

# **Borussia Dortmund**

Q121 results

## Uncertain times continue

Travel & leisure

Borussia Dortmund's Q121 results were affected, as expected, by the delayed start to the 2020/21 season, and the severe restrictions on fan attendance at games as experienced towards the end of the prior season. The recent decision by federal and state governments to further restrict attendance at games, in response to the resurgence of COVID-19 in November, highlights the uncertain operating environment for the club. We currently retain our prior forecasts but our SOTP valuation reduces by 8% to €11.96/share.

	Revenue	EBITDA	PBT*	EPS*	DPS	P/E	EV/EBITDA
Year end	(€m)	(€m)	(€m)	(€)	(€)	(x)	(x)
06/19	370.3	116.0	101.5	0.88	0.06	5.9	4.9
06/20	370.2	63.0	45.6	0.47	0.00	11.1	9.1
06/21e	336.2	39.5	23.0	0.25	0.00	20.8	14.5
06/22e	346.6	60.8	43.8	0.43	0.00	12.1	9.4

Note: \*PBT and EPS are normalised, excluding amortisation of acquired intangibles, exceptional items and share-based payments.

# Q121: Delayed start to the new season

Due to the delayed start to the new football season, with fewer games played during Q121 (one home Bundesliga game) than the prior year (three home Bundesliga games and one Champions League game), and fan attendance at games severely restricted due to COVID-19, revenue declined by 46% y-o-y to €56.5m. All sources of revenue fell versus Q120 and the company reported an EBITDA loss of €9.3m. There was good control of costs, where possible. Total operating expenses fell by 20% y-o-y, within which personnel declined by 13%, including among the playing squad, and other operating expenses by 48%. The operating loss and net investment in the playing squad spend of €63m, albeit much lower than the Q120 investment of €116m, led to an increase in the net debt position of €94m vs €29m at the end of FY20. After seven games of the new season, to the date of the quarterly report, the team is third in the Bundesliga with 15 points, three points behind first-placed Bayern Munich.

## FY21: Outlook remains uncertain

At this early stage of the season, and with a high level of uncertainty about when fans will be allowed to return to watch games, we retain our prior forecasts for FY21, as per our recent <u>Outlook note</u>. Following earlier trials to allow a restricted number of fans into the stadium, all games in November are to be played with no fans in attendance, and further disruptions due to COVID-19 are possible.

## Valuation: SOTP valuation reduced to €11.96/share

Our SOTP valuation reduces to €11.96/share from €13.03 to reflect a number of changes: the higher net debt position vs June 2020; the May 2018 brand valuation is adjusted for recent changes in the share prices of quoted peers; and the estimated squad valuation (per Transfermarkt.com) of €587m is adjusted down by the average transfer costs (as a percentage of gross transfer fees) since FY19 of 9.4%.

#### 16 November 2020

Price	€5.2
Market cap	€478m
	£0.9/€
Net debt (€m) at 30 September 2020	94.1
Shares in issue	92.0m
Free float	59.9%
Code	BVB
Primary exchange	Frankfurt
Secondary exchange	N/A

## Share price performance



## **Business description**

The group operates Borussia Dortmund, a leading football club, Bundesliga runners up in 2019/20, DFB Super Cup winners in 2019/20 and DFB Cup winners in 2016/17. The club has qualified for the Champions League in eight of the last 10 seasons.

Next events	
H121 results	February 2021
Analysts	
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Edison profile page

