



2026 Interim Results

29 July 2026

Strong fundamentals delivering income and value growth

 SHAFTESBURY
CAPITAL

**Excellent
fundamentals
underpinning
growth**

**Strong
financial
performance
and position**

**Delivering
income and
value growth**

**Positioned for
growth**





Excellent fundamentals underpinning growth

Delivering consistent strong performance

Delivering strong performance

- Increase in rents, values, income and dividend
- Excellent leasing momentum and pipeline
- Capital discipline
- Strong balance sheet

Consistent operational performance

- Positive trends in footfall and sales
- High occupancy
- Enhanced customer experience

Confidence in London's West End

- Well-positioned to take advantage of market opportunities



^ Covent Garden



^ Chinatown



^ Carnaby Street

Clear strategy delivering sustainable growth

Strong performance
across key metrics



H1 2026 highlights

	Portfolio valuation ¹	+3.4% ▲
	EPRA NTA per share	+3.9% ▲
	Total property return	+5.0% ▲ vs +2.6% MSCI Return ²
	Total accounting return	+4.9% ▲
	Underlying earnings	+8% ▲
	Interim dividend	+16% ▲

Delivering on our medium-term targets

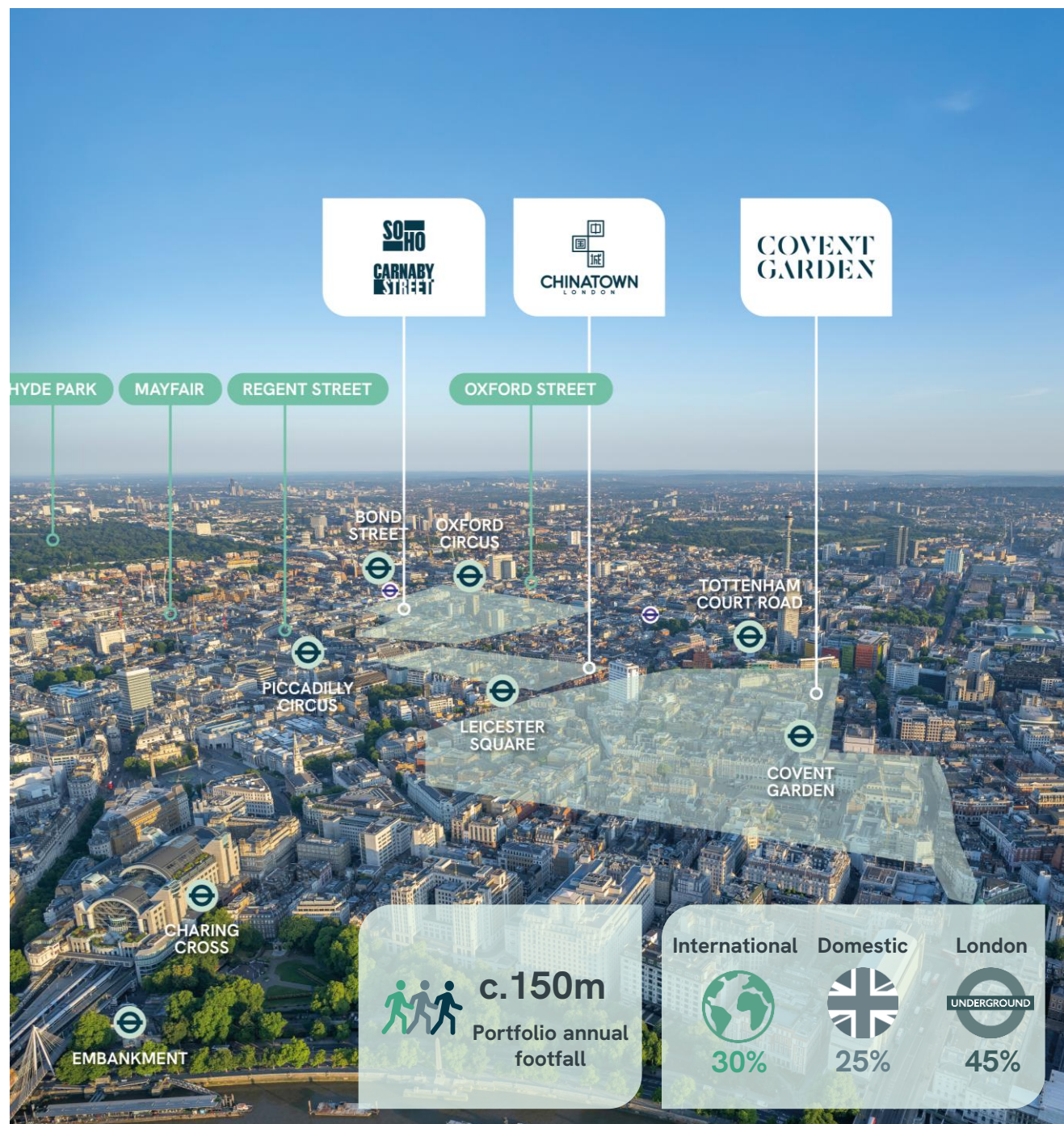
Unique portfolio in the heart of London's West End

Impossible-to-replicate portfolio of heritage properties

- Unrivalled concentration of entertainment and cultural attractions
- Wide variety of retail, leisure, food & beverage experiences
- High footfall with seven-days-a-week trading environment
- Globally-recognised location for education, innovation and commerce

Attracting greater consumer spend

- Spend, basket sizes and overall trading productivity continue to improve
- Increase in dwell time



For indicative purposes only.
Source data: CACI and MRI OnLocation footfall counters

Long-term strength of the West End

Consistent long-term rental growth

- Estimated ERV growth of 4% for West-End retail-led assets over the long-term¹

Track record of outperformance

- SHC portfolio has generated ERV growth of 6.8%², well ahead of market growth¹

Long-term stability of prime West End yields

- Prime retail yields consistently centred around 4% through multiple cycles³
- Reflects scarcity value, limited new supply and enduring appeal to broad range of investors
- Generally smaller lot sizes, with capital value psf as an important reference point

1. MSCI West End retail led assets 35-year average adjusted for COVID period (excluding 2020-2021)
2. SHC 2010-2025 adjusted for COVID period (excluding 2020-2021)
3. CBRE West End Retail yield profile



Strong financial performance and position

Continued earnings progression

Group share	H1 2026 £m	H1 2025 ¹ £m
Rental income	97.3	98.7
Property costs	(17.0)	(15.1)
Net rental income	80.3	83.6
Other income	2.0	1.1
Administration costs	(20.8)	(20.4)
Net finance costs	(17.5)	(23.7)
Underlying earnings	44.0	40.6
Underlying earnings per share (pence)	2.4	2.2
Dividend per share (pence)	2.2	1.9

L-f-L rental growth **+4%** ²

compared with **£92m** in H1 2025
adjusted for mid-period Covent
Garden partnership transaction

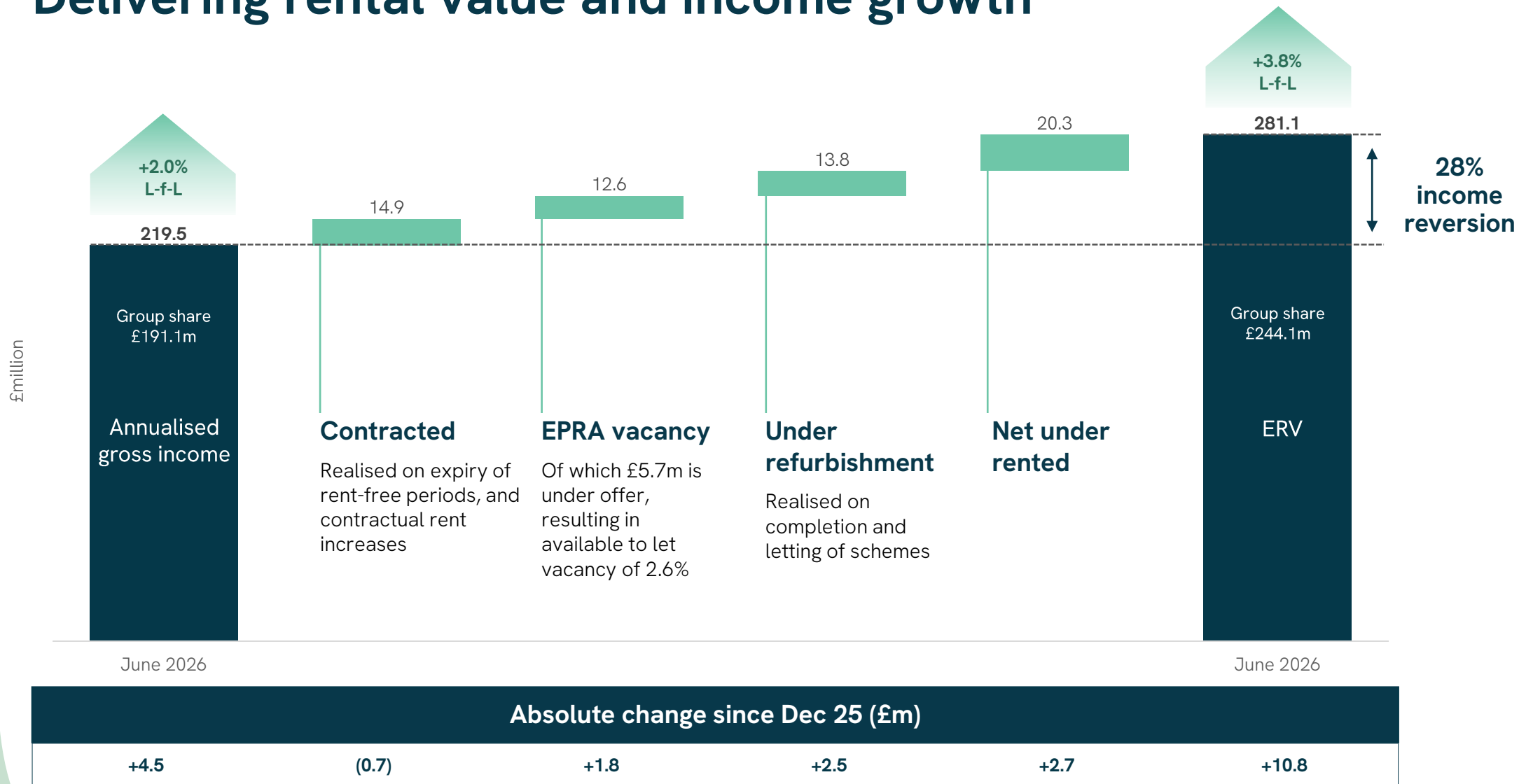
Underlying EPS **+8%**

Interim dividend **+16%**

1. H1 2025 reflects 75 per cent ownership of the Covent Garden estate in Q2 only, following completion of the partnership with NBIM on 1 April 2025.

