SAFE HARBOR STATEMENT

This document and the related presentation contain forward-looking statements. In particular, these forward-looking statements include statements regarding future financial performance and the Company’s expectations as to the achievement of certain targeted metrics, including net debt and net industrial debt, revenues, free cash flow, vehicle shipments, capital investments, research and development costs and other expenses at any future date or for any future period are forward-looking statements. These statements may include terms such as “may”, “will”, “expect”, “could”, “should”, “intend”, “estimate”, “anticipate”, “believe”, “remain”, “on track”, “design”, “target”, “objective”, “goal”, “forecast”, “projection”, “outlook”, “prospects”, “plan”, or similar terms. Forward-looking statements are not guarantees of future performance. Rather, they are based on the Group’s current state of knowledge, future expectations and projections about future events and are by their nature, subject to inherent risks and uncertainties. They relate to events and depend on circumstances that may or may not occur or exist in the future and, as such, undue reliance should not be placed on them.

Actual results may differ materially from those expressed in forward-looking statements as a result of a variety of factors, including: the Group’s ability to launch new products successfully and to maintain vehicle shipment volumes; changes in the global financial markets, general economic environment and changes in demand for automotive products, which is subject to cyclicality; changes in local economic and political conditions, changes in trade policy and the imposition of global and regional tariffs or tariffs targeted to the automotive industry, the enactment of tax reforms or other changes in tax laws and regulations; the Group’s ability to expand certain of the Group’s brands globally; the Group’s ability to offer innovative, attractive products; the Group’s ability to develop, manufacture and sell vehicles with advanced features including enhanced electrification and autonomous driving characteristics, various types of claims, lawsuits, governmental investigations and other contingent obligations affecting the Group, including product liability and warranty claims and environmental claims, investigations an lawsuits; material operating expenditures in relation to compliance with environmental, health and safety regulations; the intense level of competition in the automotive industry, which may increase due to consolidation; exposure to shortfalls in the funding of the Group’s defined benefit pension plans; the Group’s ability to provide or arrange for access to adequate financing for the Group’s dealers and retail customers and associated risks related to the establishment and operations of financial services companies including capital required to be deployed to financial services; the Group’s ability to access funding to execute the Group’s business plan and improve the Group’s business, financial condition and results of operations; a significant malfunction, disruption or security breach compromising the Group’s information technology systems or the electronic control systems contained in the Group’s vehicles; the Group’s ability to realize anticipated benefits from joint venture arrangements; the Group’s ability to successfully implement and execute strategic initiatives and transactions, including the Group’s plans to separate certain businesses; disruptions arising from political, social and economic instability; risks associated with our relationships with employees, dealers and suppliers; increases in costs, disruptions of supply or shortages of raw materials; developments in labor and industrial relations and developments in applicable labor laws; exchange rate fluctuations, interest rate changes, credit risk and other market risks; political and civil unrest; earthquakes or other disasters and other risks and uncertainties.

Any forward-looking statements contained in this document and the related presentations speak only as of the date of this document and the Company disclaims any obligation to update or revise publicly forward-looking statements. Further information concerning the Group and its businesses, including factors that could materially affect the Company’s financial results, is included in the Company’s reports and filings with the U.S. Securities and Exchange Commission, the AFM and CONSOB.
RACING IS IN OUR DNA
RACING IS IN OUR DNA

17 European Championships

5 World Championships

11 wins @ Mille Miglia

4 victories @ 24 Hours of Le Mans

2 Formula 1 Championships in ‘50 & ‘51

1 exciting return to F1 competition
STATE-OF-THE-ART TECHNOLOGY

UNMATCHED PERFORMANCE

A BRAND BORN IN 1910

SEDUCTIVE ITALIAN DESIGN
ORAZIO SATTA PULIGA
Head of Design, 1946

"WE ARE IN THE REALM OF SENSATIONS, PASSIONS, THINGS THAT HAVE MORE TO DO WITH THE HEART THAN THE HEAD."

