

### Expert in LNG

# First Half 2016



July 2016

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## Agenda

## • 1. Key highlights

- 2. Strategy and activity update
- 4. Financials
- 5. Outlook
- Appendices





# Key highlights



# Key highlights of the first half 2016

## H1 2016 movements in the order book

Deliveries: 13 (11 LNGC, 1 FSRU, 1 FLNG)

New orders: 2 LNGC

### Strong order book of 107 units

- 96 LNGC/VLEC > 2 FLNG
  - 6 FSRU/RV
- 2 Onshore storage
- 1 LNG bunker barge
- Sustained subsidiaries activity
- New partnerships dedicated to LNG as a fuel and small scale activities
- New office in Shanghai
- Interim dividend to be paid in September: €1.33 per share

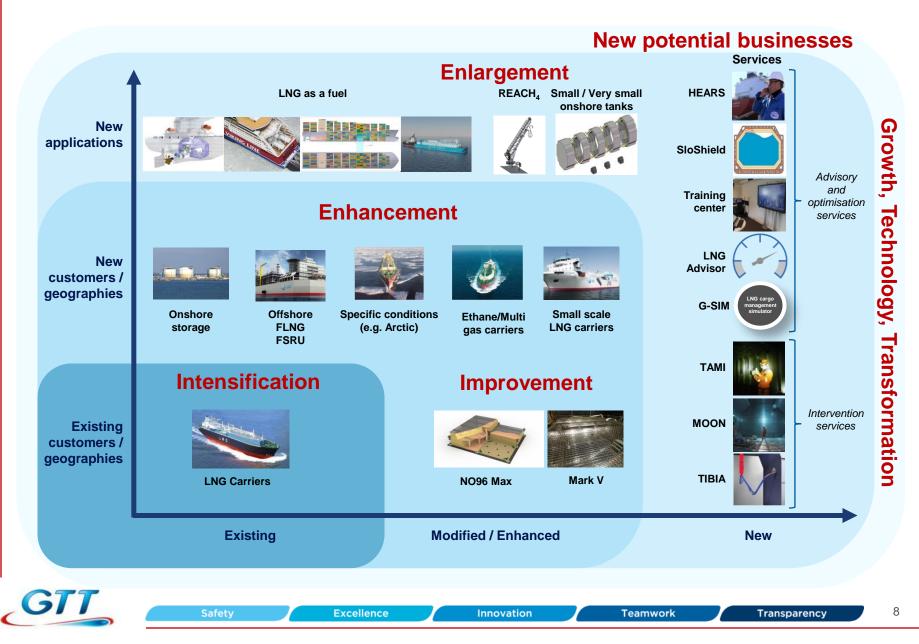




# Strategy and activity update



## **Continuation of the organic growth strategy**



## Strategy and activity update

# Consolidate our position in LNG shipping industry

Capitalise on the expected potential in adjacent sectors

Expand innovative service offering to shipowners and oil & gas companies

Create growth opportunities through selected tech acquisitions



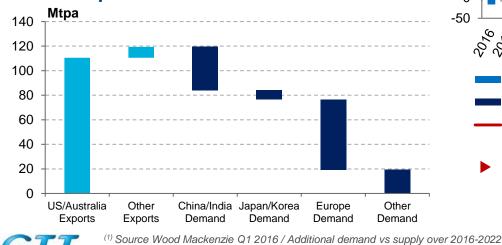
# Strategy and activity update: LNG market current situation

LNG demand / supply	Over-demand anticipated from 2022 due to strong long-term demand drivers	
LNG price	<ul> <li>Current low LNG price should offer new market opportunities (coal to gas switching)</li> </ul>	
LNG charts	<ul> <li>Some vessels not chartered:</li> <li>~20 vessels too old and technically non-adapted</li> <li>~20 other vessels may compete temporarily with newbuilts</li> </ul>	
New LNG projects	<ul> <li>Some project decisions delayed</li> <li>Current LNG price high enough to cover operating and transport costs</li> </ul>	
LNGC order intake	<ul> <li>Low level of orders but some ongoing discussions</li> <li>Still ~50 vessels to be ordered for projects decided in 2014-2015</li> </ul>	
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# Strategy and activity update: focus on LNG market drivers

#### LNG supply vs demand

- Abundant supply expected in the years to come
  - Australia to become the main LNG supplier by 2019
  - Additional capacity to come from the United States within the next few years
  - Qatar to remain an important supplier
- Additional LNG from the US and Australia to be absorbed by Asia and Europe<sup>(1)</sup>

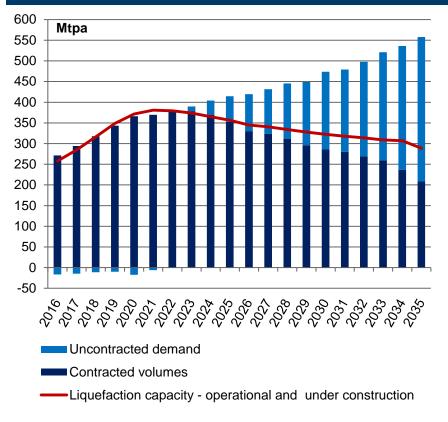


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Additional LNG capacity needed to meet mid-term demand<sup>(2)</sup>