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Near of 20 June   PRS	100 1	€'k 2014	2015	2016	2017	2018	2019	2020	2021e	2022
Sevenue   265,280   281,261   282,075   313,10   370,226   370,168   306,220   305 of Sales   (1.567)   6,237   6,332   371,581   370,226   370,168   306,230   370,581   370,268   370,168   370,268   370,581   370		IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFR
Caci of Sales		256 280	263 601	281 261	328 375	313 310	370 256	370 106	336 230	346,60
Corse Profit   20,0422   255,364   305,083   379,763   615,949   349,936   319,736										(19,38
Bell To   19,000										327,22
Amortisation of acquiried inlangibles (2,533) (32,869) (31,899) (61,399) (60,314) (65,850) (82,850) (89,309) (90, 70,809) (13,809) (31,309) (30,309) (70,809										60,80
Exceptionals			46,025						25,205	46,32
Reported governing profit   18,455   13,160   36,430   10,658   38,974   23,071   (43,138)   (89,767)   (15,571   43,038)   (17,050   43,138)   (49,767)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,048)   (21,057)   (21,058)		(22,523)	(32,865)		(51,939)				(94,972)	(107,07
Nel Interest   3,899   7,199   2,1044   1,567   4,336   1,1070   6,444   2,235   1,041   0,1		-								
John Ventures & associates (post lax)  71										(60,74
Profit Before Tax (propert)										(2,48
Profit Before Tax (reported) 14.591 6.001 34.334 9.119 34.551 21.809 (46.583) (72.000) Profit After Tax (norm) 30.447 35.628 63.188 54.965 111.469 8.0913 4.30.0 22.972 Profit After Tax (promet) 11.970 5.552 29.348 5.209 5.31.705 17.391 (43.953) (72.000) Minority Interests 30.101 (281) (245) 0.0 0.0 0.0 0.0 0.0 Minority Interests 30.103 (281) (245) 4.965 111.469 8.0913 43.000 22.972 Profit After Tax (promet) 11.660 5.251 29.911 82.00 37.705 17.391 (43.953) (72.000) Average number of shares outstanding (m) 61.4 92.0 92.0 92.0 92.0 92.0 92.0 92.0 Personamissed (c) 49.06 38.64 68.42 98.74 121.16 87.95 46.77 24.87 PES - diulted normalised (c) 49.06 38.64 68.42 98.74 121.16 87.95 46.77 24.87 PES - basis response (c) 49.06 38.64 68.42 98.74 121.16 87.95 46.77 24.87 PES - basis response (c) 49.06 38.64 68.42 98.74 121.16 87.95 46.77 24.87 PES - basis response (c) 49.06 38.64 68.42 98.74 121.16 87.95 46.77 24.87 PES - basis response (c) 49.06 38.64 68.42 98.74 121.16 87.95 46.77 24.87 PES - basis response (c) 49.06 38.64 68.42 98.74 121.16 87.95 46.77 24.87 PES - basis response (c) 49.07 58.88 96.9 12.46 11.56 16.47 94.3 94.0 94.9 12.40 PES - basis response (c) 49.08 18.09 12.2 11 30.8 12.2 14.3 31.3 17.0 11.7 Normalised Operating (ki) 11. 2.9 6.7 16.8 16.47 94.3 34.0 94.9 94.9 12.4 12.1 12.0 12.0 12.0 12.0 12.0 12.0 12.0										43,8
Reported tax	, ,									(63,22
Profit After Tax (pnorm)   30,447   35,828   63,188   54,965   111,469   80,913   43,003   22,972   Profit After Tax (propried)   11,970   55,522   29,485   8.209   31,705   17,391   43,953   72,000   10,000	, , ,								,	(4,38
Profit After Tax (regorated)										39,4
Net income (normalised)										(67,6
Net income (reported)  11,660  5,251  29,191  8,209  31,705  32,009  33,008  34,109  3	Minority interests	(310)	(281)	(245)	0	0	0	0	0	
Average number of shares outstanding (m)  PPS - normalised (c)  49.06  83.64  84.25  85.74  121.16  87.95  46.77  24.97  24.97  24.97  25.95  PPS - diluter normalised (c)  0.19  0.08  0.38  0.08  0.08  0.08  0.08  0.08  0.08  0.08  0.08  0.08  0.09  0.04  0.09  0.09  0.00  0.										39,4
EPS - inmalised (c)	Net income (reported)	11,660	5,251	29,191	8,209	31,705	17,391	(43,953)	(72,000)	(67,6
EPS - nomalised (c)		61.4	92.0	92.0	92.0	92.0	92.0	92.0	92.0	9
EPS - basic reported (€) 0 1.19 0 .096 0 .032 0 .099 0 .034 0 .019 0 .006 0 .006 0 .006 0 .006 0 .006 0 .006 0 .006 0 .006 0 .000 0 .000 Revenue growth (%) 1.11 2 .9 1 .7 1 .8 1 .8 1 .9 1 .9 1 .9 1 .8 1 .8 1 .8 1 .9 1 .9 1 .9 1 .9 1 .9 1 .9 1 .9 1 .9	EPS - normalised (c)									42
Dividend (F)										0
Property										(0.
Gross Margin (%) 93.8 96.9 124.6 115.6 164.7 94.3 94.0 94.9 EBITDA Margin (%) 19.2 21.1 30.8 22.8 43.8 31.3 17.0 11.7 Normalised Operating Margin (%) 19.2 21.1 30.8 22.8 43.8 31.3 17.0 11.7 Normalised Operating Margin (%) 19.2 21.1 30.8 22.8 43.8 31.3 17.0 11.7 Normalised Operating Margin (%) 19.2 21.1 30.8 22.8 43.8 31.3 17.0 11.7 Normalised Operating Margin (%) 19.2 21.1 30.8 22.8 43.8 31.4 31.3 17.0 11.7 Normalised Operating Margin (%) 19.2 28.9 50.9 19.1 40.3 27.9 13.2 7.7 11.7 Normalised Operating Margin (%) 19.2 28.9 50.9 19.1 40.3 27.9 13.2 7.7 11.7 Normalised Operating Margin (%) 19.2 28.9 50.9 19.1 40.3 27.9 13.2 7.7 12.0 18.0 50.1 19.0 19.0 19.0 19.0 19.0 19.0 19.0 1	Dividend (€)									0