2. The movement in the rental income is on a like-for-like basis, reflecting acquisitions, disposals, developments and the Covent Garden transaction, as set out on slide 38.

Delivering rental value and income growth



This chart represents the portfolio under management as at 30 June 2026.

Valuation growth driving increased NTA per share

Group share balance sheet	30 Jun 2026 £m	31 Dec 2025 £m
Property portfolio ¹	4,840	4,661
Net debt	(787)	(813)
Other	60	106
Net assets	4,113	3,954
EPRA net tangible assets	4,112	3,955
EPRA net tangible assets per share (pence)²	223	215

Valuation up +3.4% to £5.6bn^{1,3}

- +3.8% L-f-L ERV growth
- Equivalent yield stable at 4.4%
- Total property return +5.0% (vs +2.6% MSCI Return)

Total accounting return +4.9%

- EPRA NTA 223p
- EPRA NDV 223p
- EPRA NRV 241p

1. The market value of the property portfolio under management is £5,621 million (2025: £5,407 million). Market value of the property portfolio on a Group share basis is £4,883 million

2. Refer to page 40 for the EPRA NTA per share movement

3. The movement in the property portfolio is on a like-for-like basis, reflecting acquisitions and disposals

ERV and property valuation growth

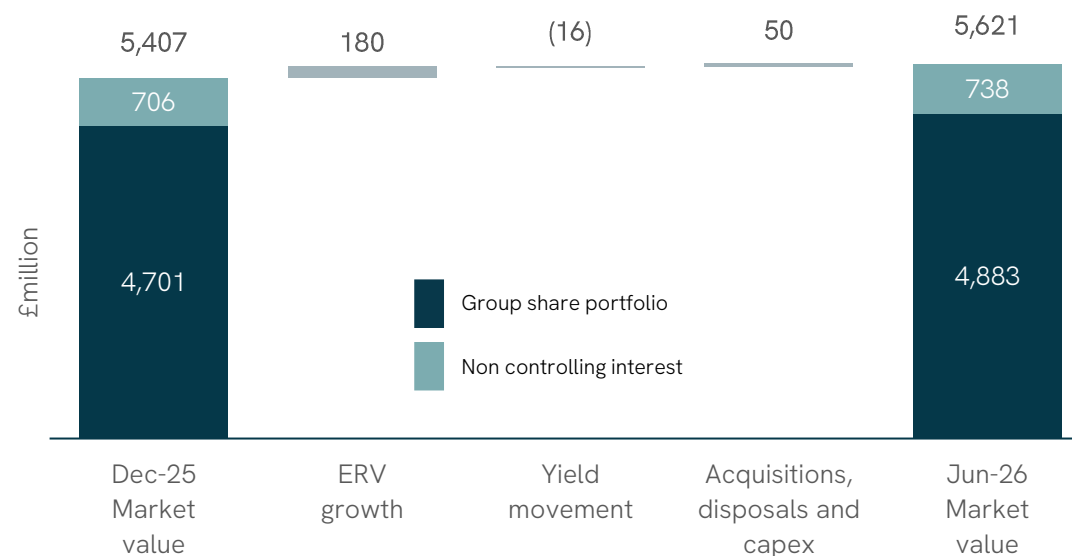
Valuation +3.4% to £5.6bn

- +3.8% L-f-L ERV growth to £281m
- Equivalent yield stable at 4.4%
- 4.6% equivalent yield for the commercial portfolio

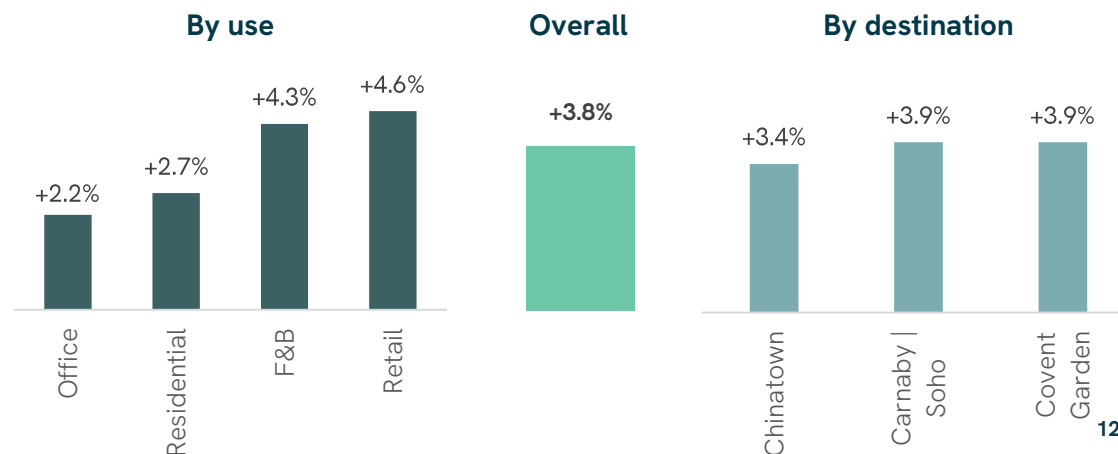
Rents and valuation well-underpinned

- Strong rental growth prospects
- Average ERV £101psf (2025: £98psf)
- Average valuation £2,026psf (2025: £1,962psf)

Valuation increase driven by rental growth



ERV growth across all uses and destinations



Strong credit metrics and significant financial flexibility

£0.8bn

Net debt

16%

EPRA LTV

4.7x

Interest cover

6.4x

Net debt to
EBITDA

Access to substantial liquidity of £1.0bn¹

Weighted average maturity of drawn debt of 4.7 years

Weighted average cost of debt of 3.9%

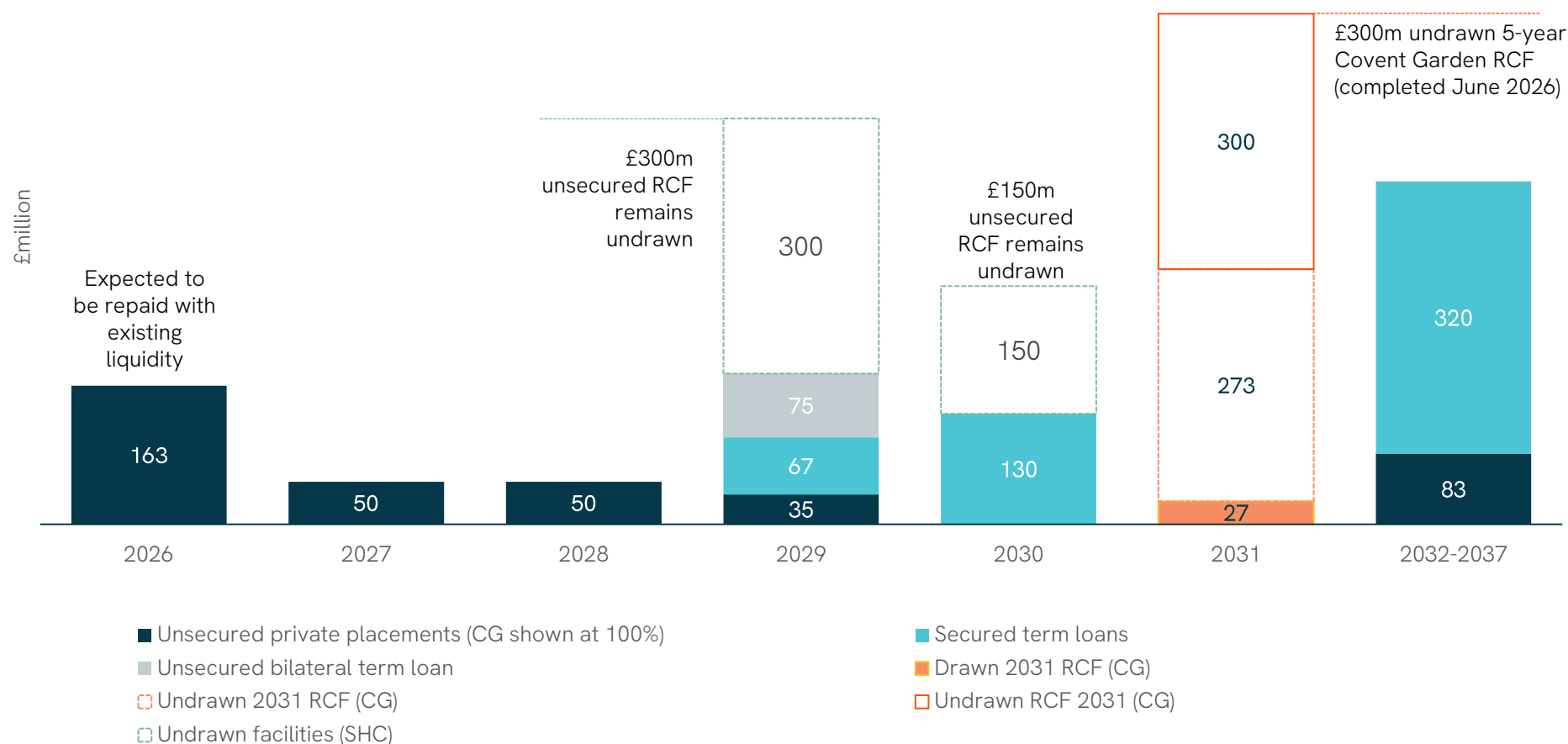
Strong support from debt markets

1. Access to liquidity of £0.8bn pro forma taking account of expected repayment of £162.5 million private placements (£122 million group share) in Q4 2026.

