FIAT Professional: Full-line from the very beginning

- Fiat 24hp – 1903
- Fiat 18P Bus – 1911
- Fiat Tipo1 Post Office Van – 1903
- Fiat 18L Tipper – 1914
Dedicated LCV organization

Consider our client as a partner

New products & tailor made solutions
FIAT Professional: Our Customers

Goods Transport

People Mover

RV Customer
FIAT Professional: 2014 Line-up

A range that answers all lightweight transport needs

Payload [ton]

Capacity [m³]

0.2 0.6 1.0 1.4

0.4 0.7

Strada
Fiorino
Doblò
Scudo
Ducato

FIAT Professional: 2014 Line-up - A range that answers all lightweight transport needs
FIAT Professional: Ducato - Global Product

- Manufactured in 3 regions
- #2 in Europe
- 2 Motorhomes out of 3 are Ducato in Europe
- More than 2.6 million units sold since 1981
FIAT Professional: We speak with facts

5 “Van of the Year” Awards


VAN OF THE YEAR
FIAT PROFESSIONAL
HALL OF FAME
FIAT Professional: 2013 Global Sales

- **250 K** EMEA
- **179 K** LATAM
- **2 K** APAC
- **431 K** GLOBAL SALES
- **134 K** STRADA
- **133 K** DUCATO
- **76 K** DOBLO
- **61 K** FIORINO
- **14 K** SCUDO
- **13 K** VAN/PICK UP - OTHER
<table>
<thead>
<tr>
<th>Model</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRADA</td>
<td></td>
<td></td>
<td>NEW</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FIORINO</td>
<td></td>
<td>NEW</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DOBLO</td>
<td></td>
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<td>NEW</td>
<td></td>
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</tr>
<tr>
<td>SCUDO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>NEW</td>
</tr>
<tr>
<td>DUCATO</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MID-SIZE PICKUP</td>
<td></td>
<td></td>
<td></td>
<td>NEW</td>
<td></td>
</tr>
</tbody>
</table>
The Plan: FIAT Professional - Global Sales Plan

**PRIORITIES**

- **Keep share in Europe**
- **Grow in Russia**
- **Strengthen Middle East & Africa penetration**
- **Grow LATAM share with new Strada and Mid-size Pickup**

FIAT PROFESSIONAL VOLUMES

- 2013: 431 K
- 2018E: ~600 K
  - +~170 K +~40%
The Brand: History

**1st Dodge Truck**
- 1917 - The first Dodge Screen-side Truck
- 1929 - The Merchants Express is the first Dodge half-ton pickup

**Military Usage**
- The Power Wagon, based on the U.S. Army’s 3/4-ton truck chassis, is first introduced to the public

**Personal Use Pickups**
- 1964 - The industry’s first personal-use pickup, the Custom Sports Special, is introduced

**Lifestyle Pickups**
- 1972 - Updated Adventurer pickup is introduced as part of the “Lifestyle” line of trucks
- 1973 - The 1st Club Cab is introduced

**Cummins Diesel Is Introduced**
- 1989 Cummins Turbo Diesel is first used in Ram full-sized trucks

**New Big Rig Design**
- 1994 Dodge Ram is Truck of the Year
- 1998 - Quad Cab becomes the first extended-cab with 4 doors
- RamBox feature introduced

**Product Expansion**
- 2003 - Ram Heavy Duty wins Motor Trend’s Truck of the Year
- 2006 – Power Wagon re-introduced
- 2008 - Launched new Ram 1500 with Crew Cab

**Timeline**
- 1917-1939
- 1940-1959
- 1960’s
- 1970’s
- 1980’s
- 1990’s
- 2000-2008
The Brand: History

**R**AM **B**ECOMES **A** **S**TAND **A**LONE **B**RAND

**LAUNCH OF NEW HEAVY DUTY**
- Ram HD wins Motor Trend Truck of the Year
- Introduced industry-first integrated exhaust brake

