



*Alfa Romeo*

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TIM KUNISKIS | HEAD OF ALFA ROMEO

# 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.

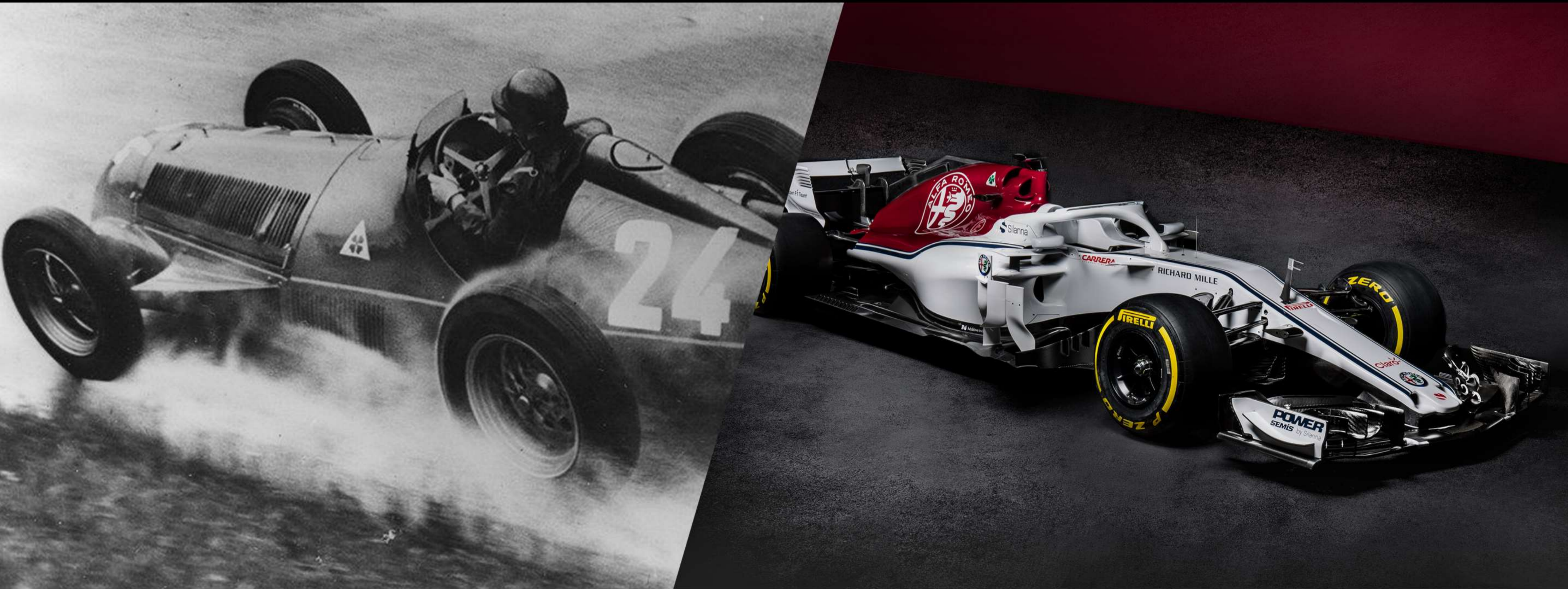


ALFA ROMEO IS HOME AT BALOCCO



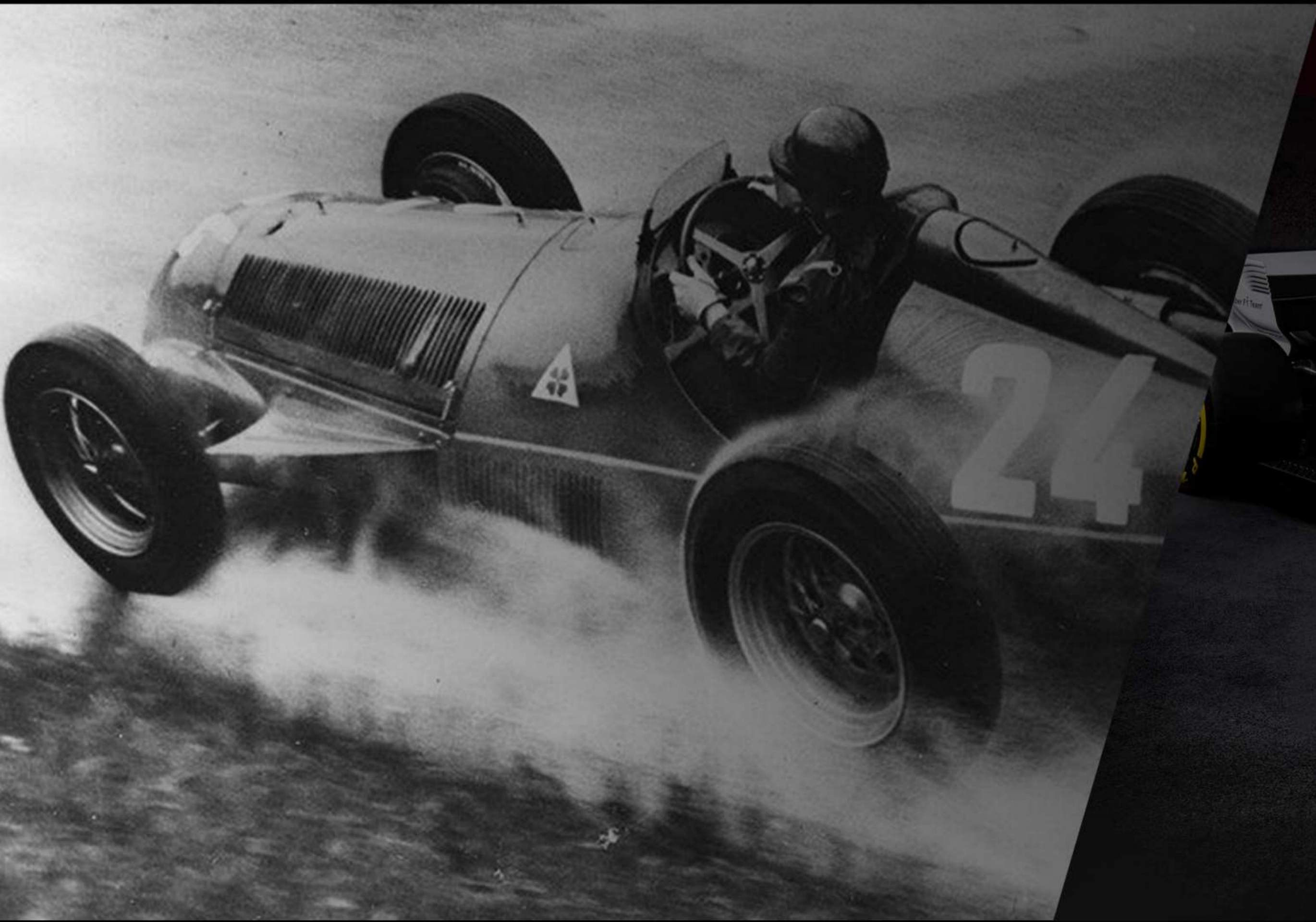


RACING IS IN OUR DNA





RACING IS IN OUR DNA



**17** European Championships

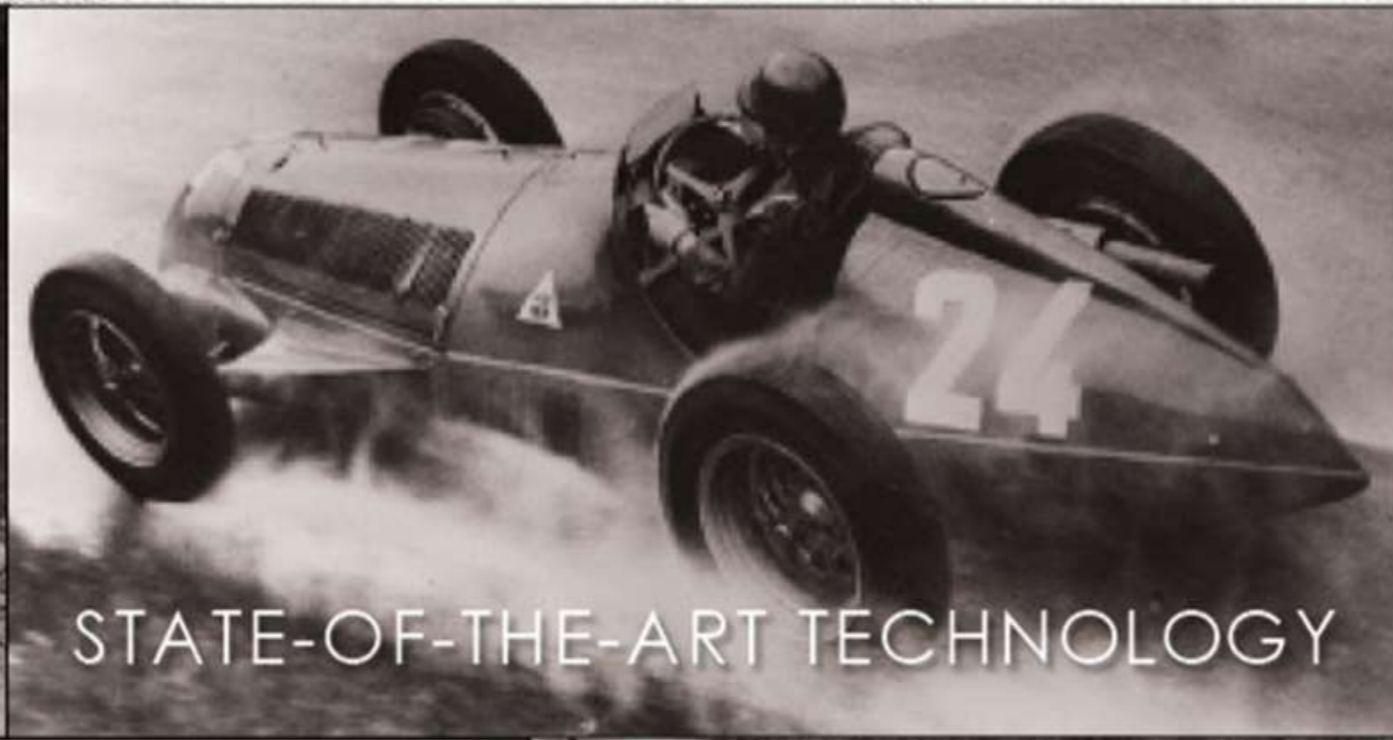
**5** World Championships

**11** wins @ Mille Miglia

**4** victories @ 24 Hours of Le Mans

**2** Formula 1 Championships in '50 & '51

**1** exciting return to F1 competition



STATE-OF-THE-ART TECHNOLOGY



UNMATCHED PERFORMANCE



A BRAND BORN IN 1910



SEDUCTIVE ITALIAN DESIGN





RETURNING TO OUR ROOTS

STAND APART

RETURN TO OUR DNA

OUR RIGHTFUL PLACE

“WE ARE IN THE REALM OF SENSATIONS, PASSIONS, THINGS THAT HAVE MORE TO DO WITH THE HEART THAN THE HEAD.”

