

## Key Performance Indicators

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Financial

KPI Measure	Why Measure?	FY22 Performance	Link to Strategic Pillar										
<b>Sales Growth %</b> <table border="1"> <tr><td>2022</td><td>+13.9%</td></tr> <tr><td>2021</td><td>2.3%</td></tr> <tr><td>2020</td><td>-2.8%</td></tr> <tr><td>2019</td><td>3.8%</td></tr> <tr><td>2018</td><td>-3.4%</td></tr> </table>	2022	+13.9%	2021	2.3%	2020	-2.8%	2019	3.8%	2018	-3.4%	The Group considers revenue performance central to our Strategic Pillar of Growth.	Ongoing recovery, volume gains and price increases impacting on year on year performance.	Growth
2022	+13.9%												
2021	2.3%												
2020	-2.8%												
2019	3.8%												
2018	-3.4%												
<b>Adjusted Operating Profit %</b> <table border="1"> <tr><td>2022</td><td>5.0%</td></tr> <tr><td>2021</td><td>5.1%</td></tr> <tr><td>2020</td><td>4.9%</td></tr> <tr><td>2019</td><td>5.3%</td></tr> <tr><td>2018</td><td>5.9%</td></tr> </table>	2022	5.0%	2021	5.1%	2020	4.9%	2019	5.3%	2018	5.9%	Measures the underlying performance and relative to revenue.	A slight decrease in the margin as a result of the unprecedented inflation and challenging market conditions. The level achieved reflects the ability to navigate the challenges and the results of our Operating Brilliance Programme.	Excellence Growth
2022	5.0%												
2021	5.1%												
2020	4.9%												
2019	5.3%												
2018	5.9%												
<b>Adjusted Diluted EPS</b> <table border="1"> <tr><td>2022</td><td>10.1p</td></tr> <tr><td>2021</td><td>8.6p</td></tr> <tr><td>2020</td><td>7.7p</td></tr> <tr><td>2019</td><td>9.0p</td></tr> <tr><td>2018</td><td>9.8p</td></tr> </table>	2022	10.1p	2021	8.6p	2020	7.7p	2019	9.0p	2018	9.8p	Adjusted diluted EPS measures as a measure of the underlying performance of the Group and the returns generated per share taking into consideration of dilutive impact of share options.	A growth in EPS reflects a growth in the operating profit level.	Excellence Growth
2022	10.1p												
2021	8.6p												
2020	7.7p												
2019	9.0p												
2018	9.8p												
<b>Adjusted EBITDA</b> <table border="1"> <tr><td>2022</td><td>£28.7m</td></tr> <tr><td>2021</td><td>£26.9m</td></tr> <tr><td>2020</td><td>£26.2m</td></tr> <tr><td>2019</td><td>£25.5m</td></tr> <tr><td>2018</td><td>£25.6m</td></tr> </table>	2022	£28.7m	2021	£26.9m	2020	£26.2m	2019	£25.5m	2018	£25.6m	Measures the absolute underlying performance.	The level achieved reflects the ability to navigate the challenges and the results of our Operating Brilliance Programme.	Excellence Growth
2022	£28.7m												
2021	£26.9m												
2020	£26.2m												
2019	£25.5m												
2018	£25.6m												
<b>Debt to Adjusted EBITDA</b> <table border="1"> <tr><td>2022</td><td>0.7</td></tr> <tr><td>2021</td><td>0.5</td></tr> <tr><td>2020</td><td>1.1</td></tr> <tr><td>2019</td><td>1.4</td></tr> <tr><td>2018</td><td>0.6</td></tr> </table>	2022	0.7	2021	0.5	2020	1.1	2019	1.4	2018	0.6	Debt to EBITDA is a covenant test and demonstrates our headroom against our banking covenants (max 3.0x).	Increase in EBITDA and an increase in debt levels as dividends are reinstated, capital expenditure is almost double the FY21 level and an increase in our shareholding of Lightbody-Stretz Limited. Debt:EBITDA is sub 1.0 times thereby allowing us to achieve the lowest facility margin levels.	Excellence Growth
2022	0.7												
2021	0.5												
2020	1.1												
2019	1.4												
2018	0.6												
<b>Return on Capital Employed (ROCE)</b> <table border="1"> <tr><td>2022</td><td>12.1%</td></tr> <tr><td>2021</td><td>11.4%</td></tr> <tr><td>2020</td><td>9.6%</td></tr> <tr><td>2019</td><td>10.8%</td></tr> <tr><td>2018</td><td>13.3%</td></tr> </table>	2022	12.1%	2021	11.4%	2020	9.6%	2019	10.8%	2018	13.3%	A key measure to determine performance of assets.	Increased ROCE reflecting the increase in EBITDA levels.	Excellence Growth
2022	12.1%												
2021	11.4%												
2020	9.6%												
2019	10.8%												
2018	13.3%												

## Key Performance Indicators Non-Financial

KPI Measure	Why Measure?	FY22 Performance	Link to Strategic Pillar										
<h3>Revenue £k per Employee</h3> <table border="1"> <tr><td>2022</td><td>110</td></tr> <tr><td>2021</td><td>98</td></tr> <tr><td>2020</td><td>96</td></tr> <tr><td>2019</td><td>103</td></tr> <tr><td>2018</td><td>102</td></tr> </table>	2022	110	2021	98	2020	96	2019	103	2018	102	The revenue per employee ratio is important for determining the efficiency and productivity per employee of a company.	Increase in revenue per employee as we reach record levels of sales for the year.	Excellence Growth
2022	110												
2021	98												
2020	96												
2019	103												
2018	102												
<h3>Complaints per Million Units Performance</h3> <table border="1"> <tr><td>2022</td><td>11.5</td></tr> <tr><td>2021</td><td>16.6</td></tr> <tr><td>2020</td><td>17.1</td></tr> <tr><td>2019</td><td>18.9</td></tr> <tr><td>2018</td><td>20.0</td></tr> </table>	2022	11.5	2021	16.6	2020	17.1	2019	18.9	2018	20.0	Indicator of quality and continuous improvements.	Lower complaints reflecting our investment in systems and continuing our Operating Brilliance Programme journey.	Responsibility Excellence
2022	11.5												
2021	16.6												
2020	17.1												
2019	18.9												
2018	20.0												
<h3>Number of Accidents per 100,000 Hours Worked</h3> <table border="1"> <tr><td>2022</td><td>3.5</td></tr> <tr><td>2021</td><td>3.5</td></tr> <tr><td>2020</td><td>4.1</td></tr> </table>	2022	3.5	2021	3.5	2020	4.1	A measurement of how well our HomeSafe culture is being embraced by our employees.	Continuing to drive our health and safety performance forwards through engaging our teams in behavioural safety initiatives as part of our HomeSafe programme to achieve a healthy and safe workplace.	Responsibility				
2022	3.5												
2021	3.5												
2020	4.1												
<h3>CO<sub>2</sub> Emissions</h3> <table border="1"> <tr><td>2022</td><td>0.11</td></tr> <tr><td>2021</td><td>0.17</td></tr> <tr><td>2020</td><td>0.18</td></tr> </table>	2022	0.11	2021	0.17	2020	0.18	A measurement to help monitor our impact on the environment.	We are working on a number of initiatives and have dedicated resource to reduce our impact on the environment.	Responsibility				
2022	0.11												
2021	0.17												
2020	0.18												