







# 2015 CORPORATE PRESENTATION



A leading global automaker, ranked seventh in the world, with extraordinary potential at the technical, professional and human level.

SERGIO MARCHIONNE, Chief Executive Officer, FCA

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THE GROUP



# Key Figures\*





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National Markets





R&D Centers

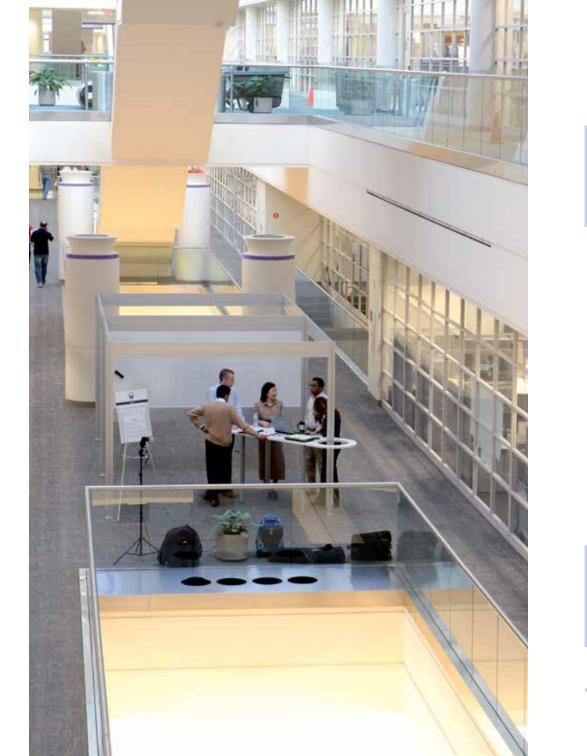
Employees\*\*

Revenues

<sup>\*\*</sup> Employee workforce figures do not include the 50% Sevel JV in EMEA or the 50% Fial JV in APAC

<sup>\*\*\*</sup> Includes capitalized R&D and R&D charged directly to the income statement

# Group Structure



#### MASS-MARKET BRANDS

100% FCA Italy S.p.A.

100% FCA US LLC

MASERATI
100% FERRARI 90%



FIAT CHRYSLER AUTOMOBILES

#### COMPONENTS

100%100%84.8%Magneti MarelliComauTeksid

OTHERS<sup>1</sup>

<sup>1</sup> Includes service and media companies

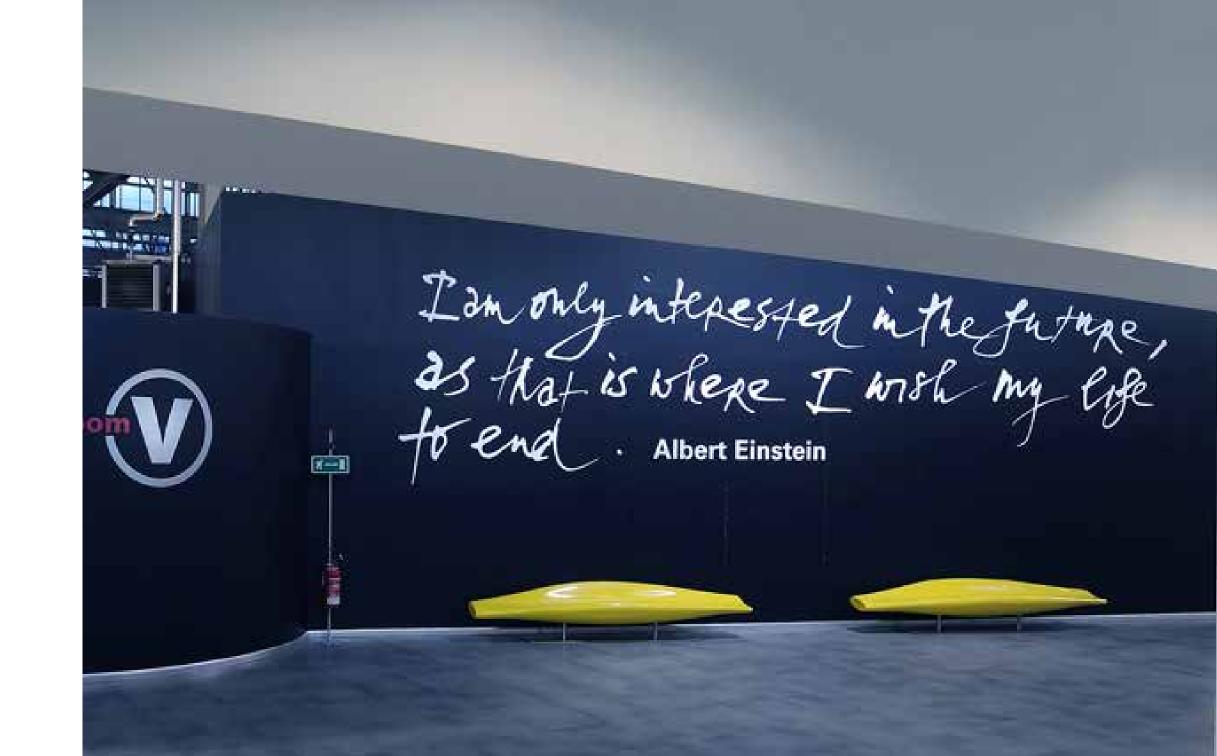
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# Planning the Future

