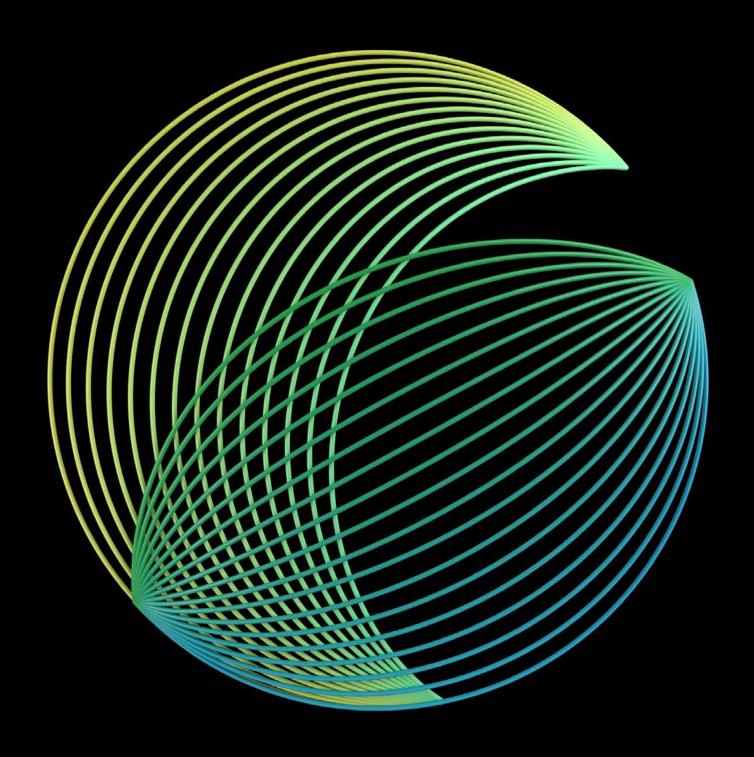
Deloitte.



The Art of Striking a Good Deal

Your Advisor in Business Transactions

Our transaction advisory team helps clients solve crucial business issues, such as strategic decision-making in acquisitions, sales or business re-organisations, including valuations, tax and legal structuring and due diligence. As part of transactions, we provide our clients with comprehensive financial, corporate, legal and tax advisory services. Our clients include multinational, local and family businesses as well as their owners, private investors, private equity funds, insolvency trustees, financial institutions and state administration.

Deloitte's office in Prague can offer an experienced team of more than 80 financial, tax, legal and commercial specialists in transaction advisory who boast ample know-how and knowledge of mergers, acquisitions and corporate finance in the Czech Republic and abroad. We closely cooperate with Deloitte offices in over 150 countries worldwide. Our individual services combined with a wide scope of activities on the market and the possibility of drawing from the know-how of Deloitte Touche Tohmatsu member firms allow us to respond to the challenging and diverse needs of our business partners.

Awards and recognitions

2021 recognitions

 Financial Advisory | Mergermarket: #1 M&A Financial Advisor in CEE, Europe and Worldwide by deal volume

2020 recognitions

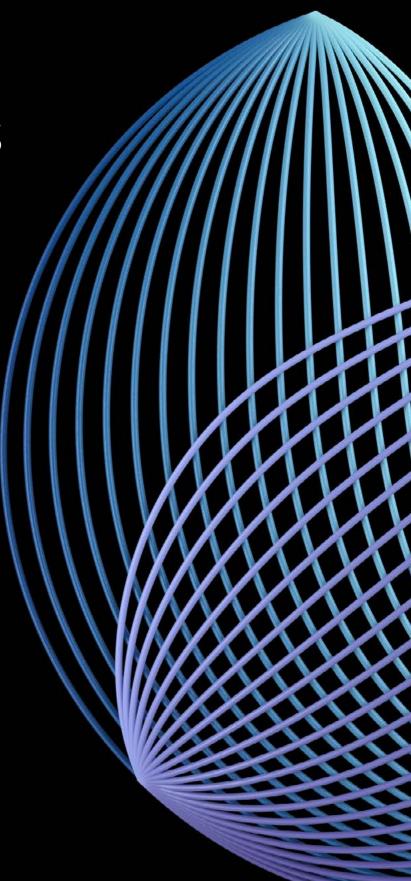
- Financial Advisory | Mergermarket:
 #1 M&A Financial Advisor in CEE,
 Europe and Worldwide by deal volume
- Restructuring services | TMA:
 Turnaround and Transaction of the Year
 Award

