

CAPITAL MARKETS DAY

25 JANUARY 2018



VICTORIA PLC





Presentation to Shareholders

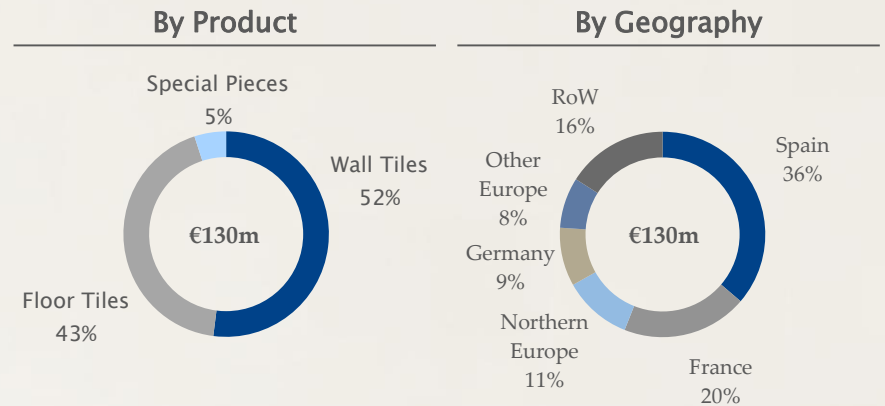
- Held at Keraben
- To provide further information on the recently acquired business (November 2017)



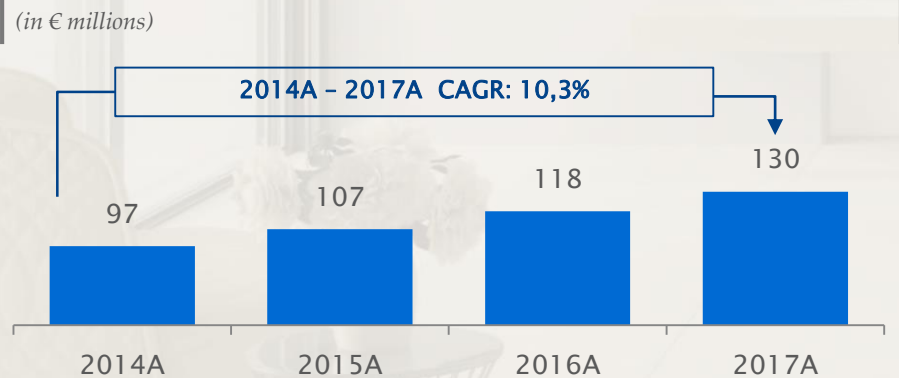
Leading European Player in Branded Floor and Wall Ceramic Tiles

- "Complete room" design concept of mid to high-end tiles
- Reputation for exceptional differentiated designs, high quality, and outstanding customer service
- Established networks of specialist retailers and growing presence in the DIY channel
- Best-in-class integrated manufacturing at three well-invested and highly efficient plants
- Unique business model delivering exceptional growth and industry leading margins

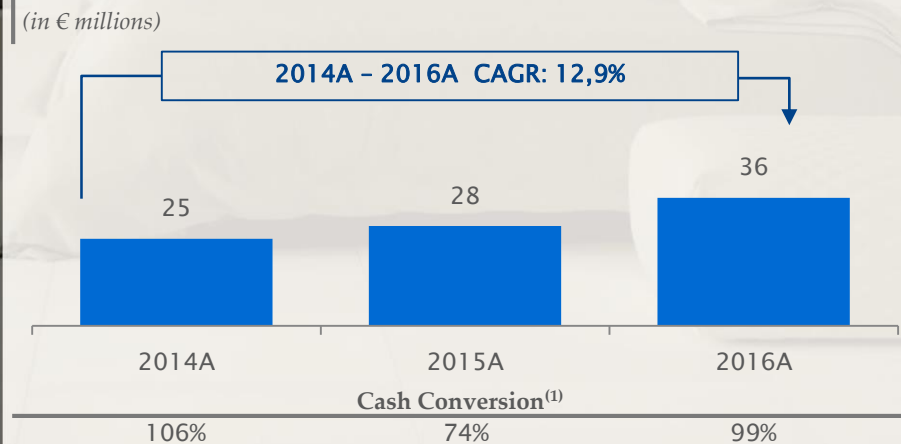
Revenue Mix (2017A)



