

# Industrial Engineering Out 5001. Out 1001. The Fredhold Add 7001. It to 0.00 to 0.000. Out 1001. The Fredhold Add 7001. It to 0.00 to 0.000. Out 1001. The Fredhold Add 7001. It to 0.00 to 0.000. Out 1001. The Fredhold Add 7001. It to 0.00 to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000. Out 1001. The Fredhold Add 7001. It to 0.000.

Source: Eikon Thomson Reuters

Market data	
EPIC/TKR	SIXH
Price (p)	18.0
12m High (p)	18.5
12m Low (p)	13.25
Shares (m)	113.1
Mkt Cap (£m)	20.4
EV (£m)	32.0
Free Float*	72.1%
Market	AIM

\*As defined by AIM Rule 26

#### Description

The 600 Group is a designer and manufacturer of industrial products active in machine tools, components and laser marking. The US represents around 65% of group sales.

#### **Company information**

Executive Chairman	Paul Dupee
CFO	Neil Carrick

+44 01922 707110 www.600group.com

Key shareholders	
Haddeo Partners	20.8%
Mr D Grimes (MD of ILS)	6.6%
Mr A Perloff and Maland	5.8%
Miton Group	3.4%
Others	63.4%

Diary	
Sep'18	AGM
Dec'18	Interims

Analyst	
Paul Singer	020 7194 7622
	nc@hardmanandco.com

# The 600 Group

#### Trading healthy, pension buyout, dividend restored

The 600 Group remains competitively well positioned, with a world-class reputation in Machine Tools and Laser Marking. 65% of sales are in the US. Business momentum is healthy, with growth enhanced by new product launches and new market entry. The shares are attractively valued against the peer group on a DCF basis and now offer an appealing yield.

- ▶ 2017/18 financials: The 2017/18 results trading update was positive, with results much as expected, reflecting the healthy operating environment. As previously announced, the buyout of the group's pension was agreed at \$266m, with the cash surplus, estimated at \$4m-\$5m, used to pay down group debt. Order books are healthy, and our 2018/19 forecasts are broadly maintained.
- ▶ **Dividend restored:** The group has restored its dividend at 0.5p per share, payable on 28/09/18. This reflects the resolution of the pension scheme, the good operational performance and the favourable commercial outlook. The group's future dividend policy is based upon stability, with growth largely in line with earnings.
- ▶ **Prospects:** Growth will be driven primarily organically, with new product developments in both business areas and new geographical market entry continuing. The group is undertaking a UK restructuring programme to reduce capex requirements and further improve margins in the medium term.
- ▶ **Competitive position:** The 600 Group has strong global brand recognition with, as a key differentiator, the provision of high-service/customer support. The group is regarded as well positioned within highly competitive and fragmented industries, where barriers to entry are generally low.
- ▶ Investment summary: The shares offer the opportunity to invest in a de-risked cyclical stock with good operational leverage, enhanced by new product launches and new market entry. Cyclicality has been de-risked through further development of repeat/recurring business and activities in high-margin, economically less sensitive spares/services operations. The group remains in a solid financial position. The risk/reward profile is favourable, and the shares are attractively valued on most methodologies, now offering an appealing yield.

Financial summary and valuation					
Year-end March (\$m)	2017	2018	2019E	2020E	
Sales	58.8	66.0	69.9	74.1	
Gross profit	20.5	23.0	24.6	25.9	
EBITDA	4.5	4.9	5.6	6.1	
Underlying EBIT	3.8	4.2	5.0	5.5	
Underlying PTP	2.7	3.1	3.9	4.5	
Underlying EPS (c)	2.7	3.2	3.2	3.6	
Statutory EPS (c)	2.7	3.7	7.1	3.6	
Net (debt)/cash	-17.1	-15.6	-10.1	-7.7	
Dividend (p)	0.00	0.50	0.60	0.72	
P/E (x)	6.8	7.3	7.4	6.4	
Yield		2.8%	3.3%	4.0%	

Source: Hardman & Co Research



# Strategic positioning

The 600 Group has established itself with a focus on machine tools and laser marking with its current activities being operated by the group for over 25 years. We do not see any change overall in corporate structure in the medium term, given that the combined operations offer a degree of counter-cyclicality to the group as a whole.

