McBride plc

Sustained private label momentum

20 January 2026

McBride's H126 trading update confirms that demand for private label cleaning products remains at high levels, with volume growth of 0.4% and total sales growth of 0.8%. Moreover, McBride continues to win new contracts leading to management's confidence in achieving FY26E expectations of Adj. EBIT of c.£64m, being the third year of c.£65m Adj. EBIT. Having announced a £20m share buyback last November we raise our Adj. EPS forecasts by 7%-8%. Yet despite rallying c.30% since November the stock is still trading on only 5.7x cal 2026 PER and we see scope for a significant rerating towards our 235p Fair Value (equivalent to a c.6% cal 26 FCF yield). For more detail on why the group's low valuation is an anomaly among the consumer sector please see our recent initiation "McBride: Proudly, profitably, private label".

H126 revenue +0.8% as private label volumes continue to edge up

High levels of private label penetration were sustained across Europe's largest markets in McBride's H126 and despite some pressure on average selling prices, profitability has been sustained through product engineering and excellent cost control and service. H126 Adj. EBIT is anticipated to be just slightly behind the strong £32m achieved in H125, and with new contract wins across divisions underpinning the positive outlook for H226 (and beyond), management is confident in meeting consensus expectations for FY26E of c.£64m Adj. EBIT.

High 30%+ ROCE at odds with low valuation; Fair Value 235p per share

As a result of the group's improved profitability, ROCE has sustained a jump to 32%-33% and net debt is only 1.4x EBITDA. Dividends were reinstated in FY25, and the company has announced a £20m share buy-back for FY26E. Yet despite the recent rally, McBride is still trading on only c.5.7x cal 26 PER, **significantly below the rest of the consumer sector.**

Key financials & valuation metrics

Year to 30 June (£m)	2024	2025	2026E	2027E	2028E
Revenue	934.8	926.5	928.7	941.7	961.3
Revenue growth (%)	*5.2*	*-0.9*	*0.2*	*1.4*	*2.1*
Adj. EBITDA	87.1	85.8	87.0	89.3	90.9
Adj. EBIT	67.1	66.1	66.6	68.2	69.1
Adj. PBT	53.1	54.9	56.6	58.2	59.8
Adj. PBT margin (%)	*5.7*	*5.9*	*6.1*	*6.2*	*6.2*
Adj. diluted EPS (p)	21.7	21.1	25.0	25.7	26.4
Dividend per share (p)	0.0	3.0	3.6	3.7	3.8
Adj. operating free cashflow	81.7	93.9	82.9	85.0	86.6
Free cashflow	36.3	28.9	23.8	24.7	26.1
Net cash / (debt) /Adj. EBITDA (x)	(1.5)	(1.2)	(1.3)	(1.1)	(0.9)
EV / Sales (x, calendarised)		0.4	0.4	0.4	
PER (x, calendarised)		6.2	5.7	5.5	
Dividend yield (%, calendarised)		2.3	2.5	2.6	
Free cashflow yield (%, calendarised)		10.3	9.4	9.9	

Source: Company data, Equity Development, Priced as at 19 January 2026

Company data

EPIC	MCB
Price (last close)	143.8p
52 weeks Hi/Lo	161p/106p
Market cap	£254m
ED Fair Value / share	235p
Net cash / (debt) 2026E	£(114m)
Avg. daily volume (3m)	473k

Share price, p

Source: Investing.com

Description

McBride plc ("McBride") is the European market leader in private label household cleaning products. It manufactures from 14 factories, 12 across Europe and one each in Malaysia and Vietnam and supplies 90% of the top 50 European grocery retailers, generating £927m revenues in FY25.

Next event

1H26 results 24 February 2026

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McBride: Overview of investment attractions

Investment Highlights

- McBride is the European market leader in private label household cleaning products with a c.30% market share, c. 2x its nearest competitor. The company is proud of its reputation for expertly making everyday value cleaning products.
- The group has recovered from unprecedented high-cost inflation in 2022 and grown revenues to over £900m and adj. operating profits to over £65m in both FY24 and FY25 (a c.7% operating margin).
- Private-label penetration of the European market has stabilised at c.35% of volumes but there are growth opportunities for McBride from product innovation, winning new contracts and building share in certain product markets (e.g. Laundry) and geographies (e.g. Germany and Spain).
- McBride has a strong focus on sustainability and innovation to reduce carbon and non-recyclable packaging. As such, McBride is the only major private label players signed up to science-based targets ("SBT").