Revenue



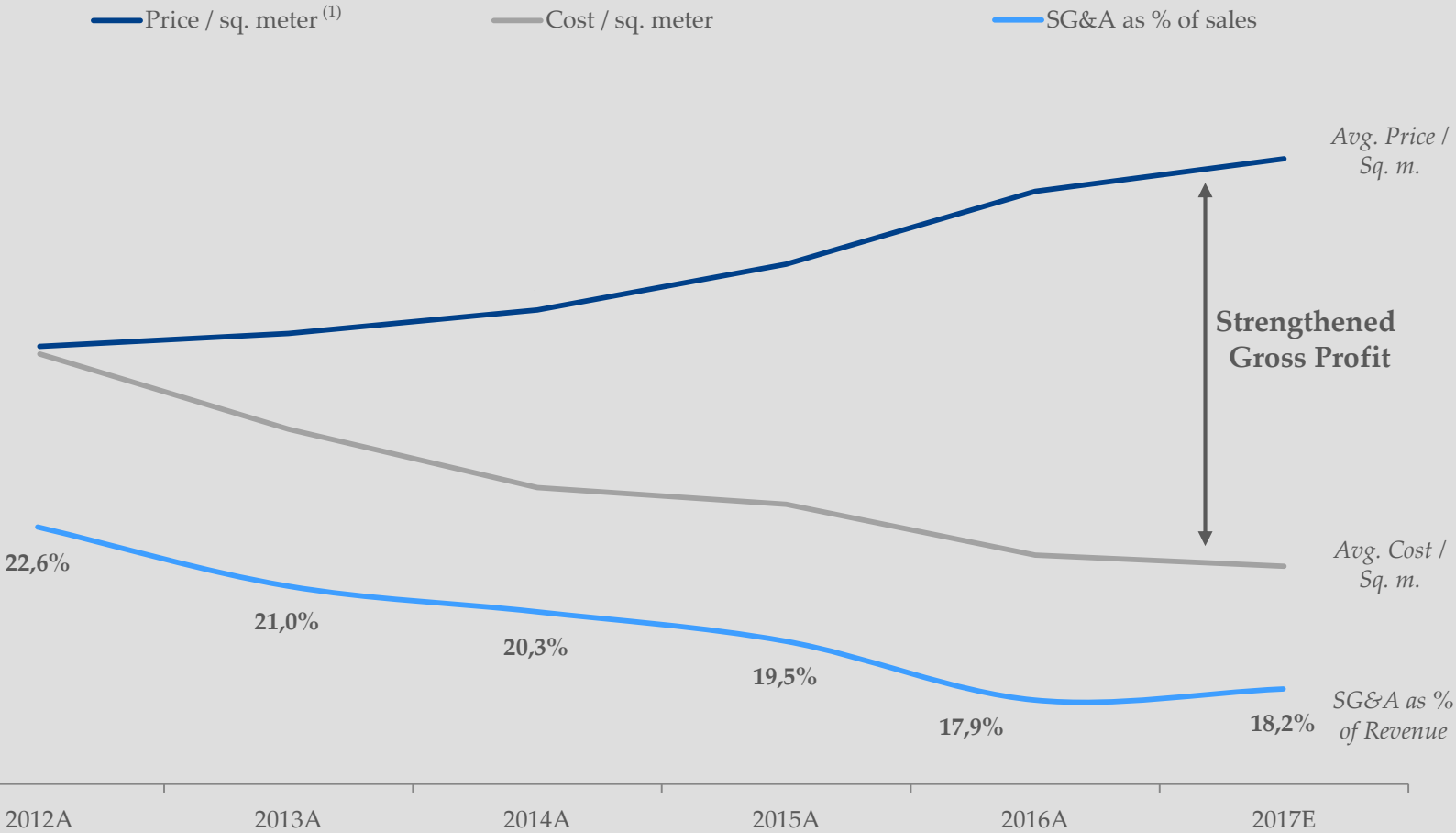
EBITDA



(1): EBITDA is underlying and pre-exceptional. / The year end is to December, being Keraben's historical financial period.

