

**Hays plc**  
**Historic divisional re-statement**

At our investor day on 9 November 2017, we announced our intention to change the format of divisional reporting in our FY 2018 interim results (scheduled for 22 February 2018). As previously indicated, our new reporting structure will present segmental net fees and operating profit in line with our 2022 plan, which groups our businesses under four divisions: 1) Australia & New Zealand 2) Germany 3) UK & Ireland and 4) Rest of World.

To assist analysts and shareholders with financial modelling, we have produced a reconciliation of our new operating structure to previously reported numbers.

These changes have no impact on any historic reported income statement, cash flow or balance sheet and no material new information is contained.

<b>Original Format</b>	H1	H2	<b>FY15</b>	H1	H2	<b>FY16</b>	H1	H2	<b>FY17</b>
<b>Net Fees</b>	£m	£m	£m	£m	£m	£m	£m	£m	£m
UK& Ireland	135.1	136.8	<b>271.9</b>	139.4	132.3	<b>271.7</b>	126.1	126.8	<b>252.9</b>
APAC	91.4	87.1	<b>178.5</b>	84.4	91.7	<b>176.1</b>	111.9	119.0	<b>230.9</b>
CERoW	157.4	156.4	<b>313.8</b>	173.1	189.4	<b>362.5</b>	227.5	243.3	<b>470.8</b>
<b>Group</b>	<b>383.9</b>	<b>380.3</b>	<b>764.2</b>	<b>396.9</b>	<b>413.4</b>	<b>810.3</b>	<b>465.5</b>	<b>489.1</b>	<b>954.6</b>
<b>Operating Profit</b>									
UK& Ireland	21.1	24.6	<b>45.7</b>	25.3	26.8	<b>52.1</b>	18.2	23.3	<b>41.5</b>
APAC	25.2	24.5	<b>49.7</b>	23.2	27.0	<b>50.2</b>	33.3	36.0	<b>69.3</b>
CERoW	35.2	33.6	<b>68.7</b>	37.8	40.9	<b>78.7</b>	48.6	52.1	<b>100.7</b>
<b>Group</b>	<b>81.5</b>	<b>82.6</b>	<b>164.1</b>	<b>86.3</b>	<b>94.7</b>	<b>181.0</b>	<b>100.1</b>	<b>111.4</b>	<b>211.5</b>
<b>Conversion rate</b>									
UK& Ireland	15.6%	18.0%	<b>16.8%</b>	18.1%	20.3%	<b>19.2%</b>	14.4%	18.4%	<b>16.4%</b>
APAC	27.6%	28.1%	<b>27.8%</b>	27.5%	29.4%	<b>28.5%</b>	29.8%	30.2%	<b>30.0%</b>
CERoW	22.4%	21.4%	<b>21.9%</b>	21.8%	21.6%	<b>21.7%</b>	21.4%	21.4%	<b>21.4%</b>
<b>Group</b>	<b>21.2%</b>	<b>21.7%</b>	<b>21.5%</b>	<b>21.7%</b>	<b>22.9%</b>	<b>22.3%</b>	<b>21.5%</b>	<b>22.8%</b>	<b>22.2%</b>
<b>New Format</b>									
<b>Net Fees</b>	£m	£m	£m	£m	£m	£m	£m	£m	£m
Australia & New Zealand	71.8	66.9	<b>138.7</b>	63.7	69.9	<b>133.6</b>	87.2	93.5	<b>180.7</b>
Germany	83.2	74.6	<b>157.8</b>	84.6	90.5	<b>175.1</b>	110.7	119.6	<b>230.3</b>
United Kingdom & Ireland	135.1	136.8	<b>271.9</b>	139.4	132.3	<b>271.7</b>	126.1	126.8	<b>252.9</b>
Rest of World	93.8	102.0	<b>195.8</b>	109.2	120.7	<b>229.9</b>	141.5	149.2	<b>290.7</b>
<b>Group</b>	<b>383.9</b>	<b>380.3</b>	<b>764.2</b>	<b>396.9</b>	<b>413.4</b>	<b>810.3</b>	<b>465.5</b>	<b>489.1</b>	<b>954.6</b>
<b>Operating Profit</b>									
Australia & New Zealand	22.6	21.6	<b>44.2</b>	20.4	23.6	<b>44.0</b>	30.2	32.6	<b>62.8</b>
Germany	32.3	27.2	<b>59.5</b>	31.3	31.9	<b>63.2</b>	38.6	41.9	<b>80.5</b>
United Kingdom & Ireland	21.1	24.6	<b>45.7</b>	25.3	26.8	<b>52.1</b>	18.2	23.3	<b>41.5</b>
Rest of World	5.5	9.3	<b>14.8</b>	9.3	12.4	<b>21.7</b>	13.1	13.6	<b>26.7</b>
<b>Group</b>	<b>81.5</b>	<b>82.7</b>	<b>164.1</b>	<b>86.3</b>	<b>94.7</b>	<b>181.0</b>	<b>100.1</b>	<b>111.4</b>	<b>211.5</b>
<b>Conversion rate</b>									
Australia & New Zealand	31.5%	32.3%	<b>31.9%</b>	32.0%	33.8%	<b>32.9%</b>	34.6%	34.9%	<b>34.8%</b>
Germany	38.7%	36.5%	<b>37.7%</b>	37.0%	35.2%	<b>36.1%</b>	34.9%	35.0%	<b>35.0%</b>
United Kingdom & Ireland	15.6%	18.0%	<b>16.8%</b>	18.1%	20.3%	<b>19.2%</b>	14.4%	18.4%	<b>16.4%</b>
Rest of World	5.9%	9.1%	<b>7.6%</b>	8.5%	10.3%	<b>9.4%</b>	9.3%	9.1%	<b>9.2%</b>
<b>Group</b>	<b>21.2%</b>	<b>21.7%</b>	<b>21.5%</b>	<b>21.7%</b>	<b>22.9%</b>	<b>22.3%</b>	<b>21.5%</b>	<b>22.8%</b>	<b>22.2%</b>

