2014 APAC Footprint
Rapidly growing infrastructure

**Sales Organization Summary**

<table>
<thead>
<tr>
<th>National Sales Companies</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Distributors</td>
<td>13</td>
</tr>
</tbody>
</table>

**Dealership Summary (2013)**

<table>
<thead>
<tr>
<th>Region</th>
<th>FGA</th>
<th>CJD</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>208</td>
<td>188</td>
</tr>
<tr>
<td>India</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>Other APAC</td>
<td>162</td>
<td>208</td>
</tr>
</tbody>
</table>

**Mumbai**
Fiat Group Automobiles India Pvt. Ltd.
- Employees: 120

**Chennai & Pune**
APAC Technical Centers
- Employees: 970

**Hangzhou**
HAVECO
- Transmission Plant capacity: 330K units
- Employees: 774
- Products: 7DDCT, 5MTX, AMT

**Shanghai**
FCA China Sales
- Employees: 141

APAC Engineering Center
- Employees: 311

APAC Manufacturing & Powertrain
- Employees: 210

FCA APAC Headquarters
- Employees: 377

**Ranjangaon**
FIAL – JV
- Assembly Plant capacity: 135K units
- Engine Plant capacity: 350K units
- Transmission Plant capacity: 300K units
- Employees: 2,250

**Changsha**
GAC-Fiat JV
- Assembly Plant capacity: 195K units
- Engine Plant capacity: 140K units
- Employees: 2,821
- Products: Fiat Viaggio and Ottimo
APAC Market Industry Evolution
Fastest growing region globally

- Industry grows from 35M units in 2014 to 46M units in 2018 (6% CAGR)

- China remains the world’s largest market in 2018 with 28.8M units

- India surpasses Japan as the 2nd largest market in the region, 3rd largest in the world, with 5M units in 2018

- Sedans (33% of industry) remain the dominant body style with C-sedan (8.4M units) being the largest segment

- The UV segment is the fastest growing (10% CAGR) and grows from 5M in 2014 to 8M units in 2018

Source: Q4 2013 IHS
Total APAC FCA Volume Growth
APAC sales projection to exceed 330K units by 2014

Fiat Includes Fiat Professional and Abarth
CHINA
Projected China Market Evolution
Consistently strong industry growth through 2018

- Despite a slowdown in growth, China forecasts a 7% CAGR through 2018 and remains the world’s largest automotive market.

- Year over year industry increases through this period are in excess of one million units.

Includes Passenger Cars and Light Commercial Vehicles

Source: Q4 2013 IHS
Projected China Market Evolution
Sedans & UVs will remain the dominant segments

With 12% CAGR, the UV segment is the fastest growing segment in China
C sedan remains the largest single passenger car segment at 7M units in 2018
China Sales History
Significant growth driven by new product launches and strong dealer development

+51% CAGR 2009-2013

New Model Launches:
- Grand Cherokee
- Fiat 500
- Fiat Freemont
- 4 Special Editions
- Grand Voyager
- Journey
- Viaggio
- Fiat 500C
- 7 Special Editions
- Cherokee
- Grand Cherokee MCA
- Compass MCA
- 4 Special Editions
- Ottimo
- 9 Special Editions

Dealer Network (Points of Sale):
- 70
- 94
- 132
- 267
- 396
- 648

Units (K)
### CY2013 China Product Portfolio
Import based portfolio significantly limits segment coverage

#### Import based portfolio significantly limits segment coverage

<table>
<thead>
<tr>
<th>Brand</th>
<th>Segment Coverage</th>
<th>Price Range Coverage (Industry)</th>
<th>Price Range Coverage (Participating Segments)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeep</td>
<td>19%</td>
<td>2%</td>
<td>17%</td>
</tr>
<tr>
<td>Chrysler/Dodge</td>
<td>15%</td>
<td>2%</td>
<td>14%</td>
</tr>
<tr>
<td>Fiat</td>
<td>55%</td>
<td>32%</td>
<td>57%</td>
</tr>
</tbody>
</table>