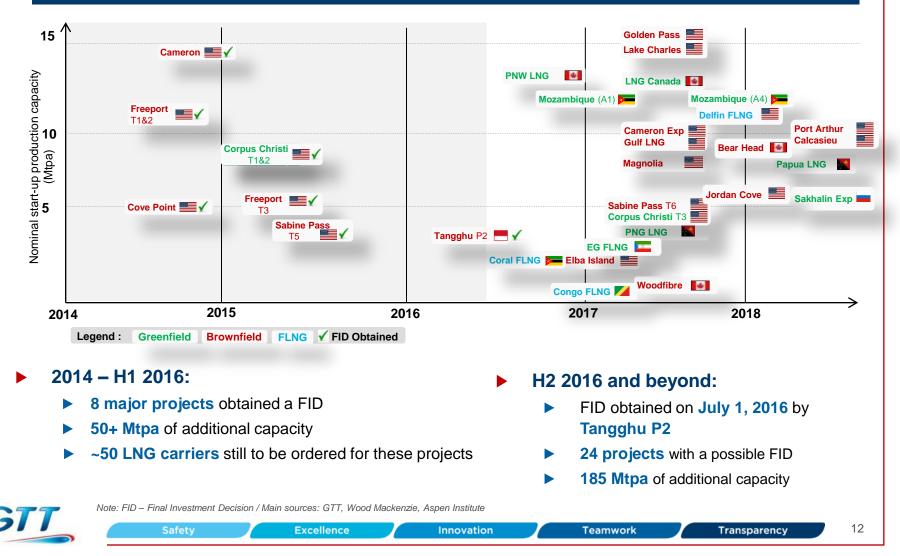


### Long lead time of LNG projects should lead to new FIDs in order to fulfill demand around 2020

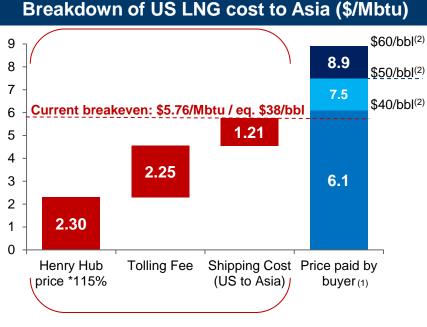
<sup>(2)</sup> Source Wood Mackenzie Q2 2016 Teamwork

# Strategy and activity update: major liquefaction projects to come, mainly in the US

Some major liquefaction projects with a FID expected in the next few years

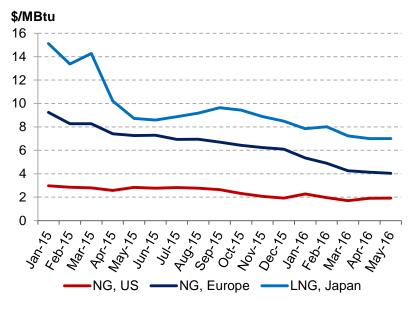


# Strategy and activity update: focus on pricing environment



Source: Morgan Stanley for shipping cost via Panama canal (1) Hyp: oil linkage formula 14% + 0.5\$/bl (2) Oil price equivalent

### US, UK natural gas and LNG Asia prices



Source: World Bank

## US LNG

- At current oil and gas prices, US LNG is competitive vs Asian LNG
- It represents a source of diversification for Asian and European buyers
- It is also a way to avoid oil indexation

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# Strategy and activity update: new opportunities for LNG

### **Drivers and assumptions**

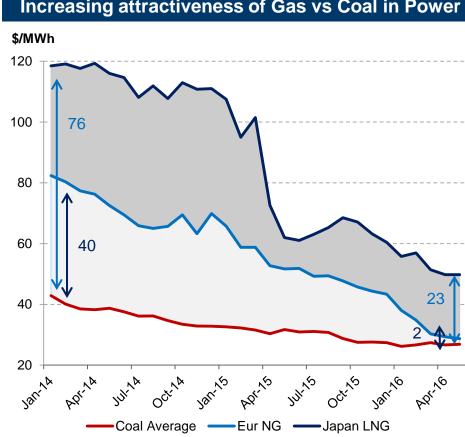
- Lower LNG prices create new opportunities
- Why?
  - **Reduced price gap**
  - Will to **decarbonise** the energy mix
    - Gov. target in China: 10% of natural gas in energy consumption by 2020 vs 6% today
    - European policies to reduce  $CO_2$ emissions

#### How?

- Switch from coal to gas in the **power** mix
  - Europe, China, India
- Switch from oil to gas in transports

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China 



#### Increasing attractiveness of Gas vs Coal in Power

#### Decline in LNG prices could accelerate the switch from coal to gas



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# Strategy and activity update: LNG Carriers

#### LNGC: our core business

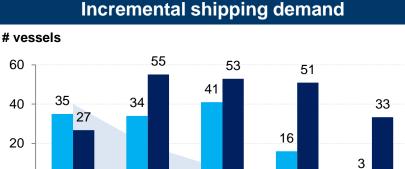
- Vessel equipped for transporting LNG
- Existing fleet: 400 units<sup>(1)</sup>
- In order: 90 units
- 21 construction shipyards under license
- GTT order estimates over 2016-2025: 270 -280 units

### Main drivers:

- Natural gas demand expected to increase by 5.5%<sup>(2)</sup> over 2016-2025
- Natural gas exports are increasing
- Share of LNG is still small, but increasing
- Need for additional liquefaction capacity from 2022
- New trade routes support demand for LNG carriers

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As of June 30, 2016. Excludes vessel orders below 30,000 m<sup>3</sup>
 Source Wood Mackenzie





2018



2017

% sales H1 2016 86.4%

2019

2020





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0

2016

# Strategy and activity update: other applications



#### Onshore storage

- Tank installed next to LNG loading or unloading terminals
- Existing GTT tanks: 34
- In order: 2 units
- GTT order estimates over 2016-2025: 10-15 units





# Strategy and activity update

Consolidate our position in LNG shipping industry

# Capitalise on the expected potential in adjacent sectors

Expand innovative service offering to shipowners and oil & gas companies

Create growth opportunities through selected tech acquisitions



# Strategy and activity update: why LNG as fuel now?



## Favorable Regulatory framework

 Restriction of emission in key areas and local initiatives



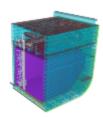
## LNG is green

No particule, no SOx, almost no NOx, less CO<sub>2</sub>



## Sustainable Economic concerns

Low price of LNG + Lean LNG Supply Chain



## Industry is ready

Membrane outfitters are ready



# Strategy and activity update: LNG as a fuel solutions market drivers

## **Stricter emissions standards**

- Stricter emissions standards in ECAs for SOx and NOx since 2015
  - ~5,700 commercial ships concerned by current ECAs
  - Possible extension of areas
  - Possible stricter global emissions standards (SOx <0.5%) in 2020</li>
- Local initiatives limiting emissions in California, Hong-Kong, Sidney, Turkish ports...

