

18 August 2010

Next Fifteen Communications

| Year End | Revenue (£m) | PBT* (£m) | EPS* (p) | DPS (p) | P/E (X) | Yield (%) |
|-------------|-----------------|--------------|-------------|------------|------------|--------------|
| 07/08 | 63.1 | 6.6 | 8.5 | 1.7 | 7.3 | 2.7 |
| 07/09 | 65.4 | 5.2 | 6.5 | 1.7 | 9.6 | 2.7 |
| 07/10e | 70.0 | 6.6 | 7.8 | 1.8 | 8.0 | 2.9 |
| 07/11e | 74.0 | 7.1 | 8.4 | 1.9 | 7.4 | 3.0 |

Note: *PBT and diluted EPS (fully diluted) are normalised, excluding exceptional items.

Investment summary: Momentum improving

Today, Next Fifteen released its year-end trading update, which indicates that FY10 results are expected to be in line with expectations following a good performance in the second half. Though there remains continuing global economic uncertainty, this momentum is improving into the current fiscal year. The group made significant acquisitions over the past year and it is encouraging that management has moved the Upstream Asia acquisition into profitability in quick order. The balance sheet remains solid, providing the ability to make further selective acquisitions.

FY10 to be in line

Management expects FY10 results to be in line with expectations, despite the acquisition of the Upstream Asia, which had been loss-making, and investment in its new start-up digital communications agency. Further news on the development of this digital agency, which has already secured a number of clients, is foreshadowed for September. FY10 results are due to be announced on 19 October 2010.

Acquisition strength

During FY10, Next Fifteen added a number of important and strategic acquisitions. In August 2009, the group bought New York-based consumer agency M Booth, which has since been working with the group's Lexis business to create a global consumer PR agency. In Asia-Pacific, the Upstream Asia PR assets, purchased last October, have been fully integrated within the group's Bite subsidiary and are now profitable. The group also raised its stake in 463 Communications to 76% (from 40%).

Further progress in FY11

With management seeing improving momentum, we expect further progress in FY11 especially as the group is not directly exposed to cutbacks in UK government spending. The group has a solid balance sheet and has the capability to make further selective acquisitions to strengthen its current agencies and possibly into new areas.

Valuation: Undemanding rating for well managed group

Based on our estimate, Next Fifteen is trading on a 7.4x FY11 P/E. Though this is marginally higher than similar-sized peers (and much lower than the large caps), we believe that this is an undemanding rating for a well managed group with good organic growth prospects, coupled with proven accretive acquisition skills.

Price 62.5p
Market Cap £34m

Share price graph
75



| Share details | |
|-----------------|-------|
| Code | NFC |
| Listing | AIM |
| Sector | Media |
| Shares in issue | 54.9m |
| | |

| Price | | |
|---------|------|-----|
| 52 week | High | Low |
| | 71p | 48p |

Balance Sheet as at 31 January 2010 Debt/Equity (%) 5 NAV per share (p) 48 Net borrowings (£m) 1.4

Business

Next Fifteen Communications is a global public relations consultancy group, predominately serving clients in the technology sector, with world leading and autonomous PR, research, marketing and policy communications subsidiaries.

| Valuation | | | |
|--------------|------|-------|-------|
| | 2009 | 2010e | 2011e |
| P/E relative | 115% | 91% | 99% |
| P/CF | 7.8 | 5.3 | 4.6 |
| EV/Sales | 0.6 | 0.5 | 0.5 |

| NOL | 14 /0 | 1070 | 1370 |
|---------|--------------|-----------|-------|
| Revenue | s on geograp | hy (H110) | |
| UK | Europe | US | Other |
| 21% | 14% | 51% | 14% |
| Analyst | | | |

