## Bloomsbury Publishing Plc

## RESULTS FOR THE <br> SIX MONTHS ENDED

31 AUGUST 2015

27 October 2015


## CONTENTS

Business highlights

Financial review
Wendy Pallot, Group Finance Director
Page 5

Business review
Richard Charkin, Executive Director
Page 18

Appendix
Page 32

## BLOOMSBURY

Literary excellence
Beautiful design
Marketing innovation
Digital growth
Growing backlist
Balancing consumer and nonconsumer revenues


Strong balance sheet

## BUSINESS HIGHLIGHTS

## Excellent Children's performance

Revenues up 45\% to £16.3m, profits up £0.6m to £1.6m

Harry Potter box set, Harry Potter and the Philosopher's Stone: Illustrated Edition, Paper Towns

6 Sarah J. Maas titles in Bloomsbury US top 10

## Group digital sales strong

Group digital sales up by $26 \%$ overall

Increase in every division

Digital sales now 17\% of Academic \& Professional revenues (H1 2015: $15 \%)$

Acquisition success Osprey on track

Osprey, special interest publisher acquired December 2014

Contributed $£ 3.2 \mathrm{~m}$ revenue, and $£ 0.3 \mathrm{~m}$ profit in period ahead of expectation

Integration on track

FINANCIAL REVIEW

## FINANCIAL HIGHLIGHTS

| £m | H1 2016 | H1 2015 | Change $\%$ |
| :--- | ---: | ---: | ---: |
| Revenue | 52.7 | 46.6 | $+13 \%$ |
| Operating profit margin | $4 \%$ | $4 \%$ |  |
| Pre-tax profit | 1.9 | 1.7 | $+9 \%$ |
| Effective tax rate ${ }^{2}$ | $17.0 \%$ | $14.6 \%$ |  |
| Diluted EPS | $2.06 p$ | $1.97 p$ | $+5 \%$ |
| Interim dividend per share $^{\text {Net cash }^{3}}$ | $1.06 p$ | 1.02 p | $+4 \%$ |

## Notes

1. The above results are Adjusted.
2. The effective tax rate is the adjusted rate used to calculate adjusted EPS
3. Net cash is cash net of borrowings and is after $£_{3.5}$ m in part payment for the acquisition of Osprey Publishing Ltd in December 2014.

## Note for all slides:

Adjusted results exclude highlighted items. See slide 15 and 37 for details of these items.

## REVENUE BY PUBLISHING DIVISION



|  | H 12016 | H 12015 | Change | H1 2014 | H 12013 |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | $£ \mathrm{~m}$ | $£ \mathrm{~m}$ | $\%$ | $£ \mathrm{~m}$ | $£ \mathrm{~m}$ |
| Adult | 20.4 | 19.4 | $+6 \%$ | 23.2 | 20.1 |
| Children's \& Educational | 16.3 | 11.2 | $+45 \%$ | 10.5 | 9.3 |
| Academic \& Professional | 14.5 | 14.0 | $+3 \%$ | 13.9 | 12.3 |
| Information | 1.5 | 2.0 | $-24 \%$ | 1.6 | 1.8 |
| Total revenue | $\mathbf{5 2 . 7}$ | $\mathbf{4 6 . 6}$ | $\mathbf{+ 1 3} \%$ | $\mathbf{4 9 . 2}$ | $\mathbf{4 3 . 5}$ |

## REVENUE BY TYPE



H1 2015

■ Print

- Digital

Rights \& services


|  | H 12 O 16 | H 12 O 15 | Change | H 12014 | H 12013 |
| :--- | ---: | ---: | ---: | ---: | ---: |
|  | $£ \mathrm{~m}$ | $£ \mathrm{~m}$ | $\%$ | $£ \mathrm{~m}$ | $£ \mathrm{~m}$ |
| Print | 41.5 | 36.7 | $13 \%$ | 39.6 | 34.9 |
| Digital | 7.1 | 5.6 | $26 \%$ | 5.8 | 4.8 |
| Total title revenues | 48.6 | 42.3 | $15 \%$ | 45.4 | 39.7 |
| Rights and services | 4.1 | 4.3 | $-4 \%$ | 3.8 | 3.8 |
| Total revenue | $\mathbf{5 2 . 7}$ | $\mathbf{4 6 . 6}$ | $\mathbf{+ 1 3 \%}$ | $\mathbf{4 9 . 2}$ | $\mathbf{4 3 . 5}$ |

