



Group presentation

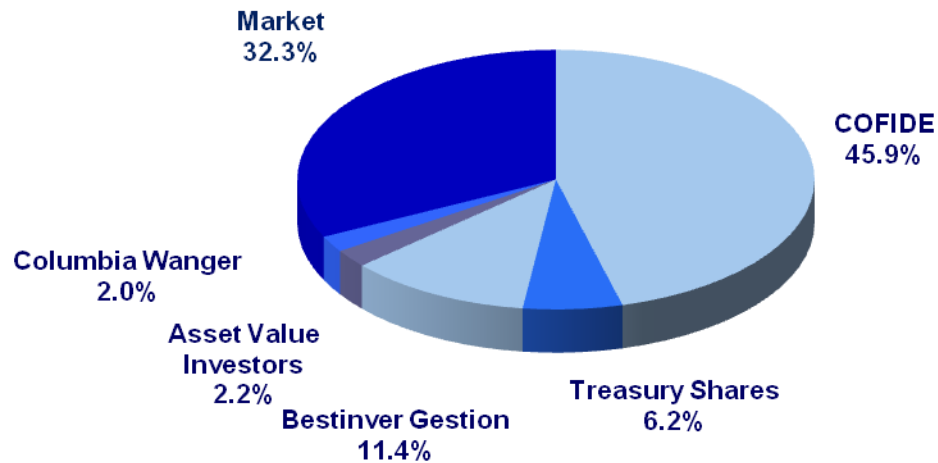
January 2012

- **CIR – Compagnie Industriali Riunite** (www.cirgroup.com), listed on the Milan Stock Exchange, is the holding company of a leading Italian industrial group active in five business sectors:
 - ▶ **Energy** (electricity and gas) **Sorgenia**
 - ▶ **Media** (publishing, radio, television and internet) **Espresso**
 - ▶ **Automotive components** (filters and suspension systems) **Sogefi**
 - ▶ **Healthcare** (nursing homes and rehabilitation centres) **KOS**
 - ▶ **Non-core investments** (private equity, venture capital, minority holdings and new initiatives)

- CIR was founded in 1976 by **Carlo De Benedetti**, who acquired an old tanning company turning it into a holding company. **Rodolfo De Benedetti**, Carlo's son, has been the company's CEO since 1993

CIR shareholders' structure

Main shareholders ⁽¹⁾



(1) CIR shareholders owing more than 2% of the share capital updated according to all notifications submitted to CONSOB and Company press releases until January 2012

CIR group - a story of entrepreneurship

1976 1978 1980 1982 1984 1986 1988 1990 1992 1994 1996 1998 2000 2002 2004 2006 2008 2009

1976 Carlo De Benedetti acquires control of CIR, a listed company originally active in the leather goods sector, and transforms it into a holding company focusing on investments



1976 Acquisition of Sasib (machinery, packaging, railway signalling); carved up and sold at end of the 90s



1978 CIR becomes controlling shareholder of Olivetti; exits in 1998

olivetti



1995 Launch of Omnitel and Infostrada; sold to Mannesmann in 1999; Omnitel was subsequently bought by Vodafone in 2000, while Infostrada was bought by Wind in 2001

