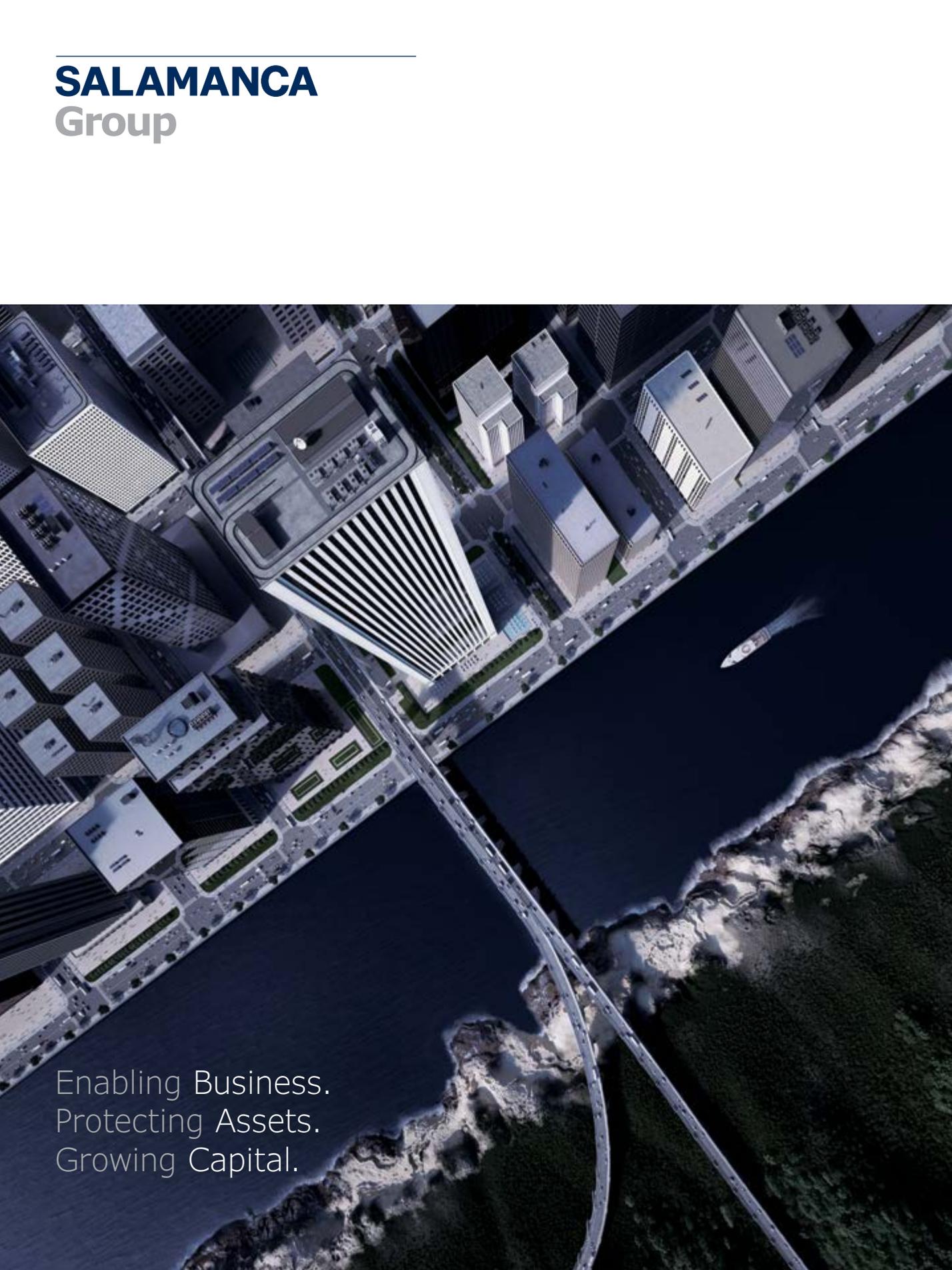


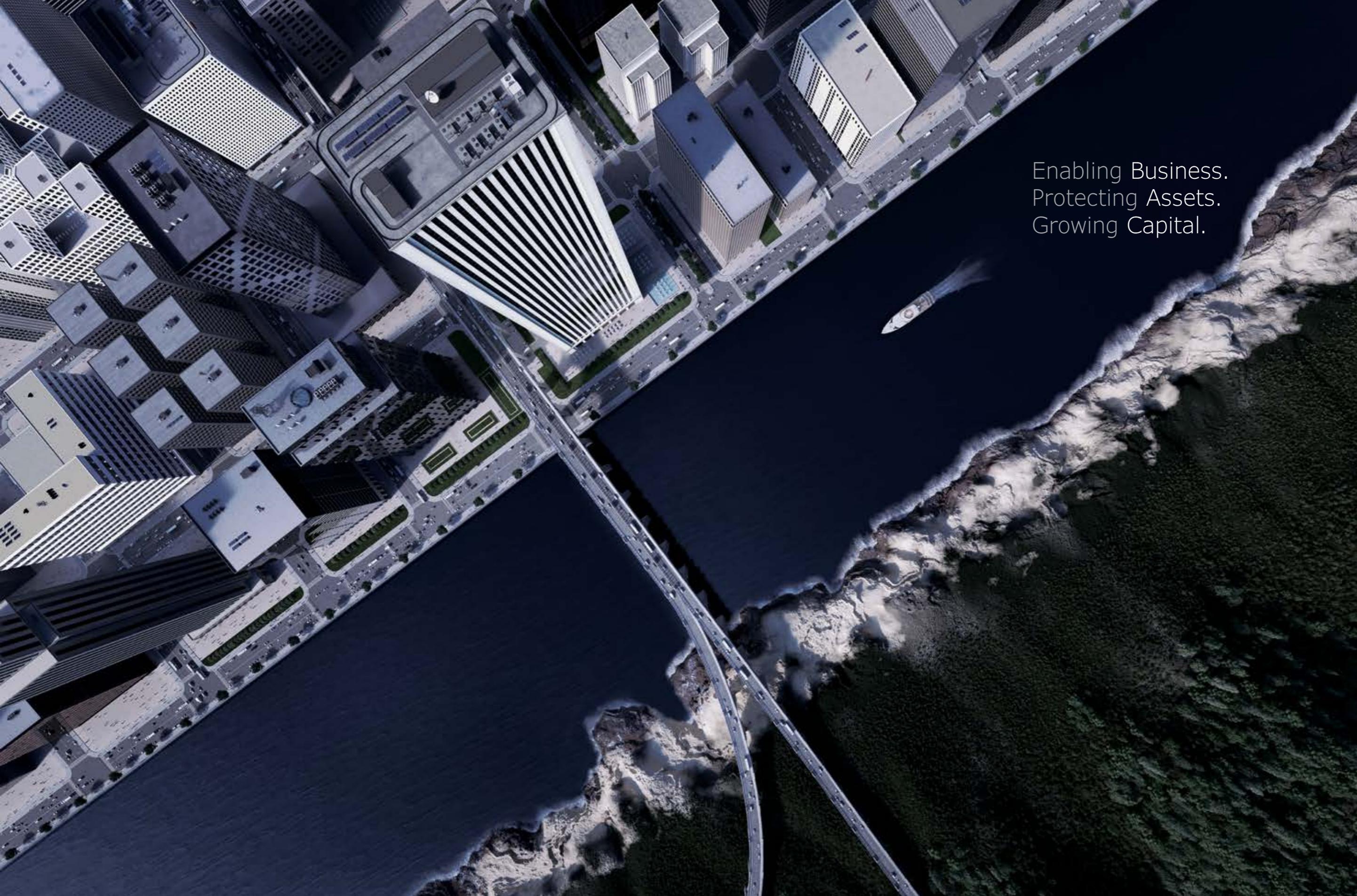
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# SALAMANCA

## Group

An aerial, high-angle photograph of a city skyline. The image is tilted at an angle. In the foreground, a wide river flows, with a large bridge crossing it. The city is densely packed with various skyscrapers and buildings. The lighting is dramatic, with strong shadows and highlights, suggesting a low sun position. The overall color palette is dominated by blues, greys, and greens.

Enabling Business.  
Protecting Assets.  
Growing Capital.



Enabling Business.  
Protecting Assets.  
Growing Capital.

Salamanca Group offers a new approach to business, integrating traditional Merchant Banking practices and values with sophisticated Operational Risk expertise.

We believe the true nature of Merchant Banking is the practice of building enduring relationships with our clients to help them enable their business, protect their assets and grow their capital. Our model takes into account the risks inherent in today's world and encapsulates various services to help uncover opportunities and manage risks in a proactive way.

Clients that benefit from this approach include private individuals, corporates, institutions and governments.

We deliver our holistic framework through the following divisions:

**Investment & Advisory**

- Direct Investment
- Real Estate
- Corporate Advisory

**Corporate Risk Services**

- Risk Management
- Cyber Security
- Maritime Security

**Business Intelligence & Investigations**

- Strategic Intelligence
- Forensic Accounting
- Compliance Services

**Private Office**

- Private Client Services
- Trust & Fiduciary

**Our Vision**

By combining the approach of pioneering merchant banks of the past with a modern day risk management overlay, we aim to become a global leader in the provision of services that help to enable business, protect assets and grow capital.

**Our Values**

- Client First & Fair
- Always Go the Extra Mile
- Esprit de Corps
- Ambassadors One & All
- Integrity
- Agility & Courage



Your attention is drawn to the Legal Notice on page 27.



