

### **ELBISCO PRESENTATION**

May, 2006



### **Our Family...is our Strength**







### **Our Goal**

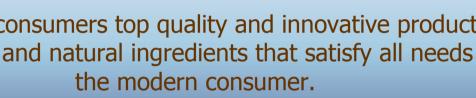
#### **GOAL**

The maximization of the Group's Corporate value for our shareholders, our consumers and our people with respect to nature and the society.



#### **VISION**

To offer consumers top quality and innovative products with fresh and natural ingredients that satisfy all needs of the modern consumer.









### *ELBISCO*

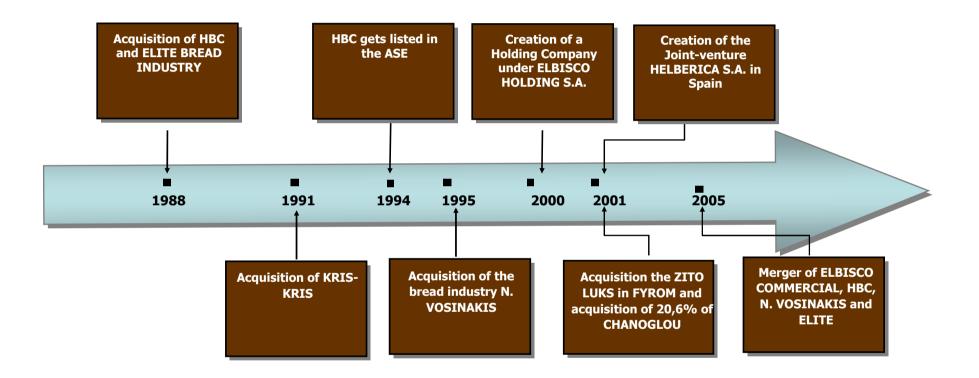


### **Our Corporate Values**

1. INNOVATION Be a leader in the food industry by continuously producing new valueadded products

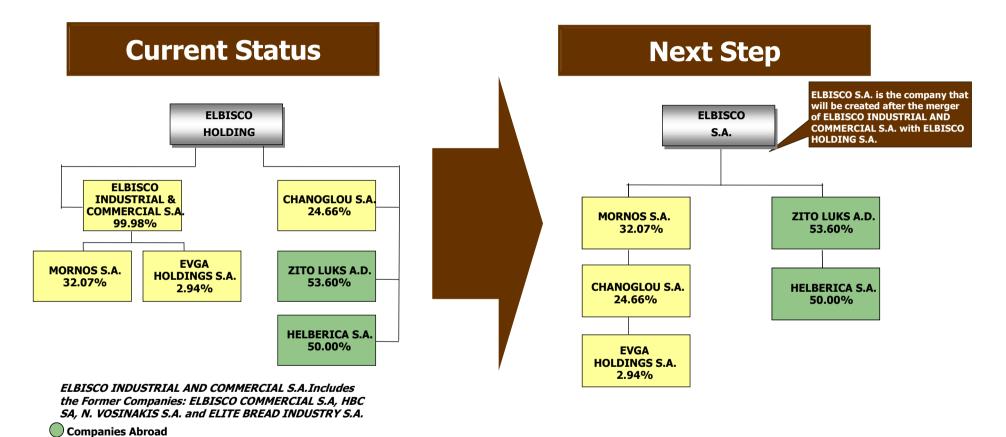
2. INTEGRITY Quality, product security (certification), sensitivity to environment, respect to society and the consumers 3. EFFICIENCY Achieve goals effectively, Drive results by being a 1<sup>st</sup>-runner (not a follower), win with winning customers

