FIAT INVESTOR DAY
TURIN APRIL 21 2010

Fiat Group Automobiles

A way forward

Sergio Marchionne

The 6 pillars of FGA's 2010-14 Plan

1 European volumes gradually return to pre-crisis levels

- Passenger cars: ~16mn in 2014, +11% on 2009 nearly equal to 2007
- LCVs: significant growth to ~2.2mn vehicles in 2014, +42% on 2009, ~92% of 2007 level

+

2 Optimal allocation of production between FGA & Chrysler Group

- Fully utilize production capacity of both organizations without any "brick & mortar" investment
- Improve manufacturing mix of FGA European plants by including ~400k D+ segment cars

+

3 Full integration of FGA & Chrysler Group product portfolios

- Jeep® positioned as global brand
- Chrysler fully integrated into Lancia (UK excepted)
- Dodge being maintained as American performance brand ex NAFTA (Challenger, Charger, Viper) with few products being integrated into Fiat brand over time

4 Commitment to develop Alfa Romeo as a Premium full liner brand

- Strong European push
- Entry into NAFTA extended by Maserati at high-end

+

5 Strong growth in Latin America

- Brazil: ~4.3mn in 2014 (+43% on 2009)
- ~2.8mn in 2014 in rest of Latin America (+40% on 2009)

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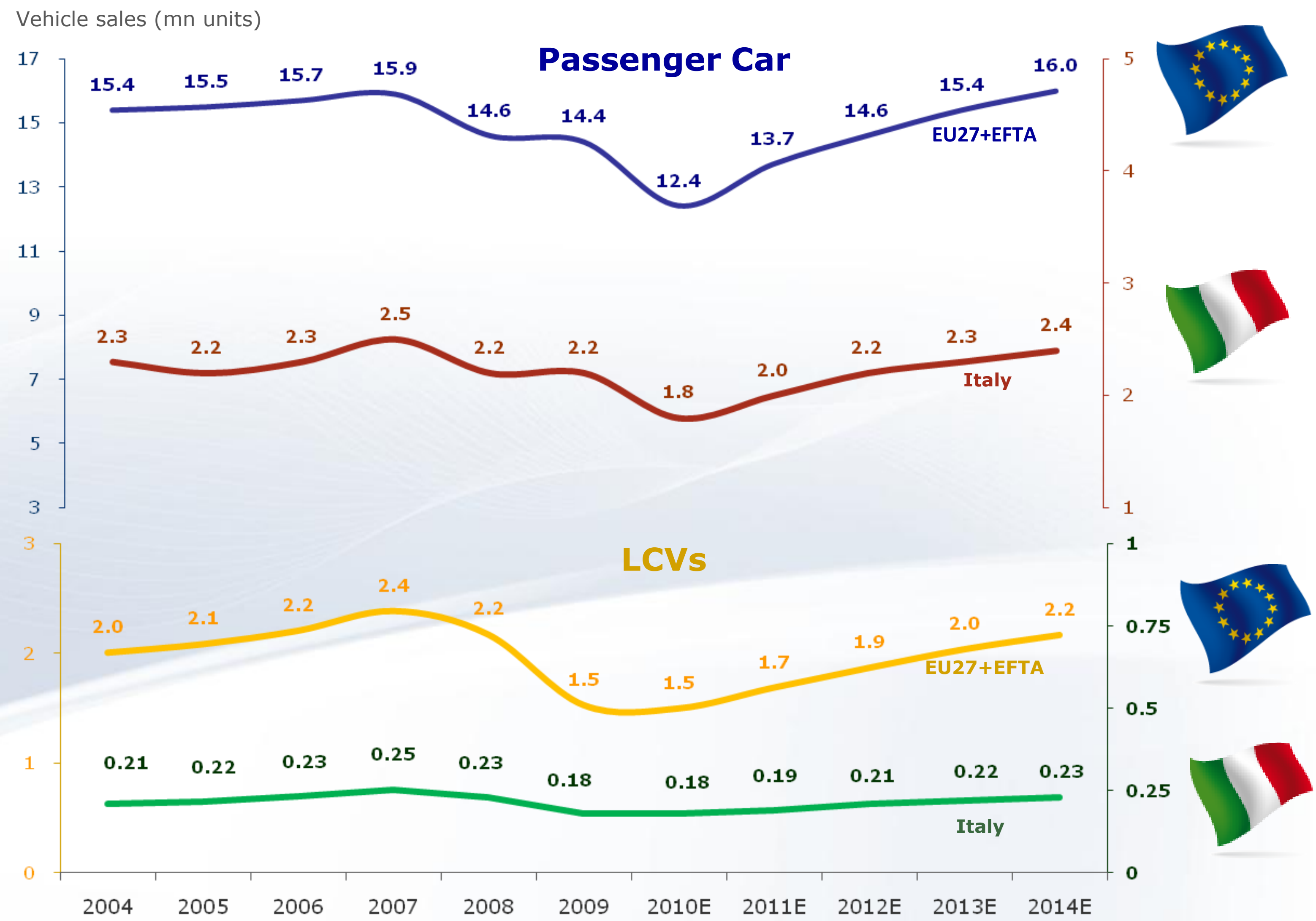
6 Product development work to be allocated to FGA & Chrysler Group to yield optimal cost

- Greater than or equal to C-Segment cars being predominantly developed and manufactured in NAFTA

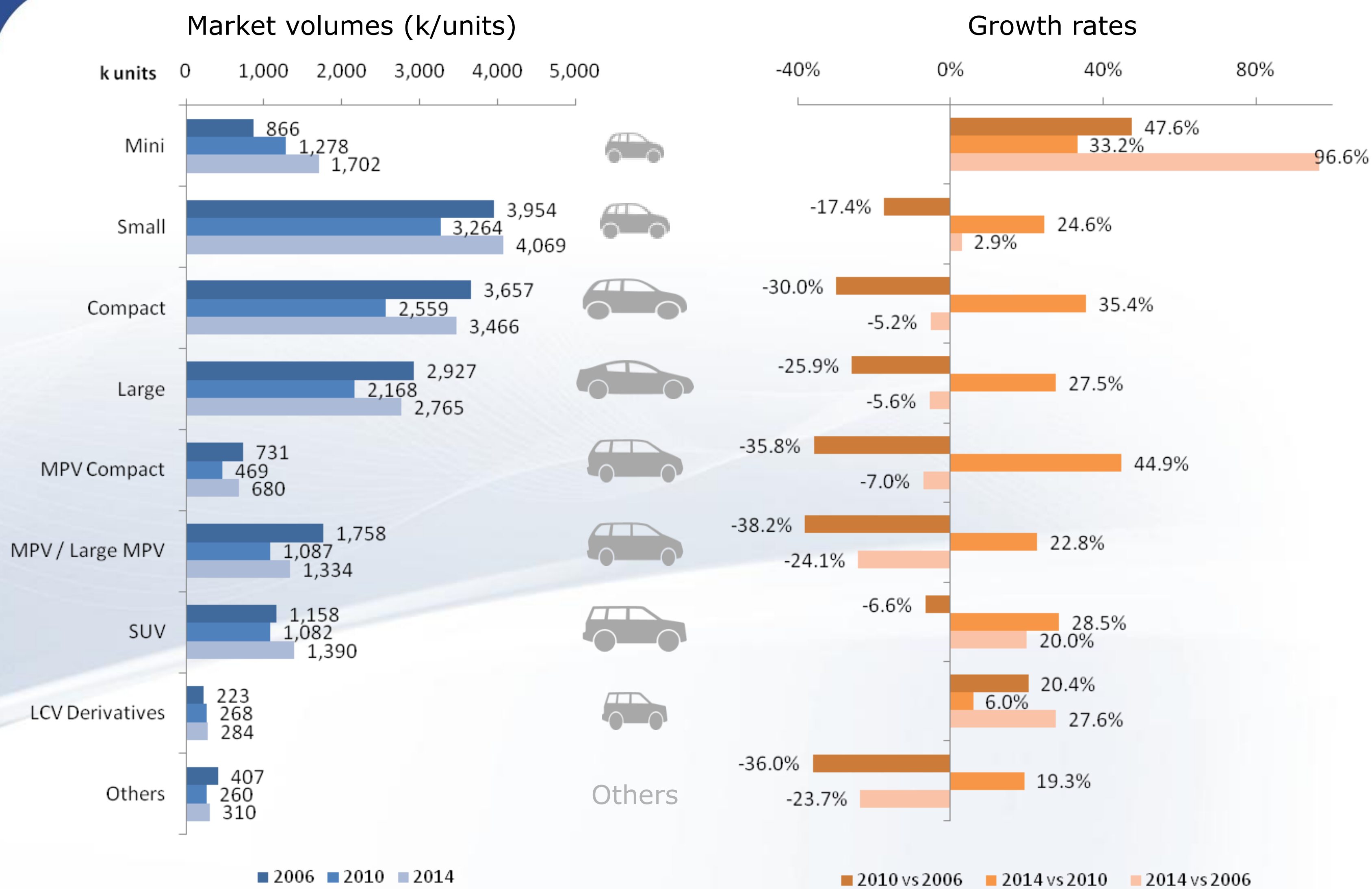
European industry outlook
Market volumes



