



Unaudited Results for the Half Year Ended 29 October 2022

UK&I performance strengthens again, International impacted by temporary market disruption We Help Everyone Enjoy Amazing Technology

Key Highlights

- UK&I profit growth as gross margin improvements and cost savings offset sales decline
- International profits down significantly due to actions taken in face of competitors' heavy discounting
- Cost savings: UK&I programme well on track for £300m saving target, International offsetting inflationary pressures
- Tech market still larger than pre-pandemic (UK +14% Yo3Y, Nordics +15% Yo3Y)
- Online share of business stable, highlighting strength of omnichannel model following pandemic disruption
- UK&I Credit adoption of 17%, +460bps YoY and well ahead of 16% target for 2023/24

Financial Performance¹

- Group LFL (8)% (Yo3Y +7%); Revenue (7)% (Yo3Y (6)%)
- Group adjusted loss before tax £(17)m, down £(62)m YoY due to lower International profits
- Group statutory loss before tax £(548)m driven by non-cash goodwill impairment of £(511)m
- Period-end net debt £(105)m with significant liquidity headroom given total revolving credit facilities of £676m
- Pension deficit decreased slightly to £(251)m (30 April 2022: £(257)m, 30 Oct 2021: £(416)m) despite market volatility
- Interim dividend of 1.00p declared (flat YoY).

Current Year Guidance: Reflecting the strength of the UK&I business and the disruption to our International markets, we now expect full year PBT to be between £100-125m, with cash generation in the second half.

Alex Baldock, Group Chief Executive

"Currys UK&I performance continues to strengthen, and is showing real momentum, reflecting good progress in our transformation. International, however, has had a tough period, and faces short-term but intense pressures from a disrupted market.

In the UK&I, our profits are up, from increased gross margins and strong cost discipline. We're bucking the trend with world-class and increased colleague engagement. Our customers are happier too, and are more likely than ever to recommend us. We are making more of our winning Omnichannel model and are building more Customers for Life with strong Services growth.

Our International business, which has consistently delivered growth in sales and profits over many years, has had a difficult first half with margins sharply down. Lower demand has left domestic competitors with excess stock, which they're now heavily discounting. This has substantially disrupted the market, and required margin investment to keep our sales strong. We expect these pressures, intense though they are, to be temporary - demand will normalise, excess stock will wash through, and competitors will find unprofitable aggression hard to sustain. We've also stepped up our self-help actions on margins and cost.

Of course, our customers are feeling real cost of living pressure and our job is to help them get hold of the technology that's more essential to their lives than ever. We're doing that, through our price promise, giving customers access to responsible credit, and offering more products that save them money through lower energy costs. Our Go Greener range is flying off the shelves.

It's a tough environment, and we are planning for that to continue. Still, we expect to maintain the trajectory of improving UK&I profitability and a robust recovery in International profits. Our ever-improving customer experience and strong Services give us confidence in improving margins. And we will continue our excellent progress on cost efficiency.

We have a strong balance sheet and a strategy that's working. By focusing on the things we can control, while doing everything we can to support our colleagues and customers, we'll ride out the current turbulence and emerge an even stronger business well-set for long-term success."

Performance Summary

Group sales declined (7)% and (8)% on a like-for-like basis against the high level of sales seen over the last two years. Compared to three years ago, like-for-like sales grew +7%, with positive trends in all territories. Over the same period total sales are down (6)% due to the closure of legacy operations.

Revenue	Year-on-year					Year-on-3-year		
	H1 2022/23 £m	H1 2021/22 £m	Reported % change	Currency neutral % change	Like-for- Like % change	Reported % change	Currency neutral % change	Like-for-Like % change
UK & Ireland	2,292	2,546	(10)%	(10)%	(10)%	(19)%	(19)%	2%
International	2,181	2,239	(3)%	(2)%	(6)%	15%	19%	12%
- Nordics	1,886	1,959	(4)%	(3)%	(7)%	12%	17%	10%
- Greece	295	280	5%	5%	4%	30%	34%	25%
Group	4,473	4,785	(7)%	(6)%	(8)%	(6)%	(4)%	7%

In UK&I adjusted EBIT increased +25% YoY and was higher than three years ago. Improvements to gross margin were driven through higher customer adoption rate of credit and other services (especially online), improved use of data and analytics to drive better returns on marketing and promotions, cost savings and the introduction of two-person delivery charges towards the end of the period. Operating costs fell in absolute terms as savings offset inflationary cost pressures and increased business rates tax.

