"I LIVED WITH YOU FOR TWENTY YEARS:
HOW MANY DEEDS, EVENTS AND MEN WENT BY!
TODAY I REMEMBER THEM, EACH AND EVERYONE.
I STILL HAVE, FOR ALFA, THE TENDERNESS OF A FIRST LOVE.
THE PURE AFFECTION OF A CHILD FOR HIS MOTHER."

Enzo Ferrari
WE STARTED BUILDING CARS IN 1910...

A.L.F.A.
ANONIMA LOMBARDA FABBRICA AUTOMOBILI
...AND WE STARTED RACING IN 1911, QUITE OFTEN VICTORIOUS
WE WON THIS...

1ST WORLD CHAMPIONSHIP IN MONZA 1925
WITH GASTONE BRILLI PERI
...AND ALSO THIS...

1ST EVER FORMULA I WORLD CHAMPIONSHIP GRAND PRIX IN MAY 1950 WITH NINO FARINA
...AND THIS TOO...

1951 SPANISH GRAND PRIX
WITH JUAN MANUEL FANGIO,
IN AN ALFA ROMEO 159
1975 WORLD CHAMPIONSHIP FOR MAKES WITH THE ALFA ROMEO 33TT12
1977 WORLD CHAMPIONSHIP FOR SPORTS CARS WITH 33SC12S

...AND DOMINATED THIS...
...AND TOOK ALL THESE...

11 MILLE MIGLIA RACES
1928 1929 1930 1931 1932 1933
1934 1935 1936 1937 1938
(9 TIMES 1\textsuperscript{ST} 2\textsuperscript{ND} AND 3\textsuperscript{RD} PLACE)
10 RACE AT TARGA FLORIO

...AND THESE TOO...
...WE TOOK THESE TITLES...

4 24 HOURS LE MANS RACES
1931 1932 1933 1934
AND ALL THESE ACROSS EUROPE...
...AND ASSERTED OURSELVES IN GERMANY WITH THIS...

Deutsche Tourenwagen Meisterschaft (DTM) IN 1993
...AND RACKED UP ALL THESE ACROSS THE GLOBE

<table>
<thead>
<tr>
<th>Rank</th>
<th>Championship</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>BRITISH TOURING CAR CHAMPIONSHIPS</td>
</tr>
<tr>
<td>6</td>
<td>ITALIAN SUPERTURISMO CAR CHAMPIONSHIPS</td>
</tr>
<tr>
<td>5</td>
<td>SPANISH TOURING CAR CHAMPIONSHIPS</td>
</tr>
<tr>
<td>2</td>
<td>FRENCH TOURING CAR CHAMPIONSHIPS</td>
</tr>
<tr>
<td>7</td>
<td>HISTORICAL GRAN TURISMO CHAMPIONSHIPS</td>
</tr>
<tr>
<td>4</td>
<td>EUROPEAN CLASSIC TOURING CAR CHAMPIONSHIPS</td>
</tr>
<tr>
<td>3</td>
<td>BATHURST UNIQUE FUEL CHAMPIONSHIPS</td>
</tr>
<tr>
<td>9</td>
<td>MAKES CHAMPIONSHIP</td>
</tr>
<tr>
<td>4</td>
<td>DRIVERS’ CHAMPIONSHIPS</td>
</tr>
<tr>
<td>10</td>
<td>ITALIAN F3 CHAMPIONSHIPS</td>
</tr>
<tr>
<td>10</td>
<td>EUROPEAN F3 CHAMPIONSHIPS</td>
</tr>
<tr>
<td>5</td>
<td>EUROPEAN F3 CUPS</td>
</tr>
<tr>
<td>8</td>
<td>FRENCH F3 CHAMPIONSHIPS</td>
</tr>
<tr>
<td>3</td>
<td>GERMAN F3 CHAMPIONSHIPS</td>
</tr>
<tr>
<td>1</td>
<td>GIRO D’ITALIA (1988)</td>
</tr>
<tr>
<td>2</td>
<td>TRANS-AM CHAMPIONSHIP (1966, 1970)</td>
</tr>
</tbody>
</table>
MUCH GLORY ON THE RACE TRACK…
WHICH NEVER TRANSLATED INTO GREAT FINANCIAL SUCCESS
FIAT S.P.A. ACQUIRED CONTROL OF ALFA ROMEO S.P.A. IN 1987 & BEGAN A CONVERGENCE PROCESS WITH FIAT ARCHITECTURES AND POWERTRAINS, WHICH PRODUCED THIS...

