

The Pirelli logo, consisting of a stylized red 'P' followed by the word 'IRELLI' in red, all set against a yellow rectangular background.

PIRELLI

PIRELLI 9M 2014 RESULTS

MILANO – NOVEMBER 6, 2014



AGENDA



KEY MESSAGES



9M 2014 RESULTS



2014 OUTLOOK & TARGETS



9M 2014 TYRE OVERVIEW



APPENDIX

KEY MESSAGES

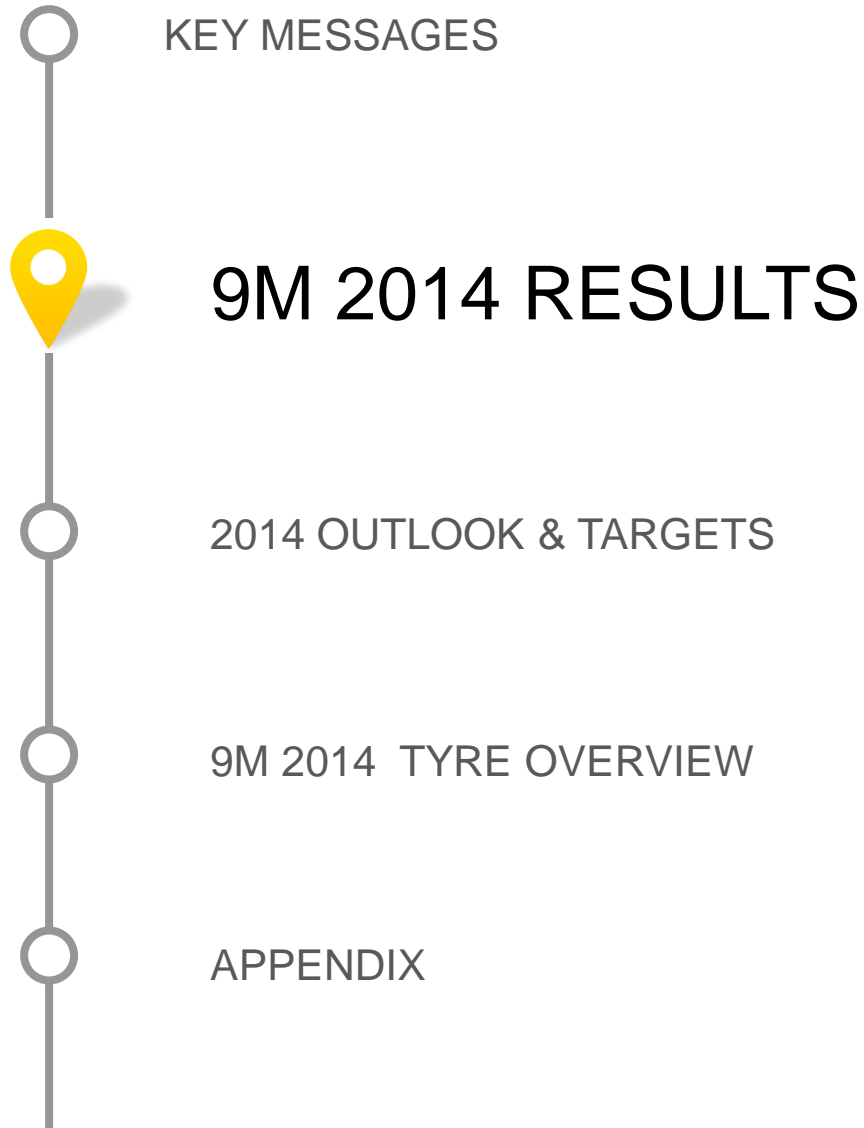
Pirelli 9M snapshot

- > **Premium value and volume outperformance, especially in the ≥ 18 " segment**
- > **Solid execution of value strategy, profitability confirmed at high levels**
 - Quality top-line growth with best price/mix improvement in the industry
 - Geared to manage short-term market fluctuations and secure cash-flow generation through production adjustments

2014 Outlook

- > **Industry: resilient despite regional volatility**
 - Pricing environment remains rational
 - Unchanged focus on profitability and cash flow
- > **Pirelli: on track to deliver 2014 targets**
 - Balanced geographic exposure capitalized: seizing Premium growth across regions, accelerating in APAC and North America, recovery plan for OE weakness in South America

AGENDA



PIRELLI KEY FINANCIAL RESULTS

	9M 13*	9M 14	Δ yoy	Q3 13*	Q3 14	Δ yoy	Q3 2014 Highlights
Revenues	4,586.4	4,528.7	-1.3%	1,496.4	1,541.8	+3.0%	<ul style="list-style-type: none"> • Top-line growth continues in Europe, Nafta while Asia Pacific accelerates • Market outperformance in the Premium segment: volumes up 17%, market up 12%
<i>Organic growth**</i>			+6.5%			+6.0%	
EBITDA before Restr. Costs	806.8	867.7	+7.5%	277.5	284.9	+2.7%	
<i>Margin</i>	17.6%	19.2%	+1.6p.p	18.5%	18.5%	+0.0p.p.	<ul style="list-style-type: none"> • Profitability remains high, despite increase in marketing costs and lower utilization rate in South America
EBIT before Restr. Costs	593.4	647.8	+9.2%	207.5	208.9	+0.7%	
<i>Margin</i>	12.9%	14.3%	+1.4p.p.	13.9%	13.5%	-0.4p.p.	
Restructuring Costs	(15.2)	(18.1)		(7.8)	(5.4)		<ul style="list-style-type: none"> • Stable net income, tax rate in line with full year guidance of 36%
EBIT	578.2	629.7	+8.9%	199.7	203.5	+1.9%	
<i>Margin</i>	12.6%	13.9%	+1.3p.p.	13.3%	13.2%	-0.1p.p.	
PBT	408.5	461.7		157.8	154.8		<ul style="list-style-type: none"> • Investments focused mainly on Mix and Quality.
<i>Tax Rate</i>	-37.1%	-35.6%		-31.9%	-32.0%		
Net Income before Discontinued operations	257.0	297.4	+15.7%	107.5	105.3	-2.0%	
Discontinued operations	1.1	2.6		0.5	0.9		
Net Income	258.1	300.0	+16.2%	108.0	106.2	-1.7%	
Attributable Net Income	262.1	290.5		110.7	101.4		
Investments***	238.3	244.7		74.3	101.1		
Net Debt	1,970.9	2,003.9	+69 €/mln in Q3				

