The Things We Make, Make Us

Bank am Bellevue Investor Seminar
Flims – January 14, 2012
Safe Harbor Statement

Certain information included in this presentation, including, without limitation, any forecasts included herein, is forward looking and is subject to important risks and uncertainties that could cause actual results to differ materially. The Group’s businesses include its automotive, automotive-related and other sectors, and its outlook is predominantly based on its interpretation of what it considers to be the key economic factors affecting these businesses. Forward-looking statements with regard to the Group’s businesses involve a number of important factors that are subject to change, including, but not limited to: the many interrelated factors that affect consumer confidence and worldwide demand for automotive and automotive-related products; governmental programs; general economic conditions in each of the Group's markets; legislation, particularly that relating to automotive-related issues, the environment, trade and commerce and infrastructure development; actions of competitors in the various industries in which the Group competes; production difficulties, including capacity and supply constraints and excess inventory levels; labor relations; interest rates and currency exchange rates; political and civil unrest; earthquakes and other risks and uncertainties. Any of the assumptions underlying this presentation or any of the circumstances or data mentioned in this presentation may change. Any forward-looking statements contained in this presentation speak only as of the date of this presentation. Fiat does assume and expressly disclaims any obligation to update these forward-looking statements. Fiat does not assume and expressly disclaims any liability in connection with any inaccuracies in any of these forward-looking statements or in connection with any use by any third party of such forward-looking statements. This presentation does not represent investment advice or a recommendation for the purchase or sale of financial products and/or of any kind of financial services. Finally, this presentation does not represent an investment solicitation in Italy, pursuant to Section 1, letter (t) of Legislative Decree no. 58 of February 24, 1998-9, as amended, nor does it represent a similar solicitation as contemplated by the laws in any other country or state.
The creation of a global automaker
Milestones in the integration of Fiat & Chrysler

June 2009
20% initial ownership interest in Chrysler Group LLC

January 2011
Achievement of 1st Performance Event by Chrysler Group LLC

April 2011
Achievement of 2nd Performance Event by Chrysler Group LLC

May 2011
Exercise of Incremental Equity Call Option by Fiat

July 2011
Purchase of ownership interest in Chrysler Group LLC from UST and Canada by Fiat plus UST rights under Equity Recapture Agreement

January 2012
Achievement of 3rd Performance Event, moving Fiat’s interest in Chrysler Group LLC up to 58.5%

From July 1st, 2012 until June 30th, 2016:
Fiat has the option to purchase 40% of VEBA’s original interest in Chrysler. Option is exercisable not in excess of 20% of Covered Interest in any 6 month period. Before an IPO, exercise price is based on a market multiple not to exceed Fiat’s multiple applied to Chrysler reported LTM EBITDA less net industrial debt and following an IPO based on trading price of common stock

In addition to above option, under Equity Recapture Agreement: i) Fiat may purchase any remaining membership interest held by VEBA at a specified threshold ($4.25bn plus 9% p.a. compounded annually from Jan 1, 2010), and ii) Fiat receives all proceeds from Chrysler ownership interest held by VEBA over the above threshold (and once such threshold is reached, any remaining shares are turned over to holder)

Current Chrysler shareholder structure

VEBA 41.5%  FIAT 58.5%
Sep YTD 2011 highlights
Strong operating performance for Chrysler & Components, resilience elsewhere

Net revenues (€bn)
- Excl. Chrysler, revenues of €28.0bn, up 6.0% y-o-y
- Fiat Group Automobiles revenues up 1.7% over 2010
- Year-over-year, all businesses up with Luxury & Performance brands and Components & Production Systems recording double-digit growth

Trading profit (€mn)
- Group trading profit of €1,627mn, inclusive of €706mn for four months of Chrysler
- Ex Chrysler, trading profit up 16.1% or €128mn thanks to Components and Luxury brands

Trading margin
- Fiat ex Chrysler: 3.3%
- Chrysler: 5.6%
- FGA: 2.1%
- Ferrari: 13.2%
- Maserati: 5.8%
- Components & Production Systems: 2.9%

Net profit (€mn)
- Excluding Chrysler, net unusuals and mark-to-market of two stock option-related equity swaps, net profit of €78 million, substantially in line with comparable €68 million for first nine months of 2010
- Chrysler net profit of €322mn

