Sanoma
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Chaired by Martti Yrjö-Koskinen

Martti Yrjö-Koskinen
Good morning, ladies and gentlemen, and welcome to Sanoma's Interim Report, January to September 2012. My name is Martti Yrjö-Koskinen and I am the Head of Investor Relations.

Today, present from management, we have our President and CEO Mr Harri-Pekka Kaukonen and our CFO Mr Kim Ignatius.

After the presentation you will be able to ask some questions, and with these words I would like to hand over to our President and CEO.

Harri-Pekka Kaukonen
Thank you, Martti. Ladies and gentlemen, you are heartily welcome, on my behalf, to Sanoma's Q3 presentation. Our Q3 was a solid Q3 under very tough market conditions. It was visible in our net sales number. We did not achieve organic growth. We were more-or-less flat. However, if you do the math comparable to previous year in terms of EBIT, we exceeded last year somewhat. Also it is visible in our earnings per share, which also grew corresponding to the improvement in our underlying operational performance.

If you compare a year back, there is a substantial change in our balance sheet; due to the divestments we have been able to improve our equity ratio and gearing. We are not as far as we want to be but, clearly, some substantial steps have been taken. That is also visible in our corporate portfolio, if you compare that to a year back.

Learning had an outstanding Q3 in Operations. Learning units are developing very strongly. Organic growth has been strong in almost all countries and we have gained market share from our competition. This is really due to the fact that we are gradually starting to be able to put together learning platforms and systems, so it is really the result of being able to offer new solutions to our customers. Thanks to that we have been rewarded by increasing sales and market share.

Consumer Media, however, did not do as great as Learning, and this is really due to the tough advertising conditions in our main markets. I am going to get back to the more detailed numbers, but especially in Finland and Holland the rate of decline in advertising markets has increased during the quarter. To mitigate this we are speeding up the transformation to across the Company and I will talk more about that.

Also, as promised in the Q2 Report, we are now announcing a Cost Improvement Programme. In addition to the Support Function Programme that we announced three months back, we are also targeting an additional 30 million in operational performance improvement. In total, these two programmes should deliver €60 million in operational performance improvement during this strategic period, i.e. the next three years.

A few words about the operating environment, because I think it is really important to see what is happening; we are a cyclical business. We are dependent on advertising revenues. About half of our revenue base in Consumer Media is advertising. Naturally, what happens in the underlying economy and consumer confidence drives very strongly the advertising income. You can see here the realized GDP development and as you can see in our key three markets, Finland; Holland and Belgium, the going is pretty rough.

Also it reflects the consumer confidence or which way the correlations goes, we can have a debate about, but anyway consumer spending is also at a low and, correspondingly, advertising following suit, so the logic goes obviously that if consumers are not willing to spend there is not much sense in trying to reach them and build brands and get more sales. That is visible in the development of our advertising market. These are pretty brutal numbers. Q1 was still pretty much okay, meaning roughly flat development in all three markets.

Since then we are seeing continuously declining numbers. It is not just Print which is under pressure but you can also see from these numbers that the net TV advertising, as we estimated, in the Netherlands for example in Q3 was minus 7%. There is no sign that this will improve during Q4. Our outlook going forward is going to be pretty much as bleak as the Q3 numbers.

Also, I would like to point out that, as we understand it, in the Netherlands the online market suffered a temporary (we think) dip in Q3 and this number here is excluding Search, which you always need to make an estimate of what the Search numbers are, so overall quite tough conditions. Considering that, I think we did quite a good job in Q3 in delivering the numbers that we did.

We had a strong Q3 and if you look at the first 9 months we are very much in alignment with our guidance in terms of sales, EBIT and also EPS, and we are keeping the guidance also for Q4. At this point we need to say that Q4 is challenging in terms of the advertising market development, as already mentioned, so we don't expect a stellar Q4, going forward.

A few words about transformation – we are speeding up the transformation of Sanoma, and there are two elements to it – the first one and the most important one is really speeding up the transformation from a print-based company to a multi-media, cross-media company, in both Consumer Media and Learning. That is something that, during the last 18 months, we have taken really good strong steps around it.

Today, if you look at it, we are not a 90% print company. We are actually a company that one third of our revenues are non-print and, going forward next year, we are also going to start showing this measure, the non-print versus print, and it is already good to understand that one third of our business – that includes the TV and radio – why that distinction? We feel that the non-print side is screen-based. It is stable and has growth opportunities, and that is really what we will be basing the foundation of Sanoma on, going forward. In the digital transformation it is also speeding up innovation and becoming more aggressive in going after new business opportunities.

