

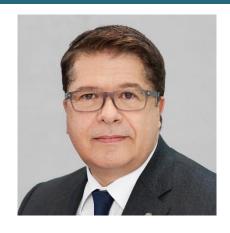
### **Executive Board**

### **Areas of responsibility**



Cem Peksaglam CEO

Strategy, HR, legal matters, compliance, real estate, investor relations, corporate communication, sustainability



Wilfried Trepels
CFO

Finance, audit, IT



Alexander Greschner CSO

Sales, logistics, service, marketing



Martin Lehner CTO

Procurement, production, technology, quality

until August 2017 since January 2017 since January 2017 since 2007







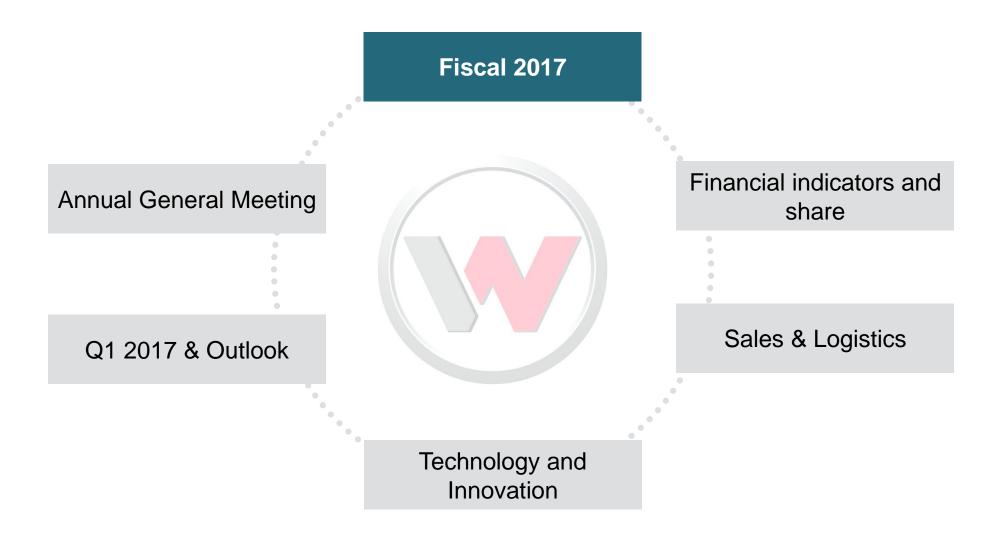
### 2017 Annual General Meeting of Wacker Neuson SE

**Executive Board Report** 

May 30, 2017



### Content





# Highlights of fiscal 2016



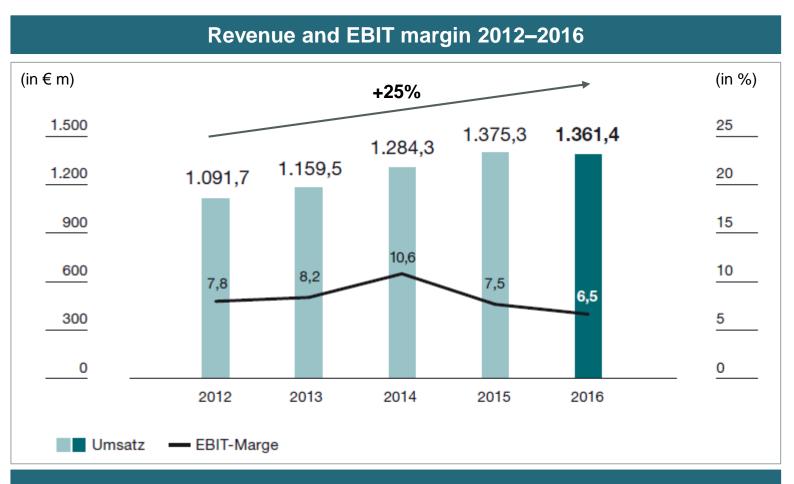
- FY revenue at PY's level (€ 1,36bn; -1% in €, adjusted by currency effects +0.3%)
- Solid revenue growth in Europe (+4%; € > 1bn)
- Successful bauma fair and innovations setting benchmarks
   (e.g. electric wheel loader, battery-powered rammers)
- progress on many strategically important projects (e.g. SAP, eStore, standardization, logistics, aftermarket, digitalization)
- Relocation of R&D center from Munich to Reichertshofen (Germany)
- Expansion of international reach
  - New plant in Brazil
  - Groundbreaking for new plant in China
- Alliance with HAMM AG proves to be successful (rollers)
- Good financial position (equity ratio: 69%; gearing: 19%)
- Positive free cash flow (€ 29m, +61%)



- Challenging market environment in energy sector (oil & gas), agricultural and mining sector as well as persisting market weakness in Latin America, South Africa and South Pacific
- Weak business in Americas (revenue -16%)
  - Strong margin business of light equipment was affected by crisis-hit markets (oil & gas)
  - Skid steer production line in US (ramp-up with difficulties and delays)
- New non-harmonized emission regulations on diesel engines blocked resources and increased R&D costs
- Negative FX translation effect on revenue 2016: -1.3pp
- EBIT margin reduced by 1pp from 7.5% to 6.5% in 2016 (€ 88m)
- Working capital with 42% of revenue still too high (esp. inventories)



# 5-year-comparison

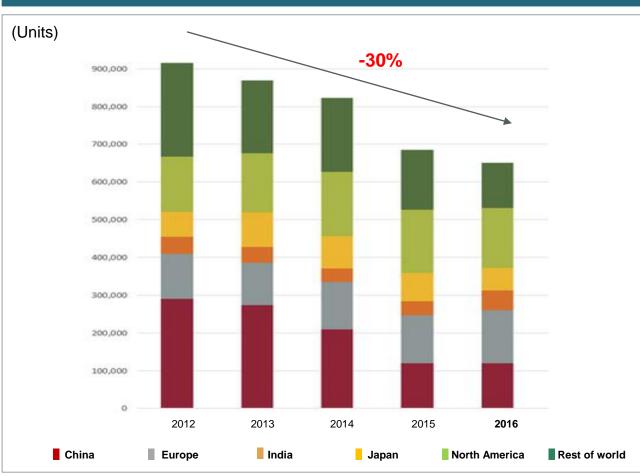


€ 508m EBIT over the last five years, average of € 102m per year



### Global construction machinery lowest in 5 years

### Global unit sales of construction equipment



Source: Off-Highway Research, March 2017

#### **Development since 2012**

- Construction equipment sold in 2016 represented the bottom of the industry's economic cycle
  - → Global unit sales -30%

#### Trends 2016

- Sales were affected by weak economic growth worldwide and low global prices for many commodities
- Europe and North America suffered a 3 percent fall
- China: Chinese market bottomed-out in 2016 after five years of steeply falling sales (2016 sales still <30% of peak level 2011)

In comparison: Wacker Neuson Group unit sales with Compact Equipment 2012–2016: +38%

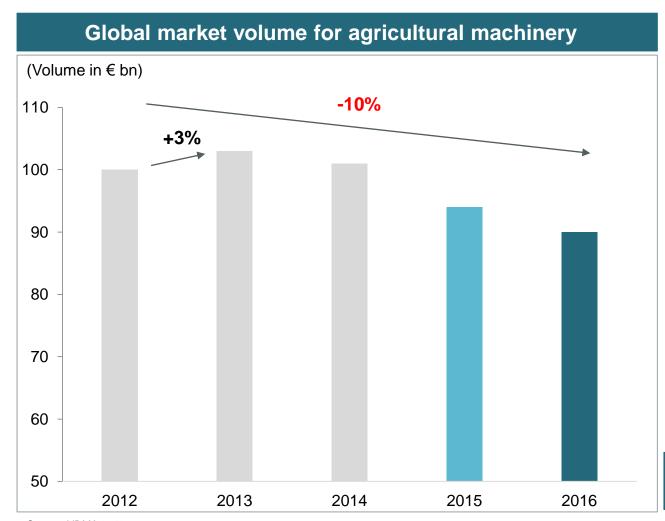


# 2016: Comparison with peer group (construction equipment)

### Revenue (2016 vs. 2015) in local currency Company Change revenue 2017 vs. 2016 in local currency Peer 1 (in ¥) 6% Peer 2 (in €) 3% -1% Wacker Neuson (in €) -1% Peer 3 (in SEK) -3% Peer 4 (in SEK) -3% Peer 5 (in ¥) Peer 6 (in ¥) Peer 7 (in US-\$) -10% Peer 8 (in ¥) -11% Peer 9 (in ¥) -12% Peer 10 (in US-\$)