We have recorded a £(511)m non-cash impairment of UK&I goodwill that arose at time of Dixons Carphone merger in 2014. This was primarily driven by increased discount rates as a result of the sharp increases in UK gilt yields around our period end, as well as more prudent economic assumptions within our internal valuation models.

In International, adjusted EBIT declined (94)% YoY and is also down significantly on three years ago. This was driven by gross margin erosion as some smaller domestic competitors are following aggressive growth strategies to gain share in a market that is structurally bigger following the pandemic. They substantially overestimated demand and the excess stock bought into market is being cleared at discounted prices. Against this backdrop, we deliberately kept pricing competitive to preserve market share in what we expect to be a temporary period of depressed market profitability. Demand will normalise, the excess stock will sell through, and the smaller competitors are unlikely to be able to sustain these unprofitable practices.

Due to lower International profitability, operating cash flow declined (54)% YoY, while free cash flow was an outflow of £(86)m reflecting the lower operating profitability, normalized levels of investment and a small, expected working capital outflow.

Profit and Cash Flow Summary	H1 2022/23 £m	H1 2021/22 £m	H1 2022/23 Adjusted £m	H1 2021/22 Adjusted (restated) ¹ £m	Reported % change	Currency neutral % change
Segmental EBIT						
UK & Ireland	(495)	33	25	20	25%	25%
International	(3)	62	4	68	(94)%	(94)%
- Nordics	(4)	51	3	57	(95)%	(95)%
- Greece	1	11	1	11	(91)%	(91)%
EBIT	(498)	95	29	88	(67)%	(67)%
EBIT Margin	(11.1)%	2.0%	0.6%	1.8%	(120) bps	(120) bps
Net finance costs	(50)	(47)	(46)	(43)		
(Loss) / profit before tax	(548)	48	(17)	45	n/a	n/a
Tax	(12)	(6)	3	(16)		
(Loss) / profit after tax	(560)	42	(14)	29		
(Loss) / earnings per share	(50.8)p	3.7p	(1.3)p	2.5p		
Operating cash flow			60	131	(54)%	(54)%
Operating cash flow margin			1.3%	2.7%	(140) bps	(130) bps
Free cash flow			(86)	185	n/a	n/a
Net (debt) / cash			(105)	250		

Current Trading

In the six weeks since the period end, trading performance is in-line with the first half.

Current year guidance

We are confident that the improvements to UK&I gross margin and ongoing cost control will continue to deliver robust profitability despite our expectation that market conditions will not improve in the second half.

In International, the high market shares and our long track record of growth in sales and profit, together with self-help action on margin and costs, give us confidence that profitability will recover robustly when market conditions normalise. The timing and extent of this will depend on when demand normalises, but especially on how long competitors need to clear excess stock, and how long they sustain unprofitable pricing.

The Group expects to generate stronger free cash flow in the second half of the year.

- Full year adjusted PBT to be range of £100-125m, assuming no further unexpected macro deterioration (vs previous guidance of £125-145m on like-for-like basis, after adjusting for the reclassification of £5m IT spend)
- Capital expenditure of around £120m (vs previous guidance of £135-155m on like-for-like basis)
- Net exceptional cash costs of around £40m (unchanged guidance)

Medium term guidance

- Group targeting at least 3.0% adjusted EBIT margin by 2024/25. We aim to continue to improve it thereafter

¹In the reporting of financial information, the Group uses certain measures that are not required under IFRS. These are presented in accordance with the Guidelines on APMs issued by the European Securities and Markets Authority ('ESMA') and are consistent with those used internally by the Group's Chief Operating Decision Maker to evaluate trends, monitor performance, and forecast results.

We consider these additional measures to provide additional information on the performance of the business and trends to shareholders. Adjusted results and adjusting items for the comparative periods ended 30 October 2021 and 30 April 2022 have been restated to reflect the updated adjusting items policy that reflects management's belief that the more stringent classification provides greater clarity on the current and future performance of the Group's ongoing omnichannel retail operations. There has been no impact on statutory results as a result of the restatements.

