

Company:Informa UK LtdConference Title:Q3 IMS Conference CallModerator:Richard Menzies-GowDate:Tuesday 21st October 2014 – 09h30 UK

- Operator: Good day and welcome to the Q3 IMS conference call. This conference is being recorded. At this time I would like to turn the conference over to Richard Menzies-Gow. Please go ahead, sir.
- Richard Menzies-Gow: Thanks so much. Good morning, everyone. It's Richard Menzies-Gow, Director of Investor Relations at Informa. Thanks very much for dialling in today. Hopefully you've all had a chance to see our nine-month interim management statement that was published this morning. I'm here today with Gareth Wright, our Group Finance Director. He is going to just say a few words as an introduction and then we will jump pretty quickly to Q&A. Gareth.
- Gareth Wright: Thanks, Richard. Good morning, everyone. Thanks for joining the call. We're reporting today that Informa has delivered another consistent performance through the third quarter, reflecting the resilience and balance we have in our portfolio of assets. Expectations for the full year remain unchanged. We're making good progress with the operational and management transition across the Group that was announced at the half year. But the approach remains one of measured change enabling us to continue to deliver on expectations for 2014 at the same time.

We also continue to pursuit a targeted acquisition strategy focused mainly on our Exhibitions business, where we are investing the majority of our acquisition capital this year. The balance sheet remains healthy and we remain confident in our ability to deliver good returns to shareholders.

Turning to the divisional trading performance. Overall Global Events reported another strong result with organic growth at 7.9% across the nine-month period. This includes a number of





There were also a number of movements between Q4 and Q3 year-on-year, the largest of which were Cityscape Global which was held in Q3 this year.

Now, as you know, we don't adjust for phasing movements like these in our quarterly organic growth figures, but stripping out all timely differences, the underlying growth rate across the nine months would still have been around a mid-single digit.

Within Global Events, our Global Exhibition business continues to perform very well, reflecting the strong brands and market-leading positions we have within our portfolio. And we continue to strengthen the Exhibitions portfolio both organically and through acquisitions.

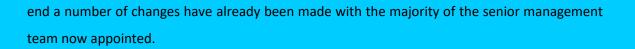
On acquisitions, we're following a highly disciplined and targeted approach, looking for assets as specific geographic, vertical and management capability that we can leverage across the portfolio. Recent deals in China and in the US are good examples of this and have performed well to-date, strengthening our position in these important regions.

In Knowledge and Networking, our conference and learning business, we continue to see good potential for improvement over time. Our recurrent trading is being impacted by macro uncertainty in Europe and to a lesser extent, the events in Russia.

In September Andy Mullins joined the business as Divisional Chief Executive and is now building the management team that will drive improved operational focus and effectiveness.

In Business Intelligence, our margins continue to be strong. But as expected, revenues remain under pressure. The run rate of decline in Q3 has been similar to Q2 which results in a 7.1% year-on-year decline over the nine months. We are focused on driving operational change through this business and accelerated this programme, bringing the three separate businesses and their multiple constituents into a single structure with a central management team. To this





In Academic Publishing we had another robust quarter with similar growth to the first six months, resulting in year-to-date growth of 3.9%. This is a reliable and resilient business and we continue to expect to meet our expectations for the full year here, albeit there is a particularly tough comparable in Q4, given the positive phasing that benefited last year.

So to sum up, the Group has delivered revenue growth at 1.8% over the first nine months, which is broadly in line with the growth we announced at the half year. And our expectations for the full year remain unchanged. This represents a balanced performance which has been delivered in a period of ongoing operational and management transition for Informa.

Richard and I will be happy to take any questions that you have on the Group's trading. Over to you, Marion.

