Interim Report at September 30, 2012

INTERIM REPORT AT SEPTEMBER 30, 2012

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Disclaimer

EXOR

Società per Azioni
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The Interim Report is available on the Company's website at: www.exor.com

This is an English translation of the Italian original document "Resoconto Intermedio di Gestione al 30 Settembre 2012" approved by the EXOR S.p.A. board of directors on November 14, 2012 which has been prepared solely for the convenience of the reader. The version in Italian takes precedence and for complete information about EXOR S.p.A. and the Group, reference should be made to the full original report in Italian "Resoconto Intermedio di Gestione al 30 Settembre 2012".

EXOR

Honorary Chairmen

Gianluigi Gabetti
Pio Teodorani-Fabbri

Board of Directors

Chairman and Chief Executive Officer	John Elkann
Vice Chairman	Tiberto Brandolini d'Adda
Vice Chairman	Alessandro Nasi
Non-independent Directors	Andrea Agnelli
	Vittorio Avogadro di Collobiano
	Luca Ferrero Ventimiglia
	Sergio Marchionne
	Lupo Rattazzi
	Eduardo Teodorani-Fabbri
Independent Directors	Victor Bischoff
	Giuseppina Capaldo (Lead Independent Director)
	Mina Gerowin
	Jae Y. Lee
	Giuseppe Recchi
	Michelangelo Volpi
Secretary to the Board	Gianluca Ferrero

Internal Control and Risks Committee

Giuseppina Capaldo (*Chairman*), Victor Bischoff and Giuseppe Recchi

Compensation and Nominating Committee

Victor Bischoff (*Chairman*), Giuseppina Capaldo and Mina Gerowin

Strategy Committee

John Elkann (*Chairman*), Victor Bischoff, Mina Gerowin, Sergio Marchionne, Jae Y. Lee and Michelangelo Volpi

Board of Statutory Auditors

Chairman	Sergio Duca
Regular auditors	Nicoletta Paracchini
	Paolo Piccatti
Alternate auditors	Giorgio Ferrino
	Ruggero Tabone

Independent Auditors Reconta Ernst & Young

Expiry of the terms of office

The terms of office of the board of directors and the board of statutory auditors will expire concurrently with the shareholders' meeting that will approve the 2014 annual financial statements.
The term of office of the independent auditors will expire concurrently with the shareholders' meeting that will approve the 2020 annual financial statements.

EXOR GROUP PROFILE

EXOR is one of Europe's leading investment companies and is controlled by Giovanni Agnelli e C. S.a.p.az., which holds 51.16% of share capital and, specifically, 59.10% of ordinary capital, 39.24% of preferred capital and 12.36% of savings capital.
Listed on the Italian Stock Exchange, EXOR has a Net Asset Value of approximately €7.5 billion at September 30, 2012. EXOR is headquartered in Turin, Italy.
EXOR invests in global companies in various sectors, mainly in Europe and in the United States with a long-term time frame.
EXOR's objective is to increase its Net Asset Value and outperform the MSCI World Index in Euro.

Core investments

(a) In addition, Fiat holds 2.8% of share capital.
(b) Ownership interest equal to 78.92%.

Fiat Industrial (30.01% of share capital. Fiat also holds 2.8% of share capital) is listed on the Electronic Share Market (Mercato Telematico Azionario) of Borsa Italiana's Italian Stock Exchange and is included in the FTSE MIB Index. Created in January 2011 from the demerger from Fiat, Fiat Industrial operates through businesses that are all major international players in the sectors of trucks, commercial vehicles, buses, coaches and special vehicles (with Iveco), tractors, agricultural and construction equipment (with CNH – Case New Holland), in addition to engines and transmissions for those vehicles and engines for marine applications (FPT Industrial). At December 31, 2011, the Fiat Industrial Group had 64 factories and 66,998 employees throughout the world.

SGS (15.00% of share capital) is a Swiss company listed on the Virt-x market. Founded in 1878, the company is today the global leader in verification, inspection, control and certification activities with more than 70,000 employees and a network of more than 1,350 offices and laboratories throughout the world.

Fiat (30.05% of share capital) is listed on the Electronic Share Market of Borsa Italiana's Italian Stock Exchange and is included in the FTSE MIB Index. Founded in 1899, Fiat is an international auto group that designs, produces and sells vehicles for the mass market under the Fiat, Lancia, Alfa Romeo, Fiat Professional and Abarth brands, as well as luxury and performance cars under the Ferrari and Maserati brands. The Group has increased its global reach through the integration with Chrysler Group and recently expanded its product portfolio with Jeep, Chrysler, Dodge and Ram that are produced in North America and now also distributed in Europe through the new Lancia-Chrysler and Jeep sales networks. Fiat also operates in the components sector, through Magneti Marelli and

Teksid, and in the production systems sector, through Comau. At December 31, 2011, the Fiat Group had 155 factories and 197,021 employees throughout the world

C&W Group (69.27% of share capital) is the largest privately held company for real estate services. C&W Group has its headquarters in New York, where it was founded in 1917, and has 253 offices and more than 14,000 employees in 60 countries.

Small investments

almacantar	Juventus	Gruppo Banca Leonardo	SEQUANA	Banijay Group	The Economist
36.29%	63.77%	17.40%	18.74%	17.09%	4.72%

Some of the most important small investments are:

Juventus Football Club (63.77% of share capital) is listed on the Electronic Share Market of Borsa Italiana's Italian Stock Exchange. Founded in 1897, it is one of the most prominent professional football teams in the world.

Almacantar (36.29% of share capital) is active in the real estate sector and realizes commercial investment and development opportunities, for offices and residential units, situated in London.

Gruppo Banca Leonardo (17.40% of share capital) is a privately held and independent international investment bank offering a complete range of services in investment banking, wealth management and other areas linked to financial markets.

Sequana (18.74% of share capital) is a French diversified paper group, listed on the NYSE Euronext market in Paris, with production and distribution activities through Arjowiggins and Antalis.

Banijay Holding (17.09% of share capital) is headquartered in Paris. The company is a new player in TV production through a network of companies specialized in the production and distribution of multimedia content.

The Economist Newspaper (4.72% of share capital) is a company with its center of operations in London and head of the editorial group that publishes The Economist, a weekly magazine that with a global circulation of more than one million copies represents one of the most important sources of analysis in the international business world.

NET ASSET VALUE

EXOR's Net Asset Value (NAV) at September 30, 2012 is €7,464 million. This is an increase of €1,144 million (+18.1%) from €6,320 million at December 31, 2011.

The following table shows the composition and change in NAV.

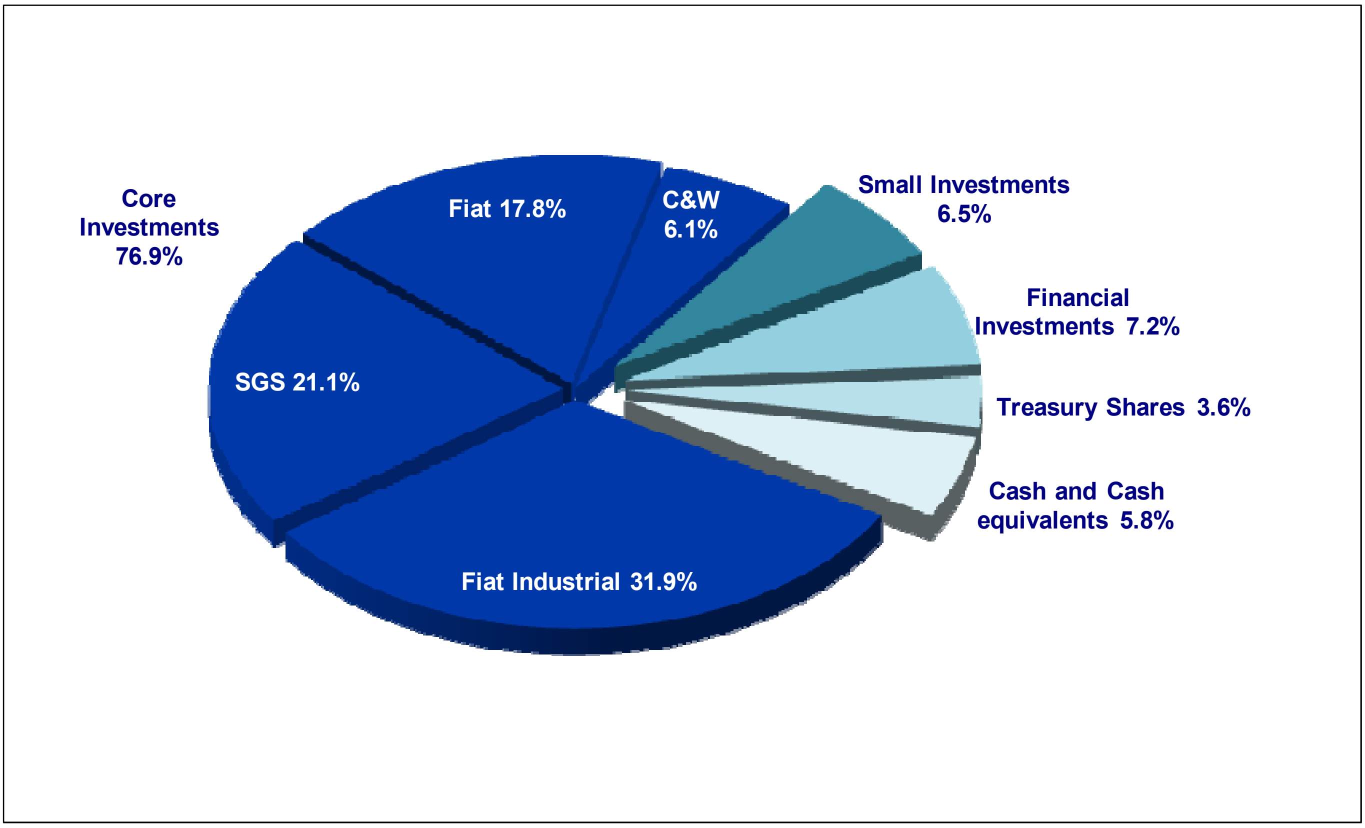
€ millions	03/01/2009	12/31/2011	09/30/2012	Change vs 03/01/2009	Change vs 12/31/2011
Core Investments	2,445	5,731	6,819	4,374	1,088
Small Investments	476	742	572	96	(170)
Financial Investments	387	490	634	247	144
Treasury shares	19	275	319	300	44
Cash and Cash Equivalents	1,008	434	518	(490)	84
Gross Asset Value	**4,335**	**7,672**	**8,862**	**4,527**	**1,190**
Gross Debt	**(1,157)**	**(1,142)**	**(1,228)**	**(71)**	**(86)**
Ordinary holding costs capitalized over 10 years	**(210)**	**(210)**	**(170)**	**40**	**40**
Net Asset Value	**2,968**	**6,320**	**7,464**	**4,496**	**1,144**

The gross asset value at September 30, 2012 has been calculated by valuing listed investments and other equity shares at trading prices, and other private investments at fair value determined annually by independent experts (last update at December 31, 2011) and other private investment holdings (funds and similar instruments) at the most recently available fair value. EXOR ordinary, preferred and savings treasury shares are measured at share trading prices, except ordinary shares used to service the stock option plans, which are measured at the option exercise price if lower than the share trading price and the shares granted to recipients of the stock grant component of the new incentive plan approved on May 29, 2012 by the shareholders' meeting. The latter are deducted from the total number of treasury shares.