**GUTS. GLORY. RAM**
- Introduced “Guts. Glory. Ram” as the new brand theme line.
- Launched Laramie Longhorn, Express and Tradesman series

**LIGHT DUTY EVOLUTION**
- Introduced new segment-leading light-duty truck
- Ram LD wins Motor Trend Truck of the Year

**RAM COMMERCIAL**
- Ram Commercial Brand and Ram ProMaster launches
- All-new Ram HD and Chassis Cab launches
- Ram LD wins 1st ever back-to-back Motor Trend Truck of the Year Award

**ALL-NEW LINE-UP**
- Introduced industry-first light-duty diesel
- Launched 6.4L HEMI engine
- Introduce ProMaster City Van

Proven Brand Commitment
$2.4 Billion Investment in Ram Brand Products & Innovations
RAM BRAND GOAL:
To Build the Best Pickup Trucks and Commercial Vehicles in the Industry!
The Brand: Positioning

**Brand Mantra**
Doing the right things for the right reasons

**Brand Positioning**
Brave, Noble, Confident

**Brand Promise**
The proof is in our trucks
- Innovation
- Capability
- Efficiency
- Durability
Ram Pickup Trucks: Light Duty (74% of Large Pickup Segment)

What They Do:
- 75% personal use
- Hunting, fishing, sports and home improvement projects

Segment Why Buys:
- Fuel Economy
- QRD
- Capability (Towing)
- Styling

Key Competitors:
- Ford F-150, Chevy Silverado, GMC Sierra
Ram Pickup Trucks: Heavy Duty (26% of Large Pickup Segment)

**What They Do:**
- 75% business use
- Construction, agriculture, landscaping
- Camping, boating

**Segment Why Buys:**
- Capability (Towing)
- QRD
- Power/Performance
- Styling

**Key Competitors:**
- Ford F-250/350, Chevy Silverado 2500/3500
# Ram Pickup Trucks

## Key Why-Buys

- **Fuel Economy**

## 14MY Trucks

- **25 mpg Gas**
- **28 mpg Diesel**

## 14MY Trucks MPG Advantage

<table>
<thead>
<tr>
<th>RAM MPG Advantage</th>
<th>Ford</th>
<th>GM</th>
<th>Toyota</th>
<th>RAM</th>
</tr>
</thead>
<tbody>
<tr>
<td>V6 Gas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.7L V6</td>
<td>23</td>
<td>24</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>4.3L V6</td>
<td>24</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Premium</td>
<td>22</td>
<td>23</td>
<td></td>
<td>28</td>
</tr>
<tr>
<td>3.6L V6</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EcoBoost</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.3L V8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.6L V8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.0L EcoDiesel</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Ram Pickup Trucks

Key Why-Buys

• **Fuel Economy**
  - The BEST
  - 25 mpg Gas
  - 28 mpg Diesel

• **Power**
  - The BEST
  - 850 ft/lb Torque

• **Payload**
  - The BEST
  - 7,320 lbs.

• **Towing**
  - The BEST
  - 30,000 lbs.
Ram Pickup Trucks

Commitment to Innovation

- Light Duty Link Coil Suspension  Jul 2008
- RamBox Storage System  Oct 2008
- Light Duty Active-Level 4-Corner Adaptive Air Suspension  Sep 2012
- Light Duty - Torqueflite 8-speed automatic transmission  Sep 2012
- Light Duty - Rotary Dial, Dash Mounted Transmission Shifter  Sep 2012
- All-Secure Remote Locking System (Doors, Tailgate, RamBox)  Sep 2012
- Uconnect 8.4” Radio with Touch Screen and Navigation  Sep 2012
- Heavy Duty 30,000 lb. Trailer Tow Capability  Feb 2013
- Heavy Duty Dual Rear Wheel Electronic Stability Control  Feb 2013
- Chassis Cab with Standard Electronic Stability Control
- Heavy Duty Cargo View Camera  Feb 2013
- Heavy Duty and Chassis Cab with available Manual Transmission  Feb 2013
- Full Size Cargo Van with Front Wheel Drive  Sep 2013
- Heavy Duty 6.4L V8 Hemi Engine with BIC Power and Torque  Oct 2013
- Heavy Duty Rear Link Coil Suspension  Oct 2013
- Heavy Duty Tire Pressure Display, 4 or 6 Dual Rear Wheel Tires  Oct 2013
- Light Duty 3.0L EcoDiesel Engine with Best In Class 28 MPG  Feb 2014
- Heavy Duty Auto-Level Rear Air Suspension  Mar 2014
- Heavy Duty Power Wagon – most capable Off Road Pickup Truck  Apr 2014
Ram Pickup Trucks: Commitment to Innovation