### Global agricultural machinery -10% in 4 years



#### **Development since 2012**

- 2016 represented the bottom of the industry's economic cycle for agricultural machines
  - → Global market volume -10%

#### **Trend 2016**

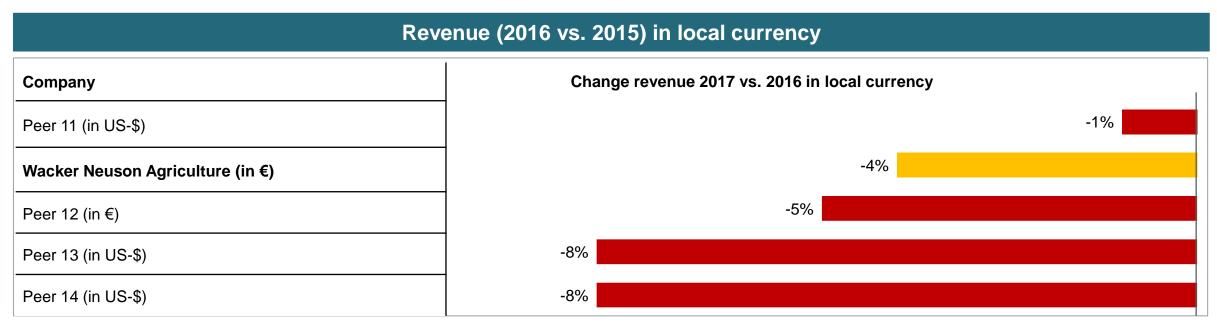
- High saturation level in leading markets (USA, EU)
- Low producer prices (milk, corn and grain)
- Trade barriers (eg. Russia, Argentina)
- Political and economical instabilities, uncertain future financing options or support by government (eg. Russia, Brazil, Turkey, China)

In comparison: Wacker Neuson agricultural revenue 2012–2016: +11%

Source: VDMA 2016



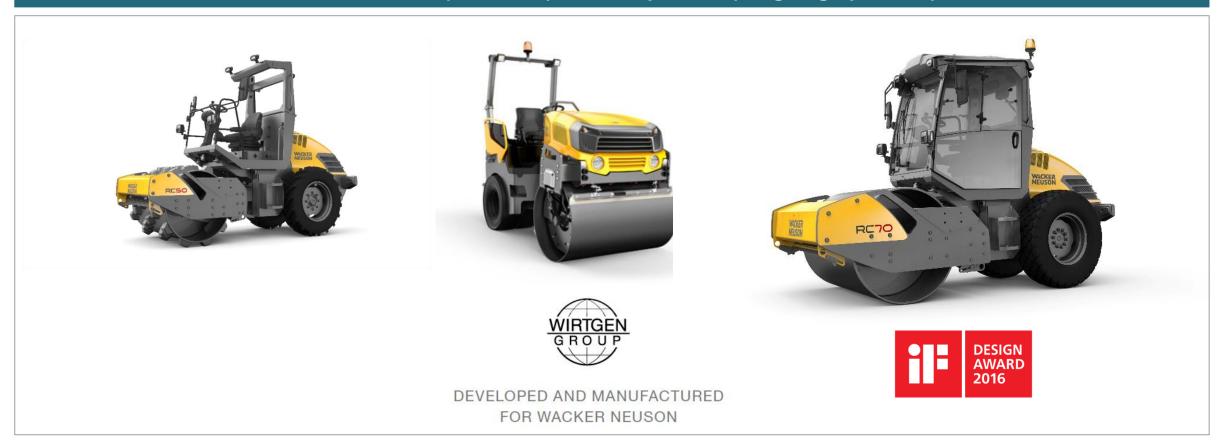
# 2016: Comparison with peer group (agricultural equipment)





# Development of strategic alliance with HAMM AG Expansion of product line/international roll-out

### Tandem rollers (1.8 – 4.5 t) and compactors (weighing up to 12 t)





# First production of compact equipment in the US



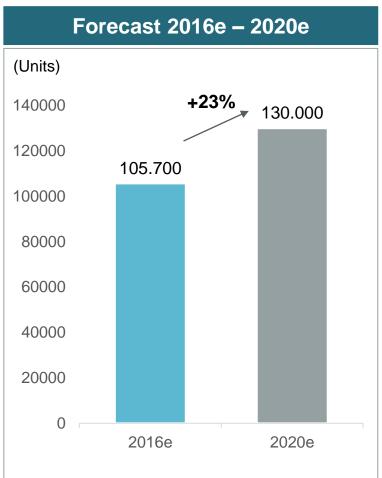
- Skid Steer loaders (SSL) relocation of R&D and production from Wacker Neuson Austria to the existing plant in Wisconsin, USA in 2015
- Difficulties in ramp-up of production were solved in 2017





# North America biggest market for skid steer loaders (SSL)





- Globally, the North American market has accounted for ~70% of the global units sold (2016e: 74,000 units)
- The global market will grow and reach 130,000 units in 2020
- The North American skid steer market is expected to reach 91,000 units by 2020.



Source: Yengst Report, July 2016



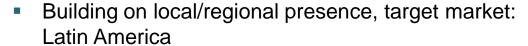
# New production of mobile generators in Brazil









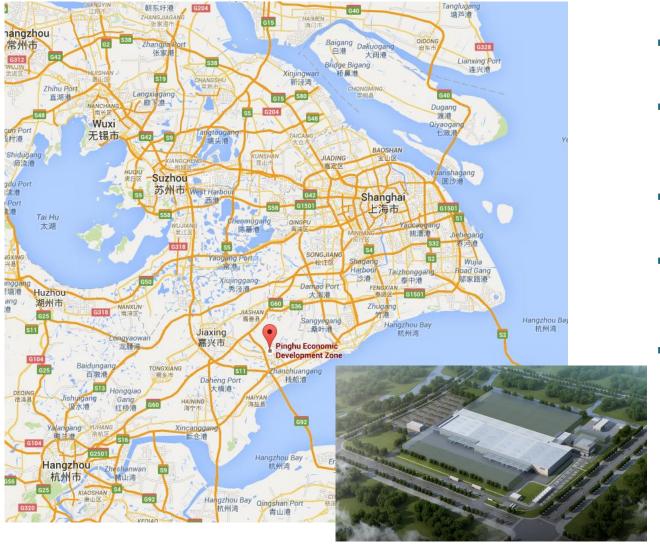


- Products tailored to local market's need, engineering and production "in the region – for the region"
- Generator production (models: 50-70 kilovoltamps) successfully launched in April 2016
- Additional models on the way (expanding to 150 kilovolt-amps)
- Use of established sales and distribution network in Latin America





# Breaking ground for new plant in China



- Located in Pinghu, 30 km from Shanghai city border
- Building on local/regional presence → demand for repair and maintenance work on infrastructure is growing, especially in large cities
- Starting with the production of compact excavators for local market, more products will follow
- Plot of 130,000qm, 33,000 qm for modern production hall, offices and logistics spaces, geothermal energy and solar panel systems
- Start of production: 2018

