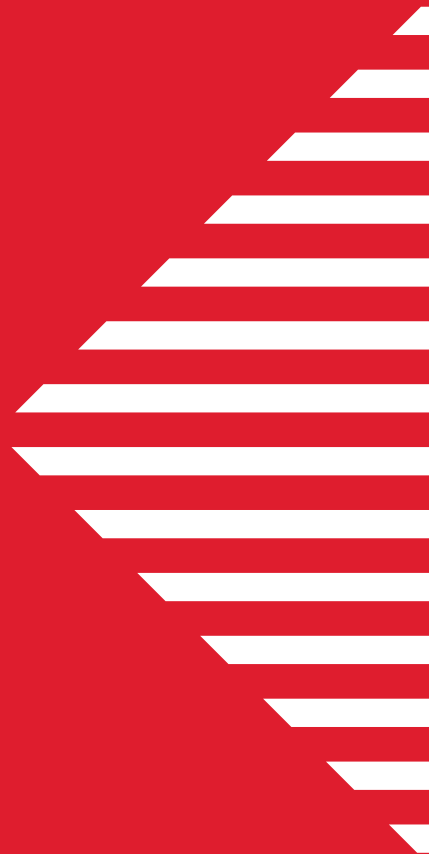


Investindustrial



SOUTHERN EUROPEAN LEADER WITH A
GLOBAL INDUSTRIALLY-DRIVEN APPROACH

2009 ANNUAL REVIEW & SUSTAINABILITY REPORT

Investindustrial™

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A HISTORY WITH A CONSISTENT STRATEGY

SOUTHERN EUROPEAN LEADERSHIP WITH A GLOBAL FOOTPRINT

PROVIDING INDUSTRIAL EXPERTISE, OPERATIONAL FOCUS AND GLOBAL PLATFORMS TO ACCELERATE VALUE CREATION AND INTERNATIONAL EXPANSION

Investindustrial is one of Europe's leading investment groups focused on taking control positions in Southern European medium size companies that are leaders in their fields.

Investindustrial's companies, while remaining independently managed, benefit from the advantages of the relationship to a large advisory group with sector and industrial expertise, operational focus and global platforms.

Founded in 1990 out of an industrial conglomerate, Investindustrial has a team of more than 40 professionals divided across independently managed investment and advisory companies that provide capital and industrial solutions.

Our aim is to create long-term value by helping portfolio companies to accelerate international expansion and improve operational efficiency.

www.investindustrial.com

Origins from
a successful
industrial
group

Investing as
a team
since 1990

More than
40
professionals

Industrially
driven
approach



1978 - The Financial Times

Started in Italy but now throughout the world.

"Invest" Group: 50 Companies, one philosophy

The Group has a long history, because it is formed of some companies founded over a century ago. But the concept behind

the Group was born early this century and has been developed over the years to a Group philosophy based on three main principles.

Diversification

The Group philosophy, while based on growth, aims to spread investment risks by diversification through various areas of industry and commerce. The companies which make up the Group operate in five different fields: finance and banking, manufacturing, trading, real estate and building, farming.

Leadership rather than size

In order to avoid the usual risks and inefficiencies of giant organizations, the second principle of the Group philosophy is to acquire companies of medium size, pro-

vided they are leaders in their fields, and technically advanced.

Mira Lanza (detergents, household and chemical products), Postal Market (mail order) and Saffa (cardboards, wood panels, matches and lighters) are examples of such companies.

Flexible structure

Each company benefits from the advantages of belonging to a large, strong Group without sacrificing any of the management advantages of a medium size company. Group HQ sets the financial requirements for each

company within its development plans for each sector respecting the operating autonomy of the individual companies which are run by experienced and proven managers.

These principles may sound like part of management theory, but the "Invest" Group really do put them into practice with positive results.

So the Group has made a big contribution to economic development both in Italy and internationally.

"Invest" Group				
Finance and banking	Manufacturing	Trading	Real estate and building	Farming
<ul style="list-style-type: none"> • Invest • Invest International • Finanziaria Milanese • Société Holding de Groupement Bancaire 	<ul style="list-style-type: none"> • Mira Lanza • Saffa • Safioplast • Prefabbricati Sacie 	<ul style="list-style-type: none"> • Postal Market • Consorzio It. Commercio Estero • Saar-Africane Riunite 	<ul style="list-style-type: none"> • Beni Immobili Italia • Caf • Saciemex • Parc S. Roman 	<ul style="list-style-type: none"> • Imm. Agricola Vittoria • Agro American

These are the most important companies forming the "Invest" Group.

"Invest" Group: \$ 570 million dollars (U.S.) of assets invested.

For more information about "Invest" Group, write to: P.R.P. Service, via Turati-25-Milan Italy.

**MORE THAN 30 YEARS OF INVESTMENTS IN
LEADING BRANDS AND COMPANIES**

SUCCESSSES AND EXPERIENCES FROM PREVIOUS PARTNERSHIPS SUCH AS...



...ARE BEING APPLIED TO THE CURRENT PORTFOLIO OF LEADING BRANDS AND COMPANIES.



2009 KEY EVENTS

€800 MILLION OF EQUITY FOR INVESTMENTS

At the end of 2009 Investindustrial had available approximately €800 million of equity to make further acquisitions. The Group's large capital availability is a strategic advantage in the current market environment.

€800 m

SELECTIVE INVESTMENTS COMPLETED WITH €860 MILLION OF VALUE

During 2009, Investindustrial acquired companies with a combined enterprise value of €860 million.

€860 m

3 NEW INVESTMENTS AND 12 ADD-ON ACQUISITIONS

In 2009, the Group made three new investments and a further 12 add-on acquisitions to four of its portfolio companies. The successful take private of Permasteelisa was one of the largest in Southern Europe in 2009. Similarly, the acquisition of theme park PortAventura was the largest deal in Spain (excluding infrastructure).

By supporting growth through acquisitions, Investindustrial strengthened the international footprint of its investments in such markets as Austria, Brazil, Canada, China, Finland, France, Italy, Poland, UK and Sweden.

3+12

PORTFOLIO PROFITABILITY STABILITY

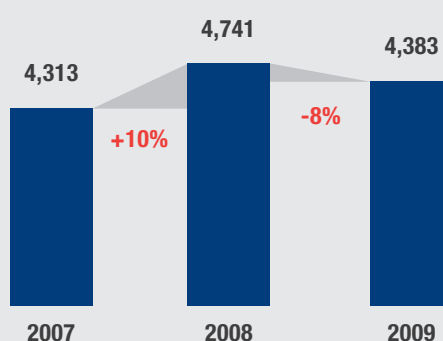
Despite a decline in sales of 8% across its investments, earnings increased by 3% with a substantial improvement in EBITDA margin of 11% increasing from 12% to 13.4%.

+11%



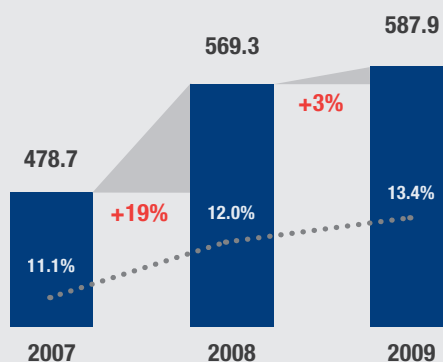
2009 PORTFOLIO FIGURES

TOTAL SALES (€M)



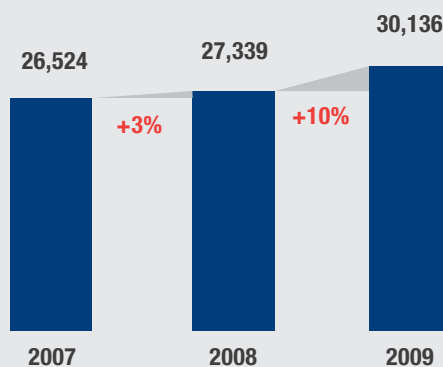
Total investments generated aggregate sales of €4.4 billion in 2009 with a decrease of 8% compared to the prior year and 2% higher than 2007.

TOTAL EBITDA (€M) AND MARGIN (%)



In 2009, Investindustrial's aggregate investments generated an EBITDA of €587.9 million, 3% higher than last year and 23% higher than 2007. EBITDA margins continued to improve from 11.1% in 2007 to 13.4% in 2009.

TOTAL EMPLOYEES



Despite the difficult economic environment in 2009, the workforce of the portfolio companies increased 10% to more than 30,000 employees.

CHAIRMAN'S REPORT

INVESTING AND BUILDING THROUGH CHALLENGING ECONOMIC TIMES

There has never been a more challenging time for the modern financial and industrial sector than 2009. I am pleased to report that the Investindustrial group has been a standout performer among investment groups, delivering stability in profits while leading the change during this difficult economic downturn by investing and taking early cost-cutting measures. The group was able to achieve its results through a portfolio of quality investments and hard work in cooperation with management. Investindustrial was able to further reinforce its leadership in the relevant markets both by strengthening the positioning of its portfolio companies and by further differentiating its own activities from those of its main competitors. We focused on organic growth and add-on acquisitions achieving significant results for our investments in terms of increased market share and geographic penetration into growth markets.

Investindustrial has further reinforced its presence in the Asia-Pacific region, and China in particular. During 2009, the Asia regional headquarter was established in Shanghai.

The group's physical presence in the Asia-Pacific region should help accelerate the internationalization of investments through the development of entrepreneurial initiatives and M&A support.

Despite the challenging market conditions, Investindustrial completed two of the largest investments in Italy and Spain

respectively Permasteelisa (the global leader in the curtain walls industry) and PortAventura (Southern Europe's largest theme park).

Investindustrial significantly reinforced its management team during the year by attracting senior investment professionals and by developing core competencies to strengthen the corporate development and risk management teams.

Investindustrial's leading and independent position has also been recognized by the market with it becoming the first private investment firm to be identified as the leader in both Italy and Spain in the industry largest annual poll (PEI 2009 Awards).

Apart from our corporate foundation (www.investforchildren.org), we continued to improve our Environmental, Social and Corporate Governance footprint by encouraging portfolio companies to operate a more responsible approach and by developing internal policies. After having subscribed to two important UN initiatives (Principle for Responsible Investments and UN Global Compact Ten Principles), Investindustrial developed internal policies for responsible investing, involving all the stages of the investment process. In 2009 the group also achieved carbon neutrality by working with the Carbon Neutral Company to reduce and offset CO₂ emissions.

ANDREA C. BONOMI

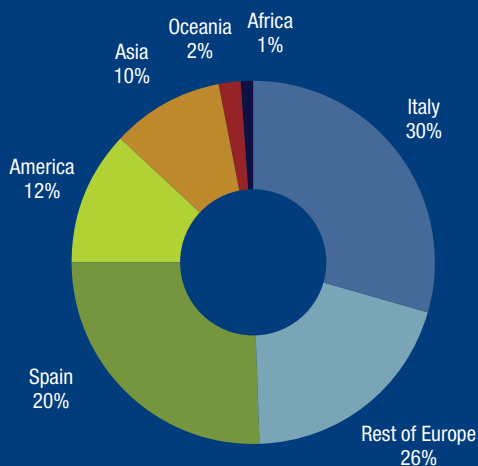


WITH OUR PLATFORM OF QUALITY COMPANIES
IT WAS POSSIBLE TO DELIVER STABILITY OF
EARNINGS DURING A DIFFICULT 2009

LEADING SOUTHERN EUROPEAN PRESENCE WITH A GLOBAL FOOTPRINT

Investindustrial has a considerable international exposure and combines a global vision with local insight offering growth opportunities to its companies.

Group companies have widespread manufacturing and commercial activities across Italy and Spain with 13 manufacturing plants and more than 580 points of presence.