Source: IHS Global Insight; FGA

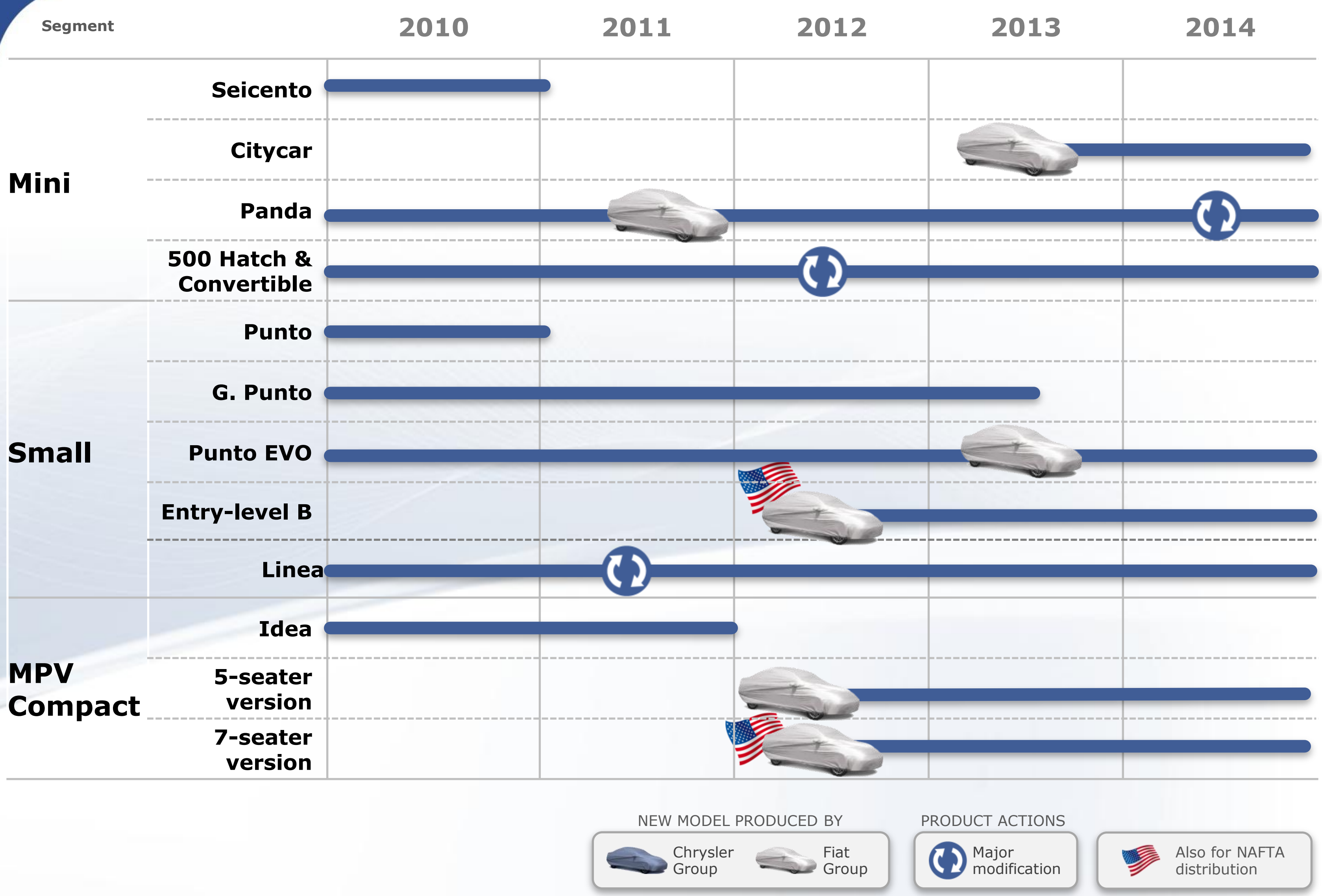
European industry outlook

2006-14 Segment trends – Passenger Cars (EU27+EFTA)

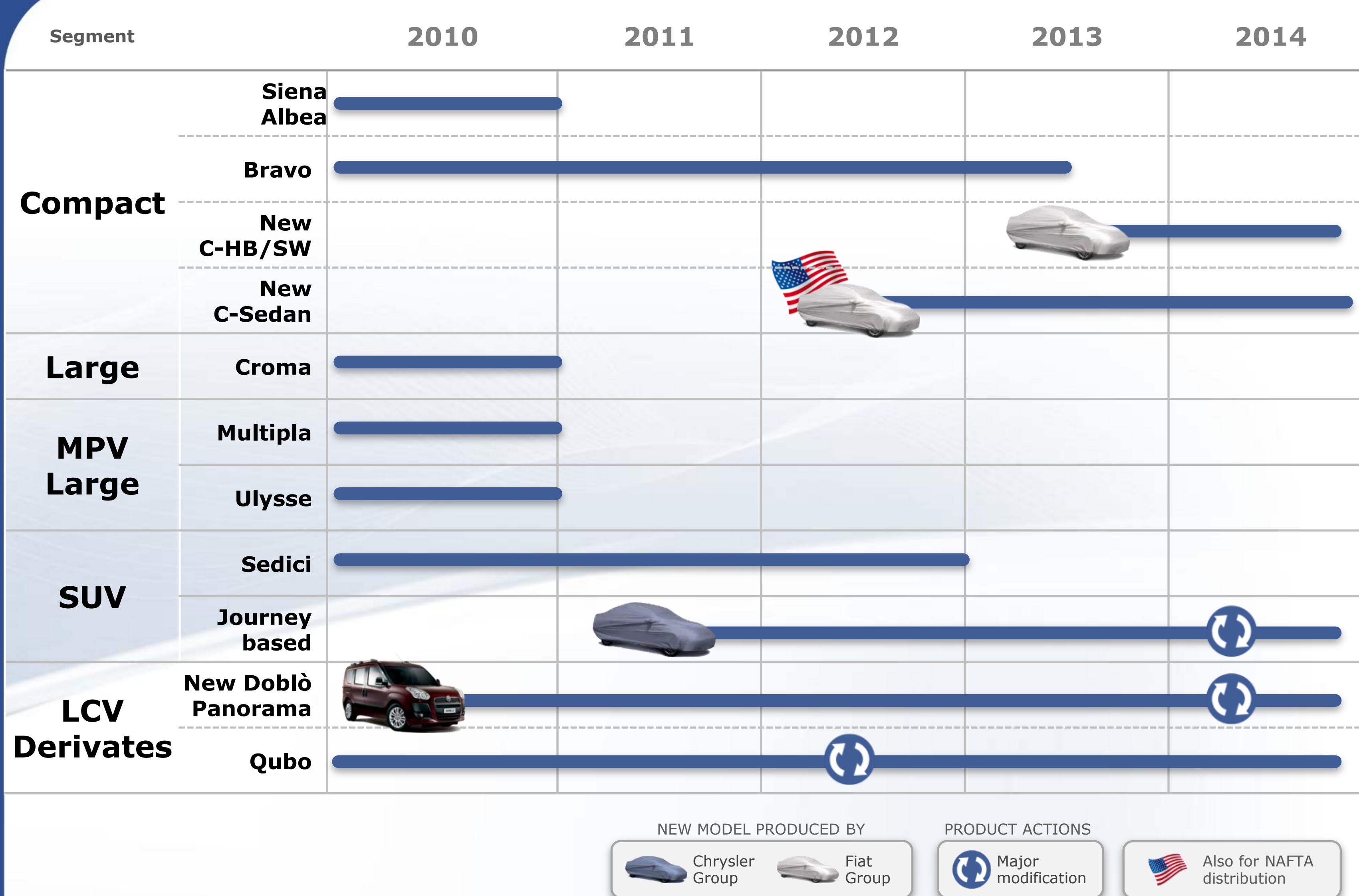


Source: IHS Global Insight; FGA

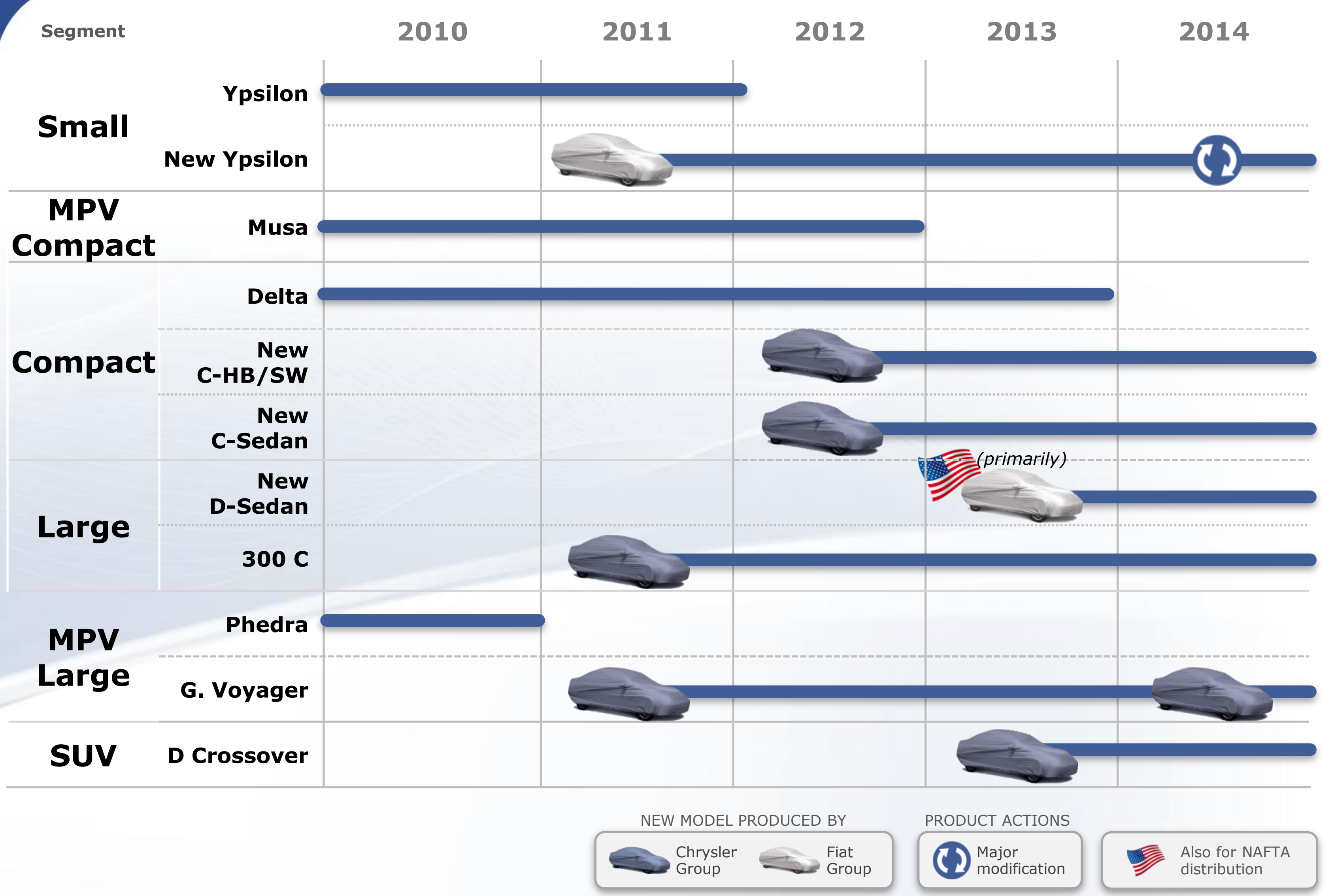
Fiat – EU product plan (1/2)



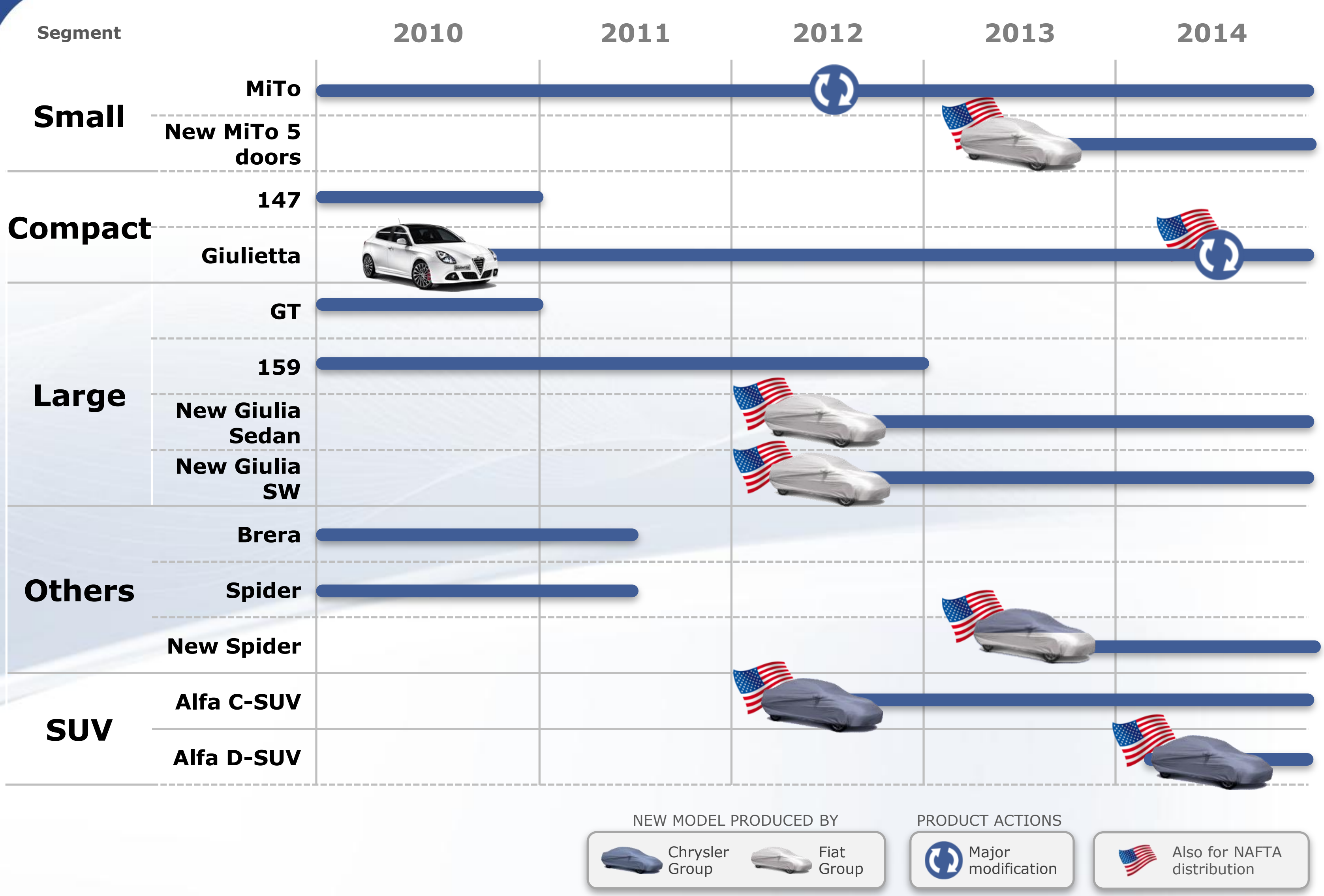
Fiat – EU product plan (2/2)



