FORMULA 1 HEINEKEN DUTCH GRAND PRIX 2020

Partnership CM.com

Strategic fit CM.com, Dutch GP & Circuit Zandvoort

CM.com & F1 Dutch Grand Prix/ Circuit Zandvoort

Strategic fit as:

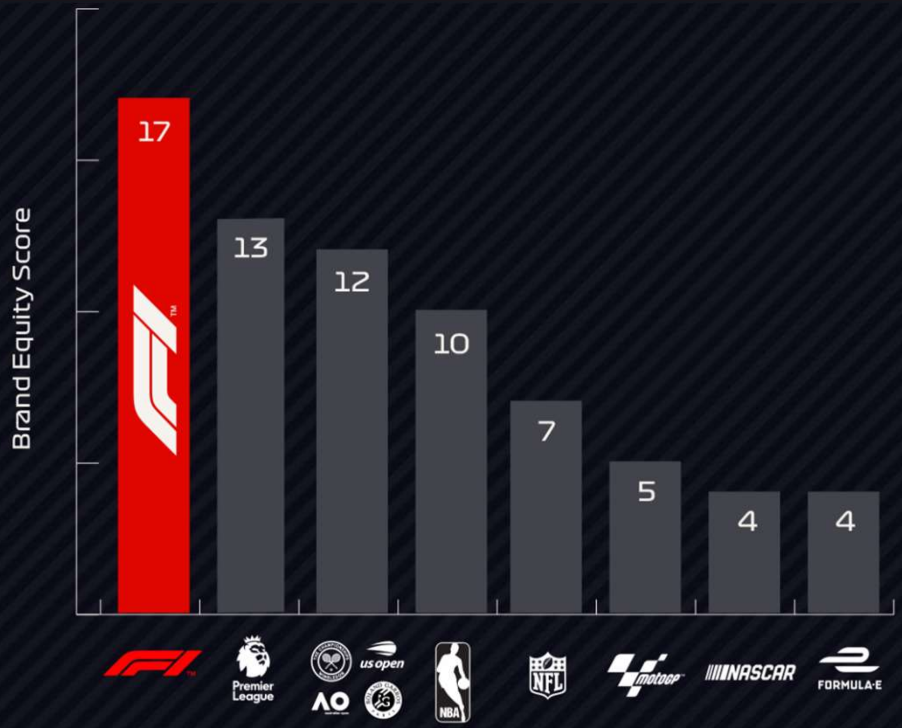
1. Organizations: growth ambition, life phase, high quality brand, Dutch, EU-/ global-reach and
2. target audience CM.com vs (live-)audience Dutch Grand Prix/ Circuit Zandvoort (on site/ offline and online/ media)

Brand equity F1

A POWERFUL BRAND

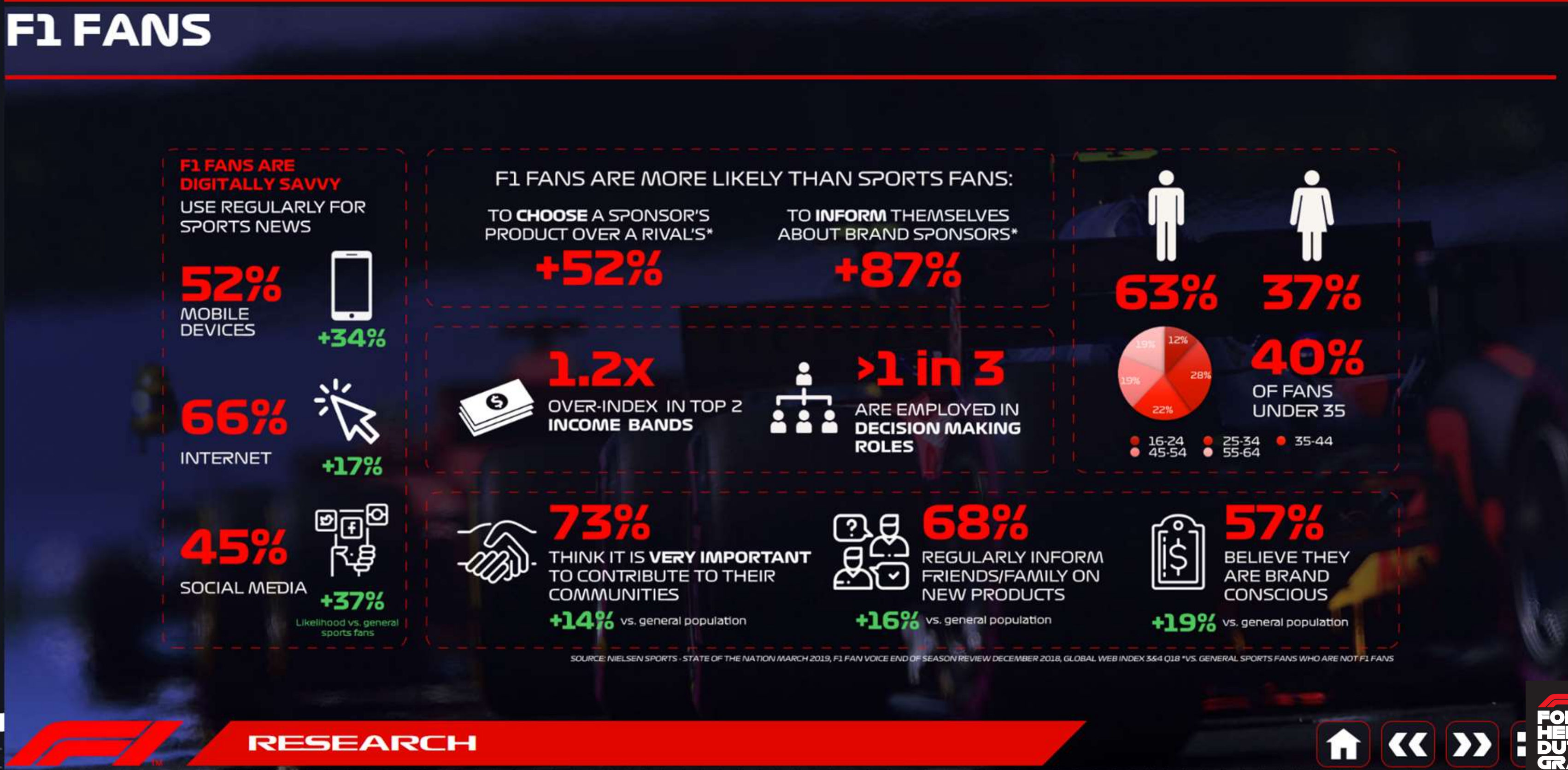
Ipsos have calculated Formula 1's brand equity, a simple one score measure based on:

- Fandom
- Brand love
- Performance



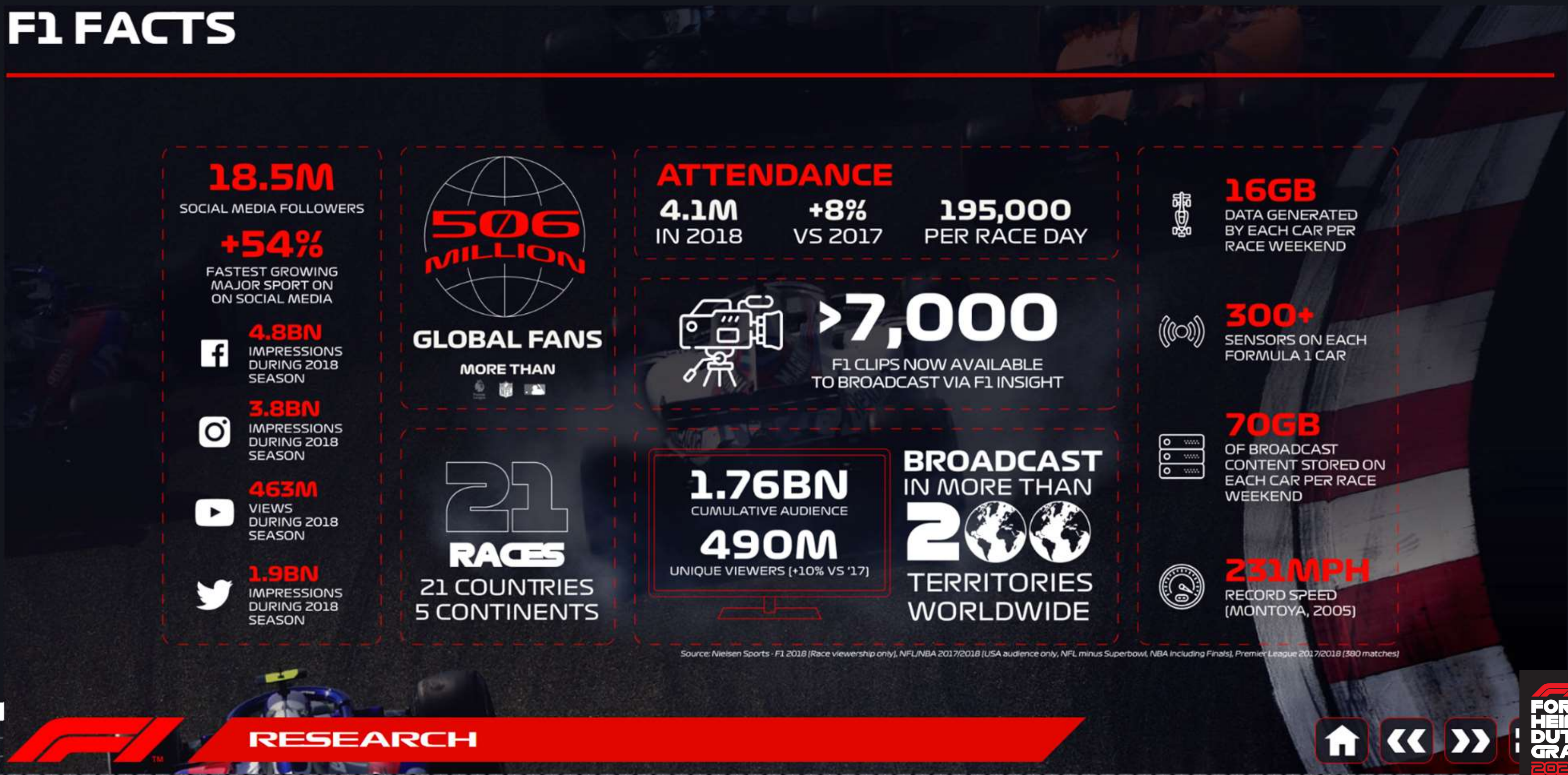
SOURCE: IPSOS, NOVEMBER 2018

F1 fans | profile



FORMULA 1 HEINEKEN DUTCH GRAND PRIX 2020

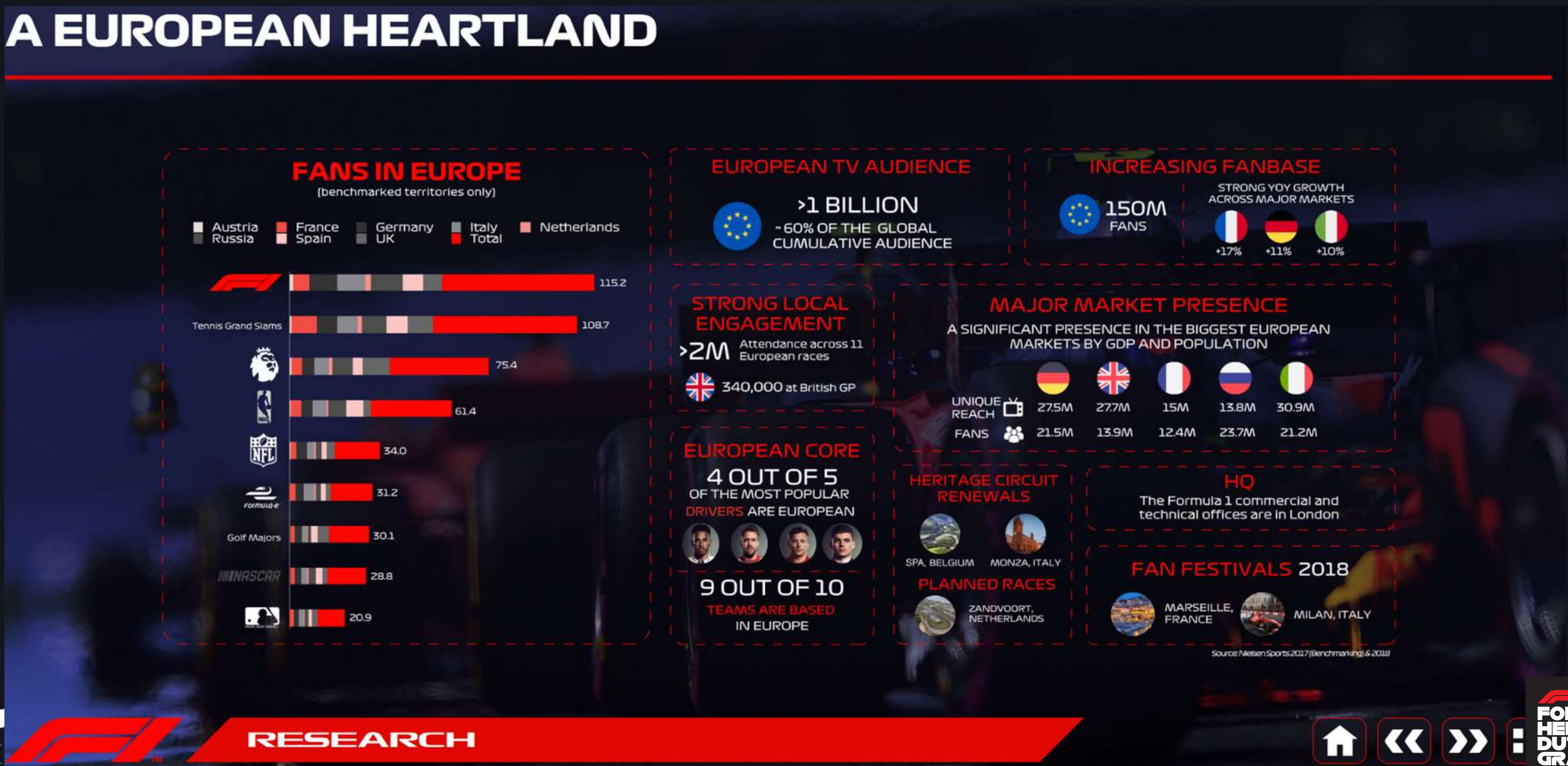
F1 facts reach fanbase



FORMULA 1 HEINEKEN DUTCH GRAND PRIX 2020

CM.

Fans in Europe



Confidential

Partnership CM.com – Dutch GP – Circuit Zandvoort

1. Destination package
2. Namegiving partner
3. Main grandstand sponsor
4. Event supplier

Partnership CM.com – Dutch GP – Circuit Zandvoort

Confidential

Partnership

1. Destination package

- Right to have brand CM.com displayed on TV visible physical signage package, comprising of:
  - 500 sqm of TV visible physical signage (positioned by F1)
  - Signage production cost at brand CM.com's expense
- F1 to have final approval on any public messaging and/ or communications