FIAT BUILT THE CROMA... AND TRIED TO TURN INTO AN ALFA ROMEO

FIAT CROMA

ALFA ROMEO 164
...BUT THE ORIGINAL SIN WAS COMMITTED EARLIER

FROM THIS...

Nissan Pulsar

1984

... TO THIS

Alfa Romeo Arna
Since then, we built a number of beautiful cars...
INCLUDING CARS OF THE YEAR

147 (2000)

156 (1997)
...but they missed the historical DNA of the brand.

Advanced, innovative engines in cars that had nearly perfect 50-50 weight distribution combined with a set of unique technical solutions that made the cars stand out, with class exclusive power-to-weight ratios and with design that was groundbreaking and distinctly Italian.
THE 5 KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO
THE 5 KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO

ADVANCED, INNOVATIVE ENGINES
THE 5 KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO

ADVANCED, INNOVATIVE ENGINES

PERFECT 50-50 WEIGHT DISTRIBUTION
THE 5 KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO

ADVANCED, INNOVATIVE ENGINES

PERFECT 50-50 WEIGHT DISTRIBUTION

A SET OF UNIQUE TECHNICAL SOLUTIONS
THE 5 KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO

ADVANCED, INNOVATIVE ENGINES

PERFECT 50-50 WEIGHT DISTRIBUTION

A SET OF UNIQUE TECHNICAL SOLUTIONS

CLASS EXCLUSIVE POWER-TO-WEIGHT RATIOS
THE 5 KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO

ADVANCED, INNOVATIVE ENGINES

PERFECT 50-50 WEIGHT DISTRIBUTION

A SET OF UNIQUE TECHNICAL SOLUTIONS

CLASS EXCLUSIVE POWER-TO-WEIGHT RATIOS

GROUNDBREAKING AND DISTINCTLY ITALIAN DESIGN
WE REALIZED THAT...

- WITH THE EXCEPTION OF STYLE, DNA HAD NOT BEEN RESPECTED
- OUR GERMAN COMPETITORS HAD BUILT A PHENOMENAL LEAD OVER US OVER A NUMBER OF YEARS
- WE HAD LITTLE CREDIBILITY IN MAKING “TRADITIONAL” ASSERTIONS OR PROJECTIONS ABOUT ALFA AND …
WE REALIZED THAT...

WE NEEDED A RADICAL SOLUTION THAT WOULD

– RESIST THE CONFORMIST PRESSURE THAT A MASS CAR PRODUCER WOULD EXERT

– NOT BE BOUND BY TRADITIONAL PROCESSES

– BENCHMARK ITSELF AGAINST THE BEST THAT THE GERMAN AUTOMOTIVE INDUSTRY HAD TO OFFER

– BE “PROTECTED” AND FUNDED BY THE SENIOR LEADERSHIP
OUR SOLUTION...

skunk•works
/'skæNGK works/

noun informal
plural noun: skunkworks; plural noun: skunk-works; plural noun: skunk works

1. an experimental laboratory or department of a company or institution, typically smaller than and independent of its main research division.