Net industrial debt (€bn)
- Fiat excl. Chrysler at €2.9bn (€0.5bn at year-end 2010)
- Strong cash flow from operating activities
- Total Capital expenditure of €3.1bn (including €2.1bn of Fiat excl. Chrysler, a 16.4% year-on-year increase)

Liquidity (€bn)
- Total available liquidity at Q3-end (inclusive of undrawn credit facilities) of €12.8bn for Fiat excl. Chrysler and €8.0bn for Chrysler
- Increase of €3.3bn in total available liquidity on the back of strong operating performance and proceeds from issuances in capital markets, net of bond repayments at maturity

Note:
- Sep YTD '10 figures provided herein exclude businesses transferred to Fiat Industrial under demerger
- Sep 2011 YTD figures include consolidation of Chrysler starting June 2011
- Dec 31, 2010 pro-forma figures include Chrysler and exclude businesses transferred to Fiat Industrial under demerger
2011 guidance

- Revenues in excess of €58bn
- Trading profit in excess of €2.1bn (revised from ~€2.1bn)
- Net profit at ~€1.7bn
- Capital expenditure of ~€5.5bn
- Net industrial debt between ~€5.0 and ~€5.5bn
- Total available liquidity expected greater than €18bn

Note: Given consolidation occurred on June 1, 2011, full-year guidance includes seven months for Chrysler
Looking at Fiat from a different perspective
Better geographical diversification

**Revenues by Geography**

**FY 2010**  
(Fiat ex Chrysler)

- Europe: 60%
- North America: 3%
- Mercosur: 28%
- RoW: 9%

**FY 2011E**  
(Fiat with Chrysler Pro-Forma*)

- Europe: 30%
- North America: 47%
- Mercosur: 17%
- RoW: 6%

* Assuming 12 months of Chrysler
### Strengths

- Unique mass market brands with Fiat having the most solid position, Alfa Romeo with internationally recognized strong heritage
- A leading position for LCVs
- Leadership in CO₂ emissions
- Strong positioning in Latin America
- Best-in-class time-to-market from design freeze
- Ferrari & Maserati unique iconic and profitable assets

### Weaknesses

- Inadequate European business model
  - Portfolio heavily skewed to A & B segments
  - Heavy reliance for profitability on LCVs
  - Under utilization of manufacturing infrastructure preventing full exploitation of operational efficiency
  - Suboptimal volumes for Alfa Romeo & Lancia to support stand alone brand
  - Low presence in major developing markets (China, Russia, India)

### Strengths

- Brands with strong heritage in North America, Jeep globally recognized
- US distribution network re-sized
- Experienced and talented workforce, albeit demoralized
- Competitive labor rates and significantly restructured OPEB liabilities
- Sufficient liquidity to launch a credible business plan with speed being of the essence

### Weaknesses

- Customer trust and confidence
- Heavy reliance on NAFTA markets
- Less than optimal product line-up
- Incomplete offering in C- & D-segment
- Gap in perceived quality and reliability vs. competition

---

January 14, 2012

Bank am Bellevue Investor Seminar
Inextricably intertwined on cost side

ARCHITECTURE CONVERGENCE, ENGINEERING & DESIGN, TECHNOLOGY AND KNOW-HOW SHARING

COST SYNERGIES, PARTICULARLY IN PURCHASING AND ENGINEERING

OPTIMAL ALLOCATION OF PRODUCTION CAPACITY AT BOTH ORGANIZATIONS

WORLD CLASS MANUFACTURING AND QUALITY
Architecture convergence & component standardization to yield significant benefits

- Clear delineation of responsibilities between Fiat and Chrysler Group for architecture management
- Complementary integrated architecture and product strategy
- Sharing of resources and commitments for optimal allocation of capital
- Further opportunities for savings in powertrain application costs and ER&D spending by sharing volumes

![Diagram showing architecture convergence and component standardization](image-url)
• More than 50% of 2014 targeted volumes to be based on three main architectures (exceeding 1mn mark each)

• Strengthening Mini and Small architectures, already now at substantially competitive volume levels

• Compact architecture starting to populate in 2012 with new launches for C- & D-segment

• Compact architecture also crucial for Group international expansion

Current model
• Alfa Romeo Giulietta (2010)

New models in 2012
• Dodge All-New 2013 Dart
• Fiat C-Sedan

New models in 2013-14
Dodge is entering the largest retail segment in the U.S. with a vehicle derived from combined Fiat-Chrysler Compact architecture.