Lancia / Chrysler – EU product plan



Alfa Romeo – EU product plan



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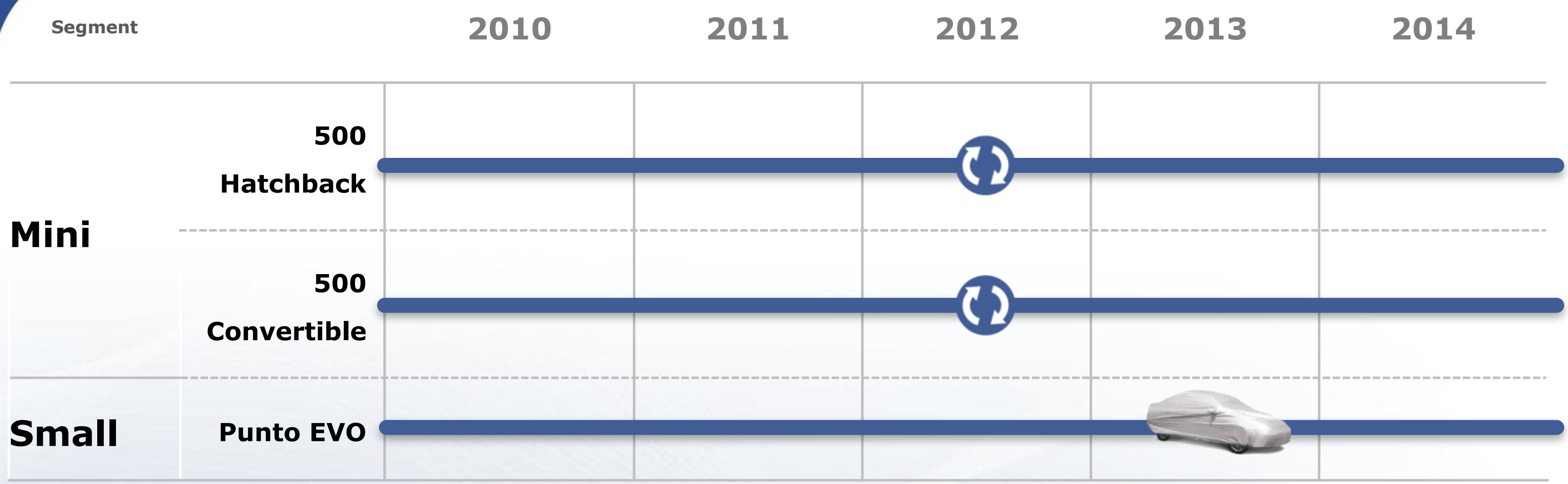
Abarth – EU product plan

