













Investor Presentation (addressing 2Q 2014 results) 6<sup>th</sup> of August 2014



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**Company Overview** 



## **COMPANY SUMMARY**

## Experienced residential real estate developer well established in Poland

- Present in Poland since 2000
- Focused on mid-class residential projects
- Adequate project mix and size enabling accelerated Company growth
- Internationally recognized shareholders with decades-worth of sector knowledge
- Current operations include:
  - 9 projects ongoing and 10 completed projects offered for sale (as at 30 June 2014 Ronson's offer includes 1,010 units)
  - 19 further projects (Warsaw, Poznań, Wrocław and Szczecin) in preparation for nearly 4,500 units







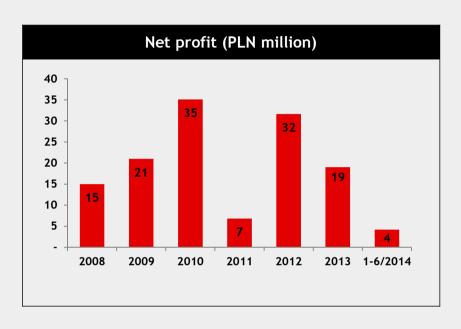


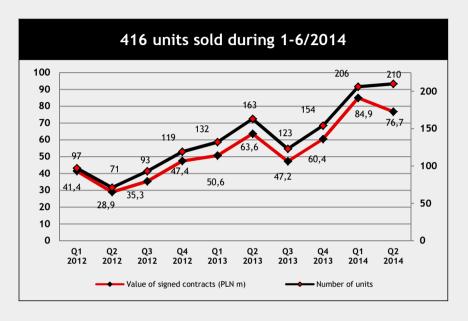


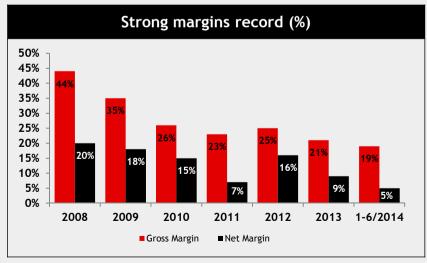


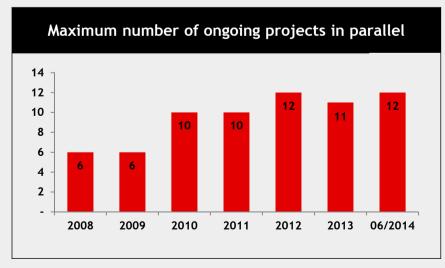
# RONSON COMPANY SUMMARY, cont.

Company highlights in charts (based on Company's financials as at 30 June 2014)











# **ONGOING PROJECTS**

## 1,303 units under preparation with 74,700 m<sup>2</sup>, of which 879 units are in Warsaw



#### Sakura III and IV

- Commenced Q3 2013 and Q1 2014
- Expected completion Q1 2015 and Q4 2015
- Stage III:145 apartments aggregate area 7,300 m<sup>2</sup>
- Stage IV:108 apartments and 6 commercial units Aggregate area 6,600 m<sup>2</sup>
- Location: Warsaw, Mokotów



#### Tamka

- Commenced Q4 2013
- Expected completion Q3 2015
- 60 apartments and 5 commercial units
- Aggregate area 5,500 m<sup>2</sup>
- Location: Warsaw, Śródmieście (city center)



#### Moko

- Commenced Q2 2014
- Expected completion Q2 2016
- 164 apartments and 15 commercial units Aggregate area 11,200 m<sup>2</sup>
- Location: Warsaw, Mokotów



#### Espresso II

- Commenced Q3 2013
- Expected completion Q2 2015
- 142 apartments and 10 commercial units
- Aggregate area 7,600 m<sup>2</sup>
- Location: Warsaw, Wola



#### Verdis III and IV

- Commenced in Q4 2013 and Q2 2014
- Expected completion Q2 2015 and Q4 2015
- Verdis III: 140 apartments and 6 commercial units Aggregate area 7,700 m<sup>2</sup>
- Verdis IV: 78 apartments aggregate area 4,000 m<sup>2</sup>
- Location: Warsaw, Wola



