

The largest
Croatian tourism
company and the
first Croatian
hotel brand

12%
of Croatian
categorised
accommodation
capacity

Major tourist destinations (Istria, Krk, Rab Makarska, Hvar Dubrovnik and Obertauern)

Increasing profitability and further growth potential One of the most liquid shares on ZSE (EUR 221k), large free-float (48%), and excellent IR standards

Sustainable dividend potential

### VALAMAR RIVIERA IS THE LEADING TOURISM COMPANY IN CROATIA AND ONE OF THE MOST ATTRACTIVE SHARES ON THE CROATIAN CAPITAL MARKET

Attractive geographic position on the Mediterranean Continuous increase in overnights and arrivals in Croatia Small share
of upscale/premium
hotel accommodation
capacities in
Croatia (4\* and 5\*)

Stable increase in hospitality sector revenues Leading tourism company in Croatia by revenues, capacities and number of destinations

Strongest Croatian hotel brand

12% of categorized capacities

Largest portfolio of camping in Croatia (15% of categorized camping in Croatia)

EUR 298mn (+11% yoy) 2019 operating income

EUR 104mn (+11% yoy) 2019 EBITDA

34,8% 2019 EBITDA margin

11% revenue and 20% EBITDA 11y CAGR (2009-2019)



Capacity of:\*

≈ 58.000 guests > 21.000 units

≈ 6,8mn overnights ≈ 1,2mn arrivals



### EUR 806mn

investments in the past 16 years (incl. acquisitions)

EUR 875mn balance sheet

2020 asset portoflio: 54% Premium & Upscale 46% Midscale & Economy

EUR 395mn Mcap (Nov 2020)

2.85x

≈ 22.000 shareholders

net debt / EBITDA

Attractive destinations:\* Poreč, Rabac, Krk, Baška, Rab, Makarska, Dubrovnik, Obertauern, Hvar



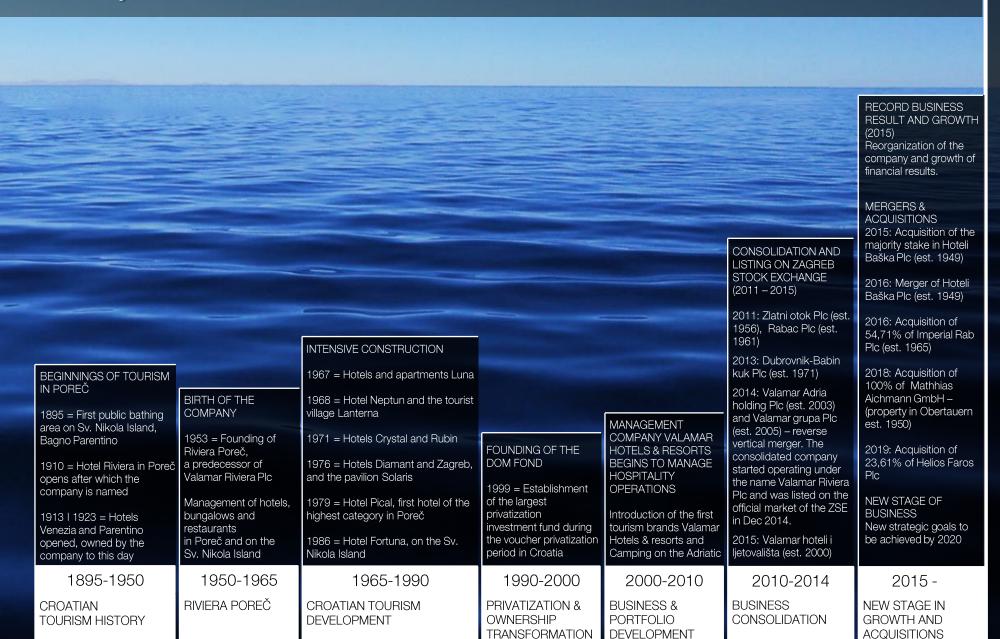
36 hotels and resorts\*

15 camping resorts

≈ 2.000 permanent employees

≈ 7.000 employees in peak season

# History of Valamar Riviera



### Our Mission, Vision and Core Values

#### **MISSION**





To develop a stimulating corporate culture where guests employees come first.

deliver value for new shareholders through corporate responsibility promoting sustainable development and supporting local communities.

#### VISION



To be the leader in leisure tourism authentic guest create experiences in partnership with our destinations.



### WELCOMING

#### **PROUD**



We make our guests feel very welcome and highly appreciated.

We take pride in our destinations and in being part of the Valamar family.



### **INNOVATIVE**

### **RESPONSIBLE**



We engage in collaborative innovation to improve our performance, stay alert and always remain open to change. We are a responsible business partner, a caring employer, supportive towards the community and committed to preserving the environment.

### **AMBITIOUS**



We set challenging goals and strive for excellence in everything we do.