STAND APART | RETURN TO OUR DNA | OUR RIGHTFUL PLACE

RETURNING TO OUR ROOTS
WE HAVE ACCOMPLISHED A LOT SINCE 2014

TOTAL
+160%

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>66K</td>
</tr>
<tr>
<td>2015</td>
<td>62K</td>
</tr>
<tr>
<td>2016</td>
<td>72K</td>
</tr>
<tr>
<td>2017</td>
<td>109K</td>
</tr>
<tr>
<td>2018</td>
<td>~170K</td>
</tr>
</tbody>
</table>
A ONE REGION BRAND TO A GLOBAL BRAND

2013
0% OF SALES

2018
16% OF SALES

95% OF SALES

6% OF SALES
GREW GLOBAL NETWORK BY 34%
GLOBAL NETWORK GROWTH 2013 – 2018

Source: IHS Premium
GROWTH IN CONSUMER INTEREST

WORLDWIDE MONTHLY SEARCH VOLUME +258%
+15M SEARCHES FOR ALFA ROMEO EVERY MONTH

NAFTA
SOCIAL FOLLOWING
+444%
+1.3M FOLLOWERS

EMEA
SOCIAL FOLLOWING
+270%
+3.9M FOLLOWERS

APAC
SOCIAL FOLLOWING
+516%
+1.5M FOLLOWERS
AS A GLOBAL MANUFACTURER, COULD WE AFFORD NOT TO PROVE OUR TECHNICAL COMPETENCE?
WE BEGAN WITH A MISSION

THAT DEFINED A DESIGN

THAT DEMANDS NO COMPROMISES
NEW ENGINES
NEW PLANT
NEW GENERATION
The Nürburgring Lap

Stelvio 7:51.7

Giulia 7:32

No other brand offers a faster lineup of four-door production vehicles.
ESQUIRE: MOST FUN CAR OF THE YEAR
MOTOR AUTHORITY’S BEST LUXURY PERFORMANCE CAR TO BUY: 4C COUPE
POPULAR MECHANICS: SEMI-AFFORDABLE DRIVING EXPERIENCE OF THE YEAR: 4C COUPE
Wired: BEST DESIGNED CAR OF 2016: GIULIA QUADRIFOGLIO
CAR & DRIVER: MOST ANTICIPATED CARS OF 2016: GIULIA QUADRIFOGLIO
MEN’S HEALTH: TOP TEN TOYS (2016): GIULIA QUADRIFOGLIO
TECHFORD: MOST VALUE ADDITION TO CAR: 4C COUPE
HAGERTY NOT US LIST 2016: 4C COUPE LAUNCH EDITION
BEST NORTH AMERICAN CAR OF THE YEAR: 4C COUPE

2015 AUTOMOBILE ALL-STAR: 4C COUPE
CAR & DRIVER: 15 MOST BEAUTIFUL CARS AVAILABLE TODAY
HAGERTY NOT US LIST 2016: 4C SPIDER

ROBB REPORT 2016 CAR OF THE YEAR: 4C SPIDER
FORBES: MOST NEW CARS FOR 2017: GIULIA
CAR CONNECTION: 2017 DRIVERS CHOICE AND BEST NEW LUXURY CAR WINNER: GIULIA QUADRIFOGLIO
HISPANIC MOTOR PRESS ASSOCIATION: CAR OF THE YEAR: GIULIA QUADRIFOGLIO
Wired: BEST GEAR & GADGETS FOR 2016: GIULIA QUADRIFOGLIO
TOP SPEED: BEST CAR IN THE WORLD: GIULIA QUADRIFOGLIO

CARS.COM BEST IN SHOW LA AUTO SHOW: STELVIO QUADRIFOGLIO
AUTOBILD: 2017 BUYER’S CHOICE: BEST SPORTS CHOICE: 4C COUPE
HAGERTY: 2017 HAGERTY HOT LIST OF FUTURE COLLECTIBLES: GIULIA QUADRIFOGLIO
GREATER ATLANTA AUTOMOTIVE MEDIA ASSOCIATION: BEST OF ATLANTA AUTO SHOW: GIULIA QUADRIFOGLIO
NEW YORK AUTO NEWS: BEST LUXURY PERFORMANCE CAR: GIULIA QUADRIFOGLIO
POPULAR MECHANICS: SUPER SEDAN AWARDS: GIULIA QUADRIFOGLIO
AIR TECHNIK: BEST NEW LUXURY CAR: GIULIA