* Restated with Steel Cord among discontinued operations

** Excluding exchange rate effects

*** Tangible and intangible investments

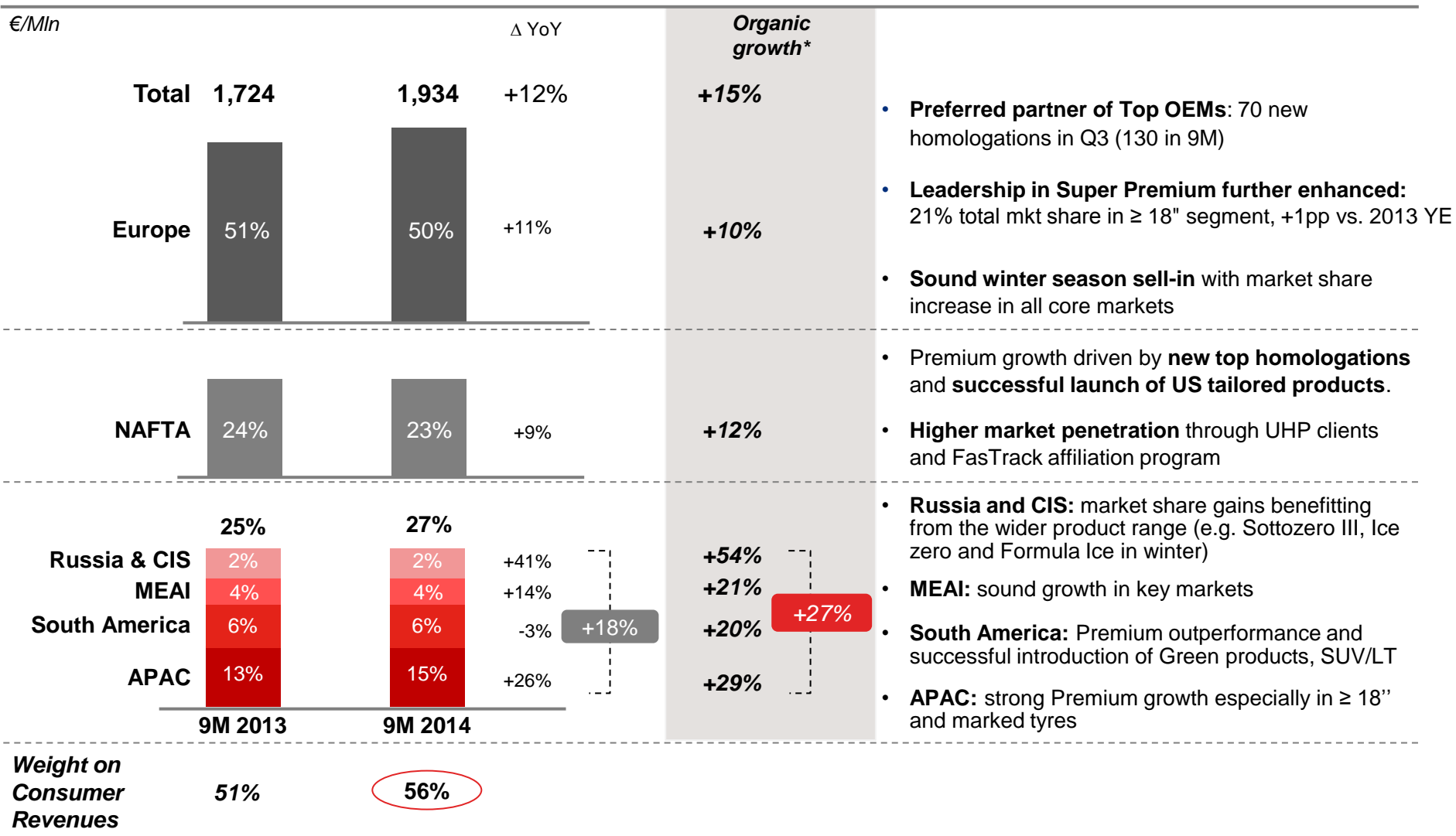
9M 2014 PERFORMANCE BY REGION

	Tyre Sales			Consumer Sales			Industrial Sales			Tyre Ebit Margin**
€/Mln		Δ YoY	Organic growth*		Δ YoY	Organic growth*		Δ YoY	Organic growth*	
Total	4,520	-1%	+7%	3,466	+3%	+10%	1,054	-11%	-1%	14.6% (+1.2 pp)
Europe	35%	+8%	+7%	41%	+8%	+8%	14%	+5%	+5%	Europe Mid-teens (improving yoy from double-digit in 9M 2013)
NAFTA	12%	+4%	+7%	15%	+4%	+8%	2%	-15%	-12%	NAFTA Mid-teens (improving yoy)
Russia & CIS	53%	-7%	+7%							Russia High single digit (negative in 9M 2013)
MEAI	4%	-2%	+11%	44%	-3%	+12%				MEAI High-teens (improving yoy)
APAC	8%	-4%	+5%		+1%	+14%				APAC Twenties (improving yoy)
South America	9%	+13%	+17%		-1%	+8%	84%	-13%	-1%	South America Low-teens (declinig yoy)
	32%	-12%	+4%		+19%	+23%				
					-11%	+8%				

* Excluding exchange rate effects

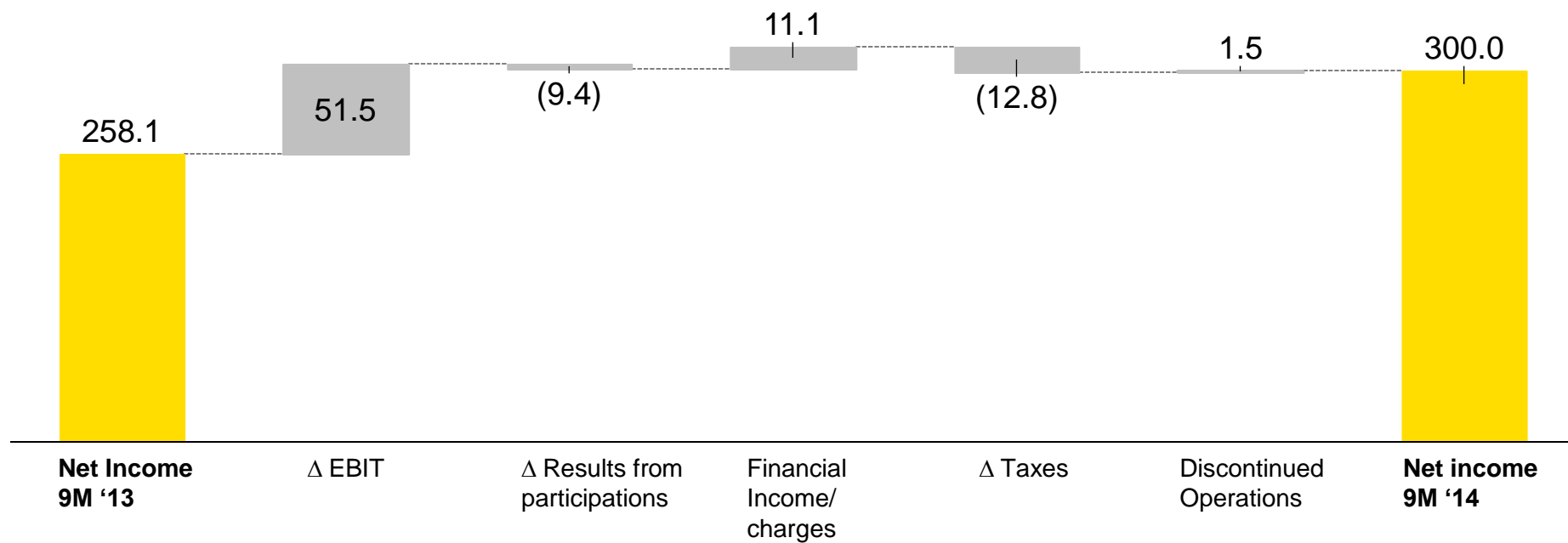
** Before restr. costs

PREMIUM: OUR GROWTH ENGINE ACROSS REGIONS



PIRELLI NET INCOME 9M 2014 VS 9M 2013

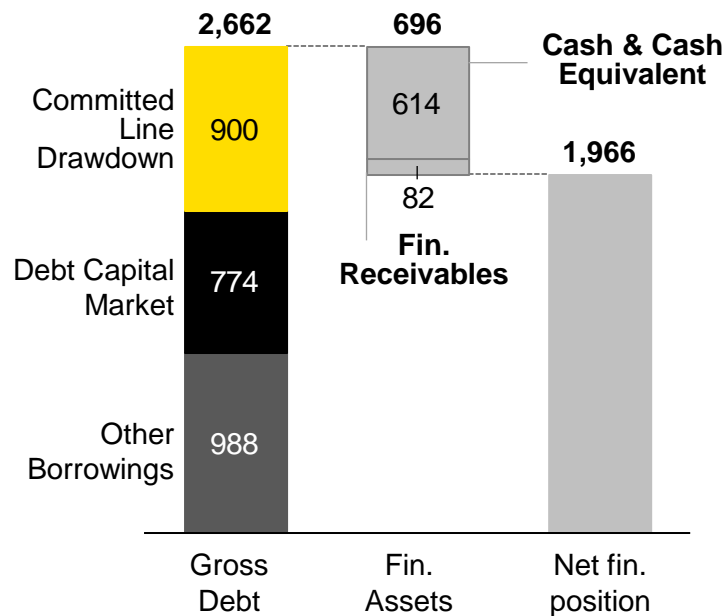
€/Mln



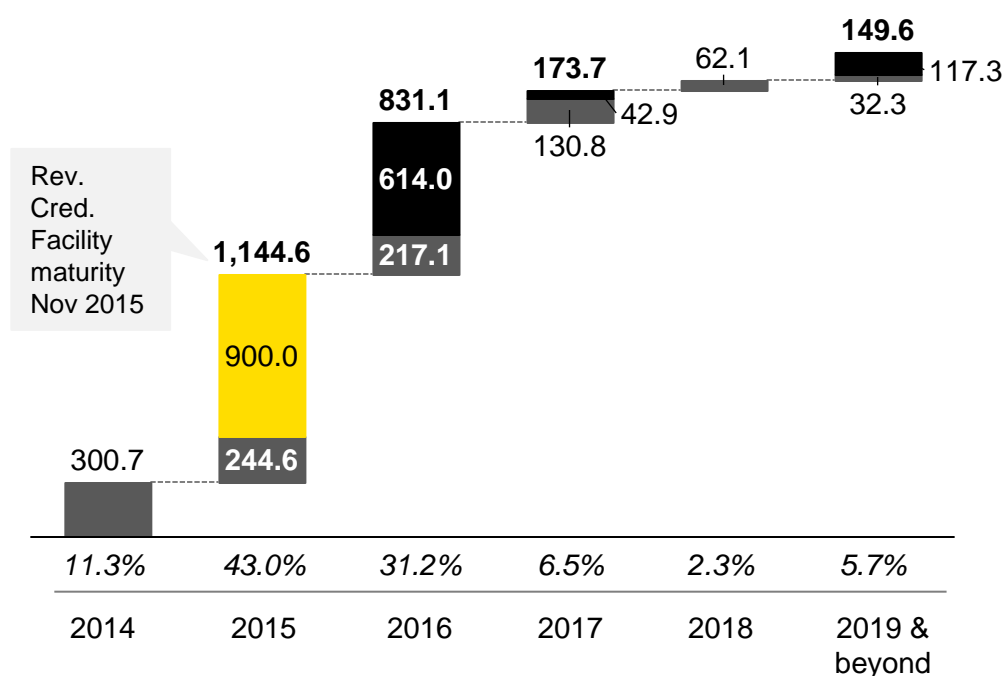
DEBT STRUCTURE AS OF SEPTEMBER 30, 2014

Net Financial Position – continuing operations

€/Mln



Gross Debt Maturity



Liquidity Profile

€/Mln

Liquidity position	613.9
Total committed lines not drawn due in 2015	300.0
Liquidity Margin	913.9