#### Volume (K)

<table>
<thead>
<tr>
<th>Brand</th>
<th>Segment</th>
<th>Price Range</th>
<th>Price Range</th>
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<tbody>
<tr>
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<td>Coverage</td>
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<tr>
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<td>(Industry)</td>
<td>(Participating Segments)</td>
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</tr>
<tr>
<td>Fiat</td>
<td>55%</td>
<td>32%</td>
<td>57%</td>
</tr>
</tbody>
</table>

#### Jeeps
- Compass
- Patriot
- Wrangler
- Cherokee
- Grand Cherokee

#### Chrysler/Dodge
- Journey
- 300
- Grand Voyager

#### Fiat
- 500/500C
- Ottimo
- Viaggio
- Freemont

Source: Q4 2013 IHS
China Levers for Growth

1. Brand Development and Expansion of Product Portfolio
2. Local Industrialization
3. Continued Development of Distribution Channels
### China Portfolio Cadence

#### Jeep – Chrysler – Dodge

<table>
<thead>
<tr>
<th>Model</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<td>Cherokee</td>
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<td>Grand Cherokee</td>
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<td>Grand Wagoneer</td>
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<td>Journey</td>
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</table>

**Small Wide**

**CUSW**

**Other**

**Import**

**Local**
## China Portfolio Cadence

**Fiat**

<table>
<thead>
<tr>
<th>Model</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td><strong>A</strong> 500/500C</td>
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<td><strong>B UV</strong> 500X</td>
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<tr>
<td><strong>C</strong> Ottimo</td>
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<tr>
<td><strong>C</strong> Viaggio</td>
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<td><strong>C</strong> Bravo</td>
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<tr>
<td><strong>D</strong> D-Sedan</td>
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<tr>
<td><strong>D UV</strong> Freemont</td>
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</tbody>
</table>

**Notes:**
- **Small Wide**
- **CUSW**
- **Other**
- **Import**
- **Local**
- **Crossroad**
# Expansion of Product Portfolio in China

13 major product actions through the period

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiat</td>
<td>Ottimo</td>
<td>500X</td>
<td>Crossroad</td>
<td>D Sedan</td>
<td>Ottimo</td>
</tr>
<tr>
<td></td>
<td>500</td>
<td>Viaggio</td>
<td></td>
<td></td>
<td>500X</td>
</tr>
<tr>
<td>Chrysler</td>
<td></td>
<td>300</td>
<td>Grand Voyager</td>
<td></td>
<td>300</td>
</tr>
<tr>
<td>Jeep</td>
<td>Grand Cherokee</td>
<td>Imported Cherokee</td>
<td>Grand Cherokee</td>
<td>Wrangler</td>
<td>Grand Wagoneer</td>
</tr>
</tbody>
</table>

**Import**

**Local Production**

**MID-CYCLE FRESHENING**

APAC Region
China Industrialization
Industrial expansion in assembly and powertrain operations

- **2014**
  - 2 plants
  - 1 platform
  - 2 models
  - 1 engine
  - 2 transmissions

  **Haveco - Hangzhou**
  - Transmission Plant
    - 2 Transmissions

  **GAC Fiat JV - Changsha**
  - Vehicle Assembly Plant
    - 1 Platform
    - 2 Models
  - Engine Plant
    - 1 Engine

- **2018**
  - 3 plants
  - 2 platforms
  - 8 models
  - 5 engines
  - 3 transmissions

  **GAC Fiat JV - Guangzhou**
  - Vehicle Assembly Plant
    - 1 Platform
    - 3 Models
  - Engine Plant
    - 5 Engines

  **GAC Fiat JV - Changsha**
  - Vehicle Assembly Plant
    - 1 Platform
    - 5 Models
  - Engine Plant
    - 5 Engines

  **Haveco - Hangzhou**
  - Transmission Plant
    - 3 Transmissions

**Summary**
- Vehicle Production capacity: 195K units, 99% utilization*
- Engine Production capacity: 140K units
- Transmission Production capacity: 180K units
- Total Employees: ~3,600