1980 CIR acquires control of Sogefi (automotive components)

1999 Sogefi acquires Allevard Resorts from Usinor

2001 Sogefi acquires Filtrauto from Valeo

SOGEFI

Buitoni

1985 CIR acquires Buitoni-Perugina; sold to Nestlé in 1988

1987 CIR becomes shareholder of Mondadori and in 1989 acquires control of the Espresso Group



la Repubblica



SOCALBE

1998 Acquisition of Socalbe/Dietorelle; sold to CSM in 2001

H3G

2000 Investment in H3G (UMTS provider); sold to Hutchison Whampoa in 2004

1999 Start-up of Sorigenia

2002 Acquisition of Tirreno Power



2003 Start-up of KOS (healthcare)

KOS

CIR Group at a glance

- 1976 year the company was founded
- € 4.8 billion group revenues in full year 2010
- 15,000 group employees as of September 30 2011
- € 1 billion market capitalization
- 55.5% share of 2010 group revenues from the energy business
- € 400 million group gross operating margin in 2010
- € 57 million group net profit in full year 2010
- 3 group listed companies (CIR, Espresso, Sogefi)
- 4,000 MW of installed energy generation capacity
- 1 national newspaper, 18 local newspapers, 4 magazines, 3 radio and 2 television channel, leading site for news in Italy
- the automotive components business (Sogefi) is present with manufacturing capacity in 16 countries
- first player in private nursing homes and leading operator in functional and psychiatric rehabilitation in the Italian market (KOS)

Corporate structure



Operating subsidiaries

Non-core investments

Revenues 2010 € 2.7 Bio
EBITDA € 151 m

Revenues 2010 € 887m
EBITDA € 107 m

Revenues 2010 € 925m
EBITDA € 87m

Revenues 2010 € 325m
EBITDA € 42m

ENERGY

MEDIA

AUTOMOTIVE COMPONENTS

HEALTHCARE

Venture capital funds

Thermal

National Press

Engine systems

Residential nursing homes

Private equity funds

Renewables

Local Newspapers

Suspensions

Rehabilitation

Start-ups

E&P

Internet

Hospitals

Radio & Television

Advertising

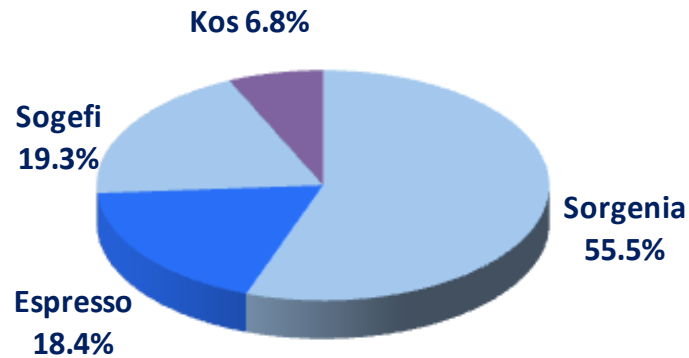
Investment strategy

- CIR is a diversified industrial company with a **strategy of creating value** by managing its core holdings with a long-term investment horizon. CIR is distinguished by the balanced nature of its portfolio companies, with strong positions in their respective businesses both in mature and high growth sectors
- The clear role adopted by CIR as a **point of reference** for its subsidiaries gives a concrete contribution to their development and allows decisions to be taken rapidly. Over the past few years CIR has expanded its activities in new business sectors such as energy and healthcare, showing its capacity to start initiatives and move fast when opportunities occur

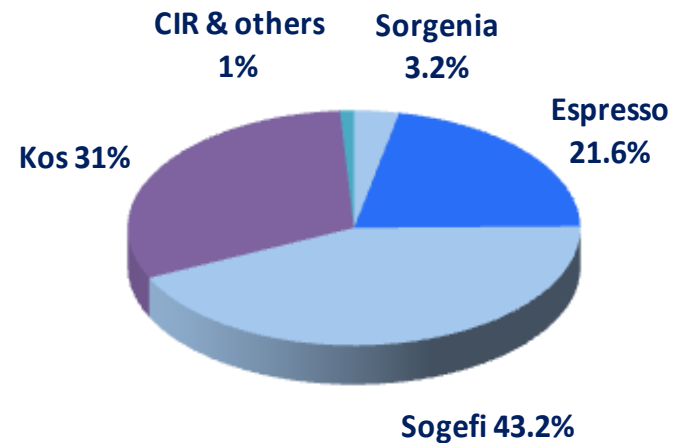
Main businesses

- In 2010 the CIR group reported **€ 4.8 billion of consolidated revenues**. At September 30, 2011 employees were approx 15,000. Most of the employees work for the four largest group companies: Sorgenia, Espresso, Sogefi and KOS.

