



Dioničko društvo
za proizvodnju i
promet sladoleda
i smrznute hrane
Čavićeva 1a, Zagreb



BUSSINESS PARTNERS OF LEDO D.D.
Attn. of the Management Board

Zagreb, 24.01.2019

Subject: Settlement Plan implementation process in the Extraordinary Administration Procedure of the company Agrokor and its subsidiary and affiliated companies

Dear,

After the Settlement Plan voting hearing held on 4 July 2018 in the Extraordinary Administration Procedure over the company Agrokor Group for Management of Companies, Production and Trade in Agricultural Produce, Joint Stock Company, Zagreb (City of Zagreb), Marijana Čavića 1, PIN (OIB): 05937759187 and its subsidiary and affiliated companies, at which hearing the Settlement Plan was adopted by the creditors with 80.20 per cent of total claims, and after the Commercial Court of Zagreb published the ruling dated 6 July 2018 sanctioning the Settlement Plan, the Settlement Plan implementation process has started.

In this process all of the current operations of all non-viable companies subject to the Extraordinary Administration, including Ledo d.d., shall be transferred to the new Group. This is a new, very demanding, but also the final stage of the Extraordinary Administration Procedure that will take several months after the Settlement Plan becoming effective, the commencement date of which will be formally announced upfront and in time, with a view to establishing a regular market life for the new company, with a new ownership structure.

The Settlement Plan implementation process is complex and envisages more than 100,000 steps, to take place simultaneously with the regular and smooth operations of all the companies.

It is important to note that the implementation is organized according to project management principles and will take place through five key pillars: legal, operational, IT, accounting/taxes/finance and communication. Through these pillars a number of activities required to establish the business operations of the new group will be conducted, such as the transfer of operations and assets to the new group, including the transfer of product labels, migration of apps etc. and finally, recording the changes in the new Group's balance sheet.

Part of the Settlement Plan implementation process also includes the transfer of contractual relations to the new, mirror companies in the New Group, to take place upon commencement of the Settlement Plan implementation. Hence the contractual relations of Ledo d.d. with our business partners shall be transferred to the new mirror company, all by applying the provisions of the Settlement Plan and in compliance therewith.



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Please note that the business partners affected by the respective transfer will be formally advised of the contractual relationship being transferred as well as of all the relevant data required for such relationship to continue to be fulfilled. Our key objective for this process, which is the precondition for continued viable and successful operations, is to keep it as clear and easy-to-realize as possible, both for the companies and for the Agrokor Group.

Enclosed hereto you will find the descriptions of the most important business processes, i.e. operational rules during the process of the Settlement Plan implementation pertaining to our business relationship.

We will keep you systematically informed of all important steps in the Settlement Plan implementation process affecting our business relationship by way of the existing communication channels, through direct contact as well as via Agrokor's special sub-website dedicated to the Settlement Plan implementation.

Please feel free to contact us for any additional information and queries.

Sincerely yours,

Ledo d.d.