### **Company History**



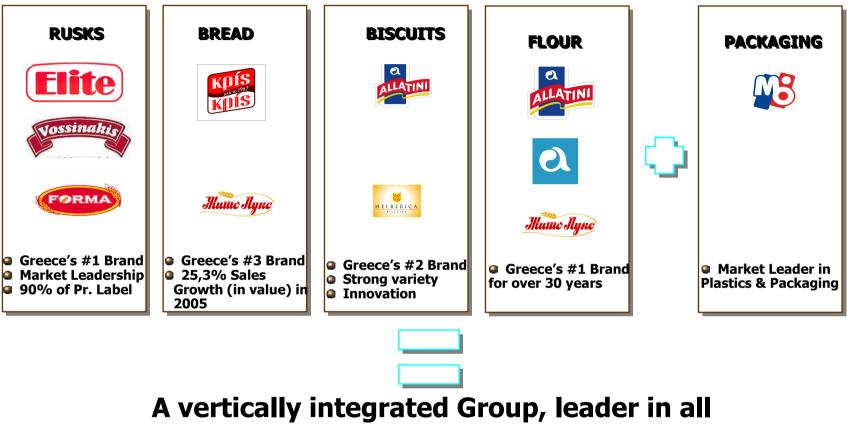


#### **Structure of the Group**





### **Portofolio of Brands**

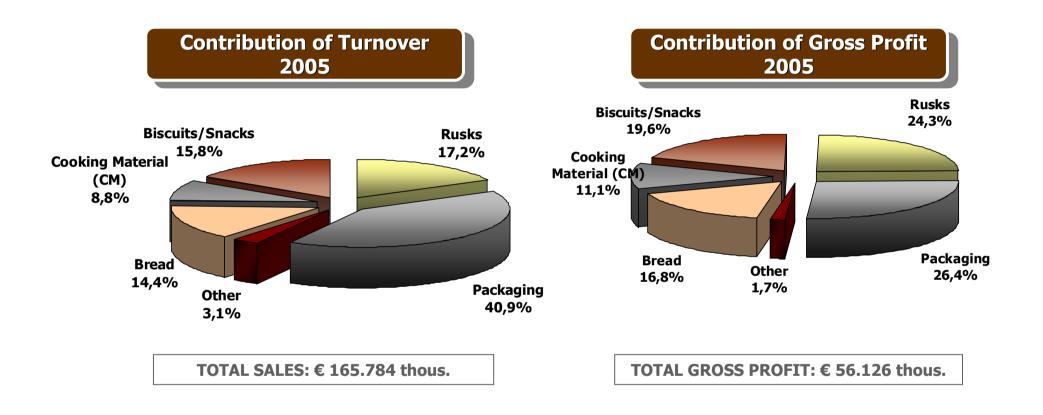


segments that we compete



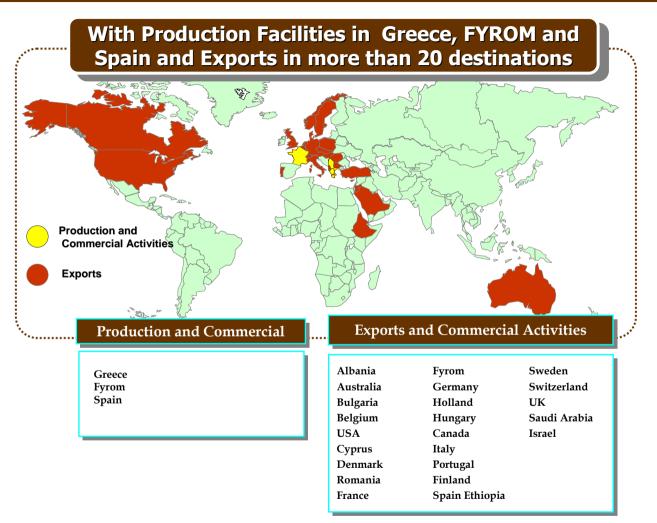
### **Product Category Split**

## *ELBISCO*

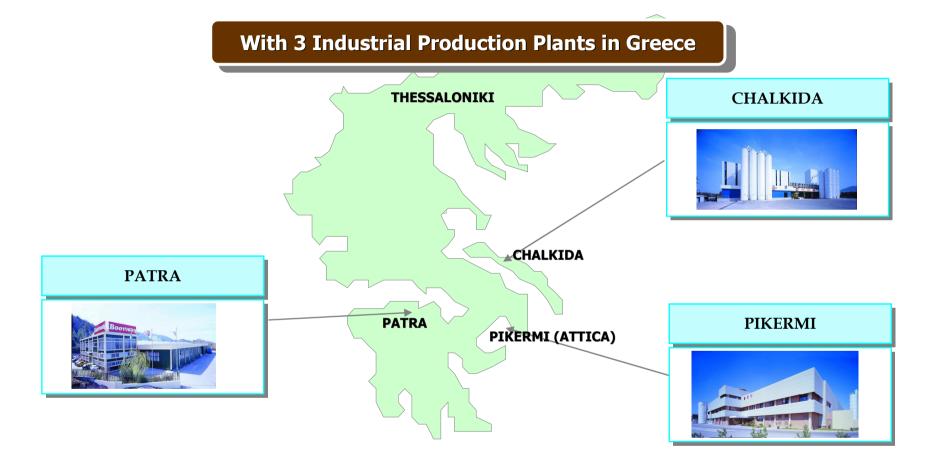




### **Our Global Presence**



### **Company's Facilities**





### **Industrial Facilities**

#### Activity

- Location: Glyfa, Halkida (19,120 m<sup>2</sup> production unit on a 94,134 m<sup>2</sup> plot)
- Production capacity (per annum) :
  - 16,000 tons of biscuits
  - 27,000 tons of packaged flour
- 13 lines of production

#### Products

• More than 75 kinds of biscuits, wafers and snacks under the brand name "Allatini"



14 types of flour under the brand name "Allatini"











### **Industrial Facilities**

#### Activity

Location : Drepano, Patras

(4,500 m<sup>2</sup> production area on a 38,000 m2 plot)

Production capacity (per annum) : 6,500 tons of rusks

Production of FORMA – VOSINAKIS rusks

Production of Private Labels



#### **Products**

8 kinds of rusks under the brand nameVossinakis (rusk, crumbs)



Rusks + Crumbs under the brand name Forma



1 AVE / FI

### **Industrial Facilities**

#### Activity

- Location : Pikermi, Attica
- (23,500 m2 production unit on a 45,000 m2 plot)
- Activity: Industrial production of rusks,
- bread in various forms and cakes
- Production capacity (per annum) : 14 000 tone of mucks 6 000 tone of
- 14,000 tons of rusks, 6,000 tons of fresh bakery products, 200 tons of Modified Atmosphere (MAP)
- 5,000 tons of frozen bakery products

#### Products

 15 types of rusks, 3 kinds of family cake and 2 kinds of mini cakes under the brand name Elite



**Q15** kinds of bread under the brand name KRIS-KRIS

















### **Our People**



- Our People is the <u>Heart</u> of Our Business"
  - $\checkmark\,$  Reward their Skills and Performance
  - ✓ Motivation Alignment
  - Activate Team Spirit which make our
     Company effective in achieving its goals.