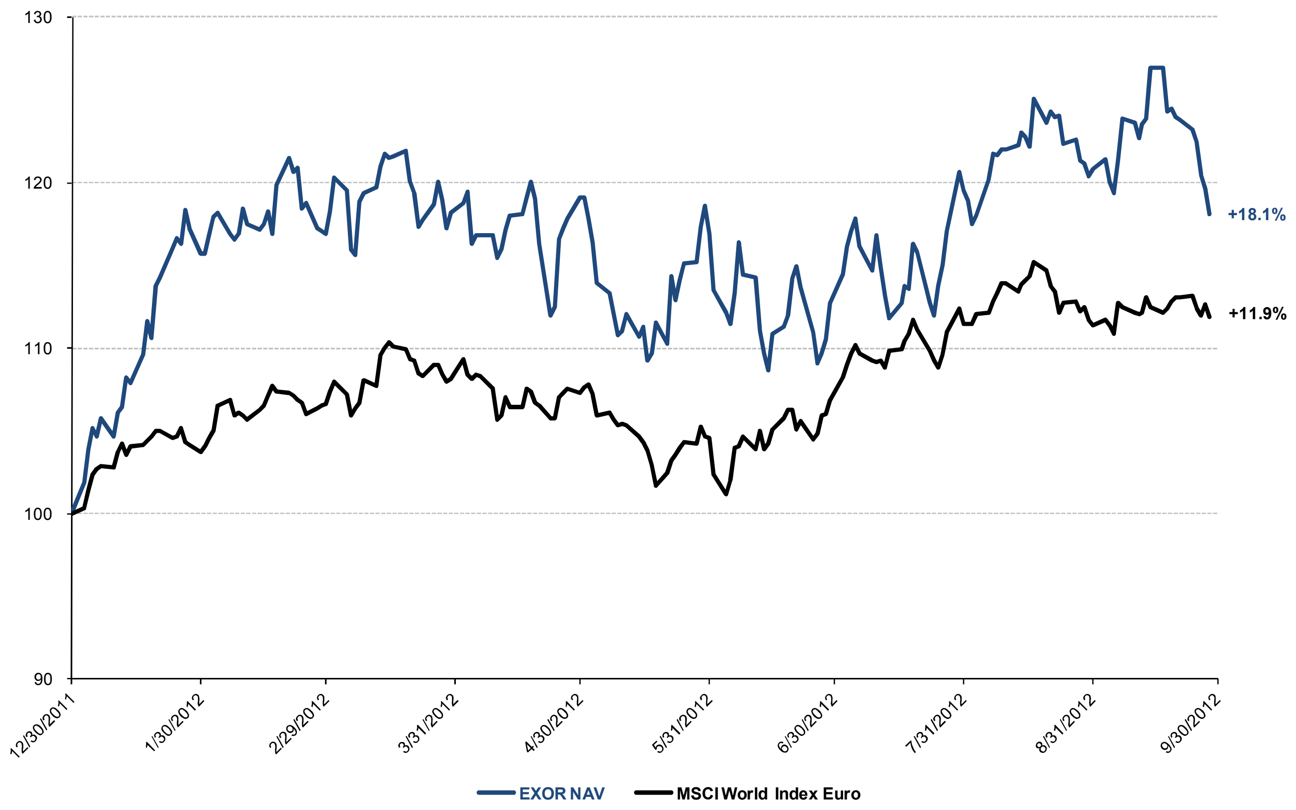
NAV is presented with the aim of aiding analysts and investors in forming their own assessments.

The following pie chart shows the composition of the gross asset value at September 30, 2012 (€8,862 million).
"Small investments" include the investments in Juventus Football Club, Almacantar, Gruppo Banca Leonardo, Sequana, Banijay Holding, The Economist Newspaper and also sundry investments.

Investments denominated in Swiss francs, U.S. dollars and Pounds sterling are translated to Euro at the market exchange rates of 1.2099, 1.2930 and 0.798, respectively.



Change in NAV compared to MSCI World Index in Euro



SIGNIFICANT EVENTS IN THE THIRD QUARTER 2012 AND SIGNIFICANT SUBSEQUENT EVENTS

Investment in Almacantar

On August 3, 2012, EXOR S.A. paid £5.5 million (€6.9 million) to Almacantar against the residual amount due on Almacantar S.A.'s capital increase that was fully subscribed in 2011 but not yet completely paid.

Purchase of Arenella hotel property

On October 10, 2012, under agreements concerning the disposal of the Alpitour Group, EXOR finalized the purchase of the Arenella hotel property for an equivalent amount of €26 million. The purchase did not require a cash outlay since the equivalent amount of the purchase was compensated by a financial receivable of the same amount (deferred price component relating to the disposal of Alpitour) due to EXOR from the tour operator. Further details on the sale of Alpitour are provided under "Significant events in the first half and subsequent events" in the Half-year Financial Report 2012.

EXOR bond issue

On October 16, 2012, of the total amount of €1 billion approved by the board of directors in its meeting held on April 6, 2012, EXOR completed the issue of non-convertible bonds for an amount of €150 million, maturing October 16, 2019, in a private placement to qualified institutional investors.
The purpose of the issue is to raise new funds for EXOR's general corporate purposes and in order to extend the maturity of its debt.
The bonds, that pay a fixed annual coupon of 4.750% (effective yield to maturity is 5.073%), have been assigned a rating of BBB+ by Standard & Poor's.

Criminal case relative to the contents of the press releases issued by IFIL and Giovanni Agnelli e C. on August 24, 2005

The acquittal judgment reached by the Court of Turin on December 21, 2010 with respect to the defendants Gianluigi Gabetti, Franzo Grande Stevens, Virgilio Marrone and the companies IFIL (now EXOR) and Giovanni Agnelli e C., was opposed by the Public Prosecutor's Office of Turin, by act of notification to the Company on June 3, 2011, and an appeal was lodged with the Supreme Court, *inter alia*. In the ruling handed down after the hearing on June 20, 2012, the Supreme Court partially reversed the Court of Turin's decision, transferring the case to the Turin Court of Appeals for judgment of the second instance regarding Gianluigi Gabetti, Franzo Grande Stevens and the companies EXOR and Giovanni Agnelli e C., completely acquitting Virgilio Marrone.
On October 15, 2012, the reasons for the Supreme Court judgment were filed. The Company is waiting for the date to be set for the first hearing in the Court of Appeals.

BASIS OF PREPARATION

The Interim Report at September 30, 2012 of the EXOR Group has been prepared pursuant to art. 154-ter, paragraph 5 of Legislative Decree 58 of February 24, 1998, as amended by Legislative Decree 195 of November 6, 2007.

Through the subsidiary EXOR S.A., EXOR S.p.A. holds some important investments and controls some companies which contribute to the Group's investment and financial resource management activities. These companies constitute the so-called Holdings System (the complete list of these companies is presented in the next table).

EXOR presents the interim consolidated financial statements at March 31 and September 30 of each year in shortened form (statement of financial position and income statement) prepared by applying the “shortened” consolidation criteria. The same shortened form financial statements, in order to facilitate the analysis of financial position and cash flows, as well as the results of operations of the Group, are also presented along with the annual consolidated financial statements and the half-year condensed consolidated financial statements of each year.

In the preparation of the shortened form consolidated statement of financial position and income statement, the separate financial statements or accounting data drawn up in accordance with IFRS by EXOR S.p.A. and by the subsidiaries in the “Holdings System” are consolidated line-by-line; the investments in the operating subsidiaries and associates (Fiat Industrial, Fiat, C&W Group, Juventus Football Club and Almacantar) are accounted for using the equity method on the basis of their consolidated financial statements or accounting data or separate financial statements (in the case of Juventus Football Club) in accordance with IFRS.

EXOR S.A. partially subscribed to the €150 million capital increase by Sequana S.A. in the first half of 2012, reducing its investment from 28.24% to 18.74%.
As a result of the above, and consistently with IAS 28, EXOR S.A. from June 30, 2012 recorded the investment in assets available-for-sale and measured it at fair value in accordance with IAS 39 since the requisites were no longer applicable for accounting for the investment using the equity method. At June 30, 2012 the transaction generated a loss on consolidation recorded in a specific line of the income statement, in accordance with the reference accounting policies, determined by the first-time application of fair value measurement and by the reduction of EXOR’s ownership interest. Starting from July 1, 2012, the change in fair value is recorded in reserves in equity.
The results of operations of Sequana for the first half of 2012 are shown in the income statement under “Share of the profit (loss) of investments accounted for using the equity method” since the capital increase, giving rise to the new classification, was finalized on June 27, 2012.

Furthermore:
- certain valuation procedures, particularly complex procedures such as the determination of any impairment losses on fixed assets, are generally carried out in a complete manner only when the annual consolidated financial statements are prepared, after all the necessary information has become available, except those cases in which impairment indicators require a prompt assessment of possible impairments;
- the fair value of investments and private other investment holdings is determined annually by an independent expert for purposes of the preparation of the annual financial statements;
- there were no exceptions to the application of fair value criteria in the measurement of listed financial assets;
- there were no eliminations of any intragroup gains or losses on investments accounted for using the equity method.

The Interim Report at September 30, 2012 of the EXOR Group is unaudited.

The following table shows the consolidation and valuation methods of the investment holdings.

	% of consolidation		
	9/30/2012	12/31/2011	9/30/2011
Companies in the Holdings System consolidated line-by-line			
- Exor S.A. (Luxembourg)	**100**	100	100
- Exor Capital Limited (Ireland)	**100**	100	100
- Exor Inc. (USA)	**100**	100	100
- Ancom USA Inc. (USA)	**100**	100	100
- Exor LLC (USA)	**99.80**	99.80	99.80
Investments in operating subsidiaries and associates, accounted for using the equity method			
- Fiat Industrial Group	**30.88**	30.56	29.58
- Fiat Group	**30.91**	30.33	29.58
- C&W Group (a)	**78.92**	78.31	78.48
- Juventus Football Club S.p.A.	**63.77**	60	60
- Almacantar Group	**36.29**	36.30	36.31
- Sequana Group	**-**	28.43	28.47

(a) The ownership percentage is calculated on issued share capital, net of treasury shares held and net of the estimate of treasury shares purchases from non-controlling interests to be made by C&W Group.

FINANCIAL AND OPERATING HIGHLIGHTS AT SEPTEMBER 30, 2012

The EXOR Group ended the first nine months of 2012 with a consolidated profit of €286.4 million; the same period of 2011 closed with a consolidated profit of €484.7 million. The negative change of €198.3 million is due to the reduction in the share of the results of the subsidiaries and associates (-€221.1 million), the increase in net financial expenses (-€15.4 million), compensated in part by net gains realized during the period (+€20 million) and other net positive changes (+€18.2 million).

Consolidated profit in the third quarter of 2012 is €71.8 million; the same period of 2011 closed with a consolidated profit of €7.5 million. The positive change of €64.3 million is mainly due to higher results reported by the subsidiaries and associates in the third quarter of 2012 (€67.8 million) compared to the corresponding period of the prior year.

At September 30, 2012 the consolidated equity attributable to owners of the parent is €7,058.1 million, with a net increase of €654.7 million compared to €6,403.4 million at the end of 2011. Further details are provided in note 10.

The consolidated net financial position of the Holdings System at September 30, 2012 is a negative €531.7 million, with a negative change of € 205.9 million compared to the negative balance of €325.8 million at year-end 2011. Further details are provided in note 11.

EXOR GROUP – SHORTENED INTERIM CONSOLIDATED FINANCIAL STATEMENTS

The shortened interim consolidated **income statement** and **statement of financial position** and notes commenting on the most significant line items are presented below.

EXOR GROUP – Shortened Consolidated Income Statement

FY			9 months to September 30			Quarter III		
2011	€ million	Note	2012	2011	Change	2012	2011	Change
518.5	Share of the profit (loss) of investments accounted for by the equity method	1	**250.0**	471.1	(221.1)	**81.2**	13.4	67.8
82.2	Dividends from investments	2	**69.6**	67.3	2.3	**1.8**	1.5	0.3
(8.0)	Gains (losses) on disposals and impairments of investments, net	3	**20.0**	0.0	20.0	**(0.7)**	0.0	(0.7)
(35.8)	Net financial income (expenses)	4	**(32.6)**	(17.2)	(15.4)	**(4.4)**	(2.2)	(2.2)
(26.4)	Net general expenses	5	**(17.0)**	(18.5)	1.5	**(5.5)**	(5.5)	0.0
(1.6)	Non-recurring other income (expenses) and general expenses	6	**(1.1)**	(1.4)	0.3	**0.0**	(4.5)	4.5
(2.3)	Other taxes and duties		**(1.4)**	(1.9)	0.5	**(0.4)**	(0.4)	0.0
526.6	**Profit before income taxes**		**287.5**	499.4	(211.9)	**72.0**	2.3	69.7
(10.6)	Income taxes		**(1.1)**	(8.4) (a)	7.3	**(0.2)**	(0.3)	0.1
(11.8)	Profit (loss) from Discontinued Operations		**0.0**	(6.3)	6.3	**0.0**	5.5	(5.5)
504.2	**Profit attributable to owners of the parent**		**286.4**	484.7	(198.3)	**71.8**	7.5	64.3

(a) Mainly in respect of withholdings of 15% at source on dividends received from SGS (€8.9 million), not due in 2012.