2019 recognitions

 Financial Advisory | Mergermarket: #1
 Financial Advisor to Global M&A by deal
 volume

2018 recognitions

- Financial Advisory | Mergermarket:
 The most active investment bank M&A advisor in the world (2018)
- M&A Services | <u>ALM Intelligence</u>: Global Leader in Transactions -Acquisitions Consulting
- Forensic | IBM: Worldwide Watson Financial Services, Industry Platform Business Partner of the Year
- Analytics | Gartner: Worldwide leader in Data Analytics Services
- M&A Services | ALM Intelligence: Global leader in Divestitures Consulting





4

Managing Acquisition and Sale Processes

Are you going to enhance your business through an acquisition or sell your company as best possible?

Deloitte has an expert team with extensive experience gained in numerous transactions all over the world. Our knowledge and experience will help you increase the chance of concluding a transaction at minimal risks and at the best price possible.

In acquisitions, we help our clients during the entire investment decision-making process – from the investment strategy development to searching for investment opportunities in a given sector and country, transaction structuring and negotiating with target owners all the way to the closing and settlement of the transaction. If there is a need for external funding, you can benefit from our wide network of established contacts with banks and various types of investors, ranging from wealthy individuals to private equity funds.

In the sale process, our services include the development of a sale strategy, identification of and addressing potential buyers using our global contacts, preparation of information memoranda on businesses, assessing individual offers made by potential buyers, the final negotiations and transaction settlement.

We also provide expert advisory to companies, creditors, insolvency trustees and investors in respect of businesses under financial distress.

Our services:



Acquisition advisory;



Sell-side advisory;



Assistance in fund raising.



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Josef Kotrba Partner +420 603 177 388 jkotrba@deloittece.com



Radovan Šavolt
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Selected references:

Financial Advisor to



MORAVIA STEEL

in the acquisition of the MSV Metal Studénka

2020

Czech Republic

Financial Advisor to

KK Klima-Service

Financial Advisor to

CNGvitall

in the sale of the Company to innogy

in the sale of the Company to Trox Technik

2019

Czech Republic

Czech Republic

Financial Advisor to

division

Financial Advisor to

wüstenrot

in the sale of the Company

Financial Advisor to

Czech Republic

Czech Republic

Czech Republic



MORAVIA STEEL

in the carve-out and the sale of MRO

in the acquisition of the Company Brück AM

2018

Financial Advisor to



Confidential

019 Czech Republic

Financial Advisor to



SKUPINA ČEZ

in the sale of assets in the energy sector

18 Czech Republic

Financial Advisor to



in the comprehensive advisory services incl. securing strategic investor entrance

B Czech Republi

Company Transformation Advisory

In a dynamic environment, companies and their management often go through the stages of overlooking and refusing the existence of issues.

Companies and stakeholders need to implement corrective measures in a timely manner regardless of the nature of the problem. If the company's performance is not sufficient, we may provide support to the client and make sure it implements the necessary measures before it is too late. In the event of an impending liquidity crisis, it is vital that a thorough situation and finance analysis be performed in order to achieve cost optimisation and arrive at a timely solution.

Deloitte's restructuring specialists cooperate with clients in helping their companies find a way out of financial and operating difficulties. We systemically address key strategies, transactions, infrastructure and financial difficulties. Comprising professionals with expertise across different sectors, our team promptly identifies problematic areas and activities leading to immediate

stabilisation, provides specialist advisory to improve the company's operations and performance, and prepares debtstructuring and refinancing solutions. If needed, we also have extensive specialised knowledge and experience in insolvency proceedings advisory.