2010 group sales by business



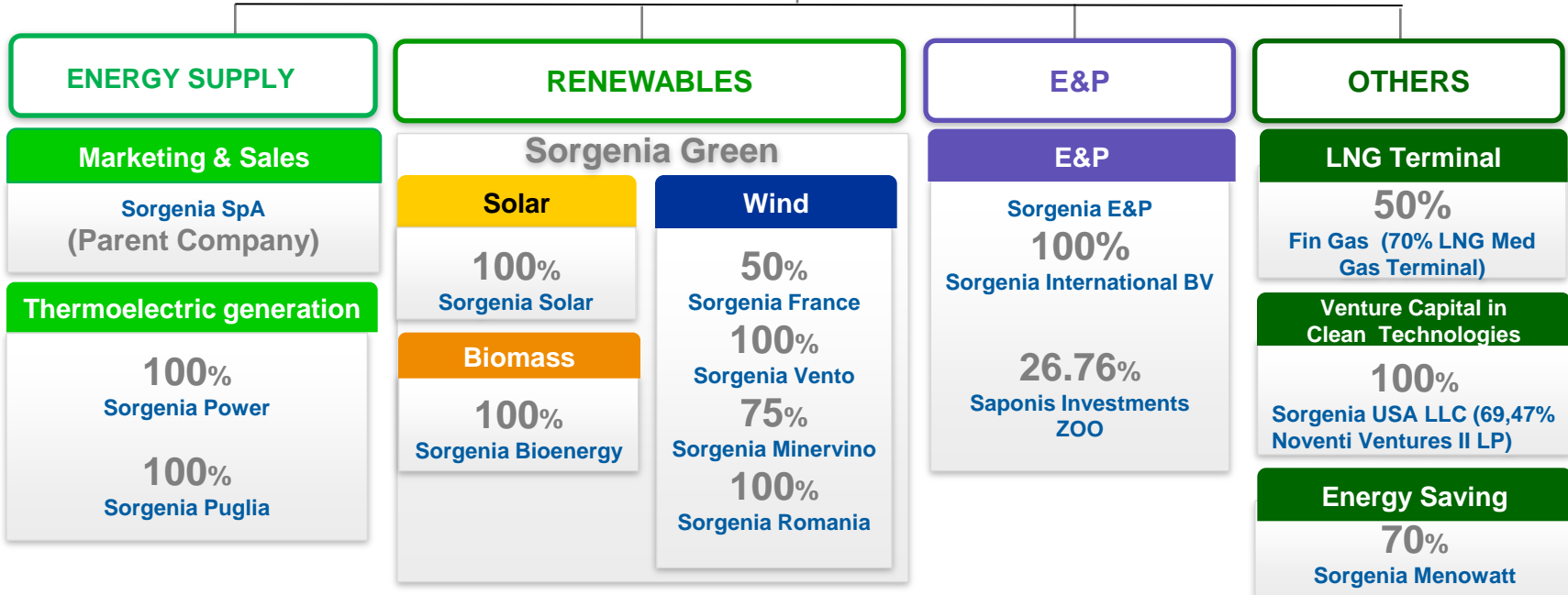
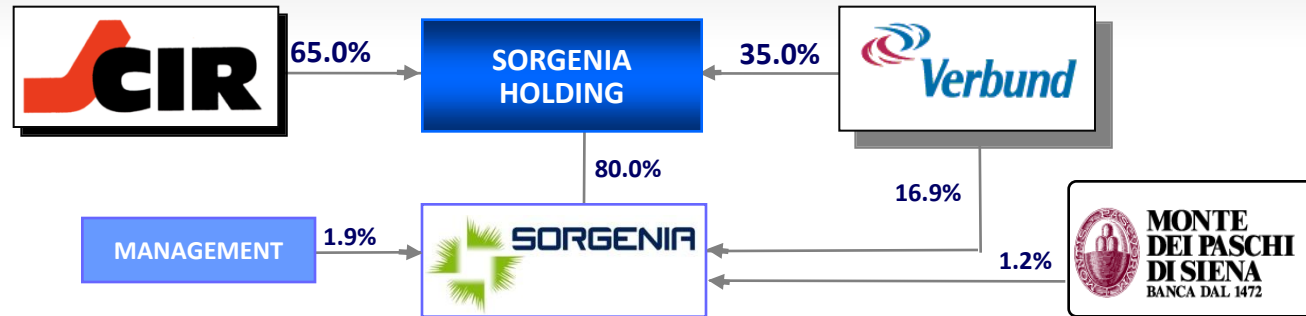
2010 group employees by business



