

- Transformation complete
  - SEGRO now a pure-play, pan-European industrial and logistics REIT
- Strong operational and portfolio performance
  - Favourable occupier and investor supply-demand conditions
- Well positioned to continue outperforming
  - Significant organic growth potential from committed and near-term development
- Final dividend increased by 3.9% reflects confidence in the outlook
  - Full year dividend increased by 3.3% to 15.6 pence



# **Financial Review**





# Earnings momentum

- Strong like-for-like net rental income growth
- Enhanced by income from development

18.4p	Adjusted EPS, +7.0%		
+4.2%	Like-for-like net rental income growth		
4.8%	Vacancy rate (2014: 6.3%)		

## 21% increase in NAV

Capital value growth from yield compression and UK ERV growth

463p EPRA NAV per share, +21%

+11.1% Capital value growth

# Strengthened financial structure

- Realised and unrealised gains on portfolio
- Disposal proceeds 8% ahead of book value

34% Loan to Value ratio (2014: 40%)

	2015	2014
	£m	£m
Gross rental income	210.7	215.1
Property operating expenses	(37.7)	(40.5)
Net rental income	173.0	174.6
Share of joint ventures' adjusted profit <sup>1</sup>	44.4	46.3
Joint venture fee income	17.0	11.8
Administration expenses <sup>2</sup>	(28.5)	(28.3)
Adjusted operating profit <sup>2</sup>	205.9	204.4
Net finance costs	(67.3)	(74.7)
Adjusted profit before tax <sup>2</sup>	138.6	129.7
Tax on adjusted profit	0.9%	1.5%

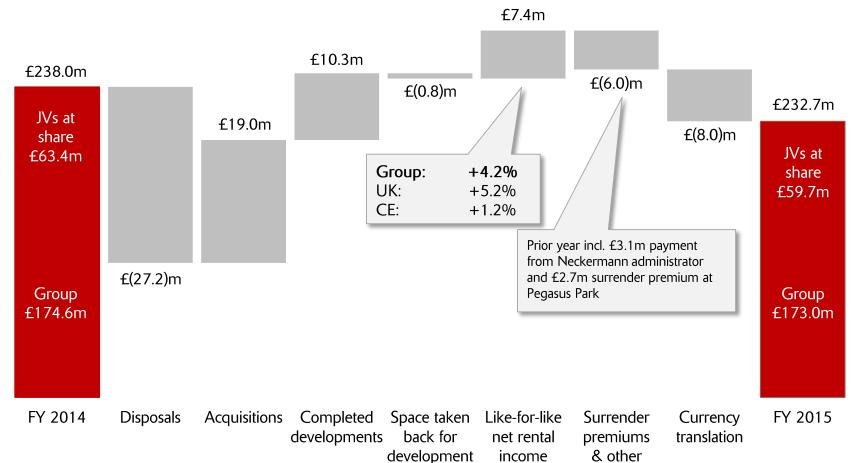
#### Considerations for 2016

- 2016 JV fee income (excluding performance fees) expected c£14m
- 17.2p pro forma 2015 Adjusted EPS ex Bath Road office disposal

<sup>1</sup> Net property rental income less administrative expenses, net interest expenses and taxation

<sup>2</sup> Adjusted PBT excludes a £4.8m pension settlement charge which is included in EPRA profit before tax

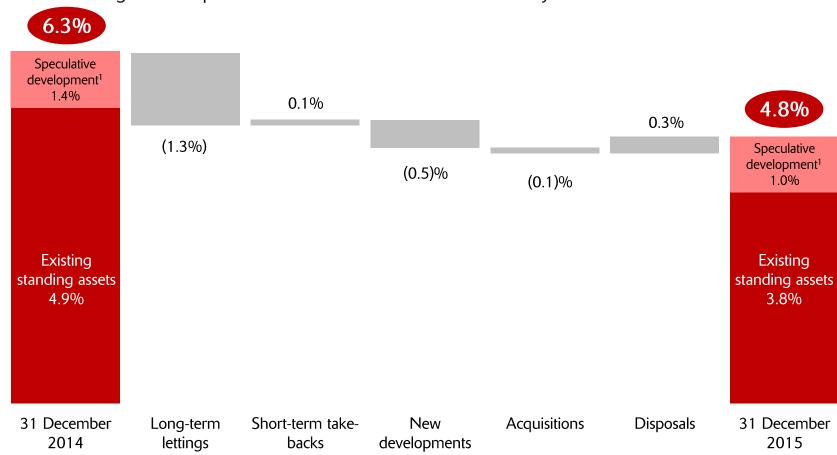
# SEGRO DRIVERS OF NET RENTAL INCOME Like-for-like net rental income +4.2%



# SEGRO WHERE BUSINESS WORKS

## **VACANCY RATE RECONCILIATION**

Strength of occupier demand reflected in all-time low vacancy rate





#### PRO-FORMA ACCOUNTING NET RENTAL INCOME

£16m lower after adjusting for major transaction activity and significant one-off items

	Group	JVs	Total
	£m	£m	£m
2015 net rental income	173.0	59.7	232.7
Incremental impact of:			
Disposals since 1 January 2015	(10.2)	(3.3)	(13.5)
Bath Road office portfolio disposal (completed 29 Jan 2016)	(14.8)	-	(14.8)
Acquisitions since 1 January 2015	10.1	1.5	11.6
Developments completed and let during 2015	4.6	0.6	5.2
One-off items	(4.5)	(0.3)	(4.8)
Pro-forma 2015 net rental income	158.2	58.2	216.4

#### **Excludes:**

- Full year impact of lower vacancy rate and rent roll growth
- £3.3m of potential annual gross rent<sup>1</sup> from speculative developments completed in 2014 and 2015 not yet let
- £26m of potential gross rent<sup>1</sup> to come from current development pipeline (of which £15.8m pre-let)
- Impact of foreign exchange

