

PSYCHOMETRIC ASSESSMENTS

Presented by : Portia Motsieloa





CONTENTS

06/08/2024

1 | AGENDA

2 | HOUSE RULES

3 | BACKGROUND AND PURPOSE

4 | SCOPE OF WORK

5 | SUBMISSION REQUIREMENTS

6 | EVALUATION CRITERIA

7 | KEY DATES

8 | QUESTIONS & ANSWERS

9 | CLOSURE



HOUSE RULES

- **WE WOULD LIKE TO REQUEST THE FOLLOWING FROM ALL ATTENDEES:**
- SWITCH OFF / PUT ON SILENCE CELLPHONE OR ANY COMMUNICATION DEVICE.
- HOLD ALL QUESTIONS FOR THE QUESTION-AND-ANSWER SESSION
- ALL COMMUNICATION FROM ACSA WILL BE DONE VIA E-MAIL AND THROUGH THE E-TENDERS WEBSITE – PLEASE USE THE TENDER REFERENCE NUMBER TO SEARCH.

The background of the slide is a light blue gradient. It is populated with numerous 3D question marks of varying sizes and orientations, all rendered in a medium blue color. These question marks are scattered across the entire frame, creating a sense of depth and inquiry. Overlaid on this background is a semi-transparent teal rectangular box that serves as a container for the main title text.

BACKGROUND,PURPOSE AND OBJECTIVE

BACKGROUND AND PURPOSE AND OBJECTIVE

- Our majority shareholder is the South African Government (74.6%). In line with the government's objectives, we focus on creating sustainable value that positively impacts our business, our people and society, and our environment. These elements are the core tenets of our Sustainability Framework.
- The company has the South African Government through the Department of Transport as a major shareholder and thus regarded as a state-owned company (SOC) in terms of the Public Finance Management Act (PFMA). The company is legally and financially autonomous and operates under commercial law.
- Airports Company South Africa SOC Limited hereby invites proposals for the provision of Psychometric assessment services for talent acquisition, and developmental purposes as well as the provision of competency base interview guide platform ACSA's terms and conditions shall apply in accordance with the distinct agreements which shall be concluded with the preferred service provider(s) once the contract(s) is awarded.

BACKGROUND AND PURPOSE AND OBJECTIVE

- The Airports Company South Africa SOC Limited (ACSA) would like to appoint a Service Provider/s for the Provision of the Psychometric Assessment Services and an interview guide platform for all its regions. It is ACSA's intention to source potential bidder/s for a period of three (3) years.
- The aim is to obtain proposals from service providers in respect of the relevant scope of services, and to evaluate these in order to appoint a Service Provider(s) who will fulfil the requirements set out in this RFP. Upon the appointment of the Service Provider(s), a contract shall be concluded with the preferred Service Provider(s). ACSA may terminate the contract or postpone or delay all or any part of the contract upon written notice to the selected service provider(s) in line with the prescribed process.



SCOPE OF WORK

- The potential service providers will be engaged by Airports Company South Africa to provide psychometric and competency-based assessments using the service provider platform to make bookings, invite candidates, administer tests, score, generate reports and provide feedback to line managers, People business partners and candidates.
- In addition, the service provider should also provide a digital platform with competency-based interview questions. The digital interview guide builder should allow hiring teams to choose from a range of competency-based questions (motivation, behavioural, situational, and skills-based questions) to create an interview guide for the position being recruited for.
- Below is an overview of the scope of services for the provision of competency-based interview questions via an online platform (digital interview guide builder), provision of psychometric and competency-based assessments, as well as the Assessment Platform to make bookings, invite candidates, administer tests, score, and generate reports and provide feedback to line managers, People business partners and candidates.

COMPETENCY-BASED INTERVIEW GUIDE ONLINE SYSTEM AND INTERVIEW GUIDE LIBRARY ALIGNED TO AIRPORTS COMPANY SOUTH AFRICA COMPETENCY FRAMEWORK

- The objective of implementing a competency-based interview guides online platform and interview questions library is to ensure that the Human Resources Management teams have access to the online platform to create, compile and generate interview guides which will ensure consistency and standardisation of the interviewing process.

