

# Delivering on our IPO objectives

Financial Results March 2018



## Agenda



Financial and Operating Highlights



Group Progress Since IPO



Glenveagh Homes Overview



Glenveagh Living Overview

5 Our Portfolio And Land Acquisition Pipeline



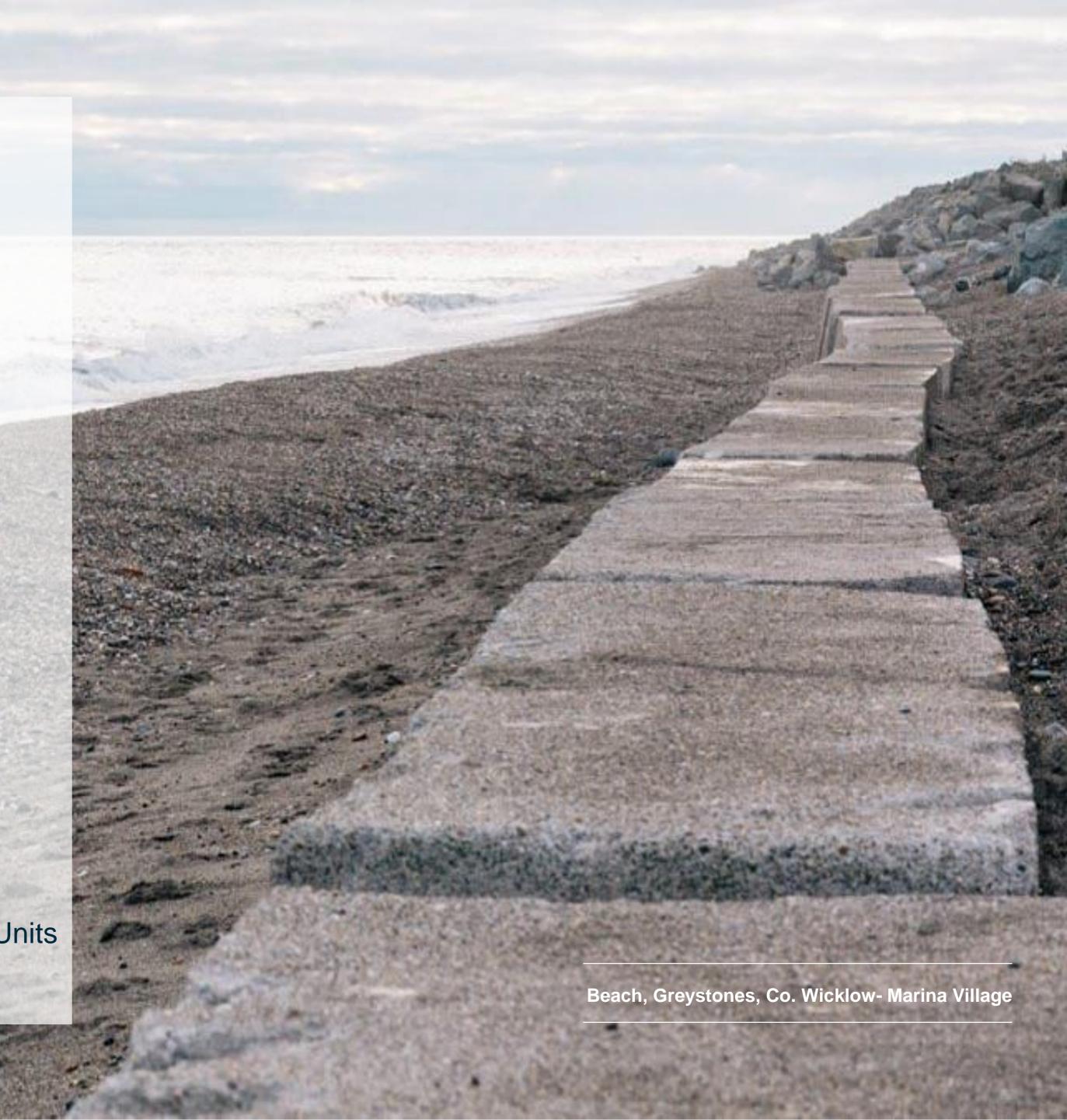
**Financial Results** 



Conclusion

## Appendices I.

- . Homes Case Studies
- II. Living Case Studies
- III. Active Construction Sites
- IV. Benefits of Complementary Business Units
- V. Executive Committee Biographies



## **Presenting Team**

**Justin Bickle** Co-Founder & CEO

**Stephen Garvey** Co-Founder & COO

Michael Rice Chief Financial Officer

Conor Murtagh Director, Strategy & IR













# 1. Financial and Operating Highlights



## **Financial and Operating Highlights Results and Announcement Summary**

## **Financial Highlights**

## €106m of new site acquisitions

The deployment of another €106m of equity on seven development sites in the Greater Dublin Area ("GDA") and Galway which will deliver an additional 2,235 units for Glenveagh Homes and Glenveagh Living<sup>1,2</sup>

## **Revolving Credit** Facility

Post period-end, the Company reached agreement in respect of a RCF with HSBC, AIB and Barclays for €250m of incremental working capital debt funding

## **€284m<sup>3</sup> total capital** deployed since IPO

The successful execution of both onmarket and off-market transactions deploying €284m, demonstrating the continuing opportunity available for development land acquisitions

## €3.3m pre-exceptional loss

Pre-exceptional loss for the period of c.€3.3m reflecting the Group's focus on successfully completing the TIO<sup>4</sup> owned units and an investment in overheads to support the growth phase of the business

## On course

On course to deploy the capital raised at IPO within a short timeframe with further capital deployment opportunities of €470m (c.8,000 units)<sup>2</sup> under consideration

#### Note:

- 1. Agreements signed post period-end. 4. Oaktree regulated fund affiliate
- Subject to planning. 2.
- 3. Details in Financial Results section



## **Operating Highlights**

## **Development Portfolio**

Growing diversified land portfolio of over 7,340 units which has more than doubled since IPO

## **700+ construction units**

Scaled-up to have over 700 units under construction by Homes during 2018

## **Strong sales trajectory**

100+ units signed / reserved representing significant progress on our 250 unit completion and sales target for 2018

## **148 employees**

Ambitious and experienced senior team now in place. Growth from 85 employees at IPO to 148 at present

## **10 active Homes** construction sites

Active on seven sites with a further three coming onstream in 2018

## **Strong progress for Glenveagh Living**

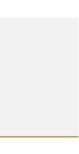
1,200+ unit<sup>2</sup> Living pipeline in place focused on building rental communities

Strategic relationships announced with Sigma Retail Partners, Clúid Housing and Urbeo Residential<sup>1</sup>

#### **On course**

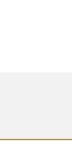
Strong execution of IPO business plan and on track to meet unit delivery targets