<sup>1</sup> Annualised headline rental income (on a cash flow basis) after the expiry of rent-free periods



#### TOTAL COST RATIO

Lower cost ratio due to more efficient portfolio; 7% reduction in total costs

Incl. joint ventures at share	2015	2014	Change
	£m	£m	%
Gross rental income	283.9	289.7	(2.0)
Property operating expenses	37.7	40.5	
Administration expenses <sup>1</sup>	28.5	28.3	
JV operating expenses	11.4	12.2	
JV management fees <sup>2</sup>	(13.8)	(12.2)	
Total costs <sup>3</sup>	63.8	68.8	(7.3)
Total cost ratio	22.5%	23.7%	-1.2pp

- Property operating expenses reflect lower cost of vacancy
- One-off £4.8m pension settlement cost excluded
- 20% cost ratio medium-term target remains achievable

 Higher cost ratio in 2016 due to reduced gross rents (disposals) and slightly higher cost base

<sup>1</sup> Administrative costs exclude the pension settlement charge of £4.8m

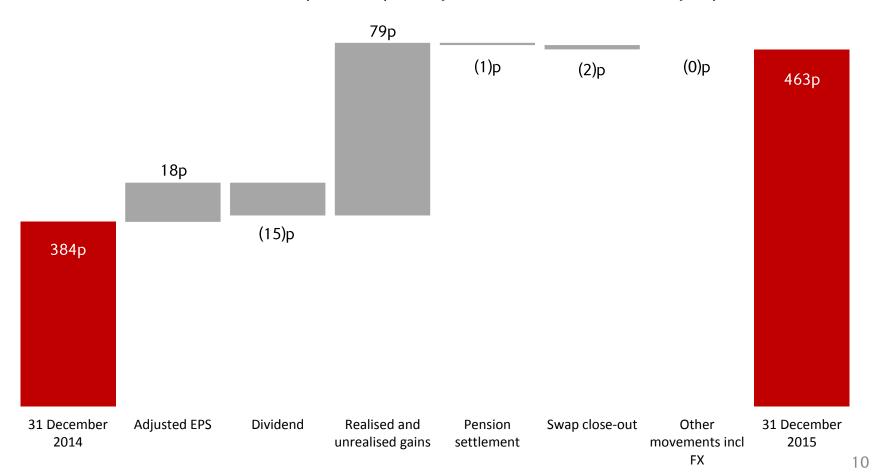
<sup>2</sup> JV management fees exclude performance fees of £3.2m

<sup>3</sup> Total costs include vacant property costs of £4.7m for 2015 (2014: £10.6m)



### MAIN DRIVERS OF EPRA NAV GROWTH

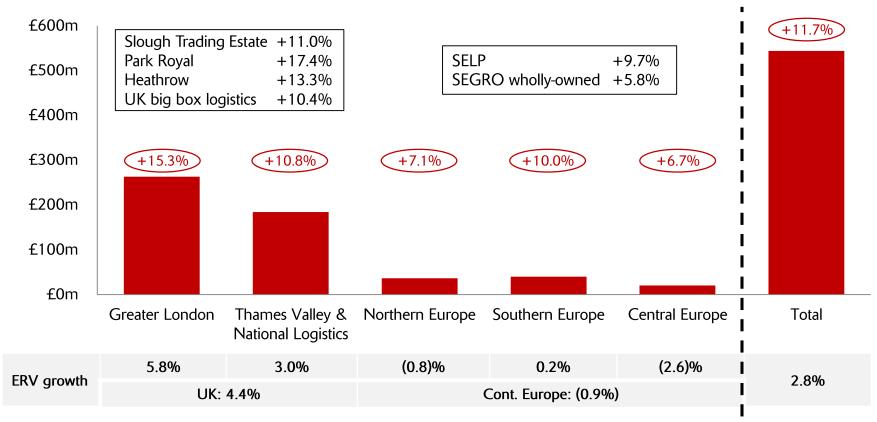
21% increase in EPRA NAV per share primarily reflects valuation rise, offset by c3p of one-off items





#### PORTFOLIO VALUE CHANGE AND ERV GROWTH BY BUSINESS UNIT1

11.7% completed portfolio valuation movement (UK +13.1%; Continental Europe +7.9%)



<sup>1</sup> Percentage change relates to completed properties, including JVs at share.



#### FINANCIAL POSITION

## Reduced financing costs; enhanced financing capability

	31 December 2014 £m	31 December 2015 £m	31 Dec 2015 pro forma <sup>1</sup> £m
Group only			
Net borrowings (£m)	1,679	1,807	1,486
Group cash and undrawn facilities (£m)	429	234	503
Weighted average cost of debt <sup>2</sup> (%)	4.4	3.7	4.2
Interest cover <sup>3</sup> (times)	2.2	2.5	n/a
Including JVs at share			
Net borrowings (£m)	2,040	2,193	1,873
LTV ratio <sup>4</sup> (%)	40	38	34
Average maturity of debt (years)	6.9	6.0	7.0
Fixed rate debt as proportion of net debt (%)	80	75	<b>88</b> <sup>5</sup>
Weighted average cost of debt <sup>2</sup> (%)	4.2	3.5	3.8

Proceeds from Bath Road portfolio sale received in January

- Pro forma net debt (incl JVs) fell £167m reflecting net investment, offset by receipt of SELP deferred consideration
- APP debt refinanced post year-end
- Attractive marginal cost of Group bank borrowings of c1.25% (floating rate)
  - No scheduled Group debt maturities in 2016
- Expected development spend of £300m in 2016

<sup>1</sup> Figures at 31 December 2015 adjusted for receipt of proceeds from Bath Road portfolio sale and for APP refinancing

<sup>2</sup> Based on gross debt, excluding commitment fees and amortised costs

<sup>3</sup> Net rental income / EPRA net finance costs (before capitalisation) on an annualised basis