The appointed service provider needs to ensure that the interview guides' library/interview questions database solutions or services offer the following:

- a) The use of a highly structured interview guide creation process that focuses on competencies needed for the job.
- b) Easy to access behavioural, technical, and functional competency-based interview questions designed according to various levels of complexity of the position; aligned to the Airports Company South Africa competency framework.
- c) Delivery of a consistent interview experience that gives every candidate an equal opportunity to discuss their suitability for the job. Irrespective of who the interviewer is.
- d) Train and empower People Management teams and hiring managers to be able to process the data that is collected during the interview to ensure objectivity and reduce bias.

In terms of the competency-based digital (interview guide builder) platform to be procured, below is a brief overview:

- a) The service provider aligns competencies to the Airports Company South Africa competency framework.
- b) Design a digital platform that has a varied database of behavioural and technical interview questions across all job grade levels.
- c) The digital platform should have the functionality to consolidate panel interview feedback which will feed into the applicant tracking system.
- d) Provide competency-based interview skills training across hiring managers and people management teams.
- e) Ensure that the platform has user access controls to avoid leaking interview questions/interview guides.
- f) Prior experience in implementing the interviewing guide solution at similar size organisations as Airports Company South Africa is required.

SCOPE OF WORK (CONTINUATION)

- g) Demonstrated Project management and change management expertise in implementing the solution is also a prerequisite. This will be in partnership with the Airports Company South Africa Change management team.
- h) The service provider must provide a detailed transition and handover exit plan to ensure records are accurately handed over at the end of the contract period.

PSYCHOMETRIC ASSESSMENTS FOR TALENT ACQUISITION AND DEVELOPMENT

- The scope of the psychometric assessments will mainly provide for talent acquisition as well as employee development input. The psychometric assessment results and input will be relevant to all occupational levels ranging from entry level to Executive Management level positions as stipulated in Table 1 below. The estimated average number of candidates assessed per month varies.
- The intent is to assess the following psychological attributes: Personality; Leadership; Potential where applicable; Cognitive ability and Integrity. The use of psychometric assessments in the organization will be uniquely specified per occupational level, relevant to the purpose of the assessment. The outcomes should be focussed to guide in making informed decisions based on scientifically validated psychometric assessment tools that are reliable, valid; culture-fair; and registered by the Health Professions Council of South Africa (HPCSA) as required by the Employment Equity Act no.55 of 1998 as amended.

- Airports Company South Africa proactively recognises and responds to new developments in the industry therefor ACSA would like bidders to provide information regarding new, innovative and cost-effective psychometric assessments batteries for all levels and provide a detailed proposal around these assessment batteries including samples of reports.
- The service must be electronically managed from ordering to feedback stage and allow for assessments to be administered electronically. Provision should also be made for paper and pencil assessments where required. Providers must indicate how they can provide for reasonable accommodation for Persons with Disability as and when required.
- The tables below stipulate the psychometric assessment tools required for application in each occupational level. These assessment tools should guide the presentation of assessment costs per person.

- It is specifically stated that the instruments for quotation in terms of ACSA's current instruments. ACSA will however reserve the right to amend the instruments together with the provider, noting industry movements and changes in business needs.

Technical Specification

Assessment Batteries per occupational level

Table 1: (Providers to propose assessments relevant for Talent Acquisition, development / learning potential instruments proposed on each level. It should distinguish between technical and administrative potential identification).

Occupational Levels	Personality	Cognitive Ability	Integrity	Risk Interviews	Proposed Learning Potential	Integrated Report
Entry Level	None	None	IP200			Individual Report
Semi-skilled	None	None	IP200			Individual Report
Skilled Technical/ Administrators	OPQ	Numerical; Verbal; and Checking	IP200			Integrated Management report
Supervisors	OPQ	Numerical; Verbal; and Checking	IP200			Integrated Management report
Academically qualified /Junior Managers/ Graduates	OPQ	Numerical; Verbal; and Abstract Reasoning	IP200			Integrated Management report

SCOPE OF WORK (CONTINUATION)

Professionally qualified/ Specialists/Middle Manager	OPQ	Numerical; Verbal and Critical Reasoning	IP200			Integrated Management report
Senior Managers	OPQ	Numerical; Verbal and Critical Reasoning	IP200			Integrated Management report
Executive Managers	OPQ	Numerical; Verbal and Critical Reasoning	IP200			Integrated Management report

Leadership Assessments: Assessment Centres

- a) These will have to be based on job-specific and leadership requirements provided by ACSA for talent acquisition and developmental purposes.
- b) In cases where job-specific assessment centres are required, the same Assessment Centre exercises should be applied for positions within the same level irrespective of location, unless specified otherwise.
- c) The Bidder will be required to provide a proposal for Assessment Centres as stipulated in table 2 below.