EXOR GROUP – Shortened Consolidated Statement of Financial Position

€ million	Note	9/30/2012		12/31/2011	Change
Non-current assets					
Investments accounted for using the equity method	7	**4,944.2**		4,822.6	121.6
Other financial assets:					
- Investments measured at fair value	8	**2,153.4**		1,734.6	418.8
- Other investments	9	**539.2**		206.5	332.7
- Other financial assets		**16.6**	(a)	1.0	15.6
Other property, plant and equipment and intangible assets		**0.6**		0.7	(0.1)
Total Non-current assets		**7,654.0**		6,765.4	888.6
Current assets					
Financial assets and cash and cash equivalents	11	**607.2**	(b)	701.0	(93.8)
Tax receivables and other receivables		**26.3**		27.5	(1.2)
Total Current assets		**633.5**		728.5	(95.0)
Non-current assets held for sale		**9.4**	(c)	70.3	(60.9)
Total Assets		**8,296.9**		7,564.2	732.7
parent	10	**7,058.1**		6,403.4	654.7
Non-current liabilities					
Bonds and other financial debt	11	**1,046.0**		1,045.8	0.2
Provisions for employee benefits		**2.2**		2.2	0.0
Deferred tax liabilities, other liabilities and provisions for risk		**2.6**		6.5	(3.9)
Total Non-current liabilities		**1,050.8**		1,054.5	(3.7)
Current liabilities					
Bonds, bank debt and other financial liabilities	11	**182.1**		96.3	85.8
Other liabilities		**5.9**		10.0	(4.1)
Total Current liabilities		**188.0**		106.3	81.7
Total Equity and Liabilities		**8,296.9**		7,564.2	732.7

(a) Includes EXOR's financial receivable from Alpitour of €15.5 million, representing the remaining balance of the price on the sale of Alpitour, including interest capitalized during the period for €0.5 million at an annual interest rate of 8%. This receivable is not included in the net financial position balance.
(b) Includes EXOR's financial receivable from Alpitour of €26 million, representing the deferred price relating to the sale of Alpitour, subsequently used in October 2012 by EXOR for the purchase of the Arenella tourist hotel property from the same Alpitour, for consideration of the same amount. This receivable is not included in the net financial position balance.
(c) Relates to the measurement of Perfect Vision convertible bonds and the embedded derivative instrument carried out on the basis of the criteria set out in the sales agreement signed on December 23, 2011 by EXOR S.A. and Vision Investment Management Ltd.

NOTES TO THE SHORTENED INTERIM CONSOLIDATED FINANCIAL STATEMENTS

1. Share of the profit (loss) of investments accounted for using the equity method

In the first nine months of 2012, the share of the profit (loss) of investments accounted for using the equity method is a profit of €250 million (a profit of €471.1 million in the same period of the prior year).

The negative change of €221.1 million principally reflects the reduction in the profit reported by the Fiat Group which in the first nine months of 2011 had benefited from net unusual income deriving mainly from the acquisition of control of Chrysler (EXOR's share was €324.2 million).

	9 months to September 30			Quarter III		
€ million	**2012**	2011	Change	**2012**	2011	Change
Fiat Industrial Group (a)	**204.5**	148.1	56.4	**80.4**	54.0	26.4
Fiat Group (a)	**73.8**	382.4	(308.6)	**11.9**	(12.4)	24.3
C&W Group	**(10.6)** (b)	(10.8) (b)	0.2	**0.6** (b)	4.5 (b)	(3.9)
Juventus Football Club S.p.A.	**(16.3)**	(49.2)	32.9	**(11.9)**	(24.0)	12.1
Almacantar Group	**0.5**	(1.0)	1.5	**0.2**	(0.3)	0.5
Sequana Group	**(1.9)** (c)	1.6	(3.5)	**0.0**	(8.4)	8.4
Total	**250.0**	471.1	(221.1)	**81.2**	13.4	67.8

(a) Includes consolidation adjustments.
(b) Starting from the first quarter 2012, C&W Group changed its accounting policies regarding the recognition of discretionary incentive plan expenses and "commission bonus program" expenses. Prior to these changes discretionary incentive plan expenses were recognized on a straight-line basis based on the latest estimate of the full-year expense expected to be incurred and "commission bonus program" expenses were determined as a percentage on the Leasing and Capital Markets transactional revenue. Effective January 1, 2012, C&W records the discretionary incentive plan expenses based on the actual amount of pre-incentive compensation EBITDA earned for the quarter in accordance with the funding rate calculation, and records the "commission bonus program" expenses based on the actual achievement of the related cash collections metrics in that period. Considering the changes in accounting policies, the Profit (loss) for the first nine months of 2011 would have been -$5.1 million (EXOR's share -€2.8 million).
(c) The loss refers to the first six months of 2012.

For comments on the review of performance by the main operating subsidiaries and associates, please refer to the next sections. It should be noted that the interim results of C&W Group and Juventus Football Club are affected by highly seasonal factors that are typical of these business segments.

2. Dividends from investments

In the first nine months of 2012 dividends amount to €69.6 million (€67.3 million in the first nine months of 2011) and include dividends collected from SGS for €63.2 million (€59.4 million in the first nine months of 2011) and Gruppo Banca Leonardo for €4.6 million (€5.4 million in the first nine months of 2011) and other subsidiaries and associates for €1.8 million (€2.5 million in the nine months ended September 30, 2011).

3. Gains (losses) on disposals and impairments of investments, net

In the first nine months of 2012 gains (losses) on disposals and impairments of investments is a gain of €20 million. Details are as follows:

	9 months to September 30			Quarter III		
€ million	**2012**	2011	Change	2012	2011	Change
Sale of Alpitour	**162.3** (a)	0.0	162.3	**(0.6)**	0.0	(0.6)
Loss on Sequana transaction	**(147.4)** (b)	0.0	(147.4)	**0.0**	0.0	0.0
Banco BTG Pactual	**5.2**	0.0	5.2	**0.0**	0.0	0.0
Other	**(0.1)**	0.0	(0.1)	**(0.1)**	0.0	(0.1)
Total	**20.0**	0.0	20.0	**(0.7)**	0.0	(0.7)

(a) Equal to the difference between the proceeds of €223.2 million (net of incidental expenses equal to €1.8 million) and the carrying amount of €60.9 million at June 30, 2011.
(b) Of which -€103.8 million is for the fair value adjustment, -€50.6 million for the diluting effect on capital and +€7 million for other consolidation adjustments.

4. Net financial income (expenses)

The net financial expenses balance is €32.6 million in the first nine months of 2012 (a net financial expenses balance of €17.2 million in the first nine months of 2011). Details of the composition of net financial income (expenses) are as follows:

	9 months to September 30			Quarter III		
€ million	2012	2011	Change	2012	2011	Change
Interest and other financial income						
Income and dividends on securities held for trading (a)	**14.8**	45.3	(30.5)	**2.8**	13.2	(10.4)
Income on non-current securities and other investments	**2.8**	2.1	0.7	**2.0**	0.4	1.6
Interest income on:						
- bonds	**12.8**	19.9	(7.1)	**3.3**	7.7	(4.4)
- receivables from banks	**4.5**	4.3	0.2	**1.2**	0.8	0.4
- receivables from the tax authorities	**0.2**	0.4	(0.2)	**0.0**	0.0	0.0
- loans to subsidiaries	**0.0**	1.6 (b)	(1.6)	**0.0**	0.3	(0.3)
- loans to third parties	**0.7**	0.0	0.7	**0.3**	0.0	0.3
Exchange gains	**1.5**	6.2	(4.7)	**0.0**	(4.1)	4.1
Interest income and other financial income	**37.3**	79.8	(42.5)	**9.6**	18.3	(8.7)
Interest expenses and other financial expenses						
EXOR bond interest expenses	**(34.4)**	(36.3)	1.9	**(11.6)**	(11.6)	0.0
Expenses on securities held for trading (a)	**(24.4)**	(41.1)	16.7	**(10.4)**	2.4	(12.8)
Exchange losses	**(3.9)**	(12.2)	8.3	**(1.3)**	0.8	(2.1)
Expenses from interest rate hedge	**(2.3)**	(1.7)	(0.6)	**(0.9)**	(0.6)	(0.3)
Bank interest and other financial expenses	**(5.6)**	(7.7)	2.1	**(1.7)**	(2.5)	0.8
Interest expenses and other financial expenses	**(70.6)**	(99.0)	28.4	**(25.9)**	(11.5)	(14.4)
Fair value adjustments to current and non-current financial assets	**0.7**	2.0	(1.3)	**11.9**	(9.0)	20.9
Net financial income (expenses)	**(32.6)**	(17.2)	(15.4)	**(4.4)**	(2.2)	(2.2)

(a) Includes mainly realized gains and losses.
(b) Relates to C&W Group for €1.3 million and Juventus Football Club for €0.3 million.

Considering only assets and liabilities included in the balance of the net financial position of the Holdings System (see note 11), the balance of net financial expenses of €35.9 million (a balance of net financial expenses of €21.8 million in the first nine months of 2011).

Details are as follows:

	nine months to September 30			Quarter III		
€ million	2012	2011	Change	2012	2011	Change
Interest and other financial income	**34.0**	74.4	(40.4)	**7.7**	20.4	(12.7)
Interest and other financial expenses	**(70.6)**	(98.2)	27.6	**(25.9)**	(16.4)	(9.5)
Fair value adjustments of current and non-current assets	**0.7**	2.0	(1.3)	**11.9**	(9.4)	21.3
Financial income (expenses) balance generated by the financial position	**(35.9)**	(21.8)	(14.1)	**(6.3)**	(5.4)	(0.9)

The increase in net financial expenses for the first nine months of 2012 compared to the corresponding period of the prior year is due principally to the increase in average debt of the period.

5. Net general expenses

In the first nine months of 2012, net general expenses amount to €17 million, with a decrease of €1.5 million compared to the corresponding period of the prior year (€18.5 million).
The balance includes the figurative cost of EXOR incentive plans for a total of €2.1 million (€1.4 million in the corresponding period of 2011). The increase of €0.7 million derives mainly from the new option grants during the first nine months of 2012 under the EXOR 2008-2019 stock option plan and the new incentive plan approved on May 29, 2012. Further details are provided in note 10.

Details of the main items are as follows:

	9 months to September 30			Quarter III		
€ million	2012	2011	Change	2012	2011	Change
Personnel costs	**(7.2)**	(7.5)	0.3	**(2.7)**	(2.3)	(0.4)
Compensation to and other costs relating to directors	**(3.9)**	(4.9)	1.0	**(1.2)**	(1.3)	0.1
Purchases of goods and services	**(5.2)**	(5.7)	0.5	**(1.5)**	(1.8)	0.3
Other operating expenses	**(1.3)**	(1.7)	0.4	**(0.3)**	(0.5)	0.2
Revenues and cost recoveries	**0.6**	1.3	(0.7)	**0.2**	0.4	(0.2)
Total	**(17.0)**	(18.5)	1.5	**(5.5)**	(5.5)	0.0

6. Non-recurring other income (expenses) and general expenses

The net expense balance is €1.1 million for the first nine months of 2012, with a decrease of €0.3 million compared to a net expense balance of €1.4 million for the first three quarters of the prior year. The balance includes legal defense fees for €0.7 million (€0.4 million to September 30, 2011) and costs connected with investment holding transactions for €0.4 million (€1 million for the first three quarters of 2011).

The same period last year also included the net gain realized on the sale of the building by the subsidiary EXOR Services (€7.1 million), expenses arising on the employee reduction plan (€7.7 million), in addition to net other income (€0.6 million).

7. Investments accounted for using the equity method

Details are as follows:

€ million	Carrying amount at 9/30/2012		Carrying amount at 12/31/2011	Change
Fiat Industrial Group	**1,445.9**		1,298.9	147.0
Fiat Group	**2,873.8**		2,724.5	149.3
C&W Group	**466.6**		471.5	(4.9)
Juventus Football Club S.p.A.	**33.7**		19.1	14.6
Almacantar Group	**122.8**		116.9	5.9
Sequana Group	**-**	(a)	190.3	(190.3)
Other (b)	**1.4**		1.4	0.0
Total	**4,944.2**		4,822.6	121.6

(a) Reclassified, starting from June 30, 2012, to investments measured at fair value.
(b) Measured at cost.

