

Nomad Foods

Serving the world with better food



Second Quarter 2020 Earnings Results

August 6th 2020



Disclosures

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Certain statements and matters discussed in this Presentation, as well as the accompanying oral presentation, may constitute forward-looking statements. Forward-looking statements are statements that are not historical facts and may be identified by words such as "aim", "anticipate", "believe", "continue", "estimate", "expect", "intend", "may", "should", "strategy", "will" and words of similar meaning, including all matters that are not historical facts. This Presentation includes forward-looking statements regarding the Company's (i) beliefs regarding the impact of the COVID-19 pandemic; (ii) beliefs regarding the strategic drivers supporting sustained organic revenue growth; and (iii) expectations regarding the future operating and financial performance of the Company, including the Company's updated guidance with respect to organic revenue growth, Adjusted EBITDA and Adjusted EPS in 2020; the Company's expected Organic Revenue growth in 2021, and factors and assumptions which may impact such performance.

The forward-looking statements in this Presentation speak only as of the date hereof and are based upon various assumptions, many of which are based, in turn, upon further assumptions. Although the Company believes that these assumptions were reasonable when made, these assumptions are inherently subject to significant known and unknown risks, uncertainties, contingencies and other important factors which are difficult or impossible to predict and are beyond its control that could cause actual results to differ materially from those expressed or implied by such forward-looking statements, including (i) the impact of the COVID-19 pandemic on the Company's business, suppliers, co-manufacturers, distributors, transportation or logistics providers, customers, consumers and employees; (ii) tapering or reduction of consumer demand for frozen foods as pandemic-related restrictions are lifted or conditions improve; and the success of the Company's strategic investments to support organic revenue and Adjusted EBITDA growth; (iii) disruptions or inefficiencies in the Company's operations, supply chain or distribution channels, including as a result of the COVID-19 pandemic, and the Company's ability to maintain the health and safety of its workforce; (iv) the duration, spread and intensity of the pandemic and related government restrictions and other government responses; (v) the Company's ability to successfully implement its strategies or strategic initiatives and recognize the anticipated benefits of such strategic initiatives; (vi) the commercial success of the Green Cuisine brand of products, including as a result of its expansion into continental Europe, and other innovations introduced to the markets and the Company's ability to accurately forecast the brand's performance in light of COVID-19; (vii) the Company's ability to effectively compete in its markets, including the ability of Green Cuisine to effectively compete in continental Europe; (viii) changes in consumer preferences, such as meat substitutes, and the Company's failure to anticipate and respond to such changes or to successfully develop and renovate products; (ix) the effects of reputational damage from unsafe or poor quality food products; (x) the Company's ability to successfully execute its acquisition plans, including its ability to identify suitable acquisition targets and successfully complete acquisitions; (xi) the adequacy of the Company's cash resources to achieve its anticipated growth agenda; (xii) availability of debt and equity financing under favorable terms; (xiii) increases in operating costs, including labor costs, and the Company's ability to manage its cost structure; (xiv) fluctuations in the availability of food ingredients and packaging materials that the Company uses in its products; (xv) the Company's ability to effectively mitigate factors that negatively impact its supply of raw materials; (xvi) the Company's ability to protect its brand names and trademarks; (xvii) uncertainty about the terms of any trade agreement between the UK and the EU associated with Brexit, as well as the potential adverse impact of Brexit on currency exchange rates, global economic conditions and cross-border agreements that affect the Company's business; (xviii) loss of the Company's financial arrangements with respect to receivables factoring; (xix) the loss of any of the Company's major customers or a decrease in demand for its products; (xx) economic conditions that may affect the Company's future performance including exchange rate fluctuations; (xxi) the Company's ability to successfully interpret and respond to key industry trends and to realize the expected benefits of its responsive actions; (xxii) the Company's failure to comply with, and liabilities related to, environmental, health and safety laws and regulations; (xxiii) changes in applicable laws or regulations; and (xxiv) the other risks and uncertainties disclosed in the Company's public filings and any other public disclosures by the Company. In addition, these forward-looking statements and the information in this Presentation are qualified in their entirety by cautionary statements and risk factor disclosures contained in the Company's Annual Report on Form 20-F filed with the Securities and Exchange Commission ("SEC") on February 27, 2020, and in subsequent filings with the SEC. Given these risks and uncertainties, prospective investors are cautioned not to place undue reliance on forward-looking statements. Other than in accordance with its legal or regulatory obligations, the Company is not under any obligation and the Company and its affiliates expressly disclaim any intention, obligation or undertaking to update or revise any forward looking statements, whether as a result of new information, future events or otherwise. This Presentation shall not, under any circumstances, create any implication that there has been no change in the business or affairs of the Company since the date of this Presentation or that the information contained herein is correct as at any time subsequent to its date. No statement in this Presentation is intended as a profit forecast or estimate.

