



**Nice**

# The Nice Way

**2006 Results**

February 14, 2007

# Today's Speakers

Nice



**Lauro Buoro**

**Founder, Chairman & CEO**

Age: 44

In Nice since Foundation



**Davide Gentilini**

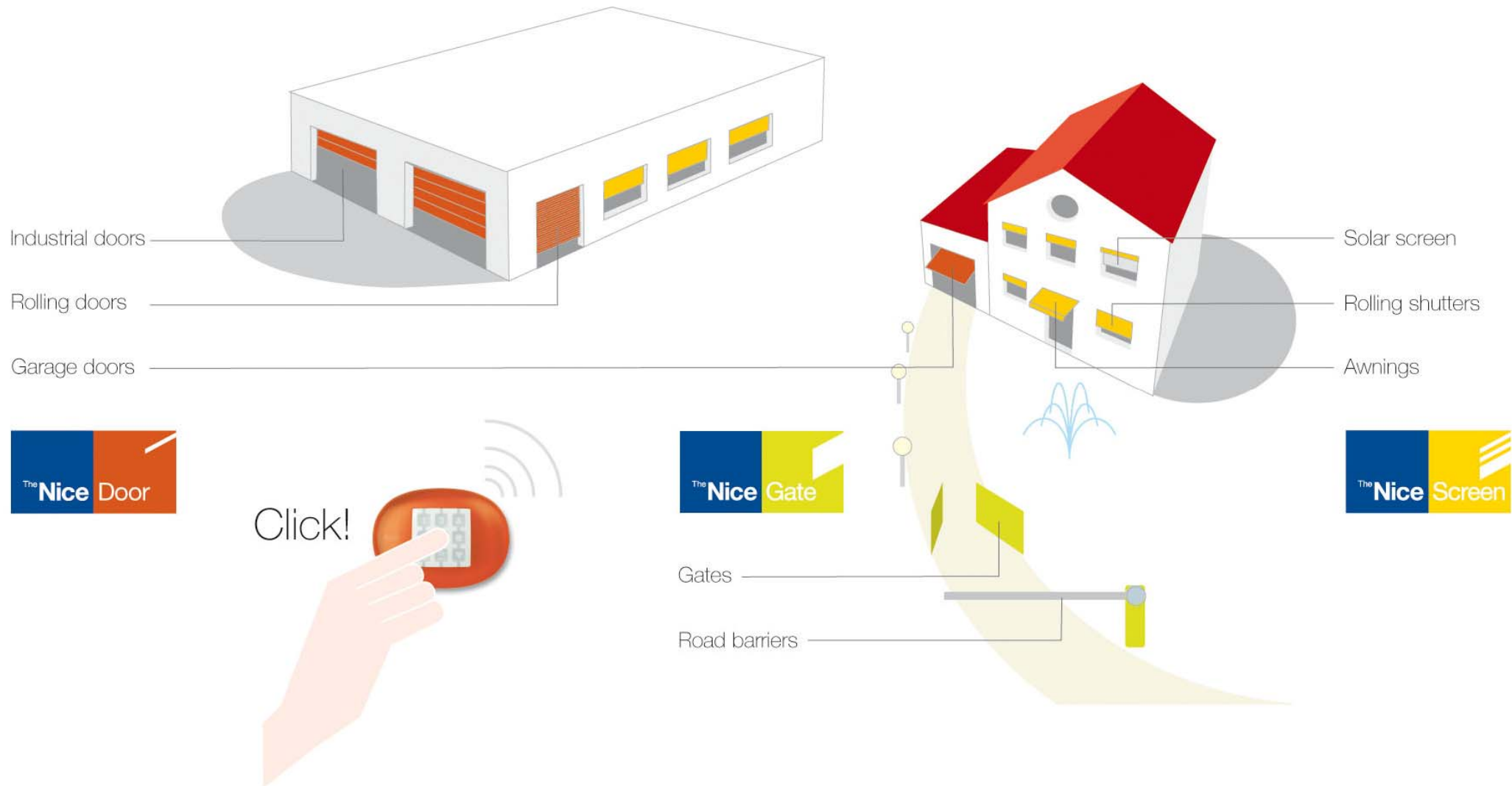
**CFO**

Age: 43

In Nice since 1998

# Nice: Home Automation for Inside and Outside

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# 2006 Results' Highlights

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- ▣ 23.4% sales growth to €150.0m (€121.6m in 2005 PF)
- ▣ 61.5% gross margin (60.5% in 2005 PF)
- ▣ 32.1% EBITDA margin (31.2% in 2005 PF)
- ▣ 18.9% net income margin (17.0% in 2005 PF)
- ▣ €18.1m free cash flow (€11.2m in 2005 PF)

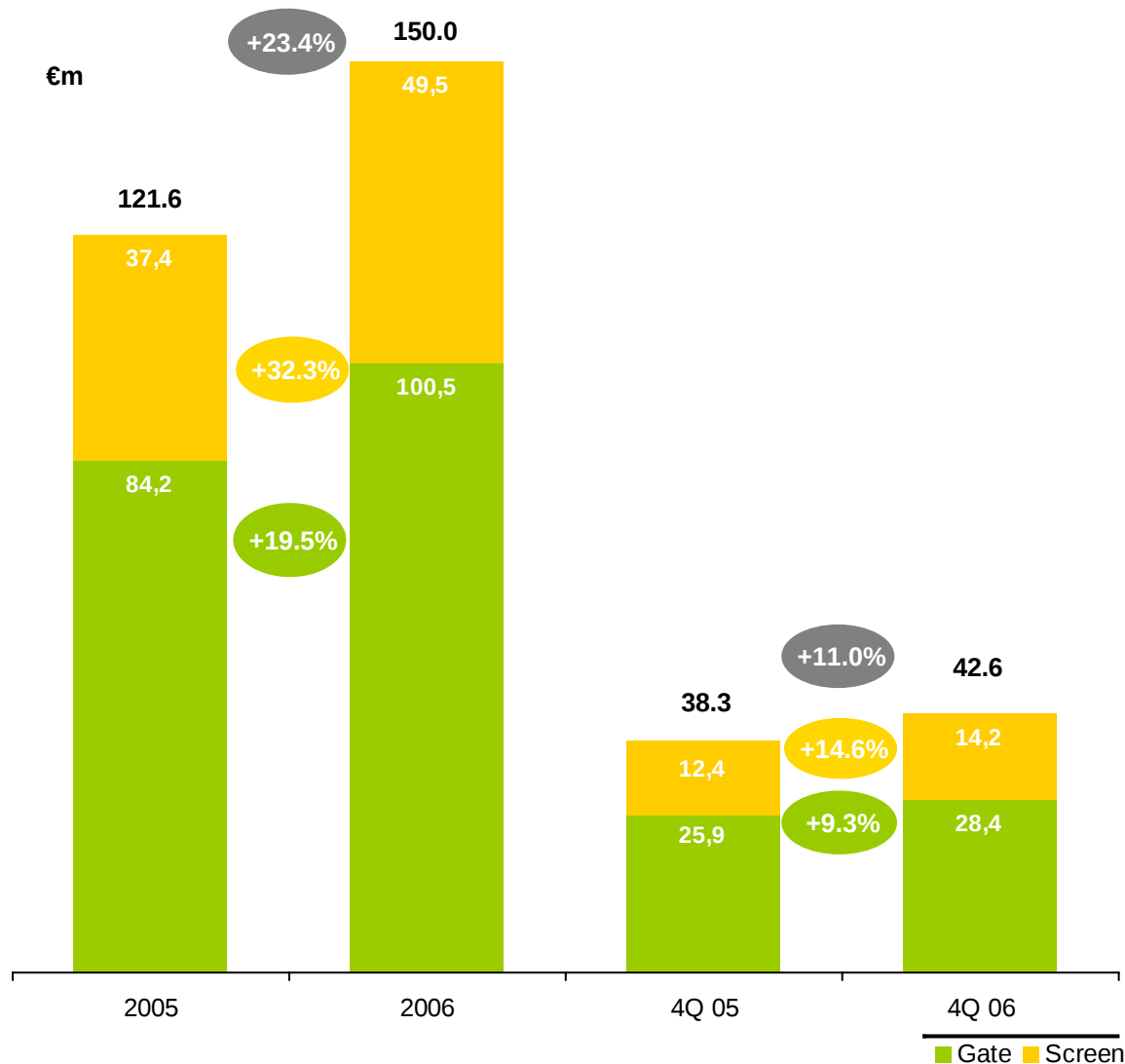
| €m <sup>(1)</sup>     | FY 2006 |        | 2005 PF |        | YoY Growth |
|-----------------------|---------|--------|---------|--------|------------|
| <b>Net Sales</b>      | 150.0   | 100.0% | 121.6   | 100.0% | 23.4%      |
| <b>Gross Profit</b>   | 92.3    | 61.5%  | 73.6    | 60.5%  | 25.5%      |
| <b>EBITDA</b>         | 48.2    | 32.1%  | 38.0    | 31.2%  | 26.9%      |
| <b>EBIT</b>           | 45.2    | 30.2%  | 35.5    | 29.2%  | 27.3%      |
| <b>Net Income</b>     | 28.3    | 18.9%  | 20.7    | 17.0%  | 36.7%      |
| <b>Free Cash Flow</b> | 18.1    | 12.1%  | 11.2    | 9.2%   | 61.6%      |
| <b>EPS</b>            | 0.244   |        | 0.178   |        | 36.7%      |