# RONSON ONGOING PROJECTS, cont.

## 1,303 units under preparation with 74,700 m<sup>2</sup>, of which 424 are in Poznań, Wrocław and Szczecin



#### Chilli III

- Commenced Q3 2013
- Expected completion Q4 2014
- 38 units
- Aggregate area 2,300 m<sup>2</sup>
- Location: Tulce near Poznań



#### Impressio II

- Commenced in 4Q 2013
- Expected completion Q2 2015
- 142 apartments
- Aggregate area 8,400 m²
- Location: Wrocław, Grabiszyn



#### Młody Grunwald II

- Commenced in Q1 2014
- Expected completion Q4 2015
- 132 apartments and 5 commercial units Aggregate area 8,200 m<sup>2</sup>
- Location: Poznań, Grunwald



#### Panoramika II

- Commenced in 2Q 2014
- Expected completion Q1 2016
- 107 apartments
- Aggregate area 5,900 m<sup>2</sup>
- Location: Szczecin, Duńska Street



# **COMPLETED PROJECTS OFFERED FOR SALE**

As of 30 June 108 completed units with 8,100 m<sup>2</sup> were offered for sale in 10 projects (4 cities)



#### Verdis I and II

- As at 30 June. 9 units offered for sale
- In total 206 apartments and 11 commercial units
- Location: Warsaw, Wola



#### Espresso I

- As at 30 June, 3 units offered for sale
- In total 202 apartments and 8 commercial units
- Location: Warsaw, Wola



#### Sakura I and II

- As at 30 June, 11 units offered for sale
- In total 235 apartments and 21commercial units
- Location: Warsaw, Mokotów



#### Naturalis I, II and III

- As at 30 June, 52 units offered for sale
- In total 172 apartments
- Location: Łomianki near Warsaw



#### Gemini II

- As at 30 June, 2 units offered for sale
- In total 167 apartments and 15 commercial units
- Location: Warsaw, Ursynów



#### Constans

- As at 30 June, 1 unit offered for sale
- In total 34 houses (17 two-family buildings)
- Location: Konstancin Jeziorna near Warsaw



# COMPLETED PROJECTS OFFERED FOR SALE, cont.

As of 30 June 108 completed units with 8,100 m<sup>2</sup> were offered for sale in 10 projects (4 cities)



### Impressio I

- As at 30 June, 1 unit offered for sale
- In total 70 apartments
- Location: Wrocław, Grabiszyn



#### Panoramika I

- As at 30 June, 3 units offered for sale
- In total 90 apartments
- Location: Szczecin, Duńska Street



#### Chilli II

- As at 30 June, 2 units offered for sale
- In total 30 units
- Location: Tulce near Poznań



### Młody Grunwald I

- As at 30 June, 24 units offered for sale
- In total 136 apartments and 12 commercial units
- Location: Poznań, Grunwald



## PROJECTS IN PREPARATION

Szczecin

Zielona Góra

Tri-city

Poznań

Wrocław

Bydgoszcz

Łódź

Katowice

Kraków

Olsztyn

Białystok

Lublin

Rzeszów

Warsaw

## Selective geographic diversification in Poland:

Cities with strong economic and demographic growth

### Sales office

Completed project: 1 Projects pipeline:

- under construction: 1
- addtional land bank: 2 plots

#### Sales office

Completed project: 3 Projects pipeline:

- under construction: 2
- addtional land bank: 2 plots

#### Sales office

Completed project: 1

- under construction: 1
- addtional land bank: 5 plots

# Company's Polish head office

Completed projects: 20

Projects pipeline:

- under construction: 5
- additional land bank: 4 plots

#### Office for rent:

Warsaw, KEN Avenue - 864 sgm (area used by Ronson head office)

Warsaw, Gwiaździsta St - 1318 sgm (area leased out)

Land Bank*:	units; PUM
Warsaw:	2,007; 151,500
Poznań:	683; 38,900
Wrocław:	1,007; 67,500
Szczecin:	844; 64,700
Total:	4,541; 322,600

\* Projects in preparation, excluding projects (stages) under construction, projects offered for sale that the construction work has not commenced and finished projects.