Fiat Chrysler Automobiles (FCA), the seventh-largest automaker in the world, designs, engineers, manufactures and sells passenger cars, light commercial vehicles, components and production systems worldwide. The Group's automotive brands are: Abarth, Alfa Romeo, Chrysler, Dodge, Fiat, Fiat Professional, Jeep, Lancia, Ram, SRT, Ferrari and Maserati, in addition to Mopar, the parts and service brand. The Group's businesses also include Comau (production systems), Magneti Marelli (components) and Teksid (iron and castings).

In addition, the Group provides retail and dealer finance, leasing and rental services in support of the car business through subsidiaries, joint ventures and commercial agreements with specialized financing services providers.

FCA operates through companies located in 40 countries and has commercial relationships with customers in approximately 150 countries.



John Elkann
Chairman

Sergio Marchionne
Chief Executive Officer

# Values and Leadership

There is a world where people don't just let things happen.

They make them happen.

They don't check their dreams at the door. They get involved.

They take risks. They leave their mark.

It is a world where every new day and every new challenge brings the opportunity to craft a better future.

SERGIO MARCHIONNE, Chief Executive Officer, FCA

Leadership is a privilege, a noble calling, and it enriches people's lives. The Group has been built on the core principles of leading people and leading change.

Rewarding merit is a manifest and acknowledged principle at all levels.

We embrace and relish competition.

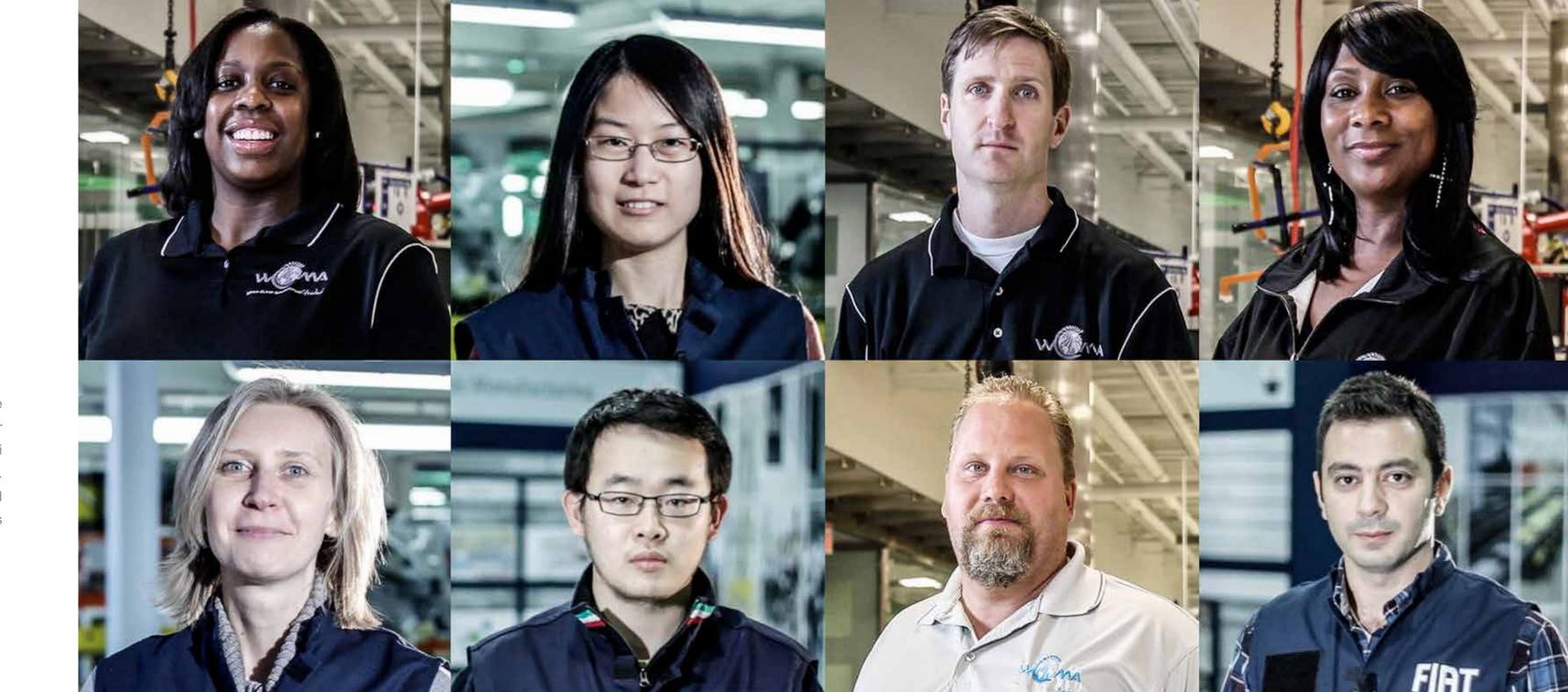
We aim to achieve best-in-class performance.