# Investment & Advisory

Investment and Advisory activity is core to the Group's Merchant Banking approach and is complemented greatly by our in-house risk management expertise. Within our Investment activity we seek to deploy our own capital alongside our clients' into asset-backed opportunities within our areas of expertise. Our Advisory team builds trusted relationships with clients to assist them across a wide range of activities, including mergers and acquisitions, restructuring and capital raising.

## Direct Investment

**We provide clients with the opportunity to invest their capital, alongside our own, primarily in growth markets and sectors. Investments range across energy and natural resources, heavy industry, infrastructure, clean technology and logistics firms.**

We target tangible assets with well-defined exit strategies for opportunities ranging from \$20m to \$200m. Each opportunity is supported by Business Intelligence & Investigations who are able to offer pre-transaction analysis and financial investigations prior to any investment taking place. All deals are backed by high quality businesses run by proven management teams who have robust business plans capable of delivering solid returns.

Our local office network is core to our offering; we gain additional insight and unearth more compelling off-market opportunities through our presence on the ground. Where we require in depth expertise in the sector, we partner with strategic investors and relevant specialists, to create a highly experienced and capable unit to access and supervise the opportunity.

Our local office network is core to our offering; we gain additional insight and unearth more compelling off-market opportunities through our presence on the ground



## Real Estate

The Real Estate team engages with our clients to understand their needs and add value across Investment, Development and Management. We have a track record of ensuring some of the world's most high profile projects were delivered with a solid return on investment.

The Real Estate offering includes two key areas: Investment and Advisory.

### Investment

The Real Estate team sources and acquires investments in markets we know and understand well, with a focus on adding value, protecting capital and having clearly defined exits. We deploy the Group's capital alongside our clients', giving development or investment partners full confidence that our interests are wholly aligned with theirs.