# Management of the Valamar Brand

# First Internationally Recognized Brand in Modern Croatian Tourism

- The Valamar Hotels & Resorts brand was introduced in 2004 and very soon it became the first internationally recognized brand in modern Croatian tourism
- Camping Adriatic by Valamar was introduced two years later
- Over time, the brand architecture was supplemented and modified, adapting to the changes within the company, and in 2016, the process of redefining the existing brand strategy began

#### **Valamar Brand Overview**

- In 2018 existing Valamar brand architecture has moved from a system with two main product brands to a system with five main product brands closely linked to Valamar's core culture and values
- Each property in the portfolio is linked to one of the product brands and has had specific positioning, USPs, target markets and sales channels defined specifically for it
- Valamar Collection and Valamar Collection Resorts are brands of strategic importance and are the closest to Valamar's core values; they include the best products in the portfolio
- Valamar Hotels & Resorts is a brand covering the largest portion of the company's capacities and includes both upscale and midscale properties; specific labels will be introduced through this brand, depending on the special characteristics of each product
- Sunny by Valamar is the economy brand that includes both midscale and economy portions of the portfolios
- Camping Adriatic by Valamar is lifted to a higher level and is more strongly linked to the Valamar brand; additionally, it has been divided into three categories – Premium Resorts, Resorts and Sunny

# **Valamar Brand Identity** VALAMAR Infinity holidays VALAMAR COLLECTION RESORTS All you can holiday Holidays in nature Valamar Club The Valamar loyalty program connects all the product brands in the system. It contributes to the distinctiveness of the umbrella brand and creates added value for returning guests.

# Awards & Recognitions and Business model

### **Awards & Recognitions**

 On an annual basis, Valamar receives more than 50 international awards for quality, including most prestigious awards such as "World Travel Awards" as well as those given by Tripadvisor, ADAC, TUI, ANWB, Leading Campings of Europe, World Luxury Hotels and others











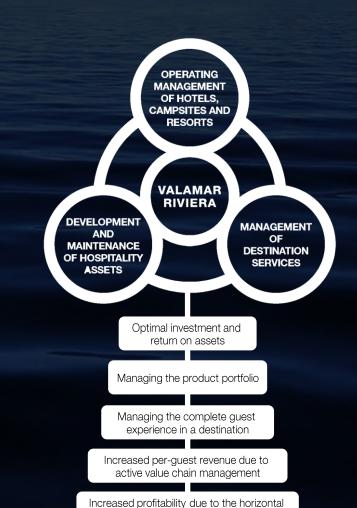








### Business Model: Asset, Hospitality and Destination Management Company



and vertical integration at destination level

# Organizational and Ownership Structure

### **Organizational Structure**

**DIVISION:** Business Development, Quality and Corporate Affairs

**DIVISION:** Sales & Marketing

**DIVISION:** Asset Development, Maintenance & Technical service

**DIVISION:** Operations

**Dubrovnik Region** 

MANAGEMENT BOARD

**SECTOR:** Purchasing

**SECTOR:** IT & Application Support

**SECTOR:** Asset Management & General Affairs

**SECTOR:** Finance & Accounting

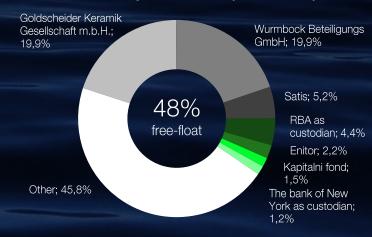
**SECTOR:** Strategic Planning & Controlling

**SECTOR:** Human Resources

#### **Corporate Governance**

- 2.015 full time employees (30/6/2020)
- KPMG auditor from 2012 to 2016; Ernst&Young from 2017
- The Supervisory Board has 7 members, including 2 independent members
- The Supervisory Board has 3 operating committees Presidium / Audit / Investment

### **Ownership Structure (June 2020)**



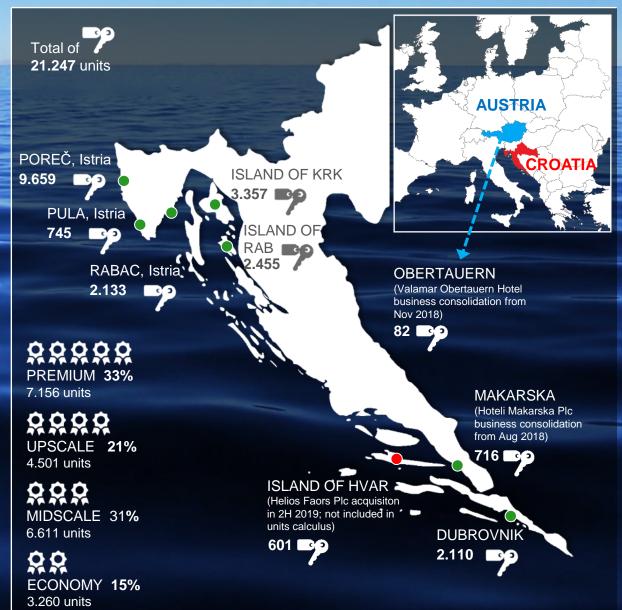
NB: free-float does not include treasury shares and shares in sole ownership over 4%

### **Management Board**



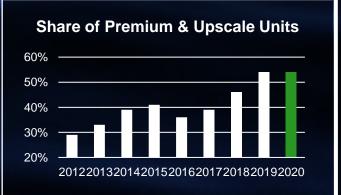
### Asset Portfolio 2020

Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7,5 was used from 2020 onwards.









# Destinations and Asset Management

Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7.5 was used from 2020 onwards.

