Alfa Romeo & Jeep: iconic brands to play globally

Frankfurt Auto Show Investor Conference
September 14, 2011
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The evolution of a legend...

Michael Manley
President & CEO Jeep Brand
Jeep origins and evolution

**Military Heritage**
- Go anywhere, do anything
- 1st 4WD SUV
- 4WD leadership

**The Jeep Mystique**
- Recreational vehicle
- Engineering superiority
- Enthusiasts
- Freedom machine
- Jeep jamboree

**Elegance with Capability**
- Refinement & Innovation
- 1st Cross-over
- 1st 4WD Auto
- Prestige and individuality

**4WD Leadership Continues**
- 1st 4WD full-time system (Quadra-Trac)
- 100+k units/yr
- Cherokee – 2dr sporty model

**All-New Jeep Cherokee**
- 1st Compact 4dr SUV
- 1st uniframe construction
- 1st shift on the fly with full-time 4WD

**The New Benchmark**
- ’93 Grand Cherokee
- Balance of On/Off Road
- ’99 Grand Cherokee
- Most capable SUV ever

**Product Expansion**
- 4dr Wrangler
- Compass
- 2011 Grand Cherokee most awarded SUV ever

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<thead>
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<tbody>
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<td>159k</td>
<td>119k</td>
<td>117k</td>
<td>180k</td>
<td>319k</td>
<td>629k</td>
<td>495k</td>
</tr>
</tbody>
</table>

4 MODELS
7 MODELS
14 MODELS
6 MODELS
4 MODELS
3 MODELS
7 MODELS
The Jeep universe is far reaching

- Over 7 million Jeep vehicles on the road today
- Over 1,500,000 Jeep fans on Facebook
- 100,000 user generated Jeep YouTube videos and over 250,000 users downloaded photos from Flickr
- Over 2,000 Owner Clubs promote the brand on every continent
- Jeep is distributed in over 120 countries
Recent history – Turbulent times

**Market conditions**
- Explosion of competitor models in SUV segment from 54 in 2000 to 111 in 2009
- Evolution of CUV segment
- Consumer demand shifted away from capability, towards on-road dynamics and fuel efficiency

**Brand and product**
- Purchase intentions maintained by aggressive retail activity and investment in brand development was minimal
- Poor product lifecycle management
- Lack of consistent focus on brand DNA
- Poor engagement in social marketing

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**Jeep global sales**

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (000 units)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>500</td>
</tr>
<tr>
<td>2001</td>
<td>550</td>
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<tr>
<td>2002</td>
<td>600</td>
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<td>2003</td>
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<td>2007</td>
<td>550</td>
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<tr>
<td>2008</td>
<td>500</td>
</tr>
<tr>
<td>2009</td>
<td>450</td>
</tr>
</tbody>
</table>
Revitalizing an American icon on a global basis

Understanding the Jeep Brand Promise

**PHYSICAL**
- You have the power & capability to go
- Be stronger, explore and have more adventures

**EMOTIONAL**
- You are free from the mundane, everyday responsibilities
- You are inspired and challenged to do more

Core Values:
- Unique
- Freedom
- Adventure
- Authenticity
- Passion
Revitalizing an American icon on a global basis

Jeep core customers ... adventurers

“Jeep is a great example of a brand telling a consistent brand story. It is a story about discovery, about not being fenced in, about the desire to be free. How many cubicle-bound office workers long for this feeling of freedom? Jeep never tells you ‘we are the explorer.’ What they do is give you the clues about the brand’s core story.”