This Presentation includes certain additional key performance indicators which are considered non-IFRS financial measures including, but not limited to, organic revenue growth, Adjusted EBITDA, Adjusted EBITDA margin, Adjusted operating expenses, Adjusted profit for the period, Adjusted earnings per share, Adjusted free cash flow and Leverage. Nomad Foods believe these non-IFRS financial measures provide an important alternative measure with which to monitor and evaluate the Company's ongoing financial results, as well as to reflect its acquisitions. Nomad Foods' calculation of these financial measures may be different from the calculations used by other companies and comparability may therefore be limited. You should not consider the Company's non-IFRS financial measures an alternative or substitute for the Company's reported results. For a reconciliation of these non-IFRS financial measures to the most directly comparable IFRS measures, refer to the Appendix to this Presentation.

Second Quarter 2020 Financial Results Overview

ORGANIC
Revenue Growth

+12.3%

+9.9% volume/mix
+2.4% price

GROSS
Margin

30.3%

50 bps expansion

ADJUSTED
EBITDA

€119m

21% growth

ADJUSTED
EPS

€0.34

26% growth

Second Quarter 2020 Highlights

- 1** Organic revenue growth has sustained at an elevated rate, even as restrictions across Europe were relaxed beginning in early May
- 2** Increased factory output has led to improved customer service levels and an appropriate level of inventory to resume promotional activity
- 3** Gross margin expansion of 50 basis points, ahead of prior expectations
- 4** Robust Adjusted free cash flow generation of €243 million through the first six months of 2020

