



Gruppo Editoriale L'Espresso

May 2010



Gruppo Editoriale L'Espresso at a glance

Gruppo Editoriale L'Espresso is one of the leading media groups in Italy with interests in **NEWSPAPERS, MAGAZINES, RADIO, TV, INTERNET,** and **DIGITAL RADIO AND TV**



NATIONAL DAILY **la Repubblica**

- Circ. 484,900
- Read. 3,209,000

- **No. 1 READERSHIP**
- **16.8% MARKET SHARE**

MAGAZINE **L'espresso**

- Circ. 326, 300
- Read. 2,571,000
- **+ 5 OTHER TITLES**



CO-LEADER IN NEWSMAGAZINES

LOCAL NEWSPAPERS

- 16 DAILIES + 1 BI-WEEKLY
- Circ. 459,900
 - Read. 3,471,000



CONSOLIDATED RESULTS

	2009
REVENUES	887
EBITDA	107
NET DEBT	208

INTERNET

GROUP'S NETWORK WEBSITES:

- 705 millions monthly page views
- 20 millions unique users

la Repubblica.it

Kata Web



Repubblica RADIO TV

ADVERTISING

SALES FOR GROUP'S TITLES & THIRD PARTIES

**LEADER ADVERTISING
"REGIE" FOR PRINT MEDIA**

RADIO

GRUPPO ESPRESSO IS THE ONLY COMPANY WITH A LONG LIVED STRATEGY IN THE RADIO SECTOR:

- 3 NAT'L RADIO
- 8 MLN COMB DAILY LISTNS



TELEVISION

DEEJAY TV A NATIONAL TV NETWORK AIMED AT A VERY YOUNG PUBLIC



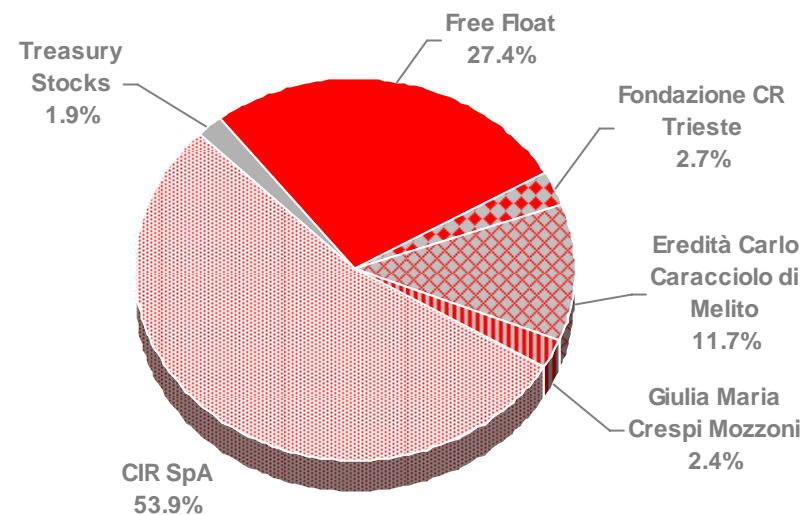
DEEJAY TV

Sources: Audiradio 6th bi-monthly 2009 (radio)
 Audipress 2010/I (readership)
 Company's Data 2009 (circulation)
 AC Nielsen/FCP 2009 (advertising)
 Nielsen NetRatings – Site Census December 2009 (internet)

Gruppo Editoriale L'Espresso - ownership structure



At 21 april 2010	NO. OF SHARES	%
Compagnie Industriali Riunite SpA	220,776,235	53.9%
Eredità Carlo Caracciolo di Melito	48,009,720	11.7%
Fondazione Cassa di risparmio di Trieste	10,858,798	2.7%
Giulia Maria Crespi Mozzoni	9,654,423	2.4%
Treasury Stocks	7,980,000	1.9%
Total number of shares	409,629,388	100.0%