Continuous Improvement across the Company has Delivered a Best-in-Class Financial Profile

Superior Business Model and Well Executed Product Portfolio and Cost Management Strategy



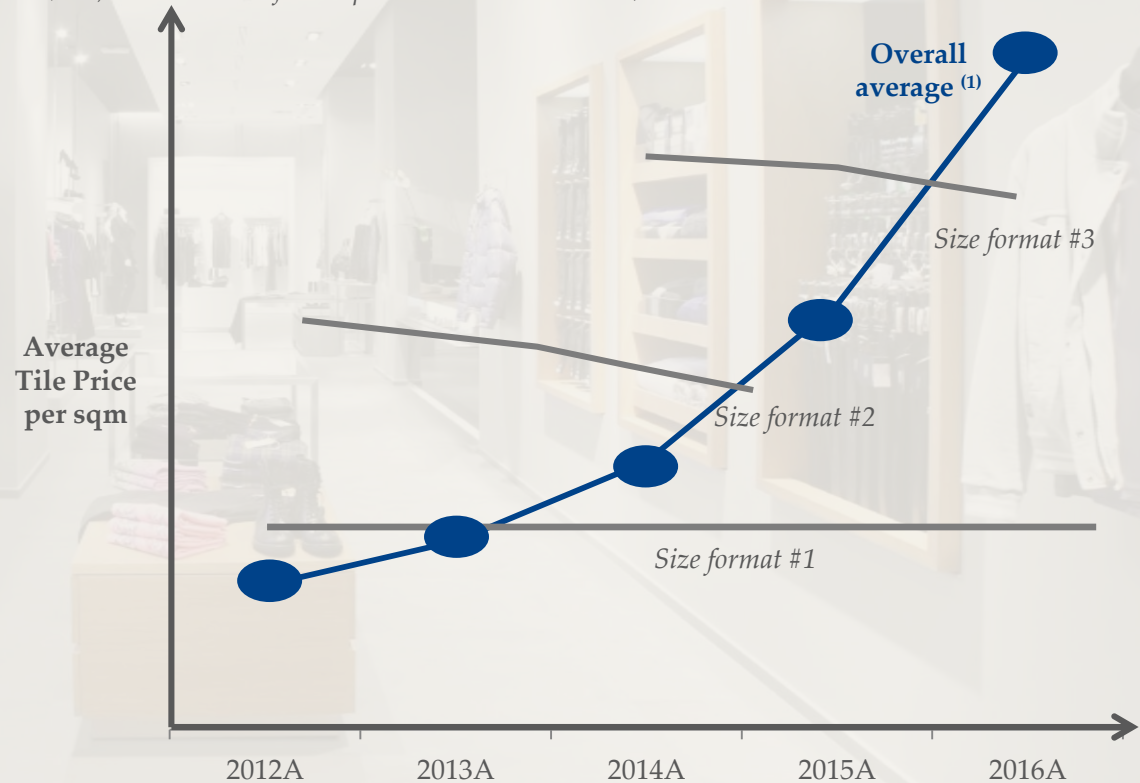
(1): Excludes special pieces.

Product Mix Optimised to Drive Consistent Price and Volume Growth

- Active product portfolio management
- Consistent price increases via
 - Addition of new features
 - Introduction of new formats
- Collections actively monitored to identify low rotation and / or low margin products
- Allows Keraben to stay ahead of the competition

Average Price Development Over-Time

(in €, individual size format price curves are indicative)



8.2%

Avg. price per sqm increase
between 2012 and 2016

(1): Excludes special pieces.

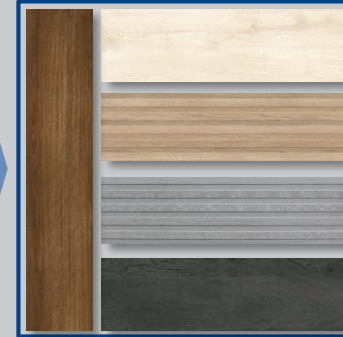
Highly Differentiated and Efficient Production Process

Milling & Atomising 	<ul style="list-style-type: none">– Raw materials optimised to Keraben’s production process and tile characteristics– Only economically viable at volumes exceeding ~6 million sqm p.a.	~€23 million cost to purchase an atomiser
Press & Dryers 	<ul style="list-style-type: none">– Format-dedicated presses and production lines result in short changeover times– 6,500 tonne presses	€5 million + invested in presses since 2013 to produce larger tiles
Glazing Line 	<ul style="list-style-type: none">– Glaze materials standardised, reducing supply chain complexity and increasing volume discounts– In-house mixing guarantees specific viscosity and density to ensure superior tile quality	€0.11 saving per sqm from standardising
Printing 	<ul style="list-style-type: none">– Combine inkjet and rotocolour technology to deliver a more natural textured product	Over 1,000 unique designs
Kiln 	<ul style="list-style-type: none">– Latest kiln technology– Plans to invest in kilns to increase capacity by 3.5 million sqm	25% more efficient new kilns
Cutting and Squaring 	<ul style="list-style-type: none">– Allows Keraben to produce five additional formats – without additional production lines– Most smaller manufacturers outsource this process at a higher cost	~€2 saving per sqm on rectified tiles