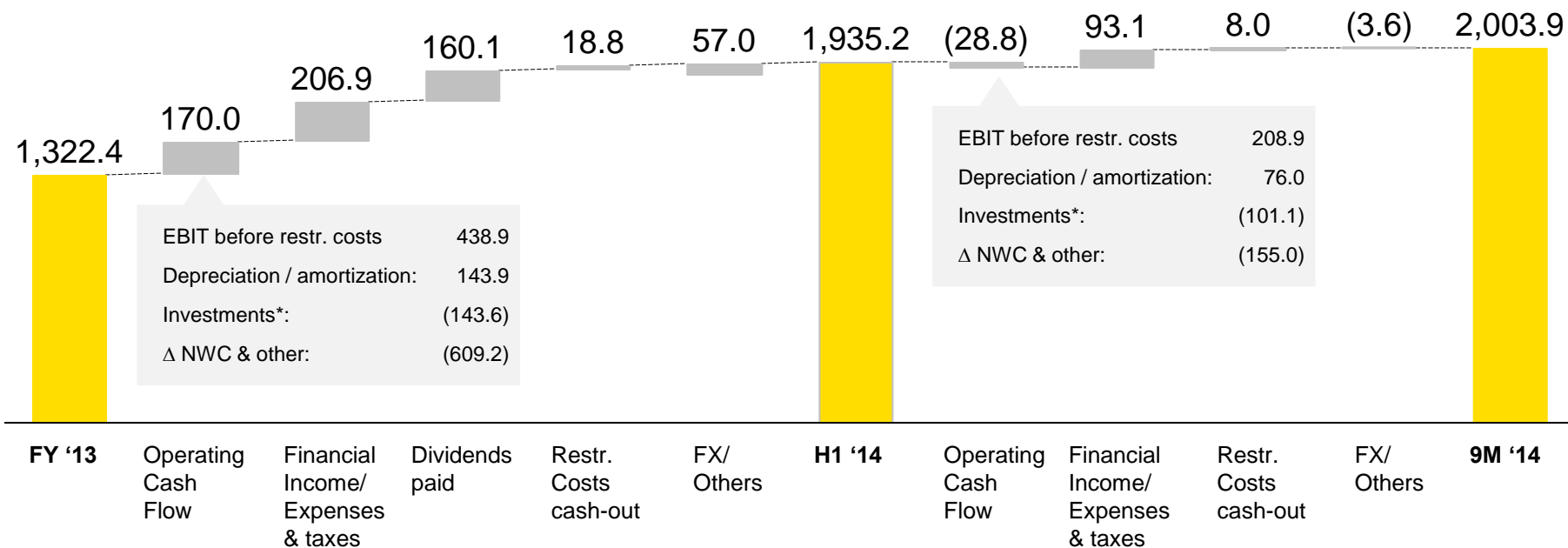
Debt Profile

- 45% of the debt maturity beyond 2015
- 45% in currencies other than Euro
- Cost of debt* 5.95% as of September 30, 2014
- Gross debt profile ~77% Fixed and ~23% Floating
- Average debt maturity: ~ 1.6 years

* Cost of debt <6.5% across the 2013-2017 industrial plan horizon due to exposure of debt to high interest rate countries

PIRELLI 9M 2014 NET FINANCIAL POSITION

€/Mln



* Tangible and intangible investments

AGENDA



KEY MESSAGES



9M 2014 RESULTS



2014 OUTLOOK & TARGETS



9M 2014 TYRE OVERVIEW



APPENDIX

2014 PIRELLI OUTLOOK BY REGION

Car Tyre Market			2014 Pirelli Tyre Business Target				Highlights
			Revenues	EBIT%*			
Asia Pacific	+5% yoy o/w Premium up double digit	= ▲	High-teen growth (from mid-teen)	▲	Twenties	▲	Outperforming Premium Market, due to presence in fast growing Car Park
NAFTA	+5% yoy o/w Premium up high single-digit	▲	Mid single-digit growth	▲	Mid-teens	▲	Mix improvement and wider Premium distribution market coverage
Europe	+5% yoy o/w Premium up double-digit	=	High single-digit growth	=	Mid-teens	=	Making the most of Premium growth
MEAI	+3% yoy o/w Premium up double-digit	▼ =	Low single-digit growth	=	High-teens	=	Above average profitability despite FX volatility
Russia and CIS	Negative high single-digit	▼	Low single-digit decline (2-digit organic growth)	▼	High single-digit	=	Mix improvement and efficiency gains continue to drive the turnaround
South America	Car RT +3% , o/w Premium up mid-teens Car OE -16% Truck RT -1% Truck OE -22%	= ▼ ▼ ▼	Positive organic revenue growth, overall sales down double-digit	▼	Low-teens (lower yoy)	▼	Resilient replacement car demand; profitability protected by efficiencies and better distribution control, limited by lower plant saturation and higher input costs

▲ ▼ = Δ vs previous guidance

* Before Restructuring Costs

FY 2014 TARGETS CONFIRMED

at constant consolidation perimeter*

2014 targets
August 2014

2014 targets
Update November 2014

Steel Cord FY 2014

Included in discontinued operations**

Revenues <ul style="list-style-type: none"> Volumes <ul style="list-style-type: none"> o/w Premium Price/mix Foreign Exchange Total revenues growth	~6.2 €/bln ~ +4.5% > +16% ~ +4% / ~ +5% ~ -8.5% / ~ -9.5% ~ +1%	>6.1 / <6.2 €/bln > +2.5% Confirmed Confirmed ~ -7% / ~ -7.5% ~ flat	~90 €/mln vs third parties
EBIT post restructuring <ul style="list-style-type: none"> Non-recurring expenses (restructuring costs and asset valuation adjustments) 	~850 €/mln 50 €/mln	Confirmed 40 €/mln lower valuation adjustments (restructuring costs confirmed)	~10 €/mln
Capex	<400 €/mln	Confirmed	
Net cash flow before dividends	>250 €/mln	Confirmed	
NFP	~ 1.2 €/bln	Confirmed	≥ 200 €/mln cash-in after deal closing

* 2014 data includes contribution of Steel Cord business

** Formerly part of Industrial Business

2014 CONSUMER & INDUSTRIAL TARGETS UPDATE

at constant consolidation perimeter*

Consumer Business

	2014 targets August 2014	2014 targets Update November 2014
Revenues	~4.7	<i>confirmed</i>
• Volumes	> +6.5%	> +5%
- o/w Premium	> +16%	<i>confirmed</i>
• Price/mix	+4.5% / +5.5%	<i>confirmed</i>
• Forex	~ -7.5% / ~ -8.5%	~ -6% / ~ -6.5%
EBIT % before non-recurring items	≥15%	<i>confirmed</i>

Industrial Business

	2014 targets August 2014	2014 targets Update November 2014	Steel Cord business Discontinued
Revenues	~ 1.5	≤ 1.5	~90 €/mln vs third parties
• Volumes	-2%	-5%	
• Price/mix	+4.0% / +5.0%	<i>confirmed</i>	
• Forex	-11.0% / -11.5%	-9% / -9.5%	
EBIT % before non-recurring items	≥ 13.5%	~ 13%	~10 €/mln EBIT