The below, and supplementary notes to the APMs, provides further information on the definitions, purpose, prior period restatements and reconciliations to IFRS measures of those APMs that are used internally to provide parity and transparency between the users of this financial information and the CODM in assessing the core results of the business in conjunction with IFRS measures.

These APMs may not be directly comparable with other similarly titled measures of 'adjusted' or 'underlying' revenue or profit measures used by other companies, including those within our industry, and are not intended to be a substitute for, or superior to, IFRS measures.

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Chief Executive's Review

It's been a mixed half year. We've shown, through our strengthening UK&I results, that our long-term transformation is increasingly bearing fruit financially, as well as for colleagues and customers. We are obviously disappointed that our long track record of sales and profit growth internationally has been interrupted by market disruption in the past six months. But we see nothing structural or permanent in the drivers of that disruption and are confident that International will resume its long-term trajectory, to produce a Group that reflects our strategic progress in strong and sustainable financial results.

The UK&I's performance strengthened again, all the more noteworthy given the challenging circumstances. Profits were up again. Sales were solid, up +2% LFL Yo3Y as we protected our number one market share. We improved gross margins again. Services growth, our increasing ability to charge for an improving customer experience (while still offering good value for money), our disinclination to chase less profitable sales (and improving tools to avoid having to), and strong cost efficiency in our supply chain and service operations, have all contributed to those gross margin gains, and there's more to come from all of those drivers. Meanwhile, we remain on track for (at least) the £300m committed cost reduction, with in-year savings more than compensating for inflationary and tax headwinds.

Internationally, the markets have been experiencing a painful period, and we've not been spared the impact of that. It's been a difficult first half, with gross margins (and profits) sharply down, even as we've performed well on sales and costs. Our International markets have experienced the same pressures as the UK, with softer demand coupled with COGS inflation. But the Nordics has experienced substantial further disruption. A long tail of smaller domestic competitors, boosted by the pandemic and new funding since, chose aggressive growth strategies and big stock buys just as demand softened. They've felt forced to discount excess stock heavily, and have taken the market profit pool temporarily to near-zero. In Greece, we have seen similar heavy discounting from some competitors, exacerbated by government subsidies that have negatively affected product mix in the first half.

As we do everywhere in the Group, in International we seek to balance maintaining the benefits of our market-leading topline share with profitability. The market disruption in the Nordics has required unexpectedly heavy margin sacrifice to protect our market leadership. As we plan our recovery in International profits, we remember that Elkjøp is an excellent business with a long and hitherto uninterrupted track record of sales and profit growth. Nor do we see in any of the past six months' market pressures, unexpectedly intense though they've been, anything structural or permanent. The Nordics are fundamentally healthy, wealthy markets, and demand will normalise in time. Excess stock will sell through. Competitors can't sustain current levels of desperate and unprofitable pricing. And in response to longer and deeper market disruption than expected, we're accelerating our margin, cost and cash self-help. We expect a robust recovery in Nordics profits.

The same strategy that lies behind the Nordics' long track record is now producing improving results in the UK.

We remain number one in a market that is structurally larger post-pandemic (UK +14% and Nordics +15% larger Yo3Y). Technology can no longer be seen as a purely discretionary category, though, of course, the market (and our sales) have still come under much pressure during the cost of living squeeze.

We have happier colleagues and customers. Colleague engagement has bucked the global downward trend, is up in the UK, and at world-class levels. I'm proud of everything we've done to support our colleagues, who've felt the brunt of the cost of living pressures just as customers have, through improved reward, recognition, learning, development, and well-being. Customers are happier too, with NPS up +5pts Yo3Y.

We continue to improve on retail fundamentals. Our range is larger, with energy-efficient products (such as our Go Greener range) to the fore. Unlike others, we've stood by our price promise, making the most of our leading relationships with suppliers to keep the lid on inflation-driven price rises as far as possible, as well as to get

preferential access to the most desirable stock. Our availability is improved and market leading. And our customer experience is easier. We're not happy with where we are on any of this, of course, but we are happy with the trajectory.

Meanwhile, on our two big differentiators of Omnichannel and Services, we've made strong progress. Omnichannel continues to prove itself as the winning model for customers, with online share of business remaining stable on last year. We've built on our advantage here. Investments in store colleagues, new online platforms (whose full benefits are still to come), and Omnichannel benefits such as 24/7 video shopping (ShopLive), continue to prove their worth with customers. Now, as our improving gross margins show, we are making the Omnichannel model work economically too, as we continue to level up profitability between channels.