#### *ELBISCO* Four Key Strategic Pillars to Achieve our Goal **Create brands** Expand Seek Create operational people love commercial sustainable network excellence competitive and reduce advantage our cost base through our people



- Manufacturing Efficiency & Asset Utilisation
- New Investments to anticipate increasing needs of production
  - ✓ Will lead to productivity increases
- Achieve Better Prices on Raw Materials keeping the same product quality on raw materials (i.e. flour, Sugar, Cocoachocolate)
  - ✓ <u>Stripping out our Cost Base</u>



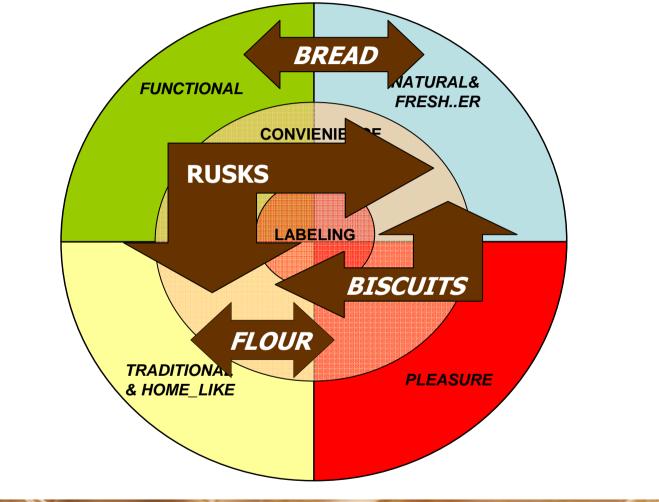




- Build Superior Consumer Brand Value (Be consumer's 1<sup>st</sup> Choice)
- Focus on Innovation
- Positive orientation towards Nutritional Added Value products
  - ✓ Healthy
  - ✓ Nutritionally correct
  - ✓ Functional
- Invest in strong R&D based on the ability to transform consumer insights, taste and nutritional value into a competitive advantage



### ELBISCO's "Added-Value" Strategy Platforms







### **Commercial Activities**

#### Activity

Headquarters : Pikermi, Attica

• Core activity : Sales, Marketing & Distribution of all the ELBISCO Group products



#### **Distribution Channels**

**Q** 21 Distribution centers in all major cities

Network of 52 exclusive agents and special associates for Provincial Greece

Sales Department : 115 representatives = direct sales, Merchandising, commercial representatives control

**G**Total coverage : about 23,500 sales points

Exports in over 20 countries





- In 2005, total bread market in Greece was about 720.000 tns in volume (€1,5bn in value)
- From the above, **90%** in value, (92% in volume) of total bread sales was carried out via traditional bakeries
  - ✓ In Greece there are about 14.000 bakery shops
- Packaged bread accounts for **10%** in value (7,5% in volume) of total bread sales
  - ✓ In the packaged bread the main players are: ELBISCO with the brand name KRIS-KRIS Katselis Karamolegos Local Producers
    - Private Labels
- Bake-off is approximately 1% of the current bread market (legislation issues)

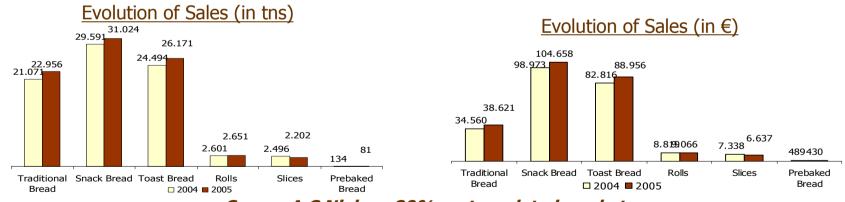
| VOLUME (in ths) |         |                |  |  |  |  |
|-----------------|---------|----------------|--|--|--|--|
| Bread           | tns     | % contribution |  |  |  |  |
| Bakeries Shop   | 660.800 | 91,8%          |  |  |  |  |
| Bake Off        | 5.000   | 0,7%           |  |  |  |  |
| Packaged Bread  | 54.060  | 7,5%           |  |  |  |  |
| Total           | 719.860 | 100%           |  |  |  |  |

| VALUE (in '000€)                              |           |                |  |  |  |  |  |  |
|---|-----------|----------------|--|--|--|--|--|--|
| Bread   | '000€     | % contribution |  |  |  |  |  |  |
| Bakeries Shop (Average Price per kgr: 2,00€)  | 1.321.600 | 89,7%          |  |  |  |  |  |  |
| Bake Off (Average Price per kgr: 1,74€)       | 8.700     | 0,6%           |  |  |  |  |  |  |
| Packaged bread (Average Price per kgr: 2,66€) | 143.800   | 9,8%           |  |  |  |  |  |  |
| Total Bread                                   | 1.474.100 | 100%           |  |  |  |  |  |  |



#### Packaged Bread - 2005 Actual

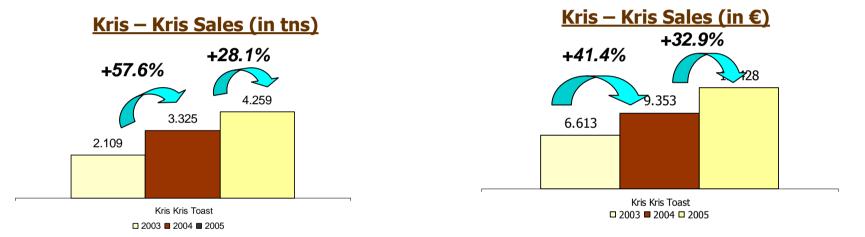
- In 2005, the total packaged bread market increased by +7.2% in value (+6.4% in volume) due to the increased sales of:
  - ✓ traditional bread (27% in value and 43% in volume of ttl packaged bread market) by +11.7% in value and +8.9% in volume
  - ✓ sliced toast bread (62% in value and 48% in volume of ttl packaged bread market) by +7.4% in value and +6.8% in volume
  - ✓ rolls bread (6% in value and 5% in volume of ttl packaged bread market) by +2.8% in value and +1.9% in volume