**Summary**
- Vehicle Production capacity: 775K units, 150% utilization*
- Engine Production capacity: 820K units
- Transmission Production capacity: 700K units
- Total Employees: ~13,000

*Calculation based on Harbour Normalized Capacity
CY2018 China Product Portfolio
Portfolio expansion and localization dramatically improves industry coverage

<table>
<thead>
<tr>
<th>Brand</th>
<th>Segment Coverage</th>
<th>Price Range Coverage (Industry)</th>
<th>Price Range Coverage (Participating Segments)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeep</td>
<td>26%</td>
<td>11%</td>
<td>42%</td>
</tr>
<tr>
<td>Chrysler</td>
<td>5%</td>
<td>1%</td>
<td>14%</td>
</tr>
<tr>
<td>Fiat</td>
<td>57%</td>
<td>37%</td>
<td>65%</td>
</tr>
</tbody>
</table>

Source: Q4 2013 IHS
China C SUV Price Volume Curve

Segment Volume: 875K Units (2013)
1,600K Units (2018)*

Compass
Covers 6.5% of Segment by Price
Total Segment Share of 4%
58% Share of Price Range

Compass with No Duties
Covers 43% of Segment by Price

*Source: Q4 2013 IHS
China FCA Volume Growth
Plan achieves growth of 38% CAGR through the period

Vehicle volume growth of 38% CAGR from 2014 to 2018CY is enabled by local production and the launch of Alfa Romeo
INDIA
India Market Evolution
Anticipated industry growth continues to be strong through the business plan period

Includes Passenger Cars and Light Commercial Vehicles

India is projected to be 3rd largest market in the world by 2018

Source: Q4 2013 IHS
Projected India Market Evolution
Hatches remain key, with UVs set to overtake Sedans

UVs are the fastest growing segment in the India market with a 15% CAGR
B Hatch is the largest segment in the Indian market at 1.3M units in 2013, growing to 2M units in 2018
D and larger segments represent less than 10% of the industry

Source: Q4 2013 IHS
India Sales History
Declining sales trend was reversed in 2013 by network restructuring

>FCA restructured distribution in Q1 2013

<From Q2 2013 through to the end of 2013 CY, Fiat achieved 41% sales growth – making Fiat the fastest growing brand in India despite a declining market
2013 India Product Portfolio
Limited portfolio achieves 44% segment coverage

<table>
<thead>
<tr>
<th>Brand</th>
<th>Segment Coverage</th>
<th>Price Range Coverage (Industry)</th>
<th>Price Range Coverage (Participating Segments)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiat</td>
<td>44%</td>
<td>26%</td>
<td>60%</td>
</tr>
</tbody>
</table>

Volume (K)

- A Hatch: 54
- B Low Hatch: 740
- B High Hatch: 550
- C Low Sedan: 395
- C High Sedan: 144
- B UV: 151
- C UV: 79
- D UV: 114
- MPV: 217
- Others: 18

Source: Q4 2013 IHS
India Growth Drivers
Products, portfolio, & network evolution

Products

New
Grande Punto
New
Avventura
New
Linea

Network

Fiat Group Auto Sales
India Private Ltd
100 dealers - 13 CY
220 dealers - 18 CY

Portfolio

New Global Small Platform
B Hatchback
C Sedan
B UV

Jeep Industrialization
Brand Launch

Fiat

Tata
## India LRP Cadence POR

<table>
<thead>
<tr>
<th>Model</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td><strong>B Hatch</strong></td>
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<td>Grande Punto</td>
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<tr>
<td>Avventura</td>
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<td><strong>C Sedan</strong></td>
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<td>Linea/Grand Siena</td>
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<td>Linea Classic</td>
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<td><strong>Specialty</strong></td>
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<td>500</td>
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<tr>
<td><strong>Jeep</strong></td>
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<td>C UV</td>
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<tr>
<td>Grand Cherokee</td>
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</tr>
</tbody>
</table>
## Major new model launches in India

