



OUR 20-year CONTRIBUTION TO THE GREAT TRANSFORMATION OF CENTRAL AND EASTERN EUROPE

Twenty years is the time it typically takes for any individual, company or society to come of age. The process is gradual, and usually involves first taking in the demands of the immediate surroundings, then building up an understanding of that environment through both good and painful experiences, and eventually developing the ability to start shaping it oneself. Gathering experience along the way is particularly important when the pace of change suddenly accelerates.

We are privileged to have played an active part in the dynamic transformation of Central and Eastern Europe. The forming of the trade union Solidarity, the tearing down of the Berlin Wall, Poland's early attempts at building a market economy and civil society, President George Bush's historic visit to Poland in July 1989 – together, these were the starting point for our activities.

It was specifically to manage the investments of the Polish-American Enterprise Fund, founded as a result of these historic changes, that the Enterprise Investors investment team was formed in May 1990. The core members of that pioneering group are still shaping the firm today.

It was a twist of fate that made us pioneers, because the banks and financial institutions that we helped establish in the early years of Poland's transformation went on to introduce innovative

ways of financing small and medium-sized companies, and did so on a massive scale. We introduced mortgage loans on the western model for the emerging middle classes. Being fully in touch with the vagaries of the Polish economy, we supported Polish management teams in privatization projects, at the same time helping them forge long-term relationships with managers in western Europe and encouraging them to adopt new technologies. We promoted the development of Poland's capital market by launching professionally managed companies on the Warsaw Stock Exchange – companies that were conspicuous on account of their high standards of corporate governance and above-average growth rates. Together we learned how, in the CEE context, to best use management options to reward outstanding management teams and how to take advantage of modern instruments for funding businesses.

We soon took on a regional role, although Poland remains central to our activities. Just as we initially transferred the focus of our operations from New York to Warsaw, we are now spreading our investment activity on a partnership basis right across Central and Eastern Europe, from the Baltic States through to the Balkans. It is one of our undeniable strengths that the EI team includes nationals from several countries in the region.

We have invested in close to 120 companies, injecting more than €1.3 billion into those businesses and transferring know-how on the fundamentals of modern management. Most of these companies have become leaders in their respective market segments, and very few have failed the test of time. We committed our capital to those branches of industry that play a decisive

role when it comes to raising the standard of living of a society as a whole. We have boosted manufacturing companies as well as the services and retail sectors with more than €700 million. Another €200 million of our funds has gone into the financial services sector, while telecommunications and modern IT technologies have benefited from the €150 million we invested in them. We have also assigned considerable funds to investments in pharmaceuticals, healthcare, the construction industry and the media.

We have been compared to a machine that pumps capital into businesses, no doubt because of the close to €2 billion we have raised for investments in Poland and CEE countries thanks to our high standing in financial circles. Trust on this scale is not easily earned, since as we all know, it is money that follows trust and not the other way around. We are proud that those who have placed their trust in us include renowned investors from California to Helsinki, as well as pension funds, financial institutions, and private investors.

Individual portfolio companies usually double their turnover over the course of our investment and the companies currently in our portfolio achieve an aggregate turnover of €1.5 billion annually. The total number of people employed by all our past and present portfolio companies exceeds 50,000, which is one more indication of the scale on which we operate.

Although our primary focus is on the market economy, we do not ignore the challenges of building civil society. Indeed, we have contributed generously in Poland. \$250 million of the funds generated by the Polish-American Enterprise Fund that we managed have been transferred to the Polish-American Freedom Foundation. Many members of our team play an active role in conferences and training seminars. We support a range of initiatives directed at those just starting out on the capital markets and at seasoned entrepreneurs. We are happy to share our experience with anyone who has an appetite for learning and who openly embraces the future.

On our 20th anniversary we wish to thank the numerous business partners, entrepreneurs and managers who have worked with us on joint projects. Many have remained close friends long after the projects that brought us together were

completed. We are extremely pleased to have met them on our investment journey.

We would also like to thank all our friends and colleagues from related institutions and from the capital markets. We value the advice they have given us over the years and the generosity of those who have been ready to support us during our development; the contribution made by many of those individuals to the growth of the market economy in Poland and the region is widely recognized.

