

EMIS Group

H118 results

Preparing for the next stage of growth

EMIS saw revenue growth from all divisions in H1, which helped to offset the additional costs incurred to strengthen service delivery. The company has worked hard to resolve customer support issues in primary care and is now focused on the IT Futures procurement bid in England. Investment in Patient is ongoing and the company expects to unveil its longer-term growth strategy at its capital markets day on 29 November. We have upgraded our revenue forecasts for FY18-20, but our adjusted operating profit and EPS forecasts are substantially unchanged.

Year end	Revenue (£m)	PBT* (£m)	Dil EPS* (p)	EMIS adj. dil. EPS** (p)	DPS (p)	P/E (x)
12/17	160.4	35.2	43.1	47.0	25.8	22.8
12/18e	170.4	36.9	45.2	46.7	28.4	21.8
12/19e	176.3	39.8	48.7	48.4	29.8	20.2
12/20e	183.6	43.0	53.2	53.3	31.4	18.5

Note: *PBT and EPS are normalised, excluding amortisation of acquired intangibles, exceptional items and share-based payments. **EMIS adjusted EPS – cash accounts for development costs and excludes exceptional items and amortisation of acquired intangibles.

Improving service delivery; preparing for growth

EMIS reported y-o-y revenue growth of 6.8% in H118, with growth from every division. Recurring revenues increased 4% y-o-y. Adjusted operating profit increased marginally over the period – investments in the Patient business combined with the increased headcount in Primary, Community and Acute Care to deal with customer support issues offset the upside from revenue growth in Community Pharmacy and Specialist and Care. EMIS noted that if the investment in Patient is excluded, adjusted operating profit increased 8% y-o-y. Net cash grew to £32.3m at the end of H118 from £14.0m at the end of FY17. The company announced an interim dividend of 14.2p (+10% y-o-y), ahead of our forecast.

Earnings forecasts substantially unchanged

We have increased our revenue forecasts to reflect the stronger than expected performance in H1: FY18e +2.8%, FY19e +2.7% and FY20e +2.9%. At the same time, we have raised our operating cost assumptions to reflect the increased investment in service delivery and the transition to IFRS16 in FY19. This results in minimal changes to adjusted operating profit and EMIS adjusted EPS. We have raised our dividend forecasts for all three years.

Valuation: IT Futures and growth strategy key to upside

EMIS is trading on 21.8x FY18e EPS and 20.2 FY19e EPS, at a 25% and 20% discount respectively to its peer group median. Although EMIS is more profitable than its peers, it lags in terms of revenue and earnings growth. Evidence of an acceleration of earnings growth will be key to share price upside – in the shorter term, this could include positive news on the English primary care procurement, and in the longer term, evidence that the investment in Patient is paying off as well as more information on the growth strategy. Strong cash generation underpins the 3% dividend yield.

Software & comp services

4 September 2018

983n

Market cap	£622m
Net cash (£m) at end H118	32.3
Shares in issue	63.3m
Free float	98%
Code	EMIS
Primary exchange	AIM
Secondary exchange	N/A

Share price performance

Price



Business description

EMIS is a clinical software supplier to the primary, community and acute care markets in the UK, as well as providing software to the community pharmacy and specialist ophthalmology markets. Its Patient business provides medical and well-being information as well as transactional services to patients.