Diversified debt profile and sources of funding

- Repayment of the £275 million exchangeable bond in March 2026 with Group cash
- Strengthened liquidity position with new £300 million revolving credit facility at Covent Garden in June 2026
- Access to undrawn facilities provides flexibility to repay maturing debt

Attractive debt maturity profile

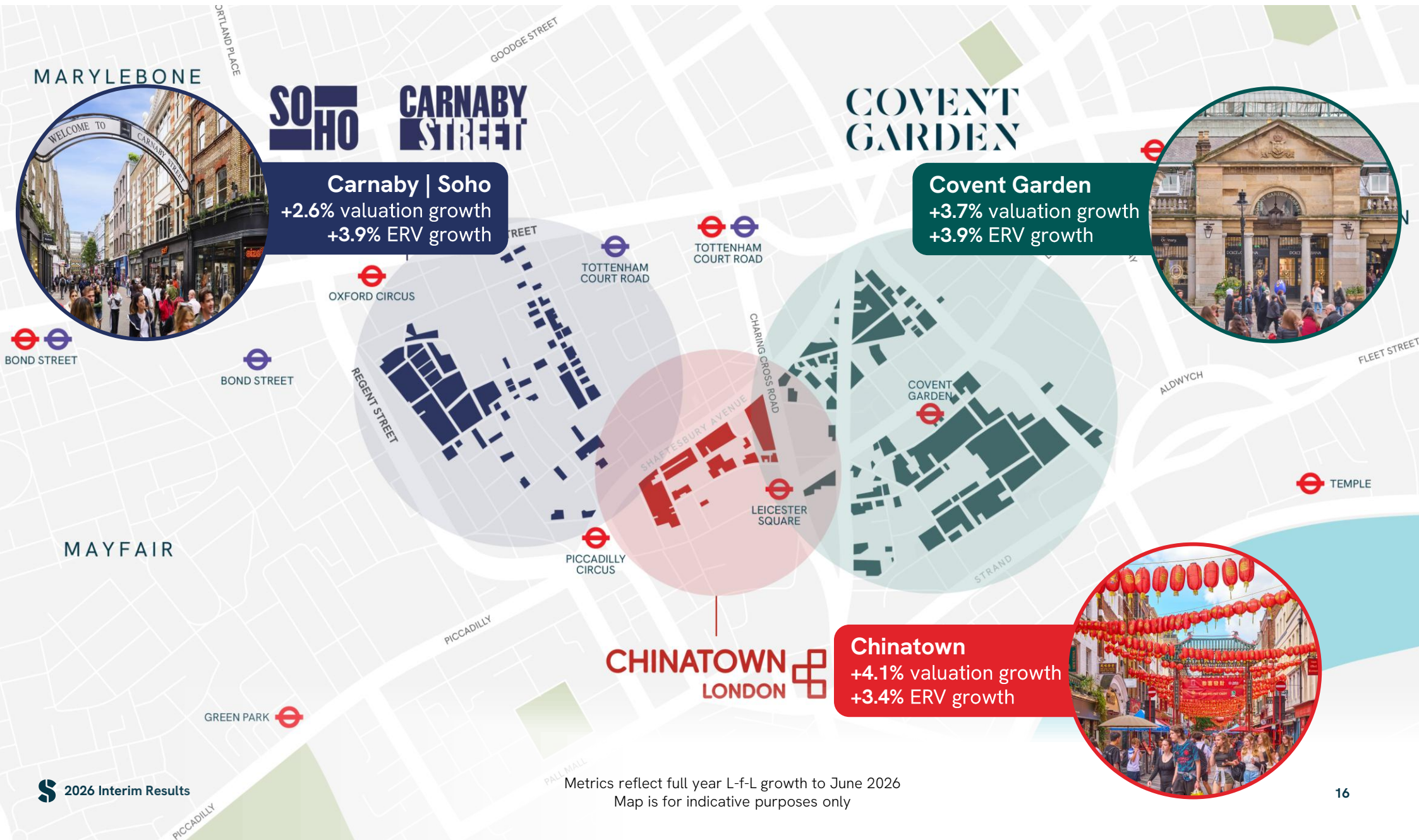


£95 million of £380 million unsecured private placements, and £150 million of the Covent Garden RCFs relate to non-controlling interest.



Delivering income and value growth

Globally renowned destinations in the heart of London's West End



Positive leasing spreads driving rental growth

226 New lettings/renewals

£23.2m

+4.9% vs Dec-25 ERV

+18.4% vs previous rent

26 Rent reviews

£7.3m

+16.7% vs previous rent

High occupancy

2.6%

ERV available to let

TIFFANY & CO.

KOOKAÏ

PERCIVAL

||||| C O D E 8

POP MART


EMESTUDIOS


HEYTEA
喜茶

M O N C

 K-WAY

arôme

KAWAN
BY UNCLE ROGER

junk
Smash burgers

I S L A N D E R


SANHAO
叁號

Strong retail market

London remains a priority global gateway city for international retailers

Retail leasing activity driving +5.4% valuation growth

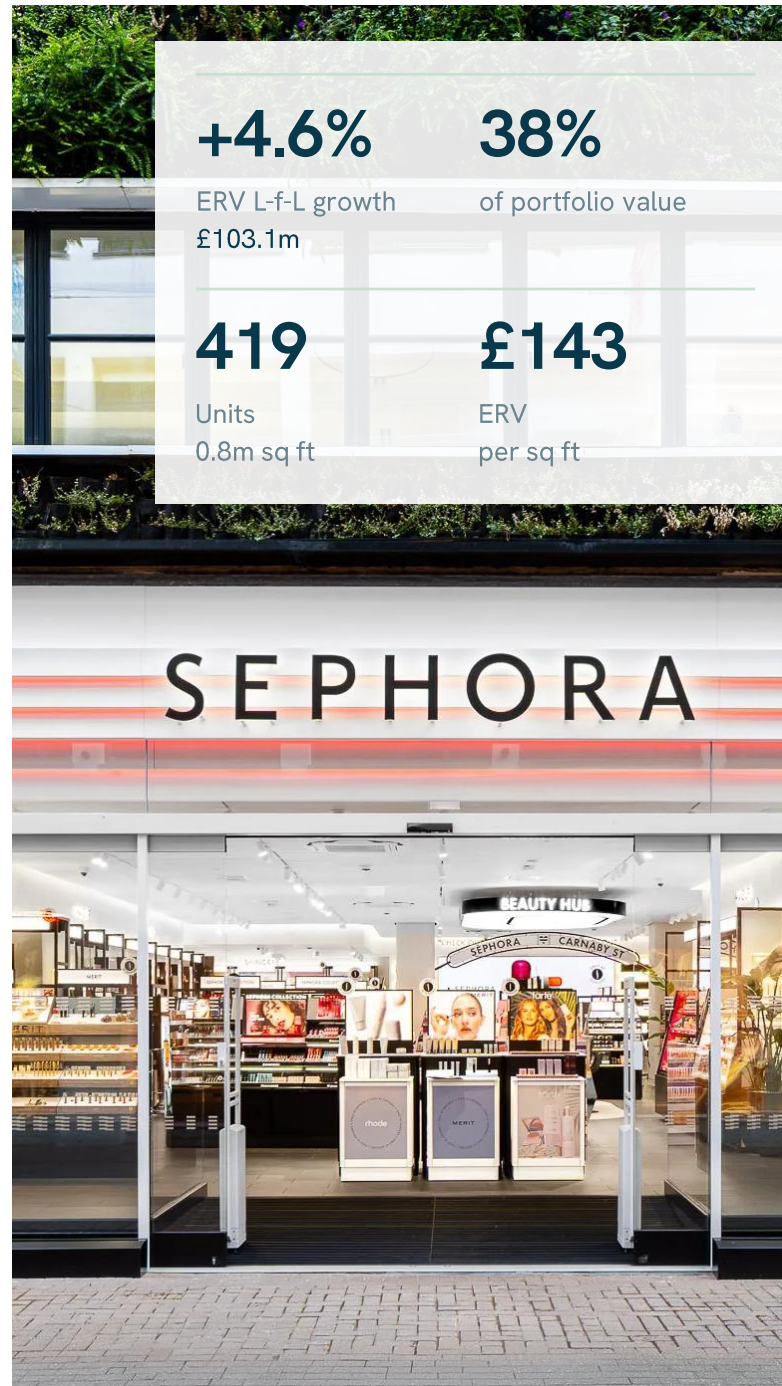
– 17 new retail openings across the portfolio

Availability on many streets at or near record lows

– Sustaining competitive tension

45 new lettings and renewals

- £9.5m of rental income; +28.1% vs previous passing rents
- Rent reviews: £1.7m; +14.6% vs previous passing rents



^ Sephora, Carnaby Street



^ Edikted, Carnaby Street



^ Kiehl's, Monmouth Street 18

High quality F&B offering

Leasing activity in H1 focused on founder-led restaurant brands and established operators upsizing