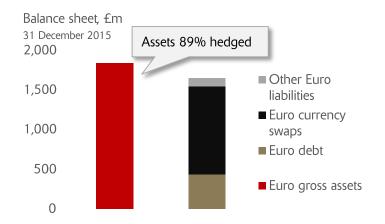
<sup>4 2014</sup> figure includes £110m deferred consideration from the creation of the SELP JV

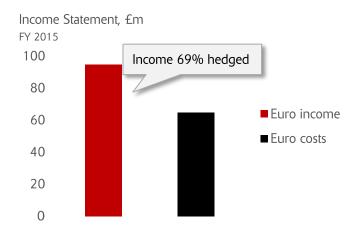
<sup>5</sup> Fixed for an average period of 7.4 years



#### **EURO CURRENCY EXPOSURE AND HEDGING**

## Impact of euro volatility limited by high degree of balance sheet and earnings hedging





- €1.36:£1 as at 31 December 2015
- € assets 89% hedged by € liabilities
- €187m (£138m) of residual exposure 4% of Group NAV
- Illustrative NAV sensitivity vs €1.36:
  - +5% ( $\le 1.43$ ) = -c£7m (c.0.9p per share)
  - -5% ( $\le 1.29$ ) = +c£7m (c.0.9p per share)

Loan to Value (on look-through basis) at €1.36:£1 is 38%, sensitivity vs €1.36:

- +5% (€1.43) LTV -0.6%-points
- -5% (€1.29) LTV +0.7%-points
- Average rate for 12 months to 31 December 2015 €1.38:£1
- € income 69% hedged by € expenditure (including interest)
- Net € income for the period €30m (£22m) 16% of Group
- Illustrative annualised net income sensitivity versus €1.38:
  - +5% ( $\le 1.45$ ) = -c.£1.0m (c.0.1p per share)
  - -5% ( $\le$ 1.31) = +c.£1.1m (c.0.1p per share)



Strong performance in 2015

- Healthy earnings momentum
  - Growing earnings contribution from development

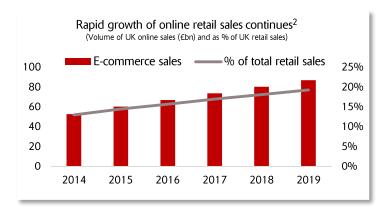
- Expect to maintain LTV below 40%
  - Tactical disposals to fund investment activity

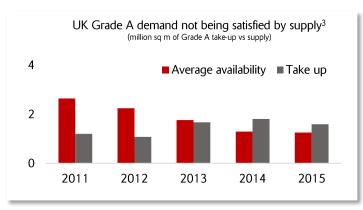


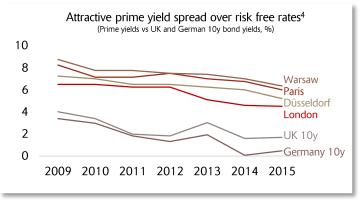


## SUPPORTIVE OCCUPATIONAL MARKET BACKDROP









Sources: 1 OECD, 2 eMarketer September 2015, 3 JLL, 4 CBRE, Bloomberg (data correct as at 16 February 2016)

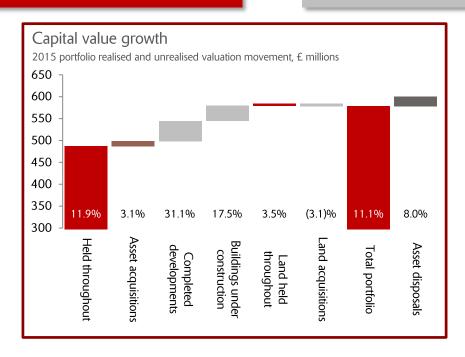


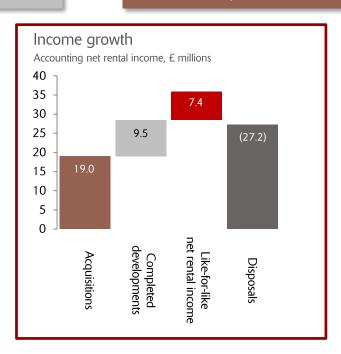
## **SEGRO** DRIVING TOTAL PROPERTY RETURNS FROM OUR PORTFOLIO



## Development

## **Acquisitions**





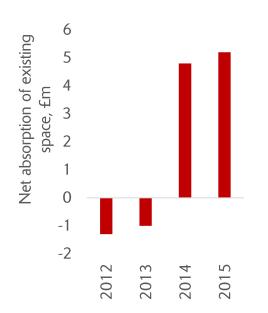
Funded by recycling assets into strengthening investment market



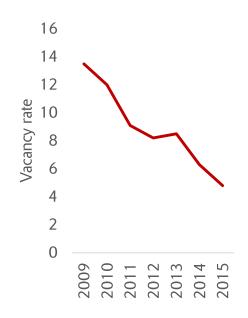
#### **ACTIVE ASSET MANAGEMENT**

## Rental growth from active management of existing portfolio

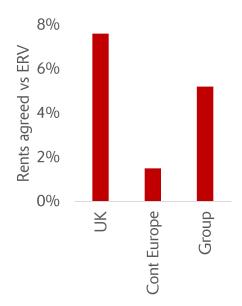
Positive leasing momentum in 2015...<sup>1</sup>



...improving occupancy...<sup>2</sup>



... and outperforming market rents<sup>3</sup>



## £5m net additional rent generated from existing portfolio

<sup>1</sup> Headline rent agreed on new leases less passing rent lost from space taken back during the year.

<sup>2</sup> Vacancy rate based on ERV at 31 December.

<sup>3</sup> Headline rent agreed during 2015 as percentage of ERV at most recent valuation.