Next events

FY18 trading update January 2019

Analysts

Katherine Thompson +44 (0)20 3077 5730 Dan Ridsdale +44 (0)20 3077 5729

tech@edisongroup.com

Edison profile page

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Review of H118 results

£m	H118	H117	% y-o-
Revenues	84.5	79.2	6.89
Gross margin (%)	90.4%	90.1%	0.39
EBITDA	24.7	23.5	5.19
EBITDA margin (%)	29.2%	29.7%	(0.5%
Normalised EBIT	16.4	16.7	(2.2%
EMIS adjusted EBIT	17.6	17.5	0.69
Reported EBIT	12.9	10.5	23.30
Normalised EBIT margin (%)	19.4%	21.1%	(1.8%
EMIS adjusted EBIT margin (%)	20.8%	22.1%	(1.3%
Reported EBIT margin (%)	15.3%	13.2%	2.0
Net interest income	(0.2)	(0.2)	2.79
Normalised PBT	16.5	16.9	(2.4%
Reported PBT	13.1	10.7	22.5
Tax	(2.4)	(2.1)	18.5
Normalised net income after Minority Interests	12.7	13.2	(3.4%
Reported net income after Minority Interests	10.1	8.2	23.1
Normalised diluted EPS (p)	20.2	20.9	(3.5%
EMIS adjusted diluted EPS (p)	22.1	22.1	0.0
Reported basic EPS (p)	16.1	13.1	22.9
Net cash	32.3	10.5	208.2
	J2.J	10.5	200.2
Source: EMIS, Edison Investment Research			
Exhibit 2: EMIS divisional half-yearly resu	Its		
£m	H118	H117	% y-o-
Revenues			
Primary, Community and Acute Care (PCA)	60.60	58.48	3.6
Community Pharmacy (CP)	12.32	10.85	13.5
Specialist and Care (S&C)	10.12	8.41	20.4
Patient	1.50	1.45	3.9
Total	84.55	79.19	6.8
Adjusted operating profit			
Primary, Community and Acute Care	16.10	16.11	(0.0%
Community Pharmacy	3.52	2.58	36.49
Specialist and Care	0.38	(0.06)	N/
Patient	(1.67)	(0.33)	409.89
Central costs	(0.71)	(0.79)	(10.2%
Total adjusted operating profit	17.62	17.51	0.6
Reported operating profit			
Primary, Community and Acute Care	11.36	9.76	16.3
Community Pharmacy	2.92	2.21	32.3
Specialist and Care	0.05	(0.39)	N/
Patient	(0.71)	(0.33)	116.5
	(0.71)	(0.79)	(10.2%
Central costs		40.47	22.20
Central costs Total reported operating profit	12.91	10.47	23.3
Central costs	12.91	10.47	23.3
Central costs Total reported operating profit Adjusted operating margin (%)	12.91 26.6%	27.5%	
Central costs Total reported operating profit	·		(1.0%
Central costs Total reported operating profit Adjusted operating margin (%) Primary, Community and Acute Care	26.6%	27.5%	(1.0% 4.8°
Central costs Total reported operating profit Adjusted operating margin (%) Primary, Community and Acute Care Community Pharmacy	26.6% 28.5%	27.5% 23.8%	(1.0% 4.8° 4.4° (88.4%

EMIS reported y-o-y revenue growth of 6.8%, with growth from every division. Recurring revenues increased 4% y-o-y. Adjusted operating profit increased marginally over the period – investments in the Patient business combined with the increased headcount in PC&A to deal with customer



support issues offset the upside from revenue growth in CP and S&C. The company noted that if the investment in Patient is excluded, adjusted operating profit increased 8% y-o-y.

The company incurred an effective tax rate of 19.1% in H118, resulting in flat EMIS adjusted diluted EPS on a year-on-year basis. The company ended H118 with net cash of £32.3m, up from £10.5m a year ago and £14.0m at the end of FY17. We note that the company has not yet finalised the amount it owes to NHS Digital (provided for last year as an £11.2m exceptional item). The company expects the amount to be covered by the charge already taken – we believe this is likely to be paid out in H218.

The company announced a 10% y-o-y increase in the interim dividend to 14.2p, ahead of our 13.4p forecast.

Business update

Update on short-term priorities

When we wrote after FY17 results, we highlighted that the company had three short-term priorities.

- Resolve the primary care support issue
- The shift from GPSoC to IT Futures
- Upgrade EMIS Web

The company believes it has made good progress in resolving the customer support issue in Primary Care. Support and development headcount was increased to deal with the backlog of software issues and to make sure that on an ongoing basis, EMIS can continue to meet NHS Digital service level agreements, which it has done since 1 July. The company noted that as well as bringing Primary Care service levels up to the required level, it has also worked on completing outstanding commercial agreements in Community and Acute Care. It has invested in the leadership team for the wider group, with a focus on service delivery, with the current team of 46 including 18 new hires.

In late March, NHS Digital confirmed that the GPSoC framework would be extended until the end of 2019, to give it more time to develop the new IT Futures framework. EMIS has just received the first set of information from NHS Digital regarding requirements, and expects two more releases of information over the next few months. The company can have a dialogue with NHS Digital up until the end of this year. From the start of next year, the formal bid process begins, with each prospective technology supplier submitting their proposals to NHS Digital The company expects that the new framework will be agreed by next summer.