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## Incentives to use LNG as a fuel

- Local funding programs for the creation of LNG fueled vessels
- Port initiatives offering fees discount for ships with environmental certificate
- National or federal Tax discount targeting LNG in Canada, USA





(1) imposed by IMO (International Maritime Organisation) in ECAs (Emission Control Areas)

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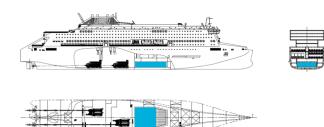
# Strategy and activity update: GTT LNG solutions offering

## Container ship offer

- Both retrofit or new built
- Easy to install
  - Reduced
     planning
     impact
     (few weeks)

## Cruise ship offer

 Superior compacity is the main driver



## LNG supply chain

- LNG is available everywhere
- Simple bunkering solutions exist





## Small LNG tank offer

- LNG Brick is a package dedicated to smaller ships (<1,000 cbm tank)</li>
- Easy process (design, construction, transport and integration)
   for a short lead time

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# Strategy and activity update

Consolidate our position in LNG shipping industry

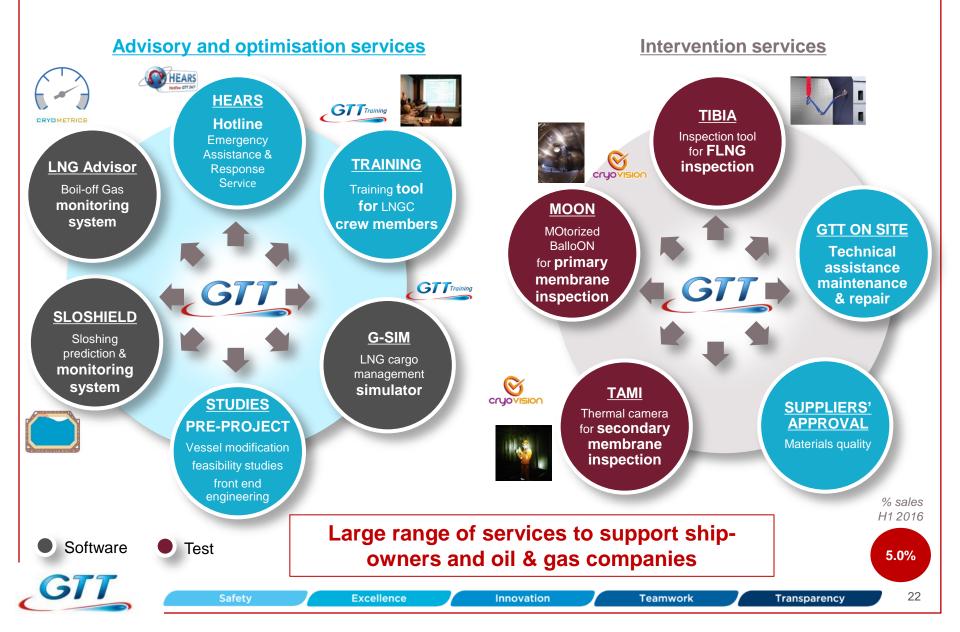
Capitalise on the expected potential in adjacent sectors

Expand innovative service offering to shipowners and oil & gas companies

Create growth opportunities through selected tech acquisitions



# Strategy and activity Update: expand innovative services



# Strategy and activity update

Consolidate our position in LNG shipping industry

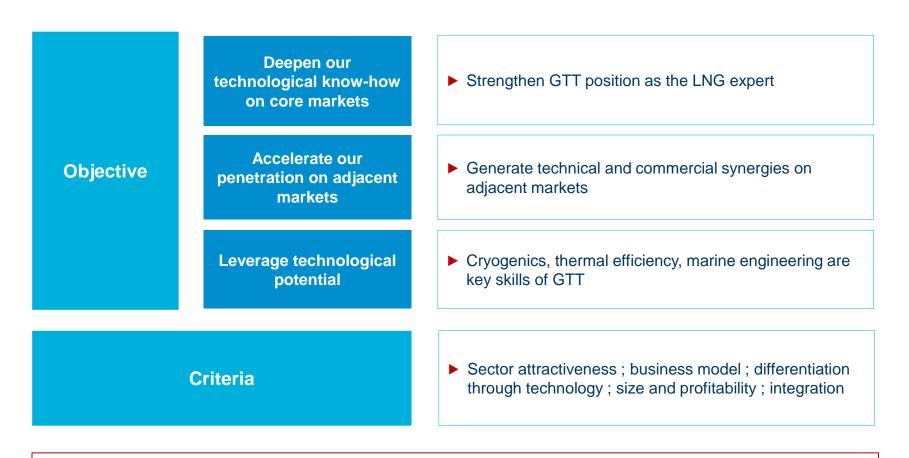
Capitalise on the expected potential in adjacent sectors

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# Strategy and activity update: external growth policy



## If no acquisition opportunity, excess cash will be given back to shareholders



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# **Financials**



# H1 2016 financial performance

Summary financials			
In € M	H1 2015	H1 2016	Change
Total Revenues	104.9	116.9	+11.4%
EBITDA <sup>(1)</sup>	66.0	73.7	+11.8%
Margin (%)	62.9%	63.1%	
Operating Income	64.6	72.1	+11.7%
Margin (%)	61.5%	61.7%	
Net income	54.2	60.5	+11.6%
Margin (%)	51.7%	51.8%	
Cash Flow	65.0	70.9	+9.0%
Change in Working Capital <sup>(2)</sup>	(10.1)	(30.5)	nm
Capex	(3.8)	(1.3)	-65.8%
Dividend paid	43.0	50.4	+17.2%
in € M	30/06/2015	30/06/2016	
Cash Position	52.4	59.6	nm
Working Capital Requirement <sup>(3)</sup>	(3.5)	15.8	nm