## **DELIVERING GROWTH THROUGH DEVELOPMENT**

Development completions worth £12m of annualised rent

# Urban distribution & light industrial



6,000 sq m speculative: fully let

City Park, Dusseldorf

17,000 sq m part speculative: 91% let



5,500 sq m speculative: under offer



8,800 sq m pre-let

## Big box logistics



22,000 sq m speculative: fully let



92,900 sq m pre-let



35,500 sq m pre-let



32,000 sq m pre-let

## £54m of new rent from development completions since 2011



## DELIVERING GROWTH THROUGH DEVELOPMENT

£14m of future income secured in 2015

### UK



Pre-let, Slough Trading Estate



Pre-let, Origin (Park Royal)



Pre-let, Rugby Gateway



Speculative letting, Rugby Gateway

## Continental Europe



Pre-let, Bologna



Pre-let. Paris



Pre-let, Piacenza



Pre-let, Gliwice (Poland)



Pre-let, Vimercate



Pre-let, Berlin

...with a strong pipeline of further deals



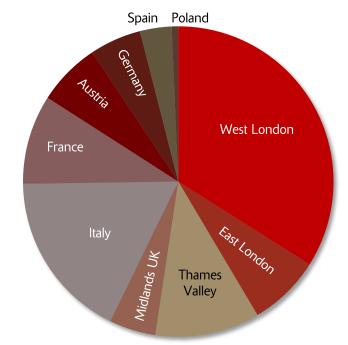
### LAND ACQUISITIONS TO DRIVE FUTURE DEVELOPMENT GROWTH

304 hectares of land secured through acquisitions or under option



- Acquired £221m of land in 2015, half in London and SE England (Hayes, Bracknell, Purfleet)
- £50m (15%) of land bank identified for sale for alternative use (mainly residential) held at industrial land value
- Additional opportunity from land held under option
  - East Plus 35 hectares of industrial land in East London, supporting 140,000 sq m of warehousing (c£180m development capex)
  - Vailog acquisition options over 80ha of land, 25ha already drawn down in Italy

Value of land acquisitions during 2015, by geography





## **GROWTH THROUGH ACQUISITIONS**

£334m of asset acquisitions increased scale in UK and Continental Europe big box logistics













£1.2bn of asset acquisitions since November 2011



# **SEGRO** GROWTH THROUGH ACQUISITIONS

Entered Northern Italian logistics market through acquisition of Vailog









3 pre-let developments agreed since acquisition (£2.9m rent)



## FUNDING INVESTMENT AND IMPROVING PORTFOLIO QUALITY

Asset swaps — £188m sales, £125m acquisitions through swaps in 2015















£188m acquisitions since Nov 2011



£270m disposals since Nov 2011



## FUNDING INVESTMENT AND IMPROVING PORTFOLIO QUALITY

£661m from disposals of non-core assets, 8% ahead of valuation









#### PRIORITIES FOR 2016 AND BEYOND

Strategy unchanged: disciplined capital allocation and operational excellence

- Take advantage of portfolio strength and favourable occupational market
  - Capitalise on SEGRO's strong market position in established geographies
  - Build scale in SEGRO's newer geographies
  - Growth primarily through asset management and development
- Maintain appropriate and conservative financial structure
  - Strategic asset disposal programme is complete
  - Sell mature assets into strong investment market

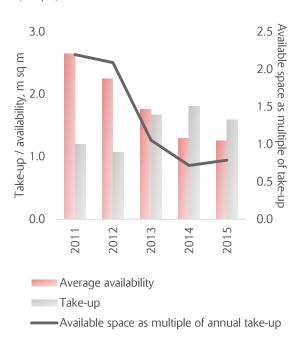
SEGRO well placed to deliver growth



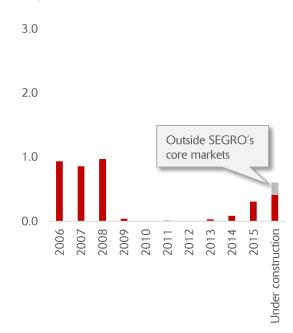
### FAVOURABLE SUPPLY-DEMAND DYNAMICS EXPECTED TO BE MAINTAINED

## Supply of warehouses in UK and France falling behind levels of demand

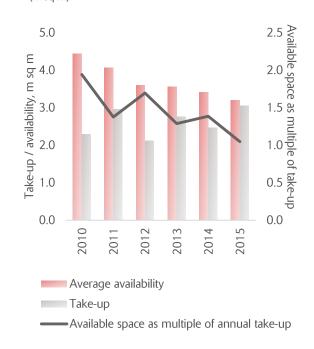
UK Big Box supply-demand dynamics<sup>1</sup> (m sq m)



Speculative UK Big Box completions<sup>2</sup> (m sg m)



France logistics supply-demand dynamics<sup>3</sup> (m sq m)



1 Source: JLL (logistics warehouses > 100,000 sq ft, Grade A)

2 Source: JLL

3 Source: CBRE (logistics warehouses >5,000 sq m all classes)



# **SEGRO** FAVOURABLE DEMAND-SUPPLY IN ALL OUR KEY MARKETS

Geography or Property Type	Demand conditions	Supply conditions	SEGRO vacancy <sup>1</sup>	Rental growth expectations 2016-17 <sup>2</sup>
Greater London	STRONG	LIMITED	5.4%	4-5% pa
Slough Trading Estate / Thames Valley	STRONG	LIMITED	7.8%³	2-4% pa
Midlands / South East Big Box Logistics	STRONG	LIMITED	0.0%	2-4% pa
Continental Europe Big Box Logistics	STRONG	MODERATE	2.3%	0% pa
Continental Europe Urban warehouses	STRONG	LIMITED	5.1% <sup>4</sup>	2-3% pa