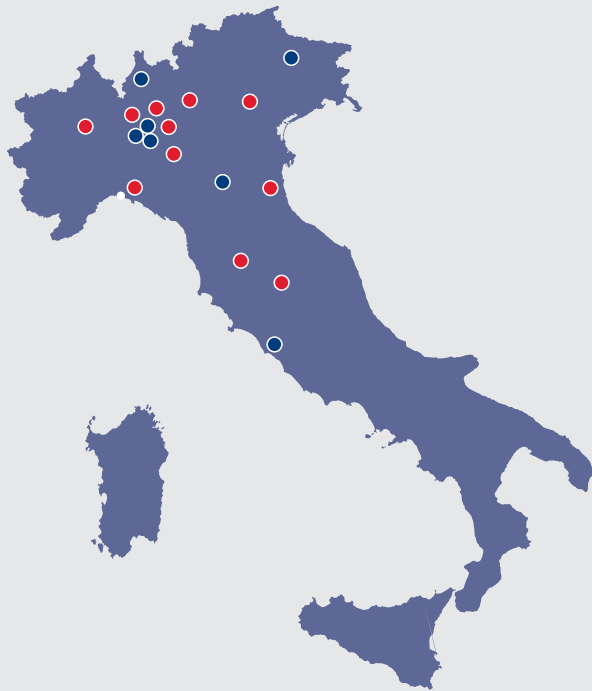
2009 SALES BY REGION

Pan-european industrial group (76% of total 2009 sales) with a major focus on the Southern European home markets and growth opportunities in Asia.

INVESTINDUSTRIAL
INVESTMENTS
HAVE A
MANUFACTURING
PRESENCE IN 13
COUNTRIES

ARGENTINA
BRASIL
CHINA
FRANCE
GERMANY
ITALY
POLAND
PORTUGAL
SINGAPORE
SOUTH AFRICA
SPAIN
UNITED KINGDOM
USA





**€1.3 BILLION (30% OF TOTAL SALES)
WITH 11 MANUFACTURING PLANTS
AND MORE THAN
370 POINTS OF PRESENCE**

ITALY

Amaro
Stroili Oro
HQ

Arese
Italmatch
Plant

Borgo Panigale
Ducati
HQ

Brembate
Polynt
Plant

Brescia
AEB Group
HQ and Plant

Cavaglia
Polynt
Plant

Colico
Inaer Italian
HQ

Genova
Italmatch
HQ and Plant

Milan
Sirti HQ
Zerog HQ
Cogetech HQ

Parma
Morris
HQ and Plant

Ravenna
Polynt
Plant

Rome
Sirti Territorial
Office

Scanzorosciate
Polynt
HQ and Plant

**S. Giovanni
Valdarno**
Polynt
Plant

Spoletto
Italmatch
Plant

Vittorio Veneto
Permasteelisa
HQ and Plant

Company HQ



Manufacturing Plant



**€0.9 BILLION (20% OF TOTAL SALES)
WITH 2 MANUFACTURING PLANTS
AND MORE THAN
210 POINTS OF PRESENCE**

SPAIN

Albacete
Inaer Maintenance Center

Alicante
Inaer
HQ

Barcelona
Applus
HQ

Bilbao
Panda IT
HQ

Castellbisball
AEB Group
Plant

Madrid
Svenson HQ
Panda HQ
Contenur HQ and Plant

Salamanca
Inaer Regional
Subsidiary

Sabadell
Inaer Regional
Subsidiary

Santiago
Inaer Regional
Subsidiary

Sevilla
Inaer Maintenance
Center

Tarragona
PortAventura
HQ

Vizcaya
Inaer Regional
Subsidiary

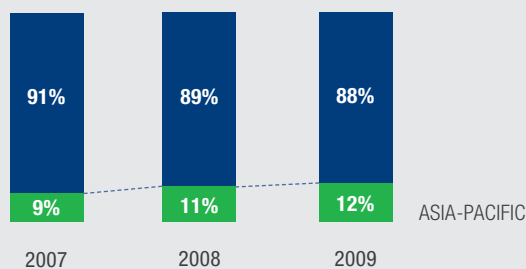
FOCUS ON ASIA-PACIFIC A PRIORITIZED REGION FOR INVESTINDUSTRIAL

In the last three years, the Group experienced an average annual growth in the Asia-Pacific region of 17% and the relative weight of the sales in the region compared to the overall sales increased from 9% 2007 to 12% in 2009. China still represents the main market in the region with 28% of 2009 sales. Furthermore almost 70% of sales are produced by four main markets: China, Singapore, Australia and Japan. Significant growth

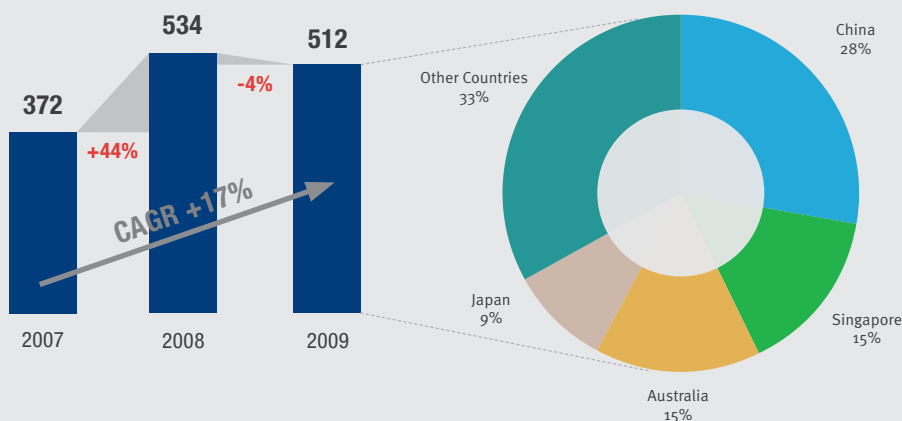
opportunities in these markets can be expected as overall Asia-Pacific sales are still low compared to the potential size of these markets.

Investindustrial believes it is highly possible to double its sales in the Asia-Pacific region from €500m to €1bn by 2015 and is committed to making a commensurate investment in people and assets.

TOTAL SALES (%)



SALES IN ASIA (€M, %)





From left: Carlo Umberto Bonomi (Senior Principal at Investindustrial) and Andrew Vatiliotis (General Manager NSW Permasteelisa) in Sydney, Australia



From left: Yutaka Mori (General Manager of Panda Security Japan) and Andrea C. Bonomi (Chairman at Investindustrial) in Tokyo, Japan



Warren K. Liu (Investindustrial Shanghai) with Stroili Oro business development team in Amaro (Italy)



Ducati's management at the opening of the Ducati first store in China (Shanghai)



Ducati's management with MotoGP rider Nicky Hayden at the opening of the Ducati second store in India (New Delhi)

TO FURTHER CAPTURE GROWTH OPPORTUNITIES IN THE PROMISING CHINESE MARKET, INVESTINDUSTRIAL DECIDED TO OPEN A BUSINESS DEVELOPMENT OFFICE IN SHANGHAI IN 2009

Capturing growth in a stagnant economic environment is one of the key tasks at Investindustrial. The real opportunity and challenge is how to tap into long-term growth. With its 1.3 billion people and economic momentum, China will be the single most important driver of the demographic and business change the world is facing. Over the next decade, Chinese consumers and companies will drive existing markets and invent new

ones as they will access computers and Internet, increase their use of private and public transportation, and spend more on healthcare, education, entertainment, consumer products and services.

In anticipation of these momentous market dynamics in the coming decades, in 2009 Investindustrial decided to open a business development office in China.



At the opening ceremony of the office in Shanghai, were present Mr. Carlos Blasco Villa (Spanish Ambassador to China), Mr. Massimo Roscigno (Italian Consul General of Shanghai) as well as Andrea C. Bonomi (Chairman of Investindustrial) and Filippo Aleotti (Senior Principal at Investindustrial) with more than one hundred guests from the European and Chinese business community

The Italian pavillon project at Shanghai Expo 2010 where Permasteelisa was official supplier. This stand is the second largest at the Expo after the one of the People's Republic of China



FOCUS ON CHINA, NEARLY A DECADE OF PRESENCE

IN 2009 THE GROUP HAD SALES OF € 145 M AND EMPLOYED ALMOST 1,600 PEOPLE IN CHINA

Investindustrial has been present in China since 2001 when Italmatch entered into a joint venture with a major local yellow phosphorus supplier. In 2005, a wholly owned subsidiary of Italmatch was established, which today produces a full range of halogen-free flame retardants. Investindustrial currently has a significant manufacturing footprint in China principally through three companies, Permasteelisa, Polynt

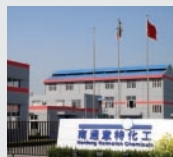
and Italmatch, with six manufacturing facilities and approximately 1,600 employees. In 2009 Stroili Oro started a significant expansion plan in China by opening a series of points of sale to capture the growth opportunities in the dynamic Chinese market. In 2009 Ducati opened an official store in Shanghai and the number of motorbikes sold in China grew by 46%.



CHINA

Morris Applus PERMASTEELISA

PANDA AEB POLYNT Italmatch Chemicals



Kunming (Yunnan)

Italphos Chemicals
Manufacturing

Xundian (Yunnan)

Italphos YP Chemicals
Manufacturing

Changzhou (Jiangsu)

Polynt Chemical
Manufacturing and sales

Nantong (Jiangsu)

Italmatch Chemicals
Manufacturing and sales

Suzhou (Jiangsu)

Josef Gartner CW
Manufacturing

Dongguan City (Guangdong)

Dongguan Permasteelisa CW
Manufacturing



STRATEGIES FOR VALUE CREATION

INVESTINDUSTRIAL IS FOCUSED ON IDENTIFYING AND
IMPLEMENTING A SERIES OF VALUE CREATION ACTIONS TO SUSTAIN
A LONG-TERM STRATEGY FOR ITS PORTFOLIO COMPANIES

INVEST IN QUALITY BUSINESSES

Quality management team

Focus on reinforcing research and development

Optimization and rationalization of product mix

Improvement of working capital management

DRIVE MARKET LEADERSHIP

Create international leaders through organic growth and new acquisitions

Maximize profitability by leveraging synergies and developing restructuring or cost-cutting plans

Capture international growth opportunities

Business line diversification

CAPTURE GLOBAL OPPORTUNITIES

Capture international sales growth opportunities that are not easily accessible for mid-market companies

Use the group's global network to facilitate access to new markets

Relocate manufacturing to low-cost countries with growing domestic consumption

CREATE TOMORROW'S LEADERS

Integrate product development, production and supply chain capabilities with international distribution capacity

Capture growth opportunities both geographical and product

Becoming an attractive business opportunity for international players

STRONG PARTNERSHIP WITH OUR PORTFOLIO COMPANIES

"By having a partner like Investindustrial, Ducati has been able to successfully reposition the company and increase market share and profitability despite the challenging economic conditions. Our group is now well positioned to capture growth opportunities arising from an exciting, world-class product offering and an expanded commercial network."

GABRIELE DEL TORCHIO, CEO

DUCATI



"During five years of close relationship with Investindustrial, Inaer has been transformed from a local operator to a pan-European well diversified emergency helicopter services player. With the industrial support of Investindustrial, Inaer is now ready to compete on a global level to further capture the consolidation opportunities in our sector."

LUIS MIÑANO SANVALERO, PRESIDENT

GRUPO INAER



"A long-term co-operation with Investindustrial has allowed Italmatch Chemicals to achieve significant growth in sales and profitability both organically and through external acquisitions. Together we have been able to consolidate the leadership of Italmatch Chemicals in its niche market and to expand its international footprint through acquisitions."

SERGIO IORIO, CEO

ITALMATCH CHEMICALS



"After the successful experience with the largest Italian theme park Gardaland, I am pleased to be able to continue working with Investindustrial in PortAventura. The park presents attractive opportunities for growth and increased margin and I am confident that the proven industry experience of Investindustrial will allow PortAventura to implement a long-term value creation strategy."

SERGIO FEDER, PRESIDENT OF THE EXECUTIVE COMMITTEE

PORTAVENTURA



REPOSITIONING OF A GREAT BRAND, THE CASE OF DUCATI

Under Investindustrial's control, Ducati profitability has been significantly increased by the design and implementation of a successful operational turnaround.

Ducati (www.ducati.com) is a leading manufacturer of sports and performance motorcycles. The company sells motorcycles throughout the world and operates a network of distributors and shops in Italy, the US, France, Germany, the UK, Japan, China, India and the Benelux countries. Ducati produces and sells approximately 40,000 motorcycles per year and has approximately a 7% market share in the sports motorcycle segment.

In March 2006, Investindustrial led the acquisition of 29.9% of Ducati. In December 2008, as a result of the tender offer launched in April 2008, Investindustrial and its co-investors increased their shareholding to 100% and the company was subsequently delisted.

Ducati was identified as a company in need of refocusing and an ideal opportunity to further develop a strong, well

known brand. Together with an experienced management team, Investindustrial has been able to significantly increase profitability by investing in research and development, improving working capital, streamlining production, implementing cost cutting actions and developing a more suitable sales mix.