Orazio Satta Puliga  
Head of Design, 1946



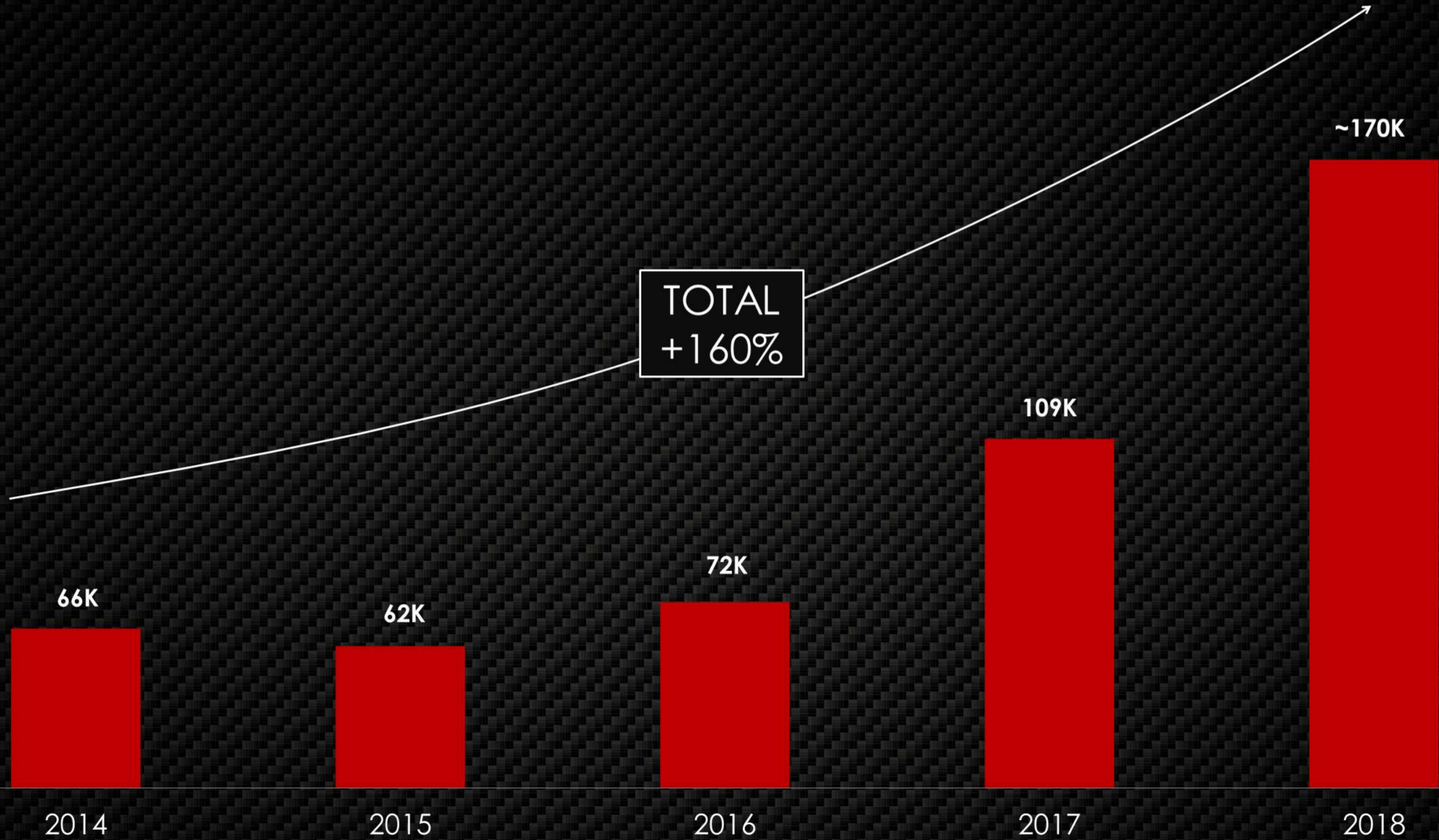


WE HAVE ACCOMPLISHED A LOT SINCE 2014





# THE EXPANSION – GLOBAL SALES (2014 – 2018)





# A ONE REGION BRAND TO A GLOBAL BRAND

2018

**16%**

OF SALES



**74%**

OF SALES



**6%**

OF SALES



2013

**0%**

OF SALES



**95%**

OF SALES



**0%**

OF SALES



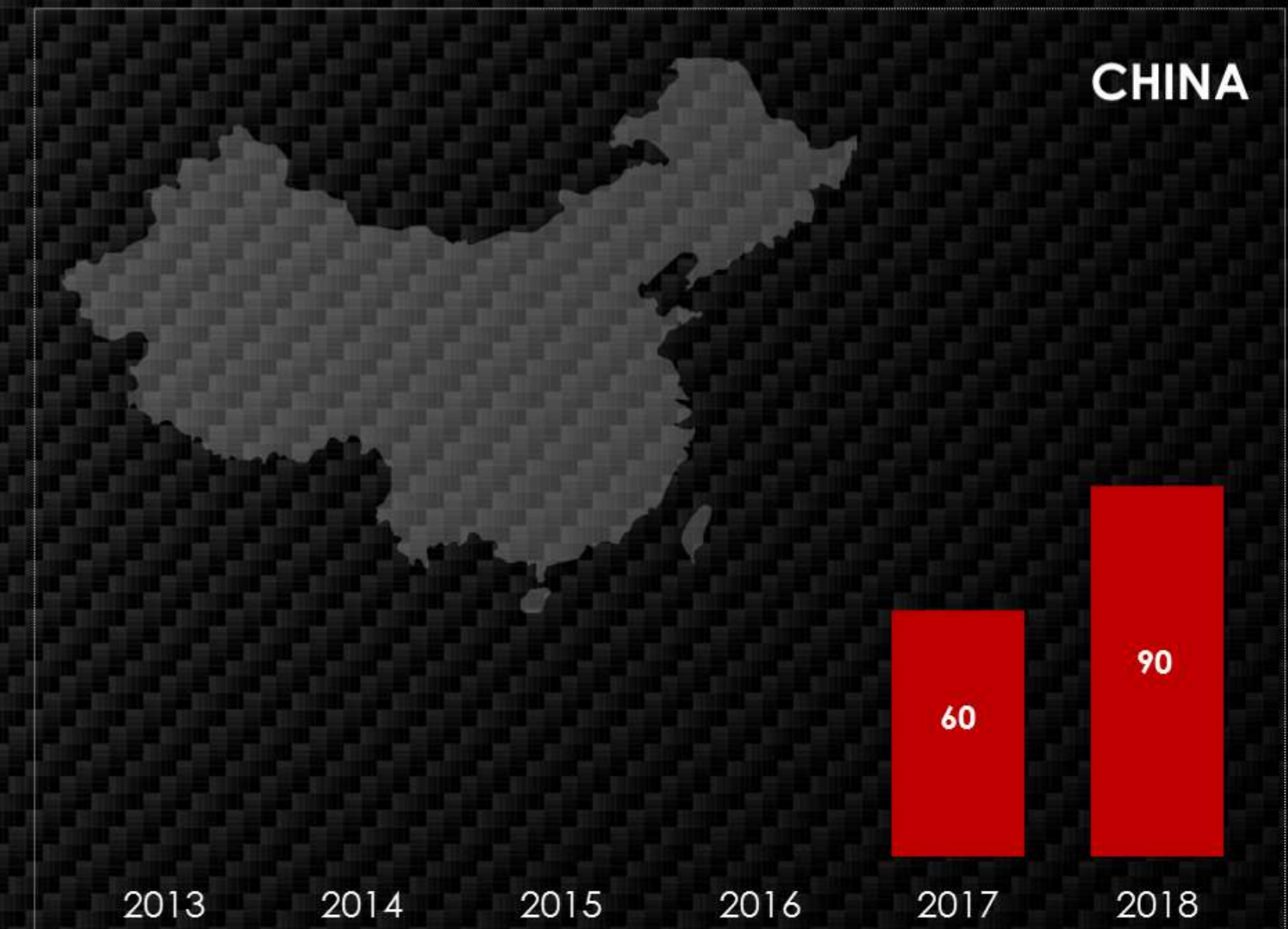
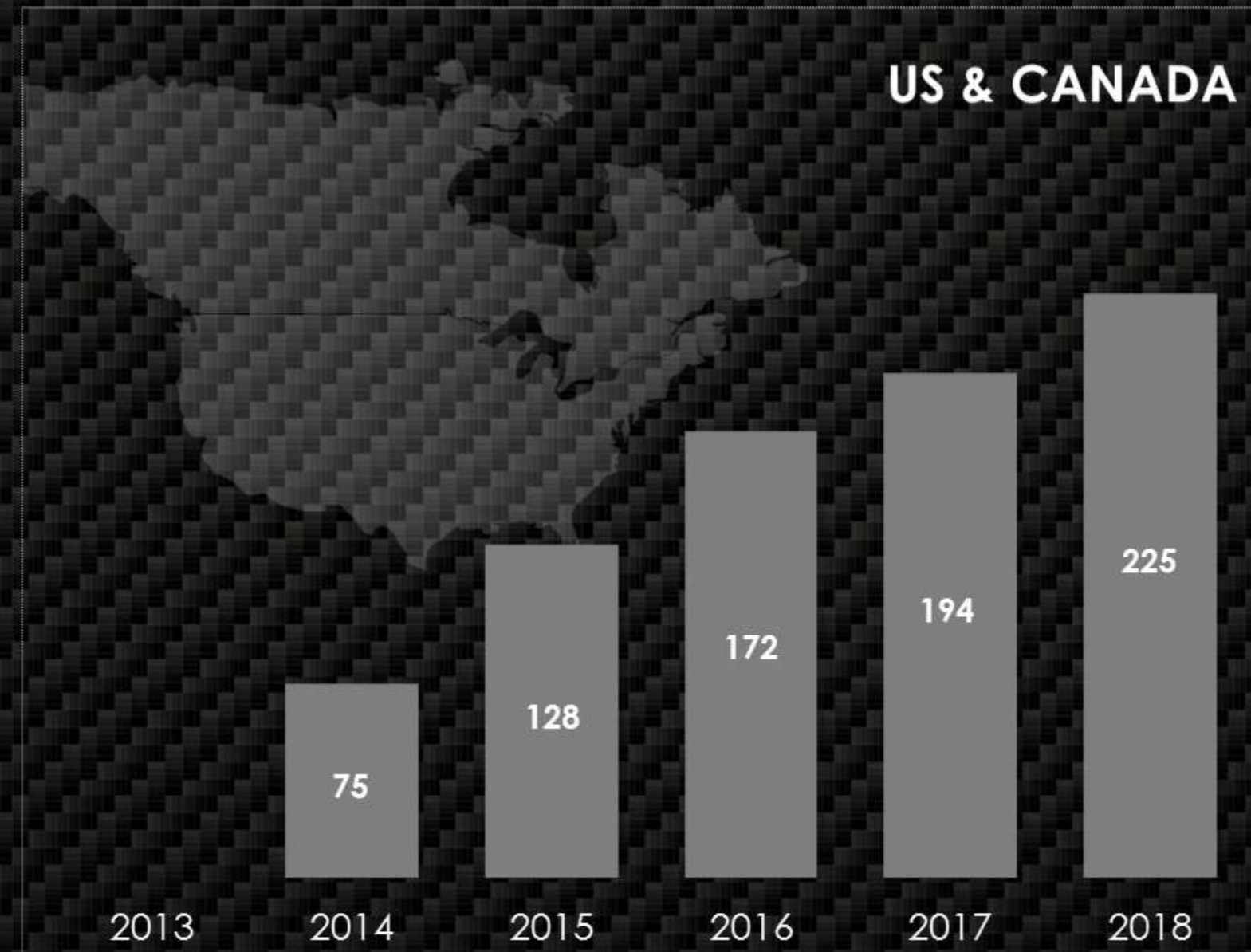
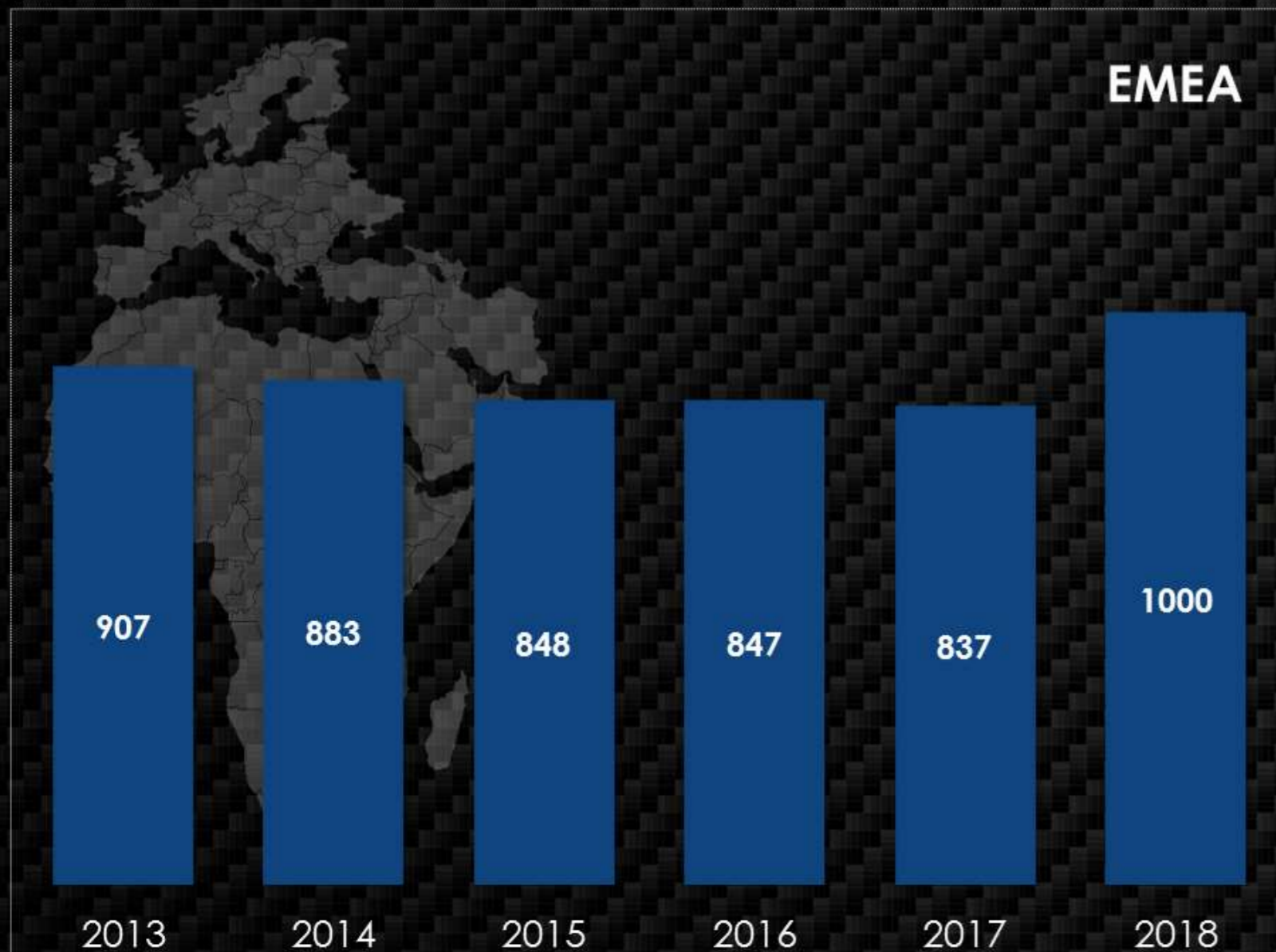