Source A.C Nielsen 80%, extrapolated market

### **Kris-Kris – The Great Opportunity**

In 2005, ELBISCO's sales of sliced toast bread increased by +32.9% in value (+28.1% in volume) vs. 2004, with the toast bread market rising by only +7.4% (+6.8% in volume). This is due to the successful launch (Sept. 2005) of the new value-added sliced toast breads ("Slices of Life") source A.C Nielsen & Ex Factory Sales

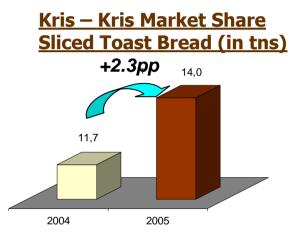


In the first two months of 2006 (Jan-Feb 2006 vs. Jan-Feb 2005), ELBISCO's sliced toast bread sales increased both in value +49.6% and in volume 46.4% *source Ex Factory Sales*

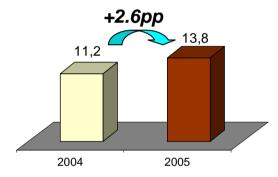


### Kris-Kris – The Great Opportunity (cont'd)

In 2005, ELBISCO's sliced toast bread market share increased both in volume and in value *source A.C Nielsen* 









#### *ELBISCO* Kris Kris (New Launches for 2005) - "Slices of Life"

- In September 2005, ELBISCO launched 2 value added sliced toast breads under the brand Kris- Kris with the sub-brand name "Slices of Life":
  - ✓ Kris Kris "Slices of Life" Wheat: the only sliced toast wheat bread (in Greece) with the nutritional value of a a whole-wheat bread.
  - ✓ Kris Kris "Slices of Life" Wholewheat: the only sliced toast (in Greece) 100% whole-wheat bread with Omega-3.





### Bread – 3 year Strategy Plan

#### ELBISCO's main goals for **2006-2008** mainly focus on:

- increasing our market share in volume and in value by continue achieving significantly higher growth rates than the expected growth in the sliced toast bread market by:
  - Iaunching new value—added toast (high nutritional products) sliced breads (in 2006 Kris Kris "Slices of Life" accounts for 31% in value of total Kris Kris Toast Bread and 30% in volume),
  - ✓ expanding our distribution channel all over Greece
  - ✓ implementing Below The Line Activities so as to establish Kris Kris "Slices of Life" as the only brand with High Nutritional Values
  - $\checkmark$  supporting the existing ones



 ✓ gaining from the strong opportunities that will arise from the upcoming liberalization of the bake-off market (market is estimated to reach 30.000 tns which implies an extra €2.2 million if we assume that ELBISCO captures 20%-25% of total bake-off sales)



### Flour – Market Information (Greece)



- In 2005, total flour market in Greece was about **34,000 tns** in volume (€31,6 mn in value)
- It is a mature and almost flat market in volume (+0,2%), and a decreasing in value terms (-2%), vs. 2004
- The main players in the industry, are: ELBISCO, with the brands ALLATINI & ELITE MYLOI AG.GEORGIOU GIOTIS

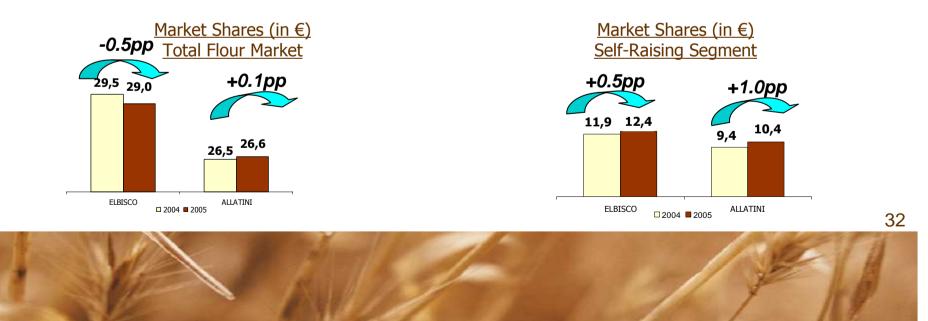
Private Labels (acquired 15,2% of the market)

- ELBISCO is the leader (1<sup>st</sup>) in the flour industry, the category with the highest company margins, with a market share of 29% in volume. ALLATINI brand is a very strong, traditional yet modern and well-established brand name in the Greek market
- The rising penetration of private labels (many small own labels i.e. retailers with very low price), is the main reason for not experiencing positive growth rates in value terms in the recent years



### Packaged Flour – 2005 Actual

- In the non-self raising segment, which is increasing and represents the 73% of the total flour market, ELBISCO is the absolute leader, with a market share of 32% in volume and 35% in value
- In the self-raising (Farina) segment, which is decreasing by -3% in volume and -6% in value, and represents 27% of total Greek market, ELBISCO is the only player (3<sup>rd</sup>), along with private labels, that increased its volume market share to 14% vs. 11,9% in 2004. This was mainly due to Farina ALLATINI which is experiencing a continuous growth over the last years
  - ✓ During 2005, ALLATINI volume share increased from 9,3% to 12%



# **Flour (New Launches for 2005) – "Special Flours"**

In 2005, ELBISCO's sales on flours increased by +4% in value, despite the decrease of -2% of the Total market. This is due to higher sales, attributed to Allatini brand:



- Allatini Special Flours, represent the 10% of Elbisco flour sales. Market share gained by "Yellow" & "Extra Strong": 3% in value.
- Sept. 2005: Launch of 2 new value-added Special Flours:
  - ✓ "Wholemeal" (for baking traditional wholemeal bread)
  - ✓ "Instant" (for instant sauces, bechamel etc).