—Scott Cooper, Tips & Traps for Marketing Your Business

DOERS

• Live and play in a world full of adventure and extraordinary journeys

• They NEED authentic gear to conquer the task at hand

DREAMERS

• By far the largest group. 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
"Be proud of your Name..."
Revitalizing an American icon on a global basis

**WRANGLER**

- Capability
- Functionality
- Dynamics / Fuel Economy

**OTHER JEEP NAMEPLATES**

- Styling
- Functionality
- Capability
- Extreme Off-Road

**PRODUCT PRIORITIES**

<table>
<thead>
<tr>
<th>1. Capability</th>
<th>1. Dynamics / Fuel economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Functionality</td>
<td>2. Functionality</td>
</tr>
<tr>
<td>3. Dynamics / Fuel economy</td>
<td>3. Capability</td>
</tr>
</tbody>
</table>
## Revitalizing an American icon on a global basis

<table>
<thead>
<tr>
<th>Year-to-date sales vs. 2010</th>
<th>2009</th>
<th>2011</th>
<th>2014</th>
</tr>
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<tbody>
<tr>
<td>B SEG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compass</td>
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<tr>
<td>Patriot</td>
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<tr>
<td>Liberty/Cherokee</td>
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<tr>
<td>Wrangler</td>
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<td></td>
<td></td>
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<tr>
<td>Grand Cherokee</td>
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<tr>
<td>Commander</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>C SEG</td>
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<td></td>
<td></td>
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<tr>
<td>Up 108%</td>
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<td>Up 32%</td>
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<td>Up 24%</td>
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<tr>
<td>Up 97%</td>
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<td>D SEG</td>
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<td>E SEG</td>
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<td>Grand Cherokee</td>
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<td></td>
</tr>
<tr>
<td>Grand Cherokee</td>
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</tbody>
</table>

**ALL NAMEPLATES REFRESHED OR RENEWED IN 18 MONTHS**
Revitalizing an American icon on a global basis

**DISTRIBUTION: LEVERAGE FIAT STRENGTH IN EUROPE AND LATIN AMERICA; JOINTLY DEVELOP IN ASIA**

- **2009**
  - **CHRYSLER OWNED**
    - Sales + Marketing
    - Daimler back office
  - **INTEGRATED INTO FIAT GROUP STRUCTURE**
    - Sales + Marketing
    - Jointly develop
    - Global distributors
    - **EUROPE + LATIN AMERICA**
      - Financial Services provided by Daimler Financial
      - All back office support services provided by Daimler under service level agreement
      - Sales & Marketing operations predominantly located within Daimler Operations
    - **ASIA**
      - Financial Services provided by: FGA Capital – Europe
        - FIDIS – Latin America
        - Fiat partners – RoW
      - Significant expansion of dealer networks by ~25%
      - Leverage distribution infrastructure & resources
      - Integrate parts distribution & logistics
    - **RoW**
Sales performance and outlook

- **2010 → 2011 YTD**
  - NAFTA: Jeep sales up 46%
  - Europe, Mid-East, Africa & Russia: Jeep up 30%
  - Asia Pacific: Jeep up 55%
  - Latin America: Jeep up over 23%

- All nameplates register strong double digit-growth
- US Jeep brand metrics rebounded from a 10-year low in 2009
- Brand image at a 5-year high

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**Source:** GFK – Consumer Insights Brand Monthly Health Report
Back to Alfa

Harald J. Wester
Fiat Chief Technical Officer &
CEO Alfa Romeo
## Alfa Romeo: the heritage

### The Origins
- Twin camshafts and double spark plug
- In-line 6 and in-line 8 engines with superchargers
- ‘Superleggera’ coachwork technique, ‘Carrozzeria Touring’ patent
- One of the first examples of aerodynamic implementation (40-60 HP Aerodinamica)

### Racing Success
- The first car with a flat-12 ‘boxer’ engine (Gran Premio tipo 512)
- Side wind effects taken into consideration (‘Disco Volante’ Spider)
- 1.3 twin cam in-line 4 cylinder all aluminum engine (Giulietta Sprint)

### Golden Age
- 5-speed gearbox and cut off tail applied on a mass-production car (Alfa Romeo Giulia)
- Alfa Romeo GTA light materials (dry weight 740 kg)
- Alfa Romeo 33 Stradale chassis weight: 54 kg
- ‘Transaxle’ system and rear ‘De Dion’ suspension on a mass-production car (Alfetta)
- Spider ‘cuttlefish’