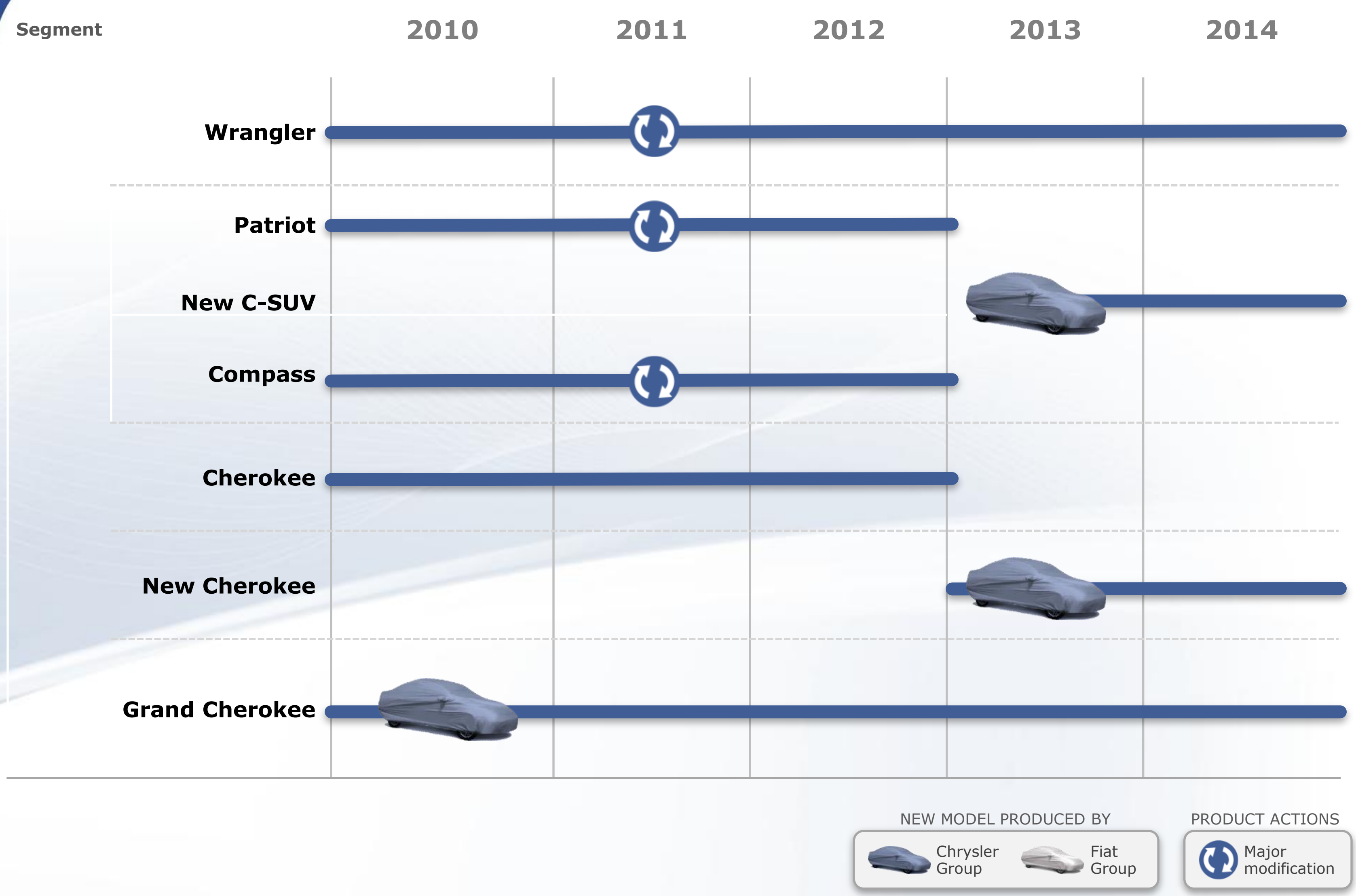


NEW MODEL PRODUCED BY
Chrysler Group
Fiat Group

PRODUCT ACTIONS
Major modification

Jeep – EU product plan

Jeep



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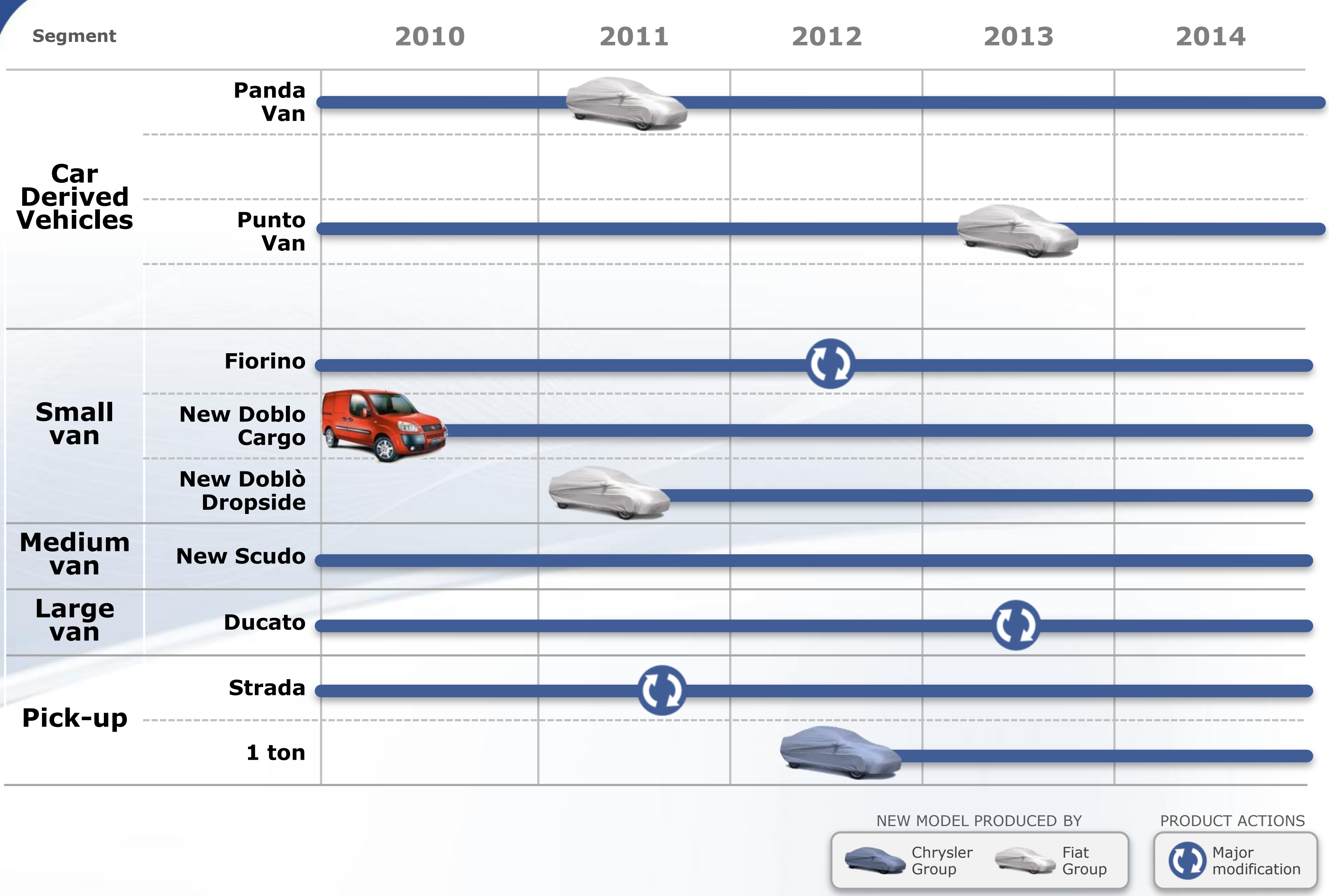
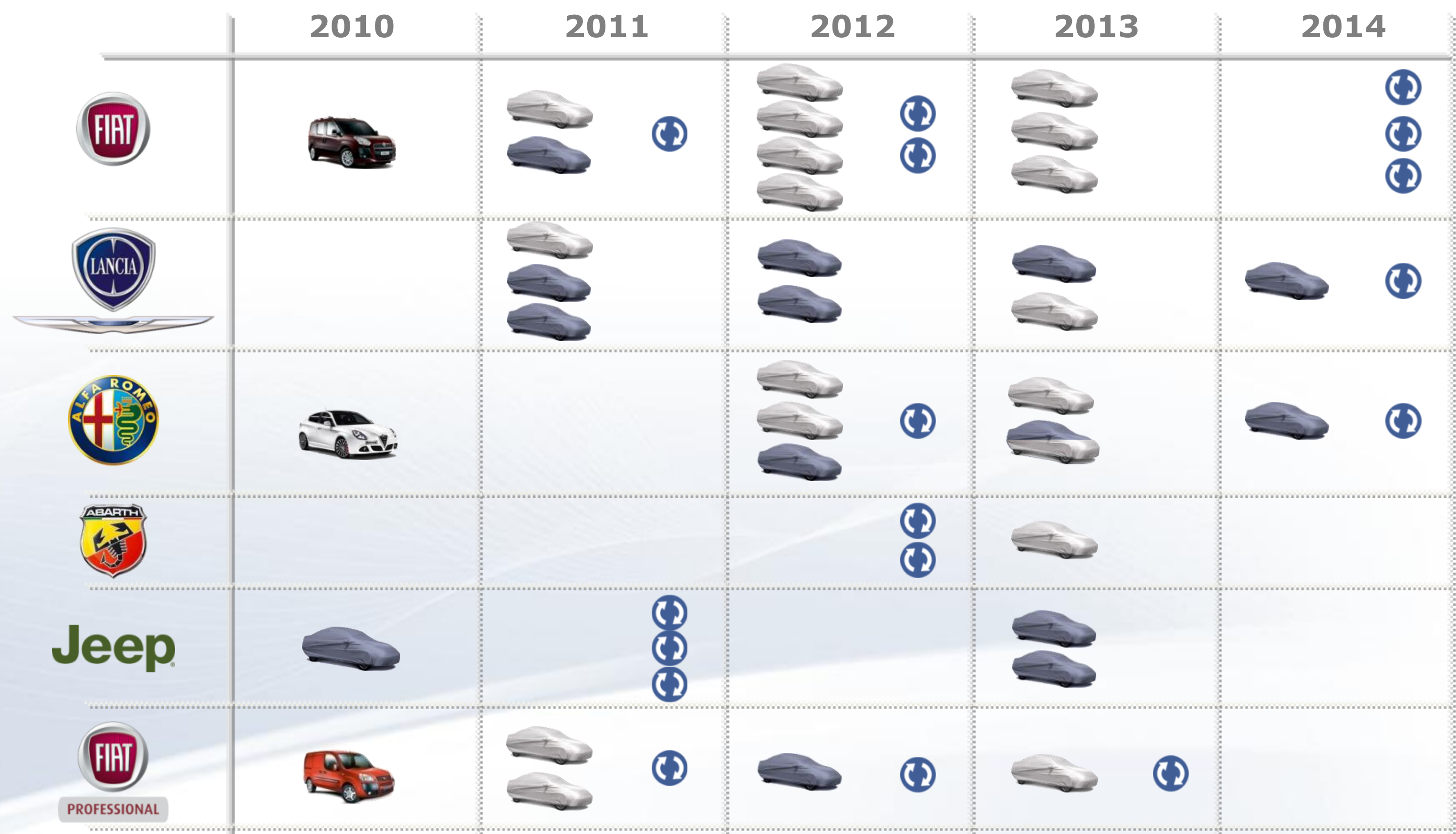
Fiat Professional – EU product plan



All brands – EU product plan



34 new models (of which 13 produced in NAFTA)

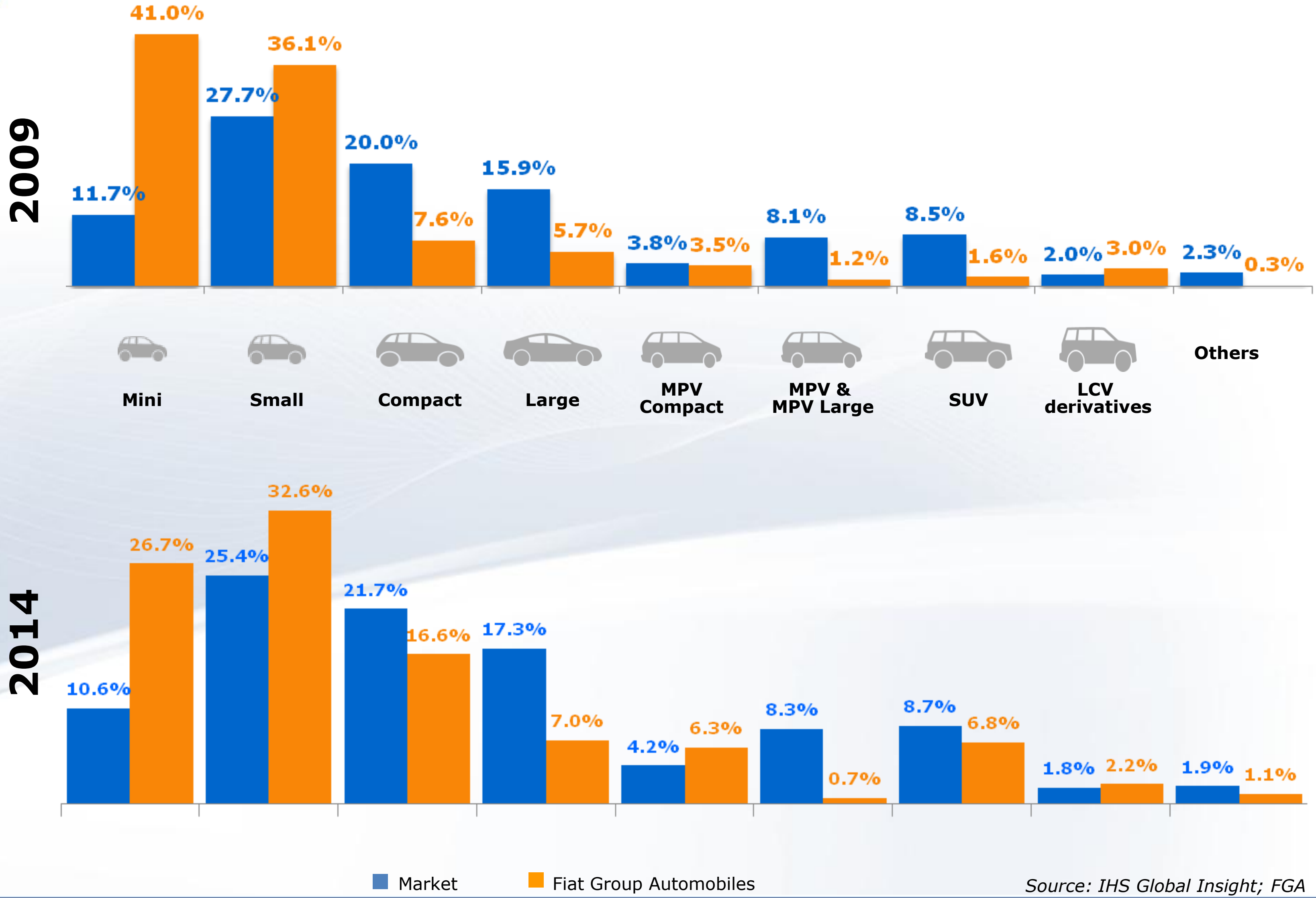
17 major product interventions

NEW MODEL PRODUCED BY: Chrysler Group, Fiat Group

PRODUCT ACTIONS: Major modification

FGA mix evolution vs. market in 2014

Passenger Cars (EU27+EFTA)



Source: IHS Global Insight; FGA

European dealer network
A step further

- Expanding retail channel by more than 1,600 point of sales by 2014 (~30% increase over 2009) to support sales growth, of which 950 from Chrysler Group network
- Capitalizing on opportunities through integration of sale and service activities of Chrysler, Jeep® and Dodge branded products in several countries (started Apr 2010)
  - Enhancing territory coverage and quality market presence (‘14 vs. ’09)
  - Lancia/Chrysler network nearing 1,100 point of sales
  - Retail channel for Jeep® boosted by ~40%
- Improving network sustainability, targeting for
  - Average throughput of ~750 units by 2014 (+25% vs. 2009)
- New flagships stores in metro areas
  - Leveraging existing owned dealers from Chrysler Group
  - Topping 90 owned dealers by 2014 (openings of 40+ outlets vs. ‘09)

Investment of ~€1bn in network & customer service in 2010-14 period

Parts & Services

Highly profitable business, focus on increasing performance

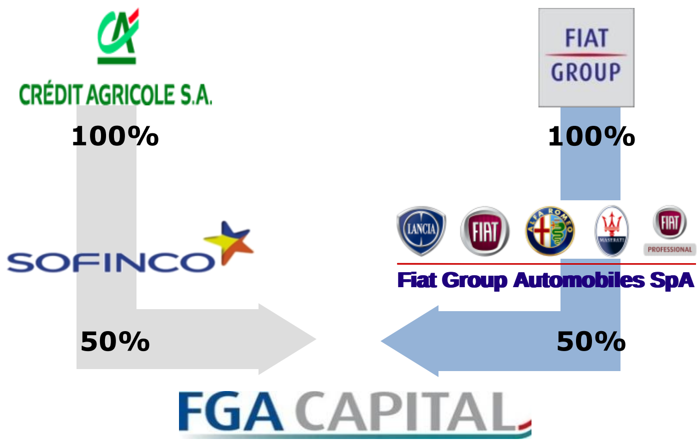
- Continued focus on margin improvement and network parts profitability
- Drivers for revenue growth
  - Protect and improve customer loyalty on <5 years vehicles
  - Share of demand growth on 3 to 8 years car parc segment focusing on key commodities
  - Additional specific product offering
- Towards operational excellence to strengthen brand equity and reduce costs
  - Lean supply chain: Italian depots insourced, integrated vendor & dealer inventory management
  - World Class Logistics: +4% YoY productivity, targeting main source depots at gold level
- Synergies with Chrysler leveraging FGA's and Chrysler's best practices (shared organization and logistics)