Energy: Sorgenia

- **Sorgenia** is the **largest private energy operator** in Italy
- Created in 1999 from scratch, the company is controlled by CIR; the Austrian electricity company **Verbund** has a holding
- Installed capacity of approx. 4,000 MW and plants under construction for a further 800 MW
- **N. 2 Sorgenia's position** as for market share in the **business** segment of the electricity free market in Italy and **n. 6 in the ranking of electricity producers** in Italy
- In the last months Sorgenia entered the residential market. The total number of clients is approximately 500,000
- The company is also a co-controlling shareholder in **Tirreno Power**, one of the largest Italian electricity producers
- **Sorgenia Green** (100% owned by Sorgenia) is a leading player in **renewable energy** in Italy and France (50/50 joint venture with KKR)
- **Sorgenia E&P** (100% owned by Sorgenia) operates in the sector of hydrocarbon exploration and production in Columbia, UK and Poland (shale gas)

Sorgenia – operating structure

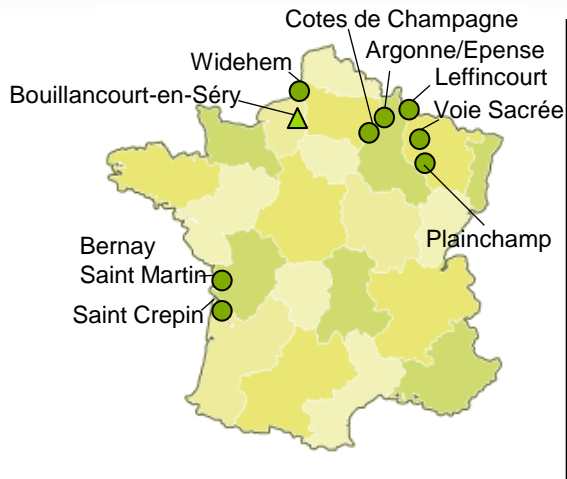









78% Energia Italiana (50% Tirreno Power)

Sorgenia - production capacity

Plants	In operation or in commissioning	In construction	Total
Sorgenia Power (Termoli CCGT)	770		770
Sorgenia Puglia (Modugno CCGT)	800		800
Sorgenia Power (Bertonico-Turano Lodigiano CCGT)	800		800
Sorgenia Power (Aprilia CCGT)		800	800
Tirreno Power (pro-rata 39%)	1,280		1,280
Sorgenia France (Wind France)	76.5		76.5
Wind Italy	76		76
Hydroelectric	25		25
Sorgenia Solar (photovoltaic)	5		5
Sorgenia Bioenergy (biomass)	1		1
Total output (MW)	3,834	800	4,634