Confidential

1. Destination package

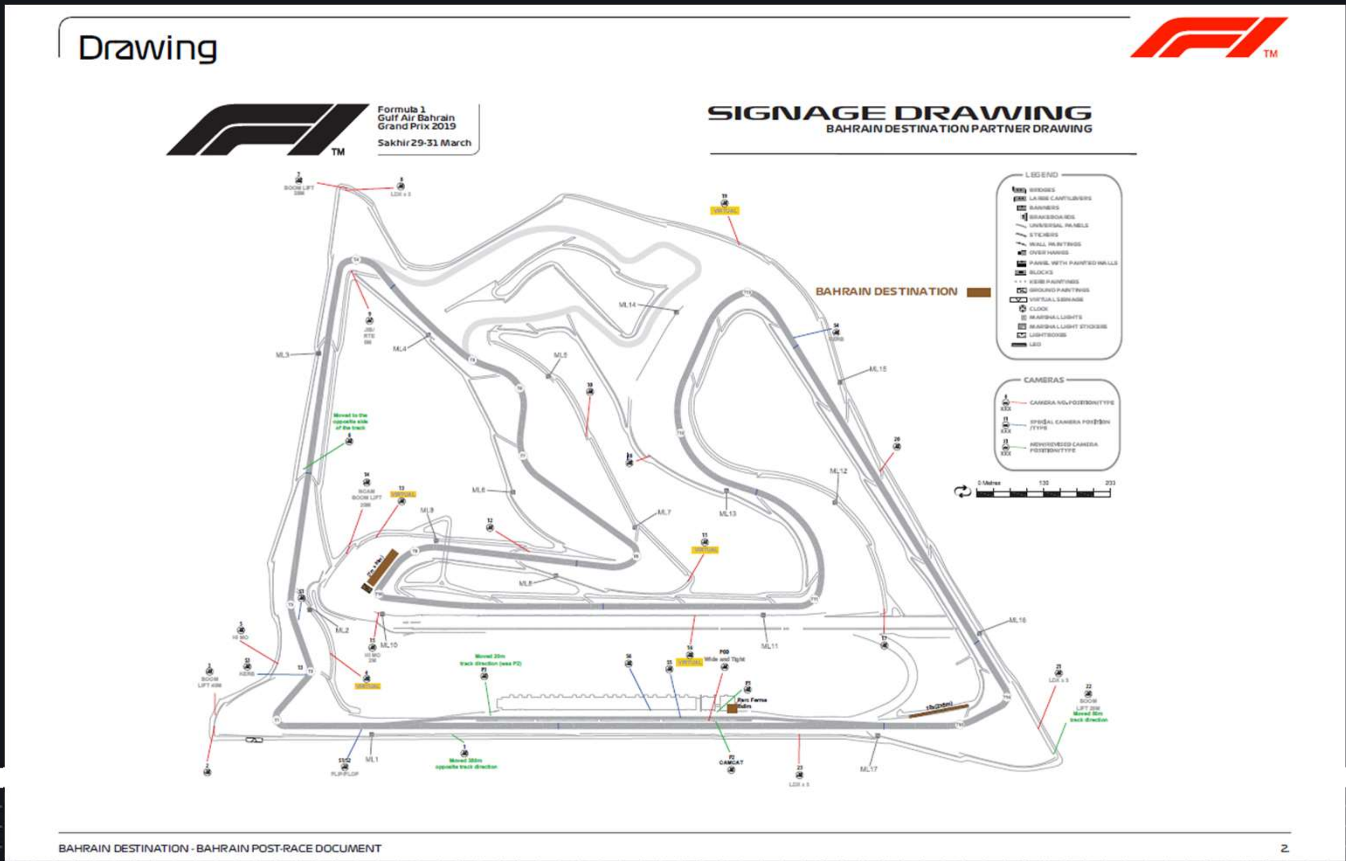
Example Bahrain

- Drawing map circuit
- Ground paintings
- Banners

FORMULA 1 HEINEKEN DUTCH GRAND PRIX 2020

Confidential

1. Destination package
Example Bahrain

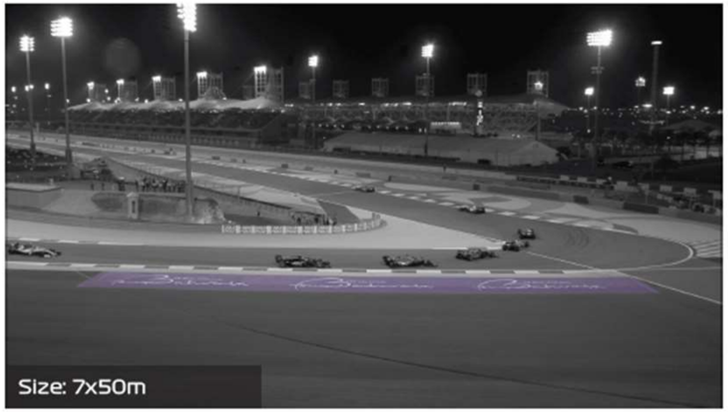


Confidential

1. Destination package
Example Bahrain

Ground Paintings


Size: 8x8m


Size: 7x50m

Table

Sponsors	Description	Size			m²	Quantity	Total m²	Grand Total
BAHRAIN	Ground Painting	8.00	x	8.00	64.00	1	64.00	
	Banners	2.00	x	5.00	10.00	10	100.00	
	Ground Painting	7.00	x	50.00	350.00	1	350.00	
							Bahrain Destination - Total	514.00

Confidential

1. Destination package
Example Bahrain

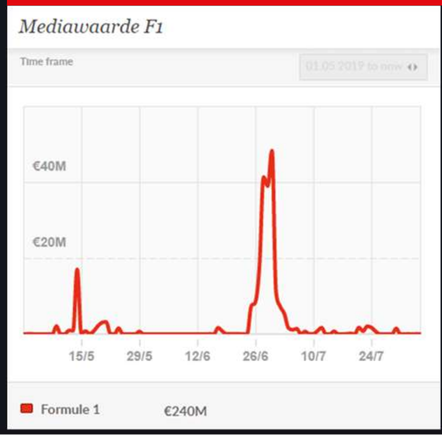
Banners

Partnership
2. Namegiving partner Circuit Zandvoort

- CM.com Circuit Zandvoort
- CM.com-corner (*corner 9, 10 or 13)*

- All formal publications
- Re-naming Circuit Zandvoort
  - Owned media (website, on site, social communities)

Media value
May 1st – august 5th € 240M



Facts & figures Circuit Zandvoort
- 600.000 visitors py
- 80.000 website visitors av. per month
- Social community 199.530 (Facebook 114K, IG 63K, LinkedIn 4,2K, Twitter 18,5K)

Confidential

Partnership
3. CM.com main grandstand

Adoption main grandstand

- Branding grandstand
    - Roof grandstand
    - Rear inside grandstand
    - 2 banners bottom grandstand
    - Grandstand seats (color/ logo)
- Ticketsales
    - Copy in ticketfunnel
    - Mention on e-tickets
    - Mention on event site map
- General
    - All formal publications

CM. CIRCUIT ZANDVOORT

Confidential

Partnership
3. CM.com main grandstand

Roof grandstand

- Visibility from the air (Google maps)
- PR value (!)