(1) Excluding EPS (€)

Source: Company Financial Statements

# Net Sales Breakdown By Product line

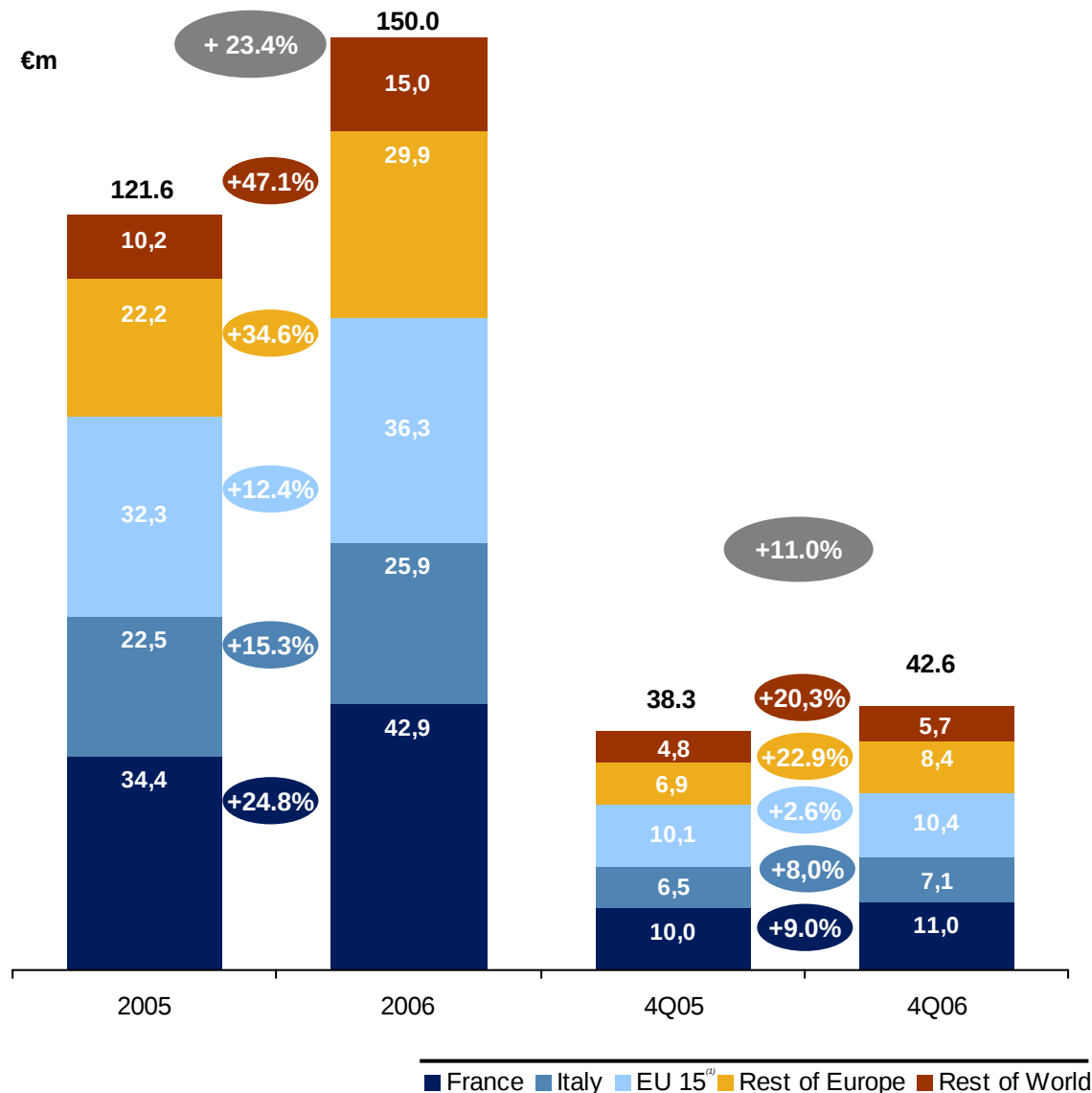
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- Rapid sales growth in both product lines:
  - 2006 Gate sales rose by 19.5%
  - 2006 Screen sales rose by 32.3%
- Revenues of the screen division continued to be strong notwithstanding the decision to postpone the launch of some new products
- Revenues of the gate division were in line with our targets. Sales were driven by western and eastern european markets, in particular by the Russian market

# Net Sales Breakdown By Region

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- Sales in 4Q06 impacted by the delay in the launch of new products, in particular in Europe (Italy, France, EU15)
- Russian sales in 4Q almost doubled. Poland and the rest of Eastern Europe continued to be strong
- In the rest of the world sales growth was in line with our target