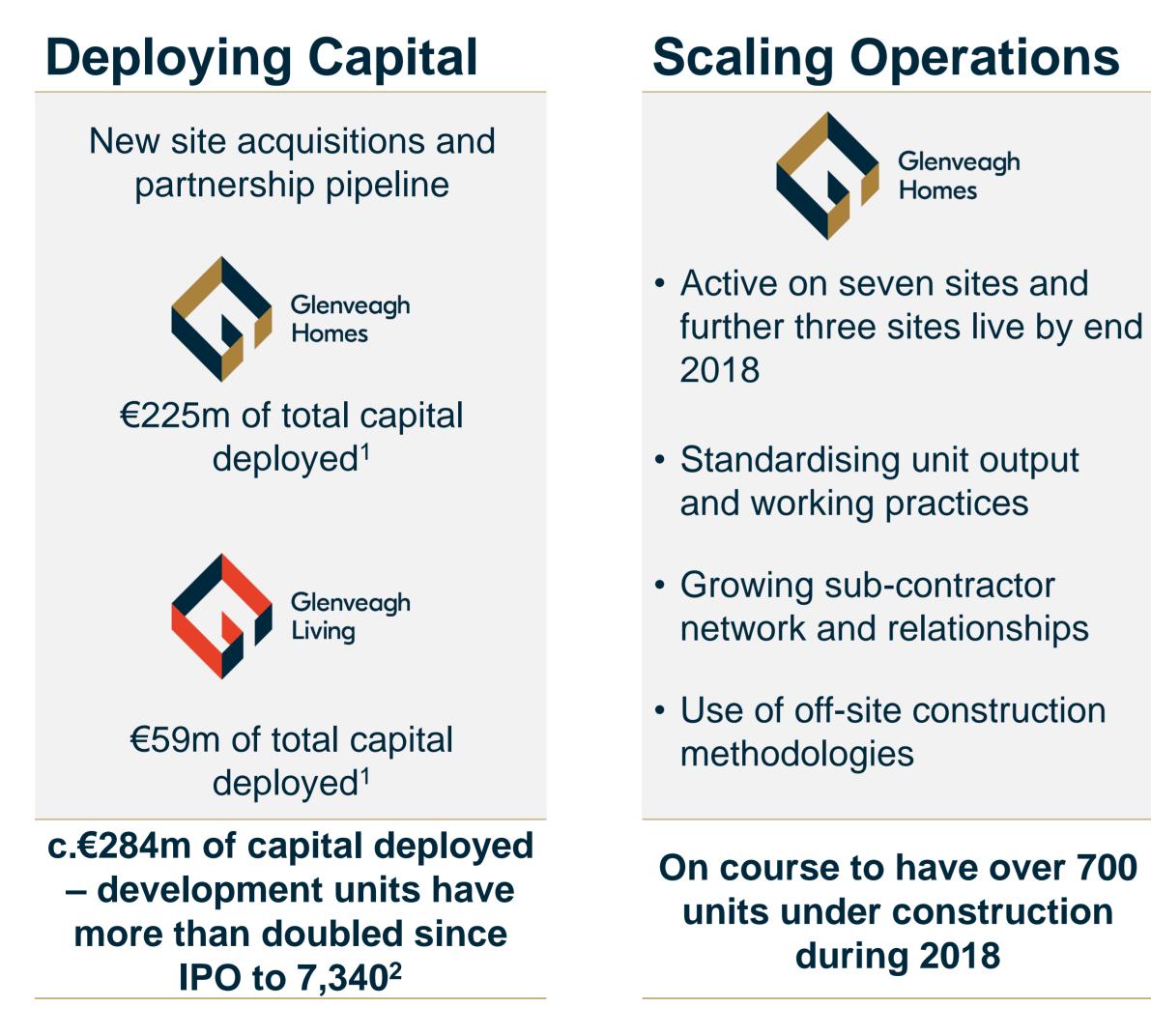








## **Financial and Operating Highlights** Delivering on our IPO objectives: overview



#### Note:

Details in Financial Results section

2. Subject to planning





1,200+ unit Living pipeline in place subject to planning

**Ambitious and experienced** senior team now in place







# 2. Group Progress Since IPO

Trace



## **Group Progress Since IPO** Building a sustainable business across the cycle

- Efficient capital allocation
- Disciplined returns focus



- Glenveagh Homes develops and builds starter, mid-size, high-end and executive houses and apartments
- Focus on the Greater Dublin Area (88%)
- Selective deployment of capital in Cork, Limerick and Galway
- House and apartment prices range from €225k to €1m+

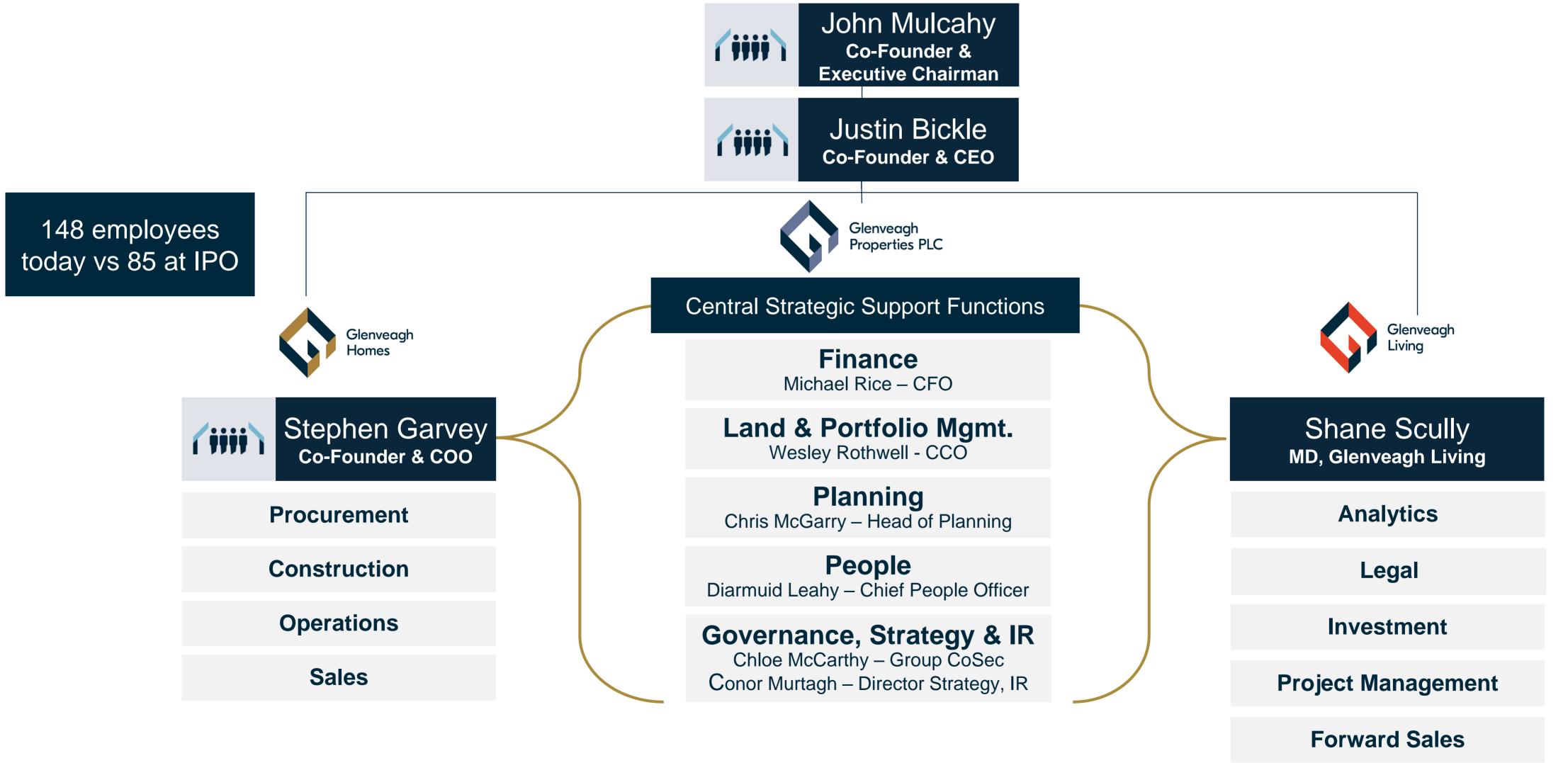
## Glenveagh comprises two complementary and synergistic residential delivery businesses







## **Group Progress Since IPO** Experienced central support for both business units







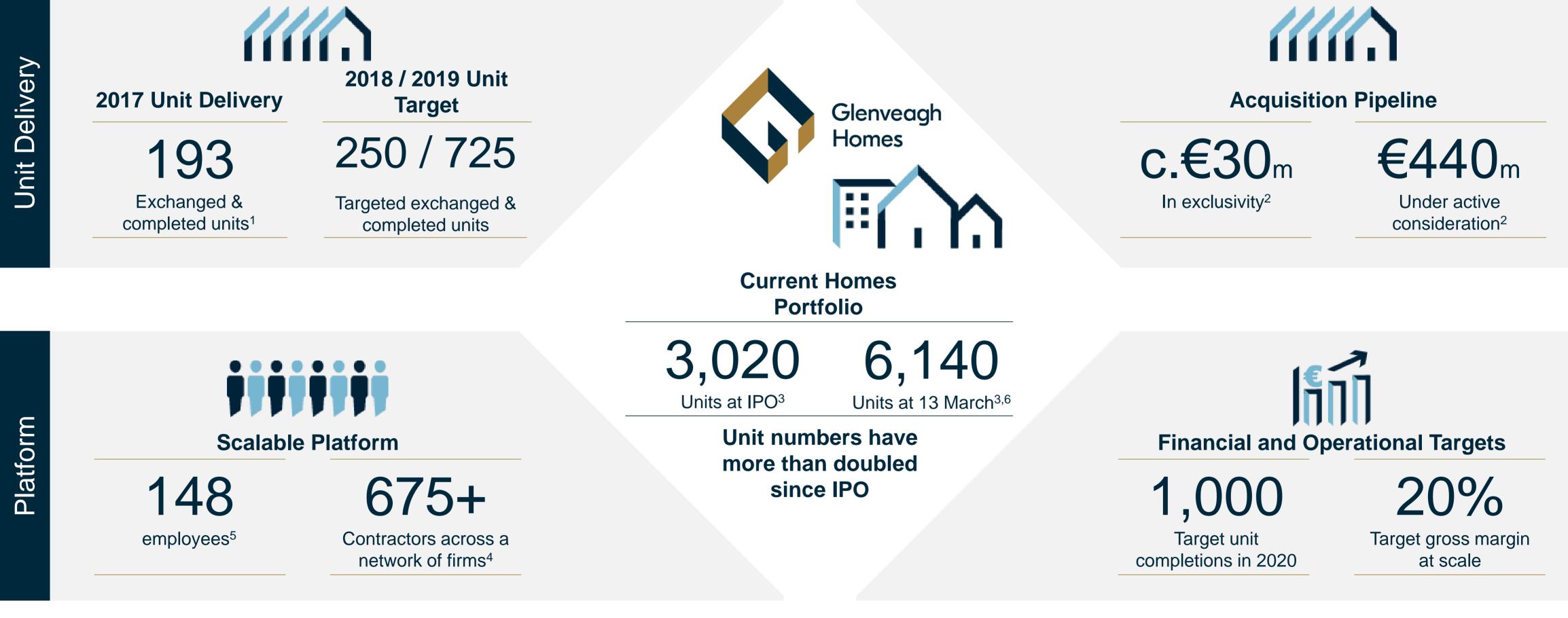






## **Glenveagh Homes** Glenveagh Homes - at a glance





- Relates to TIO assets.
- Net of fees and transaction costs 2.
- Subject to planning 3.