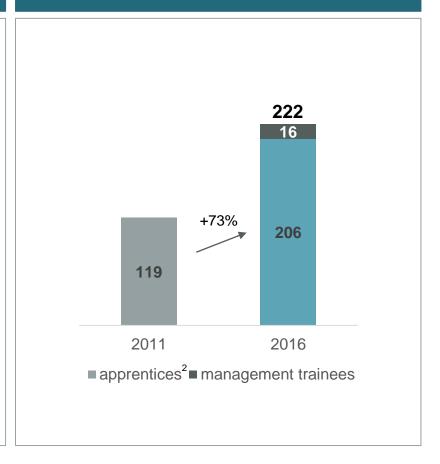


# Focus on employee and management development

### **Programs / Actions**

- Global Leader Summit: regular management meetings world wide
- **Leadership-Excellence**-Program in cooperation with TUM¹ (since 2015: 23 employees have completed the program, 32 currently participate)
- PerspACTIVE young manager program (since 2012: 61 employees have participated, 16 currently participate)
- INTRAMove global exchange program (since 2014: 46 employees have participated so far)
- Own training academy: increasing course portfolio (since 2013: +97% to 221 different courses per year)
- "YOUR OPTION COUNTS!" more than 65% participation rate reached at first global employee survey in 2014. Second global employee survey planned for November 2017
  - ... and many other local, regional activities/programs

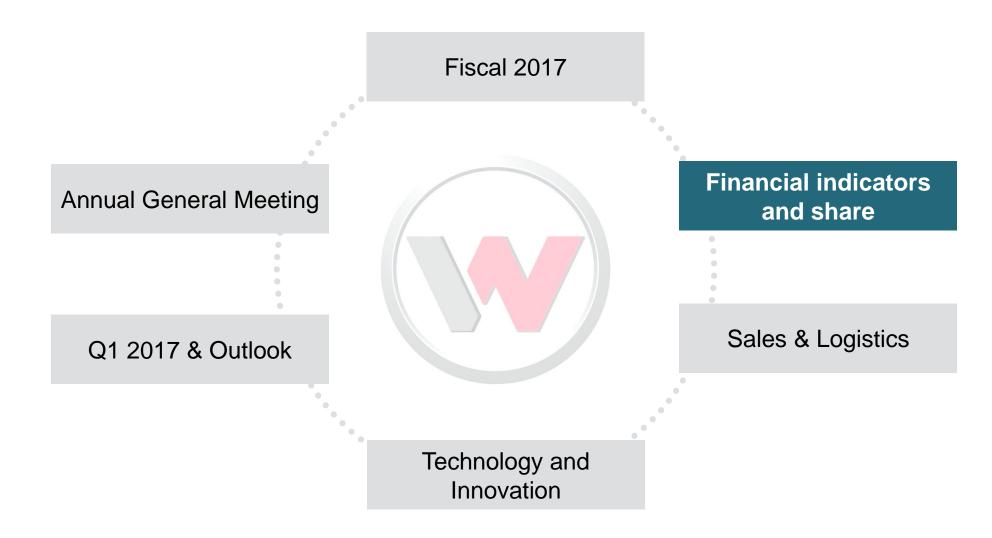
#### Apprenticeship and training as success factors



<sup>&</sup>lt;sup>1</sup> Technical University Munich, <sup>2</sup> Germany, Austria

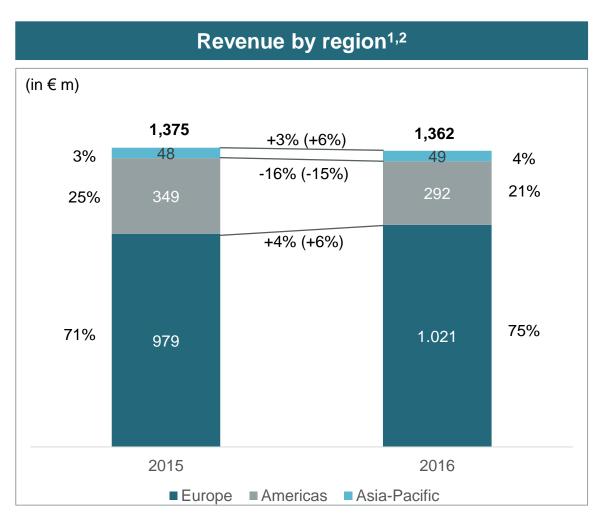


### Content





### Business performance – sales split by region 2016



#### <sup>1</sup> In brackets: adjusted to discount currency effects; <sup>2</sup> Nominal, after cash discounts

#### **Europe**

- All-time high: revenue above EUR 1bn; +4% to EUR 1,021 m despite weak agriculture market, difficulties in Turkey, Russia and South Africa
- Special projects central logistics, eStore, R&D relocation to Reichertshofen etc.
- bauma (every 3 years)

#### **Americas**

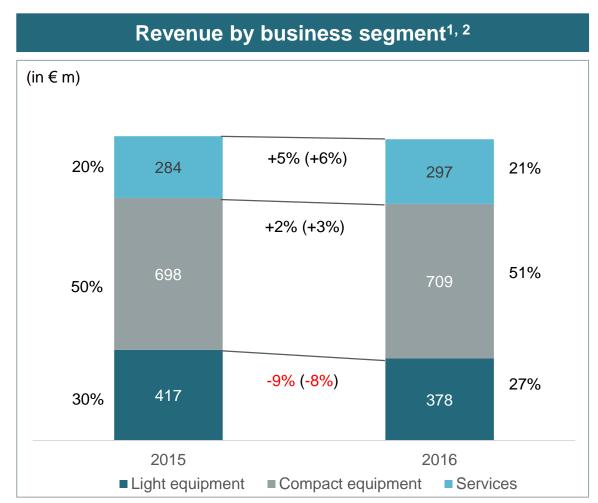
- Revenue -16% to EUR 292m
- Weak markets in NA and SA, delay of US-production for skid steers and ramp up of Brazilian plant

#### **Asia-Pacific**

- Revenue +3% to EUR 49m
- Low demand in Australia/New Zealand, sales/logistics built-up, preparation for new plant in China



# Business performance – sales split by business segments 2016



#### <sup>1</sup> In brackets: adjusted to discount currency effects; <sup>2</sup> Nominal, before cash discounts

#### **Light equipment**

- Difficult market environment (oil & gas, emerging markets)
   → revenue decrease by 9% to EUR 378m
- Solid performance in Europe but weak demand in the US

#### **Compact equipment (incl. OEM)**

- Revenue increase by 2% to EUR 709m despite decrease of agriculture machines (-4%)
- Successful use of global sales network

#### **Services**

- Revenue +5% to EUR 297m
- Central logistics bundle spare parts for compact machines since 2016 in one location
- Success: Customer orientated service portfolio ("All it takes", one-stop-shop)



### **Development of revenue and profitability 2016**

### Income statement (extract) and number of employees

(in € m)	2016	in %	2015	in %	Change in %
Revenue	1,361.4	100.0	1,375.3	100.0	-1.0
Gross profit	376.2	27.6	384.5	28.0	-2.2
Sales and Service exp.	193.5	14.2	186.7	13.6	3.6
R&D expenses	34.8	2.6	33.6	2.4	3.6
General admin. exp.	68.6	5.0	71.0	5.2	-3.4
Operating expenses	296.9	21.8	291.3	21.2	1.9
Other Income and Expenses	8.7	0.6	10.4	0.8	-16.3
EBIT	88.1	6.5	103.6	7.5	-15.0
Financial result	-6.7	-0.5	-6.1	-0.4	9.8
Taxes on income	24.2	1.8	30.9	2.2	-21.7
Net profit	56.8	4.2	66.2	4.8	-14.2
Net profit per share in €	0.81	_	0.94	_	-13.8
Employees <sup>1</sup>	4,792	_	4,632	_	3.5

