



COMPLIANCE PLAN IMPACT ON PRODUCT PORTFOLIO

SERGIO MARCHIONNE | CEO

SAFE HARBOR STATEMENT



This document and the related presentation contain forward-looking statements. In particular, these forward-looking statements include statements regarding future financial performance and the Company's expectations as to the achievement of certain targeted metrics, including net debt and net industrial debt, revenues, free cash flow, vehicle shipments, capital investments, research and development costs and other expenses at any future date or for any future period are forward-looking statements. These statements may include terms such as "may", "will", "expect", "could", "should", "intend", "estimate", "anticipate", "believe", "remain", "on track", "design", "target", "objective", "goal", "forecast", "projection", "outlook", "prospects", "plan", or similar terms. Forward-looking statements are not guarantees of future performance. Rather, they are based on the Group's current state of knowledge, future expectations and projections about future events and are by their nature, subject to inherent risks and uncertainties. They relate to events and depend on circumstances that may or may not occur or exist in the future and, as such, undue reliance should not be placed on them.

Actual results may differ materially from those expressed in forward-looking statements as a result of a variety of factors, including: the Group's ability to launch new products successfully and to maintain vehicle shipment volumes; changes in the global financial markets, general economic environment and changes in demand for automotive products, which is subject to cyclical; changes in local economic and political conditions, changes in trade policy and the imposition of global and regional tariffs or tariffs targeted to the automotive industry, the enactment of tax reforms or other changes in tax laws and regulations; the Group's ability to expand certain of the Group's brands globally; the Group's ability to offer innovative, attractive products; the Group's ability to develop, manufacture and sell vehicles with advanced features including enhanced electrification and autonomous driving characteristics, various types of claims, lawsuits, governmental investigations and other contingent obligations affecting the Group, including product

liability and warranty claims and environmental claims, investigations and lawsuits; material operating expenditures in relation to compliance with environmental, health and safety regulations; the intense level of competition in the automotive industry, which may increase due to consolidation; exposure to shortfalls in the funding of the Group's defined benefit pension plans; the Group's ability to provide or arrange for access to adequate financing for the Group's dealers and retail customers and associated risks related to the establishment and operations of financial services companies including capital required to be deployed to financial services; the Group's ability to access funding to execute the Group's business plan and improve the Group's business, financial condition and results of operations; a significant malfunction, disruption or security breach compromising the Group's information technology systems or the electronic control systems contained in the Group's vehicles; the Group's ability to realize anticipated benefits from joint venture arrangements; the Group's ability to successfully implement and execute strategic initiatives and transactions, including the Group's plans to separate certain businesses; disruptions arising from political, social and economic instability; risks associated with our relationships with employees, dealers and suppliers; increases in costs, disruptions of supply or shortages of raw materials; developments in labor and industrial relations and developments in applicable labor laws; exchange rate fluctuations, interest rate changes, credit risk and other market risks; political and civil unrest; earthquakes or other disasters and other risks and uncertainties.

Any forward-looking statements contained in this document and the related presentations speak only as of the date of this document and the Company disclaims any obligation to update or revise publicly forward-looking statements. Further information concerning the Group and its businesses, including factors that could materially affect the Company's financial results, is included in the Company's reports and filings with the U.S. Securities and Exchange Commission, the AFM and CONSOB.







A hand in a dark suit jacket is pointing its index finger towards a green hexagonal button. The button features a white downward-pointing arrow above the chemical formula "CO₂". The background consists of a network of semi-transparent hexagons containing various environmental terms.

