



Investor Presentation – Q4 2011

## Forward Looking Statements

This presentation contains forward looking statements which reflect management's current views and estimates

The forward looking statements involve certain risks and uncertainties that could cause actual results to differ materially from those contained in the forward looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments.

Management undertake no responsibility to revise any such forward looking statements to reflect any changes in management's expectations or any change in circumstances, events or the group's plans and strategy. Accordingly, no reliance can be placed on the figures contained in such forward looking statements.

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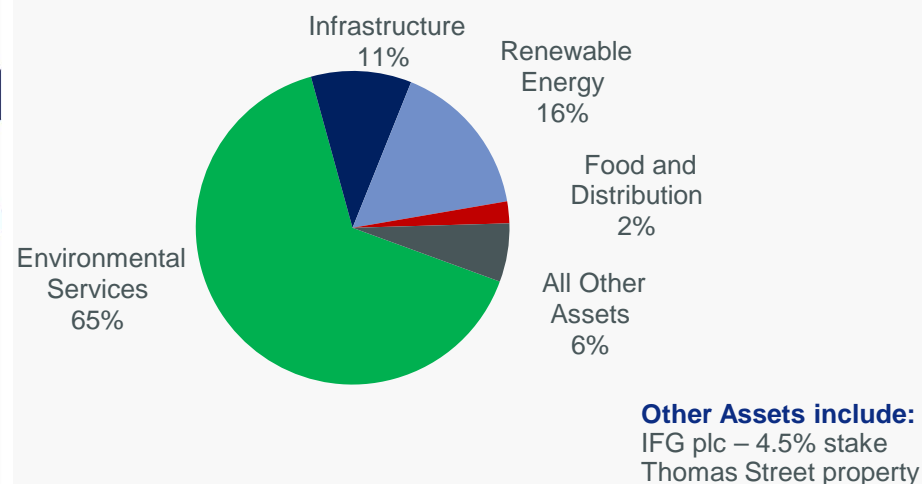
## Group Overview

One Fifty One plc is an investment group with operating businesses and a range of investments

### One51 portfolio



### Group capital employed



### Profit and Loss summary

	2010	2009	2008	2007
	€ m	€ m	€ m	€ m
Group turnover	378.2	330.4	437.0	226.0
Op. EBITDA (pre-exceptionals)	40.2	38.7	47.5	28.1
Op. EBIT (pre-exceptionals)	24.3	22.7	32.9	18.5
Dividend income received	6.8	6.6	4.7	3.9
<b>Group EBIT (pre-exceptionals)</b>	<b>31.1</b>	<b>29.3</b>	<b>37.6</b>	<b>22.3</b>
Exceptional items	(125.5)	(28.9)	(70.6)	(14.9)
Total Interest	(6.6)	(9.8)	(16.6)	(13.7)
Pre-tax profit	(101.1)	(9.5)	(49.6)	(6.3)
<b>Net income</b>	<b>(103.6)</b>	<b>(10.9)</b>	<b>(57.2)</b>	<b>(8.7)</b>

### Balance sheet summary

	2010	2009	2008	2007
	€ m	€ m	€ m	€ m
Total assets	589.8	765.8	869.4	945.7
Total liabilities	275.3	313.0	355.5	279.1
<b>Total shareholders equity</b>	<b>314.5</b>	<b>452.8</b>	<b>513.9</b>	<b>666.6</b>
<b>Book value per share</b>	<b>€2.56</b>	<b>€3.67</b>	<b>€4.15</b>	<b>€5.45</b>
Net debt (€ m)	146.9	163.9	212.7	114.5
Group EBITDA* interest cover	7.1x	4.6x	3.1x	2.3x
Net Debt:Group EBITDA*	3.1x	3.6x	4.1x	3.6x
<b>Net debt as a % of total equity</b>	<b>46.7%</b>	<b>36.2%</b>	<b>41.4%</b>	<b>17.2%</b>

\* including dividend income received

# Group Overview

One51's shares have traded on a Grey Market in Dublin since October 2007

## Listing particulars

### As at 1 November 2011

■ Market capitalisation:	€94.7m
■ Shares out (excl. treasury shares)	124.6m

### Analyst coverage:

- Bloxham
- Davy
- Goodbody
- NCB

## Key management

Name	Position
Alan Walsh	Group CEO
Michael Long	Executive Director
Robert Burns	Director, One51 Capital
Martin Corrigan	Group Risk Officer
Eugene Hillery	Investor Relations Manager
Susan Holburn	Company Secretary
Jonathan O'Grady	Senior Business Analyst