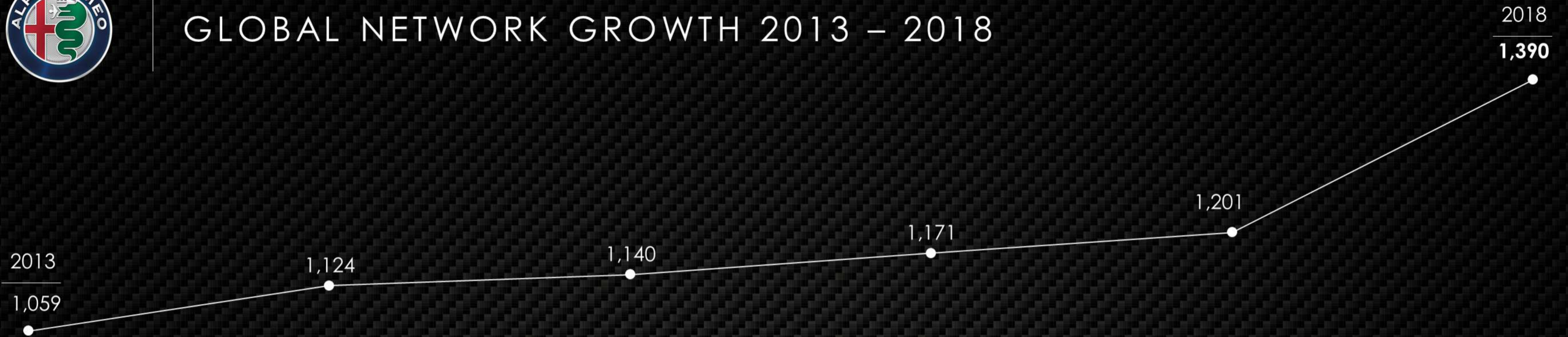


GREW GLOBAL NETWORK BY 34%





# GLOBAL NETWORK GROWTH 2013 – 2018





# GROWTH IN CONSUMER INTEREST

WORLDWIDE MONTHLY SEARCH VOLUME +258%  
+15M SEARCHES FOR ALFA ROMEO EVERY MONTH

## NAFTA

SOCIAL FOLLOWING

**+444%**

+1.3M FOLLOWERS



## EMEA

SOCIAL FOLLOWING

**+270%**

+3.9M FOLLOWERS



## APAC

SOCIAL FOLLOWING

**+516%**

+1.5M FOLLOWERS





AS A GLOBAL MANUFACTURER, COULD WE  
AFFORD NOT TO PROVE OUR TECHNICAL COMPETENCE?