Page										
Normalised Operating Margin   16.0										9
BALANCE SHEET   Fixed Asset   249,492   289,509   302,765   354,858   351,405   371,715   441,455   390,189   181,081   181,082   181,	- J (- )									1
Fixed Assets	Normalised Operating Margin	16.0	17.5	26.9	19.1	40.3	27.9	13.2	7.5	1
Intangible Assets										
Tanglibe Assets In 184,502 189,518 188,423 184,664 180,693 184,001 193,037 181,742 Investments & other 3,388 3,651 49,064 28,673 50,370 24,004 18,751 18,751 Current Assets 42,803 97,030 121,780 123,739 134,207 128,356 76,512 44,802 Stocks 5,921 9,376 10,158 8,978 5,588 4,569 6,754 5,148 Debtors 14,923 29,680 5,172 48,707 248,776 25,881 30,061 36,520 33,170 Cash & cash equivalents 17,852 53,739 51,722 49,297 59,464 55,865 3,317 (23,436) Other 4,107 4,235 8,828 10,688 46,174 37,861 29,921 29,921 Current Liabilities (71,014) (61,627) (78,811) (140,912) (13,949) (119,779) (110,188) (89,212) Tax and social security (571) (803) (5,212) (89,587) (183,949) (119,779) (110,188) (89,212) Tax and social security (571) (803) (5,212) (24,907) (13,949) (119,779) (110,188) (89,212) Tix and social security (76,032) (38,834) (36,192) (25,838) (22,001) (116,73) (0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0										329,6
Investments & other	· ·									137,6
Current Assets         42,803         97,030         121,780         123,739         134,207         128,356         76,512         44,802           Stocks         5,921         9,376         10,158         8,978         5,588         4,569         6,754         5,148           Debtors         14,923         29,680         55,172         48,027         59,464         55,865         3,317         (23,436)           Cash & cash equivalents         17,852         53,739         51,722         49,297         59,464         55,865         3,317         (23,436)           Other         4,107         4,235         8,828         16,688         46,174         37,861         29,921         29,921           Creditors         (59,927)         (68,327)         (68,987)         (128,070)         (113,949)         (119,799)         (110,188)         (89,212)           Tax and social security         (571)         (803)         (5,212)         (732)         (1,962)         (811)         (40,940)         (40,940)         (40,912)         (113,949)         (119,719)         (110,183)         (89,212)         (732)         (115,639)         (81,111,633)         (81,621)         (411,632)         (81,621)         (41,622)         (81,622)	<u> </u>									173,2
Stocks   5,921   9,376   10,158   8,978   5,588   4,569   6,754   5,148     Debtors   14,923   29,880   51,072   48,776   22,981   30,061   36,520   33,170     Cash & cash equivalents   17,852   53,739   51,772   49,277   59,464   55,865   3,317   (23,436)     Other   4,107   4,235   8,828   16,688   46,174   37,861   29,921   29,921     Current Liabilities   (71,014)   (61,627)   (78,811)   (140,912)   (119,026   (125,388)   (122,699)   (111,633)     Creditors   (59,927)   (68,327)   (69,877)   (128,978)   (119,979)   (110,188)   (89,212)     Tax and social security   (571)   (803)   (5,212)   (732)   (1,962)   (811)   (40)   (40)     Short term borrowings   (8,889)   0   0   0   0   0   0   (8,031)   (18,031)     Finance leases   (16,27)   (2,497)   (2,497)   (2,640)   (10,295)   (1,969)   (1,969)   (3,127)   (4,350)   (4,350)     Colorg Term Liabilities   (76,032)   (38,834)   (36,192)   (25,383)   (23,001)   (19,764)   (89,911)   (89,911)     Long term borrowings   (32,139)   0   0   0   0   0   0   0   0     Finance leases   (20,142)   (21,630)   (18,990)   (8,695)   (6,726)   (8,381)   (20,054)   (20,054)     Other   (34,494)   (31,93)   (71,202)   (16,688)   (16,725)   (11,383)   (11,383)   (19,587)     Shareholders' equity   (14,915)   (28,913)   (30,592)   (31,230)   (33,585)   (35,491)   (30,547)   (233,447)     CASH FLOW   Op Cash Flow before WC and tax   45,270   48,435   84,572   72,534   (13,298)   (13,643)   (44,646)   (15,000)     Exceptional & other   (4,649)   (3,193)   (75,641)   (13,488)   (31,493)   (7,195)   (38,877)   (37,767)     Tax   (3,387)   (20,033)   (3,683)   (12,414)   (14,029)   (3,688)   (14,565)   (3,284)   (3,000)   (3,689)   (3,6										18,7
