

# COMPANY OVERVIEW

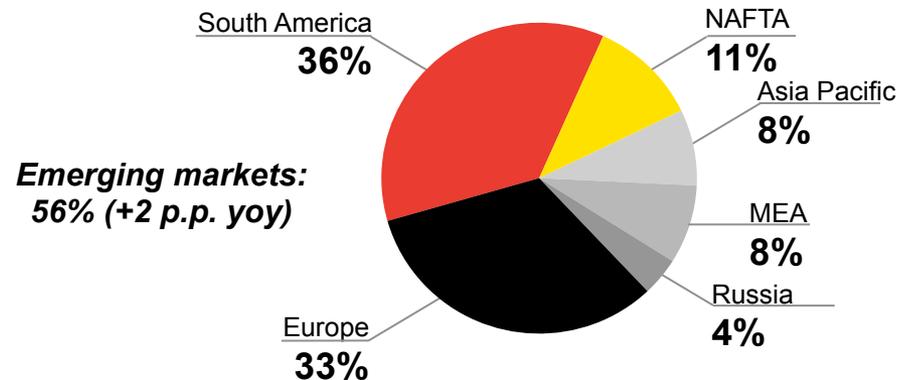
- ▶ A **leader in the Premium** segment and among the most **profitable** companies in the sector:  
13.4% tyre EBIT margin in FY'13, ~50% Prestige OE market share, ~19% Premium OE market share
- ▶ A **strong Brand**, enhanced by F1 involvement
- ▶ A **unique positioning** in the industry:
  - Growing focus on Premium segment (56% of car sales in 2013, 60% expected in 2016)
  - Best-in class profitability in the Industrial business: >13% EBIT margin, ~20% ROI in the last three years
  - Balanced distribution of revenues, leading the development of Premium tyres in Emerging Markets
  - Major manufacturing operations in cost competitive countries (>80% in 2013)
- ▶ A **solid financial structure** with a 2,33 € bln of gross debt as of Dec.'13, >50% maturing from 2015 onwards
- ▶ Starting a **new phase of value creation**: ROI at ~28% in 2017 (+8pp vs 2013) thanks to improving profitability (EBIT margin ~15% in 2016) and the benefits of past investments (capex/sales ~5% in 2017, ~11% in 2011)

**6.15 €/bln revenues in FY 2013, +1.2% yoy**

## Sales by Business/ Channel

- ▶ **Consumer 73%**
- ▶ **Industrial 27%**
- ▶ **OE: 25%**
- ▶ **Replacement: 75%**

## Sales By Region



# PIRELLI PLANTS IN THE WORLD

