BASIC-FIT
PRESS RELEASE
FULL YEAR RESULTS 2018

BASIC-FIT REPORTS CONTINUED STRONG GROWTH IN 2018

Club rollout to accelerate further; around 125 club openings expected in 2019

FULL YEAR FINANCIAL HIGHLIGHTS

- Revenue increased by 23% to €402 million (2017: €326 million)
- Adjusted EBITDA increased by 24% to €124 million (2017: €100 million)
- Net earnings increased by 58% to €17.6 million (2017: €11.1 million)
- Adjusted net earnings[1] increased by 24% to €29.4 million (2017: €23.6 million)

FULL YEAR OPERATIONAL HIGHLIGHTS

- 108 net club openings, growing the network to 629 clubs (up 21% year on year)
- Total number of memberships increased to 1.84 million (up 21% year on year)
- Other revenue increased by 41% to €10.1 million (2017: €7.2 million) due to increased demand for personal training, day passes and online product sales

OUTLOOK 2019

- Strong club openings pipeline with more than 300 clubs
- Expect to open around 125 clubs in 2019
- Unchanged target of return on invested capital on mature clubs of at least 30%

Rene Moos, CEO Basic-Fit:

"We had a very successful year in which we delivered on our plans on all fronts, financially and operationally. We added a record 108 clubs to our network as we continue to build out our position as the largest and fastest growing fitness chain in Europe. Revenue and adjusted EBITDA increased by 23% and 24% respectively; a continuation of the strong growth we achieved in the prior years.

To add more value to our memberships we introduced a new membership structure in all countries of operation in December 2018. All membership options now include the Basic-Fit app as a standard. The development of joiners in the first two months of 2019 continued to be healthy and was according to our expectations. More than 20% of the new members have chosen the Premium membership.

The club openings pipeline continues to be well-filled. We will further accelerate the pace of club openings and expect to open around 125 clubs in 2019 and reach the 1,000 clubs mark in 2021. This acceleration enables us to also open more clubs in the Netherlands, Belgium and Spain. We will continue to be disciplined in following our strict site selection process and only open clubs when we expect them to reach a return on invested capital of at least 30%."

Note: Adjusted (club) EBITDA and adjusted net earnings are non-GAAP measures (see page 9)

[1] Net earnings adjusted for amortisation, exceptional items and one-offs and the related tax effects (25%)

FINANCIAL AND BUSINESS REVIEW

Key figures

In € millions	2018	2017	change
Total revenue	**401.8**	**325.8**	**23%**
Operating expenses	(224.8)	(181.9)	24%
Adjusted club EBITDA	**176.9**	**143.9**	**23%**
Total overhead expenses	(52.8)	(43.4)	22%
Adjusted EBITDA	**124.1**	**100.5**	**24%**
Exceptional items	(3.0)	(3.7)	-18%
EBITDA	**121.1**	**96.7**	**25%**
Depreciation & Amortisation	(89.4)	(75.4)	19%
Operating profit	**31.7**	**21.3**	**48%**
Finance cost	(9.3)	(8.2)	13%
Income tax	(4.8)	(2.0)	137%
Net result	**17.6**	**11.1**	**58%**
Adjusted net earnings*	***29.4***	***23.6***	***24%***
Adjusted EPS	***0.54***	***0.43***	***24%***

* *Before amortisation, exceptional items and one-offs and the related tax effects*
Totals are based on non-rounded figures

CLUB AND MEMBERSHIP DEVELOPMENT

Geographic club split

	Year-end 2017	Net openings 2018	Year-end 2018
Netherlands	152	9	161
Belgium	167	6	173
Luxembourg	9	1	10
France	160	92	252
Spain	33	0	33
Total	**521**	**108**	**629**

In 2018, we increased our network by a record 108 clubs – 110 openings and two mergers – to 629 clubs. We opened the vast majority of our new clubs in France, in line with our expansion strategy. The total number of net club openings of 108 compares to 102 new clubs in 2017.

In the year under review, we increased the number of Basic-Fit memberships by 21% to 1.84 million, from 1.52 million in 2017. This was mainly the result of the ramp-up of memberships at our immature clubs.

