



FIAT

Presentation

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1899



A group of businessmen and professionals from Turin join forces to realise a mutual dream: an Italian automobile factory. On 11th July 1899, in Turin, Fiat: Fabbrica Italiana Automobili Torino (Italian Automobile Company Turin) company was established.

The same year, production officially began with the release of the first ever Fiat-branded car, the Fiat 3½ HP.

1932



Exhibited for the first time at the Milan Motor Show, in April 1932, the Fiat 508 Balilla, a revolutionary vehicle for its time, was an immediate success. The first Balilla, with a body made of wood and iron, could travel up to 80km/h and only cost 10.800 Lira. It was one of the most popular cars in Italy, loved by the people and the press alike.

1967



Production begins at the new Rivalta plant with the release of the 850 Coupé and 124 Spider. Between 1967-1977, Fiat takes one of its most important steps in the field of production and applied technologies, with the introduction of the Robogate: an automated production plant, built by Fiat Comau, which combines various technologies managed by a single IT system. The system, which is able to recognise and weld different body parts completely automatically, has given rise to iconic models, like the Ritmo, Uno and Tipo.

2007



The New Fiat 500 is launched. This four-wheel icon is back on the road in a completely new version that is destined to leave its mark. Moreover, a new level of comfort is added to its compact dimensions.

1.CEO



Michael Manley **Chief Executive Officer**

Michael Manley was appointed Chief Executive Officer of Fiat Chrysler Automobiles N.V. on July 21, 2018.

Previously, Mr. Manley has served as Head of Jeep brand, Head of Ram brand and Chief Operating Officer for the APAC region.

He holds a Master of Business Administration from Ashridge Management College in Ashridge, England, and a Bachelor of Science in Engineering from Southbank University in London, England.

Mr. Manley was born in Edenbridge, Great Britain.

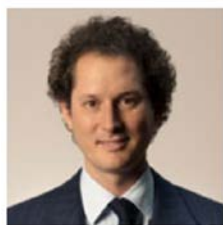
(Michael Manley is not the family member of Agnelli)

2.Decision

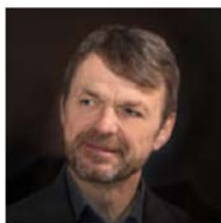
Pursuant to Article 14 of the Company's Articles of Association, the Board of Directors is responsible for the management and strategic direction of the Group.

The designation of directors as either executive or non-executive is determined by shareholders at the time of election.

Executive



John Elkann
Chairman



Michael Manley
Chief Executive Officer



Richard Palmer
Chief Financial Officer

Non-Executive



Ronald L. Thompson
Senior Non-executive Director



John Abbott
Non-executive



Andrea Agnelli
Non-executive



Tiberto Brandolini d'Adda
Non-executive



Glenn Earle
Non-executive



Valerie A. Mars
Non-executive



Michelangelo A. Volpi
Non-executive



Patience Wheatcroft
Non-executive



Ermenegildo Zegna
Non-executive

3.Ethic



Building a better tomorrow FCA aims to create value through their relationships and connections with customers, employees, dealers, suppliers and communities, among others. They recognize that their environmental and social activities affect not only their aspiration to grow the business but also their commitment to positively affect the world. The commitment to sustainability arises from a corporate culture that includes integrity, respect for others and a commitment to community service. The Group also actively promotes environmental and social responsibility among their many suppliers.

4.Financing

SHARES INFO	
Data delayed by 15 minutes Last update: 12/7/2020 4:00 PM EST	
Instrument Type	Ordinary shares
CUSIP code	N31738 102
Shares Outstanding	1,574,714,499
Market	NYSE
Status	Market Closed
Mkt Capitalization	\$ 25,809,570,639
Current Price	\$ 16.29
Open	\$ 16.32

FCA common shares are listed and can be traded on either (i) the NYSE in US Dollars or (ii) the MTA, managed by the Italian Stock Exchange, in Euros.

Shares traded on the NYSE (CUSIP N31738 102) are settled through The Depository Trust & Clearing Corporation ("DTC") in the US, while shares traded on MTA (ISIN NL0010877643) are settled through Monte Titoli S.p.A. ("MT") in Italy. Settlement of trades on both the NYSE and MTA occurs two business days after trading (T+2).