Projects pipeline:



# **RONSON** PROJECTS IN PREPARATION, cont.

329 379 186 307 140 169 1,510 458 307 360 390 373	23,900 15,200 37,600 33,000
186 307 140 169 1,510 458 307 360 390	12,000 17,500 8,000 12,600 21,600 23,900 15,200 37,600 33,000
307 140 169 1,510 458 307 360 390	17,500  8,000  12,600  2 91,200  23,900  15,200  37,600  33,000
140 169 1,510 458 307 360 390	8,000 12,600 2 91,200 23,900 15,200 37,600 33,000
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458 307 360 390	23,900 15,200 37,600 33,000
307 360 390	15,200 37,600 33,000
360 390	37,600 33,000
390	33,000
	·
272	
3/3	24,400
100	6,000
160	23,500
158	8,000
224	15,800
84	12,600
292	16,500
50	3,700
75	11,200
3,031	231,400
	322,600
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# Financial Results Review

For the six months ended 30 June 2014



# Financial Results Review - six months ended 30 June 2014

## Six months ended 30 June 2014, P&L highlights:

- 339 units delivered to the customers; revenues PLN 113m,
- Gross margin of 18.7% and net margin of 4.9%,
- Net profit of PLN 5.5m (PLN 4.2m after minority int.),

 Admin expenses increased due to costs of sharebased payment plan and increased sales department bonuses.

	Fi	inancia	l result	ts (PLN r	n)				
	HY2014	HY 2013	<u>%</u> change	<u>2Q2014</u>	2Q2013	<u>%</u> change	<u>Y2013</u>	<u>Y2012</u>	<u>%</u> change
Revenues	113.0	110.7	2%	47.1	56.5	-17%	207.0	198.8	4%
Cost of sales	(91.9)	(84.5)	9%	(39.3)	(45.4)	-13%	(164.5)	(148.4)	11%
Gross profit	21.1	26.2	-19%	7.8	11.1	-30%	42.5	50.4	-16%
Changes in the value of investment property	-	-	0%	-	-	0%	0.8	(1.0)	0%
Selling and marketing expenses	(3.7)	(3.1)	19%	(1.8)	(1.6)	13%	(6.8)	(6.2)	10%
Administrative expenses	(9.1)	(8.1)	12%	(4.0)	(4.0)	0%	(15.9)	(16.0)	-1%
Net other income/(expense)	(1.3)	(1.1)	18%	(0.6)	(0.5)	20%	(1.9)	(0.9)	111%
Operating profit	7.0	13.9	-50%	1.4	5.0	<b>-72</b> %	18.7	26.3	<b>-29</b> %
Net finance income/(expense)	(0.7)	(0.7)	0%	(0.4)	(8.0)	-50%	(0.3)	2.3	-113%
Share of profit/(loss) from joint ventures	(0.6)	(0.6)	0%	(0.3)	(0.3)	0%	(1.3)	(0.4)	225%
Profit/(loss) before tax	5.7	12.6	-55%	0.7	3.9	-82%	17.1	28.2	-39%
Income tax benefit	(0.2)	0.2		0.1	0.0		1.0	3.0	-67%
Net profit/(loss)	5.5	12.8	-57%	0.8	3.9	<b>-79</b> %	18.1	31.2	-42%
Gross margin	18.7%	23.7%		16.6%	19.6%		20.5%	25.4%	
Net Margin	4.9%	11.6%		1.7%	6.9%		8.7%	15.7%	
EPS (PLN)	0.015	0.048	-69%	-	0.015	-100%	0.068	0.116	-41%



## Six months ended 30 June 2014, P&L highlights, cont.:

- While the IQ results were driven mainly by well-profitable Espresso I and Verdis II projects (gross margin over 20%), the IIQ results were still mainly driven by Espresso I (88 units delivered) and by first stage of Mlody Grunwald project completed in Poznan. Gross margin in Mlody Grunwald I amounted to 7%.
- Average (net) price of apartments delivered during 1H 2014 amounted to PLN 333 thousand (net of VAT) while during entire 2013 it amounted to PLN 437 thousand (net of VAT). Significant decrease in average price of delivered units results from relatively high number of units delivered in Espresso project, which distinguishes by very small average usable area of apartments.