Alongside this, the company is looking to upgrade EMIS Web. This is somewhat of a chicken-and-egg scenario – the company will need to be sure that it can support all of the requirements of the new framework, but does not want to fix its technology roadmap before the full scope of requirements, and confirmation that it has been successful in being selected to go on the framework, have been received. It is currently talking to user groups in primary and community care to create a user-defined roadmap for the upgrades and is starting to develop an understanding of the requirements of IT Futures. Unlike the introduction of EMIS Web, upgrades are likely to be put through on a modular basis, and will not require EMIS staff on GP premises to effect the upgrades.

Long-term growth plan nearing completion

The company has indicated for several months that it is defining its long-term growth strategy and is working on its five-year product roadmap. It plans to unveil this at its capital markets day on 29 November. We assume that by then, the company will have a clearer picture of the requirements and opportunities thrown up by IT Futures.



Primary, Community and Acute Care: Investing in service delivery

PCA grew revenues 3.6% y-o-y while maintaining flat adjusted operating profit. Upside from the one-off Australian licence sale in Acute was offset by the costs of extra headcount brought in to improve the Primary Care support function.

In **Primary Care**, market share in the UK was maintained at 56%. This business continues to participate in the Scotland bid for primary care, where it currently has 54% market share and generates revenues of c £2.5m pa. Management noted that it has finite resources and depending on the requirements for both the new Scottish framework and IT Futures, it may have to make decision on whether it can continue to be involved in Scotland. The division's Egton business is seeing growth in several areas: CCG (Clinical Commissioning Group)-funded NHS Wi-Fi, paper records digitisation services and automated arrivals kiosks.

Community Care won several new contracts, increasing market share by 1% to 18%. A new Windows-based mobile app was released in beta for "clinicians on the go".

The **Acute** business increased its market share of the hospital pharmacy business by 3% to 32% (maintained No 2 position) and maintained its No 2 position and 19% market share in A&E. Despite its announced withdrawal from the Australian market, it signed a licence for legacy software in the Northern Territory in Australia and agreed a support and maintenance contract until the customer has switched to a new software provider.

Community Pharmacy: Revenue and profit growth

CP saw strong revenue growth of 13.5% y-o-y and adjusted operating profit growth of 36.4%. The business maintained its market share at 37%. The roll-out of ProScript Connect across the direct estate continued (2,277 customers now upgraded; 69% of direct estate) as well as across the Celesio independent estate (880 sites upgraded; 44% of estate). While the shift to ProScript Connect in itself does not increase revenues, the new software provides opportunities for EMIS to sell add-on modules and hardware.

Celesio has decided not to roll ProScript Connect out to its Lloyds Pharmacies estate – we had expected this to take EMIS's market share up to nearly 50%. EMIS believes that this process may be restarted at some point in the future.

Specialist and Care: Back on track

New Care screening programmes that started in H117 contributed to the strong y-o-y revenue growth of 20.4% for S&C. The division was profitable at the adjusted operating profit level, increasing from a margin of 2.0% in H217 to 3.7% in H118.

Patient: Early days

The Patient business is still in investment mode. The business released a new version of Patient Access during H118 which is now being used by 2.2m patients. Management presented some usage statistics for Access, showing that in H118 monthly users increased 34% y-o-y, log-ins increased 21%, medical record views 49%, appointments booked 14% and repeat prescriptions 27%. As the company views Patient Access as the gateway to NHS services and third-party healthcare offerings, this bodes well for the development of the Patient business in the longer term.

The Patient.info part of the business saw average page views per month increase from 25m in H217 to 26m in H118, after the upgrade of the website in H217. Since the end of H118, a change in Google algorithms has reduced traffic to the site and this is likely to have a negative impact on advertising revenues in H218. We note that Patient.info has been affected by Google search



algorithms changing in the past; in our view this is an ongoing cost of doing business when the majority of traffic is generated via Google.

Outlook and changes to forecasts

The company traded in line with expectations in H118 and management anticipates that it will meet the board's expectations for the full year. We have made the following changes to our forecasts:

- Revenues: we have reflected the one-off licence sale in Acute, and increased our forecasts for Specialist and Care, based on H1 performance. We have increased our Community Pharmacy forecast for FY18, reflecting the strong performance in H118, but we have removed any revenues from Lloyds pharmacies until the ProScript Connect roll-out is resumed.
- Adjusted operating profit: we make minimal changes in FY18, assuming that increased headcount for support and development counteracts the increase in revenues. For FY19 and FY20, we have reflected the shift to IFRS 16, removing c £1.75m of operating lease expenditure and adding in £1.45m of depreciation and £0.3m in interest charges.
- **Dividend:** we have increased this in FY18-20 to reflect the higher than expected interim dividend.
- Net cash: we have added £8m to debt in FY19 reflecting the capitalisation of operating leases. We have also reflected the changes in HMRC deadlines for paying corporation tax. As a very large corporation (taxable profits of at least £20m per annum), EMIS currently pays tax for a given fiscal year in months seven and 10 of the current year and months one and four of the following year. For fiscal years starting on or after 1 April 2019 (ie FY20 for EMIS), this will shift to months 3, 6, 9 and 12 in the current year. Consequently. EMIS will end up paying 18 months of tax in FY20 before reverting to 12 months in FY21.