Geographic mature club split

	2018	2017
Netherlands	136	110
Belgium	136	108
Luxembourg	8	8
France	25	10
Spain	22	10
Total	**327**	**246**

In 2018 we had 327 mature clubs, the vast majority of which are in the Benelux. A club is considered mature if it is at least 24 months old at the start of the year. This number remains stable throughout the year, unless we close or merge mature clubs during the year.

REVENUE

Group revenue increased by 23% to €402 million in 2018 compared to €326 million in the previous year. This strong growth was the result of 23% higher fitness revenue and 41% higher other revenue. The continued expansion in the number of clubs in our network and the membership growth at our existing clubs were the main drivers for the increase in fitness revenue. The increase of other revenue was largely due to the further rollout of the personal trainer concepts, higher sales of day passes and webshop products. IFRS 15 came into effect on 1 January 2018, impacting the timing of revenue recognition. Without the adoption of IFRS 15, revenue would have been €2 million higher and the increase in revenue would have been 24%.

Geographic revenue split

In € millions	**2018**	**2017**	**change**
Netherlands	119.3	112.1	6%
Belgium	123.5	117.4	5%
Luxemburg	9.9	9.0	10%
France	126.1	66.0	91%
Spain	22.9	21.3	8%
Total revenue	**401.8**	**325.8**	**23%**

Totals are based on non-rounded figures

All countries showed solid revenue growth compared to 2017. The growth countries France and Spain combined increased revenue by 71% to €149 million. The Benelux segment increased by 6% to €253 million.

On a like-for-like basis, the 246 clubs that were mature in both 2017 and 2018 increased revenue by 1% to €196 million. The increase was the result of a stable number of members per club combined with a modest increase in the average revenue per member at these clubs.

The average revenue per member per month at all clubs was stable at €19.39, compared to €19.41 in 2017.

We introduced a new membership structure in December 2018, and now offer two clear value for money membership types, the Comfort and Premium. Both membership types allow people to work out in any of our clubs in Europe and enjoy all the benefits a Basic-Fit club has to offer: free virtual GXR group classes all day, free showers and lockers and free Wi-Fi. In addition, the Basic-Fit app, which was previously available as an add-on, is now included as a standard. A Premium membership offers members the option to bring a friend when they visit a club. On top of this, members can share the Premium membership with one other person in their household, who can take full advantage of all the benefits the Premium membership has to offer. The fee for a one-year Comfort membership is €19.99 per four weeks, while a Premium membership costs €29.99 per four weeks.

As a result of the inclusion of the Basic-Fit app in the memberships, the Pro-Coach app has disappeared as add-on. At that time, around 3% of our base paid €4.99 a month for the app. The sports water subscription remained in strong demand with 19% of our base paying for this add-on.

We believe it is important to maintain our low-cost proposition and further strengthen our long-term competitive position. To this end we will test an additional lower priced membership option in Spain this year. Based on the outcome of this pilot, we could decide to introduce this membership in another country as well in the future.

Other revenue consists of all revenue items that are not included in the membership fee and is primarily sales through vending machines, day passes, rental income from physiotherapists and personal trainers and income from our webshop and partner programme. In the year under review, we completed a successful pilot with vending machine partners in France and we will now also roll out the new vending machines there in 2019.

Our personal training model offers head trainers the exclusive rights to start their own business at one of our clubs. In return, we charge them a monthly fee for the use of the brand, the space and equipment and the connection to our members. We have personal trainers available in most of our clubs outside France and started to introduce the personal training concept in France in 2018. We now have more than 1,000 personal trainers in 375 clubs (292 clubs at year-end 2017).

ADJUSTED CLUB EBITDA AND EBITDA

At club level, adjusted club EBITDA increased by 23% to €177 million, up from €144 million in 2017. Total operating costs increased by 24% to €225 million, up from €182 million in 2017, while the adjusted club EBITDA margin remained stable at 44.0% (2017: 44.2%). The adjusted club EBITDA margin of the 327 mature clubs was 49.7% in 2018. The 246 mature clubs in 2017 reported an adjusted clubs EBITDA margin of 49.4%.