4.Financing

Consolidated shipments down 6%, with strong retail mix as dealer deliveries prioritized; lower dealer inventories in each region at Sep '20 vs. Jun '20

Record Adjusted EBIT and margin of €2.3B and 8.8%, respectively, with all segments improving sequentially

Record North America Adjusted EBIT and margin of €2.5B and 13.8%, respectively, despite planned plant downtime

Industrial free cash flows of €6.7B, driven by strong operating results and working capital rewind; capex flat y-o-y at €2.2B



October 28, 2020

FINANCIAL HIGHLIGHTS

RECORD RESULTS DRIVEN BY EXCEPTIONAL NORTH AMERICA PERFORMANCE

€ million, except as otherwise stated

RESULTS FROM CONTINUING OPERATIONS	Q3 2020	Q3 2019	
COMBINED SHIPMENTS ⁽¹⁾ (000 units)	1,026	1,059	- 3%
CONSOLIDATED SHIPMENTS ⁽¹⁾ (000 units)	967	1,031	- 6%
NET REVENUES (€ billion)	25.8	27.3	- 6%
ADJUSTED EBIT*	2,276	1,959	+ 16%
ADJUSTED EBIT MARGIN*	8.8%	7.2%	+ 160 bps
ADJUSTED NET PROFIT*	1,530	1,262	+ 21%
ADJUSTED DILUTED EARNINGS PER SHARE (EPS)* (€)	0.97	0.81	+ 20%
INDUSTRIAL FREE CASH FLOWS*	6,740	178	n.m.
AVAILABLE LIQUIDITY ⁽²⁾ (€ billion)	27.1 (at Sep 30 2020)	17.5 (at Jun 30 2020)	+ 55%

(1) Combined shipments include shipments by the Group's consolidated subsidiaries and unconsolidated JVs, whereas consolidated shipments only include shipments by the Group's consolidated subsidiaries

(2) Excludes €1.1B and €4.5B undrawn portion of new €6.3B Intesa Sanpaolo credit facility at Sep 30 2020 and Jun 30 2020, respectively

* Refer to Appendix for definitions of supplemental financial measures and reconciliations to applicable IFRS metrics

FCA
FIAT CHRYSLER AUTOMOBILES

Q3 2020 RESULTS | 6



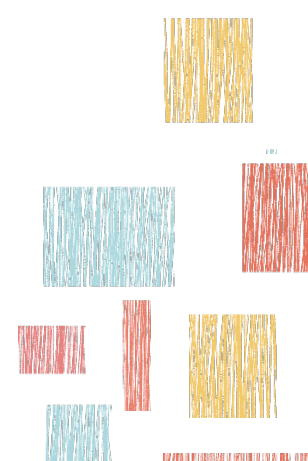
5. Innovation

FCA's history is marked by more than a century of innovation. Many of the Company's innovation breakthroughs are now standard equipment, industry-wide, around the world. FCA remains committed to such excellence as we continually strive to improve vehicle performance, safety, connectivity and fuel efficiency, while delivering a product their customers are proud to own and drive.

Around 18,000 employees at numerous research and development facilities around the globe are involved in the Group's innovation activities.

FCA has a significant intellectual property portfolio, with more than 5,000 patents and patent applications, and more than 2,000 protected product designs at year-end 2019.

During 2019, the Group invested €4.2 billion in research and development, representing 3.9 percent of net revenues from industrial operations.



5. Innovation



Evolution embraces order and progress. Revolution inspires change and tenacity. At FCA, they leverage both in their exploration of the next mobility frontier – autonomous driving.



At FCA, they believe the task for auto manufacturers is to account for these consumer expectations in a way that enables drivers to maintain their focus on driving.



When it comes to propulsion, they offer electrified models as well as those that run on alternative fuels. They also continue to refine and improve our traditional internal combustion engines (ICEs) which power the majority of our vehicles.

6. Knowledge Management



Knowledge is the principal driver of a long-term competitive advantage and, as such, it requires proper management within the organization.

Knowledge Management consists of recognizing, collecting, managing, developing and making accessible the knowledge of those who make up the organization.

The principal objective is to maximize the return on this key strategic asset and update it continuously. The company attaches great importance to knowledge management

6. Knowledge Management

The company has high requirements for the position of knowledge management manager.