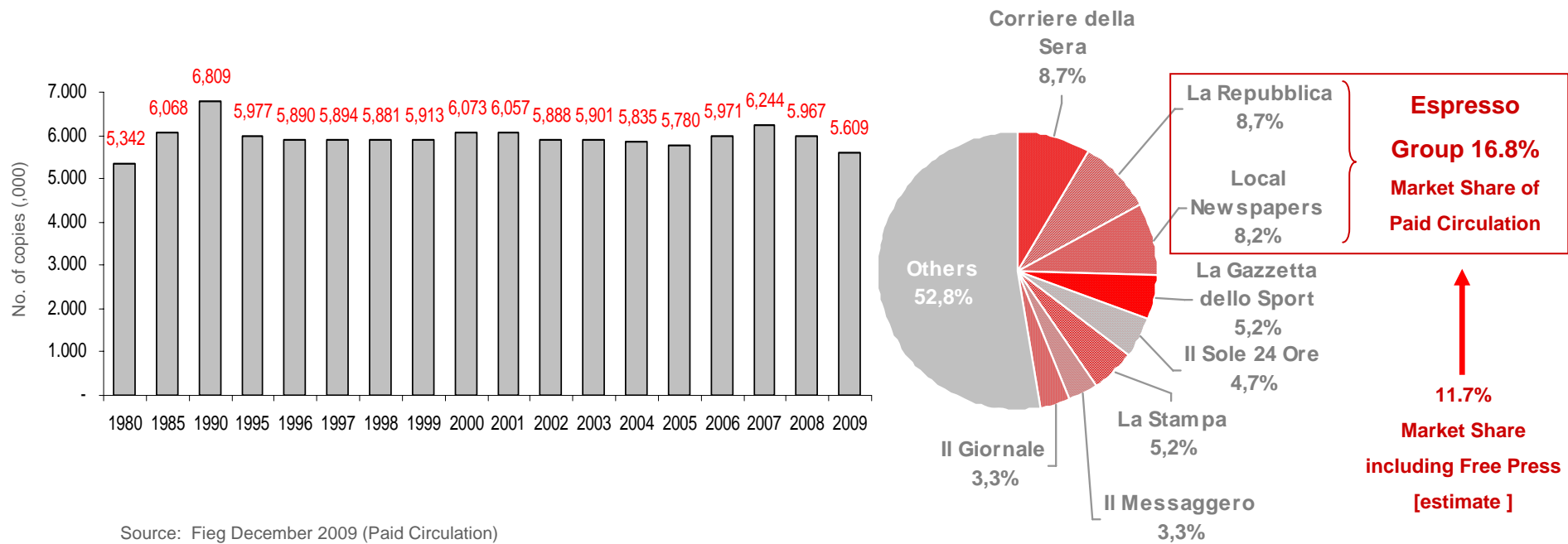


Source: Company's Data

Gruppo Editoriale L'Espresso - market share and positioning: circulation

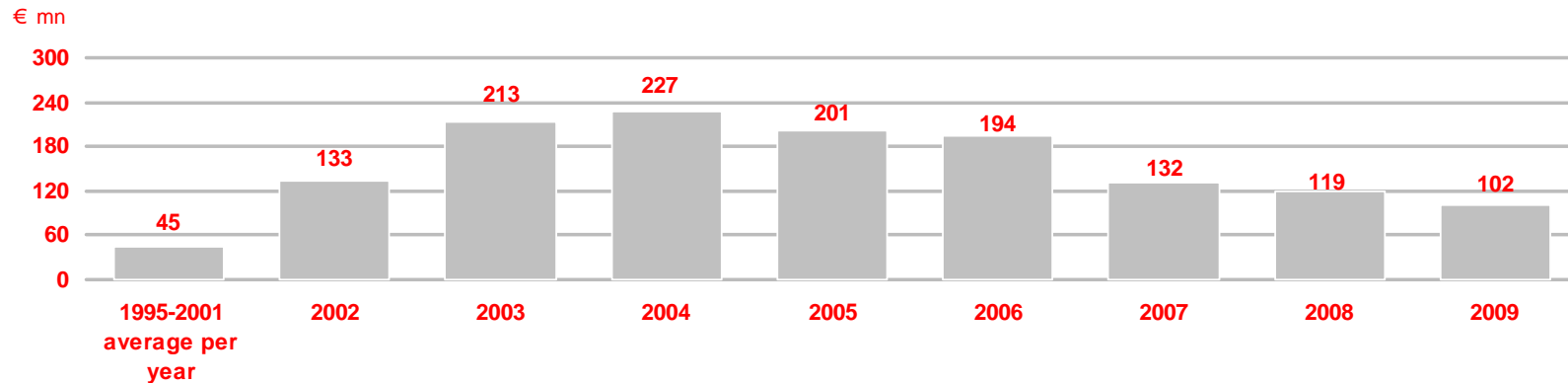


ITALIAN NEWSPAPER CIRCULATION AND MARKET SHARE 2009 (AVRG CIRC.)





Add-ons have ensured an additional stream of revenues



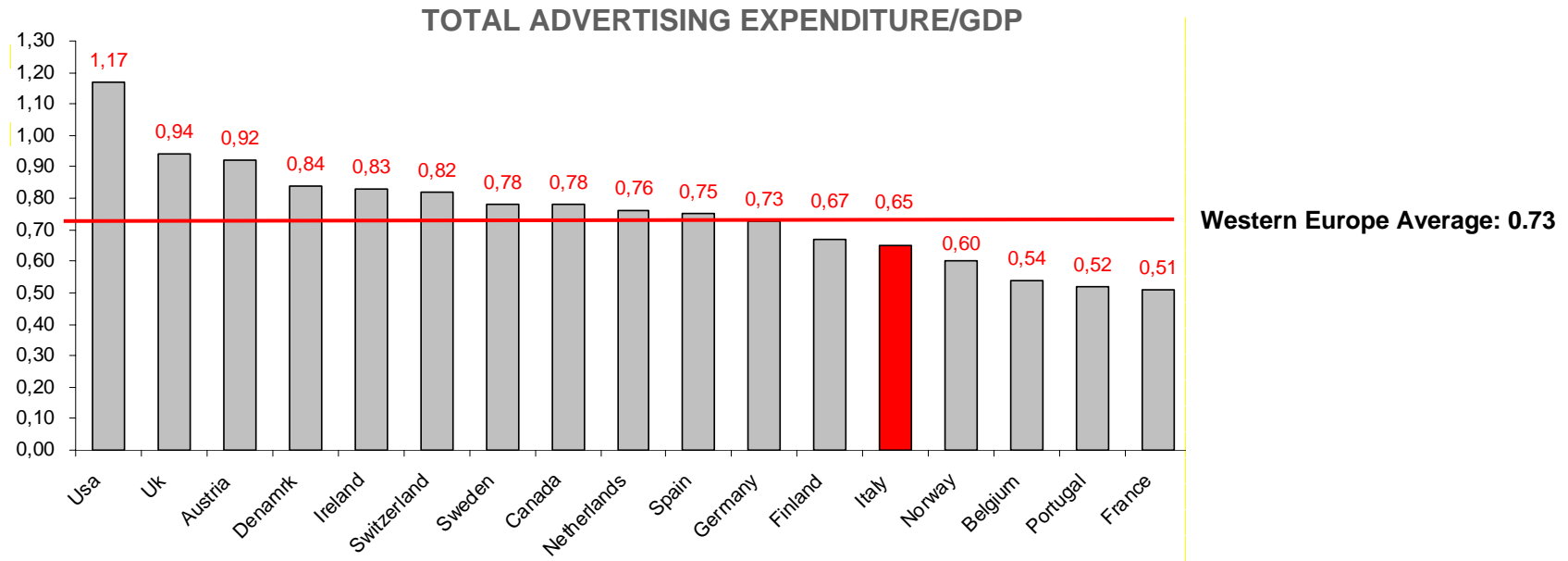
Source: Company's data



- The sale of products sold optionally with the Group's publications met strong success, not only in the case of products sold in conjunction with la Repubblica and L'Espresso, but also those distributed with local newspapers, and it maintained a high profitability (2008 = 29.4% ; 2009 = 26,0% Ebit margin).

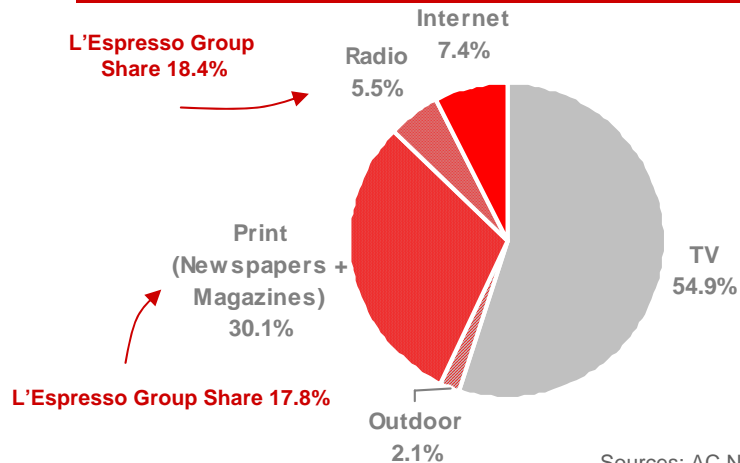
- In 2009 the Group sold over 14 million add-ons: Revenues from the sale of add-on products declined slightly on the previous year (down 14.5%), considering the strong downturn in the market. This was made possible thanks to the continuing success of comic books series Tex, launched in 2007, and the overall success of new initiatives and in particular the series about *Benigni* and *De Andrè*, cinema and theater DVD series.