Overhead expenses increased by 22% to €52.8 million, up from €43.4 million in 2017. This was mainly due to the increase in international overhead and marketing costs. Marketing expenses increased due to the expansion into more regions in France and the first national advertising campaign in the country aimed at building our brand. International overhead increased due to the growth of our Customer Service department and the continued professionalisation of the company.

In the year under review, exceptional items amounted to €3.0 million and mainly related to the non-cash rental costs that we incur before a club is open for business. In addition, exceptional items include reorganisation costs and costs related to the retention shares plan awarded to key people at the time of the IPO. These costs were partly offset by a one-off insurance benefit of €0.8 million. Exceptional items totalled €3.7 million in 2017.

In 2018, adjusted EBITDA increased by 24% to €124 million, from €100 million in 2017. The adjusted EBITDA margin was 30.9% compared to 30.8% in 2017. Without the adoption of IFRS 15, adjusted EBITDA would have increased by 26% to €126 million representing an adjusted EBITDA margin of 31.2%.

OPERATING RESULT

The operating result (EBIT) increased by 48% to €31.7 million, up from €21.3 million in 2017. The strong increase was mainly due to the 25% higher EBITDA, combined with the relatively lower depreciation and amortisation costs as a percentage of revenue. Depreciation was €73.9 million (2017: €60.0 million) and includes €1.8 million in impairments related to club closures and relocations. Excluding the impairment, depreciation was €72.1 million and 18% as a percentage of revenue. Amortisation, which for €13.6 million related to the purchase price allocations, mainly from the time when Basic-Fit was partly acquired by 3i Investments Plc., remained stable at €15.5 million (2017: €15.4 million).

INTEREST

Total finance expenses were €9.3 million in 2018, compared to €8.2 million in 2017. In June, Basic-Fit successfully completed an amend and extend of its existing facilities agreement, taking advantage of current favourable market conditions. The facilities agreement now consists of a €250 million term loan and a €200 million revolving facility, increasing the aggregate amount by €100 million. As a result of the amendment, the maturities of both the term and revolving credit facilities have been extended to June 2023. In addition, Basic-Fit was able to reduce the margin on both facilities, reflecting Basic-Fit's strong financial performance over the past few years.

CORPORATE TAX

The corporate income tax expense for the year was €4.8 million representing an effective tax rate of 21.5%. Excluding the impact of future tax rate adjustments in the Netherlands and the recognition of previously unrecognised deferred tax assets the effective tax rate would have been 27.6%. In 2017, the corporate income tax expense was €2.0 million, representing an effective tax rate of 15%. Basic-Fit expects the effective tax rate to be a bit higher than 25% in 2019 due to the higher tax rates in the different countries outside the Netherlands, non-tax-deductible expenses like retention shares and specific French tax (CVAE) that increases with the growth of the number of clubs in that country.

ADJUSTED NET EARNINGS

Reconciliation net result to adjusted net earnings

In € millions	2018	2017
Net result	**17.6**	**11.1**
Amortisation	**15.5**	**15.4**
Exceptional items	**3.0**	**3.7**
Pre-opening costs	1.6	1.7
Transaction and other exceptional costs	1.5	2.0
One-off impairment	**0.8**	**0.0**
Tax effects (25%)	**(4.8)**	**(4.8)**
One-off tax effect due to change in tax rate local jurisdictions	**(1.4)**	**(2.2)**
One-off tax effect due to other (re)assessments of deferred taxes	**(1.4)**	**0.4**
Adjusted net earnings	**29.4**	**23.6**

Totals are based on non-rounded figures

Basic-Fit recorded a net profit of €17.6 million in 2018, up 58% from the €11.1 million recorded in 2017. Adjusted for amortisation, exceptional items and one-offs and the related tax effects, earnings were €29.4 million, an increase of 24% compared to the €23.6 million reported in 2017.

EQUITY

At year-end 2018, total equity was €327 million, compared to €317 million at year-end 2017. The €9.8 million improvement was mainly the result of the profit for the period partly being offset by the €8.4 million adjustment of the initial application of IFRS 15.

