Our plan leverages the resources of a Global Company
Our facilities in LATAM

### ASSEMBLY
1. Betim, MG (Brazil)
2. Córdoba (Argentina)
3. Goiana, PE (Brazil) 2015

### POWERTRAIN
1. Engines/Transmissions – Betim, MG (Brazil)
2. Engines – Campo Largo, PR (Brazil)
3. Transmissions – Córdoba (Argentina)

### SUPPORT
1. Production and Industrial Systems, Comau – Betim, MG (Brazil)
2. Parts Distribution – Betim, MG (Brazil)
3. Parts Distribution – Louveira, SP (Brazil)
4. Parts Distribution – Buenos Aires (Argentina)

### AFFILIATE COMPANIES
1. Iron and Aluminium Casts, Teksid – Betim, MG (Brazil)
2. Suspension, Marelli – Sete Lagoas, MG (Brazil)
3. Suspension, Marelli – Lavras, MG (Brazil)
4. Suspensions and Automotive Lights, Marelli – Contagem, MG (Brazil)
5. Plastic Components & Modules, Marelli – Itaúna, MG (Brazil)
6. Suspension, Marelli – Santo André, SP (Brazil)
7. Exhaust Systems, Marelli – Amparo, SP (Brazil)
8. Motorsport, Powertrain and Electronic Systems, Marelli – Hortolândia, SP (Brazil)
9. Automotive Lighting, Plastic Components & Modules, Electronic Systems, Powertrain, After Market Parts & Services, Motorsport and Suspension Systems, Marelli – Mauá, SP (Brazil)
10. Exhaust Systems, Marelli – Córdoba (Argentina)
11. After Market Parts & Services, Marelli – Buenos Aires (Argentina)
We have invested in our manufacturing infrastructure to improve quality and optimize capacity.

**Betim**
- Production Volume: 742K (2013)

**Córdoba**
- Production Volume: 105K (2013)

- Highly flexible production site
  - (15 models with 220 configurations)
- 3,000 units daily
- 1 vehicle every 20 seconds
We are optimizing our LATAM manufacturing footprint.

**FCA LATAM Assembly plant production capacity utilization (Harbour)**

- 2013
- 2014E
- 2015E
- 2016E
- 2017E
- 2018E

- **ACTUAL**
- **PLAN**

- **LATAM Region**
  - Betim / Brazil
  - Pernambuco / Brazil (2015)
  - Córdoba / Argentina
MAIN SEGMENT IN THE BRAZILIAN MARKET, EQUAL TO

- **UNO**
- **PALIO**
- **PUNTO**
- **GRAND SIENA**

• **2.2M** units in 2013.
  (62% of total market)

• Leadership position for **Fiat**
  with **24%** of segment share

\(^1\)Including Uno Mille, 500, Palio Fire and Siena EL
We are market leaders because we

Anticipate the competition

With quick response to market needs
Anticipating the competition with quick response to market needs

FIAT STRADA

• SMALL PICK-UP
  • The only car derived pick-up in the world with double cabin with a 3rd side door
  • Premium Priced
  • Strada represents 50% of the small pick-up segment in Brazil
    (2013 market: 246k units / Strada: 123k units)
Clear product priorities have been identified by our brands:

- Strengthen Offerings In Compact Car Segments
- Renew Of Current Products
- Renew Of Powertrains
- Expand International Reach For Jeep Brand
- Consolidate Leadership Position in Brazil and Expand Presence in LATAM
LATAM SAAR to keep growing over the plan period

Actual CAGR 5.9%

Rest of LATAM

Argentina

Brazil

Source: IHS (Global Insight)
LATAM SAAR to keep growing over the plan period

Actual CAGR 5.9%

Plan CAGR 3.2%

Rest of LATAM

<table>
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<tr>
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</table>

Source: IHS (Global Insight)
## Latam - Total Market

### 5.9 million units sold in 2013
- **Brazil**: 3.6 million
- **Argentina**: 0.9 million
- **Others countries**: 1.4 million

*(does not include Mexico)*

### Source:
IHS (Global Insight)

### Map:
- **Brazil**: 61% of total
- **Argentina**: 15% of total
Brazil – Economic / social outlook

HALF EMPTY

• Inflationary pressure
• High interest rates
• Lower confidence level
• Softening economic growth
• Unmodernized infrastructure

HALF FULL

• Strong domestic market
• Low Unemployment
• Delinquency rates reduction
• Diversified economy
• Growing middle class (actual 52% of Brazilians)
• Increasing consumer market (40M more people)
• Working–age population growth
• Low inhabitants per vehicle density
Brazil – Automotive Sector