Our current portfolio primarily comprises assets across Europe and Brazil: markets in which exposure to real estate can be rewarding but carries manifold risks. The team therefore takes a holistic approach to assessing opportunities by combining our global real estate experience with our ability to conduct precise due diligence on investments and partners. Our active, hands-on management and delivery approach enables us to offer investments with strong return profiles and sensible levels of risk.

In addition to numerous individual property investments, the Real Estate team advises the flagship HC FCM Salamanca Global Property Fund 1, an Open-Ended Investment Company with a broad investment mandate and a strong track record since its inception in 2007. In 2011, the Fund was one of five funds nominated for the Fund Manager of the Year Award by **Investment Week** in the Specialist Property Category.

### Advisory

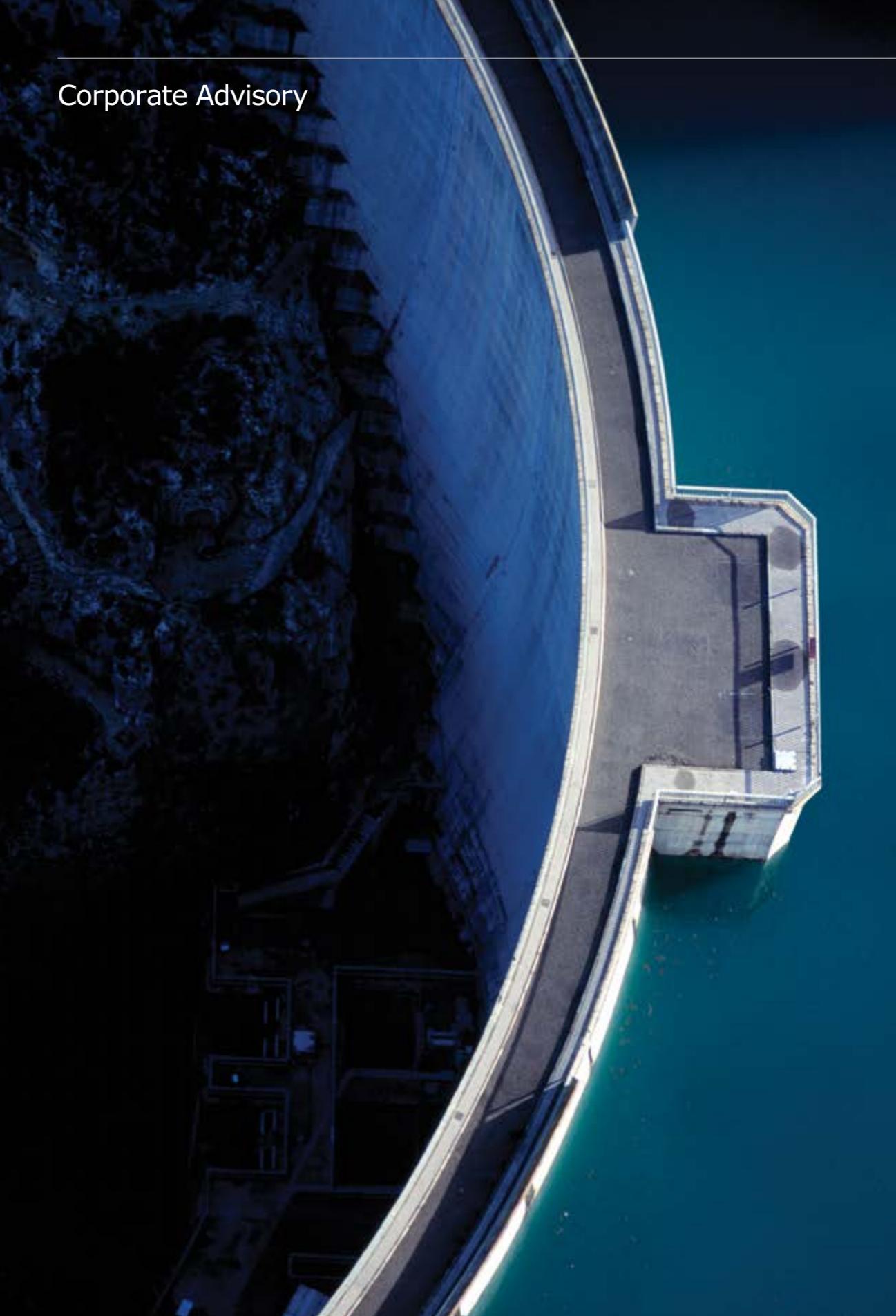
Alongside its investment activity, the team also advises clients on all aspects of delivering real estate projects. We tailor end-to-end solutions, help de-risk projects and establish the optimal framework to maximise business benefit.

Our team provides hands-on expertise and has the experience and systems to ensure projects are delivered on time, on budget and to the required standards.

Assisting every aspect of the project delivery cycle, we offer:

- Development of the Client Brief
- Value Engineering
- Whole Life/Cost-in-use Analysis
- Analysing & Advising on Risk
- Project Management
- Construction Management
- Development Monitoring
- Distressed Project Recovery
- Property Facility & Asset Management

Our experience and hands-on approach maximises returns on real estate investments and ensures projects are delivered on time, on budget and to the required standards



## Corporate Advisory

**Our Corporate Advisory activities provide value-added advice to private and public companies, financial sponsors and high net worth professional clients seeking an independent view on a variety of transactions and strategic situations, including:**

- Mergers
- Acquisitions
- Restructuring
- Equity Raising
- Debt Raising

By sitting client side, we provide conflict free advice drawn upon many years of experience in originating, negotiating and managing a wide range of transactions on behalf of our clients. These transactions are frequently cross-border, bringing capital and management into emerging market situations. Our client work is varied, often requiring the sourcing of finance and the provision of detailed financial modelling and analysis to create investible opportunities for international institutions.

