



KOS

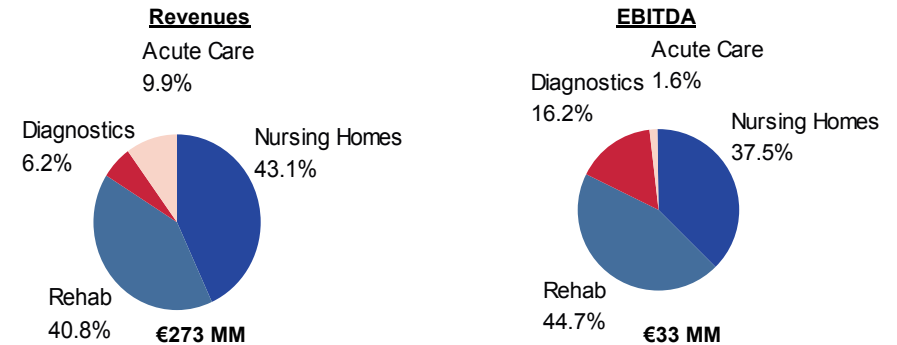
*Group Presentation*

2010

# Snapshot of KOS

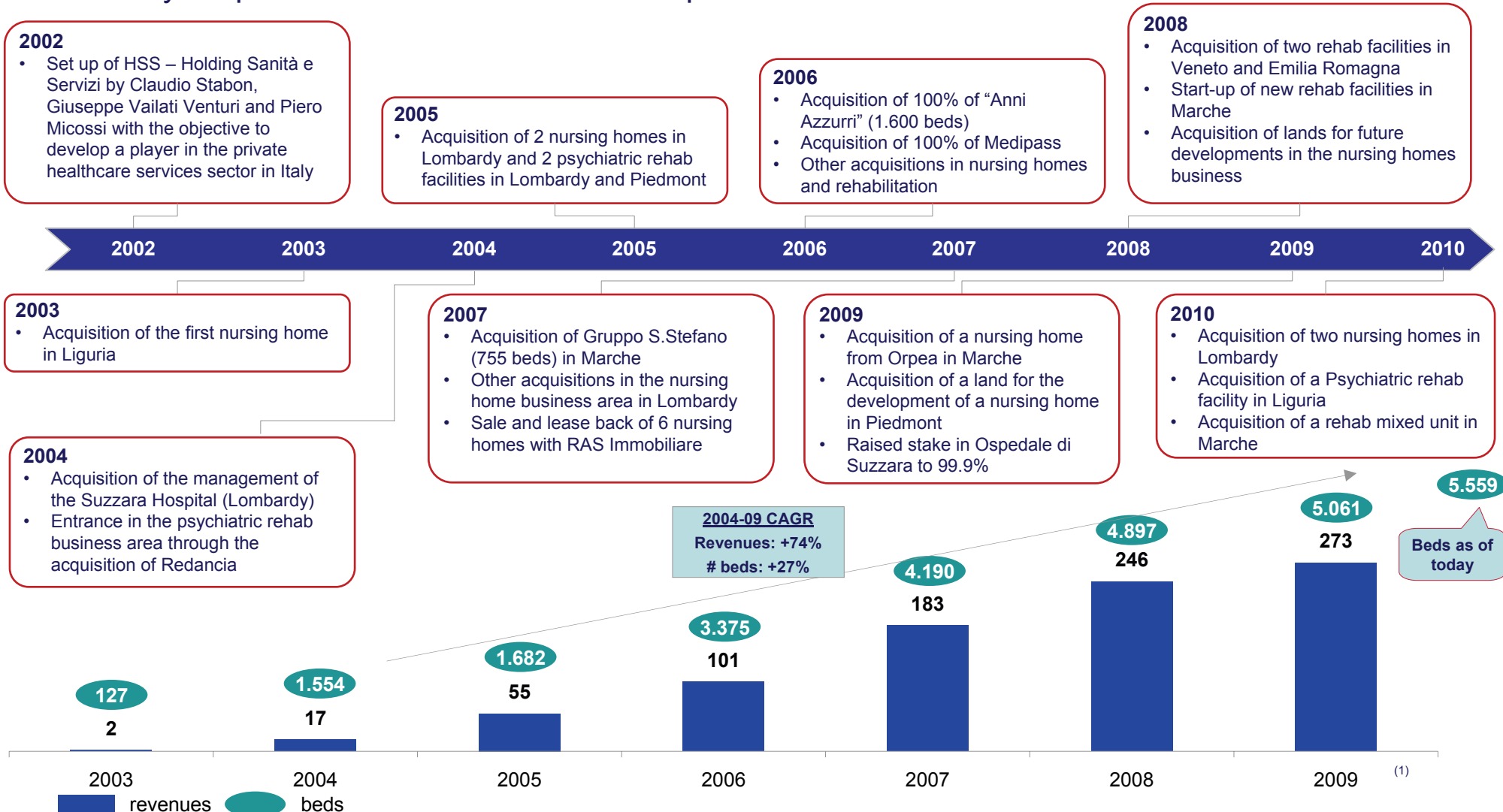
- First player in private **nursing homes**
- Leading player in **functional and psychiatric private rehabilitation** in the Italian market
- Presence in hospital management
  - **Advanced diagnostic services** and **acute care**
- €273 MM revenues and €33 MM EBITDA in 2009
- Revenues CAGR 2004-09: **+74%**
- **5.559 beds** (+27% 2004-09 CAGR) and 59 facilities as of today
- Selective geographical presence in Italy's most attractive Regions
- **4.242 people**, of which **3.421 direct employees** as of December 2009