CLASS-EXCLUSIVE
RamBox Cargo Management System

• Offers up to 8.6 cubic feet of incremental dry, lit, and lockable storage

• Perfect for securely storing tools, gear or beverages
Ram Pickup Trucks: Commitment to Innovation

CLASS-EXCLUSIVE
Active-Level 4-Corner Air Suspension

- Ability to raise/lower vehicle up to 4 inches:
  - Improves aerodynamics and fuel economy
  - Improves ground clearance
  - Assists with loading/unloading
  - Automatically levels vehicle when bed is loaded or trailer attached.
Ram Pickup Trucks: Commitment to Innovation

**CLASS-EXCLUSIVE**
All-Secure Remote Locking System

- Keyless Enter ‘n Go locks/unlocks the doors, tailgate and RamBox system simultaneously
- Secures all cargo with the touch of a button
Ram Pickup Trucks: Commitment to Innovation

**CLASS-EXCLUSIVE**

Light Duty 3.0L EcoDiesel Engine with BIC 28 MPG

- 9,200 lbs towing
- 420 ft/lbs torque
- Best fuel economy of any pickup truck EVER
- Proven diesel durability
Ram Pickup Trucks: Awards

2013 Motor Trend “Truck of the Year”

2014 Motor Trend “Truck of the Year”

2014 Canadian Truck King Challenge Winner

2013 “Truck of Texas”

2014 “Truck of Texas”

2014 Top 4 Best Vehicles Overall

2014 Best Pickup Truck

Texas Auto Writers Association, Inc.
Pickup Truck Market: U.S. Industry Correlation to Housing Starts

U.S. Pickup Industry Volume

U.S. Large Pickup Industry & U.S. Housing Starts

PU Industry steady ~1.2M

PU Industry closely follows U.S. Housing Starts

Regaining Momentum

U.S. Housing Starts

Millions


Millions

0.0 0.5 1.0 1.5 2.0 2.5 3.0

0,0 0,5 1,0 1,5 2,0 2,5 3,0
Ford Peak 48.2% in 1987

GM Peak 50.9% in 1992

Ram Peak 21.7% in 2014

Pickup Truck Market: U.S. Large Pickup Total Share
Ram is the FASTEST growing Truck Brand in the U.S. …

Drilling a Little Deeper … The Last 5 Years

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2009 Q4</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014 Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share</td>
<td>11.1%</td>
<td>34.3%</td>
<td>37.4%</td>
<td>36.9%</td>
<td>36.9%</td>
<td>34.3%</td>
</tr>
</tbody>
</table>

RAM has gained 10.6 points of share since Q4 2009 in the U.S.
Pickup Truck Market: Ram Large Pickup Share

Drilling a Little Deeper ... The Last 5 Years

RAM has gained 15.1 points of share since Q4 2009 in Canada... and Canada
NAFTA Ram Brand Sales