Sectors we are active in include, but are not limited to:

- Transport, Logistics & Specialist Shipping
- Business Process Outsourcing & Support Services
- Infrastructure, including Ports & Off-Docks, Free-Trade Zones
- Energy, including Oil & Gas Services
- Mining & Metals
- Real Estate
- Retail

Corporate Advisory clients benefit from Salamanca Group's sector expertise, wide geographical experience, business intelligence capabilities and technical knowledge. We ensure that senior professionals are engaged in all stages of our clients' mandates and always go the extra mile to achieve the best possible result.

Corporate Advisory clients benefit from Salamanca Group's sector expertise, wide geographical experience and objective analysis

# Corporate Risk Services

## Corporate Risk Services includes three key areas:

- Risk Management
- Cyber Security
- Maritime Security

The team helps corporate clients to measure and mitigate risk onshore and offshore. Our powerful combination of services provides clients with a holistic approach to enabling their business and protecting key assets such as people, reputation, networks and share value.

Operating globally, clients include FTSE 100 and Fortune 500 companies. Our on the ground presence is core to supporting these clients throughout the investment cycle.

## Risk Management

**Risk Management provides tailored risk assessment with security planning and management to help clients protect their people, property, information, reputation and share value.**

By working with clients from early planning stages, we help identify potential risks which allows them to make informed and timely decisions to allocate resources for the mitigation and management of those risks. Clients benefit from more efficient operations, reduced insurance premiums and gain competitive advantage in otherwise challenging and inaccessible markets.

Our holistic approach to security planning encompasses:

- Security Risk Assessments
- Procedural, Technical & Physical Site Security
- Security Management
- Crisis & Evacuation Planning
- Incident Response
- Journey Management
- Staff Training

Often, an embedded Salamanca Group consultant manages ongoing risk by implementing and overseeing operations. Alternatively, we offer procedural reviews, staff training and 24/7 crisis response support for those clients who do not require a full-time security consultant.

We help clients to make informed decisions and allocate resources for the mitigations and management of risk

## Cyber Security

**Our Cyber Security team provide cutting edge solutions to identify, mitigate and manage information security threats 24/7, ensuring confidentiality, integrity and availability of information.**

An increase in the volume and complexity of cyber threats, added to a lack of information security expertise and resource, leaves the majority of enterprises at significant risk of breaches, downtime and non-compliance. This leads to financial loss, reputational damage and loss of competitive advantage.

We take a pragmatic and expert approach to information security and believe in understanding real risk, having a clear strategy that enables business objectives, implementing effective controls and addressing people, process and technology.

We offer fully managed services to support organisations in ongoing management of security technologies and 24/7 monitoring of, and expert response to, cyber threats. Our global team of experienced and accredited security experts become an extension of our internal team and our reporting process provides a single portal to understand live security status and priorities.

### **Our Managed Security Services include:**

- Managed Firewall & VPN
- Managed Intrusion Detection & Prevention
- Managed Security Monitoring
- Log Management & Monitoring
- Managed Vulnerability & Threat Management
- Managed Unified Threat Management
- Managed Family Office Security

Additionally, our consultants work with organisations providing professional services to ensure a strong security and compliance posture is maintained. Our consultants specialise in risk assessment, building an information security strategy & roadmap, assessing investment plans, implementing effective security controls and responding to security incidents.

### **Our Professional Services include:**

- Organisation & Network Risk Assessments
- Information Security Strategy & Risk Mitigation Planning
- Security Spend Prioritisation & Analysis
- Network Security Architecture
- Programme Development & Governance
- Incident Response & Computer Forensics
- Vulnerability Assessment & Penetration Testing
- Compliance Assessments, Methodology & Management
- Business Continuity Planning