The second leg is really raising the bar on performance, and it is raising the bar on a number of fronts; it is operational performance, and that is where the €60mn programme is related to, but it is also continuing to improve our balance sheet. We are going to continue the focusing effort and that means we are looking to shed some of the businesses further, but we are also having a very close look at all our products and services. As you have read, we made some decisions regarding certain services and products in Finland lately, and this work will continue across the Group.

The third bit is in terms of becoming a high-performance company and it is really related with the cultural mind-shift of going from a decentralised print-based company to a modern, digital-driven cross-media company, where we aim to cooperate as one Sanoma, going forward.

What is cross-media really? I am not going to spend a lot of time here; at our next Capital Markets Day we'll have an opportunity to discuss it more, but it is really about adding increasing value to our customers, be it consumers, teachers or learners, or then the advertisers (you can read the charts here) and, by doing that, we also aim to get a better return on our content investment because that is really our biggest investment.

We are a people-driven business and most of our people are related in content production. We spend a lot of money buying content and we spend a lot of money distributing and connecting people with different types of content, so it is really getting a better return on that – it is reusing; archiving and using the capabilities and potential that digital enables us to do.

Some examples of these that touch all three components are:

- Later this fall we are going to start with a combined newsroom that is going to create a new type of new service, combining journalistic skills and capabilities in Helsingin Sanomat and Nelonen; we just launched a new concept around the Liv brand, which is a multi-channel and lifestyle concept where you can touch and read the content across TV, across Online, and that has started to create very interesting traffic on Online.
- We have other examples, where we bought HeadOffice which is a content marketing company in Belgium, and we have there a nucleus of a really strong content marketing skill which is going to help us transform our Belgium and Netherlands operations from

bought to own-and-earn media, and will also bring in capabilities that we need in terms of changing our sales force and the capabilities there within.

- We are increasingly combining Radio and TV into creative offerings, etc, and creating new types of reach packages to our customers

There are a lot of things going on and what we need to become better at is also showing how this movement is going to take place on a total level and, therefore, the print/non-print distinction is a key measure that we will be following, going forward.

A few words about Online, as described in a more narrow sense, so this constitutes our digital services and products in both Consumer Media and Learning. Year-to-date we have a 12% (or the last two years) growth rate. Q3 is flat but I am considering it as a temporary development, driven a lot by the softness of the Netherlands market and also some time shifts in the Online or Digital sales in Learning.

I think the more relevant number to look at is the total of the three quarters and, obviously, after Q4 we'll get back to this and hopefully I'll be correct, but I am convinced I am. Today, if you just take this measure it's about 10% of sales but then, when you add other components, TV; Radio and also Creative Advertising Solutions that are not purely print-related, then we get to this one-third number which I mentioned in non-print.

Finally, about raising the performance bar, it's really about mindset and culture shift, but of course we need to react to this change in the media industry. There is no way that we can stand still. It touches every part of our company and the implications are visible, and regrettably that leads to lay-offs, as we have announced in Finland – not only in Finland, but it is the same story in all our key markets.

We will continue these programmes and the total impact as we see now is about 60 million on an annual basis that we will aim to be done with, 3 years from now, to report that we have implemented these actions. It is a combination both addressing support functions and creating a more uniform, higher quality and more efficient support function, but it is also in the core operations from improving non-profitable products to improving sales effectiveness and all the processes dealing with workflow, etc, and that is what we aim to do.

With these words I conclude my part and look forward to your questions in a few minutes.

Kim Ignatius

Thank you, Harri-Pekka. Good morning, everybody. My name is Kim Ignatius. I am very happy to see all of you here again this quarter.

I will now walk through some of the key financials and events during the quarter, and also for the 9-month accumulative period. For the quarter our net sales were 599 million, down 4.4% compared to last year's number. Our EBITDA was 144 million, improving 4%, compared to last year. The EBITDA margin was 24.1%, reflecting the improving profitability levels that we have in our portfolio.

EBIT excluding non-recurring items was 80.1 million and here, when you compare it to last year's quarter number, you should remember that we had in 2011, 23 million one-time costs related to the SBS transaction. They were transaction costs and also some order backlog amortization so, taking that into consideration, the profitability trend is actually down, but still an EBIT margin of 13.4% which I do consider being at a good level. The full EBIT was 61.8 million, clearly better than the number for the quarter last year, which was a negative one, and in Q3 2011 we had some impairments that added up to roughly €80mn. EPS, excluding non-recurring items was €0.31 cents, somewhat better than the level in 2011.