**Net Fees**

<b>LFL</b>	FY16	FY16	FY16	FY16	FY16	FY16	FY16	FY17	FY17	FY17	FY17	FY17	FY17	FY17	FY17	FY17	FY18	FY18
<b>Original Format</b>	Q1	Q2	H1	Q3	Q4	H2	FY	Q1	Q2	H1	Q3	Q4	H2	FY			Q1	Q2
APAC	6%	1%	4%	3%	4%	4%	4%	5%	7%	6%	12%	11%	11%	9%			14%	16%
CERoW	11%	16%	14%	11%	21%	16%	15%	13%	8%	10%	18%	11%	15%	12%			13%	17%
UK&I	6%	1%	3%	(3%)	(4%)	(3%)	(0%)	(10%)	(10%)	(10%)	(4%)	(5%)	(4%)	(7%)			1%	1%
<b>Group</b>	<b>8%</b>	<b>7%</b>	<b>8%</b>	<b>4%</b>	<b>8%</b>	<b>6%</b>	<b>7%</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>	<b>10%</b>	<b>7%</b>	<b>8%</b>	<b>6%</b>			<b>10%</b>	<b>13%</b>
<b>New Format</b>																		
Australia & New Zealand	5%	0%	3%	3%	6%	4%	4%	7%	11%	9%	15%	12%	13%	11%			13%	14%
Germany	10%	14%	12%	5%	23%	14%	13%	12%	7%	10%	23%	16%	19%	14%			15%	19%
United Kingdom & Ireland	6%	1%	3%	(3%)	(4%)	(3%)	(0%)	(10%)	(10%)	(10%)	(4%)	(5%)	(4%)	(7%)			1%	1%
Rest of World	13%	16%	15%	14%	14%	14%	14%	10%	5%	8%	11%	7%	9%	9%			12%	17%
<b>Group</b>	<b>8%</b>	<b>7%</b>	<b>8%</b>	<b>4%</b>	<b>8%</b>	<b>6%</b>	<b>7%</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>	<b>10%</b>	<b>7%</b>	<b>8%</b>	<b>6%</b>			<b>10%</b>	<b>13%</b>
Rest of World																		
Asia	11%	4%	7%	5%	(1%)	2%	4%	(4%)	(5%)	(5%)	1%	6%	4%	0%			18%	24%
Americas	(6%)	4%	(1%)	13%	12%	13%	8%	13%	5%	9%	9%	1%	5%	7%			3%	16%
EMEA ex Germany	19%	23%	21%	17%	21%	19%	20%	15%	9%	12%	15%	10%	13%	12%			14%	16%
Rest of World	13%	16%	15%	14%	14%	14%	14%	10%	5%	8%	11%	7%	9%	9%			12%	17%