- ELBISCO' s main goals for 2006-2008, mainly focus on:
  - $\checkmark\,$  Maintain our market share in value, in a decreasing market
  - ✓ Build on brand differentiation between ALLATINI flour vs. Private Labels (consumers trust ALLATINI flours, which guaranty quality results in their food).
  - ✓ Invest in marketing activities (consumer promotions/competitions) that build brand loyalty, in order to compete private labels
  - $\checkmark$  Increased distribution of new ALLATINI Special Flours
  - ✓ Further increase in market share of FARINA ALLATINI (competitive pricing strategy, effective volume offers & gift on packs to our consumers).
  - Qualitative consumer research in order to identify new brand opportunities



### **Bakery Market – Market Information (Greece)**

In Greece, the total bakery market is estimated about 22.000tns (or €84mn) Source A.C Nielsen 85%, extrapolated market

#### • The total bakery market consists of:

- ✓ rusks
- ✓ crisps
- ✓ bread sticks

| VOLUME (in tns)    | 2004   | 2005   | 2005 vs 2004 (%) | VALUE (in '000€)   | 2004   | 2005   | 2005 vs 2004 (%) |
|--------------------|--------|--------|------------------|--------------------|--------|--------|------------------|
| Ttl Rusks          | 15.310 | 15.342 | 0,2%             | Ttl Rusks          | 54.658 | 54.199 | -0,8%            |
| Ttl Crisps         | 4.377  | 4.891  | 11,7%            | Ttl Crisps         | 17.533 | 20.452 | 16,6%            |
| Ttl Bread Sticks   | 1.136  | 1.561  | 37,4%            | Ttl Bread Sticks   | 6.245  | 8.888  | 42,3%            |
| Ttl Baked Products | 20.823 | 21.794 | 4,7%             | Ttl Baked Products | 78.436 | 83.539 | 6,5%             |



### **Rusks – Market Information (Greece)**

#### **RUSKS**

- In 2005, rusks accounted for **70.0%** in volume (**15.300tns**) and 65.0% in value (€ 54.2mn) of total bakery sales *Source A.C Nielsen* 85%, extrapolated market
- In 2005, the total rusks' market remained **stable** in volume while decreased by -0.8%, in value terms mainly due to the increasing power of private labels
- In the rusks market the main players are:
  - ✓ ELBISCO with the brand names ELITE, FORMA and VOSINAKIS
  - ✓ PAPADOPOULOS
  - ✓ Private Labels (ELBISCO is currently producing almost 90% of private labels in Greece)



# **ELBISCO** Crisps & Breadsticks - Market Information (Greece)

#### **CRISPS**

- In 2005, crisps accounted for 22.4% in volume and 24.5% in value of total bakery market sales Source A.C Nielsen 85%, extrapolated market
- In 2005, the crisps market has shown a double-digit growth (+11,7% in volume and +16.6% in value) Source A.C Nielsen 85%, extrapolated market
- In the crisps market the main players are:
  - ✓ ELBISCO with the brand name ELITE
  - ✓ PAPADOPOULOS
  - ✓ KATSELIS
  - ✓ Local Producers
  - ✓ Private Labels

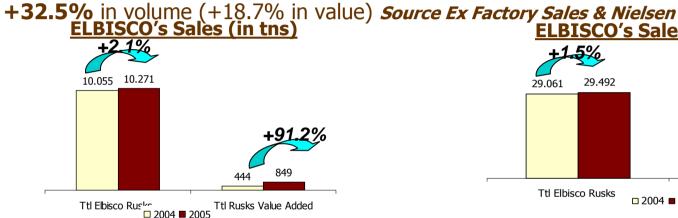
#### **BREAD STICKS**

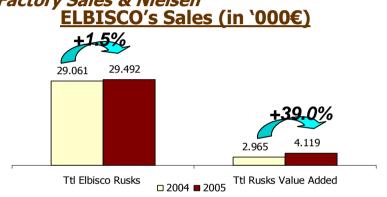
- In 2005, bread sticks accounted for 7.2% in volume and 10.6% in value of total bakery market sales *Source A.C Nielsen 85%, extrapolated market*
- In 2005, the market for bread sticks increased by 37.4% in volume and by +42.3% in value Source A.C Nielsen 85%, extrapolated market
- The main players are:
  - ✓ ELBISCO with the brand name ELITE
  - ✓ KATSELIS
  - ✓ PAPADOPOULOS
  - ✓ Local Producers
  - ✓ Private Labels



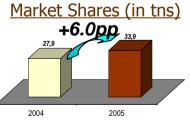
### **ELBISCO** outperformed the rusks market

- In 2005, despite the flat trend of the market, ELBISCO's sales **increased by +1,5%** in value (+2,1% in volume) *Source Ex Factory Sales*
- ELBISCO's sales on value added rusks products for 2005 **increased by +39.0%** in value and by **+91.2% in volume**, while the sub-market of value added rusks increased by