Despite the challenging economic conditions, the company has been able to maintain a sales level almost in line with 2007. Ducati reinforced its direct and indirect international presence and has opened 18 new exclusive stores and 18 multi-franchise dealers. The company has also reinforced its presence in selected emerging markets. As a result, Ducati has reduced its relative weight in the American market while it has continued its consolidation in the European and Australian markets.

DUCATI 2009 EBITDA MARGIN

19.4%

Developments since entry

Sales growth	18%
EBITDA growth	159%
EBITDA margin growth	120%



THE MULTISTRADA 1200 MARKS ANOTHER MILESTONE IN DUCATI'S RICH R&D HISTORY.



Since the new Multistrada 1200 was presented to the public in November 2009, it has already received many of the industry's leading awards for design and innovations.

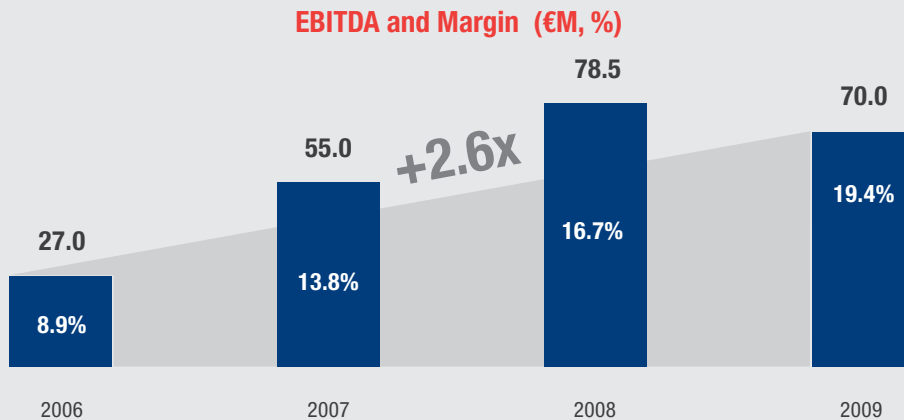
Elected **"Best in Show"** by over 20,000 voters at EICMA 2009, Europe's largest motorcycle exhibition;

Won first prize in **"Best Innovation"** and **"Road Enduro"** categories by Motociclismo, leading motorcycle magazine;

Won first prize in **"Multi-purpose Motorcycle"** category by Robb Report, leading luxury lifestyle magazine;

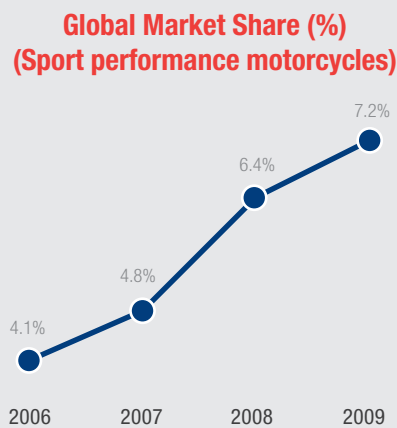
Won first prize in **"Allrounder"** category by In Moto, leading motorcycle magazine.

SUCCESSFUL REPOSITIONING SHOWN BY INCREASED PROFITABILITY



SIGNIFICANT MARKET SHARE GROWTH

The success of a new strategy can be read in the 2009 results: despite a market decrease of 28%, Ducati saw a decrease in the number of motorbikes sold of only 18% resulting in a 13% increase in market share during 2009. Ducati is also continuing to increase its profitability reaching an EBITDA margin of 19% in 2009 compared to 9% at entry.



Rationalization of portfolio of products with a strong focus on R&D.

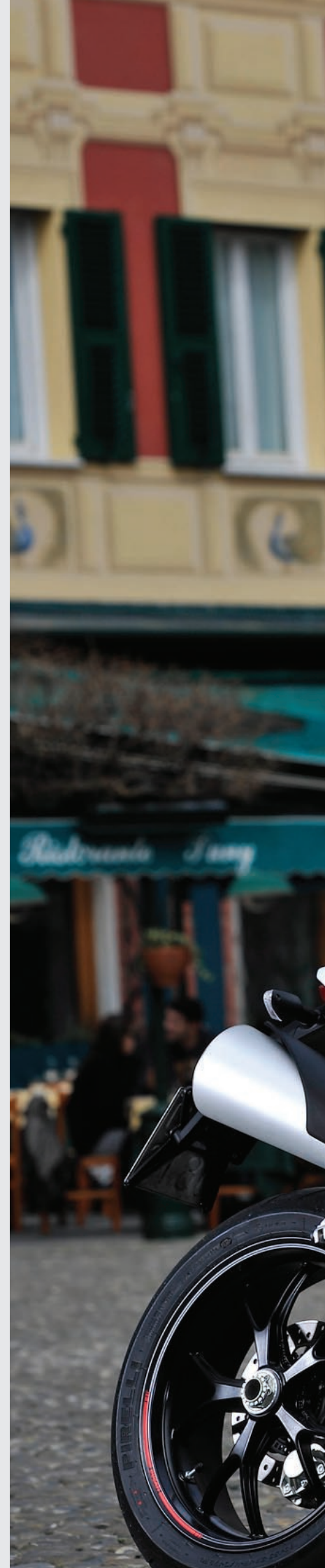
Improvement of production efficiency.

Renewal and simplification of product range focusing on high-end and high-margin products with “best-in-class” concept.

Optimization of procurement process (global sourcing).

Provide state of the art IT support to business and decision making.

Optimization of distribution network through new exclusive stores and distributors.



FOCUS ON PENETRATING HIGH GROWTH ECONOMIES

After having opened the Ducati Asia-Pacific sales co-ordination office and the recent inauguration of its first Ducati store in Shanghai, Ducati is now progressively building a sales network in China. During 2010, Ducati will be the only motorcycle manufacturer to have been granted ex-

hibition space at the highly prestigious and car-dedicated Beijing International Automotive Exhibition 2010. It will also be opening its first flagship store in Beijing, giving the company access to the larger market in the Chinese capital and the wider northern China area.



Ducati flagship store opening ceremony in Shanghai

DURING 2009 DUCATI OPENED ITS FIRST OFFICIAL STORE IN CHINA AND A SECOND STORE IN INDIA. SALES IN THE CHINESE MARKET GREW BY 45% IN 2009.



INTERNATIONAL BUY AND BUILD THE CASE OF GRUPO INAER

Since Investindustrial's entry in late 2005, Grupo Inaer has been transformed from a leading Spanish player into the world's largest on-shore emergency helicopter services company.

Grupo Inaer (www.inaer.com) is the world's largest provider of emergency and mission critical on-shore helicopter services contracted on a long-term basis with public administrations. The Company has over 40 years of experience and is a market leader in Spain, Italy, France, Portugal and Chile. Grupo Inaer operates the fourth largest helicopter fleet in the world with 281 aircraft, of which 149 it owns. Headquartered in Alicante, Spain, the company employs almost 1,700 pilots, engineers and other staff.

At its current size, Grupo Inaer has a clear competitive advantage over its local peers:

- a large and modern fleet;
- strong bargaining power with suppliers;
- long-term public contracts giving strong visibility of earnings;

- extensive network of operating bases;
- highly trained personnel with its own flight simulator;
- own maintenance facilities operating to superior quality standards in services;
- other economies of scale such as in insurance and purchasing.

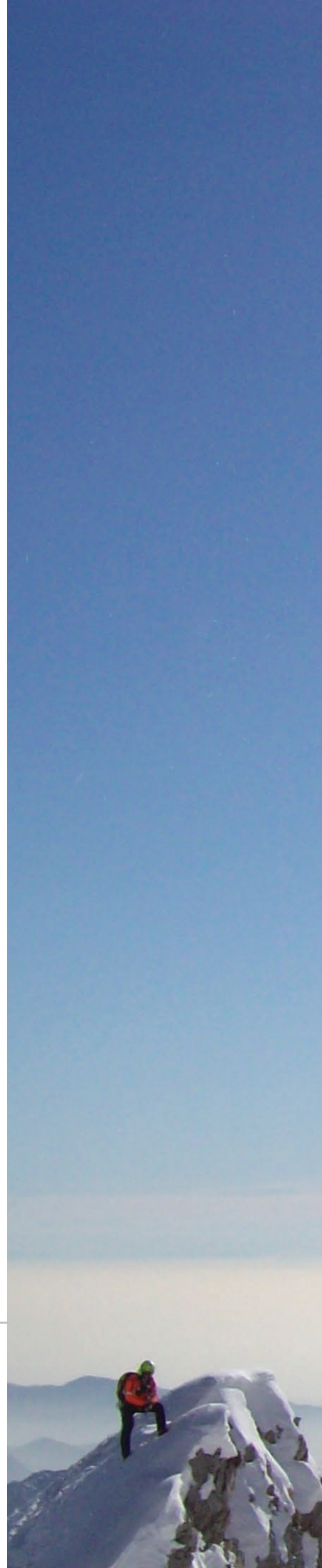
Grupo Inaer provided public clients with services including emergency medical services, fire-fighting, sea and mountain rescue, civil protection and customs surveillance. Company's market-leading position and concession-based revenue profile has enabled Grupo Inaer to achieve consistent growth and execute on its pan-European acquisition strategy in recent years.

GRUPO INAER 2009 EBITDA

+11%

Developments since entry

Sales growth	143%
EBITDA growth	211%
EBITDA margin growth	28%





Grupo Inaer's crew during a search and rescue operation

SUCCESSFUL INCREASE IN PROFITABILITY WHILE MODERNIZING THE FLEET

Since 2005 the build-up strategy developed by Grupo Inaer has allowed the company to increase:

- The presence from 81 bases to 241 in 2009;
- International presence from 3 countries to 6 in 2009;
- The fleet from 150 helicopters in 2005 to 281 in 2009;
- The number of public clients from 23 to 55 in 2009.

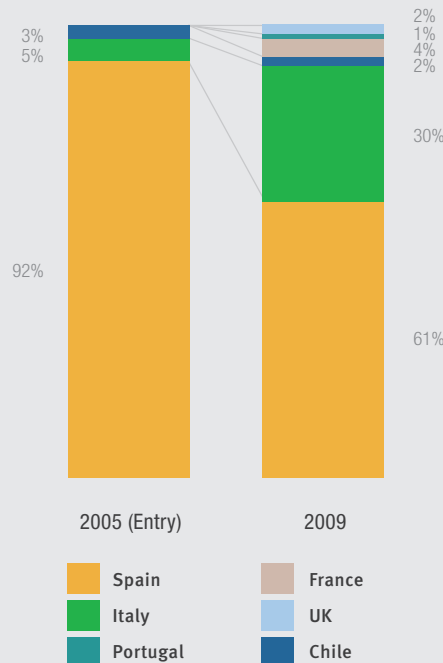
As a result, the percentage of sales in Spain has been reduced from 92% in 2005 to 61% in 2009.

Furthermore, the company has reinforced its business line diversification and reduced seasonality by expanding its presence predominantly in the Emergency Medical Services (EMS) sector.

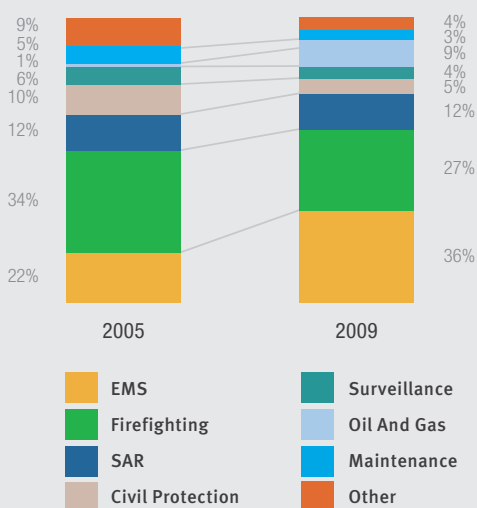
This market is characterized by:

- High social value-added services (essential and non-cyclical services);
- Contracts with a high fixed revenue component and a high visibility on revenue stream;
- Public outsourcing and privatization trend;
- Clients are public entities with strong creditworthiness and reliable demand;
- Public tender process – price inelasticity;

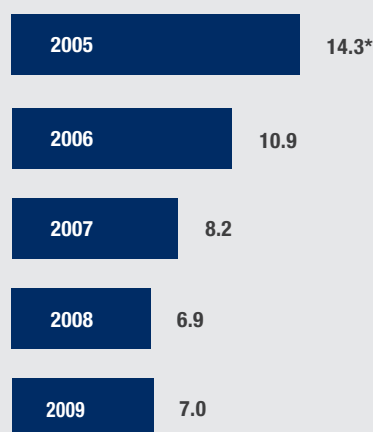
Significant geographic diversification (%)



Sales by business segment (%)



Average age of the fleet (years)



*Based on owned and finance leased fleet.