Brazil Competitive Scenario

• Open market since 1992
• Increased competition

New local manufacturers

1992: 5
2013: 16

Increased competition

1992: 25
2013: 220

Source: IHS
Brazilian Automotive Industry still attractive for newcomers

Source: DENATRAN

LATAM Region
Fiat Brand in Brazil

• Fiat has reached a very high cultural and social integration in Brazil.
• It is seen not as a multinational corporation, but as a truly local company.
• Brazilian people recognizes Fiat as an innovative company that anticipates the competition and that has grown together with the country, facing the same difficulties and challenges.
Fiat Brand in Brazil

ADVERTISING

• Communication strategy:
  • Smart / Fun / Contemporary
  • Consumer focused / Multi-platform (offline, online, CRM, social networks, POS)
  • Top of mind brand in the country, associated with youth, innovation and accessibility
  • 12-year leadership
• For example, the World Cup Commercial
JEEP IN BRAZIL
### Strong segment growth mainly due to:

- New entrants & competitor activity
- Strong customer migration to SUVs from other segments
- Continued maturity of market segmentation

#### SUV segments - Brazil

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<th>Year</th>
<th>SUV MARKET</th>
<th>JEEP</th>
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<tbody>
<tr>
<td>2010</td>
<td>205</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>241</td>
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<tr>
<td>2012</td>
<td>263</td>
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<td>2016E</td>
<td>530</td>
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<tr>
<td>2017E</td>
<td>590</td>
<td></td>
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<tr>
<td>2018E</td>
<td>620</td>
<td></td>
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</table>

*Source: IHS (Global Insight) / Marketing FCA*
Jeep Brand in Brazil

JEEP BRAND PRODUCT STRATEGY - BRAZIL

- Introduce first locally produced Jeep with new Renegade in 2015
- Positioned for growing SUV market in Latam with industry-first segment features and fuel-efficient powertrains
- Develop dedicated dealer network for Jeep Brand
- Long term marketing plan to build and sustain awareness and consideration to maximize sales
Jeep Brand in Brazil

JEEP RENEGADE

- **Global:** First truly global B-SUV local produced
- **Premium:** World-class sophisticated trimming and finishing
- **Modern:** Differentiated and advanced safety and comfort features
- **Iconic:** Jeep’s most youthful SUV
- **Robust:** An original Jeep – Trail Rated (off road)
Our Dealer network in Brazil

FIAT DEALER NETWORK

- Largest dealer network in the market
  - Over 600 dealers
  - Throughput of ~1,300 units

- Good financial health
  - Financing & insurance
  - After sales
  - Customer services
  - Used cars
Our Dealer network in Brazil

**JEEP DEALER NETWORK**

- Leveraging existing network infrastructure wherever possible
- Safeguard Jeep brand through rigorous prerequisites for multi-brand formats
- Dealer Network Development:
  - 2015: 110 dealers
  - 2018: ~250 dealers
- Target Throughput of ~800 units/dealer/year
LATAM Targets

2014 - 2018
LATAM sales increase through the plan period on the strength of new product offerings.

What we plan to do...

LATAM TOTAL SALES (Million units)

2013: 0.9
2018E: 1.3

~+43%
~+400K units

2014-2018 Cumulative Sales
~5.8 Million Vehicles in LATAM
Fiat and Jeep Brands are key drivers of LATAM volume growth

### Total LATAM Sales (000s)

<table>
<thead>
<tr>
<th>BRAND</th>
<th>2013</th>
<th>2018E</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiat</td>
<td>887</td>
<td>~1,100</td>
<td>~ +220</td>
</tr>
<tr>
<td>Jeep</td>
<td>27</td>
<td>~200</td>
<td>~ +180</td>
</tr>
<tr>
<td>Chrysler, Dodge, Ram</td>
<td>20</td>
<td>~20</td>
<td>0</td>
</tr>
<tr>
<td><strong>FCA</strong></td>
<td><strong>0.9M</strong></td>
<td><strong>~1.3M</strong></td>
<td><strong>~ +0.4M</strong></td>
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</table>

Note: Fiat includes Fiat Professional
We have initiatives in place to improve margins in LATAM

**Increase Brand Equity**
- Clearly defined brands
- Distinctive Marketing

**Strengthen Product Offerings**
- World-class quality
- Local customization
- Increased fuel efficiency
- Jeep models locally produced

**Manage Cost Structure**
- Leverage Global Platforms
- Higher Component Commonization
- Efficiencies of Scale
- Optimization Industrial Footprint
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