In 2005, ELBISCO's market share on value added rusks has increased by +6.0pp due to the new launches of Elite rusks no salt and Elite "HORIATIKI"



### **Rusks (New Launches for 2005)**

### • In 2005, ELBISCO:

- ✓ launched Elite "HORIATIKI" (traditional type of rusks),
- ✓ launched family packs for Elite No Salt



✓ ELBISCO developed two new TVCs:
 ✓ Elite No Salt
 ✓ Elite Corporate



ELBISCO's main goals on rusks for **2006-2008** mainly focus on:

- increasing our market share in value by continue achieving higher growth rates than the corresponding growth in volume for the market by:
  - building on the concept "cereals: the base of nutrition" via Elite
     brand
  - developing & launching new value added rusks (high nutritional values) via Elite brand
  - concentrating on higher growth segments like traditional crisps via
     Elite brand
  - $\checkmark\,$  supporting the existing ones

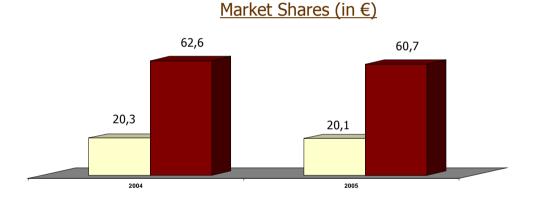
### **Biscuits – Market Information (Greece)**

- In Greece, the total biscuits market is estimated at 19.900 tns or **€106mn**
- In 2005, the biscuits market reversed the declining trend of the previous years and increased by 2.2% in value (+1.2% in volume) source A.C Nielsen
- The main players in the industry are:
  - $\checkmark$  ELBISCO with the brand name ALLATINI
  - ✓ PAPADOPOULOS
  - ✓ Private Labels
- The market has a conservative profile; foreign players with very small market shares
- However impulse buying, generates opportunities for <u>novelties</u> that involve latest trends (i.e health concept, chocolate covered etc.)



### **ALLATINI Brand outperformed the market**

Despite the highly competitive environment, with branded players losing market shares against private labels, ALLATINI achieved to **maintain the same market share** (in value terms), while slightly decreased by 0.8p.p. in volume terms, reaching 18.3% vs. 19.1% in 2004



□ TTL ELBISCO SWEET & SALTY ■ TTL PAPADOPOULOU SWEET & SALTY

■ However, sales on ALLATINI biscuits have increased by 5% (2.8pp higher than the market) reaching €26.7mn vs. €25.4mn in 2004



### **Biscuits (New Launches for 2005)**

- New Launches on biscuits concentrated on exploring opportunities with:
  - ✓ chocolate (Chocolate Petit Beurre & Digestive, Soft Kings orange-filled with chocolate cover and Soft Kings triple choco with chocolate cover)











health trend (Digestive Light and Wholemeal Petit Beurre)  $\checkmark$ 

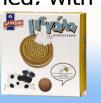




well-being (with vitamins, naturally enriched, with calcium, etc.)  $\checkmark$ 







### Cake – A market with unique growth potential

- Cake business reveals a unique growth potential for the total bakery industry, taking into consideration the following facts:
  - ✓ The total **packaged** cake market is about **3.500 tons**
  - This accounts only for the **30%** of the total cake market that is sold **through retailers** who import low quality, cheap products or sell small unbranded products
  - The remaining 70% of the total cake market is sold through traditional local bakeries or pastry shops



### "ELITE cakes" – A great Opportunity

- Elite cake sales have shown a tremendous growth rate of 64% reaching €1.75mn in 2005 vs. €1.07mn in 2004, while volume sales have almost doubled reaching 342 tns in 2005 from 188 tns in 2004
- According to the Company's business plan, Elite Cake reveals a unique growth potential, taking into consideration the following facts:
  - Elite has invested heavily in acquiring the latest advanced technology equipment and has developed a first class production facility
  - Elite has invested in order to improve distribution of fresh bakery products



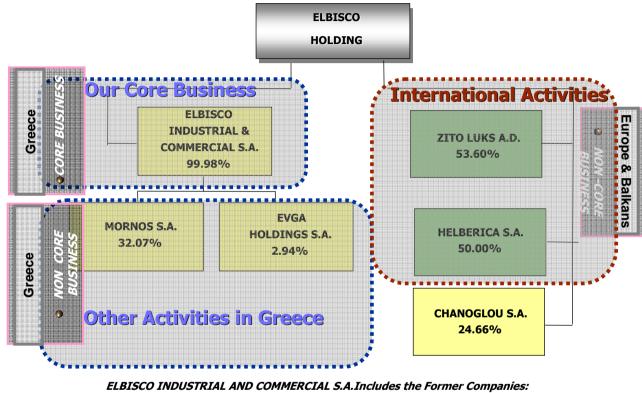
✓ Elite Cake, uses the **power of a strong brand name**, with 40 years high penetration and almost 100% awareness in every Greek family

### **Biscuits – 3 year Strategy Plan**

### ELBISCO's main goals on biscuits for 2006-2008 mainly focus on:

- Reinforce our good sales performance in a highly competitive market, while altering market shares, to growth again, as the innovator in biscuits
- Concentrate on higher growth segments
- ✓ Grow with a promptly and spread geographical **distribution**
- ✓ Build on functional products (**high nutritional valued products**)
- New targeted advertising campaign, to increase brand awareness mainly on high volume categories
- ✓ Build on **modernity**, **innovation** and "**differentiation**" across categories
- ✓ Invest in activities (ATL, BTL, Trade), while building a long term relationship of trust with consumers
- Invest in countries that present elevated opportunities