(1) Excluding Italy and France

# Net Sales Breakdown

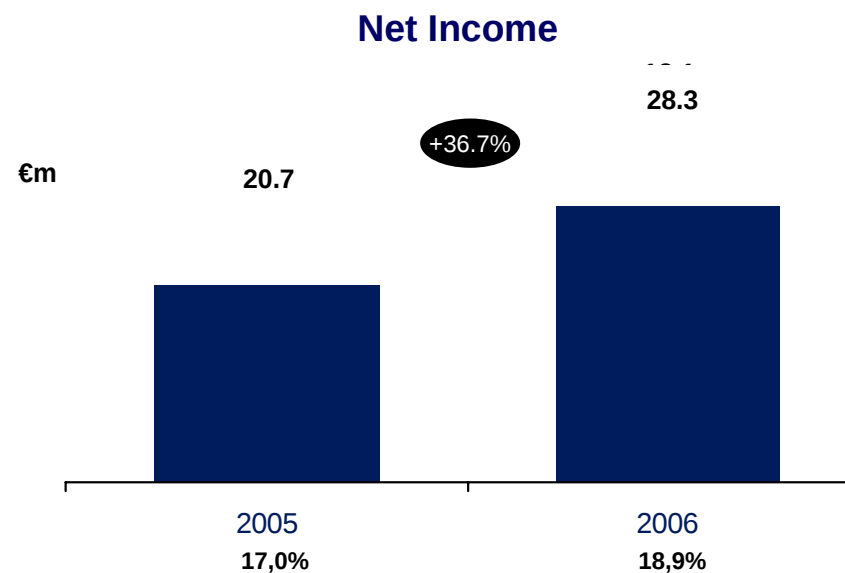
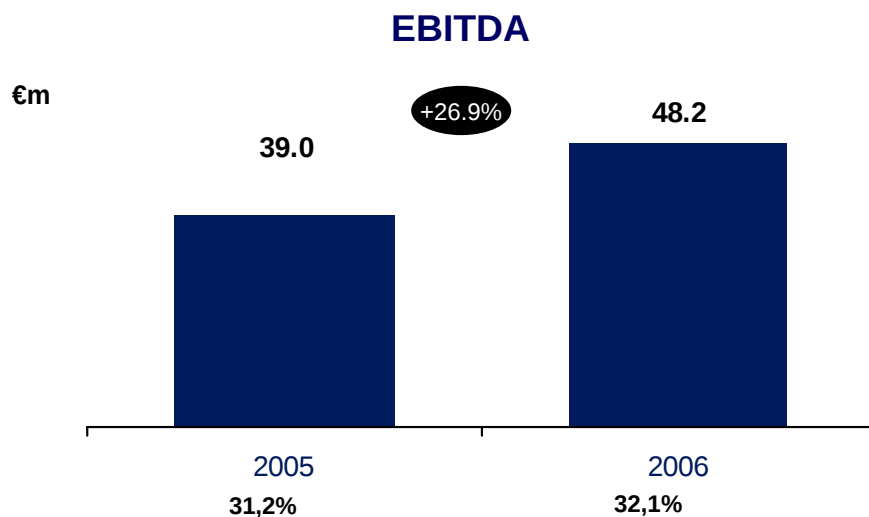
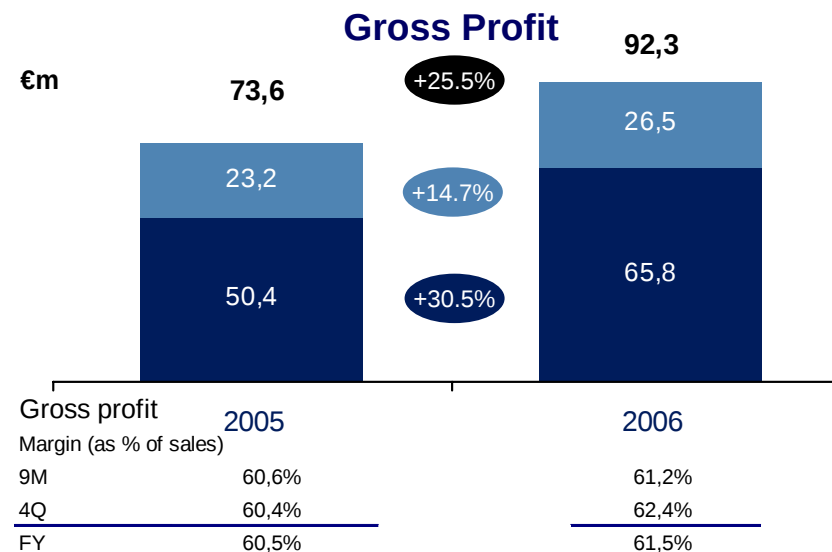
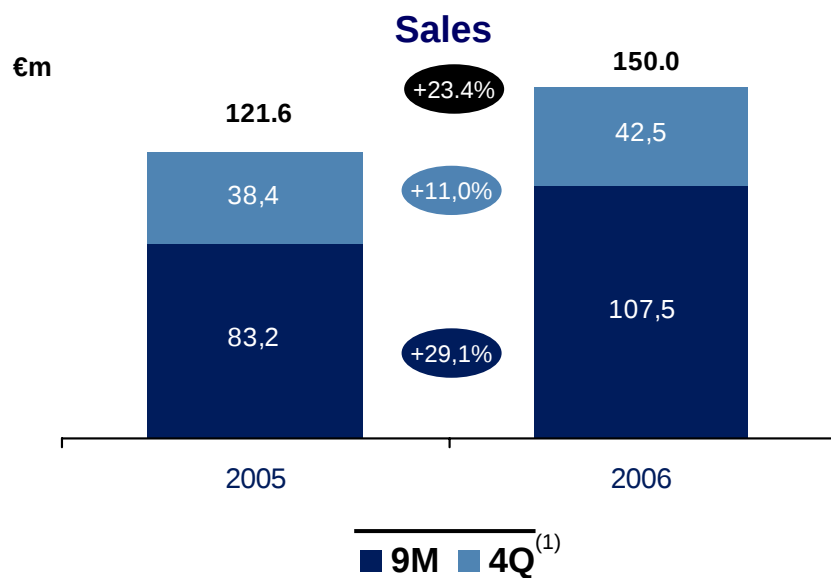
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| €m      |                      | FY 2005      | %             | FY 2006      | %             | Growth       | 4Q 2005     | %             | 4Q 2006     | %             | Growth       |
|---------|----------------------|--------------|---------------|--------------|---------------|--------------|-------------|---------------|-------------|---------------|--------------|
| Product | Gate                 | 84.2         | 69.2%         | 100.5        | 67.0%         | 19.5%        | 25,9        | 67,7%         | 28,4        | 66,7%         | 9,3%         |
|         | Screen               | 37.4         | 30.8%         | 49.5         | 33.0%         | 32.3%        | 12,4        | 32,3%         | 14,2        | 33,3%         | 14,6%        |
|         | <b>Net Sales</b>     | <b>121.6</b> | <b>100.0%</b> | <b>150.0</b> | <b>100.0%</b> | <b>23.4%</b> | <b>38.3</b> | <b>100,0%</b> | <b>42,6</b> | <b>100,0%</b> | <b>11.0%</b> |
| Region  | France               | 34.4         | 28.3%         | 42.9         | 28.6%         | 24.8%        | 10,0        | 26,2%         | 11,0        | 25,8%         | 9,0%         |
|         | Italy                | 22.5         | 18.5%         | 25.9         | 17.3%         | 15.3%        | 6,5         | 17,1%         | 7,1         | 16,6%         | 8,0%         |
|         | EU 15 <sup>(1)</sup> | 32.3         | 26.6%         | 36.3         | 24.2%         | 12.4%        | 10,1        | 26,4%         | 10,4        | 24,4%         | 2,6%         |
|         | Rest of Europe       | 22.2         | 18.2%         | 29.9         | 19.9%         | 34.6%        | 6,9         | 17,9%         | 8,4         | 19,8%         | 22,9%        |
|         | Rest of World        | 10.2         | 8.4%          | 15.0         | 10.0%         | 47.1%        | 4,8         | 12,4%         | 5,7         | 13,5%         | 20,3%        |
|         | <b>Net Sales</b>     | <b>121.6</b> | <b>100.0%</b> | <b>150.0</b> | <b>100.0%</b> | <b>23.4%</b> | <b>38,3</b> | <b>100,0%</b> | <b>42,6</b> | <b>100,0%</b> | <b>11,0%</b> |