# TOP-DOWN ENGINEERING

**PURPOSE**

WE BEGAN WITH A **MISSION**

**ARCHITECTURE**

THAT DEFINED A **DESIGN**

**PERFORMANCE**

THAT DEMANDS **NO COMPROMISES**



# NEW PLATFORM



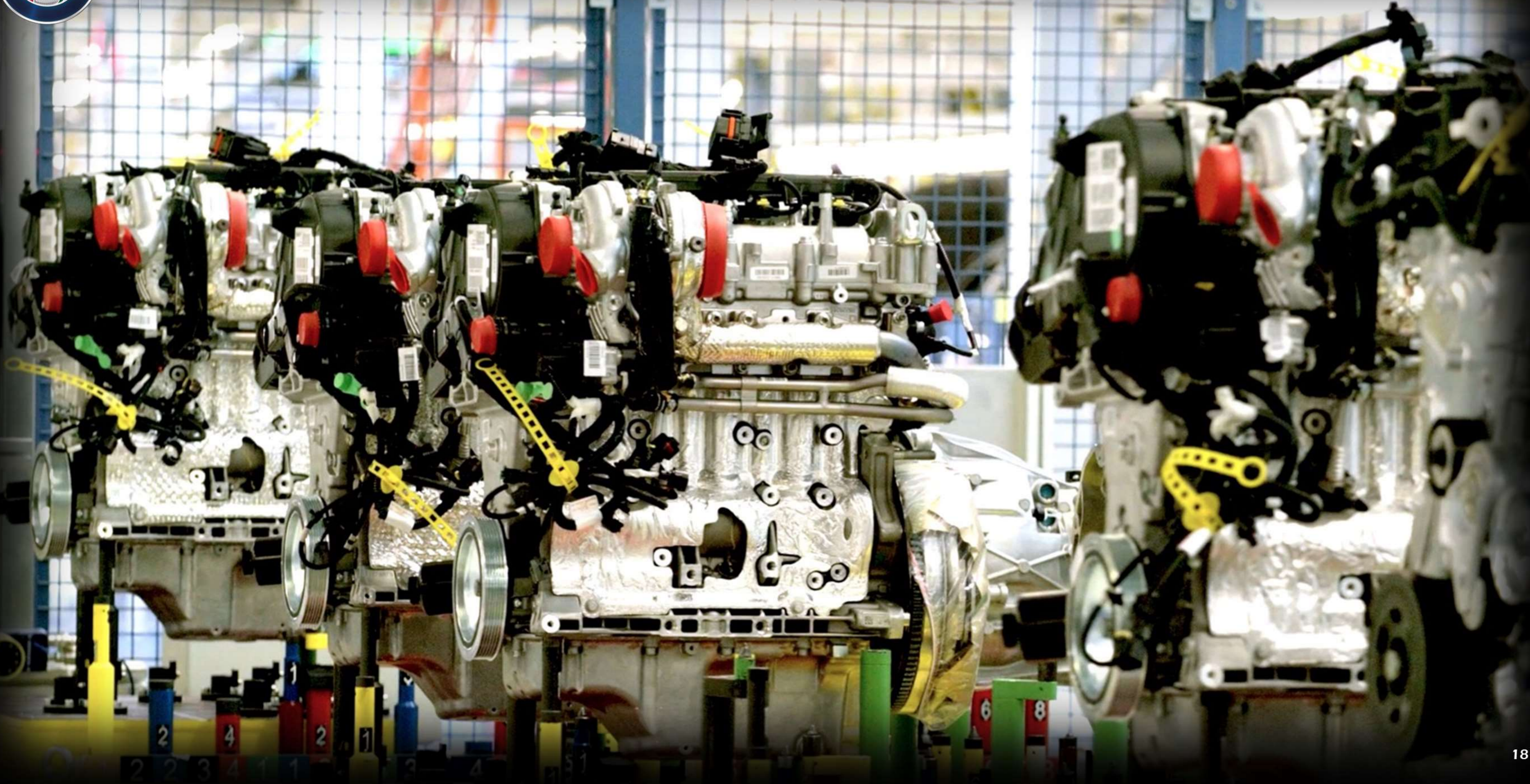


# NEW ENGINES





# NEW PLANT





NEW BENCHMARK





NEW GENERATION





# THE NÜRBURGRING LAP

STELVIO

**7:51.7**

GIULIA

**7:32**

NO OTHER BRAND OFFERS A FASTER LINEUP OF FOUR-DOOR PRODUCTION VEHICLES



# OVER 160 GLOBAL AWARDS SINCE 2014

## ESQUIRE: MOST FUN CAR OF THE YEAR

MOTOR AUTHORITY'S BEST LUXURY PERFORMANCE CAR TO BUY: 4C COUPE  
POPULAR MECHANICS: SEMI-AFFORDABLE DRIVING EXPERIENCE OF THE YEAR: 4C COUPE  
WIRED: BEST DESIGNED CAR OF 2015: GIULIA QUADRIFOGLIO  
CAR & DRIVER: MOST ANTICIPATED CARS OF 2016: GIULIA QUADRIFOGLIO  
MEN'S HEALTH: TOP TECH TOYS (2015 & 2016): 4C SPIDER  
TEXAS AUTO WRITERS ASSOCIATION: 2015 BEST VALUE AWARD: 4C COUPE  
HAGERTY HOT LIST 2015: 4C COUPE LAUNCH EDITION  
2015 MOTORWEEK DRIVERS CHOICE - CAR OF THE YEAR: 4C COUPE

## 2015 AUTOMOBILE ALL-STAR: 4C COUPE

CAR & DRIVER: 10 MOST BEAUTIFUL CARS AVAILABLE TODAY  
HAGERTY HOT LIST 2016: 4C SPIDER

## ROBB REPORT 2016 CAR OF THE YEAR: 4C SPIDER

FORBES: HOTTEST NEW CARS FOR 2017: GIULIA  
CAR CONNECTION: 2017 DRIVERS CHOICE AND BEST NEW LUXURY CAR WINNER: GIULIA QUADRIFOGLIO  
HISPANIC MOTOR PRESS AWARDS (HMPA) CAR OF THE YEAR: GIULIA QUADRIFOGLIO  
WIRED: BEST GEAR & GADGETS FOR 2016 - TRANSPORTATION: GIULIA QUADRIFOGLIO  
TOP GEAR: BEST CAR IN THE WORLD: GIULIA QUADRIFOGLIO

## CARS.COM BEST IN SHOW LA AUTO SHOW: STELVIO QUADRIFOGLIO

AUTOBYTEL: 2017 BUYER'S CHOICE: BEST SPORTS CHOICE: 4C COUPE  
HAGERTY: 2017 HAGERTY HOT LIST OF FUTURE COLLECTIBLES: GIULIA QUADRIFOGLIO  
GREATER ATLANTA AUTOMOTIVE MEDIA ASSOCIATION: BEST OF ATLANTA AUTO SHOW: GIULIA QUADRIFOGLIO  
NEW YORK DAILY NEWS: BEST LUXURY PERFORMANCE CAR: GIULIA QUADRIFOGLIO  
POPULAR MECHANICS: SUPER SEDAN AWARD: GIULIA QUADRIFOGLIO  
ARS TECHNICA: BEST NEW LUXURY CAR: GIULIA

## CAR OF THE YEAR 2016 - TOP GEAR

WARDS AUTO 10 BEST INTERIORS FOR 2017: GIULIA TI LUSO  
SOUTHERN AUTOMOTIVE MEDIA ASSOCIATION: AFFORDABLE PANORAMIC CATEGORY: GIULIA  
ESQUIRE: THE BEST RIDES OF 2017 - MOST FUN CAR OF THE YEAR: GIULIA QUADRIFOGLIO

## IIHS: ALFA ROMEO GIULIA EARNS TOP SAFETY PICK+ AWARD

ACTIVE LIFESTYLE VEHICLES OF THE YEAR - LUXURY ON-ROAD: STELVIO  
MOTOR TREND: CAR OF THE YEAR - GIULIA  
WOMEN'S CHOICE AWARD: CONVERTIBLE & COUPE OVER \$50,000 AT LAAS: 4C COUPE & 4C SPIDER