### **ISTRIA**



- The most prominent tourist region in Croatia (30mn of overnights p.a.)
- Valamar's destinations: Poreč, Tar, Funtana, Vrsar, Pula-Brioni, Rabac
  - 15 hotels and resorts and 7 camping resorts

#### **ISLAND OF KRK**



- The biggest and most populated island in Croatia (1mn of overnights p.a.)
- The key advantage is a bridge connection with the mainland and international airport
- 5 hotels and resorts and 5 camping resorts

#### **ISLAND OF RAB**



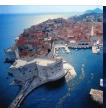
- 2mn of overnights, i.e. 230 thousand guests (50% of guests from GER and AUT)
- Imperial hospitality company has a dominant position in the island's hotel and campsite offer
- 5 hotels and resorts and 2 camping resorts

#### **MAKARSKA**



- One of the best-known tourist destinations on the Croatian coast that attracts visitors with its natural features and climate, diverse tourist offers and hospitable hosts (1,5mn of overnights, i.e. 159 thousand quests)
- 3 hotels and resorts

#### **DUBROVNIK**



- UNESCO's World Heritage Site and picturesque coastal resort on the Adriatic make Dubrovnik the globally recognized tourist destination (6mn of overnights p.a.)
- 5 hotels and resorts and 1 camping resort

#### **OBERTAUERN**



- Austria's snowiest winter sports destination at an altitude of 1.740 meters – "guarantee of snow"
- 950 thousand of overnights
- 1 hotel

### **LONG-TERM ASSET BOOK VALUE**



25% Camping resorts 16%

### **MARITIME DOMAIN**



### **INVESTMENT MAINTENANCE** AND FF&E



5% of revenues

### LAND **SURFACE**



53% Under concession

11





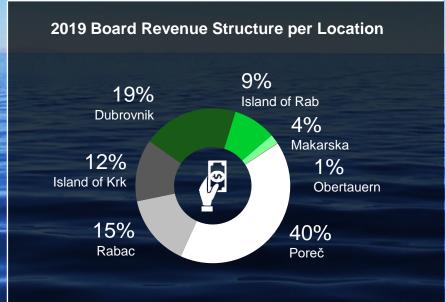


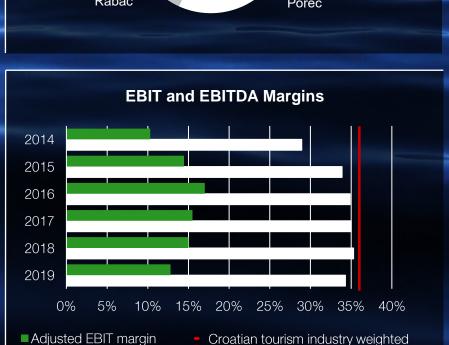
EUR 104mn EBIDTA

# Key Financials

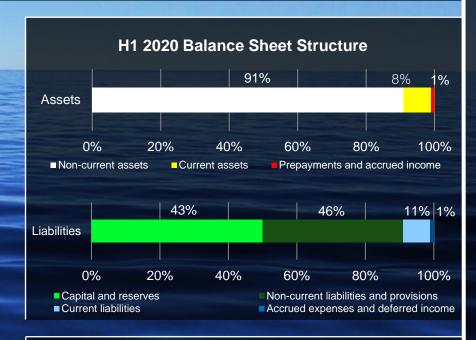
■ Adjusted EBITDA margin

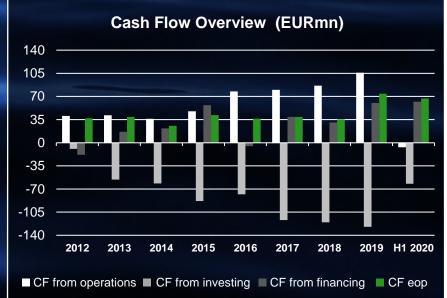
Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7.5 was used from 2020 onwards.



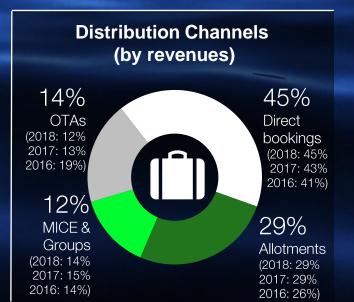


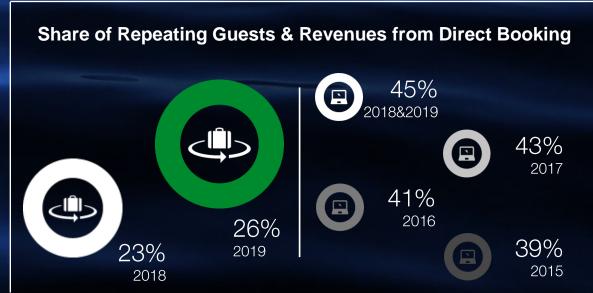
average EBITDA margin in 2019: 35,6%















# Key Portfolio Investments 2018/19

Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7,5 was used from 2020 onwards.