## DIGITAL SALES

| £m | H1 2016 | H1 2015 | Change \% |
| :--- | ---: | ---: | ---: |
| E-books | 5.9 | 4.8 | $+23 \%$ |
| Online | 1.2 | 0.8 | $+47 \%$ |
| Total digital | 7.1 | $\mathbf{5 . 6}$ | $\mathbf{+ 2 6 \%}$ |

- E-book sales are 11\% of Group sales by value (H1 2015: 10\%)
- 14\% of Adult sales (H1 2015: 14\%)
- Bloomsbury titles available as e-books up 11\% to 17,700 (28 February 2015: 16,000)


## ACADEMIC \& PROFESSIONAL DIGITAL GROWTH

Digital revenue $£ 000$


Digital revenue as \% of total


## RIGHTS \& SERVICES REVENUES

| $£ m$ | H1 2016 | H1 2015 | Change | H1 2014 |
| :--- | ---: | ---: | ---: | ---: |
| Copyright licences | 2.4 | 2.0 | +0.4 | 1.8 |
| Trademark licences | 0.1 | 0.1 | - | 0.1 |
| Management contracts | 1.2 | 1.9 | -0.7 | 1.5 |
| Other | 0.4 | 0.3 | +0.1 | 0.4 |
| Total | $\mathbf{4 . 1}$ | $\mathbf{4 . 3}$ | $\mathbf{- 0 . 2}$ | $\mathbf{3 . 8}$ |
|  |  |  |  |  |
| \% Total sales | $8 \%$ | $9 \%$ |  | $8 \%$ |

## GROSS PROFIT MARGIN

| $£ m$ | H1 2016 | H1 2015 |
| :--- | ---: | ---: |
| Cost of sales: |  |  |
| Production costs | 12.3 | 10.1 |
| \% Total sales | $23 \%$ | $22 \%$ |
| Author royalties and advances | 7.3 | 6.9 |
| \% Total sales | $14 \%$ | $15 \%$ |
| Stock costs | 3.7 | 3.2 |
| \% Total sales | $7 \%$ | $7 \%$ |
| Amortisation of internally generated intangibles | 0.7 | 0.3 |
| Total cost of sales | $\mathbf{2 4 . 0}$ | $\mathbf{2 0 . 5}$ |
| Gross profit margin | $54.4 \%$ | $56.0 \%$ |

Production cost \% increases due to changing sales mix e.g. more co-edition sales

## OTHER COSTS CONTROLLED

| $£ \mathrm{~m}$ | H1 2016 | H1 2015 | Change \% |
| :--- | :---: | :---: | ---: |
| Marketing and distribution costs | 7.8 | 6.9 | $+13 \%$ |
| \% Total sales | $15 \%$ | $15 \%$ |  |

Administration costs:

| Acquired businesses ${ }^{2}$ | 1.0 | - |  |
| :--- | ---: | ---: | ---: |
| Underlying business | 18.0 | 17.5 | $+3 \%$ |
| Total Administration costs |  |  |  |

## ADJUSTED OPERATING PROFIT

| $£ m$ | H1 2016 | H1 2015 | Change |
| :--- | ---: | ---: | ---: |
| Adult | -0.4 | -0.2 | -0.2 |
| Children's \& Educational | 1.6 | 1.1 | +0.5 |
| Academic \& Professional | 0.4 | 0.2 | +0.2 |
| Information | 0.3 | 0.6 | -0.3 |
| Adjusted Operating Profit | $\mathbf{1 . 9}$ | $\mathbf{1 . 7}$ | $+\mathbf{0 . 2}$ |
| Adjusted Operating Profit margin | $4 \%$ | $4 \%$ |  |

## HIGHLIGHTED ITEMS

| $£ \mathrm{~m}$ | Charge |
| :--- | ---: |
| Restructuring costs (including Osprey) | 0.6 |
| Amortisation of acquired intangible assets | 0.9 |
| Total | $\mathbf{1 . 5}$ |

## STRONG BALANCE SHEET

| $£ m$ | 31 Aug 2015 | 31 Aug 2014 | Change |
| :--- | ---: | ---: | ---: |
| Goodwill and acquired intangible assets | 57.4 | 55.6 | +1.8 |
| Other intangible assets | 6.3 | 5.2 | +1.1 |
| Other non-current assets | 6.2 | 5.1 | +1.1 |
| Inventories | 30.6 | 29.5 | +1.1 |
| Advances | 21.6 | 19.3 | +2.3 |
| Other receivables | 39.3 | 35.1 | +4.2 |
| Net cash | 0.9 | 2.8 | -1.9 |
| Total liabilities | $(37.6$ | $(35.7$ | -1.9 |
| Net assets | $\mathbf{1 2 4 . 7}$ | $\mathbf{1 1 6 . 9}$ | $+\mathbf{7 . 8}$ |