CAR OF THE YEAR 2016 – TOP GEAR
WARDS AUTO 10 BEST INTERIORS FOR 2017: GIULIA’S LUSSO
SOUTHERN AUTOMOTIVE MEDIA ASSOCIATION: AWARD WINNER PANORAMIC CATEGORY: GIULIA

IIHS: ALFA ROMEO GIULIA EARNS TOP SAFETY PICK+
ACTIVE LIFESTYLE VEHICLES OF THE YEAR – LUXURY ON ROAD: STELVIO
AMERICAN AUTO DESIGN EXCELLENCE: BEST IN SHOW: GIULIA
HOLDEN AUTOMOTIVE MEDIA ASSOCIATION: AWARD WINNER PANORAMIC CATEGORY: GIULIA
WOMEN’S CHOICE AWARDS: CONVERTIBLE & COUPE OVER $60,000 AT LAAS: 4C COUPE & 4C SPIDER

CAR & DRIVER: 2018 10 BEST CARS: GIULIA

BEST CAR 2017 – AUTO MOTOR UND SPORT
BEST NEW DESIGN 2016 – AUTO MOTOR UND SPORT
SPORTS CAR OF THE YEAR: BEST MID-SIZE SEDAN – AUTO BILD
BEST IMPORTED IN CATEGORY “4X4 PERSONAL CARS ABOVE 40,000 EURO” – AUTO BILD
BEST DESIGN OF THE YEAR 2017 – SPORT AUTO (MOTORPRESSE): READERS VOTE – GIULIA VELOCE 2.0 TURBO S EDITION
BEST IMPORTED MID SIZE VEHICLE 2017 – AUTO STERLING
MOTOR TREND: CAR OF THE YEAR – GIULIA
IIHS: ALFA ROMEO GIULIA EARNS TOP SAFETY PICK+

MOTOR TREND: CAR OF THE YEAR – GIULIA
IIHS: ALFA ROMEO GIULIA EARNS TOP SAFETY PICK+

BEST DESIGN AWARDS 2016 – AUTO BILD
BEST BRANDS IN CATEGORY DESIGN IN MID SIZE SEGMENT – AUTO BILD
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BEST DESIGN AWARDS 2016 – AUTO BILD
BEST BRANDS IN CATEGORY DESIGN IN MID SIZE SEGMENT – AUTO BILD
BEST BRANDS – CATEGORY DESIGN IN MID SIZE SEGMENT – AUTO BILD
DELIVERING SOME OF THE HIGHEST HONORS

MOTOR TREND
CAR OF THE YEAR
TIME WELL SPENT
WE’VE RESTORED MORE THAN A RESPECT FOR OUR HERITAGE
2014 ... AN AMBITIOUS PLAN

- 8 NEW PRODUCTS
- CLASS LEADING PERFORMANCE
- INTRODUCE BRAND IN U.S. & CHINA
- ESTABLISH NETWORK IN U.S. AND CHINA
- 400K GLOBAL SALES
2014... WE HAVE BUILT A STRONG FOUNDATION
PREMIUM INDUSTRY VOLUME

Source: IHS Premium

81% GROWTH – 4 SEGMENTS:

- MID-SIZE SEDAN
  - 2017: 1.4M
  - 2022: 1.7M
  - Growth: +16%

- MID-SIZE UV
  - 2017: 1.6M
  - 2022: 2.1M
  - Growth: +33%

- COMPACT UV
  - 2017: 0.9M
  - 2022: 1.4M
  - Growth: +52%

- FULL-SIZE UV
  - 2017: 1.4M
  - 2022: 1.6M
  - Growth: +13%

9.6M → 10.1M → 10.6M → 11.0M → 11.2M → 11.4M +18.3%

vs. Mainstream +9.7%
STAYING TRUE TO OUR DNA

ADVANCED ENGINE TECHNOLOGY

50/50 WEIGHT DISTRIBUTION

POWER-TO-WEIGHT RATIOS

ITALIAN STYLING
APPLY 4C DNA TO ANY SEGMENT
GLOBAL MARKET COVERAGE – 2018

EXPANSION OF MARKET COVERAGE TO 46%

Total Alfa Romeo Market 10.1M
2018 Alfa Romeo Coverage 46%

Source: IHS Premium
GLOBAL MARKET COVERAGE – 2022

EXPANSION OF MARKET COVERAGE TO 71%

Total Alfa Romeo Market 11.4M
2022 Alfa Romeo Coverage 71%

Source: IHS Premium
A REGIONAL APPROACH

2017 SALES: 2.6M (+81% in the last 4 years)

2022 FORECAST: 3.2M (+26%)

CHINA: The largest premium market in the world.