Debtors         14,923         29,680         51,072         48,776         22,981         30,061         36,520         33,177         23,436           Cash & cash equivalents         17,862         53,739         51,722         49,297         59,464         55,665         3,317         (23,436)           Other         4,107         4,235         8,828         81,688         46,174         37,861         29,921         29,921           Current Liabilities         (71,014)         (61,627)         (78,811)         (140,912)         (119,026)         (125,388)         (122,609)         (111,633)           Creditors         (59,927)         (53,277)         (69,877)         (128,707)         (119,494)         (119,479)         (119,479)         (110,838)         (122,609)         (111,833)         (113,494)         (119,779)         (110,838)         (40,00)         (40,00)         (571)         (803)         (52,12)         (732)         (19,620)         (811)         (40,00)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (43,500)         (										35,4 5,8
Cash & cash equivalents         17,852         53,739         51,722         49,297         59,464         55,865         3,317         (23,345)         Other         41,07         4,235         8,828         16,688         46,174         37,861         29,921         29,921         Cay9,21         Cay9,21         Cay9,21         Cay9,21         Cay9,21         Cay111,633         Cay1         (18,687)         (18,811)         (14,912)         (113,949)         (119,779)         (110,188)         (89,212)           Tax and social security         (571)         (803)         (5,212)         (732)         (11,924)         (119,779)         (110,188)         (89,212)           Tax and social security         (571)         (803)         (5,212)         (732)         (11,924)         (110,481)         (40         (40)         (40										34,
Other         4,107         4,235         8,28         16,688         46,174         37,861         29,21         29,921           Current Liabilities         (71,014)         (61,627)         (78,811)         (140,912)         (119,026)         (125,388)         (122,609)         (111,633)           Creditors         (59,927)         (68,327)         (68,387)         (128,707)         (113,949)         (119,779)         (110,188)         (89,212)           Tax and social security         (571)         (803)         (5,212)         (732)         (1,962)         (811)         (40)         (40)           Short term borrowings         (8,889)         0         0         0         0         0         0         (8,031)         (18,031)           Finance leases         (1,627)         (2,497)         (2,640)         (10,295)         (1,969)         (3,127)         (4,350)           Other         0         0         (1,372)         (1,178)         (1,146)         (1,671)         0         0           Long term browings         (32,139)         0         0         0         0         0         0         0         0         0         0         0         0         0         0										(34,5
Current Liabilities         (71,014)         (61,627)         (78,811)         (140,912)         (119,026)         (125,388)         (122,609)         (111,633)           Creditors         (59,927)         (58,327)         (69,587)         (128,707)         (119,779)         (110,188)         (82,212)           Tax and social security         (68,889)         0         0         0         0         0         (811)         (40)         (40)           Short term borrowings         (8,889)         0         0         0         0         0         (8,031)         (18,031)           Finance leases         (1,627)         (2,497)         (2,640)         (10,295)         (1,969)         (3,127)         (4,350)         (4,350)           Other         0         0         (1,372)         (1,178)         (1,146)         (16,711)         0         0           Long term Liabilities         (76,032)         (38,834)         (36,192)         (25,383)         (23,001)         (19,764)         (89,911)         (89,911)         (89,911)           Long term Liabilities         (23,751)         (17,203)         (18,990)         (8,695)         (6,726)         (8,381)         (20,054)         (20,054)           Other long term liab										29,9
