



FL/ENTERTAINMENT

FL / Entertainment H1 2022 Results

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List of MAIN speakers	Company	Job title
François Riahi	FL Entertainment	Group CEO
Sophie Kurinckx	FL Entertainment	Group CFO

**H1 2022 Results
Operator**

Good day, and thank you for standing by. Welcome to the FL Entertainment first half 2022 results conference call. At this time, all participants are in a listen-only mode. After the speaker's presentation, there will be a question-and-answer session. To ask a question during the session, you will need to press *11 on your telephone. You will then hear an automated message advising your hand is raised. If you wish to ask a question via the webcast, please use the Q&A box available on the webcast link at any time during the conference. Please be advised that today's conference is being recorded. I would now like to hand the conference over to your first speaker today, Caroline Cohen. Please go ahead.

H1 2022 Results

Caroline Cohen
Head of Investor Relations

Thank you, Sandra. Good evening, and welcome to our H1 2022 results webcast for FL Entertainment. My name is Caroline Cohen. I'm Head of Investor Relations and I look forward to getting to know you all better in the coming weeks and months. Before we start, let me draw your attention to the disclaimer on slide two that I invite you to read. To comment our results, we have our CEO François Riahi and our CFO Sophie Kurinckx. First, you will hear from François on our key highlights for the first half of 2022, followed by a short introduction to FL Entertainment as it is our first results webcast as a listed company. Sophie will then go through the financials in more details and François will conclude with the outlook. We will open up the line for your questions afterwards. So let's get started. Over to you, François.

Key Highlights of H1 2022

François Riahi
Group CEO

Thank you, Caroline, and welcome everybody. With Sophie, we are delighted to present our very first financial results webcast following our listing in July. This listing was, of course, a very important milestone for FL Entertainment and is already helping us to build momentum and to accelerate our growth. As the largest independent content producer globally and the fastest growing sports betting platform in Europe, FL Entertainment is a leader in attractive and growing market segments. With supportive, long-term shareholders and great teams, we are well positioned to seize these opportunities and create value for all our shareholders and I think that our results for H1 2022 illustrate very well this potential.

Strong H1 2022 performance

So let's move to our key highlights. In this first half of 2022, FL Entertainment delivered strong revenue growth driven by the performance from our two businesses, the content production and the sports betting. In the content production and distribution, the business has fully recovered from the impact of Covid in the same period last year and shows a very strong momentum. We have also completed the bolt-on acquisition of eight production companies this year, five during the first half and three in September. These deals were in six different countries and across both scripted and non-scripted format. They highlight the consolidation opportunity in our sector – and I will come back to that a little bit later – and demonstrate our increased capacity to pursue M&A as FL Entertainment and confirm our status as a preferred home for talent in the industry.

On the sports betting and online gaming side, our core Betclik business grew 5% at constant FX and we saw continued growth in the number of unique active players. So with all that, H1 2022 was defined by high profitability and cash generation and our financial structure improved thanks to the transaction, but also thanks to our strong cash generation and is today very robust. Sophie will come back to that later.

H1 2022 key financials: delivering solid results

So first, Sophie will go through the results in more detail, but let's take a helicopter view. If we look at the five main KPIs we had defined at the time of our listing, all the green lights are here. On the revenue side, we are up by 19% at €1.8 billion for the first half. Adjusted EBITDA, which is the best reflection of our operational profitability, was up 16% versus H1 2021. Adjusted net income was up 8% while adjusted free cash flow was up 20%, representing a cash flow conversion rate of over 80% and demonstrating the strength of FL Entertainment's business model. The reason why the increase in our adjusted net income is less than in our adjusted EBITDA is due to the fact that in 2021 we had some low tax rate because of carry-forward losses, previous losses. So in 2022 our tax rate is more normal and that explains the difference in this growth.

Now, if we look at our leverage, it has gone down from 3.7x at the end of this December 2021 to 3.3x in six months due to three effects. One is the increase in our EBITDA. The second one is the operational cash flow, reducing the level of debt. And the third point is the positive impact of the listing transaction on our debt.

I recall also that the proceeds of the IPO have also been used to buy almost 50% of Betclik shares, which has of course improved dramatically the proportional leverage in strong proportions.

Before I hand over to Sophie, I wanted to spend a few minutes introducing FL Entertainment as some of you will have not heard from us at the time of the listing.