<sup>&</sup>lt;sup>1</sup> w/o temporary workers

# Comparison of EBIT vs. previous year 2015 → 2016 Gross profit:

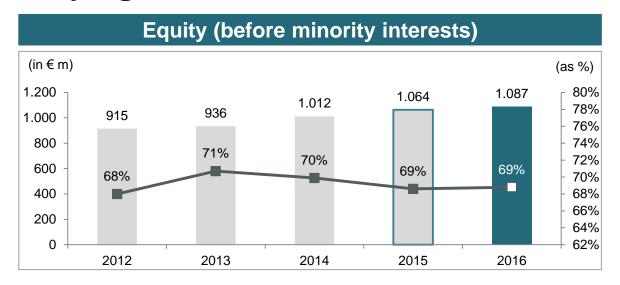
Volume effect: € -3.9m vs. PY

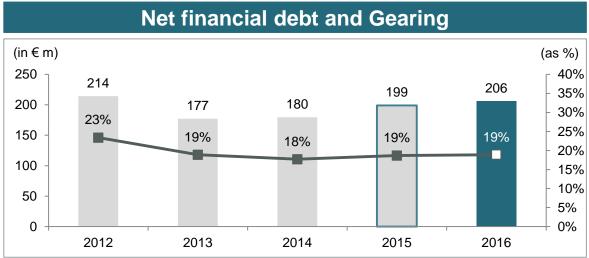
Margin effect: € -4.5m vs. PY

- S,G&A: € -5.6m vs. PY (reasons: bauma fair 2016, sales projects for future growth, additional employees, new emission regulations, transfer technical departments to Reichertshofen)
- Other income & expense: € -1.7m vs. PY (fewer currency gains than PY)
- Financial result: € -0.6 m vs. PY (each € 0.2m interest income from tax refunds in 2015, interest cost for pensions and loans in 2016)
- Tax rate: 29.7% (PY: 31.6%)



### Key figures from balance sheet – excellent credit standing





#### **FY 2016**

- Equity increased slightly by 2% to € 1,087 m vs. 2016
- Equity ratio of 69%
- Net financial debt € 206m (Gearing of 19% on PY's level)

#### 2017

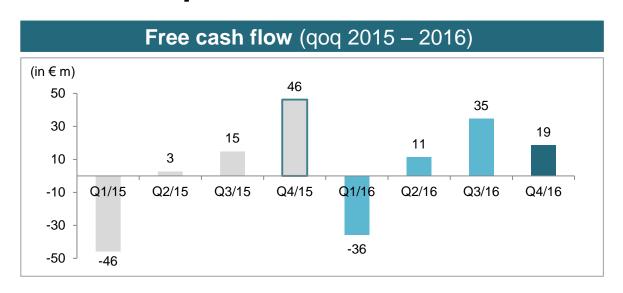
February: Refinance of Schuldschein loan from 2012 (€ 90 m), securing funds in the total amount of € 125 million (5Y, low coupon of 0.69% p.a.)

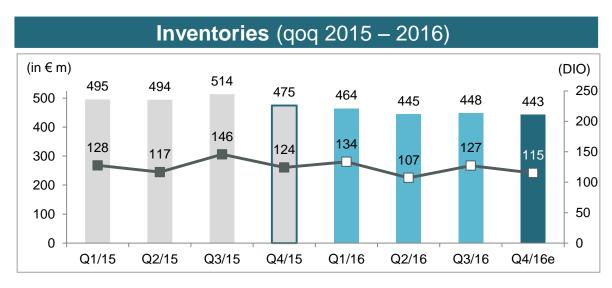


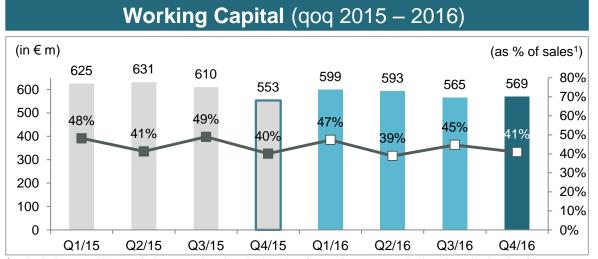
May: Fifth consecutive confirmation by the Deutsche Bundesbank that Wacker Neuson SE was eligible for credit



### Business performance: Increase of free cash flow in 2016







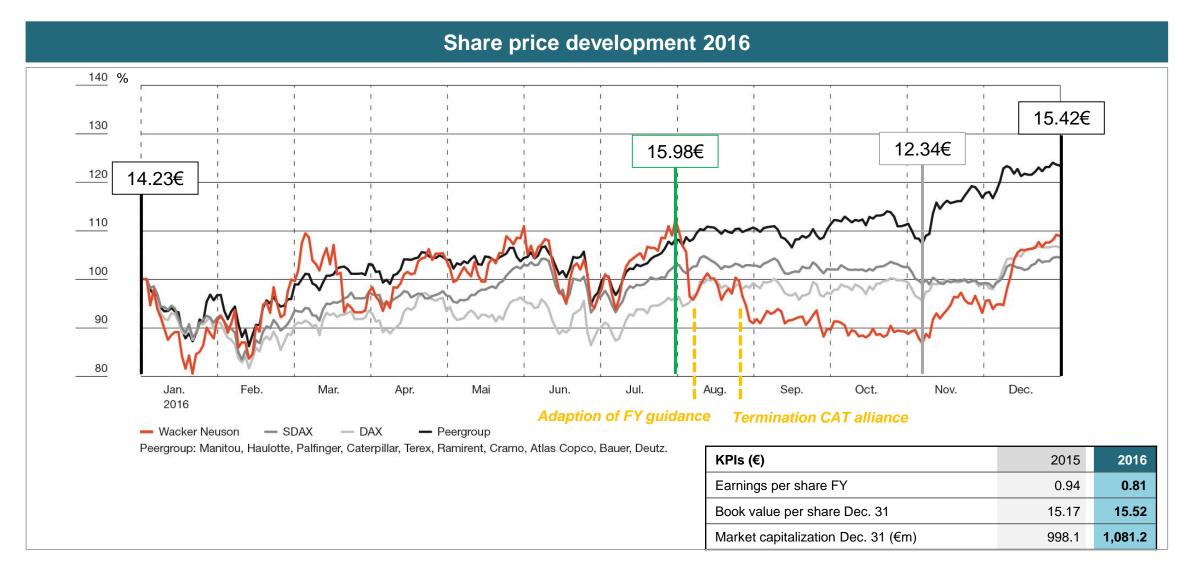
# **FY 2016**

- Operating cash flow of € 131m (on PY's level)
- CapEx decreased by 10% to € 107m
- Free Cash Flow increased by 61% to € 29m
- Decrease of DIO by 7% from 124 days (PY) to 115 days
- Working Capital ratio increased 1pp (yoy)

<sup>1</sup> calculation: working capital reported at the closing date/annual revenue calculated on the basis of last quarter 21