(1) Excluding Italy and France

# Superior Growth in Sales and Profitability

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<sup>(1)</sup> No Proforma

# Profit & Loss

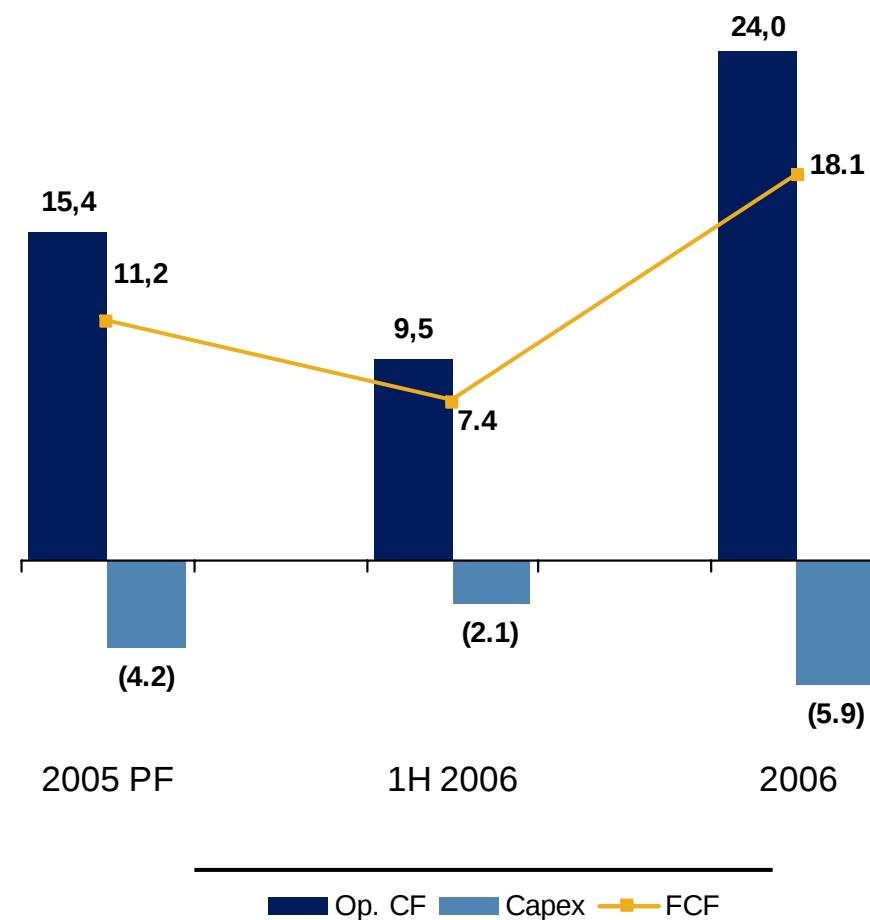
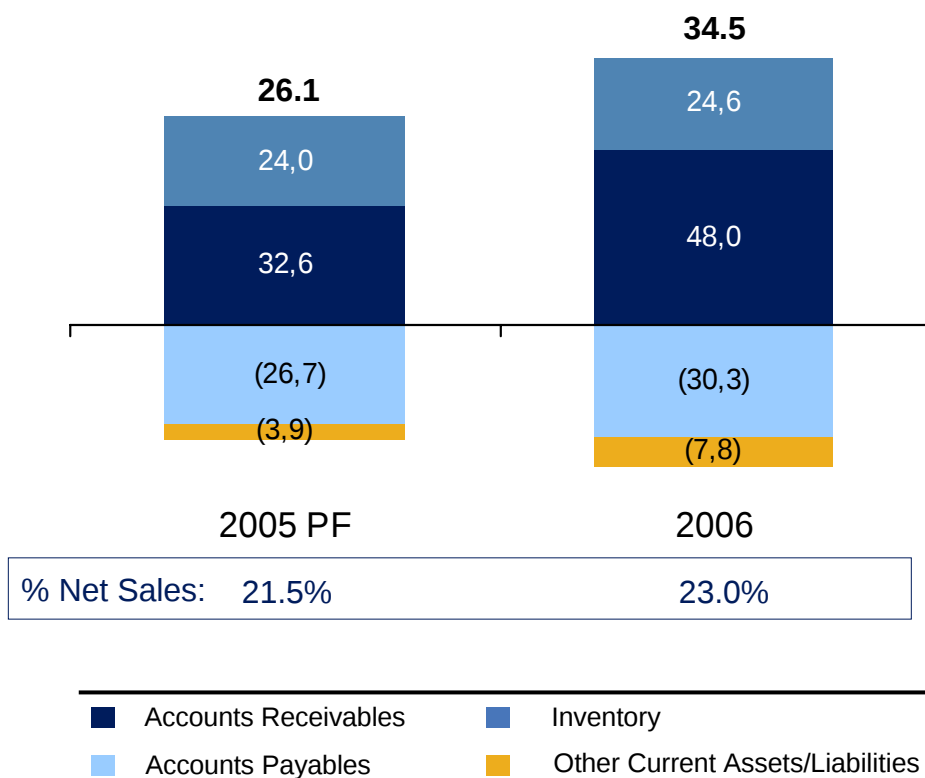
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| €m                       | 2006 IFRS % |              | 2005 PF %   |              | 4Q 2006 %   |              | 4Q 2005 <sup>(1)</sup> % |              |
|--------------------------|-------------|--------------|-------------|--------------|-------------|--------------|--------------------------|--------------|
| <b>Net Sales</b>         | 150.0       | 100.0%       | 121.6       | 100.0%       | 42,6        | 100,0%       | 38,3                     | 100,0%       |
| <b>COGS</b>              | (57.7)      | (38.5%)      | (48.0)      | (39.5%)      | (16,0)      | (37,6%)      | (15,2)                   | (39,6%)      |
| <b>Gross Profit</b>      | <b>92.3</b> | <b>61.5%</b> | <b>73.6</b> | <b>60.5%</b> | <b>26,6</b> | <b>62,4%</b> | <b>23,1</b>              | <b>60,4%</b> |
| Industrial costs         | (2.3)       | (1.5%)       | (1.8)       | (1.5%)       | (0,6)       | (1,5%)       | (0,8)                    | (2,1%)       |
| Marketing costs          | (6.4)       | (4.2%)       | (4.7)       | (3.9%)       | (2,3)       | (5,4%)       | (1,1)                    | (2,9%)       |
| Commercial costs         | (6.6)       | (4.4%)       | (5.7)       | (4.7%)       | (1,9)       | (4,4%)       | (1,9)                    | (4,9%)       |
| General & adm. costs     | (11.5)      | (7.7%)       | (9.7)       | (8.0%)       | (3,4)       | (8,0%)       | (2,2)                    | (5,7%)       |
| Personnel costs          | (18.6)      | (12.4%)      | (14.6)      | (12.0%)      | (6,0)       | (14,1%)      | (5,2)                    | (13,5%)      |
| Other Rev. / (costs)     | 1.3         | 0.8%         | 0.9         | 0.7%         | 0,2         | 0,5%         | 0,2                      | 0,6%         |
| <b>EBITDA</b>            | <b>48.2</b> | <b>32.1%</b> | <b>38.0</b> | <b>31.2%</b> | <b>12,6</b> | <b>29,6%</b> | <b>12,3</b>              | <b>32,0%</b> |
| D&A                      | (3.0)       | (2.0%)       | (2.5)       | (2.0%)       | (0,9)       | (2,0%)       | (0,7)                    | (2,0%)       |
| <b>EBIT</b>              | <b>45.2</b> | <b>30.2%</b> | <b>35.5</b> | <b>29.2%</b> | <b>11,7</b> | <b>27,5%</b> | <b>11,5</b>              | <b>30,1%</b> |
| Interest income / (exp)  | 0.1         | 0.1%         | (0.8)       | (0.7%)       | 0,2         | 0,5%         | 0,0                      | 0,0%         |
| <b>Profit before Tax</b> | <b>45.4</b> | <b>30.2%</b> | <b>34.7</b> | <b>28.5%</b> | <b>11,9</b> | <b>28,0%</b> | <b>11,5</b>              | <b>30,1%</b> |
| Taxes                    | (17.1)      | (11.4%)      | (14.0)      | (11.5%)      | (4,2)       | (9,8%)       | (4,5)                    | (11,8%)      |
| <b>Net Income</b>        | <b>28.3</b> | <b>18.9%</b> | <b>20.7</b> | <b>17.0%</b> | <b>7,8</b>  | <b>18,2%</b> | <b>7,0</b>               | <b>18,3%</b> |