In Services, our outstanding progress on Credit in the UK (where we're already ahead of next year's target) has been important to both customers and the business. We've also made big strides in giving longer life to customers' technology. With our leadership in protection, repair, trade-in and recycling, we're uniquely placed to do so. Giving longer life to the technology that customers already have (as well as selling them new kit) chimes with customers' ever-increasing concerns on sustainability, as well as on affordability during a cost of living crisis. It's another reason for customers to prefer Currys - and it's already profitable for us, with more upside to come.

The outlook is obviously uncertain. We're not counting on any macro improvement anytime soon, and have been accordingly prudent in our planning. But we are a more resilient business now, with a strong balance sheet and £676m of revolving credit facilities that give ample liquidity. We expect strengthening UK&I performance to make up for a weaker year in the Nordics. Longer term, we stand by the (at least) 3% EBIT margin target, though are now prudently only committing to that by 2024/25 reflecting the weaker macroeconomic backdrop. We will aim for more, sooner, of course. To do that, we will protect our number one market share, continue to improve gross margins, realise at least the promised £300m per annum cost efficiencies by 2023/24, normalise capital expenditure and minimise exceptionals, to produce at least £150m of sustainable free cash flow per annum.

So we are resilient now, and well set for longer term success, by following the strategy that has proved itself over many years in the Nordics, and is producing real financial momentum in the UK&I. We will continue to build on a strong bricks and mortar retail business, to produce a world-class Omnichannel retailer and services provider, with stickier and more valuable customer relationships to match. As ever, I'm humbled by the skill and will of my colleagues, who share my determination to help millions of people enjoy to the full the benefits of amazing technology, for the benefit of colleagues, customers, shareholders, and society alike.

We will grow profitably, with higher margins and ever-lower costs

- In November 2021, we announced a plan to save £300m of annual costs in the UK&I by the end of 2023/24. We are progressing well with those initiatives and are on track to save over £170m on a cumulative basis by the end of this year and £300m by the end of 2023/24.
- In UK&I, headwinds and cost inflation totaled £(36)m as we paid £(14)m more in business rates, £(11)m more for energy and experienced £(11)m in wage and other inflation. Against this, our programmes drove £44m of savings with the largest areas of saving including store payroll efficiencies of £18m, supply chain efficiencies of £11m and central, IT and procurement savings of £15m.
- In total, Group energy costs were £15m higher for the half year than last year and we forecast energy costs to increase around £22m for the full year, which will be £32m more than the cost in 2020/21.
- We welcomed the UK Government's announcement on business rates last month, the removal of inflationary increases and fairer application of downward relief will reduce business rate taxes by around £4m next year.
- In Nordics, our strong cost control, particularly in IT expenditure, has allowed us to offset inflationary increases of £(13)m and a further £(5)m of costs related to new stores. Saving initiatives included lower IT costs and reduced hiring rates.
- In August, the Group announced the launch of our Global Business Services and strategic partnership with Infosys. The initial transfer of over 700 colleagues from our Brno office to Infosys took place in October, alongside opening a new off-shore delivery centre with Infosys in Pune, India. We expect this partnership to develop significantly over the coming years.

Capable and Committed Colleagues

- Our colleagues are our strongest advantage. Our Group eSat (how happy you are to work at Currys) remains strong at 77. In the UK&I this has increased another point to 79. This is four points above the Global and Retail benchmarks and puts Currys in the top 25% of all businesses. In Nordics we saw positive development in both response rate (+9) and engagement (+2).
- All UK store colleagues moved on to single contract, driving greater efficiency in store while allowing colleagues to retain expertise in chosen areas, this has enabled a +12% increase in customer facing hours.
- UK colleagues were given further pay increases effective from 30 October 2022, marking a 16% increase in minimum pay rates over the past 13 months and +38% increase over the past five years.
- We continue to upgrade the tools and information available to our colleagues, with the UK seeing a new Colleague Hub as well as upgrades to ShopLive and Store Mode during the period (see more in our omnichannel section).
- Nordics has fully implemented a new flexible bonus system which enables gamification to incentivise delivery of both our near-term and long-term priorities.
- The long-term improvements in colleague engagement are feeding into customer satisfaction with UK in-store NPS climbing YoY and +6pts Yo3Y and Nordic 'Happy or Not' scores maintaining the very high levels of the last few years.