### Sales Expansion
- Cam phase variator with electronic fuel injection (Alfa Romeo Alfetta)
- Twin Spark

### Fiat Family
- ‘Common Rail’ Diesel engine system (Alfa 156 2.4 JTD)
- Front double wishbone suspension
- Selespeed automatic gearbox

### Evolution
- Multijet system
- Torsen C
- Carbo fibre coachwork (Alfa 8C Competizione)
- ‘MultiAir Engine System’ (MiTo)
- Alfa TCT (Twin clutch Transmission)
- DNA Technology
- Compact Architecture

### New Era
- MultiJet system
- Torsen C
- Carbo fibre coachwork (Alfa 8C Competizione)
- ‘MultiAir Engine System’ (MiTo)
- Alfa TCT (Twin clutch Transmission)
- DNA Technology
- Compact Architecture

### Technology Highlights

#### 1910-1939
- Alfa Romeo 158/159 ‘Alfetta’ won the first two F1 Championship

#### 1940-1959
- Alfa Romeo 158/159 ‘Alfetta’ won the first two F1 Championship

#### 1960-1979
- Alfa Romeo won five European touring car championships with Giulia (GTA, GTA-SA versions)

#### 1980’s
- Alfa Romeo won five European touring car championships with GTV6

#### 1990’s
- Alfa Romeo won Spanish, English and German touring car championships with 155

#### 2000’s
- Alfa Romeo won several European touring car championships with 156

#### 2010’s
- Alfa Romeo won several European touring car championships with 156

### Units

<table>
<thead>
<tr>
<th>Year</th>
<th>Models</th>
</tr>
</thead>
<tbody>
<tr>
<td>1910-1939</td>
<td>310</td>
</tr>
<tr>
<td>1940-1959</td>
<td>4700</td>
</tr>
<tr>
<td>1960-1979</td>
<td>~88k</td>
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<tr>
<td>1980’s</td>
<td>~180k</td>
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<tr>
<td>1990’s</td>
<td>~160k</td>
</tr>
<tr>
<td>2000’s</td>
<td>~160k</td>
</tr>
<tr>
<td>2010’s</td>
<td>~150k - ~400k</td>
</tr>
</tbody>
</table>
Alfa Romeo: a global brand

Over 100 owner clubs around the globe

FANS: over 800,000 fans on Facebook

PHOTOS: 30,000,000 photos on the Web

OWNER CLUBS: 100+ to promote brand around the world
Brand sales performance

- **2010 → 2011E**
  - Europe: volumes up 30%
  - RoW: 2x volumes

- Sales growth since launch of the two new models (MiTo, Giulietta)

- 2011 showing significant signs of growth in quality, customer satisfaction and reliability (closing gap vs. market average)

- Strong improvement of image

Source: CAR PARK, New Car Buyer Survey
Alfa Romeo Giulietta

Q2 commercial performance
- ~23k orders (100+k since launch in May 2010)
- ~23k shipments fully in line with 90-100k sales target for FY
  - ~90% shipments with high trim level
- Share of 3% in EU27+EFTA in C-segment, the highest level ever for Alfa Romeo

State-of-the art powertrain offering
- Fuel-efficient MultiAir technology
- Competitive diesel MultiJet II
- Dry Dual Clutch Transmission “Alfa TCT”, available in market starting H2
- Powertrains available across model range with best torque/power ratio compared to emissions

Best-in-class features in C-segment...
- Handling & dynamic performance
- Comfort
- Safety
- Quality
- CO₂ emissions in C-segment
  - 121g/Km of CO₂ for 1.4 MultiAir 170hp gas engine coupled with “Alfa TCT”

...making Alfa Romeo Giulietta among best-in-class players in all main EU countries