<sup>1</sup> Vacancy rate at 31 December 2015

<sup>2</sup> SEGRO expectations

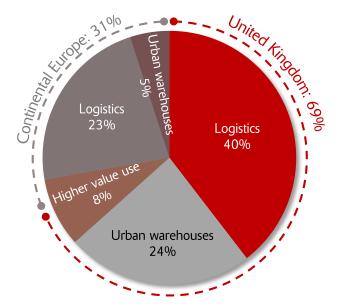
<sup>3</sup> Vacancy rate for Slough Trading Estate excluding Bath Road office portfolio; 6.1% excluding speculative development

<sup>4</sup> Vacancy rate in core France, Germany and Poland smaller, urban warehouses



## NEAR TERM GROWTH FROM CURRENT DEVELOPMENT PROGRAMME

Current development pipeline, asset type by ERV (31 December 2015)



1 Total development cost including land value at commencement of development

#### Current pipeline (408,000 sq m)

- £143m development cost to complete (exc. land)
- Projected annual rents of £26m
- 61% pre-let at 31 December 2015
- 7.6% estimated yield on total development cost<sup>1</sup>, reflecting weighting to UK
- Includes higher value use developments in Slough and Milan

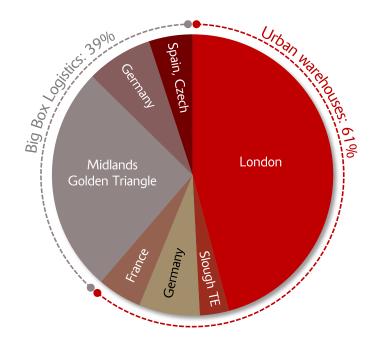
Figures exclude 234 Bath Road office development pre-sold in January 2016



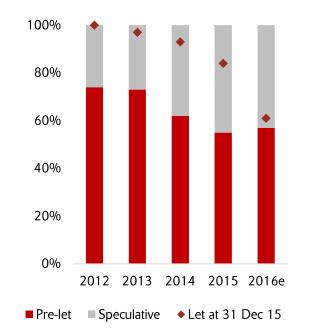
## BUILDING SPECULATIVELY WHERE DEMAND-SUPPLY DYNAMICS ARE STRONGEST

## Demand for UK big box warehouses exceeds supply

Speculative development underway, by property type and location £10.8m of potential rent



Rapid leasing of speculative space (Letting status of development completions in 2012-16e, %)





## **SEGRO** FUTURE DEVELOPMENT PIPELINE

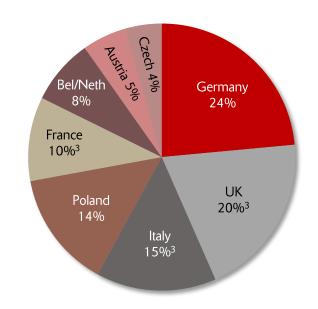
## Further strong potential to generate new income over the next five years

#### Current land bank

(31 December 2015)



Geographic split of future pipeline, by ERV<sup>1 3</sup> (31 December 2015)



#### Future pipeline (2.2m sq m)<sup>3</sup>

- £751m estimated development costs1
- £83m of potential annual rent1
- 8.3% estimated yield on TDC<sup>2</sup>
- 11.1% estimated yield on new money
- 60% ERV from Continental Europe big box logistics
- 35% ERV from urban warehouses (85% in UK and Germany)

<sup>1</sup> Including joint ventures at share.

<sup>2</sup> Total development cost: includes land valued at £251m. Further details in the FY 2015 Property Analysis Report.

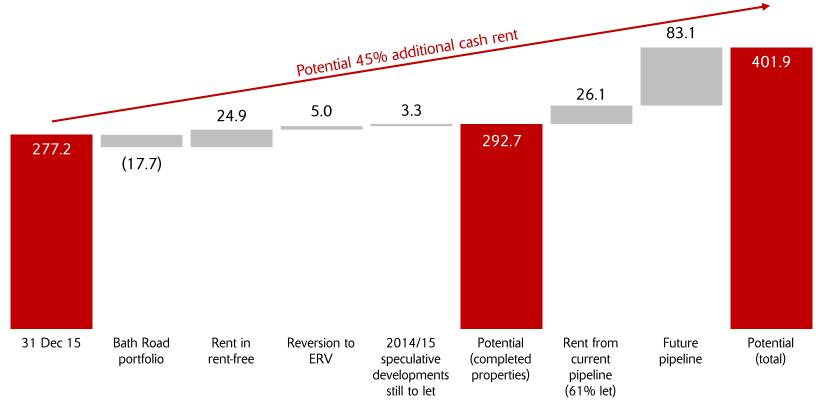
<sup>3</sup> Excludes potential developments on land held under option.



### SUBSTANTIAL GROWTH POTENTIAL WITHIN OUR CONTROL

From both existing assets and our development pipeline

Annualised gross cash passing rent<sup>1</sup>, £ millions



33



### LAND ACQUISITIONS TO DRIVE FUTURE GROWTH PROSPECTS

Roxhill agreement paves the way to build scale in UK big box logistics

- Exclusive partnership with Roxhill
- Potential to create 10m sq ft of big box logistics in Midlands and SE England over 10 years
- Small initial investment; potential total investment of over £800m at blended 7% estimated development yield
- Optionality over development timing





#### PRIORITIES FOR 2016 AND BEYOND

Strategy unchanged: disciplined capital allocation and operational excellence

- Take advantage of portfolio strength and favourable occupational market
  - Capitalise on SEGRO's strong market position in established geographies
  - Build scale in SEGRO's newer geographies
  - Growth primarily through asset management and development
- Maintain appropriate and conservative financial structure
  - Strategic asset disposal programme is complete
  - Sell mature assets into strong investment market