We partner with our clients to give them peace of mind and enable business

## Maritime Security

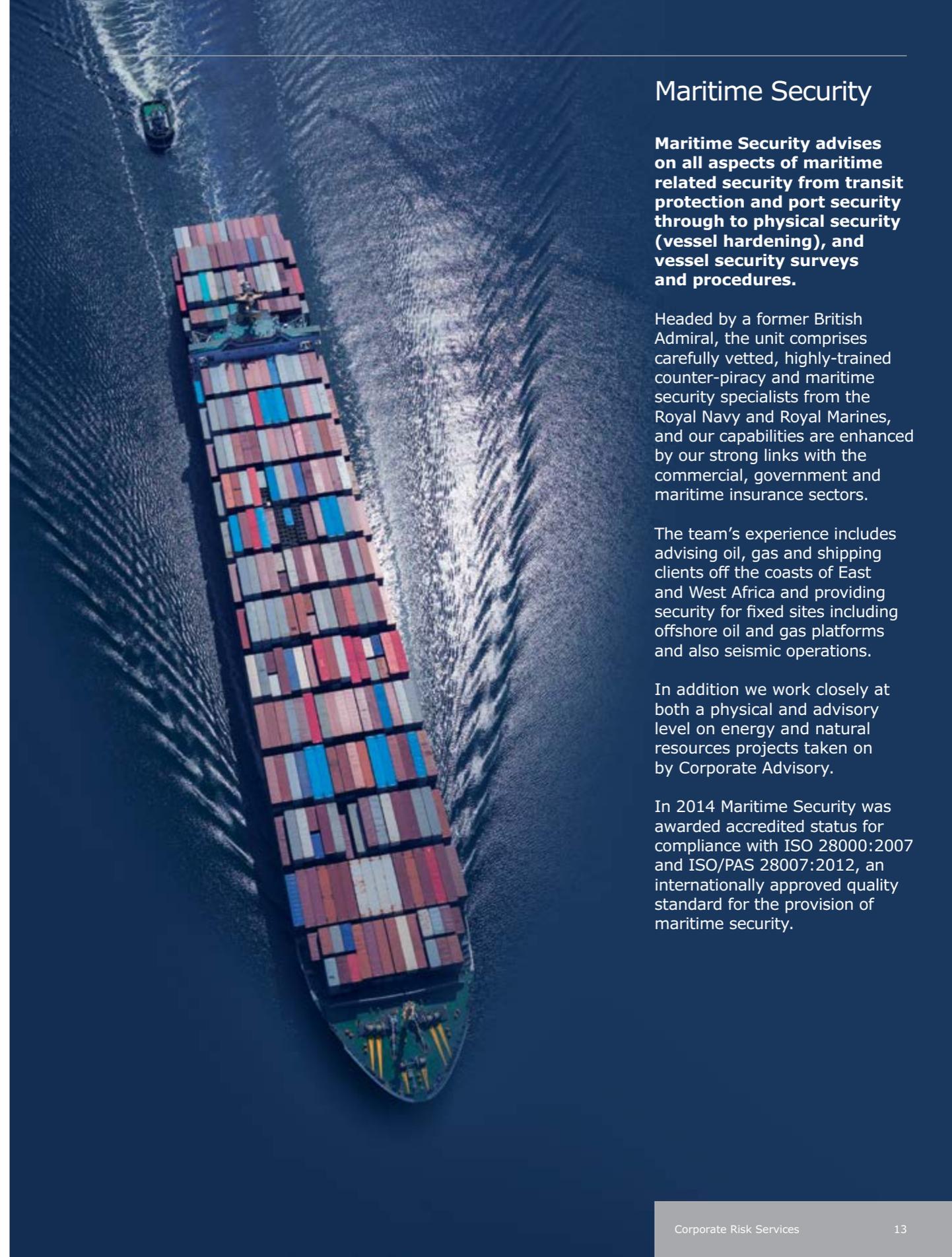
**Maritime Security advises on all aspects of maritime related security from transit protection and port security through to physical security (vessel hardening), and vessel security surveys and procedures.**

Headed by a former British Admiral, the unit comprises carefully vetted, highly-trained counter-piracy and maritime security specialists from the Royal Navy and Royal Marines, and our capabilities are enhanced by our strong links with the commercial, government and maritime insurance sectors.

The team's experience includes advising oil, gas and shipping clients off the coasts of East and West Africa and providing security for fixed sites including offshore oil and gas platforms and also seismic operations.

In addition we work closely at both a physical and advisory level on energy and natural resources projects taken on by Corporate Advisory.

In 2014 Maritime Security was awarded accredited status for compliance with ISO 28000:2007 and ISO/PAS 28007:2012, an internationally approved quality standard for the provision of maritime security.



# Business Intelligence & Investigations

**Business Intelligence & Investigations (BI&I) advises clients worldwide on operational and business risks, disputes and financial investigations.**

BI&I works with clients throughout the investment cycle by providing the following services:

- Strategic Intelligence
- Forensic Accounting
- Compliance Services

Our clients include publicly-listed and private companies, multinationals, law firms and private individuals.

For all our services, we offer a phased, tailored approach to ensure that projects are flexible and competitively priced.

## Strategic Intelligence

**Our Strategic Intelligence team provides well-sourced, timely and reliable information to help our clients make decisions about their partnerships, investments and legal strategies. Through discreet engagement with our network of contacts, our reporting provides clients with commercially relevant information that goes beyond the public record and helps them to address complex business and political issues.**

### Pre-transactional Due Diligence

We support clients by providing independent, objective reporting on the integrity and track record of prospective counter-parties, acquisition targets, partners and important appointments. Our reporting ensures that our clients have the right information to make informed business decisions and to protect their reputations and capital.

### Dispute Support & Investigations

Our team assists clients involved in litigation, disputes and internal investigations. We provide investigative support typically in parallel with legal proceedings to locate, identify and assess critical information outside of clients' records and disclosure. We regularly undertake asset tracing engagements for our clients in contemplation of litigation or at the enforcement stage.

### Political & Country Risk Reporting

We report on complex political and security issues to help clients understand the countries where they operate and protect their personnel, reputations and business operations. Our services include in-depth country and sector-specific assessments, political stakeholder mapping, as well as daily threat reporting.

## Forensic Accounting

**Forensic Accounting services comprise dispute and litigation support, complex financial investigations and computer forensics, combining extensive accountancy, auditing and investigative skills to review financial information and provide accounting analysis, advice and expert witness services.**

### Dispute & Litigation Support

Our team assists legal counsel and their clients either in an expert or advisory capacity on a range of complex matters including the evaluation and quantification of damages for breach of warranty and contract claims, wasted costs claims, shareholder disputes and fraud and misrepresentation cases. Our team has considerable experience of ancillary relief proceedings and can provide expert evidence on matters including the valuation of private companies and the investigation of possible non-disclosed assets and income.

### Complex Financial Investigations

We investigate fraud, irregular accounting and other internal matters and provide supporting documentation in the form of reports and recommendations direct to our corporate clients and/or their legal counsel. Our team works with the client to ascertain what happened, how it happened, who was involved and to quantify the value of transactions involved and where necessary, the actual and consequential loss to the client.

### Computer Forensics

Electronically stored information is likely to be relevant for most internal investigations and some dispute and litigation matters. We are able to advise and assist clients with securing, reviewing and disclosing such information.