12 new openings across the portfolio

High occupancy

– Only 0.2% of the portfolio ERV available to let

27 new lettings and renewals: £5.0m of rental income; +9.0% vs Dec-25 ERV

– Rent reviews: £5.5m; +17.4% vs previous passing rents

F&B leasing activity driving +4.0% valuation growth



^ Burro, Floral Court



^ St. John, Neal's Yard



^ Darjeeling Express, Rupert Street

+4.3%

ERV L-f-L growth
£92.6m

33%

of portfolio value

392

Units
0.9m sq ft

£98

ERV
per sq ft

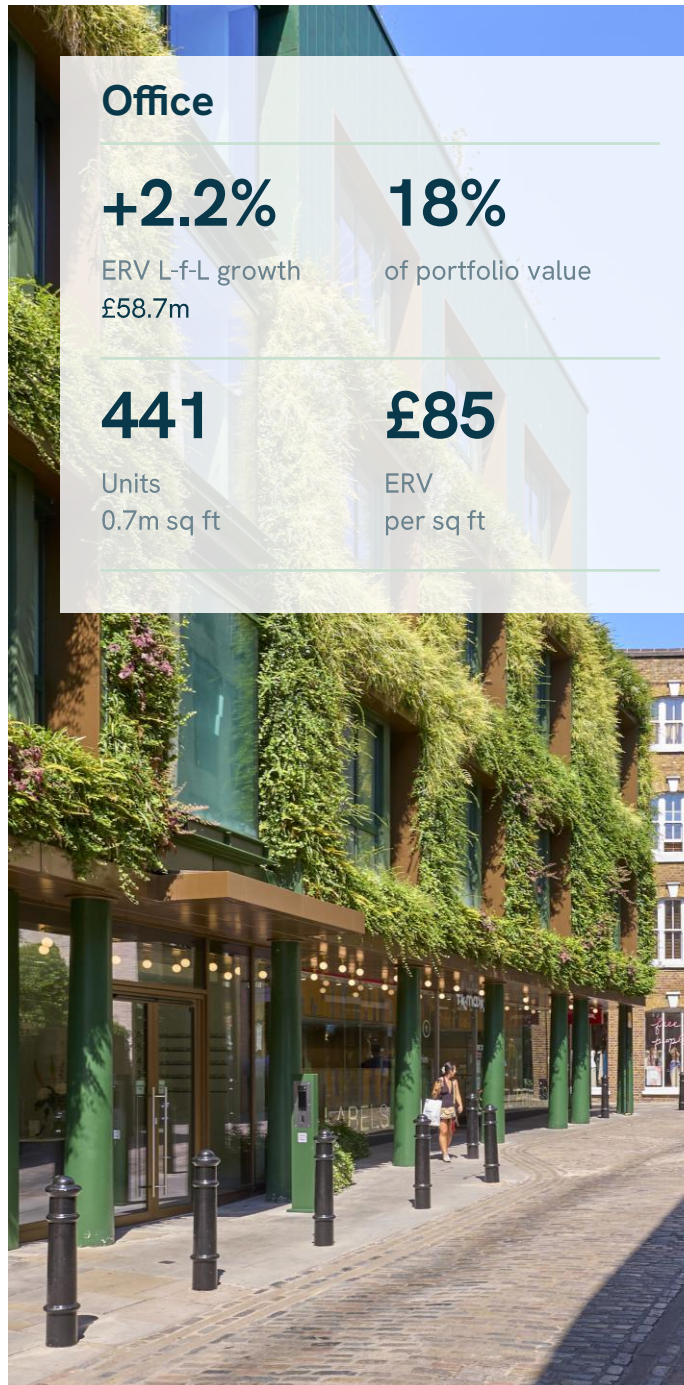
Office and Residential

High quality office space

- Amenity value and excellent environmental credentials
- 38 new lettings and renewals: £3.1m of rental income; +10.5% vs Dec-25 ERV

High occupancy across residential portfolio

- 116 lettings and renewals
- Rents achieved +2.4% vs previous rents
- Only 0.6% of ERV available to let



Office

+2.2%

ERV L-f-L growth
£58.7m

18%

of portfolio value

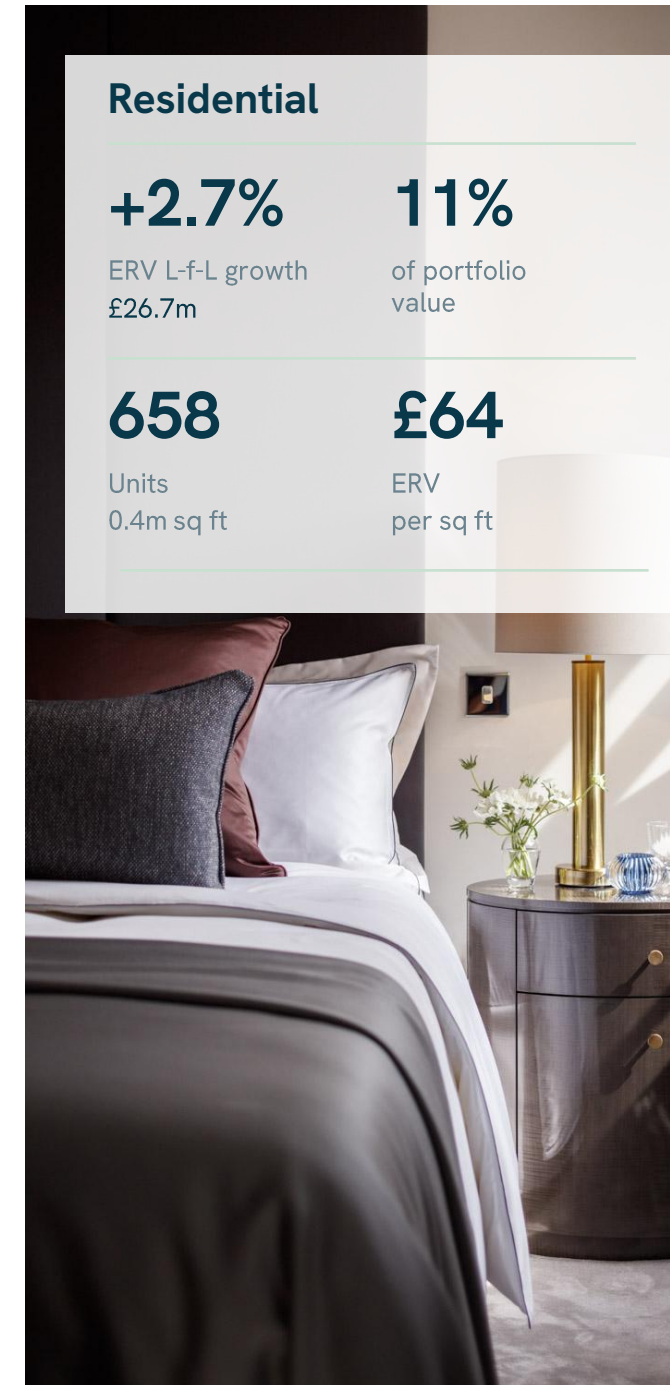
441

Units
0.7m sq ft

£85

ERV
per sq ft

^ Office



Residential

+2.7%

ERV L-f-L growth
£26.7m

11%

of portfolio
value

658

Units
0.4m sq ft

£64

ERV
per sq ft

Residential ^

Investment, expansion and growth opportunities

Investment opportunities across our portfolio

- Refurbishment, asset management, public realm and repositioning opportunities

Active capital rotation

- £8m of acquisitions, £23m of capital expenditure
- £64m of disposals (non-core asset, Lillie Square)
- Several buildings currently under review

Significant liquidity to take advantage of market opportunities



^ Refurbishment of Kingly Court



^ Henrietta Street acquisition



^ Carnaby Street, Public Realm CGI



Positioned for growth

Positioned for growth

Proven operating platform and experienced team

- Driving returns, earnings and value progression

Significant income and earnings growth potential

- Strong leasing pipeline and levels of activity
- Consistent operational performance

Clear strategy and financial strength

- Investment, expansion and growth opportunities

Confidence in medium-term targets set out in 2023¹

Rental growth —————→ **5 - 7%**

Total property return —————→ **7 - 9%**

Total accounting return —————→ **8 - 10%**

1. Annualised rates over 3 to 5 years, assuming stable cap rates





Q&A



Appendices

Our strategy

Our purpose

Investing to create thriving destinations in London's West End where people enjoy visiting, working and living.



Our strategy



To deliver long-term income and value growth from our unique portfolio of properties through investment, curation and responsible stewardship, benefitting all stakeholders and contributing to the success of the West End.