Delivering on promises is fundamental to our goal of being a credible and reliable organization.



# Geared for a Global Market

The Group's mass-market passenger car and light commercial vehicle brands and related parts and services activities are organized into four geographic regions – NAFTA, LATAM, APAC and EMEA – while Ferrari and Maserati, the luxury vehicle brands, operate with a global remit. The Components businesses, which include Magneti Marelli, Teksid and Comau, produce and sell components and production systems for the automotive industry and also operate on a global basis.



# GROUP BRANDS

































#### Alfa Romeo

With over a century of experience and passion, Alfa Romeo produces cars engineered with the perfect blend of technology, performance and design that makes the "Born in Milan" brand unique.



#### Chrysler

Since the company was founded in 1925, the Chrysler brand has continued to delight customers with its distinctive designs, craftsmanship and intuitively innovate technology – all at an extraordinary value.







#### Dodge

Dodge, America's mainstream performance brand, offers a full range of muscle cars, compacts, minivans, crossovers and SUVs. Built for top performance – from power off the line to handling on corners – every Dodge delivers unmatched versatility and excellent fuel efficiency.



#### Fiat

Fiat has been offering customers affordable yet innovative solutions to meet their mobility needs for more than a century. The brand's mission is to combine the Italian passion for design and originality with efficiency and versatility to simplify everyday life with the joyful usefulness of its products.







#### Fiat Professional

Fiat Professional's comprehensive range of light commercial vehicles meets every working need in every sector – for both large businesses and small.

### **Jeep**

#### Jeep<sup>®</sup>

Since 1941, the Jeep brand has continued to deliver an open invitation to live life to the fullest, providing customers unique, versatile and capable vehicles that provide owners a sense of safety and security to handle any adventure with confidence.







#### Lancia

With its elegance, personality and style, the Lancia brand is the essence of charm and the ideal choice for those who want to stand out from the crowd.



#### Ram Truck

Since its launch as a standalone brand, Ram Truck has established itself as a North American truck industry leader by investing substantially in new products, infusing them with great looks, refined interiors, durable engines and features that further enhance their capabilities.







#### **Abarth**

The modern successor of the company founded in 1949 by Karl Abarth – a legend in the world of motorsport – the brand specializes in performance modification and its philosophy centers around empowering customers and transforming the ordinary into the extraordinary.



#### Mopar®

For more than 75 years, the Mopar brand has been providing authentic parts and accessories and expert service and customer care. Today, Mopar supports FCA customers and dealers worldwide, distributing more than 500,000 parts each year in more than 150 markets around the globe.