Looking at the asset mix change, as mentioned our total sales came down by 4.4%, of which organic is 3.3%; Strategic Business Unit came down by 8.8% and News 5.4%, and Harri-Pekka went through the trends that we see in the marketplace, and we do see increasingly declining circulation volumes and also the advertising markets have been coming down, all of these somewhere between 6-8% and the increasingly declining trends are based on the current economic environment and the consumer confidence levels that we see in our main markets, amongst some other factors. Net sales in Media came down by €4.1 million and in News €4.8 million.

Learning performance was very strong, with good momentum in all of our markets, especially in Poland, and here the total growth was 15.5%, but more positively the organic growth, as high as 11.4%. We have a 36 million decline in the other category that is driven by entities that we have sold during the last year, Suomalainen Kirjakauppa and some other smaller entities.

Looking at the EBIT performance per business unit, starting with Media, again when you compare with last year, remember the 23 million of extra cost that we had in Q3 2011, in addition to this naturally the decline in the net sales that impacted our numbers plus the investment levels that we currently have in our SBS operation in the Netherlands – as you remember, we are investing to improve the quality of the channel profiles and the product portfolio offering that we have.

We have also taken a decision that we are not adjusting the spending levels to match the current market development, but are sticking to our investment plan really, to enhance our position in the market for the coming not only quarters but also the coming years. The decline in the Print or News SBU EBIT is driven by the decline in the net sales, so a very big portion of the net sales decline goes through the P&L and some savings, naturally, from the restructuring programmes that we implemented and executed last fall.

Learning - as mentioned, very good momentum and good performance in all the entities actually, and also the businesses that we acquired last year; the Bon-nier assets are performing well. I would like to point out here, as you all know, there is volatility between the quarters in the Learning business and, again, there is a time shift and this time a shift in some of the Q4 profits into Q3, so roughly €5 million is the amount that you should have in your mind when looking at Q4, so earlier profitability than maybe in a normal case.

Moving back to the income statement and looking at the 9-month period net sales of €1,789 million, here the organic growth is minus 1.9%. Our EBITDA at the level of 405 million is naturally driven by the acquisition of SBS, as is the increase in the amortisation related to the programming rights. The programming rights for the 9 months here are 111 million. There are some programming rights also in the operating expenses. You can calculate 10-15% of programming spending, in addition to this 111 million.

EBIT: all-in-all 200 million, so better than the level of Q3 2011, which was 169 million. Financial items: naturally higher because of the SBS transaction. The effective tax rate for the cumulative period is now 18.7%, so it is very low and this is because of the non-taxable sales gain from the Kiosk Operations. Last year the effective tax rate was very high, at 43.8%, and that was because of the impairments we did during the period. EPS, all-in-all, accumulatively now €0.70 cents, is a bit better than for the same period last year.

Looking at the free cash-flow developments, starting with EBITDA excluding non-recurring items of 410 million, there is a slight difference in the EBITDA number recorded here and in the previous P&L slide and this is because the cash-flow statement here includes both the continuing and discontinuing operations in the P& - the discontinuing operations are excluded, so EBITDA 410 million, again clearly higher than last year as again the TV programming cost; here you can see that the TV programming costs on a cash basis are 134 million. They were 111 million in the P&L part; some timing shifts and also shifts in the programme portfolio, domestic production having shorter payment terms than Hollywood movies, etc, so some changes for this specific period, but usually I would still plan having pretty much the same cash-flow impact as the amortisation of the programming cost.

Change in working capital minus 73 million; last year it was minus 44 million so it is logical that this time of the year we have a negative development but it is a bigger one than we had last year. There are a few items impacting it and I just went through the prepublication programming cost which, on a cash basis, is higher than the P&L impact that impacts your net working capital as well. Another item here is that we had, in News and Magazines last fall, some restructuring expenses that were booked as non-interest bearing liabilities that helped our net working capital and then, when the restructuring costs were actually paid, it had a negative impact on the net working capital, so some technical elements here as well. As always, the net working capital is just a snapshot of a one-day situation.

Interest paid: naturally on a higher level, and taxes lower than last year but still on the high side, if you look at the profitability developments, so I do expect that in Q4 we will have lower taxes than in the average for the first 9-month period. Cash flow from operations, 83 million, and last year we were at this point on a higher level. Saving targets and cost structures: we are naturally looking at our cost base to streamline our operations, but also to always have a competitive cost level in our operations. 60 million is our target as mentioned by Harri-Pekka already, and we are targeting to reach on a gross basis the full savings rate at the end of 2015.