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|-----|------|----|------|---------|
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| | | | | |

| Exhibit 1: Financials | | | | | | | |
|---|--------|--|--|--|---|---|---|
| Year-ending 31 July | £'000s | 2006 | 2007 | 2008 | 2009 | 2010e | 2011e |
| Accounting basis | | UK GAAP | IFRS | IFRS | IFRS | IFRS | IFRS |
| PROFIT & LOSS | | | | | | | |
| Billings | | 63,278 | 69,422 | 73,916 | 77,287 | 85,000 | 90,000 |
| Revenues | | 56,007 | 59,268 | 63,107 | 65,394 | 70,000 | 74,000 |
| EBITDA | | 5,970 | 7,302 | 8,022 | 7,272 | 8,990 | 9,600 |
| Operating Profit (before GW and exce | nt) | 4,521 | 5,837 | 6,706 | 5,591 | 6,990 | 7,450 |
| Goodwill Amortisation | pt., | (727) | 0,007 | 0,700 | 0,001 | 0,000 | 0 |
| Exceptionals | | (700) | (458) | (1,066) | (2,091) | (221) | 0 |
| Other | | 174 | 56 | 117 | (2,00.) | 0 | 0 |
| Operating Profit | | 3,268 | 5,435 | 5,757 | 3,500 | 6,769 | 7,450 |
| Net Interest | | (265) | (313) | (241) | (342) | (355) | (350) |
| Profit Before Tax (norm) | | 4,430 | 5,580 | 6,582 | 5,249 | 6,635 | 7,100 |
| Profit Before Tax (FRS 3) | | 3,003 | 5,122 | 5,516 | 3,158 | 6,414 | 7,100 |
| Tax | | (1,494) | (1,78 1) | (1,655) | (884) | (1,925) | (2,125) |
| Profit After Tax (norm) | | 2,649 | 3,713 | 4,657 | 3,750 | 4,649 | 4,975 |
| Profit After Tax (FRS 3) | | 1,509 | 3,341 | 3,861 | 2,274 | 4,489 | 4,975 |
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| Average Number of Shares Outstanding (m) | | 46.5 | 49.0 | 51.7 | 52.6 | 53.7 | 53.9 |
| EPS - normalised (p) | | 5.3 | 7.1 | 8.6 | 6.5 | 8.4 | 9.0 |
| EPS - normalised fully diluted (p) | | 5.1 | 7.0 | 8.5 | 6.5 | 7.8 | 8.4 |
| EPS - FRS 3 (p) | | 2.9 | 6.3 | 7.1 | 3.7 | 8.1 | 9.0 |
| Dividend per share (p) | | 1.4 | 1.5 | 1.7 | 1.7 | 1.8 | 1.9 |
| EBITDA Margin | | 9% | 11% | 11% | 9% | 11% | 11% |
| Operating Margin (before GW and except.) | | 8% | 10% | 11% | 9% | 10% | 10% |
| | | | | | | | |
| BALANCE SHEET | | | | | | | |
| | | | | | | | |
| Non-current assets | | 14,343 | 18,442 | 20,206 | 22,618 | 31,268 | 30,393 |
| | | 14,343 11,188 | 18,442 13,507 | 20,206 15,462 | 22,618 18,441 | 31,268 27,191 | 30,393 26,391 |
| Non-current assets | | 11,188 3,063 | 13,507 2,162 | 15,462 2,435 | 18,441 1,949 | 27,191 1,849 | 26,391 1,774 |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets | | 11,188 3,063 92 | 13,507 2,162 2,773 | 15,462 2,435 2,309 | 18,441 1,949 2,228 | 27,191 1,849 2,228 | 26,391 1,774 2,228 |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets | | 11,188 3,063 92 19,78 7 | 13,507 2,162 2,773 20,894 | 15,462 2,435 2,309 25,946 | 18 ,441 1,949 2,228 22,8 40 | 27,191 1,849 2,228 31,943 | 26,391 1,774 2,228 33,343 |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors | | 11,188 3,063 92 19,787 15,769 | 13,507 2,162 2,773 20,894 15,060 | 15,462 2,435 2,309 25,946 16,421 | 18,441 1,949 2,228 22,840 15,710 | 27,191 1,849 2,228 31,943 23,512 | 26,391 1,774 2,228 33,343 24,682 |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash | | 11,188 3,063 92 19,787 15,769 4,018 | 13,507 2,162 2,773 20,894 15,060 5,834 | 15,462 2,435 2,309 25,946 16,421 9,525 | 18,441 1,949 2,228 22,8 40 15,710 7,130 | 27,191 1,849 2,228 31,943 23,512 8,431 | 26,391 1,774 2,228 33,343 24,682 8,661 |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) | 13,507 2,162 2,773 20,894 15,060 5,834 (15,670) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) | 13,507 2,162 2,773 20,894 15,060 5,834 (15,670) (14,958) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (21,531) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (21,531) (350) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) (350) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) (8,684) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (21,531) (350) (12,319) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) (350) (7,919) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) (8,684) (5,190) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (21,531) (350) (12,319) (6,995) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) (350) (7,919) (4,595) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) (8,68 4) (5,190) (3,494) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (350) (12,319) (6,995) (5,324) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) (350) (7,919) (4,595) (3,324) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) (8,684) (5,190) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (21,531) (350) (12,319) (6,995) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) (350) (7,919) (4,595) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) (8,68 4) (5,190) (3,494) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (350) (12,319) (6,995) (5,324) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) (350) (7,919) (4,595) (3,324) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) (8,68 4) (5,190) (3,494) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (350) (12,319) (6,995) (5,324) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) (350) (7,919) (4,595) (3,324) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) | 13,507 2,162 2,773 20,894 15,060 5,834 (15,670) (14,958) (712) (8,684) (5,190) (3,494) 14,982 | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) 19,638 | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 | 27,191 1,849 2,228 31,943 23,512 8,431 (21,531) (350) (12,319) (6,995) (5,324) 29,011 | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (350) (7,919) (4,595) (3,324) 33,136 |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 | 13,507 2,162 2,773 20,894 15,060 5,834 (15,670) (14,958) (712) (8,684) (5,190) (3,494) 14,982 | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) 19,638 | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 | 27,191 1,849 2,228 31,943 23,512 8,431 (21,531) (350) (12,319) (6,995) (5,324) 29,011 | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) (350) (7,919) (4,595) (3,324) 33,136 |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow Net Interest | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) (2,430) (1,203) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) (8,68 4) (5,190) (3,494) 14,98 2 7,203 (311) (1,992) (1,246) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) 19,638 9,599 (240) (1,090) (2,153) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 6,261 (342) (1,476) (307) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (21,531) (350) (12,319) (6,995) (5,324) 29,011 8,211 (355) (1,925) (1,100) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) (350) (7,919) (4,595) (3,324) 33,136 9,430 (350) (2,125) (1,275) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow Net Interest Tax | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) (2,430) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) (8,684) (5,190) (3,494) 14,982 7,203 (311) (1,992) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) 19,638 9,599 (240) (1,090) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 6,261 (342) (1,476) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (350) (12,319) (6,995) (5,324) 29,011 8,211 (355) (1,925) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (350) (7,919) (4,595) (3,324) 33,136 9,430 (350) (2,125) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow Net Interest Tax Capex | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) (2,430) (1,203) | 13,507 2,162 2,773 20,894 15,060 5,834 (15,670) (14,958) (712) (8,684) (5,190) (3,494) 14,982 7,203 (311) (1,992) (1,246) (1,959) 953 | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) 19,638 9,599 (240) (1,090) (2,153) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 6,261 (342) (1,476) (307) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (21,531) (350) (12,319) (6,995) (5,324) 29,011 8,211 (355) (1,925) (1,100) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (22,331) (350) (7,919) (4,595) (3,324) 33,136 9,430 (350) (2,125) (1,275) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow Net Interest Tax Capex Acquisitions/disposals Financing Dividends | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) (2,430) (1,203) (2,354) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) (8,68 4) (5,190) (3,494) 14,98 2 7,203 (311) (1,992) (1,246) (1,959) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) 19,638 9,599 (240) (1,090) (2,153) (8 29) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 6,261 (342) (1,476) (307) (4,549) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (21,531) (350) (12,319) (6,995) (5,324) 29,011 8,211 (355) (1,925) (1,100) (4,550) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (350) (7,919) (4,595) (3,324) 33,136 9,430 (350) (2,125) (1,275) (2,000) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow Net Interest Tax Capex Acquisitions/disposals Financing Dividends Other | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) (2,430) (1,203) (2,354) 232 (590) | 13,507 2,162 2,773 20,894 15,060 5,834 (15,670) (14,958) (712) (8,684) (5,190) (3,494) 14,982 7,203 (311) (1,992) (1,246) (1,959) 953 (691) 0 | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,700) (171) 19,638 9,599 (240) (1,090) (2,153) (8 29) (994) (8 07) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 6,261 (342) (1,476) (307) (4,549) (1,941) (900) 0 | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (350) (12,319) (6,995) (5,324) 29,011 8,211 (355) (1,925) (1,100) (4,550) 2,020 (1,000) 0 | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (350) (7,919) (4,595) (3,324) 33,136 9,430 (350) (2,125) (1,275) (2,000) (2,400) (1,050) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow Net Interest Tax Capex Acquisitions/disposals Financing Dividends Other Net Cash Flow | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) (2,430) (1,203) (2,354) 232 (590) 0 (1,722) | 13,507 2,162 2,773 20,8 94 15,060 5,8 34 (15,670) (14,958) (712) (8,68 4) (5,190) (3,494) 14,9 8 2 7,203 (311) (1,992) (1,246) (1,959) 953 (691) 0 1,957 | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) 19,638 9,599 (240) (1,090) (2,153) (829) (994) (807) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 6,261 (342) (1,476) (307) (4,549) (1,941) (900) 0 (3,254) | 27,191 1,8 49 2,228 31,943 23,512 8,431 (21,881) (350) (12,319) (6,995) (5,324) 29,011 8,211 (355) (1,925) (1,100) (4,550) 2,020 (1,000) 0 1,301 | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (350) (7,919) (4,595) (3,324) 33,136 (350) (2,125) (1,275) (2,000) (1,050) 0 |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow Net Interest Tax Capex Acquisitions/disposals Financing Dividends Other Net Cash Flow Opening net debt/(cash) | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) (2,430) (1,203) (2,354) 232 (590) 0 (1,722) (2,449) | 13,507 2,162 2,773 20,894 15,060 5,834 (15,670) (14,958) (712) (8,684) (5,190) (3,494) 14,982 7,203 (311) (1,992) (1,246) (1,959) 953 (691) 0 1,957 1,439 | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,700) (171) 19,638 9,599 (240) (1,090) (2,153) (829) (994) (807) 0 3,486 68 | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 6,261 (342) (1,476) (307) (4,549) (1,941) (900) 0 (3,254) (3,410) | 27,191 1,849 2,228 