NEW PANDA AND PUNTO YOUNG.
A LITTLE TOUCH OF HAPPINESS. FROM ITALY.
OUR FIAT STORY
“A DISOCIATIVE IDENTITY DISORDER?”
D.I.D.
RATIONAL FUNCTIONAL

EMOTIONAL ASPIRATIONAL
FIAT SHOWROOM 2010

- Many cars, blurred family feeling
- Not building a common Brand Equity
- Inconsistent pricing power
FIAT SHOWROOM 2014

* A starting point to redefine the brand

**500L (2012)**
Volumes 2013: 79K
Ranking: 1° (2013)
Peak: 79K

**SEDICI (2006)**
Volumes 2013: 6K
Ranking: 2° (2008)
Peak: 32K

**PUNTO (2005)**
*Restyling in 2009 & 2011 in RC
Volumes 2013: 118K
Ranking: 3° (2006)
Peak: 330K

**BRAVO (2007)**
Volumes 2013: 10K
Ranking: 12° (2008)
Peak: 97K

**FREEMONT (2011)**
Volumes 2013: 20K
Ranking: 3° (2012)
Peak: 26K

**PANDA (2012)**
Volumes 2013: 148K
Ranking: 1° (2012)
Peak: 148K

**500 (2007)**
Volumes 2013: 165K
Ranking: 1° (2013)
Peak: 187K

- R U N O U T
- Small SUV
- Compact

- "Cool & Capable"
- "All the Cars You Want"
- "The Official Car to do What You Want"
- "An Icon of Italian Lifestyle"

Source: Speed, Volumes (EMEA), R VK (ELUS+EFRA)
FIAT SHOWROOM 2014

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**BRAVO (2007)**
- Volumes 2013: 10K
- Ranking: 12° (2008)
- Peak: 97K

**QUBO (2008)**
- Volumes 2013: 13K
- Ranking: 5° (2010)
- Peak: 24K

**DOBLÒ (2009)**
- Volumes 2013: 8K
- Ranking: 6° (2012)
- Peak: 16K

**500 (2007)**
- Volumes 2013: 165K
- Ranking: 1° (2013)
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- Volumes 2013: 148K
- Ranking: 1° (2012)
- Peak: 148K

“An Icon of Italian Lifestyle”

“The Official Car to do What You Want”

Source: Speed, Volumes (EMEA), RK (EU4+EUFTA)
PANDA

IT MAKES A STATEMENT

CAPABLE
ROOMY
AGILE

THE POCKET SIZE SUV

10K€
20K€

A BROAD CUSTOMER TARGET

IT HAS BEEN A LEADER SINCE 1980
MORE THAN 6.5 MILLION UNITS SOLD IN 33 YEARS

SNAPSHOT OF TODAY
FIAT SHOWROOM 2014

- A starting point to redefine the brand

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- Rank: 6th (2012)
- Peak: 16K

Source: Sales, Volumes (EMEA), R(KE) (EU34+EFTA)
WHERE DOES IT SELL?

- Other EU28: 16%
- Asia Pacific: 4%
- Latin America: 5%
- NAFTA: 20%
- Germany: 10%
- Italy: 18%
- UK: 17%
- Other: 2%

HOW IS 500 DOING IN NAFTA?

- 85% customers are new to Chrysler Group
- Customers buying the brand, not the segment
FIAT SHOWROOM 2014

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Source: Speed, Volumes (EMEA), RK (ELU1+EFTA)
500L CUSTOMER PROFILE

It brings new customers---

--- and adds excitement to a boring segment

500L CUSTOMER SEGMENTATION vs LO SEG.

YOUNGS (17-29)  +103%
WITH KIDS <10Y/O  +65%
WOMEN       +19%

Source: 500L (nu Teckking/Living), NCBS: FY13 SMM

THE 500L ‘COOL & CAPABLE’

TOP 2 REASONS FOR PURCHASE

INTERIOR ROOMINESS  +60%
STYLING/APPEARANCE  +88%

Q1 2014 RESULTS EU28+EFTA vs 2013

+26,6% SALES VOLUMES
+2,8p.p. MARKET SHARE
2 DIGIT VOLUMES GROWTH IN 13 COUNTRIES
* A starting point to redefine the brand

**FIAT SHOWROOM 2014**

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- **Small SUV**
- **Compact**
- **Small Car**
- **LCV Derivative**
- **LCV Derivative**

**“The Official”**

**“An Icon of Italian Lifestyle”**
FIAT IS STRONGLY ROOTED IN THE B-SEGMENT

MORE THAN 22M CAR IN 40 YEARS

850 '64 to '71 2.2 Mil Cars sold
127 '71 to '87 5 Mil Cars sold
UNO '83 to '95 8.8 Mil Cars sold
PUNTO '93 to '99 3.4 Mil Cars sold
PUNTO '99 to '12 3.1 Mil Cars sold
GRANDE PUNTO '05 to... 2 Mil Cars sold
DON'T BE MAINSTREAM
HAVE A STORY
A "DUAL" FIAT...

PRICE GAP VS COMPETITION (IN SEGMENTS OF PRESENCE)
FOR A DUAL MARKET

RATIONAL

60%

57%

EMOTIONAL

40%

43%

LOWER MAINSTREAM

DISTINCTIVE

TRADITIONAL

ROBUST

FAMILY ORIENTED

ECONOMICAL

FUNCTIONAL

COOL

FUN TO DRIVE

CUTE

YOUTHFUL

UPPER MAINSTREAM
TWO OF A KIND

FIAT

SNAPSHOT OF TODAY
TWO MISSIONS
ONE VISION
THE PLAN
FUNCTIONAL OR...
Clarify the way we can tackle the lower end. Feed our dealers and our devoted customer while protecting for a sustainable business.