#### Key highlights

- Increase in revenues (+11.4%)
  - Revenues derived from royalties (+15.2%)
    - Increase of 19.5% in royalties coming from LNG and ethane carriers, and 25.5% from FSRU
    - Despite time lap in shipbuilding milestones
  - Decrease of 32% for revenues from services due to a comparatively high first half 2015 (studies)

#### Strong margins

- Increase of 11.6% to 11.8% in EBITDA, EBIT and net income thanks to
  - Limited costs
  - Flexibility of the business model
- EBITDA, EBIT and net margins stand at a high level

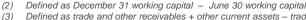
#### Cash Flow

- Increase of 9% due to growth of EBITDA
- Negative change in working capital, mainly due to construction milestones and payments, and the decrease in new orders since the end of 2015

# High cash position of €59.6 M despite the €50.4 M dividend payment in H1 2016

And financial investments of €19.9 M

(1) Defined as EBIT + the depreciation charge on assets under IFRS



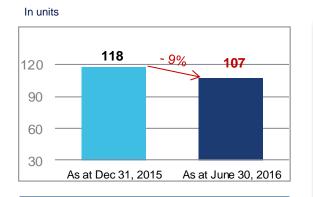
Defined as trade and other receivables + other current assets - trade and other payables - other current liabilities

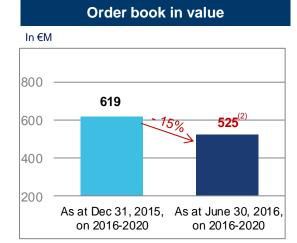
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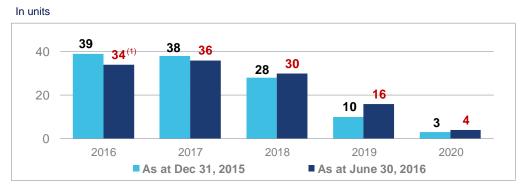
## Strong order book and visibility on future revenues

Order book in units

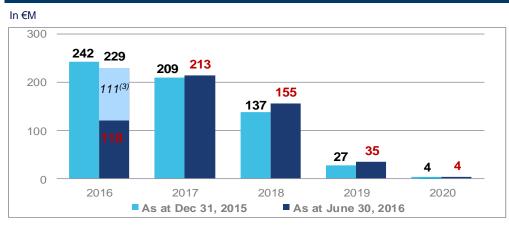




#### Order book by year of delivery (units per year)



#### Revenues from current order book



<sup>(1)</sup> 2016 deliveries include 13 vessels delivered until June 30, 2016 / Delivery dates could move according to the shipyards/EPCs' building timetables. <sup>(2)</sup> Taking into account 2016 H1 revenues from royalties (€111M), the total amount would have been €636M.

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<sup>(3)</sup> 2016 H1 revenues from royalties.

# A cost base offering a high operating leverage

#### GTT operational costs<sup>(1)</sup>

In € M	H1 2015	H1 2016	Change (%)
Salaries and Social Charges	(17.1)	(17.5)	+2.3%
Share-based payments	(0.8)	(0.5)	-40.7%
Profit Sharing	(3.0)	(3.0)	-0.8%
Total Staff Costs	(20.9)	(21.0)	+0.4%
% costs	47%	46%	
Subcontracted Test and Studies	(10.3)	(8.7)	-15.9%
Rental and Insurance	(2.5)	(2.6)	+4.8%
Travel Expenditures	(3.7)	(4.4)	+18.7%
Other External Costs	(3.6)	(5.0)	+39.3%
Total External Costs	(20.1)	(20.7)	+2.9%
% costs	46%	45%	
Other Costs	(3.0)	(3.8)	+25.4%
Total Costs	(44.0)	(45.5)	+3.3%
% sales	(42%)	(39%)	

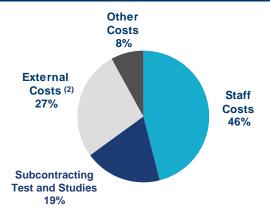
#### **Cost flexibility**

- Operational costs decreased from 42% of sales to 39% of sales on the period
  - Stability in staff expenses
  - Compensation between subcontracting test and studies and travel expenditures / other external costs (fees)

#### Cost flexibility sources:

- c.20% of staff with non permanent contracts (as of June 30, 2016)
- Subcontracting linked to level of activity
- Profit sharing based on profit and activity criteria







Excl. depreciation and amortization, provisions and other operating income/expenses (mainly investment/ R&D subsidies)

Excl. Subcontracting Test and Studies
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# Outlook



# 2016<sup>(1)</sup> Outlook



(1) In the absence of any significant new postponements or cancellations of orders

- (2) Variations in order intake between periods could lead to fluctuations in revenues
- (3) Excluding potential acquisition effect

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(4) GTT by-laws provide that dividends may be paid in cash or in shares based on each shareholder's preference.





# **Appendices**



# Appendix 1: GTT, a French engineering company, global leader in liquefied gas containment systems

### **Company overview**

## Profile

- Leading engineering company
- Expert in liquefied gas containment systems
- More than 50-year track record

## Activities

- Designs and licenses membrane technologies for containment of liquefied gas during shipping or onshore and offshore storage
- Provides design studies, construction assistance and innovative services

in € million	FY 2014	FY 2015
Total Revenues	226.8	226.5
Royalties	216.4	209.3
Services	10.4	17.2
Net Income	115.4	117.2
Net margin (%)	50.9%	51.8%