- Operator: Thank you. If you would like to ask a question, please press *1 on your telephone keypad. Please ensure the mute function on your telephone is switched off to allow your signal to reach our equipment. If you find that your question has been answered, you may remove yourself from the queue by pressing *2. Again, please press *1 to ask a question. We will now take our first question from Nick Dempsey from Barclays. Please go ahead.
- Nick Dempsey: Yes, good morning guys. I've got two questions on Business Intelligence. The first one given you're making significant changes to management, and I guess the sales force, what is the risk that organic revenue there could get worse before it gets better, and what measures are you putting in place to try and keep that business ticking over, even while you're making big changes to it?

And the second question, Patrick Martell, I guess from your statement, that he won't actually be within the business by the time of your Investor Day. So will he be presenting there, and to what extent will he be able to give more details on the investment plan for BI?





Gareth Wright: Cheers, Nick, thanks a lot. So I mean you're right. In terms of the clients of BI, we're certainly not ruling out the fact that it could get worse before it gets better. We are being more rigorous with the portfolio of assets there and we're looking at what we want to invest behind in the Growth Acceleration Plan and testing the returns that we're going to get before we launch into the investment phase. So we are being quite tight and rigorous on that and therefore there is a chance, as you say, that it could get slightly worse before it gets better. We're not ruling that out.

We have brought in a new sales director. He's been appointed but he doesn't start until early to mid-November. He will be focusing on sales and improvement in sales functions as a way of driving growth in the short term.

I think in terms of the full-year expectations, we don't need the run rate to improve to achieve the full-year expectations – it would be great if it did – in Q4. But we never expected it to be neutral in FY '14 and we're comfortable with where it currently stands.

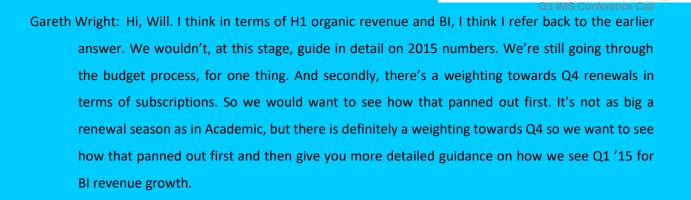
In terms of Patrick, you're right that Patrick will be joining in early to mid-November as well. But in terms of the Investor Day, yes, we're hoping to get him to be able to give a few early thoughts on his opinion of BI, but it will be restricted to that at this stage, because he is not an employee yet and he hasn't really been in the business in any great level of detail to go beyond early thoughts.

Nick Dempsey: Thank you, that's helpful.

Operator: We will now take the next question from William Packer from Exane. Please go ahead.

William Packer: Hi there, thanks for taking my questions. Firstly, could you comment on exhibition trends by geography – how are things developing across emerging markets, the USA, Europe? And secondly, just going back to Nick's question, just to clarify, how should we see things at Business Intelligence moving in to H1 '15 in terms of organic revenue. I'm sorry if you've covered it already. Thanks.





In terms of the Exhibitions position on a geographic basis, you mentioned the US. Really, we've only entered the US in Exhibitions with the acquisition of Virgo in the summer, so it's very early days in terms of our US Exhibitions businesses. But we're happy with the way Virgo has bedded in so far. We're happy with the way it's traded and we're pleased with the management team that we've got on board as part of that acquisition.

In terms of Europe, the Exhibitions business doesn't really have a lot of exposure in Europe. It's really the conference business that has an exposure to Europe, and that is an area that it is finding challenging. Certainly Germany has been slower since the summer – Germany and the Netherlands. And that is an area of geography that we're watching closely and one that is not setting the world right at the moment but is covered off within consensus as it stands.

And in terms of emerging markets which was the last area that you mentioned in terms of events, I think that continues to go well in some areas like Dubai and China. As we said, we're happy with the China beauty business that we've acquired. That's gone well, and Dubai has traded particularly well through 2014. One or two areas a bit weaker, I mean Brazil is one we've commented on previously where the economy has slowed down a bit in 2014 – maybe a bit of a distraction from the World Cup as well, so that's an area that's perhaps a bit weaker than it was coming in to the year.

William Packer: Okay, thank you.

Operator: We will now take the next question from Simon Davies from Canaccord. Please go ahead.