## CAR & DRIVER: 2018 10 BEST CARS: GIULIA

CHICAGO NEWS: BEST CARS OF 2017 - SEDAN OF THE YEAR: GIULIA  
DESIGN AWARD - AUTO BILD  
BEST BRANDS - CATEGORY DESIGN IN MID SIZE SEGMENT - AUTO BILD  
MID SIZED CAR - AUTO MOTOR UND SPORT

## BEST CAR 2017 - AUTO MOTOR UND SPORT

BEST NEW DESIGN 2016 - AUTO MOTOR UND SPORT  
EUROCARBODY 2016 - AUTOMOTIVE CIRCLE INTERNATIONAL  
DESIGN TROPHY - AUTO ZEITUNG  
AUTO BILD SPORTSCAR OF THE YEAR: BEST MID-SIZE SEDAN - AUTO BILD SPORTSCAR MAGAZINE

BEST IMPORTED IN CATEGORY "4X4 PERSONAL CARS ABOVE 40.000 EURO" - AUTO BILD  
D SEGMENT 2017- SPORT AUTO (MOTORPRESSE) READERS VOTE - GIULIA VELOCE 2.0 TURBO  
E SEGMENT 2017- SPORT AUTO (MOTORPRESSE) READERS VOTE - GIULIA QUADRIFOGLIO  
BEST IMPORTED MID SIZE VEHICLE 2017 - AUTO ZEITUNG  
MOST AWAITED CAR - WHATCAR? - READER AWARD 2016  
ONE TO WATCH IN 2016 - FLEET WORLD HONORS 2016  
SAFEST NEW CAR 2017 - CAR BUYER  
GAME CHANGER AWARD 2017 - AUTOCAR  
SUPERSALOON OF THE YEAR - EVO (GIULIA QUADRIFOGLIO)  
AUTONIS DESIGN BRAND 2017 - AUTO MOTOR UND SPORT  
SPORTS SALOON OF THE YEAR - EVO (GIULIA VELOCE)  
PERFORMANCE CAR OF THE YEAR '17- WHAT CAR?  
SUV CATEGORY 2017 - AUTO MOTOR UND SPORT

## BEST PREMIUM SUV - AUTO BILD

BEST HIGH PERFORMANCE SUV 2018 - PAN ARAB MAGAZINE + FUTURE TV  
BEST PREMIUM PERFORMANCE SEDAN - ARAB WHEELS  
BEST LUXURY CAR - DRIVE (FAIRFAX MEDIA)  
2017 CAR OF THE YEAR - AUTOWERELD  
FAVOURITE CAR 2016 - AUTOTRENDS MAGAZINE  
BEST SPORT CAR IN THE CATEGORY - AUTO PRO GALA  
THE MOST POPULAR PREMIUM CAR - AUTOMARKET  
BEST IRISH MEDIUM CAR - CAR OF THE YEAR  
BEST IN PERFORMANCE CAR' CATEGORY - CAR OF THE YEAR  
BEST CAR OF FRANKFURT MOTORSHOW 2015 - GRAND PRIX RTL /AUTO PLUS  
BEST CAR OF GENEVA MOTORSHOW 2016 - GRAND PRIX RTL /AUTO PLUS  
BEST CAR 2016 - L'AUTOMOBILE MAGAZINE - IN D SEDAN SEGMENT  
2017 DANS LA CATÉGORIE FAMILIALES - ARGUS  
AUTOMOBILE SPORTIVE 2016 - AUTOMOBILE SPORTIVE (QUADRIFOGLIO VERSION)

## MOTOR TREND CAR OF THE YEAR

MOST BEAUTIFUL CAR OF THE YEAR - 32TH FESTIVAL AUTOMOBILE INTERNATIONAL  
BEST BUSINESS CAR IN D SEGMENT - KILOMÈTRES ENTREPRISE  
THE MOST BEAUTIFUL CAR 2017- AUTOTRITI  
EXTERNAL APPEARANCE & STYLE 2017 - AUTOTRITI  
CAR OF THE YEAR 2016 - AUTO BILD  
BEST MIDDLE AND HIGHER CLASS VEHICLES - AUTO BILD  
BEST MID-SEDAN - ARBÖ (AUTOMOTIVE ASSOCIATION)  
BEST AUTOMOTIVE PREVIEW 2015 - AUTO LIDER - MOTOR, AUTOMOTO  
CAR OF THE YEAR - MOTO.PL  
BEST CAR 2016 - PRIMO POSTO NEL SEGMENTO DELLE BERLINE - AUTO MOTORSPORT  
AUTO LIDER 2016 - PRIMO POSTO NEL SEGMENTO DELLE BERLINE  
PLAYBOY'S CAR OF THE YEAR 2017 NELLA CATEGORIA VETTURE SPORTIVE  
BEST CARS 2016 AWARDS - MOTORPRESS IBERICA  
BEST MID-SEDAN - AUTOPISTA, AUTOMÓVIL, COCHE ACTUAL, AUTOVÍA.  
ECOMOTOR 2016 AWARDS - EL ECONOMISTA  
BEST MID-HIGH SEDAN 2016 - EL ECONOMISTA  
BEST LAUNCH OF THE YEAR 2016 - INTERNET AUTO AWARD BY AUTOSCOOUT24  
THE BEST MID SEDAN - MOTOR.ES  
THE BEST MID-SIZE SEDAN - MOTORPRESS IBERICA  
BEST MID-HIGH SEDAN 2017 - EL ECONOMISTA  
ECOMOTOR 2016 AWARDS - EL ECONOMISTA  
ESQUIRE - MOST FUN CAR OF THE YEAR