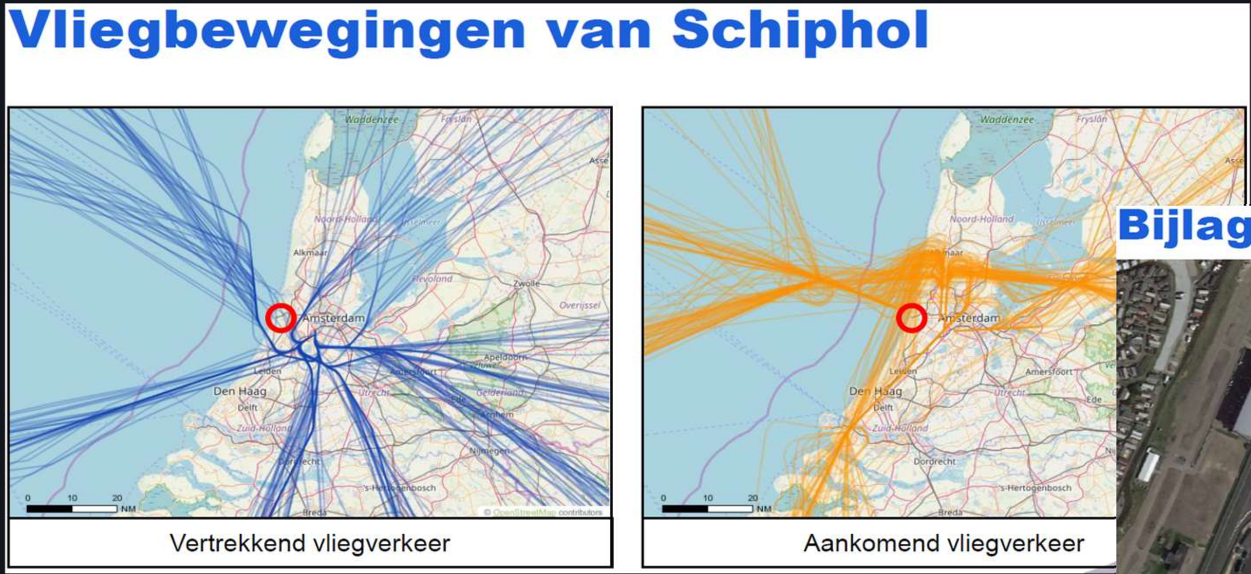
Conclusies

- Er zijn meerdere vliegroutes die langs of over Circuit Zandvoort komen.
- Over het algemeen passeren vliegtuigen het circuit vooral aan de west en zuidkant
- Doordat sommige vliegtuigen eerder afbuigen dan andere moet er een schatting gemaakt worden van het aantal vliegtuigen dat langs of over Circuit Zandvoort komt.
- Een eerste schatting geeft aan dat ca. 2.700 vluchten* per maand het circuit zullen passeren.
  Met een gemiddeld aantal passagiers van 147 per vlucht komt dit neer op bijna 400.000 passagiers* per maand.

CIRCUIT ZANDVOORT

CM.

Partnership
3. CM.com main grandstand



Confidential

Partnership
4. Event supplier

- Official Event Supplier Formula 1 Heineken Dutch Grand Prix Zandvoort
- Limited to only 6 companies
- Branche exclusivity
- Right to launch a corporate campaign (excluding ticket activation)
- Corporate logo on DGP online platform (website, ticketshop)
- Second tier non-televised visibility at the venue (venue dressing, cladding, flags)
- Right to embrace an event domain (festival – fanzone –energy etc)

Confidential

Partnership

4. Event supplier

- 25 F1 Paddock Club passes per day (25/75)
- Paddock Club passes give access to highly exclusive F1 Paddock Club

- 100 VIP tickets per day (100/300)
- VIP tickets includes access to main grandstand on home straight and access to private lounge
- 100 General admission tickets per day (silver category) (100/300)

- Private lounge is including catering and staff, excluding decoration
- 10 VIP parking passes per day

Confidential

Partnership
2020 - 2022

Partnership package € 2.250.000 py

- 3 year commitment
- Excluding production costs
- Subject to approval from FOM, partners & shareholders

Appendices


Heineken
FORMULA 1 HEINEKEN DUTCH GRAND PRIX
2020
Event supporters:
Heineken
VolkerWessels
talpa network
CM.com
JUMBO