Fully integrated in-house capability allows for flexibility and quality at all stages of the production process

In-house Design Team Ensures a Unique “Keraben look” with Superior Aesthetics

Madeira Collection Design



- Studied over 100 real wood samples
- Delivers a pattern most suited to tile surface application

- Team of 12 experienced in-house designers
- Leverage a range of design tools

- Collaborates closely with the Product Development / Manufacturing team
- Delivers significant production and purchasing synergies

- Strong differentiation within each collection
- Unique designs to Keraben

- Highly coordinated, matching designs between wall and floor tiles

Knowledge of the latest design trends through direct feedback loop with Specialty Retailers

Highly Successful Multi-brand Strategy

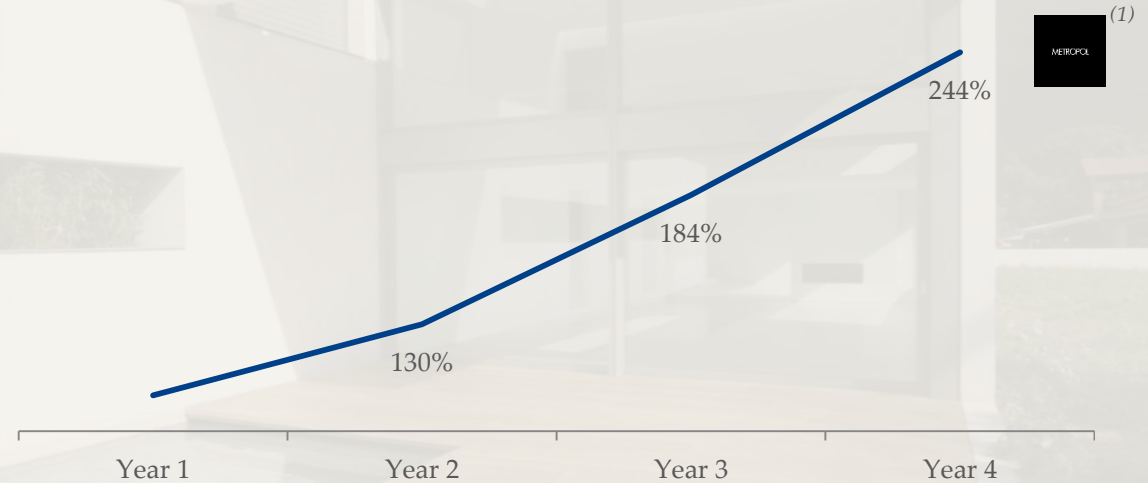
Paris (Illustrative)





 = Illustrative catchment area


Proven New Brand Rollout Model

(Revenue index of each brand's sales in Spain)