### Non Core Activities of the Group

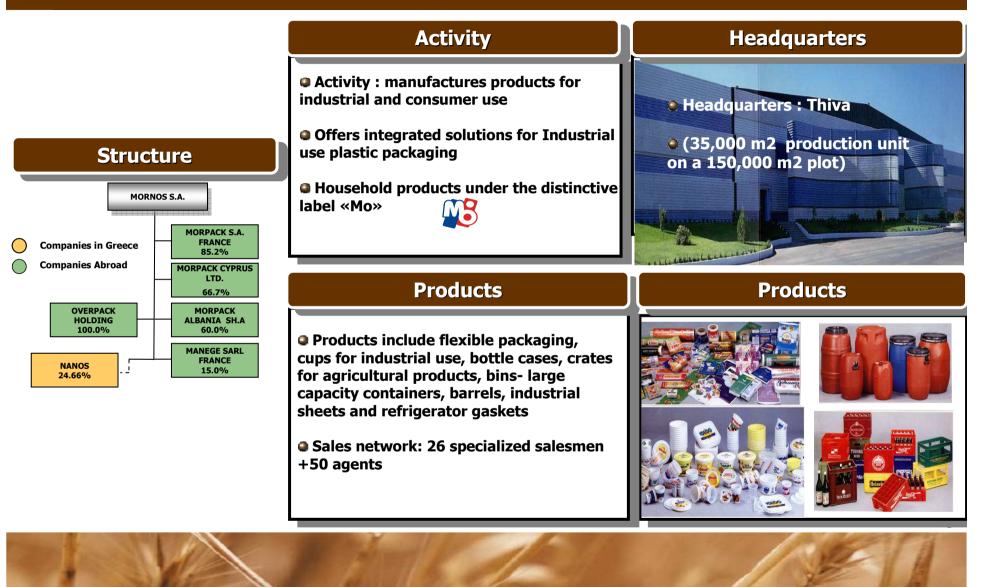


ELBISCO INDUSTRIAL AND COMMERCIAL S.A. Includes the Former Companies: ELBISCO COMMERCIAL S.A, HBC SA, N. VOSINAKIS S.A. and ELITE BREAD INDUSTRY S.A.

Companies Abroad



### **MORNOS S.A.**

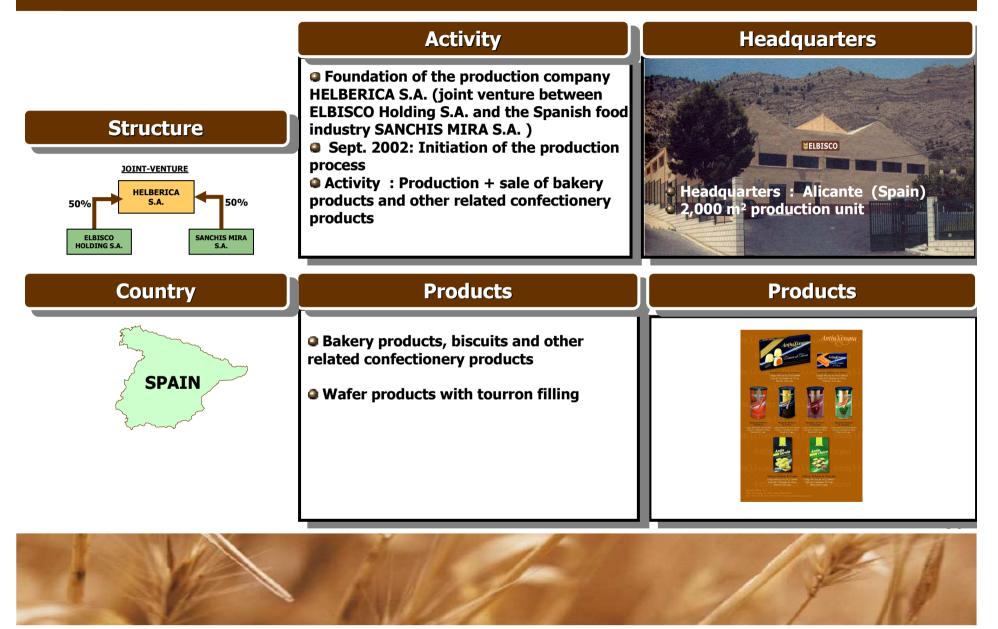


## ZITO LUKS S.A.

|         | Activity  | Headquarters  |
|---------|---|---|
|         | <ul> <li>Activity : Production and marketing of flours, bread and bakery products</li> <li>Exploitation of 129 different types of privately owned outlets (bakeries, mini markets, cafe)</li> </ul> | • Headquarters :Skopje<br>• 112, 067 m <sup>2</sup> of facilities and plots |
| Country | Products  | Products  |
| FYROM   | <ul> <li>8 types of packaged flour</li> <li>22 types of bread</li> <li>83 types of other products<br/>(bakery products, pizzas, sweets)</li> </ul>  | <image/>  |