£'000s	FY18e	FY18e	Change	у-о-у	FY19e	FY19e	Change	у-о-у	FY20e	FY20e	Change	у-о-у
	Old	New			Old	New			Old	New		
Revenues	165,748	170,420	2.8%	6.3%	171,567	176,280	2.7%	3.4%	178,455	183,644	2.9%	4.2%
Normalised operating profit	36,200	36,360	0.4%	4.2%	39,230	39,429	0.5%	8.4%	42,263	42,630	0.9%	8.1%
Reported operating profit	28,482	28,642	0.6%	169.2%	31,512	31,711	0.6%	10.7%	34,784	35,151	1.1%	10.8%
EMIS adjusted operating profit	37,156	37,336	0.5%	-0.2%	39,028	39,257	0.6%	5.1%	42,304	42,689	0.9%	8.7%
Normalised EPS (p)	45.0	45.2	0.5%	4.9%	48.7	48.7	-0.1%	7.7%	53.1	53.2	0.3%	9.4%
Reported EPS (p)	35.3	35.9	1.8%	180.7%	39.0	39.0	-0.1%	8.6%	43.6	43.8	0.4%	12.2%
EMIS adjusted EPS (p)	46.5	46.7	0.5%	-0.7%	48.4	48.4	0.0%	3.6%	53.2	53.3	0.3%	10.2%
Net cash/(debt)	17,682	17,796	0.6%	27.2%	32,072	24,693	-23.0%	38.8%	49,049	37,838	-22.9%	53.2%

Valuation

The EMIS share price has now recovered to the level it was at before the NHS Digital support issue was announced. However it continues to trade at a discount to peers on a P/E and EV/EBITDA basis for FY18e and FY19e. In terms of profitability, EMIS performs at the top end of the range; however, limited revenue growth means that its earnings growth lags its peers. With the Primary Care business support issues seemingly resolved, this removes one obstacle to share price recovery. Uncertainty over the outcome of IT Futures as well as the wait to hear the company's long-term strategy are likely to weigh on the share price in the short term. A credible plan to drive growth above the low-to-mid single digits currently forecast is likely to be the first trigger for share price upside.