Sorgenia – power generating plants in Italy and in France

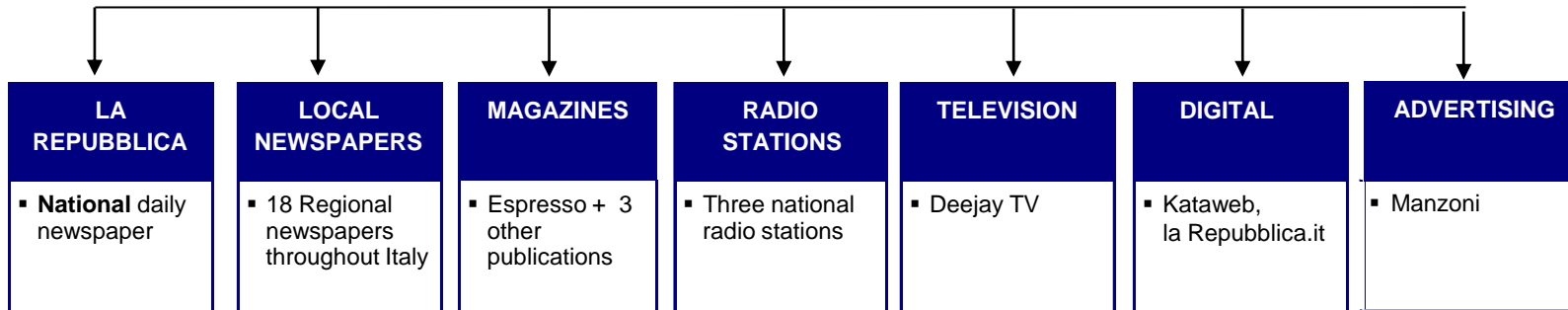


	Wind
	Solar
	Hydro
	Thermo
	Biomass
	In production/ commissioning
	Authorized/ under construction

Media: Espresso

- The **Espresso Group** operates in the media sector in Italy. The parent company Gruppo Editoriale L'Espresso, listed on the Milan Stock Exchange, operates in all sectors of communication, from dailies and periodicals to radio, the internet, television and advertising
- € 885 million of revenues in 2010
- The Espresso publishes the national daily newspaper ***la Repubblica***, n. 1 position in the ranking by readership, the leading Italian news site ***repubblica.it*** and the weekly magazine ***L'Espresso***
- Through its subsidiaries it also publishes 18 local newspapers, broadcasts three national radio stations and has two TV networks. L'Espresso is also a TV network operator with two DVB-T multiplex. The company operates in the internet sector and collects advertising for the group publications and also for some third-party publications

Espresso - operating structure



- The Espresso group has organized its activities into **five business divisions**:
 - ▶ **National press**: la Repubblica, the national daily newspaper with its supplements, L'Espresso weekly, two monthly, two quarterly and several guide books
 - ▶ **Local newspapers**: 17 local dailies and one three-weekly paper
 - ▶ **Digital**: internet and applications for mobile and new generation devices
 - ▶ **Radio and TV**: three national radio stations (Radio DeeJay, Radio Capital and Radio M20), the national television DeeJay TV, the satellite televisions MyDeeJay and Onda Latina, the Internet and digital tv Repubblica TV; network operator with two DVB-T multiplex
 - ▶ **Advertising** with the company Manzoni

Automotive components: Sogefi

- **Sogefi**, founded by CIR in 1980 and listed on the Milan Stock Exchange, is a company operating in the automotive components sector in two business lines in which it is one of the world leaders: **engine systems** (filters, engine air and cooling systems) and **flexible suspension components**
- Over €1 billion revenues and more than 7,000 employees
- Global presence: 5 continents and **16 countries**, with **44 production facilities**
- Sogefi is a **partner of** the most important **car and truck manufacturers** in the world
- During 2011 Sogefi completed the 150 million euro acquisition of Mark IV Systèmes Moteurs, one of the main world producers of engine air and cooling systems