Gruppo Editoriale L'Espresso - market share and positioning: advertising



Source: GroupM 2008 Worldwide media and marketing forecasts

ITALIAN ADVERTISING MARKET AND L'ESPRESSO GROUP'S SHARE 2009



Sources: AC Nielsen / FCP 2009 (for Newspaper and Magazines)

- » L'Espresso Group, through its subsidiary Manzoni, sells advertising space for Gruppo L'Espresso's newspaper and magazine titles and for its radio and television stations and internet sites
- » Manzoni also generates a small amount of revenues through selling advertising on behalf of third-party media

Market Overview: advertising revenues



BREAKDOWN OF ITALIAN ADVERTISING MARKET											
(in millions of euro)	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Newspapers	1,437.3	2,005.9	1,861.4	1,690.5	1,629.1	1,665.9	1,705.5	1,716.4	1,782.8	1,676.2	1,408.0
Free Press ⁽¹⁾		3.7	31.9	38.0	49.5	54.4	63.9	70.3	120.1	140.2	102.9
Magazines	1,052.0	1,201.3	1,254.2	1,153.3	1,165.3	1,171.5	1,222.5	1,296.0	1,328.5	1,231.5	877.6
Total print	2,489.3	3,210.9	3,147.5	2,881.8	2,843.8	2,891.8	2,992.0	3,082.7	3,231.4	3,047.9	2,388.5
Public TV	1,241.1	1,389.5	1,229.1	1,242.8	1,203.2	1,343.8	1,346.3	1,368.5	1,371.0	1,321.3	1,098.0
Commercial TV	2,357.6	2,705.0	2,703.0	2,687.0	2,920.4	3,207.4	3,322.5	3,230.3	3,282.5	3,530.8	3,260.9
Total TV	3,598.7	4,094.5	3,932.1	3,929.7	4,123.6	4,551.2	4,668.7	4,598.8	4,653.5	4,851.4	4,358.9
Radio	272.7	361.5	319.1	283.9	329.0	400.2	408.6	440.7	476.8	472.9	436.3
Outdoor	157.0	199.7	205.6	181.4	187.2	192.1	198.7	197.0	233.7	227.2	169.6
Internet							137.1	197.6	281.9	556.5 ⁽²⁾	585.2
TOTAL ADVERTISING*	6,517.7	7,866.6	7,604.3	7,276.8	7,483.5	8,035.4	8,405.1	8,516.8	8,877.3	9,155.9	7,938.5
*Excluding Cinema, Cards, Direct mail, Out of home Tv and Transit (676,2 €mms 2009)											
Newspapers	+24.6%	+39.8%	-7.2%	-9.2%	-3.6%	+2.3%	+2.4%	+0.6%	+3.9%	-6.0%	-16.0%
Free Press				+19%	+30.3%	+9.9%	+17.5%	+10.0%	+70.0%	+16.8%	-26.6%
Magazines	+6.6%	+14.2%	+4.4%	-8.0%	+1.0%	+0.5%	+4.4%	+6.0%	+2.5%	-7.3%	-28.7%
Public TV	+10.8%	+12.0%	-11.5%	+1.1%	-3.2%	+11.7%	+0.2%	+1.6%	+0.2%	-3.6%	-16.9%
Commercial TV	+10.2%	+14.7%	-0.1%	-0.6%	+8.7%	+9.8%	+3.6%	-2.8%	+1.6%	7.5%	-7.6%
Radio	+23.7%	+32.6%	-11.7%	-11.0%	+15.8%	+21.7%	+2.1%	+7.9%	+8.2%	-0.8%	-7.7%
Internet								+44.1%	+42.7%	n.s.	+5.1%
TOTAL ADVERTISING	+12.2%	+20.7%	-3.3%	-4.3%	+2.8%	+7.4%	+4.6%	+1.3%	+4.2%	+3.1%	-13.3%

Source: AC Nielsen 2009; FCP 2009

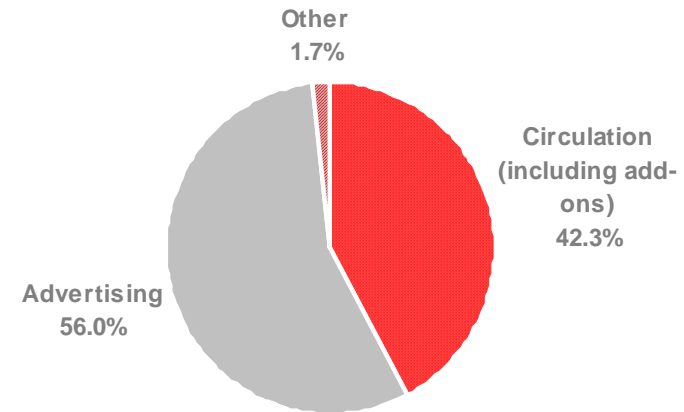
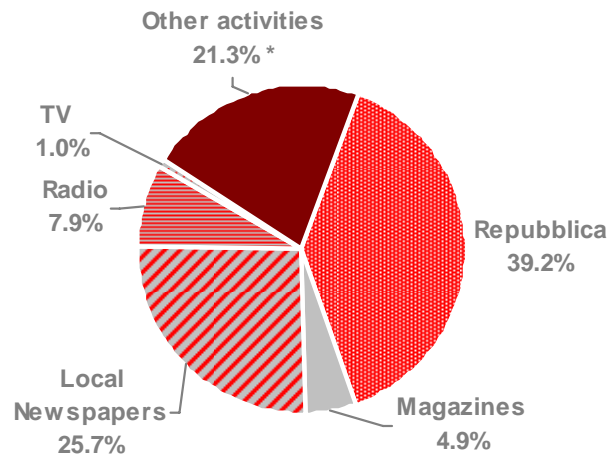
⁽¹⁾ Free press data are based on FCP survey, and therefore they are net of agency fees. All other data are based on AC Nielsen survey, and therefore they are gross of agency fees.

⁽²⁾ Since 2008 including Google estimates

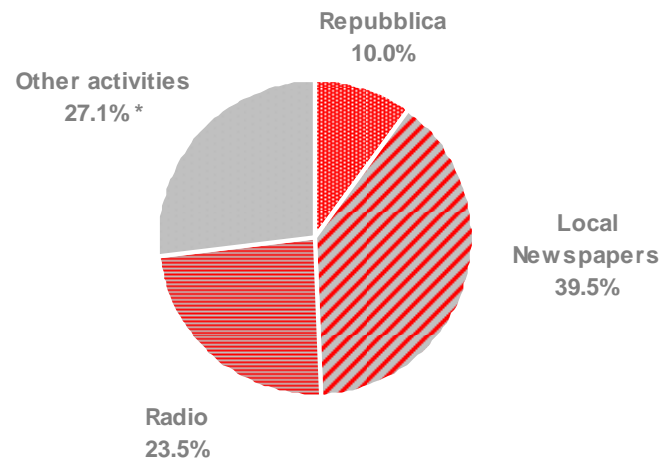
Gruppo Editoriale L'Espresso - contribution to year 2009 consolidated results



REVENUES SPLIT (€886.6 million)



EBITDA SPLIT (€106.7 million)



EBITDA MARGINS

Repubblica **	3.1%
Local Newspapers	18.5%
Radio	35.9%
EBITDA margin	12.0%

Source: Company's Data

* including add-ons

** excluding add-ons

Gruppo Editoriale L'Espresso - cost reduction



Gruppo Editoriale L'Espresso S.p.A. approved the plans of intervention aimed at cost reduction.