Our reporting is well sourced, reliable and undertaken discreetly

## Compliance Services

**Compliance Services assist clients in fulfilling their obligations under anti-bribery and corruption (ABC), anti-money laundering (AML) and other regulations, whilst also protecting their reputations. We work alongside our clients' existing compliance function to accomplish this with timely and relevant reporting.**

### **Anti-Money Laundering**

This service is focussed on providing sophisticated enhanced due diligence reporting to enable our clients to make an informed assessment of a subject's source of wealth, often in high-risk jurisdictions. All reporting is guided by local AML regulations and trends. Our fast turnaround times enable our clients to understand potential risks and quickly make informed decisions to enable their business.

### **NOMAD Services**

We primarily focus on assisting nominated advisers with their due diligence assessment of a director's suitability to be a director of a company that will be traded on the Alternative Investment Market ('AIM'). Our bespoke NOMAD reports are specifically designed to address the requirements of the AIM Rules for Nominated Advisers 2014.

### **3<sup>rd</sup> Party Due Diligence**

We support clients before entering and during a business relationship with potential partners, intermediaries, suppliers, customers or agents, to satisfy anti-bribery and corruption regulations — such as the UK Bribery Act and US Foreign Corrupt Practices Act — and to mitigate reputational risk. We provide enhanced due diligence reporting with a focus on identifying risks posed by hidden ownership structures, links with government officials and previous investigations and allegations of corrupt or criminal practices.

Our services are timely,  
commercially relevant and  
competitively priced

## Private Office

**The Private Office at Salamanca Group has been designed to provide a better and more comprehensive service to help individuals and families manage their increasingly complex needs and busy lives. What sets us apart from other firms is our ability to draw on the wide range of Group services, capabilities and management expertise and the delivery of these services in-house.**

Our dedicated Private Office includes:

- Private Client Services
- Trust & Fiduciary

We understand that business and personal decisions are rarely made in isolation. Therefore, in addition to our dedicated services, the Private Office also provides our private clients with unique access to the wider capabilities of Salamanca Group. All are delivered in a personally tailored way that matches each client's needs so that they benefit from institutional quality without compromising on individual service.

We work closely with our clients and our interests are always aligned, offering practical guidance and assistance. This may be while they are going through a particular event, such as relocating to the UK, or simply requiring day to day support for themselves and their families. All our services can be delivered independently or as part of an integrated family office solution.

In an increasingly complex tax, legal and regulatory environment, we also recognise the benefit of working with external experts and regularly partner with the world's leading tax and legal advisors to implement tailored, multi-jurisdictional solutions. As an independent company, we can leverage our global network of carefully chosen financial institutions, advisors and investment managers. It is key to our approach and business culture that our clients are always supported by a team that they can trust.

Our clients come from all over the world and include entrepreneurs, CEOs, multi-generational families, celebrities and sports professionals. What they all have in common is a desire to lead a lifestyle that is secure and professionally managed with efficiency and complete discretion.



## Private Client Services



We ensure our clients lead a lifestyle that is secure and managed with efficiency and discretion

**We offer a full suite of services from education to security services and assisting with luxury asset acquisition, often working with clients looking to put down roots in the UK. Whichever services clients use, we work closely with them to help them make the most appropriate choices and to ensure that all family members and assets are well looked after.**

Core services include:

### **Education Advisory**

The in-house education team works to effectively manage relationships with families and educational stakeholders including registrars, headteachers and bursars. We provide a full continuum of services to address children's ever-evolving education needs, from first steps and nursery education to university education and first job. We are flexible and offer any or all of the following as required:

- Initial Consultation
- Academic Assessment
- Private Tuition
- School Selection, Visits & Administration
- University Consultancy
- Cultural Immersion Programmes
- Careers Advice & Mentorship

### **Lifestyle Management**

We work on a one-to-one basis with clients to facilitate clients' lifestyle requirements.

Tailored services include:

- Lifestyle Management
- Luxury Travel
- Event Management
- Staff Sourcing & Training
- Relocation

### **Marine**

We have in-depth experience helping clients who are prospective or existing owners of yachts. The Group's ownership of Marina Port Vell in Barcelona, Europe's most exciting new superyacht marina, gives us an unparalleled understanding and enables us to support clients across a broad spectrum of activities. Delivered through our exciting initiative OneOcean, which seeks to become a pre-eminent provider of exclusive superyacht services, we deliver services including:

- Yacht Acquisition & Build
- Marina Development
- Marketing
- Crew Placement
- Marine Events
- Yacht Charter

### **Property Services**

We expertly manage a full range of property services, ensuring the highest level of professionalism and attention to detail. Working closely with owners, trustees and agents, we provide a range of services to cater for each individual need:

- Acquisitions
- Sales
- Property Management
- Insurance
- Survey & Evaluation

### **Security Services**

With security at the heart of family life for many of our clients, we consider a range of risk areas to design the most appropriate security strategies for their specific needs, including:

- Security & Lifestyle Review
- Close Protection
- Crisis & Reputation Management
- Surveillance & Bug Sweeps

**The Trust & Fiduciary team provides extensive fiduciary and corporate services from Jersey, Geneva and Mauritius.**

The team works with international high net worth families to enable them to administer, grow and protect their wealth for future generations. We often work with the second and third generation beneficiaries. These long-term relationships, and a deep level of involvement, enable us to fully understand and enhance a family's personal, business and financial circumstances.

We provide trustee, fiduciary, administration and other professional services to an array of structures including all forms of trusts, private trust companies, foundations, partnerships, companies, family offices and escrow arrangements. These structures hold a variety of assets such as investment portfolios, real estate, private equity investments, private company shares, intellectual property, yachts, aircraft, artwork, antiques and bloodstock.