We have great respect for our team. Almost half our employees, including the management, have been with EI for more than ten years and have permanently tied their professional futures to ours. It is largely thanks to their efforts that we have been honored with numerous prestigious awards in Poland and in Europe.

Mindful of the challenges that lie ahead, we are building a stable, modern institution that manages private equity and venture capital funds and is a leader on the capital markets of Central and Eastern Europe. We are on the right track, having learned through the experience that comes from 20 years of activity. As the leading firm in this industry, and supported by an excellent team, we have a permanent place on the global financial market and can look forward with confidence to many future anniversaries.

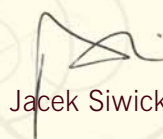
We are determined to achieve our goals and know they are well within our reach.

On behalf of the partners of Enterprise Investors



Robert G. Faris

Chairman



Jacek Siwicki

President

ENTERPRISE INVESTORS 1990-2010: IMPORTANT EVENTS

| | | |
|-----------|------|---|
| May | 1990 | A team under the leadership of John P. Birkelund and Robert G. Faris was established to manage capital held by the Polish-American Enterprise Fund (PAEF). This team later adopted the name Enterprise Investors (EI). |
| October | 1990 | EI closed its first direct investment made with PAEF funds. |
| October | 1992 | EI established Polish Private Equity Fund I and II with \$50 million from PAEF and \$101 million raised from EBRD and US pension funds. |
| June | 1993 | EI was the first financial investor in Poland to become engaged in the privatization process, which it did by supporting Polish management teams (18 privatization transactions completed to 2005). |
| November | 1994 | The successful flotation of PPABank on the stock exchange represented the first IPO of an EI portfolio company. |
| September | 1995 | Lech Wałęsa presented John P. Birkelund, Chairman of the Board of Directors of PAEF and EI, with the Commander's Cross of the Order of Merit of the Republic of Poland in recognition of his contribution to the development of the Polish economy. |
| April | 1997 | EI closed its successive fund, Polish Enterprise Fund, at \$164 million. |
| May | 1999 | President Aleksander Kwaśniewski honored John P. Birkelund with the Commander's Cross with Star of the Order of Merit of the Republic of Poland, and Robert G. Faris with the Commander's Cross of the Order of Merit of the Republic of Poland. |
| June | 1999 | The Polish-American Enterprise Fund received the Special Economic Award of the President of Poland from Aleksander Kwaśniewski for its contribution to the development of the Polish economy. |
| August | 1999 | EI completed its first investment outside Poland, in Orange Romania. |
| October | 2000 | EI closed its fourth fund, Polish Enterprise Fund IV, at \$217 million. |
| March | 2001 | EI was voted Best Private Equity Firm in Central and Eastern Europe in an annual poll for companies and private equity investors organized by the industry publication <i>Private Equity International</i> (EI received the same award four more times in later years). |
| June | 2001 | EI moved its offices to a prestigious location on the 31st floor of the Warsaw Financial Center. |
| July | 2001 | EI made its first investment in Slovakia, in Orange Slovakia. |
| June | 2002 | EI inaugurated its annual Ventura Awards and presented the first awards to its best portfolio companies. |
| November | 2003 | EI received the European Growth Capital Deal of the Year Award in recognition of its outstanding investment in Stomil Sanok (a return of close to seven times on invested capital). |
| June | 2004 | EI closed Polish Enterprise Fund V at €300 million. |
| July | 2004 | EI completed its first investment in Bulgaria with its acquisition of a stake in the Bulgarian Telecommunications Company. |
| August | 2004 | EI became a sponsor of the MBI&MBO Club, which it established in countries of Central and Eastern Europe in collaboration with Pedersen & Partners. |
| October | 2004 | EI opened an office in Bucharest. |
| July | 2005 | EI made its 100th investment, in the Romanian IT firm Siveco. |
| September | 2005 | EI was named the 2004 Financial Institution of the Year in Central and Eastern Europe at the 15th Economic Forum in Krynica Zdrój. |
| October | 2005 | EI completed its first investment in the Czech Republic with its acquisition of AVG Technologies. |
| September | 2006 | EI closed its successive fund, Polish Enterprise Fund VI, at a record €658 million, bringing the total capital managed by EI funds to more than €1.5 billion. |
| September | 2006 | John P. Birkelund stepped down as Chairman of Enterprise Investors Corporation and Robert Faris took over this role. Jacek Siwicki became President of EIC. |
| December | 2006 | EI received the Edgar Fulton Jr. Award for Outstanding Long-term Investment from the American Chamber of Commerce in Poland. |
| January | 2007 | EI opened an office in Bratislava. |
| October | 2007 | In a ceremony held at the WSE, the flotation of Magellan was recognized as the 25th IPO on the Warsaw Stock Exchange of a company from EI's portfolio. |
| November | 2007 | EI completed its first investment in the Baltic States with its acquisition of Novaturas, the leading tour operator in that region. |
| September | 2008 | EI established Enterprise Venture Fund I (EVF), which it closed at €100 million, to finance the expansion of small and medium sized companies. |
| December | 2008 | EVF closed its first investment with the acquisition of Dystrybucja Polska. |
| September | 2009 | EI transferred the final tranche of proceeds from the liquidation of PAEF to the Polish-American Freedom Foundation, bringing the total contributed by PAEF to the Foundation to \$250 million. |
| September | 2009 | EI opened an office in Prague. |
| January | 2010 | EI began its 20th year. |