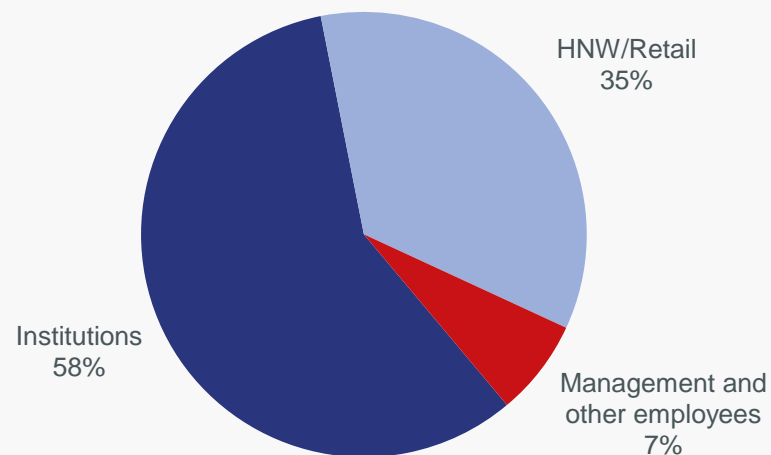
## Divisional Managers

Nick Beale	MD, ClearCircle Environmental
Therese Lynch	MD, Irish Pride Bakeries
Patrick O'Sullivan	MD, Speciality Plastics

## 3% plus holders (consolidated)

Shareholder	Holding
Kerry Co-op and Golden Vale Co-op	9.2%
Co-operative Group (CWS)	6.0%
Fane Valley Co-op and Dairy Society	4.3%
Lakeland Dairies Co-op Society	4.3%
Pageant Holdings	3.9%
Dairygold Co-op Society	3.1%
Wexford Farmers Co-op Society	3.1%
Glanbia Foods Society and Co-op Society	3.0%

## Shareholder profile



# Environmental Services



One51 operates ClearCircle Environmental, an environmental services business

## ClearCircle Environmental overview

### Metals Recycling, Materials Recycling and Haz. Waste Management

#### Ireland

- Leading market positions across metals, recycling and haz. waste.
- Strong market position in Northern Ireland in materials recycling.
- Profit split\*: 72% metals, 12% hazardous waste, 16% materials.

#### UK

- Excellent potential for market share growth.
- Recent investment in metals and hazardous waste facilities.
- Profit split\*: 70% metal recycling, 25% haz. waste, 5% materials.

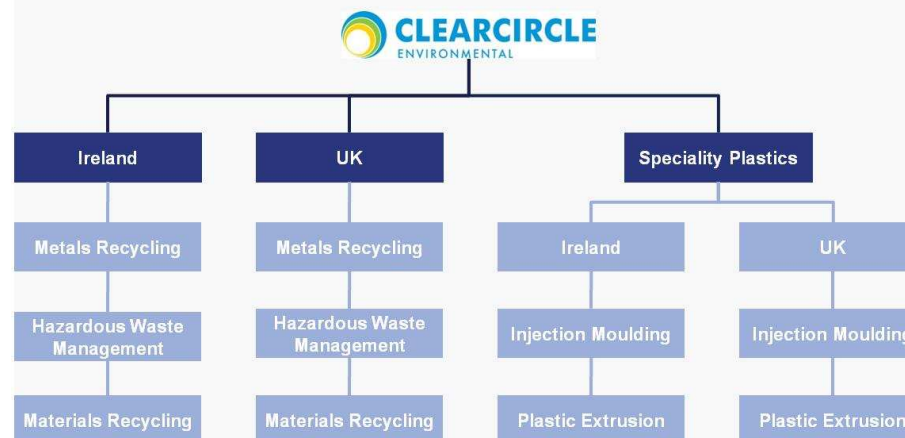
## ClearCircle Environmental overview continued

### Plastics Extrusion and Injection Moulding

- Extensive portfolio of manufacturing operations in Ireland, UK
- Largest non-automotive plastics producer in UK.
- Profit split\*: 78% injection moulding, 22% sheet extrusion.

\* Approximate profit split based on 2010 EBITDA, before allocation of central administrative costs

## ClearCircle Environmental structure



## ClearCircle Environmental strategy

- Capitalise on key market forces - legislative and governmental policy**
  - EU Landfill Directive - divert waste from landfill and encourage recycling.
- Focus on higher value processing and new processing methods**
  - Recent investment has been made in upgrading waste processing ability e.g. new waste oil treatment plant, upgraded materials sort and recycle facility, etc.
- Drive further diversity across markets and customers**
  - ClearCircle Environmental has both geographic and sector diversification significantly mitigating exposure to any single commodity, foreign exchange rate, customer or economy.
- Further integration of businesses**
  - Immediate focus on streamlining processes and eliminating duplicate processes. This in turn should drive improved margins.
- Rollout of brand in the market place**
  - The ClearCircle Environmental brand will be rolled out in the market to improve customers' visibility and promote cross selling opportunities.