- Source: Company information
- 5. At 28 February 2018
- Excluding Glenveagh Living 1,200 + unit pipeline 6.



A well-managed business with momentum and significant growth potential with 700 units under construction in 2018

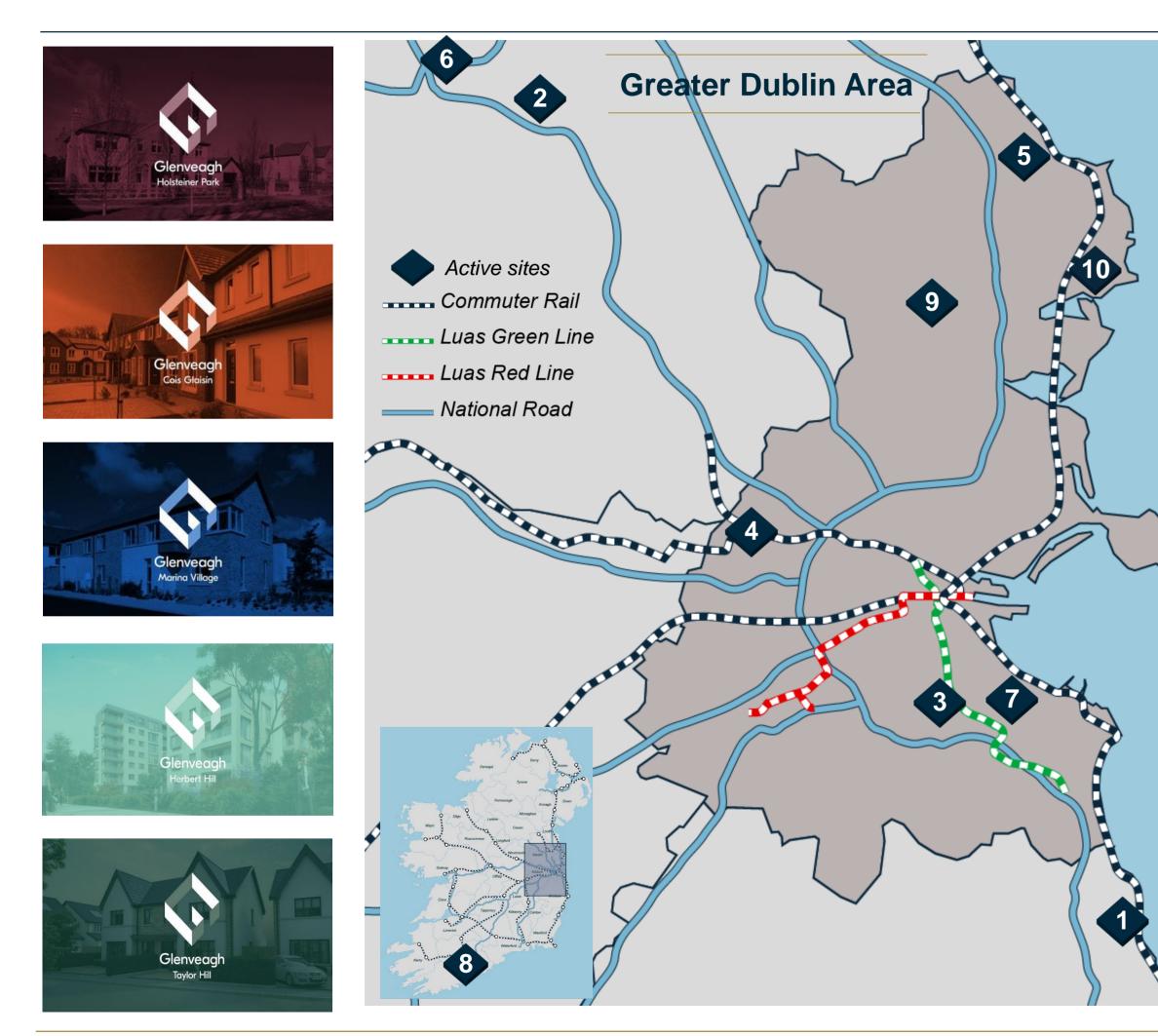






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## **Glenveagh Homes** Building units and scaling construction operations

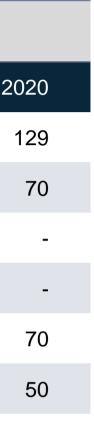


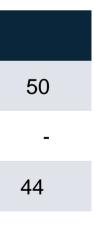
## Management are confident of achieving our annual construction targets from these active construction sites

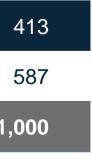
- 1. Ex. fees and stamp duty
- 2. NDVs reflect management estimates and should not be viewed as management forecasts
- 3. Future sites



#	Site	Site cost <sup>(1)</sup> (€m)	NDV <sup>(2)</sup> (€m)			ential elivery	
Curre	nt live sites			Total	2018	2019	20
1	Glenveagh Marina Village	43	154	276	7	140	
2	Glenveagh Cois Glaisín	13	57	274	70	70	
3	Glenveagh Herbert Hill	13	42	90	-	90	
4	Glenveagh Holsteiner Park	3	12	15	15	-	
5	Glenveagh Taylor Hill	31	152	610	67	68	
6	Glenveagh Cluain Adain	7	57	246	25	50	
7	Glenveagh Proby Place	11	25	23	10	13	
Sites	opening in 2018						
8	Maplewoods, Co. Cork	2	28	131	6	50	
9	Ballyboughal, Co. Dublin	5	29	57	15	42	
10	Knightsgate, Rush	9	39	129	35	50	
2018	sites total		595	1,851	250	573	
	Other sites <sup>(3)</sup>				-	152	4