Creditors         (59,927)         (58,327)         (69,587)         (113,949)         (119,779)         (110,188)         (89,212)           Tax and social security         (571)         (803)         (5,212)         (732)         (1,962)         (811)         (40)         (40)           Short term borrowings         (8,889)         0         0         0         0         (8,031)         (18,031)           Finance leases         (1,627)         (2,497)         (2,640)         (10,295)         (1,969)         (3,127)         (4,350)         (4,350)           Other         0         0         (1,372)         (1,178)         (1,146)         (1,671)         0         0           Long Term Liabilities         (76,032)         (38,834)         (36,922)         (25,383)         (23,001)         (19,764)         (89,911)         (89,911)           Long term borrowings         (32,139)         0 <td>Current Liabilities</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>(109,3</td>	Current Liabilities									(109,3
Tax and social security         (571)         (803)         (5,212)         (732)         (1,962)         (811)         (40)         (40)           Short term borrowings         (8,889)         0         0         0         0         0         (8,031)         (18,031)           Finance leases         (1,627)         (2,497)         (2,404)         (10,295)         (1,969)         (3,127)         (4,350)         (4,350)           Other         0         0         (1,372)         (1,178)         (1,146)         (1,671)         0         0           Long Term Liabilities         (76,032)         (38,834)         (36,192)         (25,383)         (23,001)         (19,764)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (99,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (89,911)         (99,911)         (99,911)         (99,911)         (99,911)         (99,911) <td< td=""><td>Creditors</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>(86,8</td></td<>	Creditors									(86,8
Finance leases         (1,627)         (2,497)         (2,640)         (10,295)         (1,969)         (3,127)         (4,350)         (4,350)           Other         0         0         (1,372)         (1,178)         (1,146)         (1,671)         0         0           Long Term Liabilities         (76,032)         (38,834)         (36,192)         (25,383)         (23,001)         (19,764)         (89,911)         (89,911)           Long term borrowings         (32,139)         0	Tax and social security	(571)	(803)	(5,212)	(732)	(1,962)	(811)	(40)	(40)	(
Other         0         0         (1,372)         (1,178)         (1,146)         (1,671)         0         0           Long Term Liabilities         (76,032)         (38,834)         (36,192)         (25,383)         (23,011)         (19,764)         (89,911)         (90,951)         (90,951)         (80,811)         (20,054)         (20,054)         (20,054)         (20,054)         (20,054)         (20,054)         (80,481)         (20,054)         (20,054)         (80,481)         (20,054)         (20,054)         (80,481)         (20,054)         (20,054)         (20,054)         (30,001)         (30,001)         (30,001)         (30,001)         (30,001)         (40,054)         (40,054) <t< td=""><td>Short term borrowings</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>(18,0</td></t<>	Short term borrowings									(18,0
Long Term Liabilities         (76,032)         (38,834)         (36,192)         (25,383)         (23,001)         (19,764)         (89,911)         (89,911)           Long term borrowings         (32,139)         0<										(4,3
Long term borrowings         (32,139)         0<		-								(00.0
Finance leases (20,142) (21,630) (18,990) (8,695) (6,726) (8,381) (20,054)										(89,9
Other long term liabilities         (23,751)         (17,204)         (17,202)         (16,688)         (16,275)         (11,383)         (69,857)         (69,857)           Net Assets         145,249         286,078         309,542         312,302         343,585         354,919         305,447         233,447           Minority interests         (334)         (305)         0         <										(20.0