# Environmental Services



## ClearCircle Environmental's principal operations

### ClearCircle Environmental - Metals Recycling

- METALS RECYCLING
- HAZARDOUS WASTE MANAGEMENT
- MATERIALS RECYCLING
- SPECIALITY PLASTICS

RESET MAP



ClearCircle Environmental's Metals Recycling business spans a network of sites across the UK and Ireland. Follow the links through the map to contact a specific site directly. General Metals Recycling enquiries: [Metals@ClearCircle.com](mailto:Metals@ClearCircle.com)

### ClearCircle Environmental - Materials Recycling

- METALS RECYCLING
- HAZARDOUS WASTE MANAGEMENT
- MATERIALS RECYCLING
- SPECIALITY PLASTICS

RESET MAP



ClearCircle Environmental's Materials Recycling businesses include glass and dry recycling in Northern Ireland, together with commercial and industrial waste businesses in London. Follow the links through the map to contact a specific site directly. General Materials Recycling enquiries: [Materials@ClearCircle.com](mailto:Materials@ClearCircle.com)

### ClearCircle Environmental - Hazardous Waste Management

- METALS RECYCLING
- HAZARDOUS WASTE MANAGEMENT
- MATERIALS RECYCLING
- SPECIALITY PLASTICS

RESET MAP



ClearCircle Environmental's Hazardous Waste Management business offers a broad range of specialised services throughout Ireland and the UK. Follow the links through the map to contact a specific site directly. General Hazardous Waste Management enquiries: [HWM@ClearCircle.com](mailto:HWM@ClearCircle.com)

### ClearCircle Environmental - Speciality Plastics

- METALS RECYCLING
- HAZARDOUS WASTE MANAGEMENT
- MATERIALS RECYCLING
- SPECIALITY PLASTICS

RESET MAP



ClearCircle Environmental's Speciality Plastics businesses include plastics extrusion and injection moulding businesses in Ireland and the UK. Follow the links through the map to contact a specific site directly. General Speciality Plastics enquiries should be e-mailed to: [Plastics@ClearCircle.com](mailto:Plastics@ClearCircle.com)

# Environmental Services



One51 owns 17.7% of Augean plc (AUG LN)

## Augean business review

■ Augean management has identified four growth segments:

- Low-Level Waste
- Energy
- Offshore
- Refineries

### Landfill

■ Owns and operates more than 50% of the finite hazardous waste void in the UK. Landfill sites at Port Clarence, Thornhaugh and Kings Cliffe.

### Treatment

■ Eight purpose-built permitted facilities offering a range of services including treatment, transfer and recycling activities and accepting waste of all types in packaged and bulk form.

## Augean locations



## Augean share register

Shareholder	Holding
Ingot Capital Management (Utilico)	18.4%
One51	17.7%
F & C Asset Management	14.8%
Harwood Capital Management	11.7%
JO Hambro Capital Management	11.6%
Henderson Global Investors	10.9%
<b>Top 6 Holders</b>	<b>85.0%</b>

## Augean financial performance

	2010A	2009A	2008A	2007A
	£ m	£ m	£ m	£ m
Landfill Sales*	10.9	11.4	14.0	12.1
Treatment Sales	18.1	16.7	22.3	10.5
Total Sales	29.0	28.1	36.3	22.6
EBITDA	5.6	5.8	10.4	8.3
<b>EBIT</b>	<b>0.8</b>	<b>2.3</b>	<b>6.2</b>	<b>4.9</b>

\* Excluding Landfill Tax



Portfolio consists of a 12.3% stake in ICG plc (IR5A ID) and a 50.0% shareholding in Greenore Port



## Irish Continental Group

### Shareholding

- One51 has been an ICG shareholder since March 2007.
- Add end 2011, the cash cost of One51's 12.3% stake in ICG stood at €56.5m, net of dividends.

### Performance

- ICG turnover for the nine months to 30 September 2011 was €211.5m versus €203.6m during the same period in 2010.
- EBITDA through to the end of Q3 2011 was €40.0m. This compares to €45.0m for the first 9 months of 2010.
- As of 30 September 2011, ICG's net debt was €13.0m.
- ICG continues to generate significant free cash and a progressive dividend policy is expected next year.

## ICG relative share price performance



## Greenore Port

### Shareholding

- One51 and Dublin Port Company each owns 50.0% of Renore Ltd.
- Renore bought Greenore Port in 2002 and has since purchased adjoining lands and enhanced storage facilities.

### Performance

- Between 2009 and 2010, Greenore Port handled on average 374,000 t of dry bulk material, and 72,000 t of bulk break (predominantly steel) per annum.
- Total revenue for the 9 months to September 2011 was €3.4m, up 12% on the same period last year.
- EBITDA margins through to the end of Q3 2011 are in line with the same period in 2010, however net earnings remain subdued due to lacklustre volumes.