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- Simon Davies: Good morning, guys. Firstly, just on the acquisitions spend. Can you give us an indication for how much was spent in the third quarter and your expectations for the full year in the general backdrop in terms of potential M&A? And secondly, can you just flesh out your comments on the potential impact from the Swets closure in terms of year end cash collection?
- Gareth Wright: Sure. Thanks a lot, Simon. In terms of the Q3 spend, the only material spend real spend in that quarter was the completion of the Virgo deal. The terms of the deal enable us to talk in a lot of detail about it but I think we've steered people to it being in the region of \$100-\$150 million consideration. And that's the only material thing that went through in Q3.

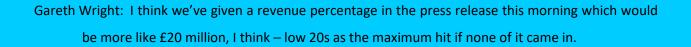
In terms of Swets, it's probably worth just taking a step back on Swets. I think there have been a few questions on it this morning. Swets is an aggregator that basically takes orders from multiple libraries and processes them with multiple publishers. So it acts as a coordinator for the libraries to enable them to purchase whatever content they want and not worry too much about who they're getting it from. And then Swets earns a small margin for taking that trade from the libraries.

In terms of our impact from Swets' liquidation, it's really a cash flow timing issue rather than an operating profit issue in 2014. There will be minimal impact, if any, in 2014 on OP but in terms of the cash flow impact, the working capital position could be slightly worse in 2014. The operating cash conversion could be a couple of percentage points – even up to five percentage points – worse than expected if all of the Swets cash was deferred into 2015.

Now we're being very proactive with this in that we're reaching out to the customers who we expected to come through Swets and to make contact with them, find out what alternative routes they're using to get to us, or, if we can trade directly with them. And therefore we're hopeful that that full impact will not come through in the cash flow but it's something that we wanted to flag now as there is potential for it to come through if the customers delay payment into 2015.

Simon Davies: So you think maximum hit sort of £10-£15 million – that kind of thing?





Simon Davies: Yes. Okay, thanks.

- Operator: We will now take the next question from Ruchi Malaiya from Bank of America. Please go ahead.
- Ruchi Malaiya: Hi, good morning. There are a couple of questions on the events division. How much dispersion are you seeing on the large Exhibitions portfolio or are those strong across the board? That was the first question. And then, secondly, you've talked about building your footprint in the US and we saw the Virgo acquisition. I would just be interested to know if you did take a look at the Advanstar assets at all if there's anything you can say on that? Thanks.

Gareth Wright: Advanstar, there's a good one.

Richard Menzies-Gow: That's a cheeky question.

- Gareth Wright: We had a look at Advanstar, as you would expect us to. We would look at any assets like that, that come to market. It wasn't for us. I think it didn't have the growth levels that we were looking for. And in terms of mix of products, fashion wasn't something that we wanted to be entering. What we're trying to do with our focused acquisition strategy is to go into verticals that we're already in, in some way and we have some strength and so we can build on that strength, so. We've gone in to beauty this year in China, which works well with our European beauty businesses. And we've gone in to nutraceuticals with Virgo, which works well with our European nutraceutical shows. So we're trying to leverage off verticals that we're good in and we have talent in already that we can then grow geographically. Fashion isn't something that we're big in so it wasn't really the right asset for us.
- Ruchi Malaiya: Okay, thank you. That's helpful. And then just to understand the dispersion of performance across that large Exhibitions portfolio?





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Gareth Wright: On the whole the Exhibitions portfolio has gone pretty well. We'll give you more details on this on November 6th when we will break out the Global Exhibitions business from the Knowledge and Networking business. But a number of the large events have traded well. The performance of the Exhibitions business overall, I would say a low double digit growth in the year-to-date. Knowledge and Networking is obviously a bit weaker which is the mix factor to get to the 7.9% we're reporting today, but Exhibitions on the whole has gone well. And in a number of the areas like Dubai, etc. and I talked about previously, have been strong. I think really the only area of weaker performance has been Brazil – the economy has slowed down a bit in 2014.