FGA Capital

A partnership between Fiat & Credit Agricole

Corporate structure

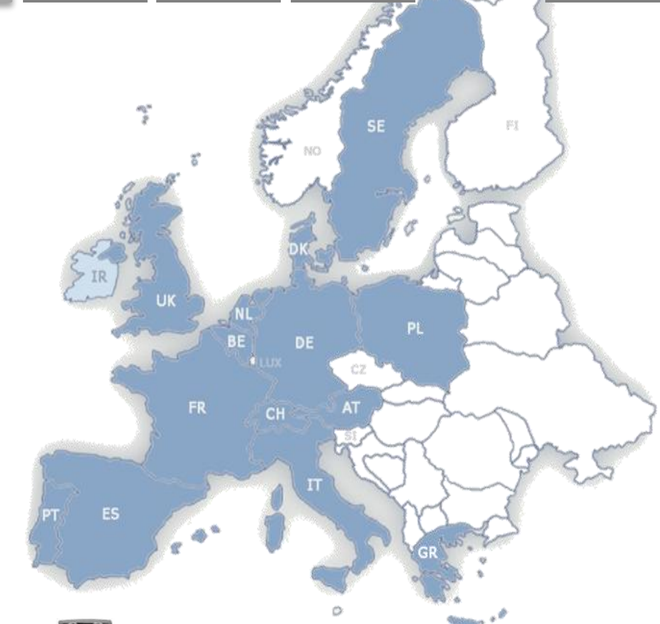
Start date: December 28th 2006



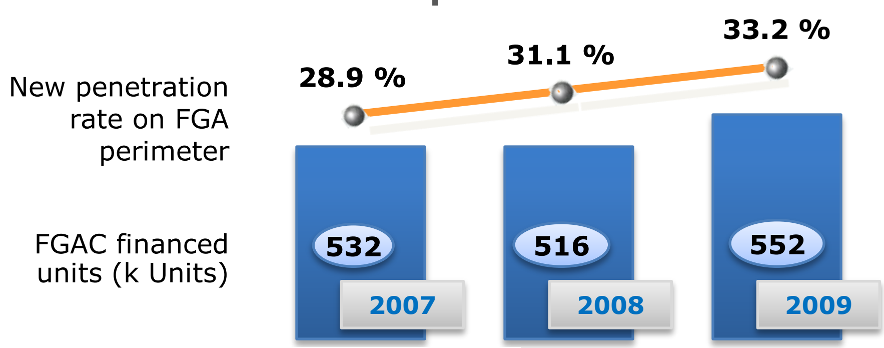
JV portfolio growth and footprint

3 Integrated Business Lines across 15 Countries and 11 Brands

€ bn	2007	2008	2009	2014E
Portfolio	14.6	15.5	15.5	18.5
R.O.A.	1.3%	1.2%	1.2%	1.5%
R.O.E.	9.8%	10.5%	7.6%	12.9%



Commercial performance



International markets
The enablers are now in place

China
- A 50-50 JV signed early 2010 with Guangzhou Automobile Group (GAC) for production of cars and engines
- Max plant capacity at 330k vehicles per annum at steady state

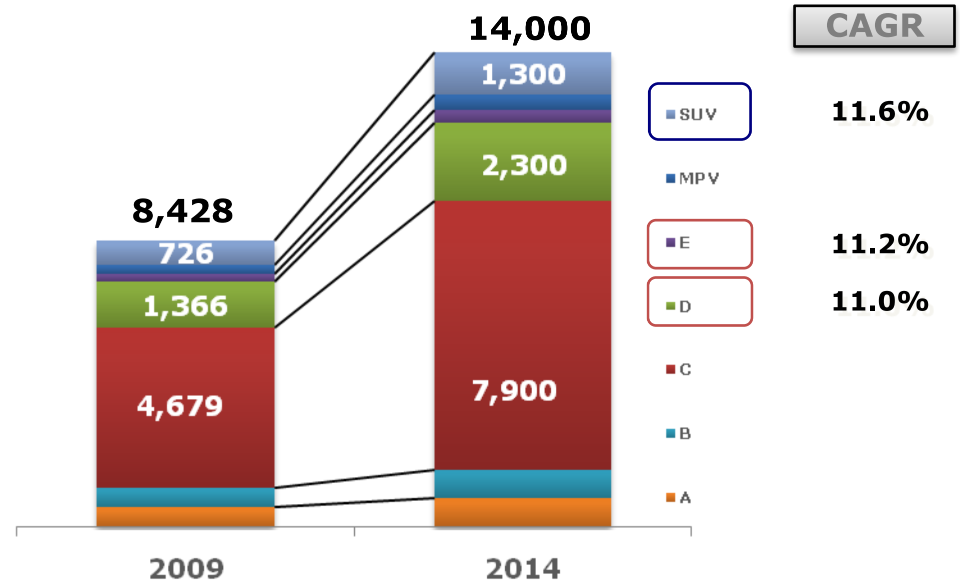
Russia
- A global alliance established with Sollers through a 50-50 JV for production and distribution of passengers cars and SUVs branded Fiat and Chrysler Group
  - Initial expandable production capacity at ~300k vehicles/year
  - A minimum of 10% of produced vehicles to be shipped to export markets

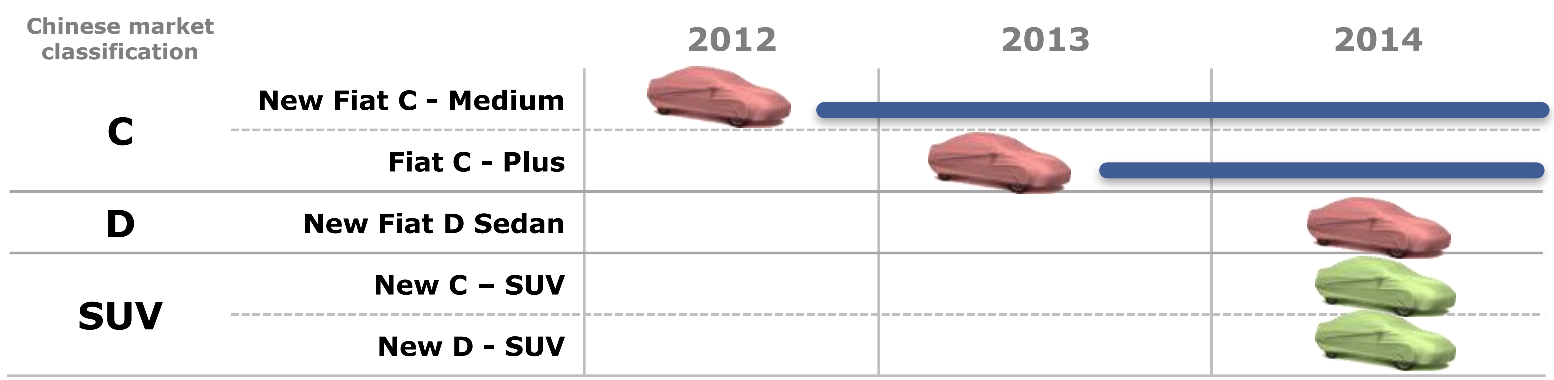
India
- A 50/50 JV with Tata Motors established in 2007 for production and sale of Fiat branded vehicles, FPT engines & transmissions for both local market and export
  - Current car production: Palio, Grande Punto & Linea for Fiat; Indica & Manza for Tata
  - Current powertrain production: 1.3 JTD and Fire 1.2/1.4 and realated transmissions

~€3.3bn overall investments in R&D and Capex jointly funded with JV partners over 2010-14 (~90+% without requiring financial support for Fiat except for technical know-how)

China

All models share single architecture
Targeting ~300k units by 2014 and 2% market share

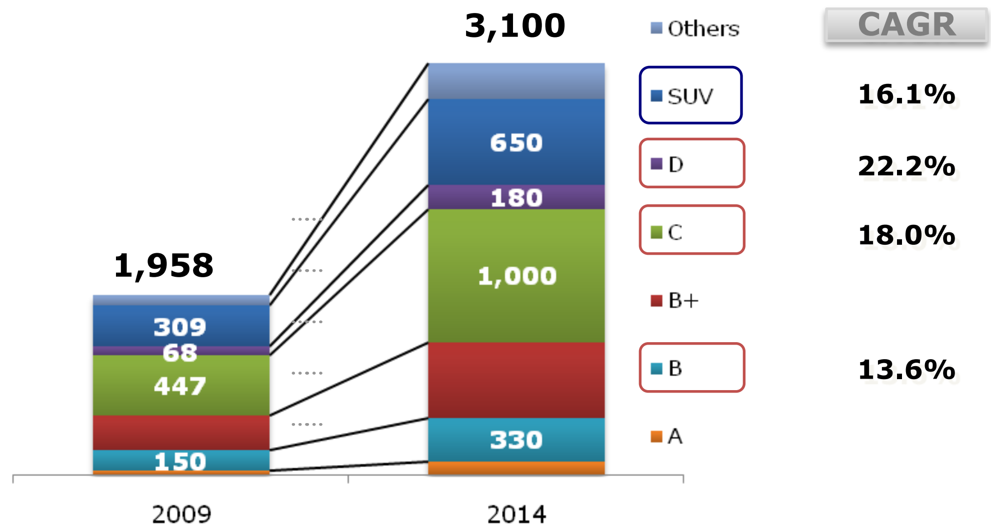


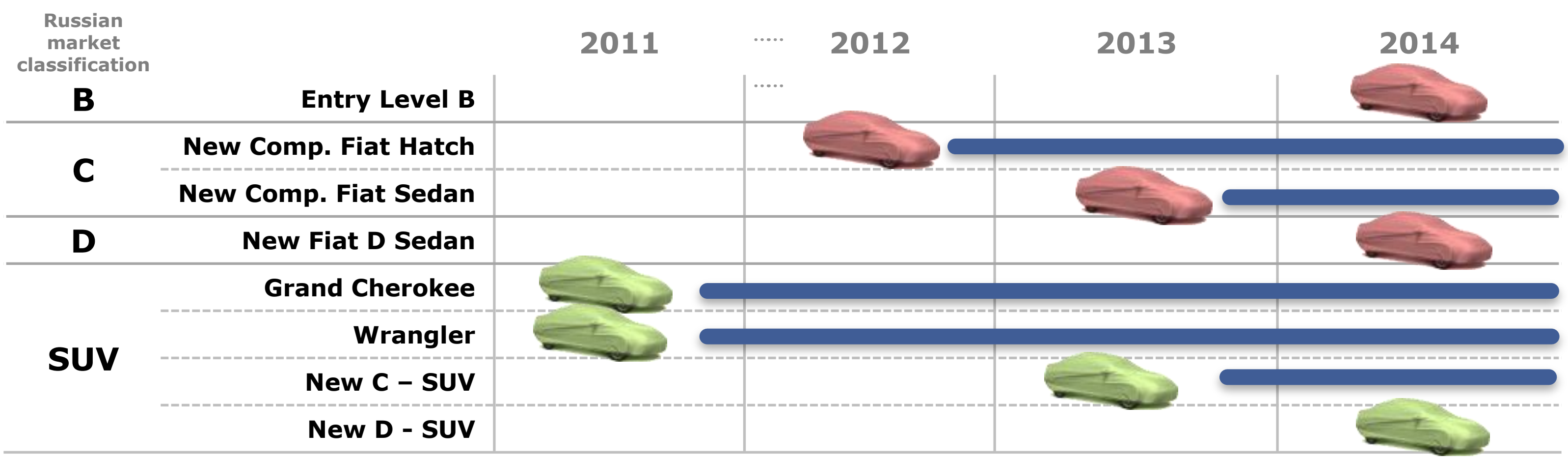


NEW MODEL ORIGINED FROM

Russia

Sales target of ~ 280k units by 2014
Passenger cars: ~230k, 7% market share
LCVs: ~50k