 Single pricing strategy across three brands

 Provides brand exclusivity in retailers' trading radius

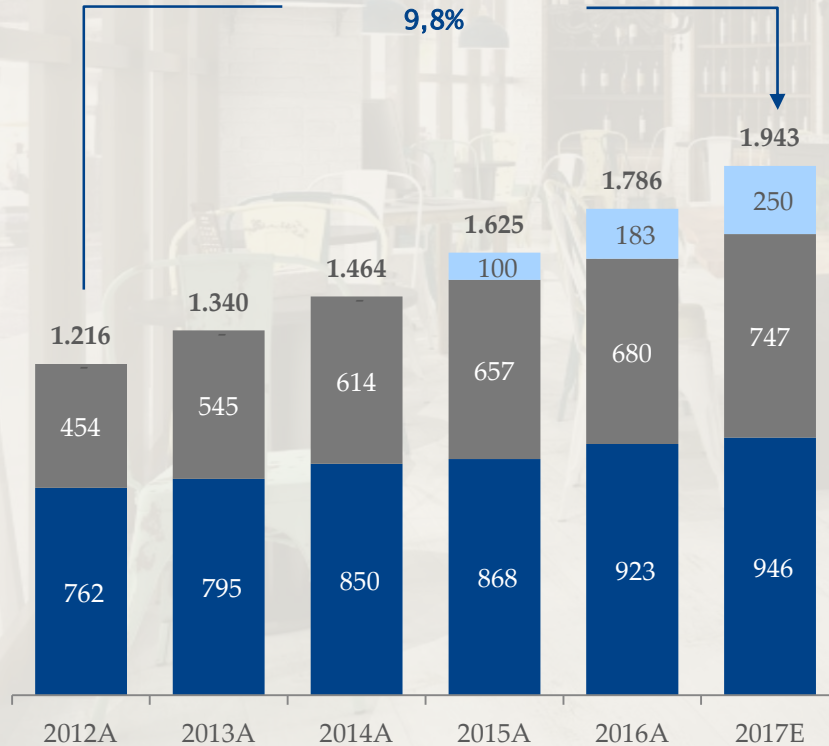
 Increases density of sales footprint

(1) 2013 to 2016.

Focused Sales and Marketing Strategy Drives a Growing Retailer Base and an Increasing Share of Wallet Across Brands

Total Number of Retailers

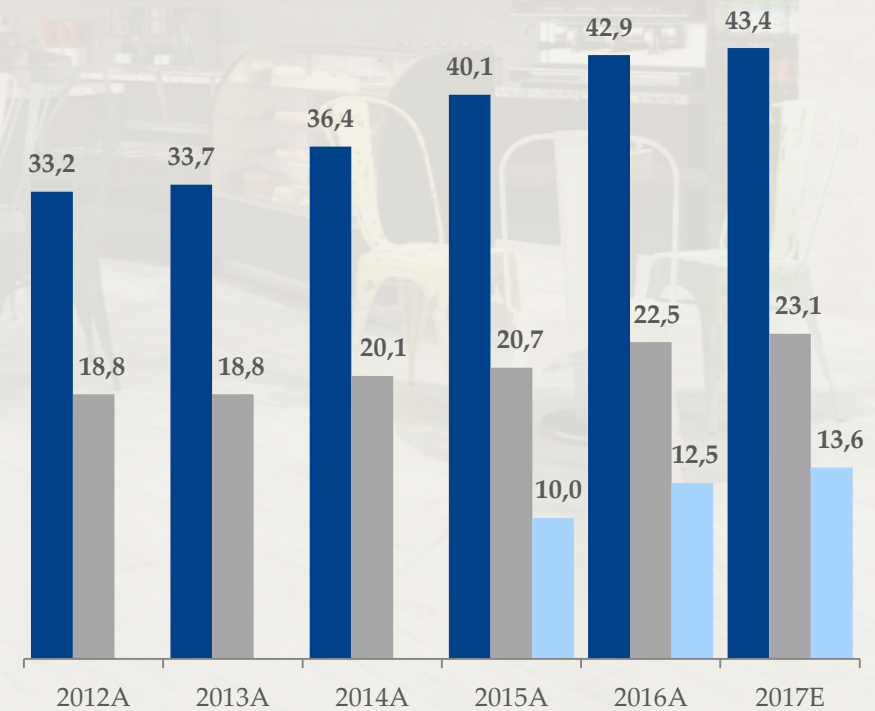
'12A - '17E CAGR:
9,8%



■ Keraben ■ Metropol ■ CasaInfinita

Average Annual Sales per Retailer

(in € thousands)