The structures are used by families for reasons such as:

- Corporate & Family Governance
- Risk Management
- Support & Assistance to Administer a Complex Portfolio of Assets & Investments
- Multi-jurisdictional Regulatory & Tax Compliance
- Wealth Management Selection, Monitoring & Cost Optimisation
- Asset Protection
- Confidentiality in Business & Personal Dealings
- Facilitation & Implementation of Structured Estate & Succession Planning Needs
- Next Generation Advisory Services
- Tax Optimisation
- Consolidation of Single or Multiple Assets Classes
- Cross-Border Investments
- International Executive Incentive Plans
- Philanthropy & Sustainable Investments

We enable families to administer, grow and protect their wealth for future generations

# Who Are We?

Founded in 2002 and privately owned, the Group is operated by its management team. We have a comprehensive track record of partnership and delivery across all our activities.



**Martin Bellamy**  
Chairman & CEO

Martin Bellamy founded Salamanca Group in 2002. Martin is responsible for running the Group, overseeing its continued development and, in particular, is focused on the development of a new style Merchant Banking model. Previously, Martin worked at WPP and served for 10 years as an officer in the British Army. He has a MBA from Reading University and is a Fellow of the Royal Geographical Society. In 1997, Martin rowed across the Atlantic Ocean in a boat named Salamanca.



**Uri Nachoom**  
Vice Chairman

Uri brings over 25 years of principal investing experience in the real estate industry where he has built up a substantial portfolio across retail, residential and office property markets and has advised businesses in the UK, Europe, China, Brazil and the Middle East. Uri takes a leading role in managing various key Group assets and investments around the globe.



**David Livingston**  
Chief Operating Officer

David Livingston co-founded Salamanca Group as Operations Director. He went on to establish the Group's Risk Management business in 2005 prior to its full merger into Salamanca Group in 2013. Preceding his time with the Group, David built upon a successful 13 year career in the British Army by consulting to the security and risk management sector on a global basis.



**Heyrick Bond Gunning**  
Managing Director

Heyrick Bond Gunning is responsible for managing all of the business units within Salamanca Group. Prior to joining the Group in 2006, he was the Managing Director of Security Consulting at Kroll, where he was also Head of Kidnap for Ransom. In 2000, he was the head of client engagement at Mergermarket, a financial services information provider, before which he served in the British Army. He is an INSEAD alumnus and in 2003 published his first book, 'Baghdad Business School'.



**Martin Devenish**  
Group Head of Strategy

Martin Devenish focuses on both existing activities and the strategic development of the Group going forward. Prior to joining Salamanca Group in 2014, Martin spent 22 years at Goldman Sachs, becoming a Managing Director in 1999 and a Partner in 2002. From 2006 Martin was Head of the Equity business in Central and Eastern Europe, the Middle East and Africa, and in January 2012 he became an Advisory Director with a particular focus on Sub Saharan Africa.



**Ed Butler CBE DSO**  
Executive Director,  
Group Business Development

Ed Butler CBE DSO is responsible for leading Salamanca Group's global business development team and for maintaining and developing all strategic relationships across the Group. Prior to joining Salamanca Group, Ed was CEO and founder director of a privately owned, strategic advisory company that provided a bridge for investors operating in emerging and frontier markets. Ed retired from the British Army as a Brigadier General in 2008 following a distinguished 24 year career.



**Rob Harford**  
Head of Corporate  
Risk Services

Rob Harford oversees and manages the delivery of the Group's Corporate Risk Services. Rob has considerable global experience in operational risk management having consulted to a wide range of corporate clients including the extractive sector, power generation, media, professional services and fast moving consumer goods. Prior to joining Salamanca Group in 2008 he served 13 years in the British Army.



**Catherine Gillibrand**  
Executive Director,  
Group Head of HR

Catherine Gillibrand was appointed Group Head of HR in November 2012 as part of a successful career within the Group that began in 2004. Catherine had a principal role in building the business, initially on the investment side before being appointed Chief Operations Officer for where she managed the Operational functions as well as being involved in the Group's corporate initiatives and principal investment activities. Prior to joining, Catherine had 13 years of commercial, residential and hotel property experience with Colliers International.