8. Other non-current financial assets – Investments measured at fair value

Details are as follows:

€ million	9/30/2012 %		9/30/2012 Carrying amount		12/31/2011 %		12/31/2011 Carrying amount	Change
SGS S.A.	15.00		**1,873.7**		15.00		1,501.0	372.7
Gruppo Banca Leonardo S.p.A.	17.40		**78.8**		17.40		105.2	(26.4)
Sequana S.A. Group	18.74		**44.8**		-		-	44.8
Banijay Holding S.A.S.	17.09		**40.1**		17.09		40.1	0.0
The Economist Newspaper Ltd	4.72		**31.9**		4.72		31.9	0.0
NoCo A L.P.	2.00	(a)	**16.7**		2.00	(a)	16.7	0.0
Alpitour S.p.A. (b)	9.94		**10.0**		-		-	10.0
Other	-		**57.4**	(c)	-		39.7	17.7
Total			**2,153.4**				1,734.6	418.8

(a) Percentage ownership interest in the limited partnership, measured at cost.
(b) Company resulting from the merger of Seagull S.p.A. in Alpitour S.p.A., finalized on August 8, 2012.
(c) Includes €24.2 million relating to a listed financial asset reclassified from "Financial assets and cash and cash equivalents", pursuant to IAS 39.

The increase in the investment in SGS amounting to €372.7 million is attributable to the fair value adjustment at September 30, 2012. The trading price per SGS share at September 28, 2012 was CHF 1,932, equal to €1,596.83 at the period-end exchange rate of 1.2099. The original carrying amount of the investment in SGS is €469.7 million; at September 30, 2012 the net positive fair value adjustment recognized in equity amounts to €1,404 million.

The decrease in the investment in Gruppo Banca Leonardo is determined by the reimbursement of capital accounted for as a reduction of the carrying amount of the investment.

The fair value adjustment of the investment in Sequana is determined by reference to the per share trading price on September 28, 2012, equal to €1.595. The difference between the fair value at June 30, 2012 and EXOR's share of equity at the same date was recognized in income, in accordance with IAS 28 as regards the first-time application of fair value measurement. Instead the negative fair value change in the third quarter was recognized in reserves in equity, in accordance with IAS 39.

9. Other non-current financial assets – Other investments

Details are as follows:

€ million	9/30/2012	12/31/2011	Change
Investments measured at fair value			
- The Black Ant Value Fund	**314.1**	-	314.1
- Perella Weinberg Funds	**82.8**	70.0	12.8
- Immobiliare RHO Fund	**11.8**	12.4	(0.6)
- Other	**14.9**	8.4	6.5
	423.6	90.8	332.8
Investments measured at amortized cost			
- Bonds held to maturity	**114.2**	114.4	(0.2)
Other investments	**1.4**	1.3	0.1
Total	**539.2**	206.5	332.7

On June 1, 2012 EXOR finalized a €300 million investment (€314.1 million on the basis of the value of units at September 30, 2012) in an Irish-registered fund managed solely for EXOR by The Black Ant Group LLP; the fund principally invests in equity and credit instruments. The investment has a time frame of five years.

The net increase in the Perella Weinberg Funds, equal to €12.8 million, is attributable to investments made in NoCo B LP for €15.8 million and by the positive fair value adjustment for €5.6 million (with recognition in equity), offset in part by reimbursements for €8.6 million. At September 30, 2012, the remaining investment commitments in NoCo B LP and in the Perella Weinberg Real Estate I Fund amount, respectively, to $15.6 million (€12.1 million) and €2.9 million.

10. Capital issued and reserves attributable to owners of the parent

Details are as follows:

€ million	9/30/2012	12/31/2011	Change
Share capital	**246.2**	246.2	0.0
Reserves	**7,050.9**	6,396.2	654.7
Treasury shares	**(239.0)**	(239.0)	0.0
Total	**7,058.1**	6,403.4	654.7

Details of changes during the period are as follows:

€ million	
Balance at December 31, 2011	**6,403.4**
Fair value adjustments of investments and other financial assets:	
- SGS S.A. (note 8)	372.7
- The Black Ant value Fund (note 9)	14.1
- Perella Weinberg Funds (note 9)	5.6
- Other investments and other financial assets	(7.0)
Measurement of EXOR S.p.A.'s derivative financial instruments	(11.9)
Attributable exchange differences on translating foreign operations (-€11.3 million) and other net changes recorded in equity, shown by the investments consolidated and accounted for using the equity method (+€86.2 million)	74.9
Dividends paid by EXOR S.p.A.	(80.1)
Consolidated profit attributable to owners of the parent	286.4
Net change during the period	**654.7**
Balance at September 30, 2012	**7,058.1**

Treasury shares

At September 30, 2012, EXOR S.p.A. has the following treasury shares, unchanged compared to December 31, 2011:

	Number of	% of	Carrying amount	
Class of shares	shares	class	Per share (€)	Total (€ ml)
Ordinary	6,729,000	4.20	14.03	94.4
Preferred	11,690,684	15.22	11.70	136.8
Savings	665,705	7.26	11.69	7.8
				239.0

EXOR S.p.A. stock option plans

Changes in EXOR's stock option plans in the first nine months of 2012 are commented in the following paragraphs.
Under the EXOR 2008-2019 Stock Option Plan, a total of 848,000 options were granted to a new recipient corresponding to 224,720 EXOR ordinary shares and 300,000 options expired for two recipients corresponding to 79,500 EXOR ordinary shares. At September 30, 2012, 7,473,000 options are outstanding corresponding to 1,980,345 EXOR ordinary shares. The cost referring to the period is €1.5 million (of which €0.9 million is classified as compensation to the chairman and chief executive officer and €0.6 million as personnel costs).

On May 29, 2012, the EXOR shareholders' meeting approved the new long-term incentive plan: the Long-term Stock Grant and the Company Performance Stock Option.
Under the Long-term Stock Grant, 347,456 options were granted to thirty-one recipients. The cost referring to the period, recorded in personnel costs, is €0.1 million
Under the second component denominated "Company Performance Stock Option", 750,000 options were granted to the chairman and chief executive officer and another 1,760,732 options to ten recipients. The cost referring to the period is €0.5 million (of which €0.2 million is classified as compensation to the chairman and chief executive officer and €0.3 million as personnel costs).

11. Consolidated net financial position of the "Holdings System"

The consolidated net financial position of the Holdings System at September 30, 2012 shows a negative balance of €531.7 million and a negative change of €205.9 million compared to the balance at the end of 2011 (-€325.8 million).

The balance is composed as follows:

€ million	9/30/2012 Current	9/30/2012 Non current	9/30/2012 Total	12/31/2011 Current	12/31/2011 Non current	12/31/2011 Total
Financial assets	**285.6**	**115.2**	**400.8**	485.6	115.3	600.9
Receivables for withholdings to be collected on dividends	**22.1**	**0.0**	**22.1**	0.0	0.0	0.0
Cash and cash equivalents	**273.5**	**0.0**	**273.5**	215.4	0.0	215.4
Total financial assets	**581.2**	**115.2**	**696.4**	701.0	115.3	816.3
EXOR bonds 2011-2031	**(2.0)**	**(99.3)**	**(101.3)**	(0.7)	(99.5)	(100.2)
EXOR bonds 2007-2017	**(12.3)**	**(746.7)**	**(759.0)**	(22.4)	(746.3)	(768.7)
Financial payables to associates	**(43.7)**	**0.0**	**(43.7)**	(48.3)	0.0	(48.3)
Bank debt and other financial liabilities	**(124.1)**	**(200.0)**	**(324.1)**	(24.9)	(200.0)	(224.9)
Total financial liabilities	**(182.1)**	**(1,046.0)**	**(1,228.1)**	(96.3)	(1,045.8)	(1,142.1)
Consolidated net financial position of the "Holdings System"	**399.1**	**(930.8)**	**(531.7)**	604.7	(930.5)	(325.8)

Current financial assets include equity shares and bonds issued by leading issuers, both of which are listed on active and open markets, and mutual funds. Such financial securities, if held for trading, are measured at fair value on the basis of the trading price at period-end or using the value determined by an independent third party in the case of mutual funds, translated, where appropriate, at the period-end exchange rates, with recognition of the fair value in the income statement. Derivative financial instruments are also used for the management of current financial assets.

Non-current financial assets include bonds issued by leading counterparties and listed on active and open markets which the Group intends, and is able, to hold until their natural repayment date as an investment for a part of its available cash so that it can receive a constant attractive flow of financial income. This designation was made in accordance with IAS 39, paragraph 9.
Such financial instruments are free of whatsoever restriction and, therefore, can be monetized whenever the Group should so decide. Their classification as non-current in the financial position has been adopted only in view of the fact that their natural maturity date is 12 months beyond the closing date of the financial statements. There are no trading restrictions and their degree of liquidity or the degree to which they can be converted into cash is considered high.

Cash and cash equivalents include demand deposits or short-term deposits, and readily negotiable money market instruments and bonds. Investments are spread over an appropriate number of counterparties since the primary objective is having investments which can readily be converted into cash. The counterparties are chosen according to their creditworthiness and reliability.

EXOR has two **bonds** outstanding for nominal amounts, respectively, of €750 million due on June 12, 2017, guaranteeing an annual fixed interest rate of 5.375%, and of Japanese yen 10 billion due May 9, 2031, guaranteeing an annual fixed rate of 2.80%.
The exchange risk on the latter bond is hedged by a cross currency swap. The cost in Euro is thus equal to 6.012% per year.

Financial payables to associates of €43.7 million refer to the payable to Almacantar S.A. for the share of capital subscribed in 2011, but not yet paid.

Bank debt and other financial liabilities (non-current portion) consist of loans secured from leading banking institutions.

The negative change of €205.9 million is due to the following cash flows:

€ million			
Net financial position of the Holdings System at December 31, 2011			**(325.8)**
Dividends received from investment holdings			151.7
- Fiat Industrial S.p.A.	71.3		
- SGS S.A.	63.2		
- Fiat S.p.A.	10.8		
- Gruppo Banca Leonardo S.p.A.	4.6		
- The Economist Newspaper Ltd	1.3		
- Other	0.5		
- Gruppo Banca Leonardo S.p.A. (capital reimbursement)			26.4
Disposals			203.9
- Alpitour S.p.A.	182.2	(a)	
- Banco BTG Pactual S.A.	21.7		
Investments			(438.2)
- The Black Ant Value Fund	(300.0)		
- Fiat S.p.A.	(30.8)		
- Fiat Industrial S.p.A.	(16.0)		
- Other	(91.4)	(b)	
Dividends paid by EXOR S.p.A.			(80.1)
Other changes			(69.6)
- Net general expenses (excluding the figurative cost of EXOR's stock option plans)	(14.9)		
- Non-recurring other income (expenses) and general expenses	(1.1)		
- Net financial expenses	(35.9)	(c)	
- Income taxes paid	(2.3)		
- Other net changes	(15.4)	(d)	
Net change during the period			**(205.9)**
Net financial position of the Holdings System at September 30, 2012			**(531.7)**

(a) The net equivalent amount of the sale is equal to €223.2 million; the difference of €41 million compared to the amount received of €182.2 million is represented by €15 million of non-current financial receivables (remaining balance of the sales price) and €26 million of current financial receivables (deferred sales price). Neither receivable is included in the net financial position balance.
(b) Includes principally the investments in Paris Orléans S.A. for €25 million, Sequana S.A. for €17.7 million and Alpitour S.p.A. for €10 million.
(c) Includes interest income and other financial income (+€37.3 million), interest expenses and other financial expenses (-€70.6 million), fair value adjustments of current and non-current financial assets (+€0.7 million) net of other income on non-current financial assets (-€3.3 million) therefore, not included in the net financial position balance.
(d) Principally refers to the parent EXOR S.p.A. and includes the measurement of interest rate swaps on loans for -€11.9 million and the change in non-financial receivables and payables of EXOR for -€1.8 million.

At September 30, 2012 EXOR S.p.A. has irrevocable credit lines for €530 million, of which €475 million is due after September 30, 2013, as well as revocable credit lines for approximately €615 million.
EXOR’s long-term and short-term debt is rated by Standard & Poor's, respectively “BBB+” and “A-2”with a stable outlook.

BUSINESS OUTLOOK

EXOR S.p.A. expects to report a profit for the year 2012.