Our mission: Entertain the world

So first our mission. Simply put, our mission is to entertain the world. We run two businesses: content production and distribution, which operates through the Banijay brand, and sports betting and online gaming with two brands, Betclik and Bet-at-home, who are together in Betclik Everest Group. These are powerful entertainment brands that have a strong understanding of their audiences and an ability to drive connections.

Major entertainment players like Disney recognise the opportunities in sports betting. Maybe you saw that a few days ago. The Disney CEO confirmed that the company is looking at developing a sports betting app. I think that's a very good testimony to the fact that sports betting is an integral part of the entertainment industry, as we said during our IPO.

What drives our success

Now, what drives our success? First, through our Banijay and Betclac businesses, FL Entertainment holds leading positions in markets that are structurally growing. I will come back in more detail on these markets just after. Second, our organisation. We were founded by an entrepreneur and have entrepreneurs at every level of our organisation. We are structured to empower our people and enhance creativity. Look at Banijay. Actually, Banijay is a collective of over 120 production companies across 23 territories. This is a unique setup which is very much adapted to attracting, retaining talent and allowing them to deploy their creativity. This is because of this organisation that we have been able to launch in 2021 over 90 new pilot shows, which is we think, unmatched in the industry. The entrepreneurial leadership at Betclac is also why we have an industry-leading, easy-to-use, and innovative offer.

Third, we enjoy a strong track record of profitable growth in both content production and online sports betting, and I will provide more colour on the opportunity to continue this over the coming years. We don't oppose growth and profitability; we deliver both. And finally, we enjoy robust and sustainable business models. We enjoyed strong performance during the Covid pandemic and we are well placed to continue to thrive in the face of wider macroeconomic challenges.

FL Entertainment: leadership, governance and alignment of interests

FL entertainment, I would say, a good, strong governance and a very good alignment of interest. So, first, it begins with our management. Of course, by modesty, I will not comment about Sophia and myself, but our two CEOs, Marco Bassetti at Banijay and Nicolas Beraud at Betclac, our two business CEOs, are entrepreneurs that have developed their businesses with tremendous success so far and will continue to do so supported by a talented team. It's very important to note that both Marco and Nicolas are significant shareholders in the company that they are leading. Stéphane Courbit, our chairman and founder of the Group, is another powerful asset bringing over 30 years' experience of growing entertainment businesses and creating value. And we call on an experienced board of directors that is majority independent from the controlling shareholder and brings a diversity of talent to guide our journey. The interests of our teams are also fully aligned to our shareholders, thanks to long-term incentive plans that are an integral part of our business model.

Content production & distribution: leading position in fast growing entertainment market

If I zoom in on content production and distribution, I will say a word about the market. The global content market is huge. It is estimated to be worth €200 billion and has been growing very fast, driven by the increase in the number of players, especially on the streaming side. This emergence is creating more competition, more competition between streamers and broadcasters, more competition between streamers themselves. And this

competition means that having the right programming is key to meeting demands from all clients for quality content. If you have quality programs, then you have a strong bargaining power.

As the leading independent production company with the largest content catalogue and portfolio of IP rights, Banijay it is extremely well placed to capitalise on platforms. There is also, and I mentioned that in the introduction, an extensive consolidation opportunity in this market. The top ten players in this market only represent 6% of global content production and Banijay only 3%. So there is a lot of room for development for acquisitions and we have a demonstrated track record to integrate new companies within Banijay. And of course, I think this year is a good testimony for that as we have completed eight of these acquisitions.

As I have said, Banijay is attractive to top talent. We have done these acquisitions this year, but we see more to come and a lot of potential in terms of M&A capabilities for Banijay, which is an intrinsic part of its business model.

Content production & distribution: highly diversified and profitable business model

The beauty of our content production and distribution business is the extreme diversity of revenues. This is true in terms of customers; we have no concentration of customers whatsoever. This is true in terms of geographies. You see that, for example, France is only our fourth geography and accounts only for 9% of our revenues, and it's very well spread between the countries. And this is also true in terms of formats. We are not dependent on any format.

The second element is that this is a highly profitable and de-risked business, driven by the fact that just under 70% of revenue is from non-scripted production. So non-scripted production is a cost-plus pricing model with high cash flow conversion of around 75%. And even during the Covid pandemic, this figure was still the case. We are also seeing growing distribution revenues led by the demand for content that I was describing earlier and also secondary revenue opportunities from gaming and licensing. Something very specific to Banijay is that the IP is at the heart of our business model and our offer includes recognised brands and a wide diversity of formats that drive repeat business for replication across different territories. So we are not only, when we produce new shows, we are not only generating revenues the first day, but we are also creating revenues for the future.