165 GLOBAL AWARDS

104 GIULIA AWARDS

37 4C AWARDS

24 STELVIO AWARDS



DELIVERING SOME OF THE HIGHEST HONORS

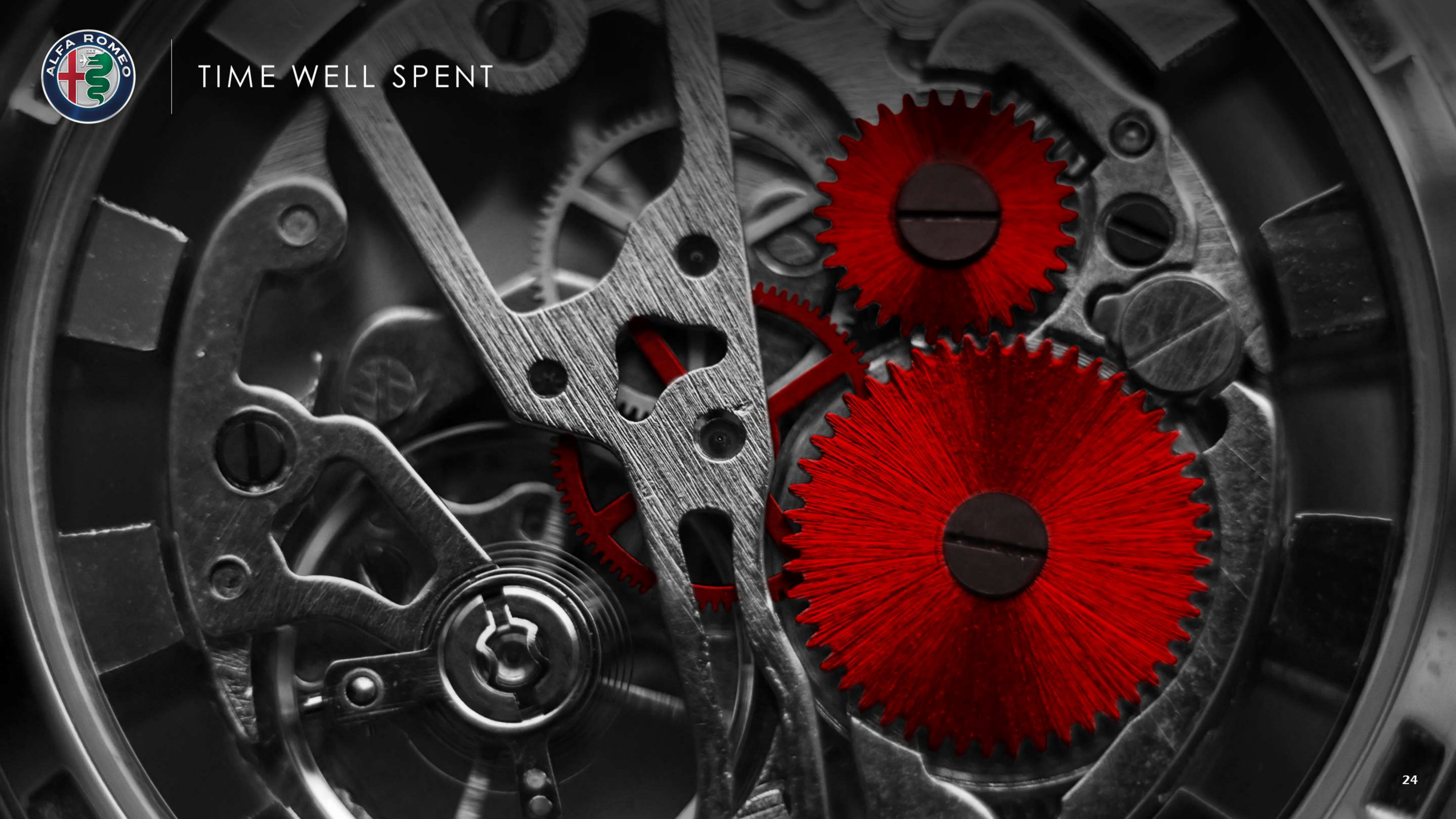
**MOTORTREND**  
**CAR OF THE YEAR**



**BEST CAR**  
**ALFA ROMEO GIULIA**  
**QUADRIFOGLIO**



TIME WELL SPENT





WE'VE RESTORED MORE THAN A RESPECT FOR OUR HERITAGE





## 2014 ... AN AMBITIOUS PLAN



8 NEW PRODUCTS



CLASS LEADING PERFORMANCE



INTRODUCE BRAND IN U.S. & CHINA



ESTABLISH NETWORK IN U.S. AND CHINA



400K GLOBAL SALES



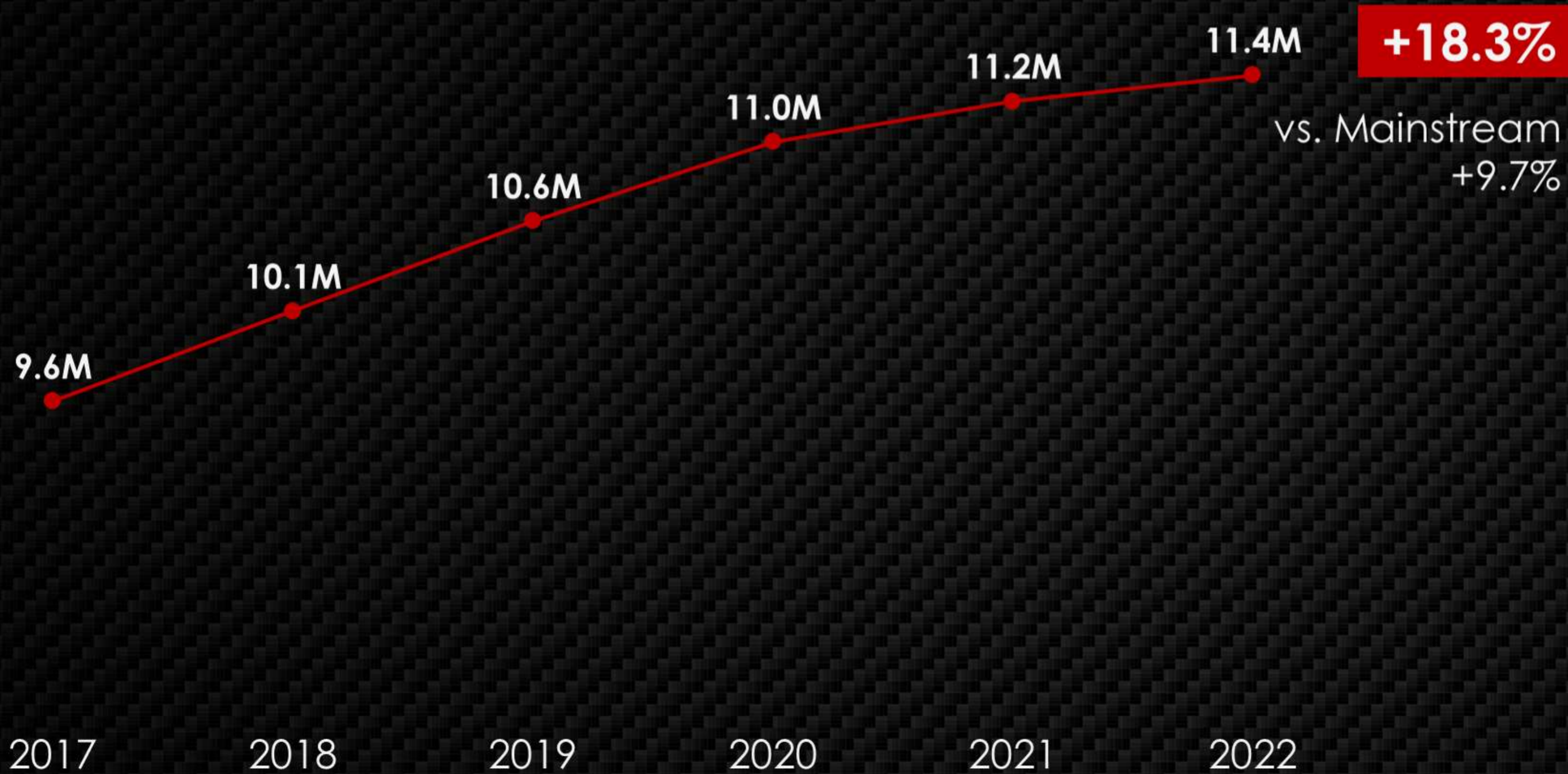


2014... WE HAVE BUILT A STRONG FOUNDATION



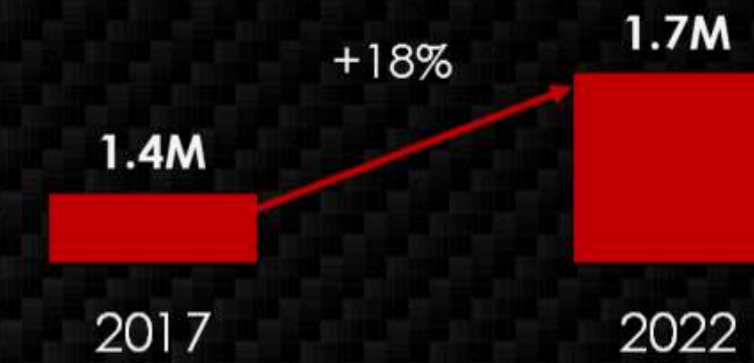


# PREMIUM INDUSTRY VOLUME



## 81% GROWTH – 4 SEGMENTS:

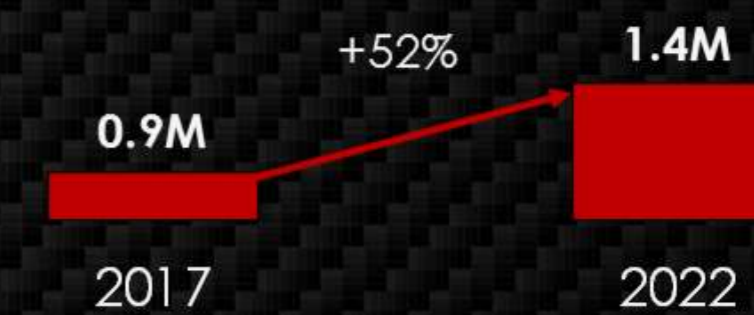
### MID-SIZE SEDAN



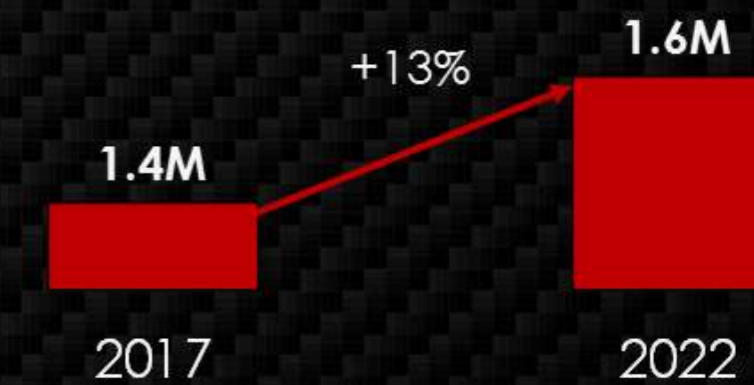
