

Five-year Record

| | 2010 \$m | 2009 \$m | 2008 \$m | 2007 \$m | 2006 \$m |
|---|-------------|-------------|-------------|-------------|-------------|
| Income statement – continuing operations | | | | | |
| Profit before adjusting items | 560 | 1,243 | 2,079 | 1,301 | 1,154 |
| Adjusting items ¹ | (19) | (500) | – | – | – |
| Pre-tax profit | 541 | 743 | 2,079 | 1,301 | 1,154 |
| Taxation | (96) | (240) | (362) | (191) | (194) |
| Profit for the year on continuing operations | 445 | 503 | 1,717 | 1,110 | 960 |
| Income statement – discontinued operations | | | | | |
| Pre-tax profit | – | – | 1,788 | 263 | 82 |
| Taxation | – | – | (35) | (89) | (28) |
| Profit for the year on discontinued operations | – | – | 1,753 | 174 | 54 |
| Total profit for the year | 445 | 503 | 3,470 | 1,284 | 1,014 |
| Earnings per share (diluted) | | | | | |
| Continuing operations (cents) | 24.8 | 28.4 | 90.2 | 55.4 | 48.3 |
| Continuing and discontinued operations (cents) | 24.8 | 28.4 | 182.0 | 63.9 | 51.0 |
| Balance sheet (\$m) | | | | | |
| Net cash | 1,740 | 1,718 | 1,474 | 1,832 | 1,301 |
| Net assets | 3,987 | 4,192 | 4,711 | 4,563 | 3,577 |
| Other statistics | | | | | |
| Post-tax return on equity – continuing operations (%) | 10.1 | 13.5 | 41.6 | 32.2 | 36.0 |
| Ordinary dividends per share (cents) | 44.0 | 44.0 | 44.0 | 20.0 | 14.3 |
| Funds under management (\$bn) | 39.4 | 46.8 | 74.6 | 61.7 | 49.9 |
| Average headcount – continuing operations | 1,574 | 1,776 | 1,731 | 1,548 | 1,364 |
| Average headcount – discontinued operations | – | – | 3,252 | 3,174 | 2,067 |
| Sterling/US dollar exchange rates | | | | | |
| Average | 0.6261 | 0.5817 | 0.4981 | 0.5280 | 0.5600 |
| Year-end | 0.6588 | 0.6970 | 0.5043 | 0.5079 | 0.5759 |

1 Adjusting items are those items presented separately on the face of the income statement by virtue of their size or nature – see Note 4 to the financial statements.