GRUPO INAER'S GEOGRAPHICAL PRESENCE AS OF DECEMBER 31, 2009

UNDER INVESTINDUSTRIAL'S
CONTROL, GRUPO INAER HAS
BEEN TRANSFORMED INTO
EUROPE'S LEADING HELICOPTER
SERVICES OPERATOR

- ★ Global Headquarter
- ★ Local Country Headquarter
- Base
- Aeronautical Maintenance Centre

Aeromaritime, UK Acquired in 2008

Maintenance expertise and entry into the British market.



Proteus, France Acquired in 2008

Turned Grupo Inaer into number 2 in France.



Europe

Cegisa, Spain Acquired in 2007

Fixed-wing aircraft acquisition that consolidated Spanish firefighting leadership.



Helicasa, Spain Acquired in 2007

Entry into the Catalan market.



Elilario, Italy Acquired in 2008

Turned Grupo Inaer into number 1 in emergency helicopter services in Italy.



Helitalia, Italy Acquired in 2009

Consolidation of EMS leadership in Italy.



Canary
Islands

INTERNATIONAL BUILD UP THE CASE OF ITALMATCH CHEMICALS

Under Investindustrial's control, Italmatch Chemicals has been able to significantly increase its sales and profitability while consolidating its market leadership.

Italmatch Chemicals (www.italmatch.it) is a leading European manufacturer of phosphorus based specialty chemicals. The product range includes patented phosphorous derivatives for the production of lubricant oils additives, flame retardants additives and other phosphorous based products. The company is headquartered in Genoa (Northern Italy) and has manufacturing facilities in Spoleto (Central Italy), Arese (Northern Italy) and Xunang, Songming and Nantong in China. The company employs approximately 135 people in Italy and 220 in China.

- historical presence in China as a base for further growth opportunities;
- strong R&D with continuous product and process innovation technology: the Group has a solid technological competence in its main businesses, with an excellent track record of innovation and new products development, both in lube oils and plastics applications;
- strong platform for add-on acquisitions;
- long-term relationships with key global partners;
- best in class health, safety & environmental compliance.

Investindustrial identified in Italmatch a series of key attributes factors which have consistently created value notwithstanding a challenging economic environment:

- high barriers to entry: the Group holds leading worldwide positions with significant market shares within its relative market segments;
- experienced and highly committed management team;

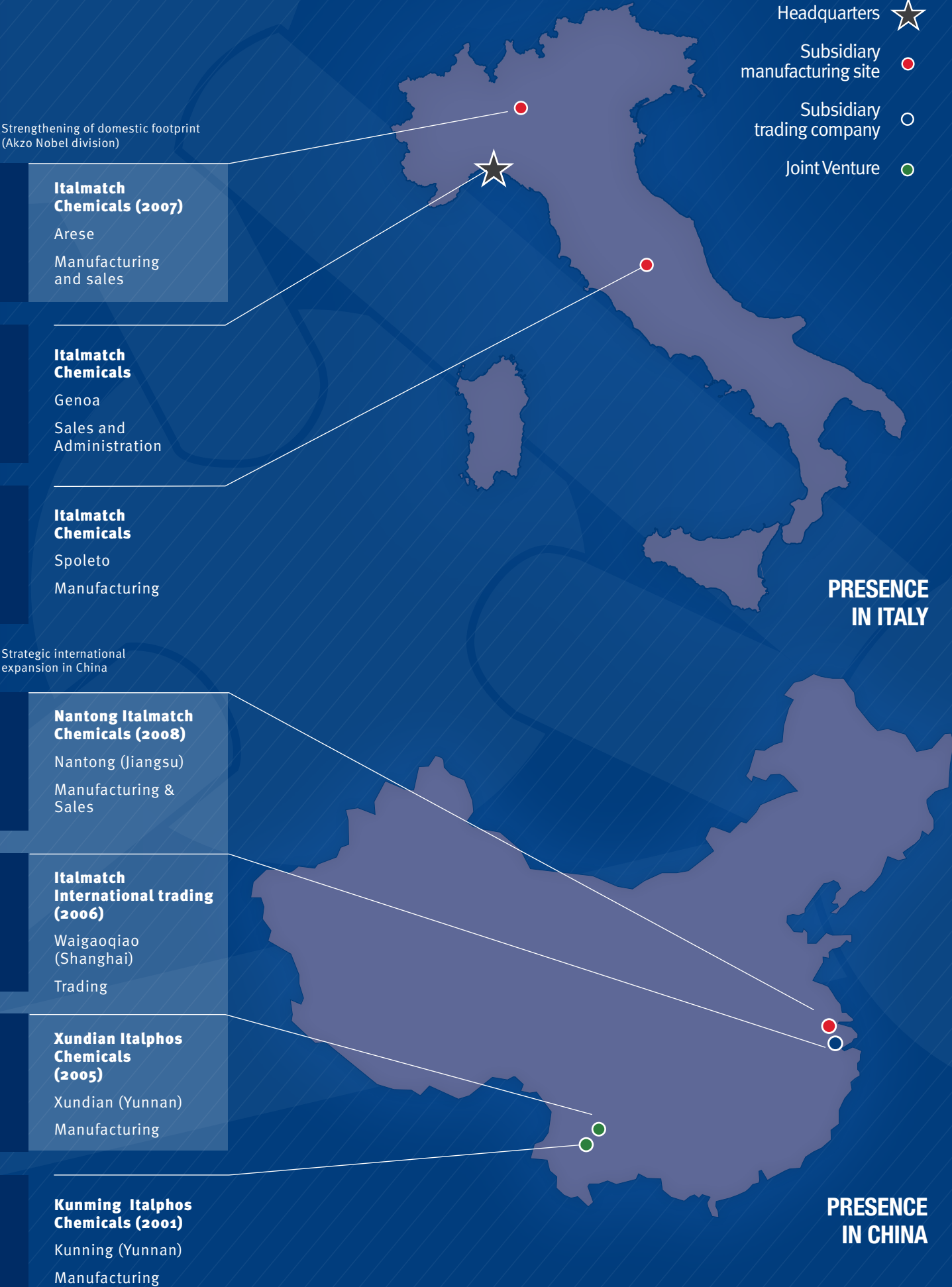
Investindustrial entered the company in 1997 after leading the buy-out from the Saffa Group. Investindustrial exited the company in 2000, but given the company's significant future potential, Investindustrial decided to again acquire Italmatch in 2004. During Investindustrial's control, Italmatch has been able to significantly increase the profitability while consolidating its market leadership.

ITALMATCH CHEMICALS 2009 EBITDA

+39%

Developments since 2004

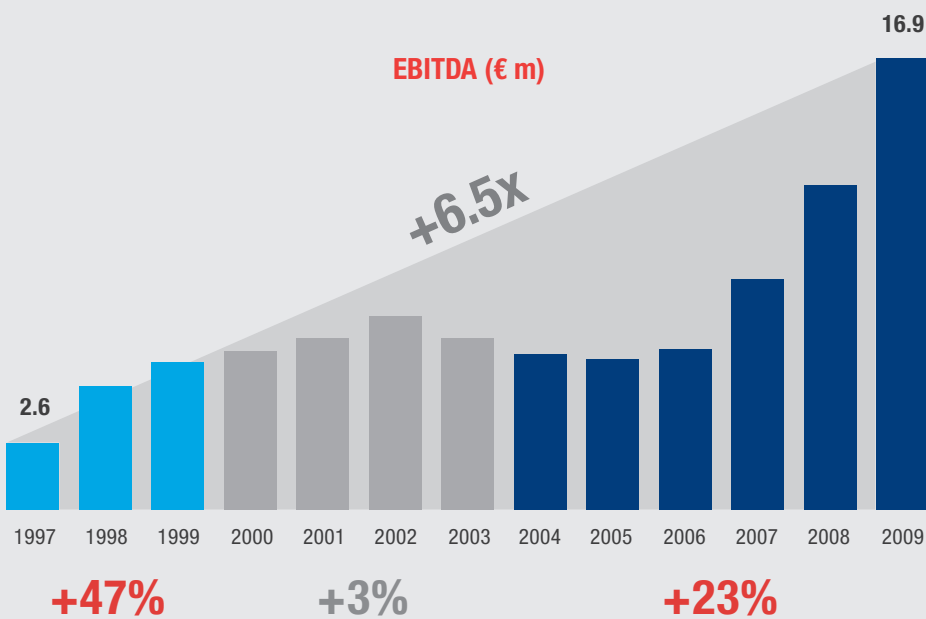
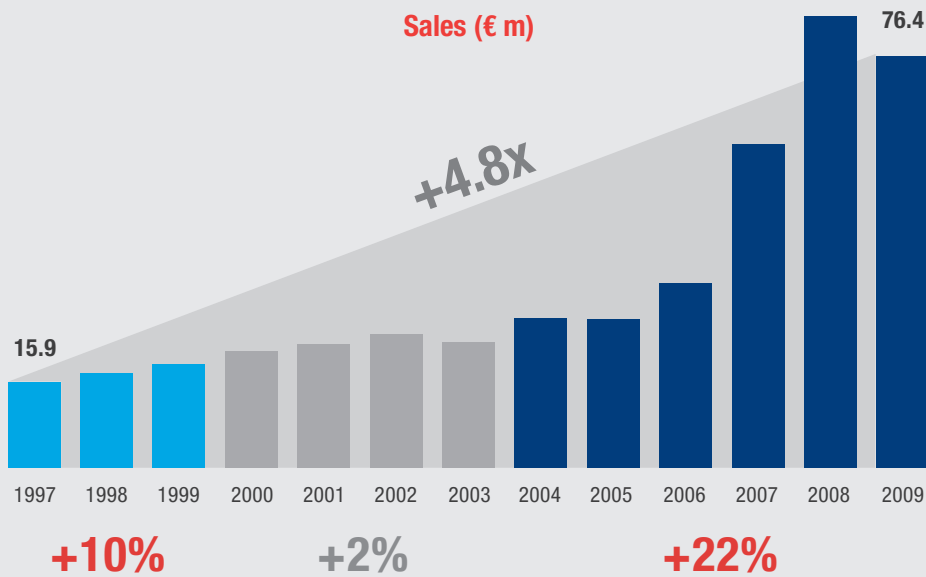
Sales growth	175%
EBITDA growth	187%
EBITDA margin growth	4%



SIGNIFICANT GROWTH OF SALES AND EARNINGS UNDER INVESTINDUSTRIAL CONTROL

During Investindustrial ownership, Italmatch Chemicals has been able to enlarge its production footprint both domestically and internationally, con-

solidating its strategic position and generating a significant improvement in profitability.



First Investindustrial ownership period

Second Investindustrial ownership period

% CAGR

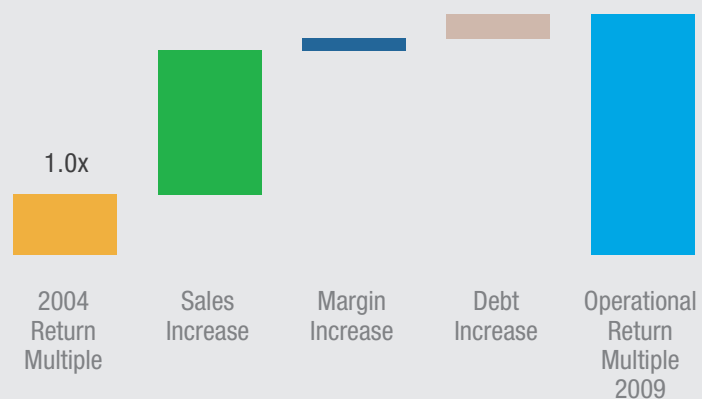


STRONG IMPROVEMENT IN OPERATIONAL EFFICIENCY

Under Investindustrial's control the company has strengthened its leadership in the additives sector through selective build-up acquisitions (i.e. Akzo Nobel Polymer Italy). Furthermore the company has increased cost efficiencies through optimization of manufacturing and SG&A costs through outsourcing policies. Ital-

match has also increased its presence in growing markets with the launch of new patented products developed with proprietary technology in China. Since 2004 the company has been able to significantly create value both from an operational and a financial perspective.

illustrative Value creation path since entry (2004)



A RESPONSIBLE ENVIRONMENTAL APPROACH

Italmatch Chemicals adheres to the Responsible Care programme, a world-wide voluntary initiative of the chemical industry, with the aim of achieving continuous improvement in health, safety and environmental protection and in its relationships with local communities. Italmatch follows the Responsible Care guiding principles in the areas of safety and personnel health, environmental protection, safety of the process and product stewardship. Furthermore the company is involved in numerous initiatives to support cultural and sports projects with local communities.

both its Headquarter and the Spoleto manufacturing facilities.