Consequently, the group's strategic objective is to develop its individual businesses through delivering products/services against lead times and quality standards that meet or exceed the requirements of end-user customers.

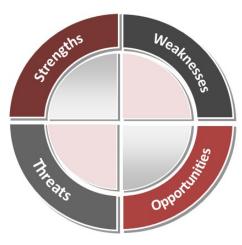
New product development, new market entry

The group will continue to pursue an active approach to new product development and foster relationships with chosen supply chain partners. Furthermore, it will undertake design-led cost-reduction activities to maintain or improve its competitiveness.

It also intends to further develop its business interests by securing and retaining the right to be the producer of choice for distributors, and adhering to a programme of carefully targeted strategic acquisitions, joint ventures, licence agreements and partnerships, especially in the high-growth Industrial Laser Systems market.

#### **Competitive standing – SWOT analysis**

- Diversified company with good competitive position
- Broad/branded product portfolio
- Good global product distribution
- Loyal customer base high amount of repeat business
- Solid financial position emphasis on working capital management, pension fund surplus buyout
- Experienced management
- Exposed to Taiwanese geopolitical developments
- Experienced, well resourced competition in market place
- Threat from lower performance products
- Brexit uncertainly for UKbased operations



- Conglomerate structure not relaseasing inherent business
- Scale disadvantage vs larger competitors
- Operates in cyclical markets
- Debt level high although on declining trend
- Product development within existing markets
- Product extension into new geographies/high growth emerging markets
- New product development in laser markets
- Selected acquisitions/JVs in Industrial laser markets
- Dividend now restored (enhancement possible)

Source: Hardman & Co Research



## **Financials**

## **Profit and Loss**

- ► For 2017/18, revenues were up 12% to total \$66.0m, in line with expectations. Machine Tool growth was around 12%, and Laser Marking Systems saw growth of 14%.
- ▶ Gross margins were 35%, in line with the level in 2016/17.
- ▶ **Divisional results** saw a strong 2H performance in Machine Tools. Underlying divisional profitability and margins were as expected.
- Our 2018/19 forecasts are broadly unchanged compared with our previous expectations (but now reported in \$).

Profit & Loss				
	2017	2010	20105	20205
Year-end March (\$m)	2017	2018	2019E	2020E
Sales	58.79	66.01	69.90	74.07
COGS	-38.25	-42.97	-45.29	-48.14
Gross profit	20.54	23.04	24.60	25.92
Gross margin	34.9%	34.9%	35.2%	35.0%
Sales & marketing	-3.50	-4.03	-4.71	-4.94
Admin.	-13.20	-14.78	-14.93	-20.47
EBITDA	4.48	4.89	5.61	6.10
EBITDA margin	7.6%	7.4%	8.0%	8.2%
Depreciation & amortisation	-0.64	-0.66	-0.65	-0.65
Licensing/Royalties	0.00	0.00	0.00	0.00
Other income	0.00	0.00	0.00	0.00
Underlying EBIT	3.84	4.23	4.97	5.45
Share-based costs	0.00	0.00	0.00	0.00
Exceptional items	0.00	0.00	4.50	0.00
Statutory operating profit	3.84	4.23	9.47	5.45
Net financials	-1.18	-1.18	-1.10	-1.00
Pre-tax profit	2.66	3.05	3.87	4.45
Reported pre-tax profit	2.66	4.27	8.37	4.45
Tax payable/receivable	0.12	-0.23	-0.28	-0.33
Underlying net income	2.78	3.49	3.58	4.12
Statutory net income	2.78	4.04	8.08	4.12
Underlying basic EPS (c)	2.66	3.21	3.16	3.63
Statutory basic EPS (c)	2.66	3.71	7.13	3.63
Underlying fully-diluted EPS (c)	2.66	3.21	3.16	3.63
Statutory fully-diluted EPS (c)	2.66	3.71	7.13	3.63
DPS (p)	0.0	0.5	0.6	0.7
N 7				