Risk Factors

- Rapid high-cost inflation, though having been through this in 2022 and introduced input cost hedges and quarterly pricing reviews there would be less of a time lag between passing cost inflation on in prices now.
- Irrational competitive pricing behaviour, from either branded producers or smaller private label producers.
- Loss of a major contract with a large supermarket chain (though McBride has over 150 customers and the top 10 customers account for only 53% of revenues).
- Supply chain disruption, leading to a drop in customer service levels ("CSL") though having 14 factories across Europe and Asia diversifies this risk.
- Technology disruption, though the roll out of the latest ERP software is progressing to plan.
- Brand reputation risk, for product health or sustainability issues or other reasons.

Forecast Drivers

- The group's tailored divisional strategies and investment plans underpin our group revenue growth of 1%-2% FY26E-FY28E which is a mix of volume growth and price investment/product mix. Management's aim is 2% revenue growth p/a.
- Management's Transformation and Excellence programme to save £50m over 5 years, leading to annualised £17m cost savings, is back-end weighted to FY27E/FY28E. We forecast this will offset cost headwinds and lead to a stable 7.2% operating margin FY26E-FY28E. Each £1m of cost savings retained could boost operating profit by c.1.5%.
- We forecast almost 100% conversion of Adj. EBITDA to adj. operating free cashflow of c.£85m (FY26E-FY28E). This funds capex of c.£30m, the reinstated dividend, a £20m share buy-back and a further fall in net debt to < 1x Adj. EBITDA in FY28E (pre acquisitions and any further buybacks).

Valuation Overview

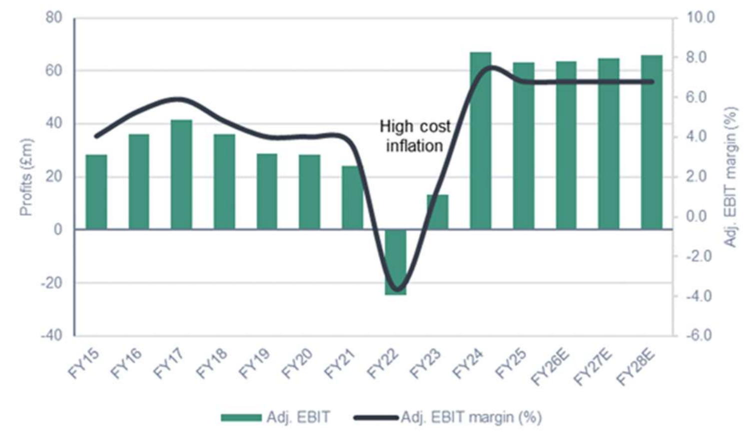
- McBride is trading on only 0.4x EV/Revenues, 4x EV / Adj. EBITDA and c.5.7x Adj. PER and offers a c.9.5% FCF yield (our forecasts, all Calendar 2026E – "cal 2026E") despite offering a high ROCE.
- This is very low end of McBride's historic trading range (average PER 13.6x for 2019-2024 excluding 2021/2022 losses) and is significantly lower than other consumer stocks. We expect McBride to rerate as investor confidence in maintaining existing profitability grows.
- As McBride has no direct comparable companies we take a wide basket of 16 consumer stocks, split into three groups, and conclude McBride's fair value should at least equate to 6x EV/EBITDA and a 6% FCF yield (cal 2026). **Hence, we reiterate our Fair Value of 235p per share.**

A profitable and cashflow generative market leader in private label household cleaning

Over 9% Adj. EBITDA margin driving cashflow

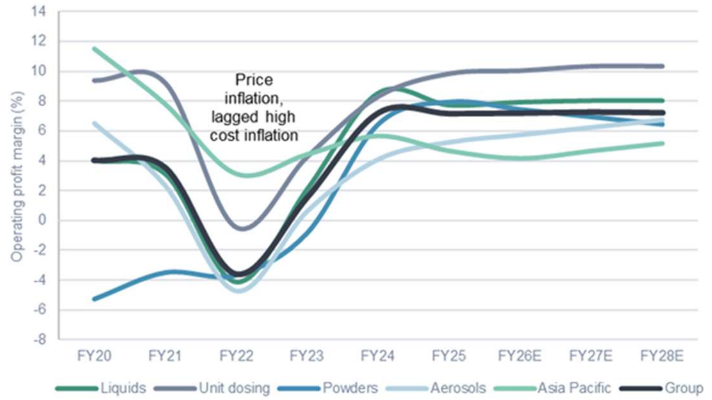
- McBride's robust business model, generating revenues of c.£700m and adj. operating profits of c.£24m-£42m FY15-FY21, faltered in 2022 as high cost-inflation led to temporary operating losses.
- However, from that difficult period has grown a bigger, more profitable business with revenues of over £900m and adj. operating profits of over £65m in FY24 and FY25 (and on track for c.£64m in FY26E).
- The company's "Compass" strategy for each of its five divisions and its Transformation and Excellence cost saving plans, backed by investment in technology and data, have already yielded results, with more to come.
- We forecast c.100% conversion from Adj. EBITDA to adj. operating cashflow of over £80m p/a (FY26E-FY28E) allowing for c.£30m capex investment p/a, the return of dividends, and share buy-backs or net debt reductions.