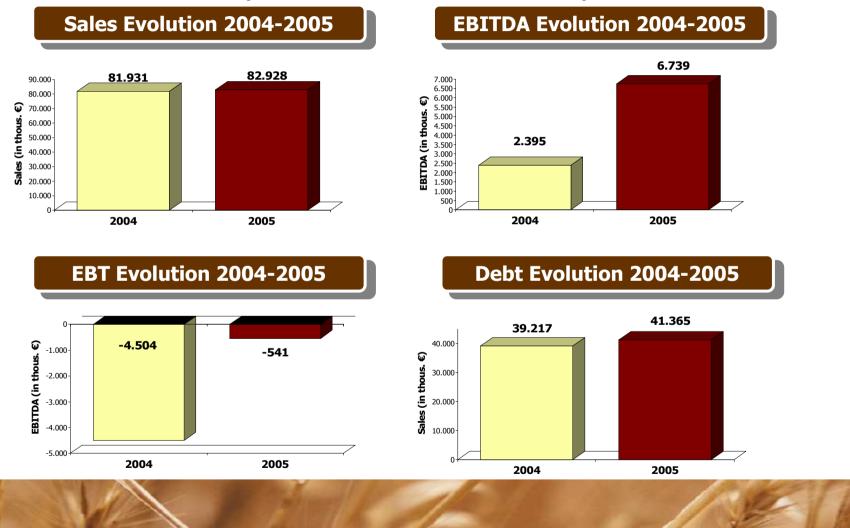
### **HELBERICA S.A.**



### ELBISCO S.A. - Financials 2005 vs. 2004

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#### ELBISCO INDUSTRIAL AND COMMERCIAL S.A. (AFTER THE MERGER OF EDO COMPANIES)



### **ELBISCO S.A. - P&L Statement**

| ELBISCO INDUSTRIAL AND COMMERCIAL S.A. | FY2004 |        | FY2005 |        |
|--|--------|--------|--------|--------|
| NET SALES                              | 81.931 | 100,0% | 82.928 | 100,0% |
| COGS                                   | 50.320 | 61,4%  | 45.284 | 54,6%  |
| GROSS PROFIT                           | 31.611 | 38,6%  | 37.644 | 45,4%  |
| OTHER INCOME                           | 2.191  | 2,7%   | 342    | 0,4%   |
| GROSS CONTRIBUTION                     | 33.802 | 41,3%  | 37.985 | 45,8%  |
| DISTRIBUTION & SELLING EXP.            | 30.179 | 36,8%  | 30.329 | 36,6%  |
| ADMINISTRATIVE EXPENSES                | 5.616  | 6,9%   | 5.783  | 7,0%   |
| TOTAL EXPENSES                         | 35.795 | 43,7%  | 36.112 | 43,5%  |
| OPERATING PROFIT                       | -1.993 | -2,4%  | 1.873  | 2,3%   |
| DEPR. & LEASING                        | 4.389  | 5,4%   | 4.865  | 5,9%   |
| EBITDA                                 | 2.396  | 2,9%   | 6.738  | 8,1%   |
| INTEREST EXPENSES                      | 2.511  | 3,1%   | 2.414  | 2,9%   |
| PROFIT BEFORE TAX                      | -4.505 | -5,5%  | -541   | -0,7%  |



### **Consolidated P&L Statement**

**ELBISCO** 

| ELBISCO GROUP (CONSOLIDATED) |            | FY2004  |        | FY2005  |        |
|------------------------------|------------|---------|--------|---------|--------|
| NET SALES                    | <u>ו</u> ו | 165.549 | 100,0% | 165.784 | 100,0% |
| COGS                         |            | 116.185 | 70,2%  | 109.658 | 66,1%  |
| GROSS PROFIT                 |            | 49.364  | 29,8%  | 56.126  | 33,9%  |
| OTHER INCOME                 | ] [        | 1.394   | 0,8%   | 1.452   | 0,9%   |
| GROSS CONTRIBUTION           |            | 50.758  | 30,7%  | 57.578  | 34,7%  |
| DISTRIBUTION & SELLING EXP.  | ] [        | 39.026  | 23,6%  | 39.444  | 23,8%  |
| ADMINISTRATIVE EXPENSES      |            | 14.325  | 8,7%   | 11.891  | 7,2%   |
| TOTAL EXPENSES               |            | 53.351  | 32,2%  | 51.335  | 31,0%  |
| OPERATING PROFIT             |            | -2.593  | -1,6%  | 6.242   | 3,8%   |
| DEPR. & LEASING              |            | 9.864   | 6,0%   | 9.740   | 5,9%   |
| EBITDA                       |            | 7.271   | 4,4%   | 15.982  | 9,6%   |
| INTEREST EXPENSES            |            | 5.077   | 3,1%   | 7.518   | 4,5%   |
| PROFIT BEFORE TAX            |            | -7.669  | -4,6%  | -1.276  | -0,8%  |



### In summary

#### STRENGTHS

- ✓ Leading Group in the Food Sector
- ✓ With a Vertically intergrated portfolio of companies
- And Long-Established Leading Brands in terms of volume and market shares
- ✓ Growing in all markets where it operates
- ✓ With a well defined and proved operating model
- Management with experience and extensive track record in the food industry
- Stable cash flow generation with a balanced portfolio of products and markets
- ✓ Prepared to grow internationally and through R&D

#### **OPPORTUNITIES**

- ✓ Further Top Line Growth due to New Launches
- ✓ Enhancement of Profitability
- Significantly improvement of Cash Flow Position in the next years
- ✓ Further growth of Market Shares and Points of Sales
- ✓ Focus on brands and large-volume basic line categories
- ✓ Development of value-added products
- Cost Control with goal to increase margins taking also advantage the synergies and cost efficiencies of the recently completed merger
- ✓ Improvement of internal organisation and operation

## ...OUR TOP PRIORITY: WEALTH CREATION FOR OUR SHAREHOLDERS..



#### Safe Harbor Statement

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