Easy To Shop: Omnichannel

Omnichannel is the preferred model for customers in technology retail: two-thirds of customers prefer to shop using stores, underlined by unchanged online share of business. We're continuing to build on this advantaged business model.

- Group online share of business was broadly unchanged YoY at 32%. Compared to three years ago, the increase is +10%pts, with UK&I seeing the largest increase at +17%pts.

Online Share of Business	H1 2022/23	H1 2021/22	H1 2019/20	Year-on-Year	Year-on-3-Year
UK & Ireland	43%	43%	26%	-%pt	17%pts
International	21%	22%	15%	(1)%pt	6%pts
- Nordics	23%	24%	17%	(1)%pt	6%pts
- Greece	7%	8%	5%	(1)%pt	2%pts
Group	32%	33%	22%	(1)%pt	10%pts

Stores: investing in colleagues, while increasing flexibility and efficiency:

- Face-to-face advice from trusted experts is a principal reason for customers to shop in-store. Stores investment is therefore focused on building colleague capability and commitment, for example, through their +16% pay increase in the past 13 months in the UK. Results of that are visible in store colleague engagement up +12pts Yo2Y, store NPS up +6pts Yo3Y and recovery in stores to 57% of sales.
- Lease costs continue to fall, as we have closed another four UK stores at the lease expiry and negotiated an average effective net rent reduction of more than 20% on the 12 leases renewed.

Online: investing in new platforms

- During the period we have made significant improvements to our UK&I website, Colleague Hub, ShopLive and Store Mode, which means that we now have a website that is fast, future proof, and provides a richer, seamless, more personalised experience. It also enables better upsell, cross-sell credit and other service adoption online, all of which increase gross margins and "level up" profitability between channels. By introducing the new Colleague Hub, and improving Store Mode and ShopLive, we're arming our colleagues in store with the tools, technology and information they need to have more meaningful conversations with customers.
- Next Generation retail project completed, which has improved our Nordics omnichannel experience for customers. Amongst many improvements this has allowed implementation of recurring revenue on insurance, self-service for customers (reducing customer contacts), flexibility in home deliveries and improved availability.
- In the UK, we opened new Harworth warehouse on 19 September, this 355,000 sq ft facility has allowed us to increase our product availability on domestic appliances for both home delivery and stores, as well as serving as a new base for delivery & installation services in the region. As a result of seamless collaboration between Currys and our logistics partner, GXO, the facility was fully operational within two months of opening.
- We announced the opening of a new 870,000 sq ft warehouse in Jönköping, Sweden, increasing the total capacity at the Nordic Distribution Centre to 1,940,000 sq ft. This will facilitate the move of our Nordic kitchen distribution from Brno to Jönköping, as well as providing additional storage capacity for mixed electrical. We're targeting opening in two years.

Customers For Life

We help customers afford amazing technology:

Responsible credit plays a vital role in helping customers afford the (sometimes expensive) technology that's so impactful to them. This is especially true during a cost of living crisis. Our credit customers are happier as a result (+12 points NPS vs non-credit customers). Credit is valuable for Currys too, with credit customers spending +7% more and are +70% likelier to return (shop with us in the next 12 months).

- UK credit adoption increased +460bps to 17.0%, well ahead of the 16% adoption we have targeted for 2023/24 as active credit accounts rose +17% to 1.8m. Online credit adoption increased +620bps to 17.9% and store credit adoption +320bps to 16.3%, marking the first period where online adoption has been greater than store. The largest increases in adoption were from repeat customers, particularly online, as our easier to access accounts and targeted marketing have stimulated repeat spend. We take no risk on credit.
- Last year, Nordics launched integrated financing services in the online channel together with our consumer financing bank partners in Norway, Sweden and Finland. This has been a successful change, contributing to +24% growth in financed sales. Our Nordic business aims to increase financing sales even further by optimising the sales processes in stores.