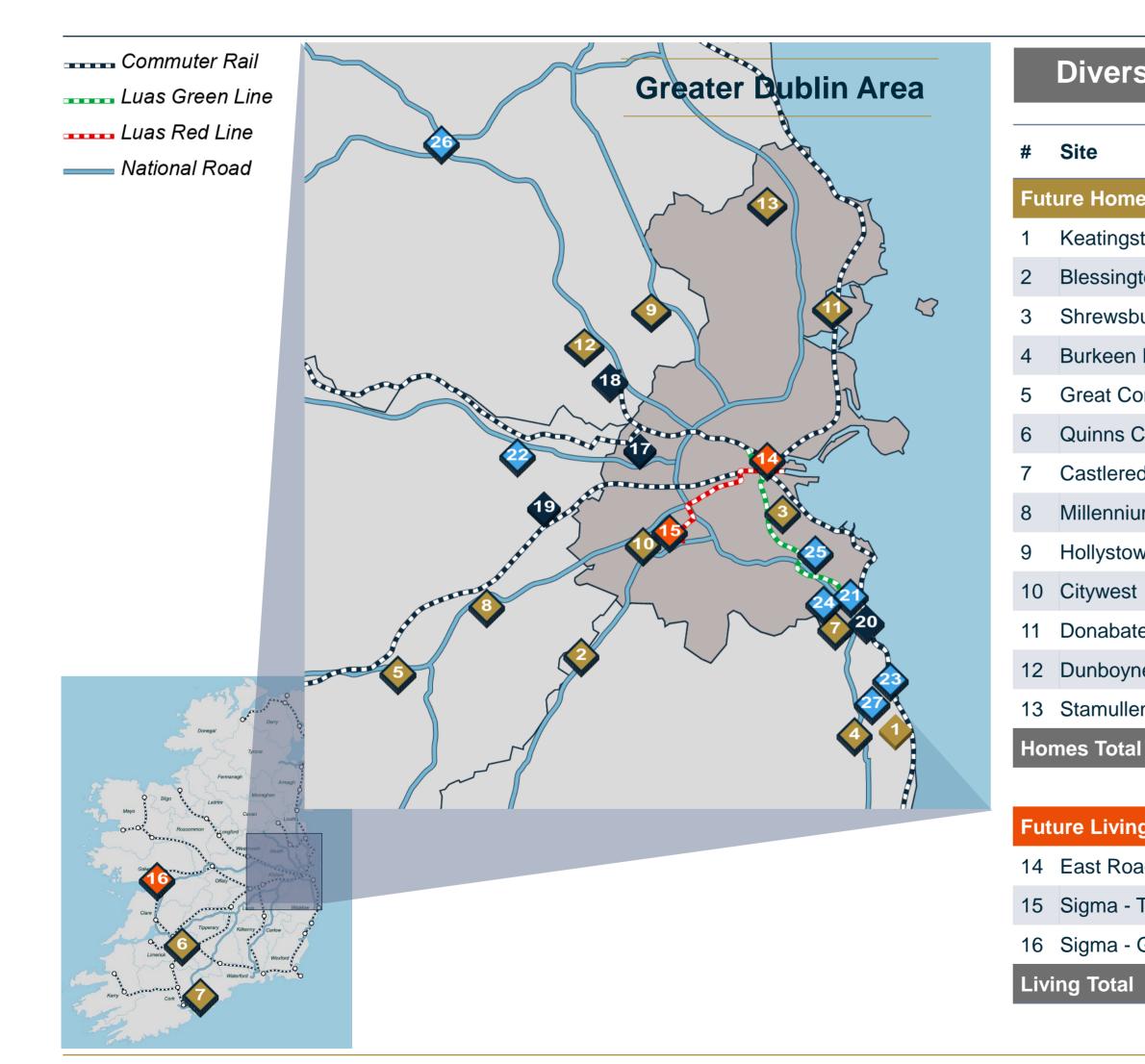




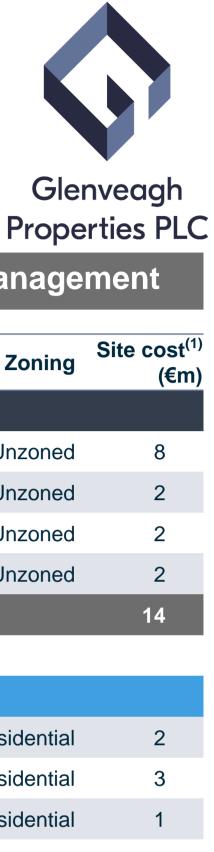




## **Glenveagh Homes** Future development sites and strategic land we own



## Well-located portfolio of future sites capable of delivering our long-term construction and financial targets



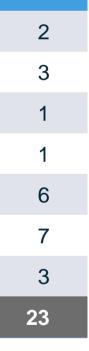
#### Diversified and attractive portfolio for future construction and active asset management

	Site cost <sup>(1)</sup> (€m)		Potential units <sup>3</sup>
es Sites			
stown, Wicklow	7	109	350
ton, Co. Wicklow	8	44	140
oury Road, Ballsbridge	11	27	7
Road, Keatingstown	5	34	120
onnell Abbey Stud	2	50	180
Cross, Mungret	1	61	230
dmond	2	71	240
um Park, Naas	21	140	530
wn	14	49	195
:	12	70	175
te (2x)	44	186	566
ne	33	191	664
en	8	56	205
I	168	1,088	3,602

ig Sites			
ad	42	192	450
Tallaght	10	132	500
Galway	3	59	250
	55	383	1,200

#	Site	Zoning	Si
Stra	tegic Land		
17	Castleknock Golf Club	Unzoned	
18	Hilltown, Clonee	Unzoned	
19	Kiladoon, Celbridge	Unzoned	
20	Sigma - Bray	Unzoned	
Total			

Unc	ler Review	
21	Adelaide Road, Bray	Residential
22	Parson Street, Maynooth	Residential
23	Church Lane, Greystones	Residential
24	Old Connaught Avenue	Residential
25	The Birches, Foxrock	Residential
26	Blackcastle, Navan	Residential
27 Delgany, Co. Wicklow Residentia		Residential
Total		





## **Glenveagh Homes** Capitalising on our scale advantages

## Glenveagh's scale and experience across a range of construction methods has facilitated the introduction of best in class design and construction solutions



## **Design & Plot** Utilisation

Maximising plot utilisation with innovative design which offers the customer an enhanced living environment

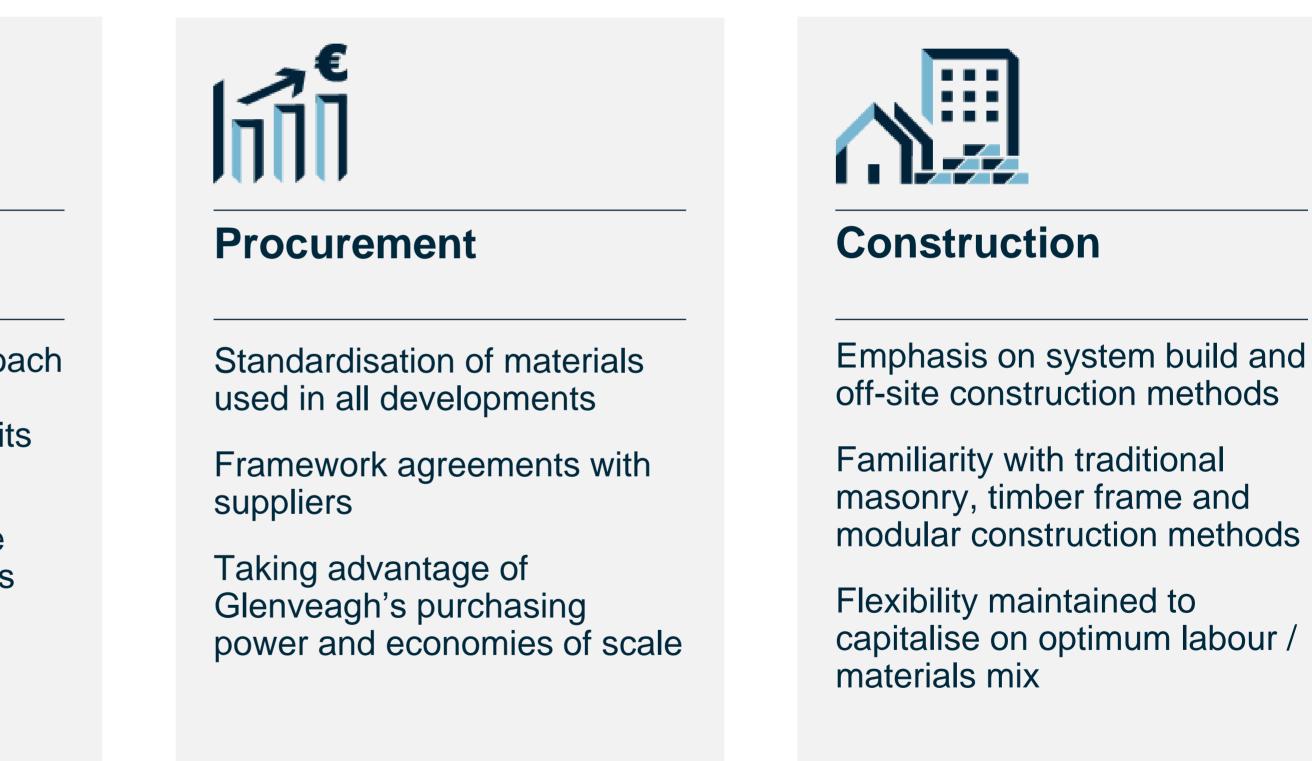


## **Entrance**, **Boundary** and Landscaping

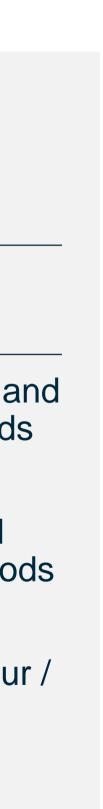
Developing common approach to differentiate quality of Glenveagh's offering over its competitors

Key investment to facilitate kerb appeal of Glenveagh's developments





Enhancing long-term margin performance through innovative design and construction methods and learning from best practice overseas



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# 4. Glenveagh Living Overview



# **Glenveagh Living** – at a glance



## Building residential communities and best in class placemaking with our partners



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# 5. Our Portfolio and Land A MARINA Acquisition Pipeline



## **Our Portfolio And Land Acquisition Pipeline** Deploying capital and growing development portfolio

## **€284m of IPO capital deployed**<sup>1</sup>

#### **Acquiring sites at attractive rates**

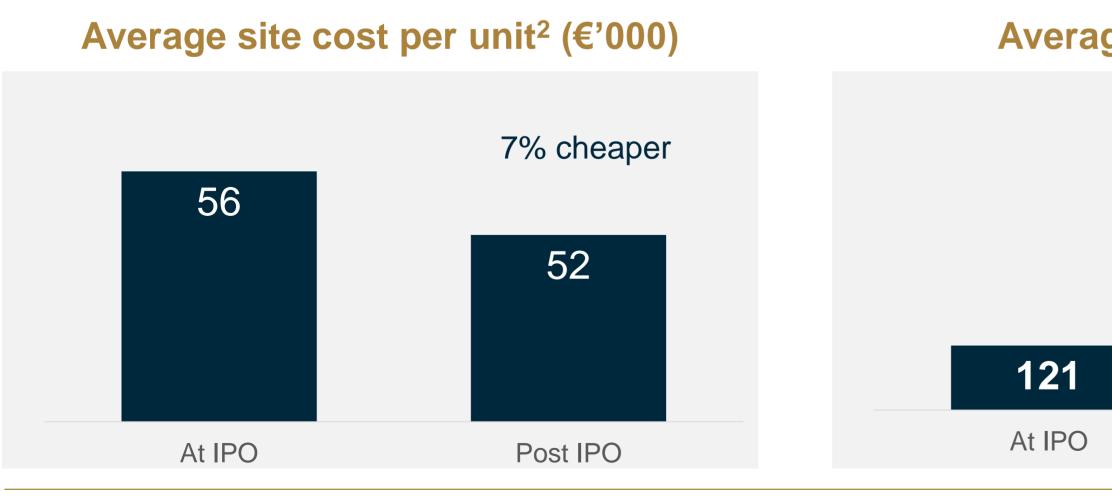
- Disciplined capital deployment
- Staying focused in a illiquid land market
- Minimal execution risk for sellers we transact with