- Mid-size roominess with compact car fuel economy at a compact car price, state-of-the-art 4-door sedan delivering class-leading aerodynamics.
- Hundreds of ways to customize from the factory.
- Best-in-class technology and safety.
- Segment’s most powerful lineup of engines (3 fuel-efficient state-of-the-art 4-cyl engines)
  - 1.4L Turbo MultiAir awarded with fuel economy of slightly above 41 mpg (unadjusted combined).
Architecture convergence & component sharing
Optimal allocation of production

**US, Canada, EMEA & Latin America**
- Leveraging on existing manufacturing infrastructure with no brick-and-mortar investments in Europe and NAFTA
- Designated lead plants
- Cars developed on common architectures can be allocated to same flexible manufacturing plant to optimize industrial costs, including supply chain costs

**Industrial hubs in developing markets**
*Mexican fully-owned plants also for international expansion outside NAFTA*

**Plant A**
- Model “A” Fiat
- Model “B” Chrysler Group

**Plant B**
- Model “C” Fiat
- Model “D” Chrysler Group

*Technical definition (280 days per annum/3 shifts per day)*

**Turkey to serve local market and as export base mainly to Europe**
- Joint venture (FGA 37.9%, Koç Holding 37.9%)
- Yearly production capacity* of ~380k units
- Production facility focus on Small architecture for both passenger cars and LCVs
  - Doblo (Cargo & Panorama), Fiorino, Qubo & Linea
  - Agreement for PSA and Opel products

Fiat 500 produced in Mexico and exported to three continents (North & Latin America and Asia)

Ducato to be exported from Mexico to North and Latin America

Fiat 500 produced in Mexico and exported to three continents (North & Latin America and Asia)

* Yearly production capacity of ~380k units

* Technical definition (280 days per annum/3 shifts per day)
Full leverage of purchasing power
Focus on supplier partnership, design-to-cost, source from BCC

**Combined Annual Purchase Value (APV)**
- Direct materials -

- Stand-alone APV of €20+bn in 2009 for Fiat and Fiat Industrial combined
- Including Chrysler, 2011 APV in excess of €50bn
- Targeting for 65+% of common APV suppliers in 2014

**Gross savings on direct materials**

- Fiat, Chrysler and Fiat Industrial expected combined gross savings on direct material costs in excess of €5.0bn over plan period
- Progress to-date in line with expectations, as per business plans

* Assuming Chrysler for 12 months in 2010 and 2011

---

January 14, 2012
Bank am Bellevue Investor Seminar
World Class Manufacturing
A common language, moving towards world class plants

- Fiat & Fiat Industrial expected to deliver €1.9+bn of cumulative savings in 2010-14 period as per 5-year business plan
  - Nearly €800mn expected in 2010-11

- Chrysler targeting for cumulative savings in excess of $1bn in 2010-14 (as per Nov 2009 Business Plan)
  - Expected cumulative savings of $550+mn in 2010-11
Leveraging on partner’s core strengths in the marketplace

**Complementarity in Product Portfolio**

**Ideal Global Geographical Combination**

**Critical Mass Target of ~6mn Units by 2014**
Fiat & Chrysler ranked #7 globally

**Total 2011E sales: ~73mn units**
*Passenger cars & LCVs (JVs included)*

- **VAG**: 7.9
- **GM**: 7.3
- **TOYOTA**: 7.2
- **RENAULT - NISSAN**: 6.6
- **HYUNDAI**: 5.8
- **FORD**: 5.1
- **FGA + Chrysler Group**: 4.1
- **PSA**: 3.4
- **HONDA**: 3.3
- **SIKUKI**: 2.5
- **BMW**: 1.6
- **DAIMLER AG**: 1.5
- **SAIC**: 1.4
- **CHANGAN**: 1.3
- **MAZDA**: 1.3
- **MITSUBISHI**: 1.2
- **GEELY**: 1.0
- **TATA**: 1.0
- **OTHERS**: 9.2

Source: Global Insight (September 2011 release)
Note: JVs volumes for Saic and Changan already accounted for in related OEM
### Mass Brands with Regional Focus...