The question is how it will be divided between the years, and we will probably have a bit of a bigger impact now during next year because of some of the restructuring programmes we have already announced; 3 of them announced in October, where we are reducing our FTE account by some 120 FTEs that naturally will have an impact already next year, and then probably the best way to model this for the time-being is to have a linear development towards the end of 2015. In 2016 on a gross basis these savings should lead to 60 million savings, compared to the level of 2012.

We are also targeting an improving EBIT level with these saving programmes, understanding that if the market development will be even more negative than we have in our plan, then the picture would be a different one, but at this point in time that is our target. On the right-hand side of the slide you see our cost structure and also our fixed cost split, and what we want to do with this on a quarterly basis is now to provide you with this information and then provide you with the progress of the savings programmes, so that you can see the link. If the link is not visible, then we will comment in the bridges between the overall cost developments and the progress of the savings programmes.

Looking at the refinancing, you are familiar with the overall picture, with the interest sensitivity currently fairly low - 1% change in the market rates would lead to an impact of one million, so a fairly low sensitivity level currently. The activity that we had in Q3 was really the refinancing of the revolving credit facility that was nicely executed. The interest cost level, because of the refinancing of the revolving credit facility – the average cost is increasing a bit from 3% maybe to 3.5% level.

Finally, the Group outlook – how did that go? We are sticking to the outlook. We have a fighting spirit here on, based on (in our view) a very good 9-month performance and we can stick to the guidance we have had in place.

I have finished my presentation, and I'll hand back to Martti.

Martti Yrjö-Koskinen
Thank you, Kim and Harri-Pekka. Before we start the questions, I would like to remind you that this is a webcast event, so please wait for the microphone and please state your name and company before asking a question. We will start from the floor – in the front row.

Questions and Answers

Sami Sarkamies, Nordea

I have three questions and the first one is related to the Learning Division. In any case, you have achieved very good margins this year, despite of adjusting for the 5 million move from Q4 to Q3; how sustainable is this, going forward, so have you actually achieved underlying improvements in this division that will be sustained going into 2013?

Harri-Pekka Kaukonen

Yes, I think we have a Learning business which is showing good margins and, looking forward, there is no major shift that we are seeing. These that we are reporting are clean Learning numbers, so it is the underlying Learning business and we think it has good, strong momentum, so no expected change there.

The second question is related to the cash-flow outlook for the full year and for Q4; you were some 25 million behind last year after the first half, and now you are some €50 million behind after Q3 – how should we think about the full year outlook? Will you be able to catch up in Q4, similar to last year?

Kim Ignatius

I don't think we can catch up fully in the way we did last year, partly because there are technicalities like the restructuring costs which I mentioned and the impact of those is some 25 million, so that will not happen again. Otherwise, with what comes to the SBS programming cost and the payment terms related to that plus just the timing issue it's very difficult to say exactly where we will be during the last days of December, but we will not fully catch up.

The third question is related to cost savings; how did you arrive at this €60 million and why not a bit more front-loaded programme, given the state of trading conditions at the moment?

Kim Ignatius

We arrived, as most businesses arrive at it, based on solid plans in different business units. It is a judgment, whether this is aggressive or not, I think it's a fairly substantial uplifting performance.

Why the 3 years? I guess, as discussed already around the support function part of it, if you look at ICT process redesigns and consolidating support functions and solutions and processes, it just takes some time. Some of the impacts will come earlier; as already mentioned, we have announced 3 different restructuring programmes already this fall, so the impacts from those will be quicker.

Harri-Pekka Kaukonen

We are not putting off any opportunities, of course; we want to frontload them as much as possible, but at this point we do not want to give you a detailed split by year. Of course we will try to get as much as soon as possible.

Any further questions from the floor?

Pertti Aaltonen, Lamy Oy
How much of the 60 million savings are dependent on sales volumes, or are they purely fixed costs that you can cut as such?

Harri-Pekka Kaukonen
We have split our progress into two buckets. We have the transformation and sales growth. This (savings program) is predominantly it is cost-related, so it is really fully in our control.

Mona Grannenfelt, FIM
I would like to ask about the growth – now you say you are putting much more effort into the non-print business and now it is one-third of your sales – how do you see this in 2-3 years?