After a careful revision of its production operations and improvement in its environmental policy, Italmatch Chemicals has been awarded the Environmental Management System Certification ISO 14001:2004 since 2003.



Italmatch Chemicals has obtained the Quality Management System Certification (ISO 9001:2000) since 1993 for



BUILDING ON THE SUCCESSFUL GARDALAND EXPERIENCE THE CASE OF PORTAVENTURA

Building on the successful previous investment in Italian theme park operator Gardaland, in 2009 Investindustrial acquired PortAventura, Southern Europe's largest theme park.

PortAventura (www.portaventura.com), established in 1995, is the largest Southern European theme park and third largest in Europe. The park comprises an amusement park with 34 rides, over 100 daily shows and 43 shops and arcades, a water park, four hotels with capacity for over 2,000 beds and a 4,000 person convention and conferencing centre.

PortAventura is located in the north-eastern coastal area of Spain (Costa Dorada), by the tourist resort of Salou and less than one hour from Barcelona. The area is a major tourist destination which attracts visitors from across Europe. The park attracts a stable number

of national and international visitors of more than 3 million per year.

The acquisition was made possible through the close relationships with La Caixa, the largest savings bank in Europe, and its majority-owned investment company Criteria Caixa Corp.

For Investindustrial, its previous successful ownership experience with Gardaland, a leading Italian theme park, was instrumental to build the investment case. Furthermore, the previous CEO and three senior managers of Gardaland have joined PortAventura and made a significant investment alongside Investindustrial.



PORTAVENTURA 2009 EBITDA

€ 36m

PortAventura®



BUILDING THE INVESTMENT CASE

The leading Southern European theme park and third largest in Europe.

Very high barriers to entry from existing infrastructure and operating permits.

Diversified 3 million annual visitor base.

Favourable geographical location and ideal weather conditions.

Experienced management team supported by former managers of Gardaland.

Substantial opportunities to improve efficiency and profitability.

Ample room for development.

High asset coverage.

There have been significant investments in PortAventura in recent years. The park features four star hotels (Hotel PortAventura, Hotel El Paso, Hotel Caribe Resort, and Hotel Gold River) and a newly opened convention centre. All of the hotels are fully

integrated with the park, allowing visitors to increase their average length of stay. PortAventura is committed to ensuring the park and its buildings are complimentary with its surroundings. PortAventura currently holds the ISO 14001 Certification.





Investindustrial has experience in the theme park sector through its investment in Gardaland (exited in 2006), Italy's

leading theme park with approximately 3m visits per year, which is similar to PortAventura in terms of size and format.

Park Statistic	PortAventura	Gardaland
Total park area (hectares)	181	50
Annual visitors at entry	3.3 million (2009)	3.0 million (2004)
Opening days	253	228
Number of rides	34	34
Number of hotels	4	1

THE LARGEST INVESTMENT TEAM IN SOUTHERN EUROPE

Investindustrial has the largest and one of the most experienced group of investment professionals focused on Southern Europe.

Founded in 1990 and with a team of more than 40 people, Investindustrial carries out central functions such as investment decisions, strategy, business development, monitoring and accounting from offices in Luxembourg, Switzerland, the UK and China. Advisory offices are situated in London, Milan, Madrid and Barcelona. The group's experience combines strong local investment insight with a global perspective. The firm's

large resources are designed to ensure the execution of the industrially-driven approach. As control investors we work closely with experienced key management throughout the ownership phase. The group has recently further strengthened the monitoring and corporate development team to allow a best-in-class risk management, reporting, and to further support the development of the portfolio companies.

Investindustrial professionals come from eight nationalities

THE PRIVATE EQUITY
AWARD
Best Private



2009 KEY EVENTS

+1
office

OPENING OF A BUSINESS DEVELOPMENT OFFICE IN CHINA

Investindustrial has recently opened its regional headquarters in Shanghai, as part of the continuous expansion into Asia. The main focus of the Asian office is the support of business development initiatives for Investindustrial's portfolio companies with a particular focus on China where they have already been operating for almost ten years.

+6
professionals

STRENGTHENING OF PROFESSIONAL TEAM

During 2009 Investindustrial has further expanded and strengthened its team by adding 6 new professionals with financial and industrial expertise. By reinforcing the area of advisory, debt, legal and communication the group has further consolidated its leadership in the Southern European market.

#1

VOTED # 1 SOUTHERN EUROPEAN INVESTMENT FIRM

Investindustrial has been recognised as the Best Private Equity Firm in both Italy and Iberia in the 2009 Private Equity International Awards. This represents a significant recognition of Group's industrial approach to private equity which is a strong differentiator factor in the industry.

INTERNATIONAL
S 2009
Private Equity

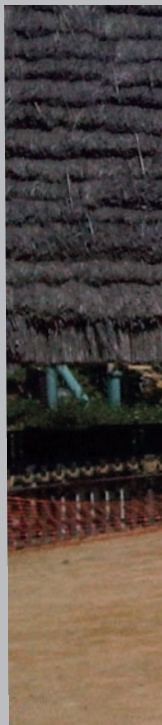


INVESTINDUSTRIAL'S PROFESSIONALS HAVE AN INDUSTRIALLY DRIVEN APPROACH, BUILT ON CLOSE COOPERATION WITH MANAGERS

Investindustrial possesses a number of key differentiating factors resulting from its history and track record. Investindustrial is a value-added partner for its companies as it offers not only financial resources but also expertise and vision on developing businesses. As a customer-focused and service oriented financial and industrial service provider, Investindustrial offers different services and products to develop its portfolio companies. The group supports its firms

in designing and implementing detailed industrial plans, it offers experience and network to expand businesses internationally, it also supports them by offering financial advisory services and M&A expertise. Investindustrial has a rapid decision-making process that allows it to invest in people, ideas, systems and tools to support its companies to improve their efforts towards a value creation strategy.

Dante Razzano (Senior Principal at Investindustrial)
during a corporate meeting in Lugano, Switzerland





From left: Carl Nauckhoff (Principal at Investindustrial), Carlo Umberto Bonomi (Senior Principal at Investindustrial) and Marc Zobec (Permasteelisa Manager) in Sydney, Australia



From left: Roberto Maestroni (Principal at Investindustrial), Gabriele Del Torchio (CEO of Ducati) and Fabio Rosati (Corporate Development Team at Investindustrial) in Bologna, Italy



From left: Sergio Iorio (CEO of Italmatch Chemicals) with Filippo Aleotti (Senior Principal at Investindustrial) in Shanghai, China



From left: Francesc Bellavista Auladell (Director of Internal Auditing and Risk Management at Criteria), Luis Carlos Valencia (Head of Development at PortAventura) and Carlo Umberto Bonomi (Senior Principal at Investindustrial) in the PortAventura Park (Spain)

INVESTINDUSTRIAL IS A GLOBAL PROVIDER OF EMPLOYMENT

Investindustrial companies have more than 30,000 employees across a wide range of sectors and countries with the majority based in Europe.

Investindustrial considers the skills of the employees as an asset to be developed and shared while respecting and safeguarding individuals. Furthermore, the Group is committed to offering equal opportunities in employment and in career development avoiding every form of discrimination in particular, discrimination based on race, sex, sexual orientation, age, nationality, religion and personal beliefs.

Our investee companies put their best efforts to maintain and improve training and further develop the know-how of their employees.

Grupo Inaer invests more than €3 million annually in its recurrent staff training, especially in procedures and safety relating to the helicopters it operates and type rating and specific ratings for the different services performed by the company. Inaer operates two recognized training centres and one of the few Bell flight simulators in Europe.

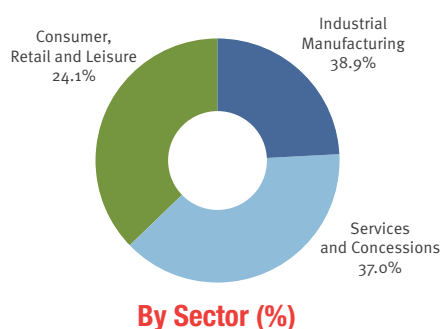
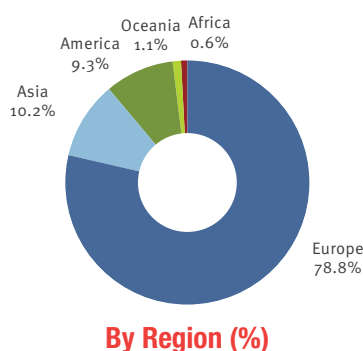
AEB Group pays great attention to the professional growth and development of its employees and has increased the number of training hours by 126% since 2006. The

company has also started several co-operations with Italian and foreign universities. AEB obtained the excellence certification for its Management Systems in accordance with OHSAS 18001:2007 for the Occupational Health and Safety Management System.

Stroili Oro has significantly increased the number of internal /stores training hours by 108% from 2006 to 2009. Furthermore, the company has put in place an important co-operation programme with the University of Udine for internships and full-time recruitment.

Morris Profumi assists its employees to identify potential risks at work and to increase health and safety awareness. This allows its employees to work in a manner consistent with safety and health regulations. Education and communication is delivered through several different methods as coaching on-the-job, comprehension testing, procedures available anytime/anywhere and specialized training in environmental matters, quality control, and chemical health and safety. From 2006 to 2009, the numbers of training hours has increased by 98%.

TOTAL INVESTINDUSTRIAL'S COMPANY EMPLOYEES





CONTINUOUS INVESTING IN TRANSPARENCY AND PEOPLE

Under Investindustrial's control, Grupo Inaer produced its first annual report in English in 2009 showing a strong sensitivity towards transparency and reinforcing its corporate governance.

Grupo Inaer employs approximately 1,700 people 75% of which are pilots and maintenance mechanics. The company continuously invests in developing its employees by offering specific training. The company invests more than €3 million and over 3,000 flight hours yearly in staff training. The company has a training centre ap-



Grupo Inaer's Bell 412 flight simulator

proved by the Spanish Aviation Authority as well as a flight simulator for the Bell 412 and 212, the only one in Spain and one of the few in Europe.

INVESTINDUSTRIAL'S BUSINESS FOCUS

INVESTINDUSTRIAL'S CURRENT PORTFOLIO COMPRISES 16 COMPANIES
AND IS WELL BALANCED ACROSS THREE SELECTED SECTORS



Leading providers of critical or high value-added services. The companies are typically beneficiaries of a growing global outsourcing trend. Their asset-light capital structures gives them a high cash conversion rate and an ability to expand internationally without undertaking major capital investments. The client base can be made up of larger corporations and government entities, or have a focus on small and medium-sized enterprises.

SERVICES AND CONCESSIONS

Leading companies which operate in markets with long-term growth underpinned by positive trends in demographics and consumption patterns. The underlying industries need to be mature but are often still fragmented, giving the company an attractive opportunity to consolidate the market. Growth is typically scalable on an international level.

CONSUMER RETAIL AND LEISURE

Global leaders in the design and manufacturing of specialty products. The underlying markets are mature and often consolidated with high barriers to entry for new competition. Developing economies are key in offering future growth opportunities and possibilities for operational improvement.

INDUSTRIAL MANUFACTURING

GLOBAL DRIVERS AND INDUSTRIAL OPPORTUNITIES

The current economic environment presents a unique opportunity for our companies to strengthen their long-term value creation strategy.

