

Strategic Report - Key Performance Indicators

| Strategic Priority | KPI | Definition (see also financial definitions on pages 175 and 176) | FY2019 performance | FY2019 Focus | Links to other Disclosures |
|---|--|---|---|--|---|
| To enhance earnings growth | Operating Profit | Operating profit (before exceptional items) | FY17 €95.0m FY18 €86.1m FY19 €104.5m | To seek continuing growth, through revenue enhancement, acquisition synergies and cost control | Group CFO Review page 28 |
| | Operating Margin | Operating profit (before exceptional items), as a percentage of net revenue | FY17 15.9% FY18 15.7% FY19 6.6% | | |
| To enhance earnings growth | Adjusted diluted earnings per share ¹ | Attributable earnings before exceptional items divided by the average number of shares in issue as adjusted for the dilutive impact of equity share awards | FY17 23.8c FY18 22.0c FY19 26.6c | To achieve adjusted diluted EPS growth in real terms | Group CFO Review page 28 |
| To generate strong cash flows | Free Cash Flow | Free Cash Flow is a non GAAP measure that comprises cash flow from operating activities net of capital investment cash outflows which form part of investing activities | FY17 €54.3m FY18 €66.0m FY19 €91.0m | To generate improved operating cash flows | Group CFO Review page 30 |
| | Free Cash Flow Conversion Ratio | The conversion ratio is the ratio of free cash flow as a percentage of EBITDA before exceptional items | FY17 53.0% FY18 70.5% FY19 80.8% | | |
| To ensure the appropriate level of financial gearing and profits to service debt | Net debt: EBITDA | The ratio of net debt (Net debt comprises borrowings (net of issue costs) less cash) to Adjusted EBITDA | FY17 1.55x FY18 2.37x FY19 2.51x | Move towards medium term target of 2.0 times Net Debt/EBITDA | Group CFO Review Page 29 |
| To deliver sustainable shareholder returns | Progressive dividend/return to shareholders | Total dividend per share paid and proposed in respect of the financial year in question | FY17 14.33c FY18 14.58c FY19 15.31c | The Group will continue to seek to enhance shareholder returns | Chairman's Statement page 4 |
| | Dividend Payout Ratio | Dividend cover is Dividend/ Adjusted diluted EPS | FY17 60.2% FY18 66.3% FY19 57.6% | | |
| To achieve the highest standards of environmental management | Reduction in CO ₂ emissions | Tonnes of CO ₂ emissions | FY17 41,228t FY18 31,612t FY19 30,241t | To achieve best practice across the Group, including acquired businesses | Corporate Responsibility Report page 35 |
| To achieve the highest standards of environmental management | Waste recycling | Tonnes of waste sent to landfill | FY17 16t FY18 0t FY19 0t | To achieve best practice across the Group, including acquired businesses | |
| To ensure safe and healthy working conditions | Workplace safety accident rate | The number of injuries that resulted in lost-work days, per 100,000 hours working time in production facilities | FY17 0.56 FY18 0.54 FY19 1.02 | To achieve best practice across the Group, including acquired businesses | Corporate Responsibility Report page 41 |

1. Basic earnings per share for FY2019 was 23.4 cent (2018: 25.8 cent).