* 2014 data includes contribution of Steel Cord business

2014 PROFITABILITY GUIDANCE CONFIRMED

Driver	2014 targets August 2014	2014 targets Update November 2014	Δ vs August 2014 guidance	2014 Expected Ebit confirmed ~850€/mln
	Impact	Impact		
Volumes	~ +4.5% of sales	> +2.5% of sales	-45€/mln Ebit	
Price/Mix	+4%/+5% of sales	<i>Confirmed</i>		
Forex	-8.5%/-9.5% of sales	-7%/-7.5% of sales	+15€/mln Ebit	
	-105€/mln of Ebit	-90€/mln of Ebit		
Efficiencies	+ ~90€/mln of Ebit	<i>Confirmed</i>		
Raw Materials	-35€/mln of Ebit	-5€/mln of Ebit	+30€/mln Ebit	
Other Input Costs	~ -125€/mln of Ebit	~ -135€/mln of Ebit	-10€/mln Ebit	
		Lower saturation of plants in South America and higher inflation		
D&A, Start-up Costs, Others	~ -75€/mln of Ebit	<i>Confirmed</i>		
Minor businesses	~ -20€/mln 2014 expected Ebit	<i>Confirmed</i>		
Restructuring costs	~ -25€/mln of Ebit (Δ yoy)	~ -15€/mln of Ebit (Δ yoy)	+10€/mln Ebit	

AGENDA



KEY MESSAGES

9M 2014 RESULTS

2014 OUTLOOK & TARGETS

9M 2014 TYRE OVERVIEW

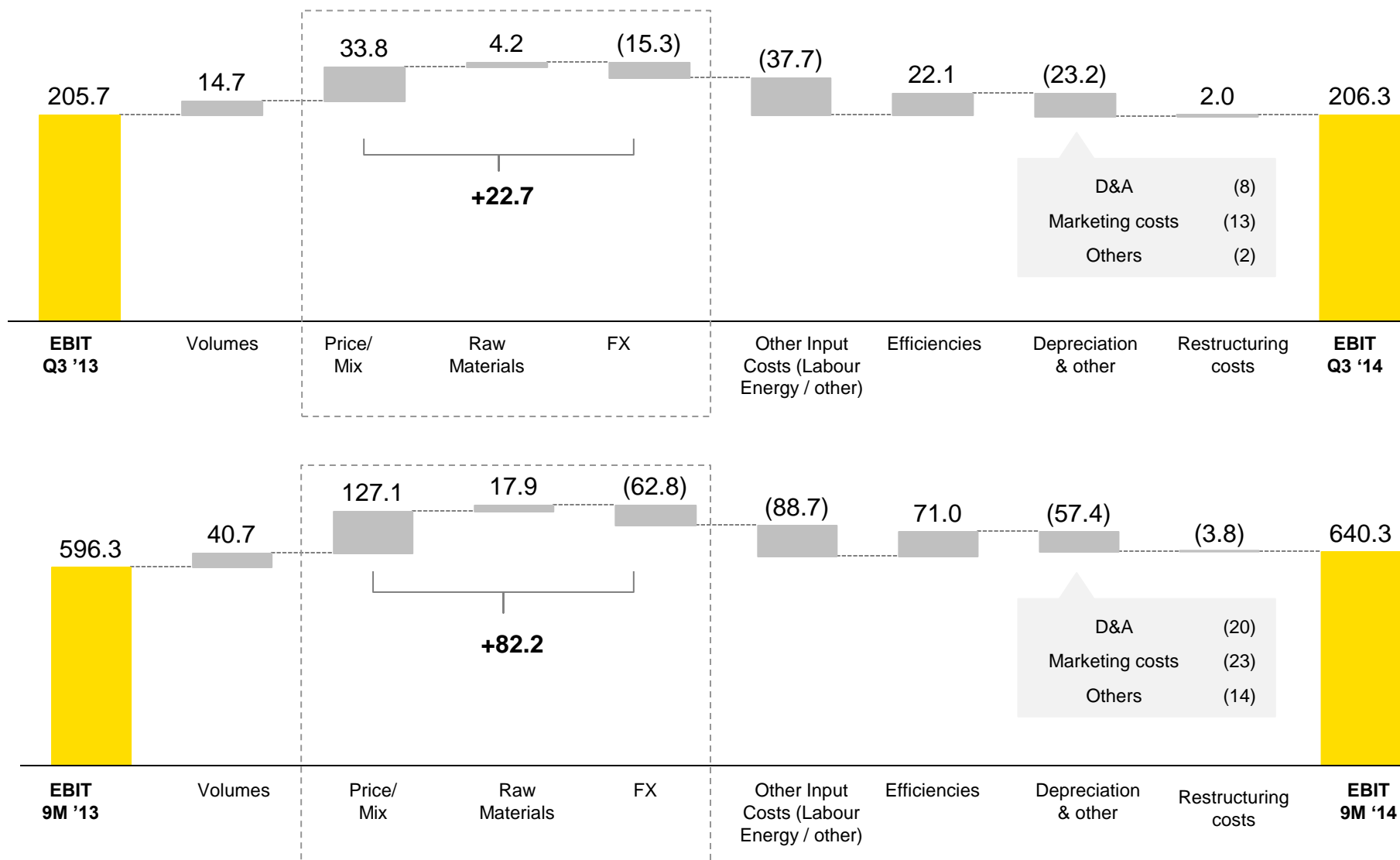
APPENDIX

KEY TYRE RESULTS

	Q1'14	Δ %	Q2'14	Δ %	Q3'14	Δ %	9M'14	Δ %
Revenues	1,469.5	-2.4%	1,511.3	-3.6%	1,539.2	+3.3%	4,520.0	-0.9%
<i>o/w Premium</i>	639.9	+12.9%	645.2	+12.6%	648.8	+11.1%	1,933.9	+12.2%
EBITDA before restr. costs	280.3	+8.7%	308.7	+9.9%	287.2	+1.7%	876.2	+6.7%
<i>Margin</i>	19.1%	+2.0pp	20.4%	+2.5pp	18.7%	-0.3p.p.	19.4%	+1.4p.p.
EBIT before restr. costs	210.3	+12.2%	236.1	+12.6%	211.7	-0.8%	658.1	+7.8%
<i>Margin</i>	14.3%	+1.8pp	15.6%	+2.2pp	13.8%	-0.5p.p.	14.6%	+1.2p.p.
EBIT	204.9	+11.2%	229.1	+11.1%	206.3	+0.3%	640.3	+7.4%
<i>Margin</i>	13.9%	+1.7pp	15.2%	+2.0pp	13.4%	-0.4p.p.	14.2%	+1.1p.p.

Revenue drivers	Q1'14	Q2'14	Q3'14	9M'14
Δ Price/Mix	+4.6%	+6.0%	+3.3%	+4.7%
Δ Volumes	+3.8%	-0.2%	+3.1%	+2.2%
<i>o/w Premium</i>	+22.2%	+20.9%	+17.3%	+20.1%
Δ Revenues (before exchange rate impact)	+8.4%	+5.8%	+6.4%	+6.9%
Δ Exchange Rate	-10.8%	-9.4%	-3.1%	-7.8%

PIRELLI TYRE OPERATING PERFORMANCE



CONSUMER BUSINESS: PIRELLI PERFORMANCE

	Q1 '14	Δ %	Q2'14	Δ %	Q3'14	Δ %	9M'14	Δ %
Revenues	1,128.7	+1.1%	1,159.6	+1.8%	1,178.0	+4.9%	3,466.3	+2.6%
<i>o/w Premium</i>	639.9	+12.9%	645.2	+12.6%	648.8	+11.1%	1,933.9	+12.2%
% revenues	56.7%	+5.9p.p.	55.6%	+5.3p.p.	55.1%	+4.3p.p.	55.8%	+6.2p.p.
EBITDA before Restr. Costs	219.4	+12.6%	245.1	+20.4%	228.0	+7.6%	692.5	+13.5%
<i>Margin</i>	19.4%	+2.0p.p.	21.1%	+3.2p.p.	19.4%	+0.5p.p.	20.0%	+1.9p.p.
EBIT before Restr. costs	162.7	+17.9%	186.8	+27.3%	167.3	+7.7%	516.8	+17.5%
<i>Margin</i>	14.4%	+2.0p.p.	16.1%	+3.2p.p.	14.2%	+0.4p.p.	14.9%	+1.9p.p.
EBIT	158.8	+16.8%	181.3	+25.7%	164.2	+8.6%	504.3	+16.9%
<i>Margin</i>	14.1%	+1.9p.p.	15.6%	+2.9p.p.	13.9%	+0.4p.p.	14.5%	+1.7p.p.

