

# Our operating structure

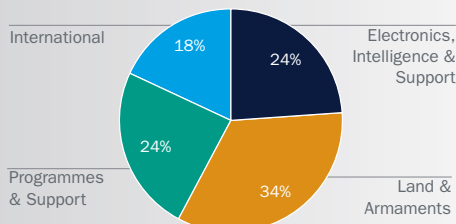
The Group has four principal operating groups organised around a combination of the different products and services they provide, and the geographical area in which they operate.



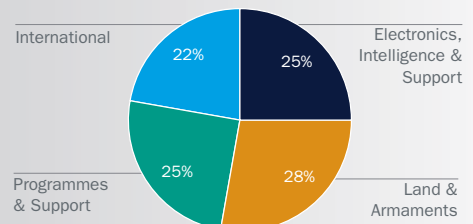
## 2008 operating group performance

The charts below illustrate the contribution of each of the four operating groups to the Group's sales<sup>1,3</sup> and underlying EBITA<sup>2</sup> in the year:

Sales<sup>1,3</sup> by operating group<sup>4</sup> (%)



Underlying EBITA<sup>2</sup> (restated) by operating group<sup>4</sup> (%)



A reconciliation of the performance of the individual operating groups to the Group's results, discussed in the Financial review on pages 28 to 32, is given on page 45.

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 Before elimination of intra-group sales.  
 4 Excluding HQ & Other Businesses.