The expected overall savings are equal to €140 million approximately, that is 17% of the costs recorded in 2008; this amount encompasses the measures started in 2008, as well as the new initiatives formulated in 2009.

The effects of the plan will be significant since the current year, and will reach an almost steady state by 2011.

In order to recover efficiency, the plan entails structural and permanent interventions addressed to all Group's areas and functions:

- Industrial costs will decrease by 22% with respect to 2008 thanks to the suppression of the circulation initiatives that proved to be uneconomic, to the interventions already made on the number of pages and formats of the Group's titles and to an overall reorganization aimed at rationalizing the existing printing capacity and fully exploiting the industrial synergies between local dailies and la Repubblica.
- The other costs as a whole (editorial, commercial, distribution, management and administration costs) will generate savings equal to about 15%.

(€m)	2008	2009	Δ% 09 vs 08	STEADY STATE	STEADY vs 08
Industrial costs	222,1	191,4	(13,8%)	173,5	(21,9%)
<i>% on total costs</i>	<i>27%</i>	<i>26%</i>		<i>25%</i>	
Editorial costs	223,2	203,5	(8,9%)	188,6	(15,5%)
<i>% on total costs</i>	<i>27%</i>	<i>28%</i>		<i>28%</i>	
Commercial costs	120,6	110,9	(8,0%)	107,5	(12,3%)
<i>% on total costs</i>	<i>15%</i>	<i>15%</i>		<i>16%</i>	
Management & Administration costs	254,7	217,2	(14,7%)	213,0	(16,4%)
<i>% on total costs</i>	<i>31%</i>	<i>30%</i>		<i>31%</i>	
TOTAL GROUP'S COSTS ⁽¹⁾	820,6	722,9	(11,9%)	682,6	(16,8%)

(1) Net of optional products' cost of goods sold



- **The Group has adopted a corporate governance system in line with the new guidelines established by the Self Discipline Code for Companies Listed on the Italian Stock Exchange (Borsa Italiana) issued in March 2006**
- **The Board of Directors is composed by 11 members, 5 of which are independent. Their independence complies with the independence criteria formally established by the Company, which evaluates their correct application on a yearly basis**
- **The Board of Directors has established a Remuneration Committee and an Internal Audit Committee. The majority of the members of the former one is represented by non executive/independent directors, while the latter is composed only by independent directors**



- In accordance with the Code, the Company has designated a *Lead Independent Director* who represents a reference and a coordination for the requests and contributions of non executive directors, in particular the independent ones, in order to promote the effective and efficient management of the Company
- Rules of conduct involving directors interests and transactions with related parties have been established, as well as a procedure for the internal handling and disclosure to third parties of documents and information concerning the Company, having a special regard to price sensitive information
- Transparency procedures have been followed in the appointment of directors and statutory auditors



Gruppo Editoriale L'Espresso



la Repubblica

3,209,000

DAILY READERS

OVER 31% ARE UNDER 34 YEARS OLD

THE MAJORITY OF READERS CONSISTS OF:

- COLLEGE AND UNIVERSITY GRADUATES
- MEMBERS OF UPPER SOCIO-ECONOMIC CLASSES
- HIGH RANKING PROFESSIONALS

OVER 42% OF READERS ARE ALSO DECISION MAKERS IN PURCHASES

SUPPLEMENTS

- Il Venerdì (family, tv programming)
- Affari&Finanza (business and finance)
- Velvet (fashion monthly)
- D (women's supplement)
- XL (lifestyle monthly for young people)

Source: Audipress 2010/I

CONTRIBUTION TO RESULTS

la Repubblica

in millions of €	2008	2009
Total Revenues	404,8	347,8
-circulation	132.1	131.3
-advertising	263.6	208.9
EBITDA	18.0	10.6
EBIT	5.2	(2.5)
EBITDA margin %	4.5%	3.1%

Source: Company's Data; Divisional data do not include add-ons

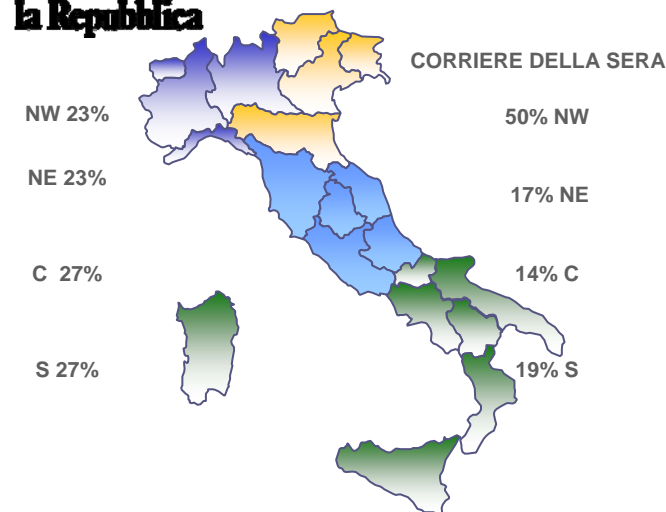
MAJOR NEWSPAPERS SOLD IN ITALY

	Average daily readers '000	Average circ. n.copies '000
La Repubblica	3,209	484.9 *
Espresso Group Local Dailies	3,471	459.9 *
La Gazzetta dello Sport	3,995	289.5
Corriere della Sera	2,870	485.2
La Stampa	1,693	291.0
Il Messaggero	1,293	186.8
Il Sole 24 Ore	1,032	263.8
Il Mattino	784	70.1
Il Giornale	767	186.7
Il Gazzettino	652	86.0
La Gazzetta del Mezzogiorno	610	53.0
Il Secolo XIX	589	85.2
Unione Sarda	495	66.8
Il Giornale di Sicilia	435	59.0
L'Unità	359	49.6
Avenire	344	105.4
Il Tempo	175	41.4
Others (excluding free press)	11,775	n.d.
Total n° copies read/circulated	34,548	5,609.0
Total n° unique readers	24,108	
Our Share (total unique readers)	27,7%	
Our Share (Paid Circulation)		16,8%
Our Share (estimate-including Free Press)		11,7%