Strategic Drivers Support Sustained Organic Revenue Growth Beyond COVID-19



1

New Customer Retention



2

Investing Behind The Core Portfolio



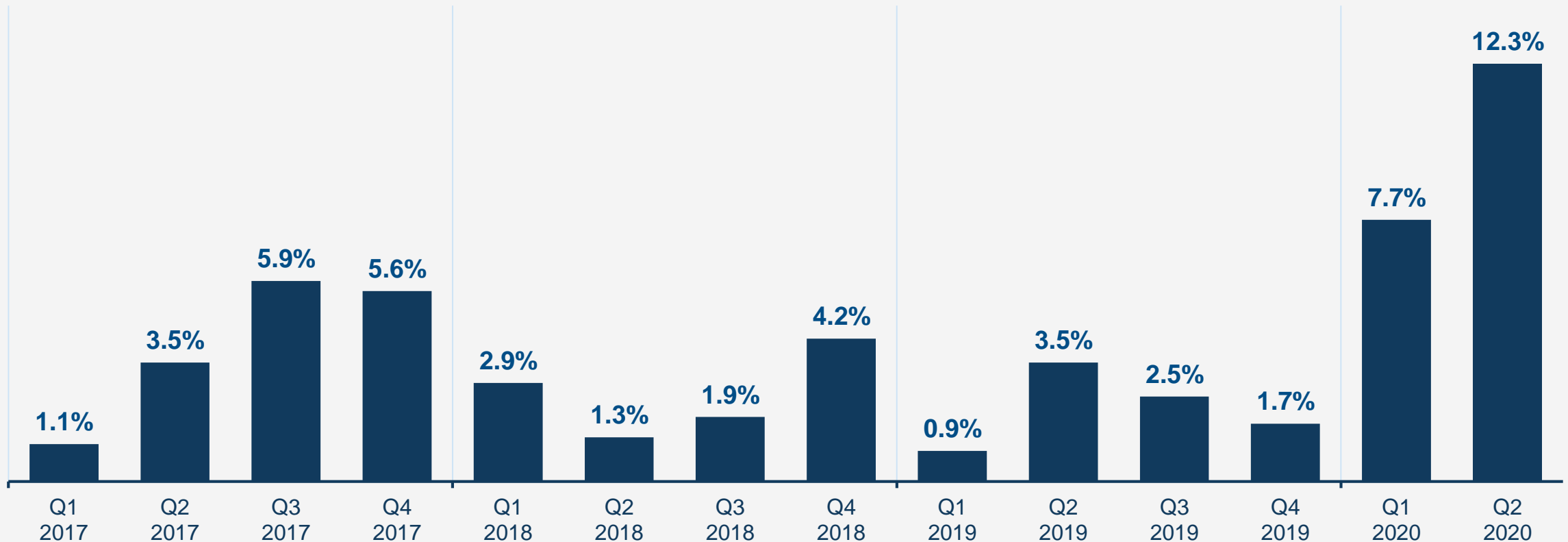
3

Growth of Green Cuisine



14th Consecutive Quarters of Organic Revenue Growth

NOMAD FOODS
Quarterly Organic Revenue Growth



Second Quarter 2020 Key Operating Metrics

<i>(in €m unless otherwise noted)</i>	2Q 2020	2Q 2019	YoY Change
Revenue	€599	€538	11.4%
<i>Organic revenue growth</i>			<i>12.3%</i>
Gross profit	181	160	13%
<i>Gross margin</i>	<i>30.3%</i>	<i>29.8%</i>	<i>50 bp</i>
Adjusted operating expense	(79)	(79)	1%
Depreciation & amortization	17	17	1%
Adjusted EBITDA	€119	€98	21%
<i>Adjusted EBITDA margin</i>	<i>19.8%</i>	<i>18.3%</i>	<i>+150 bp</i>
Adjusted profit for the period	€68	€52	29%
Adjusted EPS	€0.34	€0.27	26%



Key Free Cash Flow Metrics

<i>(in €m unless otherwise noted)</i>	Six months ended June 30, 2020	Six months ended June 30, 2019
Adjusted EBITDA	239	220
Change in working capital	96	(68)
Capital expenditures ¹	(24)	(17)
Cash taxes	(29)	(17)
Cash interest & other ²	(39)	(31)
Adjusted free cash flow	€243	€87
Adjusted profit for the period	€135	€123
<i>Adjusted free cash flow as % adjusted profit for the period</i>	<i>179%</i>	<i>71%</i>

¹ Calculated as the sum of purchases of property, plant & equipment and intangible non-current assets.

² Calculated as the sum of net interest paid, proceeds/payments on settlement of derivatives and lease liability payments.

Raising 2020 Guidance

Updated Guidance

ORGANIC
Revenue Growth **HSD%**

ADJUSTED
EBITDA **Greater than
€460m**

ADJUSTED
EPS¹ **Greater than
€1.27**

Prior Guidance

ORGANIC
Revenue Growth **MSD%**

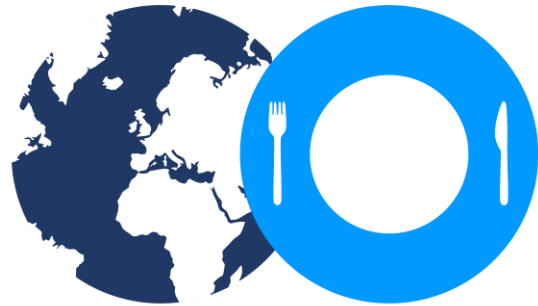
ADJUSTED
EBITDA **€450 – 460m**

ADJUSTED
EPS **€1.24 – 1.27**

¹ Adjusted EPS guidance does not reflect the potential outcome of the proposed tender offer, which may reduce the company's weighted average share count.