Net Assets         145,249         286,078         309,542         312,302         343,585         354,919         305,447         233,447           Minority interests         (334)         (305)         0 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>(20,0</td>										(20,0
Minority interests         (334)         (305)         0 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>165,8</td>										165,8
Shareholders' equity         144,915         285,773         309,542         312,302         343,585         354,919         305,447         233,447           CASH FLOW         Op Cash Flow before WC and tax         45,270         48,435         84,572         72,534         132,983         111,914         59,547         37,266           Working capital         (6,672)         (20,851)         29,052         31,488         (9,402)         5,673         (18,011)         (16,020)           Exceptional & other         (4,649)         (3,193)         (76,641)         13,868         52,171         (84,587)         (38,877)         (37,767)           Tax         (3,879)         (200)         (320)         (5,476)         (1,723)         (2,834)         305         0           Operating cash flow         30,070         24,191         36,663         112,414         174,029         30,166         2,964         (16,520)           Capex         (10,923)         (10,399)         (9,442)         (8,139)         (7,195)         (9,872)         (6,143)         (3,000)           Net interest         (3,644)         (7,244)         (1,435)         (2,002)         (3,668)         (1,456)         (3,326)         (2,233)										100,0
CASH FLOW Op Cash Flow before WC and tax  45,270 48,435 84,572 72,534 132,983 111,914 59,547 37,266 Working capital (6,672) (20,851) 29,052 31,488 (9,402) 5,673 (18,011) (16,020) Exceptional & other (4,649) (3,193) (76,641) 13,868 52,171 (84,587) (38,877) (37,767) Tax (3,879) (200) (320) (5,476) (1,723) (2,834) 305 0 Operating cash flow 30,070 24,191 36,663 112,414 174,029 30,166 2,964 (16,520) Capex (10,923) (10,399) (9,442) (8,139) (7,195) (9,872) (6,143) (3,000) Net investment in intangibles 2,058 (61,682) (20,038) (96,526) (135,556) (13,643) (44,646) (15,000) Acquisitions/disposals 0 0 0 (500) (45) 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0										165,8
Op Cash Flow before WC and tax         45,270         48,435         84,572         72,534         132,983         111,914         59,547         37,266           Working capital         (6,672)         (20,851)         29,052         31,488         (9,402)         5,673         (18,011)         (16,020)           Exceptional & other         (4,649)         (3,193)         (76,641)         13,868         52,171         (84,587)         (38,877)         (37,767)           Tax         (3,879)         (200)         (320)         (5,476)         (1,723)         (2,834)         305         0           Operating cash flow         30,070         24,191         36,663         112,414         174,029         30,166         2,964         (16,520)           Capex         (10,923)         (10,399)         (9,442)         (8,139)         (7,195)         (9,872)         (6,143)         (3,000)           Net investment in intangibles         2,058         (61,682)         (20,038)         (96,526)         (135,556)         (13,643)         (44,646)         (15,000)           Acquisitions/disposals         0         0         (500)         (45)         0         0         0         0         0         0         0         0 <td></td> <td></td> <td>,</td> <td></td> <td>,,</td> <td></td> <td></td> <td></td> <td></td> <td></td>			,		,,					
Working capital         (6,672)         (20,851)         29,052         31,488         (9,402)         5,673         (18,011)         (16,020)           Exceptional & other         (4,649)         (3,193)         (76,641)         13,868         52,171         (84,587)         (38,877)         (37,767)           Tax         (3,879)         (200)         (320)         (5,476)         (1,723)         (2,834)         305         0           Operating cash flow         30,070         24,191         36,663         112,414         174,029         30,166         2,964         (16,520)           Capex         (10,923)         (10,399)         (9,442)         (8,139)         (7,195)         (9,872)         (6,143)         (3,000)           Net investment in intangibles         2,058         (61,682)         (20,038)         (96,526)         (135,556)         (13,643)         (44,646)         (15,000)           Acquisitions/disposals         0         0         (500)         (45)         0 <td< td=""><td></td><td>45 270</td><td>48 435</td><td>84 572</td><td>72 534</td><td>132 983</td><td>111 914</td><td>59 547</td><td>37 266</td><td>58,3</td></td<>		45 270	48 435	84 572	72 534	132 983	111 914	59 547	37 266	58,3