Residual value in C-segment
(Ireland; LTM trend)
Alfa Romeo MiTo

• A new generation of Alfa Romeo drivers
  - First Alfa Romeo model especially designed for young drivers
  - First Alfa Romeo model styled after 8C Competizione, combining sensuality, technology, efficiency and performance
  - The world’s sportiest compact car

• Technology Ambassador:
  - First car to introduce Alfa Romeo DNA
  - First car to launch MultiAir Technology
  - Alfa Romeo Active Suspension on 1.4 170hp (unique in segment)

• Highest average power sales mix of B-segment (105hp vs. 88hp), the best performing compact TCT (Twin Clutch Transmission) of 135hp category with best acceleration

• Mito is one of the “safest” compact car of its category with 5 stars EuroNCap, 7 airbags (unique in its class), Alfa Safety steering (DST) and Electronic Q2

• One of the most attractive cars in B-segment 3-door, capturing new customers and holding share vs. last year; also preparing to expand its offer with new 0.9 TwinAir gas engine & 1.3 JTD 90g/km diesel engine
Key challenges ahead

**Brand**
- Global Alfa Romeo brand awareness to be improved
- Irrational: emotions with poor concrete support
- Consideration & opinion increasing
- Brand equity weakened compared to competition

**Product**
- Life cycle management of product was poor
- Product development misaligned to market
- Lack of a consistent focus on brand DNA in portfolio
- Perception of brand focused on style

**Marketing**
- Lack of consistency (Brand, Product, Communication)
- Focused on retail offers, distressing the brand

**Alfa Romeo Community**
- Strong and loyal customer base (800k Facebook fans)
- Inconsistent customer touch points
- Engagement in social marketing poor
- Alfa Romeo clubs not leveraged for advocacy
Brand positioning and values

**Brand Positioning**
An Italian brand with a strong commitment to advanced technology, performance and style, that will become a global competitor in “near-premium” segments within 3 years.

**Brand Promise**
Provide advanced cars, that delivers Italian design and a dynamic and active driving experience.

**Core Values**
- **Light & Efficient**
  - Weight
  - Aerodynamic
  - Consumption

- **Italian Style**
  - Sensuality
  - Flowing

- **Advanced Technology**
  - Vehicle
  - Powertrain

- **Dynamic**
  - Performance
  - Handling
Brand positioning and values

- **LIGHT & EFFICIENT**
- **ITALIAN STYLE**
- **ADVANCED TECHNOLOGY**
- **DYNAMIC**

Handling & Dynamics

- Functionality
- Safety

Italian Style

- Dynamics
- Safety
- Performances
- Advanced technology

Product Priorities

- Alfa Romeo Giulietta
- GTA

September 14, 2011  Frankfurt Auto Show Investor Conference
Global industry overview
Passenger cars & LCVs

NAFTA
2010: 14mn units
CAGR 2010-14: +10%
Weight: 19% of industry
Top 3 bodies:
• Sedan, 36%
• SUV, 29%
• Pick up, 12%

EU 27 + EFTA
2010: 15.4mn units
CAGR 2010-14: +3%
Weight: 21% of industry
Top 3 bodies:
• Hatch, 48%
• Estate, 12%
• MPV, 11%

CIS
2010: 2.2mn units
CAGR 2010-14: +11%
Weight: 3% of industry
Top 3 bodies:
• Sedan, 42%
• SUV, 21%
• Hatch, 20%

LATIN AMERICA
2010: 4.8mn units
CAGR 2010-14: +7%
Weight: 7% of industry
Top 3 bodies:
• Hatch, 45%
• Sedan, 23%
• Pick up, 11%

ASIA
2010: 29mn units
CAGR 2010-14: +8%
Weight: 40% of industry
Top 3 bodies:
• Sedan, 33%
• Van, 23%
• Hatch, 22%