Knowledge Management Manager



FCA Center Line, MI

- The head of Knowledge Management is responsible for defining and implementing knowledge strategies to support all Customer Care contact center, consumer and dealer activities.
- Leveraging proven experience in knowledge management and performance technology, the knowledge manager will determine new requirements, implement content changes and provide oversight of the knowledge base.
- The knowledge manager will also identify knowledge strategies and leverage emerging technology to drive operational efficiency and increase consumer and dealer self-service.
- The knowledge manager will work in conjunction with the training team to leverage the knowledge base in employee training and increase advisor speed to proficiency.
- Master's Degree in a related fields KCS or similar certification
Experience working cross functionally
Proven technical writing ability
Previous experience working in a Call Center environment
Experience leading and developing teams of instructional designers and knowledge authors
Experience working with Salesforce Lightning
Proficient in curriculum design and training delivery with a focus on adult learning

Show Full Description

7. Long-term View

Goals were drafted by the Sustainability Team in collaboration with FCA' s operating segments, regions and corporate functions.

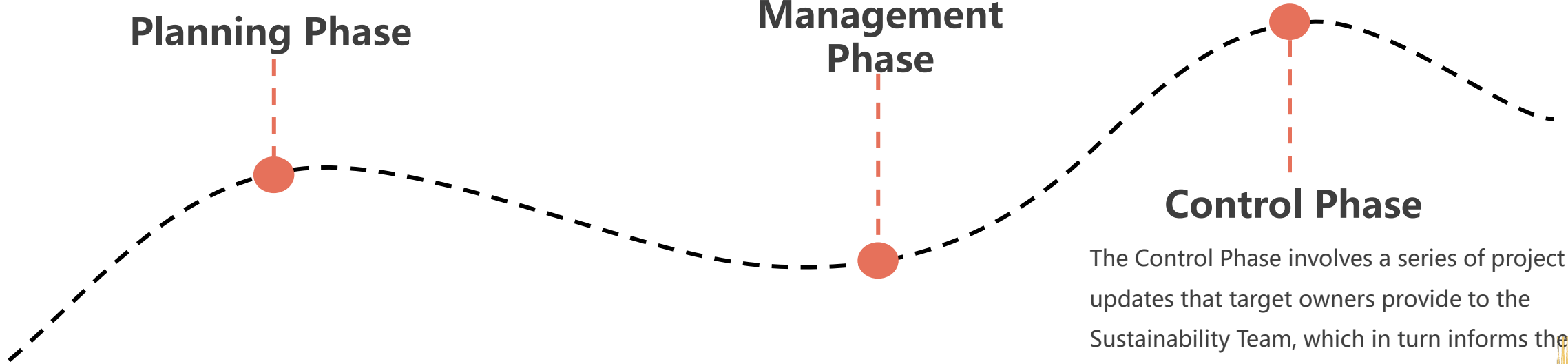
Planning Phase

FCA' s various operating segments, regions or corporate functions are accountable for managing projects and achieving the targets.

Management Phase

Control Phase

The Control Phase involves a series of project updates that target owners provide to the Sustainability Team, which in turn informs the GEC of ongoing progress.



7.Long-term View

SUSTAINABILITY COMMITMENTS



Corporate Governance and Values

Foster a path of resilience and growth in response to Environmental, Social and Governance aspects



Information and Communication Technology

Implement innovative solutions to support competitive business activities



Employees

Attract, develop and retain the best employees through inclusion, engagement, challenge and reward



Occupational Health and Safety

Strive for a zero injury rate and to maximize employee health and well-being



Community

Support social inclusion and cultural and economic development in local communities



Product

Minimize environmental impacts from our products by reducing CO₂ emissions and improving fuel economy

Offer new services that improve the mobility experience and provide greater access to affordable solutions

Assess and manage environmental impacts throughout the entire product life cycle



Customer Focus

Improve vehicle preventive, active and passive systems and overall road safety performance

Offer competitive products that meet the needs of customers worldwide

Strengthen relationships with customers worldwide and achieve higher satisfaction levels



Production

Optimize environmental performance of production processes



Suppliers

Promote social and environmental responsibility among suppliers



Logistics

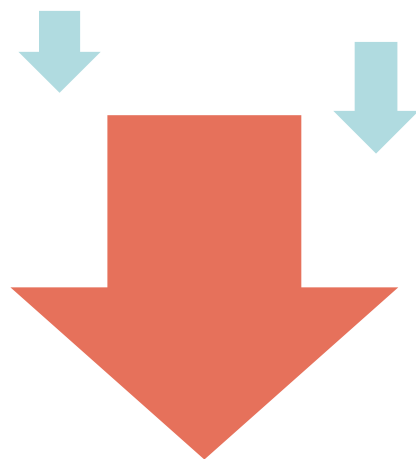
Deliver goods and vehicles on time while reducing the environmental impact of logistics

8. Succession

Performance and Leadership Management

€1.1 million

By monitoring on-the-job training and the associated generation of process improvements, FCA identified estimated savings of approximately €1.1 million enabled by a training cost of about €600,000 in 2019.



