

EXOR is one of Europe's leading investment companies and is controlled by the Agnelli Family.

With a NAV (Net Asset Value) of over 14 billion dollars, **EXOR** sums up an entrepreneurial story based on more than a century of investments.

EXOR invests in different sectors, mainly in Europe and in the United States, focusing on few global companies.



John Elkann

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Enrico Vellano

CHIEF FINANCIAL OFFICER

EXECUTIVE	NOT EXECUTIVE	INDEPENDENT	Board of directors	AUDIT COMMITTEE	COMPENSATION AND NOMINATING COMMITTEE
	X		CHAIRMAN AND CHIEF EXECUTIVE OFFICER John Elkann		
		X	VICE CHAIRMEN Sergio Marchionne		
	X		Alessandro Nasi		X
			DIRECTORS		
	X		Andrea Agnelli		
		X	Marc Bolland		X
	X		Niccolo Camerana		
	X		Ginevra Elkann		
		X	Annemiek Fentener Van Vlissingen		X
		X	Jae Yong Lee		
		X	Antonio Mota De Sousa Horta-Osorio		
	X		Lupo Rattazzi		X
		X	Robert Speyer		X
		X	Mike Volpi		X
		X	Ruthi Wertheimer		

Independent auditors

EY S.p.A.

Rating

S&P: BBB+/A-2

OUR HISTORY



1899

Giovanni Agnelli with some other entrepreneurs founds the Fabbrica Italiana Automobili Torino (FIAT).



1927

IFI - Istituto Finanziario Italiano - is founded by Senator Giovanni Agnelli to draw together, control and manage the holding in Fiat and various other companies.



1957

IFI acquires control of Istituto Commerciale Laniero Italiano, which conducts activities in the financial field, particularly in the textile and wool sector, and increases its holding in Technicolor Italiana.



1964

IFI International (IFINT) is set up to draw together the Group's foreign holdings. It will make investments in 3M, Bantam Books, Moog Automotive, River Cement, Lear Seating, Chateau Margaux and others.



1987

The company Società in Accomandita per Azioni Giovanni Agnelli e C. (GAeC) is formed, bringing together the holdings in IFI held by members of the Agnelli Family.



2003

IFIL and IFI increase their capital stock to conduct a similar transaction at Fiat. On this occasion, a reorganization is carried out, which also results in the transfer of the investments held by IFI to IFIL.



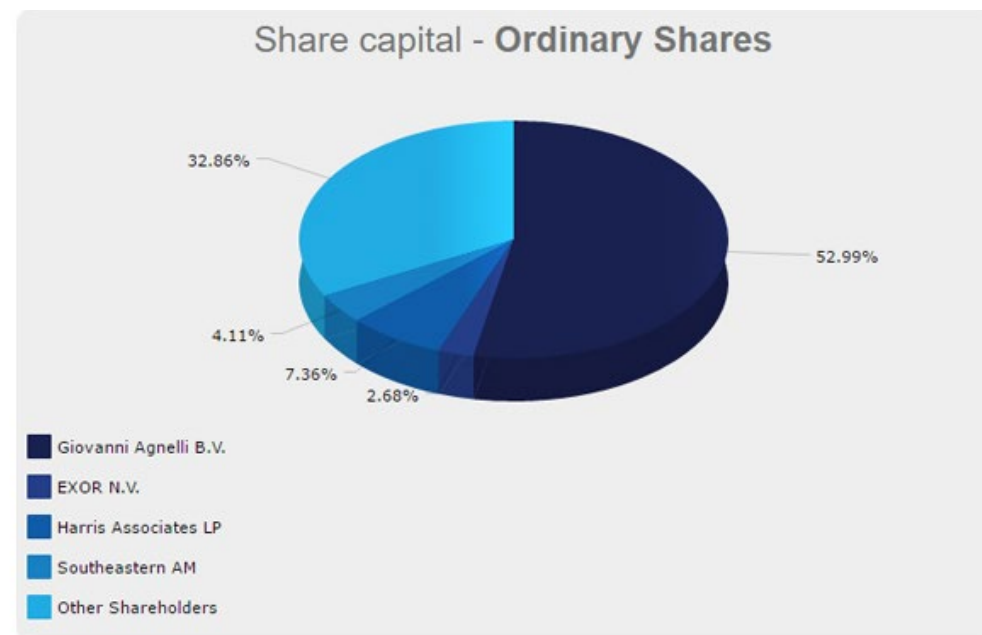
2009

On March, 1st IFIL was merged in IFI, which changed its name to EXOR S.p.A.

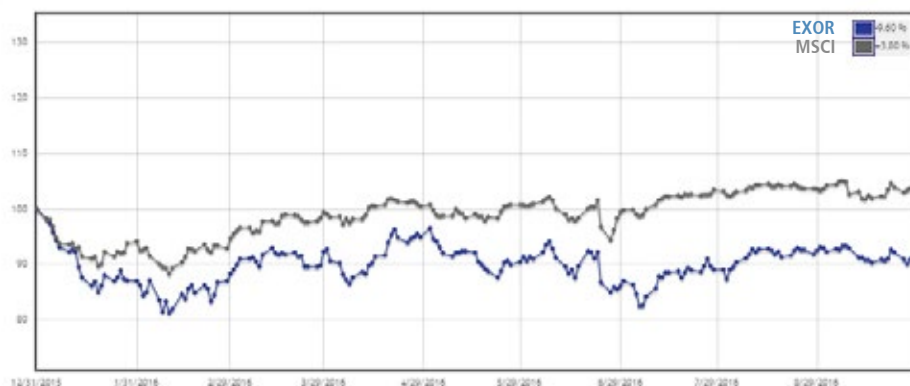
NET ASSET VALUE (NAV)

(\$ millions)	12/31/2015	12/31/2016	Change
Investments	11,037	17,683	6,646
Financial investments	631	382	(249)
Cash & cash equivalents	4,393	215	(4,178)
Treasury stock	231	187	(44)
Gross Asset Value (GAV)	16,292	18,467	2,175
Gross debt	(2,937)	(3,825)	(888)
Net Asset Value (NAV)	13,355	14,642	1,287

OWNERSHIP STRUCTURE



Stockholders as from EXOR voting shares ownership notices issued by Consob.



EXOR GROUP Results	2015	2016
Consolidated profit attributable to owners of the parent	744.5	588.6
	at 12/31/2015	at 12/31/2016
Consolidated equity attributable to owners of the parent	10,346.2	10,981.8
Consolidated net financial position of the "Holdings System"	1,336.8	-3,424.3

Contacts

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* Voting rights: FCA 42.6% | CNH I 39.94% | FERRARI 32.75% | THE ECONOMIST 20%