| Position | Current holder (at EI since) | | Previous holders |
|-------------------|------------------------------|------|--------------------------|
| Chairman | Robert G. Faris | 1990 | John P. Birkelund |
| President | Jacek Siwicki | 1992 | Robert G. Faris |
| Managing Partners | Robert Manz | 1990 | Jan Bossak |
| | Dariusz Prończuk | 1993 | Robert A. Pollan |
| | Michał Rusiecki | 1992 | Barbara J. Lundberg |
| | | | Jacek Siwicki |
| Partners | Piotr Augustyniak | 1994 | Zygmunt Grajkowski |
| | Rafał Bator | 2002 | Tod Kersten |
| | Stanisław Knaflewski | 1999 | Dawid Walendowski |
| | Agnieszka Kowalska | 2000 | Ryszard Wojtkowski |
| | Sebastian Król | 2001 | |
| | Monika Nachyła | 2007 | |
| | Cristian Nacu | 2005 | |
| | Jacek Woźniak | 2000 | |
| CFO | Tadeusz Gałkowski | 1995 | Norman E. Haslun |
| Vice Presidents | Paweł Bączyński | 2007 | Jarek Astramowicz |
| | Mariusz Michałowski | 1998 | Derek Christopher |
| | | | Tuomo Hatakka |
| | | | Ryszard Kruk |
| | | | Marek Kulczycki |
| | | | George Langnas |
| | | | Peter Makula |
| | | | Jerzy Michalczyk |
| | | | Heather J.C. Potters |
| | | | Stefan Preker |
| | | | David Seidman |
| | | | Christopher Sekula |
| | | | Francis J. Skrobiszewski |
| | | | Maciej Zużatek |
| Country Managers | Ivan Jakúbek (CZ,SK) | 2005 | |
| | Cristian Nacu (RO) | 2005 | |
| | Tamás Tüske (HU) | 2007 | |

Employees who have been with the firm for more than 10 years

Iza Amaral-Ferenc (1994), Igor Brzeziński (1992), Krzysztof Busk (1991), Marta Chmielnicka (1997), Iwona Drabot (2000), Jolanta Fugiel (1995), Katarzyna Gkizeris (1991), Julita Janota (1999), Jacek Jasiński (1998), Serena Kim (1999), Monika Kowalik (1990), Jolanta Macieja (1995), Adela Makarewicz (1993), Krzysztof Milczarek (1992), Barbara Nowak (1991), Tomasz Polak (1995), Adam Roszczypała (2000), Joanna Sułek (1998), Rafał Trela (1998), Beata Zalecka (1999).



Enterprise Investors

Warsaw Financial Center
Emilii Plater 53
00-113 Warsaw, Poland

Tel. (+48 22) 458 85 00
Fax (+48 22) 458 85 55
www.ei.com.pl
E-mail: info@ei.com.pl