- Movements above largely reflect acquisition of Osprey Publishing in December 2014
- Cash spend on acquisition of Osprey £3.5 million


## CASH FLOW

| £m | H1 2016 | H1 2015 |
| :--- | ---: | ---: |
| EBITDA (after highlighted restructuring costs) | 2.6 | 2.3 |
| Share based payments | 0.3 | 0.3 |
| Working capital | $(5.5)$ | $(4.9)$ |
| Taxes paid | $(2.3)$ | $(0.9)$ |
| Operating cash flow | $(4.9)$ | $(3.2)$ |
| Capital expenditure | $(0.2)$ | $(0.2)$ |
| Investment in intangibles | $(1.4)$ | $(1.4)$ |
| Acquisitions | - | $(2.4)$ |
| Other changes | - | $(0.1)$ |
| Movement in cash | $\mathbf{( 6 . 5 )}$ | $\mathbf{( 7 . 3 )}$ |

## BUSINESS REVIEW

## ACADEMIC \& PROFESSIONAL DIVISION

## Digital sales

Digital revenues grew $21 \%$ to £2.5m, boosted by a $24 \%$ increase in ebook sales.

Digital platforms now contribute $£ 0.9 \mathrm{~m}$ of sales and $£ 0.5 \mathrm{~m}$ of trading margin.

Total digital sales were $17 \%$ of total title sales (H1 2015: 15\%).

## Digital platforms

Scottish Law Online launched

Drama Online expanded

Bloomsbury Fashion Central (Fairchild Books Library, Berg Fashion Library, Bloomsbury Fashion Photography Archive) is the Group's major digital launch this financial year and Q1 next year

## Export sales grow

Export revenues up by 9\% year-on-year in first half, reflecting larger direct Bloomsbury presence in export territories, and in line with Group strategy to reduce reliance on UK domestic market

## ACADEMIC \& PROFESSIONAL PRINT BESTSELLERS



WILLY RUSSELL
ELOOD EROTHERS

THE NEW MUNSELL
STUDENT COLOR SET


Simon stephens
THE CURIOUS INCIDENT OF THE DOG IN THE
NIGHT-TIME

## ACADEMIC \& PROFESSIONAL ONLINE PRODUCTS

next few months soy
new
nccosemic year.

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\begin{aligned}
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What's happening on Bloomsbury
Fashion Central?
Fashion Central?
Well be launching plenty of features over the
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resources


ECommerce Coming Soon
Flexide dilital rentas and purchase options
for students in time toc the new semester.

DRAMA
ONLINE
The new way to experience plays.


Now including the Nick Hern Books Collection...


## ADULT DIVISION

## Results

Sales up by 6\% to £20.4m (H1 2015: 19.3m)

Won Gourmand Best Big Publisher in the World for the past 20 years for Cookbooks

## Key titles

Jonathan Strange \& Mr Norrell TV tie-in edition by Susanna Clarke
Miss Carter's War by Sheila Hancock
Not Quite Nice by Celia Imrie
The Grantchester
Mysteries by James
Runcie
River Cottage Australia Cookbook by Paul West

Progress at Osprey

Quality special interest publisher - world's best known military history brand
$48 \%$ revenues outside UK
Osprey on track.
Contributed $£ 3.2 \mathrm{~m}$ revenue, £0.3m profit


## ADULT BESTSELLERS



## CHILDREN'S \& EDUCATIONAL DIVISION

## Excellent result

Revenue up 45\% to £16.3m, profit up 58\% to £1.6m

Good sales of Harry Potter titles, Paper Towns by John Green, 6 Sarah J. Maas titles and 9 Neil Gaiman fiction titles

Harry Potter novels by J.K. Rowling

New Children's editions sales up 180\% year on year

Harry Potter and the Philosopher's Stone Illustrated Edition published October 2015

Good performance in USA

Strong sales of 6 best selling Sarah J. Maas titles, including recent launch of A Court of Thorns and Roses series

## PAPER TOWNS

Film released in UK in August 2015
Over 1 million copies sold to date
No. 1 in Sunday Times Children's chart in June


## HARRY POTTER AND THE PHILOSOPHER'S STONE ILLUSTRATED EDITION RELEASED 6 OCTOBER 2015



RRP $£_{30}$
Deluxe edition: RRP $£ 150$

## OTHER CHILDREN'S BESTSELLERS



## BLOOMSBURY INFORMATION

## Strategic focus

Development of IP-rich knowledge hubs in cooperation with external partners

Provision of management and publishing services including to Qatar Foundation and Lloyds Bank

Publishing of management, finance and reference titles

## Knowledge hubs

Growth of content on IZA World of Labor, now includes 193 articles

New content marketing programme with Stephens Inc.