The biggest increases in Reach have been seen in China, India and France

TV reach (unique viewers) - top 20 markets

**Minimum viewing of 3 mins*

Rank	Market	2017 reach	2018 reach	% change
1	Brazil	121,797,000	115,225,500	-5%
2	China	22,135,000	67,959,000	207%
3	USA	28,527,000	34,217,000	20%
4	Italy	40,496,899	30,910,566	-24%
5	United Kingdom	29,160,748	27,726,371	-5%
6	Germany	28,537,882	27,467,721	-4%
7	Pan India	9,346,823	17,433,987	87%
8	France	9,888,000	14,950,000	51%
9	Russia	10,871,200	13,769,000	27%
10	Pan Russia	13,044,958	13,127,788	1%
11	Pan Latin America	9,319,981	10,695,249	15%
12	Pan Africa	6,881,967	8,078,317	17%
13	Mexico	6,186,130	5,768,680	-7%
14	Netherlands	5,705,000	5,441,000	-5%
15	Indonesia	4,694,738	5,409,255	15%
16	Pan Middle East	4,437,703	5,209,146	17%
17	Australia	5,906,308	5,054,064	-14%
18	Austria	4,830,700	4,933,200	2%
19	Greece	4,483,105	4,559,953	2%
20	Belgium	4,087,961	4,323,086	6%
	Top 20 markets	**370,339,103**	**422,258,882**	14%
	Rest of the World	**73,826,841**	**67,986,436**	-8%
	Total Reach	**444,165,944**	**490,245,319**	10%

- The top 20 markets account for 86% of global reach.
- The trend is also more positive in our biggest markets – the top 20 markets have seen a combined increase of 14% yr-on-yr, compared to an 8% decrease in the rest of the world.

Market insights

Brazil: Likely to have been affected by the absence of any Brazilian drivers on the grid this year.

China: 2018 reach was more than 3 times 2017 reach thanks to coverage featuring on CCTV.

USA: Another new broadcast deal, with ESPN (and ABC) coverage helping to grow reach beyond NBC in 2017.

Italy: With FTA coverage moving to TV8 and only the Italian GP on RAI, reach was predictably lower than in 2017.

UK: A small decrease in reach despite similar broadcasting arrangements and another Drivers' Championship for Lewis Hamilton.

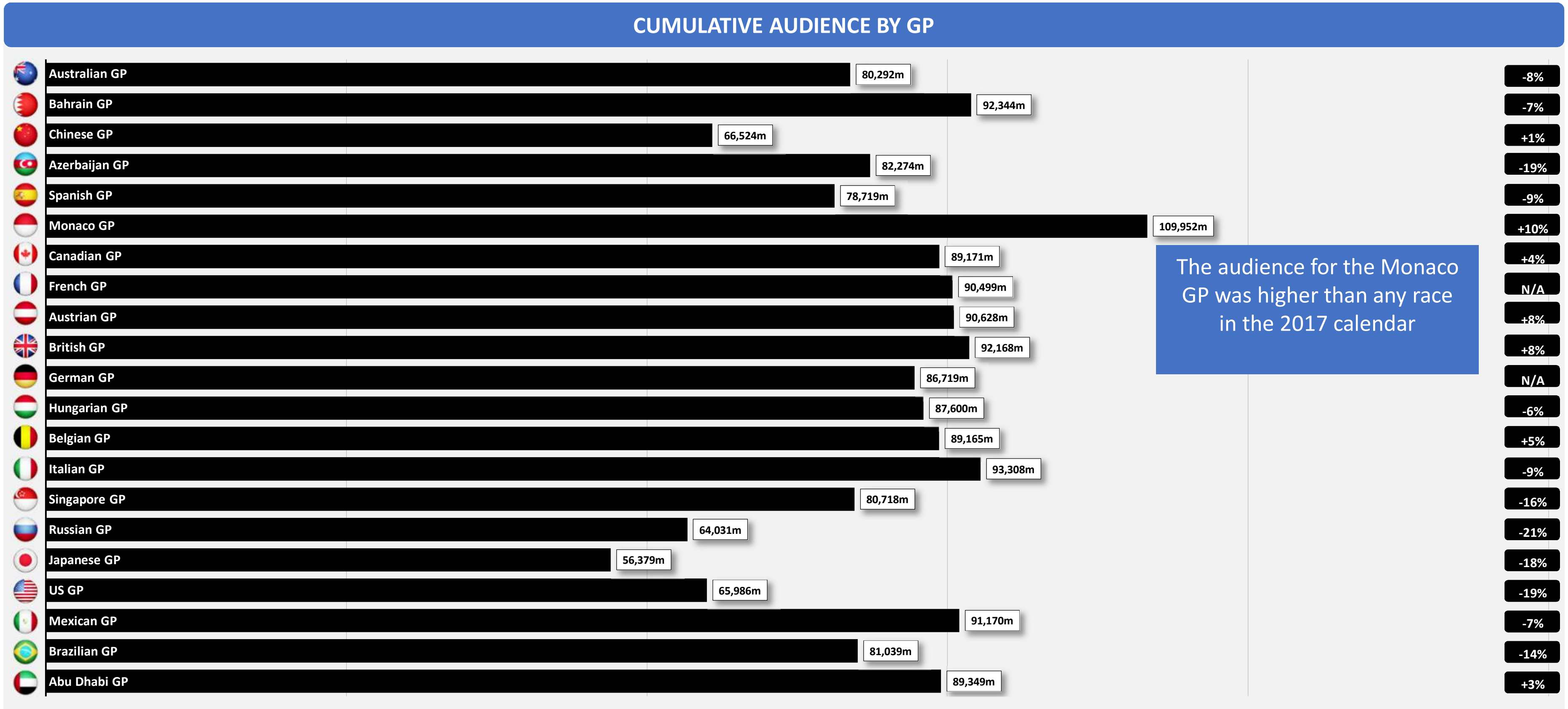
Germany: TV coverage was exclusively on RTL this year, and a small number of Sky Sports viewers from 2017 did not migrate across, leading to a 4% decrease in reach.