A new level of c.£65m Adj. operating profit



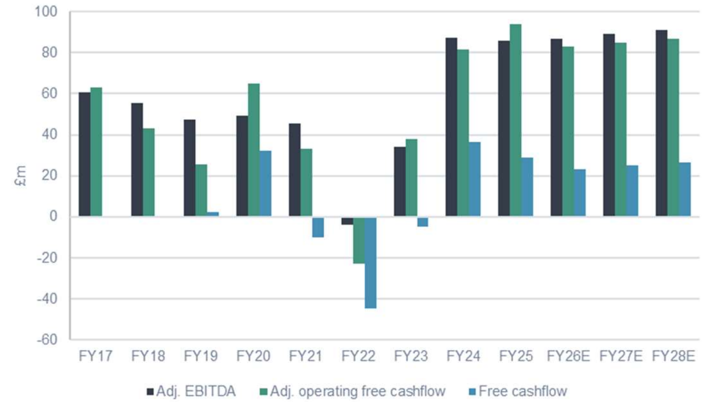
Source: Company data, Equity Development

Tailored divisional strategies driving higher profit margins



Source: Company data, Equity Development

Very high conversion of profits to cash



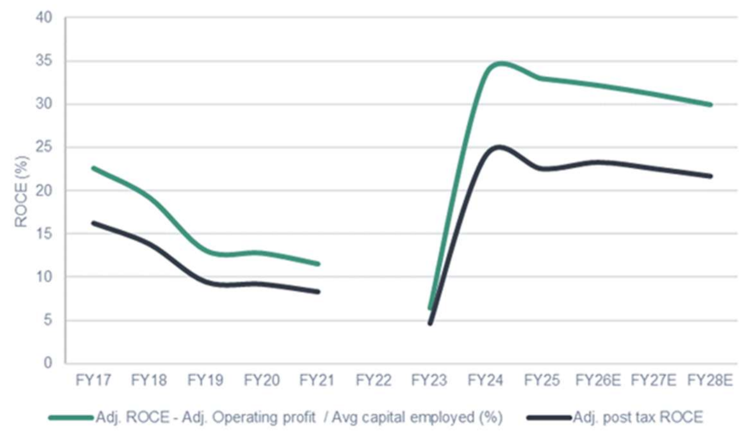
Source: Company data, Equity Development

A high-returning and undervalued business

Trading significantly below our 235p fair value

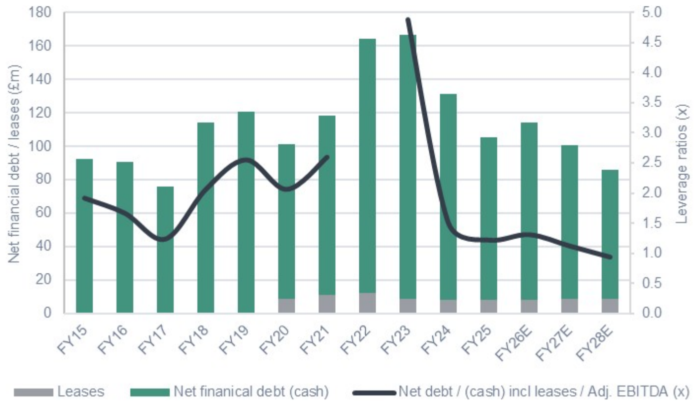
- With the recovery in profits, alongside strategic investment in facilities and technology, has come a step change in return on capital employed ("ROCE") to c.32%-33% (adj. operating profits / adj. capital employed) in FY24 and FY25, above management's internal target of 25%.
- Adj. return on equity ("ROE") is also very high (at 40% in FY24 and 32% in FY25), coming down because equity has risen as net debt has fallen significantly – to only 1.2x Adj. EBITDA in FY25.
- Yet despite improving profitability, deleveraging, reinstating a dividend and announcing a £20m share buy-back, McBride only trades on 0.4x cal 2026 EV/Revenues and c.5.7x cal 2026 PER.
- Our Fair Value of 235p per share equates to 0.6x EV/Revenues, c.6x EV/Adj. EBITDA, c.9x PER and c.6% FCF yield (all cal 2026).