Ruchi Malaiya: Right, thank you.

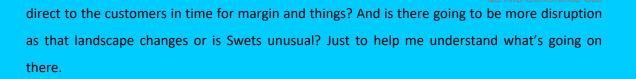
Operator: The next question comes from Steve Liechti at Investec.

- Steve Lietchi: Yes, good morning, just a follow up on a couple of those questions. You're not able to give us a hard figure in terms of the conference dip for the nine months? I know you're going to give it to us in November but you might as well give it to us now.
- Richard Menzies-Gow: We'll give you a full split in November 6th of historics including the nine months so you will have to wait a little bit for that. But safe to say, what Gareth said, Exhibitions is performing strongly and I think we've talked to you in the past that overall the conference business is slightly negative in the mix and it's a bigger slug of revenue in the Global Events division as it stands. But you'll get the full picture at the Investor Day.
- Steve Lietchi: Okay, no, that's good. But the point that it is slightly negative, that's what I was getting at.

Richard Menzies-Gow: Yes.

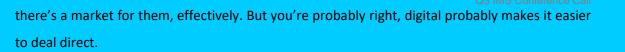
Steve Lietchi: Cool, thank you. And then can you just help me and educate me a bit more on Swets and the way that the business works with subscription agents? Is there a sort of layer of these middle men who are all going to go bust? Does that actually play to your strengths if you can go





- Gareth Wright: Well, it's not unusual, I mean there are other aggregators in the mix. Indeed, EBSCO is much bigger than Swets, so there are other aggregators, both larger and smaller. And these are different to agents who negotiate deals on behalf of a library. The aggregators usually process the deals. So there are other players in the mix, there, that are between us and the customers. But we generally have a very close relationship with the customers regardless of whether they come through an aggregator or an agent so that we build the relationship with them when we know what they're looking for and how the products are perceived by them. So I think we are close to them in that sense. And in that sense it will not change the model. But over time there could be a little bit of disruption as things settle down into a new mix.
- Richard Menzies-Gow: There's a convenience on both sides, Steve. So for libraries it can be depending on who the customer is quite convenient to go through an aggregator to take all your orders and process them. And from our side it can be quite convenient to deal through them in terms of managing lots of different subscription orders. But they run on very thin margins and I think Swets had been in financial stress for some time so this wasn't a massive surprise that this happened. I think if you look at some of the other ones they're a lot more robust financially and managed much more conservatively. So I'm not sure this is the start of a trend. I think even if it was we could cope with that but I wouldn't want to play that as being a massive advantage or disadvantage.
- Steve Lietchi: Thanks. Just one last follow up. The shift to digital presumably disaggregates these people anyway?
- Richard Menzies-Gow: Yes, to a degree it does, you're right. It doesn't have to but you're right. Naturally you would think it's easier to deal direct through digital. You have to understand the libraries they're obviously ordering a lot of different content from a lot of different suppliers so it's quite a complex ordering exercise for them which is why the aggregators get involved and





Steve Lietchi: Great, thank you.

Operator: The next question comes from Patrick Wellington from Morgan Stanley.

- Patrick Wellington: Yes, good morning, everybody. Gareth, I think you mentioned on Business Intelligence that you are assessing which products to go ahead with. So can you possibly break down the organic growth between underlying trading decline and the levels which you've just discontinued product lines? And while you're thinking about that one, in your initial remarks you said the acquisition activity was concentrated on Exhibitions. Is that a backwards looking statement about '14 or is that going to be a forwards looking statement for '15 and beyond?
- Gareth Wright: The Exhibitions statement was certainly a '14 statement. I think we'll talk more about our future views on acquisition strategy in the November 6th Day where we'll be talking about capital allocation and divisional investment. But certainly in terms of '14 year-to-date the focus has been very much on the Exhibitions business. There've been one or two bolt-ons in Academic but it's been primarily Exhibitions. And certainly in terms of Business Intelligence, we've taken a breather from acquisition activity in 2014.