- Table 2: Assessment Centres (AC)

Occupational Level	AC Design proposal	AC Administration specifications	AC Report specifications
Senior Managers			
Executive Managers			

Reports

- a) The Service Provider will be expected to furnish ACSA with a report for each assessments tool included in the battery of assessments to be utilized; and an integrated report indicative of the candidate's profile in relation to the inherent job requirements and developmental requirements.
- b) ACSA will develop a repository for all records to be stored electronically. Service Providers are expected to provide back-up storage for the full duration of the contract period, noting the requirements of the POPI Act.
- c) A transition and handover plan should be presented to ACSA to ensure records are accurately handed over at the termination of the contract period.
- d) On a quarterly basis, the Service Provider will be expected to present trends emerging from the assessment results by position/occupational level and other requirements deemed necessary by ACSA.
- e) The Service Provider will be expected to present research results in relation to the assessment tools utilized as requested by ACSA on a quarterly basis.

Feedback

- The Service Provider should be available to provide feedback to candidates when required. In such cases, integrated reports for each candidate should be provided as and when requested. The content of the reports should focus on the strengths and development areas of the individual; and include recommendations for developmental areas.
- The Bidder will be required to provide a proposal for Candidate Feedback as stipulated in table 3 below.

➤ Table 3: Candidate Feedback

Occupational Levels	Personality	Cognitive Ability	Integrity	Proposed Learning Potential	Integrated Report	Proposed Feedback Method
Entry Level	None	None	IP200		Integrated Candidate report	
Semi-skilled	None	None	IP200		Integrated Candidate report	

SCOPE OF WORK (CONTINUATION)

Skilled Technical/ Administrators	OPQ	Numerical; Verbal; and Checking	IP200		Integrated Candidate report	
Supervisors	OPQ	Numerical; Verbal; and Checking	IP200		Integrated Candidate report	
Academically qualified /Junior Managers/ Graduates	OPQ	Numerical; Verbal; and Abstract Reasoning	IP200		Integrated Candidate report	
Professionally qualified/ Specialists/Middle Manager	OPQ	Numerical; Verbal and Critical Reasoning	IP200		Integrated Candidate report	
Senior Managers	OPQ	Numerical; Verbal and Critical Reasoning	IP200		Integrated Candidate report	
Executive Managers	OPQ	Numerical; Verbal and Critical Reasoning	IP200		Integrated Candidate report	

Assessment process and Turnaround Times

- a) ACSA will send a Request to the Service Provider for the shortlisted candidates to be assessed. The Service Provider should make arrangements with the candidates to be assessed, noting the candidates will be informed by ACSA of the intention to do assessments. The Service Provider should be in a position to administer assessments within 24 to 72 hours once the request has been made by ACSA. The turnaround time and quality within which the Service Provider can administer assessments will be ranked.
- b) After the assessment process has been concluded, the Service Provider should have 24 to 72 hours to integrate reports and send these to ACSA in preparation for feedback to the selection panel. A standard report template should be used in this case as agreed with ACSA. The turnaround time and quality within which the Service Provider can administer assessments will be ranked.
- c) Service Providers will be expected to extrapolate inherent job requirements from the job adverts sent by ACSA; and align these with ACSA job-related competencies to increase the level of clarity and understanding when providing feedback to selection panels and candidates. The Service Provider will not be expected to forward raw reports to ACSA for feedback purposes.

- d) Feedback to the selection panel is done internally. However, Service Providers may be expected to provide feedback to the selection panel on an ad-hoc basis.
- e) The Service Provider should provide candidate feedback within 24 to 72 hours once requested by ACSA.