Adj. ROCE has leapt to over 30%, above 25% target



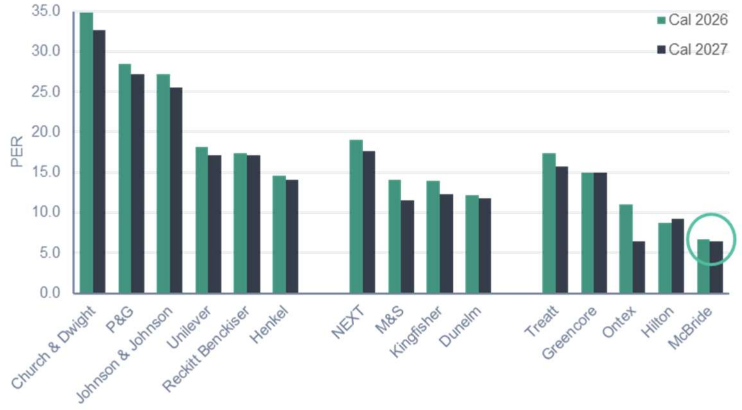
FY22 was loss-making; Source: Company data, Equity Development

Net debt / Adj. EBITDA only 1.3x and forecast to fall further



Source: Company data, Equity Development

Undervalued versus a wide range of consumer stocks



Source: Koyfin for consensus estimates, Equity Development

Management confident in meeting FY26E profit expectations of c.£64m EBIT

- H126 Adj. EBIT is expected to be slightly behind the strong £32m achieved in H125 (a 6.8% margin). However, with new business wins underpinning the outlook for H226, management is confident in sustaining a third year of Adj. EBIT around £65m.
- Given management's confidence in H226E and meeting FY26E expectations, we make no changes to our revenue or EBIT forecasts at this stage. We do factor in the £20m share buy back and c.£5m of EBT share purchases which raises Adj. diluted EPS by 7%-8% and net debt (including leases) to c.£115m for FY26E.
- We do not at this stage forecast further share buy-backs (beyond those for the EBT) from FY27E, though we note the substantial free cashflow of c.£25m p/a, and relatively low levels of net debt (1.3x FY26E) would potentially allow for greater shareholder returns.

Upgrades to group Adj. EPS forecasts on £20m share buy-back, announced in November

	New forecasts			Old forecasts			% change		
Year-end 30 Jun (£m)	**2026E**	**2027E**	**2028E**	**2026E**	**2027E**	**2028E**	**2025E**	**2026E**	**2027E**
Group Revenue	928.7	941.7	961.3	928.7	941.7	961.3	0	0	0
Revenue growth (%)	*0.2*	*1.4*	2.1	*0.2*	1.4	2.1			
Adj. PBT	56.6	58.2	59.8	56.6	58.8	60.5	0	-1	-1
Adj. PBT margin (%)	*6.1*	*6.2*	*6.2*	*6.1*	*6.2*	*6.3*			
Adjusted diluted EPS (p)	25.0	25.7	26.4	23.1	24.0	24.7	8	7	7
Adj. EPS growth (%)	*18.5*	*2.9*	*2.7*	*9.6*	*4.0*	*2.8*			
DPS (p)	3.6	3.7	3.8	3.3	3.4	3.5			
Capex	30.0	30.0	30.0	30.0	30.0	30.0	0	0	0
Free cashflow	23.8	24.7	26.1	23.8	25.1	26.6	0	-2	-2
Net financial cash / (debt)	(106.0)	(92.2)	(77.1)	(81.4)	(64.6)	(46.4)	30	43	66
Total net cash /(debt) incl leases	(114.4)	(100.7)	(85.7)	(89.8)	(73.0)	(55.0)	27	38	56
Net financial cash / (debt) / Adj. EBITDA (x)	(1.2)	(1.0)	(0.8)	(0.9)	(0.7)	(0.5)			
Total net cash / (debt) / Adj. EBITDA (x)	(1.3)	(1.1)	(0.9)	(1.0)	(0.8)	(0.6)			