In terms of BI, I think we talked a bit about product pruning in previous years and there's no product pruning at the end of '13 into early '14. It's been stable at that point. We've gone through the portfolio evaluation programme and as part of that we're looking at what products we want to invest behind. But at the moment the year-to-date position 2014 is not reflective of any particular product pruning in a material way. It's an underlying and real trading position.

Patrick Wellington: Okay. But there might be product pruning into 2015?

Gareth Wright: We're certainly looking at being more rigorous in how we manage the portfolio of assets that we have in the business and the portfolio of products and making sure we back the winners. And if we're uncomfortable about something being part of the portfolio going forward



then we actively manage it out of the portfolio. I can't really comment on what that will relate to in '15. And certainly at this stage there are no specific plans to close anything down or exit anything. But we will be reviewing it carefully as we go through the Growth Acceleration Plan to only invest behind the assets that we want to maintain a long term interest in.

Patrick Wellington: Okay, that's great. Thank you.

Operator: The next question comes from Andrea Beneventi from Kepler.

- Andrea Beneventi: Yes, good morning, gentlemen. Thank you for taking my questions. A couple of them left, if I may. The first one is on BI. Is it possible to have some details on revenues and by business line, how pharma compares to the other ones? What is happening to finance and telecoms and insurance? Are they still up in the mid-single digits? And secondly, we are entering the academic renewal season, so maybe if you could give us a flavour on what it looks like this year and if it's a meaningful trend for the next one, please?
- Gareth Wright: I think in terms of renewals, it's a bit too early to say, really. The academic renewal season really runs through November. Most of the cash comes in at the end of November, early December. So that renewal season doesn't look any different to what we'd expect at the moment but it's very early, really, to say at this stage.

Similarly, on the BI side, there's certainly a weighting towards December renewals but it's not the majority of renewals in the same way Academic works. And again, it's a bit too early to say how we think that's going to pan out here in late October. There's a lot of trading to go before we get a clearer view on that. So I think on both of those I'm afraid it's a bit too early to give you any specific views on it.

In terms of BI, I don't think we've given really detailed views in the past on how the individual components of BI have traded. I think we're not seeing any particular change in the mix in terms of the components of BI. I think they're all trading broadly similar to how they were trading earlier in the year. It's tough in areas like finance and pharma but overall, no particular change in the mix.



Andrea Beneventi: Is finance still down or is it normalising?

Gareth Wright: I would say it is flattening through this period. We're not seeing the same cuts in subscriber numbers or rather staff in banks and therefore subscriber numbers coming through so I'd say it's flattening out through the end of '14.

Andrea Beneventi: Okay, very clear, thank you.

Operator: The next question comes from Roddy Davidson from Westhouse Securities.

Roddy Davidson: Good morning, chaps, just a couple of things from me, if I may. Firstly, in terms of coming back to the point on acquisitions, I think there was a question earlier on acquisition opportunities/availability which I don't think you got to. Could you comment on those, please, and competition for assets, availability of appropriate assets at attractive prices?

Also on the net debt position, I think the consensus which was circulated this morning suggested somewhere in the region of \pm 730 million for the end of the current year. Should we be thinking of increasing that on the back of the comments related to cash flow in Swets?

Gareth Wright: In terms of Swets, as I said in the statement, the exposure from Swets – the total exposure – is around £20-£25 million. So I think you can get a view of the scale from that. Clearly at this stage I don't know how much of that cash is or is not going to come in, in 2014. But in terms of that total quantum, I think you can see that the impact on something like a gearing ratio would be 0.1 of a turn or that sort of level of quantum, or even slightly less than that. So it's not a material number in terms of the gearing ratio or the balance sheet position. I think where it could have surprised you if we hadn't mentioned it is in terms of the cash conversion. So whereas we try to aim to be at close to 100% cash conversion in any given year, I think with that Swets position there's a chance that we could be in the low 90s or even the high 80s for 2014 in terms of Swets. So that's really what we're trying to point at with the Swets comments around cash flow.





