

# 5 Year Proforma

CONNECTIVITY & PRODUCTS (C&P)					H1	FY
	2016	2017	2018	2019	2020	2020
REVENUE	1,112	1,206	1,252	1,271	547	1,176
GROWTH	7.1%	8.5%	3.8%	1.5%	-12.8%	-7.5%
GROWTH (CONSTANT CCY)		8.8%	3.4%	3.7%	-7.2%	-1.7%
AOI	277	300	318	292	116	287
MARGIN %	24.9%	24.9%	25.4%	23.0%	21.2%	24.4%

HEALTH & NUTRITION (H&N)					H1	FY
	2016	2017	2018	2019	2020	2020
REVENUE	553	635	672	680	306	658
GROWTH	-1.6%	14.8%	5.8%	1.2%	-10.3%	-3.2%
GROWTH (CONSTANT CCY)		12.9%	5.1%	3.8%	-5.1%	2.3%
AOI	76	93	97	97	33	102
MARGIN %	13.7%	14.6%	14.4%	14.3%	10.8%	15.5%

INDUSTRIES & ENVIRONMENT (I&E)					H1	FY
	2016	2017	2018	2019	2020	2020
REVENUE	2,311	2,426	2,538	2,378	859	1,798
GROWTH	6.7%	5.0%	4.6%	-6.3%	-32.8%	-24.4%
GROWTH (CONSTANT CCY)		4.5%	5.0%	-3.4%	-26.9%	-18.1%
AOI	252	242	264	286	55	178
MARGIN %	10.9%	10.0%	10.4%	12.0%	6.4%	9.9%

NATURAL RESOURCES (NR)					H1	FY
	2016	2017	2018	2019	2020	2020
REVENUE	1,499	1,543	1,614	1,607	689	1,396
GROWTH	-0.8%	2.9%	4.6%	-0.4%	-13.6%	-13.1%
GROWTH (CONSTANT CCY)		1.7%	5.3%	2.1%	-7.0%	-5.9%
AOI	221	235	246	258	100	225
MARGIN %	14.7%	15.2%	15.2%	16.1%	14.5%	16.1%

KNOWLEDGE					H1	FY
	2016	2017	2018	2019	2020	2020
REVENUE	510	539	630	664	249	576
GROWTH	17.7%	5.7%	16.9%	5.4%	-16.4%	-13.3%
GROWTH (CONSTANT CCY)		5.4%	16.0%	7.5%	-11.2%	-7.6%
AOI	93	99	124	130	26	108
MARGIN %	18.2%	18.4%	19.7%	19.6%	10.4%	18.8%

#### KEY DEFINITIONS OF PERFORMANCE MEASURES DISCLOSED

1. Revenue - Revenue is disclosed at historical rates and business allocation has been restated following the simplification of the divisional structure announced in January 2021.
2. Growth at constant currency (Constant CCY) - Growth at constant currency is used by management to evaluate the performance of operations excluding the impact of currency fluctuations. The effect of changes in foreign exchange rates is calculated as the current year revenue converted at the current year's average exchange rates, less the prior period revenue converted at the current year's exchange rates. All figures in the tables above have been converted using foreign exchange rates as of April 2021.
3. Adjusted Operating Income (AOI) - The adjusted operating income is provided to assess the underlying financial and operational performance of the Group by business line excluding the influence of items not directly attributable to operational performance. Adjusted operating income represents the income from operations excluding:
  - Amortization and impairment expenses on intangibles arising as a result of acquisitions
  - Impairment expenses on goodwill
  - Restructuring costs including impairment charges arising from the execution of the restructuring plan
  - Gains and losses from sale of businesses
  - Acquisition and divestment-related expenses including integration costs
  - Other non-recurring items which may include non-operational items such as certain regulatory, compliance and legal costs and certain asset write-downs/impairments.
4. Margin % - Margin % in the above tables represents the adjusted operating income margin as a percentage of revenue.

WHEN YOU NEED TO BE SURE

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