## Location and freight



- Greenore Port is a natural deep water port located 19km off the M1 motorway.
- 105 km from Dublin and 101km from Belfast.
- Business typically handles Break Bulk cargo, e.g. steel, and Dry Bulk freight e.g. animal feeds.
- Irish Planning Authority has accepted a proposal to expand the ports facilities to include Ro-Ro and Lo-Lo handling capacity.

# Renewable Energy



One51's Renewable Energy portfolio includes a 23.9% stake in NTR plc

## NTR background

- The NTR stake was transferred to One51 at inception.
- Net cash cost of One51's holding is circa €91.8m inclusive of €67.0m share buyback in 2008 and total dividends (as at 1 November 2011).
- In 2010, NTR took the decision to curtail its US solar thermal development activities. The company had invested significantly in this area and so this conclusion represented a considerable setback.
- At 2011 AGM, NTR confirmed that 2011 dividend payment was to be suspended with future dividend policy under review.
- At end 2010, One51 wrote down the carrying on NTR to €1.00 per share, thus incurring an impairment charge of €132.0m.

## NTR relative share price performance



## NTR's principal interests

### Greenstar Ireland (88.5%)

- Collects and processes municipal and commercial waste, and operates a range of well located landfill sites. Recently finalised acquisition of Veolia's Irish commercial waste activities.

### Greenstar US (100%)

- Operates 14 waste material recovery facilities serving all 50 states. Profitability expected to improve in period ahead.

### Wind Capital Group (61.8%)

- In 2010 announced it had secured a 201 MW PPA with a large utility.

### Green Plains Renewable Energy (20.6%)

- GPRE merged with Virgin Bioverda in 2008, to become 4<sup>th</sup> largest ethanol producer in the US. Generated EBITDA of \$130m in 2010.

## NTR Revenue and EBITDA - continuing operations

	FY Mar-11	FY Mar-10
	€ 'm	€ 'm
Greenstar (IRL and US) EBIT	(24.9)	(14.9)
Other EBIT	0.3	(2.2)
Central costs (inclusive of central depreciation and amortisation)	(21.4)	(24.7)
<b>EBIT from continuing operations</b>	<b>(46.0)</b>	<b>(41.8)</b>
Asset impairment charges, reduction in fair value of assets and profits/(losses) on disposals	(78.9)	(64.3)
Financing Charges and Tax	(31.2)	(11.0)
<b>Loss from continuing operations</b>	<b>(156.1)</b>	<b>(117.1)</b>
Loss from discontinued operations (net of tax)	(224.9)	(168.4)
<b>NTR Group loss for the year</b>	<b>(381.0)</b>	<b>(285.5)</b>

# Renewable Energy



One51's Renewable Energy portfolio also includes two wind developers and a tidal energy company

## OpenHydro

- OpenHydro designs and manufactures turbines that generate energy from tidal streams from its HQ at Greenore Port.
- As of March 2011, One51 had a 9.5% stake in OpenHydro. The Group has been a shareholder since 2006 and has Board representation.
- Raised €15m via an equity funding round in first-half 2010.
  - Funding round participants included One51 and Bord Gáis
- Bord Gáis has since created a joint venture with OpenHydro to develop a 100MW tidal farm in Irish waters.
- In March 2011, OpenHydro raised further capital when DCNS agreed to invest €14m in return for an 8% equity interest.
- DCNS's primary activity is the construction of naval vessels; however the French group recently formed a Marine Energy division, focused on the development of tidal, wave and offshore wind energies.

## Island Renewable Energy

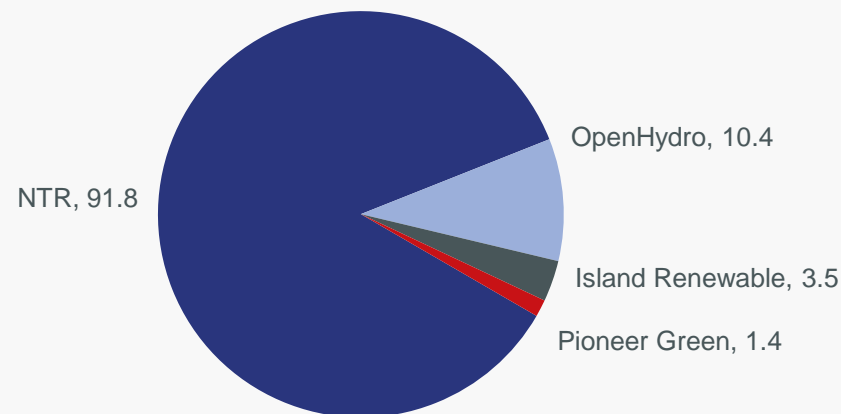
### Shareholding

- One51 contributed €3.5m in April 2010 for an 80.0% controlling equity interest in the company.
- In line with initial projections, following an interim funding round in July 2011, One51's interest in Island Renewable Energy was reduced to 72.9%.