SERVICES AND CONCESSIONS

CONSUMER, RETAIL AND LEISURE

INDUSTRIAL MANUFACTURING

Economies of scale
Outsourcing
Increased need for information and communication technology
Global need for infrastructure investments

Consumer trends going global
Aging of population
Changing consumer purchasing behaviour

Globalisation
Growth of Asian markets
Cost efficiency

GLOBAL DRIVERS

Expanding service offering into adjacent fields
Synergistic add-on acquisitions
Capturing growth in developing markets
High visibility on concessions

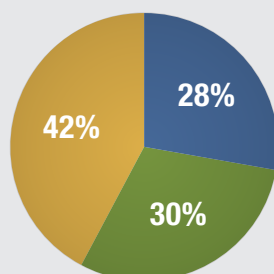
Add-on acquisitions
Capturing growth opportunities in new markets
Improving the marketing mix

Improving operational efficiency of mid-market companies
Relocation of manufacturing to Asia
Add-on acquisitions

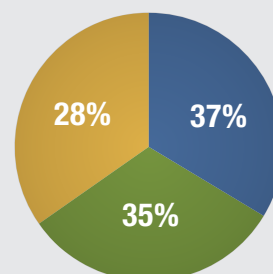
INDUSTRIAL OPPORTUNITIES

INVESTINDUSTRIAL'S CURRENT PORTFOLIO COMPRISES 16* COMPANIES AND IS WELL BALANCED ACROSS THE THREE SELECTED INDUSTRIES

SALES (%)



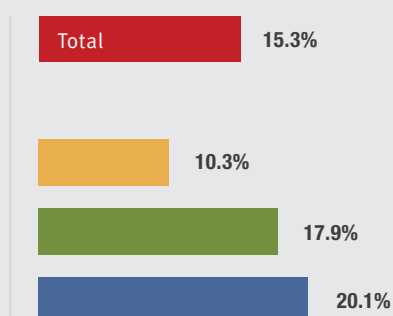
EBITDA (%)



Note: from this point on sales and EBITDA are considered weighted by Investindustrial's shareholding

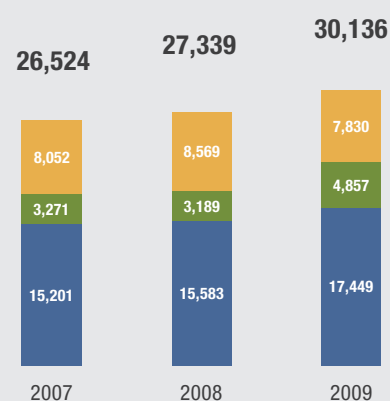
Services and Concessions Consumer, Retail and Leisure Industrial Manufacturing

EBITDA MARGIN (%)



**15.3% overall
EBITDA margin**

NUMBER OF EMPLOYEES



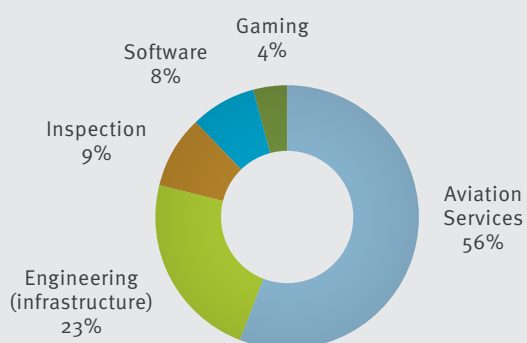
**Double-digit employee growth in
service-oriented sectors**

* As at December 2009, Investindustrial had a direct majority control in nine companies, indirect majority control in six companies and a minority investment in one company

SERVICES AND CONCESSIONS

Investindustrial's Services and Concessions Sector currently comprises the following companies: Applus (leading world-wide inspection, certification and technological services), Cogetech (leading Italian technology producer and commission operator in the gaming sector),

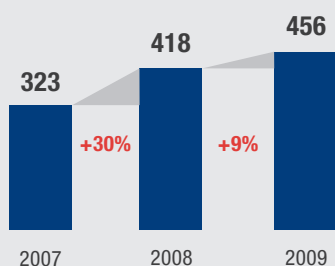
Grupo Inaer (leading European provider of on-shore helicopter services), Panda Security (global integrated security software provider) and Sirti (Italian leader and one of the major European systems integrators of networking and engineering solutions).



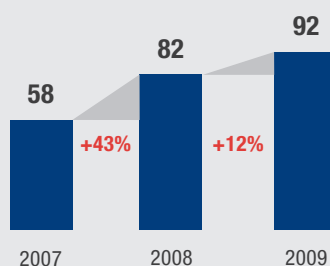
SALES BY SEGMENT (%)

Five segments are present in the Services and Concessions Sector

SALES (€ M)

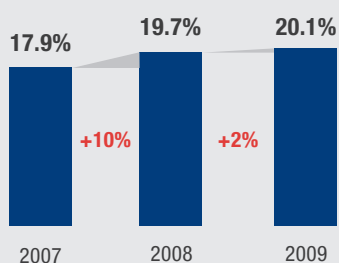


EBITDA (€ M)

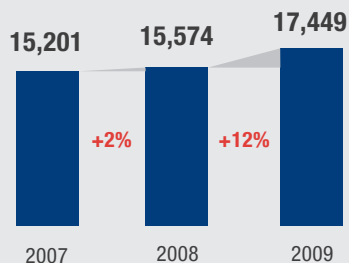


In 2009 sales increased by **9%** and earnings by **12%**

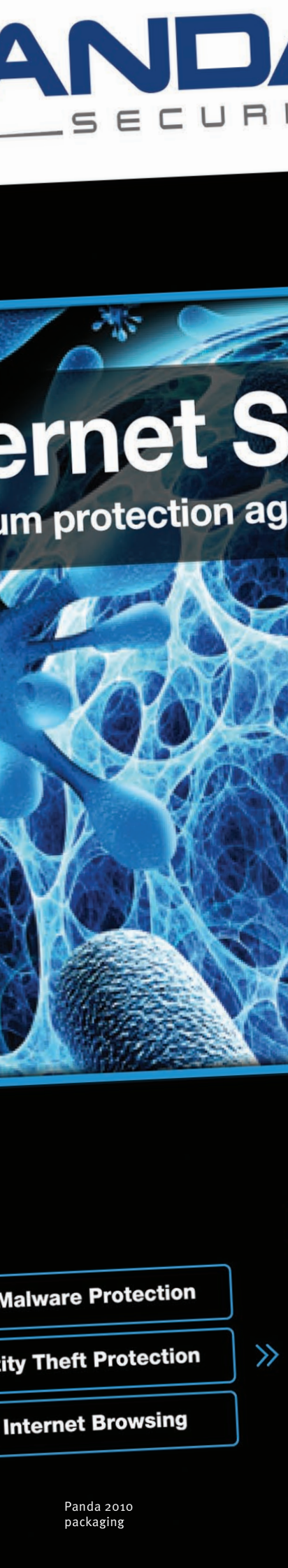
EBITDA MARGIN (%)



EMPLOYEES (#)



Earnings margin increased by **2%** reaching the level of **20%** while total employees grew by **12%**



2009 MAIN EVENTS IN SERVICES AND CONCESSIONS



Applus (www.applus.com) is the only minority investment in Investindustrial portfolio companies. The company is continuing to benefit from its attractive business model, underpinned by concession revenues and global presence in more than 25 industrial sectors. Applus is continuing its strategy to pursue selective acquisitive growth opportunities such as CTS in France and Technico in Atlantic Canada

in the Non Destructive Testing division. In 2009 the Group completed seven acquisitions strengthening its presence in such markets as Brazil, Canada, Finland, France, Poland and Spain. During 2009 Applus has also successfully completed the capacity rationalization and cost cutting plans in its inspection and technical assistance division. The Group is continuing its shift to higher margin businesses.



Cogetech (www.cogetech.it) is one of the leading technology providers and concession operators in the fast growing Italian gaming sector and operates one of ten gaming concessions in Italy. The company's primary business is the operation and management of a network of amusement machines which allow the possibility to win cash prizes (AWP) and are typically located in bars and betting shops across Italy. The

company presents a stable concession business governed by law with high barriers to entry. Cogetech was established in 2004 and currently operates approximately 37,000 AWP. Investindustrial invested in the company in 2009 and two joint ventures with leading international players were formalized during the year. The company's main opportunity for growth is represented by video lottery machines.



Grupo Inaer (www.inaer.com) is consolidating its leadership in the emergency and mission critical European helicopter services market both by reinforcing organic growth in the domestic market and by implementing selective international bolt-on acquisitions. The company operates a non-cyclical business with strong visibility and resiliency of the revenue base. The company's concession-based revenue profile is primarily characterised by medium to long-term contracts (4 to 8 years) with public entities (92% of 2009

sales). In 2009 Grupo Inaer further consolidated its leading position in Italy by acquiring Helitalia, the second player in the emergency medical services Italian market. Grupo Inaer is continuing the implementation of a cost efficiency program which includes reorganizing the group structure and obtaining synergies in maintenance and insurance. The group has also been able to significantly reduce the average fleet age by modernizing its helicopters.

PANDA SECURITY

Panda Security (www.pandasecurity.com) is being transformed from a local operator to a multinational company by repositioning its product offering towards a more focused yet global customer base and through an improved geographical presence. In June 2009, the Company announced the acquisition of the Swedish and UK distributors gaining a direct presence in two strategic markets in Europe. In 2009 Panda has suc-

cessfully integrated the recent acquisitions of the Benelux and Germany distributors. In November 2009 Cloud AV version 1 (non-beta) was launched for both consumer and corporate clients and has attracted millions of downloads and new users with no signs of cannibalization with the existing customer base. The Group is also continuing to focus on improvement in profitability driven by operating cost control.

Sirti

Sirti (www.sirti.com) strengthened its leadership in the Italian market for telecommunication and railways networks during 2009 and has expanded into high-growth geographies. 2009 was a challenging year for the company due to the delay in the acquisition of the Libyan access network project which is expected to occur in the last quarter of 2010 and due to margins contraction in the main

telecom contracts in Italy. The Group has started a process of end-user diversification to reduce the relative weight of each non-telecom customer. The Group is also focusing on strengthening its leadership in the Italian market principally by increasing R&D investments. The Group continues to pursue its strategy of expansion in the Middle-Eastern and Northern African markets.



Sirti, Railway
Operations in Italy



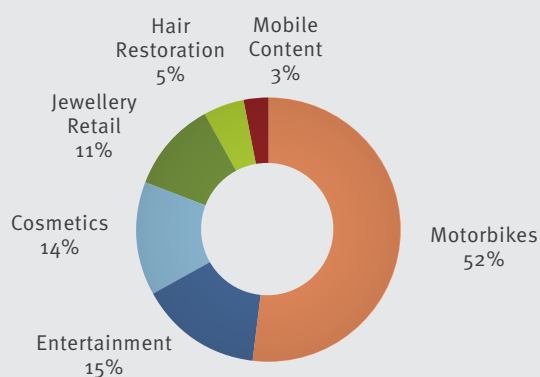


Inaer, Technician
at work

CONSUMER, RETAIL AND LEISURE

Investindustrial's Consumer, Retail and Leisure Sector currently comprises the following companies: Ducati (leading manufacturer of motorcycles), Morris Profumi (leading producer and marketer of perfumes and cosmetics), PortAventura (leading European theme park), Stroili

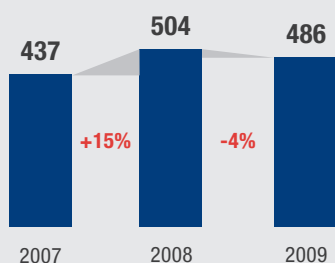
Oro (leading Italian retail chain for jewellery, watches and other gold and silver products), Svenson (leading European provider of hair restoration treatments and services) and Zerog (provider of mobile content in Italy).