Place our customers at the heart of the business

- Deliver best in class service to our customers
- Leverage deep understanding of consumers and commercial data

Creative and active approach

- Invest in and nurture remarkable destinations in London's West End
- Dynamic leasing strategy
- Re-use, re-purpose and improve our buildings
- Enhance public realm

Disciplined financial management

- Prudent, conservative approach to financial leverage and risk
- Maintain cost and capital discipline

Sustainable and community-minded

- Broad community and stakeholder engagement
- Responsible stewardship
- Commitment to the environment and clear sustainability goals

Our values



Take a responsible, long-term view



Act with integrity



Take a creative approach



Listen and collaborate

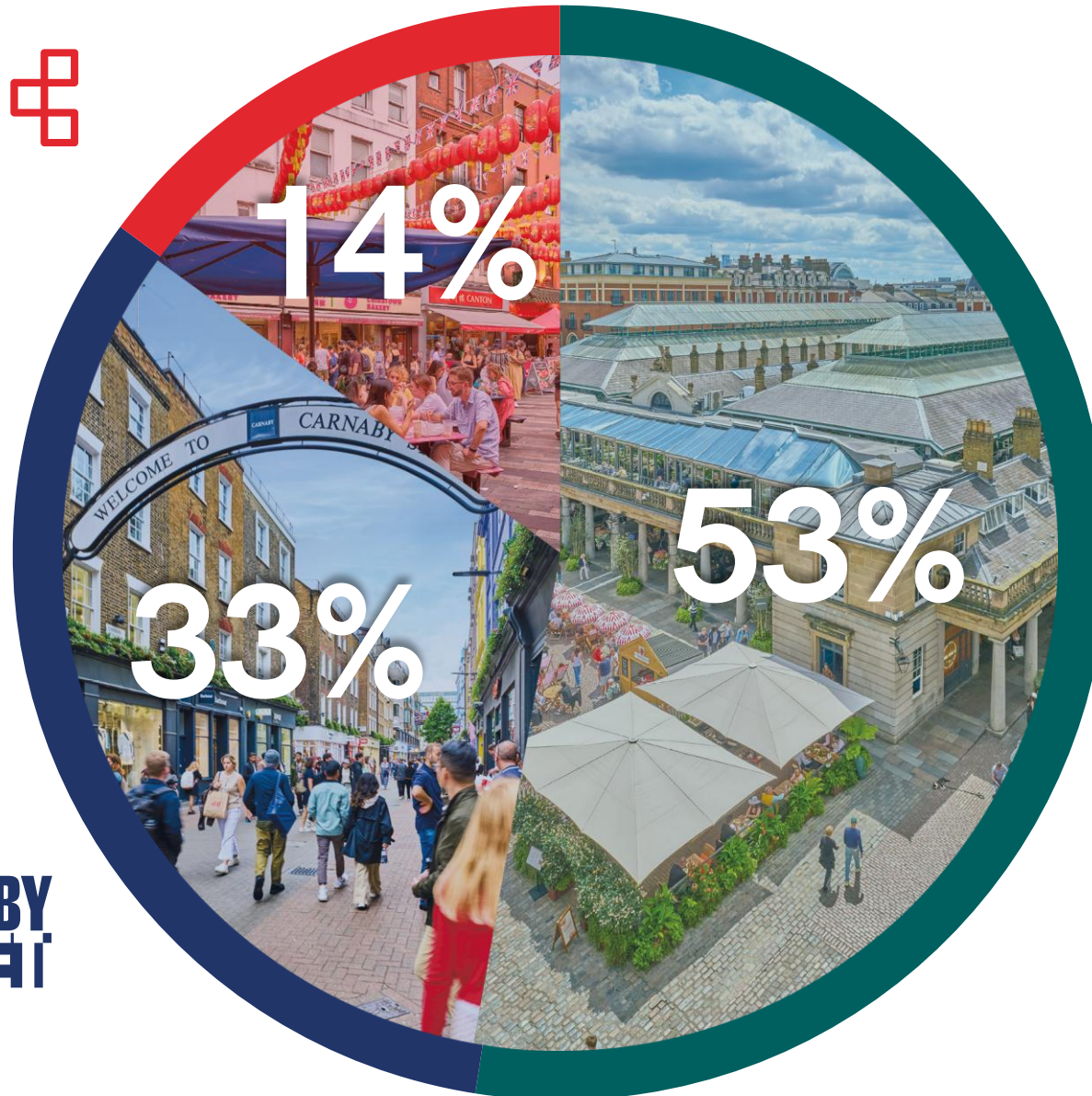


Make a difference

Underpinned by our talented team and dynamic culture

Our portfolio under management

CHINATOWN
LONDON



**COVENT
GARDEN**

SOHO **CARNABY
STREET**

Metrics reflect percentage of portfolio under management value at 30 June 2026

Diverse mixed-use portfolio

Split by use



Retail

38%
36%



F&B

33%
33%



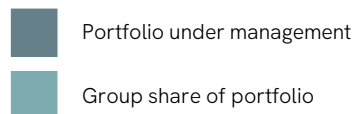
Office

18%
20%



Residential

11%
11%



Split by destination

COVENT
GARDEN

53%
46%

SOHO CARNABY
STREET

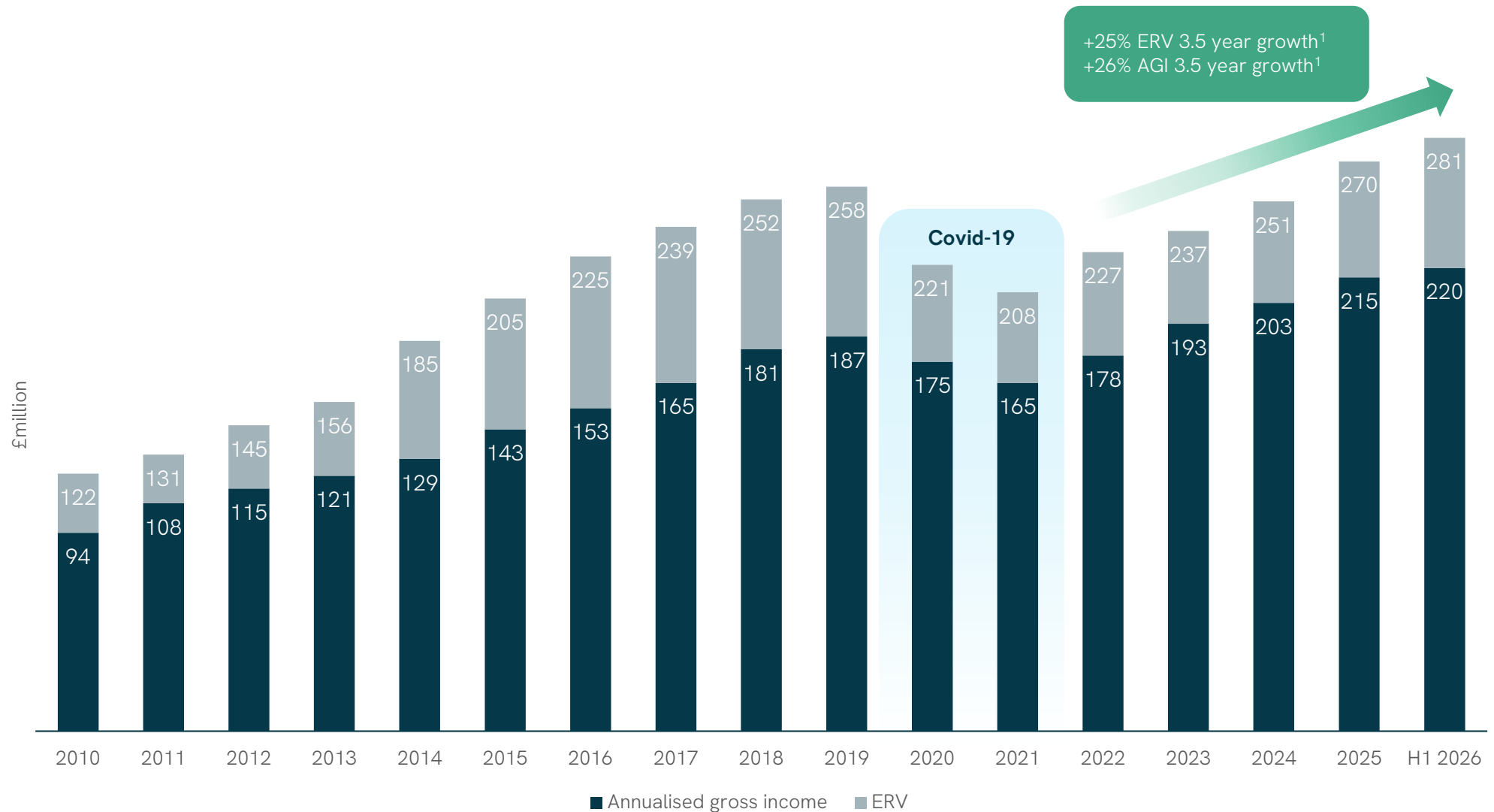
33%
38%

CHINATOWN
LONDON

14%
16%

Metrics reflect percentage of portfolio valuation at 30 June 2026

Historical reversionary potential and ERV growth



1. Metrics reflect performance since merger i.e. 3.5 years to 30 June 2026

2. Numbers reflect the combined reported figures of Capital & Counties Properties PLC and Shaftesbury PLC from 2010 to 2022