Source: Hardman & Co Research

**Note:** With respect to the loan notes, maturity is before the end of March 2020 (14.2.20) so either they will be covered by funds from investors exercising warrants or the 600 Group will have to re-finance the loans - and this should be at cheaper rates through current banking arrangements. Furthermore, because the Group would save the interest on the loan notes (there is no tax effect in UK) the net effect on EPS is just over 10% dilution if all warrants exercised.



## **Balance sheet**

- ► The group had a net debt position at 31 March 2018 of \$15.6m, compared with \$17.1m at 31 March 2017.
- Our balance sheet forecasts reflect the elimination of the retirement scheme accounting surplus and associated deferred taxation liabilities, as well as the net cash (\$4.5m) to be received from the closure of the scheme.
- ▶ We forecast net debt of \$10.1m at the end of 2018/19, declining to \$7.7m by the end of 2019/2020.
- ► The £8.5m of 8% loan notes with maturity of 14<sup>th</sup> February 2020 also entitle holders to warrants of equal value to subscribe for new ordinary shares.

Balance sheet				
At 31 March (\$m)	2017	2018	2019E	2020E
Shareholders' funds	64.3	58.8	30.8	34.1
Cumulated goodwill	0.0	0.0	0.0	0.0
Total equity	64.3	58.8	30.8	34.1
Share capital	1.6	1.8	1.8	1.8
Reserves	62.7	57.0	29.1	32.3
Provisions/liabilities	1.3	1.2	1.2	1.2
Deferred tax	22.8	19.0	0.0	0.0
Long-term debt	11.6	12.3	12.3	12.3
Short-term loans	6.9	5.0	-0.5	-2.8
less: Cash	1.4	1.7	1.7	1.7
less: Deposits	2.1	0.0	0.0	0.0
Invested capital	103.8	94.9	42.4	43.3
Fixed assets	4.7	4.1	4.0	3.8
Intangible assets	66.1	54.7	0.0	0.3
Goodwill	10.3	10.3	10.3	10.3
Inventories	15.9	19.6	21.6	22.6
Trade debtors	9.3	10.3	10.8	11.3
Other debtors	0.0	0.0	0.0	0.0
Tax credit/liability	4.4	5.1	5.1	5.1
Trade creditors	-6.8	-9.2	-9.7	-10.1
Other creditors	0.0	0.0	0.0	0.0
Debtors less creditors	2.5	1.1	1.1	1.2
Invested capital	103.8	94.9	42.4	43.3
Net debt	17.1	15.6	10.1	7.7

Source: Hardman & Co Research

**Note:** A large percentage (over 2/3rds) of the warrants (over 29m) are owned by institutional holders/existing shareholders. These investors are likely to retain these shares so there will not be all the 44m flooding the market - its only likely to be about 12% of total share capital becoming liquid

.



## **Cashflow**

- ► Cash generated from operations before working capital movements amounted to \$4.0m (\$3.7m in 2017).
- ▶ Working capital management remains good. Net proceeds of \$1.97 from the ProPhotonic sales were received in September 2017 and used to pay down debt.
- ► Group 2018/19 capital expenditure was \$0.7m.
- ► The restoration of the dividend will see a cash outflow in the current year of \$0.8m. The group's future dividend policy will reflect stability and growth in line with earnings.