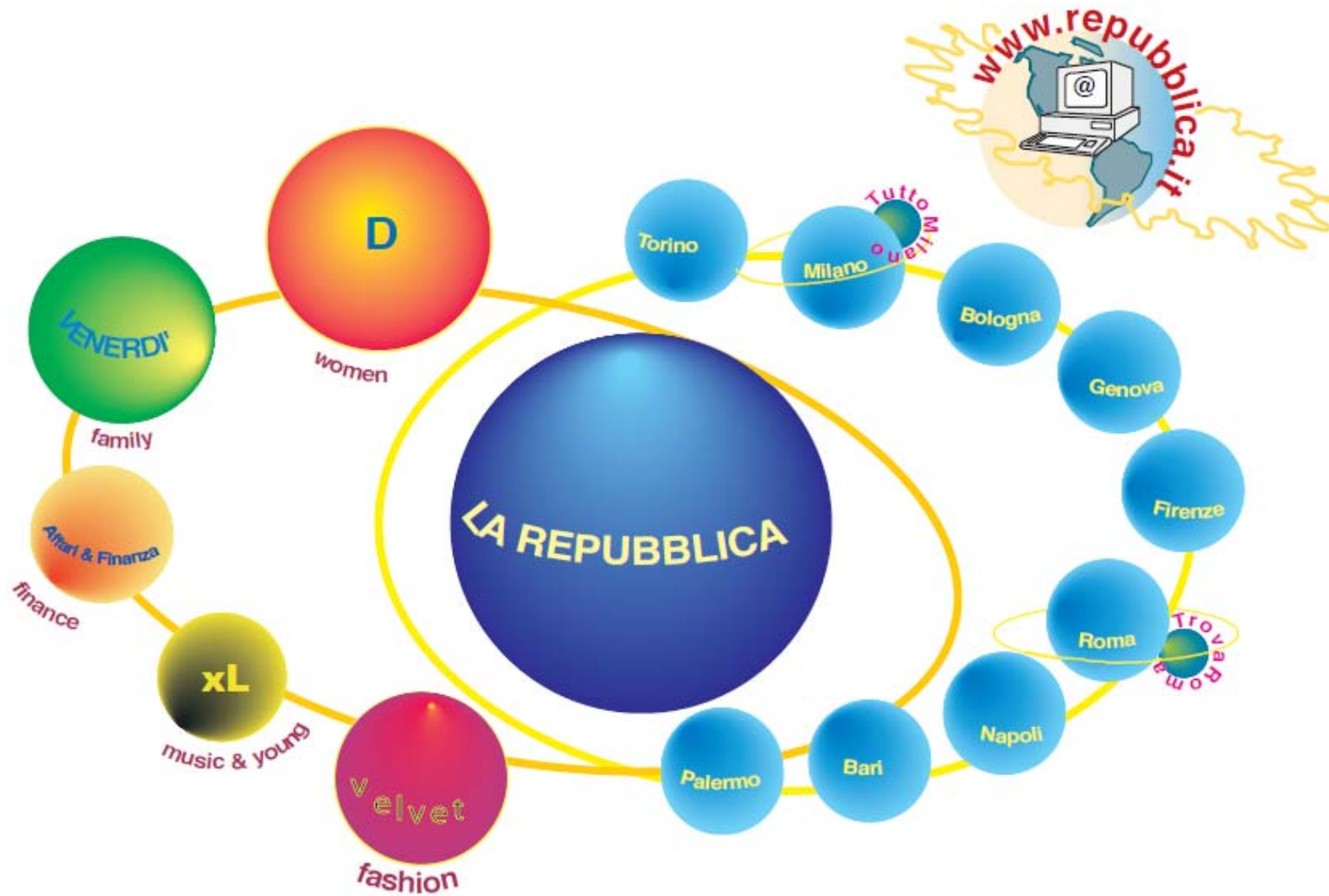
Source: * Company's data FIEG December 2009; Audipress 2010/I

THE ONLY NEWSPAPER READ THROUGH ITALY

la Repubblica





Source: Audipress 2010/I



Gruppo Editoriale L'Espresso - Local newspapers



 **Combined circulation 459,900**
 **3,471,000 readers per day**

Source: Company's data 2009 (Circulation)
Readership Audipress 2010/I

LOCAL NEWSPAPERS



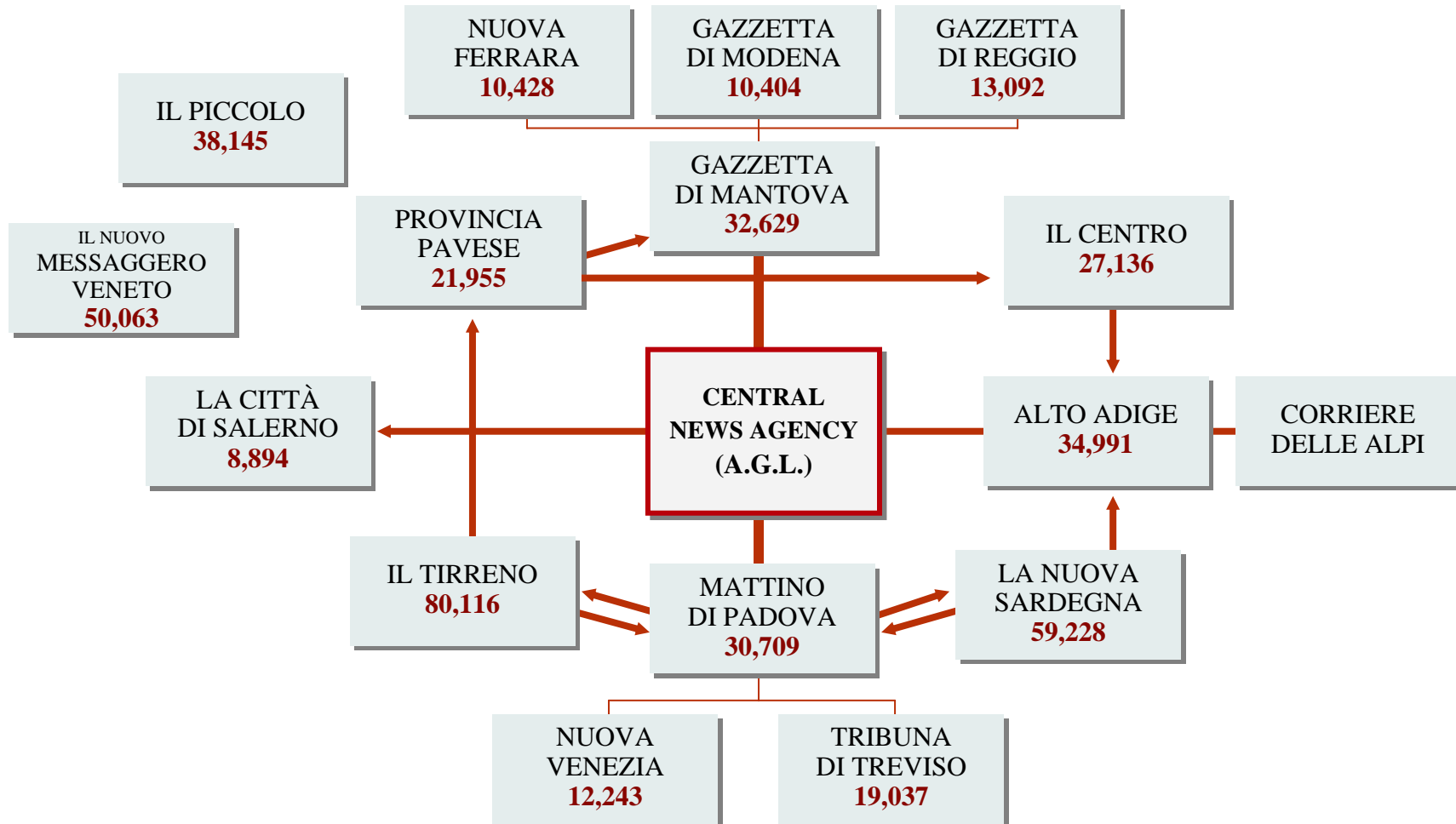
CONTRIBUTION TO RESULTS

LOCAL NEWSPAPERS

in millions of €	2008	2009
Total revenues	250.4	227.8
- circulation	129.1	126.1
- advertising	115.2	98.0
EBITDA	52.9	42.1
EBIT	42.2	32.6
EBITDA margin %	21.1%	18.5%
EBIT margin %	16.8%	14.3%