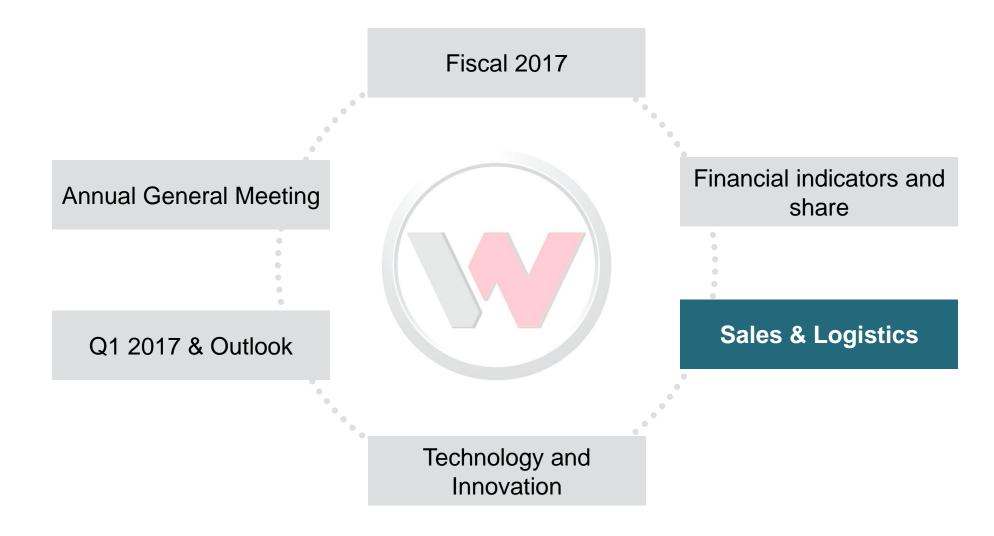


### **Wacker Neuson Share**





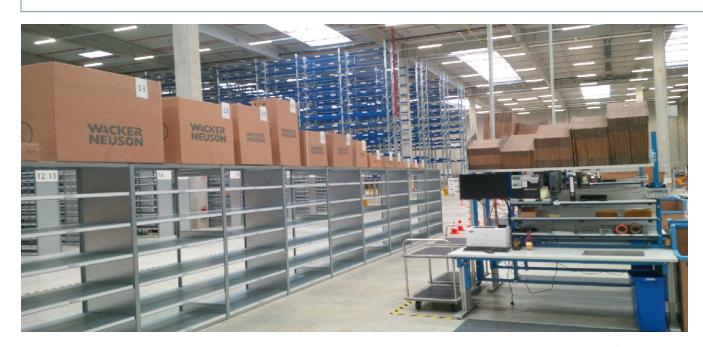
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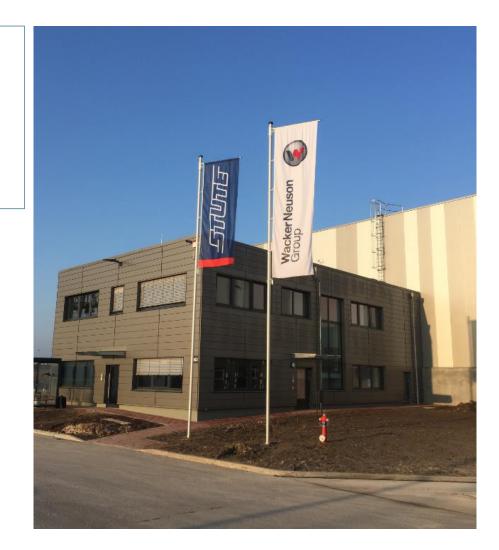




# **Central Logistics Facility for Spare Parts, Attachments and Accessories**

- Consolidation of customer orders
- Central location for bundling the flow of goods
- Reduced storage footprint for same parts
- Leveraging synergies in storage and procurement

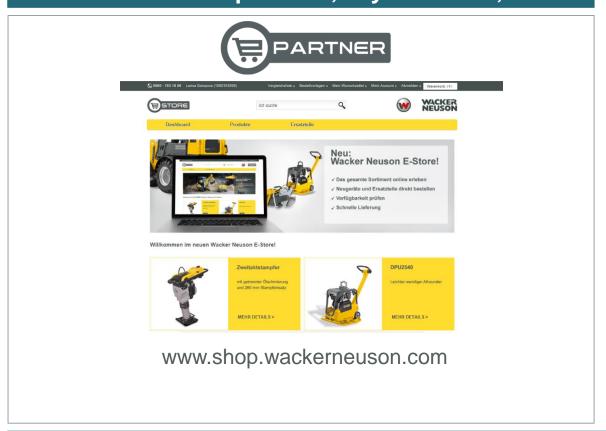






### Launch of Wacker Neuson e-partner portal and e-store

### For distribution partners, key accounts, etc.



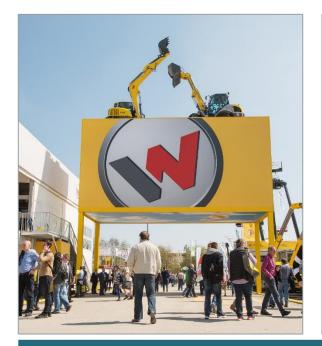
### For B2B customers\*



Strong, digital image – covers the entire product portfolio



### 2016 Industry Highlight: Trade show Bauma in Munich







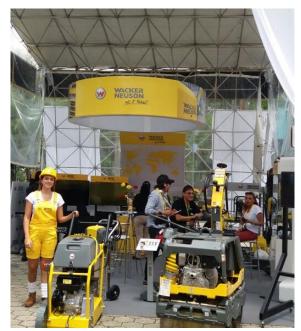


### World's largest construction equipment tradeshow – 3,425 exhibitors – 583,736 visitors

- Over 5,300 m<sup>2</sup> exhibition space for the Wacker Neuson and Kramer brands
- Over 250 products on display demo shows attracted the crowds interactive stand concept
- Over 6,500 registered visitors business deals successfully concluded



### **Highlights of 2016 in South America**









### Production in Brazil – five sales affiliates in Chile, Mexico, Brazil, Peru, Colombia

- Increasing brand awareness and establishing ties with new dealerships
- Wacker Neuson took part in various trade shows in South America in 2016
- Wacker Neuson Chile celebrated 30-year anniversary
- Wheel dumpers successfully marketed to palm oil plantations in Colombia and Peru



### North America 2016: Further Development of Sales Structures





### Focus on diversification of sales channels and industries

- Focus on contracted dealer network for compact and small machines
- More pro-active relationship management with key account rental customers and construction companies
- Light equipment established in new retail channels



### China: Expansion of Sales Network and Bauma China Trade Show









### Development of compact equipment market – Bauma in Shanghai – start of construction at Pinghu

- Successful development of compact equipment market through expansion of the dealer network
- Difficult environment for light equipment and in the railroad/track construction business
- Appearance at Bauma China and dealer event in November 2016 generated further positive impetus
- Start of construction at new factory in Pinghu signals long-term commitment to the region



### **Presence in the Agricultural Sector in 2016**

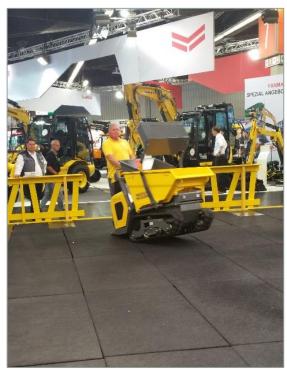




- EuroTier Kramer and Weidemann at the world's most important agricultural equipment exhibition
- Network of Kramer dealers successfully established in the agricultural sector
- International expansion of the Weidemann brand outside of Europe



# **GaLaBau in Nuremberg – September 2016**









- Trade show for the gardening and landscaping sector with over 64,000 visitors
- Focus on zero emissions solutions from Wacker Neuson and Kramer
- A first for the construction sector: Indoor demo show becomes huge crowd puller



### **Satisfied Customers are the Best Advertisement**









Gardening and landscaping in Sanssouci park, DE

Hospital modernization, IT

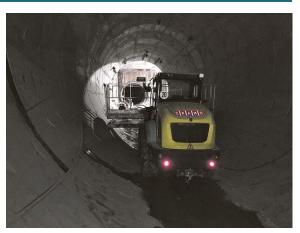
In action at Copenhagen Zoo, DK

In action at Linz Zoo, AT









In action in agriculture, AT

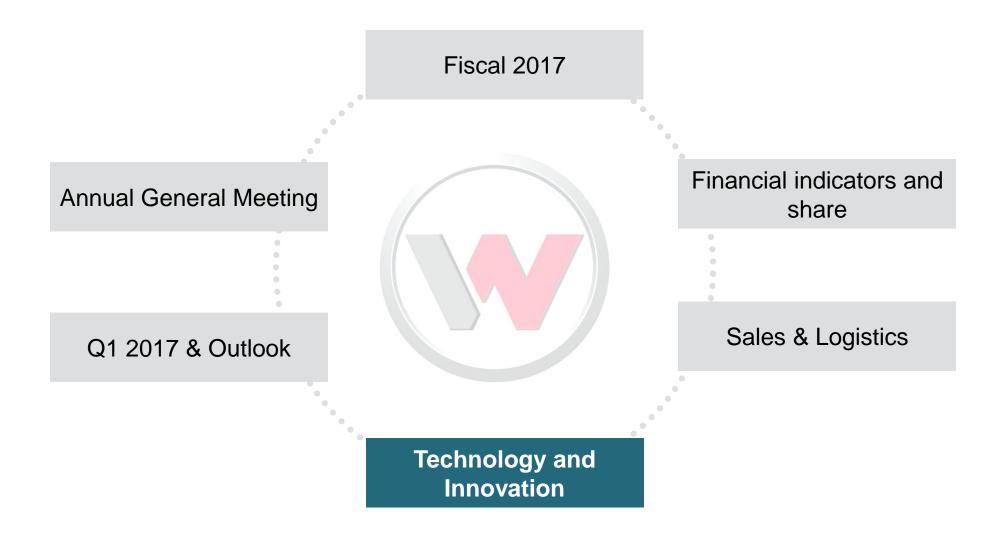
Working at the EU Parliament, Strasbourg, FR