## Increasing exposure to attractive multi-year development sites

## Increasing average site size

- Multi-year delivery opportunity for homes on sites
- Focusing on schemes which will give us four to six years supply in each location
- Unlocking large rental community pipeline through Glenveagh Living

## Average site size (units)



## Demonstrable ability to deploy capital in line with our stated objectives

Details in Financial Results section

2. Ex. fees and stamp duty

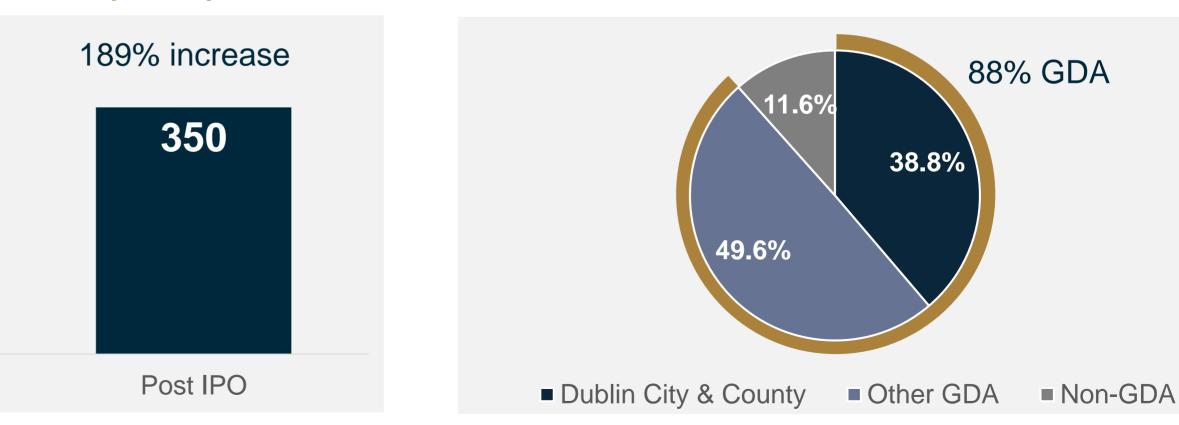


## **Further capital deployment** opportunities of c.€470m<sup>2</sup>

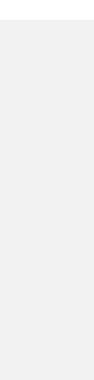
### **Acquiring in attractive locations**

Site locations

- Where the demand / supply imbalance is most chronic
- Where transport infrastructure (road and rail) is strong or anticipated











## **Our Portfolio And Land Acquisition Pipeline** Attractive pipeline of further opportunities

## Addressable €5bn land opportunity over next five years



## Specific land opportunity further broken down as follows:

Estimated no. of sites In Exclusivity 1 In advanced negotiations 6 **Under active consideration** 14

- Management assessment of the status and opportunities. Based on company's internal model / projections and management's experience and market knowledge.
- Excluding stamp duty and transaction costs 2.
- 3. Full planning permission in place



JVV	3.		
;	Estimated cost <sup>(2)</sup>	Potential no. of units	
	c.€30m³	<b>c.600</b>	
	c.€160m	c.2,500	
	c.€280m	<b>c.4,900</b>	







## **Our Portfolio And Land Acquisition Pipeline** Summary of private equity land exposures<sup>1</sup>



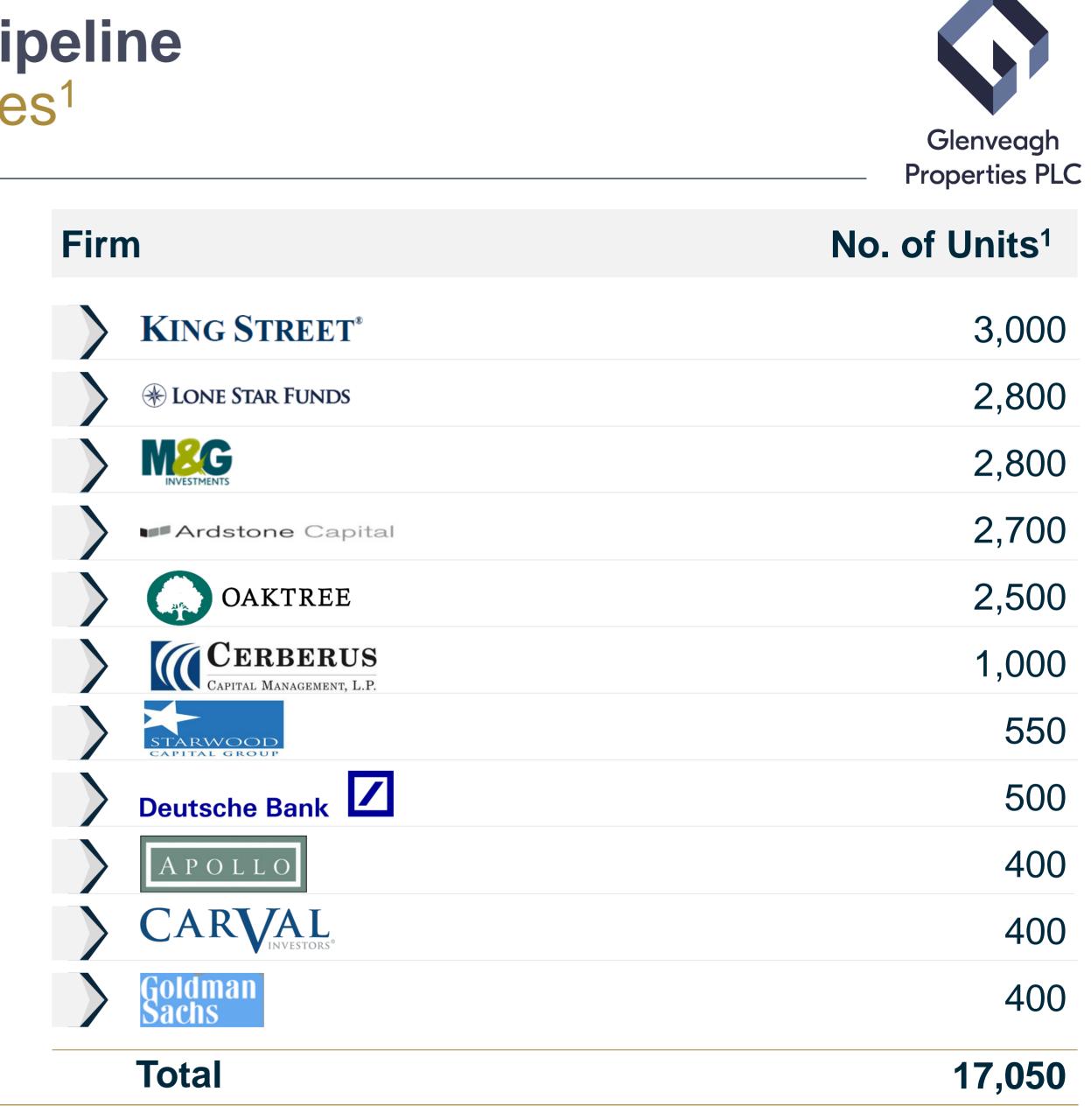
#### The Irish market saw significant investment by distressed and private equity firms as the property market collapsed

- A number of these firms have exited their exposures ۲
- Notwithstanding that, a large number of site and portfolio acquisition opportunities remain for Glenveagh from these owners
- We estimate that financial investors still own in excess of 17,000 units<sup>1</sup>, a ۲ large portion of which would be considered suitable for delivering on the Group's strategy