Harri-Pekka Kaukonen
We see it roughly – I don't want to give a specific number today as we are still looking at it, but the two thirds which is print – we are looking at most markets' gradual decline on that basis; the underlying volume drops and we don't think the advertising markets, even if they pick up, print will not pick up as strongly as before so we have a new level. This one-third we are looking at substantially higher growth rates that we have seen in Sanoma, so high single-digit is something that I can say at least on the one third.

Mikko Ervasti, Evli
What is driving the negative growth in the Netherlands Online advertising at the moment? You are saying minus 9%?

Harri-Pekka Kaukonen
That is something that we don't have full statistics of, because it is not measured, but it is coming from – when we see this, it's from both performance-based and advertising – we don't have a full picture of it, is the true answer; we just see what is happening in the market. We think it is a temporary total shift. People are not just spending across the board. People are pulling back their advertising spending and it is impacting all channels currently, so no more specific detail.

Any improvement in the near term?

Harri-Pekka Kaukonen
We have not had a chance to look at the October numbers yet, so it is too early to say, but in Finland we are seeing a bit of a pickup.

Mark Braley – Deutsche Bank London
Just a question really on your kind of cash flow and how that makes you feel about the dividends; obviously the cash flow per share so far this year is not great and you are saying

you are not going to make up that much of the difference in the fourth quarter, so how should we think about dividend for 2012 and I guess into 2013?

Then, can you just help us understand how Q4 is shaping up in Netherlands and in Finland in terms of advertising? Is it a sort of general continuation of the downturn or can you ascribe it to certain customer sectors?

Harri-Pekka Kaukonen
I'll take the second one and Kim can take the first one on cash flow and dividends. Q4 is pretty much a continuation of Q3; there is some slight change by market but nothing dramatic. If I take the biggest drivers for us, the TV market in Holland is expected to be quite weak, going forward, and Magazine Advertising also continuing the soft double-digit drop in advertising, and Online we expect to be a bit more healthy in Q4, so pretty much the only difference in Online in Q4 would be Holland if the market is down. In Finland it's the same story, no changes, and if we look at October in TV maybe a bit stronger but December is still a big question mark, so not great.

Kim Ignatius
When it comes to the cash flow it is to a great extent being impacted now with the net working capital development and that is sum of the things, and the question of timing, so assuming that we can have a fairly stable net working capital development going forward, I would not make this a problem when it comes to the dividend thinking. This is a snapshot of the 9 months and maybe this year. When it comes to the dividends overall, we have and have had a very stable dividend policy. There is no change in our thoughts regarding it; otherwise the dividend levels are always discussed in spring or the early part of the year and I cannot commit to anything year. You know that a stable dividend has always been one of the characteristics for our shares, so at least from the cash-flow perspective you should not draw any conclusions.

Could I just ask a follow-up? The savings of 60 million – you described those as being gross – should we assume that some of that is reinvested or can we assume that the 60 million drops through? What I am trying to relate it to is the medium or long-term margin target of 12%. Assuming that the macro environment is reasonably stable over the next few years, do you think that 12% is achievable within the window of the cost-saving plan?

We are definitely not moving that 12% target. That is our target going forward and quite a lot depends naturally on what is going to happen with GDP and consumer confidence, and then with the advertising markets. When it comes to the savings, when we say it is gross it means that there are inflationary impacts on salaries and other cost categories, and there can be events – we might buy an entity or we might sell an entity that is not in the plan now when we communicate, but otherwise it is not to be saved and then invested – that is not really the thinking. It is to permanently increase the efficiency of the company.

Okay.

Harri-Pekka Kaukonen
If I could just add a slight twist to that – when we look forward I think it is quite clear that our investment levels into the transformation and new business development is going to grow somewhat, so part of it will be funded here and part of it will be coming from reallocating investment within the Capex and Opex spending to develop.

Thank you.

Panu Laitinmäki – Danske Bank Helsinki
Two questions on media; firstly, on the EBIT acquisition-related costs, compared to last year in Media it was down by about 50% or 25 million – can you give an indication how much of this was due to TV and how much due to Magazines?

The second question is about the programme investments – how do you see them in Q4 compared to Q3, and then next year compared to 2012?

Kim Ignatius
I don't want to give an exact split of the delta between the different products, but what we have said is that we will spend an additional 10-15 million on the programming costs on TV for the year, compared to last-year's level. When you take that into consideration and at the same time have the decline in the TV advertising markets in the Netherlands and you have a lower share of viewing than what we have last year, the impact coming from TV currently is naturally a fairly sizeable one, so maybe that helps you to think about it.