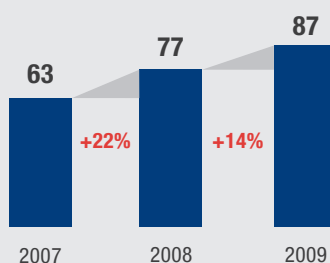
**SALES BY
SEGMENT (%)**

Six segments are present in Consumer, Retail and Leisure Sector

SALES (€ M)

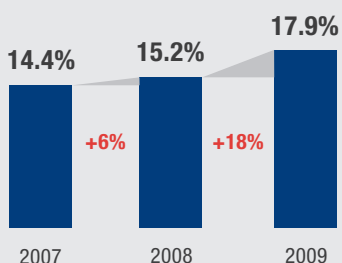


EBITDA (€ M)

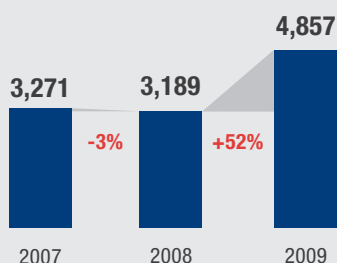


In 2009 sales decreased by **-4%** while earnings increased by **14%**

EBITDA MARGIN (%)



EMPLOYEES (#)



Earnings margin increased by **18%** reaching the level of **18%** and total employees increased by **52%**

2009 MAIN EVENTS IN CONSUMER, RETAIL AND LEISURE



Ducati (www.ducati.com) continues to benefit from the clear value creation plan implemented when Investindustrial first invested in the company, and is focused on product development and cost optimization. The company continues to simplify its product range and introduced three new products in 2009: Streetfighter, the new Monster and the new Hypermotard. In 2009 Ducati continued the process of improving its distribution network through the replacement of under-performing distributors and the reinforcement of its presence in strategic growing markets (such as the opening

of the new exclusive store in Shanghai). Furthermore the company has successfully integrated the new management within the existing structure after the new hires of last year. Ducati has developed an initiative called “Physics in Motion” to promote the cooperation between the company and the schools through the experience of science and technology museums. Specifically designed and custom-built interactive machines are used inside the laboratory to demonstrate the principles of physics that students learn at school, as well as physics’ relationship with a Ducati MotoGP bike.



Physics in
Motion event



Students in the Ducati laboratory in Borgo Panigale

Morris

Morris Profumi (www.morrisprofumi.com) is consolidating its strategy of creating the first alternative to multinational perfumes companies through the acquisition of small-medium size brands and companies. After having completed the acquisition of the brand Atkinsons, Morris Profumi acquired Selective Beauty and implemented the turnaround of this multi-brand company. The build-up strategy has allowed the Group to reach a more

flexible and integrated structure with stronger management team able to manage the entire process. In the meantime the company continued to consolidate its market position by securing new licenses (e.g. Ducati), launching new products (e.g. Ferrari “Prestige”) and rationalizing its brand portfolio. The company also improved its sales network by closing unprofitable subsidiaries and by adopting a more focused commercial approach.



PortAventura (www.portaventura.es) is the leading theme park in Spain, the largest in Southern Europe and the number three in Europe in terms of visits. Building on the successful previous investment in Gardaland, Investindustrial has invested in the PortAventura during 2009 and in the management of the company is supported by former managers of Gardaland which are focusing on improving efficien-



Stroili Oro Group

Stroili Oro (www.stroilioro.com) after having completed its expansion phase through the opening of new points of sale in the domestic market, is currently consolidating its leadership and achieving a growth of 4% in sales and 7% in EBITDA in 2009. Furthermore the company started an international development plan in the fast growing Chinese market to capture expansion opportunities. The consolidation process in the Italian market has been achieved by the company after having started its second phase focused on increasing sales per square meter. In order to achieve this objective, the company launched a national TV media

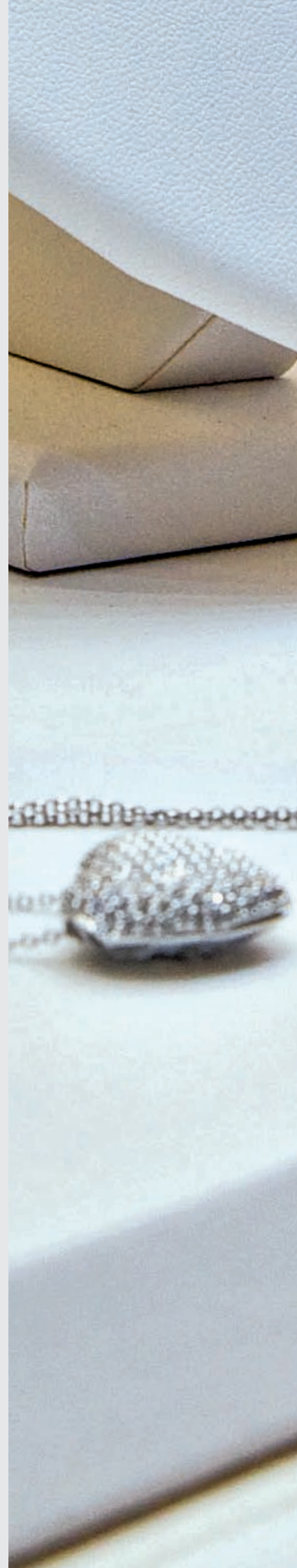
cy and profitability. The park is located in the north-eastern coastal area of Spain (ten minutes from the Reus International Airport) and comprises of the main theme park with 30 rides, more than 100 daily shows and 35 shops, four hotels with capacity for over 2,000 beds, a water park and a convention centre of 4,000 seats. In 2009 the park had 3.3 million visits and has been operating since 1995.

campaign to heighten store recognition, support private labels and improve overall customer experience. Stores with lower profitability (Franco Gioielli and Exx) were converted into the new "Ideal Store" format (Stroili Oro) and under-performing stores were closed. Furthermore the company strengthened its management team and implemented significant training programmes to improve the commercial skills of its sales force. The central functions of Stroili Oro were consolidated into one location in Amaro (Italy) and new logistics processes were introduced to improve profitability.



Svenson (www.svenson.es) is reinforcing its leadership position in the pan-European hair care industry by increasing the depth of its operations in the different markets. In 2009 Svenson continued its cost reduction plan initiated in 2008, including a more efficient use of human resources, the monitoring of workload per individual, the closing of non-profitable centres and the optimization of the acquisition cost per new

client. The company is also continuing its value added growth in the medical division based in micrographs, dermatology treatments and the incorporation of the generic tests (HairDX) as part of the diagnosis process. Furthermore the company successfully negotiated a new capital structure, the reduction of debt service obligations and the reset of all its bank covenants.

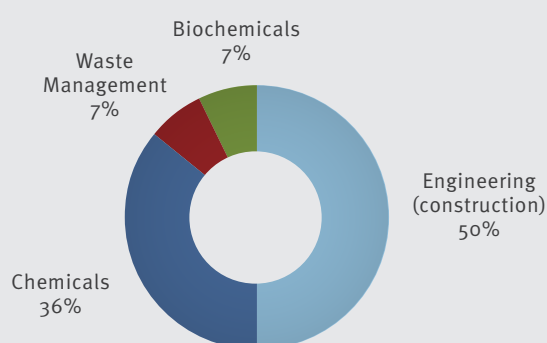




INDUSTRIAL MANUFACTURING

The Industrial Manufacturing Sector currently comprises the following companies: AEB Group (leading global biochemical producer of food and drink additives), Contenur (leading Southern European manufacturer of urban plastic waste containers and related services), Italmatch Chemicals (leading European

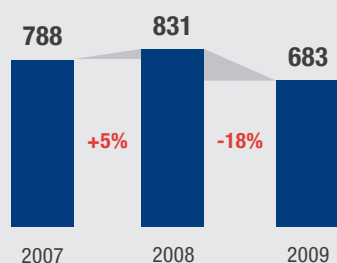
manufacturer of phosphorous based specialty chemicals), Permasteelisa (world's largest player in the engineering, manufacturing and installation of curtain walls) and Polynt (European leader in the production of specific polymer intermediates and derivatives).



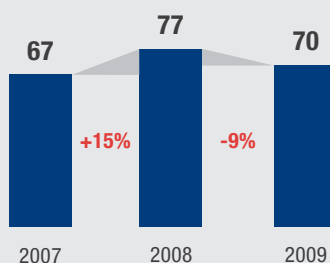
SALES BY SEGMENT (%)

Four segments are present in the Industrial Manufacturing Sector

SALES (€ M)

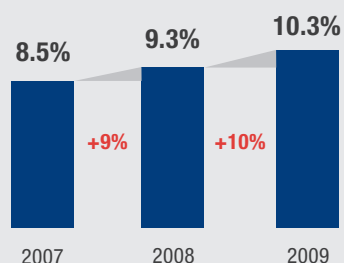


EBITDA (€ M)

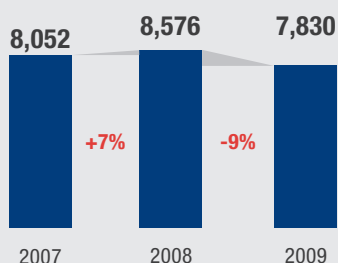


In 2009 sales decreased by **-18%** and earnings by **-9%** as the economy contracted

EBITDA MARGIN (%)



EMPLOYEES (#)



Earnings margin increased by **10%** to a level of **10%** while total employees decreased by **-9%**

2009 MAIN EVENTS IN INDUSTRIAL MANUFACTURING



AEB Group (www.aeb-group.com) is continuing its strategy of becoming a leading worldwide provider of value added services and biotechnologies to the beverage and agro-alimentary industries. AEB Group has consolidated its presence in the North American market by establishing a direct presence in that area. In addition two JVs are being pursued to further strengthen

the market positioning of the company: a JV for filtration aids in Spain and the establishment of a direct presence in the champagne region in partnership with a local cooperative currently serving the local wine makers. The company also began implementing its strategy of product diversification by entering the dairy and cheese sector in Chile and France.



Contenur (www.contenur.com) is consolidating its leadership in the Iberian urban solid waste services and plastic containers markets by significantly increasing its profitability. The company reinforced its industrial efficiency leadership by completing the centralization of all manufacturing activity and robotization of its plants. The company improved its efficiency also by sourcing accessories from China, which resulted in significant savings. As a result

of this, the Portuguese manufacturing site was closed, further improving efficiencies. Contenur also improved profitability through an increase in product prices and a stronger focus on higher margin contracts. In 2009 the company was awarded with the largest side load contracts in Spain (Bilbao) and Portugal (Sintra) and did two well performing acquisitions (Mobiser and the outstanding shareholding of a joint-venture with Otto).



Italmatch Chemicals (www.italmatch.it) is strengthening its presence in the fast growing Asian market and it is looking to further consolidate its product portfolio by leveraging cross-company synergies. The company is expanding its production internationally, including the third production line for PhosliteTM which started operations in China, and implemented the application process to obtain a license to produce Phosphorous Pentasulfide locally. The new products (phoslite and melagard)

manufactured in the Chinese production facility (Nantong) have continued to improve in volume terms and value terms, despite a challenging economic environment. Italmatch can count on strong commercial relationships with key global customers which have allowed the company to better face the global economic downturn through selective pricing policies. The company is also strengthening its competitive position in lube oil additives and flame retardant additives for plastics applications.

PERMASTEELISA

Permasteelisa (www.permasteelisa.com) is continuing to refocus on its core business activities which are allowing the company to significantly increase its profitability. During 2009 Investindustrial purchased 66.3% of the share capital of Permasteelisa and launched a tender offer to acquire up to 100% of the share capital of the company with the aim of delisting the company. In the first months of 2010 after the successful tender offer, Permasteelisa has been delisted. In 2009 the company benefited from a more selective approach in new orders, a more efficient risk

management and a stronger effort to optimize fixed costs in response to the current economic environment. The company has also improved its working capital management through the implementation of structured project control tools and processes. Significant results have been achieved also in the installation of a new integrated IT system and in the simplification of central functions to reduce overall administration costs. The company has started an important initiative for the development of photovoltaic panels for use in facades.

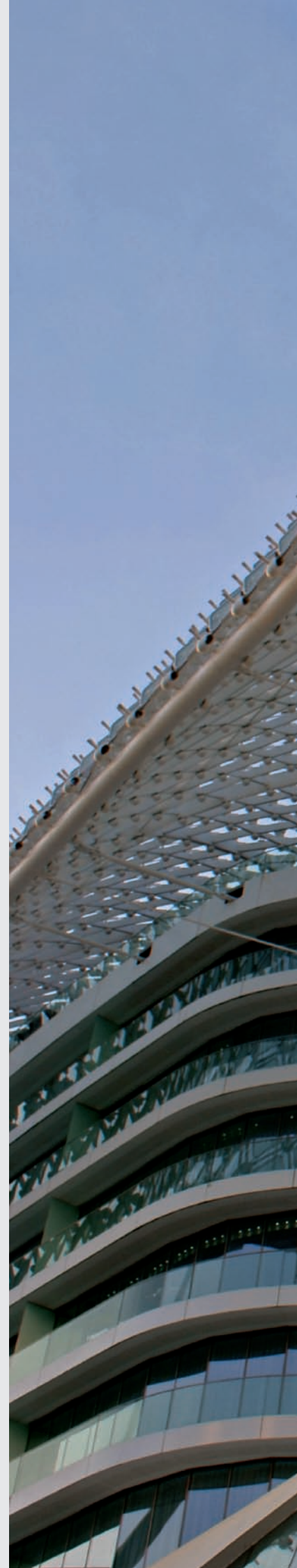


Polynt (www.polynt.it) is strengthening its leadership positioning in Western European markets, further expanding into new geographies and also trying to preserve volume sales and profitability in this difficult market environment. In particular in 2009 the company experienced significantly weakened market demand as a result of the poor global

economic climate. To better manage this market challenge, Polynt has reached an agreement with banks regarding the new financing package. The project has been designed to give the company flexibility so it can take appropriate actions to recover profitability without pressure for short-term results.