Origin
ENGLISH
Skonk Works → skunkworks 1970s

1970s: allegedly from an association with the Skonk Works, an illegal still in the Li’l Abner comic strip.
AND SO OUR BURROW...
SOME OF OUR BUNKERS ...
OUR “SKUNKS” ...
SOME MORE “SKUNKS”… …
AND OUR MAKESHIFT FURNITURE...
OUR TOYS...
BIG ONES ...
AND LITTLE ONES ...
OUR EXPERIMENTS ...
AND OUR TESTS ON THE TRACK ...
AND HOW WE STAY AWAKE …
HOW OUR SKUNK WORKS RUNS

• TWO SENIOR HEADS FROM FERRARI TO LEAD DAY TO DAY OPERATIONS
• 200+ ENGINEERS (GROWING TO 600 BY END OF 2015) HAND SELECTED ACROSS THE FIAT CHRYSLER WORLD AND FROM THE OUTSIDE
• NO INTERFERENCE FROM THE FCA “MACHINE” EXCEPT WHERE TALENT IS REQUIRED
• INTENSE COHABITATION
• CLEAR OBJECTIVES AND SINGLE PURPOSE
• TIGHT DEADLINES
SKUNK WORKS OBJECTIVES …

1. BEST-IN-CLASS REAR-WHEEL- AND ALL-WHEEL-DRIVE ARCHITECTURE FOR GLOBAL PRODUCTS
2. CAPABLE OF COVERING FROM C TO E SEGMENTS, INCLUDING UVs
3. UNIQUE POWERTRAIN SOLUTIONS FOR BOTH GAS AND DIESEL ENGINES
4. FIRST START-OF-PRODUCTION 2ND HALF 2015
5. 8 PRODUCTS TO BE LAUNCHED BY THE END OF 2018
6. CARS AND ENGINES TO BE INDUSTRIALIZED IN ITALY
THE ALFA ROMEO PARADIGM

COMPETITION

ENGINEERED TO PERFORM

MACHINE AT THE CENTER

EXCLUSIVE OWNERSHIP

AUTOMOTIVE GLOBAL BRAND

EXCEPTIONAL DRIVING EXPERIENCE

DRIVER AT THE CENTER

INCLUSIVE AND EGALITARIAN

AUTHENTIC HERITAGE
A WIDE RANGE OF INNOVATIVE DESIGN-SPECIFIC ENGINES FOR AN UNPARALLELED DRIVING EXPERIENCE

CD = CYLINDER DISPLACEMENT
<table>
<thead>
<tr>
<th>Category</th>
<th>Current</th>
<th>Q4 2015</th>
<th>2016-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-Compact</td>
<td>MILO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compact</td>
<td>GIULIETTA</td>
<td></td>
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<tr>
<td>Mid-Size</td>
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<tr>
<td>Full-Size</td>
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<tr>
<td>UVs</td>
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<td></td>
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<tr>
<td>Specialty</td>
<td>4C</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4C SPIDER</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
VOLUME OBJECTIVES (UNIT K)

- 2013: 74
- 2018E: 400
WE UNDERSTOOD WHAT WE NEED

• RESET ALL
• SHIFT THE PARADIGM
• GO BACK TO OUR ROOTS, TO OUR DNA

...GO BACK TO ALFA ROMEO!
AND SO WE STARTED...

4C THE PERFECT EMBODIMENT OF THE BRAND’S DNA
4C EUPHORIC REACTIONS

“The Best”
TopGear Magazine (Netherlands)

“Miglior Auto Sportiva 2013”
El Economista (Spain)

“Best Coupé 2013”
Gentlemen Drivers Magazine (Morocco)

“Car of the Year 2013”
FHM Magazine (UK)

“Best Fun to drive car”
Car & Driver (Greece)

“Most Beautiful Car of the Year 2014”
EuroSport & Festival Automobile International (France)

“Trophée du Coup de Cœur 2013”
L’Automobile Magazine (France)

“Design Award 2013”
Auto Bild (Austria)

“Best Car 2014”
Auto, Motor und Sport (Germany)

“Auto Trophy 2013”
in Best Sportscar / Imported car
Auto Zeitung (Germany)

“Best Lightweight Car”
Auto Zeitung (Germany)

“Auto Lider 2013”
Motor & Auto Moto (Poland)
A FRESH START,
THE RIGHT APPROACH,
BUT JUST A START
AND BY FAR NOT ENOUGH...
THE BEST IS YET TO COME...
A CLOVERLEAF ARRIVING
TO SHOWROOMS IN LATE 2015
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