Capacity and Experience

- ACSA seeks to engage a Service Provider whose organization has the capacity to deliver on the following:
 - a) Has a sufficient number of experienced Psychologists and Psychometrists registered with the Health Professions Council of South Africa (HPCSA) to deliver in terms of the scope and technical requirements as set out in this document;
 - b) Has the capacity to deliver required services within reasonable time frames as follows:
 - Competency modelling by extrapolating inherent job requirements and align these to ACSA job-specific competencies when preparing integrated reports;
 - Well established IT systems to accommodate electronic ordering to feedback stage and allow for the administration of online assessments;

- Information technology and capacity to safely and securely store the reports - provide a proposal in terms of relevant legislation including POPI Act and how the ACSA data and reports will be securely stored and protected;
- The provider will be required to provide adequate facilities to administer up to 10 electronic/ paper and pencil assessments at a time if so required;
- The provider will be required to prove that they have made reasonable accommodation to meet the requirements of persons with disabilities at their premises and which disabilities can be accommodated;
- Administrative Support team to ensure that the assessment process is administered efficiently;
- Administer psychometric assessments and assessment centres within 24 hours to 72 hours after receiving a request from ACSA;

SCOPE OF WORK (CONTINUATION)

- Deliver integrated reports indicating strengths and development areas of candidates within 72 hours after assessment administration;
- Deliver specific learning potential reports where specified and required.
- Provide candidate feedback within 24 to 72 hours once requested by ACSA. Deliver feedback report including recommended areas of development;
- Has a proven track-record of providing assessments across all occupational levels, not only on a project basis but as a continuous contract;
- Has a Research team to perform statistical and trend analysis on a quarterly basis. Deliver the reports that will enhance decision-making in relation to the psychometric assessment tools employed.
- Renders end-to-end psychometric services for talent acquisition and developmental purposes as their core business function;
- Has the capacity to advise and report in such a way that ACSA can deploy relevant amended tools for psychometric assessments based on business needs.
- The provider should be able to lay out the plan and process pertaining to account management, invoicing and record keeping.

A night photograph of an airport tarmac. In the foreground, a large white passenger jet with a red engine is parked. The tail of the plane has the registration "G-VZIG" visible. In the background, a modern airport terminal with a curved glass facade and a yellow roof is illuminated. The sky is dark. A semi-transparent teal banner with the text "SUBMISSION REQUIREMENTS" is overlaid in the center.

SUBMISSION REQUIREMENTS

Submission Requirements

The Bid shall consist of the following documents:

- Reference related to the scope of work
- Certified copy of latest Valid B –BBBEE Certificate
- Valid, Original Tax Clearance Pin
- CIPC document
- Price Proposal
- Bidders must submit the Central Supplier Database Report.
- Acceptance of Airports Company South Africa SOC Limited's terms and conditions
- Completed in full Bidder's Disclosure Form SBD 4.



MANDATORY REQUIREMENTS

- a) Proof of professional registration with HPCSA of staff that will be managing this account (paid up membership of members);
- b) Bidders' acceptance of terms and conditions of bid;

A nighttime photograph of an airport tarmac. In the foreground, a row of white cargo containers on wheels is parked. The first container has the text 'AKE 18454 BA' and the British Airways logo. In the background, a British Airways aircraft is visible, with its tail fin showing the airline's name. A long, illuminated glass-enclosed walkway or bridge extends from the left towards the right. The sky is dark blue, and the ground is lit by airport lights, creating some lens flare and light trails on the right side.

FUNCTIONALITY CRITERIA

FUNCTIONALITY CRITERIA

	FUNCTIONAL CRITERIA
1.	<p data-bbox="146 182 691 215">Company Positioning and Capacity</p> <p data-bbox="146 222 1926 332">Bidders must submit a detailed Company Profile that indicates the organizational structure, core business function and the company footprint. The Company Profile should show that the Company has a minimum of three (3) years' experience in providing psychometric assessments.</p> <p data-bbox="146 408 1926 479">Reference letters will also be referenced to verify the three (3) years company experience. Services must have been rendered within the last 3 years detailing the requirements listed below.</p> <p data-bbox="146 555 909 588">Overlapping years will be considered as one year.</p> <p data-bbox="146 664 1926 735">NB: A valid reference letter should be on a client letterhead, indicate scope of services rendered, value of the transaction, name of contact person and contact details of contact person (phone number and email address).</p> <p data-bbox="146 811 1702 843">Reference letters missing above key information may be rendered invalid and may not be considered.</p> <ul data-bbox="146 851 548 961" style="list-style-type: none"> • < 3 years = 0; • 3– 5 years =3; • More than 5 years= 8;
2.	<p data-bbox="146 1056 819 1089">Proposed Project Team Technical capability</p> <p data-bbox="146 1108 1926 1250">Administrative support structure – minimum four (4) Staff members to ensure that the assessment process is administered efficiently and that account management, invoicing and record keeping are done accurately and timeously. Bidders are required to submit curriculum vitae and qualifications of staff members as well as completion of the Table on appendix 7.</p> <p data-bbox="146 1300 1926 1372">Less than satisfactory: No Administrative Support or less than Four (4) and less than one (1) year experience for each resource = 0</p> <p data-bbox="146 1393 1926 1428">Satisfactory: Four (4) Administrative Support and one (1) year experience for each resource = 5</p>