## Glenveagh will take a selective approach to secondary land purchases from these owners

1. Management estimates. Not exhaustive.









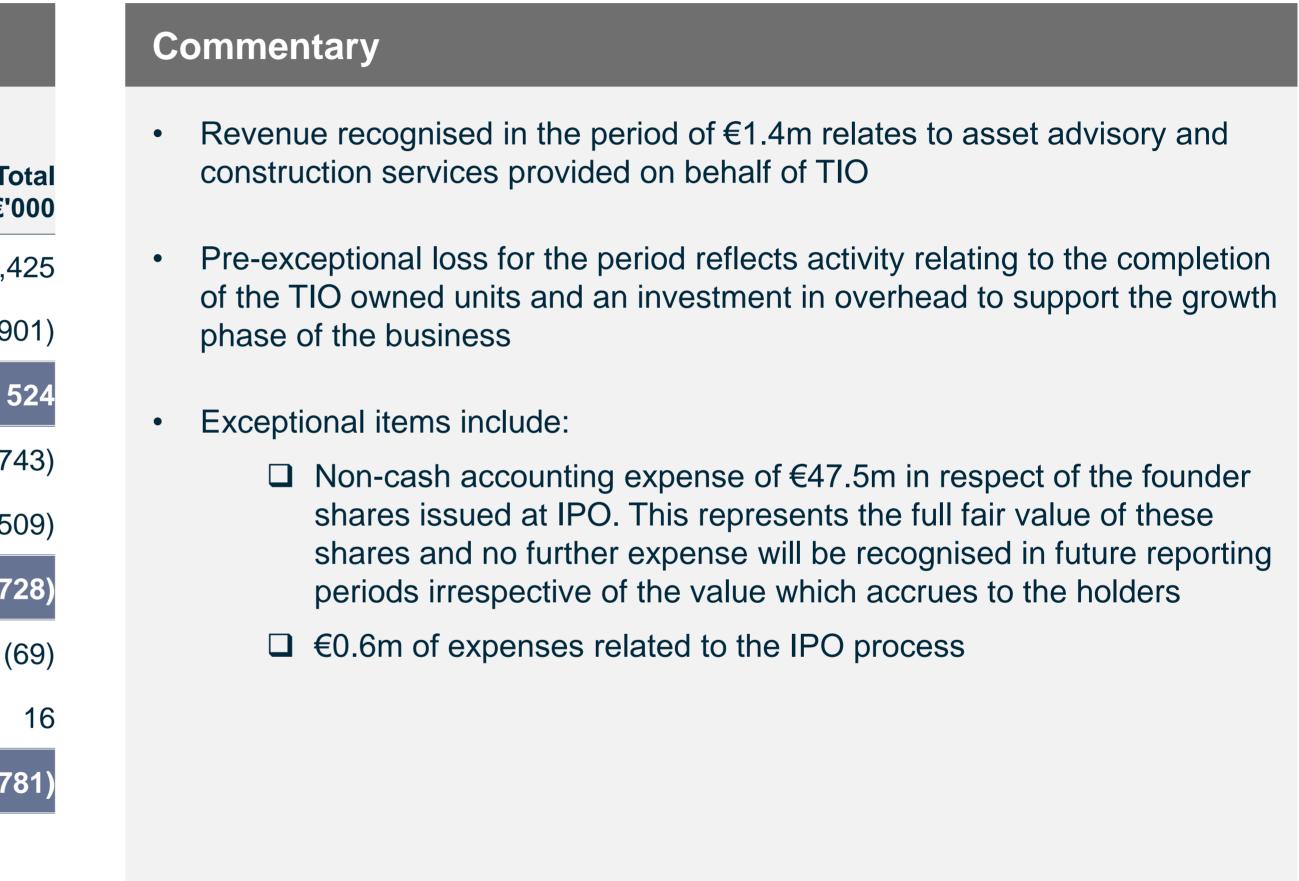


## Financial Results Income statement

#### Income Statement for period ended 31 December 2017

	Before Exceptional Items €'000	Exceptional Items €'000	Тс
Revenue	1,425	_	1,4
Cost of sales	(901)	_	(90
Gross Profit	524	-	5
Admin expenses	(4,187)	(556)	(4,74
Founder shares expense	_	(47,509)	(47,50
Operating loss	(3,663)	(48,065)	(51,72
Finance expense	(69)	_	()
Finance income	16	_	
Loss before tax	(3,716)	(48,065)	(51,73
	007		
Income tax credit	397	-	3
Loss after tax	(3,319)	(48,065)	(51,3





397





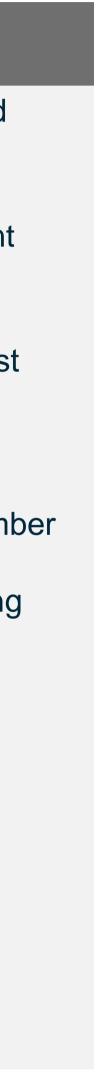
## **Financial Results** Balance sheet

Balance Sheet at 31 December 2017	
	31-Dec-17
	€'000
Property, plant and equipment	1,476
Intangible assets	75
Deferred tax asset	151
Restricted cash	1,500
Non-current assets	3,202
Inventory	228,089
Trade and other receivables	69,700
Cash and cash equivalents	351,796
Current assets	649,585
Total assets	652,787
Share capital & share premium	667,248
Retained earnings	(74,112)
Share-based payment reserve	47,548
	640,684
Liabilities	
Trade and other payables	11,849
Finance lease liability	254
Total Liabilities	12,103
Total liabilities and equity	652,787



#### Commentary

- Successful completion of the Company's IPO on 13 October 2017 raised gross proceeds of €550m
- Inventory of €228m reflects the significant investment in our development land portfolio
- Trade and other receivables includes c.€45m for the purchase of the East Road site. This was subsequently recognised in inventory on formal completion of the transaction
- The Group has a strong Balance Sheet with cash of €352m at 31 December 2017, further supported by the post period end addition of our €250m Revolving Credit Facility provided by HSBC, AIB and Barclays for working capital on sites





## **Financial Results** Cash flow statement

Cash Flow Statement for period ended 31 De	cember 2017	Commentary	
	€'000	<ul> <li>Net cash inflow of €530m from our succ</li> </ul>	cessful IPO
EBITDA (before exceptional items)	(3,514)	<ul> <li>Cash outflow of €175m relating to land to support the significant increase in co</li> </ul>	•
Payments in respect of land acquisition Other working capital outflow Tax and interest paid	(161,481) (13,661) (278)	<ul> <li>Further capital deployment progress po deployed to €284m</li> </ul>	
Net cash used in operating activities	(178,934)	Capital Deployed on L	and Acquisitions
Acquisition of PPE and intangible assets	(347)	Asset	Capital Deployed €'m
Cash acquired on acquisition	3,229	Homes	
Transfer to restricted cash	(1,500)	Quattro	90
Net cash from investing activities	1,382	Kells Castle	45 24
		Millennium Park	23
Proceeds from share issue (net of costs)	529,843	Hollystown	15
Finance lease payments	(495)	Citywest	13
Net cash from financing activities	529,348	Rush Ballyboughal	9 5
		Sigma (Bray)	2
Net cash flow in the period	351,796		225
		Living	45
Opening cash at 9 August 2017	_	East Road Sigma (Tallaght, Galway)	45 14
			59
Cash at 31 December 2017	351,796	Group capital deployed to date	284



















## **Financial Results** Financial and operational targets

ASP targets, net of VAT (€'k) <sup>1</sup>	FY18E: 310-340 FY19E: 340-390 FY20E: 340-390
Gross margin	Long-term target of 20%+
Central Costs	Central costs, including one-off costs, of c.€16m <sup>2</sup> and reaching c.5% of revenue in the medium term
Cash flow timing	Construction cash flows commence 6 months prior to sales for houses and 9 months prior for apartments
Leverage	Revolving Credit Facility to provide €250m of working capital firepower. Our leverage target is 25% of net assets
ROCE	Long-term target of 25%+

Source: Company information.

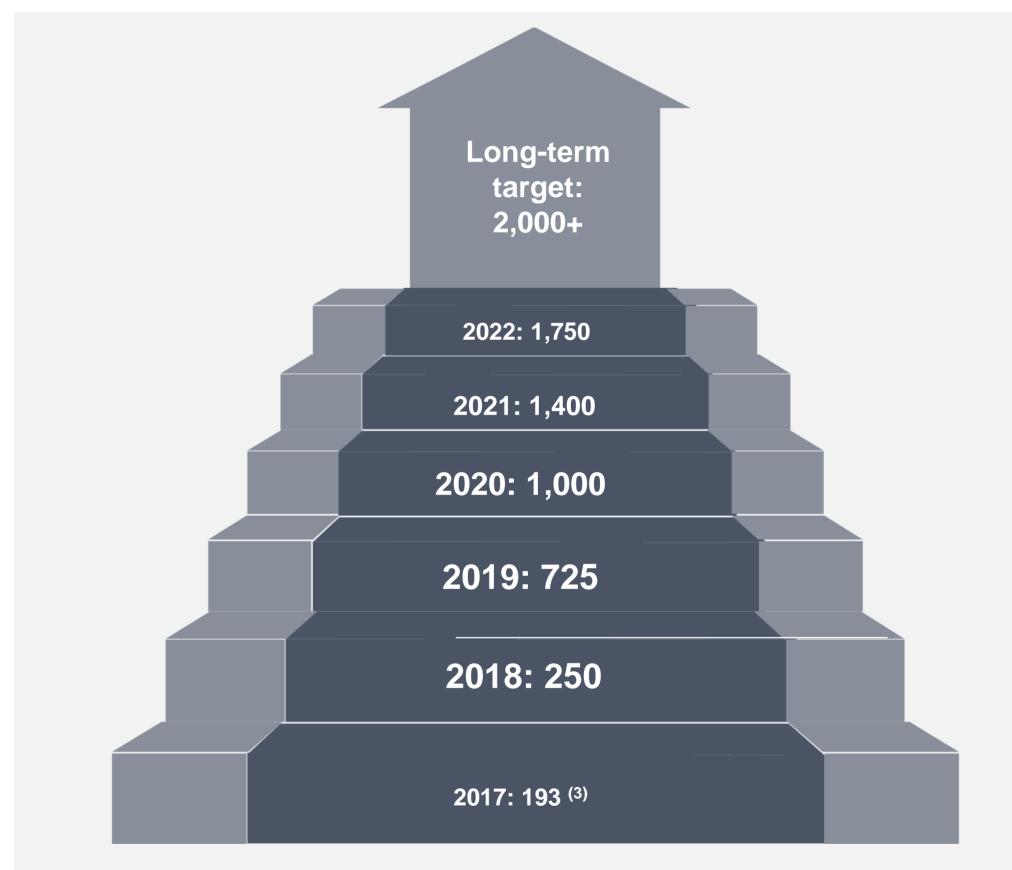
Note: The management targets presented on this slide are indicative only. These targets are not intended to be a profit forecast and should not be interpreted as such. These targets relate to future circumstances that, by their nature, involve risk and uncertainties.

