

# Preliminary results for year ended 31 December 2007











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## **Financial Highlights\***



		Un	derlying △% <sup>#</sup>		Reported △%
Revenue	£494.2m		-	1	(4.4)
Operating profit**	£64.4m	1	14.2	1	8.8
Profit before tax**	£58.2m	1	14.8	1	9.6
Adjusted EPS**	17.2p	1	15.4	1	10.3
Operating cash flow	£67.0m			1	39.0

<sup>\*</sup> continuing operations

<sup>\*\*</sup> before amortisation and restructuring costs

<sup>\*</sup> translated at constant exchange rates and before restructuring costs - see Appendix 1

#### **Financial Track Record**



#### 10 year track record\*

- 6% organic
- 4% from acquisitions
- double digit margins

#### 2007

- continuing operations revenue down 4.4%
- flat on a constant currency basis
- 13.0% margin up 160 basis points

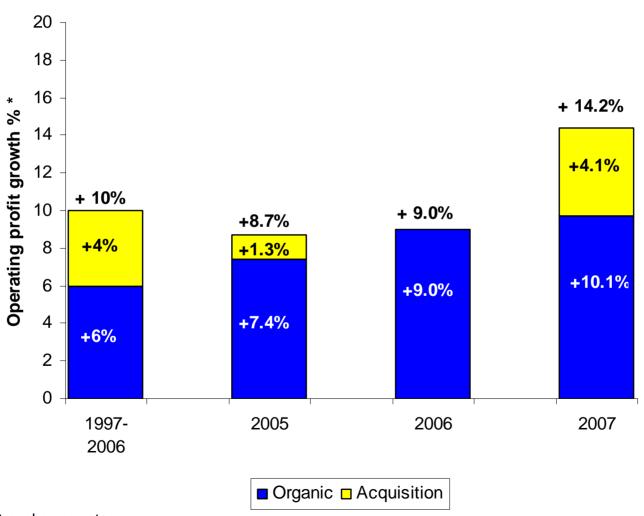


Financial track record of strong growth and double digit margins

\*Constant exchange rates

#### **Financial Track Record II**



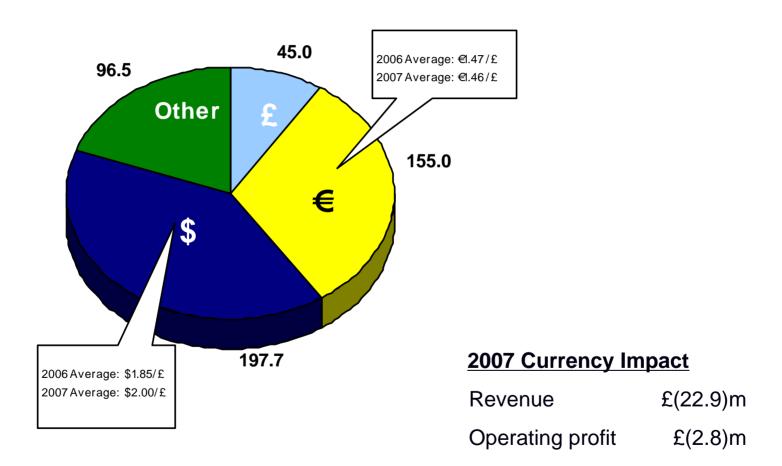


\*constant exchange rates

### **Revenue by Functional Currency**



£m



## **Segmental Summary**



	F	Revenue	Operati	Operating profit	
£m	2007	2006	2007	2006	
Plastic Technologies*	265.8	262.4	41.6	39.0	
Fibre Technologies	228.4	254.7	31.6	28.1	
Central Services			(8.8)	(7.9)	
	494.2	517.1	64.4	59.2	
Operating margin			13.0%	11.4%	

<sup>\*</sup>Excluding Globalpack

## **Earnings**



£m		2007		2006	Underlying △% <sup>#</sup>	Reported △%
Operating profit		64.4		59.2	14.2	8.8
Amortisation		(1.5)		(0.9)		
Restructuring costs		(5.0)		-		
Net finance expense		(6.2)		(6.1)		
Profit before tax		51.7		52.2	13.9	(1.0)
Income tax	34%	(17.6)	34%	(17.7)		
Discontinued operations		2.0		1.5		
Minority interests		(2.0)		(1.5)		
Earnings		34.1		34.5		
Adjusted EPS		17.2p		15.6p	15.4	10.3
Dividend per share		7.6p		6.9p		10.1

<sup>&</sup>lt;sup>#</sup>underlying translated at constant exchange rates and before restructuring costs

### **Balance Sheet**



£m	31 December 2007	31 December 2006
Intangible assets	87.2	59.5
Property, plant and equipment	170.7	178.4
Working capital	57.8	71.7
Income tax/deferred tax	(22.1)	(25.5)
_	293.6	284.1
Deferred consideration	10.6	-
Provisions	(6.6)	(5.7)
Pension deficit	(22.3)	(30.9)
	275.3	247.5
Shareholders' funds	135.3	142.7
Minority interests	4.8	6.0
Net debt	135.2	98.8
	275.3	247.5
_		
Net debt to EBITDA	1.56	1.22
Return on average capital (%)	26.8	24.8