And to ensure that the content we produce thrives on diverse perspectives, we are focussed on ensuring we have a truly representative and inclusive workforce, and especially, of course, on the screen where diversity is very important for the societies we are operating in.

Sports betting & online gaming: leading position in fast growing online gaming market

Now, if I move to sports betting and online gaming, again, we talk about a massive opportunity with the global market expected to double between 2020 and 2027 to an estimated €115 billion. Based on gross gaming revenues, we believe Betclik was the fastest growing online sports betting platform in Europe in 2021. Betclick has a proven track record of operating in highly regulated markets, including France, Portugal and Poland, where it has leading positions. Betclik business is built on an award-winning, profitable and scalable proprietary tech platform that offers clear opportunities to duplicate our knowhow in new territories. In a word, Betclik is a tech company, but we're talking about profitable tech.

Sports betting & online gaming: Profitable business model in highly regulated and taxed environment

Now, Betclix is a sports betting house. This is our DNA. You can see this in our revenues. Sportsbook activities make up almost 80%, while activities from the five main geographies of France, Portugal, Poland, Germany and Italy represented over 90% of revenues in 2021. Something crucial in our business is that 97% of revenues are coming from regulated markets in H1 2022. This is a very high percentage relative to our peers and it will continue to increase over coming years. And this is very important not only for ESG. It's important for ESG, but it's also very important because it means it's very sustainable.

We also benefit from a lean, highly profitable and cash-generative business model with cash flow conversion of around 90% in 2021. We are committed to the highest standards of customer service and responsible gaming. And this is not just about pleasing regulators or ticking a box. It's concretely at the heart of our strategy, because we believe it is the only route to long-term business sustainability. And it's also, I would say, the best way to make sure that sports betting remains what we think it is: entertainment.

H1 2022 FINANCIAL RESULTS

That's all from me for now, and I hand over to Sophie to go through the results in more detail.

Excellent profitability reflects business model strength

Sophie Kurinckx
Group CFO

Thank you, François. Good evening to everyone. Let's start first with revenue and profitability at FL Entertainment level. So as you could see, the Group revenue increased by 19%, or 15.6% at constant exchange rate, driven by a strong performance in content production and distribution. What is important to note here is that external and personal expense, mainly from content production and distribution, grew in lockstep with its revenue growth and clearly demonstrates our highly flexible cost basis and our ability to adapt to any economic environment. With an adjusted EBITDA of just over €300 million, we saw strong margins close to 17%; 14% coming from content production and distribution and 26% from online sports betting and gaming. You have to note that these two businesses are both very highly profitable businesses relative to their peers.

Non-recurring items: transaction & re-organization costs

In the next slide, I just wanted to start with the exceptional items first so that we can focus on business very quickly after this one. Here we focus on the financial impact of the transaction that occurred in June and July 2022. As you know, the main exceptional items for those financials is the reorganisation and the merger with the SPAC that occurred in June and July 2022. So, during the first half we completed the restructuring that included the roll-out of shares of minority shareholders and the capital increase from Financière Lov into FL Entertainment. And this is reflected in our financial statements at the end of June 2022. Afterwards, on July 1st, we completed the merger with the SPAC and our listing on Euronext Amsterdam, and this is not reflected

in our financial statements at the end of June 2022, but in the adjusted financial statements presented in the post-closing events note.

Here, we are therefore providing you a full picture of the impact of the restructuring and the listing on a pro-forma basis. This is what you have in the column Adjusted from Merger. And in the column Transaction Impact, this is the full impact in the P&L of the transaction. Cash expense relating to the listing amounted to €19 million in the P&L. The rest of the impact included in the €108 million is non-cash and relate to the accounting treatment of different elements of the transaction, because under IFRS the merger with the SPAC is considered as an equity sector, share-based payment for service rendered to list the group. So that's why we had to book an expense of €89 million. But it is important to have in mind that this is a non-cash expense.

The reorganisation triggered an upward reassessment of the value of Banijay Group's shares, changing the fair value of the LTIP and employment-related amount and option expense. So this results in an accounting adjustment of 33 million that you can see in this column.

Consolidated P&L

And finally, this upward reassessment of the value of Banijay Group shares also result in an accounting adjustment of €94 million due to some re-evaluation of financial instruments, some put options and some derivatives on Vivendi's convertible bond. So in the last column you have the normalised P&L, and this is the figures I will use to compare with the previous year in the next slide.