**Key figures** 



## As at December 2015

- 378 employees
- Executives: 69%



# Appendix 2: breakdown of order book as at June 30, 2016

#### Strong order book of 107 units

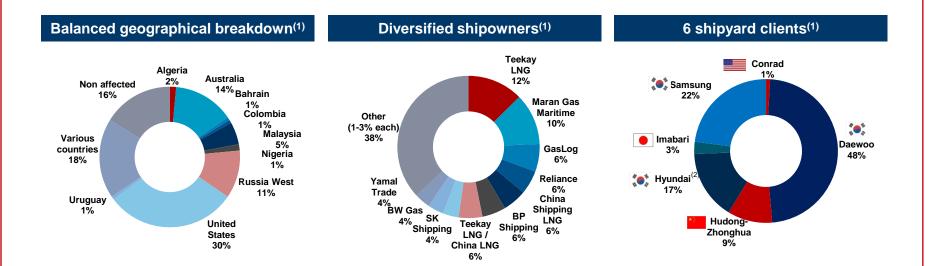
- 96 LNGC/VLEC
- 6 FSRU/RV

- ► 2 FLNG
- 1 LNG bunker barge
- 2 Onshore storage

## H1 2016 movements in the order book

33

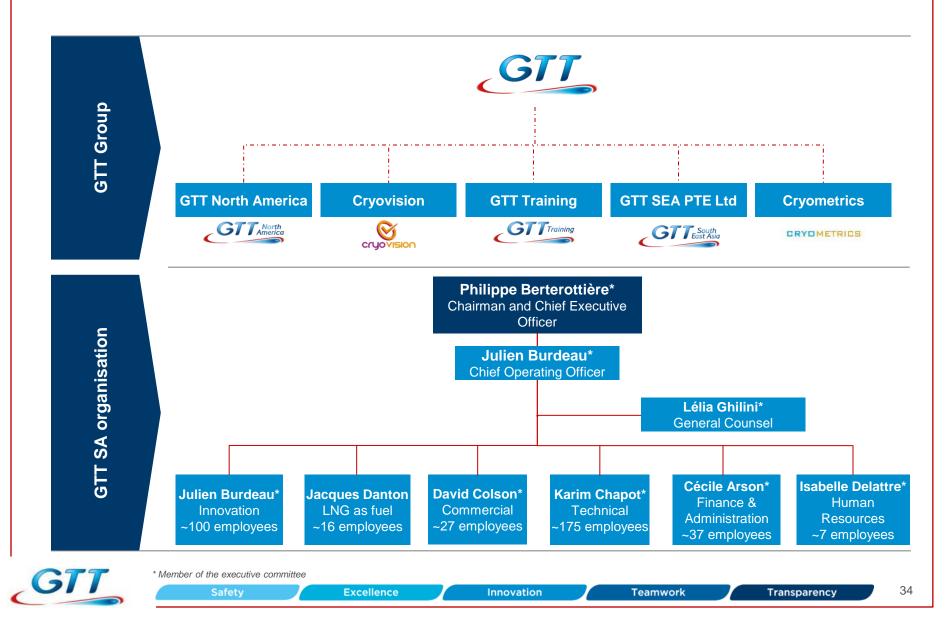
- Deliveries: 13 (11 LNGC, 1 FSRU, 1 FLNG)
- New orders: 2 LNGC



Notes: LNGC – Liquefied Natural Gas Carrier, VLEC – Very Large Ethane Carrier, FSRU – Floating Storage and Regasification Unit, RV – Regasification Vessel, FLNG – Floating Liquefied Natural Gas

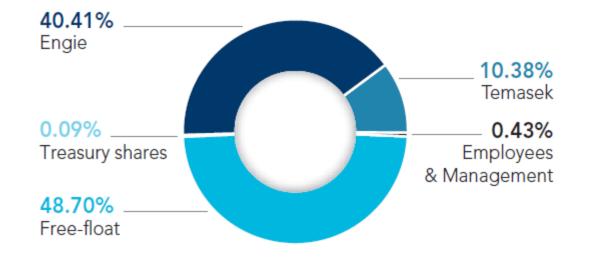
- (1) As of 31 Dec. 2015 / Excluding onshore storage
- (2) Hyundai Group includes Hyundai Heavy Industries and Hyundai Samho Heavy Industries orders