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QUESTIONS?



Appendix

Contents

The following tables have been included to allow users to reconcile Non-IFRS financial measures as well as Adjusted financial information included within this presentation to reported IFRS financial measures.

1. Definitions of Non-IFRS financial measures referred to in this presentation.
2. Reconciliation of reported to organic revenue growth (June 2020 compared with June 2019)
3. Reconciliation of Non-IFRS financial measures
4. Reconciliation of reported to organic revenue growth (2017 through June 2020)

1. Definitions of Non-IFRS financial measures referred to in this presentation

Non-IFRS financial measures should not be considered as substitutes for, or superior to, measures of financial performance prepared in accordance with IFRS. They are limited in value because they exclude charges that have a material effect on the Company's reported results and, therefore, should not be relied upon as the sole financial measures to evaluate the Company's financial results. The non-IFRS financial measures are meant to supplement, and to be viewed in conjunction with, IFRS financial measures. Investors are encouraged to review the reconciliation of these non-IFRS financial measures to their most directly comparable IFRS financial measures as provided in the tables accompanying this document.

Adjusted EBITDA – EBITDA is profit or loss for the period before taxation, net financing costs, depreciation and amortization. Adjusted EBITDA is EBITDA adjusted to exclude, when they occur, the impacts of exited markets, acquisition purchase price adjustments, chart of account (“CoA”) alignments and exceptional items such as restructuring charges, goodwill and intangible asset impairment charges and other unusual or non-recurring items. In addition, we exclude other adjustments such as the impact of share based payment expenses and related employer payroll taxes, and non-operating M&A related costs, because we do not believe they are indicative of our normal operating costs, can vary significantly in amount and frequency, and are unrelated to our underlying operating performance. The Company believes Adjusted EBITDA provides important comparability of underlying operating results, allowing investors and management to assess operating performance on a consistent basis.

Adjusted EPS - Adjusted EPS is defined as basic earnings per share excluding, when they occur, the impacts of exited markets, acquisition purchase price adjustments, chart of account (“CoA”) alignments and exceptional items such as restructuring charges, goodwill and intangible asset impairment charges, unissued preferred share dividends, as well as certain other items considered unusual or non-recurring in nature. In addition, we exclude other adjustments such as the impact of share based payment expenses and related employer payroll taxes, and non-operating M&A related costs, because we do not believe they are indicative of our normal operating costs, can vary significantly in amount and frequency, and are unrelated to our underlying operating performance. The Company believes Adjusted EPS provides important comparability of underlying operating results, allowing investors and management to assess operating performance on a consistent basis.

Adjusted Financial Information – Adjusted financial information presented in this presentation reflects the historical reported financial statements of Nomad Foods, adjusted for share based payment charges including employer payroll taxes, exceptional items and non-cash foreign currency translation charges/gain.

Organic Revenue Growth – Organic revenue growth is an adjusted measurement of our operating results. This comparison of current and prior period performance takes into consideration only those activities that were in effect during both time periods. Organic revenue reflects reported revenue adjusted for currency translation and non-comparable trading items such as expansion, acquisitions, disposals, closures, chart of account (“CoA”) alignments, trading day impacts or any other event that artificially impact the comparability of our results.