Units delivered								
	<u>1Q2014</u>		<u>2</u>	<u>Q2014</u>	<u>1-6/2014</u>			
<u>Project</u>	<u>Units</u>	PLN million	<u>Units</u>	PLN million	<u>Units</u>	PLN million	G. Margin	
Espresso I	111	31.2	88	28.5	199	59.7	21.6%	
Verdis I & II	50	20.5	6	3.1	56	23.6	24.0%	
Młody Grunwald I	-	-	32	8.4	32	8.4	7.0%	
Sakura I & II	7	4.2	2	1.3	9	5.5	12.8%	
Impressio I	2	0.7	1	0.4	3	1.1	-3.7%	
Constans	1	1.2	2	1.9	3	3.1	-1.4%	
Naturalis I, II & III	10	3.1	6	1.8	16	4.9	11.1%	
Panoramika I	14	3.5	3	0.8	17	4.3	5.5%	
Chilli I & II	1	0.3	2	0.7	3	1.0	4.4%	
Gemini II	1	0.6	-	0.1	1	0.7	29.9%	
Other	N.A	0.6	N.A	0.1	N.A	0.7	44.7%	
Total	197	65.9	142	47.1	339	113.0	18.7%	



### Balance Sheet / CF data:

- After positive Q1 operating CF during Q2 2014 turned negative, mainly due purchase of Jasminowa plot (expense of PLN 44.8 in May 2014 financed with new bonds issue),
- Stable Net Debt position,
- "Land bank loans" gradually replaced by "construction project loans" and bonds; overall level of banking debt gradually decreasing since 2008.

	As of 30 Jun 2014	As of 31 Dec 2013	As of 31 Dec 2012
Equity	468.9	464.7	455.7
Banking debt	37.8	42.0	105.2
Floating rate bond	159.3	119.4	88.5
Loans from third parties (net)	2.7	2.7	6.2
Cash and cash equivalents	59.4	52.2	44.6
Inventory	660.6	604.8	653.4
Total Assets	783.3	745.0	778.6
Net Debt	140.4	111.9	155.3
Net debt / Equity	29.9%	24.1%	34.1%
Net debt / Total Assets	17.9%	15.0%	19.9%
Net assets per share (PLN)	1.72	1.71	1.67



## Inventory as of 30 June 2014

PLN million
82.3
214.0
364.3
660.6

<sup>\*</sup> Including all costs capitalized, i.e. purchase price, transaction costs, land preparation costs, architect planning, financial costs and other.

# Attractive bank of lands (4,541 units, 322,600 PUM)

## Categorised by city:

- Warsaw 2,007 units; 151,500 PUM
- Poznań 683 units; 38,900 PUM
- Wrocław 1,007 units; 67,500 PUM
- Szczecin 844 units; 64,700 PUM

## Categorised by book value per PUM:

- Below PLN 1,000 109,700 PUM (34%)
- PLN 1,000 -2,000 155,600 PUM (48%)
- Over PLN 2,000 57,300 PUM (18%)

## Finished projects

of which finished apartments / houses amount to PLN 72.1m, comprising:

- 225 units
- 14.7 thousand PUM

## Ongoing projects, of which:

### Under construction and /or on sale:

Sakura III, Sakura IV, Verdis III, Verdis IV, Espresso II, Chilli III, Impressio II, Młody Grunwald II, Tamka, Panoramika II and Moko I.