Churchill Archive will be available free of charge to Schools worldwide

## Qatar Foundation

Working to extend this management services agreement

## PUBLISHING SERVICES



I Z A
World of Labor
Evidence-based policy making
Register for newsletter I Follow us or
fix 분
Q- Enter search terms Advanced search
Home | About | Articles | News | Events | Commentary | Contact us | For contributors | IZA
Introduction $\equiv$ Subject areas

Evidence-based policy making
IZA World of Labor provides decision-makers with relevant and succinct information based on sound empirical evidence to help in formulating good policies and best practices. It provides expert know-how in an innovative structure, and a clear and accessible style.

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Author: Susan L. Averett I
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Labor market regulation
Rising obesity is not only a pressing global public health problem. There is also substantial
evidence that obese neople, particularly women, are less likely to be emoloved and, when

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UK to introduce "living wage" for over-25s July 8, 2015
The British government has announced a new "national living wage", effectively raising t..
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## OUTLOOK

- Strong H2 list includes:
- Harry Potter and the Philosopher's Stone Illustrated Edition by J. K. Rowling, illustrated by Jim Kay
- Sweet Caress by William Boyd
- Tom's Table by Tom Kerridge
- River Cottage: Love your Leftovers by Hugh Fearnley-Whittingstall
- Queen of Shadows by Sarah J. Maas
- John Le Carré: The Biography by Adam Sisman
- Results continue to be H 2 weighted because of the importance of Christmas trade sales and academic peak in October
- Targeting significant Rights \& Services contracts for H 2 that are not yet contracted, as in previous years
- Ongoing launch of Bloomsbury Fashion Central products - Fashion Photography Archive, updated Berg Fashion Library, new digital service for Fairchild Books
- Very strong digital service pipeline for next 3 years, follows significant commissioning activity in the period


## QUESTIONS

APPENDIX

## ADJUSTED INCOME STATEMENT

Change Change \%

| $£ m$ | H1 2016 | H1 2015 | $\%$ | CER $^{* *}$ |
| :--- | ---: | ---: | ---: | ---: |
| Revenue | 52.7 | 46.6 | $+13 \%$ | $+11 \%$ |
| Gross profit | 28.7 | 26.1 | $+10 \%$ | $+8 \%$ |
| Gross profit margin \% | $54 \%$ | $56 \%$ |  |  |
| Marketing and distribution costs | -7.8 | -6.9 | $+13 \%$ | $+5 \%$ |
| Marketing and distribution costs as \% revenue | $15 \%$ | $15 \%$ |  |  |
| Administrative expenses* | -19.0 | $-17.5^{*}$ | $+9 \%$ | $+9 \%$ |
| Operating profit | 1.9 | 1.7 | $+11 \%$ | $+10 \%$ |
| Operating profit margin \% | $4 \%$ | $4 \%$ |  |  |
| Net finance costs | - | - | - | - |
| Pre-tax profit | 1.9 | 1.7 | $+9 \%$ | $+8 \%$ |
| Tax | -0.1 | -0.1 | $-29 \%$ | $-27 \%$ |

Notes

1.     * There is a £1m increase year on year from having extra months of Osprey. Excluding these costs, Administrative expenses are up $3 \%$ year on year.
2. ** CER is results restated based on constant exchange rates