Harri-Pekka Kaukonen
You can do the numbers – in Holland, if we are saying the TV market is coming down 7-8%, you can even then do the numbers and it is clear that that's not an insignificant part of the performance.

Thank you, and about the programming costs for Q4 and next year?

For next year, as we look at it, it's more – this year was the big one-time step in programming costs – next year will be more in tune with how we are actually performing. If we go according to plan then some small improvement in viewing share is going to happen and with that we'll support it further with a gradual increase in programming costs – that is the way you'd do it, but not big one-time shifts anymore. That is what happened this year.

Thank you.

Mikael Doepel – Handelsbanken, Helsinki
Thank you and good morning, gentlemen, and a couple of questions – first, relating to the gearing, we talked about the cash flow but, if you look at your expectations for net earnings

reported this year as well as the cash flow, would you expect the gearing to move further down towards the end of the last quarter?

Kim Ignatius
If you look at our normal profile then Q4 should still have an improving impact on the gearing levels. We had the highest net debt levels at the end of Q2, because of the dividend payments and because of the divisional split in the Learning business, and we get most of the Learning cash actually in Q3 and Q4.

Just to be clear on the Learning business which you mentioned previously, you talked about the 5 million shift in earnings from Q4 to Q3; does this mean that we should take as the comparison last year's Q4 minus 20 million in that division and subtract another 5 from that, or how should we look at this?

Kim Ignatius
I would rather look into your models how you have built the full-year forecast and how you have then split it between the quarters, and then take this 5 million into account when you do that.

On this cost takeout programme, you mentioned €25 million cash costs, if I heard you correctly; what will be the full cash cost from this cost takeout programme, and also the full overall cost?

Kim Ignatius
That is a good and relevant question, but unfortunately I cannot give you the full answer yet. For the restructuring programmes that we have now implemented in October we will naturally give you the exact provisions made in the Q4 reporting. Hopefully, in the Q4 reporting, we can also give you a better feeling of the total cost. Some of the projects are in their early stages and we want to be a bit careful still, before giving you an indication, but the target for us is to be able to communicate that as soon as possible.

Martti Yrjö-Koskinen
Just to add to that, I think the 25 million that we're talking about was cost related to last year's programmes.

Kim Ignatius
That was really the net working capital impact, which means that half of it impacted positively the net working capital last year and negatively this year, so you should not double it. The cost was actually about 30.

Martti Yrjö-Koskinen
So not related to today's announcement.

Thank you.

Maurits Heldring – ABN Amro Amsterdam
Good morning. I have got two questions. The first one is a follow-up on the previous question on the Media business and I was wondering whether you could share with us some of your thoughts on the margin development in the fourth quarter for the Media business. Obviously we have some additional investments, but will there also be some savings already? What I am trying to figure out is how much margin pressure you would expect in Q4 and discuss some of the drivers.

The second question is on SBS in the Netherlands. How satisfied are you with the market share now and can you share some of the kind of new programming that will be launched in the coming months to improve that market share further?

Harri-Pekka Kaukonen
On the margin, the way I would model it is that the underlying market trends continue and then we'll get some improvement in underlying margins because of the programmes that were implemented already last year, so I would think the relative performance in those terms is likely better but, as mentioned, in Q4 it's quite stormy weather out there with no help from advertising expected.

SBS: we are improving and I can share with you the latest viewing share numbers, September-October we are slightly above 21% and this is clearly a 2-month improvement already on where we were before summer; we were at the 20% level, so there is a clear step forward and, as always, it's a hit and miss type of dynamic there. In terms of detailed programming, I don't want to do it because SBS will in due course launch their spring schedule. I don't want to steal their thunder at this point, but there is a good team now working together and developing this.

What I want to say is the number of formats that we are launching is very high and you have to then assume there's a certain hit rate of these formats and the ones that succeed you'll be doing the following year, so you build it piecemeal and that is one of the reasons why it just takes time, because you cannot assume that it is 100% hit rate. On the contrary it is much lower, but there is new stuff coming Online as we speak, so there is a kind of second push going on to try and help improve, and there are some really good steps taken in SBS, the main channel and also NET5 has quite interesting programming, so overall we are taking steps in the right direction.

Thank you.

Closing Comments

Are there any follow-up questions from the floor? If not, I think we will conclude it here. Thank you for your participation and have a good day.