## Debt position as of 30 June 2014

	PLN million
Loans from third parties (net)	2.7
Floating rate bond	7159.3
Banking debt - Projects under construction and Finished goods	13.2
Banking debt - Projects under preparation	24.6
Total	199.8

## Banking debt Projects under construction

Maturity of loans tailored to construction cycle of the projects.

Interest expense with respect to projects under construction are capitalized into inventory.

## Floating rate bonds

The amount comprising a loan principal amount of:

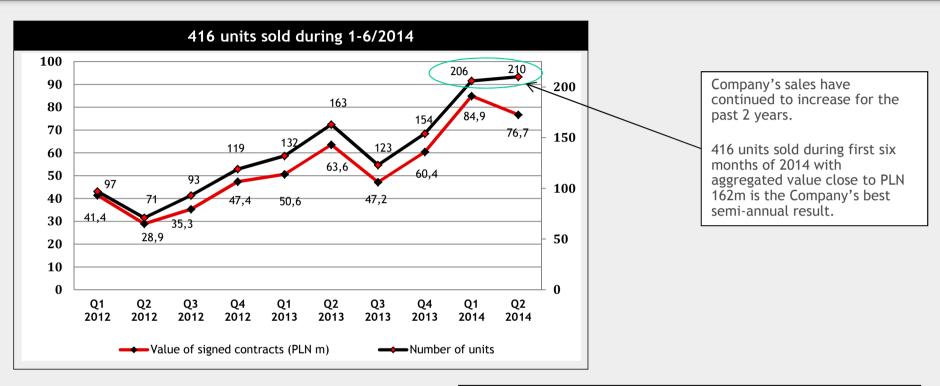
- PLN 83.5 million tranche C (exp. June 2017)
- PLN 23.5 million tranche D (exp. June 2016)
- PLN 9.2 million tranche E (exp. July 2016)
- PLN 28 million tranche F (exp. May 2018)
- PLN 12 million tranche G (exp. January 2018)
- PLN 5 million tranche H (exp. February 2018)
- plus accrued interest minus one-time costs directly attributed to the bond issuance which are amortized based on the effective interest method.

The tranche C bonds and tranche F bonds are secured with the mortgage. Interest expense with respect to the bonds are capitalized into inventory, based on the requirements of IAS 23 as indirect borrowing expenses.

## Banking debt Projects under preparation

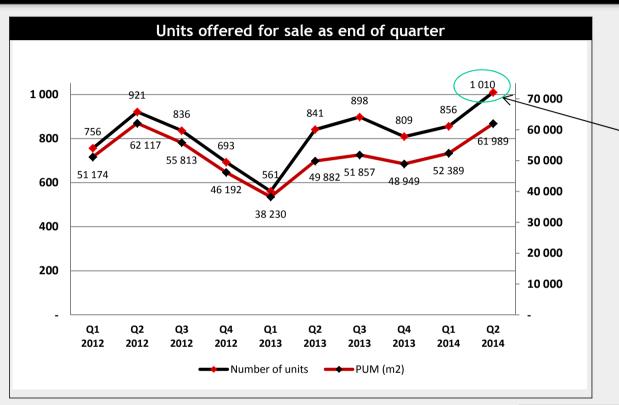
Interest expense with respect to non-running projects are capitalized into inventory.





Number of units sold during 1-6/2014 (416 in total)					
Completed proje	ects	Projects under cons	struction		
Impressio I	2	Sakura III	48		
Chilli I + II	1	Sakura IV	18		
Naturalis I + II + III	14	Verdis III	62		
Panoramika I	7	Verdis IV	14		
Verdis I + II	5	Espresso II	63		
Espresso I	16	Impressio II	13		
Młody Grunwald I	55	Chilli III	12		
Constans	1	Tamka	19		
Old projects	2	Młody Grunwald II	10		
		Panoramika II	6		
		Moko I	48		
Total	103	Total	313		