**Launch 2 brands and 12 major product actions through the period**

<table>
<thead>
<tr>
<th>Year</th>
<th>FIAT</th>
<th>Jeep</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>Avventura&lt;br&gt;Grande Punto&lt;br&gt;Linea</td>
<td></td>
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<tr>
<td>2015</td>
<td>500&lt;br&gt;Punto</td>
<td>Wrangler&lt;br&gt;Grand Cherokee</td>
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<tr>
<td>2016</td>
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<td>C SUV</td>
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<td>2017</td>
<td>Punto&lt;br&gt;Grand Siena</td>
<td>Wrangler&lt;br&gt;Grand Cherokee</td>
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<tr>
<td>2018</td>
<td>Punto</td>
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</table>
India Industrialization
Industrial expansion in assembly and powertrain operations

2014

<table>
<thead>
<tr>
<th>FIAL JV - Ranjangaon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Assembly Plant</td>
</tr>
<tr>
<td>1 Platform</td>
</tr>
<tr>
<td>3 Models</td>
</tr>
<tr>
<td>Engine/Transmission Plant</td>
</tr>
<tr>
<td>3 Engines</td>
</tr>
<tr>
<td>1 Transmission</td>
</tr>
</tbody>
</table>

Summary
Vehicle Production capacity: 135K units, 64% utilization*
Engine Production capacity: 350K units
Transmission Production capacity: 300K units
Total Employees: ~2,250

2018

<table>
<thead>
<tr>
<th>FIAL JV - Ranjangaon</th>
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</thead>
<tbody>
<tr>
<td>Vehicle Assembly Plant</td>
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<tr>
<td>3 Platforms</td>
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<tr>
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</tr>
<tr>
<td>6 Engines</td>
</tr>
<tr>
<td>3 Transmissions</td>
</tr>
</tbody>
</table>

Summary
Vehicle Production capacity: 245K units, 155% utilization*
Engine Production capacity: 350K units
Transmission Production capacity: 330K units
Total Employees: ~5,000

*Calculation based on Harbour Normalized Capacity
India FCA Volume Growth
Increased local production drives a 51% CAGR through 2018

- In Q1 2014 Fiat achieved a year over year increase of 292%, making them the fastest growing brand in India
- Fiat Brand grows after restructuring and refreshed/new models
- Introduction of Jeep Brand in 2015

![Chart showing India FCA Volume Growth from 2009 to 2018 with increased production and growth rates.](chart.png)
Rest of APAC Markets Evolution

Strong growth is expected in ASEAN with modest changes in Japan, Australia & South Korea.

The ASEAN region exhibits the strongest growth in APAC outside of China and India with 5% CAGR from 2014-2018.

Source: Q4 2013 IHS
FCA Volume Growth – Other APAC Markets

Plan achieves 12% CAGR through 2018

- New C SUV drives Jeep volume growth beginning in 2017
- Continue to grow footprint in region with ongoing network development

Totals include Dodge, Alfa Romeo and Ram
Fiat Includes Abarth
Total APAC FCA Volume Growth
FCA APAC volume grows by approximately 900K units from 2013 to 2018

Fiat Includes Fiat Professional and Abarth

+29% CAGR 2009-2013
+179%

+228% CAGR 2014-2018

+35% CAGR 2014-2018

Units (K)

2009 2013 2014E 2018

72 200 335 ~1,100

0 200 400 600 800 1000 1200 1400

Fiat Includes Fiat Professional and Abarth
APAC Growth Drivers
Improved competitiveness of products will result in share gains

- Volume Increase from Industry Growth: 2009 = 72 units (47%), 2013 = 55 units (43%), 2018 ~1,100 units
- Volume Increase from Share Growth: 2009 = 60 units (10%), 2013 = 57 units (6%), 2018 = 96 units (11%)
- Volume Increase from New Models: 2009 = 13 units (74%), 2013 = 79 units (74%)
- Volume Increase from New Import Models: 2009 = 0 units, 2013 = 96 units, 2018 = 668 units
- Volume Increase from New Local Models: 2009 = 0 units, 2013 = 0 units, 2018 = 0 units
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