Moving now to the consolidated P&L. You can see here that we have our EBITDA and net income both presented on a reporting and normalised basis. The LTIP and employment-related earnout and option expense of €43.6 million relate to the vesting of the incentive plan linked to the performance of the two businesses. The cost of net debt amounts to €73.6 million, compared to €66 million last year, the increase being due to a new financing at Betclic level.

And finally, the tax charge in H1 2022 totalled €28 million, compared to €9 million in H1 2021, representing an effective tax rate of 17.8% compared to 11.2%. And this change is mainly due, as François mentioned earlier, to the use of tax loss carry-forwards last year.

Content production & distribution

Now let's look at the financial results by business, and let's start with the content production and distribution. Content production and distribution revenue grew 27%, showing a strong recovery in comparison with the first half 2021, which was heavily impacted by the effect of Covid on production activities. Content production performance was driven by new show deliveries, a return to seasonal pre-Covid production pace and repeat business thanks to the recommissioning of key formats, for example favourable production phasing with early deliveries of high margin programs in Germany is also a factor.

I distribution, we recorded strong revenue growth due to the increased production of scripted shows that we have been able to distribute in 2022. Banijay has also been active in selling new formats in different countries. So as an illustration, the total number of hours in our catalogue grew 9% compared to the year-end 2021.

Adjusted EBITDA increased by over 30%, driven by the increase in revenue and the continued optimisation of production costs. Free cash flow almost rose by 43% to €152.6 million, representing a cash flow generation

rate of 77% in line with our guidance given for 2022. What you can see here is that the change in working capital increased due to the growth of the business and the fact that the Group is back to pre-Covid production pace.

I also want to comment on the seasonality of the content production. There is a big factor in our industry. In fact, in our industry the H2 is usually stronger than the H1, so we have this seasonality by the end of the year. It should not be as high as it was last year as we had a catch-up from Covid in 2021 at the end of the year.

Sports betting & online gaming

Let's move to the sports betting and online gaming. Reported revenue in our sports betting and online gaming business were down 3% for two reasons. The first one is a high comparison basis with H1 2021 because H1 2021 had a favourable events calendar, including the Euro 2020 Football Championship held in June and July 2021. And it also saw increased user activity due to Covid-related lockdowns in early 2021. And the second reason is the discontinuation of some Bet-at-home operation in some countries, namely Austria, that was also a factor. So, excluding the discontinued Bet-at-home business, revenue was up 4%.

This performance was driven by solid progression in the number of unique active players across all activities – up 7% in the first half 2022 versus the first half 2021. You can see here that we also continue to deploy CapEx to develop our service, offering high added-value content powered by a cutting-edge digital platform. And this is a key market differentiator.

FL Entertainment: solid adjusted EBITDA growth reflected in sound cash flow generation

On the next slide, we demonstrate the strong cashflow generated during the period. Adjusted free cash flow, which is adjusted EBITDA minus CapEx and lease payments, was €249 million. This means a conversion rate of 83% in line with our guidance. And adjusted for changes in working capital and income tax paid, our adjusted operating free cash flow was €147 million, which allowed us to deleverage the Group, as you can see in the next slide.

Solid financial position and decrease in leverage

Here, what you can see is that we decreased the leverage from 3.7x in December 2021 to 3.3x in H1 2022 after taking into account the full transaction thanks to our cash flow generation and net proceeds of €121 million coming from the reorganisation and the merger with the SPAC. We benefit from a strong cash position, long-dated and fixed-rate debt and a healthy credit rating. Just for you to note, just this month, S&P upgraded the rating of Banijay debt to B+. So all of this puts us in a very strong position, and as our business continues to grow, we expect leverage to fall further.

So that's all from me. I will now hand back to François for some concluding remarks.

OUTLOOK

François Riahi
Group CEO

Thank you, Sophie. So as you can see, it's a very, very strong H1 2022.

FY 2022 guidance and mid-term outlook confirmed

And so the financial performance in the first half, we can reaffirm our guidance for the full year 2022 of revenue around €3.8 billion and adjusted EBITDA around €645 million. As you can see, our leverage is already between 3 and 3.5, as I said, at IPO. We also reconfirm our mid-term outlook that we gave at the time of our IPO.