Restructuring services advisory

- Independent assessment of the
- Stabilisation of cash flows and liquidity management;
- Funding or sale of the company in
- Financial restructuring and refinancing of debt;
- Operational restructuring and improvement in performance;

Crisis management and CRO

- Alternative scenarios planning;
- Bankruptcy/reorganisation services; and
- Discontinuation of activities and the company's liquidation.

Selected references:



Deloitte conducted a review of a financial situation of distressed major European airline and revision of transaction structure in contemplated acquisition

Czech Republic

YINTERSPORT

Deloitte conducted a review of a financial

Czech Republic

situation of the company and identified

strategic options for shareholders

2020

MACHINERY SERVICES a.s.

shareholder

administrator in sale of the company in bankruptcy

Deloitte conducted an Independent Business

Czech Republic

Review of the company including market

analysis and prepared strategic options for

B R N O

Deloitte assisted the insolvency

PILSEN TOOLS

with financing banks

REDA®

Deloitte conducted an Independent

Business Review of the company and

negotiated company's financial stabilization

Czech Republic

Deloitte assisted the insolvency administrator in sale of the company in

Czech Republic



Deloitte provided complex advisory services in insolvency proceedings of the company (post-commencement and tolling

financing, reorganization plan)

Czech Republic



Deloitte provided complex advisory services in insolvency proceedings of the company (post-commencement and tolling financing, reorganization plan)

Czech Republic



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options for shareholder

market analysis and prepared strategic

Deloitte conducted an Independent

Business Review of the company including

Financial Due Diligence

Every strategic decision, such as the sale or purchase of a company, is typically preceded by an assessment of the related risks.

To help with their decision making, most investors use due diligence, which precedes the transaction and has the principal aim of confirming the underlying investment assumptions and identifying and assessing the risks that the transaction might involve. Deloitte is one of the leading global providers of these services, benefiting from its wide network of specialists who deal exclusively with due diligence and follow-up transaction and post-transaction advisory.

The product of due diligence carried out by our specialists is typically a report addressed to the buyers or sellers, which briefly summarises, in a practical and user-friendly manner, the principal findings, implications and recommendations concerning the key aspects of the planned transaction, and which can also be presented to other entities that are to take part in the transaction funding.

We also support our clients during negotiations of the transaction documentation when we closely cooperate with our lawyers or the client's lawyers in order to ensure that all the agreed-upon financial aspects, including the purchase price mechanism, are duly reflected in the transaction documentation.

Our experience includes projects not only for local companies, but also for multinational companies and private equity funds.

Carve-out advisory:

- Acquisition due diligence;
- Vendor due diligence;
- Vendor Assist;
- Sale and Purchase Agreement advisory.

Selected references:

M&A Transaction Services Provider to

Heimstaden

in the acquisition of a portfolio of real estate units in Unicity Plzeň

March 2021 Czech Republic

M&A Transaction Services Provider to



in the sale of minority share in VELKA PECKA, s.r.o. (Rohlik.cz) - vendor due diligence

January 2021

Czech Republic

M&A Transaction Services Provider to



in the acquisition of a majority share in TES Vsetín, s.r.o.

October 2019 Czech Republic

M&A Transaction Services Provider to

EAG°

Part of Portiva.

in the acquisition of 100% share in Cebia, spol s r.o.

February 2021 Czech Republic

M&A Transaction Services Provider to



in the acquisition of 51% share in KomTeS Chrudim and its subsidiaries

January 2021

M&A Transaction Services Provider to

Czech Republic

Czech Republic



in the acquisition of 100% share in Obchodní společnost KREDIT, spol. s r.o.

October 2019

M&A Transaction Services Provider to



in the acquisition of 100% share in Colt Holding Company LLC

February 2021 Czech Republic

M&A Transaction Services Provider to

BEIJER REF

in the acquisition of 85% share in SINCLAIR Global Group s.r.o. and its subsidiaries.