Cashflow				
Year-end March (\$m)	2017	2018	2019E	2020E
Trading profit	3.8	4.2	5.0	5.5
Depreciation	0.6	0.6	0.6	0.6
Amortisation	0.1	0.1	0.1	0.1
Working capital	-6.7	-2.2	-2.0	-1.1
Other	0.0	0.0	0.0	0.0
Company operating cashflow	-2.3	2.7	3.6	5.0
Net interest	0.0	-1.2	-1.1	-1.0
Tax paid/received	0.1	-0.2	-0.3	-0.3
Operational cashflow	-2.2	1.3	2.2	3.6
Capital expenditure	-0.6	-0.7	-0.5	-0.4
Sale of fixed assets	2.1	0.0	0.0	0.0
Free cashflow	-0.7	0.6	1.7	3.2
Dividends	0.0	0.0	-0.7	-0.9
Acquisitions	0.0	0.0	0.0	0.0
Disposals	0.0	2.0	0.0	0.0
Other investments	-1.5	0.0	4.5	0.0
Cashflow after investments	-2.2	2.5	5.5	2.3
Share repurchases	0.0	0.0	0.0	0.0
Share issues	0.0	1.1	0.0	0.0
Change in net debt	-2.8	2.2	5.5	2.3

Source: Hardman & Co Research



# **Commercial opportunities**

## Machine tool industry – growth still healthy

Machine tools – close to an \$80bn industry

Growth driven primarily by the global economy, and market for machine tools expected to grow at over 6% in 2018 The worldwide machine tool industry was estimated by consultancy Oxford Economics at nearly \$79bn in annual sales in its Spring 2018 report. The market is driven by the investment intentions of manufacturers, and is sensitive to changes in the economic and financial climate. Demand responds to economic trends and typically lags the main cycle of the economy.

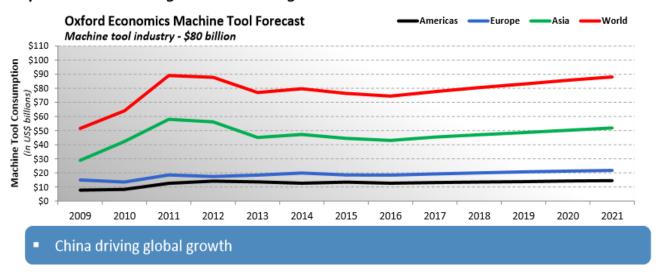
Growth is driven primarily by the global economy. Most investment commentators are still suggesting that the global economy will see synchronised growth across almost all developed and emerging markets in the medium term. The market for machine tools is expected to grow at over 6% in 2018.

Drivers of world machine tool consumption 2015-22

# **Drivers of Machine Tool Consumption:**

- Emerging economies growing middle class
- Obsolescence older machines technologically outdated
- Automation shrinking supply of skilled machinists
- Global competitiveness advancing productivity

#### Expect moderate long-term demand growth ~3%



Source: Oxford Economics Autumn 2017 Global Machine Tool Outlook Report

Source: Oxford Economics



Growth forecast at around 4% p.a. over medium term

According to leading , the global market for machine tools is projected to grow to over \$110bn by 2024, driven by technology advancements and the development of machine tools with robot-based automation features, in addition to the development of flexible machine tools that offer unprecedented versatility and productivity. The growth in the market will be supported by the fact that manufacturing continues to exert a strong hold on the economic growth of developed and developing nations alike. The scenario is nurturing the importance of capital goods innovation, a fact that bodes well for the market, in terms of product innovation and consumer equipment replacements and upgrades.

Demand driven by advances in industrial technology Specifically, demand for machine tool products is driven by advances in industrial technology and the related demand for automated process improvements, as well as factors such as production capacity utilisation and changes in governmental policies regarding tariffs, corporate taxation, fluctuations in foreign currencies, and other investment incentives. Other factors affecting demand include the following: the need to continuously improve productivity and shorten cycle time; an aging machine tool installed base, which will require replacement with more advanced technology; and the declining supply of skilled machinists.