- **Abarth**
  - The Italian way of high-tech, sportiness, performance, and racing for Fiat’s small and compact cars

- **Chrysler**
  - Full integration of Chrysler & Lancia
  - Chrysler is a leader for design and innovation, innovator of minivans and creator of the 300 offering ultimate versatility vehicles for families and bridging exclusivity to masses

- **Lancia**
  - Lancia represents 105 years of car making history and offering ultimate fusion of engineering and elegance of Italian cars

- **Dodge**
  - A “quintessentially American” brand; embodies capability, style, and an ageless enthusiasm for fun and performance
  - Products known for value, power, safety and style

- **Fiat**
  - Italian design expressed in its most everyday, functional, and simplest form
  - Major focus on core A, B, C segments

- **Street & Racing Technology**
  - Street & Racing Technology has five hallmarks: awe-inspiring powertrain; outstanding ride and handling; aggressive exterior; race inspired interior; for discerning performance driving enthusiast

### ...And Global Players

- **Jeep**
  - An American icon brand for SUV’s representing unique, freedom, adventure, authenticity, passion values
  - Over 7 million vehicles on road worldwide – our most global brand with sales in 120+ countries

- **Ram Trucks & Commercial Vehicles**
  - Established its own brand identity in 2009, Ram Trucks & Commercial Vehicles deliver on customer priorities with best-in-class capabilities and class exclusive features

- **Maserati**
  - Luxury brand combining high-performance, highly refined craftsmanship and a high degree of personalization

- **Lucetta**
  - Unique iconic asset, a legendary brand since 1947 with strong relationship between road & racing cars
Fiat & Chrysler: ideal global geographical combination

• **Strong joint geographic coverage in North America, Europe and Latin America**
  - Steady over-performance in recovering US market
  - Poised to regain positioning in Europe, backed by strong pipeline of new products started in late 2011
  - Dominant player in Brazil and well-positioned in fast growing Latin America market
  - Sustaining leadership position in LCVs in key reference markets

• **Enablers now in place for international expansion in developing markets, in particular Russia and China**

• **Strengthening position by also leveraging on potentials from Jeep and Alfa Romeo, internationally recognized brands with strong heritage**
Key success factors for Fiat in Brazil

- Market leader for 10 years in a row
- Quick response to market needs in product developments
  - Complete product offerings with 22 models & 95 versions
- Highly productive company, cost competitiveness coupled with high quality
  - 1 vehicle every 20 seconds
- Strong and viable distribution network
  - More than 530 dealers
- Strong brand image, perceived as a domestic player being part of Brazilian society
  - Image of young, lively and innovative automotive company
  - A very high level of cultural and social integrations
- Significant barriers to replicate Fiat’s market position
- Latest awards: Carro do Ano with Novo Uno in 2010 and Novo Palio in 2011
Zoom in on Brazil
Good fundamentals beyond 2011

**INSIDE-OUT VIEW OF ECONOMIC OUTLOOK**

- Became the 6th largest world economy for first time, predicted to be the 5th by 2015
- Continued robust GDP growth (+3% expected for FY 2011) primarily driven by strong commodity prices and services
- Continuous social mobility and real gain in wages as main drivers for strong growth in local economy
- Sustainable growth perspectives in upcoming years for automotive sector
  - Automotive market currently outpacing GDP growth by 2.4x
  - Entire sector accounting today for 5% of Brazilian GDP and for 23% of Brazilian industrial GDP
- Unemployment rate at 5.9%, the lowest level ever
- Wide range of short-, mid- & long-term investment
  - Modernization and development of infra-structure, also in conjunction with World Cup & Olympic games
  - Agricultural and commodity capacity expansion
  - Exploration and extraction of natural resources from “pre-salt” layer
- Several actions adopted to moderate economic boom, such as
  - Liquidity cut by Central bank in 2010 resulting in an increase of reserve requirements and tightened interest rates
  - Reduction of interest rates in late 2011 (100 bps to 11%) and loosening reserve requirements for some consumer products
- Strong international foreign currency reserves at US$353bn
- Central Bank reserve requirements increased from R$169bn in 2009 to R$453bn in Q4 2011