Revenue drivers	Q1'14	Q2'14	Q3'14	9M'14
Δ Price/Mix	+4.4%	+5.8%	+3.1%	+4.4%
Δ Volumes	+5.9%	+4.3%	+5.3%	+5.2%
<i>o/w Premium</i>	+22.2%	+20.9%	+17.3%	+20.1%
Δ Revenues (before exchange rate impact)	+10.3%	+10.1%	+8.4%	+9.6%
Δ Exchange Rate	-9.2%	-8.3%	-3.5%	-7.0%

INDUSTRIAL BUSINESS: PIRELLI PERFORMANCE

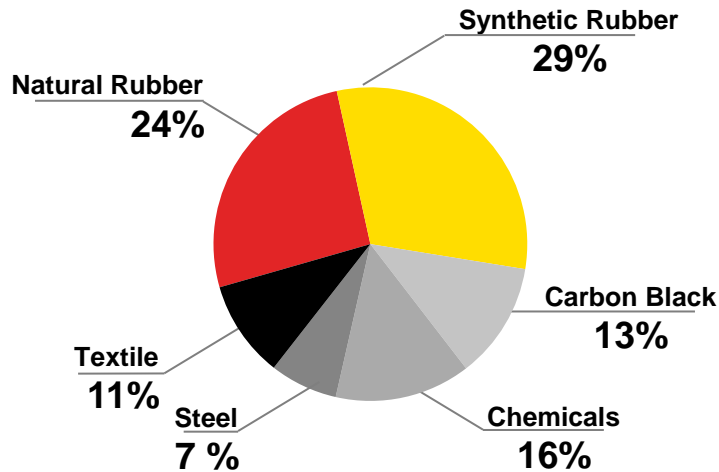
	Q1'14	Δ %	Q2'14	Δ %	Q3 '14	Δ %	9M'14	Δ %
Revenues	340.8	-12.2%	351.7	-18.1%	361.2	-1.4%	1,053.7	-11.0%
EBITDA before Restr. Costs	60.9	-3.3%	63.6	-17.7%	59.2	-15.9%	183.7	-12.8%
<i>Margin</i>	<i>17.9%</i>	<i>+1.7pp</i>	<i>18.1%</i>	<i>+0.1pp</i>	<i>16.4%</i>	<i>-2.8p.p.</i>	<i>17.4%</i>	<i>-0.4p.p.</i>
EBIT before Restr. costs	47.6	-3.8%	49.3	-21.7%	44.4	-23.4%	141.3	-17.1%
<i>Margin</i>	<i>14.0%</i>	<i>+1.3pp</i>	<i>14.0%</i>	<i>-0.7p.p.</i>	<i>12.3%</i>	<i>-3.5p.p.</i>	<i>13.4%</i>	<i>-1.0p.p.</i>
EBIT	46.1	-4.6%	47.8	-23.0%	42.1	-22.8%	136.0	-17.5%
<i>Margin</i>	<i>13.5%</i>	<i>+1.1pp</i>	<i>13.6%</i>	<i>-0.9p.p.</i>	<i>11.7%</i>	<i>-3.2p.p.</i>	<i>12.9%</i>	<i>-1.0p.p.</i>

Revenue drivers	Q1'14	Q2'14	Q3'14	9M'14
Δ Price/Mix	+5.4%	+6.5%	+4.0%	+5.3%
Δ Volumes	-2.2%	-12.2%	-3.6%	-6.2%
Δ Revenues (before exchange rate impact)	+3.2%	-5.7%	+0.4%	-0.9%
Δ Exchange Rate	-15.4%	-12.4%	-1.8%	-10.1%

2014 RAW MATERIAL GUIDANCE

Breakdown FY 2013

(based on purchase cost)



37%

Raw mat. cost
on sales

Guidance 2014

(August 2014)

Average Cost of
Goods Sold
€/Mln

	2013A	2014E	Δ yoy	2014E	Δ yoy
Natural Rubber TSR20 (\$/ton)	~2,700	~ 2,100	+105	~2,000	+134
Brent Oil (\$/barrell)	109	110	-5	109	-2
Butadiene EU (€/ton)	~ 1,300	~ 1,030	+35	~1,000	+38
FX (R\$, TRY, EGP, US\$)			~(170)		~(175)
TOTAL			(35)		(5)

Guidance 2014

(November
2014)

AGENDA



KEY MESSAGES



9M 2014 RESULTS



2014 OUTLOOK & TARGETS



9M 2014 TYRE OVERVIEW



APPENDIX

PIRELLI GROUP – Q3 14 RESULTS

Profit & Loss and Net Financial Position by Business Unit

	Pirelli tyre		Other		Pirelli & C. Cons.	
	Q3'13*	Q3'14	Q3'13	Q3'14	Q3'13*	Q3'14
SALES	1,489.4	1,539.2	7.0	2.6	1,496.4	1,541.8
EBITDA before Restr. Costs	282.3	287.2	(4.8)	(2.3)	277.5	284.9
<i>% of sales</i>	<i>19.0%</i>	<i>18.7%</i>			<i>18.5%</i>	<i>18.5%</i>
EBIT before Restr. Costs	213.3	211.7	(5.8)	(2.8)	207.5	208.9
<i>% of sales</i>	<i>14.3%</i>	<i>13.8%</i>			<i>13.9%</i>	<i>13.5%</i>
Restructuring Costs	(7.6)	(5.4)	(0.2)	0.0	(7.8)	(5.4)
EBIT	205.7	206.3	(6.0)	(2.8)	199.7	203.5
<i>% of sales</i>	<i>13.8%</i>	<i>13.4%</i>			<i>13.3%</i>	<i>13.2%</i>
Results from equity participations					1.4	(5.1)
Financial Income/charges					(43.3)	(43.6)
EBT					157.8	154.8
Fiscal Charges					(50.3)	(49.5)
Net income before discontinued operations					107.5	105.3
Discontinued operations					0.5	0.9
Net Income					108.0	106.2
Attributable Net Income					110.7	101.4
Net Financial Position					1,970.9	2,003.9

* Restated with Steel Cord among discontinued operations

PIRELLI GROUP – 9M 14 RESULTS

Profit & Loss and Net Financial Position by Business Unit

	Pirelli tyre		Other		Pirelli & C. Cons.	
	9M'13*	9M14	9M'13	9M'14	9M'13*	9M'14
SALES	4,562.3	4,520.0	24.1	8.7	4,586.4	4,528.7
EBITDA before Restr. Costs	820.9	876.2	(14.1)	(8.5)	806.8	867.7
<i>% of sales</i>	<i>18.0%</i>	<i>19.4%</i>			<i>17.6%</i>	<i>19.2%</i>
EBIT before Restr. Costs	610.5	658.1	(17.1)	(10.3)	593.4	647.8
<i>% of sales</i>	<i>13.4%</i>	<i>14.6%</i>			<i>12.9%</i>	<i>14.3%</i>
Restructuring Costs	(14.2)	(17.8)	(1.0)	(0.3)	(15.2)	(18.1)
EBIT	596.3	640.3	(18.1)	(10.6)	578.2	629.7
<i>% of sales</i>	<i>13.1%</i>	<i>14.2%</i>			<i>12.6%</i>	<i>13.9%</i>
Results from equity participations					(22.9)	(32.3)
Financial Income/charges					(146.8)	(135.7)
EBT					408.5	461.7
Fiscal Charges					(151.5)	(164.3)
Net income before discontinued operations					257.0	297.4
Discontinued operations					1.1	2.6
Net Income					258.1	300.0
Attributable Net Income					262.1	290.5
Net Financial Position					1,970.9	2,003.9

* Restated with Steel Cord among discontinued operations

PIRELLI GROUP CASH FLOW

€/Mln	3Q'13*	9M'13*	1Q'14	2Q'14	1H'14	3Q'14	9M'14
EBIT before restructuring costs	207.5	593.4	206.7	232.2	438.9	208.9	647.8
Depreciation / Amortization	70.0	213.4	70.6	73.3	143.9	76.0	219.9
Net investments	(74.3)	(238.3)	(65.3)	(78.3)	(143.6)	(101.1)	(244.7)
Working capital / other variations	(153.8)	(634.4)	(686.6)	77.4	(609.2)	(155.0)	(764.2)
OPERATING CASH FLOW	49.4	(65.9)	(474.6)	304.6	(170.0)	28.8	(141.2)
Financial income (expenses)	(43.3)	(146.8)	(43.3)	(48.8)	(92.1)	(43.6)	(135.7)
Taxes	(50.3)	(151.5)	(53.5)	(61.3)	(114.8)	(49.5)	(164.3)
NET OPERATING CASH FLOW	(44.2)	(364.2)	(571.4)	194.5	(376.9)	64.3	(441.2)
Financial investments / divestments	(31.6)	(31.6)	(3.7)	2.8	(0.9)	(12.1)	(13.0)
Real estate disposals	26.5	26.5	-	-	-	-	-
Retail Investments	(4.1)	(4.1)	-	-	-	-	-
Other dividends paid	-	(3.1)	(0.5)	(2.9)	(3.4)	-	(3.4)
Cash-out for restructuring operations	(4.2)	(16.9)	(12.9)	(5.9)	(18.8)	(8.0)	(26.8)
Net cash flow from discontinued operations	(4.9)	(19.7)	(8.7)	10.5	1.8	2.5	4.3
Exchange rate differentials / Others	17.1	(3.0)	(46.0)	(11.9)	(57.9)	13.2	(44.7)
NET CASH FLOW before dividends paid	(45.4)	(416.1)	(643.2)	187.1	(456.1)	(68.7)	(524.8)
Dividends paid by Parent co.	-	(156.7)	-	(156.7)	(156.7)	-	(156.7)
Prelios: share capital increase	(192.9)	(192.9)	-	-	-	-	-
NET CASH FLOW	(238.3)	(765.7)	(643.2)	30.4	(612.8)	(68.7)	(681.5)