Growth forecast at around 5% p.a. over the medium term

Machine tool industry outlook					
	2016 \$bn	2017 % chg.	2018 % chg.	2019 % chg.	2020 % chg.
China	30.0	9.4	5.7	5.0	4.2
Japan	6.2	2.5	4.4	0.2	-0.4
Taiwan	1.5	8.7	5.9	7.3	4.9
Other	7.1	n.a	n.a	n.a	n.a
Total Asia	44.8	7.2	5.2	4.4	3.7
US	8.8	8.0	7.8	5.1	3.7
Americas	12.7	4.4	6.0	3.9	3.9
Germany	6.8	3.0	6.7	5.1	3.7
UK	0.7	10.1	1.7	2.0	3.3
Other Europe	11.1	n.a	n.a	n.a	n.a
Europe	18.4	7.8	8.0	4.8	3.0
Total World	72.7	7.0	6.1	4.4	3.4

Source: Oxford Economics, Hardman & Co Research

Machine Tools – healthy growth, margins to improve

The group's machine tools division operates from sites in the UK, USA and Australia, and provides solutions for metal processing through the design and development of machine tools sold under the brand names Colchester, Harrison and Clausing.

The division produced double-digit growth of 11.6% in 2017/18, as the second half of the financial year saw a significant improvement in the UK operation, with a 27% increase in revenue over the prior year's second-half performance.

UK business to benefit from restructuring

The group's UK machine tools operation has undergone some restructuring, with further outsourcing of operations, and changes to the distribution network and management team. The consequent reduction in overheads will underpin further growth potential in the new financial year.

Furthermore, the UK business's re-launch as "Colchester Machine Tool Solutions" has given fresh impetus to the revised management team. The business is developing new distributor relationships, and expanding both its direct sales force in the UK and its spares and service operation.



Machine Tools – margins forecast at 7% for 2018/19, with a mediumterm target of 10%

Sales and profitability of machine tools division (\$m)				
Year-end March (\$m)	2017	2018	2019E	2020E
Sales	40.5	45.2	47.0	48.9
Growth	-2.9%	11.6%	4.0%	4.0%
Operating income	2.6	2.9	3.3	3.7
Margin	6.4%	6.4%	7.0%	7.6%

Source: Hardman & Co Research



Industrial laser systems'
market drivers –
regulation/traceability,
environmental, durability and cost

Laser marking market to see 7% growth in 2018

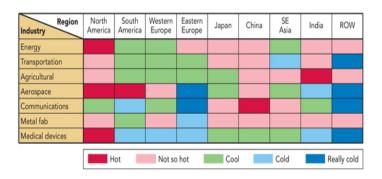
## Laser products industry – still expanding

Industry use of industrial lasers for material processing has continued to expand worldwide. Laser systems have now become a mainstream manufacturing process covering the areas of laser machining, including cutting and drilling, marking, ablation and a host of other niche applications.

Industry spending for the entire global industrial laser market continues to increase and reached a new estimated high of \$4.6bn in 2017. Growth in the overall market is estimated to rise by about 7% in 2018.

The laser marking and micro-materials subset is smaller than macro-materials processing but is still solidly producing mid-single-digit growth. This growth is underpinned by enhanced performance in the speed, cost and quality of the systems being implemented compared with other techniques, as well as by legislative changes driving a requirement for greater traceability.

#### Laser marking opportunities by geography and industry

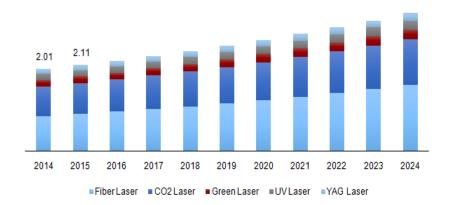


Source: Industrial Laser Solutions, Hardman & Co Research

Marking did not produce any trend changes in 2017, and the same mid-single-digit growth is expected in 2018.