FUNCTIONALITY CRITERIA

<p>Professional team in line with the scope of the RFP – minimum four (4) Staff Members to provide system support with interview guide library.</p> <p>Evaluation of the credentials of the required four (4) key personnel that will be allocated to manage the ACSA account. Bidders must submit curriculum vitae, and qualifications of the Professional Team, which indicates the years of relevant experience providing similar support and expertise.</p> <p>Less than satisfactory: Less than Four (4) Staff Members with relevant formal qualification and less than 3 years' experience for each resource = 0 Satisfactory: Four (4) Staff Members with relevant formal qualification and 3 - 5 years' experience for each resource = 5 Excellent: More than Four (4) Staff Members with relevant formal qualifications and HPCSA registration and 5 or more years' experience for each resource = 10</p> <p>NB: It must be noted that completion of the table on appendix 7 is compulsory.</p>	5	10
<p>Professional team in line with the scope of the RFP – minimum four (4) Staff Members and Associates to administer psychometric assessments and assessment centres and deliver integrated reports and provide candidate feedback.</p> <p>Evaluation of the credentials of the required four (4) key personnel that will be allocated to manage the ACSA account. Bidders must submit qualifications, HPCSA registration categories and years of relevant experience of Psychologists/Psychometrists intended to manage this account.</p> <p>Less than satisfactory: Less than Four (4) Staff Members with relevant formal qualifications and registration with the HPCSA with less than 3 years' experience for each resource = 0 Satisfactory: Four (4) Staff Members with relevant formal qualifications and registration with the HPCSA with 3 - 5 years' experience for each resource = 5 Excellent: Four (4) Staff Members with relevant formal qualifications and registration with the HPCSA with more than 5 years' experience for each</p>	5	10

FUNCTIONALITY CRITERIA

NB: It must be noted that completion of the table on appendix 7 is compulsory.

3.	Verifiable Experience	34	41
	a) Provision of assessments across all defined levels. Bidder must provide a sample of individual reports for assessments done on <u>each of the following Occupational Levels</u> . As per paragraph 2.4.1.1, "Technical Specifications" page 8.	12	16
	<ul style="list-style-type: none"> Entry level/Semi-skilled No report =0 Basic (Summary) Report =3 Comprehensive Report (Detailed) =4 	3	4
	<ul style="list-style-type: none"> Skilled/Technical/Administrators Supervisors No report =0 Basic (Summary) Report =3 Comprehensive Report (Detailed) =4 	3	4
	<ul style="list-style-type: none"> Academically qualified/Junior Managers/Graduates Professionally qualified/Specialists/Middle Managers No report = 0 Basic (Summary) Report =3 Comprehensive Report (Detailed) =4 	3	4
	<ul style="list-style-type: none"> Senior Managers Executive Managers No report = 0 Basic (Summary) Report = 3 Comprehensive Report (Detailed) =4 	3	4
	<ul style="list-style-type: none"> b) Bidders to submit sample of research and latest trend analysis reports for clients. Less than Satisfactory: No Submission or indication of trend analysis conducted=0 Satisfactory: The Bidder conducts research and trend analysis to indicate the effectiveness of assessment tools applied in the organisation and latest trends in the industry =3 Excellent: The Bidder conducts research and trends analysis to indicate the effectiveness of assessment tools applied in the organisation, latest trends in the 	3	4