Adjusted Free Cash Flow – Adjusted free cash flow is the amount of cash generated from operating activities before cash flows related to exceptional items, non-operating M&A related costs and working capital movements on employer taxes associated with share based payment awards, but after capital expenditure (on property, plant and equipment and intangible assets), net interest paid, proceeds/(payments) on settlement of derivatives where hedge accounting is not applied and payments of lease liabilities. Adjusted free cash flow reflects cash flows that could be used for payment of dividends, repayment of debt or to fund acquisitions or other strategic objectives.

2. Reconciliation of reported to organic revenue growth

Year on Year Growth – June 30, 2020 compared with June 30, 2019



	Three months ended June 30, 2020	Six months ended June 30, 2020
Reported Revenue Growth	YoY Growth 11.4%	YoY Growth 10.9%
<i>Of which:</i>		
- Organic Revenue Growth	12.3%	9.8%
- Calendar Effect (a)	—%	1.7%
- Translational FX (b)	(0.9)%	(0.6)%
Total	11.4%	10.9%

- a. Driven by an increased number of trading days versus the prior year period, including an extra day in February due to a leap year.
- b. Translational FX is calculated by translating data of the current and comparative periods using a budget foreign exchange rate that is set once a year as part of the Company's internal annual forecast process.

3. Reconciliation of Non-IFRS Financial Measures

Adjusted Statement of Profit or Loss (unaudited)

Three months ended June 30, 2020

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€ in millions, except per share data	As reported for the three months ended June 30, 2020	Adjustments		As adjusted for the three months ended June 30, 2020
Revenue	599.0	—		599.0
Cost of sales	(417.7)	—		(417.7)
Gross profit	181.3	—		181.3
Other operating expenses	(81.6)	2.2	(a)	(79.4)
Exceptional items	(4.2)	4.2	(b)	—
Operating profit	95.5	6.4		101.9
Finance income	0.2	—		0.2
Finance costs	(16.7)	0.1		(16.6)
Net financing costs	(16.5)	0.1	(c)	(16.4)
Profit before tax	79.0	6.5		85.5
Taxation	(16.4)	(1.4)	(d)	(17.8)
Profit for the period	62.6	5.1		67.7
Profit attributable to:				
Equity owners of the parent	62.6	5.1		67.7
Non-controlling interests	—	—		—
	62.6	5.1		67.7
Weighted average shares outstanding in millions - basic	198.4			198.4
Basic earnings per share	0.32			0.34
Weighted average shares outstanding in millions - diluted	198.4			198.4
Diluted earnings per share	0.32			0.34

- a. Share based payment charge including employer payroll taxes of €2.0 million and non-operating M&A transaction costs of €0.2 million.
- b. Exceptional items which management believes are non-recurring and do not have a continuing impact. See Note 6, Exceptional items, within ‘Exhibit 99.2 - Condensed Consolidated Interim Financial Statements’ for a detailed list of exceptional items.
- c. Elimination of €0.7 million of non-cash foreign exchange translation losses and €0.6 million of foreign exchange gains on derivatives.
- d. Tax impact of the above at the applicable tax rate for each adjustment, determined by the nature of the item and the jurisdiction in which it arises

3. Reconciliation of Non-IFRS Financial Measures (continued)

Adjusted Statement of Profit or Loss (unaudited)
Three months ended June 30, 2019

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€ in millions, except per share data	As reported for the three months ended June 30, 2019	Adjustments	As adjusted for the three months ended June 30, 2019
Revenue	537.8	—	537.8
Cost of sales	(377.5)	—	(377.5)
Gross profit	160.3	—	160.3
Other operating expenses	(84.6)	5.8 (a)	(78.8)
Exceptional items	(1.6)	1.6 (b)	—
Operating profit	74.1	7.4	81.5
Finance income	1.1	(0.1)	1.0
Finance costs	(16.4)	(0.3)	(16.7)
Net financing costs	(15.3)	(0.4) (c)	(15.7)
Profit before tax	58.8	7.0	65.8
Taxation	(12.6)	(0.9) (d)	(13.5)
Profit for the period	46.2	6.1	52.3
Profit attributable to:			
Equity owners of the parent	46.4	6.1	52.5
Non-controlling interests	(0.2)	—	(0.2)
	46.2	6.1	52.3
Weighted average shares outstanding in millions - basic	196.4		196.4
Basic earnings per share	0.24		0.27
Weighted average shares outstanding in millions - diluted	196.4		196.4
Diluted earnings per share	0.24		0.27