* Restated with Steel Cord among discontinued operations

PIRELLI BALANCE SHEET

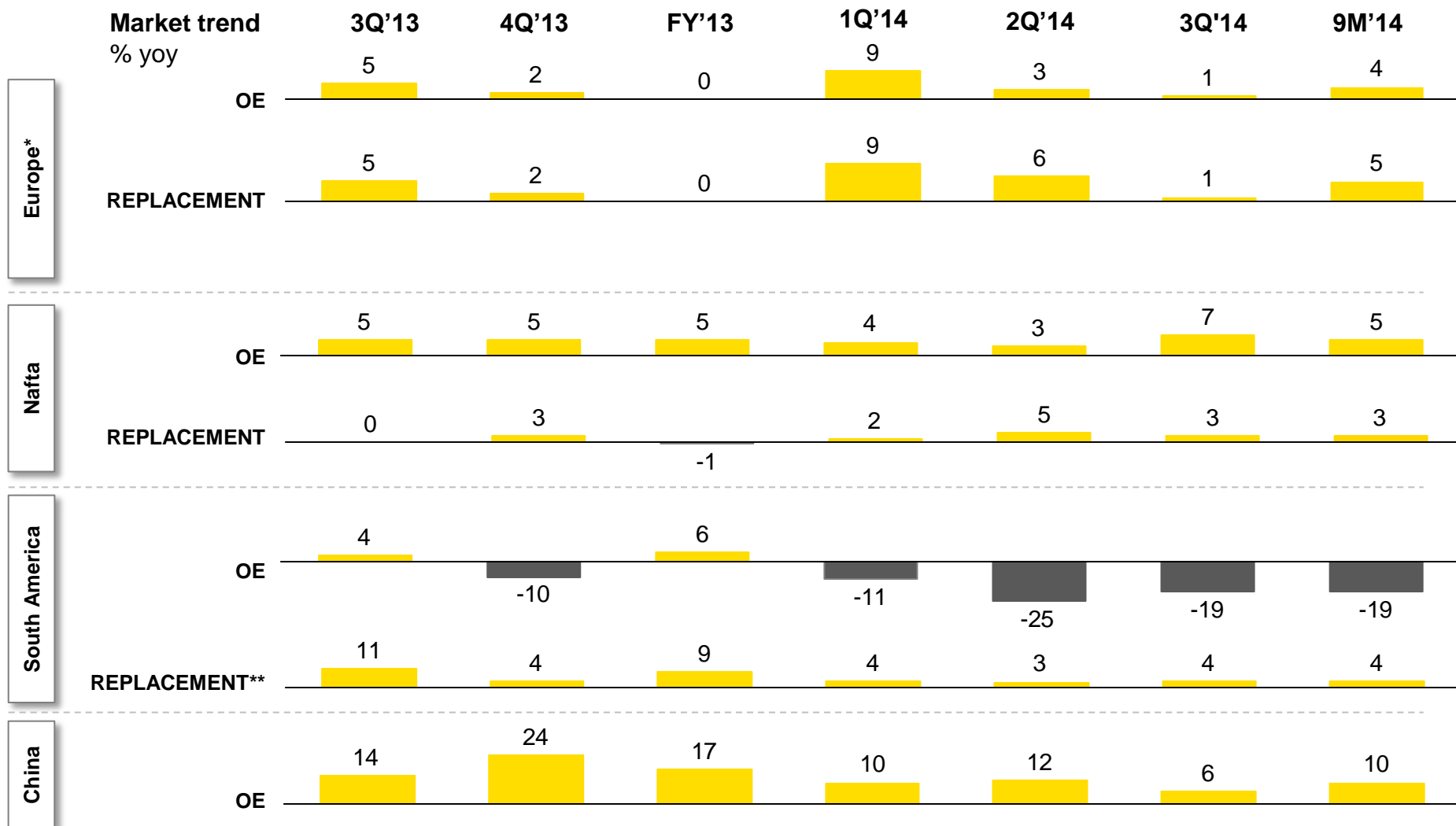
€/Mln	FY'13	9M'14
FIXED ASSETS	4,043.0	3,910.1
Inventories	987.3	1,060.7
Trade receivables	666.4	1,075.2
Trade payables	(1,244.5)	(1,020.4)
NET OPERATING WORKING CAPITAL	409.2	1,115.5
Other payables/receivables	3.0	93.0
Net Working Capital	412.2	1,208.5
Net Invested Capital of discontinued operations	-	134.5
NET INVESTED CAPITAL	4,455.2	5,253.1
Total Net Equity	2,436.6	2,493.2
Provisions	696.2	756.0
o/w for discontinued operations	-	17.3
Net Financial Position	1,322.4	2,003.9
o/w of discontinued operations	-	37.9
TOTAL	4,455.2	5,253.1
Attributable Net Equity	2,376.1	2,413.9
Equity per Share (euro)	4.87	4.95

PIRELLI GROUP – 2013 QUARTERLY RESULTS – RESTATED*

	Q1'13		Q2'13		Q3'13		Q4'13		FY'13	
	Tyre	Group	Tyre	Group	Tyre	Group	Tyre	Group	Tyre	Group
SALES	1,505.5	1,514.6	1,567.9	1,575.4	1,489.4	1,496.4	1,468.3	1,474.6	6,030.6	6,061.0
EBITDA before Restr. Costs	257.8	253.0	280.8	276.3	282.3	277.5	299.0	288.2	1,119.9	1,095.0
<i>% of sales</i>	<i>17.1%</i>	<i>16.7%</i>	<i>17.9%</i>	<i>17.5%</i>	<i>19.0%</i>	<i>18.5%</i>	<i>20.4%</i>	<i>19.5%</i>	<i>18.6%</i>	<i>18.1%</i>
EBIT before Restr. Costs	187.5	181.7	209.7	204.2	213.3	207.5	228.6	216.8	839.1	810.2
<i>% of sales</i>	<i>12.5%</i>	<i>12.0%</i>	<i>13.4%</i>	<i>13.0%</i>	<i>14.3%</i>	<i>13.9%</i>	<i>15.6%</i>	<i>14.7%</i>	<i>13.9%</i>	<i>13.4%</i>
Restructuring Costs	(3.2)	(3.2)	(3.4)	(4.2)	(7.6)	(7.8)	(9.2)	(10.3)	(23.4)	(25.5)
EBIT	184.3	178.5	206.3	200.0	205.7	199.7	219.4	206.5	815.7	784.7
<i>% of sales</i>	<i>12.2%</i>	<i>11.8%</i>	<i>13.2%</i>	<i>12.7%</i>	<i>13.8%</i>	<i>13.3%</i>	<i>14.9%</i>	<i>14.0%</i>	<i>13.5%</i>	<i>12.9%</i>
Results from equity participations		(6.6)		(17.7)		1.4		(55.4)		(78.3)
Financial Income/charges		(58.0)		(45.5)		(43.3)		(46.2)		(192.9)
EBT		113.9		136.8		157.8		104.9		513.5
Fiscal Charges		(42.2)		(59.0)		(50.3)		(57.5)		(209.0)
Net income before discontinued ops.		71.7		77.8		107.5		47.4		304.5
Discontinued operations		0.4		0.2		0.5		0.9		2.0
Net Income		72.1		78.0		108.0		48.3		306.5
Attributable Net Income		72.9		78.5		110.7		41.4		303.6
Net Financial Position		1,680.2		1,732.6		1,970.9		1,322.4		1,322.4