IFRS 16

Basic-Fit will apply IFRS 16 as of 2019 based on a full retrospective approach. Preliminary calculations indicate that the right-of-use assets at 31 December 2018 is expected to be in a range of €710 million to €740 million and the leases liabilities in a range of €760 million to €790 million. Taking into account the impact of IFRS 16 on other assets and liabilities and the impact of deferred taxes, the net downward impact on equity at 31 December 2018 is in a range of €20 million to €40 million.

Based on IFRS 16, the adjusted EBITDA 2018 will increase by €87 million due to lease payments from operating leases, previously being recognised in operating profit, being replaced by depreciation and interest expenses (in a range of €92 million to €102 million) which are excluded from adjusted EBITDA. Because of the strong growth profile of the company, the front-loading effect is exacerbated. The impact on profit before tax for 2018 is expected to decrease in the range of €5 million to €15 million.

The calculation of bank covenants is based on frozen GAAP and is therefore not influenced by the adoption of IFRS 16. Going forward we will report the leverage ratio based on the bank covenant definition.

Net debt

Net debt was €333 million at year-end 2018, compared to €282 million at year-end 2017. This increase was mainly due to the large number of club openings and the investments in maintaining the current club network, which cannot be financed from net cash flow from operating activities yet. The leverage ratio, based on the bank covenant definition, was 2.3 compared to 2.4 at year-end 2017.

WORKING CAPITAL

Working capital was €113 million negative, compared to €80.1 million negative at year-end 2017. Working capital includes lease incentives, which are part of non-current liabilities. As a percentage of revenue, working capital was minus 28% compared to minus 25% at year-end 2017. The decrease was mainly the result of the large number of club openings at the end of the year and the impact of IFRS 15 on deferred revenue (trade & other payables). Without the adoption of IFRS 15 working capital would have been minus 25% of revenue.

CAPITAL EXPENDITURE

Total capex in the year was €178 million in 2018, 10% higher than the reported €161 million in 2017. Expansion capex was €140 million, compared to €131 million in 2017.

Expansion capex includes expenses for the enlargement of existing clubs, expenses for clubs that are not open yet and small acquisitions; €13.3 million in 2018 versus €13.9 million in 2017. The initial capex per newly-built club (108 clubs – 110 openings minus two acquisitions) was an average of €1.17 million, compared with €1.14 million in 2017. This was mainly due to more expensive club openings in large

French cities. Regardless of the initial capex for a club, we only start building if we expect to achieve a return on invested capital (ROIC) of at least 30% at maturity.

Maintenance capex was €31.8 million in 2018, compared to €25.5 million in 2017. This increase was the result of the increased network. On average, we spent €55 thousand per club on maintenance, which compares to €54 thousand in the prior year and which is in line with our guidance.

Other capex amounted to €5.6 million and consisted primarily of investments in innovations, like the development of the smart camera solution and digital products like the GXR virtual group classes platform and the online coach. In addition, other capex included software and IT development expenses. In 2017, other capex was €5.4 million.

CASH FLOW

The cash flow pre-expansion capex, defined as adjusted EBITDA less maintenance capex was €92.3 million, an increase of 23% compared to the €74.9 million in 2017.

Net cash flow from operating activities amounted to €118 million, compared to €96.0 million in 2017. This sharp increase was largely due to the higher EBITDA and the cash inflow from working capital.

The net cash outflow from investing activities was €168 million, compared to €169 million in 2017.

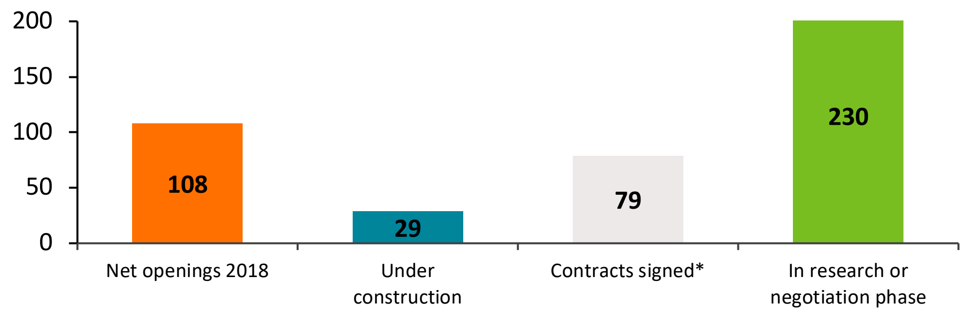
The net cash flow from financing activities was €42.0 million, compared to €69.1 million in 2017.