■ Keraben ■ Metropol ■ CasaInfinita

Long-Standing Direct Relationships with Specialty Retailers



85% of 2016A Revenue



Retailers: Large and fragmented market



Analytics: advise the retailer on the in-store product selection



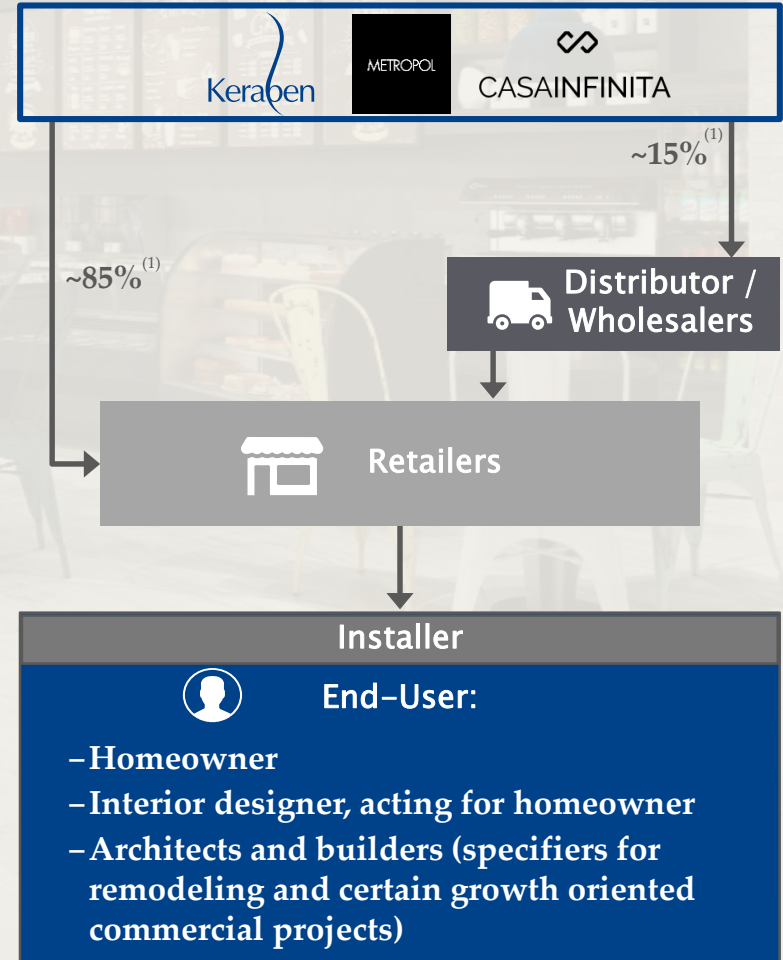
Point of sale product displays and Samples: encouraging and supporting consumer purchase decision



Salesforce: Large, experienced salesforce enables day-to-day support, across the three main brands



Campus Keraben: unique training days for Specialty Retailers



(1) Average of Spain, France, Germany and the UK.



CAMPUS

KERABEN GRUPO

andimac
ASOCIACIÓN NACIONAL DE DISTRIBUIDORES DE CERÁMICA Y MADERAS DE CONSTRUCCIÓN

“El canal de
distribución
tradicional
debe diferenciarse”

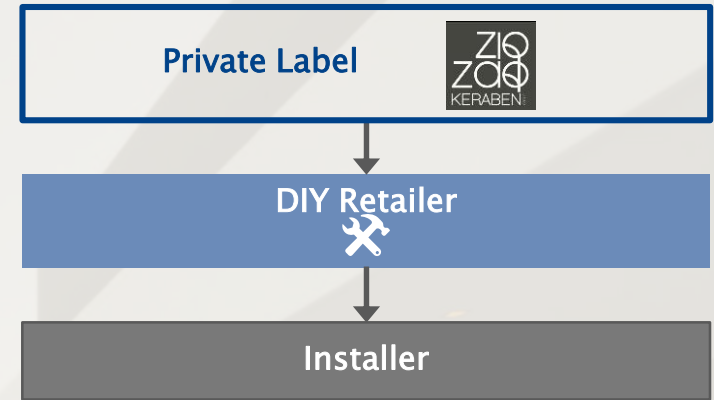
Complementary Ability to Offer Sales of Mid-to-High End Tiles to DIY Channel



10% of 2017A Revenue



- Keraben has a dedicated and experienced sales team focused on DIY accounts
- DIY retailers' products are supplied under the "ZiqZaq by Keraben" brand or white label – all designs are owned by Keraben
- Keraben designed a complete category management programme
- Particularly well suited to the rigorous requirements of the DIY retailers



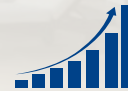
Keraben: a Logical Partner to DIY Chains