(1) Includes HPI of 5% per annum (cost inflation of 4% per annum.) Target average ASP weighted by number of completions per site.

(2) Central costs for 2018 include a number of one-off growth related costs, in addition to the senior personnel recruited to oversee the significant increase in activity.

(3) Reflects completion of units on behalf of TIO.





#### Building blocks are now in place to deliver on the unit and return objectives set-out at IPO

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## Conclusion Strategic objectives at IPO





Assemble quality land bank capable of fulfilling business plan

Continue to scale the Group's housing delivery operations consistent

Strengthen reputation for product and delivery innovation and create residential communities through Glenveagh Living

Consistent and disciplined focus on ROCE, margins and returns

Become Ireland's leading residential delivery platform



## **Conclusion** Delivering on our IPO objectives





c.€284m of IPO capital deployed across Homes and Living - Total unit pipeline now 7,340



On course to have over 700 units under construction during 2018

1,200+ unit Living pipeline in place subject to planning

Ambitious and experienced senior team now in place





# Appendix I -Homes Case Studies



## **Homes Case Studies** Project Quattro



€85m<sup>1</sup> off-market transaction at attractive valuation (c.€59k<sup>1</sup> per uni

Shovel ready sites will contribute to unit volume from 2019

Demonstrates attractiveness of Glenveagh as a counterparty with minimal execution risk

Enhances current landbank and provides access to significant mult year starter home sites

Attractive locations with proximity to infrastructure and favourable absorption rates

1. Net of stamp duty and fees



## **Key Site statistics**

	Donabate (2 sites)	Dunboyne	Stamullen
Size	45 acres (2 sites)	54 acres	30 acres
Zoning	Residential	Residential	Residential and o space
Planning	Grant- 251 shovel ready units	None	Notification to gr (205 units)
Units	566 428 houses 138 apartments	664 464 houses and 200 apartments	205 All houses
NDV	€186m	€191m	€56m
Key attractions	1km from train station and adjacent to Newbridge Demesne	Located beside train station and good road infrastructure	Close to M1 corr Drogheda an Balbriggan
First Unit delivery	2019	2020/21	2019/2020

A strong portfolio addition: scale, location, services, zoning and attractive returns all central to our core strategy







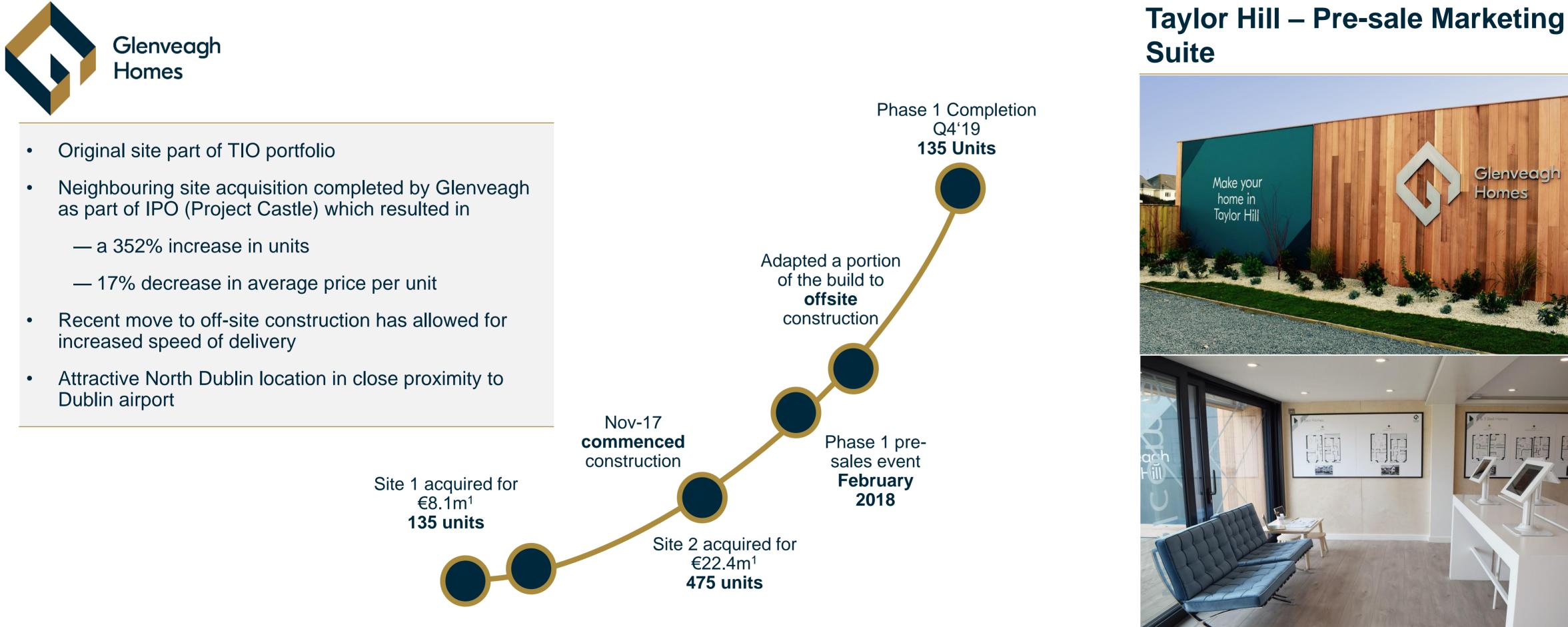








## Homes Case Studies Taylor Hill, Balbriggan



## Significant value added via adjacent site acquisition and use of offsite construction method to deliver attractive multi-year starter home site











