

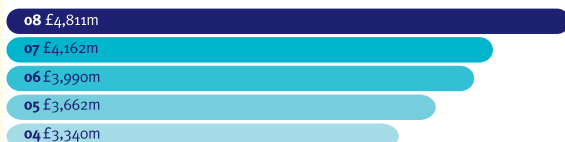
Performance highlights

	2008 £m	2007 £m	Headline growth	CER growth	Underlying growth
Business performance					
Sales	4,811	4,162	16%	8%	3%
Adjusted operating profit	762	619	23%	11%	5%
Adjusted profit before tax	674	549	23%		
Adjusted earnings per share	57.7p	46.7p	24%		
Operating cash flow	796	684	16%		
Total free cash flow	631	407	55%		
Total free cash flow per share	79.2p	51.1p	55%		
Return on invested capital	9.2%	8.9%	0.3% pts		
Net debt	1,460	973	(50)%		
Statutory results					
Operating profit	676	574	18%		
Profit before tax	585	468	25%		
Basic earnings per share – continuing	47.9p	39.0p	23%		
Cash generated from operations	894	659	36%		
Dividend per share	33.8p	31.6p	7%		

Note Throughout this document (unless otherwise stated), growth rates are stated on a constant exchange rate (CER) basis. Where quoted, underlying growth rates exclude both currency movements and portfolio changes. The 'business performance' measures are non-GAAP measures and reconciliations to the equivalent statutory heading under IFRS are included in notes 2, 8 and 33 to the annual report. Adjusted operating profit is stated on a continuing basis.

Sales £4,811m

+8%

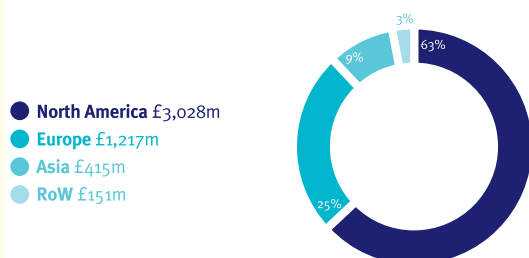


Adjusted operating profit £762m

+11%



Sales by region £4,811m



Adjusted operating profit by region £762m