### MID-SIZE UV



### COMPACT UV



### FULL-SIZE UV



3.0M



STAYING TRUE TO OUR DNA

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ADVANCED ENGINE TECHNOLOGY

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50/50 WEIGHT DISTRIBUTION

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POWER-TO-WEIGHT RATIOS

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ITALIAN STYLING

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APPLY 4C DNA TO ANY SEGMENT



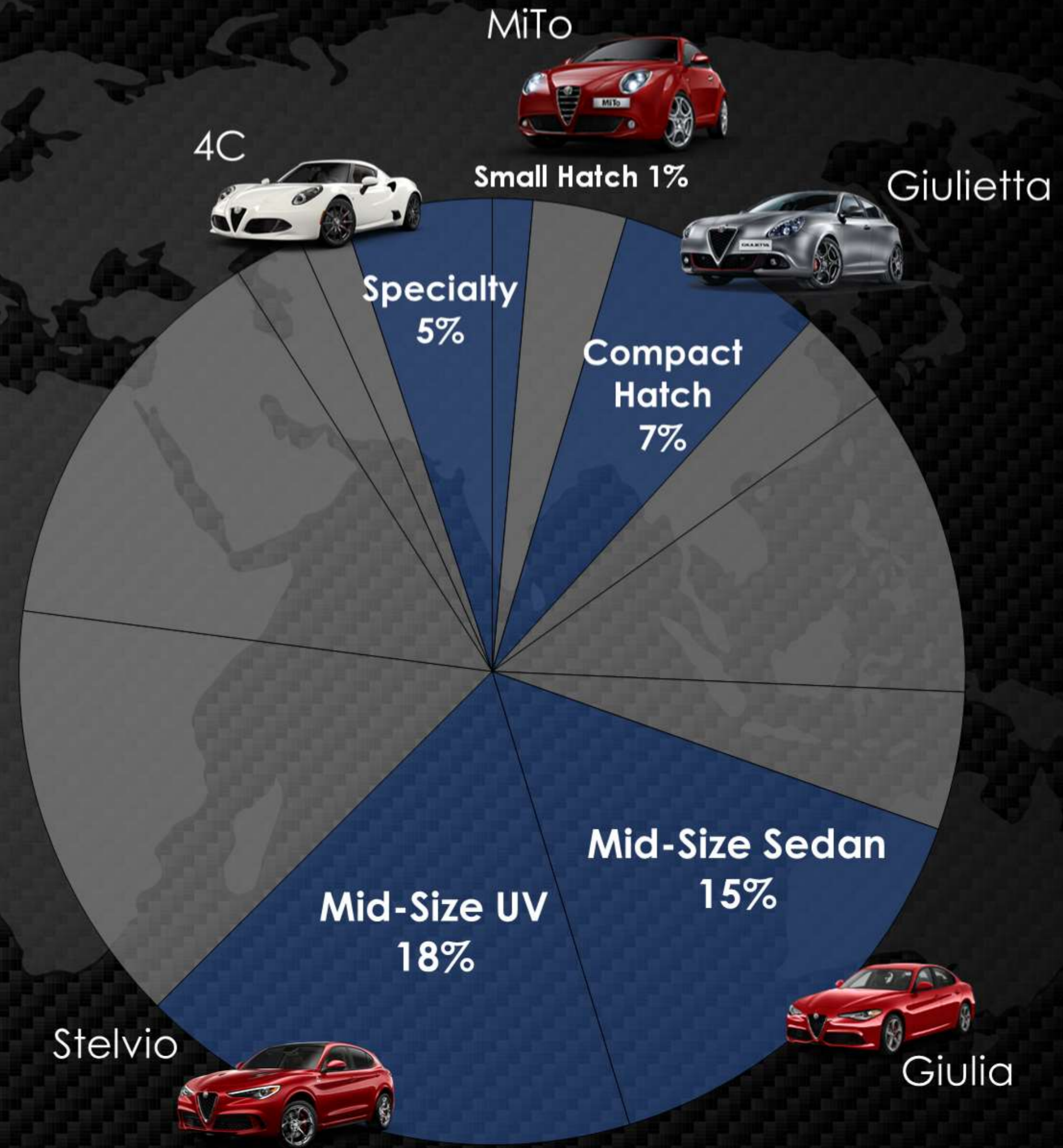


# GLOBAL MARKET COVERAGE – 2018

## EXPANSION OF MARKET COVERAGE TO 46%

Total Alfa Romeo Market **10.1M**

2018 Alfa Romeo Coverage **46%**



■ Segments Covered in 2018

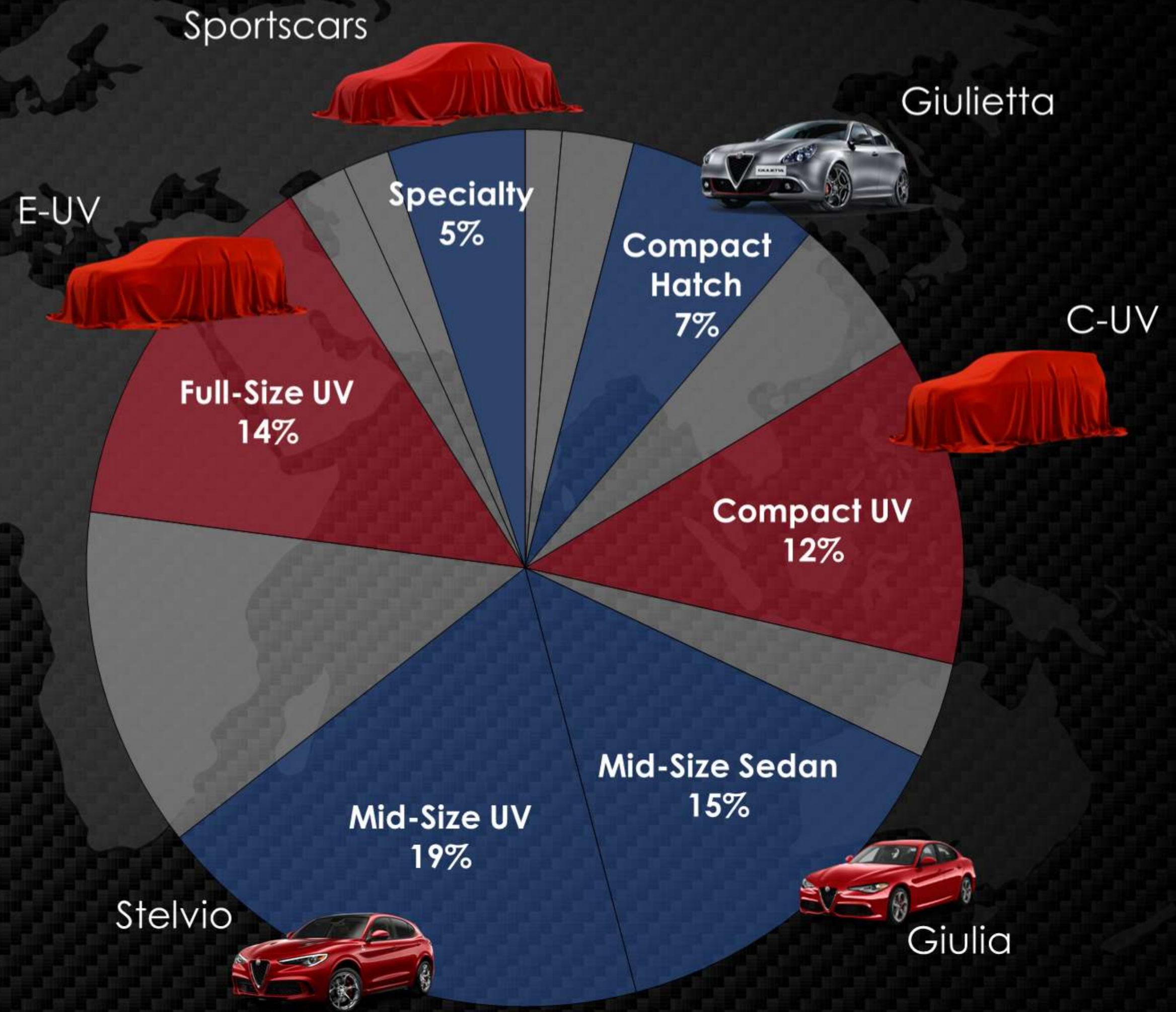


# GLOBAL MARKET COVERAGE – 2022

## EXPANSION OF MARKET COVERAGE TO 71%

Total Alfa Romeo Market **11.4M**