Sogefi - operating structure



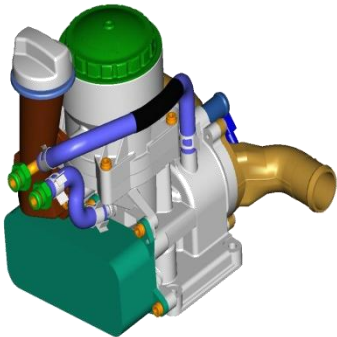
ENGINE SYSTEMS
DIVISION

SUSPENSION
COMPONENTS DIVISION

CARS

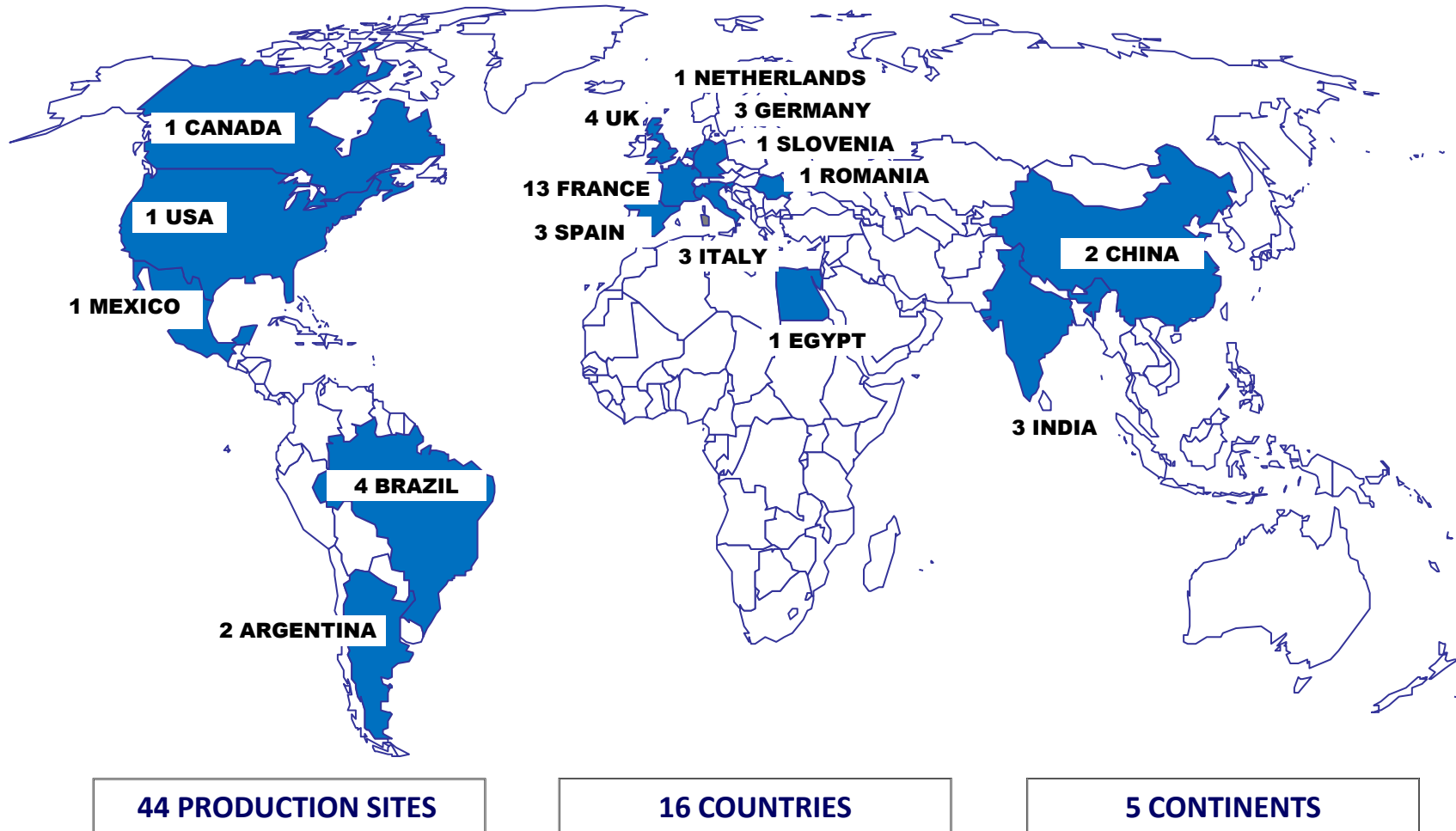
TRUCKS

PRECISION
SPRINGS



- Sogefi is active in the original equipment market and in the original and independent replacement market
- 2nd largest suspension producer worldwide. South America leader in both business and 3rd engine systems producer in Europe