In terms of M&A availability, there are assets coming to market all the time. We are certainly developing our capability to monitor what's coming to market and developing our capability to be more proactive at sorting the assets to fit in with our strategic plan. I think in the past Informa was quite reactive in the way it dealt with assets coming to market for M&A and we're looking to be actually more proactive – work out where we want to be in terms of our strategy and what assets will help us get there and then proactively pursue those assets.

So in terms of what we're trying to do this year, as I said in the statement, it's really focusing on acquisitions that offer opportunities in a specific vertical, opportunities in a target geography, and opportunities to acquire management talent that will help us drive the business forward overall. If something fits the bill for those criteria then we will pursue it with some focus.

- Roddy Davidson: Okay, that's very useful, thanks. Could I just squeeze in one more, which I meant to ask, which is just coming back to trading conditions in Continental Europe, which were mentioned in the statement. I think you mentioned it a wee while back as well. In terms of the short term stuff, say over the last six weeks, eight weeks, is there anything in your business which is indicating a further lurch downwards on the Continent?
- Gareth Wright: I think in terms of Informa's results, we're comfortable with consensus and the overall size of the business in Europe is not significant in terms of the Group's overall trading. So I think in terms of where we are as a Group it's in a comfortable consensus and at the moment we don't think it will have an impact on the overall Group position for the year.

I mean, certainly we are seeing a little bit of a slowdown in Europe, in Germany and the Netherlands, and that is something that is coming through in the Knowledge and Networking numbers. And as Q4 is weighted heavily towards Knowledge and Networking, it's something we wanted to flag because I think it will have an impact on the mix through Q4 in terms of the overall events numbers.

Roddy Davidson: Okay, that's great, thank you.

Operator: The next question comes from Sarah Simon from Berenberg.







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- Sarah Simon: Yes, hi, just one question. In the commentary on events you just talk about geopolitical tensions in Eastern Europe and obviously the comments about Ebola. Can you just remind us what percentage of your events business falls into Eastern Europe and also the percent of this as you think this is potentially impacted by Ebola, I mean, let's say Africa, what percentage of the business that would be as well. Thanks.
- Richard Menzies-Gow: Eastern Europe is 1-2%, something in that range. And actually Africa in total is similar 1-2%, but the majority of that is South Africa. Outside of South Africa is pretty small. So I think the direct risk is relatively low. The indirect risk, of course, is just, if it escalates there's a reluctance to travel generally which, clearly, is not great for an events business. So it would have been remiss not to mention it in the statement but we're certainly not seeing any huge impact right now. It's obviously something that we'll keep an eye on though.

Sarah Simon: Great, thanks.

Operator: The next question comes from Johnathan Barrett of N+1 Singer.

- Johnathan Barrett: Good morning, chaps, I guess one question just on BI for 2015. Obviously, looking at the rate of decline at the moment and what you're doing with the unit, is it wildly optimistic of me to believe it will only contract 4% next year or do you think it will be a lot worse than that.
- Gareth Wright: I think at this stage it's too early, really, to comment specifically on it. What we have commented on is the target to get this back to a neutral revenue position by the end of 2016. So in terms of how do you map it from a 2014 year-to-date position of -7% back to an end of '16 position of neutral, you can debate at this stage. I think it could get slightly worse in '15 before it gets better. So I think it's really an assumption you've got to make at the moment but we are committed to being neutral by the end of '16.

Johnathan Barrett: Okay. All right, thank you.

Operator: The next question comes from Jonathan Helliwell from Panmure Gordon. Please go ahead.





Jonathan Helliwell: Thanks. I'm all done I think, actually. The only thing that would be helpful to add is what the pounds million exposure to conferences is in Continental Europe – just to get a ballpark figure. And I am assuming – I think you sold out of some of the Southern European countries a while ago, or exited them – so I assume Germany and Netherlands is the bulk of it. But please correct me if not.