Renovation of Kocher Viaduct, DE

City rail tunnel Karlsruhe, DE

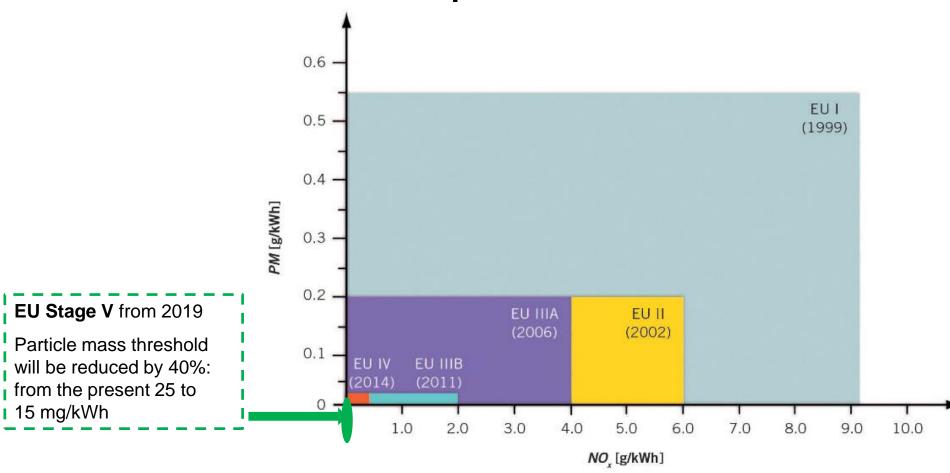


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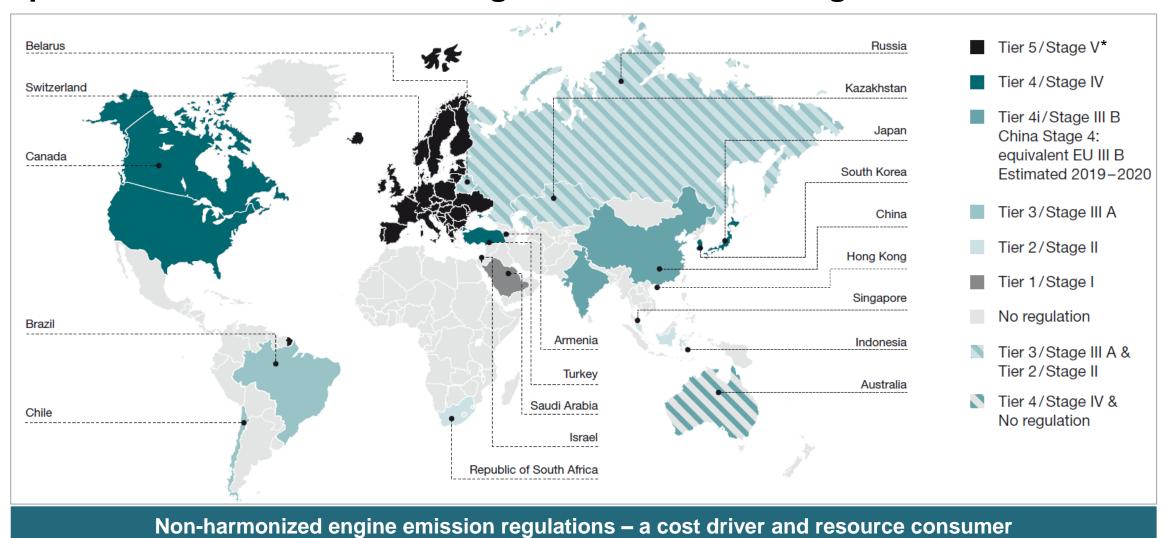
### **Emissions standards in Europe**



**EU Stage IV** is the current emissions standard for non-road mobile machinery in Europe. To date, emissions of nitrogen oxides and particulate matter have been reduced by **over 95%** since the introduction of EU Stage I in 1999.



### Impact on cost: New emission regulations for diesel engines



35

\* from 2019/2020 onwards



### Strengthening position as innovation leader with AS30e/AS50e



- + Focus on operator safety and environmental protection
- Up to 55 percent savings in operation and maintenance compared with conventional rammers
- 2016: Euro Test Prize from Berufsgenossenschaft Bau
- → New batteries (since March 2017) extend operating times by 50 percent











# Further development of successful Weidemann 1160 eHoftrac®



- 1160 eHoftrac<sup>®</sup> in series production since 2015
- New absorbent glass mat (AGM) battery technology
- Less susceptible to changes in temperature
- + Less heat build-up when charging and in operation
- Increased efficiency and improved performance
- Onboard battery charger (compatible with 230V power supply)





# Leading alternative drive technologies





## Electric wheel loader: 5055e



with two electric engines, one for work hydraulics and one for drive system

Mobility, maneuverability and operational comfort are **similar to** the conventional models

Proven lead-acid battery to run the electric engines

Battery lasts for at least 5 working hours





# **Megatrend Digitalization**



**Robotics** 



Human-Machine-Interaction



Internet of Things



"Data are the new oil"



**Advanced Analytics** 



**HTC Vive** 



**Microsoft HoloLens** 

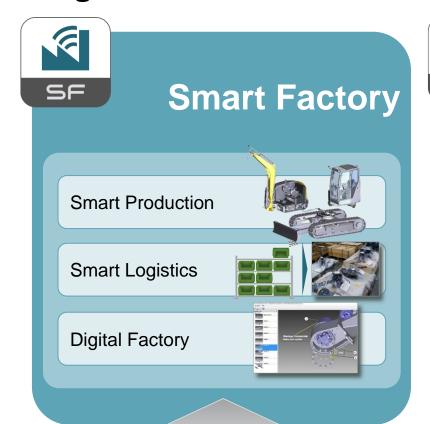


**Smartphones & Tablets** 





## Digitalization @ Wacker Neuson







New technologies, data analytics, and innovation management for digitalization



## Digitalization along the value chain of Wacker Neuson

Supportive Functions (Marketing, HR, ...)



**Virtual Prototyping** 



Participant for Control Contro

**Digital Twin in Production** 



**Digital Kanban** 



**Virtual Showroom** 



**Real-time diagnosis** 



Augmented Reality in Service

Digital Logistics Processes



## Customer benefit is the focus in the digitization

#### **Predictive maintenance**

**New functionality** 

Remote diagnosis of error codes

Availability of new services

Faster repair of machines



Integration of product data in customer systems

# Higher quality and product improvements

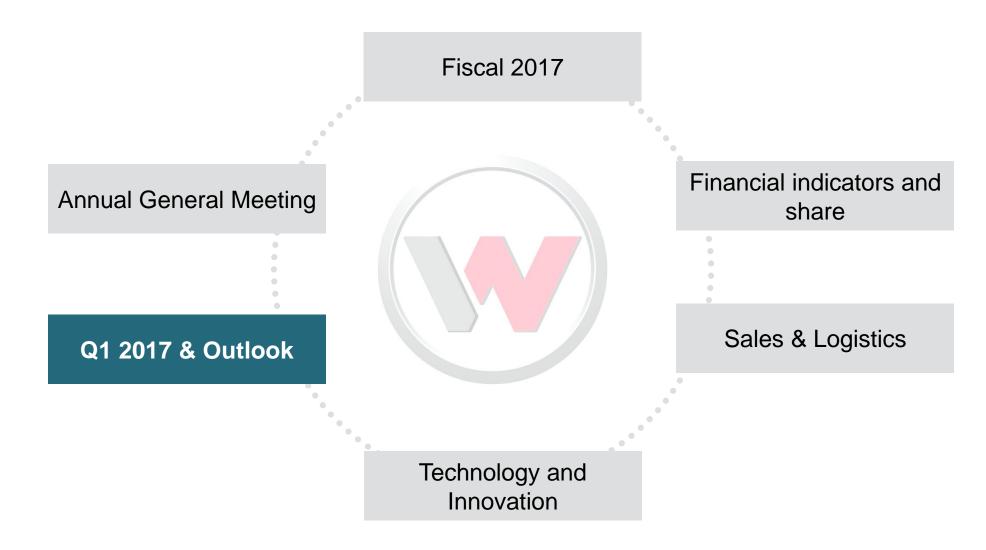
On-demand retrieval of product information