December 2020 Czech Republic

M&A Transaction Services Provider to



in the sale of a majority share in kiwi.com – vendor due diligence

2019 Czech Republic



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Dušan Ševc Partner +420 734 797 426 dusevc@deloittece.com

Tax Transaction Advisory Services

In transactions, we focus on tax risks and their possible impacts on the value of companies.

Tax transaction advisory team – who are we?

We are a team of professionals with many years of experience in acquisitions, sales and restructuring, specialising in tax advisory services in the field of mergers and acquisitions. Our experts have worked for major Czech and international clients, including the field of private equity funds.

Scope of Assistance

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We help clients identify and minimise risks relating to sales, acquisitions and restructuring of companies during the entire process, from planning to implementation. We perform tax audits on the part of the seller and the buyer and we focus on tax risks and their potential impacts on the value of companies. We also assist with the preparation of the Shareholding Purchase Agreement (SPA), provide advice on purchase price determination and support the client in the negotiations of conditions with the counterparty.

The correct setting of the post-acquisition structure forms an inherent part of each transaction. Depending on the type and nationality of the investor, we prepare an acquisition structure especially with regard to effective debt service, sufficient guarantee to financing banks, tax aspects of expenses connected with acquisition financing and the adequacy of transaction expenses. An important aspect of the proposed structures is also the utilisation of additional financing and repatriation of profits to investors, with the implementation of IPO or a direct sale of the target company or a holding structure by shareholders, owners or investors. We also share our experience with clients in the field of joint ventures, both with regard to their functioning and future co-investor settlement.

Tax transaction advisory services include:

- Tax Due Dilligence and assistance in correcting identified shortcomings and risks
- Tax structuring and assistance when implementing the structure, including coordination of the entire process during acquisition, sale, refinancing, creating a joint venture, IPO and various restructuring
- Tax burden analysis and a proposal for its possible efficiency improvement
- Preparation and review of transaction documentation to ensure adequate consideration of all tax aspects and risks
- **Tax modelling** including estimates of future tax liabilities, related payment amounts and estimate of the future effective tax rate for the period covering the business plan.

Michal Trnka +420 606 553 320 mtrnka@deloittece.com



Martin Chlebec Senior Manager +421 907 431 863 mchlebec@deloittece.com

Selected references:

M&A Tax Advisory Services Provider to



in the acquisition of 100% share in Colt Holding Company LLC

Czech Republic February 2021

M&A Tax Advisory Services Provider to



in the disposal of a part of their stake in Velká pecka s.r.o. (Rohlík.cz)

Czech Republic lanuary 2021

M&A Tax Advisory Services Provider to



in the acquisition of a majority share in TES

October 2019 Czech Republic M&A Tax Advisory Services Provider to



in the acquisition of 100% share in Cebia, spol s r.o.

February 2021 Czech Republic

Chrudim and its subsidiaries

M&A Tax Advisory Services Provider to



MORAVIA STEEL

in the acquisition of 100% share in Obchodní společnost MSV Metal Studénka, a.s.

Czech Republic

M&A Tax Advisory Services Provider to



in the acquisition of 100% share in Obchodní společnost KREDIT, spol. s r.o.

October 2019 Czech Republic

M&A Tax Advisory Services Provider to

in the acquisition of 51% share in KomTeS

Czech Republic

M&A Tax Advisory Services Provider to

EVV

EUROWAG

January 2021

BEIJER REF

in the acquisition of 85% share in SINCLAIR Global Group s.r.o. and its subsidiaries.

December 2020 Czech Republic

Advisory Services in Mergers & Acquisitions:



During internal restructuring including i.a. integration of the acquired company UPC

Commercial Due Diligence and Post-Acquisition Integration

The Deloitte Strategy & CDD team assists Private Equity funds and corporate investors with creating and revising business plans for company acquisitions, but also for planning company strategy for example during entry to new markets. Our analyses focus on revisions of the market environment, the competitive position of the company, and assessing the achievability of the business plan. Deloitte can offer a wide network of experts who have specific experience in a whole range of industries and whose knowledge is useful when working on projects outside the Czech Republic.