Exceptional & other         (4,649)         (3,193)         (76,641)         13,868         52,171         (84,587)         (38,877)         (37,767)           Tax         (3,879)         (200)         (320)         (5,476)         (1,723)         (2,834)         305         0           Operating cash flow         30,070         24,191         36,663         112,414         174,029         30,166         2,964         (16,520)           Capex         (10,923)         (10,399)         (9,442)         (8,139)         (7,195)         (9,872)         (6,143)         (3,000)           Net investment in intangibles         2,058         (61,682)         (20,038)         (96,526)         (135,556)         (13,643)         (44,646)         (15,000)           Acquisitions/disposals         0         0         (500)         (45)         0 </td <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>(4,0</td>										(4,0
Tax         (3,879)         (200)         (320)         (5,476)         (1,723)         (2,834)         305         0           Operating cash flow         30,070         24,191         36,663         112,414         174,029         30,166         2,964         (16,520)           Capex         (10,923)         (10,399)         (9,442)         (8,139)         (7,195)         (9,872)         (6,143)         (3,000)           Net investment in intangibles         2,058         (61,682)         (20,038)         (96,526)         (135,556)         (13,643)         (44,646)         (15,000)           Acquisitions/disposals         0         0         (500)         (45)         0         0         0         0           Net interest         (3,644)         (7,244)         (1,435)         (2,002)         (3,668)         (1,456)         (3,326)         (2,233)           Equity financing         5         140,708         1         0         0         0         0         0           Dividends         (6,523)         (6,451)         (5,124)         (5,519)         (5,519)         (5,519)         (5,519)         (5,519)         (5,519)         (5,519)         (5,519)         (5,519)         (5,519)										(47,5
Operating cash flow         30,070         24,191         36,663         112,414         174,029         30,166         2,964         (16,520)           Capex         (10,923)         (10,399)         (9,442)         (8,139)         (7,195)         (9,872)         (6,143)         (3,000)           Net investment in intangibles         2,058         (61,682)         (20,038)         (96,526)         (135,556)         (13,643)         (44,646)         (15,000)           Acquisitions/disposals         0         0         (500)         (45)         0         0         0         0           Net interest         (3,644)         (7,244)         (1,435)         (2,002)         (3,668)         (1,456)         (3,326)         (2,233)           Equity financing         5         140,708         1         0	•								_ , ,	(4,3
Net investment in intangibles         2,058         (61,682)         (20,038)         (96,526)         (13,556)         (13,643)         (44,646)         (15,000)           Acquisitions/disposals         0         0         (500)         (45)         0         0         0         0           Net interest         (3,644)         (7,244)         (1,435)         (2,002)         (3,668)         (1,456)         (3,326)         (2,233)           Equity financing         5         140,708         1         0         0         0         0         0           Dividends         (6,523)         (6,451)         (5,124)         (5,519)         (5,519)         (5,519)         (5,519)         0           Other         (5,727)         (43,236)         (2,142)         (2,608)         (11,924)         (3,275)         4,122         10,000           Net Cash Flow         5,316         35,887         (2,017)         (2,425)         10,167         (3,599)         (52,548)         (26,753)           Opening net debt/(cash)         53,932         44,945         (29,612)         (30,092)         (30,307)         (50,769)         (44,357)         29,118									(16,520)	2,