Significant opportunity to grow rents

Retail ITZA rental tones by street

Average SHC Zone A retail rents £610 psf

Average SHC Zone A significantly below prime West End average £1,600 psf

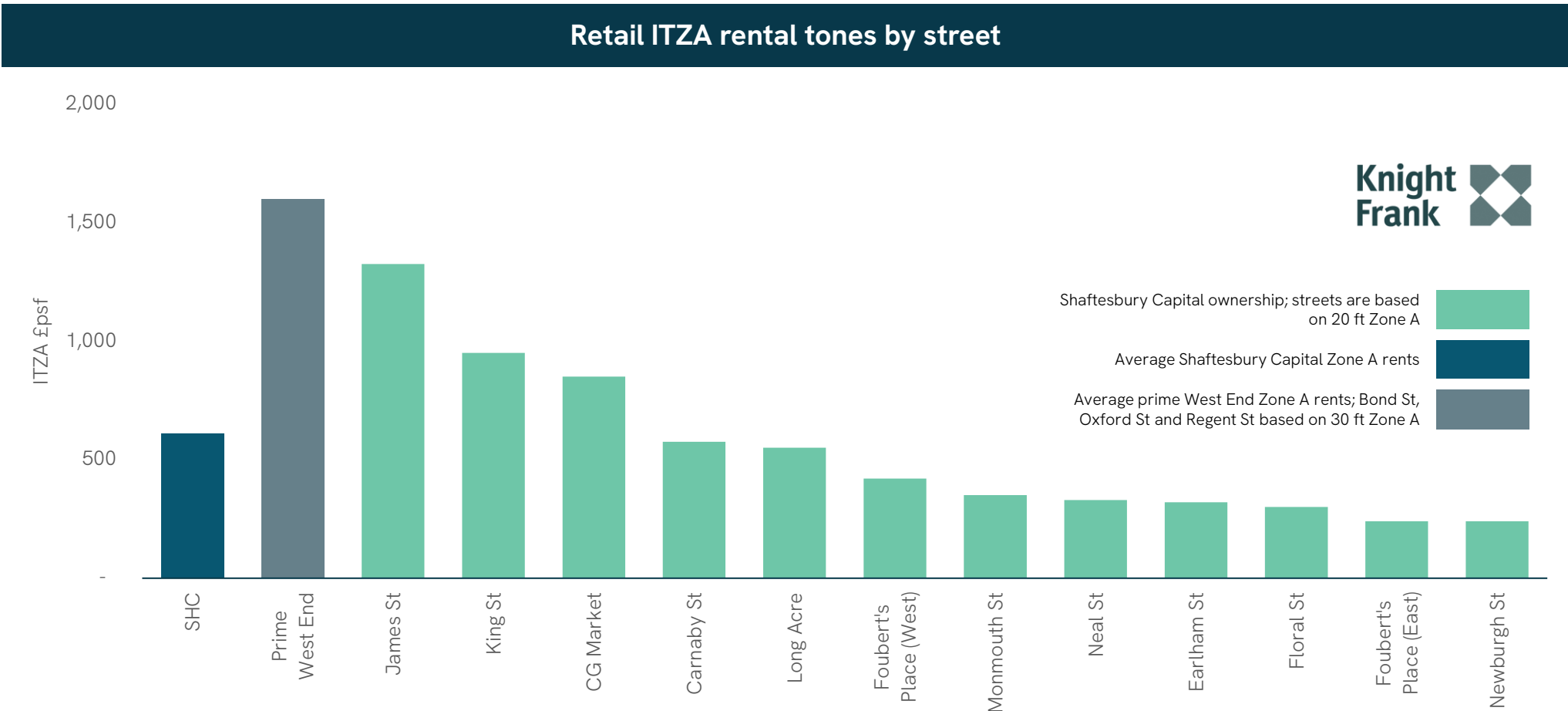
Broad range of price points



Well-positioned for sustainable rental growth

Broad range of rental tones with significant growth potential

- Average SHC Zone A rent £610 psf
- Remains significantly below West End average Zone A £1,600 psf



Portfolio summary by use



Retail
38%



F&B
33%



Office
18%



Commercial
89%



Residential
11%



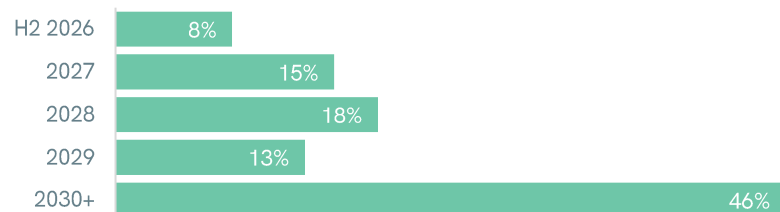
Total
100%¹



Group share²

Valuation (£m)	2,104.0	1,843.2	1,032.0	4,979.2	641.4	5,620.6	4,883.2
Annualised gross income (£m)	80.7	76.7	38.9	196.3	23.2	219.5	191.1
ERV (£m)	103.1	92.6	58.7	254.4	26.7	281.1	244.1
ERV psf (£)	143	98	85	108	64	101	101
L-f-L valuation movement	+5.4%	+4.0%	+0.6%	+3.9%	-0.2%	+3.4%	+3.3%
L-f-L ERV movement	+4.6%	+4.3%	+2.2%	+3.9%	+2.7%	+3.8%	+3.8%
L-f-L annualised gross income movement	+5.1%	+1.5%	-0.2%	+2.6%	-2.3%	+2.0%	+1.8%
Net initial yield	3.5%	4.0%	3.0%	3.6%	3.1%	3.5%	3.5%
Topped up net initial yield	3.7%	4.2%	3.3%	3.8%	N/A	3.8%	3.8%
Equivalent yield	4.4%	4.6%	4.8%	4.6%	3.5%	4.4%	4.4%
WAULT (years) ^{3, 5}	3.2	8.1	2.5	4.9	N/A	4.9	4.9
Floor area (sq ft m) ⁴	0.8	0.9	0.7	2.4	0.4	2.8	2.4
Unit count ⁴	419	392	441	1,252	658	1,910	1,695

WAULT profile³



1. Percentage of portfolio under management

2. Group share reflects 75 per cent ownership of the Covent Garden estate

3. Lease expiry profile based on the earlier of lease break and lease expiry

4. Exclude long-leasehold residential interest

5. WAULT has not been adjusted for Group share and reflect 100% of the portfolio

Portfolio summary by destination

COVENT
GARDEN

SOHO CARNABY
STREET

CHINATOWN
LONDON

	53%	33%	14%	Total 100% ¹	Group share ²
Valuation (£m)	2,949.6	1,876.6	794.4	5,620.6	4,883.2
Annualised gross income (£m)	113.6	71.4	34.5	219.5	191.1
ERV (£m)	148.1	95.5	37.5	281.1	244.1
ERV psf (£)	104	102	89	101	101
L-f-L valuation movement	+3.7%	+2.6%	+4.1%	+3.4%	+3.3%
L-f-L ERV movement	+3.9%	+3.9%	+3.4%	+3.8%	+3.8%
L-f-L annualised gross income movement	+3.6%	-1.1%	+3.8%	+2.0%	+1.8%
Net initial yield	3.5%	3.3%	4.1%	3.5%	3.5%
Topped up net initial yield	3.8%	3.6%	4.2%	3.8%	3.8%
Equivalent yield	4.5%	4.5%	4.3%	4.4%	4.4%
WAULT (years) ^{3, 5}	4.9	4.2	6.3	4.9	4.9
Floor area (sq ft m) ⁴	1.5	0.9	0.4	2.8	2.4
Unit count ⁴	861	703	346	1,910	1,695

1. Percentage of portfolio under management

2. Group share reflects 75 per cent ownership of the Covent Garden estate

3. Lease expiry profile based on the earlier of lease break and lease expiry

4. Exclude long-leasehold residential interest

5. WAULT has not been adjusted for Group share and reflect 100% of the portfolio

Portfolio leasing summary by use



Retail
38%



F&B
33%



Office
18%



Residential
11%



Total
100%

	Retail 38%	F&B 33%	Office 18%	Residential 11%	Total 100%
H1 2026 transactions	45	27	38	116	226
Contracted rent (£m)	9.5	5.0	3.1	5.6	23.2
% above Dec 25 ERV	1.8%	9.0%	10.5%	3.9%	4.9%
% above previous passing rent	28.1%	25.6%	13.8%	2.4%	18.4%

Portfolio leasing summary by destination

**COVENT
GARDEN**

**SOHO CARNABY
STREET**

**CHINATOWN
LONDON**

	53%	33%	14%	Total 100%
H1 2026 transactions	98	91	37	226
Contracted rent (£m)	10.6	10.2	2.4	23.2
% above Dec 25 ERV	1.4%	6.9%	13.1%	4.9%
% above previous passing rent	24.8%	13.2%	13.6%	18.4%

Vacancy by use



Retail



F&B



Office



Residential



Total

Available¹

ERV (£m)	1.6	0.5	3.3	1.5	6.9
% of portfolio	0.6%	0.2%	1.2%	0.6%	2.6%
Area ('000 sq ft)	14	7	46	23	90

Under offer

ERV (£m)	1.4	3.3	0.5	0.5	5.7
% of portfolio	0.5%	1.2%	0.2%	0.2%	2.1%
Area ('000 sq ft)	9	41	6	7	63

Under refurbishment

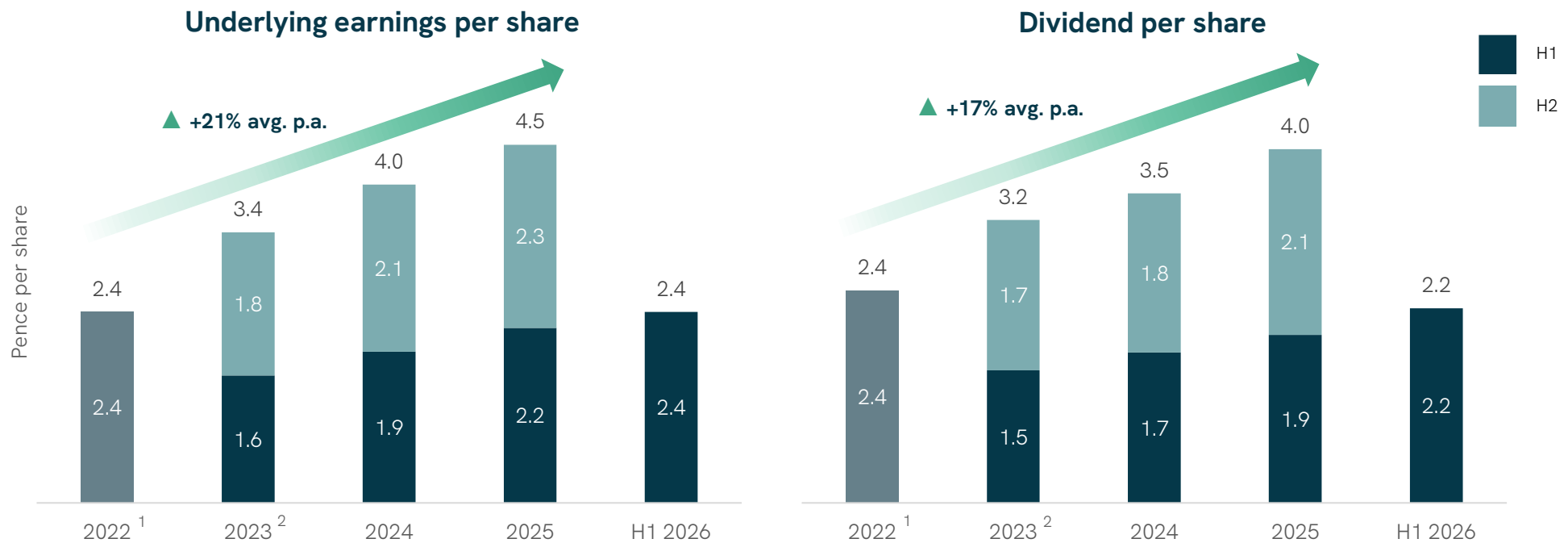
ERV (£m)	1.5	1.9	8.9	1.5	13.8
% of portfolio	0.5%	0.7%	3.2%	0.5%	4.9%
Area ('000 sq ft)	11	21	101	25	158