## 2009 Consolidated Revenues and EBITDA Breakdown



# History

## Key Acquisitions and Greenfield Developments



**Notes**

1. Total number of beds as of March 2010 equal to 5,559



Vision, Mission and values

# Our Vision

The **demographic evolution**, the marked difference in the **demands of various social groups**, **growing technological sophistication** and the **greater willingness of people** to spend money on healthcare are factors that are increasingly impacting on national budgets, and bringing about changes to the relationships between the public health system, the overall supply of health services and the wellbeing of the public. In this context, private, industrial-scale and international operators able to combine entrepreneurship with subsidiarity represent the motor of change and can instigate the development of new market scenarios through the innovative supply of services, increasingly focused on the importance of people.

# Our Mission

We provide our clients with health services and personal assistance, exuding great **professionalism**, **humanity** and **warmth**, in the **areas of chronic care and rehabilitation**, **advanced hi-tech diagnostic** and therapeutic services, and **services for acute care** across Italy, guaranteeing growth and continuity in the creation of value for our shareholders.

We operate in absorbing contexts and place the emphasis on professionalism and talent, promoting the importance of **individual contributions**.

# Our Values

Our sense of **Responsibility** means we are aware of our actions, and this leads us to operate in an exemplary manner, with great integrity; people expect us to act in a positive manner.

**Our focus on the client** means we stand out for our ability to interact, listen and interpret, our dedication and commitment to providing a service; we win people over by anticipating their expectations.

For us, **Professionalism** is a commitment to growth, continuous updating and investigation; our passion and expertise is evident in our serious and thorough approach.

**Respect** means that we recognise the role, dignity and freedom of every individual; people are happy (they feel free) to interact with us.

Our desire for **Transparency** means we are committed to sharing information for the tangible participation of each person in the daily life and success of the company, and for the development of fair and equal opportunities; there is a real openness and possibility of interaction that people can take advantage of.

The sense of **Belonging** that characterises us derives from our sharing of a common mission, from the identification with company values, and from the contribution made by all towards meeting common goals; people identify with us and are proud to join our company.

For us, **Consistency** means staying loyal to our principles and the commitments we have undertaken, and is expressed in our actions, that comply with company values and declarations; our admirable conduct is evident in our day-to-day actions.

Our human and cultural resources, as well as our ideas, have always stood out for their **Diversity**; promoting this concept and ensuring that it successfully coexists with our common goals is part of our daily commitment. People acknowledge that we are able to respect this concept, and view it as a value.