# Appendix 3: a streamlined group and organisation



## **Appendix 4: Capital structure**

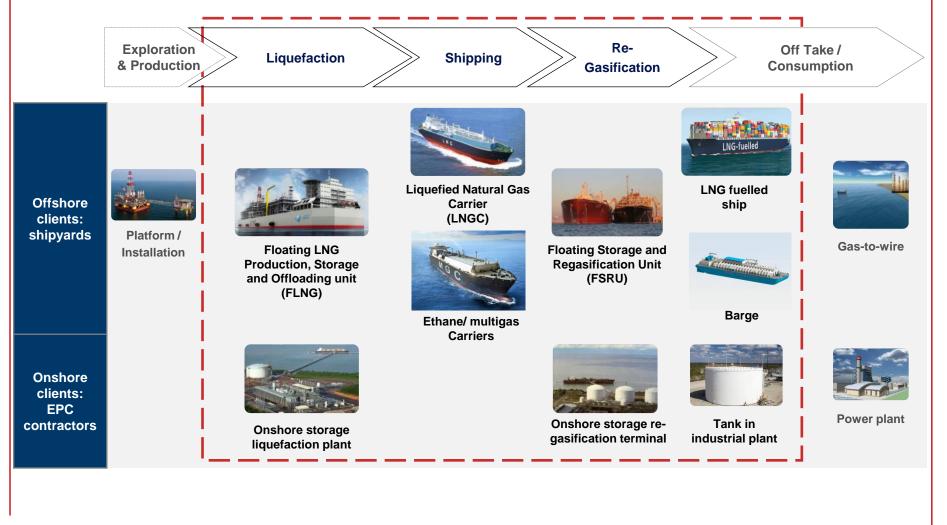
## • As at March 31, 2016



**Stabilised capital structure** 



# Appendix 5: GTT offers broad exposure across the liquefied gas shipping and storage value chain



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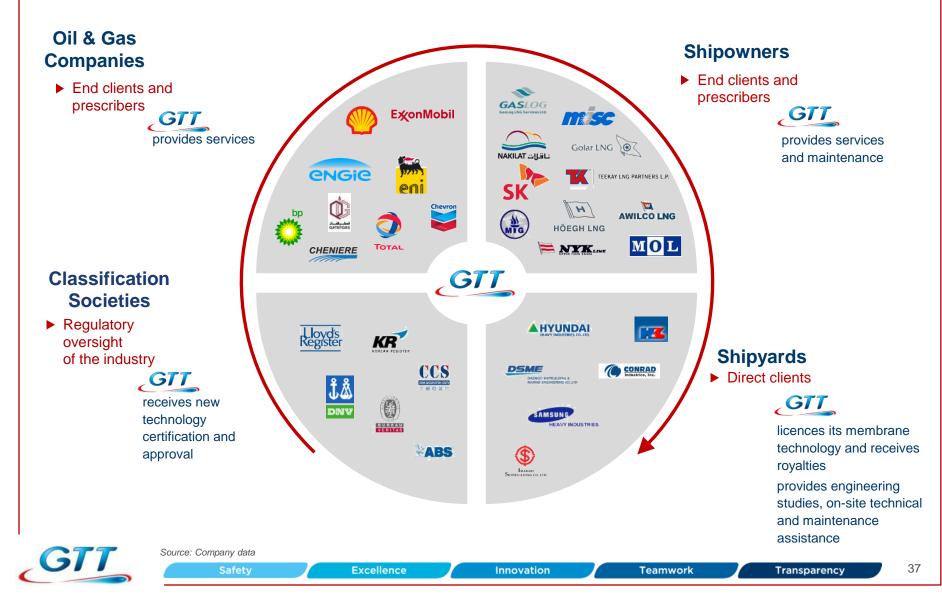
Source: Company data

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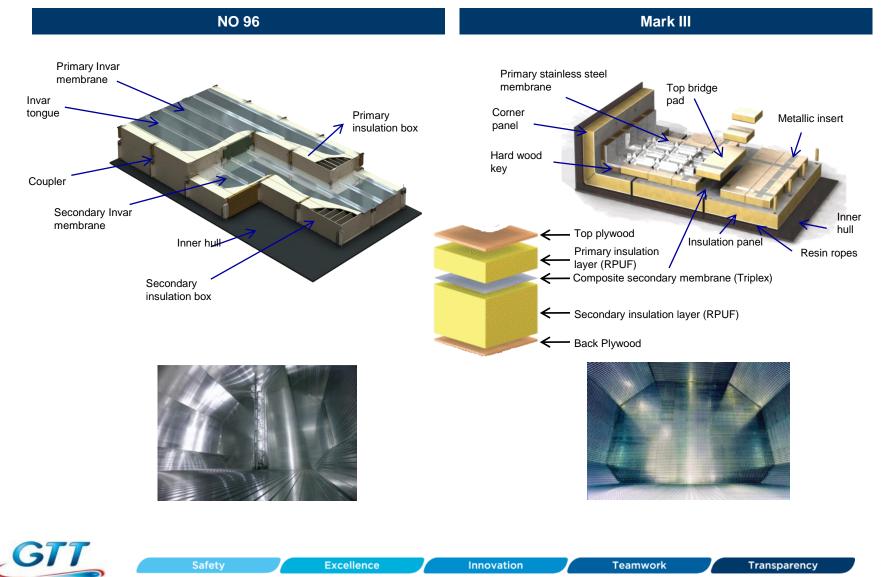
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# Appendix 6: Prescription of GTT's containment technology



## **Appendix 7: GTT membrane technologies**

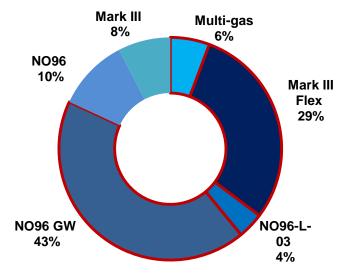


38

# **Appendix 8: innovation is key**

### **Diversified technologies**

Recently developed technologies represent more than 80% of the order book



- R&D and innovation 2015 key figures:
  - 116 employees
  - €21 M of operating expenses

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Boil off rate per day

Innovation

(1)

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900+ patents



### New technologies going forward

### Mark V (BOR <sup>(1)</sup> of 0.07%)

- Two cooperation agreements with Samsung and Hyundai
- General Approval from 2 classification societies

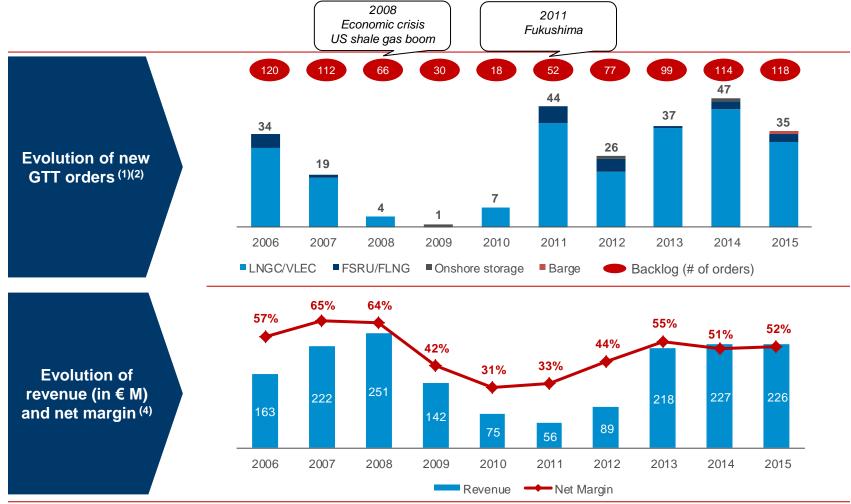


- NO96 Max (BOR <sup>(1)</sup> of 0.09%)
  - Cooperation agreement with Daewoo
  - AIP from main classification societies

### Development of Mark FIT for LNG as fuel

Teamwork

# Appendix 9: track record of high margin and strong increase in backlog since 2010



Source: Company

(1) Orders received by period

(2) Excl. vessel conversions

(3) Represents order position as at December based on company data, including LNGC, VLEC, FLNG, FSRU and on-shore storage units