SEGRO well placed to deliver growth





	2015			2014			
	Group <sup>1</sup> £m	JVs £m	Total £m	Group £m	JVs £m	Total £m	
Gross rental income	210.7	73.2	283.9	215.1	74.6	289.7	
Property operating expenses	(37.7)	(13.5)	(51.2)	(40.5)	(11.2)	(51.7)	
Net rental income	173.0	59.7	232.7	174.6	63.4	238.0	
JV management fee income	17.0	_	17.0	11.8	_	11.8	
Administration expenses	(28.5)	(1.1)	(29.6)	(28.3)	(0.7)	(29.0)	
Adjusted operating profit	161.5	58.6	220.1	158.1	62.7	220.8	
Net finance costs	(67.3)	(13.3)	(80.6)	(74.7)	(15.8)	(90.5)	
Adjusted profit before tax	94.2	45.3	139.5	83.4	46.9	130.3	
Tax	(1.3)	(0.9)	(2.2)	(1.9)	(0.6)	(2.5)	
Adjusted profit after tax	92.9	44.4	137.3	81.5	46.3	127.8	

<sup>1</sup> Includes Vailog fully consolidated at 100%.

	31 December 2015			31 December 2014			
	Group £m	JVs £m	Total £m	Group £m	JVs £m	Total £m	
Investment properties	4,424.0	1,305.5	5,729.5	3,477.0	1,230.8	4,707.8	
Trading properties	37.6	5.8	43.4	77.8	13.1	90.9	
Total properties	4,461.6	1,311.3	5,772.9	3,554.8	1,243.9	4,798.7	
Investment in joint ventures	867.3	(867.3)	_	855.5	(855.5)	_	
Other net assets/(liabilities)	(32.5)	(57.3)	(89.8)	157.7	(27.2)	130.5	
Net debt	(1,806.5)	(386.7)	(2,193.2)	(1,679.2)	(361.2)	(2,040.4)	
Net asset value <sup>1</sup>	3,489.9	_	3,489.9	2,888.8	-	2,888.8	
EPRA adjustments			(36.5)			(44.1)	
EPRA net assets			3,453.4			2,844.7	

<sup>1</sup> After minority interests



#### EPRA CAPITAL EXPENDITURE ANALYSIS

## JVs proportionally consolidated

	2015				2014			
	Group £m	JVs £m	Total £m	Group £m	JVs £m	Total £m		
Acquisitions	601.4	72.6	674.0	437.1	234.0	671.1		
Development <sup>1</sup>	144.1	20.3	164.4	136.3	21.0	157.3		
Completed properties <sup>2</sup>	18.1	6.9	25.0	21.7	4.1	25.8		
Other <sup>3</sup>	13.4	3.9	17.3	8.4	4.7	13.1		
TOTAL	777.0	103.7	880.7	603.5	263.8	867.3		

- Acquisitions include Heathrow Big Box purchase at 100% and acquisition costs
- Approximately 70% of completed properties capex is directly linked to generating rents
- £5-10m of maintenance capex within "Completed properties"

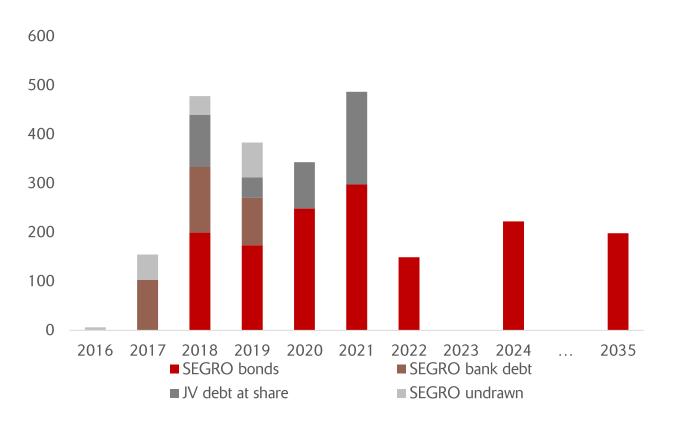
<sup>1</sup> Includes wholly-owned capitalised interest of £2.9 million (2014: £4.4 million) and share of JV capitalised interest of £0.1 million (2014: £0.4 million).

<sup>2</sup> Completed properties are those not deemed under development during the year. Incorporates minor refurbishment and infrastructure spend (not deemed to be directly ERV enhancing), and major refurbishment and fit-out of existing buildings (which are considered ERV enhancing)

<sup>3</sup> Tenant incentives, letting fees and rental guarantees

	31 December 2015	31 December 2015	Weighted average cost	
	pro forma, £m	£m	of gross debt, % <sup>1</sup>	
Group gross borrowings	1,502	1,823	4.2	
Group cash & equivalents	16	16	-	
Group net borrowings	1,486	1,807	_	
Share of joint venture net borrowings	386	386	2.8	
SEGRO net borrowings including joint ventures at share	1,872	2,193	3.8	
Total properties (including SEGRO share of joint ventures)	5,465	5,771		
'Look-through' loan to value ratio	34	38		