Drilling a Little Deeper ... The Last 5 Years

NAFTA Ram Brand Total Sales Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>257K</td>
<td>+13%</td>
</tr>
<tr>
<td>2010</td>
<td>290K</td>
<td>+18%</td>
</tr>
<tr>
<td>2011</td>
<td>341K</td>
<td>+14%</td>
</tr>
<tr>
<td>2012</td>
<td>390K</td>
<td>+19%</td>
</tr>
<tr>
<td>2013</td>
<td>463K</td>
<td>+22%</td>
</tr>
<tr>
<td>2014 CYTD</td>
<td></td>
<td>+80%</td>
</tr>
</tbody>
</table>

NAFTA: Ram Brand Total Sales +80%

Q1 2014 +22%
## Pickup Truck Market: Ram Customers

<table>
<thead>
<tr>
<th></th>
<th>RAM</th>
<th>Ford</th>
<th>GM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Age</td>
<td>52</td>
<td>58</td>
<td>59</td>
</tr>
<tr>
<td>HH Income</td>
<td>$91K</td>
<td>$85K</td>
<td>$77K</td>
</tr>
</tbody>
</table>

Ram customers are **YOUNGER** and more **AFFLUENT** than Ford and GM.
Pickup Truck Market: Competitive Conquest/Defection

Ram 1500 Conquest/Defection Ratio vs. Competition

- Silverado 1500
- F150

<table>
<thead>
<tr>
<th>Year</th>
<th>C/D Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>0.52</td>
</tr>
<tr>
<td>2010</td>
<td>0.86</td>
</tr>
<tr>
<td>2011</td>
<td>0.96</td>
</tr>
<tr>
<td>2012</td>
<td>1.31</td>
</tr>
<tr>
<td>2013</td>
<td>1.39</td>
</tr>
</tbody>
</table>
ENHANCING the capabilities of our Tradesman series of trucks from half-ton to 5500

ESTABLISHING ~900 commercially focused dealers (Business Link / Ram Commercial)

EXPANDING our commercial/vocational marketing efforts

LEVERAGING FIAT Professional to bring proven commercial vans to the U.S.
Two PROVEN PERFORMERS bringing innovative solutions to the North American Market
What it offers:

• BEST IN CLASS PAYLOAD (4,430 lbs.)

• BEST IN CLASS INTERIOR HEIGHT (65 in.)
  (Standard Roof)

• BEST IN CLASS CARGO CAPACITY (353 cu. ft.)
  (1500 series)

• BEST IN CLASS TURNING RADIUS (36 ft.)
Ram Commercial: Ram Chassis Cabs

What it offers:

- **BEST IN CLASS** GCWR (37,500 lbs.)
- **BEST IN CLASS** TOWING (29,600 lbs.)
- **BEST IN CLASS** REAR FRAME STRENGTH (50,000 psi)
- **BEST IN CLASS** DUAL TANK FUEL CAPACITY (74 gal.)
The Plan: Ram Brand Product Actions

2014
- Light Duty
  - 3.0L Eco Diesel
- ProMaster
  - Diesel
  - Introduction

2015
- Light Duty
  - minor update
- ProMaster
  - City
  - Introduction

2016
- Heavy Duty
  - minor update
- Commercial
  - Light Duty
  - major update
- Chassis Cab
  - minor update

2017
- Light Duty
  - major update
- Commercial
  - Heavy Duty
  - major update
- Chassis Cab
  - major update

2018
- Heavy Duty
  - major update
- Commercial
  - Heavy Duty
  - major update
- Chassis Cab
  - major update
The Plan: Ram Brand – NAFTA Sales Plan

2013-2018 Large PU & Van Industry

- 2013: 2.6M
- 2018E: ~2.7M

2013-2018 RAM Brand Volumes

- 2013: 463 K
- 2018E: ~620 K
- Growth: +~160
  ~ +34%
The Plan: Ram Brand Priorities

- **Build** the Brand
  - Ram and Ram Commercial

- **Lead** in Truck Innovation
  - 3.0L Diesel
  - Air Suspension
  - Ram Box Storage
  - Coil Spring Suspension
  - 8-Speed Transmission

- **Expand** Product Portfolio

- **Capitalize** on Commercial Opportunities

- **Grow** Sales and Share
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