31,943 23,512 8,431 (21,881) (350) (12,319) (6,995) (5,324) 29,011 8,211 (355) (1,925) (1,100) (4,550) 2,020 (1,000) 0 | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (350) (7,919) (4,595) (3,324) 33,136 (350) (2,125) (1,275) (2,000) (1,050) 0 |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow Net Interest Tax Capex Acquisitions/disposals Financing Dividends Other Net Cash Flow Opening net debt/(cash) Finance leases | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) (2,430) (1,203) (2,354) 232 (590) 0 (1,722) (2,449) (20) | 13,507 2,162 2,773 20,894 15,060 5,834 (15,670) (14,958) (712) (8,684) (5,190) (3,494) 14,982 7,203 (311) (1,992) (1,246) (1,959) 953 (691) 0 1,957 1,439 (299) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (177) 19,638 9,599 (240) (1,090) (2,153) (8 29) (994) (8 07) 0 3,48 6 68 (217) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 6,261 (342) (1,476) (307) (4,549) (1,941) (900) 0 (3,254) (3,410) (225) | 27,191 1,8 49 2,228 31,943 23,512 8,431 (21,881) (350) (12,319) (6,995) (5,324) 29,011 8,211 (355) (1,925) (1,100) (4,550) 2,020 (1,000) 0 1,301 (1,785) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (350) (7,919) (4,595) (3,324) 33,136 9,430 (2,125) (1,275) (2,000) (2,400) (1,050) 0 230 (1,086) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow Net Interest Tax Capex Acquisitions/disposals Financing Dividends Other Net Cash Flow Opening net debt/(cash) Finance leases Other | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) (2,430) (1,203) (2,354) 232 (590) 0 (1,722) (2,449) (20) (2,146) | 13,507 2,162 2,773 20,8 94 15,060 5,834 (15,670) (14,958) (712) (8,68 4) (5,190) (3,494) 14,98 2 7,203 (311) (1,992) (1,246) (1,959) 953 (691) 0 1,957 1,439 (299) (28 7) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (171) 19,638 9,599 (240) (1,090) (2,153) (8 29) (994) (8 07) 0 3,486 68 (217) 209 | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 6,261 (342) (1,476) (307) (4,549) (1,941) (900) 0 (3,254) (3,410) (225) 1,854 | 27,191 1,8 49 2,228 31,943 23,512 8,431 (21,8 8 1) (21,531) (350) (12,319) (6,995) (5,324) 29,011 8,211 (355) (1,925) (1,100) (4,550) 2,020 (1,000) 0 1,301 (1,78 5) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (350) (7,919) (4,595) (3,324) 33,136 9,430 (350) (2,125) (1,275) (2,000) (2,400) (1,050) 0 230 (1,086) |
| Non-current assets Intangible Assets Tangible Assets Other non-current assets Current Assets Debtors Cash Current Liabilities Creditors Short term borrowings Long Term Liabilities Long term borrowings Other long term liabilities Net Assets CASH FLOW Operating Cash Flow Net Interest Tax Capex Acquisitions/disposals Financing Dividends Other Net Cash Flow Opening net debt/(cash) Finance leases | | 11,188 3,063 92 19,787 15,769 4,018 (12,554) (11,739) (815) (6,834) (4,642) (2,192) 14,742 4,948 (325) (2,430) (1,203) (2,354) 232 (590) 0 (1,722) (2,449) (20) | 13,507 2,162 2,773 20,894 15,060 5,834 (15,670) (14,958) (712) (8,684) (5,190) (3,494) 14,982 7,203 (311) (1,992) (1,246) (1,959) 953 (691) 0 1,957 1,439 (299) | 15,462 2,435 2,309 25,946 16,421 9,525 (20,643) (20,228) (415) (5,871) (5,700) (177) 19,638 9,599 (240) (1,090) (2,153) (8 29) (994) (8 07) 0 3,48 6 68 (217) | 18,441 1,949 2,228 22,840 15,710 7,130 (15,237) (14,887) (350) (5,319) (4,995) (324) 24,902 6,261 (342) (1,476) (307) (4,549) (1,941) (900) 0 (3,254) (3,410) (225) | 27,191 1,8 49 2,228 31,943 23,512 8,431 (21,881) (350) (12,319) (6,995) (5,324) 29,011 8,211 (355) (1,925) (1,100) (4,550) 2,020 (1,000) 0 1,301 (1,785) | 26,391 1,774 2,228 33,343 24,682 8,661 (22,681) (350) (7,919) (4,595) (3,324) 33,136 9,430 (350) (2,125) (1,275) (2,000) (2,400) (1,050) 0 230 (1,086) |

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