

CHANNEL AND GEOGRAPHIC SEGMENT ANALYSIS ¹



To support the change to our new segmental disclosure we are providing full year breakdown for 2017 and 2018 under the historic reporting structure as well as half years for 2017 and 2018 under the new reporting structure.

£M	Historic Segmentation		New Segmentation			
	FY17	FY18	1H17	FY17	1H18	FY18
Distribution						
Revenue	4,208	4,403	2,310	4,794	2,426	4,988
% chg		4.6%			5.0%	4.0%
% chg (CCR)		7.0%			9.1%	6.6%
Trading profit	345.1	362.2	170.4	366.8	187.8	374.9
% chg		5.0%			10.2%	2.2%
% chg y-o-y (CCR)		9.3%			18.0%	6.5%
Distribution split by regions:						
Asia						
Revenue	1,693	1,689	807	1,693	789	1,688
% chg		(0.2%)			(2.2%)	(0.3%)
% chg (CCR)		1.3%			2.6%	1.3%
Trading profit	156.0	170.2	73.9	154.2	85.6	169.6
% chg		9.1%			15.8%	10.0%
% chg y-o-y (CCR)		10.9%			21.9%	11.8%
Australasia						
Revenue	835	821	597	1,238	621	1,198
% chg		(1.7%)			4.0%	(3.2%)
% chg (CCR)		4.2%			10.5%	2.6%
Trading profit	71.3	76.5	38.0	92.2	46.3	87.8
% chg		7.3%			21.8%	(4.8%)
% chg y-o-y (CCR)		14.1%			29.4%	0.8%
UK & Europe						
Revenue	886	937	521	1,068	576	1,146
% chg		5.8%			10.6%	7.3%
% chg (CCR)		4.0%			7.7%	5.4%
Trading profit	31.2	30.7	16.1	34.5	18.7	33.3
% chg		(1.6%)			16.1%	(3.5%)
% chg y-o-y (CCR)		(3.4%)			13.4%	(5.2%)
Emerging Markets						
Revenue	795	956	385	795	440	957
% chg		20.3%			14.3%	20.4%
% chg (CCR)		26.0%			23.2%	26.0%
Trading profit	86.6	84.8	42.4	85.9	37.2	84.2
% chg		(2.1%)			(12.3%)	(2.0%)
% chg y-o-y (CCR)		7.4%			1.5%	7.7%

£M	Historic Segmentation		New Segmentation			
	FY17	FY18	1H17	FY17	1H18	FY18
Retail						
Revenue	4,745	4,874	2,133	4,160	2,188	4,289
% chg		2.7%			2.5%	3.1%
% chg (CCR)		4.8%			4.2%	5.0%
Trading profit	93.5	43.1	46.4	65.0	14.3	26.5
% chg		(53.9%)			(69.2%)	(59.2%)
% chg y-o-y (CCR)		(53.1%)			(68.8%)	(58.7%)
Retail split by regions:						
Australasia						
Revenue	805	760	202	402	198	382
% chg		(5.6%)			(2.0%)	(5.0%)
% chg (CCR)		(0.1%)			4.0%	0.8%
Trading profit	30.8	3.9	11.7	9.4	(3.6)	(7.7)
% chg		(87.3%)			(130.8%)	(181.9%)
% chg y-o-y (CCR)		(86.9%)			(132.2%)	(187.0%)
UK & Europe						
Revenue	3,356	3,265	1,660	3,174	1,633	3,058
% chg		(2.7%)			(1.6%)	(3.7%)
% chg (CCR)		(2.8%)			(1.8%)	(3.7%)
Trading profit	59.1	19.8	35.9	52.0	12.9	14.8
% chg		(66.5%)			(64.1%)	(71.5%)
% chg y-o-y (CCR)		(66.6%)			(64.0%)	(71.6%)
Emerging Markets						
Revenue	584	849	271	584	357	849
% chg		45.4%			31.7%	45.4%
% chg (CCR)		60.0%			45.5%	60.0%
Trading profit	3.6	19.4	(1.2)	3.6	5.0	19.4
% chg		438.9%			516.7%	438.9%
% chg y-o-y (CCR)		490.0%			543.1%	490.0%
Group						
Revenue	8,953	9,277	4,443	8,953	4,614	9,277
% chg		3.6%			3.8%	3.6%
% chg (CCR)		5.8%			6.8%	5.8%
Trading profit	438.6	405.3	216.8	431.8	202.1	401.4
% chg		(7.6%)			(6.8%)	(7.0%)
% chg y-o-y (CCR)		(4.2%)			(1.4%)	(3.6%)
Central costs	(32.0)	(20.2)	(9.4)	(25.2)	(8.9)	(16.3)
Operating profit	406.6	385.1	207.4	406.6	193.2	385.1
% chg		(5.3%)			(6.8%)	(5.3%)
% chg y-o-y (CCR)		(1.4%)			(1.1%)	(1.4%)

1 All financials reflective of the adoption of IFRS 15, including the restatements of 2017

DISTRIBUTION

Asia	Australasia	UK & Europe	Emerging Markets
Greater China	Australia (Subaru, PSA) *	Belgium *	Ethiopia & Djibouti
Singapore		Luxembourg *	Kenya
Brunei	New Zealand	Greece *	Chile
Guam		Romania *	Peru
Saipan		Bulgaria *	Colombia
Thailand		Albania *	Argentina
		Macedonia	Costa Rica
		Finland	Panama
		Estonia	
		Latvia	
		Lithuania	

* Denotes all business affected by the segmentation change

RETAIL

Australasia
Australia (non-Subaru, non-PSA)
UK & Europe
UK
Poland
Emerging Markets
Russia