<sup>(1)</sup> No Proforma

# Strong Control on Working Capital

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# Healthy Balance Sheet

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| €m                                | FY 2006       | 1H 2006       | 2005 PF      |
|-----------------------------------|---------------|---------------|--------------|
| Intangible assets                 | 7.7           | 7.7           | 7.3          |
| Tangible assets                   | 12.1          | 9.8           | 9.6          |
| Other fixed assets                | 10.4          | 12.5          | 10.0         |
| <b>Fixed Assets</b>               | <b>30.2</b>   | <b>30.0</b>   | <b>26.9</b>  |
| Trade receivables                 | 48.0          | 47.3          | 32.6         |
| Inventory                         | 24.6          | 24.0          | 24.0         |
| Trade payables                    | (30.3)        | (29.1)        | (26.7)       |
| Other curr. assets / (Liab.)      | (7.8)         | (12.3)        | (3.9)        |
| <b>Net Working Capital</b>        | <b>34.5</b>   | <b>30.0</b>   | <b>26.1</b>  |
| <i>% on sales</i>                 | <i>23.0%</i>  | <i>21.7%</i>  | <i>21.5%</i> |
| <b>Severance and other funds</b>  | <b>(2.7)</b>  | <b>(2.7)</b>  | <b>(2.9)</b> |
| <b>Net Invested Capital</b>       | <b>62.0</b>   | <b>57.4</b>   | <b>50.0</b>  |
| Shareholders' equity              | 108.7         | 93.5          | 50.1         |
| Minorities                        | 0.5           | 0.4           | 0.5          |
| <b>Total Shareholders' Equity</b> | <b>109.2</b>  | <b>93.9</b>   | <b>50.6</b>  |
| Cash & cash equivalents           | (49.6)        | (39.3)        | (3.4)        |
| Total debt                        | 2.4           | 2.8           | 2.8          |
| <b>Net Financial Position</b>     | <b>(47.2)</b> | <b>(36.5)</b> | <b>(0.6)</b> |
| <b>Net Capital Employed</b>       | <b>62.0</b>   | <b>57.4</b>   | <b>50.0</b>  |
| <i>Pre-Tax ROCE</i>               | <i>72.9%</i>  | <i>72.2%</i>  | <i>70.9%</i> |

# Improving Cash Flow Generation

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| €m                                                    | FY 2006      | 1H 2006      | 2005 PF      |
|-------------------------------------------------------|--------------|--------------|--------------|
| <b>Net Income</b>                                     | <b>28.3</b>  | <b>13.2</b>  | <b>20.7</b>  |
| Depreciation and amortization                         | 3.0          | 1.4          | 2.5          |
| Other non-cash items                                  | 1.8          | 2.4          | 4.9          |
| Change in net working capital                         | (9.0)        | (7.5)        | (12.7)       |
| <b>Operating Cash Flow</b>                            | <b>24.0</b>  | <b>9.5</b>   | <b>15.4</b>  |
| Capital expenditure                                   | (5.9)        | (2.1)        | (4.2)        |
| (Increase) / decrease in inv. in other assets         | 0.0          | 0.0          | 0.0          |
| <b>Cash Flow from Investing Activities</b>            | <b>(5.9)</b> | <b>(2.1)</b> | <b>(4.2)</b> |
| <b>Free Cash Flow</b>                                 | <b>18.1</b>  | <b>7.4</b>   | <b>11.2</b>  |
| Change in short term debt                             | (0.3)        | 0.0          | 0.5          |
| Change in long term debt and other fin. act.          | (0.4)        | (0.3)        | (1.1)        |
| <b>Cash Flow from Financing Activities</b>            | <b>(0.7)</b> | <b>(0.3)</b> | <b>(0.6)</b> |
| Exchange Rate Adjustments                             | 0.0          | (0.1)        | 0.0          |
| <b>Cash Flow of the Period</b>                        | <b>17.4</b>  | <b>7.2</b>   | <b>10.6</b>  |
| <b>Cash &amp; cash equiv. at the beg. of the year</b> | <b>32.1</b>  | <b>32.1</b>  | <b>32.0</b>  |
| Cash Flow absorbed by spin-off activities             | (0.4)        | (0.4)        | (10.6)       |
| Net Cash from the spin-off of real estate act.        | (28.7)       | (28.7)       | (28.7)       |
| Cash from IPO proceeds                                | 29.2         | 29.1         |              |
| <b>Cash &amp; cash equiv. at the end of the year</b>  | <b>49.6</b>  | <b>39.3</b>  | <b>3.4</b>   |