- Share based payment charge including employer payroll taxes of €5.5 million and non-operating M&A transaction costs of €0.3 million.
- Exceptional items which management believes are non-recurring and do not have a continuing impact. See Note 6, Exceptional items, within 'Exhibit 99.2 - Condensed Consolidated Interim Financial Statements' for a detailed list of exceptional items.
- Elimination of €0.1 million of foreign exchange translation gains and €0.3 million of foreign exchange gains on derivatives.
- Tax impact of the above at the applicable tax rate for each exceptional item, determined by the nature of the item and the jurisdiction in which it arises.

3. Reconciliation of Non-IFRS Financial Measures

Adjusted Statement of Profit or Loss (unaudited)
Six months ended June 30, 2020

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€ in millions, except per share data	As reported for the six months ended June 30, 2020	Adjustments	As adjusted for the six months ended June 30, 2020
Revenue	1,281.9	—	1,281.9
Cost of sales	(901.7)	—	(901.7)
Gross profit	380.2	—	380.2
Other operating expenses	(183.1)	6.9 (a)	(176.2)
Exceptional items	(24.8)	24.8 (b)	—
Operating profit	172.3	31.7	204.0
Finance income	5.2	(4.7)	0.5
Finance costs	(33.7)	0.3	(33.4)
Net financing costs	(28.5)	(4.4) (c)	(32.9)
Profit before tax	143.8	27.3	171.1
Taxation	(33.8)	(2.0) (d)	(35.8)
Profit for the period	110.0	25.3	135.3
Profit attributable to:			
Equity owners of the parent	110.1	25.3	135.4
Non-controlling interests	(0.1)	—	(0.1)
	110.0	25.3	135.3
Weighted average shares outstanding in millions - basic	200.7		200.7
Basic earnings per share	0.55		0.67
Weighted average shares outstanding in millions - diluted	200.7		200.7
Diluted earnings per share	0.55		0.67

- a. Share based payment charge including employer payroll taxes of €5.9 million and non-operating M&A transaction costs of €1.0 million.
- b. Exceptional items which management believes are non-recurring and do not have a continuing impact. See Note 6, Exceptional items, within ‘Exhibit 99.2 - Condensed Consolidated Interim Financial Statements’ for a detailed list of exceptional items.
- c. Elimination of €4.7 million of non-cash foreign exchange translation gains and €0.3 million of foreign exchange losses on derivatives.
- d. Tax impact of the above at the applicable tax rate for each adjustment, determined by the nature of the item and the jurisdiction in which it arises

3. Reconciliation of Non-IFRS Financial Measures (continued)

Adjusted Statement of Profit or Loss (unaudited)
Six months ended June 30, 2019

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€ in millions, except per share data	As reported for the six months ended June 30, 2019	Adjustments	As adjusted for the six months ended June 30, 2019
Revenue	1,155.6	—	1,155.6
Cost of sales	(804.6)	—	(804.6)
Gross profit	351.0	—	351.0
Other operating expenses	(174.0)	10.0 (a)	(164.0)
Exceptional items	(48.2)	48.2 (b)	—
Operating profit	128.8	58.2	187.0
Finance income	2.7	(0.9)	1.8
Finance costs	(32.8)	(0.5)	(33.3)
Net financing costs	(30.1)	(1.4) (c)	(31.5)
Profit before tax	98.7	56.8	155.5
Taxation	(30.2)	(2.5) (d)	(32.7)
Profit for the period	68.5	54.3	122.8
Profit attributable to:			
Equity owners of the parent	68.8	54.3	123.1
Non-controlling interests	(0.3)	—	(0.3)
	68.5	54.3	122.8
Weighted average shares outstanding in millions - basic	187.5		187.5
Basic earnings per share	0.37		0.66
Weighted average shares outstanding in millions - diluted	187.5		187.5
Diluted earnings per share	0.37		0.66

a. Share based payment including employer payroll taxes of €9.7 million and non-operating M&A transaction costs of €0.3 million.