# Strategy

# KOS Strategy Key Pillars for a Successful and Profitable Growth

- A) Growth Through Selective Acquisitions**
- B) Organic Growth**
- C) Operating Efficiency Improvement**
- D) Real Estate Active Management**
- E) Strong Brand Recognition: Quality of Service, Ethics and Client Focus**

The KOS logo features the letters 'KOS' in a serif font. The 'K' and 'S' are dark blue, while the 'O' is a light blue color with a red outline.

**Expand  
KOS leadership in the Italian  
healthcare services sector**



Nursing Homes Business Area

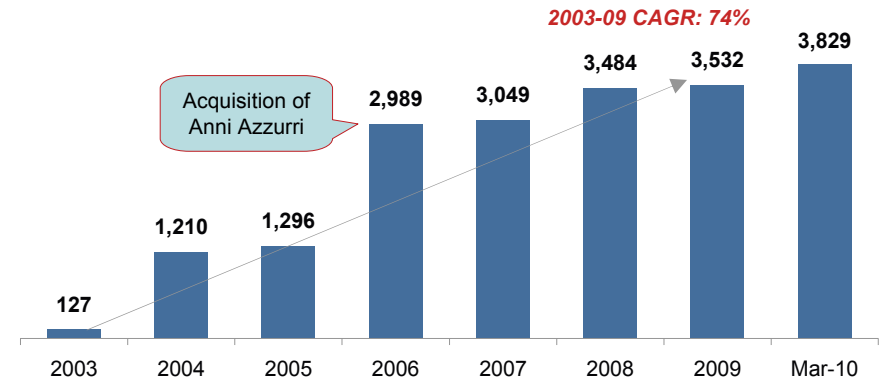
# Nursing Homes Area

Under the brand Anni Azzurri

## Key highlights

- KOS is the first private player in nursing homes in Italy in terms of revenues and beds
  - **3.829 beds in 37 facilities** as of March 2010
- It operates through the brand **Anni Azzurri** and provides social and healthcare assistance to dependent elderly people
- Residenze Anni Azzurri has developed from the consolidation of various facilities and companies already active in the Italian landscape
  - In addition, it started up **8 facilities for 776 beds**
- Facilities are concentrated in the **Centre-North of Italy**
- All facilities offer nursing services with an important healthcare component that could hardly be provisioned through domiciled care
- **1.789 employees** as of December 2009

## Historical Number of Beds



# Nursing Homes “Footprint”

## Selective Presence in Italian Regions

- 37 nursing homes in 6 Regions

### KOS Nursing Homes as of March 2010

<i>Region</i>	<i># of Facilities</i>	<i>Authorised Beds</i>
Lombardy	12	1,443
Piedmont	14	1,395
Liguria	6	394
Emilia Romagna	2	203
Veneto	2	318
Marche	1	76
<b>Total</b>	<b>37</b>	<b>3,829</b>





## Rehab Business Area

## KOS is a leading player in rehab in the Italian market

- It operates through **Santo Stefano** brand (functional rehab) and **Redancia** brand (psychiatric rehab)

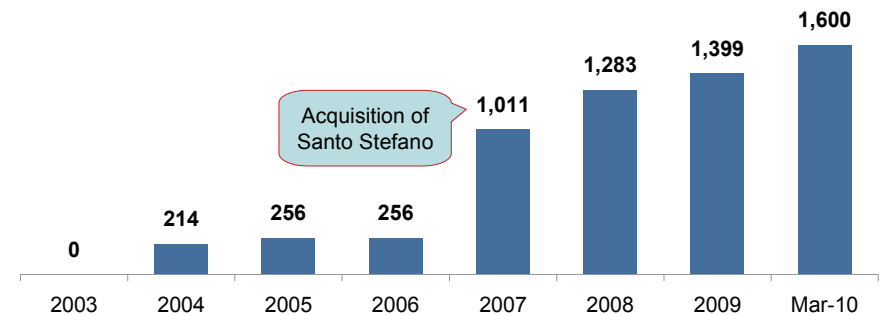
### Functional rehab – Santo Stefano

- Santo Stefano origins date back to the 60s when a rehab centre was constructed in the Marche Region
- Undisputed leader in Marche
- **1.405 beds in 12 facilities** as of March 2010
  - Excluding 13 out-patient rehab centres in Marche
- **1.414 employees** as of December 2009