Rest of World
2010: 6.9mn units
CAGR 2010-14: +4%
Weight: 10% of industry

Source: IHS Global Insight
Global industry overview
2010–14 segment trends

2014 product range to cover **80% of worldwide market**

<table>
<thead>
<tr>
<th>Segment</th>
<th>2010</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mini</td>
<td>5.0</td>
<td>6.8</td>
</tr>
<tr>
<td>Small</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compact</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid Size</td>
<td>7.1</td>
<td>8.8</td>
</tr>
<tr>
<td>Full Size</td>
<td>2.6</td>
<td>3.1</td>
</tr>
<tr>
<td>MPV</td>
<td>4.7</td>
<td>6.0</td>
</tr>
<tr>
<td>SUV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Specialties</td>
<td>1.4</td>
<td>2.1</td>
</tr>
</tbody>
</table>

Source: IHS Global Insight
2010-14 product plan

**4C UNEVELED AT GENEVA MOTORSHOW**

- **Brand “igniter” (technology & performance)**
  - A “supercar” taking up brand’s sporting tradition, set to reinforce global growth
    - Light weight technology
    - 1st Alfa Romeo car re-entering the US market
  - A 2-seater also embedding technology & materials derived from 8C Competizione

**SU.V**

- **Brand sales pillar worldwide (growing segment)**
  - Full availability of tractions/transmissions
  - Typical SUV versatility (roominess, boot,...) with true Alfa Romeo performance (agility, handling)
  - Reduced TCO costs (low consumptions/emissions, maintenance, residual value...)

**LARGE SEDAN**

- **Brand image and credibility (RWD, V6)**
  - AR return in the flagship sedan segment
  - Performance, comfort and reduced TCO costs

**GIULIA**

- **Brand sales pillar worldwide**
- New generation of Alfa Romeo sedan and sportwagon
- Competitive product combining comfort, versatility and driving pleasure
- Reduced TCO costs (low consumptions/emissions, maintenance, residual value...)

**NEW SPIDER**

- **Brand igniter (awareness- & image increase)**
  - DNA of the brand (fun to drive, style)
  - Light weight (high power/weight ratio)
The near future

**REGAIN TRACTION IN EUROPE**

Through *new and enhanced product offer*

- **Enhancing unique combination** of advanced technology, performance and efficiency
- **Capitalizing on core values**
- **Increasing commercial focus** through a completely renewed dealer network
- **Providing tangible evidence** on rationals, TCO and functionality (roominess, ease of use, quality)

**INTERNATIONAL EXPANSION**

- **Through network benefits** from integration with Chrysler
- **New product features** in line with WW market requirements
- **Through start of operations of new JV agreements**
The near future
Distribution: leverage Chrysler strength in NAFTA; jointly develop in Asia

**Current state**
- Fiat owned + network
- Global distributors
- JVs

**Future state**
- Integration with Chrysler
- Jointly develop
- Global distributors

- Financial Services provided by:
  - Chrysler partners – NAFTA
  - FIDIS – Latin America
  - FGA Capital
- Significant expansion of dealer networks outside Europe by ~30%
Fiat & Chrysler: sharing same genetics underneath
Complementary integrated architecture and product strategy

- Clear delineation of responsibilities between Fiat and Chrysler Group
  - Architecture management
  - Product development applications
  - Designated lead plants
- Fiat and Chrysler each to focus on their core strengths
- Maximize architecture convergence and components standardization
- By 2014, Fiat to move from 11 to 5 architectures, Chrysler from 11 to 7 (excl. trucks and specialties)