b. Exceptional items which management believes are non-recurring and do not have a continuing impact. See Note 6, Exceptional items, within 'Exhibit 99.2 - Condensed Consolidated Interim Financial Statements' for a detailed list of exceptional items.

c. Elimination of €0.9 million of non-cash foreign exchange translation gains and €0.5 million of foreign exchange gains on derivatives.

d. Tax impact of the above at the applicable tax rate for each exceptional item, determined by the nature of the item and the jurisdiction in which it arises.

3. Reconciliation of Non-IFRS Financial Measures (continued)

Reconciliation of Profit for the period to EBITDA and Adjusted EBITDA (unaudited)



€ in millions	Three months ended		Six months ended	
	June 30, 2020	June 30, 2019	June 30, 2020	June 30, 2019
Profit for the period	62.6	46.2	110.0	68.5
Taxation	16.4	12.6	33.8	30.2
Net financing costs	16.5	15.3	28.5	30.1
Depreciation & amortization	16.9	16.7	34.7	33.3
EBITDA	112.4	90.8	207.0	162.1
Exceptional items ^(a)	4.2	1.6	24.8	48.2
Other add-backs ^(b)	2.2	5.8	6.9	10.0
Adjusted EBITDA	118.8	98.2	238.7	220.3
Revenue	599.0	537.8	1,281.9	1,155.6
Adjusted EBITDA margin ^(c)	19.8%	18.3%	18.6%	19.1%

- a. Adjustment to add back exceptional items. See Note 6, Exceptional items, within 'Exhibit 99.2 - Condensed Consolidated Interim Financial Statements' for a detailed list of exceptional items.
- b. Represents the elimination of share-based payment charges including employer payroll taxes for the three month period to June 30, 2020 of €2.0 million (2019: €5.5 million) and for the six months ended June 30, 2020 of €5.9 million (2019: €9.7 million) as well as the elimination of non-operating M&A related costs, professional fees, transaction costs and purchase accounting related valuations for the three month period to June 30, 2020 of €0.2 million (2019: €0.3 million) and for the six months ended June 30, 2020 of €1.0 million (2019: €0.3 million). We exclude these costs because we do not believe they are indicative of our normal operating costs, can vary significantly in amount and frequency, and are unrelated to our underlying operating performance.
- c. Adjusted EBITDA margin is calculated by dividing Adjusted EBITDA by Revenue.

3. Reconciliation of Non-IFRS Financial Measures (continued)

Reconciliation of reported net cash flows from operating activities to Adjusted free cash flow for the six months ended June 30, 2020 and the six months ended June 30, 2019



(in €m)	Six months ended	
	June 30, 2020	June 30, 2019
Net Cash Flows From Operating Activities	301.0	125.9
Add back:		
Cash flows relating to exceptional items ^(a)	2.3	6.5
Employer taxes related to share based payments ^(b)	1.5	2.4
Non-operating M&A costs ^(c)	1.0	0.3
Deduct:		
Capital expenditure ^(d)	(23.6)	(17.5)
Net interest paid	(24.8)	(22.6)
(Payments)/proceeds on settlement of derivatives	(3.4)	3.4
Payment of lease liabilities ^(e)	(11.2)	(11.8)
Adjusted free cash flow	242.8	86.6

- Adjustment to add back cash flows related to exceptional items which are not considered to be indicative of our ongoing operating cash flows.
- Adjustment to add back working capital movements related to employer taxes related to share based payments which are not considered to be indicative of our ongoing operating cash flows.
- Adjustment to add back cash flows related to non-operating M&A costs which are not considered to be indicative of our ongoing operating cash flows.
- Defined as the sum of property, plant and equipment and intangible assets purchased in the year, which are considered part of the underlying business cash flows.
- These lease liabilities are included in Net Cash Flows from Financing Activities. We believe these payments are part of the underlying business cash flows and should be reflected in Adjusted free cash flow.

