

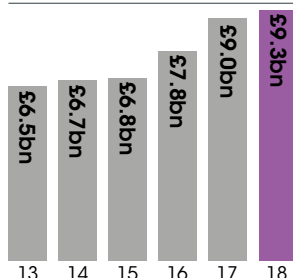
KEY PERFORMANCE INDICATORS

KPIs provide insight into how the Board and Executive Committee monitor the Group's strategic and financial performance, as well as directly linking to the key measures for executive remuneration. KPIs are stated in actual rates of exchange.

REVENUE

£9.3BN

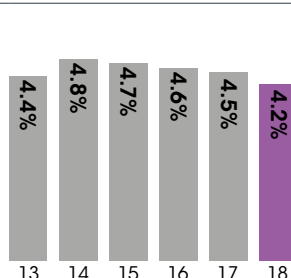
2017: £9.0BN



OPERATING MARGIN

4.2%

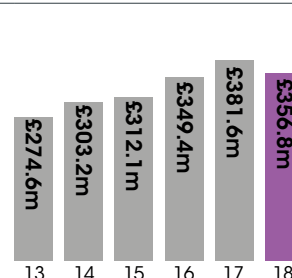
2017: 4.5%



PROFIT BEFORE TAX AND EXCEPTIONAL ITEMS

£356.8M

2017: £381.6M



Definition

Consideration receivable from the sale of goods and services. It is stated net of rebates and any discounts, and excludes sales related taxes.

Operating profit (before exceptional items) divided by sales.

Represents the profit made after operating and interest expense excluding the impact of exceptional items and before tax is charged.

Why we measure

Top-line growth is a key financial metric of both 'Becoming the OEMs' Partner of Choice' and 'Leading in Customer Experience'.

A key metric of operational efficiency, ensuring that we are leveraging global scale to translate sales growth to profit.

A key driver of delivering sustainable and growing earnings to shareholders.

2018 Highlights

The Group delivered £9.3bn, growth of +3.6% vs. last year.

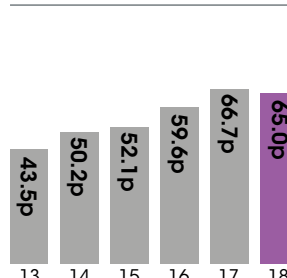
Operating margin at 4.2% was 30bps lower than the prior year impacted by some Retail markets

In 2018 pre-exceptional PBT declined by 2.6% in constant currency, 6.5% in actual currency.

ADJUSTED EARNINGS PER SHARE

65.0P

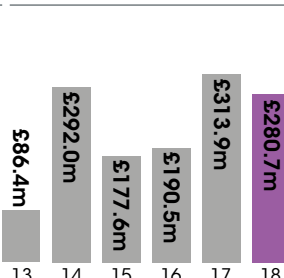
2017: 66.7P



FREE CASH FLOW

£280.7M

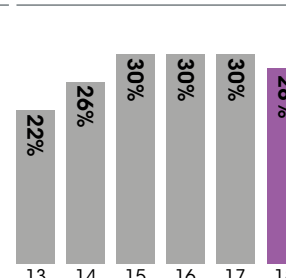
2017: £313.9M



RETURN ON CAPITAL EMPLOYED

28%

2017: 30%



Definition

Adjusted earnings per share is calculated on earnings which exclude exceptional items, and the weighted average number of fully paid ordinary shares in issue during the year.

Net cash flows from operating activities, before exceptional cash flows, less normalised net capital expenditure and dividends paid to non-controlling interests.

Operating profit (before exceptional items) divided by the average of opening and closing capital employed, where capital employed is defined as net assets less net funds.

Why we measure

A key metric highlighting the earnings achieved for shareholders over the year.

A key driver of the Group's ability to 'Invest to Accelerate Growth' and to make distributions to shareholders.

A key measure of Ignite (Invest to Accelerate Growth). ROCE is a measure of the Group's ability to drive better returns for investors on the capital we invest.

2018 Highlights

Adjusted EPS declined less than PBT given a lower tax rate.

The Group delivered free cash flow of £280.7m, in line with normalised annual conversion.

The Group delivered ROCE of 28%.