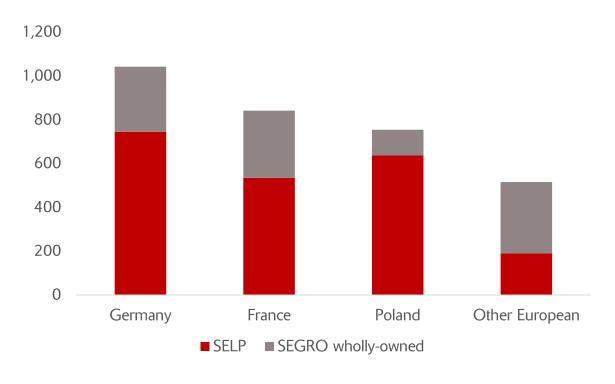






#### SEGRO CONTINENTAL EUROPE ASSETS UNDER MANAGEMENT

€ millions, as at 31 December 2015



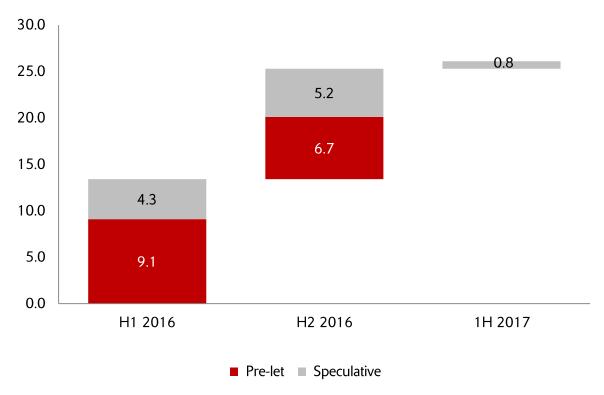
- €3,154m AUM at 31 December 2015 (£2,319m)
- SELP joint venture focuses on big box logistics assets
- Other European countries include
  - The Netherlands, Belgium and Austria

     supported by our platform in
     Germany
  - Italy and Spain supported by our platform in France
  - Czech Republic and Hungary supported by our platform in Poland



## TIMING OF CURRENT DEVELOPMENT PIPELINE COMPLETIONS

Annualised gross rental income from development completions, £ millions<sup>1</sup>



- Almost all of the current pipeline expected to complete in 2016
- £15.8m gross rent from pre-let developments
- £10.3m potential gross rent from speculative developments

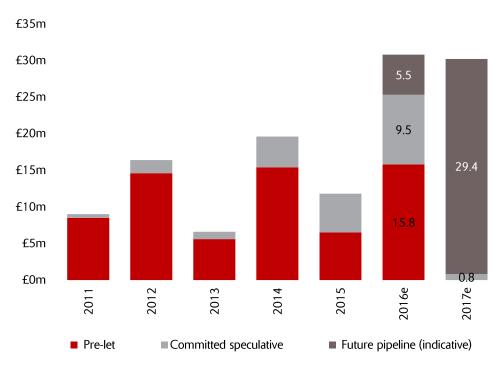
1 At 31 December 2015, including joint ventures at share



## **FUTURE DEVELOPMENT PIPELINE**

# Indicative fully-let gross rental income potential

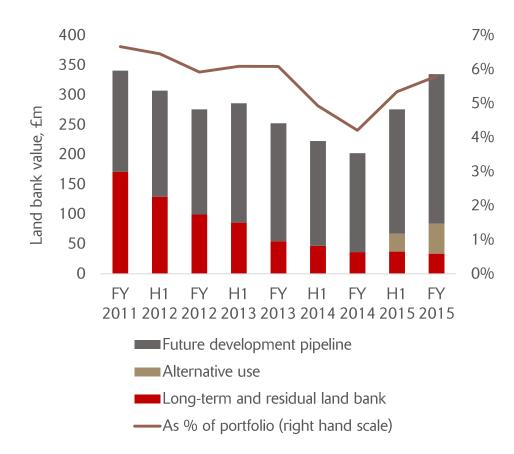
Fully-let annualised gross rental income by year of development completion - indicative<sup>1</sup> (31 December 2015)



1 Including joint ventures at share, excluding rent-free periods



#### ATTRACTIVE LAND ACQUISITIONS TO DRIVE FUTURE GROWTH PROSPECTS



- Acquired £221m of land in 2015, half in London and SE England (Hayes, Bracknell, Purfleet)
  - 30% of end-2014 land bank used in 2015
  - 40% of end-2015 land bank in the committed pipeline
- £50m (15%) of land bank identified for sale for alternative use (mainly residential) – held at industrial land value
- Additional opportunity from land held under option
  - East Plus 35 hectares of industrial land in East London
  - Vailog 40 hectares of industrial land in France and Italy

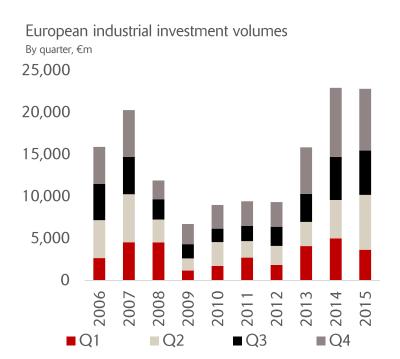
	2015		2014		
	£m		£m		
EPRA profit after tax	137.3	18.4p	127.8	17.2p	
EPRA NAV	3,453.4	463p	2,844.7	384p	
EPRA NNNAV	3,195.9	428p	2,514.6	339p	
EPRA net initial yield		5.0%		5.4%	
EPRA topped-up net initial yield		5.5%		6.0%	
EPRA vacancy rate		4.8%		6.3%	
EPRA cost ratio (including vacant property costs)		22.5%		23.7%	
EPRA cost ratio (excluding vacant property costs)		20.8%		20.1%	

<sup>1</sup> See Supplementary notes to the financial statements for reconciliation to SEGRO adjusted metrics