Our services



Strategic Advisory

The success of an investment depends on knowledge of the market and the competitive environment. Therefore, we support our clients in strategic analysis of key local market aspects for the specific industry, analysis of the competitive environment or the selection of a location suitable for their business. The services include both a view of the customer and a view of the company's organization.



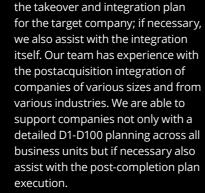
Commercial Due Diligence

Company acquisitions represent an opportunity for the growth of added value and profit, but they also involve a certain amount of risk. Our team can provide a comprehensive revision of the business plan, identify and quantify the risk areas and provide qualitative and quantitative information on the company that is being considered for acquisition. Part of our work is a detailed revision of the market development and the position of the company, as these may have a significant impact on the development of the future revenues and profit. We also provide added value through assessing the risks related to possible synergies.



Post-Acquisition Integration

According to available statistics, only about 40% of transactions are followed by successful integration in which the planned synergies are achieved in the area of cost reduction and increasing revenues. This is why we also provide assistance with the preparation of





Advisory in the area of carve-out

Similarly to integrations, our team is able to help clients when they decide to carve out a part of their company. We support clients in the area of implementation of carveouts across all company functions (production, sale, HR, finance, IT etc.)

Selected references:

Strategic Advisor to

Confidential Client

Major player, who consider entering Czech telecommunication market. In review of business plan regarding 5G opportunity.

Czech Republic

Carve out Services Provider to

Confidential Client

Carve out support to a major Czech telco operator which has decided to carve out its infrastructure

carve out one of their divisions.

Czech Republic

Post Merger Integration Services Provider to



vodafone

Integration support provided to Vodafone which has decided to acquire UPC business (Internet & TV).

Czech Republic

Market Entry Advisory Provider to

Confidential Client

Market entry advisory provided to a client focused on production of industrial filters considering to enter CEE markets

Czech Republic

Czech Republic

Commercial due diligence Provider to

Confidential Client

Carve out Services Provider to

Confidential Client

Carve out support to a multinational

company operating mainly in robotics,

power, heavy electrical equipment and

automation technology which has decided to

Vendor due diligence on Romanian assets of a major Czech energy company

Carve out Services Provider to

Confidential Client

Carve out support to a French multinational pharmaceutical company which was divesting its generics division. Our task was to assess readiness, prioritise issues and assure it is operative at Day 1

2018

Czech Republic



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Jan Kudlák

Senior Manager +420 603 418 819 jkudlak@deloittece.com

Czech Republic

Business Valuation and Financial Modeling

Are you looking for a professional valuation and not just a maths exercise?

We have extensive experience with valuing shares, enterprises and tangible and intangible assets in various commercial situations, even for the purposes of legal disputes and arbitrations. Valuation requires a thorough knowledge of economic and industrial trends, operations of the given company and its competitors. It is also necessary to take into account further financial and non-financial information, such as legal and regulatory environments. Quality valuation services are a combination of analysis, experience and expert judgement.

Our practice-oriented approach is based on the knowledge and experience gained every year in conducting significant projects in the Czech Republic and abroad and is distinguished by professional precision and thoroughness. In addition to providing pure valuation services, we cooperate closely with our professionals specialising in the individual industries



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or specific issues within the four basic areas of our services – audit, taxes, management consulting, and financial advisory. As a result, we provide integrated solutions tailored to the needs of our clients.

Our services:

- Investment analysis as part of mergers and acquisitions;
- Valuation of companies and their parts;
- Financial advisory;
- Purchase price allocation;
- Valuation of intangible assets, legal advisory in the area of intellectual property;
- Financial Modeling; and
- Damage and lost profit assessment.