Training Cost



Leadership Evaluations



57,600 employees

Complete performance and leadership evaluations were conducted during 2019 for approximately 57,600 FCA employees.

9. Corporate Culture



Corporate Governance

FCA manages its business ethically, transparently and responsibly to create value for our stakeholders, including investors, employees, business partners, and communities. Our governance system monitors and manages the organization's performance on economic, social and environmental aspects. This responsibility includes risk management, maintaining an ongoing dialogue with stakeholders and ensuring sustainability principles are integral to business practices.



Code of Conduct and Human Rights

The Group is committed to the highest standards of integrity and ethics. The Code of Conduct governs employee behavior and how we operate our business. The fundamental values established in the Code help ensure our decision-making processes and operating approach are based on the principles of transparency, integrity and fairness - standards that are essential to drive social and economic development in line with the goals of sustainability.



9. Corporate Culture



Risk Management

The Group operates under an Enterprise Risk Management model that calls for transparency and disclosure of business risks and compliance with regulatory directives relative to the adoption of appropriate governance models. FCA's comprehensive risk management system monitors and develops strategies to manage internal and external conditions that could damage our physical assets, disrupt operations or affect the communities where we are active.



Employees

Dedicated and motivated employees are critical to the Group's competitive edge. In turn, FCA is committed to fostering a work environment in which employees feel respected, valued and included. The Group strives to create a diverse work environment that enables employees to collaborate in ways that transform differences into strengths, break down geographic and cultural barriers, and develop each person's potential.



10.Human Priority

01

Respecting and safeguarding individuals

03

Considering skills as an asset to be developed and shared

05

Ensuring global remuneration system



02

Ensuring equal opportunities

04

Developing leaders as the best guarantee

06

Encouraging internal communication

11.Quality

The following models have achieved first quartile placement in their respective markets:

- Dodge Caravan - North America
- Dodge Challenger - North America
- Jeep Grand Cherokee - North America
- Ram 1500 - North America
- Fiat Panda - EMEA
- Lancia Ypsilon - EMEA
- Fiat Mobi - LATAM
- Fiat Toro - LATAM
- Jeep Compass (diesel) - LATAM
- Jeep Compass - APAC



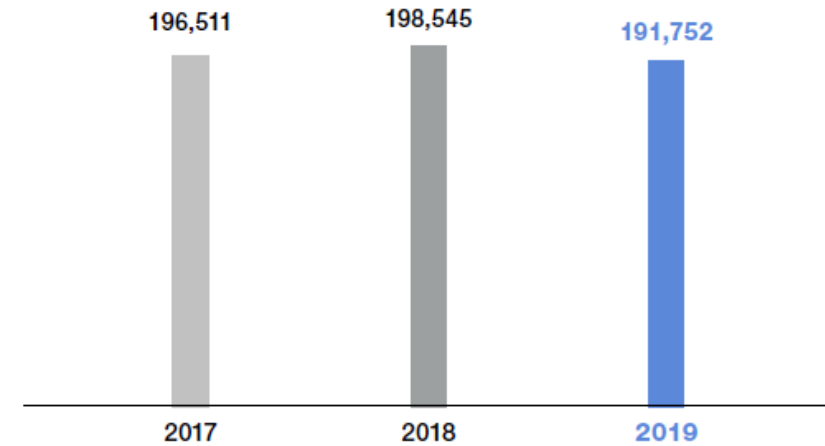
- High-tech laboratories
- Quality Management System
- Less predictable environments
- Connected Customer Fleet (CCF)

12. Employee Retention

- Diversity and inclusion
- Management and development
- Compensation and reward
- Work-life balance
- Occupational health and safety
- Freedom of association and collective bargaining