#### Street and Racing Technology®

Formed in 2002, SRT is one of the industry's leading in-house automotive performance groups that creates bold, distinctive vehicles that deliver benchmark performance. In 2014, SRT became aligned with Dodge to develop ultimate performance vehicles for the brand.



#### Ferrari

Since the first car was built in Maranello in 1947, Ferrari has been synonymous with exceptional sports cars. Unique in design, technology, styling and performance, every Ferrari is an Italian masterpiece. As sixteen times winner of the Formula 1 Constructors' Championship, Ferrari's record of excellence is unequalled both on the track and on the road.







#### Maserati

Maseratis are immediately recognizable for their extraordinary personality. The harmony between traditional Italian craftsmanship and engineering excellence is evident in models such as the Quattroporte and Ghibli that guarantee the purest driving emotions.



#### Comau

Comau has 40 years of experience in advanced manufacturing systems and it leads the global market in sustainable automation and service solutions. Comau partners with customers, developing advanced, tailor-made solutions and providing localized support to help them achieve a competitive advantage.







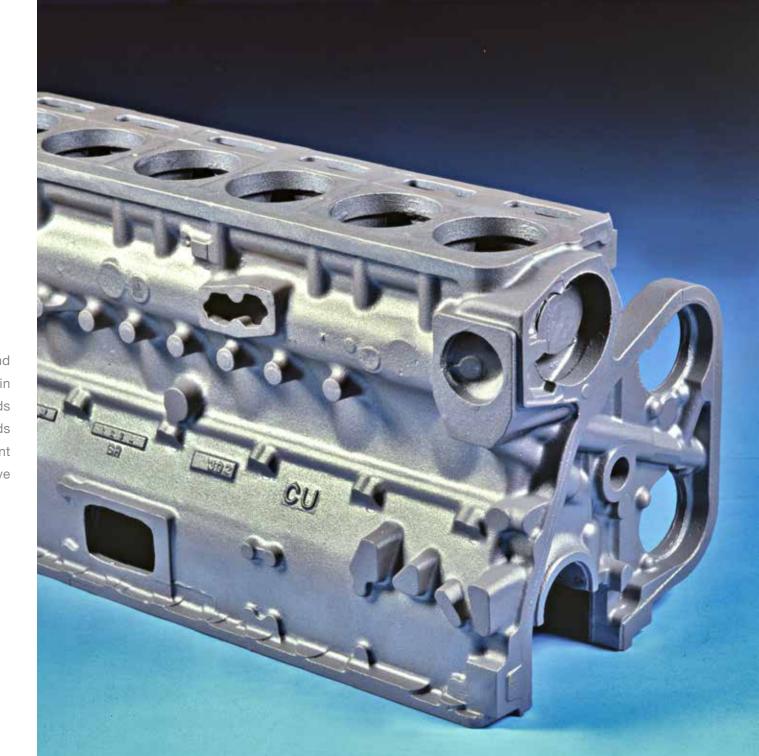
#### Magneti Marelli

Magneti Marelli is an international leader in the design and production of state-of-the-art automotive systems and components. Through a process of continuous innovation, Magneti Marelli develops intelligent systems and solutions that contribute to the evolution of safe and sustainable mobility.



#### Teksid

One of the world's largest producers of gray and nodular iron castings, Teksid is also a leader in production technologies for aluminum cylinder heads and engine components. High technical standards and close integration with the product development activities of customers are major competitive advantages for the company.