### **Cash Flow**



£m	2007	2006	△%
Continuing operations			
Operating profit	64.4	59.2	
Depreciation	20.4	20.7	
Share options	1.7	1.2	
EBITDA	86.5	81.1	6.7%
Working capital	6.2	(0.2)	
Other	(1.3)	(2.2)	
Cash inflow from operations	91.4	78.7	16.1%
Net capital expenditure	(24.4)	(30.5)	
Operating cash flow	67.0	48.2	39.0%
Additional pension contributions	(2.0)	(1.5)	
Net finance expense	(6.9)	(6.3)	
Income tax	(20.7)	(18.0)	
Restructuring costs	(4.5)	-	
Acquisitions	(31.5)	(0.5)	
Share purchase	(32.3)	(1.2)	
Disposals	11.9	1.5	
Other	(0.7)	(8.0)	
Cash flow	(19.7)	20.2	

## **Enhanced Quality of Earnings**



	Acquisition	Disposal
	Duraco	Globalpack
Geographic location	US	Brazil
Market	Finishing Products	Consumer Packaging
Consideration	\$61.0m	\$51.0m*
Revenue (to 31 Dec 2006)	\$30.3m	\$50.2m
Profit before tax (to 31 Dec 2006)	\$6.5m	\$4.3m
Transaction multiple#	9.4x	11.9x

<sup>\*</sup> Initial consideration of \$31m plus deferred consideration of \$25m payable over 5 years discounted back at 8%

<sup>#</sup> Discounted consideration/Pbt

## **Summary**



- Robust organic profit growth
- Good start for Duraco
- Margin improvement
- Strong cash generation
- Enhanced quality of earnings



## **Operating Review**

.....international, market leading, speciality plastic and fibre products supplier.











## **Strategic Focus**



....to build on core competencies through the organic development and acquisition of businesses engaged in the manufacturing, sourcing and distribution of small but essential products for use in industrial and consumer markets ....

#### supported by

- well invested global infrastructure
- strong international market positions
- long term customer relationships
- operational efficiency
- reputation for innovation and quality
- experienced management

## **Plastic Technologies**



£m	2007	2006	△ %*	△ %
Revenue	265.8	262.4	5.4	1.3
Operating profit	41.6	39.0	10.3	6.7
Margin %	15.7	14.9		

Good growth with some moderation of growth rate after very strong 2006 Excellent margin with stronger performance of higher margin businesses Mix enrichment from Duraco acquisition

Revenue investments for new operations and businesses in infancy

#### \*constant exchange rates







## **Protection and Finishing Products**



## Leading supplier of low value, non-core but essential products in fragmented global market

- Strong performance from share gains and mix improvement in Europe
- Successful new operations in Hungary, China and US
- Brazil acceleration from local manufacture
- Duraco has exceeded expectations
- MSI temporary customer de-stocking but good new business wins and improving productivity

Growth driven by distribution expansion, product range development and sustained marketing investment

## **Coated and Security Products**



The global leader in self-adhesive tear tape market and emerging security products supplier

- Improved performance with reduced cost base
- Success of authentication system
- Strong UK passport volumes
- Successful CORGI card renewal
- Enhanced FractureCode capability

Good growth from innovation and evolving security products market

#### **Plastic Profile and Sheet**



## Leading producer of proprietary and customised extruded products

- Performance up in Europe, down in US
- Growth in aerospace, POP, medical and traffic control
- Weakness in custom applications
- Massachusetts consolidation
- Cleanrooms to support medical sales development

Cost savings and growth in key product sectors

## Fibre Technologies



£m	2007	2006	△ %*	△ %
Revenue	228.4	254.7	(5.6)	(10.3)
Operating profit	31.6	28.1	18.8	12.5
Margin %	13.8	11.0		

Strong performance improvement despite revenue reduction Recovery in Cigarette Filters profitability Excellent Fibertec momentum sustained





<sup>\*</sup>constant exchange rates

## **Cigarette Filters**



#### The only global independent filter supplier

- Strong performance despite 9.5% volume reduction
- Operational improvement at all locations
- Hungary first shipments on schedule in October
- Richmond facility closure
- Monterrey profitable
- Excellent performance in Asia
- Enhanced value from R&D services

Expansion into emerging markets, operational improvement, product innovation and savings from restructuring

## **Bonded Fibre Components**



## Leading manufacturer of bonded fibre components for fluid and vapour handling

- Strong results with market share gains
- Continued new product development focus 7 patents filed
- Good response to new saliva test materials
- Kodak volumes ahead further OEM project in pre launch phase
- Ningbo profitable, extension complete and ISO accreditations

Increased revenues from new projects, emerging markets and market share gains

#### **Overview**



- Strong underlying performance
- Purchase of Duraco, sale of Globalpack
- Distribution and manufacturing footprint evolution
- Successful restructuring
- Continued investment in organic development













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