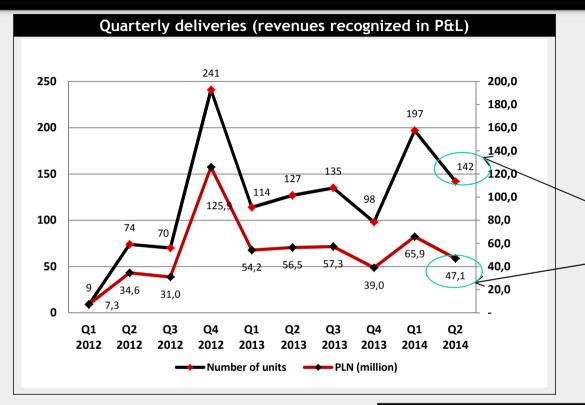
Since the offer was enlarged in 2Q 2013, the Company continued introducing new projects keeping between 800 to 900 units in its offer.

As end of 2Q 2014 the Company's offer exceeded (for the first time) 1000 units.

Simultaneously the proportion of completed units in the Company's offer goes down and accounts now for 11%.

Units offered for sale 1,010 in total)						
Completed proje	ects	Projects under co	nstruction			
Impressio I	1	Sakura III	68			
Chilli I + II	2	Sakura IV	96			
Naturalis I + II + III	52	Verdis III	63			
Panoramika I	3	Verdis IV	64			
Verdis I + II	9	Espresso II	60			
Espresso I	7	Impressio II	128			
Młody Grunwald I	24	Chilli III	24			
Constans	1	Tamka	36			
Sakura I + II	11	Młody Grunwald II	127			
Gemini II	2	Panoramika II	101			
		Moko I	131			
Total	112	Total	898			





Delivery of 142 units during 2Q 2014 and recognition of revenues in the amount of PLN 47.1 million in line with the Company's plans.

As end of June 2014, there were over 500 units sold by the Company not delivered to the customers, of which over 100 were already completed.

Units sold but not delivered (518 units and PLN 196.8 million in total)							
Completed projects	<u>Units</u>	PLN million	Projects under construction	<u>Units</u>	PLN million		
Chilli I + II	1	0.3	Sakura III	77	24.7		
Naturalis I + II + III	9	2.8	Sakura IV	18	7.1		
Panoramika I	1	0.2	Verdis III	83	29.2		
Verdis I + II	3	0.7	Verdis IV	14	5.2		
Espresso I	4	2.2	Espresso II	92	28.2		
Młody Grunwald I	92	26.8	Impressio II	14	5.1		
Constans	1	1.0	Chilli III	14	3.3		
Sakura I + II	2	1.4	Tamka	29	33.2		
			Młody Grunwald II	10	2.3		
			Panoramika II	6	1.4		
			Moko I	48	21.7		
Total	113	35.4	Total	405	161.4		



Brief summary of Company's achievements during six months 2014 & Outlook for the remainder of 2014 and 2015



# Company's achievements during six months ended 30 June 2014 and the most recent developments

## The Company's achievements during six months ended 30 June 2014 include:

- Record high pre-sales of 416 units, i.e. over 41% yoy increase;
- Delivery of 339 units to the customers and recognition of revenues in the amount of PLN 113.0 million;
- Commencement of construction and sales of 3 projects (Sakura IV, Młody Grunwald II and Verdis IV) including 329 units;
- Commencement of sales in 2 new projects (Moko I and Panoramika II in Szczecin) including 286 units;
- Completion of first stage of Espresso project (occupancy permit) including 212 units and first stage of Młody Grunwald including 148 units;
- Positive operating cash-flow during IQ 2014 turned negative during IIQ 2014 due to purchase of land at Jaminowa Street in Warsaw (expense of PLN 44.8m);
- Purchase of Jasminowa project was financed by bonds issued in total amount of PLN 45m (all maturing in 2018);
- Stable net debt position;
- No write-offs.



# Outlook for the remainder of 2014

## The Company's plans for the remainder of 2014 include:

- Further acceleration of pre-sales to over 650 units during entire 2014 (the plan may be revised as soon as the building permits for Moko I and Espresso II are validated);
- Delivery of over 500 units to our customers during entire 2014;
- Preparation and commencement of sales and construction of over 600 units (5 projects, of which 3 are new locations);
- Completion of construction works in Chili III project comprising 38 units with 2,300 m2 (Poznań);
- Further strengthening of Ronson's brand name.