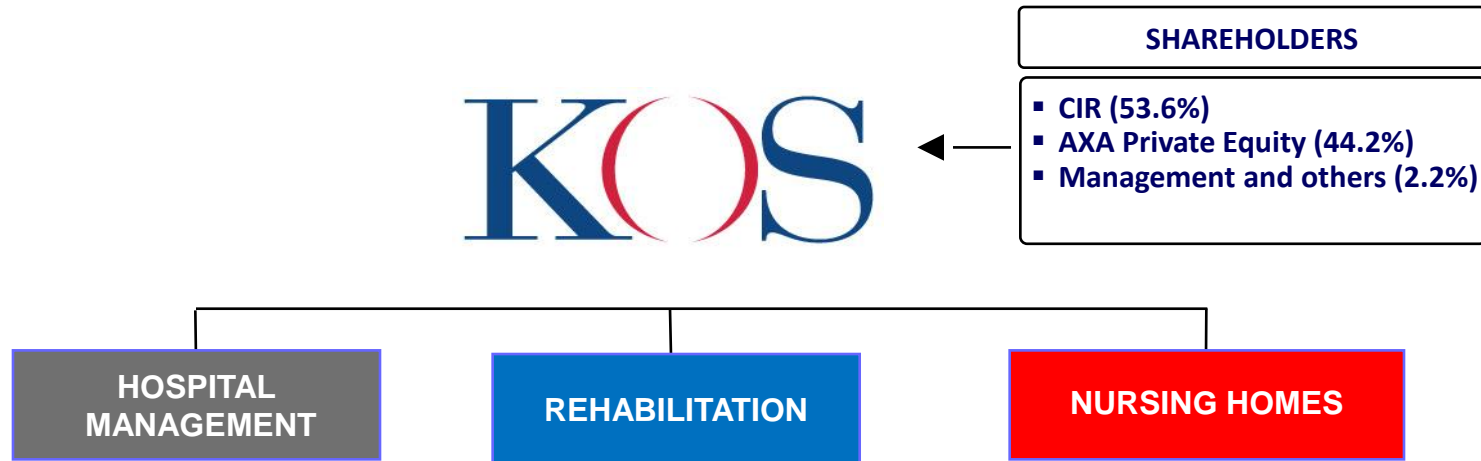
Sogefi global footprint



Healthcare: KOS

- KOS was established by CIR in 2002 and is one of the main Italian operator in the healthcare sector
- € 325 million of revenues in 2010, 60 facilities and approx. 4,500 employees
- KOS is active in three business areas:
 - ▶ **Nursing homes:** KOS is the top private Italian provider in terms of revenues and number of beds under management in care homes for the non-self sufficient elderly, where it operates under the brand “Anni Azzurri”
 - ▶ **Rehabilitation:** KOS is the fourth private Italian operator in terms of revenues and beds under management in functional and psychiatric rehabilitation units, where it operates under the brands “Santo Stefano” and “Redancia”
 - ▶ **Hospital facilities** providing advanced and complex hi-tech medical services (diagnostic imaging, nuclear medicine and radio therapy) as an external service provider for the National Health Service, under the “Medipass” brand. In this business area, the group also manages the “Fratelli Montecchi” Hospital in Suzzara (Mantua)