* Restated including Steel Cord among discontinued operations

CONSUMER BUSINESS: KEY MARKET TRENDS

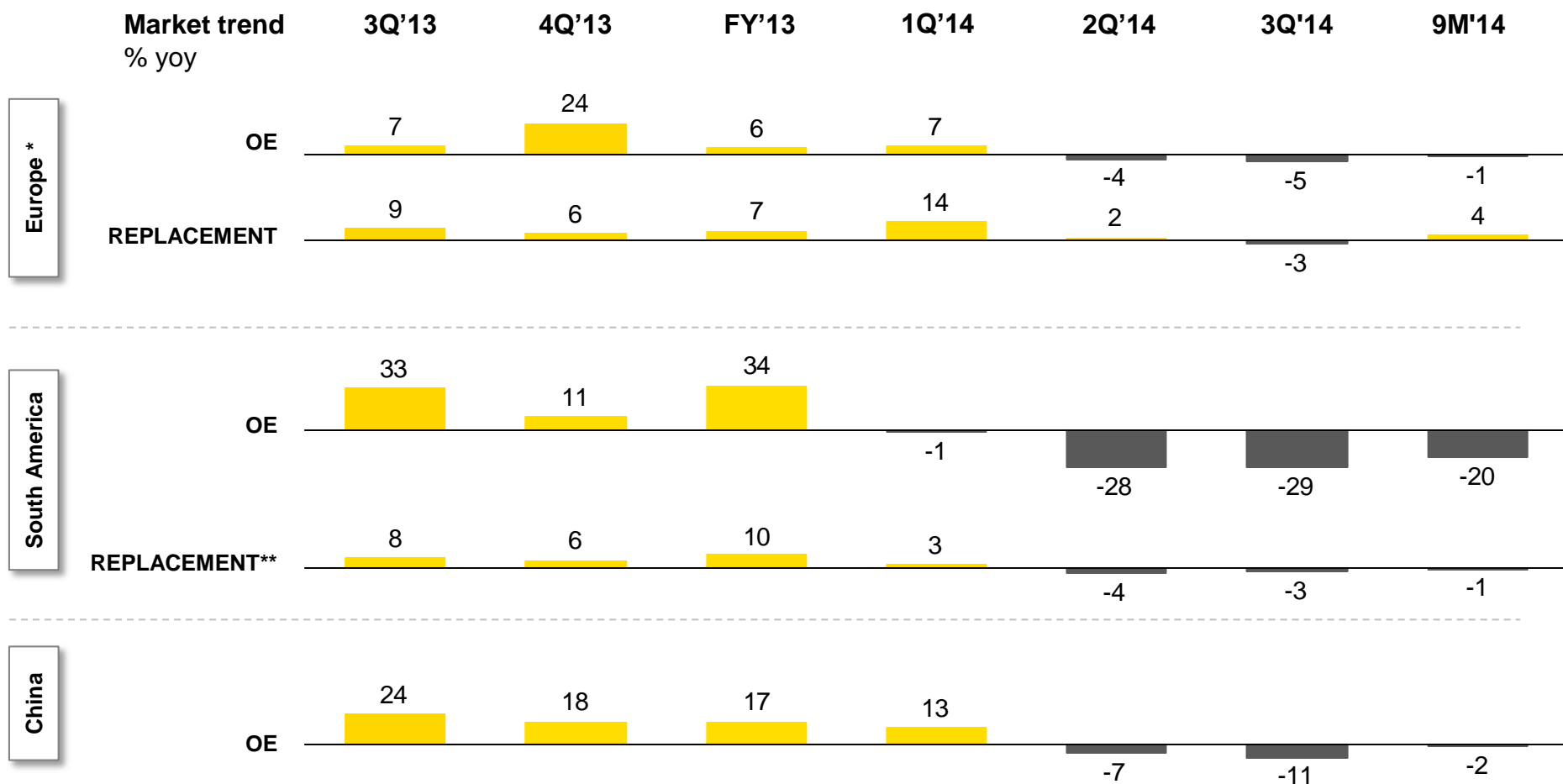


* Turkey included, Russia excluded

** South America Replacement restated to include Brazilian imports

Source: Local tyre manufacturer associations

INDUSTRIAL BUSINESS: KEY MARKET TRENDS



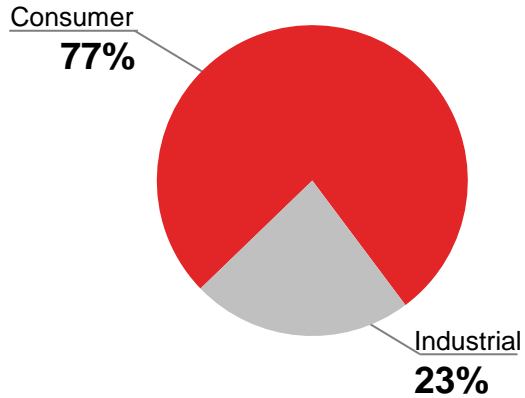
* Turkey included and Russia excluded

** Non-pool members' imports not included

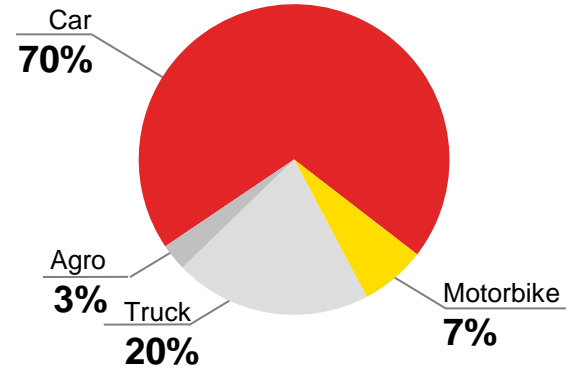
Source: Major external data providers for each Region and Pirelli Estimates