Source: Company data, Equity Development

Financial Forecast tables

Divisional revenue analysis								
Year-end 30 June (£m)	**2021A**	**2022A**	**2023A**	**2024A**	**2025A**	**2026E**	**2027E**	**2028E**
Liquids	376.1	383.9	497.9	532.8	529.6	529.6	534.9	545.6
Unit dosing	181.5	171.5	234.2	233.6	228.9	228.9	231.2	233.5
Powders	66.3	68.6	85.9	92.8	85.5	81.2	78.0	76.4
Aerosols	34.0	31.9	46.2	50.9	58.9	66.6	74.5	82.0
Asia Pacific	24.4	22.4	24.8	24.7	23.6	22.4	23.1	23.8
Total revenue	**682.3**	**678.3**	**889.0**	**934.8**	**926.5**	**928.7**	**941.7**	**961.3**
Group revenue growth (%)	(3.4)	(0.6)	31.1	5.2	(0.9)	*0.2*	*1.4*	*2.1*
Group FX impact (%)	0.6	(3.5)	2.7	(1.0)	(1.6)	0	0	0
Liquids	(2.5)	5.6	27.3	7.7	0.9	0.0	1.0	2.0
Unit dosing	(1.8)	(1.9)	33.9	0.7	(0.3)	0.0	1.0	1.0
Powders	(15.9)	7.2	22.7	9.2	(6.0)	(5.0)	(4.0)	(2.0)
Aerosols	(4.2)	(2.1)	40.8	11.6	18.3	13.0	12.0	10.0
Asia Pacific	(5.4)	(6.7)	6.9	8.3	(5.6)	(5.0)	3.0	3.0
Total revenue growth, ex FX (%)	**(4.0)**	**2.9**	**28.4**	**6.2**	**0.7**	**0.2**	**1.4**	**2.1**
Liquids			5.0	6.6	3.5	2.0	3.0	4.0
Unit dosing			13.2	6.2	2.4	2.0	3.0	3.0
Powders			(9.5)	(3.9)	(4.4)	(3.0)	(2.0)	0.0
Aerosols				6.6	21.4	15.0	10.0	10.0
Asia Pacific				9.0	6.3	0.0	5.0	5.0
Sales volume growth (%)			**5.6**	**5.7**	**4.3**	**2.3**	**3.1**	**3.9**
Implied group price/mix effect (%)			**22.8**	0.5	(3.6)	(2.1)	(1.7)	(1.8)

Source: Company data, Equity Development

- We forecast the £17m p/a cost saving programme underpins at least a stabilisation of group margin at c. 7%, though management's medium term margin ambitions are higher. At the group's 2024 capital markets event, management set out medium term operating margin targets of: 7%-10% for Liquids; 8%-11% for Unit dosing; 4%-7% for Powders; 7%-10% for Aerosols and 9%-12% for Asia-Pacific. FY26E is the third year of the 5-year cost savings programme with the savings back-end weighted to years 4 / 5 (i.e. FY27E / FY28E). For every £1m of cost saving that is retained to profit, operating profit increases by 1.5%.

Divisional operating profit analysis

Year-end 30 June (£m)	**2021A**	**2022A**	**2023A**	**2024A**	**2025A**	**2026E**	**2027E**	**2028E**
Liquids	11.7	(15.9)	10.5	45.6	41.0	42.1	43.0	43.9
Unit dosing	16.7	(0.8)	10.0	19.4	22.5	23.0	23.9	24.1
Powders	(2.3)	(2.5)	(0.7)	6	6.8	6.1	5.4	4.9
Aerosols	0.8	(1.5)	0.3	2.1	3.1	3.8	4.7	5.5
Asia Pacific	1.9	0.7	1.1	1.4	1.1	0.9	1.1	1.2
Corporate costs	(4.7)	(4.5)	(7.7)	(7.4)	(8.4)	(9.3)	(9.9)	(10.6)
Total operating profit	**24.1**	**(24.5)**	**13.5**	**67.1**	**66.1**	**66.6**	**68.2**	**69.1**
Liquids	3.1	(4.1)	2.1	8.6	7.7	7.9	8.0	8.0
Unit dosing	9.2	(0.5)	4.3	8.3	9.8	10.0	10.3	10.3
Powders	(3.5)	(3.6)	(0.8)	6.5	8.0	7.5	7.0	6.5
Aerosols	2.4	(4.7)	0.6	4.1	5.3	5.8	6.3	6.8
Asia Pacific	7.8	3.1	4.4	5.7	4.7	4.2	4.7	5.2
Corporate	(0.7)	(0.7)	(0.9)	(0.8)	(0.9)	(1.0)	(1.1)	(1.1)
Total operating profit margin (%)	**3.5**	**(3.6)**	**1.5**	**7.2**	**7.1**	**7.2**	**7.2**	**7.2**
Liquids				37.8	40.5			
Unit dosing				32.8	35.4			
Powders				21.5	30.0			
Aerosols				17.7	23.1			
Asia Pacific				15.9	15.1			
Adjusted ROCE*	**11.5**	**(11.5)**	**6.4**	**33.5**	**33.0**	**32.2**	**31.2**	**30.0**

*Note: * Adj. Operating profit / Average capital employed (%); Source: Company data, Equity Development*

- We forecast 0%-2% revenue growth FY26E-FY28E comprising 2%-4% volume growth offset by pricing investment/mix of c.2%. Management's ambition is 2% organic revenue growth p/a with medium term volume growth of 4% in Liquids; 3%-4% in Unit dosing; flat volumes in Powders, over 10% volume growth in Aerosols and 8% volume growth in Asia-Pacific.
- We forecast c.1%-2% p/a operating profit growth, with upside if costs savings are not reinvested in the business. We do not anticipate exceptional costs, though some may occur from further transformation activities.
- We forecast 3%-4% p/a Adj. PBT growth from operating profit growth and financial deleveraging. We forecast Adj. EPS growth is c.18.5% in FY26E due to a lower tax rate and the £20m share buy back, and c.3% p/a thereafter.