The 3 main architectures expected to exceed 1mn units each by 2014

<table>
<thead>
<tr>
<th>Segment architecture</th>
<th>Architecture origin</th>
</tr>
</thead>
<tbody>
<tr>
<td>LCVs</td>
<td>Fiat Group Automobiles, Chrysler Group</td>
</tr>
<tr>
<td>Mini</td>
<td>Fiat Group Automobiles</td>
</tr>
<tr>
<td>Small</td>
<td>Chrysler Group</td>
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<tr>
<td>Compact</td>
<td>Fiat Group Automobiles, Chrysler Group</td>
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<tr>
<td>Large</td>
<td>Fiat Group Automobiles</td>
</tr>
<tr>
<td>MPV</td>
<td>Chrysler Group</td>
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<tr>
<td>SUV</td>
<td>Fiat Group Automobiles</td>
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<tr>
<td>Pick-up</td>
<td>Chrysler Group</td>
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<table>
<thead>
<tr>
<th>Year</th>
<th>LCVs</th>
<th>Mini</th>
<th>Small</th>
<th>Compact</th>
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<tbody>
<tr>
<td>2010</td>
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<tr>
<td>2012E</td>
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<tr>
<td>2014E</td>
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1 mn units
Architecture convergence & component standardization to yield significant benefits

**Purchasing efficiency range (case study)**

<table>
<thead>
<tr>
<th>Component</th>
<th>Efficiency Range</th>
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<tbody>
<tr>
<td>Model/Brand Specific</td>
<td>25-30%</td>
</tr>
<tr>
<td>Other Common Components</td>
<td>10-15%</td>
</tr>
<tr>
<td>Modular Architecture &amp; Powertrain</td>
<td>55-65%</td>
</tr>
</tbody>
</table>

100% = Total Vehicle Cost

- Reduced investment & development costs
- Shortened time-to-market
- Increased economies of scale
- Improved quality & reliability
- Optimized production capacity utilization & manufacturing flexibility

**Optimal allocation of production (case study)**

Cars developed on common architectures can be allocated to same flexible manufacturing plant to optimize industrial costs, including supply chain costs.

**ER&D and Capex savings (case study)**

Up to 60-65% reduction

Further opportunities for savings in powertrain application costs and ER&D spending by sharing volumes.

**Plants**

- **Plant A**
  - C SUV Alfa Romeo
  - C SUV Jeep

- **Plant B**
  - D Sedan Alfa Romeo
  - C Sedan Chrysler Group

**Summary**

- Purchasing efficiency range
- Optimal allocation of production
- ER&D and Capex savings
Fiat & Chrysler technology and know-how sharing
A win-win combination

<table>
<thead>
<tr>
<th>TwinAir and FIRE</th>
<th>Fam. B</th>
<th>Diesel MultiJet II engine with High Pressure Common Rail technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.9-1.4L 16v</td>
<td>1.8L 16v GDI Turbo</td>
<td>4-cyl: SDE (1.3L ), Fam. B (1.6-2.0L ), 2.8L V6: 3.0L</td>
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<td>Enlarging portfolio offering with diesel technology</td>
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<td>Broadening and sharing transmission &amp; AWD technologies</td>
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<td>CNG Fiat’s technological leadership in Europe, a key asset for US natural gas vehicle market</td>
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<td>Synergies in hybrid and electric propulsion for specific markets/applications</td>
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<td>Cerchi e Torino*z</td>
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Turbocharged engines with MultiAir & direct injection technologies

Cost Effective & Fuel Efficient L4 and V6 gasoline engines

Pentastar V6 Engine
3.0L - 3.6L V6 24v

World Gas Engine
2.0-2.4L 16v

MultiAir technology application to WGE & V6 Pentastar engines

Electrification/hybridization

Off-road capability, Driveline disconnect

8- & 9-speed planetary automatic transmissions

Dual Dry Clutch Transmission
6/7-speed

Alternative Fuels
CNG, LPG...

Fiat & Chrysler technology and know-how sharing
A win-win combination

September 14, 2011
Frankfurt Auto Show Investor Conference
Critical mass, greater geographic diversification
Fiat & Chrysler combined volumes

Market driven growth
Market share gain
New Market

2010
Market Driven growth
Market share gain
New Markets

2014E
Total growth

(Million of units – Excl. JVs)

0.1
0.1
0.0
0.0

Jeep

2.3
0.5
1.2
0.6

Total growth

Market driven growth
Market share gain
New Market

0.3
0.4
0.1
0.1

0.8

Critical mass, greater geographic diversification
Fiat & Chrysler combined volumes
Contacts

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