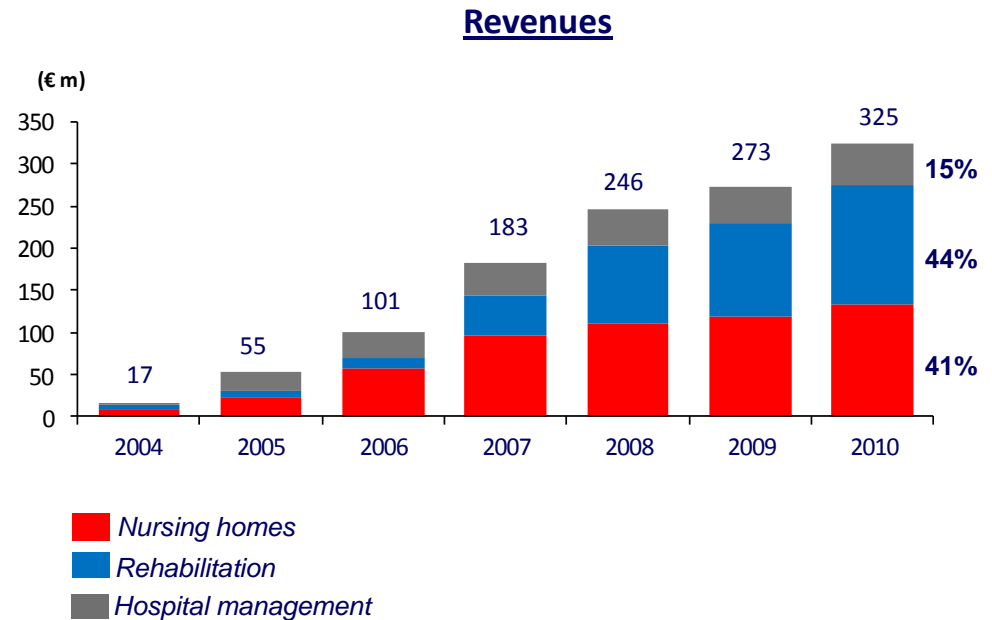
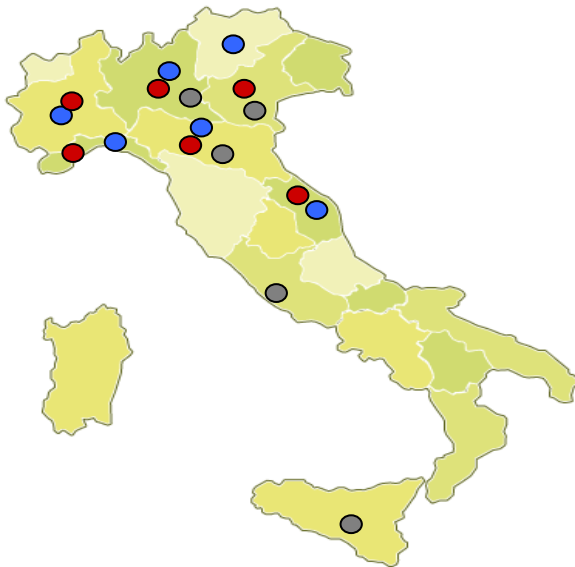
KOS - operating structure



- ▶ 60 facilities
- ▶ 13 outpatient centres
- ▶ 5,600 beds (plus 900 beds under construction)

KOS: geographical presence and evolution of consolidated revenues

- Italy: 60 facilities in seven regions of North and Central Italy
- India: joint venture for managing medical technology formed in the second half of 2011



Non-core investments

- CIR Ventures is the venture capital fund of the group with investments in companies operating in the sector of information and communications technology and with high growth potential:
 - ▶ Ecrio -mobile software(USA)
 - ▶ Minerva Networks- networks (USA)
 - ▶ Neato Robotics- home convenience robots (USA)
 - ▶ Celltick- mobile marketing (Israel)
- Private equity funds form a diversified portfolio of funds and minority private equity holdings
- During 3Q 2011 acquisition of 20% of SEG (Swiss Education Group), a world leader in hospitality management training (hotels, restaurants, etc.).
- The SEG Group
 - ▶ 4,500 students from over 70 countries worldwide
 - ▶ Annual turnover of approximately €100 m
- Food Concepts - the new start-up operating in the restaurant sector in Germany. Under the brand name LaBaracca the company opened three Italian style restaurants in Munich, Dusseldorf and Hamburg