Our Services help customers get tech started:

- During the period, we introduced charging for all two-person deliveries in the UK, following successful removal of free deliveries on all orders below £40 last year. This has had a small positive impact on profitability in the period, and we have been pleased to see that it has not had a detrimental impact on sales, customer satisfaction or adoption rate of our services. We will look to add delivery charging in the Nordics later this year.
- Our installation services are becoming ever more valued by customers, and we saw installation adoption rise in all markets during the six months and one-quarter of UK big-box deliveries now include installation.

We help give tech a longer life through protection, repair, trade-in and recycling services:

- Protection products performed well across the Group and we have 14m Protection (warranty and insurance) agreements in the Group, with over a third of the products sold in Greece including some level of protection services as part of the bundle.
- In the UK, our Care & Repair adoption climbed +350bps compared to last year, as customers look to benefit from our improved propositions, which we are doing a better job of highlighting in-store and online.
- In Nordics, we launched insurance for devices with monthly payment in all our markets. We have been gradually increasing the offering from mobile to tablets and PCs between May and August. Customers have welcomed this, and a high share choose this option over up-front payment. The recurring revenue this generates is growing month by month.
- In Nordics, our trade-in business is still nascent, but this was the period when it started to become mainstream, growing almost 10x larger than last year. Norway led the way, but all markets saw significant growth.
- In the UK, we collected over 700,000 items for recycling from customers' homes, +34% more than last year. As customers become more aware of the environmental consequences of their actions, we are there to help them.
- In Nordics, we have introduced a new, high-quality calibration service for TVs. This has been well received by our customers.

We help customers make the most out of their tech with connectivity and subscriptions:

- iD Mobile, our award winning MVNO, grew the number of subscribers +10% to 1.2m, demonstrating the incredible value it offers to our customers.

We will collect, protect, and use Data to build more valuable customer relationships:

- Currys Perks members grew +11% YoY to 11m and represented half of UK sales, Perks customers are happier, shop more frequently, have higher average order values and greater adoption rate of credit and other services than non-Perks customers. Traffic to our website generated from email marketing is almost 3x higher Yo3Y.
- Nordic customer club grew +20% YoY to 7.1m customers. Club members spend more with us as increased shopping frequency outweighs lower average order values.

Results call

There will be a live presentation followed by Q&A call for investors and analysts at 9:00am today. It will be webcast here: <https://stream.brrmedia.co.uk/broadcast/638e00cd21e50e480f0739b3>

Next scheduled announcement

The Group is scheduled to publish its Peak trading update covering the 10 weeks to 7 January 2023 on Wednesday 18 January 2023.

For further information

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Information on Currys plc is available at www.currysplc.com

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About Currys plc

Currys plc is a leading omnichannel retailer of technology products and services, operating online and through 826 stores in 8 countries. We Help Everyone Enjoy Amazing Technology, however they choose to shop with us.

In the UK & Ireland we trade as Currys; in the Nordics under the Elkjøp brand and as Kotsovolos in Greece. In each of these markets we are the market leader, employing 30,000 capable and committed colleagues. Our full range of services and support makes it easy for our customers to discover, choose, afford and enjoy the right technology for them, throughout their lives. The Group's operations include state-of-the-art repair facilities in Newark, UK, a sourcing office in Hong Kong and an extensive distribution network, enabling fast and efficient delivery to stores and homes.

Our vision, we help everyone enjoy amazing technology, has a powerful social purpose at its heart. We believe in the power of technology to improve lives, help people stay connected, productive, healthy, and entertained. We're here to help everyone enjoy those benefits and with our scale and expertise, we are uniquely placed to do so.

We're a leader in giving technology a longer life through repair, recycling and reuse. We're reducing our impact on the environment in our operations and our wider value chain and we will achieve net zero emissions by 2040. We offer customers products that help them save energy, reduce waste and save water, and we partner with charitable organisations to bring the benefits of amazing technology to those who might otherwise be excluded.

Certain statements made in this announcement are forward-looking. Such statements are based on current expectations and are subject to a number of risks and uncertainties that could cause actual results to differ materially from any expected future events or results referred to in these forward-looking statements. Unless otherwise required by applicable laws, regulations or accounting standards, we do not undertake any obligation to update or revise any forward-looking statements, whether as a result of new information, future developments or otherwise. Information contained on the Currys plc website or the Twitter feed does not form part of this announcement and should not be relied on as such.