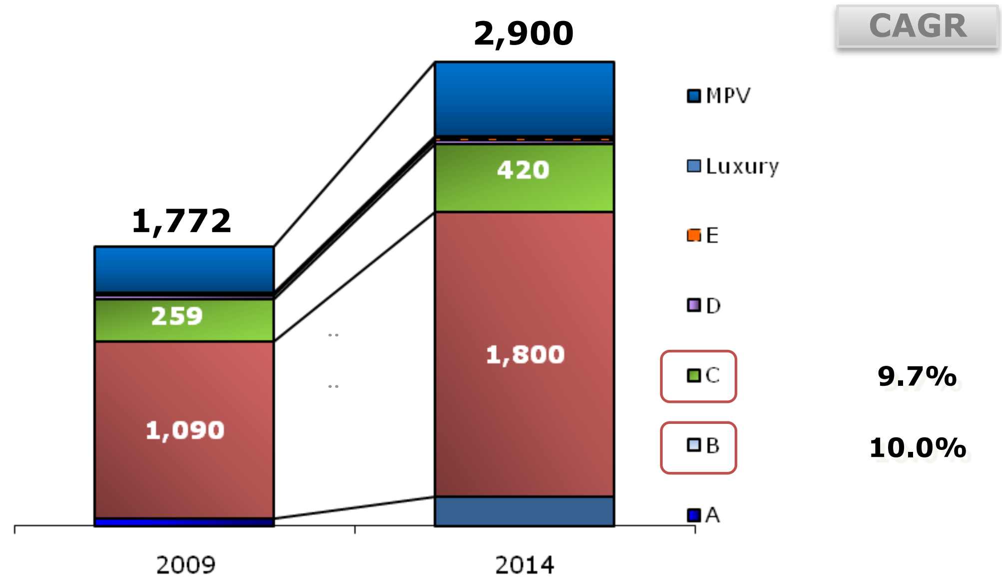


NEW MODEL ORIGINED FROM

Chrysler Group | Fiat Group

India

Sales target of ~130k units by 2014 or 5% market share



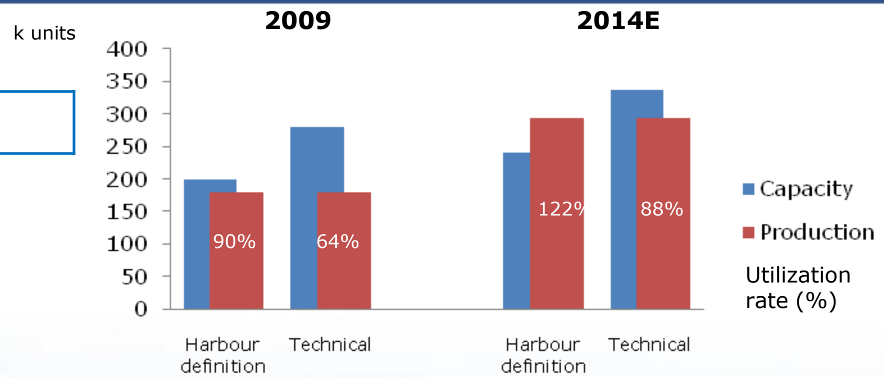
Indian market classification		2012	2013	2014
B	**New Small**			
B Plus	**Grande Punto**			
C	**Linea**			

NEW MODEL ORIGINED FROM: Fiat Group

PRODUCT ACTIONS: Major modification

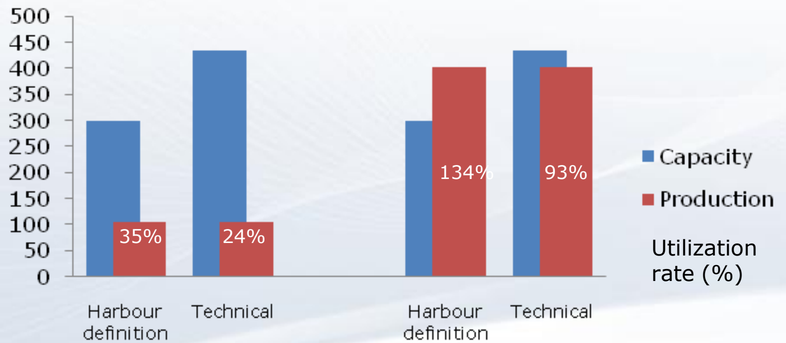
The plan's impact on manufacturing footprint
Italy (1/2)

Mirafiori



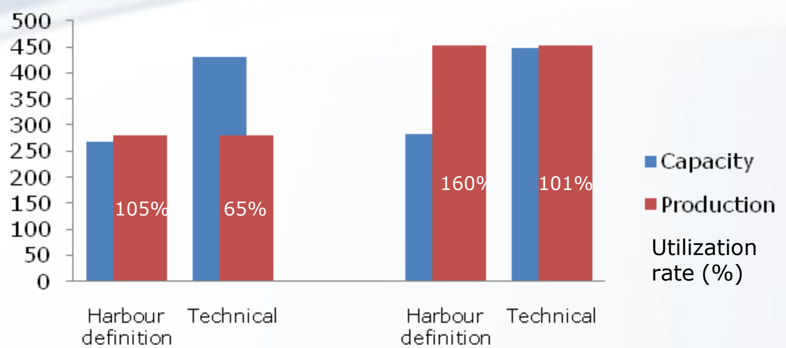
Platforms in 2014
- Small
- Compact

Cassino



Platforms in 2014
- Compact

Melfi

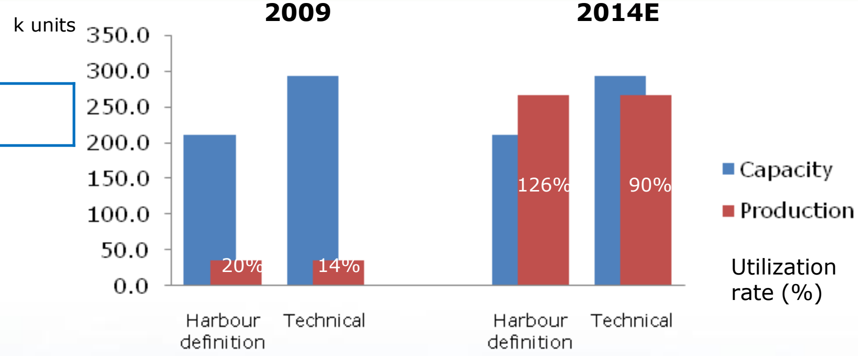


Platforms in 2014
- Small

Capacity:
Harbour definition: 235 days per year / 16 hours per day
Technical : 280 days per year / 3 shift a day

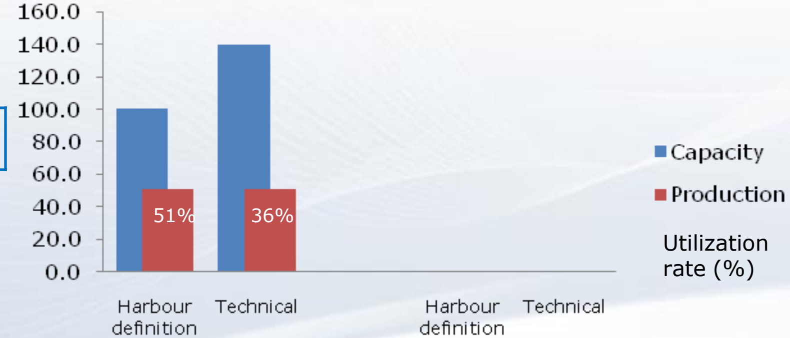
The plan's impact on manufacturing footprint
Italy (2/2)

G. Vico

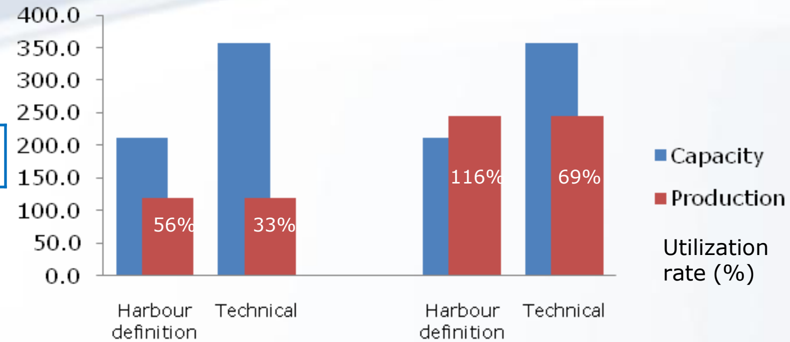


Platforms in 2014
- Mini

Termini Imerese



Sevel



Platforms in 2014
- LCV

Capacity:
Harbour definition: 235 days per year / 16 hours per day
Technical : 280 days per year / 3 shift a day

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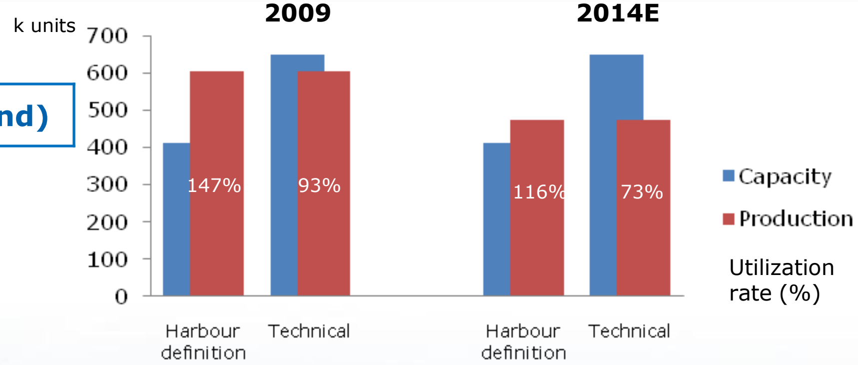
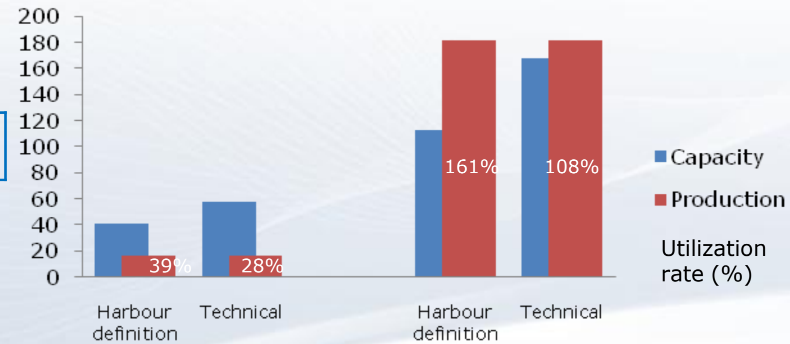
The plan's impact on manufacturing footprint
Rest of Europe