	EV	sales (x)			P/E (x)		E,	V/EBIT (c)	EV/EBITDA (x)		(x)		Dividend yield (%		6)
	2017	2018e	2019e	2017	2018e	2019e	2017	2018e	2019e	2017	2018e	2019	е	2017	2018e	2019e
EMIS	3.9	3.7	3.6	22.8	21.8	20.2	18.2	17.4	16.1	12.9	12.5	11.	7	2.6%	2.9%	3.0%
EMIS (cash R&D)		3.9	3.7	3.6	20.9	21.0	20.3	17.0	17.0	16.2						
AllScripts	2.5	2.1	2.0	23.6	19.2	16.9	17.1	16.3	14.7	12.2	10.8	9.	9	0.0%	0.0%	0.0%
athenahealth	5.1	4.7	4.2	62.1	35.8	31.7	35.9	27.3	23.9	20.7	17.2	15.	1	0.0%	0.0%	0.0%
Cegedim	1.5	1.4	1.4	35.0	16.4	13.2	18.1	16.9	14.5	8.7	8.2	7.	5	0.0%	0.4%	1.9%
Cerner	4.1	3.9	3.6	27.4	26.0	23.4	18.2	19.3	16.9	12.7	13.1	11.	8	0.0%	0.0%	0.0%
Craneware	11.0	9.5	8.3	54.3	46.5	39.9	37.7	31.6	26.9	34.7	29.6	25.	5	1.0%	1.1%	1.1%
CompuGroup	5.1	4.2	4.2	60.4	23.0	22.4	33.4	20.4	20.2	23.1	16.4	16.	2	0.0%	0.8%	0.8%
Nexus	3.4	3.0	2.8	42.3	32.8	27.3	30.0	23.2	19.5	16.9	14.8	13.	0	0.6%	0.6%	0.6%
Quality Systems	2.8	2.7	2.6	32.7	32.4	28.6	23.9			18.8	17.9	15.	8	0.0%	0.0%	0.0%
Average	4.4	3.9	3.6	42.2	29.0	25.4	26.8	22.1	19.5	18.5	16.0	14.	4	0.2%	0.4%	0.6%
Median	3.7	3.4	3.2	38.6	29.2	25.3	27.0	20.4	19.5	17.8	15.6	14.	0	0.0%	0.2%	0.3%
EMIS vs peer media	an (%)				(25)	(20)					(22)	(18	3)			
Source: Edison I		ent Rese	earch, B	loombe	rg (as a	t 3 Sept	ember)				` ,	,	,			
Exhibit 5: Pee	r grou _l	p finan	cial me	etrics												
		Marke	et	EBIT m	argin (%)		EBITI	DA margi	in (%)	F	Rev grow	rth (%)		EPS	growth ((%)
	Y/E	cap (n	n) 20	17 20	018e	2019e	2017	2018e	2019e	20	17 201	18e 2	019e	2017	2018e	2019
EMIS	31-Dec	£62	22 21.8	3% 2′	1.3%	22.4%	30.7%	29.8%	30.7%	1.0	0% 6.3	3%	3.4%	(12.9)%	4.9%	7.7%
EMIS (cash R&D)			23.3	3% 2	1.9%	22.3%								(4.4)%	(0.7)%	10.2%
AllScripts	31-Dec	\$2,55	51 14.7		2.8%	13.6%	20.7%	19.5%	20.2%			2%	4.9%	12.7%	22.7%	13.9%
athenahealth	31-Dec	, . , .			7.0%	17.7%	24.8%	27.1%	28.1%				9.9%	30.5%	73.5%	12.79
Cegedim	31-Dec	€ 44	1 8.2	2% 8	3.5%	9.5%	16.9%	17.6%	18.3%				4.2%	(160)%	113.9%	24.29
Cerner	31-Dec	\$21,42	21 22.4	% 20	0.1%	21.2%	32.0%	29.7%	30.3%	7.2	2% 5.2	2%	8.3%	3.5%	5.1%	11.39

Source: Edison Investment Research, Bloomberg (as at 3 September)