ASPIRATIONAL?
Leverage the 500 family to expand Fiat’s position within the upper mainstream markets.
Upper Mainstream

Δ Image vs. Market Average

500 Competes Credibly with the Best

Average Price Paid

Small Car

Compact MPV

Medium Crossover

(Source: Car Park Study 2013)
LOWER MAINSTREAM

WE NEED TO TAKE A STAND

Volumes variance FY 2013 vs 2010

GROWING =
Premium and Value Brands

LOSING =
“Middle of the Road” Brands
SNAPSHOT OF TODAY
TWO MISSIONS
ONE VISION
THE PLAN
FUNCTIONAL

FIAT

ASPIRATIONAL
FIAT 124 "Berlina" 1966

FIAT 124 SPORT "Spider & Coupé" 1966
LET'S AVOID MISUNDERSTANDING

NOT A LOW COST BRAND

SMART AFFORDABLE SOLUTIONS

IKEA

NOT A PREMIUM BRAND

A LITTLE EXTRA PRICE TO FEEL SPECIAL THE COOL ITALIAN BRAND

Kartell
TODAY

OLD PALIO

UNO

PALIO

PUNTO

SIENA

GRAND SIENA

LINEA

"FIAT DEFINING AUTOMOTIVE LANDSCAPE"

"LEADER FOR 12 YEARS"
FUTURE

A-SEGMENT
UNO
PALIO/PUNTO
GRAND SIENA
STRADA
SMALL CUV
COMPACT PICKUP

“HAPPINESS COMES WITH MOBILITY”
FUTURE

A-SEGMENT
UNO
PALIO/PUNTO
GRAND SIENA
STRADA
SMALL CUV
COMPACT PICKUP

“BRAZILIANS HAVE PRIDE FOR THE BRAND”
# Fiat Global LRP

<table>
<thead>
<tr>
<th>Year</th>
<th>Products</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>New Uno FL, Compact Pickup</td>
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<tr>
<td>2015</td>
<td>A-Segment, Compact Pickup</td>
</tr>
<tr>
<td>2016</td>
<td>New Punto, New Grand Siena</td>
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<tr>
<td>2017</td>
<td>New Palio</td>
</tr>
<tr>
<td>2018</td>
<td>New Siena</td>
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</table>
CHINA

JOINT VENTURE SINCE 2009
IT’S TOUGH TO MAKE PREDICTIONS, ESPECIALLY ABOUT THE FUTURE

YOGI BERRA

这很难
作出预测
尤其是关于未来
INDIA
"IT’S AMAZING; THERE ARE BLOODY THOUSANDS OF THEM."

— MIKE MANLEY
LAST WEDNESDAY, 9:13PM
CONNECTING WITH INDIA SINCE 1950s

FIAT 1100: 1950's

FIAT SIENA: 2000

FIAT PREMIERE 118NE: 1980's

FIAT PALIO: 2001

FIAT UNO: 1990's

FIAT PETRA: 2004

FIAT PUNTO: 2011

FIAT LINEA CLASSIC: 2013


ALL MODELS ARE LOCALLY PRODUCED.
<table>
<thead>
<tr>
<th>Year</th>
<th>LATAM</th>
<th>APAC</th>
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<td>OTTIMO</td>
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<td>D SEDAN</td>
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</table>
TODAY

500

500L

FUTURE

500

500L

500X

SPECIALTY

UNLEASH THE HORSES!!!
TODAY

FUTURE

500

500L

500

500L

500X

SPECIALTY

FEEL THE BEATS
### TODAY

<table>
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<tr>
<th>Model</th>
<th>Color</th>
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### FUTURE

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### SPECIALTY

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CLARIFY
THE OBJECTIVE

PURIFY
THE DNA
<table>
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<tr>
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<td>COMPACT CUV</td>
<td>NEW PUNTO</td>
<td>NEW PANDA</td>
</tr>
</tbody>
</table>
VOLUMES & MIX

EMEA

700
~700

2013
2018

LATAM

700
~800

2013
2018

GLOBAL

2013
1.5M

2018
1.9M

APAC

70
~300

2013
2018

NAFTA

50
~100

2013
2018
**MARKETING**

**OFFERING**

"One Size Fits All"
(1 trim, 2 engines, 4 colours)

"Tailor-Made"
(3 trims, 4 engines, 12 colours)

**PRICING**

Competitive net price, no bargaining

Content & design focused

**COMMUNICATION**

Price and product benefits

Attitude and mindset
SALES PROCESS

SUPPLY CHAIN
- Build to stock
- Build to order

DISTRIBUTION
- Primary Network
- Secondary Network
- A pilot for online sales
- Only Primary Network

SALES CHANNEL
- Fleet opportunities
- Focus on private channel

SALES METHODS
- Product walk-around also focused on key functional features and benefits
- Product walk-around also focused on design and customization

DEALER REMUNERATION
- Based on volumes
- Based on quality standards
NETWORK SHOWROOM
NETWORK SHOWROOM
NETWORK SHOWROOM
LOGIC

MAGIC
Logic will get you from A to B. The magic of imagination will take you everywhere else.

Albert Einstein
Life, Liberty, and the pursuit of Wealth
Life, Liberty, and the pursuit of Happiness
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