### Psychiatric rehab – La Redancia

- Psychiatric therapy for adults
- Mostly present in Liguria
- **195 beds in 9 facilities** as of March 2010
- **32 employees** as of December 2009

## Historical Number of Beds



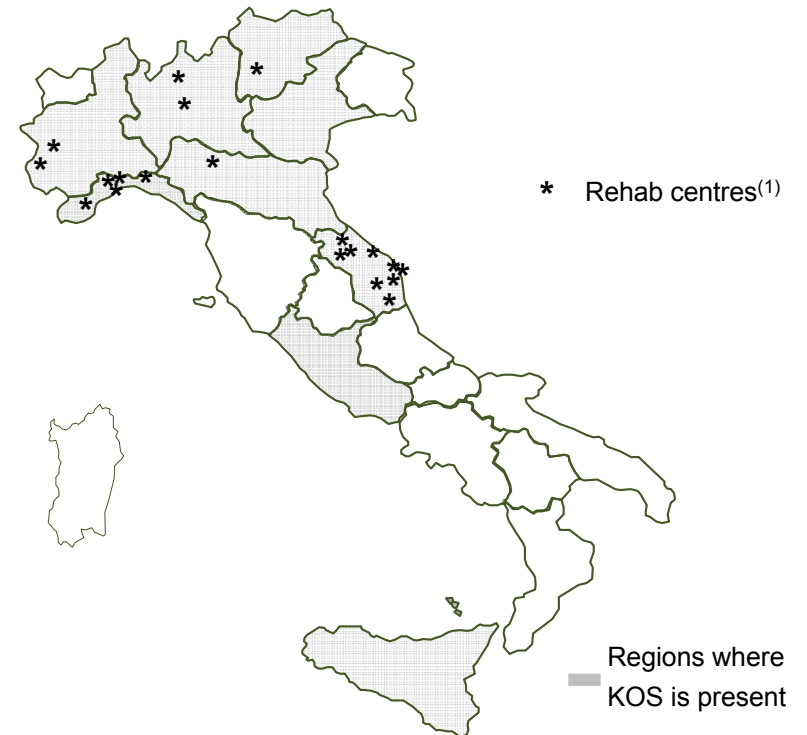
# KOS Rehab Centres

## Selective Presence in Italian Regions

- 21 centres in 6 Regions

### KOS Rehab Centres as of March 2010<sup>(1)</sup>

Region	# of Facilities	Authorised Beds
Lombardy	2	110
Piedmont	2	43
Liguria	6	133
Marche	9	1,098
Emilia Romagna	1	91
Trentino	1	125
<b>Total</b>	<b>21</b>	<b>1,600</b>



**Notes**

1. Excluding 13 out-patient centres in Marche



## Hospital Management Business Area

Medipass

## Diagnostic Services - Medipass

- Medipass supplies turnkey advanced services of design, development and management of complex medical equipment in outsourcing to hospitals and private/ public healthcare facilities
- Medipass technologies include:
  - Diagnostic images (RX, CT, MRI)
  - Nuclear medicine (PET/CT)
  - Radiotherapy (Protontherapy)
- Focus on innovative technologies
- **9 operating services** as of December 2009
- Exploitation of *project financing*
- Founded by Guglielmo Brayda di Soletto in 1990

## Medipass value proposition: key advantages

- Provide the best medical technologies fitting the clients' needs
- Optimise the utilisation of diagnostic and therapeutic systems
- Financing methodology that facilitates the adoption of new diagnostic technologies
- Increase the ability to satisfy existing demand or reach potential targets
- Allow the hospital to focus on its core competencies and core activity of care