### Leadership and strategy

- Island Renewable is an Irish company headed by Michael King, former COO and director at NTR plc.
- Island Renewable is focused on developing wind assets in various European countries, initially the British Isles, Iberian Peninsula and South-East Europe.

## Renewable Energy Portfolio – Invested Capital, Nov 2011 (€ m)



## Pioneer Green Energy

### Shareholding

- One51 contributed \$2.0m in February 2010 for an 13.7% equity interest in the company, together with board representation.

### Leadership and strategy

- Pioneer Green aims to assemble a large pipeline of competitive build-ready wind and solar projects aimed at the mid-term market in the United States.
- Headed by Andrew Bowman, Pioneer Green boasts an experienced founding team who, in their respective careers to date, have helped develop almost 3 GW of operational projects across America.

# Food and Distribution



One51's sole Food and Distribution investment is the 100% owned and operated business Irish Pride Bakeries

## Irish Pride Bakeries

### Shareholding

- Irish Pride Bakeries was transferred to One51 at inception.
- One51 continues to own this operating business 100%.

### Background

- The First National Bakery Company was established in 1989, following the amalgamation of a number of small regional family bakeries.
- First National Bakery Company was rebranded as Irish Pride in 1990.
- In 2010, the business had grown to be the second largest *Irish* bread brand and the fifth-largest *Irish* manufactured food brand.

## Performance

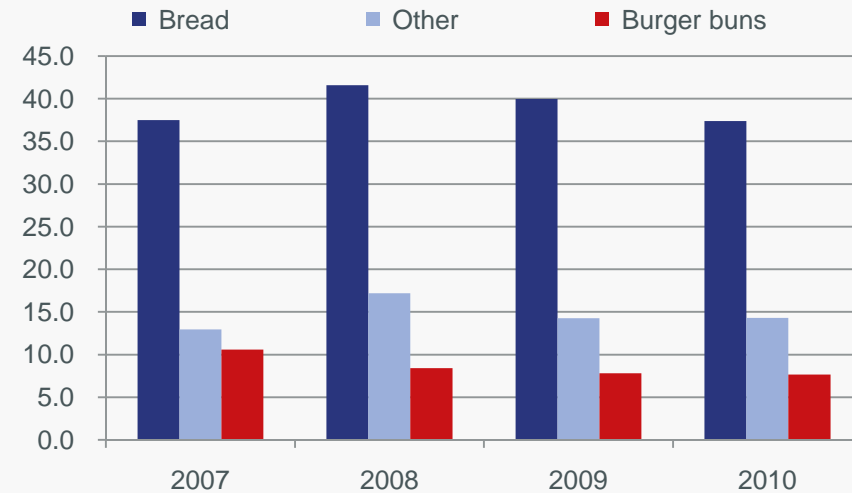
### Sales

- Turnover in 2010 was €59.3m versus €62.0m in the previous year.
- This represents a decrease of 4.4% and reflects the continued duress exhibited in the domestic retail sector.

### Product range

- The business continues to augment its product range to remain in step with changing consumer preferences.
- LifeFibreCo., Irish Pride Bakeries second brand, was strategically repositioned during 2010, and now offers price competitive breads focused on the health and wellness category.
- The LifeFibre Co. 9 Grain Loaf is the first in a series of new products planned across the range over the coming period.

## Annual sales by category (€ m)



## Bakeries and distribution depots

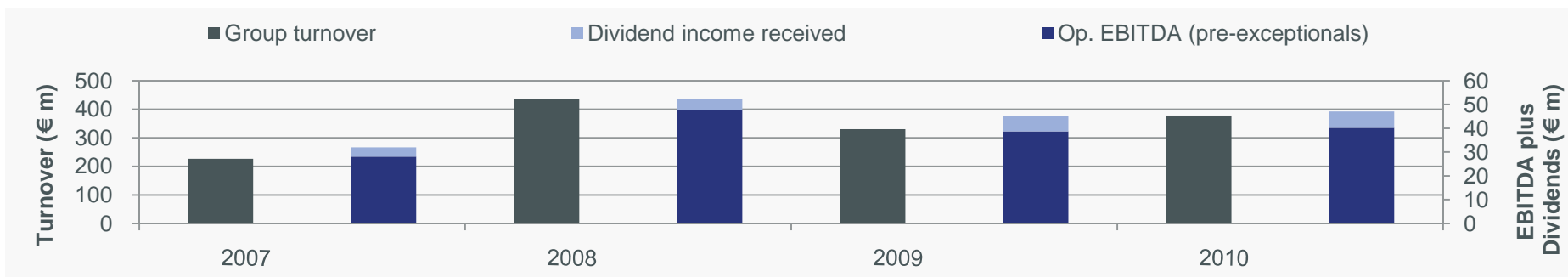


- Irish Pride employs over 400 people in Ireland.
- The business has bakeries in Wexford and Mayo.
- It also operates an extensive countrywide distribution network from six primary depots.