£611

€ 413

29.1%

15.3%

11.2%

11.6%

15.9%

14.5%

30.0%

20.4%

13.0%

11.6%

16.7%

15.0%

30.7%

21.1%

14.3%

12.4%

17.6%

16.0%

31.7%

22.1%

19.9%

14.8%

22.9%

21.4%

32.0%

25.3%

20.4%

15.3%

23.4%

22.9%

32.4%

26.2%

21.4%

16.3%

24.2%

23.8%

16.0%

4.0%

11.2%

4.2%

9.8%

9.2%

16.0%

11.3%

2.1%

11.3%

10.9%

22.9% (2.3)%

14.6%

8.3%

5.7%

6.7%

7.0%

10.7%

17.9%

(12.6)%

(14.6)%

6.9%

7.1%

16.7%

162%

29.0%

1.0%

44.4%

25.9%

16.5%

2.5%

20.0%

13.2%

12.9%

13.5%

30-Jun

31-Dec

31-Dec € 2,666

31-Mar \$1,470

Craneware

Nexus

Average

Median

CompuGroup

Quality Systems



£'000s	2014	2015	2016	2017	2018e	2019e	2020€
Year end 31 December							
PROFIT & LOSS	407.000	455.000	450 740	100.051	170 100	170.000	100.011
Revenue	137,639	155,898	158,712	160,354	170,420	176,280	183,644
Cost of Sales	(12,782)	(12,955)	(14,151)	(14,674)	(15,934)	(16,870)	(17,832)
Gross Profit	124,857	142,943	144,561	145,680	154,486	159,410	165,812
EBITDA	47,645	51,964	52,288	49,222	50,722	54,181	57,718
Operating Profit (before amort. of acq. intang, SBP and except.)	34,787	37,123	38,897	34,895	36,360	39,429	42,630
EMIS adjusted operating profit	32,639	36,553	38,753	37,406	37,336	39,257	42,689
Amortisation of acquired intangibles	(6,269)	(6,509)	(6,639)	(6,717)	(6,718)	(6,718)	(6,479)
Exceptionals	873	(18,500)	(6,714)	(16,988)	0	0	(4.000)
Share-based payments	(270)	(684)	(473)	(550)	(1,000)	(1,000)	(1,000)
Operating Profit	29,121	11,430	25,071	10,640	28,642	31,711	35,151
Net Interest	(543)	(449)	(237)	(299)	(50)	(300)	(300)
Profit Before Tax (norm)	34,206	36,625	39,159	35,192	36,946	39,765	42,966
Profit Before Tax (FRS 3)	28,540	10,932	25,333	10,937	29,228	32,047	35,487
Tax	(5,719)	(5,558)	(5,208)	(2,074)	(5,583)	(6,409)	(6,742)
Profit After Tax (norm)	27,617	29,801	32,175	27,989	29,557	31,812	34,802
Profit After Tax (FRS3)	22,821	5,374	20,125	8,863	23,645	25,638	28,744
Average Number of Shares Outstanding (m)	62.8	62.7	62.8	62.9	63.0	63.0	63.0
EPS - normalised & diluted (p)	42.8	46.0	49.4	43.1	45.2	48.7	53.2
EPS - EMIS adjusted & diluted (p)	39.4	45.1	49.2	47.0	46.7	48.4	53.3
EPS - FRS 3 (p)	35.3	7.2	30.4	12.8	35.9	39.0	43.8
Dividend (p)	18.4	21.2	23.4	25.8	28.4	29.8	31.4
Gross Margin (%)	90.7%	91.7%	91.1%	90.8%	90.7%	90.4%	90.3%
EBITDA Margin (%)	34.6%	33.3%	32.9%	30.7%	29.8%	30.7%	31.4%
Operating Margin (before GW and except.) (%)	25.3%	23.8%	24.5%	21.8%	21.3%	22.4%	23.2%
BALANCE SHEET	100 115	440.540	100.000	100.070	444.000	440,400	404.000
Fixed Assets	166,415	143,546	133,292	122,979	114,899	113,429	104,862
Intangible Assets	139,397	121,383	110,953	100,844	91,764	83,844	75,927
Tangible Assets	24,313	22,032	22,187	22,037	23,037	29,487	28,837
Other fixed assets	2,705	131	152	98	98	98	98
Current Assets	37,221	39,800	46,088	56,900	61,917	78,275	91,257
Stocks	1,550	1,206	1,815	1,633	1,633	1,633	1,633
Debtors	28,732	33,893	39,970	40,148	42,488	43,949	45,785
Cash	6,939	4,701	4,303	13,991	17,796	32,693	43,838
Current Liabilities	(67,665)	(63,819)	(56,158)	(65,131)	(57,329)	(61,300)	(63,778)
Creditors	(54,763)	(51,960)	(51,425)	(65,131)	(57,329)	(59,300)	(61,778)
Short term borrowings	(12,902)	(11,859)	(4,733)	(6.734)	(6.007)	(2,000)	(2,000)
Long Term Liabilities Long term borrowings	(21,063)	(12,481)	(9,080)	(6,734)	(6,827)	(13,109) (6,000)	(7,133)
Other long term liabilities	(5,854) (15,209)	(1,951) (10,530)	(9,080)	(6,734)	(6,827)		(4,000)
	,	,	,			(7,109)	,
Net Assets	114,908	107,046	114,142	108,014	112,659	117,294	125,208
CASH FLOW							
Operating Cash Flow	44,856	42,711	43,657	48,834	40,580	54,691	58,359
Net Interest	(445)	(422)	(324)	(356)	50	(200)	(200)
Tax	(5,247)	(6,896)	(7,655)	(8,139)	(6,168)	(7,671)	(12,140)
Capex	(15,161)	(14,058)	(12,084)	(11,342)	(13,000)	(13,000)	(13,000)
Acquisitions/disposals	(9,959)	(4,587)	(1,790)	329	0	0	0
Financing	(1,578)	492	881	571	(500)	(500)	(500)
Dividends	(10,792)	(14,532)	(14,006)	(15,476)	(17,157)	(18,424)	(19,373)
Net Cash Flow	1,674	2,708	8,679	14,421	3,805	14,897	13,146
Opening net debt/(cash)	13,491	11,817	9,109	430	(13,991)	(17,796)	(24,693)
HP finance leases initiated	0	0	0	0	0	(8,000)	0
Other	0	0	0	0	0	0	0
Closing net debt/(cash)	11,817	9,109	430	(13,991)	(17,796)	(24,693)	(37,838)



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