Source: Company's Data

Gruppo Editoriale L'Espresso - Local newspapers: a network at work



Average daily circulation 2009 (Company data)

Gruppo Editoriale L'Espresso - Magazines



L'Espresso

2,571,000

READERS PER ISSUE

34% ARE UNDER 34 YEARS OLD

OVER 45% ARE FROM UPPER SOCIO-ECONOMIC CLASSES

OVER 66% ARE COLLEGE AND UNIVERSITY GRADUATES

Source: Audipress 2010/I

➔ **Circulation 326,300**

CONTRIBUTION TO RESULTS

MAGAZINES

in millions of €	2008	2009
Total Revenues	56.7	43.9
-circulation	26.7	24.1
-advertising	28.3	18.3
EBITDA	(1.1)	(4.3)
EBIT	(2.2)	(5.2)

Source: Company's Data; Divisional data do not include add-ons



Circulation 107,210

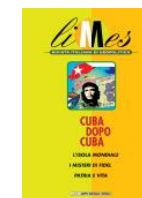


Circulation 13,160



Circulation 65,630

Circulation 14,630



Circulation 14,310

Source: Company's data 2009



Age-group target: young people
 ➔ 5.2 mln daily listeners
 ➔ Over 65% are under 34 years old
 ➔ Near 30% are students



Age-group target: 24 – 40 years old
 ➔ 1.6 mln daily listeners
 ➔ Near 55% are 24-44 years old
 ➔ Over 70% are employees



Age-group target: teenagers
 ➔ 1.2 mln daily listeners
 ➔ Over 70% are under 24 years old

Source: Audiradio 6th bi-monthly 2009

MARKET OVERVIEW MAIN PRIVATE RADIO STATIONS

Station	Listeners (,000)		Station	Listeners (,000)	
	Daily	Weekly		Daily	Weekly
Radio DeeJay	5,216	12,776	Rai 1	6,270	14,354
Rtl 102,5	5,534	12,587	Rai 2	3,783	11,343
Radio Italia	3,484	12,238	Rai 3	1,835	5,447
Dimensione Suono	4,934	11,656	Isoradio	882	4,092
Radio 105	4,619	9,795			
Kiss Kiss	2,158	7,358			
R101	2,005	6,167			
Radio Montecarlo	1,513	5,327			
Radio Capital	1,559	5,191			
Radio 24 Il Sole 24 ore	1,801	4,643			
Radio Maria	1,548	4,238			
Virgin Radio	1,727	3,869			
m2o	1,237	2,531			
Radio Radicale	448	1,730			

Source: Audiradio 6th bi-monthly 2009

NATIONAL RADIO: CONTRIBUTION TO RESULTS

in millions of €	2008	2009
Total revenues	79.0	69.9
EBITDA	31.6	25.1
EBIT	27.2	20.7
EBITDA margin %	40.0%	35.9%
EBIT margin %	34.5%	29.6%

Source: Company's data



GROUP INTERNET SITES

On December 2009 the Group's sites network recorded:

- 20 million unique users
- 705 million page views

la Repubblica.it

leading site for news in Italy, registered 17,172,000 monthly unique users on December 2009 (Nielsen NetRatings – Site Census)

 **Kata Web**

a web portal featuring channels including financial news and stock quotes, weather, maps, telephone directory and job search and recruiting



the best known site for young people



RepubblicaTV broadcastings are visible via the Internet: news, commentaries and interviews which, thanks to the online connection, are enabling a high level of interactivity with the public and which, thanks to podcasting, can be downloaded and enjoyed in 'time shift' viewing

CONTRIBUTION TO RESULTS

PRO-FORMA CONSOLIDATED INTERNET

in millions of €	2008	2009
Total Revenues	28.3	29.0
EBITDA	4.8	8.2
EBIT	4.2	7.6

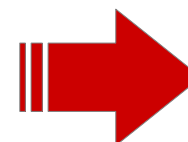
Source: Company's data

Gruppo Editoriale L'Espresso – All Music TV / Deejay TV



Target of people 15 - 34 years old

	Viewers (,000)	
	Weekly	Daily
Canale 5	12,859,417	9,430,719
Italia 1	12,564,707	8,647,221
Rete 4	6,390,174	2,666,766
Rai 1	11,702,142	7,346,185
Rai 2	10,616,746	5,750,438
Rai 3	8,877,239	4,679,419
MTV	8,007,485	4,506,906
All Music	5,419,788	2,832,091
La 7	4,873,496	1,732,319
7 Gold	1,926,397	416,907
Deejay TV	1,502,302	661,300
Canale Italia	668,488	86,257
Odeon	675,676	86,257
Altre emittenti terrestri	1,365,729	725,993
Altre emittenti satellitari	2,257,047	1,559,806



The new broadcasting channel “Deejay TV” was born in November 2009. The brand of the leading Espresso Group “Radio DeeJay” - already available on the Internet, podcast, mobile, and satellite TV - has thus been strengthened.

Source: Ipsos

CONTRIBUTION TO RESULTS

in millions of €	2008	2009
Total Revenues	18.2	8.8
EBITDA	(9.0)	(7.7)
EBIT	(13.7)	(11.5)

Source: Company's data

Adoption of IFRS: main effects



- » Starting with 2005, the Espresso Group adopted international financial reporting standard (IFRS) in the preparation of its financial statements.
- » The adoption of IFRS had a positive impact on the results of the Group. The most relevant one was represented by the book value of titles and radio and television frequencies, that were no longer amortized but subject annually to an impairment test. In the opening Balance Sheet at January 1, 2004, the historical cost of such items was restored and accumulated amortization was reversed, resulting in an increase in the Shareholders' Equity.