Gareth Wright: Yes, Germany and the Netherlands is all of it, actually. You're right. We sold out of Spain, Italy, Portugal, etc. over the last couple of years so it is now entirely Germany and the Netherlands other than two smaller businesses in Sweden and Denmark. But really, Germany and the Netherlands in the driving force. And Germany/Netherlands are around about £40m of revenue in a full year, to give you some idea of the scale.

Jonathan Helliwell: Perfect. Thanks very much.

- Operator: As a reminder, if you would like to ask a question today, please press *1. We will now take the next question from Matthew Walker from Nomura. Please go ahead.
- Matthew Walker: Thanks, good morning, just one question, please. Forgive me if it's already been answered. Just in the US, can you remind us now you've got Virgo including Virgo what's your exposure to the US events business in terms of the total? And when you're thinking about potential acquisitions in the US, are you minded to do something of a sufficient size that it would require the use of equity or not?
- Gareth Wright: I think in terms of our acquisition strategy going forward, I'd say we're focused on the assets. Are they the right assets as I said earlier. I won't repeat all that again. But in terms of the verticals, the management team and the geographies, that's the key thing for us. And if we find things that fit the bill and work for us then we wouldn't rule out the use of equity to finance something. But it's about finding the right assets for us and doing the right deals for our shareholders, you know. We value our equity very highly and we're cognisant of that when we're looking at deals and potentially using equity for a deal.





And in terms of the exposure in the US in the Events business, Virgo is our only Exhibitions business. And we have a conference business, also in the US. So between the two of them I would say it is somewhere in the region of 15%, probably, of the overall Events revenue.

Matthew Walker: Okay, that's great, thank you.

Operator: We will now take the next question from Vighnesh Padiachy from Goldman Sachs.

- Vighnesh Padiachy: Good morning, hi, it's Paddy. I just had one question on the academic run rate. You've done quite well in Q3, because I think the comp was a bit tougher in Q3, but you've got very tough comp in Q4. Do you think you can keep at the sort of 3.8% run rate? And can you remind us why Q4 last year was so strong?
- Gareth Wright: Yes. Q4 last year was really strong because we had a lot of books orders come in, in the run up to year end. Basically, I think what happened was a lot of the retailers who decided to try and take advantage of the period in the run up to the annual price increases coming in on January 1st to stock up and therefore we had a very strong performance of high single digit in Q4 last year which pushed the overall revenue for the full year up to just over 5%. In terms of Q1 this year that then meant that we had a bit of a lag on the run rate as the orders had obviously been fulfilled in Q4 last year. So it gave us a bit of a slower start into the early part of this year.

And faced with that sort of high single-digit growth in Q4 of last year, I think we are saying that we don't think it's going to be – well, it's going to be a pretty hard task for us to maintain the year-on-year growth that we've had year-to-date. In academic we think we'll probably come off slightly in Q4 and therefore our consensus that it's between say 3% and 4% seems sensible to us overall.

Vighnesh Padiachy: Okay. And Gareth, will the same not happen again this year? Will people not order again ahead of price rises?

Gareth Wright: Quite possibly. We're certainly setting ourselves up operationally to running these actually the same way so we're keeping the warehouse open as long as possible in the run up to





year end and we are set up to work in exactly the same way. It's then a matter of customer behaviour in terms of how it pans out. But we're certainly doing everything we can to see if we can get the dynamics to repeat. But as I say, it's up to customers and how they want to trade in the run up to the year end.

Vighnesh Padiachy: Great, thank you very much.

- Operator: As a final reminder, if you would like to ask a question, please press *1. As there are no further questions, I would like to hand the call back over to your hosts for any additional closing remarks.
- Richard Menzies-Gow: Great, thanks very much. Thanks very much, everyone, for dialling in. If you've got any follow ups or further questions, don't hesitate to give us a call. We're around all day today. Thanks very much.

Gareth Wright: Cheers, thank you.

Operator: Thank you. That will conclude today's conference call. Thank you for your participation, ladies and gentlemen, you may now disconnect.