# Projects planned for commencement during the remainder of 2014: 603 units in total

## Three new, attractive locations (including 399 units):



Copernicus I, Poznan (Jeżyce), 149 units, PUM 7,800 m<sup>2</sup>



Jaśminowa I, Warsaw (Mokotów), 116 units, PUM 10,600 m²



Skierniewicka I, Warsaw (Wola), 134 units, PUM 6,100 m<sup>2</sup>

## Moreover the Company prepares further stages of ongoing projects (including 204 units):

- Espresso III: 166 units, PUM 9,100 m<sup>2</sup> (Warsaw)
- Chilli IV: 38 units, PUM 2,300 m<sup>2</sup> (Poznań)



# Financial Results Review - Outlook for the remainder of 2014

During the next quarters of 2014 the Company may deliver from 150 to 200 units to its customers:

- total number of units completed but not delivered to customers, as of 30 June 2014, amounted to 225, of which 113 were sold and 112 were available for sale;
- moreover the Company plans completion of construction of 38 units during remainder of 2014, of which as of end of June 2014, 14 units were already sold and 24 were available for sale.

Projects that may contribute to P&L during the remainder of 2014							
Name of project	Completion Date	· <del></del>	ontracts Units sold (no.)	Units for sale (no.)	Units in total (no.)	Gross margin (%)	
Gemini II	Completed	-	-	2	2	29.9%	
Verdis I and II	Completed	0.7	3	9	12	24.0%	
Sakura I and II	Completed	1.4	2	11	13	12.8%	
Naturalis I, II and III	Completed	2.8	9	52	61	11.1%	
Panoramika I	Completed	0.2	1	3	4	5.5%	
Constans	Completed	1.0	1	1	2	-1.4%	
Impressio I	Completed	-	-	1	1	-3.7%	
Chilli I and II	Completed	0.3	1	2	3	4.4%	
Espresso I	Completed	2.2	4	7	11	21.6%	
Młody Grunwald I	Completed	26.8	92	24	116	7.0%	
Chilli III	2014 Q4	3.3	14	24	38	n/a	
Total		38.7	127	136	263		



# Financial Results Review - Outlook for 2015: 1,000 units to be delivered to the customers

Construction companies involved in Ronson projects are obliged to receive occupancy permits for over 900 units by end of October 2015.

	Projects that may contribute to P&L during 2015									
	Name of project	Commencement Date	Completion Date	Units sold (no.)	Units for sale (no.)	Units in total (no.)				
	Sakura III	2013 Q3	2015 Q1	77	68	145				
	Verdis III	2013 Q4	2015 Q2	83	63	146				
	Impressio II	2013 Q4	2015 Q2	14	128	142				
	Espresso II	2013 Q3	2015 Q2	92	60	152				
	Tamka	2013 Q4	2015 Q3	28	37	65				
	Młody Grunwald II	2014 Q1	2015 Q4	10	127	137				
	Sakura IV	2014 Q1	2015 Q4	18	96	114				
	Verdis IV	2014 Q2	2015 Q4	14	64	78				
	Chilli IV	2014 Q4	2015 Q4	-	38	38				
_	Total			336	681	1,017				

Commencement of construction of Panoramika II, Moko I and of the new projects, including Copernicus I, Jaśminowa I, Skierniewicka I and III stage of Espresso is scheduled for the third and fourth quarter of 2014 and these projects will contribute to the Company's financial results during 2016.



**Appendix** 



## SHAREHOLDERS STRUCTURE



- real estate company with nearly 50 six monthss' experience in various housing and commercial projects, listed in Tel-Aviv
- 11,000 apartments, 400,000 sq. m. of offices, 350,000 sq. m. of shopping centres and 1,700 hotel rooms built in the last decade
- since April 2011, controlled by Gazit Globe One of the largest owners and operators of supermarketanchored shopping centers in the world.