Renowned Brand



Unique Designs and Co-Branding



High Service Levels



Fulfilment Excellency



Financial Strength



Attractive Margins to Retailer

Unique Business Model Designed to Deliver Maximum Profitability



Addressable Market is Expected to Outperform Broader Tile Industry

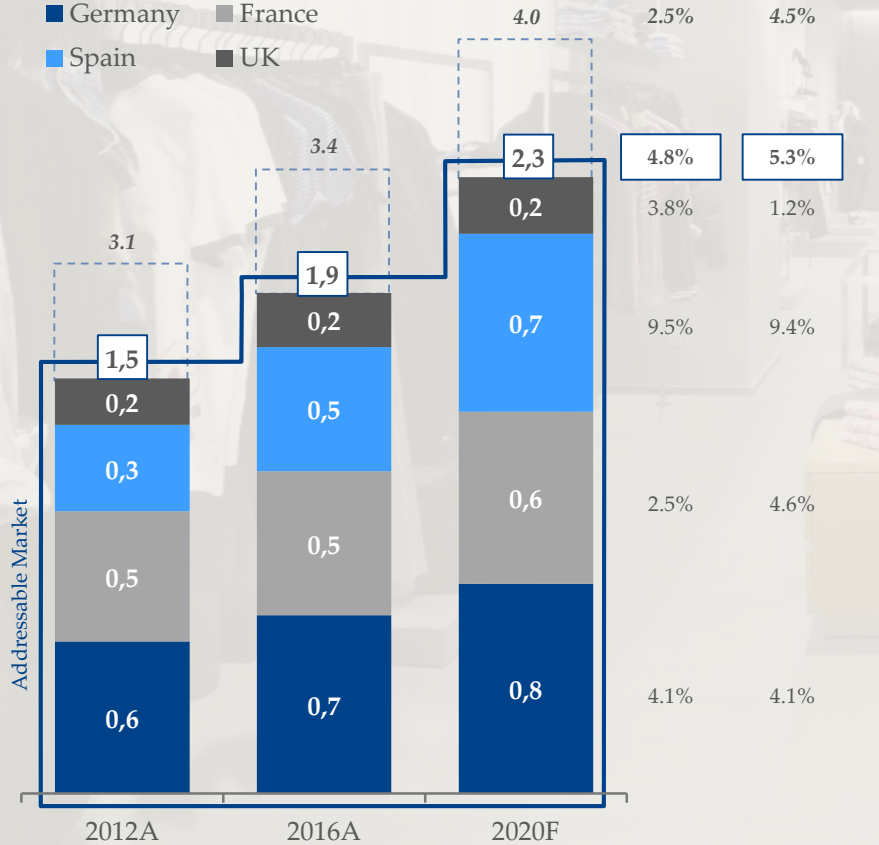
Total and Addressable Ceramic Tile Market in Keraben's Key Geographies

(in € billions)

Addressable market in: Total Market

- Germany
- France
- Spain
- UK

CAGR % (2012 – 2016) CAGR % (2016 – 2020)



Overview of Regional Tile Production Clusters

Spain Italy

Spanish producers span the value spectrum while Italian producers focus on mid-to-high-end to premium floor tiles

Germany Portugal UK

Domestic competition: inferior quality and design to Spain and Italy

Poland Turkey

Lower end manufacturers

Brazil Mexico

Low-to-mid range manufacturers serving regional markets

India UAE China

Low-end manufacturers for domestic and adjacent geographies

US

Focused on production for the domestic market

Optimise Product Mix to Generate Superior Pricing

Two new formats launched at meaningfully higher price points
(approx. +30% on a per square meter basis)

75x150 floor tile:

- Launched in 2016 and is increasingly used across all applications
- LTM sales of ~€2 million at ~60% gross margin



Uptown 75x150

40x120 wall tile:

- Launched at the Cersaie tile trade show in Q3 2017
- ~€0,5 million sold during the first 4 months



Groove 40x120

Gain Market Share Across Key Geographies by Leveraging Proven Growth Playbook

Unique Sales Strategy in Spain...

Market Analysis

Identified under-represented regions

Reviewed sales per capita, sales footprint density, logistics and supply chain networks