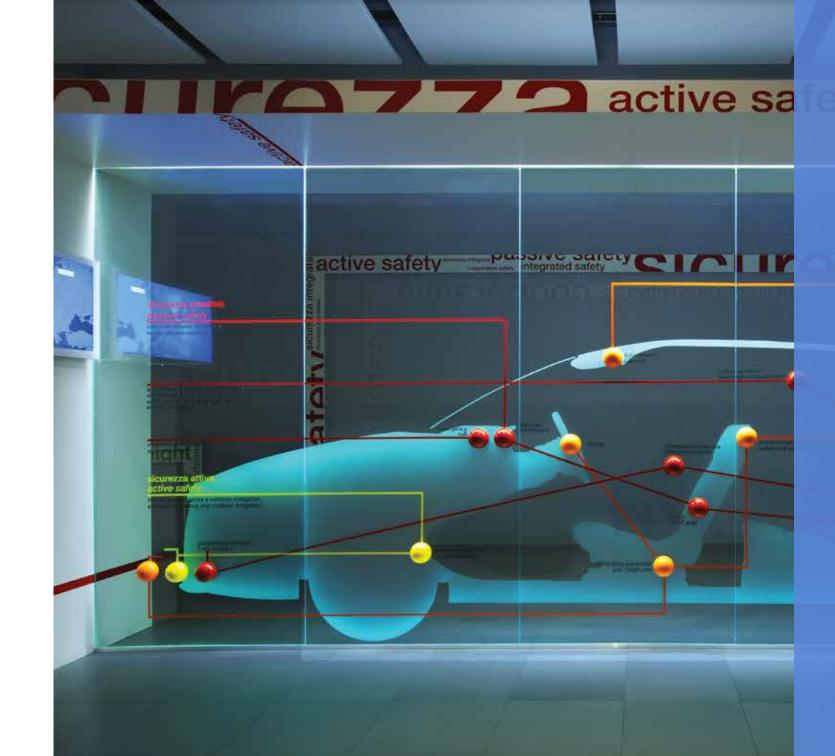
# INNOVATION



## Innovation for Growth

The Group's research concentrates on the following main areas:

- reduction of environmental footprint: with a focus on reducing environmental impacts throughout the entire vehicle life cycle, from the use of raw materials to vehicle end-of-life, in order to reduce noise, carbon and other polluting emissions, while improving vehicle energy efficiency
- safety and connected vehicles: with a specific focus on all aspects of safety (active, passive and preventive) and on the development of efficient infomobility systems
- increasing product competitiveness: with a focus on new vehicle architecture, performance, comfort and perceived quality, and on the use of innovative technology in production processes, while ensuring affordability and economic sustainability





85
R&D Centers

€3.7bn

SUSTAINABILITY



# A Commitment to Responsibility

At FCA, we believe success should also be judged by how it has been achieved and that the pursuit of economic objectives must go hand in hand with a commitment to society and the environment.

The Plan focuses on several priority areas such as reductions in the environmental impact of our products and manufacturing processes, professional development of employees and promotion of their individual

The success of an organization over time is inextricably linked to its capacity to respond to the needs and expectations of all stakeholders. Sustainable growth is built through the trust that comes from satisfying customers and shareholders, nurturing a sense of belonging among employees, building constructive and mutually beneficial relationships with local communities and commercial partners.

Each year, our commitment to a development which is in harmony with people and the environment is communicated to stakeholders in a clear and transparent manner through the targets, actions and results contained in the Sustainability Plan.

The Plan focuses on several priority areas such as reductions in the environmental impact of our products and manufacturing processes, professional development of employees and promotion of their individual well-being together with a culture of health and safety, research and solutions to enhance safety for all road users, improvements in the customer experience, efforts to promote a culture of responsibility throughout the supply chain and support of local communities.

That commitment and the results achieved have been recognized by several leading sustainability rating agencies, which have ranked the Group among the global leaders in sustainability.

MEMBER OF

#### Dow Jones Sustainability Indices

In Collaboration with RobecoSAM •







### Sustainability: Facts and Figures



#### €2.3 bn invested

to complete and upgrade FCA's most advanced and sustainable plants, Pernambuco and Melfi



FCA pioneer and leader

in natural gas vehicles in Europe for over 15 years



### Ferrari, the first carbon neutral

luxury automobile brand in China: 111,000 trees planted in Inner Mongolia since 2012



#### Safety record

responsible for savings of €50 mn in state accident premiums in Italy since 2012



### Approximately **300 supplier ideas**

implemented through the Super Program, generating cost savings of €43 mn



#### **€4.8 bn** or 17.7%

of total purchases in North America from minority suppliers



3,700 environmental projects

implemented worldwide, leading to €54 mn in savings



### €32 mn revenues generated

through projects to minimize waste



**€2.4 mn** cost savings

from projects to reduce water consumption



### 20.4% of electric energy used

in Group's manufacturing activities derived from renewable sources



### **3.3 billion m³** of water saved

at plants worldwide with recycling index reaching 99.3%



### More than **32,000 tons** of CO<sub>2</sub>

a avoided since 2012 by
.3% FCA plants in India through the
use of wind energy



### More than **€24 mn** committed

to local communities around the world



#### €7.4 mn invested

in education programs through FCA-Politecnico di Torino partnership from 2014-2018



