



North America

Sales £794m

Operating profit £161m

Share of Group profit¹ 26%

Employees 6,000

Europe

Sales £5,510m

Operating profit £415m

Share of Group profit¹ 67%

Employees 43,000

Rest of World

Sales £154m

Operating profit £43m

Share of Group profit¹ 7%

Employees 6,000

¹share of Group operating profit before amortisation of goodwill, exceptional items, interest and taxation.