**Advanced theft protection** 

Convenient maintenance & administration of machines



## Content





## Review of Q1/17

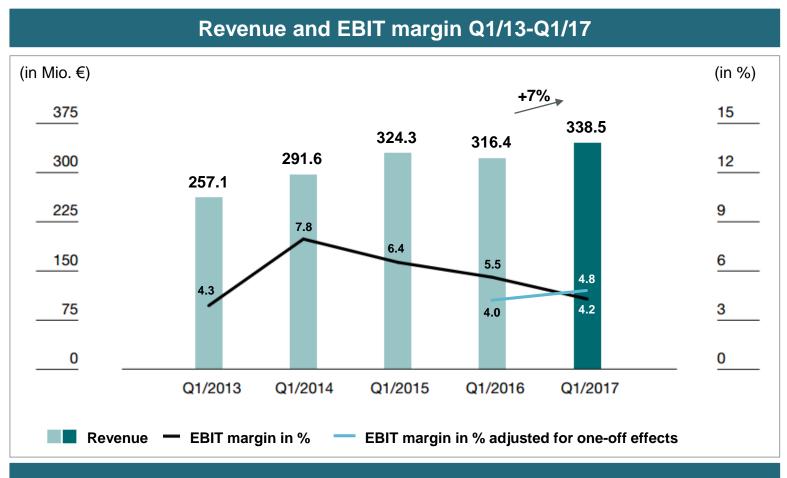


- Record revenue in Q1: +7 % yoy (€ 339m, currency adjusted +6%)
- Solid revenue growth in Europe (+9% yoy)
  - High demand from construction and ag industry
  - Double digit growth with key accounts
- Strong revenue growth in Americas (+13% yoy)
  - Latin America growing double digit again
  - Difficulties in ramp-up of skid steer production overcome (skid steers contribute to growth again)
- Double digit revenue increase in ag business for Weidemann and Kramer (but: total ag business -2% yoy incl. OEM)
- Turnaround of Australian business with strong growth in Q1
- Light equipment growth back (+7% yoy), especially with compaction line
- Alliance with HAMM AG (rollers) with strong growth
- Increasing revenue with compact equipment (+7% yoy)
- High order intake (+11% yoy) and high order backlog (+22% yoy)
- Increasing revenue with services (+8% yoy)
- Positive operating cash flow (€ 2m; Q1/16: € -6m)

- Revenue in Asia/Pacific -45% yoy, due to one-off effect in China in Q1/16 (dealers stocking up compact equipment)
- Challenging market environment in energy sector (oil & gas) persistent, especially in North America
- Working capital with 44% of revenue still too high (but reduction of DIO\* -9% yoy to 172 days), further reduction ongoing
- Due to one-off effects, EBIT margin -1.3pp yoy resp. 4.2% (Q1/16: 5.5%), when adjusted EBIT +28% yoy
  - → operational profitability clearly increasing



# **Group revenue (Q1 year comparison 2013-2017)**

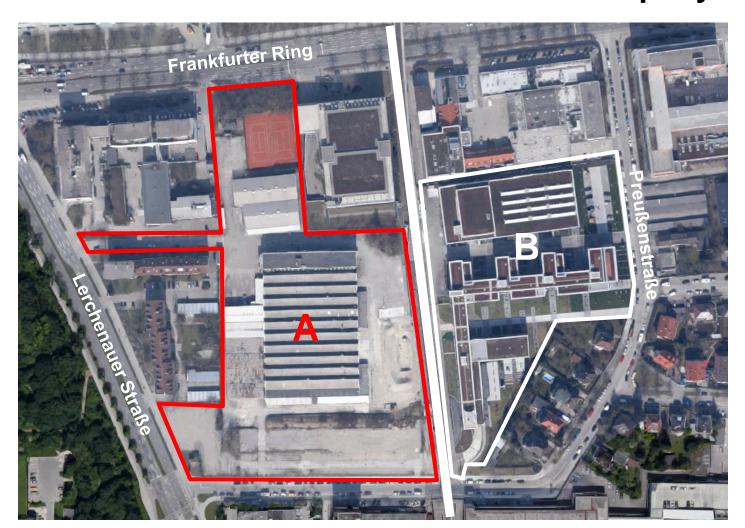


Record revenue in Q1/17, profit impacted by one-off effects



# **Latest developments:**

# Possible one-off income from sale of real estate company in 2017



A: Site for sale

B: Site of Group headquarters



# Latest developments: Conexpo, Las Vegas (March 7–11, 2017)







- Wacker Neuson in the US for 60 years, in Canada for 50 years
- Introduction of new skid steer and compact track loaders (mid frame)
- 128,000 visitors, more than 2,800 exhibitors
- Positive mood among customers and exhibitors





# Latest developments: Opening of new R&D center Reichertshofen

## Creation of a global competence center fro compaction technology



## Engineering & Admin.

- Area: 1.200 m²
- Engineering, Purchasing, Product Management, Sales, Service, Administration



### **Research & Testing**

- Area: 3.000 m²
- Calculation, prototype construction, continuous running tests, heat and cold tests, noise and exhaust gas measurements, vibration measurements, etc.



### **Production**

- Area: 25.000 m²
- Production facility for light equipment
- Vibration & compaction technology



## **Training facility**

- Area: 4.500 m²
- Professional sales and service trainings for customers and employees
- Spacious infrastructure including workshop and demonstration area



# Latest developments: Cooperation between Randon and Wacker Neuson in Latin America



- Wacker Neuson launched two backhoe loader models BL744 and BL742 (both 6 to 7 tons operating weight)
- Specifically developed to fit the needs of the Latin American market
- Manufacturing of backhoe loaders in Randon's factory located in Caxias do Sul, Brazil
- Wacker Neuson realizes the commercialization and sales via its dealer network
- Focusing on Latin America



# Latest developments: Collaboration between Everdigm and Wacker Neuson in South Korea

#### CONSTRUCTION EQUIPMENT



- Everdigm Corporation: Leading, listed manufacturer of concrete pumps, attachments, cranes, mining equipment
- Distribution partner for Wacker Neuson wheel loaders
- Attended CONEX KOREA in May with dedicated WN stand
- Further compact equipment in the pipeline