EUR 85mn - Valamar Riviera: Istra Premium Camping Resort - II phase, Valamar Collection Marea Suites 5\*, staff Residence, Lanterna Premium Camping Resort 4\*, Ježevac Premium Camping Resort 4\*, other smart projects

EUR 19mn - Imperial: Valamar Carolina Hotel & Residence 4\*, Padova Camping Resort 3\*, other smart projects

EUR 2mn - Hoteli Makarska: Valamar Hotel Meteor 4\*, other smart projects

#### Istra Premium Camping Resort by Valamar (II phase), Poreč



- Top-class camping resort with a wide range of amenities and excellent service
- New camping plots, new glamping tents (9), a variety of new camping homes (135), as well as new luxury camping homes (5) with private pools

#### Valamar Collection Marea Suites 5\*, Poreč



 Designed for families with children where they will have an opportunity to enjoy V level service, luxury suites with a sea view (108 rooms), pools, sandy beach, restaurants, sport facilities and Maro amenities for children of all ages

#### Lanterna Premium Camping Resort by Valamar 4\*, Poreč



 Further developing of the premium camping by installing new camping homes with a sea view (12), rearranging three camping zones with new camping homes (136) and repositioning a part of the existing camping plots

#### Valamar Carolina Hotel & Residence 4\*, Rab



 Repositioned to a family hotel under TUI Sensimar brand; the investment will comprise: capacity increase (22 new rooms), upgrade of accommodation, restaurant, lobby bar, public spaces, new adult swimming pool, wellness and fitness zone

#### Padova Camping Resort by Valamar 3\*, Rab



 Further upgrade towards the upscale segment improving the accommodation facilities and investing in additional amenities

#### Other investments and maintenance and FF&E



- Accomodation and services upgrade, staff residences, beach improvements, digitalization, bike products, safety & parking, project management, energy savings projects, etc.
- Investments maintenance and FF&E

# Key Portfolio Investments 2017/18

Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7.5 was used from 2020 onwards.

#### Valamar Collection Girandella Maro Resort Hotel 5\*, Rabac



- EUR 15mn
- First Kinderhotel in Valamar's portfolio
- · Family oriented hotel resort concept
- 149 new premium accommodation units

#### Valamar Argosy Hotel 4\*, Dubrovnik



- EUR 8mn
- 308 units
- Repositioning to "adults friendly"
- Premium accommodation with new facilities and services

#### Lanterna Premium Camping Resort by Valamar 4\*, Poreč



- EUR 9mn
- Further development of premium accommodation: camping homes&glamping tents, a new thematic Premium Maro Village, enlargement of existing Premium Marbello Village and finalisation of glamping tents village

#### Istra Premium Camping Resort by Valamar (I phase), Poreč



- EUR 8mn
- I phase of Istra Camping Resort project: development of main infrastructure, new 117 plots, reconstruction of one sanitary unit and development of Family sandy beach (I phase)

#### Ježevac Premium Camping Resort by Valamar 4\*, Krk



- EUR 3mn
- Further development and finalization of Lungomare Premium village, expansion of the existing restaurant (Craft and Beer concept), new pools with waterslides, finalization of family beach, etc.

#### Zablaće Camping Resort by Valamar 4\*, Krk



- EUR 3mn
- Upgrade to 4\* camping by installing new Premium camping homes, building new sanitary unit and other facilities, further development of camping infrastructure, etc.

#### Imperial investments



- Grand Hotel Imperial 4\* repositioning = EUR 3mn
- Camping Padova 3\* new MH zones = EUR 2mn
- San Marino Camping Resort 4\* MH zone finalization = EUR 2mn
- Other investments = EUR 3mn

#### Other investments and maintenance and FF&E



- Staff residences and offices projects, beach improvements, digitalization, bike products, safety & parking, branding & signage, project management, energy savings projects, etc. = EUR 29mn
- Investments maintenance and FF&E = EUR 9mn

# Key Portfolio Investments 2016/17

Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7.5 was used from 2020 onwards.

#### Valamar Collection Girandella Resort 4\*, Rabac



- EUR 36mn
- 242 keys
- New service concepts: premium villas, "family-only" and "adult-only"
- Strategic partnership with DER Touristik Köln

#### TUI Family Life Bellevue Resort 4\*, Rabac



- EUR 29mn
- 372 units
- Product specialized for families
- Strategic partnership with TUI Northern Europe Limited, TUI UK and TUI Nordic Holding AB

#### Lanterna Premium Camping Resort by Valamar 4\*, Poreč



- EUR 13mn
- 2.966 units
- Premium camping

#### Zablaće Camping Resort by Valamar 4\*, Krk



- EUR 5mn
- 704 units
- Upgrading to upscale camping resort

### Ježevac Premium Camping Resort by Valamar 4\*, Krk



- EUR 4mn
- 712 units
- Upgrading to premium camping

#### Administration building in Poreč & Dubrovnik



- EUR 4mn
- Expansion of the corporate building in Poreč and the construction of a staff residence in Dubrovnik in order to meet the needs of additional workspace

#### Small projects and other investments



- EUR 17mn
- Energy saving programs, investments in campings, investments in IT infrastructure, laundry, digitalization, beaches,...

#### **Maintenance**



- EUR 9mn
- Investments in maintenance, furniture and equipment and IT infrastructure maintenance and equipment

# Key Portfolio Investments 2014 - 2016

Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7,5 was used from 2020 onwards.