1.3 temporary lettings with an ERV of £0.4m are included in available to let vacancy



Consistent progression in earnings and dividends

Track record of growing underlying earnings and dividends



1. 2022 represents the combination of reported numbers for Shaftesbury PLC and Capco for the FY2022 (pre-merger)

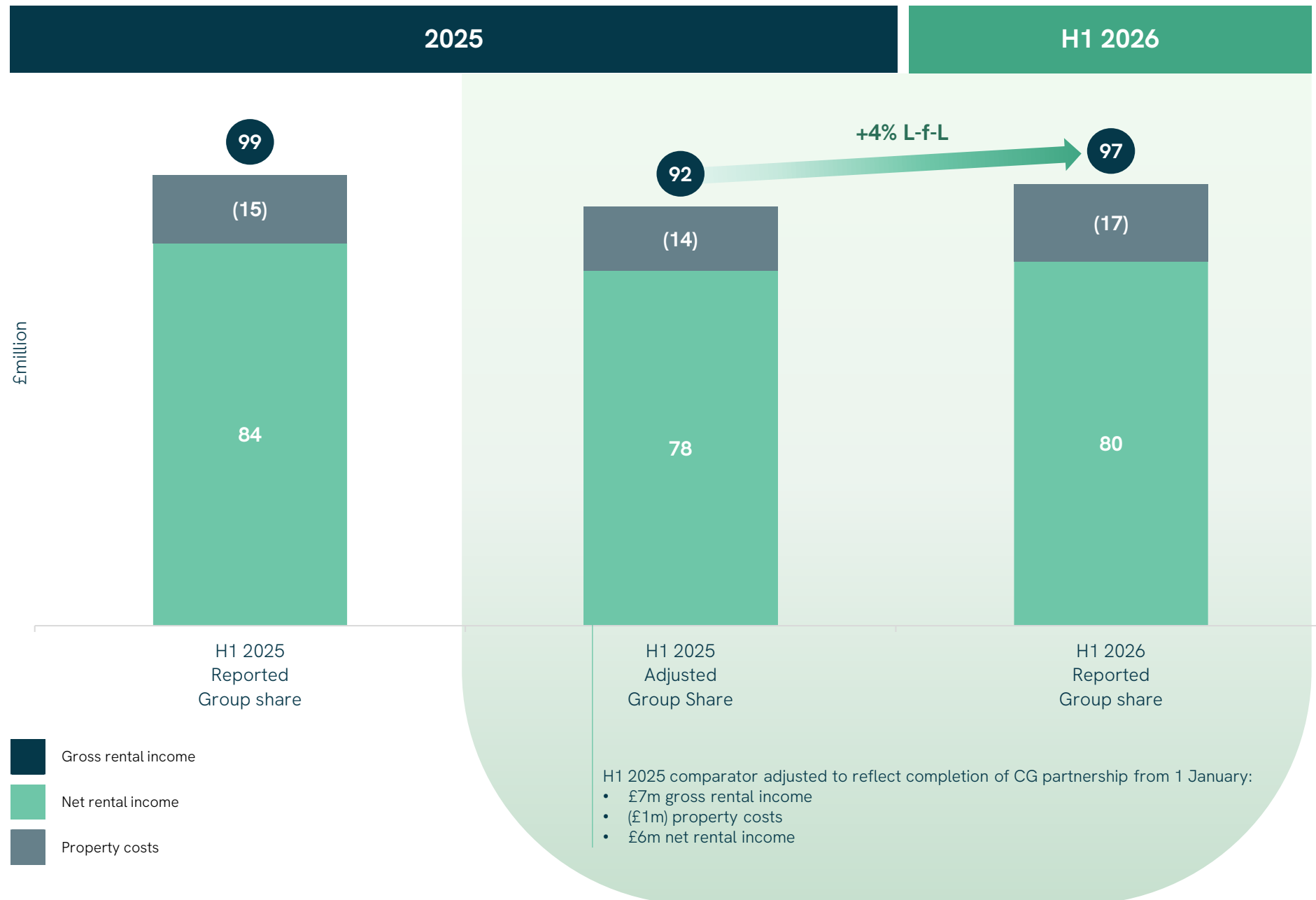
2. Based on illustrative pro forma H1 2023 underlying earnings of £29.9m

Cost ratio on a Group share basis

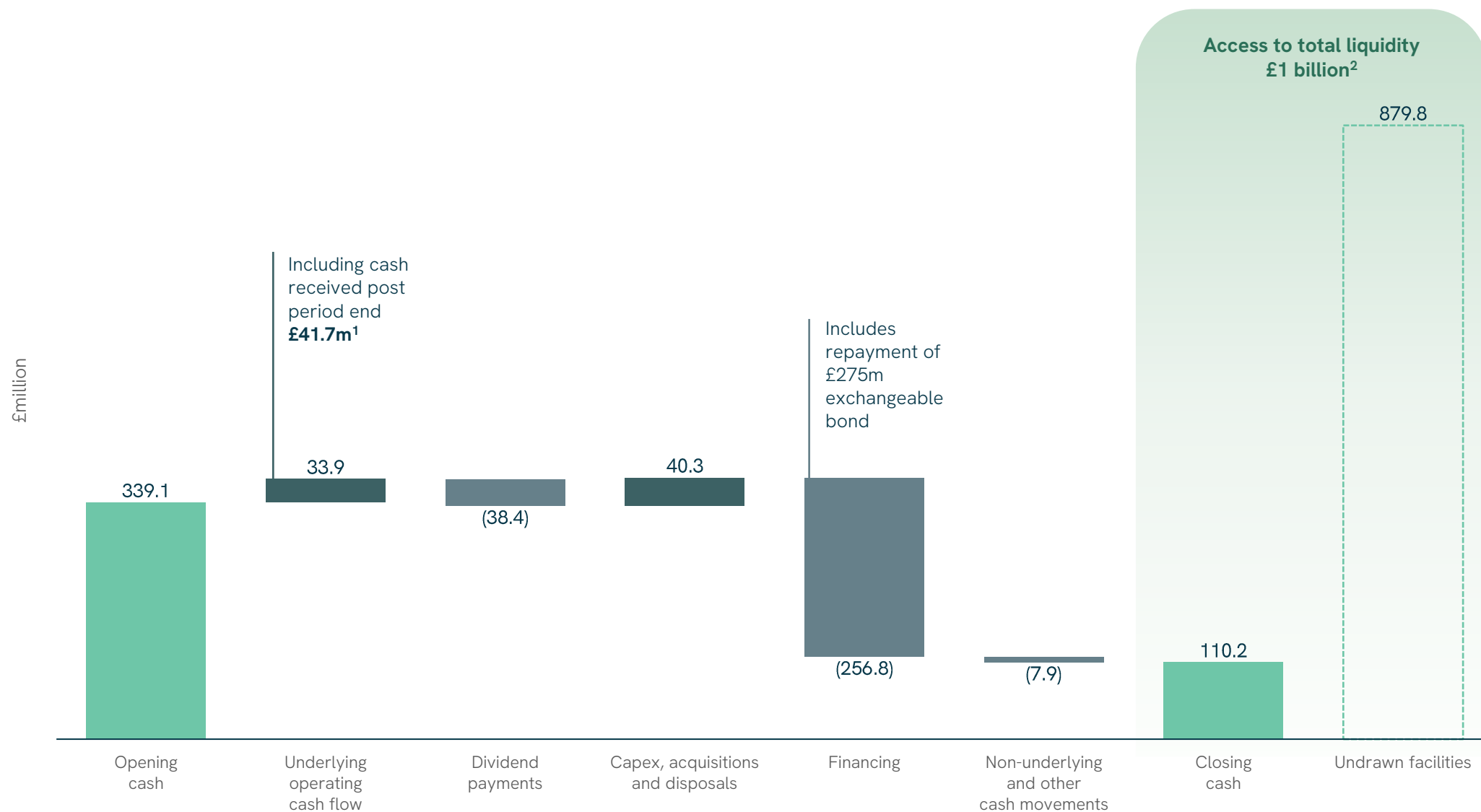
Group share	H1 2026 ¹ £m	FY 2025 ¹ £m
Rental income	97.3	195.6
Property costs	(17.0)	(34.5)
Other income	2.0	3.0
Administration costs	(20.8)	(41.0)
Total costs	(35.8)	(72.5)
Share-based payments	(4.8)	(7.7)
Total costs excluding share-based payments	(31.0)	(64.8)
Cost ratio (excl. share-based payments)	31.9%	33.1%

1. Figures reflect 75 per cent ownership of the Covent Garden estate following completion of the partnership with NBIM on 1 April 2025