Key group growth and margin metrics

Year-end 30 June	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Revenue growth (%)	(3.4)	(0.6)	31.1	5.2	(0.9)	0.2	1.4	2.1
Gross profit growth (%)	(2.9)	(19.5)	38.2	32.0	(1.7)	0.2	1.4	2.1
Adj. EBITDA growth (%)	(7.3)	n/m	n/m	155	(1.5)	1.4	2.7	1.8
Adj. Operating profit (%)	(14.8)	n/m	n/m	397	(1.5)	0.7	2.4	1.4
Adj. PBT growth (%)	(17.8)	n/m	n/m	n/m	3.4	3.0	4.0	2.8
Adj. EPS growth (%)	23.0	n/m	n/m	n/m	(2.7)	18.5	2.9	2.7
DPS growth (%)						18.5	2.9	2.7
Gross profit margin (%)	34.7	28.1	29.7	37.2	36.9	36.9	36.9	36.9
Adj. EBITDA margin (%)	6.7	(0.5)	3.8	9.3	9.3	9.4	9.5	9.5
Adj. Operating margin (%)	3.5	(3.6)	1.5	7.2	7.1	7.2	7.2	7.2
Adj. PBT margin (%)	2.9	(4.4)	0.0	5.7	5.9	6.1	6.2	6.2
Distribution costs / revenues (%)	8.2	9.5	8.8	8.7	9.2	9.2	9.2	9.2
Administrative costs / revenues (%)	23.0	21.9	18.9	21.0	20.6	20.5	20.5	20.5
Op costs incl D&A / revenues (%)	32.5	32.1	28.5	30.3	30.2	29.8	29.7	29.7
D&A / revenues (%)	3.1	3.1	2.3	2.1	2.1	2.2	2.2	2.3
Op costs excl D&A / revenues (%)	28.1	28.7	25.8	27.9	27.7	27.6	27.4	27.5
Tax rate (adj.) (%)	-5.5	31.4	n/m	27.9	31.5	27.5	27.5	27.5

Source: Company data, Equity Development

- We forecast Group Adj. PBT rising to c.£60m by FY28E, a CAGR of 3%, and Adj. EPS rising to 26.4p in FY28E, a CAGR of 8%.

Income statement

Year-end 30 June (£m)	**2021A**	**2022A**	**2023A**	**2024A**	**2025A**	**2026E**	**2027E**	**2028E**
Group revenue	**682.3**	**678.3**	**889.0**	**934.8**	**926.5**	**928.7**	**941.7**	**961.3**
Cost of sales	(445.3)	(487.5)	(625.4)	(586.9)	(584.4)	(585.8)	(594.0)	(606.3)
Gross profit	237.0	190.8	263.6	347.9	342.1	**342.9**	**347.7**	**354.9**
Distribution costs	(56.0)	(64.3)	(77.9)	(81.3)	(85.5)	(85.7)	(86.9)	(88.7)
Administrative costs	(156.6)	(148.8)	(168.4)	(196.3)	(190.5)	(190.7)	(192.6)	(197.1)
Impairment losses / losses on PPE disposal	(0.3)	(2.2)	(3.8)	(3.2)	0.0	0.0	0.0	0.0
Add back: D&A	21.4	20.9	20.6	20.0	19.7	20.4	21.1	21.8
Operating costs, Adj. ex D&A	(191.5)	(194.4)	(229.5)	(260.8)	(256.3)	(255.9)	(258.4)	(264.1)
Adj. EBITDA	**45.5**	**(3.6)**	**34.1**	**87.1**	**85.8**	**87.0**	**89.3**	**90.9**
Depreciation & amortisation	(21.4)	(20.9)	(20.6)	(20.0)	(19.7)	(20.4)	(21.2)	(21.8)
Adj. Operating profit	**24.1**	**(24.5)**	**13.5**	**67.1**	**66.1**	**66.6**	**68.2**	**69.1**
Finance costs	(4.2)	(5.1)	(13.2)	(14.0)	(11.2)	(10.0)	(9.9)	(9.3)
Adj. PBT	**19.9**	**(29.6)**	**0.3**	**53.1**	**54.9**	**56.6**	**58.2**	**59.8**
Amortisation of acquired intangible assets	(2.4)	(2.6)	(2.4)	(2.0)	(1.9)	(1.9)	(1.9)	(1.9)
Impairment losses / losses on PPE disposal		2.8						
Exceptional operating costs	(6.2)	(2.4)	(0.8)	(0.8)	(4.0)	0.0	0.0	0.0
Exceptional finance costs		(3.5)	(12.2)	(3.8)	0.0	0.0	0.0	0.0
PBT	11.3	(35.3)	(15.1)	46.5	49.0	54.7	56.3	57.9
Tax	2.7	11.3	3.6	(13.2)	(15.8)	(15.6)	(16.0)	(16.4)
Adj. PAT	21.0	(20.3)	(0.0)	38.3	37.6	41.0	42.2	43.4
Reported PAT	14.0	(24.0)	(11.5)	33.3	33.2	39.1	40.3	41.5
No of f/d shares (m)	179.4	174.0	174.1	176.9	178.5	164.4	164.4	164.4
Adjusted diluted EPS (p)	**11.7**	**-11.7**	**0.0**	**21.7**	**21.1**	**25.0**	**25.7**	**26.4**
DPS (p)					3.0	3.6	3.7	3.8