At the consolidated level, the year 2012 will show a profit which, however, will largely depend upon the performance of the principal subsidiaries and associates. Their most recent forecasts are presented below.

Fiat Industrial Group

On the back of the Fiat Industrial Group's performance to date and our expectations of solid trading conditions across all sectors, especially CNH, Fiat Industrial is firming up its 2012 guidance as follows:

- Revenues above €25 billion
- Trading profit in excess of €2 billion
- Net income of approximately €0.9 billion
- Net industrial debt between €1.2 billion and €1.5 billion
- Cash and cash equivalents in excess of €4 billion
- Capital expenditures between €1.2 billion and €1.4 billion

Fiat Group

Having reviewed economic and trading conditions in the Group's four operating regions, Fiat confirms the expectations of performance in North America, Latin America and Asia-Pacific.
Events of the past 12 months have reinforced our negative view of the development of the European markets. We see continuing weak trading conditions for the remainder of 2012 extending well into 2013 and at least part of 2014.
As a result, the Fiat Group has refined earnings guidance for 2012 at the lower end of its original target range with net industrial debt expected to improve from third quarter level to approximately €6.5 billion:

- Revenues of about €83 billion
- Trading profit in excess of €3.8 billion
- Net profit in excess of €1.2 billion
- Net industrial debt of approximately €6.5 billion

C&W Group

C&W Group remains focused on achieving its goals, and looks forward to the fourth quarter of 2012 expecting strong operating performance that will enable the Company, for 2012, to meet or exceed its full-year 2011 revenue and EBITDA results despite the continued caution regarding the global economic outlook due to the ongoing uncertainty that has dampened business confidence and inhibited growth across the globe. C&W Group continues to believe that the economic landscape should strengthen in 2013, as underlying economic fundamentals come to the fore and the real estate markets improve, and is committed to continuing its investment in the firm and executing its strategic growth initiatives to expand its platform and provide consistent and quality services to its global clients.

Juventus Football Club

A strong improvement is expected in result for the 2012/2013 financial year compared to the previous year, since against the negative economic effects (amortization and remuneration) resulting from the renewal process for the First Team bench, the company benefits from revenues for its participation in the UEFA Champions League and a further moderate increase in revenues from ticket sales and television and radio rights.
Net short-term financial debt is expected to rise again in 2012/2013, particularly as a result of investments made over the last two football seasons, the effects of which on cash flows are spread over several financial years.

Almacantar
During the final quarter of 2012, Almacantar will focus on activities to successfully obtain building permits in 2013 for Centre Point and to maximize income generation in the period before the start of building works. The London real estate market should remain stable due to the continuous demand for rental space and activity by institutional investors. Almacantar believes there are further opportunities to increase value in the real estate market.

As anticipated, Almacantar reported a profit for the period to September 30, 2012. Positive results are expected to continue for the final quarter of 2012 and into 2013 due to the rental revenues generated by properties currently owned.

REVIEW OF PERFORMANCE BY THE OPERATING SUBSIDIARIES AND ASSOCIATES

(30.01% of share capital.
Fiat also holds 2.8% of share capital)

The main consolidated results of the Fiat Industrial Group for the first nine months of 2012 are as follows:

	9 months to September 30		Quarter III	
€ million	**2012**	2011	**2012**	2011
Net revenues	**18,771**	17,469	**6,313**	5,851
Trading profit/(loss)	**1,641**	1,291	**575**	484
Trading margin	**1,501**	1,236	**566**	456
Profit/(loss) for the period	**760**	557	**297**	204
Profit/(loss) attributable to owners of the parent	**662**	501	**260**	182

	Balances at	
€ million	**9/30/2012**	12/31/2011
Total assets	**38,570**	38,643
Net (debt)/cash	**(16,852)**	(14,549)
- of which: Net industrial (debt)/cash	**(2,203)**	(1,239)
Equity attributable to owners of the parent	**4,960**	4,555

For the first nine months of 2012, the Fiat Industrial Groups **revenues** totaled €18.8 billion, a 7.5% increase over the prior year, with strong top-line growth for CNH more than offsetting declines for Iveco and FPT Industrial.

	9 months to September 30		Change
€ million	**2012**	2011	%
Agricultural and Construction Equipment (CNH)	**12,004**	10,132	18.5
Trucks and Commercial Vehicles (Iveco)	**6,226**	6,773	(8.1)
FPT Industrial	**2,106**	2,309	(8.8)
Eliminations and other	**(1,565)**	(1,745)	
Net revenues	**18,771**	17,469	7.5

CNH reported revenues of €12.0 billion for the first nine months of 2012, an 18.5% increase over the same period in 2011 (+7.9% in US dollar terms). Revenues were higher for both Agricultural and Construction Equipment, as a result of good demand for Agricultural Equipment and increased demand for Construction Equipment during the first half, especially in North America. Net sales increased 22.0% (+11.0% in US dollar terms) for Agricultural Equipment and 12.0% (+1.9% in US dollar terms) for Construction Equipment.

Iveco posted revenues of €6.2 billion for the first nine months of 2012, an 8.1% decline over the same period in 2011. A total of 91,702 vehicles were delivered during the period, including buses and special vehicles, representing a 16.7% year-over-year decrease with light vehicles down -19.7%, medium down -25.7% and heavy down -10.6%. In Western Europe, Iveco delivered a total of 50,063 vehicles (-22.7%), with declines in all major markets: Germany -18.0%, France -16.7%, the UK -14.3%, Italy -41.9% and Spain -30.2%. Deliveries were also down -23.3% in Latin America and 2.5% in Eastern Europe, but up +18.8% in Rest of World

FPT Industrial reported revenues of €2.1 billion for the first nine months of 2012, an 8.8% year-over-year decline primarily attributable to lower volumes. Sales to external customers accounted for 33% of total revenues (32% for the same period in 2011).

Trading profit (loss)

For the first nine months, the Fiat Industrial Group's **trading profit** totaled €1,641 million (trading margin: 8.7%), representing a 27.1% increase over the €1,291 million for the same period in 2011 (trading margin: 7.4%), driven primarily by higher volumes for CNH and efficiency gains for both Iveco and FPT Industrial.

	9 months to September 30		
€ million	**2012**	2011	Change
Agricultural and Construction Equipment (CNH)	**1,300**	930	370
Trucks and Commercial Vehicles (Iveco)	**301**	329	(28)
FPT Industrial	**78**	57	21
Eliminations and other	**(38)**	(25)	(13)
Trading profit	**1,641**	1,291	350
Trading margin (%)	**8.7**	7.4	

Trading profit of **CNH** totaled €1.3 billion (trading margin: 10.8%), up €370 million over the €930 million trading profit for the first nine months of 2011 (trading margin: 9.2%), as higher revenues and positive net pricing compensated for increased SG&A and R&D costs.

Iveco closed the first nine months with a trading profit of €301 million (trading margin: 4.8%), compared to €329 million for the same period in 2011 (trading margin: 4.9%).

FPT Industrial reported trading profit of €78 million for the first nine months (trading margin: 3.7%), compared to a trading profit of €57 million (trading margin: 2.5%) for the corresponding period in 2011. The improvement reflects the absence of one-off costs recognized in 2011 in relation to production start-ups and efficiencies achieved during the first nine months of 2012.

Operating profit (loss)

For the first nine months, **operating profit** totaled €1,501 million, a €265 million increase over the same period in 2011 (€1,236 million). The €350 million increase in trading profit was partially offset by higher net unusual expense (€140 million compared to €55 million for the first nine months of 2011), which primarily related to restructuring costs for Iveco.

Profit (loss) for the period

For the first nine months, **net financial expense** totaled €328 million (€374 million for the same period in 2011).

Result from investments contributed a positive €66 million, down over the €74 million for the first nine months of 2011 due to lower earnings for joint venture companies.

Profit before tax for the period January-September 2012 was €1,239 million, compared to €936 million for the same period in 2011.

Income taxes totaled €479 million for the first nine months of 2012 (€379 million for the same period in 2011) and mainly related to taxable income of companies operating outside Italy.

The Fiat Industrial Group closed the first nine months with a **net profit** of €760 million, up from €557 million for the same period in 2011.

Profit attributable to owners of the parent was €662 million for the first nine months, compared with €501 million for the same period in 2011.

Equity

Equity attributable to owners of the parent, Fiat Industrial, at September 30, 2012 is €4,960 million compared to December 31, 2011 (€4,555 million).

Net debt

At September 30, 2012, **consolidated net debt** totaled €16.9 billion, up €2.3 billion from the beginning of the year (€14.6 billion).

Net industrial debt increased €1 billion during the first nine months to €2.2 billion. The €1.3 billion in cash generated by operating activities (net of the change in working capital) was more than offset by investments in fixed assets (€0.8 billion) and working capital absorption (€1.3 billion).

€ million	Balances at 9/30/2012	Balances at 12/31/2011	Change
Financial debt	**(20,173)**	(20,217)	44
- of which: Asset-backed financing	(9,831)	(9,479)	(352)
- of which: Other debt	(10,342)	(10,738)	396
Other financial assets/(liabilities)	**19**	(39)	58
Cash, cash equivalents and current securities	**3,302**	5,707	(2,405)
Net (debt)/cash	**(16,852)**	(14,549)	(2,303)
- of which: Industrial Activities	**(2,203)**	(1,239)	(964)
- of which: Financial Services	**(14,649)**	(13,310)	(1,339)

(a) Includes fair value recognition of derivative financial instruments.

Significant events

On October 15, 2012 Fiat Industrial S.p.A. was advised that the Special Committee of the Board of CNH Global N.V. had determined not to recommend the strategic combination of Fiat Industrial and CNH on the terms proposed by Fiat Industrial on May 30, 2012 (the "Proposal"). Fiat Industrial has asked its advisors to meet with the advisors to the Special Committee to determine the basis for this decision and explore whether the parties can reach agreement on revised terms for a merger transaction on a basis broadly consistent with the Proposal, including the requirement for the Group to maintain appropriate credit ratings, attract a wider range of international investors and ensure an appropriate platform from which to pursue future growth opportunities. Fiat Industrial reconfirmed to the CNH Board that it desires to move forward with a transaction promptly.

(30.05% of share capital)

The main consolidated results of the Fiat Group for the first nine months of 2012 are as follows:

	9 months to September		Quarter III	
€ million	**2012**	2011 (a)	**2012**	2011 (a)
Net revenues	**62,182**	39,915	**20,437**	17,552
Trading profit	**2,827**	1,627	**951**	851
EBIT	**2,770**	2,707	**880**	825
Profit for the period	**1,023**	1,386	**286**	112
Profit attributable to owners of the parent	**246**	1,291	**39**	(46)

(a) The first nine months 2011 data includes the consolidation of Chrysler from June 1, 2011.

	Balances at	
€ million	**9/30/2012**	12/31/2011
Total assets	**81,685**	80,031
Net debt	**(9,489)**	(8,898)
- of which: Net industrial debt	**(6,694)**	(5,529)
Equity attributable to owners of the parent	**9,069**	8,727

Net revenues

Revenues of the **Fiat Group** were €62.2 billion for the nine months of 2012. Excluding Chrysler, revenues totaled €26.4 billion, a 6% decrease over the same period in 2011, mainly reflecting volume declines in Europe. **Luxury and Performance** brands increased revenues by 8% to €2.1 billion. **Components** were down 1% to €6.0 billion.

	9 months to September 30		Change
€ million	**2012**	2011	%
NAFTA (mass-market brands)	**32,113**	10,668	n.s
LATAM (mass-market brands)	**8,166**	7,813	4.5
APAC (mass-market brands)	**2,307**	933	n.s
EMEA (mass-market brands)	**13,248**	14,549	(8.9)
Luxury and Performance Brands (Ferrari, Maserati)	**2,105**	1,948	8.1
Components (Magneti Marelli, Teksid, Comau)	**5,988**	6,060	(1.2)
Other	**712**	785	(9.3)
Eliminations and adjustments	**(2,457)**	(2,841)	(13.5)
Net revenues	**62,182**	39,915	55.8

	9 months to September 30		Variazioni
€ million	**2012**	*pro-forma 2011* (a)	%
NAFTA (mass-market brands)	**32,113**	24,638	30.3
LATAM (mass-market brands)	**8,166**	8,319	(1.8)
APAC (mass-market brands)	**2,307**	1,506	53.2
EMEA (mass-market brands)	**13,248**	15,036	(11.9)
Luxury and Performance Brands (Ferrari, Maserati)	**2,105**	1,948	8.1
Components (Magneti Marelli, Teksid, Comau)	**5,988**	6,060	(1.2)
Other	**712**	785	(9.3)
Eliminations and adjustments	**(2,457)**	(2,987)	(17.7)
Net revenues	**62,182**	55,305	12.4

(a) Pro-forma calculated by including Chrysler results as if consolidated from January 1, 2011.