4. Reconciliation of reported to organic revenue growth

Year on Year Growth, June 30 2020 compared with June 30 2019

	Q1 2020	Q2 2020
Reported Revenue Growth	YoY Growth 10.5%	YoY Growth 11.4%
<i>Of which:</i>		
- Organic Revenue Growth	7.7%	12.3%
- Acquisitions	0.0%	0.0%
- Calendar Effect (a)	3.2%	0.0%
- Translational FX (b)	(0.4%)	(0.9%)
Total	10.5%	11.4%

Year on Year Growth, December 31 2019 compared with December 31 2018

	Q1 2019	Q2 2019	Q3 2019	Q4 2019	FY2019
Reported Revenue Growth	YoY Growth 14.6%	YoY Growth 10.2%	YoY Growth 1.8%	YoY Growth 2.2%	YoY Growth 7.0%
<i>Of which:</i>					
- Organic Revenue Growth	0.9%	3.5%	2.5%	1.7%	2.1%
- Acquisitions	13.8%	7.0%	0.0%	0.0%	4.9%
- Calendar Effect (a)	0.0%	0.0%	0.0%	0.0%	0.0%
- Translational FX (b)	(0.1%)	(0.3%)	(0.7%)	0.5%	0.0%
Total	14.6%	10.2%	1.8%	2.2%	7.0%

(a) Driven by a change in the number of trading days versus the prior year period.

(b) Translational FX is calculated by translating data of the current and comparative periods using a budget foreign exchange rate that is set once a year as part of the Company's internal annual forecast process

4. Reconciliation of reported to organic revenue growth continued

Year on Year Growth, December 31 2018 compared with December 31 2017

	Q1 2018	Q2 2018	Q3 2018	Q4 2018	FY2018
	YoY Growth	YoY Growth	YoY Growth	YoY Growth	YoY Growth
Reported Revenue Growth	1.5%	6.6%	15.6%	21.0%	11.0%
<i>Of which:</i>					
- Organic Revenue Growth	2.9%	1.3%	1.9%	4.2%	2.6%
- Acquisitions	0.0%	6.4%	14.7%	17.3%	9.4%
- Calendar Effect (a)	0.0%	0.0%	0.0%	0.0%	0.0%
- Translational FX (b)	(1.4%)	(1.1%)	(1.0%)	(0.5%)	(1.0%)
Total	1.5%	6.6%	15.6%	21.0%	11.0%

Year on Year Growth, December 31 2017 compared with December 31 2016

	Q1 2017	Q2 2017	Q3 2017	Q4 2017	FY2017
	YoY Growth	YoY Growth	YoY Growth	YoY Growth	YoY Growth
Reported Revenue Growth	(2.9%)	0.5%	4.4%	4.7%	1.5%
<i>Of which:</i>					
- Organic Revenue Growth	1.1%	3.5%	5.9%	5.6%	3.9%
- Acquisitions	0.0%	0.0%	0.0%	0.0%	0.0%
- Calendar Effect (a)	(1.7%)	0.0%	0.0%	0.0%	(0.5%)
- Translational FX (b)	(2.3%)	(3.0%)	(1.5%)	(0.9%)	(1.9%)
Total	(2.9%)	0.5%	4.4%	4.7%	1.5%

(a) Driven by a change in the number of trading days versus the prior year period.

(b) Translational FX is calculated by translating data of the current and comparative periods using a budget foreign exchange rate that is set once a year as part of the Company's internal annual forecast process