>	(8.1)
(Loss)/earnings per share					
– Diluted				<b>(1.33)c</b>	(7.34)c
– Adjusted diluted <sup>(3)</sup>				<b>14.81c</b>	25.96c
Proposed final dividend per share				<b>6.50c</b>	2.00c
<b>Total operations</b>					
Trading cash flow <sup>(3) (4)</sup>				<b>422.0</b>	442.8
Cash outflow on restructurings				<b>(69.3)</b>	(16.3)
Net debt <sup>(3)</sup>				<b>207.5</b>	476.4

<sup>(1)</sup> Ongoing segments excludes the Doors & Windows and Caps & Thermostats segments which have been exited.

<sup>(2)</sup> Restated for an amendment to IFRS 2 'Share-based Payment' (see note 2 to the consolidated financial statements).

<sup>(3)</sup> Key performance measures are explained on pages 151 to 159.

<sup>(4)</sup> 'Trading cash flow' was previously referred to as 'operating cash flow'.

- Sales declined by 21.8% and adjusted operating profit declined by 35.1%.
- Results positively impacted by restructuring initiatives and working capital management:
  - Ongoing adjusted operating margin improved to 8.0% in H2 2009 versus 4.6% in H1 2009.
  - Generated \$422.0 million of trading cash flow.
  - Net debt reduced from \$476.4 million to \$207.5 million in the year.
- Substantially completed major restructuring initiatives.
- Reduced exposure to post-employment benefits by amending pension and healthcare plans in North America.
- Acquisition of Koch Filter in February 2010, a \$40 million revenue air filters business for Building Products.