**FIAT’S INVESTMENTS FOR THE FUTURE**

Commitment of ~R$10bn to be invested in Brazil in 2011-14, including
- Painting system upgrade at Betim plant also to de-bottleneck production
  - Annual production capacity therefore increasing by 150k units
- Construction of a new plant in Pernambuco (in north-east Brazil) starting in H2 2011
  - Start-of-production expected in 2014, with initial yearly capacity of 200k locally developed vehicles for domestic market and export to LA countries
Jeep & Alfa Romeo
Iconic brands to play globally

**Revitalizing an American Icon**

**DOERS**
- Live and play in a world full of adventure and extraordinary journeys
- They NEED authentic gear to conquer the task at hand

**DREAMERS**
- Time constrained by family and work, they have little time to actively participate in their dream
- They WANT authentic gear with the hope that one day they’ll be able to do more and dream less

- Over 7mn Jeep vehicles on the road today
- Over 1.5mn Jeep fans on Facebook
- Over 2,000 Owner Clubs promote the brand on every continent
- Jeep is distributed in over 120 countries

**Core Values**

- **Light & Efficient**
  - Aerodynamic Consumption
- **Italian Style**
  - Sensuality Flowing
- **Advanced Technology**
  - Vehicle Powertrain
- **Dynamic**
  - Performance Handling

Jeep & Alfa Romeo
Iconic brands to play globally

January 14, 2012
Bank am Bellevue Investor Seminar
Expanding international reach in developing markets: focus on China

**BACKGROUND**

- After having unwound unsuccessful partnership with Nanjing Automobile Corporation in late 2007, Fiat’s expansion in the Region slowed further

- Chrysler Group products currently imported and distributed through a wholly-owned NSC (local CKD assembly terminated in 2010, while licensed assembly agreement for minivans still in place)
  - Sales of 38+k units in 2011

- Fiat: 2-step strategy to operate in China implemented
  - Re-launch of Fiat brand through distribution of imported vehicles
  - JV establishment for local production of China-specific products

**TODAY AND BEYOND, A COMMON STRATEGY**

- A 50-50 JV signed early 2010 with Guangzhou Automobile Group (GAC) for production of cars and engines
  - A strong partner, also forming part of JVs with Toyota and Honda in China

- Max plant capacity at 330k vehicles per annum at steady state

- Targeting ~300k units by 2014 and 2% market share

- All models sharing single architecture
  - Focus on C-segment, with Fiat C-Sedan as first JV-produced vehicle (SoP mid-2012)
  - Potential for SUV-segments, leveraging on Jeep brand
Fiat & Chrysler integration proceeding apace

- **Integration now at 20%...**
  - Group Executive Council formed with leaders from both organizations
  - Key achievements at Chrysler in first 30 months
    - New organization implemented following 363 sale (26 members of management team with only 5 from Fiat)
    - RAM brand unbundled and brand equity rebuilding underway
    - Started complementary marketing messages and media to enhance consumer purchase consideration and brand value, significant shift in spending from incentives to marketing
    - Re-established trust between company and dealer network
    - Integration of distribution with Fiat in Europe and Latin America completed
    - Launched 16 new or significantly refreshed products
    - Introduced Fiat 500 in North America
    - Government loans fully repaid
    - Fiat to majority equity position and then to 58.5%
    - US market share rebuild started with launch of Jeep Grand Cherokee, increased from 8.8% in 2009 to 10.5% in 2011
    - Share steadily increased from 2009 lows: 21 consecutive months of year-over-year sales gains in US and 25 in Canada
    - Consumer Reports recommendable vehicles from 1 to 9

- **...and expected to accelerate to 50% by end 2012**
One global car company in the making
Contacts

Group Investor Relations Team

Marco Auriemma  ☏ +39-011-006-3290  Vice President
Alexandra Deschner  ☏ +39-011-006-2308
Timothy Krause  ☏ +1-248-512-2923
Paolo Mosole  ☏ +39-011-006-1064
Sara Nicola  ☏ +39-011-006-2572
Maristella Borotto  ☏ +39-011-006-2709

fax: +39-011-006-3796
email: investor.relations@fiatspa.com
websites: www.fiatspa.com
 www.chryslergroupllc.com