#### The global laser marking machine market

Global laser marking machine market revenue, by product type, 2014 - 2024 (USD Billion)



Source: Industrial Laser Solutions, Hardman & Co Research



Current trading strong in industrial laser division

Top-line growth in the group's industrial laser division was strong during 2017/18, up 14% on the same period last year. The consolidation of manufacturing onto one site and the revision of the supply chain during the previous year have ensured that margins have remained healthy. Furthermore, the division is building upon its increased profile in the marketplace following the integration of TYKMA ELECTROX.

The joint TYKMA ELECTROX brand now provides laser solutions that include marking, engraving and micro-material processing. The division continues to develop new products and has launched a number of innovative new technologies, with further planned product releases in the current financial year. Progress is also being made in export areas in Asia Pacific.

Industrial Lasers to see top-line growth of 10% p.a., with margins at close to 15% The group should continue to see double-digit sales increases in Industrial Lasers. TYKMA ELECTROX should benefit from the ongoing twin drivers of ink replacement as well as the need to provide parts traceability and a manufacturing audit trail for many products.

Sales and profitability of industrial laser division				
Year-end March (\$m)	2017	2018	2019E	2020E
Sales	18.3	20.8	22.9	25.2
Growth	6.9%	13.9%	10.0%	10.0%
Operating income	2.5	2.9	3.2	3.5
Margin	13.6%	13.8%	14.0%	14.0%

Source: Hardman & Co Research



## Disclaimer

Hardman & Co provides professional independent research services. Whilst every reasonable effort has been made to ensure that the information in the research is correct, this cannot be augranteed.

The research reflects the objective views of the analysts named on the front page. However, the companies or funds covered in this research may pay us a fee, commission or other remuneration in order for this research to be made available. A full list of companies or funds that have paid us for coverage within the past 12 months can be viewed at http://www.hardmanandco.com/

Hardman & Co has a personal dealing policy which debars staff and consultants from dealing in shares, bonds or other related instruments of companies which pay Hardman for any services, including research. They may be allowed to hold such securities if they were owned prior to joining Hardman or if they were held before the company appointed Hardman. In such cases sales will only be allowed in limited circumstances, generally in the two weeks following publication of figures.

Hardman & Co does not buy or sell shares, either for its own account or for other parties and neither does it undertake investment business. We may provide investment banking services to corporate clients.

Hardman & Co does not make recommendations. Accordingly, we do not publish records of our past recommendations. Where a Fair Value price is given in a research note this is the theoretical result of a study of a range of possible outcomes, and not a forecast of a likely share price. Hardman & Co may publish further notes on these securities/companies but has no scheduled commitment and may cease to follow these securities/companies without notice.

Nothing in this report should be construed as an offer, or the solicitation of an offer, to buy or sell securities by us.

This information is not tailored to your individual situation and the investment(s) covered may not be suitable for you. You should not make any investment decision without consulting a fully qualified financial adviser.

This report may not be reproduced in whole or in part without prior permission from Hardman &Co.

Hardman Research Ltd, trading as Hardman & Co, is an appointed representative of Capital Markets Strategy Ltd and is authorised and regulated by the Financial Conduct Authority (FCA) under registration number 600843. Hardman Research Ltd is registered at Companies House with number 8256259. However, the information in this research report is not FCA regulated because it does not constitute investment advice (as defined in the Financial Services and Markets Act 2000) and is provided for general information only.

Hardman & Co Research Limited (trading as Hardman & Co) 35 New Broad Street London EC2M 1NH +44 (0) 20 7194 7622 Follow us on Twitter @HardmanandCo

(Disclaimer Version 4 – Effective from January 2018)

# Status of Hardman & Co's research under MiFID II

Some professional investors, who are subject to the new MiFID II rules from 3rd January, may be unclear about the status of Hardman research and, specifically, whether it can be accepted without a commercial arrangement. Hardman's company research is paid for by the companies about which we write and, as such, falls within the scope of 'minor non-monetary benefits', as defined in the Markets in Financial Instruments Directive II.