Larger Sales Teams

2x increase in sales personnel

Enhanced market coverage and access to retailers

New Catalogue

~40 new collections

7 highly desirable, large sizes

CASAINFINITA



New Brands

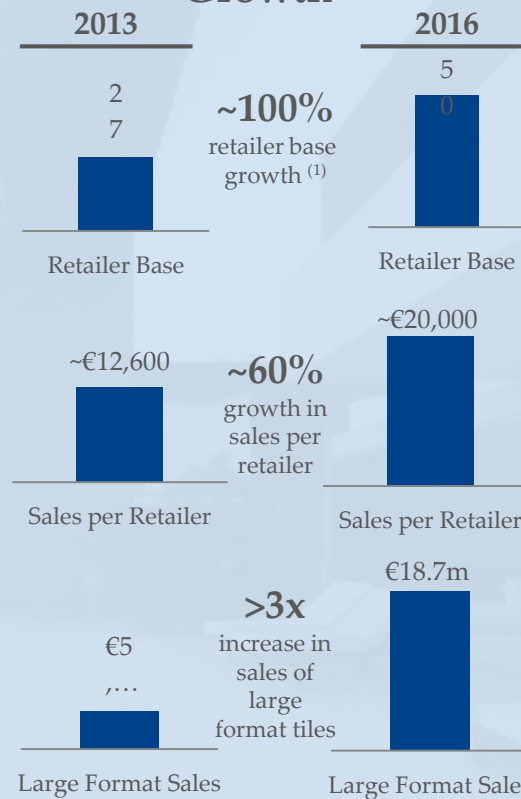
Analytical Support

Data-driven sales decision support

Region-specific retailer and consumer promotional materials

Direct feedback from retailers

...Delivered Attractive Growth

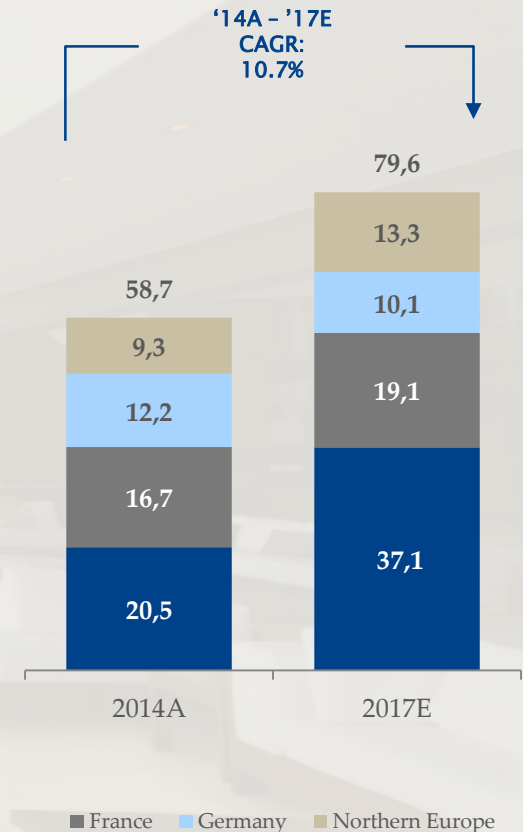


Keraben grew at TWICE the market growth

(1) Metropol and CasaInfinita retailers.

Key Market Growth - Specialty Retail Channel

(in € millions)



Continue to Expand in Profitable Segment of DIY Channel

Highly Experienced Team

- Led by an industry expert with strong DIY retailer relationships across Europe
- Team have developed a ~€13m sales channel within three years



Proven Growth with Regional Chains



Actionable M&A Opportunities Provide Meaningful Upside to Plan

- Management team have undertaken significant analysis of potential acquisition opportunities
- Highly fragmented market of producers and distributors
- c.99% of the businesses are family-owned and not professionalised, providing clear scope for consolidation with a strong platform and Management team such as Keraben's
- Synergies in different aspects:
 - Adding production capacity
 - New kind of products
 - New segments

The background of the slide is a photograph of a modern, multi-story building with large glass windows and a swimming pool in the foreground. A large, stylized blue wave graphic is positioned behind the text.

Keraben

Thank you!

Operational Footprint Overview



Special Pieces Plant
Size: ~33,861m²
No. of employees: 28

Warehousing
Size: ~96,323m²
No. of employees: 127

OFFICE
Size: ~5,000m²

KB1 - FLOOR TILES PRODUCTION
Size: ~104,873m²
No. of employees: 200

KB2 - WALL TILE PRODUCTION
Size: ~102,739m²
No. of employees: 172

KB4 (FERRO) - NEW PLANT
Size: ~33,861m²
No. of employees: 54 estimated

AVAILABLE LAND
Size: ~25,212m²

- All production and logistic facilities in one site
- Specialised production facilities for wall, floor and special tiles
- New plant is ready to go with Capex incorporated into plan
- Additional land available for above-the-plan capacity needs

Production Process Overview

