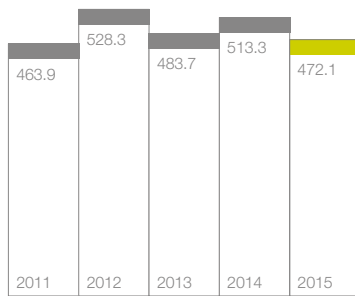


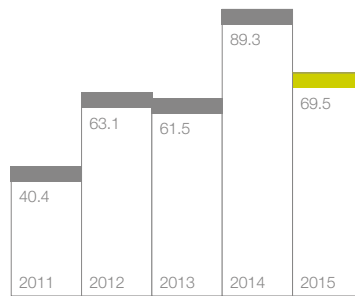
Key performance indicators

Revenue £m



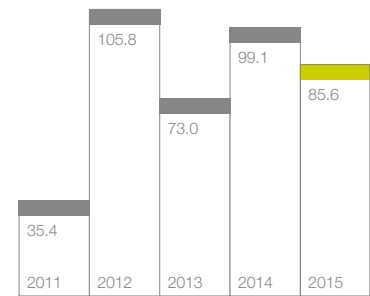
Monitoring of revenues provides a measure of business growth and provides a clear measure of year on year trends.

Underlying operating profit* £m



This is the key financial performance indicator used across the Group, giving insight into sales growth, performance efficiency and cost management.

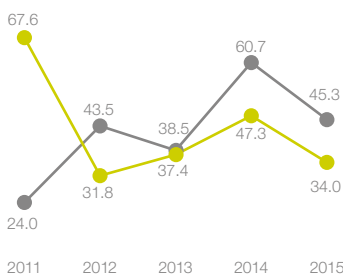
Underlying cash flow* £m



The Board monitors cash flow to ensure that profitability is converted into cash generation, both for future investment and as a reward for shareholders. The Group measures cash flow as underlying operating profit plus depreciation and after the movement on working capital.

Earnings per share* Pence

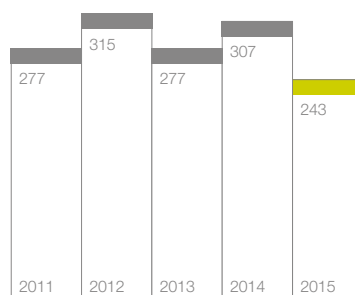
- Basic earnings per share
- Underlying earnings per share



The aim of our strategy is to maximise shareholder returns over the long term.

The underlying earnings per share, before exceptional items, is considered useful to readers of the accounts as it gives an indication of underlying business performance.

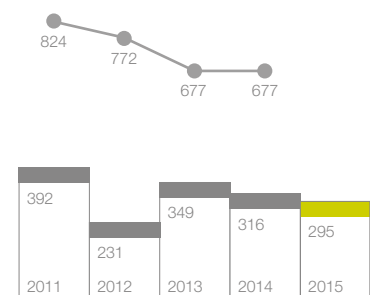
Group year end 12 month order book £m



The order book provides an indicator of future business. The KPI records the sales value of orders on hand for delivery in the 12 months following the reporting date. These figures include committed orders and regular call-off orders on material contracts.

Annualised reportable injury rate per 100,000 employees

- UK manufacturing industry average
- (Source: Health and Safety Executive, May 2014)



We are committed to reinforcing our strong safety culture as we regard safety performance as a lead indicator of the health of our business. The safety of our employees is core to everything we do.

*2011-2012 comparatives have not been adjusted for the impact of IAS 19