Source: Company data, Equity Development

- We forecast a minimal net working capital outflow but a £5.7m contribution to the pension scheme to reduce the deficit, as announced.
- After capex of c.£30m, dividend payments of c.£5m-£6m and c.£5m+ on share buybacks for the employee benefit trust ("EBT") we forecast £14m-£15m of net cashflow p/a from FY27E, to reduce net debt or fund acquisitions, or further shareholder returns (after the anticipated £20m buy-back in FY26E).

Cashflow statement

Year-end 30 June (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Adj. EBITDA, pre SBP	**45.5**	**(3.6)**	**34.1**	**87.1**	**85.8**	**87.0**	**89.3**	**90.9**
Add back: Share based payments charge	0.3	0.0	0.5	1.6	1.6	1.8	1.9	2.1
Change in inventories	(0.4)	(25.7)	(2.7)	0.6	(2.4)	(0.3)	(1.7)	(2.6)
Change in trade receivables*	13.2	(27.4)	(1.3)	(5.2)	9.9	(0.3)	(2.0)	(2.9)
Change in trade payables*	(22.2)	37.8	11.1	0.0	6.2	0.5	3.2	4.8
Working capital movement	(9.4)	(15.3)	7.1	(4.6)	13.7	(0.1)	(0.5)	(0.7)
Pension scheme funding	(4.0)	(4.0)	(4.0)	(4.0)	(7.0)	(5.7)	(5.7)	(5.7)
Other	0.7		0.3	1.6	(0.2)			
Adj. free operating cashflow	**33.1**	**(22.9)**	**38.0**	**81.7**	**93.9**	**82.9**	**85.0**	**86.6**
Net financial interest paid	(2.7)	(2.7)	(11.1)	(10.5)	(7.5)	(9.0)	(9.6)	(9.0)
Interest paid on lease liabilities	(0.3)	(0.4)	(0.3)	(0.3)	(0.4)	(0.4)	(0.4)	(0.4)
Lease payments (principal)	(4.9)	(5.0)	(4.3)	(4.5)	(4.2)	(4.2)	(4.4)	(4.7)
Tax paid	(7.3)	(0.1)	(1.8)	(5.1)	(17.9)	(15.6)	(16.0)	(16.4)
Exceptionals (cash)	(8.0)	(4.1)	(1.4)	(1.0)	(3.2)	0.0	0.0	0.0
Other incl refinancing costs	0.0	(1.8)	(12.3)	(5.5)	(1.8)			
Capex (net)	(19.8)	(7.8)	(11.6)	(18.5)	(30.0)	(30.0)	(30.0)	(30.0)
Free cashflow	**(9.9)**	**(44.8)**	**(4.8)**	**36.3**	**28.9**	**23.8**	**24.7**	**26.1**
Dividends						(5.4)	(5.8)	(6.0)
Share buy backs / equity issues	(9.1)	(0.2)	0.0	(2.8)	(2.4)	(27.0)	(5.0)	(5.0)
Other (incl. FX)	(1.2)	(0.5)	(0.7)	0.2	(0.2)			
Net cashflow	**(20.2)**	**(45.5)**	**(5.5)**	**33.7**	**26.3**	**(8.6)**	**13.8**	**15.1**