(4) Figures presented in IFRS from 2010 to 2015, French GAAP from 2006 to 2009



# Appendix 10: development of US LNG projects provides for significant potential export capacity

Significant notential of US I NG development projects

Significant potential of US LNG development projects										
	Department of Energy			Federal Energy						
Projects	To/From FTA		To/From non-FTA		Regulatory Commission / MARAD		Nominal capacity	Status * <sup>1</sup>		
	Filed	Approved	Filed	Approved	Filed	Approved	(Mtpa) / Year *1	Status		
Sabine Pass LNG, LA (Cheniere) - T6	✓	✓	✓	~	~	~	4.5/2019	Probable		
Southern LNG (Elba island - Shell)	✓	✓	✓	~	✓		2.5 / 2018	Probable		
Jordan Cove - Coos Bay, OR (J. Cove Energy Project)	~	~	✓	~	~		6 / 2020	Possible		
Lake Charles, LA (Southern Union - Trunkline LNG)	~	~	✓	~	~	~	10 / 2020	Possible		
Oregon LNG (Astoria, OR)	$\checkmark$	✓	✓	✓	✓		9.6 / 2021	Possible		
Alaska LNG (Nikiski - ExxonMobil)	✓	×	✓	~	✓		18 / 2026	Possible		
Magnolia LNG (Lake Charles, LA)	✓	×	✓		~	~	8 / 2019	Possible		
Golden Pass, TX (ExxonMobil)	✓	✓	✓		✓		16 / 2020	Possible		
Corpus Christi LNG, TX (Cheniere) – T3	✓	✓	✓	~	✓	~	4.5/2019	Speculative		
Cameron LNG - Hackberry, LA (Sempra) - Expansion	$\checkmark$	~	✓	1	~	~	10/2020	Speculative		
Delfin FLNG	✓	~	✓		~		5/2020	Speculative		
Port Arthur	×	~	<ul> <li>Image: A set of the set of the</li></ul>		~		10 / 2021	Speculative		

Source : GTT synthesis from DOE and FERC. DOE information as of 25/09/2015, FERC as of 29/09/2015.

\*1 : Source: Wood Mackenzie and FERC, January 2016

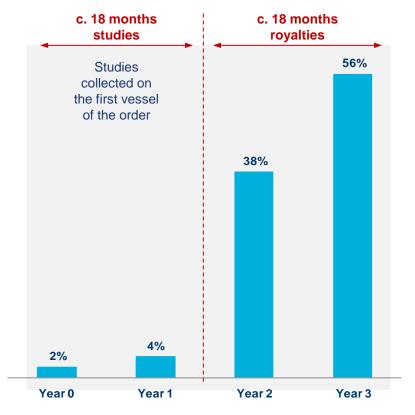
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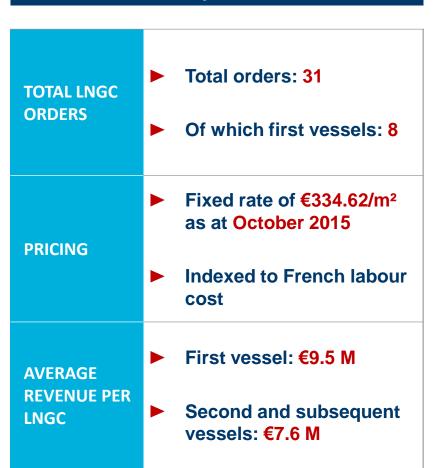
# Appendix 11: illustrative LNGC revenue recognition summary

#### Illustrative revenue /cash recognition

% of total revenues – order of **4 LNGCs** placed on June 30 of year 0



#### 2015 key statistics

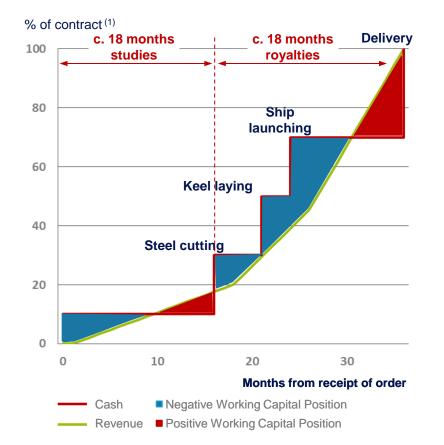




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# Appendix 12: an attractive business model supporting high cash generation

Invoicing and revenue recognition



Business model supports high cash generation

- Revenue is recognized pro-rata temporis between milestones
- Timing of invoicing and cash collection according to 5 milestones leading to structurally negative working capital for GTT
  - Initial payment collected from shipyards at the effective date of order of a particular vessel (10%)
  - Steel cutting (20%)
  - Keel laying (20%)
  - Ship launching (20%)
  - Delivery (30%)



Source: Company

(1) Illustrative cycle for the first LNGC ordered by a particular customer, including engineering studies completed by GTT

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## **Appendix 13: sustained level of revenue since 2013** reflecting increase in order intake

Historical revenue development

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250

200

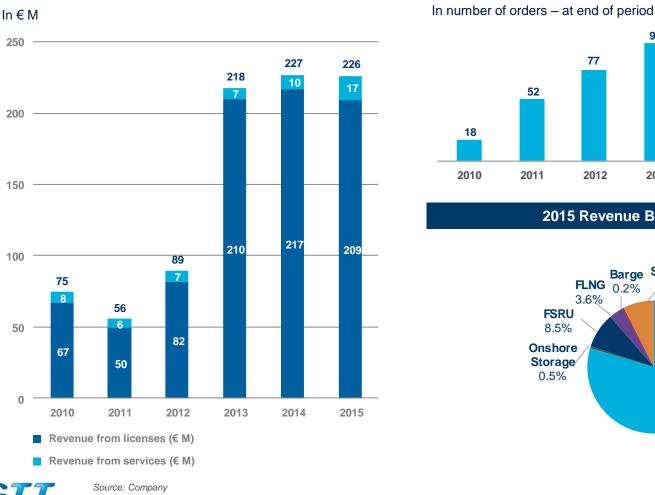
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100

50

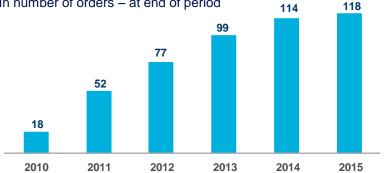
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**Order book evolution** 