Trading profit

Trading profit was €2,827 million. Excluding Chrysler, trading profit was €243 million compared to €921 million for the same period of 2011. For Luxury and Performance brands, trading profit increased 10% to €264 million, while Components reported a 25% decrease to €122 million.

EBIT

EBIT was €2,770 million. Excluding Chrysler, EBIT was €175 million (compared to €2,215 for the first nine months 2011); net of unusuals, EBIT totaled €319 million.

EBIT by segment is as follows:

€ million	9 months to September 30 2012	2011		Change
NAFTA (mass-market brands)	**2,089**	511		1,578
LATAM (mass-market brands)	**783**	1,001		(218)
APAC (mass-market brands)	**219**	18		201
EMEA (mass-market brands)	**(573)**	(652)		79
Luxury and Performance Brands (Ferrari, Maserati)	**264**	239		25
Components (Magneti Marelli, Teksid, Comau)	**121**	(152)		273
Other	**(109)**	(56)		(53)
Eliminations and adjustments	**(24)**	1,798	(b)	(1,822)
EBIT	**2,770**	2,707		63

€ million	9 months to September 30 2012	*pro-forma 2011* (a)		Change
NAFTA (mass-market brands)	**2,089**	1,194		895
LATAM (mass-market brands)	**783**	1,055		(272)
APAC (mass-market brands)	**219**	74		145
EMEA (mass-market brands)	**(573)**	(608)		35
Luxury and Performance Brands (Ferrari, Maserati)	**264**	239		25
Components (Magneti Marelli, Teksid, Comau)	**121**	(152)		273
Other	**(109)**	(56)		(53)
Eliminations and adjustments	**(24)**	1,799	(b)	(1,823)
EBIT	**2,770**	3,545		(775)

(a) Includes Chrysler from June 1, 2011.
(b) Includes €2,017 million unusual income from measurement of the stake in Chrysler upon acquisition date, net of the related revaluation of Chrysler's inventories of €220 million which was recognized in the income statement in June.

Profit for the period

Net financial expense totaled €1,237 million. Excluding Chrysler, net financial expense was €612 million, compared to €632 million for the same period in 2011. Net of the impact of the mark-to-market of the Fiat stock option-related equity swaps (a €30 million gain for the nine months to September 2012 and a €115 million loss for the same period in 2011), net financial expense increased by €125 million mainly reflecting higher debt levels.

Profit before taxes was €1,533 million. Excluding Chrysler, there was a €437 million loss compared to a €1,583 million profit for the corresponding period of 2011. Net of unusuals, the loss was €293 million in 2012, compared to a profit of €362 million for the same period in 2011; the €655 million difference over the nine months to September 2011 mainly reflects the €678 million decrease in trading profit.

Income taxes totaled €510 million. Excluding Chrysler, income taxes were €363 million and related primarily to the taxable income of companies operating outside Europe and employment-related taxes in Italy.

Net profit was €1,023 million for the nine months to September. Excluding Chrysler, there was an €800 million loss, compared to a €1,207 million profit for 2011; excluding unusuals, the loss was €656 million, compared to a €37 million loss for the nine months to September 2011.

Equity

Equity attributable to owners of the parent at September 30, 2012 amounted to €9,069 million compared to €8,727 million at December 31, 2011.

Net debt

Consolidated net debt at September 30, 2012 was €9.5 billion, an increase of €0.6 billion compared to year-end 2011. Excluding Chrysler, net debt of Fiat increased by approximately €2.4 billion to €8.2 billion.

Net industrial debt at September 30, 2012 was €6.7 billion, compared to €5.5 billion at year-end 2011. Chrysler improved net industrial debt by €1.8 billion, partially offsetting absorption of €3.0 billion for the rest of the Group. Capital expenditures totaled €5.3 billion (of which €2.1 billion for Fiat excluding Chrysler), progressing in line with full-year expectation.

	Balances at		
€ million	9/30/2012	12/30/2011	Change
Cash maturities (principal)	**(26,008)**	(25,331)	(677)
- of which: Bank debt	(7,727)	(7,587)	(140)
- of which: Capital market [(a)]	(11,912)	(11,409)	(503)
- of which: Other debt [(b)]	(6,369)	(6,335)	(34)
Asset-backed financing [(c)]	(280)	(710)	430
Accruals and other adjustments	(471)	(710)	239
Gross Debt	**(26,759)**	**(26,751)**	**(8)**
Cash & marketable securities	**17,060**	17,725	(665)
Derivatives assets/(liabilities)	**210**	128	82
Net Debt	**(9,489)**	**(8,898)**	**(591)**
- of which: Industrial Activities	**(6,694)**	(5,529)	(1,165)
- of which: Financial Services	**(2,795)**	(3,369)	574

(a) Includes bonds and other securities issued in the financial markets.
(b) Includes VEBA Trust Note, HCT Notes, IFRIC 4 and other non-bank financing.
(c) Advances on sale of receivables and securitization on book.

Significant events

On July 3, 2012, Fiat notified VEBA of its intention to exercise the option to purchase a portion of VEBA's ownership interest in Chrysler. That tranche represents approximately 3.3% of Chrysler's outstanding equity. On September 26, 2012, Fiat announced that Fiat North America (a wholly-owned subsidiary) was seeking a declaratory judgment from the Delaware Court of Chancery confirming the price to be paid for the stake, since the parties had not reached agreement on the purchase price. Upon completion of the purchase, Fiat will hold 61.8% of the outstanding equity in Chrysler.

On July 16, 2012, Fiat issued a €600 million bond (fixed coupon 7.75% due October 2016). The notes – issued by Fiat Finance and Trade Ltd. S.A., a wholly-owned Group subsidiary, and guaranteed by Fiat S.p.A. under the GMTN Program – have been rated Ba3 by Moody's, BB- by Standard & Poor's and BB by Fitch.

On July 25, 2012, the Fiat plant in Pomigliano D'Arco was awarded the prestigious "Automotive Lean Production 2012" award in the OEM category, based on the evaluation of a committee of experts selected by the German magazine *Automobil Produktion* and a leading consultancy firm.

On July 26, 2012, Fiat Group Automobiles S.p.A. (FGA) and PSA Peugeot Citroën signed an agreement for the transfer of FGA's shareholding in the SevelNord joint venture to PSA Peugeot Citroën on or before December 31, 2012. SevelNord will continue to produce light commercial vehicles for the two groups until Euro 6 emissions standards come into effect at the end of 2016. The agreement does not impact on other cooperation agreements between FGA and PSA Peugeot Citroën, including the Sevel joint venture located in Val di Sangro (Italy), which will continue as per current contracts.

On September 19, 2012, Fitch Ratings confirmed its rating on Fiat S.p.A.'s long-term debt at "BB" and short-term at "B". On October 10, 2012, Moody's Investors Service lowered the Corporate Family Rating of Fiat S.p.A. from "Ba2" to "Ba3" and consequently, according to their methodology, the rating on the notes issued by Fiat Finance & Trade Ltd. S.A. and Fiat Finance North America, Inc. from "Ba3" to "B1". The outlook is negative for both agencies.

(69.27% of share capital through EXOR S.A.)

The data presented and commented on below is taken from C&W Group's consolidated accounting data as of and for the nine months ended September 30, 2012, prepared in accordance with International Financial Reporting Standards ("IFRS"), unless otherwise noted.

In order to correctly interpret C&W Group's performance, it should be noted that a significant portion of C&W Group's revenues is seasonal, which can affect its ability to compare the financial condition and results of operations on a quarter-by-quarter basis. Historically, this seasonality has caused its revenues, operating income, income attributable to owners of the parent and cash flows from operating activities to be lower in the first half of the year and higher in the second half. The concentration of earnings and cash flows in the fourth quarter is due to a number of factors, including an industry-wide focus on completing transactions toward the calendar year-end.

	9 months to September 30		Change		9 months to September 30
$ million	**2012**	2011 Restated (a)	Amount	%	2011 Published
Net revenues (Commission and service fee) **(A)**	**1,056.3**	1,105.6	(49.3)	(4.5)	1,105.6
Reimbursed costs - managed properties and other costs	**336.1**	297.5	38.6	13.0	297.5
Gross revenues (A+B)	**1,392.4**	1,403.1	(10.7)	(0.8)	1,403.1
EBITDA	**38.9**	60.8	(21.9)	(36.0)	41.8
Operating income	**6.3**	30.9	(24.6)	(79.6)	11.9
Loss attributable to owners of the parent	**(17.2)**	(5.1)	(12.1)	n.s.	(19.4)
U.S. GAAP results (b)					
EBITDA	**40.8**	62.4	(21.6)	(34.6)	43.4
Loss attributable to owners of the parent	**(18.9)**	(4.6)	(14.3)	n.s.	(13.5)

(a) Data restated following changes in accounting policies effective January 2012. In 2012, C&W Group changed its accounting policies under both IFRS and U.S. GAAP regarding the recognition, for interim period reporting, of discretionary incentive plan expenses and "commission bonus program" expenses. Prior to these changes, the Company recognized the discretionary incentive plan expenses, for interim periods, on a straight-line basis based on the latest estimate of the full-year discretionary incentive compensation expense expected to be incurred such that each interim reporting period would bear an equal amount of the expense, and recorded its interim period commission bonus program expense based on a percentage derived from the prior full year's relationship of actual commission bonus program expense to the related actual Leasing and Capital Markets transactional revenues. Effective January 1, 2012, the Company (1) changed to a proportionate method to account for the discretionary incentive plan expenses under which the Company records its interim period expense in proportion to the actual amount of pre-incentive compensation EBITDA earned for that period in accordance with the funding rate calculation, and (2) adopted a new accounting policy for its commission bonus program under which the interim period expense is recorded based on the actual achievement of the related cash collections metrics in that period. In addition, the U.S. GAAP income tax expense, and, therefore, the income (loss) attributable to owners of the parent amounts, for the three and the nine months ended September 30, 2011, have been changed from what was originally reported for those periods to reflect a change in the methodology for applying the full-year estimated global effective tax rate, for interim period reporting, to certain non-U.S. pre-tax losses. The accounting policy and income tax methodology changes had no impact on the previously reported results for full-year 2011 for IFRS or U.S. GAAP.

(b) The difference between the loss attributable to owners of the parent, as determined under IFRS, and the loss attributable to owners of the parent, as determined under accounting principles generally accepted in the United States of America ("U.S. GAAP"), is primarily due to the accounting for compensation-related taxes and charges, the non-controlling interests' put option rights and income taxes. The difference between the Earnings before interest, taxes, depreciation and amortization ("EBITDA") under IFRS, as discussed below, and the EBITDA under U.S. GAAP is attributable to those same items, excluding the income tax impacts.

$ million	**9/30/2012**	12/31/2011	Change
Equity attributable to owners of the parent	**764.4**	779.1	(14.7)
Consolidated net financial position	**(123.3)**	9.0	(132.3)

In the first three quarters of 2012, C&W Group continued executing key initiatives of its long-term strategic plan, including a focus on balancing its global platform to deliver a consistent service mix across markets on behalf of its clients. As part of its strategic initiatives, C&W is focused on enhancing its recurring revenue streams, as evidenced in the Corporate Occupier & Investor Services ("CIS") business' revenue growth of 19% year-over-year in the U.S. and its winning 317 million square feet of new business year-to-date, including significant assignments for Kraft, Unilever, Symantec, Underwriters Labs and Heinz.
Additionally, CIS's recent acquisition of the third-party client services business of Cousins Properties will provide enhanced client support capabilities in two key, strategic growth areas.