# One51 Financial Performance

2011 operating EBITDA is likely to be down year-on-year due to non-recurring business

Profit and Loss – including non-recurring items					2010 exceptional items explained
	2010	2009	2008	2007	
	€ m	€ m	€ m	€ m	
Group turnover	378.2	330.4	437.0	226.0	<p>■ 2010 performance was impacted materially by €125.5m (pre-tax) of write-downs, impairments and other exceptional items as follows:</p> <ul style="list-style-type: none"> <li>– A €134.5m write-down in the value of investments, €132.0m of which is attributable to the Group's holding in NTR plc, of which €36.8m has been accounted for through reserves</li> <li>– A €11.5m write-down of investment property and fixed assets</li> <li>– A €8.9m goodwill impairment charge</li> <li>– A net €2.4m charge against joint venture investments</li> <li>– A net €5.0m charge in respect of redundancy and reorganisation costs, the write off of a prepayment relating to an option on a property, and other items</li> </ul>
<b>Op. EBITDA (pre-exceptionals)</b>	<b>40.2</b>	<b>38.7</b>	<b>47.5</b>	<b>28.1</b>	
Depreciation and Amortisation	15.9	16.0	14.6	9.6	
Op. EBIT (pre-exceptionals)	24.3	22.7	32.9	18.5	
Dividend income received	6.8	6.6	4.7	3.9	
<b>Group EBIT (pre-exceptionals)</b>	<b>31.1</b>	<b>29.3</b>	<b>37.6</b>	<b>22.3</b>	
Exceptional items	(125.5)	(28.9)	(70.6)	(14.9)	
<b>Profit before Interest and Tax</b>	<b>(94.4)</b>	<b>0.4</b>	<b>(33.0)</b>	<b>7.4</b>	
Bank Interest	(5.1)	(8.3)	(12.9)	(8.4)	
CLN interest	(1.0)	(1.0)	(1.1)	(4.3)	
Other interest	(0.5)	(0.6)	(2.7)	(0.9)	
Total Interest	(6.6)	(9.8)	(16.6)	(13.7)	
<b>Pre-tax profit</b>	<b>(101.1)</b>	<b>(9.5)</b>	<b>(49.6)</b>	<b>(6.3)</b>	
Tax	(3.6)	(1.5)	(7.3)	(1.9)	
Minorities	1.0	0.0	(0.2)	(0.5)	
<b>Net income</b>	<b>(103.6)</b>	<b>(10.9)</b>	<b>(57.2)</b>	<b>(8.7)</b>	