US:
INTRODUCTION OF LONG WHEELBASE VARIANTS

MID-SIZE SEGMENT

- SWB 18%
- LWB 82%

FULL-SIZE SEGMENT

- SWB 16%
- LWB 84%

Source: IHS Premium
THE EVOLUTION OF OUR ELECTRIFICATION STRATEGY

DISCONTINUATION OF DIESEL CORRESPONDS WITH NEW ELECTRIFICATION OPPORTUNITIES

**HYBRID**
- Improved performance
- Lower CO₂

**E-BOOSTER**
- E-Booster will be:
  - Up to 25% more powerful
  - Zero turbo lag

**PLUG-IN HYBRID**
- Next-generation technology
  - All-electric range > 50 km
  - 0-100 km/h in mid 4 seconds
A TRUE PERFORMANCE BRAND

![Alfa Romeo Car Image](image-url)
RESURRECTION OF AN ICON – 8C

- CARBON FIBER MONOCOQUE CHASSIS
- TWIN-TURBO MID-ENGINE
- ELECTRIFIED FRONT AXLE
- 700+ COMBINED HORSEPOWER
- 0-100 KM/H IN < 3 SECONDS
RETURN OF A LEGENDARY NAMEPLATE – GTV

- 50/50 WEIGHT DISTRIBUTION
- 600+ HORSEPOWER WITH E-BOOST
- ALL-WHEEL DRIVE WITH TORQUE VECTORING
- FOUR-PASSENGER SEATING
## PRODUCT PORTFOLIO

### GLOBAL

<table>
<thead>
<tr>
<th>2018</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>B</strong></td>
<td><strong>C</strong></td>
</tr>
<tr>
<td>MiTo</td>
<td>Giulietta</td>
</tr>
<tr>
<td><strong>C</strong></td>
<td><strong>D</strong></td>
</tr>
<tr>
<td>Giulietta</td>
<td>Giulia</td>
</tr>
<tr>
<td><strong>D</strong></td>
<td><strong>E</strong></td>
</tr>
<tr>
<td>Giulia MCA</td>
<td>Giulia MCA + LW8</td>
</tr>
<tr>
<td><strong>E</strong></td>
<td><strong>SPECIALTY</strong></td>
</tr>
<tr>
<td>C UV</td>
<td>E UV</td>
</tr>
<tr>
<td><strong>SPECIALTY</strong></td>
<td><em>Build the line-up with heart of the market products</em></td>
</tr>
</tbody>
</table>

### PREMIUM SEGMENTS

- **B**
- **C**
- **D**
- **E**
- **SPECIALTY**

**2018:**
- **46% MARKET COVERAGE**

**2022:**
- **71% MARKET COVERAGE**

**ELECTRIFICATION AUTONOMY CONNECTIVITY**
- 7 New launches
- 6 PHEVs
- 100% Electrified
- L2+ & L3 Autonomy
- Average age of portfolio: < 3 years
- 2+ products focused to meet specific regional needs

Source: IHS Premium

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### Key Points

- **4C Spider**
- **4C Coupe**
- **GTV**
- **8C**
TWO HISTORIC ITALIAN BRANDS

MASERATI

• POSITION BRAND ON ALFIERI HALO
• EVERY MASERATI ALL-NEW OR REDESIGNED
• MARKET COVERAGE GROWS BY +2M UNITS
• EVERY MASERATI WILL OFFER ELECTRIFICATION
• EXCLUSIVE PARTNERSHIP WITH FERRARI
• ACHIEVE GLOBAL SALES OF 100k

ALFA ROMEO

• NEXT GENERATION 8C - SUPERCAR
• NEXT GENERATION GTV - SPORTS CAR
• EVERY ALFA ROMEO ALL-NEW OR REDESIGNED
• MARKET COVERAGE GROWS BY +3M UNITS
• EVERY ALFA ROMEO WILL OFFER ELECTRIFICATION
• ACHIEVE GLOBAL SALES OF 400k
THANK YOU