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pcihak@deloittece.com



Tomáš Malik Manager +421 918 631 244 tommalik@deloittece.com

Selected references:



SKUPINA ČEZ

Financial model and valuation of a part of CEZ a.s., including complex implications on the whole group for the purpose of a contemplated sale

2021 Czech Republic

ČIB ČESKÁ NÁRODNÍ BANKA

Valuation of a leading Czech financial company for litigation with minority shareholders

019 Czech Republic

PPF

Valuation selected assets and liabilities of a large media company across several CEE countries for IFRS purchase price allocation

021 Czech Republic

Latvian Ministry of Economics

Financial model for the Latvian Ministry of Economics in relation to a contemplated acquisition of a gas distribution company

2018 Czech Republic

Confidential

Expert in an international arbitration in the energy industry related to the key privatised assets

2018-2021 Czech Republic

EPH

Valuation analysis for EPH in relation to the allocation of the purchase price within an acquisition of Slovenské elektrárne

Czech Republic

Legal Advisory

Our acquisition team includes legal experts with long-term experience in significant and complex acquisitions. Their experience goes beyond the legal framework as they have a good understanding of all other aspects of acquisitions, in particular the financial, tax and accounting aspects. Our office also regularly participates in a number of cross-border transactions, closely cooperating with Deloitte law firms from all over the EU and several other countries.

We support our clients and give them advice from the very outset of the transaction, ie from the design of the basic acquisition concept, the strategic planning, through legal audit, all the way to negotiations and drawing up the contract documentation, and post-acquisition

Our services:



Analysis of the legal aspects of the planned transaction, including a proposal of suitable solutions and delivery options, providing a description of the advantages and disadvantages of each solution.



Attorney-at-Law, Partner

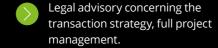
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Petr Suchý

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Preparing a detailed plan of the transaction and of all the legal steps of mergers, spin-offs, other company transformations, squeezeouts of minority shareholders, or any other form of acquisition (selling the equity interest, an enterprise or its part, sales of assets, etc).



- Planning and carrying out acquisition due diligence.
- Legal support in purchasing or selling equity interests or assets, including the preparation of all contracts and other legal documents, negotiations with the counterparty, the closing and settlement of the transaction and follow-up transactions.
- Legal advisory in registering equity securities for trading on the regulated market, IPO or removing securities from trading.

Acquiring licences or permissions from the administration authorities necessary for acquisition or restructuring.

Dagmar Yoder Attorney-at-Law, Director +421 905 253 844 dyoder@deloittece.com

Selected references:

Legal advisor to



full fledged advisory on the sale of commercial and administrative buildings "Astrid Office" in Prague and "Premium Plaza" in Karlsbad to major Czech investment groups

Czech Republic

Legal advisor to



in legal due diligence and drafting and negotiating of the transaction documents in connection with a number of local and international transactions.

Czech Republic

Legal advisor to



advisory on the sale of the Czech retail and commercial banking business to Česká spořitelna a.s.

Czech Republic

Legal advisor to



in relation to acquisition of the enterprise of SKD Bojkovice, s.r.o. from the insolvency estate, including legal due diligence, negotiation of transactional documents and related financing documents.

2020 Czech Republic Legal advisor to



in acquisition of MSV Metal Studénka from Jet 1, investiční fond and acquisition financing

2019-2020 Czech Republic



insolvency trustee of HEAVY MACHINERY SERVI-CES a.s. (former LEGIOS a.s.) on organization of sales tender and preparation of subsequent transactional documentation in relation to sale of enterprise from insolvency estate.

Czech Republic

Legal advisor to



In legal due diligence, drafting and negotiating of transaction documents for acquisition of 100% share in REDA, a.s.

Czech Republic 2019

Legal advisor to



Wood & Paper

In legal due diligence, drafting and negotiation terms of transactional documentation in connection with acquisition of a minority share in UNI-LES, a.s., subsidiary company of AGROFERT, a.s.

Czech Republic

Legal advisor to



Ongoing advisory for the Group companies in respect of M&A transactions

Real Estate

Real Estate market evolves every day, but many crucial challenges remain. Deloitte provides a multi- disciplinary team to help you navigate these uncertain waters including related legal, tax and finance matters.