In particular, Article 12(3) of the Directive states: 'The following benefits shall qualify as acceptable minor non-monetary benefits only if they are' (b) 'written material from a third party that is commissioned and paid for by an[sic] corporate issuer or potential issuer to promote a new issuance by the company, or where the third party firm is contractually engaged and paid by the issuer to produce such material on an ongoing basis, provided that the relationship is clearly disclosed in the material and that the material is made available at the same time to any investment firms wishing to receive it or to the general public;'

The fact that we are commissioned to write the research is disclosed in the disclaimer, and the research is widely available.

The full detail is on page 26 of the full directive, which can be accessed here: <a href="http://ec.europa.eu/finance/docs/level-2-measures/mifid-delegated-regulation-2016-2031.pdf">http://ec.europa.eu/finance/docs/level-2-measures/mifid-delegated-regulation-2016-2031.pdf</a>

In addition, it should be noted that MiFID II's main aim is to ensure transparency in the relationship between fund managers and brokers/suppliers, and eliminate what is termed 'inducement', whereby free research is provided to fund managers to encourage them to deal with the broker. Hardman is not inducing the reader of our research to trade through us, since we do not deal in any security.



# Hardman & Co team

Management team			
+44 (0)20 7194 7622			
John Holmes	jh@hardmanandco.com	+44 (0)20 7194 7629	Chairman
Keith Hiscock	kh@hardmanandco.com	+44 (0)20 7194 7630	CEO
Business developr	ment and investor engagement		
+44 (0)20 7194 7622			
Richard Angus	ra@hardmanandco.com	+44 (0)20 7194 7635	Business development
David Banks	db@hardmanandco.com	+44 (0)20 7194.7622	Corporate Advisory/Finance
Max Davey	md@hardmanandco.com	+44 (0)20 7194 7622	Investor engagement
Antony Gifford	ag@hardmanandco.com	+44 (0)20 7194 7622	Investor engagement
Ann Hall	ah@hardmanandco.com	+44 (0)20 7194 7622	Business development
Gavin Laidlaw	gl@hardmanandco.com	+44 (0)20 7194 7627	Investor engagement
Vilma Pabilionyte	vp@hardmanandco.com	+44 (0)20 7194 7637	Business development
Analysts			
+44 (0)20 7194 7622			
Agriculture		Bonds / Financials	
Doug Hawkins	dh@hardmanandco.com	Brian Moretta	bm@hardmanandco.com
Yingheng Chen	yc@hardmanandco.com	Mark Thomas	mt@hardmanandco.com
<b>Building &amp; Construction</b>		Consumer & Leisure	
Tony Williams	tw@hardmanandco.com	Steve Clapham	sc@hardmanandco.com
Mike Foster	mf@hardmanandco.com	Mike Foster	mf@hardmanandco.com
		Jason Streets	js@hardmanandco.com
Life Sciences		Media	
Martin Hall	mh@hardmanandco.com	Derek Terrington	dt@hardmanandco.com
Dorothea Hill	dmh@hardmanandco.com	· ·	_
Grégoire Pavé	gp@hardmanandco.com		
· ·	<b>3.</b> -		
Mining		Oil & Gas	
Paul Mylchreest	pm@hardmanandco.com	Angus McPhail	am@hardmanandco.com
Property		Services	
Mike Foster	mf@hardmanandco.com	Mike Foster	mf@hardmanandco.com
	<u></u>		<u>C</u> :
Special Situations		Tax Enhanced Services	
Steve Clapham	sc@hardmanandco.com	Brian Moretta	bm@hardmanandco.com
Paul Singer	ps@hardmanandco.com		
Yingheng Chen	yc@hardmanandco.com		
Technology		Utilities	
Milan Radia	mr@hardmanandco.com	Nigel Hawkins	nh@hardmanndco.com
	C		<u> </u>

#### Hardman & Co

35 New Broad Street London EC2M 1NH

Tel: +44(0)20 7194 7622

www.hardmanandco.com