Pan India: Second biggest increase in reach of any market in 2018 (after China).

France: Boosted by 4 races being shown live on free channel TF1 in 2018.

Source: Nielsen Sports

A strong European season was mitigated by a difficult start and end to the year



**No Malaysian GP in 2018 – in 2017 this race attracted a total cumulative audience of 72.711m*

Source: Nielsen Sports

TV audiences were generally stronger in our major markets, with the top 20 markets combined up 3% on 2017

Top 20 markets - cumulative audience across the 2018 season

Rank	Market	2017	2018	% change
1	Brazil	407,963,000	487,985,000	20%
2	Germany	312,645,000	258,821,000	-17%
3	Italy	178,238,000	174,011,000	-2%
4	UK	161,678,000	171,539,000	6%
5	Netherlands	61,821,000	65,608,000	6%
6	France	44,488,000	62,341,000	40%
7	Austria	53,056,000	58,290,000	10%
8	Finland	48,312,000	43,736,000	-9%
9	United States	40,403,000	34,166,000	-15%
10	Turkey	22,900,000	27,706,000	21%
11	Pan Latin America	57,960,000	24,947,000	-57%
12	Spain	31,209,000	24,409,000	-22%
13	Australia	24,624,000	24,328,000	-1%
14	Canada	24,099,000	23,792,000	-1%
15	Hungary	20,852,000	22,538,000	8%
16	China	11,501,000	19,464,000	69%
17	Russia	17,753,000	18,162,000	2%
18	Indonesia	13,637,000	16,981,000	25%
19	Pan Middle East	14,784,000	16,160,000	9%
20	Denmark	13,653,000	15,790,000	16%
	Top 20 markets	**1,550,364,000**	**1,590,774,000**	**+3%**
	Rest of the World	**204,200,000**	**167,261,000**	**-18%**
	Grand Total	**1,754,564,000**	**1,758,035,000**	**0%**

- The top 20 markets account for 90% of global viewing.
- The trend is again slightly more positive across our major markets – we are actually 3% up yr-on-yr in the top 20 markets alone. This markets also ended the year strongly, as they had only been 1% up after 15 races.
- Please note that cumulative audience trends do not always match reach trends, normally as this metric is more dependent on the amount of F1 programming over the course of the season.

Market insights

Brazil: Highest cumulative audience on record in Brazil (records go back 14 years), with Qualifying sessions during the World Cup boosted by delayed coverage sandwiched between World Cup matches on Globo.

Germany: RTL audiences actually up 2% on 2017, but the lack of Sky Sports coverage meant an overall drop in TV audiences.

Italy: Audiences on Sky channels up 26%, but lower audiences on TV8 (compared to RAI in 2017), meant a slight drop yr-on-yr. However, losses are mitigated to some extent by more F1 programming aired on the channel.

UK: Audience gains driven by Sky (+27% yr-on-yr), helped by more F1 programming, including a number of simulcasts on Sky 1.

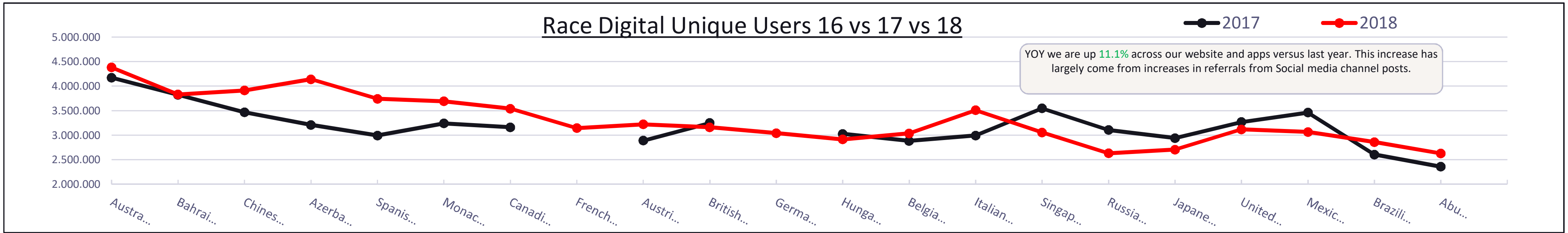
Netherlands: A strong end to the season linked to Max Verstappen's strong on track performances – audiences had only been 3% up yr-on-yr after 15 races.

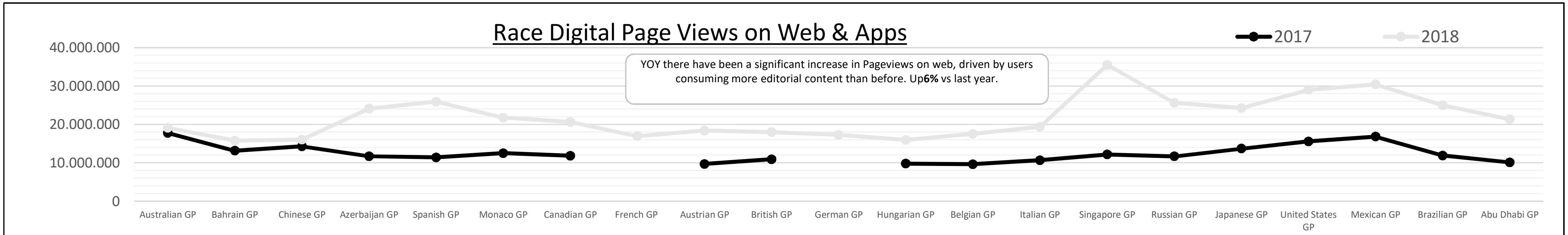
France: Best audiences in France since 2012, which was the previous season to feature coverage on TF1.