Net investment in intangibles         2,058         (61,682)         (20,038)         (96,526)         (13,556)         (13,643)         (44,646)         (15,000)           Acquisitions/disposals         0         0         (500)         (45)         0         0         0         0           Net interest         (3,644)         (7,244)         (1,435)         (2,002)         (3,668)         (1,456)         (3,326)         (2,233)           Equity financing         5         140,708         1         0         0         0         0         0           Dividends         (6,523)         (6,451)         (5,124)         (5,519)         (5,519)         (5,519)         (5,519)         0           Other         (5,727)         (43,236)         (2,142)         (2,608)         (11,924)         (3,275)         4,122         10,000           Net Cash Flow         5,316         35,887         (2,017)         (2,425)         10,167         (3,599)         (52,548)         (26,753)           Opening net debt/(cash)         53,932         44,945         (29,612)         (30,092)         (30,307)         (50,769)         (44,357)         29,118	•									(6,0
Net interest         (3,644)         (7,244)         (1,435)         (2,002)         (3,668)         (1,456)         (3,326)         (2,233)           Equity financing         5         140,708         1         0 <td>· ·</td> <td></td> <td>(61,682)</td> <td>(20,038)</td> <td>(96,526)</td> <td></td> <td></td> <td>(44,646)</td> <td>(15,000)</td> <td>(5,0</td>	· ·		(61,682)	(20,038)	(96,526)			(44,646)	(15,000)	(5,0
Equity financing         5         140,708         1         0         0         0         0         0           Dividends         (6,523)         (6,451)         (5,124)         (5,519)         (5,519)         (5,519)         (5,519)         0           Other         (5,727)         (43,236)         (2,142)         (2,608)         (11,924)         (3,275)         4,122         10,000           Net Cash Flow         5,316         35,887         (2,017)         (2,425)         10,167         (3,599)         (52,548)         (26,753)           Opening net debt/(cash)         53,932         44,945         (29,612)         (30,092)         (30,307)         (50,769)         (44,357)         29,118	· · · · · · · · · · · · · · · · · · ·									
Dividends         (6,523)         (6,451)         (5,124)         (5,519)         (5,519)         (5,519)         (5,519)         0           Other         (5,727)         (43,236)         (2,142)         (2,608)         (11,924)         (3,275)         4,122         10,000           Net Cash Flow         5,316         35,887         (2,017)         (2,425)         10,167         (3,599)         (52,548)         (26,753)           Opening net debt/(cash)         53,932         44,945         (29,612)         (30,092)         (30,307)         (50,769)         (44,357)         29,118										(2,4
Other         (5,727)         (43,236)         (2,142)         (2,608)         (11,924)         (3,275)         4,122         10,000           Net Cash Flow         5,316         35,887         (2,017)         (2,425)         10,167         (3,599)         (52,548)         (26,753)           Opening net debt/(cash)         53,932         44,945         (29,612)         (30,092)         (30,307)         (50,769)         (44,357)         29,118										
Net Cash Flow         5,316         35,887         (2,017)         (2,425)         10,167         (3,599)         (52,548)         (26,753)           Opening net debt/(cash)         53,932         44,945         (29,612)         (30,092)         (30,307)         (50,769)         (44,357)         29,118										
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										(11,1
Omer non-cash movements 3 671 38 670 7 497 7 640 10 795 72 8131 770 9271 710 000	, , ,									65,8
Closing net debt/(cash) 44,945 (29,612) (30,092) (30,307) (50,769) (44,357) 29,118 65,871										76,



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