#### Valamar Collection Isabella Island Resort 4\* & 5\*, Poreč (2014 - 2016)



- EUR 40mn
- 334 units
- New service concepts: 270 units at 4\* level and 64 units at 5\*

#### Valamar Collection Dubrovnik President Hotel 5\*, Dubrovnik (2014/15)



- EUR 20mn
- 292 units
- First 5\* property in Valamar

### Lanterna Premium Camping Resort by Valamar 4\*, Poreč (2014 – 2016)



- EUR 17mn
- 2.966 units
- Premium camping

#### Valamar Zagreb Hotel 4\*, Poreč (2013/14)



- EUR 7mn
- 230 units
- Resort focused on families in high season

#### Krk Premium Camping Resort by Valamar 5\*, Krk (2014 – 2016)



- EUR 7mn
- 500 units
- Premium camping
- First 5\* camping in Croatia

#### Valamar Argosy Hotel 4\*, Dubrovnik (2013/14)



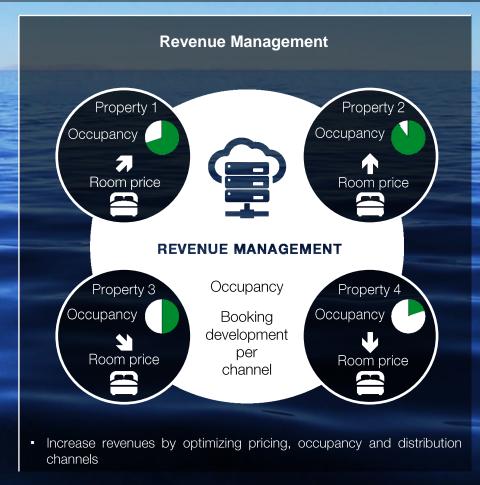
- EUR 5mn
- 308 units
- Mediterranean gardens around the resort and new outdoor infinity pool with sea view



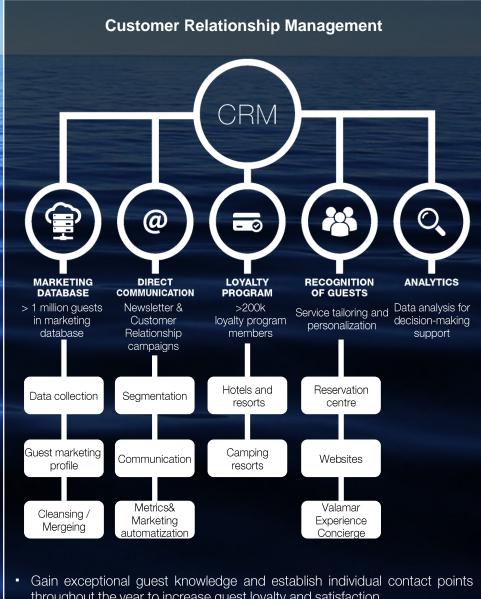


- In 2019 Valamar launched a life-long learning program, Valamar Excellence and provided 161 thousand hours of education and training for its employees
- TOP 5 "Employer Partner" in Croatia
- Best HR Practice: Uplifting Service
- 52% return rate of seasonal workers
- High corporate culture ratings

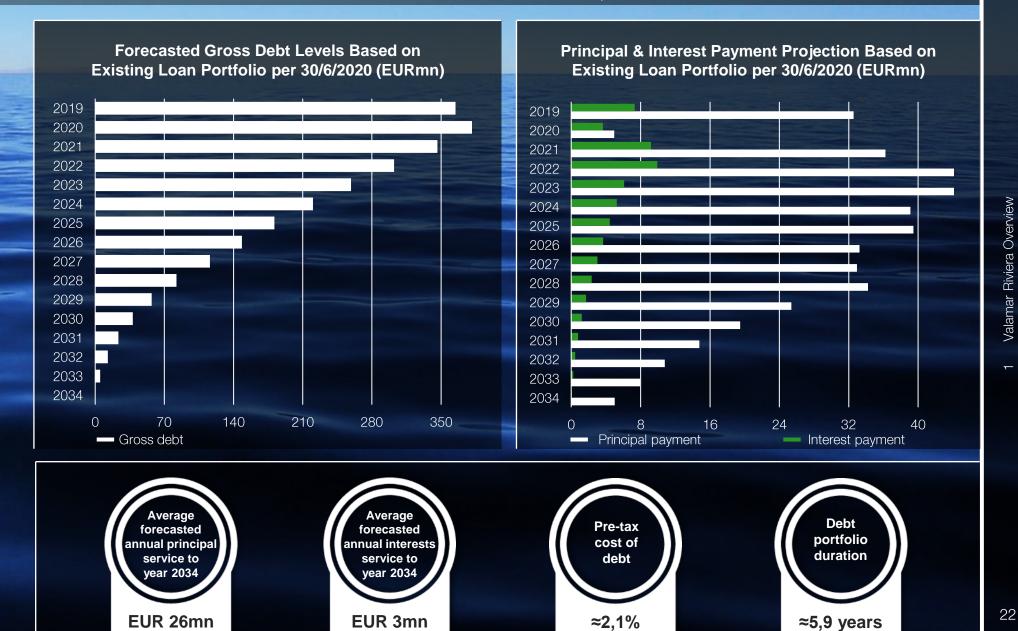
### Sales & Marketing



- Leverage our market leadership for strategic partnerships with other markets and knowledge leaders along the entire value-chain
- Prolong the season by introducing new programs and defining tailored actions in a joint effort with destinations and partners
- Brand recognition
- Proactive distribution strategy favouring own channels
- High and growing proportion of online and direct sales



Note: Financial information until 2014 refers to Valamar Grupa's consolidated statements; thereafter refers to Valamar Riviera's consolidated statements. All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7,5 was used from 2020 onwards.