Tychy (Poland)



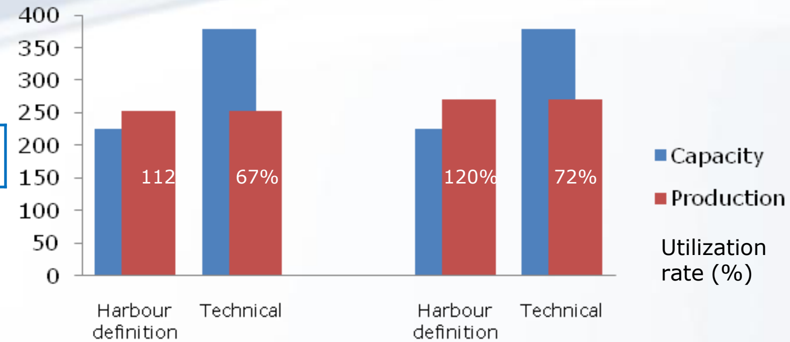
Platforms in 2014
- Mini

Kragujevac (Serbia)



Platforms in 2014
- Small

Bursa (Turkey)



Platforms in 2014
- Small

Capacity:
Harbour definition: 235 days per year / 16 hours per day
Technical : 280 days per year / 3 shift a day

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Our proposed commitment to a new manufacturing reality in Italy

What Italy can achieve…

- Production volumes in Italy of ~1.4mn passenger cars + ~250k LCVs in 2014
- ~65% of Italian production units for export by 2014 (from ~40% in 2009)
- ~2/3 of Group total investment over plan period of ~€26bn (capex and capitalized R&D spending) plus ~€4bn of expensed R&D

…and what is needed to get there

- Full plant utilization (18 shift per weeks)
- Access to temporary layoff benefit scheme during the industrialization phase
- Rigorous containment of overhead and labour costs
- An unwavering commitment to WCM
- Flexibility in responding to needs of the market (peak demand, downtime, etc.)

A new working model based on a joint commitment to the future

FGA & Chrysler integration

- Combined FGA and Chrysler volumes yield
  - 6 million cars by 2014
  - the minimum required to be a competitive global player
- Sharing of resources and commitments between Chrysler Group and FGA guarantees
  - Optimal allocation of capital
  - Full utilization of distribution capabilities
  - Maximum leverage of technology across product range
  - Full leverage of more than €60bn of purchasing power in 2014
- Joint development of international expansion opportunities

The FGA-Chrysler relationship
An estimate of synergies

€mn	2010E	2011E	2012E	2013E	2014E	Cumulative
Purchasing	94	135	160	185	185	**759**
Engineering	20	60	150	170	200	**600**
Sales of powertrains	-	4	19	69	107	**199**
Royalties	-	1	4	4	4	**13**
	100+	**~200**	**300+**	**400+**	**~500**	**~1,500**

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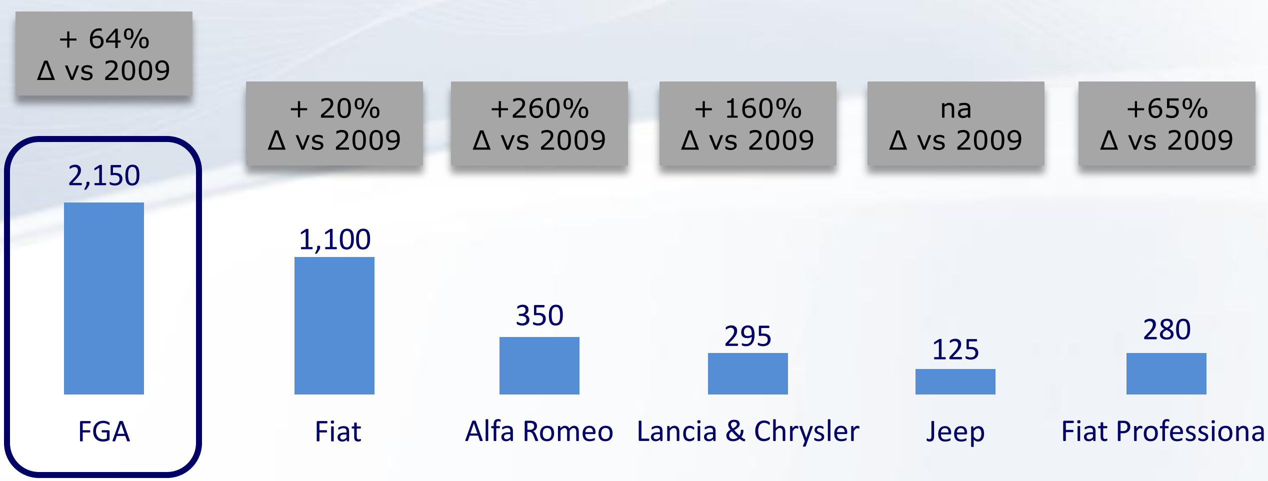
Fiat Group Automobiles sales by 2014

Europe (Passenger Cars & LCVs)

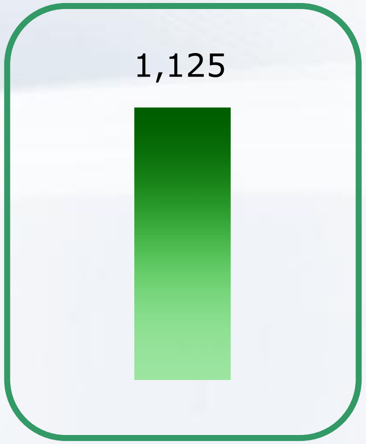


k Units

Fiat Group Automobiles sales by 2014

Latin America (Passenger Cars & LCVs)

+40%
Δ vs 2009

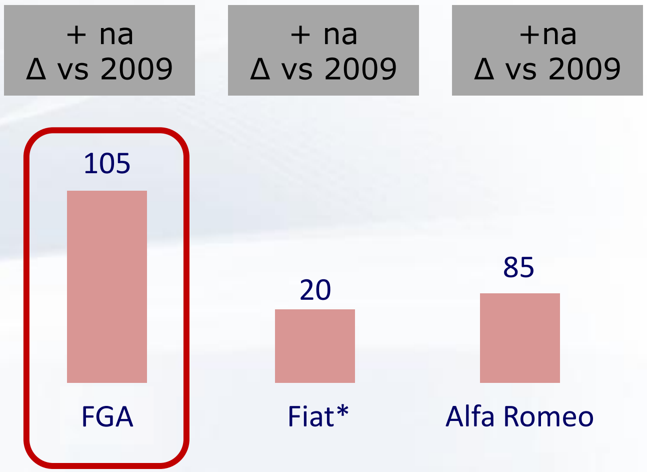


k Units

Chrysler Jeep & Dodge models excluded

Fiat Group Automobiles sales by 2014

NAFTA (Passenger Cars & LCVs)