**ShaRon Kedar**  
Executive Director

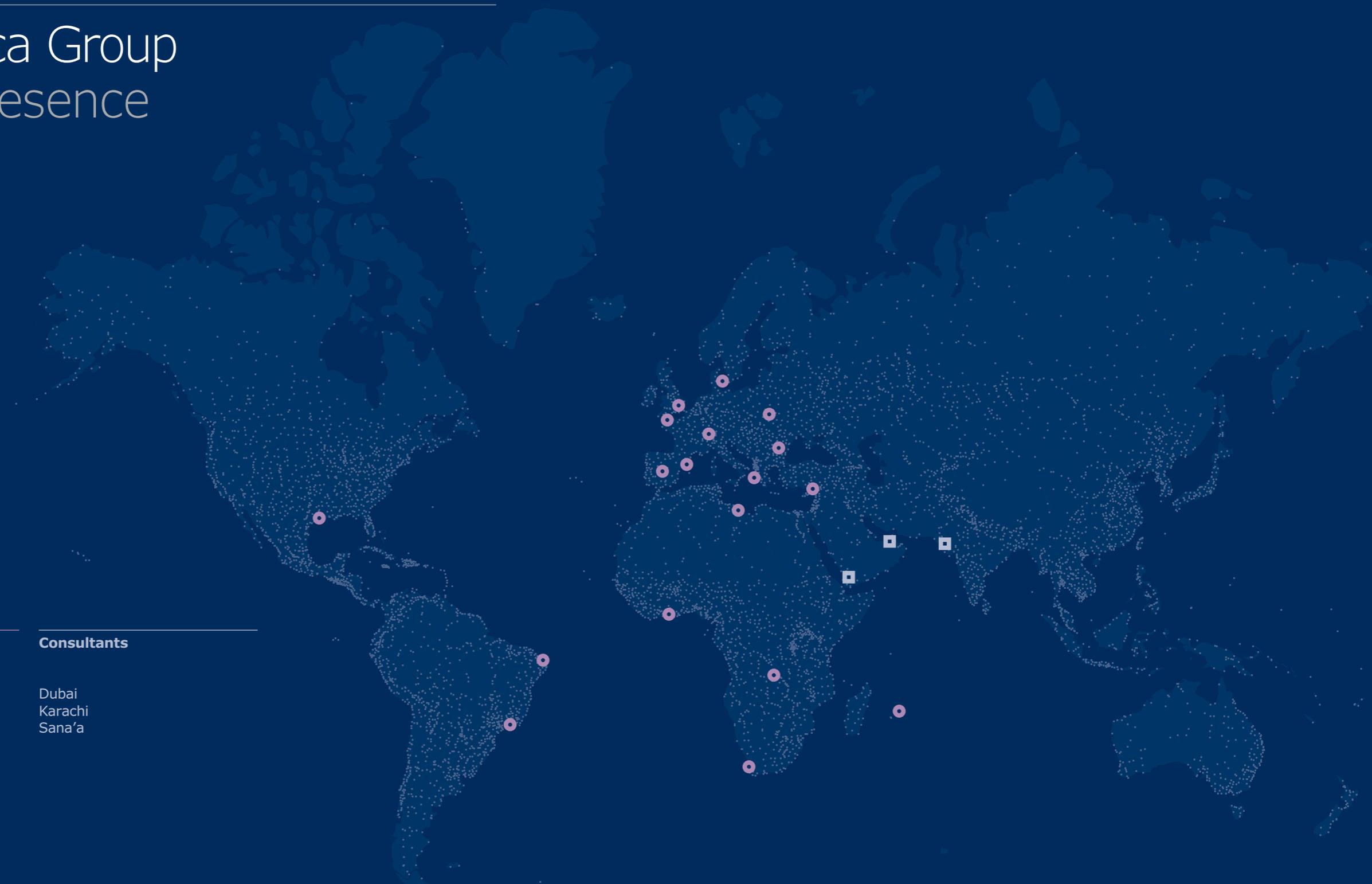
ShaRon Kedar is responsible for deal sourcing and has led a number of the Group's direct investments in the resources and heavy industry sectors across Asia, South East Asia and Europe. ShaRon has more than 18 years' experience in corporate finance, private equity and consulting in sectors ranging from metals and mining to real estate. Previously ShaRon was a Managing Director and Co-Founder of SRK Ventures, and he worked at RZH, now part of Numis Group.



**Andrew Cherry**  
Chief Financial Officer

Andrew Cherry brings over 25 years of experience in Finance, including 15 as a CFO. During this time Andrew has worked across all continents and within both listed and private equity companies. He qualified with Price Waterhouse before working for BAT, Cap Gemini, Vodafone and Cable & Wireless. Recent roles include Group CFO of Volex plc, and of Millennium & Copthorne Hotels plc. Andrew has a Bachelor of Science in Physics and an MBA from Kellogg School of Management.

# Salamanca Group Global Presence



## Offices

Accra  
Athens  
Barcelona  
Bucharest  
Cape Town  
Copenhagen  
Geneva  
Houston  
Limassol  
London  
Lubumbashi  
Madrid  
Mauritius  
Natal  
Rio de Janeiro  
St Helier  
Tripoli  
Warsaw

## Consultants

Dubai  
Karachi  
Sana'a

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## Important Notice

This document does not constitute an offer, invitation or inducement for investment financial, tax or other advice. Interested parties should form their own views. This document is being supplied to you solely for your own information. Salamanca Group reserves the right to change information in this document.

Salamanca Group's investment services are provided by Salamanca Capital Partners LLP (SCP) and its appointed representatives. SCP is registered in England and Wales with company no. OC350674 at 8th Floor, 50 Berkeley Street, London, W1J 8HA. It is authorised and regulated by the Financial Conduct Authority (FCA) with FRN 522491. SCP's regulated activities are strictly conducted with Professional Clients. Salamanca Group also carries on a range of activities that are not investment business and are not regulated by the FCA.

Salamanca Group®

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The Salamanca Group's Trust and Fiduciary companies includes:

- Salamanca Group Trust (Jersey) Ltd, regulated by the Jersey Financial Commission, registered number 58347, registered office One The Esplanade, St Helier, Jersey, JE2 3QA, Channel Islands;
- Salamanca Group Trust (Switzerland) SA, regulated by the Association Romande des Intermédiaires Financiers and a member of the Swiss Association of Trust Companies, registered office 1 Rue du Pré-de-la-Bichette, 1211 Geneva, Switzerland;
- Salamanca Group Trust (Mauritius) Ltd, regulated by the Mauritius Financial Commission, registered address Level 8C, Cyber Tower II, Ebene Cyber City, Mauritius.

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## Legal Notice

The information and statements contained in this document may not be relied on for legal purposes and are not intended to create an offer of contract or an invitation to treat. All forward-looking statements concerning Salamanca Group represent current intentions, which may change over the course of time or which may not be implemented. No warranties or other promises are made. The material in this brochure may not be relied upon in connection with any relationship with Salamanca Group or any of its subsidiaries or divisions. Liability shall not be excluded in respect of any fraudulent misrepresentation or which any person be pertained to have under the Financial Services and Markets Act 2000. Any person contemplating any contractual relationship with Salamanca Group must seek independent legal advice.

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**Salamanca Group**

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