Gruppo Editoriale L'Espresso - Financial Highlights (Year-end)



(€mn)	2004	2005 ⁽¹⁾	2006	2007 ⁽²⁾	2008 ⁽³⁾	2009 ⁽⁴⁾
Revenues	1,081	1,080	1,103	1,098	1,026	887
- Circulation	269	266	266	277	276	274
- Add-Ons	227	201	193	128	115	101
- Advertising	546	586	616	657	608	497
- Other	38	28	28	36	26	15
EBITDA	234	222	204	223	143	107
EBIT	192	177	163	181	95	64
Profit before Taxes	175	152	144	163	76	44
Net Profit	99	116	104	96	21	6
Net Debt	(143)	(253)	(263)	(265)	(279)	(208)
Capital Employed	638	813	836	811	768	704
Shareholders' Equity	484	550	563	535	478	486
Minority Interests	11	11	11	11	11	10
Dividends	(47)	(56)	(62)	(67)	(69)	-
Capex	94	64	36	41	53	25
RATIOS						
EBITDA margin	21.7%	20.6%	18.5%	20.3%	13.9%	12.0%
EBIT margin	17.8%	16.4%	14.8%	16.4%	9.3%	7.2%
Net Debt/EBITDA	0.6x	1.1x	1.3x	1.2x	2.0x	2.0x
ROCE	30.1%	21.8%	19.5%	22.3%	12.4%	9.1%
EPS	0.23	0.27	0.24	0.23	0.05	0.02
Dividends per share	0.13	0.15	0.16	0.17	-	-
Net Debt/Shareholders' Equity	29.6%	45.9%	46.7%	49.5%	58.3%	42.9%

Source: Company's data; Italian Accounting Principles (when not specified)

- In 2005, the income statement includes the impact of paper contributions (€15.1 millions), no longer available in 2006
- 2007 Financial results have benefited from two extraordinary effects produced by new regulatory provisions: the different accounting applied to the employee termination indemnity (TFR) entailed a €7.8 millions positive impact on net profit (€11.6 millions on operating profit); the reduction of both regional tax (IRAP) and income tax (IRES) entailed a recalculation of deferred taxes and subsequent €10.3 millions positive impact on net profit
- Including €25.6 millions of extraordinary charges (€22.1 millions on EBITDA)
- Including €32.8 millions of extraordinary charges (€31.7 millions on EBITDA)

Gruppo Editoriale L'Espresso - Financial Highlights (First Quarter)



(€mn)	1st Quarter 2009	1st Quarter 2010
Revenues	215	214
- Circulation	66	65
- Add-ons	36	23
- Advertising	109	122
- Other	4	4
EBITDA	17	30
EBIT	6	21
Profit before Taxes	1	20
Net Profit	(3)	12
Net Debt	(220)	(200)
Capital Employed	706	708
Shareholders' Equity	475	498
Minority Interests	11	10
Capex	9	8
RATIOS		
EBITDA margin	7.8%	14.2%
EBIT margin	2.8%	9.9%
Net Debt/EBITDA	13.2x	6.6x
ROCE	0.9%	3.0%
Net Debt/Shareholders' Equity	46.3%	40.1%

Source: Company's data

Gruppo Editoriale L'Espresso - Financial Highlights (Year-end)



(€mn)	December, 31 2008	December, 31 2009
Intangible assets	660,4	659,5
Property, Plant and Equipment	221,0	203,6
Investments valued at equity	30,3	30,8
Inventories	27,7	23,2
Trade receivables	258,3	229,9
Tax receivables and Deferred tax assets	68,5	69,2
Cash and cash equivalents	120,7	135,0
Other assets	25,0	43,8
Total Assets	1.411,9	1.395,2
Shareholders' Equity	478,4	485,6
Minority interests	10,8	9,8
Trade payables	147,6	147,6
Tax payables and Deferred tax liabilities	127,3	123,7
Employee termination indemnity and other retirement benefits	90,9	83,9
Provisions for risks and charges	58,9	89,3
Financial payables ⁽¹⁾	399,7	368,4
Other payables	98,3	86,9
Total Liabilities and Shareholders' Equity	1.411,9	1.395,2

(1) of which €300mn outstanding bonds, expiring october, 2014, with no covenants

Source: Company's data

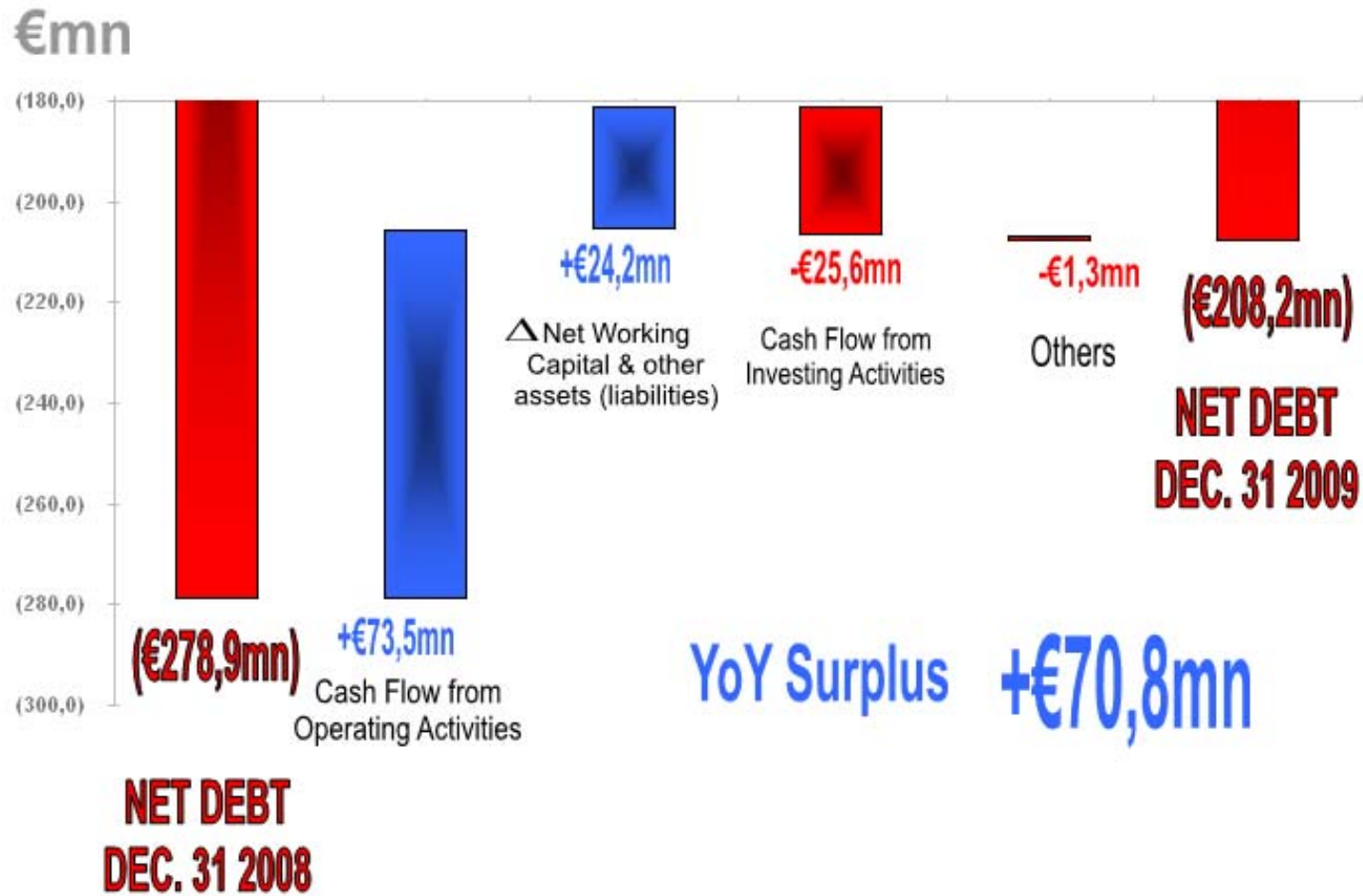
Gruppo Editoriale L'Espresso - Financial Highlights (Year-end)