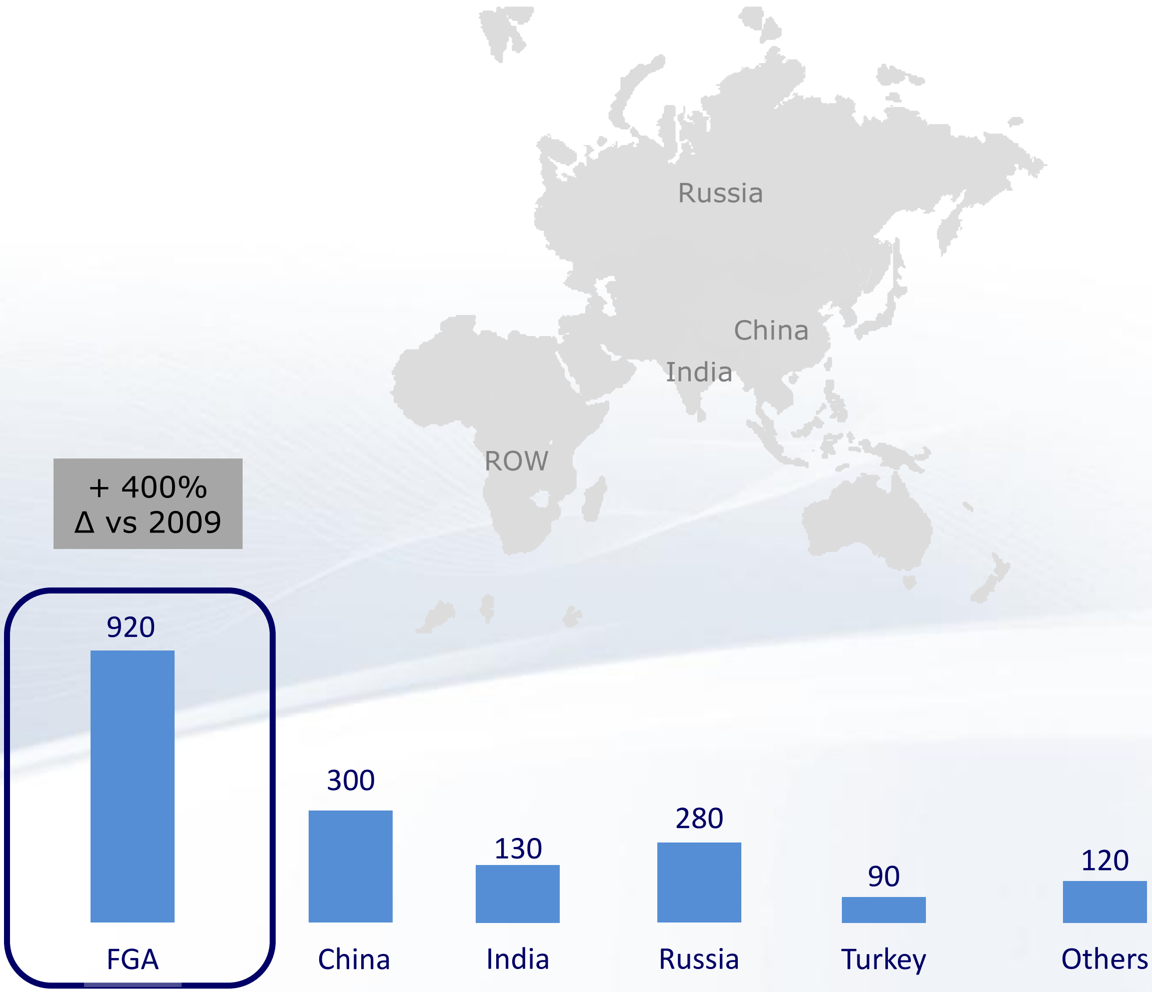


k Units

*** Fiat sales excludes 100k Fiat 500 produced by Chrysler and sold in NAFTA and Latin America**

Fiat Group Automobiles sales by 2014

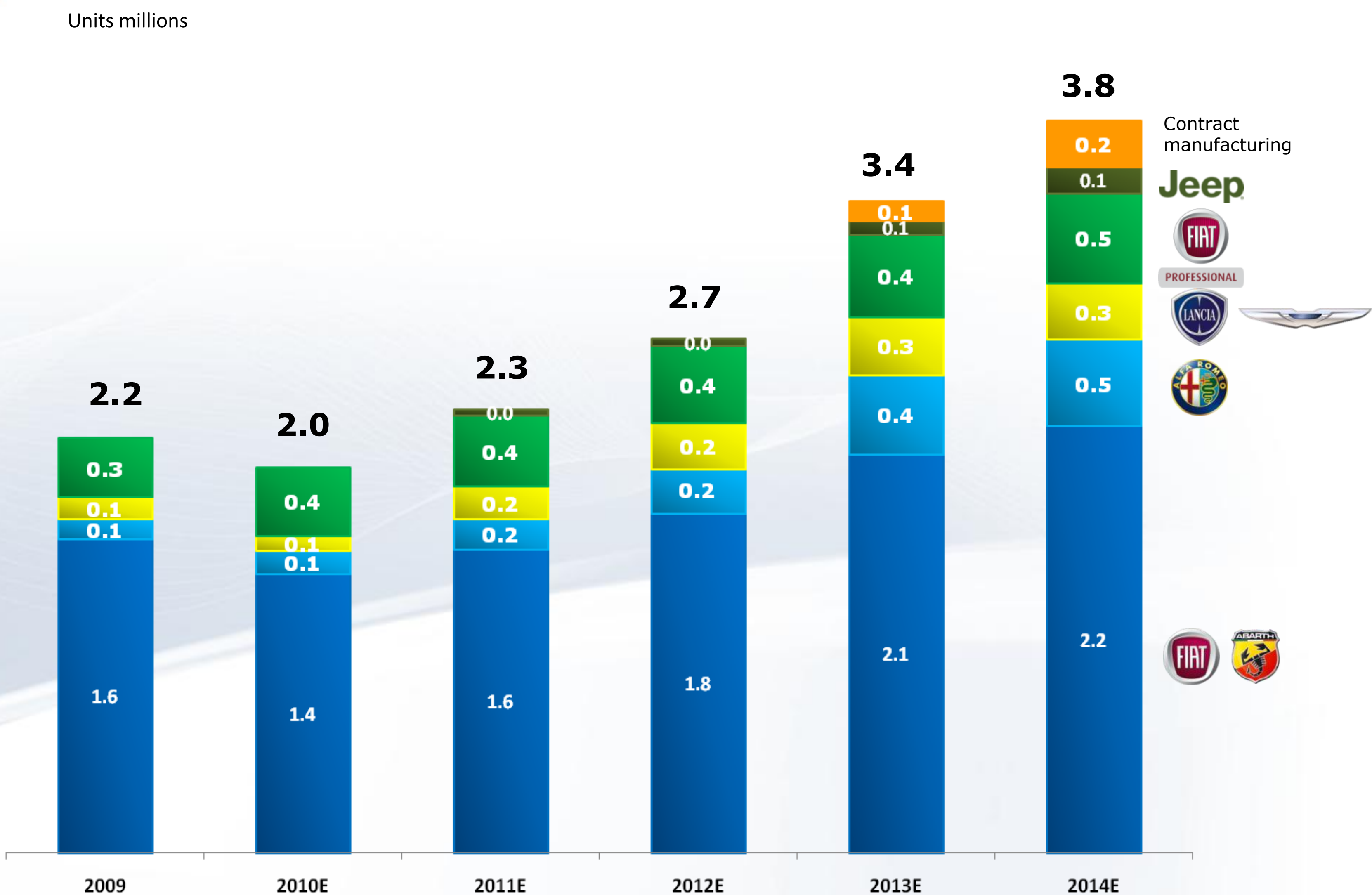
Rest of World (Passenger Cars & LCVs)



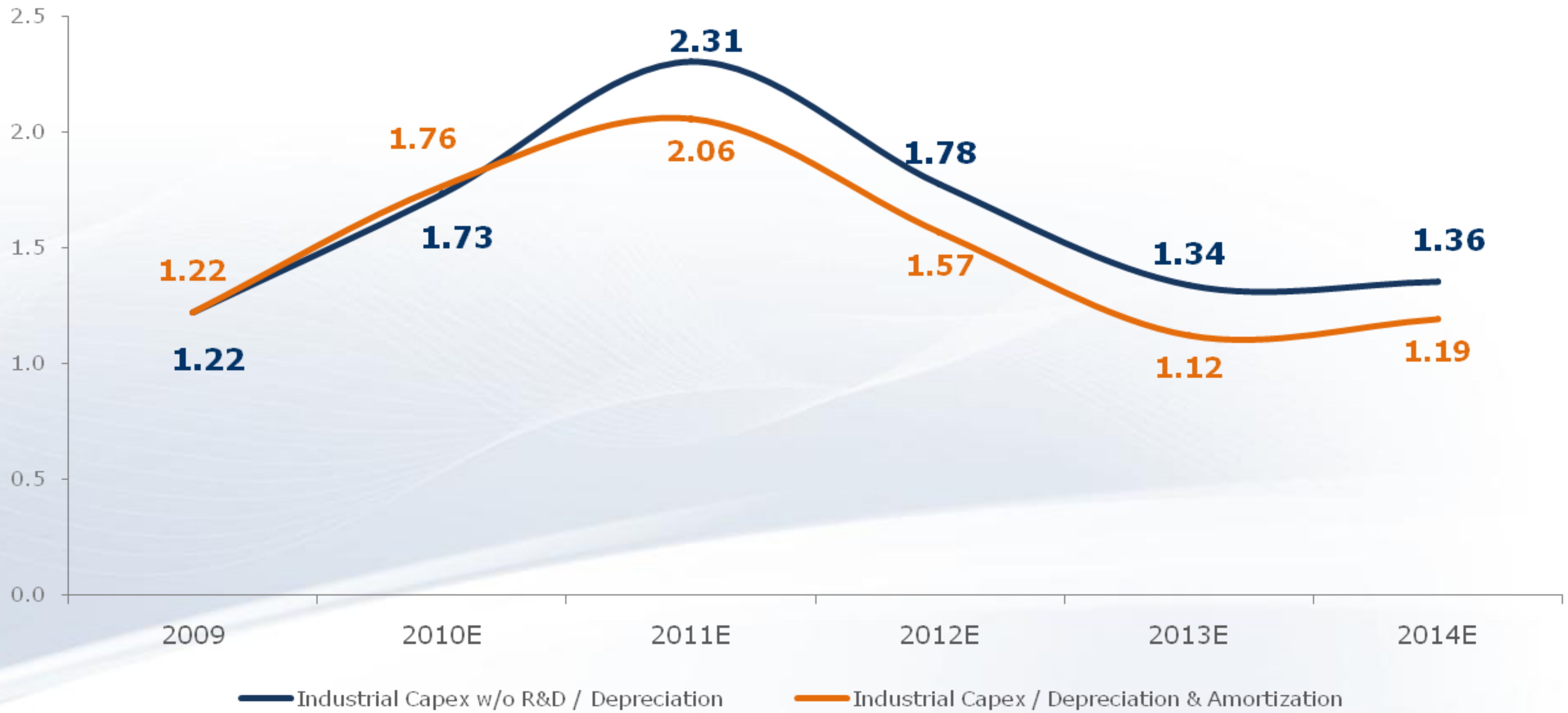
k Units

Including FGA, Chrysler Jeep & Dodge sales through JV's

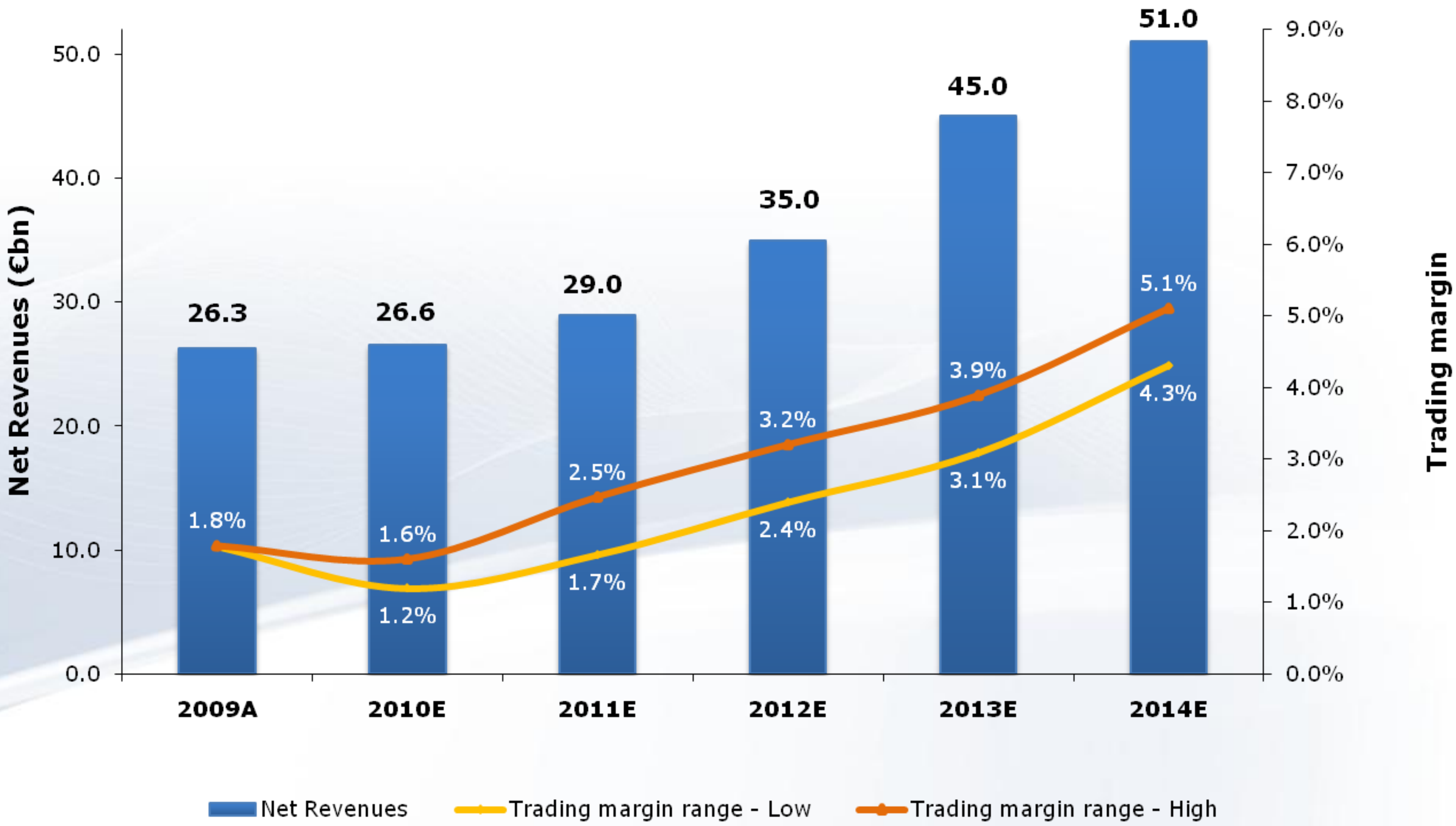
Fiat Group Automobiles
Reported sales by brand (Passenger Cars & LCVs)



Financials
Capex – Fiat Group Automobiles



2010-14 Financial targets
Fiat Group Automobiles



Closing reflections on FGA's 2010-14 Plan

- A real global player in combination with Chrysler
- Meets minimum volumes required for survival
- Clearly addresses
  - Revival of Alfa Romeo brand
  - Transformation of Lancia into a full liner
  - Manufacturing utilization and architecture allocations to yield lowest possible cost
  - Completion of network development in conjunction with Chrysler
  - Retention of CO_2 emission leadership in Europe
  - Satisfactory international expansion