#### MINING & DEMOLITION EQUIPMENT



**ATTACHMENTS** 





BLAST-HOLE DRILL RIGS

ROCK DRILLS

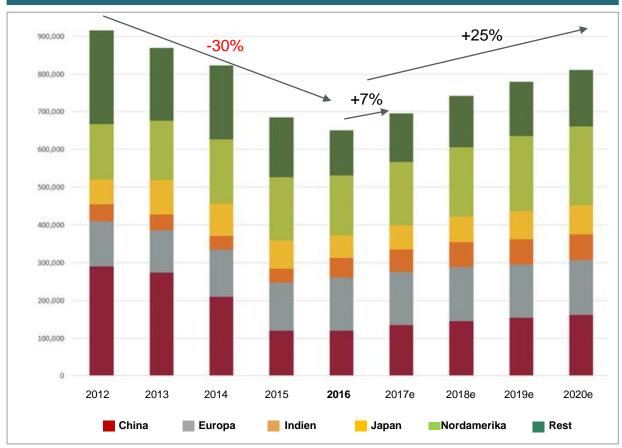


Exhibition room near Seoul



## Outlook: global construction machinery sales bottomed out in 2016

## 2016–2020 machinery sales CAGR: 6%



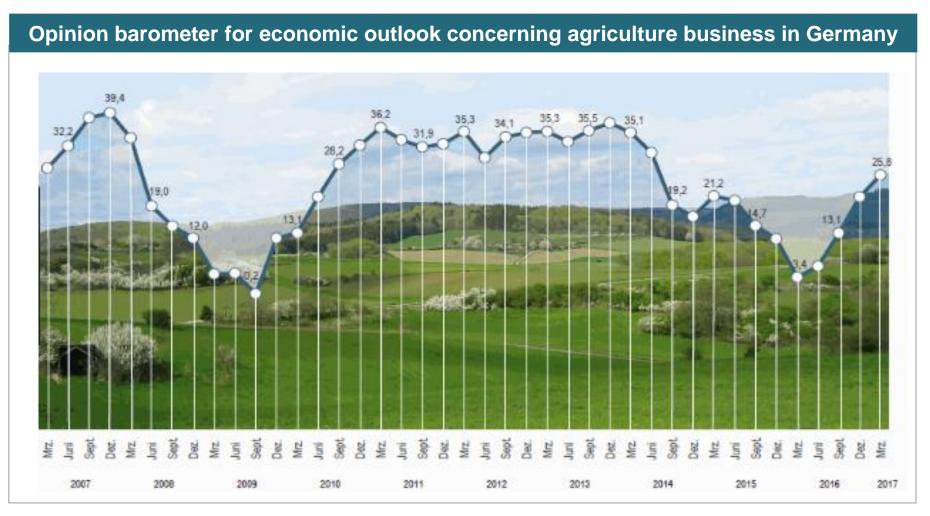
#### Source: Off-Highway Research, March 2017

## **Wacker Neuson's expectations**

- Europe main growth driver, esp. Central Europe
- Market recovery in North America → stronger revenues from SSL, no more one-off effects expected
- Latin America bottomed out → Growth driver: new product lines (generators, compact equipment)
- Asia-Pacific: Recovering environment in 2017 first successes from restructuring of Australian business



# Outlook: Improved mood in agriculture sector





# **Outlook: Optimistic forecast for 2017**

#### **Financials Forecast 2017e**

	2016	FYe 2017 <sup>1</sup>	Mid term
Revenue EUR bn	1.36	1.40 – 1.45	>2.0
EBIT margin % (operational)	6.5	7.5 <b>–</b> 8.5 <sup>2</sup>	>9.0
Working Capital as % of revenue	42	<40	<40
CapEx EUR	107 m	120 m	Depending on growth
Free cash flow	29 m	better	better

<sup>&</sup>lt;sup>1</sup> Assumed there is no significant deterioration of political, economic or industry-specific environment; excl. potential sales and earnings contributions from cooperation's, JVs and acquisitions concluded during the course of the year.

<sup>&</sup>lt;sup>2</sup> Excl. one-off earnings (by end of 2017) from a potential transaction of a real estate company held by the Group.



# Share – 2011 to today

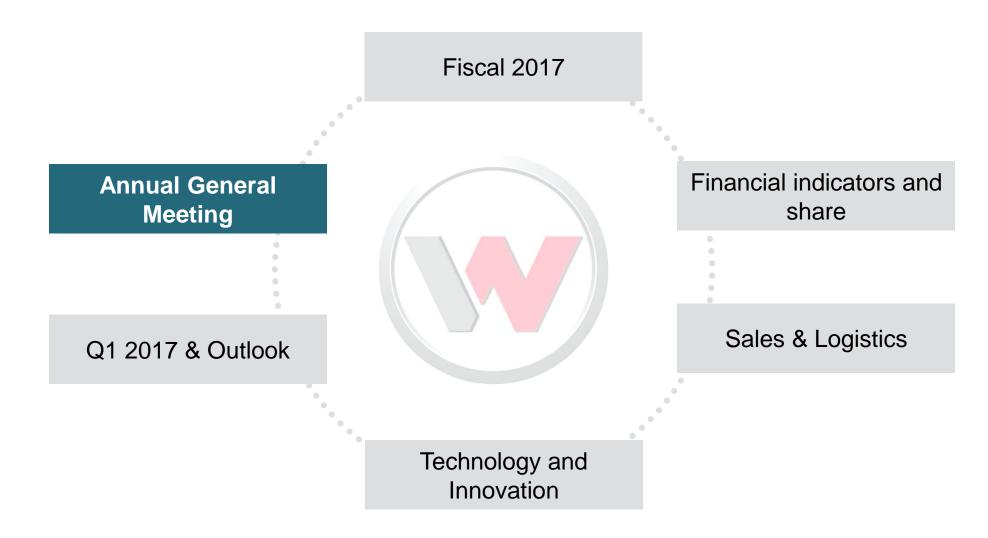


KPIs (€)	Q3/11	Q1/17
Share price end of period	8,51	21,02
Book value per share end of period	12,45	15,69
Market capitalization (€m) end of period	596,9	1.474,3





## Content





# 2017 Annual General Meeting (AGM)

On Tuesday, May 30, 2017 at 10 a.m. in the Hanns Seidl Foundation, Munich

## Brief explanation of items on the AGM agenda

## **Agenda item 1: Presentation of the Annual Financial Statements**

- The Annual Financial Statements have been available since March 16, 2017.
- This year, once again, there are no specific items to report under the legal requirement to disclose information relevant to takeovers the relevant information can be found on page 109 ff. of the Annual Report.

Agenda items 3 and 4: Approval of actions of the Executive Board and the Supervisory Board

Agenda item 5: Election of the auditing company (Ernst & Young)

The Supervisory Board recommends remaining with our current auditing company Ernst & Young.



# Dividend proposal to AGM (May 30, 2017)

## Dividend payouts

	2014	2015	2016 <sup>1</sup>
Total payout (€ million)	35.07	35.07	35.07
Payout ratio (as a %)	38.3	53.0	61.7
Eligible shares (in m)	70.14	70.14	70.14
Dividend per share (in €)	0.50	0.50	0.50
Earnings per share (in €)	1.30	0.94	0.81
Dividend yield <sup>2</sup> (as a %)	2.9	3.5	3.2

<sup>&</sup>lt;sup>1</sup> Proposal to AGM (May 30, 2017)

- € 0.50 per share (payout of € 35.07m on June 2,2017)
- Keeping level of last two years, ensuring dividend continuity despite a difficult period (2015/2016)
- Confidence in the earnings potential and in the success of corporate strategy; also reflects optimistic outlook for 2017 and following years

<sup>&</sup>lt;sup>2</sup> As of Dec. 31 of each year



## Brief explanation of items on the AGM agenda

Agenda item 6: Resolution regarding the creation of authorized capital in 2017 with the option of excluding subscription rights and regarding the corresponding changes to the Articles of Incorporation

## <u>and</u>

## **Agenda item 7: Procurement of treasury shares**

- The authorized capital created in the AGM on May 22, 2012, and the authorization to procure treasury shares granted in the same meeting, were **not exercised** and expired on **May 21, 2017**. Both of these are to be renewed at today's AGM.
- This is an instrument that is customary on the capital market.
- The Executive Board drew up a report on this. This report is printed in the agenda, which was distributed prior to the meeting.
- → There are no concrete plans to utilize these instruments. As such, they are purely contingency measures.



## Financial calendar and IR contact

Financial Calendar			
May 30, 2017	AGM, Munich		
June 13, 2017	Roadshow, Frankfurt		
June 29, 2017	Roadshow, Paris		
August 8, 2017	Publication of half-year report 2017; Analyst Conference Call		
November 9, 2017	Publication of nine-month report 2017; Analyst Conference Call		

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