Impact of Covent Garden partnership on income



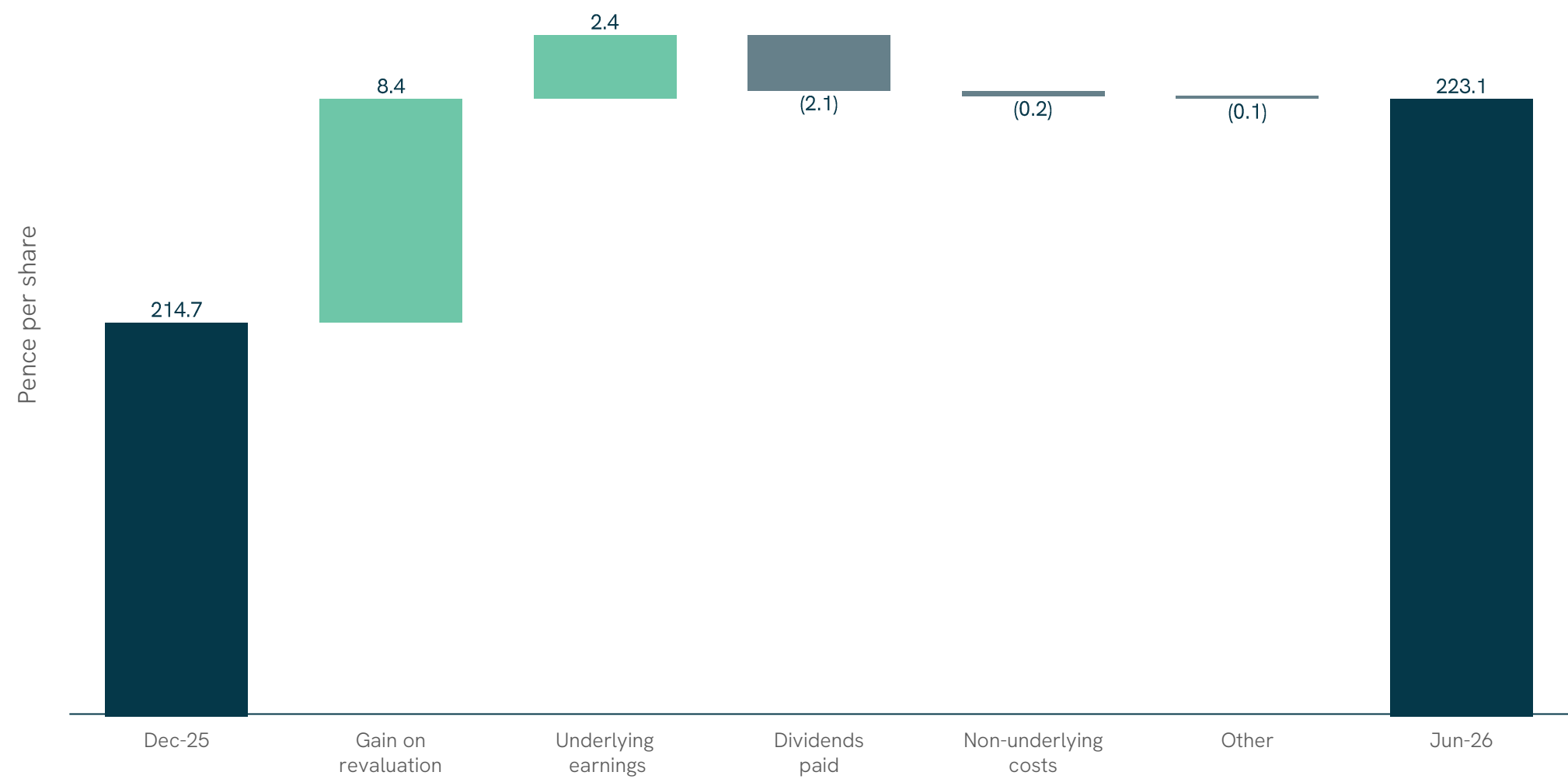
Access to significant liquidity



1. Operating cash inflows of £41.7 million, reflecting some cash receipts delayed as a result of the property management transition.

2. Access to liquidity of £0.8bn pro forma taking account of expected repayment of £162.5 million (£122 million group share) of private placements in Q4 2026.

EPRA NTA per share +3.9%



Debt covenants summary

	Nominal value	Average interest rate	Maturity	Test frequency	ICR Covenant	LTV Covenant
Aviva term loan	£450m	4.7%	2030: £130m 2033: £200m 2035: £120m	Half yearly	1.35x	65%
Canada Life term loan	£67m	4.5%	2029	Quarterly	1.4x	60%
Private placements¹	£380m	2.7%	2026: £163m 2027-2037: £217m	Half yearly	1.2x	60%
Unsecured bilateral £75m term loan^{2,3}	£75m	SONIA + margin	2029 ⁴	Half yearly	1.2x	60%
Senior unsecured revolving facility^{2,3}	£150m	SONIA + margin (undrawn)	2030 ⁴	Half yearly	1.2x	60%
SHC revolving facility^{2,3}	£300m	SONIA + margin (undrawn)	2029 ⁴	Half yearly	1.2x	60%
CG revolving facility^{1,3}	£300m	SONIA + margin (£27m drawn)	2031 ⁵	Half yearly	1.2x	60%
CG revolving facility^{1,3}	£300m	SONIA + margin (undrawn)	2031 ⁴	Half yearly	1.2x	60%

1. Within the Covent Garden partnership (shown at 100%)

2. Additional covenants include that Group unencumbered assets are equal to or exceed 1.5x of Group unsecured debt, and subsidiary unencumbered assets are equal to or exceed 1.25x of the Company unsecured debt

3. Interest rate protection in place. £300m capped at 3.0% (2026) split equally between the PLC and Covent Garden

4. Has two 1-year extension options subject to lender consent

5. Has one 1-year extension option subject to lender consent having recently exercised one 1-year extension option

Creating sustainable and vibrant places

Commitment to sustainability and environmental responsibility

- Net Zero Carbon by 2040
- Comprehensive sustainability strategy and reporting

Enhancing environmental performance is part of our regular capex programme

- Low carbon, energy efficient refurbishment improving EPC ratings
- Minimising carbon emissions through reuse, recycling and repurposing

Community engagement and collaboration are integral to our strategy

- Supporting vibrant communities that make our places thrive
- Reporting our social value utilising TOMs (Themes, Outcomes and Measures)
- Annual Community Impact Report published



Our sustainability strategy

Our strategy aims to sustainably add value to our buildings and tackle climate change whilst supporting local communities and our people, underpinned by our values, good governance and stakeholder engagement



Buildings

Be a leader in the sustainable development of heritage buildings; sustainably adding value and delivering a net zero carbon portfolio by 2040

How we deliver

Future proofing our heritage buildings

Low-carbon “retrofit first” reuse of our heritage buildings

Reduce operational carbon

Implement energy efficient retrofit and encourage low carbon behaviours

Utilise tech and innovation

Integrate new technologies and make ‘data led’ decisions



Places

Behave as a good neighbour and support our local community: creating sustainable and healthy places

How we deliver

Resilience to climate change

Consider future climate scenarios in the design of our buildings and places

Community investment

Focus on issues that impact our local community

Healthy environments

Increase biodiversity and create healthier places



People

Support our people by promoting diversity, talent development and creativity across our team

How we deliver

Diversity, Equity and Inclusion

Promote an equitable and diverse culture across our business

Talent development

Providing personal and career development

Health, safety and wellbeing

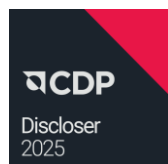
Maintain a positive health and safety culture throughout the Company

A sustainable and responsible business

Benchmarks



FTSE4Good



Memberships



We're proud to be recognised in Britain's Most Admired Companies 2025 as the most admired company in the Property / Residential & Commercial REITs sector, securing sector gold.



Principal risks

Economic, political & operating environment	• Uncertain political climate and/or changes to legislation and policies • Adverse impact on business and consumer confidence, increased material costs, prolonged supply chains and reduced labour supply • Inflationary pressures on operating costs, including energy and the cost-of-living • Decline in real estate valuations due to macroeconomic conditions • Impact of uncertain interest rate environment and lack of availability or increased cost of debt or equity funding • Persistent significant discount in the share price relative to EPRA NTA
Portfolio	• Inability of the Group to adopt the appropriate strategy or to react to changing market conditions or changing consumer behaviour • Portfolio concentration • Volatility in the property investment market
Operational resilience	• Misconduct or poor operational or sustainability standards • Poor performance from one of the Group's third-party advisers and contractors • Catastrophic event such as a terrorist attack, natural disaster, health pandemic • Cyber attacks, fraud, phishing, impersonation, misinformation or data leakage, including AI-enhanced threats and those arising through third-party systems or suppliers
Leasing and asset management	• Inability to achieve target rents or to attract target customers due to market conditions and regulatory changes • Competition from other locations/formats • Unfavourable developments in law and regulation for property owners, or planning/licensing policy, legislation or action impacting on the ability to secure approvals or consents
People	• Inability to retain and recruit the right people and develop leadership skills within the business • Key person risk
Climate change	• Physical impact on our assets from rising temperatures or other extreme climate-related event such as flooding • Delivery of our Net Zero pathway may be affected by planning constraints, listed-building requirements, availability and cost of low-carbon technologies, grid capacity, customer participation and supply-chain capability • Transitional challenge of increasing and more onerous compliance and reporting requirements, as well as retrofitting, insuring or leasing our heritage assets on an appropriate whole life carbon basis • Inability to keep pace with customer and consumer demand for proactive action to manage and mitigate climate-related risk
Compliance with law and regulations	• Breach of legislation, regulation or contract • Inability to react to or anticipate legal or regulatory changes • Accidents causing loss of life or very serious injury to employees, contractors, customers and visitors to the Group's properties; or near misses of the same • Exit from REIT regime due to non-compliance with REIT requirements • Failure to comply with evolving data protection, cyber security, artificial intelligence, sustainability, building safety, landlord and tenant, planning or property-related regulation

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