Contenur operations
in Paris, France





SOCIAL RESPONSIBILITY

WE CARE ABOUT HELPING PEOPLE TO ACHIEVE A BETTER QUALITY OF
LIFE BY OFFERING TANGIBLE OPPORTUNITIES!

The six interconnected Principles aim to
act a framework for global best practices
in responsible investment:

Incorporating ESG issues into
the investment analysis and
decision-making processes.

Promoting acceptance and
implementation of the Principles
within the investment industry.

Being active owners and
incorporating ESG issues into our
ownership policies and practices.

Working together to enhance our
effectiveness in implementing
the Principles.

Seeking appropriate disclosure
on ESG issues by the entities in
which we invest.

Reporting on our activities and
progress towards implementing
the Principles.

PART OF A GLOBAL SUSTAINABILITY NETWORK

Investindustrial firmly believes that managing environmental, social and governance issues (ESG) is an increasingly important part of its value proposition. As a result, in 2008 the Group joined the UN Global Compact by adhering to its ten principles. These principles are key guidelines in making business decisions for Investindustrial and include respect for human rights, ensuring appropriate labour conditions, respect for the environment and the application of anti-corruption measures. Investindus-

trial has also supported the adoption of these values by its portfolio companies and all the companies have successfully subscribed to the initiative.

In accordance with this belief, Investindustrial has also subscribed to the Principles for Responsible Investment (PRI), an initiative launched in April 2006 at the New York Stock Exchange by the UN Secretary-General and coordinated by the United Nations Environment Programme (UNEP) and the UN Global Compact.



SOUTHERN EUROPE'S FIRST CARBON NEUTRAL INVESTMENT TEAM

Investindustrial places significant importance on reducing its carbon footprint and has worked with the Carbon Neutral Company, a world leading provider of carbon reduction solutions, to measure its Greenhouse Gas (GHG) emissions footprint. The Group has invested in a

renewable energy project to offset the emissions and achieve carbon neutrality for its 2009 emissions. Furthermore, Investindustrial has undertaken a series of actions as highlighted below to reduce its overall emissions per employee:

INVESTINDUSTRIAL GHG EMISSIONS REDUCTION ACTIONS

ENERGY

Air conditioning and heating units fitted with timers to avoid overnight and week-end use.

Switch off of lights automatically in unnecessary places/ periods (i.e. use of motion sensors).

Use of renewable energy in certain offices.

Conversion of lamps from incandescent to high-efficiency.

TRANSPORTATION

Reduction of overall number of flights/travels and replacement of meeting where possible with videoconferences/ conference calls.

Replacement of the use of cars/taxis/ airplanes with more environmentally friendly transports when possible (i.e. high speed rail/ public transportation).

Use of recyclable items

RECYCLING

and recycling of waste.

Use of suppliers with green certification.

Development of internal policies to reduce paper consumption.



John Marks

CarbonNeutral.com

CO₂ emissions reduced to net zero in accordance with The CarbonNeutral Protocol



Investindustrial's office in Lugano (Switzerland) is one of its six carbon neutral offices

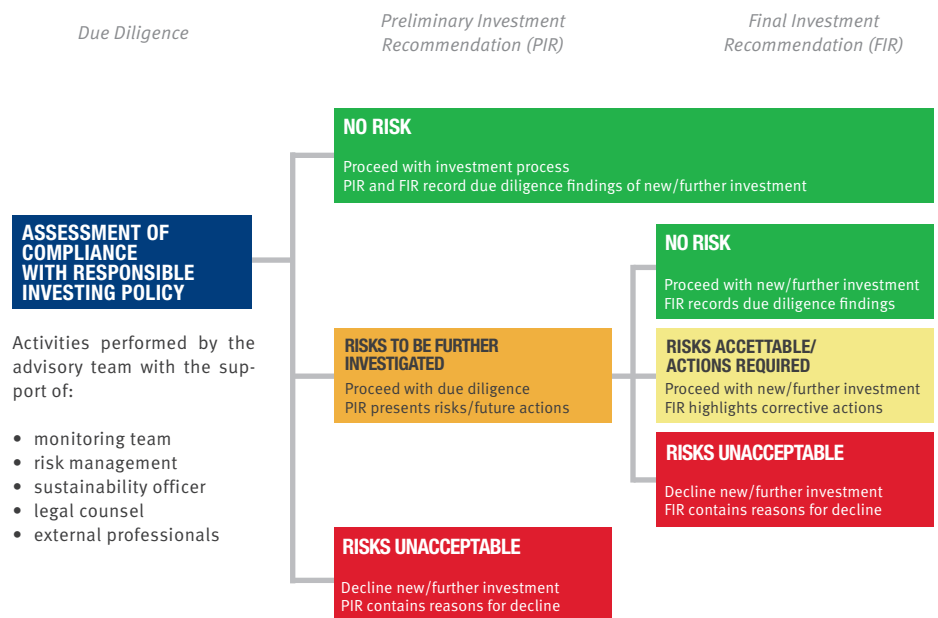
ENGAGING IN CORPORATE SOCIAL RESPONSIBILITY

With a vision of creating enduring value for its portfolio companies, its stakeholders and investors, Investindustrial works closely with management to build a more sustainable future.

Investindustrial is strongly committed to promote a culture of sustainable development both with initiatives within the Group and with external stakeholders. In particular Investindustrial has recently strengthened

its corporate social responsibility footprint by developing two policies on Environmental, Social and Corporate Governance issues and on Responsible Investing.

CORPORATE RESPONSIBILITY MAP FOR NEW INVESTMENTS & ADD-ONS



In 2008 Investindustrial was the first private equity operator with focus on Southern Europe to subscribe to the UN Global Compact Ten Principles (www.unglobalcompact.org) program and in 2009 it also subscribed to the Principle for Responsible Investments (www.unpri.org) initiative. Through these policies, Investindustrial is also develop-

ing tools and processes to strengthen the engagement of its portfolio companies towards ESG matters and is expecting even stronger involvement in the future. Investindustrial management has been also actively involved as speakers on sustainability at industry-leading events.



Invest for children
supported the Special
Olympics in Spain



AN ACTIVE CORPORATE FOUNDATION

IN 2000 INVESTINDUSTRIAL ESTABLISHED INVEST FOR CHILDREN, A CORPORATE FOUNDATION WHOSE MISSION IS TO HELP PHYSICALLY AND MENTALLY DIFFERENTLY ABLED YOUNG ADULTS TO ACHIEVE A BETTER QUALITY OF LIFE

Invest for children operates in Europe with a special focus on Southern Europe (Spain, Italy, Portugal and Switzerland) and is a full member of EVPA (European Venture Philanthropy Association), Private Equity Foundation and is audited by KPMG.

Investindustrial believes that financial and industrial investors should have a major role in making the world a better place to live in. Invest for children aims

to understand diversity and work towards integration and represents a useful vehicle to help disabled people to achieve a better quality of living.

Invest for children has sponsored several projects in a series of different fields (sport, work, education, medical, community and other); some of these projects are summarized in next pages.

www.investforchildren.org



The President of Invest for Children (Investindustrial's corporate foundation) Carlo Umberto Bonomi is donating a Caja Navarra savings plan to a worker with Down's syndrome

SOME EXAMPLES OF INVEST FOR CHILDREN ACTIVITIES



COMMUNITY

Invest for children has recently launched a new project "Down TV" to help people with Down's syndrome to achieve a better quality of life. The objective of the project is to offer them the possibility to share similar experiences and to feel closer to each other.

EDUCATION

Invest for children sponsored a project in Lugano (Switzerland) developed by Fondazione OTAF and Fondazione San Benedetto to promote the integration of disabled people at school. The project gave the possibility to children differently-able from Fondazione OTAF to share time in class with the students of the elementary school of Fondazione San Benedetto to develop specific educational projects.

SPORT

Invest for children together with Laureus, has given the total financial support to the Spanish team for the Special Olympics World Summer Games in Shanghai.

DOWN TV

Down TV (www.downtv.com) is the first worldwide online interactive video library fully dedicated to people with Down's syndrome. Videos are classified in different areas and cover all aspects of living with Down's syndrome. In this interactive platform, users can upload their videos and documents related to Down's syndrome and share their experience. Down TV aims to increase interaction between people with this disability. Invest industrial portfolio companies Grupo Inaer, Panda Security and Ducati were among the companies sponsoring the initiative.



✕ un proyecto
elegido por
clientes de **can**



Proud to support the
privateequityfoundation
Member
2009/10



WORK

Invest for children has donated five additional Caja Navarra savings plans to five workers with Down's syndrome, all of them members of Foundation Project Aura.

MEDICAL

Invest for children sponsored a research coordinated by the World Allergy Organization finalized to produce guidelines for worldwide pediatricians on how to treat and interact with milk allergy in the childhood.

OTHER

Invest for children is a full member of the Private Equity Foundation whose mission is to empower young people to reach their full potential. The foundation invests both money and expertise from the private equity community, to help excellent charities achieve a step-change in their impact.

Invest for children is also a full member of EVPA (European Venture Philanthropy Association).

SOCIAL SUPPORT

i4c encourages a culture of cooperation and support towards other communities. After the destructive earthquake in Haiti in January 2010, i4c developed an initiative to support the Saint Damien Hospital, the sole pediatric hospital of the island managed by the Fondazione Rava (www.nphitalia.org). The initiative raised €75,000 from Investindustrial's employees and portfolio companies.



Saint Damien
Hospital in Haiti

A STRONG COMMITMENT TO SUSTAINABILITY FROM PORTFOLIO COMPANIES

The companies in which Investindustrial has invested are strongly engaged in capturing opportunities and managing risks arising from a sustainable development

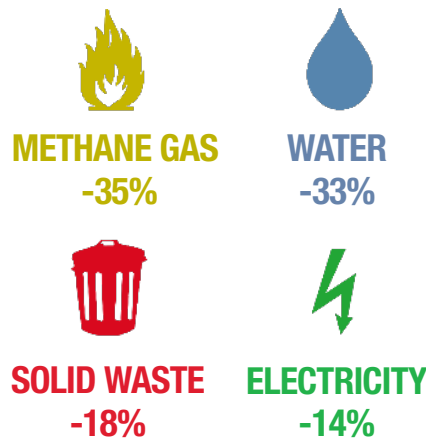
RESPECT FOR THE ENVIRONMENT

Ducati is committed to reducing its environmental impact by decreasing its energy consumption and over the last few years the company has carried out many initiatives towards this goal:

- introduction of an advanced control and management system for the air compression and air conditioning equipment;
- introduction of monitoring systems for electrical power consumption;
- launch of a campaign called "E-Ducati" for the reduction of consumption of electric power, promoted throughout the company. This campaign allowed the company to win 1st prize as the best company in the international competition organized by the European Commission Energy Trophy;

- change of cooling water system that has been transformed from open circuit to closed circuit for a reduction in water consumption.

Since 2006 Ducati has achieved significant results:



At the presence of Letizia Ortiz Rocasolano (Princess of Asturias) and of Miguel Sebastian (Spanish Ministry of Industry, Tourism and Commerce), Juan Santana (CEO of Panda Security) receives the Prince Felipe Award for Business Excellence 2009



In 2009, **Panda Security** received a string of prestigious awards and industry acclaim for its strategy and solutions from governments, organizations and the specialist press. The latest recognition is the Prince Felipe Award for Business Excellence 2009, in the Information Society category.

The partially post-consumer recycled paper used for printing this document has resulted in CO₂ emissions of approximately 3.5 tonnes. Since 2009 Investindustrial reviewed its overall carbon footprint and invested in renewable energy projects to offset the emissions and achieve carbon neutrality.





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