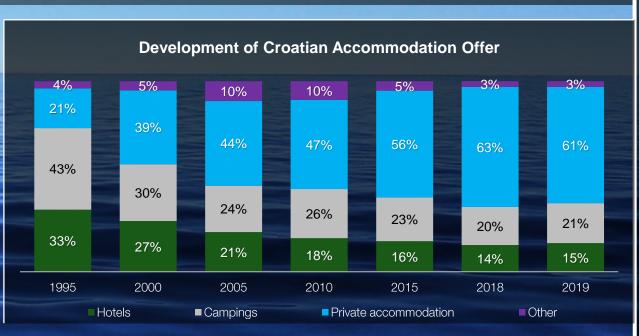


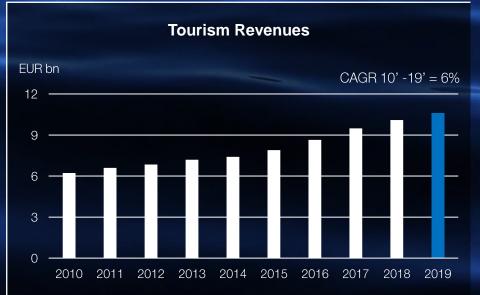
Valamar

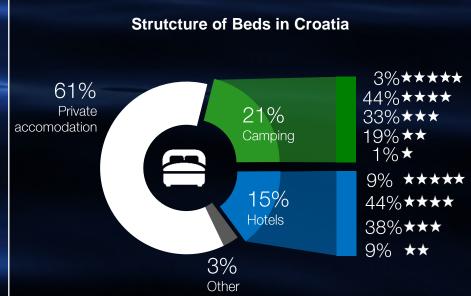
### Overview of Croatian Tourism Market

Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7,5 was used from 2020 onwards. Sources: National Bureau of Statistics, Horwath HTL.



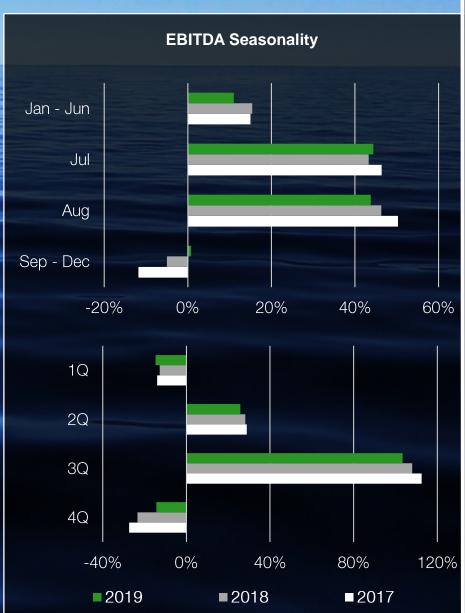






# Valamar Riviera's Seasonality





## **SWOT Analysis**



- Top beach front locations in prominent Croatian tourist destinations
- Proximity to key European markets and international airports
- Balanced portfolio of destinations and product types lowers external risk factors
- First and strongest
   Croatian hotel brand able
   to command price
   premiums based on high
   service quality
- Diversified source markets; high-income markets dominate
- Experienced management team



- · High seasonality:
- Low annual occupancy rates due to seasonal operation in most properties
- High exposure to adverse weather conditions in peak season, especially in camping
- Underdeveloped destination products and services outside main season
- Low demand in shoulder seasons
- Predominantly single country exposure



- Further upgrade of portfolio towards upscale segment (price premium)
- Further growth from value-add services and guest experiences
- Shoulder season growth (sports, adventure, gastronomy, events, MICE tourism, etc..)
- Expansion on local and regional level (acquisition of products that fit the existing portfolio)



- Destination management capabilities in Croatia
- Geopolitical and economic challenges in some source markets
- Unstable local economy (public finance – further tax pressures) & unfavorable regulatory, tax and legislative frame (Touristic land law, Maritime domain, etc.)
- Lack of skilled high quality work force
- Growing local, regional and global competition and resulting price pressure
- Natural disasters, pandemics, food shortage, social unrest, wars and other force majeure



### Business Highlights 1



- operational and financial disruptor to the global economy
- substantial impact on tourism flows which started in March and affected business volumes in peak-season
- Valamar adopted a comprehensive set of measures and activities to positively overcome the crisis

- more space to guests by decreasing the max. occupancy by 20%
- promotional campaigns #stayinnature and "beachholidays"
- V Health & Safety program, "CleanSpace - 100% privacy", online reception, Valfresco Direkt, and other digitization projects

PRODUCTS
AND SERVICES
MODIFICATION



- successfully adjusted financial, business and contingency plans and activated escalation plans
- developed and activated comprehensive operational crisis management procedures to protect the health of guests and employees
- "Pause, Restart Program" was effectively launched with the aim of protecting all jobs
- payouts to all "paused" employees waiting for work in the amount of at least 60% of their regular salary, but not less than HRK 4.250 net, thus decreasing the otherwise fixed payroll costs