In addition, C&W Group achieved a number of other successes across its regions and service lines, including the following:

- Completed the two largest office leases in San Francisco to date. Represented Salesforce.com in the lease of 401,786 square feet in San Francisco's Financial District, the largest long-term office lease signed in the area in

more than a decade, and represented Hudson Pacific Properties Inc. in the 250,000-square-foot office lease to Square Inc.;
- Advised the iconic British brand Burberry on the pre-lease of 127,000 square feet office space in one of Central London's largest leases for this year;
- Arranged a $610 million sale of Boston's 100 Federal Street Tower on behalf of Bank of America, which represents one of the largest property sales transactions in the U.S. this year;
- Completed two of the largest transactions in Hong Kong this year, including the sale of Monetary Court in Jardine Lookout and the sale of Kowloon Commercial Centre in Kowloon;
- Acquired its third asset for the PURetail Fund - a 100 percent occupied retail property in France;
- Ranked No. 3 in National Real Estate Investor's Top Brokerages survey;
- Won the Real Estate Board of New York's Most Ingenious Deal of the Year Award for arranging Conde Nast's one million-square-foot office lease at One World Trade Center on behalf of the Port Authority of New York and New Jersey;
- Arranged the $230 million senior mortgage loan for 100 Church Street, a 1.05-million-square-foot office building in Manhattan;
- Represented luxury retailers Burberry and Tom Ford in establishing flagship stores in Hong Kong and the UK, respectively;
- As part of our global alignment initiative, we reinforced our commitment to the iDesk by establishing the Asia iDesk in New York to drive an increase in cross-border transactions and enhance our ability to service clients across markets more efficiently and effectively;
- Advised The Crown Estate on the £87 million purchase of BAFTA Headquarters in London; and
- Opened new offices in Brisbane, Australia; Ahmedabad, India; Ulaanbaatar, Mongolia; and added an office in Shanghai; along with four Alliance firms in the U.S. and one in Canada.

With respect to its financial performance for the first nine months of 2012, gross revenues decreased 0.8%, or increased 1.8% excluding the impact of foreign exchange, while its net revenues decreased $49.3 million, or 4.5%, or $18.2 million and 1.7% excluding the impact of foreign exchange. This decline, partially offset by a net decrease of $18.8 million, or 2.9%, in operating expenses, drove a decline in C&W Group's earnings before interest, taxes, depreciation and amortization ("EBITDA") of $21.9 million to $38.9 million, resulting in an increase in the loss attributable to owners of the parent of $12.1 million to $17.2 million, as compared with $5.1 million, in the prior year period.

For the nine months ended September 30, 2012, gross revenues, which include reimbursed costs – managed properties and other costs, decreased $10.7 million, or 0.8%, to $1,392.4 million, as compared with $1,403.1 million for the same period in the prior year. Foreign exchange decreased gross revenues by $34.8 million, or 2.5 percentage points.

Net revenues, which exclude reimbursed costs – managed properties and other costs, decreased $49.3 million, or 4.5%, to $1,056.3 million for the nine months ended September 30, 2012, as compared with $1,105.6 million for the same period in the prior year. Foreign exchange decreased net revenues by $31.1 million, or 2.8 percentage points.

The year-over-year decrease in revenue performance throughout 2012, as compared with 2011, is largely attributable to the negative impact from foreign exchange, a decline in the Leasing and Capital Markets service lines in the Americas (principally in the U.S.) and the Europe, Middle East and Africa ("EMEA") regions, and a decline in Capital Markets in the Asia Pacific region. These declines were partially offset by a year-over-year increase in revenue in the Corporate Occupier & Investor Services ("CIS") and Valuation & Advisory ("V&A") businesses, primarily in the Americas and Asia Pacific regions. The revenue declines in Leasing and Capital Markets are due in part to transaction delays, including approximately $24 million of revenue relating to transactions that were originally anticipated to close in September of 2012 that are now expected to close in the fourth quarter, and in part to a decrease in transactional activity resulting from the continuing uncertainty that is impacting the global economic environment.
Despite these macroeconomic issues, the Company's revenue pipeline at September 30, 2012 supports approximately 95% of its full-year revenue outlook, including 96% to 102% of its Leasing and Capital Markets estimates, respectively.

The following presents the breakdown of gross and net revenues by geographical area:

	9 months to September 30				Change	
$ million	**2012**		2011		Amount	%
Americas	**1,015.5**	72.9%	1,020.8	72.8%	(5.3)	(0.5)
EMEA	**284.5**	20.4%	287.9	20.5%	(3.4)	(1.2)
Asia	**92.4**	6.7%	94.4	6.7%	(2.0)	(2.1)
Gross revenues	**1,392.4**	**100.0%**	1,403.1	100.0%	(10.7)	(0.8)
Americas	**762.4**	72.2%	786.1	71.1%	(23.7)	(3.0)
EMEA	**222.3**	21.0%	243.8	22.1%	(21.5)	(8.8)
Asia	**71.6**	6.8%	75.7	6.8%	(4.1)	(5.4)
Net revenues	**1,056.3**	**100.0%**	1,105.6	100.0%	(49.3)	(4.5)

For the first nine months of 2012, C&W Group's global service lines, including Leasing, CIS, Capital Markets, V&A and Global Business Consulting comprised 51.9%, 22.9%, 12.7%, 11.6% and 0.9% of net revenues, respectively, as compared with 53.2%, 20.6%, 14.1%, 10.7% and 1.4%, respectively, for the first nine months of 2011.

From a service line perspective, the decline in net revenues for the nine months ended September 30, 2012 was primarily driven by decreases in Leasing and Capital Markets revenues of $39.9 million, or 6.8%, and $22.0 million, or 14.1%, respectively, primarily in the Americas and EMEA regions, as well as the Asia Pacific region for Capital markets. The nine months ended September 30, 2012 also saw Global Business Consulting revenue declines by $4.7 million, or 30.5%, mostly in the Americas, where revenues decreased $5.8 million, or 72.7%. The decrease in transactional activity was evidenced by decreases in U.S. Leasing of $41.8 million, or 10.4%, EMEA Leasing of $11.9 million, or 13.0%, U.S. Capital Markets of $5.9 million, or 6.7%, EMEA Capital Markets of $6.4 million, or 13.8%, and Asia Pacific Capital Markets of $10.3 million, or 53.4%. These decreases were partially offset by sustained growth in the CIS business, primarily in the Facilities Management and Property Management segments, and the V&A service line, which experienced increases in global revenues of $13.6 million, or 6.0%, and $4.0 million, or 3.4%, respectively. CIS revenues also included revenues from Corporate Occupier Solutions Limited ("COS"), relating to which the remaining 50% ownership interest was acquired on April 30, 2011.

Commission expense decreased $13.7 million, or 3.7%, to $356.6 million for the nine months ended September 30, 2012, as compared with $370.3 million for the same period in the prior year. The decrease is primarily due to lower Leasing, Capital Markets and Global Business Consulting revenues. Commission expense as a percentage of net revenues in the U.S. decreased to 49.4% for the first three quarters of 2012, as compared with 49.5% a year ago. Foreign exchange decreased commission expense by $1.5 million, or 0.4 percentage points.

Cost of services sold increased $7.8 million, or 12.1%, to $72.5 million for the nine months ended September 30, 2012, as compared with $64.7 million for the same period in 2011, primarily due to higher CIS revenues. Foreign exchange had the impact of reducing the overall increase in cost of services sold by $7.7 million, or 11.9 percentage points. The increase in cost of services sold was driven by increases in Latin America, EMEA, the U.S. and Canada of $4.1 million, $3.1 million, $0.6 million and $0.3 million, respectively, partially offset by a decrease in Asia Pacific of $0.3 million. The increase in EMEA is also attributable to the acquisition of the remaining 50% ownership interest in COS in April 2011.

Operating expenses for the nine months ended September 30, 2012 decreased $18.8 million, or 2.9%, to $620.9 million, as compared with $639.7 million for the same period last year. Foreign exchange decreased operating expenses by $18.5 million, or 2.9 percentage points.

At the operating income level, C&W Group's results decreased by $24.6 million, to an operating income of $6.3 million for the first three quarters of 2012, as compared with operating income of $30.9 million in the prior year period.

Other expenses, net (which are not included in operating results) decreased $3.2 million, or 40.5%, to $4.7 million for the first nine months of 2012, as compared with $7.9 million for the prior year period, primarily due to the recognition in the prior year period of a $3.6 million non-recurring charge, the recognition in the current year period of $0.9 million of dividend income from NorthMarq Real Estate Services LLC, a venture formed by Group in September 2011, lower management fees of $0.6 million and lower losses from unconsolidated subsidiaries of

$0.3 million, partially offset by an unfavorable variance related to the non-controlling shareholders put option liability of $2.2 million.

Interest expense, net decreased $7.4 million, or 54.0%, to $6.3 million, for the first nine months of 2012, as compared with $13.7 million for the same period last year, primarily due to the recognition in the prior year period of interest expense of $4.8 million related to non-recurring charges and lower interest rates resulting from our refinancing activities at the end of the second quarter of 2011.

The decrease in operating income, partially offset by improvements in other expenses, net and interest expense, drove a decline in C&W Group's pre-tax results of $14.0 million to a pre-tax loss of $4.7 million for the first nine months of 2012, as compared with a pre-tax income of $9.3 million for the same period in the prior year.
Income tax provision decreased $1.7 million, or 11.9%, to $12.6 million for the first three quarters of 2012, as compared with $14.3 million for the same period in the prior year, primarily due to an increase in the foreign losses, which are tax-effected at a lower tax rate than the U.S. statutory rate of 35%, and a year-over-year decrease in discrete charges of $4.2 million, partially offset by an increase in U.S. pre-tax-income and an increase in foreign losses for which no tax benefit could be recognized due to a lack of forecasted taxable income in the foreseeable future to enable the ultimate realization of such benefits.

As a result of the above factors, the loss attributable to owners of the parent increased by $12.1 million to $17.2 million for the nine months ended September 30, 2012, as compared with $5.1 million for the prior year period, as reported under IFRS. As reported under U.S. GAAP, the Company's loss attributable to owners of the parent increased $14.3 million to a loss attributable to owners of the parent of $18.9 million for the nine months ended September 30, 2012, as compared with a loss attributable to owners of the parent of $4.6 million for the same period in the prior year.

C&W Group's net financial position decreased $42.8 million to a negative $123.3 million (principally debt in excess of cash) as of September 30, 2012, as compared with a negative $80.5 million as of September 30, 2011.

C&W Group remains focused on achieving its goals, and looks forward to the fourth quarter of 2012 expecting strong operating performance that will enable the company, for 2012, to meet or exceed its full-year 2011 revenue and EBITDA results despite the continued caution regarding the global economic outlook due to the ongoing uncertainty that has dampened business confidence and inhibited growth across the globe. C&W Group continues to believe that the economic landscape should strengthen in 2013, as underlying economic fundamentals come to the fore and the real estate markets improve, and is committed to continuing its investment in the firm and executing its strategic growth initiatives to expand its platform and provide consistent and quality services to its global clients.

For the third quarter of 2012, gross revenues decreased 6.3%, or 3.6% excluding the impact of foreign exchange, to $485.9 million, as compared with $518.8 million for the prior year quarter. Net revenues declined $24.0 million, or 6.0%, or $11.0 million and 2.8% excluding the impact of foreign exchange, to $378.1 million, as compared with $402.1 million for the prior year quarter. As outlined above, the decline reflected the negative impact from foreign exchange and a decline in transactional activity due in part to delays relating to transactions that are now expected to close in the fourth quarter and from the continuing uncertainty impacting the global economic environment.
Total operating expenses decreased $10.8 million, or 4.8%, to $212.4 million for the quarter ended September 30, 2012, as compared with $223.2 million for the prior year quarter.
C&W Group's operating income decreased $10.3 million to $9.1 million for the three months ended September 30, 2012, as compared with $19.4 million for the three months ended September 30, 2011, largely driven by the reduction in net revenues, partially offset by a net decrease in operating expenses. The decline of $7.3 million to an EBITDA of $22.3 million for the quarter ended September 30, 2012, as compared with $29.6 million for the prior year period, was lower than the decrease in operating income primarily due to a reduction in non-operating expenses.
Interest expense increased $1.0 million due to higher average debts, while the income tax provision decreased $4.0 million. As a result of the factors above, income attributable to owners of the parent decreased $5.2 million to $1.2 million in the third quarter of 2012, as compared with $6.4 million for the third quarter of 2011, as reported under IFRS. As reported under U.S. GAAP, the Company's income attributable to owners of the parent decreased $6.9 million to a loss attributable to owners of the parent of $1.8 million for the quarter ended September 30, 2012, as compared with income attributable to owners of the parent of $5.1 million for the same period in the prior year.