OUTLOOK

At the end of 2018, we had a pipeline of over 300 clubs with 29 clubs under construction, 79 contracts signed - which include clubs for which we are awaiting permit approval -, and 230 clubs for which we were in advanced negotiations with property owners or that are in the research phase.

Our club openings pipeline remains very well-filled and the growth opportunities in France and in the other countries remain strong. We will further accelerate the pace of club openings and expect to open around 125 clubs in 2019 and reach the 1,000 clubs mark in 2021.

Club openings pipeline (# clubs)



** Contracts signed includes sites for which we are awaiting permit approval*

-- END --

FOR MORE INFORMATION

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The annual report, including notes to the interim condensed consolidated financial statements will be available on Basic-Fit's corporate website COB 6 March.

AUDIO WEBCAST FULL YEAR 2018 RESULTS

Date and time: 6 March 2019 at 14.00 CET
corporate.basic-fit.com

Basic-Fit is listed on Euronext Amsterdam in the Netherlands
ISIN: NL0011872650 Symbol: BFIT

FINANCIAL CALENDAR

Q1 2019 trading update	18 April 2019
AGM	18 April 2019
H1 2019 results	23 July 2019

ABOUT BASIC-FIT

With 629 clubs, Basic-Fit is the largest fitness operator in Europe. We operate in five countries and in our clubs, more than 1.8 million members can work on improving their health and fitness. Basic-Fit operates a straightforward membership model and offers a high-quality, value-for-money fitness experience that appeals to the fitness needs of all active people who care about their personal health and fitness. A typical subscription costs €19.99 per four weeks and gives people access to all our clubs in Europe and all the benefits of the Basic-Fit App.

NOTES TO THE PRESS RELEASE

The financials are presented in millions of euros and all values are rounded to the nearest million unless otherwise stated. Change percentages and totals are calculated before rounding. As a consequence, rounded amounts may not add up to the rounded total in all cases.

This press release contains inside information within the meaning of Article 7(1) of the EU Market Abuse Regulation.

NON-IFRS FINANCIAL MEASURES

The financial information in this report includes non-IFRS financial measures and ratios (e.g. adjusted club EBITDA, adjusted EBITDA, exceptional items, adjusted net earnings and net debt) which are not recognised measures of financial performance or liquidity under IFRS. In addition, certain other operational data, such as the number of clubs, number of members and number of countries in which Basic-Fit is present, are disclosed. The non-IFRS financial measures presented are measures used by management to monitor the underlying performance of the business and operations and, have therefore not been audited or reviewed. Furthermore, they may not be indicative of the historical operating results, nor are they meant to be predictive of future results. These non-IFRS measures are presented because they are considered important supplementary measures of Basic-Fit's performance, and we believe that these and similar measures are widely used in the industry in which Basic-Fit operates as a way to evaluate a company's operating performance and liquidity. Not all companies calculate non-IFRS financial measures in the same manner or on a consistent basis. As a result, these measures and ratios may not be comparable to measures used by other companies under the same or similar names.