## Improved Products

- Continuous investment in R&D (2% of 2006 sales)
- New technological compatible solutions (e.g. Zig Bee, Demo Z-Sim)
- Launch of new innovative systems (e.g. Nice Opera, Nice Moovo)

## Further International Expansion

- Increase penetration in core markets
- Further strengthen of Nice's sales force
- Opening of new subsidiaries

## Brand Support

- Continuous marketing effort (4.2% of 2006 Sales)
- New Marketing actions to reinforce Nice relationship with its clients
- Innovative communication like for example the sponsorship for the restructuring of Palazzo Pitti in Florence or Nice *feel*

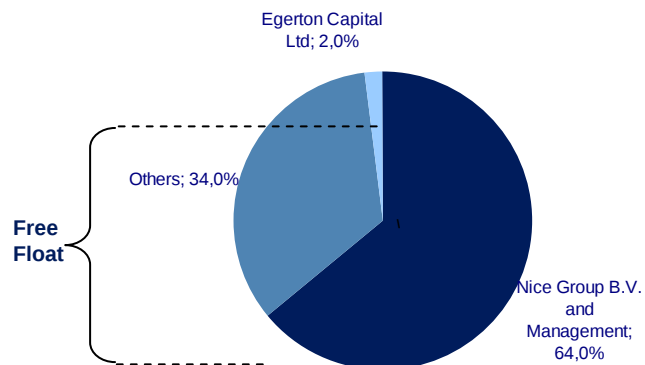
## Cost Control

- Standardisation and procurement of basic components in the Far East, currently 2,5% of the total cost of basic components
- Develop further relationships with third-party manufacturers in low cost countries, i.e. Rumania, Tunisia, Bulgaria, Moldavia
- Completion of Gate / Screen sales force integration by 2008, Confirmed

# Company Profile

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## Shareholding<sup>(1)</sup>



## Share Informations

N. of shares outstanding: 116.000.000

Ipo Price: € 5,70

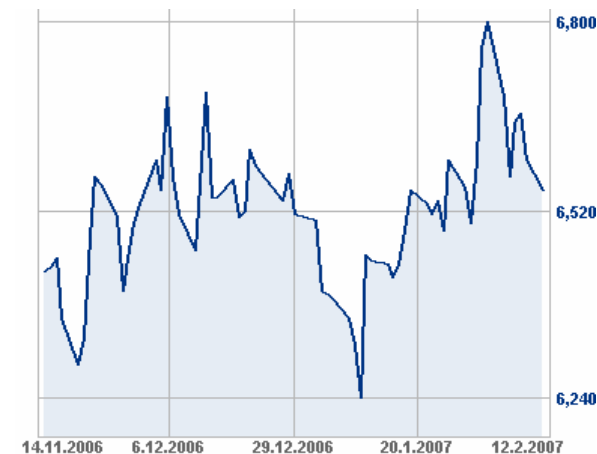
Price as of 12/02/07: € 6.55

Capitalization: € 760.63m

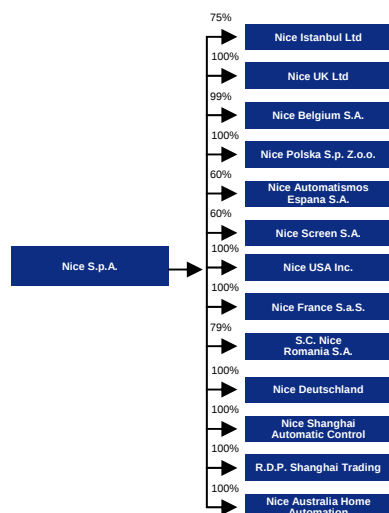
Italian Stock Exchange-segmento STAR

Specialist: Mediobanca S.p.A.

## Stock Chart<sup>(2)</sup>



## Group structure



## Board of Directors

**Lauro Buoro - President and CEO**

**Oscar Marchetto - Director**

**Lorenzo Galberti - Director**

**Davide Gentilini - Director**

**Frédéric Krantz - Director**

**Giorgio Zanutto- Director**

**Roberto Gherlenda- Director**

**Antonio Bortuzzo – Independent Director**

**Roberto Siagri – Independent Director**

**Andrea Tomat – Independent Director**

## Investor Relations



(1) As of January 2007

(2) From 14/11/2006 to 12/02/2007; Source: Borsa Italiana



**Appendices**

# Summary Profit & Loss

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| (€ million)                       | 2004         | %             | 2005         | %             | 2005 PF      | %             | 2006         | %             |
|-----------------------------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------|---------------|
| <b>Net Sales</b>                  | <b>101.1</b> | <b>100.0%</b> | <b>121.6</b> | <b>100.0%</b> | <b>121.6</b> | <b>100.0%</b> | <b>150.0</b> | <b>100.0%</b> |
| Y-o-Y Growth                      | 27.3%        |               | 20.2%        |               |              |               | 23.4%        |               |
| Cost of basic components          | (35.3)       | (34.9%)       | (47.0)       | (38.7%)       |              |               | (48.7)       | (32.4%)       |
| Cost of third-party manufacturing | (8.6)        | (8.5%)        | (9.7)        | (8.0%)        |              |               | (9.5)        | (6.3%)        |
| Change in inventory               | 4.0          | 3.9%          | 8.7          | 7.1%          |              |               | 0.4          | 0.3%          |
| COGS                              | (40.0)       | (39.6%)       | (48.0)       | (39.5%)       |              |               | (57.7)       | (38.5%)       |
| <b>Gross Margin</b>               | <b>61.1</b>  | <b>60.4%</b>  | <b>73.6</b>  | <b>60.5%</b>  | <b>73.6</b>  | <b>60.5%</b>  | <b>92.3</b>  | <b>61.5%</b>  |
| Industrial costs                  | (1.4)        | (1.4%)        | (1.8)        | (1.5%)        |              |               | (2.3)        | (1.5%)        |
| Marketing costs                   | (3.5)        | (3.5%)        | (4.7)        | (3.9%)        |              |               | (6.4)        | (4.2%)        |
| Commercial costs                  | (4.2)        | (4.1%)        | (5.7)        | (4.6%)        |              |               | (6.6)        | (4.4%)        |
| Personnel costs                   | (11.1)       | (11.0%)       | (14.6)       | (12.0%)       |              |               | (18.6)       | (12.4%)       |
| General & administrative costs    | (6.3)        | (6.2%)        | (8.7)        | (7.1%)        |              |               | (11.5)       | (7.7%)        |
| Other revenues / (costs)          | 0.4          | 0.4%          | 0.9          | 0.7%          |              |               | 1.3          | 0.8%          |
| <b>EBITDA</b>                     | <b>35.1</b>  | <b>34.7%</b>  | <b>39.0</b>  | <b>32.1%</b>  | <b>38.0</b>  | <b>31.2%</b>  | <b>48.2</b>  | <b>32.1%</b>  |
| Depreciation & Amortization       | (2.3)        | (2.3%)        | (2.8)        | (2.3%)        |              |               | (3.0)        | (2.0%)        |
| <b>EBIT</b>                       | <b>32.8</b>  | <b>32.4%</b>  | <b>36.2</b>  | <b>29.8%</b>  | <b>35.5</b>  | <b>29.2%</b>  | <b>45.2</b>  | <b>30.2%</b>  |
| Interest income / (expense)       | (0.2)        | (0.2%)        | (0.1)        | (0.1%)        |              |               | 0.1          | 0.1%          |
| <b>Profit before Tax</b>          | <b>32.5</b>  | <b>32.2%</b>  | <b>36.1</b>  | <b>29.7%</b>  | <b>34.7</b>  | <b>28.6%</b>  | <b>45.4</b>  | <b>30.2%</b>  |
| Taxes                             | (12.9)       | (12.7%)       | (14.5)       | (11.9%)       |              |               | (17.1)       | (11.4%)       |
| <b>Net Income</b>                 | <b>19.7</b>  | <b>19.4%</b>  | <b>21.6</b>  | <b>17.8%</b>  | <b>20.7</b>  | <b>17.0%</b>  | <b>28.3</b>  | <b>18.9%</b>  |
| Minorities                        | 0.0          | 0.0%          | 0.1          | 0.0%          |              |               | 0.1          | 0.1%          |
| <b>Group Net Income</b>           | <b>19.7</b>  | <b>19.4%</b>  | <b>21.7</b>  | <b>17.8%</b>  | <b>20.8</b>  | <b>17.1%</b>  | <b>28.2</b>  | <b>18.8%</b>  |