EMPLOYMENT PROTECTION

VALAMAR HAS SUCCESSFULLY SECURED SUFFICIENT LIQUIDITY,
PROTECTED JOBS AND RESTARTED OPERATIONS
IN THE FIRST NINE MONTHS

# Business Highlights 2

STATE MEASURES

- grants for job preservation in COVID-19 affected sector (valid until year-end 2020)
- reduction and deferred payment of concession fees
- deferred payment of tourist board fees
- moratorium on bank loans

- secured liquidity to weather the crisis over the following period and continue the growth path in 2021
- introduced policies and mechanisms to defer payments
- deferred vast majority of credit liabilities for 2020 & H1 2021
- fortified additional liquidity through a EUR 66mn club loan

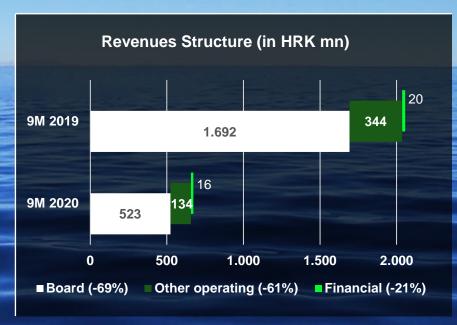
FINANCIAL STABILITY TO CONTINUE DEVELOPMENT



- slower dynamics of booking entries mostly related to hotels and resorts, while camping resorts proved to be far more resilient
- direct channel most significant one
- no decrease of prices (comparable ADRs show increase of 8% and 6% in hotels&resorts and campings, respectively
- planned 2020 investment cycle amounted to over HRK 800 million, but was reduced by HRK 125 million by the end of June
- the priority is maximizing FCF and reduce credit exposure in order to achieve the pre-crisis net debt / EBITDA ratio as soon as possible

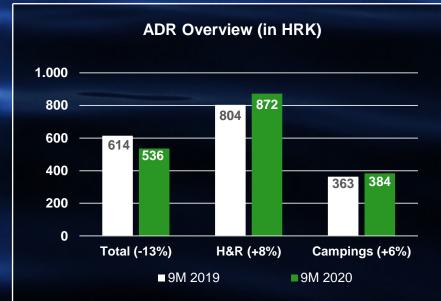
INVESTMENTS MANAGEMENT

VALAMAR HAS ACTIVELY MANAGED THE CRISIS AND THE 2020
TOURIST SEASON, AND POSITIONED ITSELF WELL TO SUCCESSFULLY
RESUME GROWTH AND DEVELOPMENT DURING 2021 AND 2022



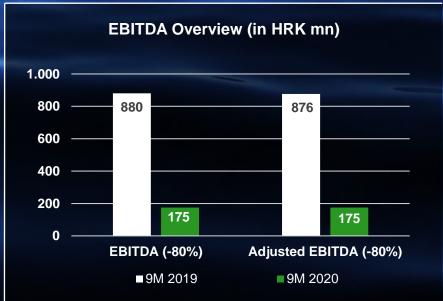


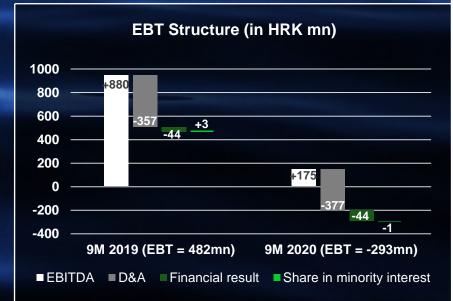




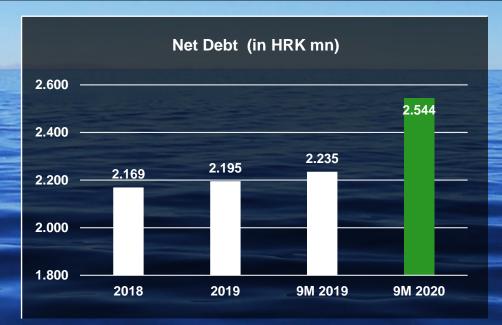
# Financial Highlights 2



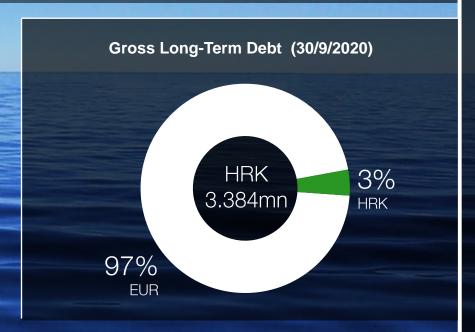


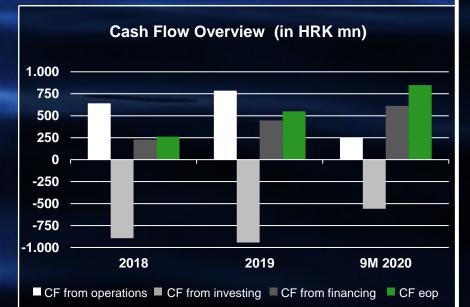


# Financial Highlights 3









# Financial Highlights 4

2020 initially planned investments worth HRK 826mn were decreased by HRK 125mn From
Mar 23 to May 6
temporary stoppage
of construction works;
all investment works
were finished
on time

Reprogrammed CAPEX modality and extent to fully prepare the 2020 tourist season

shrinking as the priority is to maximize free cash flow in order to decrease the leverage ratio to pre-crisis levels