Term	Definition
Adjusted club EBITDA	Profit (loss) before overhead, interest, taxes, depreciation and amortisation, and before exceptional expenses
Adjusted club EBITDA margin	Adjusted club EBITDA divided by revenue
Adjusted EBITDA	Profit (loss) before interest, taxes, depreciation and amortisation, and before exceptional expenses
Adjusted EBITDA margin	Adjusted EBITDA divided by revenue
EBITDA	Profit (loss) before interest, taxes, depreciation and amortisation
EBITDA margin	EBITDA divided by revenue
EBIT	Earnings before interest and taxes
Adjusted net earnings	Net earnings adjusted for amortisation, exceptional items and the releated tax effects
Adjusted EPS	Adjusted earnings divided by the weighted average number of diluted shares

FORWARD-LOOKING STATEMENTS / IMPORTANT NOTICE

Some statements in this press release may be considered 'forward-looking statements'. By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that may occur in the future. These forward-looking statements involve known and unknown risks, uncertainties and other factors that are outside of our control and impossible to predict and may cause actual results to differ materially from any future results expressed or implied. These forward-looking statements are based on current expectations, estimates, forecasts, analyses and projections about the industry in which we operate and management's beliefs and assumptions about possible future events. You are cautioned not to put undue reliance on these forward-looking statements, which only express views as at the date of this press release and are neither predictions nor guarantees of possible future events or circumstances. We do not undertake any obligation to release publicly any revisions to these forward-looking statements to reflect events or circumstances after the date of this press release or to reflect the occurrence of unanticipated events, except as may be required under applicable securities law.

Consolidated statement of comprehensive income

Consolidated statement of profit or loss

For the year ended 31 December (in € x 1,000)	2018	2017
Revenue	**401,784**	**325,831**
Costs of consumables used	(6,395)	(3,683)
Employee benefits expense	(70,834)	(61,775)
Depreciation, amortisation and impairment charges	(89,401)	(75,398)
Other operating income	1,921	922
Other operating expenses	(205,396)	(164,555)
Operating profit	**31,679**	**21,342**
Finance income	66	9
Finance costs	(9,340)	(8,195)
Finance costs - net	**(9,274)**	**(8,186)**
Profit (loss) before income tax	22,405	13,156
Income tax	(4,811)	(2,029)
Profit for the year	**17,594**	**11,127**

Earnings per share for profit attributable to the ordinary equity holders of the company:

Basic earnings per share (in €)	0.32	0.20
Diluted earnings per share (in €)	0.32	0.20

For the year ended 31 December (in € x 1,000)	2018	2017
Profit for the year	**17,594**	**11,127**

Other comprehensive income

Items that may be reclassified to profit or loss		
Cash flow hedges	480	634
Deferred tax on cash flow hedges	(120)	(159)
Other comprehensive income for the year net of tax	**360**	**475**
Total comprehensive income for the year	**17,954**	**11,602**

Consolidated statement of financial position

At 31 December (in € x 1,000)	2018	2017
Assets		
Non-current assets		
Goodwill	187,351	187,351
Other intangible assets	73,171	82,372
Property, plant and equipment	521,758	424,420
Deferred tax assets	6,477	6,264
Receivables	3,621	2,645
Total non-current assets	**792,378**	**703,052**
Current assets		
Inventories	3,048	1,226
Income tax receivable	3,151	-
Trade and other receivables	28,080	25,654
Cash and cash equivalents	5,626	13,033
Total current assets	39,905	39,913
Total assets	**832,283**	**742,965**
Equity		
Share capital	3,280	3,280
Share premium	358,360	358,360
Other capital reserves	2,105	1,344
Retained earnings	(36,678)	(45,313)
Cash flow hedge reserve	-	(360)
Total equity	**327,067**	**317,311**
Liabilities		
Non-current liabilities		
Borrowings	338,662	294,568
Derivative financial instruments	1,068	325
Deferred tax liabilities	16,742	16,756
Other non-current liabilities	18,005	13,110
Provisions	2,721	3,592
Total non-current liabilities	**377,198**	**328,351**
Current liabilities		
Trade and other payables	126,168	93,913
Current income tax liabilities	832	1,721
Current portion of borrowings	-	20
Derivative financial instruments	-	567
Provisions	1,018	1,082
Total current liabilities	**128,018**	**97,303**
Total liabilities	**505,216**	**425,654**
Total equity and liabilities	**832,283**	**742,965**

Consolidated statement of changes in equity

Attributable to equity owners of Basic-Fit N.V.