Note: IFRS for 2004, 2005 and 2006

# Net Sales Breakdown

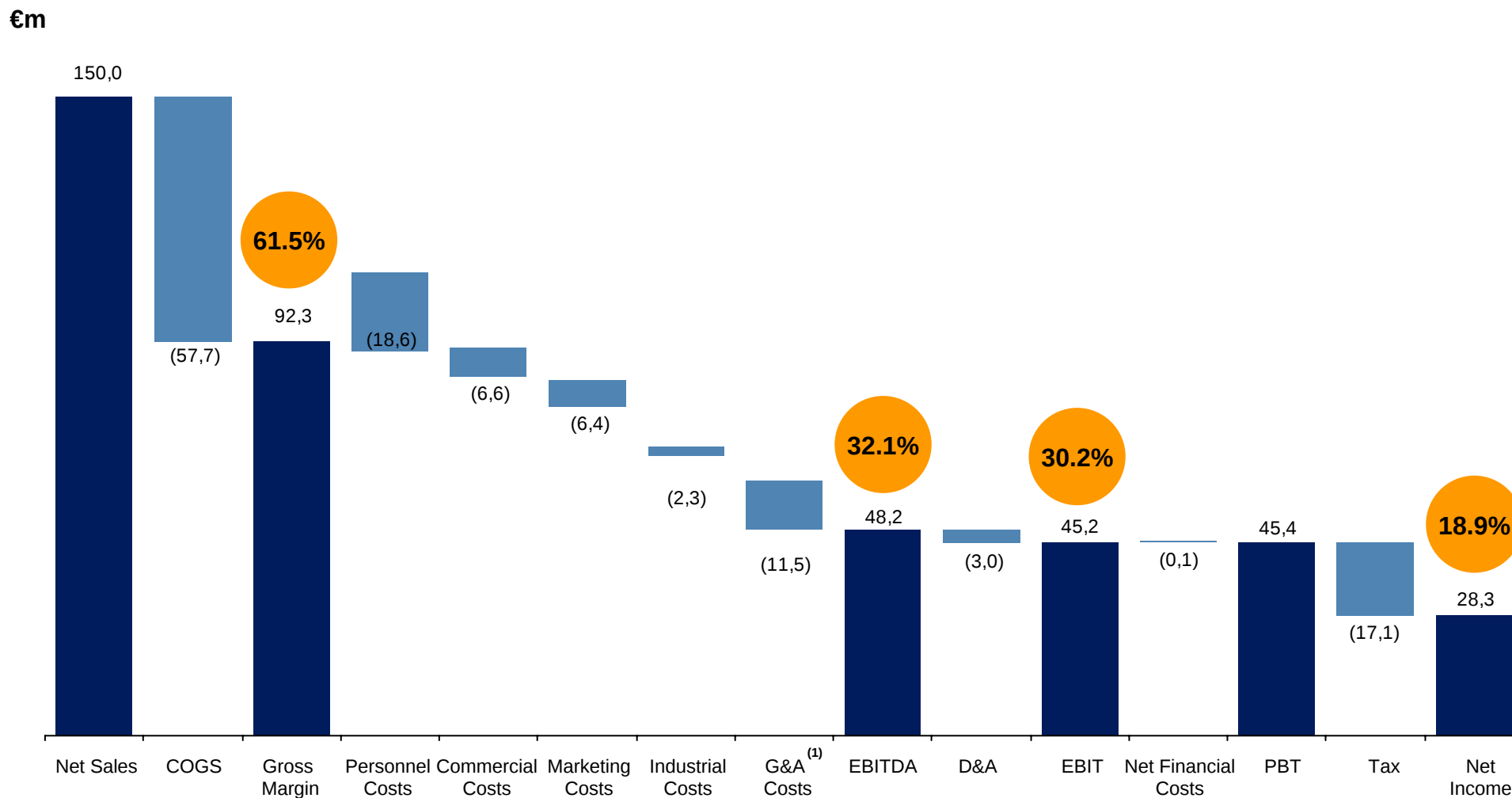
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|         |                  | 2004         |               | 2005         |               | 2006         |               | CAGR<br>'04 - '06' |
|---------|------------------|--------------|---------------|--------------|---------------|--------------|---------------|--------------------|
| Product | Gate             | 73.9         | 73.1%         | 84.2         | 69.2%         | 100.5        | 67.0%         | 16.6%              |
|         | Screen           | 27.2         | 26.9%         | 37.4         | 30.8%         | 49.5         | 33.0%         | 34.8%              |
|         | <b>Net Sales</b> | <b>101.1</b> | <b>100.0%</b> | <b>121.6</b> | <b>100.0%</b> | <b>150.0</b> | <b>100.0%</b> | <b>21.8%</b>       |
|         |                  |              |               |              |               |              |               |                    |
| Region  | France           | 25.9         | 25.6%         | 34.4         | 28.3%         | 42.9         | 28.6%         | 28.7%              |
|         | Italy            | 20.0         | 19.8%         | 22.5         | 18.5%         | 25.9         | 17.3%         | 13.7%              |
|         | EU 15            | 26.9         | 26.6%         | 32.4         | 26.6%         | 36.3         | 24.2%         | 16.2%              |
|         | Rest of Europe   | 19.7         | 19.5%         | 22.2         | 18.2%         | 29.9         | 19.9%         | 23.1%              |
|         | Rest of World    | 8.6          | 8.5%          | 10.2         | 8.4%          | 15.0         | 10.0%         | 32.2%              |
|         | <b>Net Sales</b> | <b>101.1</b> | <b>100.0%</b> | <b>121.6</b> | <b>100.0%</b> | <b>150.0</b> | <b>100.0%</b> | <b>21.8%</b>       |