Transaction advisory and valuation

Our real estate team provides full range of services related to transactions, valuations and financing for clients in various industries.

Transaction support

We supervise transactions on behalf of our clients and provide extensive support during divestments and acquisitions. Our experience enables us to approach wide range of potential domestic and foreign investors including locally-operating real estate companies or large property funds. While assisting you from the initial contact to closing, we prepare memoranda or term sheets and closely cooperate with our colleagues from tax and legal departments.

Valuation

Our team regularly prepares valuations and expert opinions for individual properties, development projects or entire property portfolios. Our independent, trustworthy and professional approach is guaranteed as our consultants are members of Royal Institute of Chartered Surveyors (RICS) and perform valuations in accordance with International Valuation Standards (IVS).



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Financing and strategic partnerships

Through cooperation with the client, we conduct an assessment of a project or a company and formulate a tailormade strategy for financing or strategic partnerships. Our regional presence gives us an edge during identifying the right partner for wide range of real estate projects and provides us with unique local knowledge.

Market analysis and consulting

Analyses focused on different real estate segments

Should you be interested in situation on residential or commercial market, we build our knowledge on unique market data combined with economic modelling. We pride ourselves on being able to operate on local and regional level with experiences from multiple real estate segments across Europe. Our analyses provide comprehensive and independent view during various phases of market cycle.

Portfolio analyses and optimization

Whether a manufacturing business, midsize property owner or a state institution, portfolio analysis is a complex task affected by many factors. Real estate should help its owner to achieve long-term goals but at the same time leave enough space to focus on important operational tasks. Our team has a long history of conducting analyses and optimizations of portfolios and always provide clients with tailor-made assessments and recommendations.

Strategic advisory

As many real estate grow older or change functions over time, an important question of further utilization arises. We help our clients by assessing the development potential and limitations of their properties so that they can make well informed decisions in line with defined operational models.

Deloitte workplace advisory

As part of our WorkPlace Advisory service, we will advise you on how to proceed to the optimization. We will ensure for you communication and planning with the developer, tenant and all others in order for you to prepare for all possible and impossible situations, including functional and cost optimization. And to put your plans in the context of the current situation.



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Ondřej Zabloudil
Assistant Director
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ozabloudil@deloittece.com

Selected references:

TRANSACTION

Department Store Kotva



Deloitte real estate team advised the seller of Kotva department store on Náměstí Republiky in Prague.

2020 Czech Republic

FEASIBILITY STUDY

SKANSKA

Deloitte has been mandated of elaboration analysis and feasibility study of rental project for further strategic decision of the client.

2020 Czech Republic

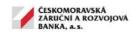
SELL SIDE ADVISORY - 5* HOTEL

JULIUS MEINL

Deloitte arranged sale of Hotel Evropa development project. Hotel located in the heart of Prague will be operated by worldwide well-known hotel chain. New owner Ferid Nasr purchased property from Julius Meinl.

2019 Czech Republic

PORTFOLIO STRATEGIC ANALYSIS



Deloitte prepared a strategic analysis of the ČMZRB's real estate office portfolio.

2020 Czech Republic

MARKET ANALYSIS



We have created market analysis and strategic advisory of all real estate segments focused to Czech and German market.

2020 Czech Republic

JV partner search



Deloitte found a financial partner for residential development company and its 14 prepared projects.

2019 Czech Republic

ASSESSMENT OF INVESTMENT STRATEGY FOR RENTAL HOUSING





A comprehensive analysis of the feasibility of development plans with subsequent use for rental housing in Prague.

20 Czech Republic

STRATEGIC ADVISORY



Deloitte assessed the strategy of the development and migration to the new campus of Česká spořitelna and reviewed the business plan. Deloitte also participated on the strategy of utilization of current CS premises at Prague 4.

19 Czech Republic

Real estate data analysis and advisory

Confidential

Deloitte prepared real estate market analysis for Czech significant developer. Analysis was aimed to the cities in Centra Bohemian Region in order to define strategic approach for development in selected localities.

2019 Czech Republic

20 21

Deloitte.

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