For the year ended 31 December (in € x 1,000)	**Share capital**	**Share premium**	**Treasury shares**	**Other capital reserves**	**Retained earnings**	**Cash flow hedge reserve**	**Total equity**
Balance – 1 January 2017	3,280	358,360	-	729	(56,457)	(835)	305,077
Comprehensive income:							
Profit for the period	-	-	-	-	11,127	-	11,127
Other comprehensive income	-	-	-	-	-	475	475
Total comprehensive income for the period	**-**	**-**	**-**	**-**	**11,127**	**475**	**11,602**
Equity-settled share-based payments	-	-	-	1,410	-	-	1,410
Purchase of treasury shares	-	-	(869)	-	-	-	(869)
Exercised share-based payments an sale of remaining treasury shares	-	-	869	(795)	17	-	91
Transactions with owners recognised directly in equity	**-**	**-**	**-**	**615**	**17**	**-**	**632**
Balance – 31 December 2017	**3,280**	**358,360**	**-**	**1,344**	**(45,313)**	**(360)**	**317,311**
Balance – 1 January 2018	**3,280**	**358,360**	**-**	**1,344**	**(45,313)**	**(360)**	**317,311**
Adjustment on initial application of IFRS 15 (net of tax)	-	-	-	-	(8,432)	-	(8,432)
Adjusted balance – 1 January 2018	**3,280**	**358,360**	**-**	**1,344**	**(53,745)**	**(360)**	**308,879**
Comprehensive income:							
Profit for the period	-	-	-	-	17,594	-	17,594
Other comprehensive income	-	-	-	-	-	360	360
Total comprehensive income for the period	**-**	**-**	**-**	**-**	**17,594**	**360**	**17,954**
Equity-settled share-based payments	-	-	-	1,486	-	-	1,486
Purchase of treasury shares	-	-	(665)	-	-	-	(665)
Exercised share-based payments	-	-	665	(725)	(527)	-	(587)
Transactions with owners recognised directly in equity	**-**	**-**	**-**	**761**	**(527)**	**-**	**234**
Balance – 31 December 2018	**3,280**	**358,360**	**-**	**2,105**	**(36,678)**	**-**	**327,067**

Consolidated statement of cash flows

For the year ended 31 December (in € x 1,000)	2018	2017
Cash flows from operating activities		
Profit before income tax	**22,405**	**13,156**
Non-cash adjustments to reconcile profit before tax to net cash:		
Depreciation and impairment of property, plant and equipment	73,896	60,009
Amortisation and impairment of intangible assets	15,505	15,389
Share-based payment expense	1,486	1,410
Gain on disposal of property, plant and equipment	(132)	(222)
Finance income	(66)	(9)
Finance costs	9,340	8,195
Movements in provisions	(935)	(886)
Working capital adjustments:		
Increase in Inventories	(1,823)	(414)
Increase in trade and other receivables	(2,682)	(6,050)
Increase in trade and other payables	14,864	13,186
Cash generated from operations	**131,858**	**103,764**
Interest received	66	9
Interest paid	(8,245)	(7,444)
Income tax paid	(5,746)	(363)
Net cash flows from operating activities	**117,933**	**95,966**
Cash flows from investing activities		
Proceeds from sale of property, plant and equipment	234	2,780
Purchase of property, plant and equipment	(160,082)	(162,190)
Purchase of other intangible assets	(6,161)	(4,203)
Acquisition of a subsidiary, net of cash acquired	(634)	(5,252)
Repayment of loans granted	94	27
Investments in other financial fixed assets	(814)	(610)
Net cash flows used in investing activities	**(167,363)**	**(169,448)**
Cash flows from financing activities		
Proceeds from borrowings	45,003	72,497
Repayments of borrowings	(20)	(2,193)
Financing costs paid	(1,710)	(375)
Purchase less sale treasury shares and exercised share-based payments	(1,250)	(779)
Net cash flows from financing activities	**42,023**	**69,150**
Net (decrease)/increase in cash and cash equivalents	**(7,407)**	**(4,332)**
Cash and cash equivalents at 1 January	13,033	17,365
Cash and cash equivalents at 31 December	**5,626**	**13,033**