## ADJUSTED SEGMENTAL ANALYSIS H1 2016

| £000 | Adult |  | Children's \& Educational |  | Academic \& Professional |  | Information |  | Total |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Print sales | 16,308 | 80\% | 13,830 | 85\% | 11,157 | 77\% | 161 | 11\% | 41,456 | 79\% |
| Digital sales | 3,172 | 15\% | 1,303 | 8\% | 2,472 | 17\% | 169 | 11\% | 7,116 | 13\% |
| Rights \& services | 962 | 5\% | 1,144 | 7\% | 802 | 6\% | 1,198 | 78\% | 4,106 | 8\% |
| Total revenue | 20,442 | 100\% | 16,277 | 100\% | 14,431 | 100\% | 1,528 | 100\% | 52,678 | 100\% |
| \% of total | 39\% |  | 31\% |  | 27\% |  | 3\% |  | 100\% |  |
| UK | 12,644 | 62\% | 10,113 | 62\% | 8,993 | 62\% | 1,491 | 98\% | 33,241 | 63\% |
| US | 6,220 | 30\% | 4,880 | 30\% | 4,888 | 34\% | 29 | 2\% | 16,017 | 30\% |
| Australia | 1,358 | 7\% | 995 | 6\% | 280 | 2\% | 8 | 0\% | 2,641 | 5\% |
| India | 220 | 1\% | 289 | 2\% | 270 | 2\% | - | 0\% | 779 | 2\% |
| Total revenue | 20,442 | 100\% | 16,277 | 100\% | 14,431 | 100\% | 1,528 | 100\% | 52,678 | 100\% |
| Gross margin | 10,097 |  | 8,919 |  | 8,470 |  | 1,192 |  | 28,678 |  |
| Gross margin \% | 49\% |  | 55\% |  | 59\% |  | 78\% |  | 54\% |  |
| Marketing and distribution | $(3,364)$ |  | $(2,568)$ |  | $(1,841)$ |  | (35) |  | $(7,808)$ |  |
| Contribution | 6,733 |  | 6,351 |  | 6,629 |  | 1,157 |  | 20,870 |  |
| Administrative expenses | $(7,140)$ |  | $(4,717)$ |  | $(6,271)$ |  | (874) |  | $(19,002)$ |  |
| Operating (loss)/profit | (407) |  | 1,634 |  | 358 |  | 283 |  | 1,868 |  |
| Operating profit \% | -2\% |  | 10\% |  | 2\% |  | 19\% |  | 4\% |  |
| \% of total | -22\% |  | 88\% |  | 19\% |  | 15\% |  | 100\% |  |
| EBITDA | (11) |  | 1,846 |  | 1,084 |  | 321 |  | 3,240 |  |

Note: The above results include amortisation of internally generated intangible assets as follows:

| Cost of sales | 125 | 38 | 503 | 1 | 667 |
| :--- | :---: | :---: | :---: | :---: | :---: |
| Administrative expenses | 139 | 92 | 120 | 22 | 373 |
| Total | $\mathbf{2 6 4}$ | $\mathbf{1 3 0}$ | $\mathbf{6 2 3}$ | $\mathbf{2 3}$ | $\mathbf{1 , 0 4 0}$ |

## ADJUSTED SEGMENTAL ANALYSIS H1 2015

| £000 | Adult |  | Children's \& Educational |  | Academic \& Professional |  | Information |  | Total |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Print sales | 15,424 | 80\% | 9,557 | 86\% | 11,455 | 82\% | 201 | 10\% | 36,637 | 79\% |
| Digital sales | 2,780 | 14\% | 829 | 7\% | 2,037 | 15\% | - | -\% | 5,646 | 12\% |
| Rights \& services | 1,122 | 6\% | 840 | 7\% | 514 | 3\% | 1,821 | 90\% | 4,297 | 9\% |
| Total revenue | 19,326 | 100\% | 11,226 | 100\% | 14,006 | 100\% | 2,022 | 100\% | 46,580 | 100\% |
| \% of total | 42\% |  | 24\% |  | 30\% |  | 4\% |  | 100\% |  |
| UK | 13,091 | 68\% | 6,722 | 60\% | 8,879 | 63\% | 1,991 | 98\% | 30,683 | 66\% |
| US | 4,527 | 23\% | 3,228 | 29\% | 4,535 | 32\% | 22 | 1\% | 12,312 | 26\% |
| Australia | 1,518 | 8\% | 1,019 | 9\% | 255 | 2\% | 9 | 1\% | 2,801 | 6\% |
| India | 190 | 1\% | 257 | 2\% | 337 | 3\% | - | 0\% | 784 | 2\% |
| Total revenue | 19,326 | 100\% | 11,226 | 100\% | 14,006 | 100\% | 2,022 | 100\% | 46,580 | 100\% |
| Gross margin | 9,869 |  | 6,498 |  | 8,140 |  | 1,574 |  | 26,081 |  |
| Gross margin \% | 51\% |  | 58\% |  | 58\% |  | 78\% |  | 56\% |  |
| Marketing and distribution | $(2,960)$ |  | $(1,783)$ |  | $(2,105)$ |  | (48) |  | $(6,896)$ |  |
| Contribution | 6,909 |  | 4,715 |  | 6,035 |  | 1,526 |  | 19,185 |  |
| Administrative expenses | $(7,066)$ |  | $(3,678)$ |  | $(5,864)$ |  | (888) |  | $(17,496)$ |  |
| Operating (loss)/profit | (157) |  | 1,037 |  | 171 |  | 638 |  | 1,689 |  |
| Operating profit \% | -1\% |  | 9\% |  | 1\% |  | 32\% |  | 4\% |  |
| \% of total | -9\% |  | 61\% |  | 10\% |  | 38\% |  | 100\% |  |
| EBITDA | 178 |  | 1,162 |  | 626 |  | 662 |  | 2,628 |  |