(63.77% of share capital)

The data commented and presented below refers to the accounting data for the first quarter 2012/2013 (July 1 – September 30, 2012) of Juventus Football Club S.p.A. taken from the Interim Report at September 30, 2012.

€ million	Quarter I 2012/2013	Quarter I 2011/2012	Change
Revenues	**54.6**	33.7	20.9
Operating costs	**(49.3)**	(45.0)	(4.3)
Operating loss	**(8.8)**	(24.6)	15.8
Loss for the period	**(11.6)**	(26.1)	14.5

€ million	Balances at 9/30/2012	Balances at 6/30/2012	Change
Shareholders' equity	52.9	64.6 (a)	(11.7)
Net financial debt	145.8	127.7	18.1

(a) The figure refers to the financial statements for the year ended June 30, 2012. It does not coincide with the figure relating to the accounting data for the period January 1 – June 30, 2012 prepared by Juventus Football Club for the first half consolidation in EXOR, owing to transactions that occurred subsequent to the approval of EXOR's Half-Year Financial Report. The effect of such transactions, for EXOR, is presented in the third quarter of 2012.

For a correct interpretation of the data, it should be noted that the financial year of Juventus does not coincide with the calendar year but covers the period July 1 – June 30, which corresponds to the football season.

Economic performance reflects the highly seasonal nature typical of the sector which is basically determined by the calendar of sports events and the two phases of the players' Transfer Campaign. In particular:
- the calendar of sports events determines the recognition of the main revenue items and also has an impact on quarterly results during the year and on the comparability of such results with the corresponding quarters of previous years. This is because the main cost items not linked to single sports events (such as players' wages and amortization relative to players' registration rights) are instead recorded in the income statement on a straight-line basis. It should specifically be noted that the revenues from television rights and media income from the Serie A Championships and the Italian Cup (the marketing of which is managed centrally by the National Professional League Serie A) are allocated to the income statement by dividing the total, communicated by the League, in equal parts based on the number and the date of home games;
- the player Transfer Campaign, which takes place in July and August (first phase) and January (second phase), may have significant economic and financial effects at the start and during the season.

The Company's economic and financial performance is also affected by the seasonal nature of the economic components; in addition, some revenue items show different financial patterns, such as receipts, compared to the pertinent economic period.

The first quarter of the financial year 2012/2013 confirms the improving trend in economic results:
- the **loss,** totaling €11.6 million, is more than half the loss of €26.1 million reported in the first quarter of 2011/2012;
- **revenues,** amounting to €54.6 million, increased 62.1% from €33.7 million in the same period of last year;
- **operating costs,** totaling €49.3 million, despite increasing €4.3 million over the first quarter of 2011/2012, rose at a much lower rate (approximately +9.5%) than revenues.

In detail, the improvement derives mainly from higher ticket sales (+€0.8 million), from the participation in the UEFA Champions League (+€8.1 million), higher revenues from television and radio rights and media income (+€8 million), higher revenues from sponsorships (+€1.2 million) and the increase in other revenues (+€3 million) mainly from use of the Juventus Stadium on non-match days (museum, tours, events). These positive changes were partially offset by higher costs of players' wages and technical staff (-€1.9 million), higher costs for external services (-€0.6 million), higher expenses from players' registration rights (-€0.8 million), higher amortization of players' registration rights (-€0.5 million), higher amortization on other assets (-€0.4 million) and higher net financial expenses (-€0.6 million).

Shareholders' equity at September 30, 2012 is €52.9 million, down from €64.6 million at June 30, 2012 mainly on accounting of the loss reported for the period (-€11.6 million).

Net financial debt at September 30, 2012 amounts to €145.8 million (€127.7 million at June 30, 2012). The negative change of €18.1 million is due to cash flows used in investment activities (-€26.2 million) and financing activities (-€1.6 million), compensated in part by cash flows provided by operations (+€9.7 million).

Significant events in the first quarter of 2012/2013

Transfer Campaign 2012/2013 – first phase

The transactions finalized in the first phase of the players' Transfer Campaign 2012/2013, conducted from July 1 to August 31, 2012 (and up to September 6, 2012 for certain foreign markets only), led to an overall increase in capital invested of €47.8 million as a result of acquisitions for €62.7 million and disposals for €14.9 million (net carrying amount of rights sold).
The net gains generated by the sales amount to €5.6 million. Moreover, the temporary acquisitions and sales produced a net gain for €0.8 million.
The total net financial commitment, including capitalized incidental expenses and implicit financial income and expenses on deferred receipts and payments, is €42.4 million divided as follows: €26 million in the year 2012/2013, €8 million in the year 2013/2014 and €8.4 million in the year 2014/2015.

Season Ticket Campaign 2012/2013

The Season Ticket Campaign for the 2012/2013 season officially closed with the subscription of all the 27,400 season passes available, for net revenues of €19.8 million, including Premium Seats and additional services. Sales compared to the 2011/2012 football season record an increase of 11.7% in the number of season tickets and an increase of 30.3% in net revenues.

New Jeep Sponsorship

Following a three year agreement signed on July 23, 2012, the Fiat Group became the sole Juventus jersey sponsor for all competitions, against a fixed total payment of €35 million, as well as the supply of group vehicles. The Jeep logo is on the jerseys in the current football season.

Continassa Project

On July 24, 2012, Juventus and City of Turin signed a new agreement, updating the preliminary agreement made on June 11, 2010, for the redevelopment and upgrading of the area adjacent to the Juventus Stadium, called "*Area Continassa*", currently in a situation of neglect and urban decay.
The general project submitted by Juventus involves the purchase, for a renewable period of 99 years, of a long-term lease on part of the *Area Continassa*, totaling 180,000 square meters, and the related gross floor area (GFA) totaling 33,000 square meters, to create commercial, sports, cultural and residential areas. A GFA of 5,000 square meters, already held by Juventus to be used for the new registered office, will also be transferred to the same area.
Subject to adoption of all the urban planning instruments and removal of people and/or objects from the area by the City of Turin, by July 24, 2013 the final project will be the subject of a specific implementing agreement between the parties.

Significant events subsequent to the first quarter of 2012/2013

Resolutions of the ordinary shareholders' meeting held on October 26, 2012

The ordinary shareholders' meeting of Juventus Football Club S.p.A. approved the financial statements for the year ended June 30, 2012 which closed with a loss of €48.7 million which was covered by the use of the share premium reserve. Consequently, no dividends were declared.

The shareholders' meeting also established the number of members of the board of directors at ten for the financial years 2012/2013, 2013/2014 and 2014/2015, and appointed the following directors: Andrea Agnelli, Maurizio Arrivabene (Independent Director), Giulia Bongiorno (Independent Director), Paolo Garimberti (Independent Director), Assia Grazioli Venier (Independent Director), Giuseppe Marotta, Aldo Mazzia, Pavel Nedved, Enrico Vellano and Camillo Venesio (Independent Director).

The board of statutory auditors was also appointed and is composed of Paolo Piccatti (Chairman), Silvia Lirici and Roberto Longo (Regular Auditors). The alternate auditors appointed were Nicoletta Paracchini and Roberto Petrignani.

By motion of the board of statutory auditors, the shareholders' meeting then conferred the audit of the financial statements for the financial years 2012/2013-2020/2021 to Reconta Ernst & Young S.p.A.

Consob Audit - Notifications

With reference to the audit performed by Consob between October 20, 2011 and February 22, 2012, on October 2, 2012 notifications were received, pursuant to Legislative Decree 58 of February 24, 1998, art. 195 for alleged violations of art. 114, paragraph 1 of this decree and the Regulation of Issuers, art. 66, paragraph 1 and 2 for:

- not having provided information in the press release of June 23, 2011, relating to the company's earnings and equity and the foreseeable effects connected thereto, suitable to enable a complete and correct evaluation of the events and circumstances represented therein and to promptly disclose any significant change in price-sensitive information already made known to the public;
- not having promptly provided the market any information as regards the progress of the dispute over the income from television rights and, particularly the "catchment area", the decision in respect of this matter taken by the shareholders' meeting of the League of Serie A on July 8, 2011 and the related effects on the company's earnings and equity, until a number of months after the events and only following a request from Consob.

The company has prepared a memorandum containing its conclusions which was delivered to Consob on October 31, 2012 within the required time frame.

almacantar

(36.29% of share capital through EXOR S.A.)

The main consolidated income figures for the Almacantar Group for the period ended September 30, 2012 are as follows:

£ million	9/30/2012	9/30/2011	Change
Net property income	**10.0**	3.5	6.5
Operating profit (loss)	**6.9**	(0.3)	7.2
Profit (loss) after tax	**1.6**	(2.4)	4.0
Profit (loss) attributable to owners of the parent	**1.1**	(2.4)	3.5

Almacantar reported a profit of £1.6 million for the nine months ended September 30, 2012 which includes net property income of £10.0 million from its three investment properties. This largely comprises rental income from office and other commercial occupiers of the properties, reduced by direct costs of managing and leasing the buildings.

A significant proportion of income arises under leases with fixed rental levels. Most leases have a remaining period of several years. However, as described below, it is expected that rebuilding of the Centre Point and Marble Arch Tower properties will begin in 2014. At that time, annual income from those properties is likely to decline, before an increase in the value of the properties is realized after completion of the building work.

The group's finance expense for the first nine months of 2012, amounting to £4.8 million, largely comprises interest expense on bank borrowings which are secured on the properties. A substantial level (approximately 87%) of bank interest expense is fixed under interest-rate swap agreements.

Key consolidated balance sheet figures for the Almacantar Group at September 30, 2012 are as follows:

£ million	9/30/2012	12/31/2011	Change
Investment properties	**347.9**	230.1	117.8
Net assets	**289.1**	287.4	1.7
Bank debt	**(148.1)**	(88.1)	(60.0)
Cash	**25.1**	67.5	(42.4)
Net financial position	**(123.0)**	(20.6)	(102.4)

A large part of the cash was utilized in July 2012 to acquire CAA House. At that time, additional bank debt of £60 million was incurred, and cash of £38 million was paid out.

At September 30, 2012, the share capital of Almacantar amounted to £276 million of which £96 million was not yet called for payment by the shareholders.

At September 30, 2012, the company held the following properties:

Centre Point
Centre Point is a well-known building of 34 stories in central London, close to the districts of Soho, Bloomsbury and Covent Garden. It was built in the 1960s and has legal protection as a building of special architectural interest.

In May 2012, Almacantar applied for a building permit to convert the Centre Point tower into exclusive apartments of a very high standard. In September 2012, the application was refused largely because of delays in obtaining authorizations from the relevant government authorities. A revised application is being prepared. It is anticipated that the building work will commence in 2014. At that time, the building will temporarily cease to generate income, and additional bank borrowings will be obtained, for a period of between two and three years.

Marble Arch Tower
Marble Arch Tower is situated on a prominent site in central London overlooking Hyde Park.

The building currently comprises offices, other commercial occupiers, and a cinema. Almacantar is working with an architect to design a mixed-use building, including high quality residential apartments. Construction work is expected to begin in 2014.

CAA House
In July 2012 Almacantar completed the purchase of CAA House. This property is also in the center of London and is leased by a British government agency.

Almacantar will continue its strategy of increasing the value of existing investments, in particular by applying for permission to undertake construction work to improve March Arch tower and Centre Point, while generating net income from CAA House. In addition, new property investments in central London will be sought, which have the potential for Almacantar to use its real estate skills to transform and add long-term value.

APPROVAL OF THE INTERIM REPORT AND AUTHORIZATION FOR PUBLICATION

In its meeting held on November 14, 2012, the board of directors approved the Interim Report at September 30, 2012 and authorized its publication on the same date.

Turin, November 14, 2012

On behalf of the Board of Directors
The Chairman and Chief Executive Officer
John Elkann

ATTESTATION ACCORDING TO ARTICLE 154-BIS, PARAGRAPH 2 OF THE CONSOLIDATED LAW ON FINANCE

The undersigned, Enrico Vellano, the manager responsible for the preparation of the financial reports of EXOR S.p.A., attests, in accordance with article 154-bis, paragraph 2 of the Consolidated Law on Finance, that the accounting information contained in the Interim Report at September 30, 2012 of the EXOR Group corresponds to the results documented in the accounts, books, and records.

Turin, November 14, 2012

The manager responsible for the preparation of
the Company's financial reports
Enrico Vellano