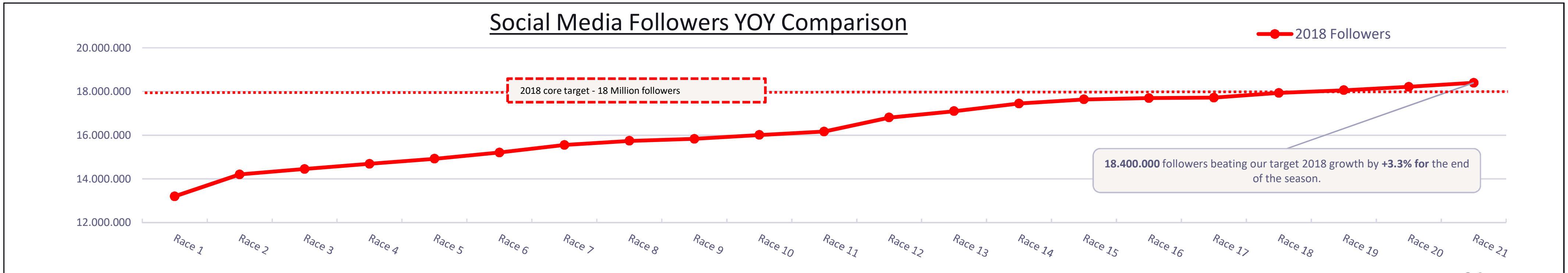
Austria: Again, these are the highest audiences on record in Austria, driven by a 28% increase in ORF audiences compared to 2017. These gains were mitigated by the loss of Sky Sports coverage (similar to Germany).

Source: Nielsen Sports

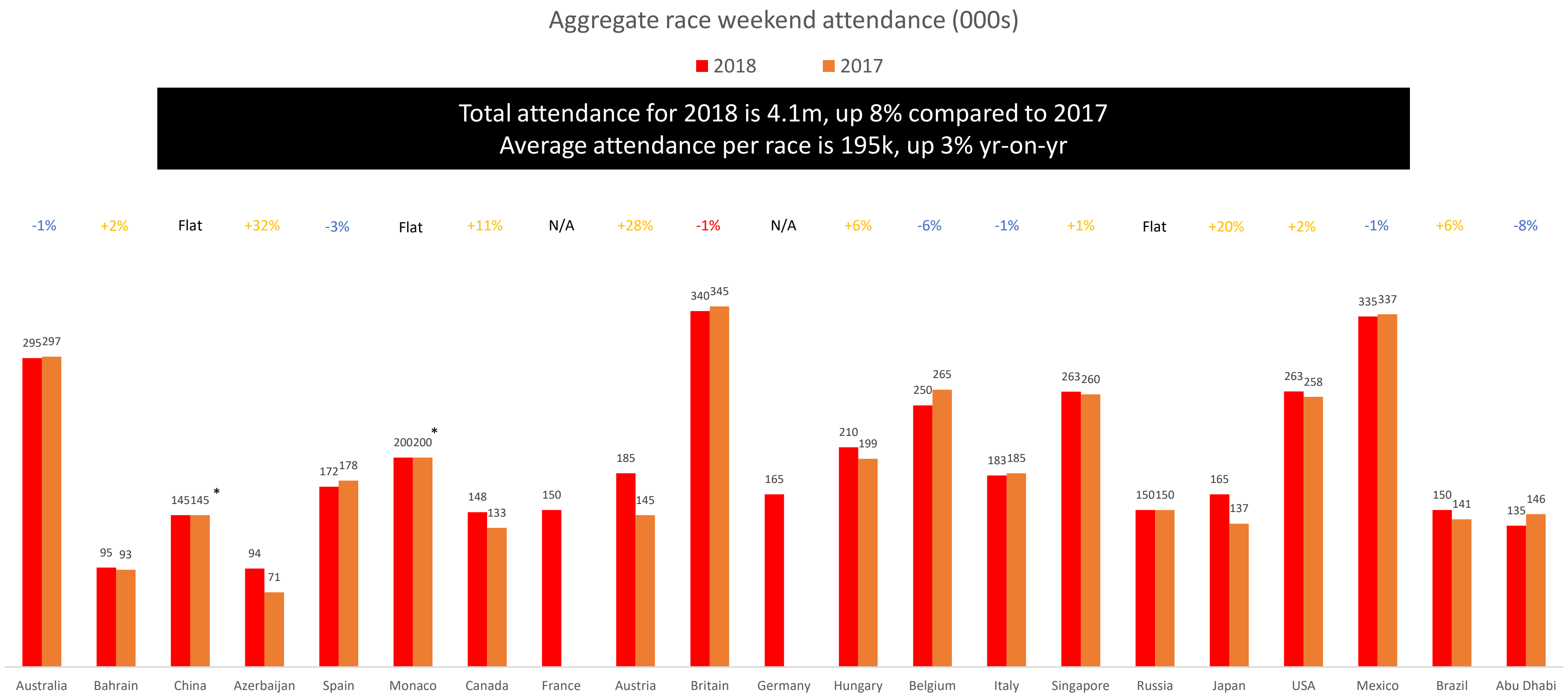
Digital engagement was strong throughout the year, with users being more engaged than ever.







Aggregate attendance for 2018 ends the season comfortably up on last year



Estimated figure – not official