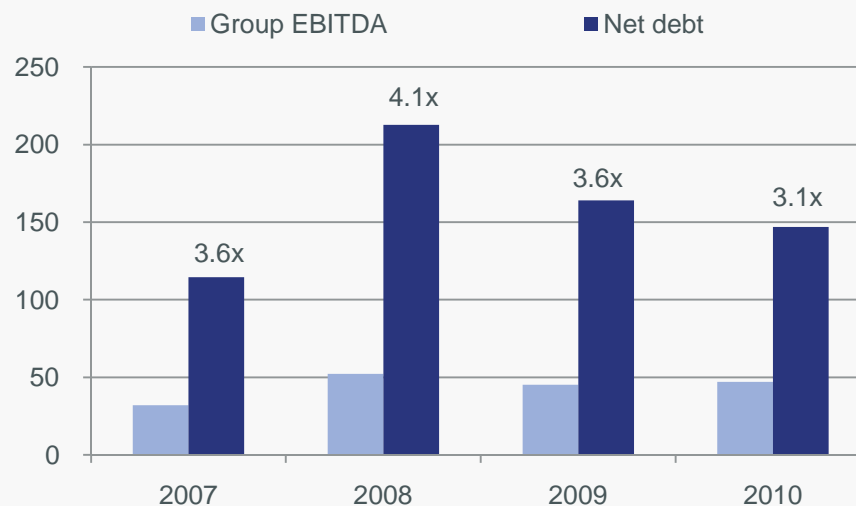
# One51 Financial Performance

## Cash generation and deleveraging key areas of focus

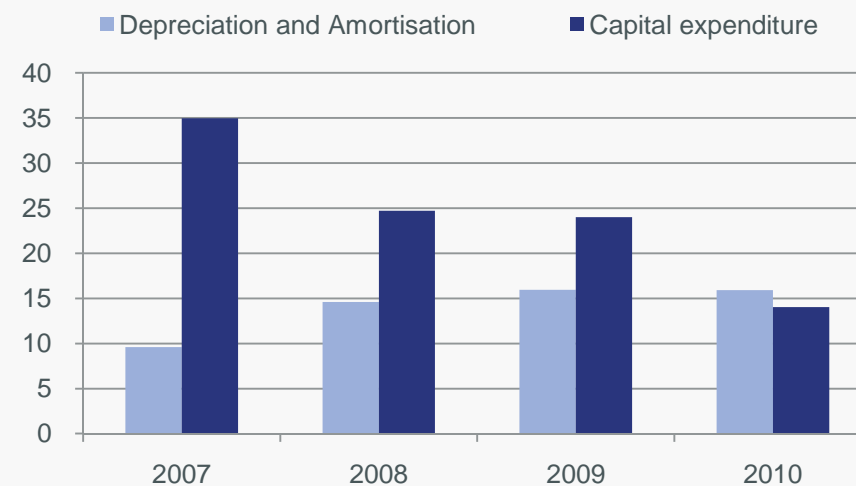
### Cash Flow Statement

	2010	2009	2008	2007
	€ m	€ m	€ m	€ m
<b>Profit before Interest and Tax</b>	<b>(94.4)</b>	<b>0.4</b>	<b>(33.0)</b>	<b>7.4</b>
FRS 3 Exceptional items	1.8	(15.5)	(1.5)	0.0
Share of operating profit of JVs	(0.6)	8.0	10.9	0.9
<b>Group op. profit/loss (inc. divs)</b>	<b>(93.2)</b>	<b>(7.2)</b>	<b>(23.6)</b>	<b>8.2</b>
Other operating cash flow items	117.8	30.5	53.9	16.2
Depreciation and Amortisation	15.9	16.0	14.6	9.6
(inc.)/dec. in working capital	(6.0)	(1.2)	1.5	(9.6)
<b>Cash flow from operations</b>	<b>34.5</b>	<b>38.0</b>	<b>46.4</b>	<b>24.5</b>
<b>Servicing of finance</b>	<b>(5.4)</b>	<b>(8.3)</b>	<b>(13.5)</b>	<b>(8.2)</b>
<b>Taxation paid</b>	<b>1.7</b>	<b>0.2</b>	<b>(5.0)</b>	<b>(3.6)</b>
Capital expenditure	(14.0)	(24.0)	(24.7)	(35.0)
(Acquisitions)/Divestments	(0.0)	32.6	(65.5)	(107.1)
Other investing cash flow	(0.2)	(1.3)	(32.4)	(75.8)
<b>Cash flow from investing</b>	<b>(14.2)</b>	<b>7.3</b>	<b>(122.6)</b>	<b>(217.9)</b>
Share (repurchase) / issue	(0.6)	(1.1)	0.0	136.2
inc./ (dec.) interest bearing liabilities	(36.7)	(6.1)	77.4	83.9
Other financing cash flow	(1.5)	(2.7)	(2.0)	(0.8)
<b>Cash flow from financing</b>	<b>(38.9)</b>	<b>(10.0)</b>	<b>75.3</b>	<b>219.2</b>
<b>Total cash flow</b>	<b>(22.3)</b>	<b>27.2</b>	<b>(19.4)</b>	<b>14.0</b>

### Net Debt : Group EBITDA (including dividends received)



### Depreciation and Amortisation versus Capital Expenditure



# One51 Financial Performance

In June 2011, One51 extended a €200m committed debt facility through to June 2013 with a syndicate of six banks