Key takeaways

A few takeaways after this presentation. One, thanks to our solid fundamentals and our strong and efficient model, we are on track to maintain our growth trajectory.

Two, we are seeing new signings in our content production and distribution business and continuing to invest in new talent and content and we are very confident to be able to continue to deliver bolt-on acquisitions. While in online sports betting, the upcoming FIFA World Cup will be a strong driver of both revenues and new user acquisition. And three, we also continue to invest in products and technology. So thank you for your attention and I look forward to meeting many of you in person. But for the time being, we welcome your questions with Sophie.

QUESTIONS AND ANSWERS/QUESTIONS ET REPONSES

Caroline Cohen
Head of Investor Relations

Thank you, François. It's now time for the Q&A session. Can I just ask you to state your name and company? And please limit your question to two parts so that everyone who wants to ask a question is able to. So thank you, and I hand back to Sandra. Operator.

Operator: Thank you. As a reminder to ask a question, you will need to press *11 on your telephone and wait for your name to be announced. If you wish to ask a question on the webcast, please use the Q&A box available on the webcast link. We will now take the first question. Please stand by.

The first question comes from the line of Thomas Singlehurst. Please go ahead. Your line is open.

Thomas Singlehurst (Citi): Hi, it's Thomas Singlehurst here from Citi. Can you hear me? Perfect. Thank you very much, and thank you very much for the presentation and congratulations on the strong results. Two questions; I'll stick to two. First one, your 1H organic growth or constant currency growth is about 16%, by my

calculations, the 3.8 billion of revenue, and I know this is me looking at the numbers and maybe you don't necessarily disagree, but as far as I can tell, that was predicated on about 10% constant currency growth. I'm just wondering whether we should be assuming a slowdown in growth into the second half or whether there's an element of conservatism baked into that guidance. That was the first question.

And then for my second question, maybe just on the broader TV landscape, just I suppose to put our minds at rest in the context of the news around the bidding process for the RTL stake in M6. Is this something FL Entertainment might be interested in or is owning broadcast assets not a core element of the strategy? Thank you.

François Riahi: Thank you, Tom. On the first question, I think, no, we have a very good H1. We have no reasons to think that the H2 would be not as good as H1, and we would confirm our guidance because we are in a good position. So you could call it conservatism. We are very confident we are going to deliver.

On your second question, of course, we were expecting such questions. We are not going to comment on this situation. And we will comment if and when we have something to say about it. But today, I am not in a situation to comment on this transaction.

Thomas Singlehurst (Citi): Perfect. Thank you very much. I'll get back in the queue.

Operator: Thank you. We will now take the next question. The next question comes from the line of Christophe Cherblanc. Please go ahead. Your line is open.

Christophe Cherblanc (Société Générale): Yes. Hello, good evening. Christophe Leblanc from Société Générale. I have two questions. First one on M&A. It seems you spent a bit less than 15 million – one five – in H1. What should we expect for the full year? And can you give us some metrics about the multiple you've been paying and what you're seeing in terms of market trends? Do you see valuation becoming less demanding and change given what we are seeing in the markets? And the second one is housekeeping. The tax rate is going up, but it's still pretty low at 17%. So what should we expect for the full year? And do you have still significant tax losses? Thank you.

Sophie Kurinckx: Regarding the M&A, the €15 million is net from the cash acquired also from the company acquired. And what you could expect until the end of the year is around €60 million in total – six zero. Regarding the business model that we use, it's quite the same. The multiples are depending on the different countries in which we acquire some companies and also depending on the [inaudible 00:35:54] and on the IP owned by this company. But the multiples amount from 7 to 11x EBITDA of the company. This is quite common in our business for them.

Regarding the second question and the tax rate, we plan to have around this tax rate by the end of the year. We still have some tax left, carry-forward to be used in the content production and distribution business coming from mainly on the acquisition of Endemol Shine Group. It's not the case anymore in the betting business.

François Riahi: And under your control, Sophie, I think at the time of the IPO, we gave a guidance around 20% of tax rate globally for the Group on a normative basis. So we are still a little bit below, but we are adding to this amount.

Christophe Cherblanc (Société Générale): Okay. Thank you.

Operator: Thank you. We will now take the next question. Please stand by. The next question comes from the line of Aaron Watts. Please go ahead. Your line is open.