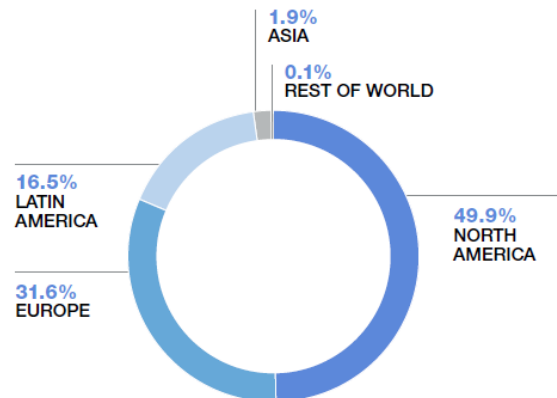
Workforce Trend by Year

FCA worldwide (no.)



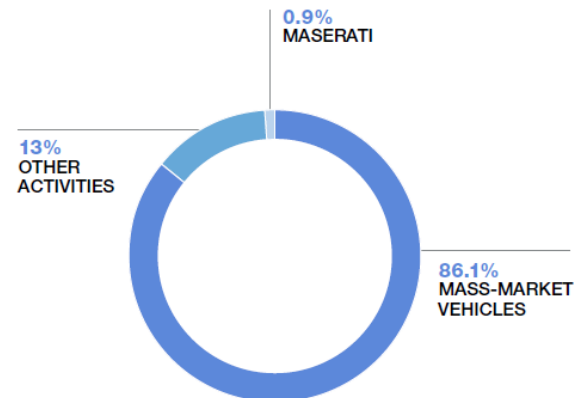
Workforce by Geographic Area

FCA worldwide



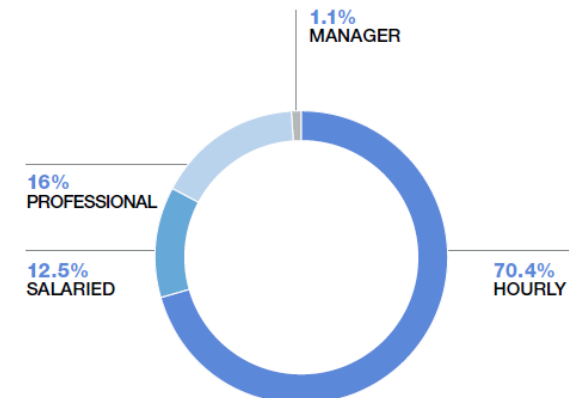
Workforce by Operating Segment

FCA worldwide



Workforce by Category

FCA worldwide



13. Corporate Social Responsibility

Goals:

- Improving living standards for communities through increasing employment opportunities.
- Enhancing the health and wellbeing of communities engaging with Fiat.
- Reducing environmental footprint.

Commitments:

- For individuals and families
 - Living healthier lives
 - Having nutritional knowledge
- For communities
 - Rural development
 - Promoting diversity
- For the planet
 - Protecting water
 - Protecting natural resources
 - Safeguarding the environment



14. Environment

Aims:

- reduce energy consumption through more efficient production processes;
 - limit emissions of greenhouse gases and other pollutants
 - reduce consumption of fresh water in all areas
 - foster responsible water consumption as part of the commitment we share with our suppliers;
 - minimize the use of raw materials by promoting renewable and recycled materials in our production processes;
 - encourage the use of reusable and environmentally friendly packaging and containers in order to increase material savings and reduce waste;
 - minimize the production of waste
 - preserve natural habitats and their biodiversity in areas surrounding our sites.
- 

15. Stakeholders

General Categories of FCA Stakeholders:

- Employees
- Local communities (including students and academia)
- Business partners
- Governments and regulatory authorities
- National and international institutions
- Financial stakeholders/shareholders/Socially Responsible Investors
- Trade unions
- Employee families and other employee organizations
- Contractors
- Customers
- Media and Opinion Leaders
- Non-governmental organizations

16. Corporate Governance

Board of Directors:

- Chairman: John Elkann
- CEO: Michael Manley
- CFO: Richard Palme
- Directors: John Abbott, Andrea Agnelli, Tiberto Brandolini d'Adda, Glenn Earle, Valerie A. Mars, Ronald L. Thompson, Michelangelo A. Volpi, Patience Wheatcroft, Ermenegildo Zegna

Supported

- Governance and Sustainability Committee
- Audit Committee
- Compensation Committee

* *FCA Ethics and Compliance Committee*