# Appendix II -Living Case Studies



## **Living Case Studies** Building rental communities: East Road

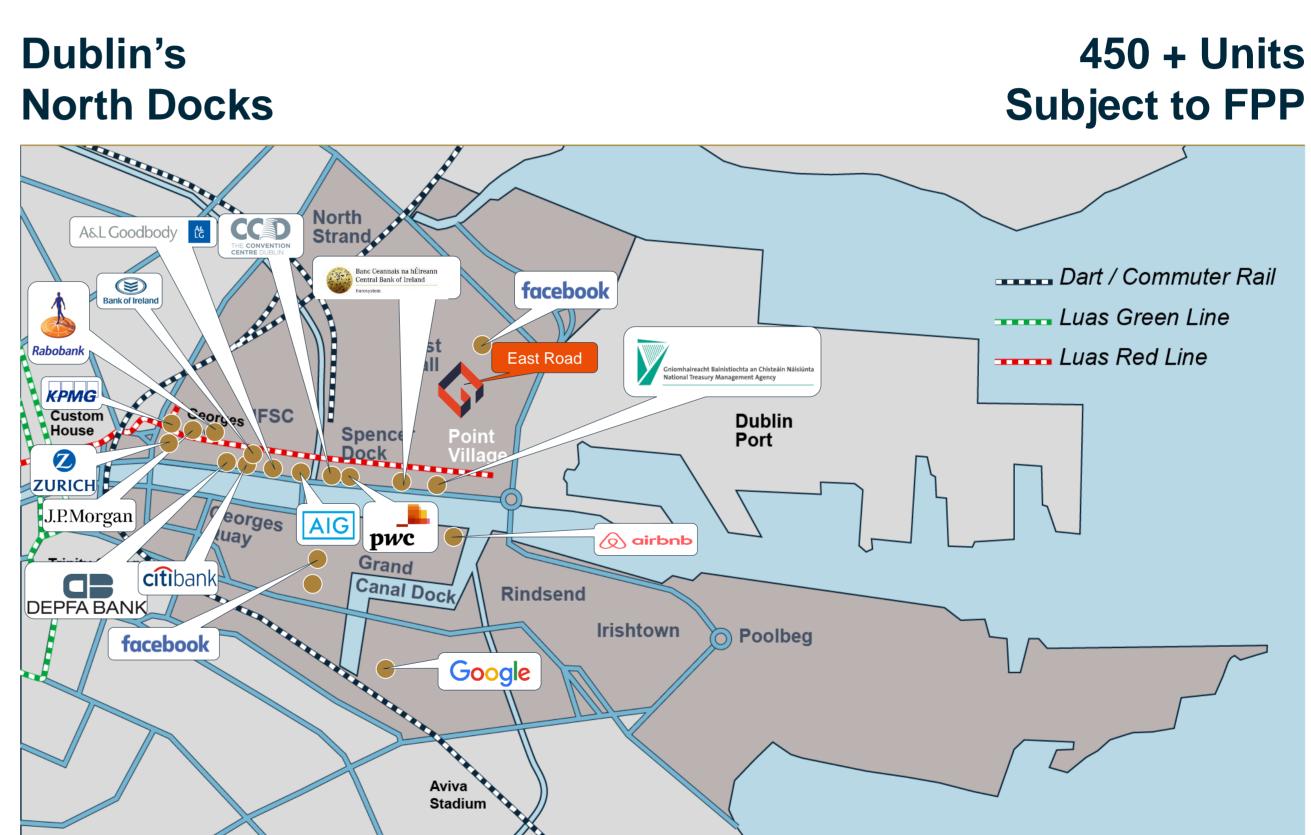


## 2 hectare site, €42m acquisition

Rental community opportunity with significant institutional investor interest

450+ apartment units subject to planning

Located in close proximity to the city's International Financial Services Centre and the 'Silicon Docks'



## Site Location

## First mover advantage to deliver a significant number of residential units in Dublin's North Docks









## **Living Case Studies** Building rental communities: Project Town



Strategic partnership with Sigma Retail Partners and TIO

Residential development rights to lands adjoining The Square and Gateway

Potential to deliver 750+ units subject to planning

€15m of capital deployed with strong downside protection and minimum returns locked-in

An example of how Living's strong relationships can unlock attractive risk adjusted investment opportunities





## **750 + Units** Subject to FPP

- Sigma have an unrivalled retail asset management track record in the Irish market
- The Square is one of Dublin's leading shopping destinations and Tallaght is a key urban center
- Galway represents a key target for our selective regional strategy















## Appendix III – Active Construction Sites

♣ larnród Éireann Irish Rail



## **Glenveagh Homes Active Construction Sites**

#### **Glenveagh Cois Glaisín** 274 Unit Capacity



Currently 68 units under construction. Strong sales momentum with 59 units signed / reserved to date. A further sales launch is scheduled for June.



#### **Glenveagh Marina Village 276 Unit Capacity**



The development which includes a 14 acre public park and boardwalk currently has 202 units (primarily apartments) under construction.





#### **Glenveagh Holsteiner Park 15 Unit Capacity**



A development consisting of 15 executive homes. 11 units have been signed / reserved to date with a further four to be made available over the course of the spring and autumn.

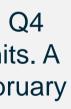


#### **Glenveagh Taylor Hill** 610 Unit Capacity



Site works commenced on Taylor Hill in Q4 2017. Construction is ongoing for 56 units. A successful pre-launch took place in February with another to follow in May.

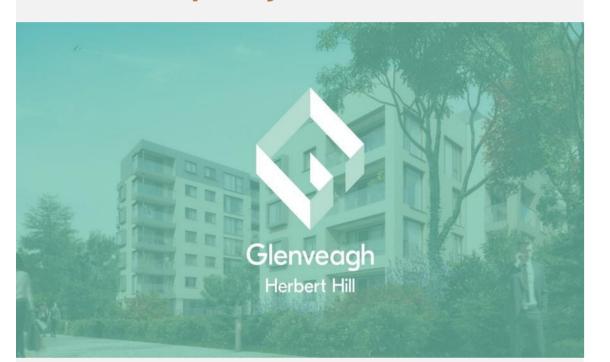






## **Glenveagh Homes** Active Construction Sites

#### Glenveagh Herbert Hill 90 Unit Capacity



This development consists of 87 apartments and 3 houses. The apartments are currently under construction with a plan to commence a forward sales process in 2018.



#### Glenveagh Cluain Adain 246 Unit Capacity



Site works commenced on Cluain Adain in Q1 2018. Construction is ongoing on 56 units. A successful pre- launch took place in February with another to follow in May.





#### Glenveagh Proby Place 23 Unit Capacity



A development consisting on new houses and one renovation. Site development works currently taking place. A partial launch in April with a further launch in the autumn.









# Appendix IV-Benefits of Complementary Business Units

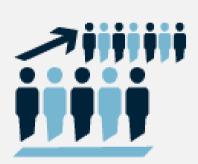


## **Benefits of Two Complementary Business Units** Homes and Living - benefits of combined strategy

## Access to more opportunities



- Unlocks more capital deployment opportunities
- Enables the Group to deliver for institutional investors, our partners, and State entities



 Provides broader residential delivery solution given demand supply imbalance and shifting trends (e.g. rental, co-living etc.)

## **Increased Resilience**

3
1

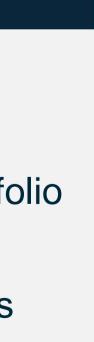
- Buying land remains attractive now but that will change as the residential cycle turns
- Back to back contracts and forward sales can be entered into
- Greater visibility of forward revenues over time and less prone to general market risk



Delivery flexibility	
2	<ul> <li>Optionality throughout site acquisition, planning, design and pre-construction phases</li> </ul>
	<ul> <li>Having two Business Units drives increased retu from individual projects</li> </ul>
	<ul> <li>Ability to utilise own in-house construction resou</li> <li>or engage trusted third party contractors</li> </ul>
Efficient capital allocation	
	<ul> <li>Disciplined approach to capital deployment</li> </ul>
	<ul> <li>Data driven selection and appraisal</li> </ul>
	<ul> <li>Improved risk diversification and optimised portference</li> </ul>

- Improved risk diversification and optimised portf management
- Enhances ROCE and helps achieve the Group's long term target











## **Executive Committee Biographies Experienced Executive Committee in Place**

#### John Mulcahy - Co-Founder & Executive Chairman

John is a Chartered Surveyor who has over 40 years' experience in the Irish real estate sector. His current roles include Chairman of Irish Property Unit Trust (IPUT) and membership of the Boards of TIO ICAV and Quinta do Lago S.A., a Portuguese resort developer.

#### Justin Bickle - Co-Founder & CEO

Justin is a UK solicitor who has 22 years' experience in the private equity, legal, finance and property fields. He was a founding member and Managing Director of Oaktree's European Private Equity team for 12 years, with c.\$6.9bn AUM. He has significant Board experience in the UK and Europe including in the residential housebuilding, retirement housebuilding, student accommodation and aparthotels sectors.

#### Stephen Garvey - Co-Founder & COO

Stephen is a homebuilder who has over 20 years' experience in the construction and property industry in Ireland. His experience includes working with many of the large Irish property developers, including Menolly Homes, Schelester Properties, Glenman Corporation and McCabe Builders. Stephen was the founder of Bridgedale who focused on constructing residential developments in the Greater Dublin Area from 2003.

#### Michael Rice - Chief Financial Officer

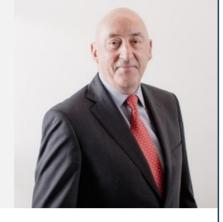
Michael is a chartered accountant and has responsibility for the Group's finance and IT functions, including the management of financial and IT risks, internal and external reporting requirements and key financial decision making. He has over 13 years' of financial and accountancy experience, five of which were in the construction and property sector in Ireland and overseas. Michael was previously Group Financial Controller of Kingspan Group PLC.



## Highly experienced and committed senior management team now in place











#### Wesley Rothwell - Chief Commercial Officer

Wesley is a chartered surveyor and joined Glenveagh at the end of January 2018. Wesley heads up Land and Portfolio Management focusing on acquiring new land sites and also actively asset managing Glenveagh's multi-year land bank. Wesley previously worked at CBRE in various capacities for 17 years. Most recently Wesley led CBRE's commercial and residential land and residential capital markets team in Dublin as Executive Director.





#### Shane Scully - Managing Director, Glenveagh Living

Shane is a chartered surveyor and is responsible for leading the Glenveagh Living division. He has 17 years senior level experience in the property, construction and development sectors. He is a graduate of Limerick Institute of Technology where he studied Property Valuation and Management. Shane is a member of the Royal Institution of Chartered Surveyors (RICS) and the Society of Chartered Surveyors Ireland.

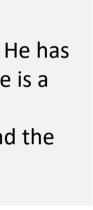


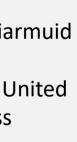
#### Diarmuid Leahy - Chief People Officer

Diarmuid is a specialist strategic HR professional and joined Glenveagh in January 2018. Diarmuid is responsible for the Group's HR function. He was formerly International HR Director at Marathon Oil Corporation accountable for all strategic HR functions in Africa, Canada, the United Kingdom, Kurdistan, and the Gulf of Mexico. Diarmuid has over 25 years' experience across different industries, in Ireland and internationally.











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