

## Supplemental financial information (unaudited)

## Analysis of movements in net debt

	Year ended 3 January 2009 \$ million	Year ended 29 December 2007 \$ million	Year ended 30 December 2006 \$ million
<b>Cash generated from operations</b>	<b>628.7</b>	638.7	607.8
Capital expenditure:			
– Purchase of property, plant and equipment	(183.2)	(231.3)	(193.8)
– Purchase of computer software	(10.6)	(5.2)	(38.3)
	(193.8)	(236.5)	(232.1)
Disposal of property, plant and equipment	7.9	39.6	25.9
<b>Operating cash flow</b>	<b>442.8</b>	441.8	401.6
Tax:			
– Income taxes paid	(116.3)	(110.4)	(151.8)
– Income taxes received	31.8	24.2	9.4
	(84.5)	(86.2)	(142.4)
Interest and preference dividends:			
– Interest element of finance lease rental payments	(0.5)	(1.4)	(1.1)
– Interest received	11.2	12.2	18.7
– Interest paid	(55.0)	(64.8)	(71.1)
– Preference dividend paid	–	(2.0)	(13.0)
	(44.3)	(56.0)	(66.5)
Other movements:			
– Capitalisation of development costs	(0.6)	(0.4)	(0.6)
– Dividends received from associates	0.6	1.4	0.6
– Investment by a minority shareholder in a subsidiary	0.4	3.8	5.9
– Dividend paid to a minority shareholder in a subsidiary	(13.5)	(14.4)	(14.7)
	(13.1)	(9.6)	(8.8)
<b>Free cash flow to equity shareholders</b>	<b>300.9</b>	290.0	183.9
Ordinary dividends	(246.2)	(247.3)	(217.3)
Acquisitions and disposals:			
– Purchase of subsidiaries, net of cash acquired	(65.0)	(17.0)	(201.0)
– Sales of businesses and subsidiaries, net of cash disposed	124.6	216.3	12.5
– Leases disposed of on sale of businesses	–	6.1	–
– Purchase of available-for-sale investments	(0.1)	(0.2)	(0.2)
– Sale of available-for-sale investments	1.6	0.6	0.6
– Debt acquired on acquisition of subsidiaries	(0.8)	–	–
– Purchase of interests in associates	(10.4)	(3.8)	(3.5)
	49.9	202.0	(191.6)
Ordinary share movements:			
– Issue of ordinary shares	0.2	2.4	27.3
– Purchase of own shares	(4.7)	(6.9)	(8.7)
	(4.5)	(4.5)	18.6
Foreign currency movements:			
– Cash and cash equivalents	(21.2)	19.5	44.2
– Other net debt	215.9	(42.5)	(110.2)
– (Payments)/receipts on foreign currency derivatives	(178.6)	(16.3)	59.9
	16.1	(39.3)	(6.1)
<b>Cash movement in net debt</b>	<b>116.2</b>	200.9	(212.5)
Non-cash movements	(1.1)	(1.6)	2.0
Conversion of preference shares	–	130.0	390.7
<b>Decrease in net debt</b>	<b>115.1</b>	329.3	180.2

## Supplemental financial information (unaudited) (continued)

## Analysis of underlying changes

## 2007 compared with 2008

\$ million, unless stated otherwise	Industrial & Automotive	Building Products	Corporate	Total
<b>Sales</b>				
2007	4,312.7	1,573.4	–	5,886.1
Exchange rate effect	159.2	(1.3)	–	157.9
Disposals	(255.0)	(13.8)	–	(268.8)
Like-for-like basis	4,216.9	1,558.3	–	5,775.2
Acquisitions	22.4	41.1	–	63.5
Underlying change	(178.5)	(144.3)	–	(322.8)
<b>2008</b>	<b>4,060.8</b>	<b>1,455.1</b>	<b>–</b>	<b>5,515.9</b>

<b>Underlying change<sup>(1)</sup></b>	<b>(4.2)%</b>	<b>(9.3)%</b>	<b>–</b>	<b>(5.6)%</b>
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## Adjusted operating profit

2007	477.4	106.5	(53.4)	530.5
Exchange rate effect	18.9	(0.2)	1.7	20.4
Disposals	(20.3)	(1.9)	0.1	(22.1)
Like-for-like basis	476.0	104.4	(51.6)	528.8
Acquisitions	7.2	3.1	–	10.3
Underlying change	(123.5)	(27.3)	15.1	(135.7)
<b>2008</b>	<b>359.7</b>	<b>80.2</b>	<b>(36.5)</b>	<b>403.4</b>

<b>Underlying change<sup>(1)</sup></b>	<b>(25.9)%</b>	<b>(26.1)%</b>	<b>29.3%</b>	<b>(25.7)%</b>
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## 2006 compared with 2007

\$ million, unless stated otherwise	Industrial & Automotive	Building Products	Corporate	Total
<b>Sales</b>				
2006	3,984.0	1,762.1	–	5,746.1
Exchange rate effect	135.1	5.4	–	140.5
Disposals	(26.6)	(90.2)	–	(116.8)
Like-for-like basis	4,092.5	1,677.3	–	5,769.8
Acquisitions	23.6	40.9	–	64.5
Underlying change	196.6	(144.8)	–	51.8
2007	4,312.7	1,573.4	–	5,886.1

<b>Underlying change<sup>(1)</sup></b>	<b>4.9%</b>	<b>(8.2)%</b>	<b>–</b>	<b>0.9%</b>
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## Adjusted operating profit

2006	444.3	153.6	(52.6)	545.3
Exchange rate effect	14.2	0.6	(4.2)	10.6
Disposals	(0.6)	(8.7)	–	(9.3)
Like-for-like basis	457.9	145.5	(56.8)	546.6
Acquisitions	4.6	1.9	–	6.5
Underlying change	14.9	(40.9)	3.4	(22.6)
2007	477.4	106.5	(53.4)	530.5

<b>Underlying change<sup>(1)</sup></b>	<b>3.4%</b>	<b>(26.6)%</b>	<b>6.5%</b>	<b>(4.1)%</b>
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<sup>(1)</sup> The underlying percentage change is calculated by taking the underlying change as a percentage of the like-for-like basis.