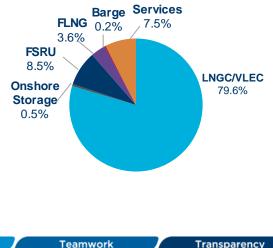


Excellence

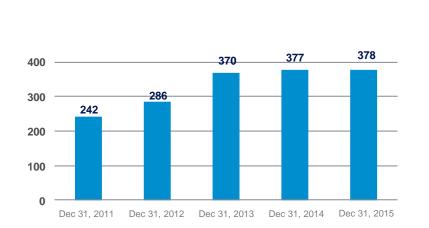
Innovation



2015 Revenue Breakdown

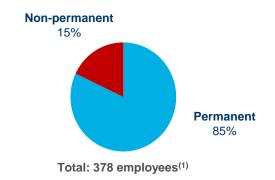


# Appendix 14: managing employee base to meet growing demand



**Evolution of GTT staff** 

#### GTT staff by type of contract



#### Staff levels

- Current staff level adequate to support growth and new developments in the forthcoming years
- 85% of staff are on permanent contracts; 15% non-permanent
- In 2015: 116 employees dedicated to innovation



Safety

## Appendix 15: a responsible company

## Social and societal responsibility

- Social
  - Employment: recruit, retain and develop talents >>> 4.2% of turnover in 2015
  - Compensation: implement an attractive and evolutive system
  - Training: develop employability and expertise >>> 8,316 hours of training in 2015
  - Safety: improve preventive measures through action plans
  - Health: annual survey on working conditions >>> Satisfaction rate of 83% in 2015
- Societal: continuous and constructive dialogue with all the LNG stakeholders

## Environmental responsibility

- Stakeholders
  - Performance of GTT systems
  - Safety of installations and crew
  - LNG training sessions for customers and partners

Excellence

Hotline for shipowners

Safety

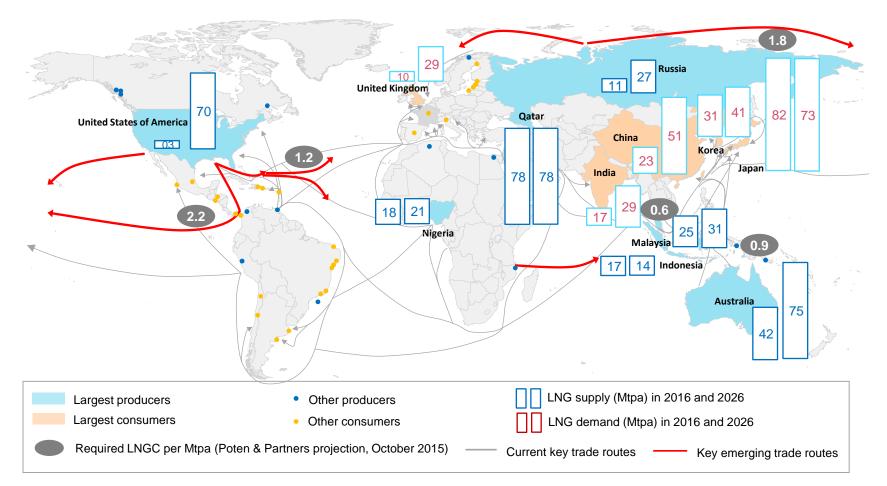
- GTT
  - Environmental responsibility at site

## A proactive sustainable development policy





# **Appendix 16: key emerging LNGC trade routes**



Increasing distance between export and import areas is supporting demand for LNG carriers



Safety

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## **Appendix 17: focus on GTT's competitive advantages**

### GTT's technology positioning <sup>(1)</sup>

	GTT	Moss	SPB 🗕	KC-1 💽
Technology	Membrane	<ul> <li>Spherical tank</li> </ul>	► Tank	<ul> <li>Membrane</li> </ul>
Construction costs	<ul> <li>Requires less steel and aluminum than tanks for a given LNG capacity</li> </ul>	<ul> <li>Higher costs</li> </ul>	<ul> <li>Higher costs</li> </ul>	<ul> <li>Slightly higher costs than GTT</li> </ul>
Operating costs	<ul> <li>More efficient use of space</li> <li>Limited BOR (0.07%)</li> </ul>	<ul> <li>Higher fuel / fee costs</li> </ul>	<ul> <li>Higher fuel / fee costs</li> </ul>	<ul> <li>Higher opex due to BOR (0.16%)</li> </ul>
LNGCs in construction	▶ 90	▶ 21	▶ 4	▶ 2
LNGCs in operation	▶ 301	▶ 97	<ul> <li>2 small</li> </ul>	► None
Other	<ul> <li>Value added services</li> </ul>	<ul> <li>Higher centre of gravity; harder to navigate</li> </ul>	<ul> <li>Japanese technology developed 25 years ago. No significant experience</li> </ul>	<ul> <li>Korean technology with no experience at sea</li> </ul>

### GTT technologies : cost effective, volume optimisation and high return of experience



Source: Company data and comment (June 30, 2016)

(1) Other technologies have been developed, however are not known to have obtained final certification or orders to date. Excludes vessel orders below 30,000 m<sup>3</sup>

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Safety

# **Appendix 18: information about the KFTC enquiry**

- On January 29, 2016, GTT was notified by the Korean Fair Trade Commission (KFTC) that an enquiry had been opened.
- Concerns a possible abuse by the Company of dominant position because of its commercial practices in Korea.



- We have received a first request for information (RFI) from the KFTC setting forth its demands.
- Our representatives in Korea have been in contact with the KFTC. The nature of these exchanges remains confidential
- ▶ The opening of this enquiry should not lead to any prejudgement as to its outcome.
- At this stage, it is not possible to estimate either the length of the enquiry or its potential outcome.
- GTT believes that its business practices are compliant with the relevant competition laws and intends to fully cooperate with the KFTC.
- The Company will keep the markets updated as to any significant developments in this respect.