9M 2014 PIRELLI TYRE MIX

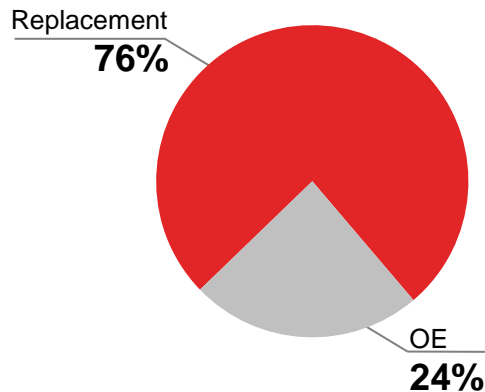
Sales by Business



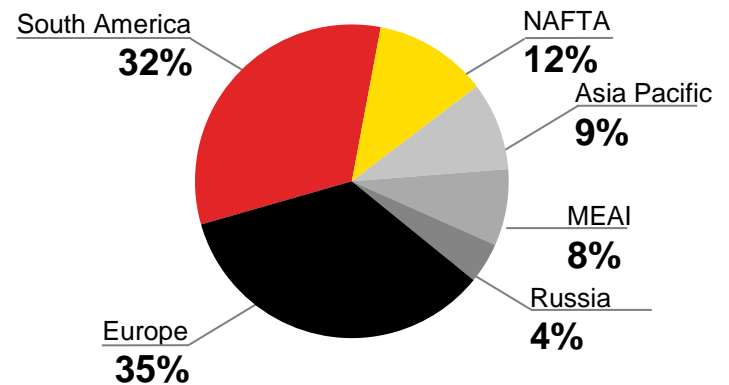
Sales by Segment



Sales by Channel

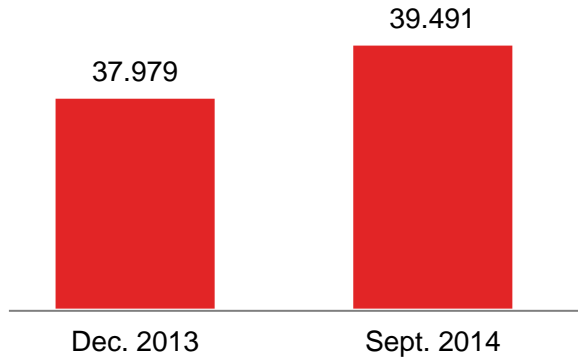


Sales by Region

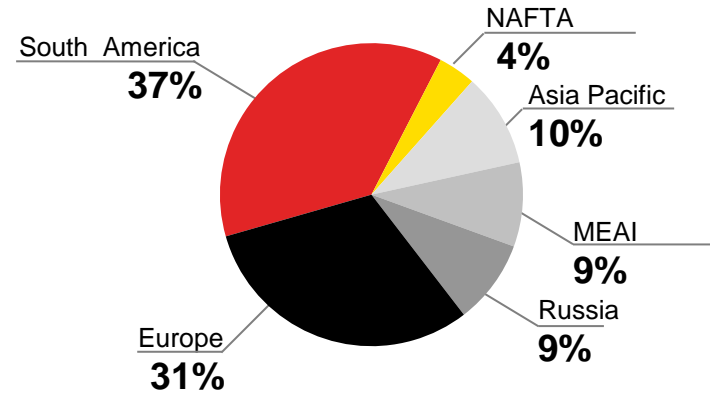


SEPTEMBER 2014 PIRELLI PEOPLE

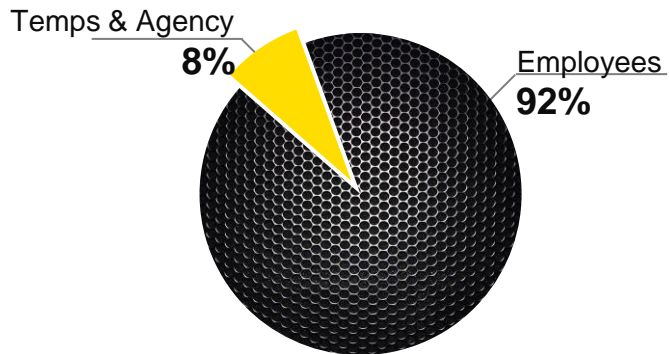
Headcount



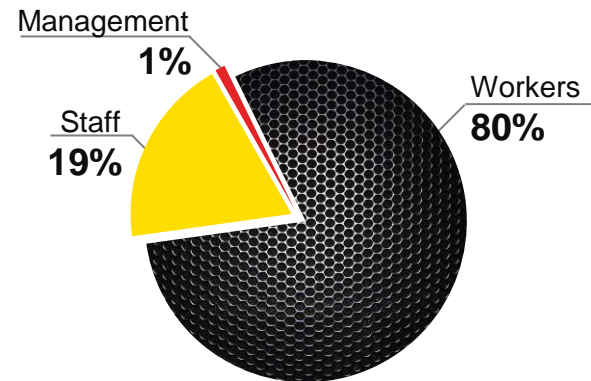
People by Region



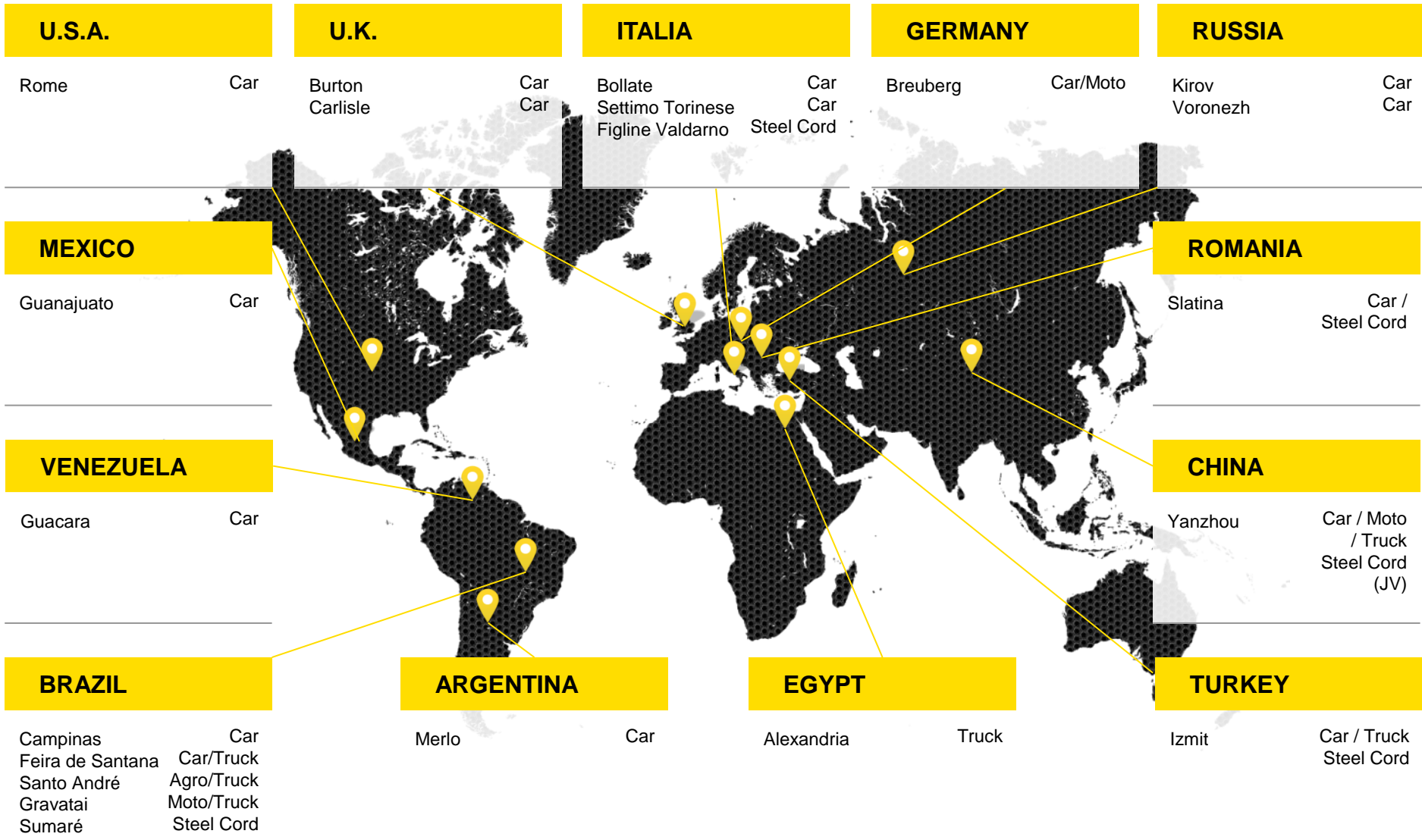
People by Contract



People by Cluster

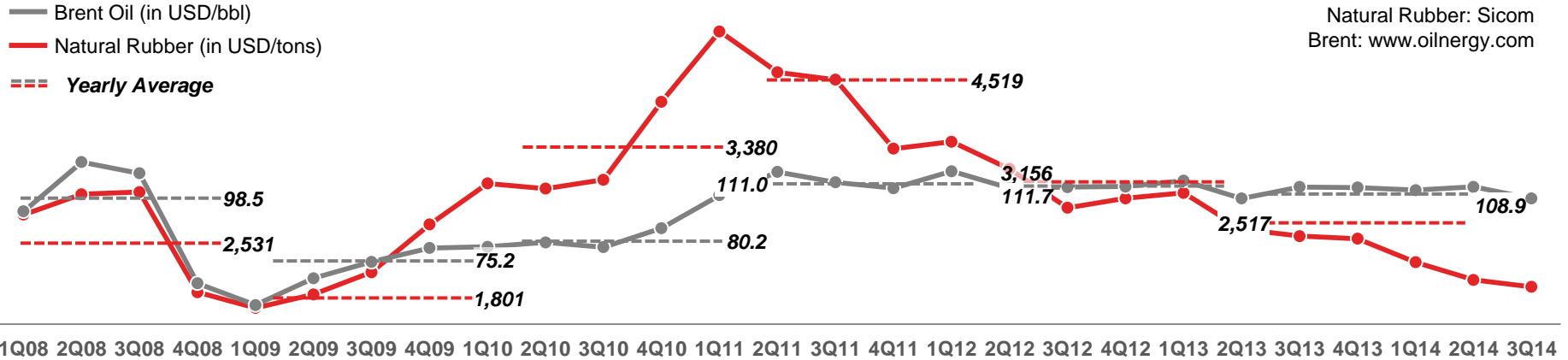


PIRELLI PLANTS IN THE WORLD



RAW MATERIALS

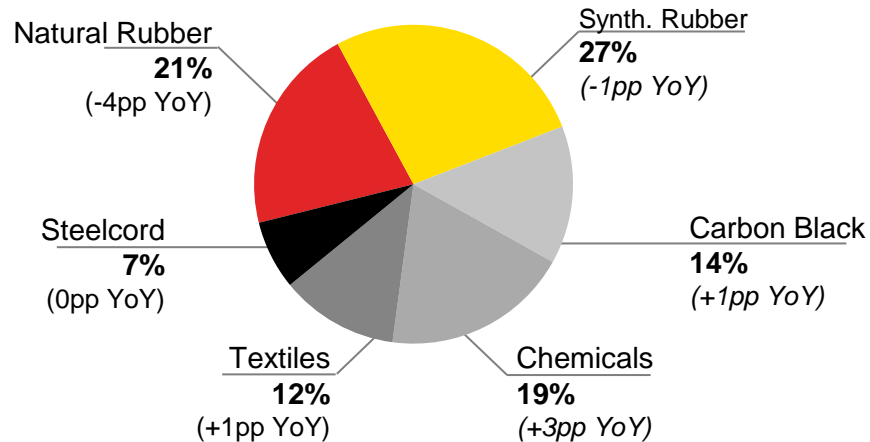
Raw Material Price Trend



9M 2014 Mix (Based on Purchasing Cost)

35%

Raw mat. costs on sales



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