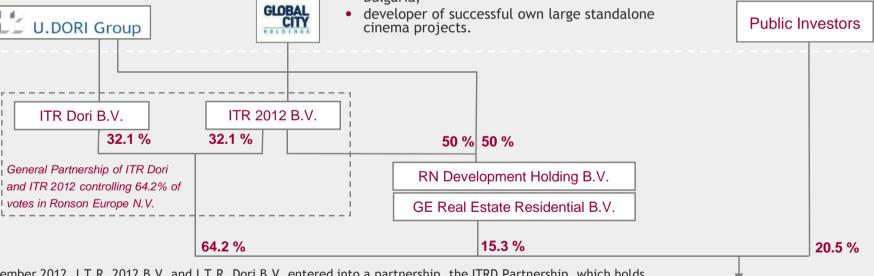


Global City Holdings N.V. ("GCH", previously known as Cinema City International N.V.)

- as a result of contribution of the cinema operations of Cinema City International N.V. to Cineworld Group Plc, GCH became 24.9 shareholder in Cineworld Group Plc, which currently is the 2nd largest cinema operator in Europe, holding leading market position in Great Britain and CEE region,
- substantial expertise in development of commercial real estate projects in Poland and in Bulgaria,

Public investors include two Polish pension funds:

- Amplico OFE (holding 5-10%)
- ING OFE (holding 5-10%)



- In December 2012, I.T.R. 2012 B.V. and I.T.R. Dori B.V. entered into a partnership, the ITRD Partnership, which holds the voting rights attached to 174,898,374 shares in the Company representing 64.2% of the total number of shares in the Company, which voting rights were previously held by I.T.R. Dori B.V. I.T.R. 2012 B.V. is a subsidiary of Global City Holdings N.V. (formerly known as Cinema City International N.V.) and I.T.R. Dori B.V. is a subsidiary of U. Dori Group Ltd.
- On 14 November 2013, the shares in GE Real Estate CE Residential B.V. were (indirectly, through the acquisition of the shares of RN Development Holding B.V.) acquired by I.T.R. 2012 B.V. and U. Dori Group Ltd., which due to this transaction increased indirect shareholding in Ronson by 7.67% each. As a result of this transaction Global City Holdings N.V. indirectly controls 39.78% of the Company's shares and U. Dori Group Ltd. indirectly controls also 39.78% of the Company's shares.



# RONSON MANAGEMENT BOARD



# Shraga Weisman (63)

- CEO, President of the Management Board
- 1997- 2008 Ashdar Building Company LTD; CEO of the one of largest real-estate development companies in Israel focusing on residential and commercial projects, hotels and protected accommodation projects
- 1990- 1997 CEO of the company focusing on residential projects in Natanya



# Peter Dudolenski (36)

- Member of the Management Board
- Chief Executive Director of Global City Holdings NV
- Has been the chief executive officer and president of the management board of Global Parks Poland Sp. z o.o. since 2011.
- From 2006 to 2011, he was the chief executive officer of Real Estate Services Bulgaria EOOD, where he was involved in the development of the Mall of Plovdiv, which opened in 2009, the Mall of Ruse, which opened in 2011 and the Malls of Stara Zagora and Park Tower.



Tomasz Lapinski (38)

- · Chief Financial Officer
- 2000 2008 investment banking division of UniCredit Group (formerly CA IB)
- 1998 2000 Central Europe Trust (consulting)



Ronen Ashkenazi (52)

- Member of the Management Board
- CEO of Gazit Globe Israel Development Ltd
- Previously co-owner of "Rokah Ashkenazi Engineers", Structural Engineering and Project Management Company



# Andrzej Gutowski (44)

- Sales and Marketing Director
- 2003 present Ronson Europe N.V. (Sales and Marketing Manager)
- 1994 2003 Emmerson Sp. z o.o. (leading real estate agency & advisory company in the Polish market); Director of Primary Markets; member of the management board