Recycle

Sustainable development

Climate change

Greenhouse gas

Environment

Industry

Emission

Business



PIONEER IN NATURAL GAS
VEHICLES IN EUROPE



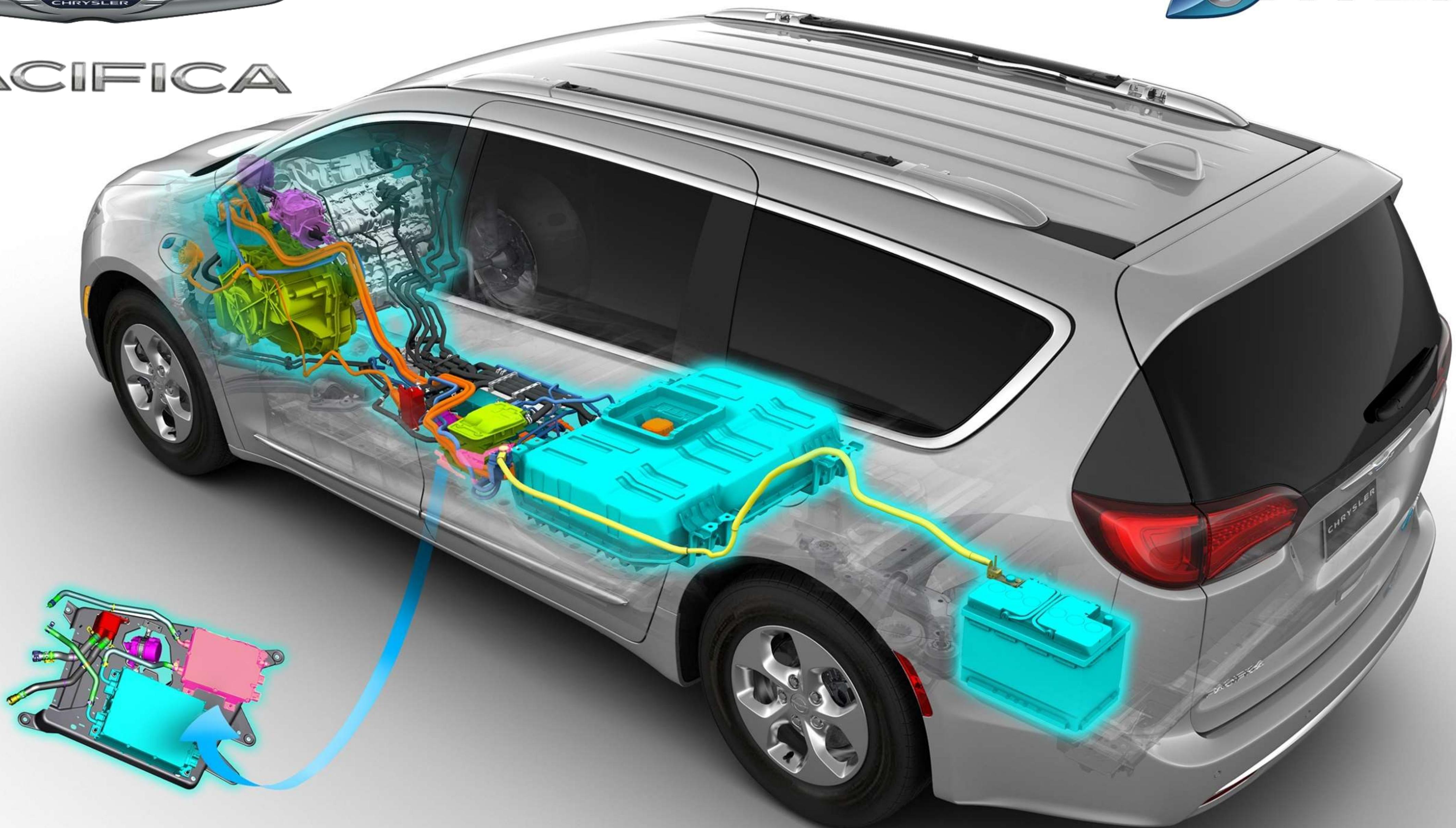




**MORE THAN €9 BILLION
INVESTMENTS
IN ELECTRIFICATION**



PACIFICA



ELECTRIFICATION TO ENHANCE BRAND ATTRIBUTES





EMEA



BATTERY ELECTRIC
VEHICLE



PLUG-IN HYBRID



MILD HYBRID



NEW ENGINE FAMILY
& ALTERNATIVE FUELS

COMPLIANCE



PHASE OUT
DIESEL ENGINES
ON ALL
PASSENGER
VEHICLES BY
2021

WILL CONTINUE
TO BE AVAILABLE
ON LCVs







+20%
premium price
(vs A segment, MSRP JATO FY '17)

#1
citycar

(191 ku, EU28+EFTA 2017)

70%
outside Italy
(among EU28+EFTA, 2017)







189,000

(units 2017 EU28+EFTA)

14%

(share, 2017 EU28+ EFTA)



INDUSTRIAL CAPACITY

100%+

(Harbour 2022e)

EMEA

100%+

(Harbour 2022e)

ITALY

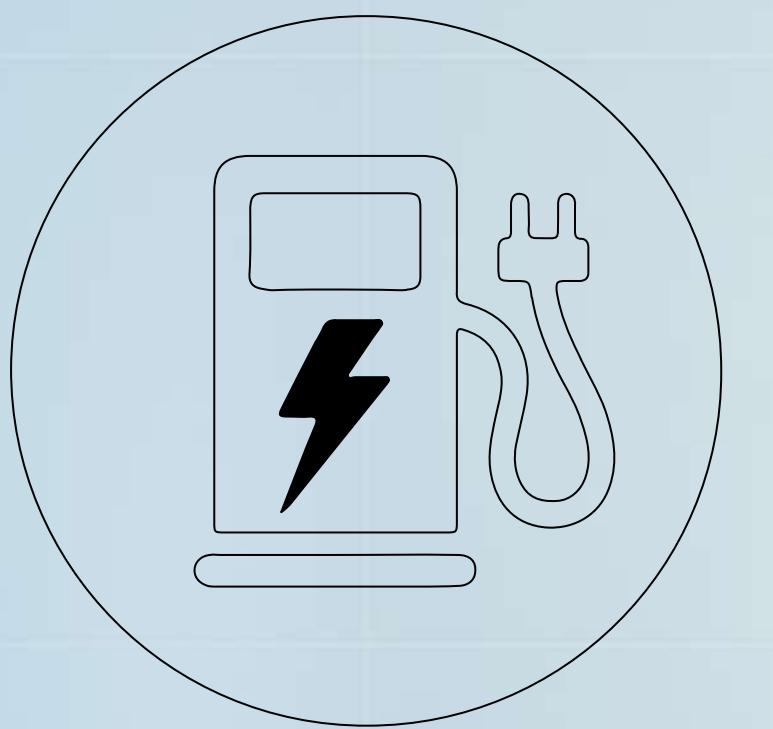
(all driven by global products)

(Harbour definition: 235 days p.a. / 16 hours per day)

APAC









200,000



PUBLIC CHARGING STATIONS
(2017)



NAFTA





COMPLIANCE

LAWS

REGULATIONS

CONTROL

STANDARDS

POLICY



LATAM

ETHANOL FUEL