#### Valamar Riviera

- Valamar Collection Pinea Resort 5\*
  - (I phase) •
  - Valamar Parentino Hotel 4\* •
- Istra Premium Camping Resort 5\* (III phase).
  - Lanterna Premium Camping Resort 4\*
    - Other smart projects •

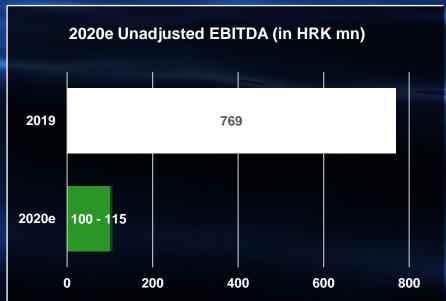


#### **Imperial Riviera**

- Valamar Meteor Hotel 4\*
- Padova Premium Camping Resort 4\*
- Other smart projects

### Outlook





Future
focus: maintain
an adequate level of
liquidity, preserve jobs,
adjust the business
model to the crisis and
prepare projects for new
growth and development
when the conditions
are met

Valamar expects
the tourism sector to
be affected by the crisis
in 2021, while business
normalization is
expected in 2022
and 2023

Croatia has the unique opportunity to establish itself as the most desirable destination in the Mediterranean and achieve strong growth and guest returns in 2021

Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7,5 was used from 2020 onwards.

2nd

Most active traded share on ZSE

**EUR** 395mn

> Market capitalization

**EUR** 190mn Free float

IN TOP 10

Shares with the largest mcap

VALAMAR RIVIERA IS THE ONLY PUBLICLY LISTED COMPANY IN CROATIA OFFERING INVESTORS SIGNIFICANT EXPOSURE TO AN ATTRACTIVE AND **GROWING ACCOMODATION SEGMENT OF THE CROATIAN TOURISM MARKET** 

ZAGREBAČKA BURZA
THE ZAGREB STOCK EXCHANGE Poslovni dnevnik AWARD: Best Investor Relations in 2015,

2017&2019

ZAGREBAČKA BURZA

THE ZAGREB STOCK EXCHANGE

AWARD: Share of the year in 2018 for the seventh consecutive



AWARD: Most liquid share on ZSE in 2017&2018

ZAGREBAČKA BURZA THE ZAGREB STOCK EXCHANGE

AWARD: Share with the highest volume increase on ZSE in 2015

AWARD: Best managed company in the leisure sector in CEE region

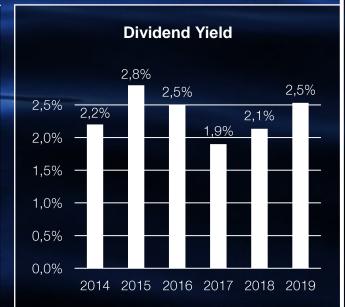
### Performance on the Croatian Capital Market

Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7,5 was used from 2020 onwards.



#### **Average Daily Turnover (EURk)** 1) Hrvatski telekom (HT) 231 221 2) Valamar Riviera (RIVP) 147 3) Adris (ADRS & ADRS2) 77 4) Podravka (PODR) 5) Optima telekom (OPTE) 76 6) AD plastik (ADPL) 71 7) Ericsson Nikola Tesla (ZABA) 69 8) Atlantic grupa (ATGR) 53 NB: Period: Jan 2020 - Oct 2020. Block transactions (over EUR 265k) are not included.





Note: All historical values have been converted from HRK to EUR according to the respective average yearly FX rate, while EUR/HRK = 7.5 was used from 2020 onwards.

Ticker Zagreb Stock Exchange = RIVP

ISIN code: HRRIVPRA0000

Number of issued shares: 126.027.542

PPS (on 1 October 2020) EUR 3,2

Date of listing (ZSE): 15 December 2014 (126.027.542 shares)

**ADRIA Prime** 

CROBEX (portion 9,9%)
CROBEXtr (portion 9,9%)
CROBEX10 (portion 10,6%)
CROBEXprime (portion 24,8%)

CROBEXplus CROBEXturist

Vienna Stock Exchange indices in which Valamar Riviera's share is included:

Zagreb Stock Exchange indices in

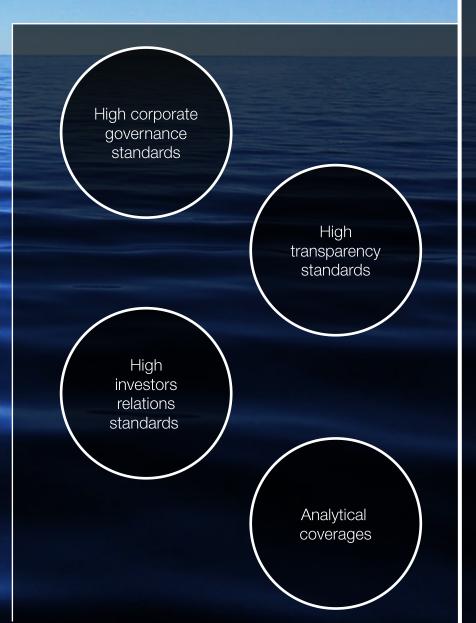
which Valamar Riviera's share is

included:

SETX

CROX (portion 10,9%)

 Valamar Riviera will, in line with the ZSE rules, publish financial results on a quarterly basis, as well as organize presentations for investors, road shows and conference calls



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