# **SEGRO**

## **EUROPEAN INDUSTRIAL INVESTMENT VOLUMES**

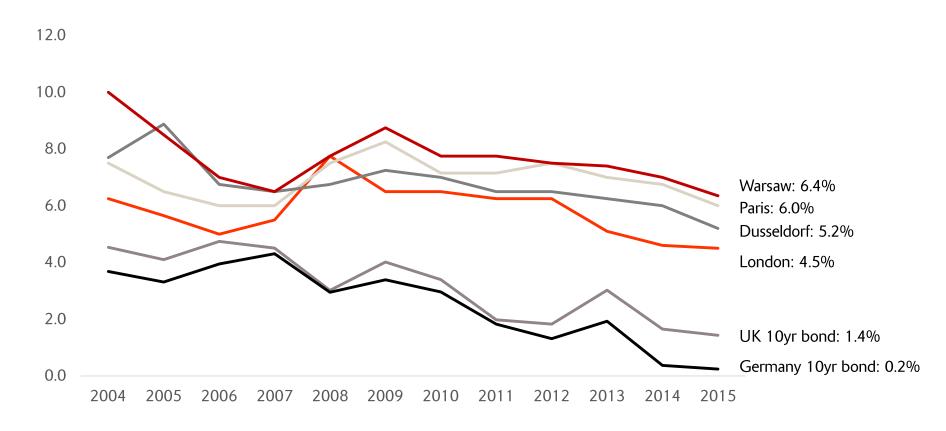




Source: CBRE



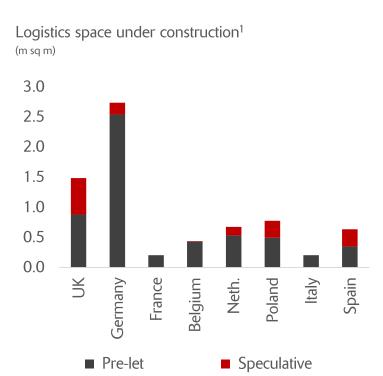
## **SEGRO** PRIME LOGISTICS YIELDS VS 10 YEAR BOND YIELDS



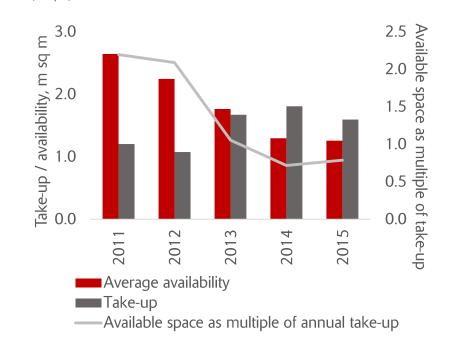
Source: CBRE, Bloomberg (data correct at 15 February 2016)



## EUROPEAN INDUSTRIAL AND LOGISTICS SUPPLY OF NEW SPACE



UK Grade A logistics supply-demand dynamics  $^2$   $^{(m sq m)}$ 



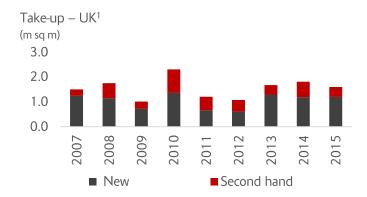
1 Source: 4Q 2015, JLL

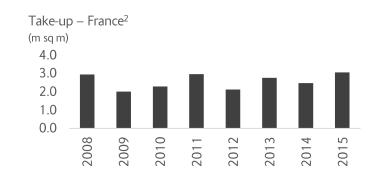
2 Source: JLL



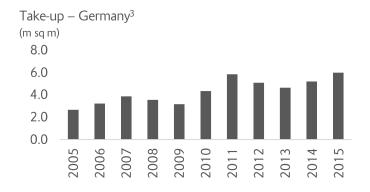
## **EUROPEAN INDUSTRIAL & LOGISTICS**

## Take-up statistics









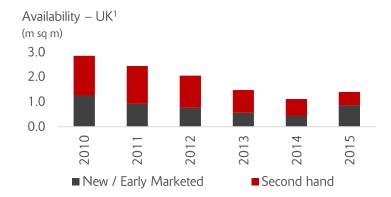
1 Source: JLL 2 Source: CBRE

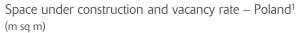
3 Source: BNP Paribas Real Estate



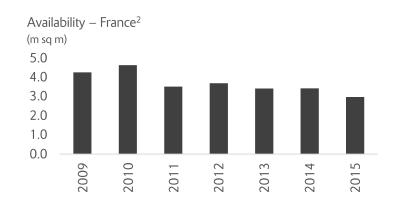
## **EUROPEAN INDUSTRIAL & LOGISTICS**

## Availability statistics







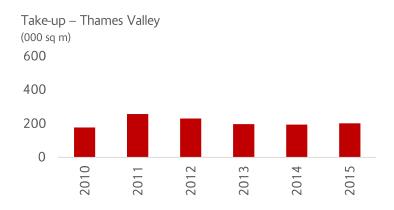


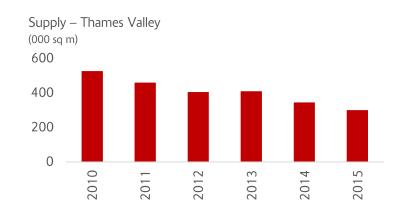
1 Source: JLL 2 Source: CBRE

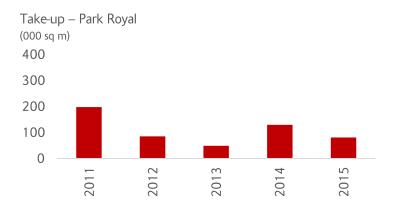


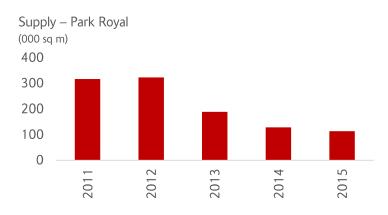
## LONDON & THAMES VALLEY INDUSTRIAL & LOGISTICS

## Take-up and availability statistics







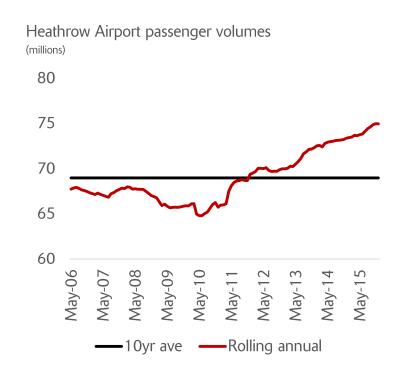


Source: JLL (units of 200 sq m and above)



## **SFGRO** HEATHROW AIRPORT CARGO & PASSENGER VOLUMES





Source: Heathrow Airport

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