Note: The above results include amortisation of internally generated intangible assets as follows:

| Cost of sales | 68 | - | 250 | - | 318 |
| :--- | ---: | ---: | ---: | ---: | ---: |
| Administrative expenses | 133 | 47 | 99 | 13 | 291 |
| Total | $\mathbf{2 0 1}$ | $\mathbf{4 7}$ | $\mathbf{3 4 9}$ | $\mathbf{1 3}$ | $\mathbf{6 1 0}$ |

## ADJUSTED SEGMENTAL ANALYSIS H1 2016 AT CONSTANT EXCHANGE RATES

| £000 | Adult |  | Children's \& Educational |  | Academic \& Professional |  | Information | Total |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Print sales | 16,023 | 80\% | 13,618 | 85\% | 10,822 | 77\% | 135 9\% | 40,598 | 79\% |
| Digital sales | 3,082 | 16\% | 1,240 | 8\% | 2,436 | 17\% | 193 13\% | 6,951 | 14\% |
| Rights \& services | 954 | 5\% | 1,117 | 7\% | 804 | 6\% | 1,197 78\% | 4,072 | 8\% |
| Total revenue | 20,059 | 100\% | 15,975 | 100\% | 14,062 | 100\% | 1,525 100\% | 51,621 | 100\% |
| \% of total | 39\% |  | 31\% |  | 27\% |  | 3\% | 100\% |  |
| UK | 12,643 | 63\% | 10,113 | 63\% | 8,995 | 64\% | 1,491 98\% | 33,242 | 64\% |
| US | 5,684 | 28\% | 4,462 | 28\% | 4,490 | 32\% | 26 2\% | 14,662 | 28\% |
| Australia | 1,519 | 8\% | 1,119 | 7\% | 315 | 2\% | 8 o\% | 2,961 | 6\% |
| India | 213 | 1\% | 281 | 2\% | 262 | 2\% | o\% | 756 | 1\% |
| Total revenue | 20,059 | 100\% | 15,975 | 100\% | 14,062 | 100\% | 1,525 100\% | 51,621 | 100\% |
| Gross margin | 9,949 |  | 8,694 |  | 8,273 |  | 1,191 | 28,107 |  |
| Gross margin \% | 50\% |  | 54\% |  | 59\% |  | 78\% | 54\% |  |
| Marketing and distribution | $(3,167)$ |  | $(2,404)$ |  | $(1,657)$ |  | (32) | $(7,260)$ |  |
| Contribution | 6,782 |  | 6,290 |  | 6,616 |  | 1,159 | 20,847 |  |
| Administrative expenses | $(7,163)$ |  | $(4,744)$ |  | $(6,251)$ |  | (835) | $(18,993)$ |  |
| Operating profit | (381) |  | 1,546 |  | 365 |  | 324 | 1,854 |  |
| Operating profit \% | -2\% |  | 10\% |  | 3\% |  | 21\% | 4\% |  |
| \% of total | -21\% |  | 84\% |  | 20\% |  | 17\% | 100\% |  |
| EBITDA | (150) |  | 1,784 |  | 1,126 |  | 355 | 3,115 |  |

Constant exchange rate results for overseas subsidiaries are calculated using the average exchange rate for the same period last year

## ADJUSTING ITEMS

All metrics and commentary in this presentation are at reported FX and exclude adjusting items unless stated otherwise.

Adjusting items are:

- A charge of $£ 0.9 \mathrm{~m}$ in reported operating expenses being the amortisation of acquired intangible assets (H1 2015: £0.9m)
- Restructuring costs of $£ 0.6 \mathrm{~m}$ (H1 2015: $£ 0.3 \mathrm{~m}$ )

Some underlying performance has been presented in this document as, in the opinion of the Directors, it provides additional understanding of the ongoing performance of the Group.

Certain financial data within this presentation has been rounded.

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