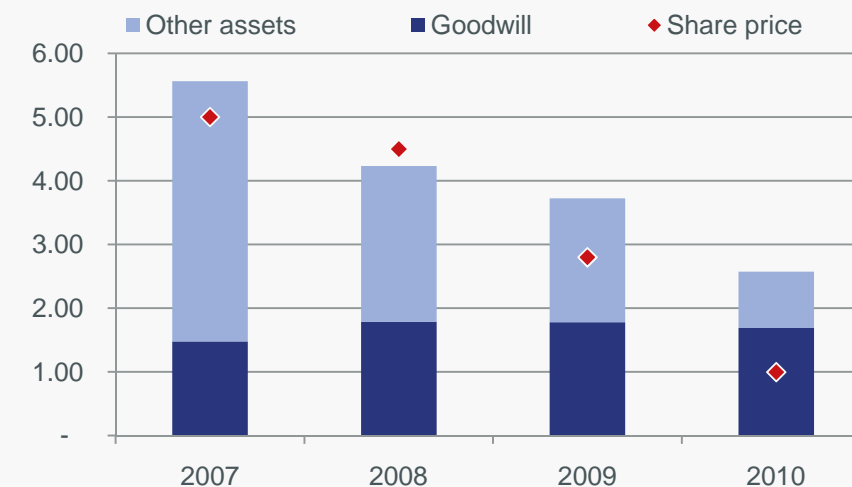
## Balance Sheet

	2010	2009	2008	2007
	€ m	€ m	€ m	€ m
Cash & equivalents	37.5	56.8	27.1	47.3
Trade debtors	46.9	42.4	45.9	47.3
Other debtors	7.6	9.3	11.8	7.1
Stocks	22.1	16.6	17.4	12.0
<b>Current assets</b>	<b>114.1</b>	<b>125.1</b>	<b>102.2</b>	<b>113.7</b>
Intangible assets	1.7	2.2	2.2	2.3
Goodwill	206.2	216.5	216.8	177.2
Tangible assets	134.1	139.4	165.6	158.1
Listed investments	61.4	196.8	267.6	385.4
Unlisted investments	12.7	17.4	32.0	56.1
Investment property	6.8	13.3	16.8	4.5
Investments in JVs	52.9	55.1	66.2	48.4
<b>Fixed assets</b>	<b>475.7</b>	<b>640.7</b>	<b>767.2</b>	<b>832.0</b>
<b>Total assets</b>	<b>589.8</b>	<b>765.8</b>	<b>869.4</b>	<b>945.7</b>
Trade creditors	30.4	24.0	32.4	29.4
Short term debt	225.3	62.6	67.0	47.0
Other current liabilities	10.4	0.0	0.0	0.0
<b>Current liabilities</b>	<b>266.2</b>	<b>86.5</b>	<b>99.4</b>	<b>76.5</b>
Long term debt	0.0	192.0	210.0	157.9
Convertible Loan Notes Out	0.0	10.4	10.5	12.8
Other long term creditors	2.2	7.2	4.2	4.5
Provisions for liabilities	7.0	16.7	31.4	27.3
<b>Total long term liabilities</b>	<b>9.2</b>	<b>226.4</b>	<b>256.1</b>	<b>202.6</b>
<b>Total liabilities</b>	<b>275.3</b>	<b>313.0</b>	<b>355.5</b>	<b>279.1</b>
Called up s. capital and s. premium	377.7	377.7	377.3	370.4
Other capital	(30.3)	4.0	79.1	281.7
Reserves	(32.8)	70.5	54.8	11.9
Minority interests	(0.2)	0.1	0.5	2.2
Pension liabilities	0.1	0.6	2.3	0.4
<b>Total shareholders equity</b>	<b>314.5</b>	<b>452.8</b>	<b>513.9</b>	<b>666.6</b>
<b>Total liabilities and equity</b>	<b>589.8</b>	<b>765.8</b>	<b>869.4</b>	<b>945.7</b>

## Operating working capital



## Book Value per Share versus End of Year Share Price



# Outlook

## Plan to restore value underway

### Recent events

#### July 2011

- Alan Walsh appointed Interim CEO.

#### September 2011

- In AGM presentation to shareholders, Interim CEO stated:
  - Return on Invested Capital to date disappointing in aggregate
    - Certain businesses have not lived up to initial projections
  - One51 focused on Free Cash Flow
    - Margin management and cost controls
  - Shrink to Grow
    - Strategic asset sales required to improve profitability
    - Proceeds used to pay down debt
    - Resulting business better positioned to grow organically

#### November 2011

- Alan Walsh appointed Group CEO of One51.

#### 2011 Earnings Outlook

- Headwinds remain due to:
  - Loss of NTR dividend (€3.5m in 2010)
  - Non-recurring income (€3.7m in 2010)
  - Higher financing costs under extended debt facility
  - Other one-off items

### Action plan

#### Restoring shareholder value

- One51 has underperformed its sectors and its peers.
- The immediate priority is to arrest further value erosion.
- Management has commenced a specific series of actions in this regard:

#### Action plan

- Stabilise business and address balance sheet :
  - Optimise free cash flow from the Group's operating activities
  - Manage investments to a successful realisation
  - Sell all non-core assets within a realistic timeframe
  - Use the proceeds generated to pay down debt
- Align the organisation for future growth:
  - ClearCircle Environmental to focus on successful consolidation of acquired businesses
  - Commence strategic alignment of operations
- Prioritise shareholder requirements:
  - Improve transparency and engagement with investment community
  - Broaden institutional shareholding
  - Following debt rightsizing and balance sheet restructuring, pursue appropriate liquidity/value realisation options

## Corporate Information

### Contact details

<b>Group Headquarters</b>	<p>One Fifty One plc          151 Thomas Street          Dublin 8          Tel: +353 (0)1 612-1151          E-mail: info@one51.com</p>
<b>Non-Executive Chairman</b>	<p>Denis Buckley</p>
<b>Executive Directors</b>	<p>Alan Walsh (Group CEO)          Michael Long (Executive Director)</p>
<b>Non-Executive Directors</b>	<p>Dr. Noel Cawley          Hans Droog          Eithne FitzGerald          Guy Hallifax          Hugo Maguire          David Martin          James C. Murphy          Finbarr O'Neill (Senior Ind. Director)</p>

### Corporate calendar

Event	Date
2011 Financial Year End	Dec-11
Preliminary 2011 Results Statement	Mar-12
AGM 2012	Q2-12
First Half 2012 Management Update	Sep-12
2012 Financial Year End	Dec-12

### Investor enquiries

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