Aaron Watts (Deutsche Bank): Hi, everyone. It's Aaron from Deutsche. I hope you're all well. Two questions from me. First, given that many of the major media companies appear to be slowing the pace of their content spend, how do you think that will impact Banijay in the coming year? And then secondly, maybe relatedly, are you seeing any hesitancy or pullback on behalf of your broadcast or streaming partners, given the concerns around the macro or recession, potential for recession? And then kind of lastly, for the content production business on a constant perimeter basis, would you be able to speak to what the revenue and EBITDA growth was for the first half? Thank you.

François Riahi: I will leave the two last questions to Sophie. On the first one, I think it's, as I mentioned earlier, the bulk of our activities is on the non-scripted formats, which are, I would say among the least expensive and I would say the best value for money for broadcasters or for streamers in terms of cost of programs compared to the audience. So we believe, of course, we cannot if there's a slowdown of the content we are in this industry, but we believe that part of this slowdown in the content spend can be about converting scripted into non-scripted. We think we can be also, on the other hand, a benefit from this trend. And I leave the floor to Sophie for the two.

Sophie Kurinckx: Sorry, could you repeat the second question please?

Aaron Watts (Deutsche Bank): It's somewhat related. Have you seen any hesitancy to commit to shows or programs on the Banijay side or concerns or delays in decision making related to concerns around the macro-outlook or recessionary concerns?

Sophie Kurinckx: No. For now, we didn't see any impact of this. Don't forget that we are also a cost-plus business model, so we expect to impact the part of this increase in cost to our customers, maybe not all of them, but it should be a large part of them. So we don't expect a huge impact from the macroeconomic situation today.

Regarding your third question about the external growth, the impact is very small. In the financial statements in terms of revenue in the first half, as it represents only €8 million of revenue, because in fact in this company they are currently under production and they plan to deliver by the end of the year.

Aaron Watts (Deutsche Bank): Okay, perfect. Thank you very much. I appreciate the time.

Operator: Thank you. We will now take the next question. One moment, please. And it comes from the line of Jean-Yves Guibert. Please go ahead. Your line is open.

Jean-Yves Guibert (BlueBay Asset Management): Hi. Good afternoon. Jean-Yves Guibert from BlueBay Asset Management. A question more related to the debt side, if I may, and Banijay precisely. Coming back on the outlook for 2022, if I'm not mistaken, your LTM adjusted EBITDA for Banijay itself as of June 22 is at 480 million while you're guiding for 450 million for 2022, which implies a -10% decline in H2. So if you can elaborate on that. And actually, on flattish revenue, because as of LTM June 22, your Banijay revenue is also in excess of 3 billion.

And second question, being a debtholder, we obviously focus precisely in terms of credit risk to the Banijay standalone basis, and my understanding is that you still have to publish the Banijay financial accounts on a standalone basis and which have not been posted so far post your June 22 account. So, if you can clarify as to when you expect to publish those. My understanding was you have 75 days initially. Thank you very much.

Sophie Kurinckx: So first, a question on the last 12 months. Yes, you're right. But as I mentioned to you, the first half of the year in 2021 was highly impacted by the Covid. And we had a strong catch up in the second half of 2021, so that's why we are even more back to the normal level of production in the second half of 2021. That's why also we don't expect the second half of 2022 to be as high as it was in 2021. That's the reason why.

Regarding the financial statement of Banijay, if you look at the documentation of the financing, now that Banijay is part of the listed Group, we will publish only the financial statements of the listed company, and we can benefit from the delay that is authorised for the listed companies. So this is why we are providing you the full set of accounts for the listed company within 90 days. And you will have in these FL Entertainment financial statements the full number and enough figures about Banijay to have all the analysis that you need. But of course, we will remain at your disposal should you have any other request.

Jean-Yves Guibert (BlueBay Asset Management): So just to clarify, you are no longer obliged to report the issuer financial accounts on a standalone basis because you are part of the listed Group now?

Sophie Kurinckx: Yes.

Jean-Yves Guibert (BlueBay Asset Management): Okay. Thank you very much.

Operator: Thank you. There are no more questions on the phone at this time. I would like to hand back over to Caroline Cohen for the webcast questions.

Caroline Cohen: I think that most of the questions asked to the webcasts have been already answered. So, I will now hand over to François to finish the call.

François Riahi: Thank you very much for your time. We are very happy to have delivered on this first half, I would say, fully in line with our expectations and what we presented during our IPO. And we believe we are in a very good track to continue to do so. Thank you for your time and see you soon. Bye.

Operator: That concludes our conference for today. Thank you for participating. You may all disconnect.