# Medipass Active Contracts

9 active contracts

## Medipass Active Contracts

Region	City	Hospital	Service
Veneto	Mestre	Nuovo Ospedale di Mestre	PET/CT
Veneto	Mestre	Nuovo Ospedale di Mestre	Radiology, Neuro radiology
Veneto	Vicenza	Ospedale di Vicenza	PET/CT
Veneto	Castelfranco Veneto	Ospedale di Castelfranco Veneto	Cyclotron and radio pharmacy
Emilia Romagna	Bologna	Casa di Cura Toniolo	Lithotripter
Lazio	Rome	Ospedale Gemelli	Cyclotron, radio pharmacy and 2 PET/CT
Sicily	Catania	Ospedale Cannizzaro	Cyclotron, radio pharmacy and PET/CT
Sicily	Catania	Ospedale Garibaldi	PET/CT
Lombardy	Suzzara	Ospedale di Suzzara	MRI



# Overview of the Hospital Management Business Area

## Acute care - Suzzara

### Acute Care – Suzzara Hospital

- KOS won the concession to operate the Suzzara hospital in 2004, until 2022
- One of the 8 Public-Private-Partnerships experiments in operations in Italy
- **130 beds** as of December 2009 (including 10 rehab)
- Strategic position on the border between Lombardy and Emilia Romagna
  - In 2009, ~70% of Suzzara activity was on patients from Lombardy and ~30% on other patients
- As of December 2009, **employed 102 direct** KOS Group employees and 168 public employees of the Carlo Poma hospital

### Key objectives

- Completion of new investments in diagnostics, equipment and structure extraordinary maintenance
- Provide financial support for the necessary technological renewal
- Upgrade of the structure to fully comply with accreditation and security requirements
- Attract both patients and qualified professionals
- Complete economical and financial turnaround

### Suzzara Hospital Organisation





# Management

# Management

Combination of diversified set of skills and experience in the healthcare sector

**Claudio Stabon,**  
*Chairman*



- Co-founder of KOS
- Head of Investments for CIR since 1998
- Past experiences: co-founder of Sorgenia, Vice President at Bain & Co., McKinsey, Westinghouse & Co.
- Graduated in Electronic Engineering; MBA from the Harvard Business School

**Giuseppe Vailati Venturi,** *CEO*



- In KOS since its start-up, became CEO in 2009
- Previously CFO of KOS
- Past experiences: Head of Corporate Development at CIR; Consultant at Bain & Co.
- Graduated in Business Administration; MBA from INSEAD

**Achille Di Bernardo,** *CFO & Investor Relator*



- In KOS since 2007, became CFO in 2009
- Previously Co-Head of Development of KOS
- Past experiences: Senior Manager in Value Partners; Member of Marketing Direction of Elsag (Finmeccanica Group)
- Graduated in Business Administration

**Enrico Brizioli,** *CEO of Santo Stefano and Chairman of Suzzara*



- CEO of S. Stefano since 2002
- Years in healthcare: 23
- Previously held several roles in the Italian healthcare system
- Professor at the Ancona University
- Graduated in Medicine and Surgery; Ph.D in Neuroscience
- Several publications in the Healthcare services literature and active co-operation with the Italian Ministry of Healthcare

**Paolo Tassinari,** *CEO of Anni Azzurri*



- CEO of Anni Azzurri since 2006
- Years in healthcare/ pharma: 23
- Previously held various roles in the Italian private healthcare sector, including General Manager at the Ponte San Pietro Hospital near Bergamo and of the Rotelli Group
- Graduated in Technological Industries Engineering

**Guglielmo Brayda Di Soletto,**  
*CEO of Medipass*



- Founder of Medipass in 1990
- Years in healthcare: 28
- Founding member of the ISMS (International Society for Medical Shockwave Treatment)
- Held several positions in hospitals in Neurology and Neuro-Radiology
- Graduated in Medicine and Surgery; specialisation in Neurology