Measuring Our Progress - Group Key Performance Indicators

The Group employs financial and non-financial key performance indicators ('KPIs') which signify progress towards the achievement of our strategy. Each division has its own KPIs which are in direct alignment with those of the Group and are included in the divisional operating reviews on pages 16 to 41.

FINANCIAL KPIs

Strategic objective	KPI	KPI Definition
Deliver superior shareholder returns	Return on capital employed ('ROCE')	ROCE is defined as the operating profit before amortisation and exceptional items expressed as a percentage of the average total capital employed. Total capital employed represents total equity adjusted for net cash/debt, goodwill and intangibles previously written off, deferred and contingent consideration and investments in associates.
Drive for enhanced operational performance	Operating profit growth on a constant currency basis	Measures the change in operating profit on continuing activities before amortisation and exceptional items achieved in the current year (based on retranslating current year sterling figures at prior year exchange rates) compared to operating profit on continuing activities before amortisation and exceptional items reported in the prior year.
Deliver superior shareholder returns	Adjusted earnings per share ('eps') growth on a constant currency basis	Measures the change in adjusted eps on continuing activities achieved in the current year (based on retranslating current year sterling figures at prior year exchange rates) compared to adjusted eps on continuing activities reported in the prior year.
Generate cash flows to fund organic and acquisition growth and dividends	Operating cash flow	Measures cash generated from operations.
Extend our business and geographic footprint	Committed acquisition expenditure	Measures cash spent and future deferred and contingent consideration amounts for acquisitions completed during the year.

NON-FINANCIAL KPIs

Strategic objective	KPI	KPI Definition
Grow a sustainable business	Carbon emissions	Total Scope 1 and 2 carbon emissions expressed in kilotonnes (kts) of CO_2e.
Health and safety	Lost time injury rates	Lost Time Injury Frequency Rate ('LTIFR') measures the number of lost time injuries per 200,000 hours worked. Lost Time Injury Severity Rate ('LTISR') measures the number of calendar days lost per 200,000 hours worked.

FY13 performance	FY13 comment	FY14 outlook	Link to other disclosures
15.6% 2013 14.2% 2012 19.9% 2011	As anticipated, the increase in ROCE over the prior year was driven by continued excellent working capital management and the recovery in operating profits in DCC Energy.	The achievement of returns on total capital employed in excess of the cost of capital will continue to be a key focus of the Group.	Chief Executive's Review see pages 10 to 13 Financial Review see pages 42 to 48
€229.2m 2013 €179.7m 2012 Constant currency 2013 v 2012: +21.3%	DCC Energy recorded operating profit growth on a constant currency basis of 48.0% over the prior year whilst the Group's other four divisions combined was marginally behind the prior year.	With the Group's move to a sole listing in London, DCC will, from now on, present its results in sterling. The Group anticipates that operating profit will be approximately 10%-12% ahead of the current year which, in sterling, was £187m.	Chief Executive's Review see pages 10 to 13 Financial Review see pages 42 to 48
209.96c 2013 158.31c 2012 Constant currency 2013 v 2012: +26.0%	The increase in adjusted eps was primarily driven by the factors mentioned under the operating profit kpi.	With the Group's move to a sole listing in London, DCC will, from now on, present its results in sterling. The Group anticipates that adjusted eps will be approximately 8%-10% ahead of the current year which, in sterling, was 171 pence.	Chief Executive's Review see pages 10 to 13 Financial Review see pages 42 to 48
€324.5m 2013 €277.3m 2012 €269.6m 2011	The Group generated excellent operating cash flow of €324.5 million during the year driven by operating profits of €229.2 million and a reduction in working capital of €34.6 million.	Cash generation and working capital management will remain a key focus of the Group.	Chief Executive's Review see pages 10 to 13 Financial Review see pages 42 to 48
€207.2m 2013 €169.1m 2012 €130.7m 2011	Significant acquisition activity during the year particularly in DCC Energy (€128.1 million) and DCC Healthcare (€71.5 million).	The Group will continue to pursue attractive opportunities in our traditional markets as well as looking to extend our business into new geographic markets.	Chief Executive's Review see pages 10 to 13 Financial Review see pages 42 to 48

FY13 performance	FY13 comment	FY14 outlook	Link to other disclosures
124.4kts 2013 116.9kts 2012 116.3kts 2011	Increase of 6% versus the prior year driven by acquisitions and an increase in usage of road diesel in the Energy division due to the colder winter, partially offset by improvements in operating efficiencies and energy saving initiatives.	Increases in absolute emissions due to acquisitions and organic growth will be partially offset by increased efficiencies and energy saving measures.	Sustainability Report see pages 49 to 57
1.9 2013 2.3 2012 2.5 2011 42 days 2013 53 days 2012 48 days 2011	Steady improvement in the LTIFR was as a result of good performances in the Energy, Healthcare and Food & Beverage divisions. The improvement in the LTISR was driven by active case management of lost time injuries and the overall decrease in LTIs.	The Group is targeting a continued improvement in both LTI metrics.	Sustainability Report see pages 49 to 57