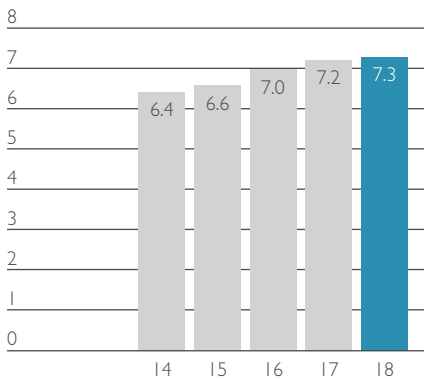


# GROUP FINANCIAL RECORD

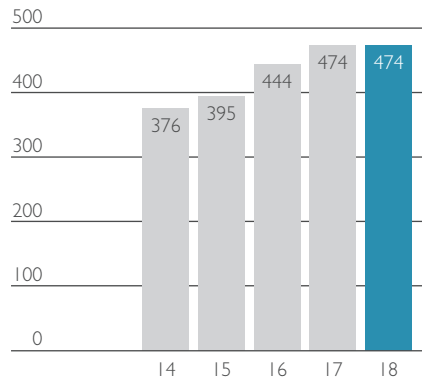
Revenue\* (£bn)



**£7.3 billion**

Revenue in 2018

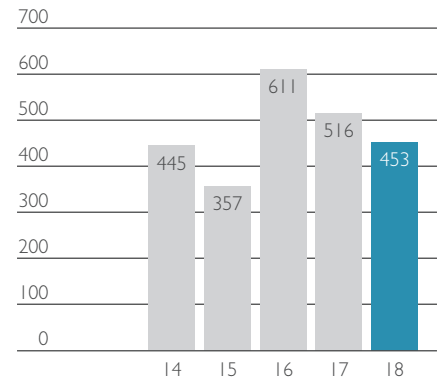
Adjusted PBITA\* (£m)



**£474 million**

Adjusted PBITA defined as profit before interest, tax and amortisation and excluding specific and other separately disclosed items, in 2018

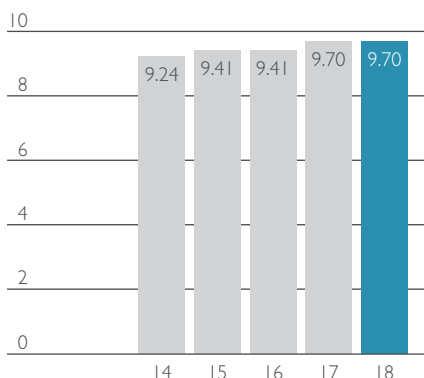
Operating cash flow\* (£m)



**£453 million**

Operating cash flow in 2018

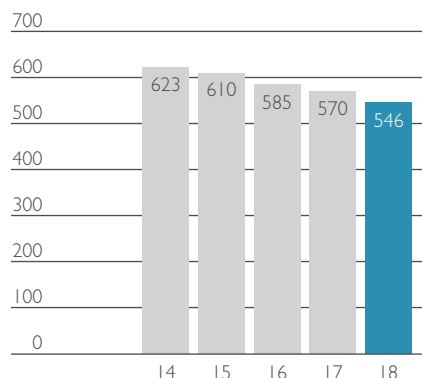
Dividend (pence per share)



**9.70p**

Total dividend per share for 2018

Employees ('000)



**546,000**

(including joint ventures and businesses held for sale or closure)

\* Underlying revenue, Adjusted PBITA and operating cash flow are Alternative Performance Measures (APMs) as described on pages 41 and 42 and exclude results from disposed businesses, onerous contracts and specific and other separately disclosed items. A reconciliation between underlying results and statutory results is provided on page 50.