Source: Company data, Equity Development

Net debt metrics

Year-end 30 June (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Gross financial debt	(132.0)	(156.9)	(159.1)	(132.4)	(131.1)	(131.7)	(131.7)	(131.7)
Net cash	24.9	4.5	1.6	9.3	34.2	25.6	39.4	54.5
Net financial cash / (debt)	**(107.1)**	**(152.4)**	**(157.5)**	**(123.1)**	**(96.9)**	**(106.0)**	**(92.2)**	**(77.1)**
Leases	(11.3)	(12.0)	(9.0)	(8.4)	(8.3)	(8.4)	(8.5)	(8.6)
Total net cash /(debt) incl leases	**(118.4)**	**(164.4)**	**(166.5)**	**(131.5)**	**(105.2)**	**(114.4)**	**(100.7)**	**(85.7)**
Net financial cash / (debt) / Adj. EBITDA (x)	2.4	(42.3)	4.6	1.4	1.1	1.2	1.0	0.8
Total net cash / (debt) / Adj. EBITDA (x)	**2.6**	**(45.7)**	**4.9**	**1.5**	**1.2**	**1.3**	**1.1**	**0.9**

Source: Company data, Equity Development

Balance sheet: Assets

Year-end 30 June (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Property, plant and equipment	129.8	122.9	117.8	114.4	120.3	123.7	126.6	129.1
Right of use assets	10.0	11.3	8.5	8.1	7.9	8.4	8.9	9.4
Goodwill	19.7	19.7	19.7	19.7	19.8	19.8	19.8	19.8
Intangible assets	8.2	7.3	6.5	9.8	18.3	26.4	34.5	42.6
Derivative financial instruments	0.1	1.9	4.5	1.7	0.3	0.3	0.3	0.3
Deferred tax assets & other tax assets	22.8	29.7	41.6	42.8	38.2	38.2	38.2	38.2
Non-current assets	**190.6**	**192.8**	**198.6**	**196.5**	**204.8**	**216.8**	**228.3**	**239.4**
Inventories	92.9	118.9	121.5	119.6	123.4	123.7	125.4	128.0
Trade and other receivables	117.9	145.4	145.7	148.8	139.1	139.4	141.4	144.3
Current tax assets	3.7	3.9	2.3	2.1	3.6	3.6	3.6	3.6
Other financial (derivative) assets	0.2	0.6	0.6	0.3	0.2	0.2	0.2	0.2
Cash & cash equivalents	24.9	4.5	1.6	9.3	34.2	25.6	39.4	54.5
Current assets	**241.2**	**273.3**	**271.7**	**280.1**	**300.5**	**292.6**	**310.1**	**330.7**

Source: Company data, Equity Development

Balance sheet: Liabilities

Year-end 30 June (£m)	2021A	2022A	2023A	2024A	2025A	2026E	2027E	2028E
Bank overdraft & s/t loans	(53.7)	(60.5)	(49.3)	(67.4)	(69.8)	(69.8)	(69.8)	(69.8)
Trade payables and other liabilities	(169.2)	(206.9)	(219.6)	(220.1)	(228.0)	(228.5)	(231.7)	(236.6)
Lease liabilities	(3.4)	(3.9)	(3.5)	(3.1)	(3.7)	(3.7)	(3.7)	(3.7)
Current tax liabilities	(4.2)	(5.3)	(6.7)	(12.9)	(7.2)	(7.2)	(7.2)	(7.2)
Provisions	(2.7)	(3.4)	(2.7)	(2.2)	(2.7)	(2.7)	(2.7)	(2.7)
Other financial liabilities	(0.3)	0.0	(1.8)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)
Current liabilities	**(233.5)**	**(280.0)**	**(283.6)**	**(306.1)**	**(311.8)**	**(312.3)**	**(315.5)**	**(320.4)**
Capital employed	**209.3**	**218.6**	**200.1**	**200.3**	**200.8**	**197.0**	**222.8**	**249.8**
Bank borrowings	(78.3)	(96.4)	(109.8)	(65.0)	(61.3)	(61.9)	(61.9)	(61.9)
Lease liabilities	(7.9)	(8.1)	(5.5)	(5.3)	(4.6)	(4.7)	(4.8)	(4.9)
Deferred tax liabilities	(6.7)	(4.7)	(5.1)	(6.0)	(6.7)	(6.7)	(6.7)	(6.7)
Provisions	(3.7)	(3.8)	(2.6)	(1.4)	(1.6)	(1.6)	(1.6)	(1.6)
Post employment benefits	(31.9)	(16.1)	(26.6)	(29.4)	(24.9)	(19.2)	(13.5)	(7.8)
Other financial liabilities					(0.1)	(0.1)	(0.1)	(0.1)
Non-current liabilities	**(128.5)**	**(129.1)**	**(149.6)**	**(107.1)**	**(99.2)**	**(94.2)**	**(88.6)**	**(83.0)**
Net assets	**69.8**	**57.0**	**37.1**	**63.4**	**94.3**	**102.8**	**134.2**	**166.8**
Shareholders' funds	**69.8**	**57.0**	**37.1**	**63.4**	**94.3**	**102.8**	**134.2**	**166.8**

Source: Company data, Equity Development

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