### New Compressed Natural Gas

fleet of transport trucks in North America



#### Motors Citizens employee volunteer

program launched, with over 32,000 hours volunteered, impacting more than 6 million lives in the U.S. alone

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### Sustainability: Recognition and Awards



# FCA confirmed

in prestigious DJSI World FCA named a leader in CDP Italy 100 Climate Disclosure Leadership Index and Climate Performance Leadership Index for 3rd year running

#### Euro NCAP 5 Stars

for Jeep Renegade

#### U.S. IIHS Top Safety Pick

for Dodge Dart and Top Safety Pick + for Chrysler 200 U.S.NCAP
5 Stars for Chrysler
200 FWD, Jeep Grand
Cherokee 4WD,
Dodge Challenger
and Dodge Dart

#### ANCAP 5 Stars

for Maserati Ghibli

#### Ram 1500 EcoDiesel

awarded 2015 Green
Truck of the Year™

#### 3.0-liter EcoDiesel V-6

among Ward's 10 Best Engines for 2015

#### Maserati Alfieri Concept

wins "2014 Concept Car of the Year"

#### Magneti Marelli

recognized as best sustainable supplier and COMAU as perfect safety supplier by industry peers

# Pomigliano plant wins

Lean & Green
Management Award
2014

#### FCA U.S.

wins Best Employers for Healthy Lifestyles® Gold Award

#### FCA U.S.

earned Perfect Score for LGBT Workplace Policies and Benefits

#### FCA Brazilian Árvore da Vida

program won the 8<sup>th</sup> annual AEA Environment Award in the Social Responsibility category

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# WORKING AT FCA



# Why Work at FCA?

FCA is an international group with a daily mission: delivering what it Being part of FCA means working in a dynamic setting where innovation promises, starting with a commitment to the professional development of and an open and multicultural mentality are embraced. It means working in its employees. Wherever the Group is present, it devotes time and energy a professional environment where all employees have ample opportunity to developing the capabilities and aspirations of individuals. In fact, FCA to achieve excellence. believes it is important to leave plenty of room for individual initiative and Today the men and women of FCA look ahead to the future with optimism, enterprise, in order to allow every individual's talent and creativity to emerge. enthusiasm and passion. They stand ready to face new challenges and It also provides training and professional development programs to enable ensure FCA achieves solid, sustainable growth around the world. everyone to carry out their role to the very best.



#### Human Resources

"Meritocracy, leadership, competition, best-in-class performance and delivering on promises: these are the five core principles, the five fundamental pillars behind the profound cultural change that has taken place at FCA."

SERGIO MARCHIONNE, Chief Executive Officer, FCA

E66 mn spent on employee training





2,736

scholarships awarded in 14 countries totaling more than

€3.9 mn







"The challenges are daily and continuous and range from production and development to team integration and maintaining sustained collaboration with all areas of the Group. This kind of direct involvement with the product gives you full exposure to the entire process, from design to launch, meaning you are involved in 'development' in the true sense of the word."

MARCIO TONANI, Platform Manager, FCA



"Gaining experience is very important, even if you are still studying. Studying the books is not enough. Although they are very important, it's practical experience that changes your life and prepares you for the professional world."

LUCIO BERTA, Head of Brand Communication, Abarth





over 4.3 mn hours of training provided

"I truly believe that with a positive approach we can build strong bridges between teams located in different countries."

XIN HONG, Quality Controls Specialist Mechanical Engineering, Comau

165,000 employees in 2014



5.2

SOCIAL NETWORKS & CONTACTS



# Social Networks

For FCA Group, new media is not only an information source that is monitored but it is also actively used as a platform through which the Group and its brands can clearly and effectively communicate their message. Social networks are used as an integrated part of the Group's overall communication strategy to provide relevant and up-to-date corporate information to the public.



#### FCA Space



www.fcaspace.com

#### Facebook



fcagroup.com/ facebook

#### inkedin



fcagroup.com/ linkedin



fcagroup.com/

#### Twitter



fcagroup.com/

#### YouTube



fcagroup.com/ youtube

#### Google+



fcagroup.com/ googleplus

#### App Store/Google Play



Fiat Chrysler Corporate App

5 6



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