\* Excludes Italy and France  
Note: IFRS for 2004, 2005 and 2006

# Lean Cost Structure

Nice



Note: 2006 IFRS figures

(1) Includes €1.3m of other income

# Healthy Balance Sheet

Nice

| (€ million)                          | 2004          | 2005          | 2005PF       | 2006 <sup>(1)</sup> |                                                                                      |
|--------------------------------------|---------------|---------------|--------------|---------------------|--------------------------------------------------------------------------------------|
| Intangible assets                    | 7.1           | 7.9           | 7.3          | 7.7                 |                                                                                      |
| Tangible assets                      | 20.3          | 33.9          | 9.6          | 12.1                |                                                                                      |
| Other fixed assets                   | 16.7          | 13.5          | 10.0         | 10.4                |                                                                                      |
| <b>Fixed Assets</b>                  | <b>44.1</b>   | <b>55.2</b>   | <b>26.9</b>  | <b>30.2</b>         | Lean and efficient asset base                                                        |
| Trade receivables                    | 26.3          | 32.6          | 32.6         | 48.0                |                                                                                      |
| Inventory                            | 15.1          | 24.1          | 24.0         | 24.6                |                                                                                      |
| Trade Payables                       | (18.1)        | (26.9)        | (26.7)       | (30.3)              |                                                                                      |
| Other Current Assets / (Liabilities) | (6.9)         | (2.3)         | (3.9)        | (7.8)               |                                                                                      |
| <b>Net Working Capital</b>           | <b>16.5</b>   | <b>27.5</b>   | <b>26.1</b>  | <b>34.5</b>         |                                                                                      |
| Severance and other funds            | (5.9)         | (4.2)         | (2.9)        | (2.7)               |                                                                                      |
| <b>Net Invested Capital</b>          | <b>54.6</b>   | <b>78.5</b>   | <b>50.0</b>  | <b>31.8</b>         |                                                                                      |
| Shareholders' equity                 | 75.3          | 97.0          | 50.1         | 108.7               |                                                                                      |
| Minorities                           | 0.4           | 0.5           | 0.5          | 0.5                 |                                                                                      |
| <b>Total Shareholders' Equity</b>    | <b>75.7</b>   | <b>97.5</b>   | <b>50.6</b>  | <b>109.2</b>        | Strong net income growth translates into consistent increase in shareholders' equity |
| Cash & cash equivalents              | (32.0)        | (32.0)        | (3.4)        | (49.6)              |                                                                                      |
| Total debt                           | 10.9          | 13.1          | 2.7          | 2.4                 |                                                                                      |
| <b>Net Financial Position</b>        | <b>(21.1)</b> | <b>(19.0)</b> | <b>(0.6)</b> | <b>(47.2)</b>       |                                                                                      |
| <b>Net Capital Employed</b>          | <b>54.6</b>   | <b>78.5</b>   | <b>50.0</b>  | <b>62.0</b>         |                                                                                      |
| <b>Pre-Tax ROCE</b>                  | <b>67.7%</b>  | <b>54.4%</b>  | <b>71.0%</b> | <b>72.9%</b>        | Positive cash generation allows no/limited indebtedness                              |

Note: IFRS for 2004, 2005 and 2006

(1) Pro forma for the spin off of the real estate activities

# Cash Flow Generation

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| (€ million)                                   | 2004         | 2005           | 2005PF       | 2006         |
|-----------------------------------------------|--------------|----------------|--------------|--------------|
| <b>Net income</b>                             | <b>19.7</b>  | <b>21.7</b>    | <b>20.8</b>  | <b>28.3</b>  |
| Depreciation and amortization                 | 2.3          | 2.8            | 2.5          | 3.0          |
| Other non-cash items                          | 4.4          | 5.1            | 5.0          | 1.8          |
| Change in other assets / liabilities          | (6.0)        | (12.9)         | (12.9)       | (9.0)        |
| <b>Operating Cash Flow</b>                    | <b>20.4</b>  | <b>16.6</b>    | <b>15.4</b>  | <b>24.0</b>  |
| Capital expenditure for intangible assets     | (0.3)        | (1.6)          | (1.0)        | (1.2)        |
| Capital expenditure for tangible assets       | (3.2)        | (12.7)         | (3.2)        | (4.7)        |
| (Increase) / decrease in inv. in other assets | (0.9)        | (0.4)          | (0.0)        | 0.0          |
| <b>Cash Flow from Investing Activities</b>    | <b>(4.4)</b> | <b>(14.7)*</b> | <b>(4.2)</b> | <b>(5.9)</b> |
| <b>Free Cash Flow</b>                         | <b>16.0</b>  | <b>1.9</b>     | <b>11.2</b>  | <b>18.1</b>  |
| Change in short term debt                     | 0.9          | 0.5            | 0.5          | (0.3)        |
| Change in long term debt and other fin. act.  | (1.6)        | (2.4)          | (1.1)        | (0.4)        |
| <b>Cash Flow from Financing Activities</b>    | <b>(0.7)</b> | <b>(1.9)</b>   | <b>(0.6)</b> | <b>(0.7)</b> |
| Cash & cash equiv. at the beg. of the year    | 16.8         | 32.0           |              | 32.1         |
| <b>Cash Flow of the Period</b>                | <b>15.2</b>  | <b>0.0</b>     | <b>10.6</b>  | <b>17.4</b>  |
| Cash & cash equiv. at the end of the year     | 32.0         | 32.0           |              | 49.6         |

\* Includes €10.5m for acquisition of real estate assets and other investments spun off in February 2006

Note: IFRS for 2004, 2005 and 2006

(1) Pro forma for the spin off of the real estate activities

# Spin-Off of Real Estate Activities

Nice

## Major Impacts on Financial Items<sup>(1)</sup>

| (€m)                 | 2005   | Spin off | 2005PF |
|----------------------|--------|----------|--------|
| Net Sales            | 121.6  | -        | 121.6  |
| Gross Profit         | 73.6   | -        | 73.6   |
| EBITDA               | 39.0   | (1.0)    | 38.0   |
| EBIT                 | 36.2   | (0.7)    | 35.5   |
| Profit Before Taxes  | 36.1   | (1.4)    | 34.7   |
| Net Income           | 21.7   | (0.9)    | 20.8   |
| Net Working Capital  | 27.5   | (1.4)    | 26.1   |
| Fixed Assets         | 55.2   | (28.3)   | 26.9   |
| Other Liabilities    | (4.2)  | 1.3      | (2.9)  |
| Net Debt/ (Cash)     | (19.0) | 18.4     | (0.6)  |
| (Cash)               | (32.1) | 28.7     | (3.4)  |
| Debt / Leasing       | 13.1   | (10.3)   | 2.8    |
| Shareholders' Equity | 97.5   | (46.9)   | 50.6   |

Note: IFRS for 2005 and 2005PF

(1) Income statement figures are represented as the spin off occurred on January 1<sup>st</sup>, 2005

- Effective February 1, 2006 Nice has spun-off
  - Its real estate activities and correlated assets and liabilities
  - Selected financial activities
  - Other assets and liabilities
- These assets and activities have since been transferred to related-party Nice Immobiliare S.r.l.
- Nice S.p.A. has since signed lease agreements with related-party Nice Immobiliare S.r.l.

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