€ million	DEC. 31, 2008	DEC. 31, 2009	YoY
Intangible assets	660,4	659,5	(0,9)
Property, plant and equipment	221,0	203,6	(17,4)
Investments in equity	30,3	30,8	0,5
Provisions for risk, charges and personnel costs	(149,8)	(173,2)	(23,4)
Net Working Capital and other asset (liabilities)	17,4	(6,8)	(24,2)
Other receivables / (payables)	(11,1)	(10,4)	0,7
NET CAPITAL EMPLOYED	768,2	703,6	(64,6)
Group Shareholders' Equity	478,4	485,6	7,2
Minority interests	10,8	9,8	(1,0)
NET FINANCIAL POSITION	278,9	208,2	(70,8)
<i>of which: Bond</i>	<i>(307,2)</i>	<i>(291,7)</i>	<i>15,5</i>
<i>Bank loans</i>	<i>(92,4)</i>	<i>(76,1)</i>	<i>16,3</i>
<i>Marketable securities</i>	<i>0,1</i>	<i>25,2</i>	<i>25,1</i>
<i>Cash and cash equivalents</i>	<i>120,7</i>	<i>134,4</i>	<i>13,7</i>

Source: Company's data

Gruppo Editoriale L'Espresso – Net Debt



Source: Company's data

Standard & Poor's rating: BB with Negative Outlook

- » Rating first published on September 30th 2004 and last updated on July 28th 2009
- » Dividend policy:
 - Ordinary dividend policy has been established reflecting general conditions of the financial market
 - Extraordinary dividends have been considered only when consistent with an efficient capital structure
 - The General Shareholders' Meeting held on April 21, 2010 resolved not to pay any dividend on the results of 2009



Milestones in Gruppo Editoriale L'Espresso history

1956-1995

1956 Carlo Caracciolo acquires a majority stake in NER

1975 The publishing company changes its corporate title to Editoriale L'Espresso

1976-79 In 1976 *la Repubblica* daily newspaper begins to be published with Arnoldo Mondadori Editore

1977-80 Editoriale L'Espresso acquires several Italian local newspapers (*Il Tirreno*, *Il Mattino di Padova*, *La Nuova Sardegna*) and a 50% share of the advertising company A.Manzoni&C.

1984 Editoriale L'Espresso SpA is listed on the Italian stock exchange. The local newspaper *La Nuova Venezia* is founded. Incorporation of Finegil, a holding company controlling the various local newspapers

1985-89 The local daily *Il Centro* is launched. *La Repubblica's* supplements *Affari&Finanza* and *Il Venerdì* started. Acquisition of 50% of Radio DeeJay (1989)

1989 Arnoldo Mondadori Editore takes a controlling share in Editoriale L'Espresso

1991 Break-up of Mondadori's assets leading to the creation of the Espresso Group in its current form, with the CIR Group as majority shareholder

1992 Acquisition of the entire capital stock of A.Manzoni&C.. The shareholding in Radio DeeJay is increased to 86%

1993 Reorganization in printing plant and videopaginations technologies are implemented in Rome facilities with big savings on labour costs. Launch of the first multimedia products

1994 The Monday edition of *la Repubblica* is released on 10 January with no additional personnel

1995 *La Repubblica* launches the supplements *Musica* and *Salute* and introduces colour printing technology for the front page and adverts

1996-2003

1996 *La Repubblica* presents *D-la Repubblica delle Donne* and launched the website www.repubblica.it. Eugenio Scalfari, founder of *la Repubblica*, relinquishes the editorship in favour of Ezio Mauro

1997 Launch of *la Repubblica's* weekly supplement *Viaggi*. Acquisition of Radio Capital and Italia Radio, total control of Radio DeeJay, and of La Città

1998 Merger between Editoriale L'Espresso SpA and Editoriale La Repubblica SpA into Gruppo Editoriale L'Espresso SpA. Majority shareholding acquired in the publishing company controlling the local titles *Il Piccolo* and *Il Messaggero Veneto*. Italian edition of *National Geographic* starts. The 3 broadcasting companies are merged into a single organization named Elemedia SpA

1999 Kataweb, the Group's Internet Company, is created

2000 A strategic agreement is signed between Unicredito Group and Kataweb, providing the banking group entrance in the company capital of the Espresso Internet Company with a 5% share. EleTV is founded for the realization and development of the satellite Television channel branded DeeJayTV

2001 The Group intervenes in the internet sector, by closing all the activities abroad, defocusing from e-commerce progressively, focusing its effort on the development of contents, services on Group's websites and the offerings of web-solution

2002 Exploitation of the strength and the credibility of *la Repubblica* and *L'espresso* brands. Acquisition of two radio stations in Eastern Europe

2003 Acquisition of the 5% share of Kataweb SpA which had been underwritten by Gruppo Unicredito

2004-2009

2004 The full colour investment of *la Repubblica* was finalized. At the end of the year, an important agreement was reached for the purchase of All Music, the national television network addressed to young people. All the Roman premises of the Group moved into a new headquarters

2005 In April, the Group has finalized the acquisition of the television broadcasting network All Music, having received all the authorizations required by the competent Authorities

2006 The Group keeps developing its activity towards a multimedia system. The offer of contents on different platforms is strengthening. The market of young people is steadily kept by the 3 radio stations, by the monthly XL, by the Internet and by the TV network All Music. *Repubblica* is available 24 hours a day, 7 days a week, on every media: the newspaper, the website and *RepubblicaTV*.

2007 *la Repubblica* launched R2, the new section of the newspaper with inquiries, dossier, reportages, whereas *L'espresso* magazine renewed its cover and graphics. Radio DeeJay increased its multimedia offer, with Radio DeeJay Club, new website for cellular phones, and a new peer-to-peer connection for a wide social network. The editorial staff of *la Repubblica* signed an agreement through which journalists engage themselves in delivering written and audio-video contents both for the website and for the printed paper.

2008 *la Repubblica* proves again, for the eighth time in a row, number one in terms of readership among newspapers. A new website of *Repubblica Parma* has been started out. It is the tenth local edition of the newspaper, though the only one exclusively online. An official Radio DeeJay channel has been created on YouTube.

2009 The new broadcasting channel "DeeJay TV" was born in November 2009. The brand of the leading Espresso Group "Radio DeeJay" - already available on the Internet, podcast, mobile, and satellite TV - has thus been strengthened.

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