

Operating group performance summary

The Board monitors the financial performance of the Group at an operating group level. Certain of the financial measures are regarded as Key Performance Indicators (KPIs).

Operating group performance summary 2008

	Sales ¹ £m	Underlying EBITA ² (restated) £m	Return on sales %	Cash flow ³ £m	Order intake ¹ £m	Order book ¹ £bn
Electronics, Intelligence & Support	4,459	506	11.3	380	4,904	5.2
Land & Armaments	6,407	566	8.8	467	8,568	11.5
Programmes & Support	4,638	491	10.6	651	4,195	19.8
International	3,333	435	13.1	163	4,065	11.0
HQ & Other Businesses	235	(101)		(66)	212	0.4
	19,072	1,897		1,595	21,944	47.9
Intra-group	(529)	–		–	(635)	(1.4)
	18,543	1,897	10.2	1,595	21,309	46.5

Operating group performance summary 2007

	Sales ¹ £m	Underlying EBITA ² (restated) £m	Return on sales %	Cash flow ³ £m	Order intake ¹ £m	Order book ¹ £bn
Electronics, Intelligence & Support	3,916	437	11.2	302	4,178	3.5
Land & Armaments	3,538	324	9.2	10	4,535	7.3
Programmes & Support	5,327	456	8.6	807	9,091	20.9
International	3,359	435	13.0	678	3,876	7.9
HQ & Other Businesses	243	(203)		181	345	0.4
	16,383	1,449		1,978	22,025	40.0
Intra-group	(673)	–		–	(851)	(1.4)
	15,710	1,449	9.2	1,978	21,174	38.6

Sales¹, underlying EBITA², cash flow³ and order intake¹ are Group KPIs. See pages 24 and 25 for a review of these KPIs on a Group basis.

1 Including share of equity accounted investments.

2 Earnings before amortisation and impairment of intangible assets, finance costs and taxation expense (EBITA) excluding profit/(loss) on disposal of businesses and uplift on acquired inventories. Restated to exclude profit/(loss) on disposal of businesses. See page 29.

3 Net cash inflow/(outflow) from operating activities after capital expenditure (net) and financial investment and dividends from equity accounted investments.