FUNCTIONALITY CRITERIA

<p>Requesting of candidate assessments =2 Candidate registration process easy to use =2 Monitoring the completion status of assessments=2 How is the accessibility of the electronic reports managed=2 Indicate how the restricted access will be managed, noting raw reports =2</p> <p>Please note: Bidders might be required to provide a live demonstration of their systems / presentation.</p>		
<p>e) Bidders to demonstrate the electronic solution by providing detailed workflow and system screenshots for the interview guide library platform</p> <p>Creation of interview guide =2 Sharing of interview guide with the requester =2 Saving and assessing role specific interview guides =2 How is the accessibility of created interview guides managed=2 Indicate how the restricted access will be managed =2</p> <p>Please note: Bidders might be required to provide a live demonstration of their systems</p>	8	8
<p>Reference Letters</p>	5	10
<p>Minimum of four (4) Reference Letters for Psychometric assessment Project and development of interview guides worked on.</p> <p>Reference Letters must be from existing clients, not older than 3 years and Bidders must complete appendix 8.</p> <p>No submission and or partial submission of the reference letters and table on appendix 8 =0 Submission of four (4) references, two (2) for psychometric assessments and two (2) for developing role specific interview guides and table on appendix 8 =5 More than four (4) with a minimum of two (2) references each and table on appendix 8 =10</p> <p>NB: It must be noted that completion of the table on appendix 8 is compulsory</p>	5	10

PRICING



PRICE

Job Grade (Peterson)	ACSA Battery	Unit Price ex VAT	Unit Price Inc VAT	Grade Level Total
A and B	IP200			
	CTB2			
	OPQ			
C1 - C3	IP200			
	GRT2			
	OPQ			
C4 - C5	IP200			
	CTTB			
	OPQ			
D1 - D3	IP200			
	CPP			
	OPQ			
D4 - D5	IP200			
	Mid-Level in Basket			

Item	Category	Specific Goals	Score
1.	Goods & Services	51% owned by Black male and Black women and Black youth and People living with disabilities	20
		51% owned by Black male or Black women or Black youth or People living with disabilities (at least two of the above designated groups must achieved)	15
		51% owned by Black male or Black women or Black youth or People living with disabilities	10
		Less than 51% owned by Black male, Black women, Black youth, People living with disabilities	5
		Other	0

TENDER BOX B

Situated at
Airports Company
South Africa (SOC)
Limited Offices
North Wing
3rd Floor
O.R. Tambo
International Airport
AND
E-mail submission
:Portia.Motsieloa@airports.co.za

SEALED BIDS:

Submit sealed clearly
marked bid pack with
reference

COR7550/2024/RFP

Bid pack should
comprise of 2 Copies
together with an
electronic copy of the
bid documents using a
compact disc or flash
drive

CLOSE OF TENDER:

26 August 2024
strictly 10:00 am

*****No Late Submission
Will Be Accepted**



A photograph of an airport departures board. The board is a large digital screen with a blue header that reads 'Departures' and a digital clock showing '14:37'. Below the header is a table with columns for Flight, Destination, Time, Gate, Status, and New Time. The table lists various flights to destinations like Seychelles, Harare, Lesotho, Maseru, Gaborone, Manzini, Ndola, Lusaka, Luanda, Hong Kong, Nairobi, and Istanbul. Some flights are marked as 'Closed' or 'Final Call'. A large, semi-transparent 'THANK YOU' text is overlaid on the right side of the board.

Flight	Destination	Time	Gate	Status	New Time
HM060	Seychelles	13:58	A11	Closed	
SA028	Harare	14:55	A01	Final Call	
SA060	Lesotho	15:00	A05	Gate	
SA0062	Maseru	15:00	A19	Closed	
BP206	Gaborone	15:00	A15		
SA1775	Gaborone	15:45	A35		
FH8336	Harare	15:50	A21		
SA0086	Manzini - King Msw	16:05	A29		
SA0156	Ndola	16:05	A27		
SA0164	Lusaka	16:20	A19		
SA0102	Harare	16:20	A21		
DT578	Luanda	16:35	A07-08		
SA286	Hong Kong	16:50	A05		
SA0458	Gaborone	17:00	A10		
KQ763	Nairobi	17:30	A15		
TK043	Istanbul	18:10	A05		

DISCLAIMER

The information contained in this presentation is confidential, and is intended solely for this presentation. This presentation may contain information proprietary to the Airports Company South Africa SOC Limited ("the Company"), and may not be reproduced or disseminated in whole or in part without the Company's written consent. The Company is not acting as your adviser in any transaction that may be proposed herein, and this presentation does not constitute a recommendation, guidance or proposal to enter into any transaction.

Any decision to enter into a transaction should be made on the basis of information contained within an offering circular, programme memorandum or prospectus published in relation to such an offering. The Company does not guarantee or otherwise assure the expected results of any transaction as envisaged in this presentation. You shall not be entitled to place any reliance on the information contained in this presentation for the purposes of entering into any proposed transaction or otherwise.