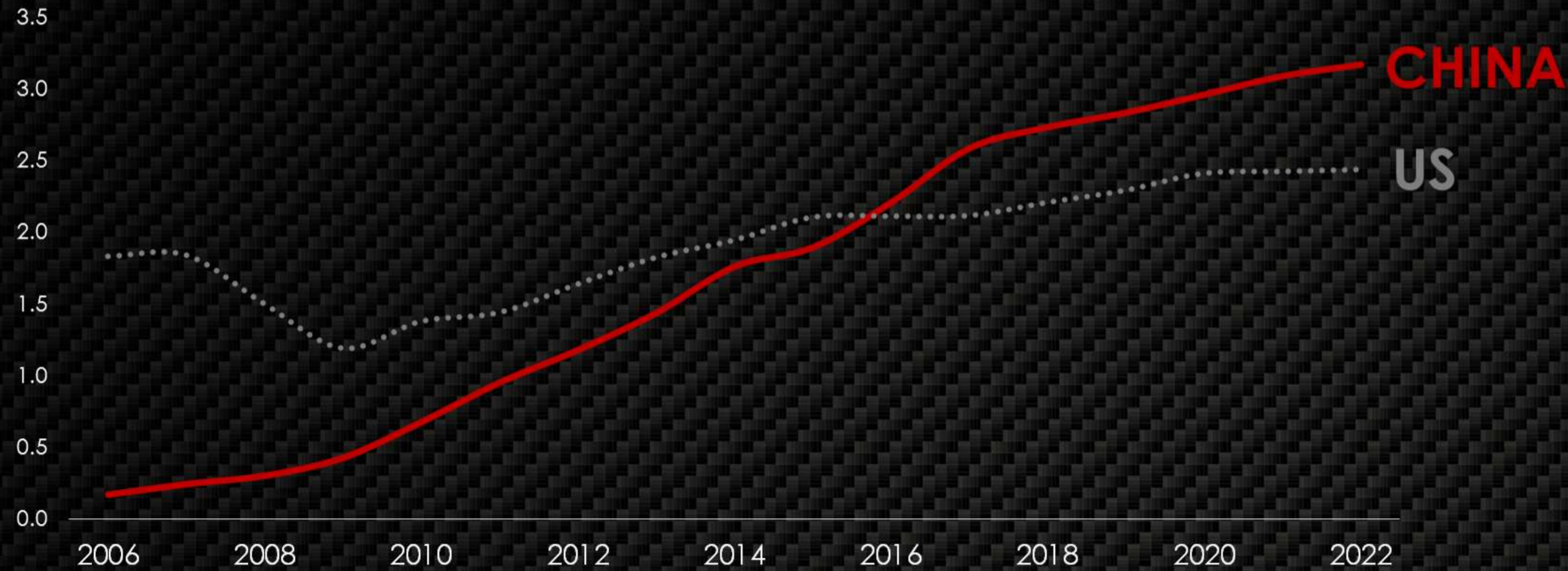
2022 Alfa Romeo Coverage **71%**



■ Segments Covered in 2018 ■ New Segments in 2022 32



# A REGIONAL APPROACH



THE LARGEST PREMIUM MARKET IN THE WORLD

2017 SALES	<b>2.6M</b>	<b>+81%</b> IN THE LAST 4 YEARS
2022 FORECAST	<b>3.2M</b>	<b>+26%</b>



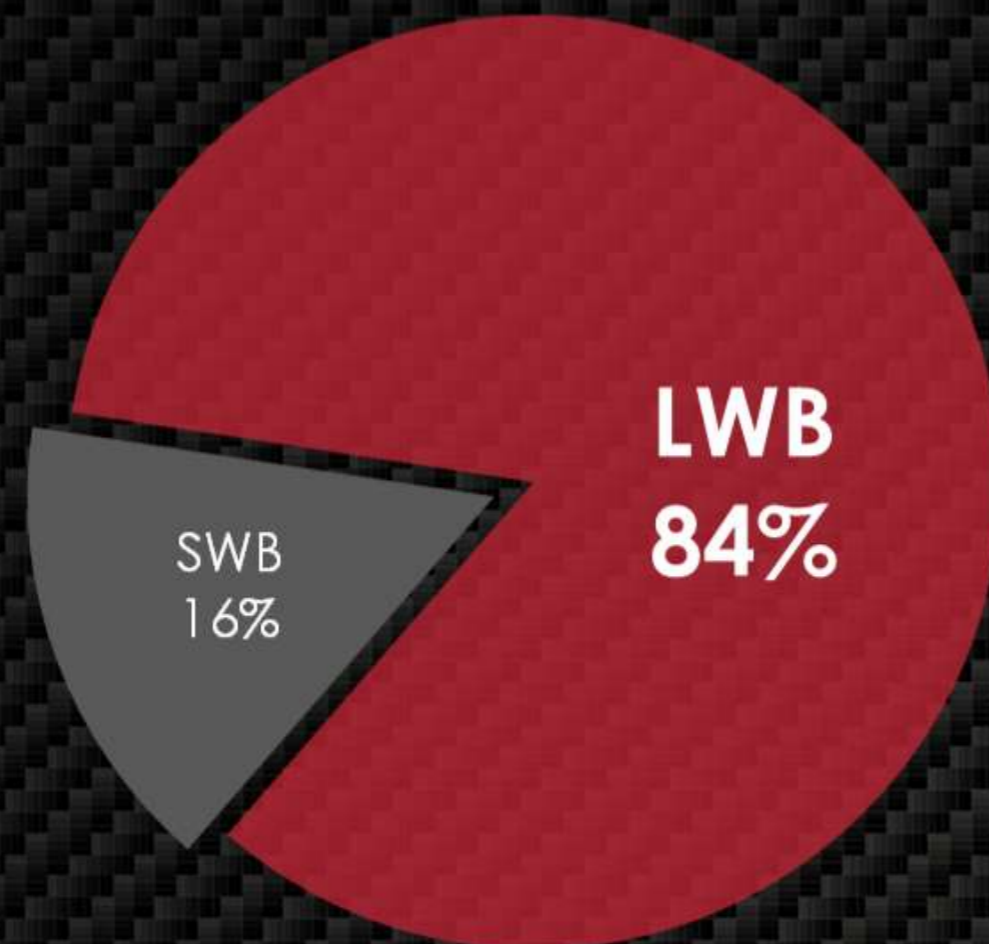
# INTRODUCTION OF LONG WHEELBASE VARIANTS

MID-SIZE SEGMENT



PREMIUM MID-SIZE SEDAN

FULL-SIZE SEGMENT



PREMIUM FULL-SIZE SEDAN



Short Wheelbase (SWB)

Long Wheelbase (LWB)

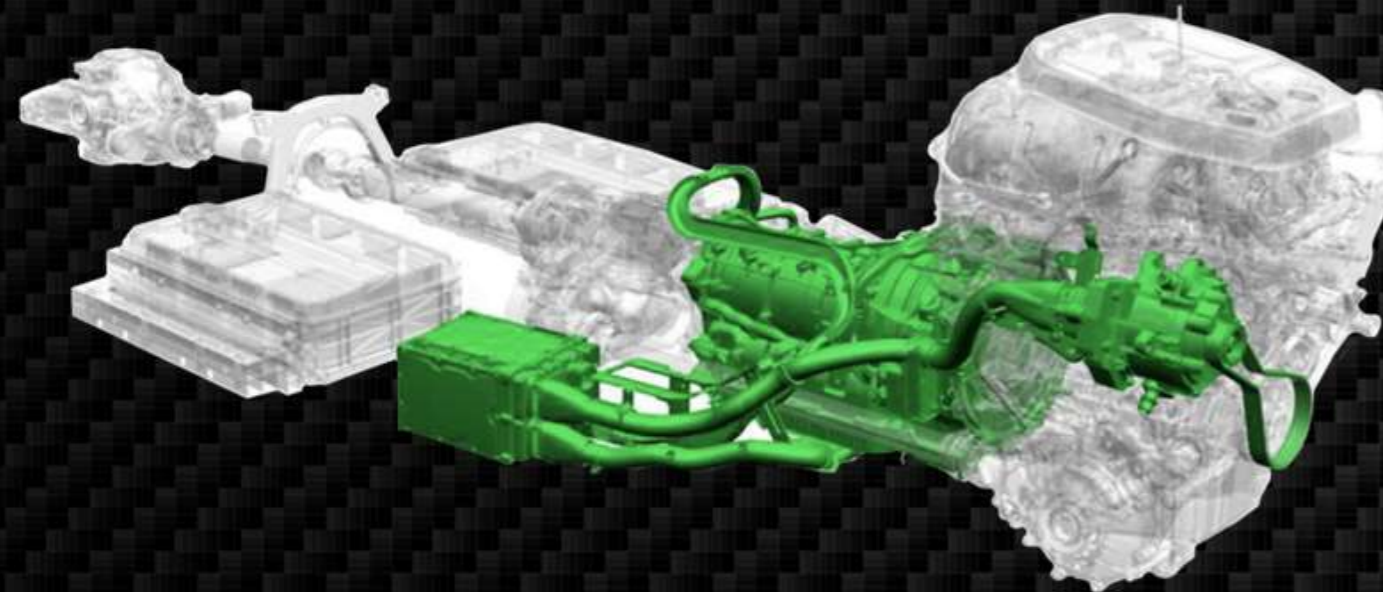


# THE EVOLUTION OF OUR ELECTRIFICATION STRATEGY

DISCONTINUATION OF DIESEL CORRESPONDS WITH NEW ELECTRIFICATION OPPORTUNITIES

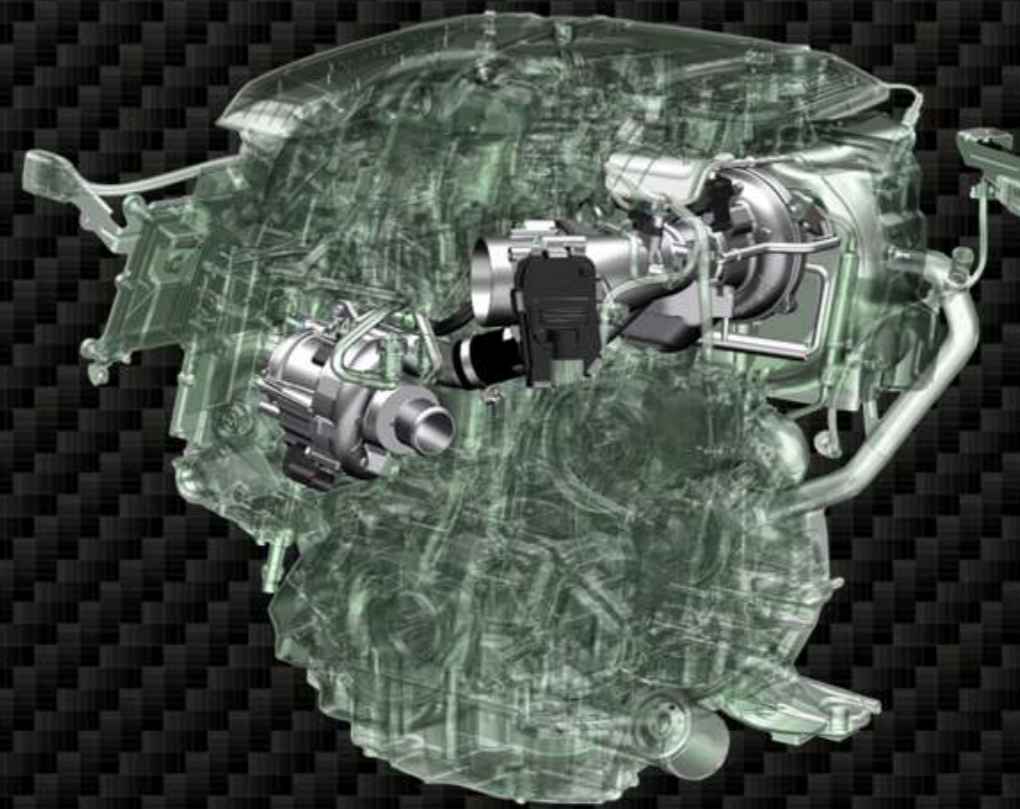
## HYBRID

- Improved performance
- Lower CO<sub>2</sub>



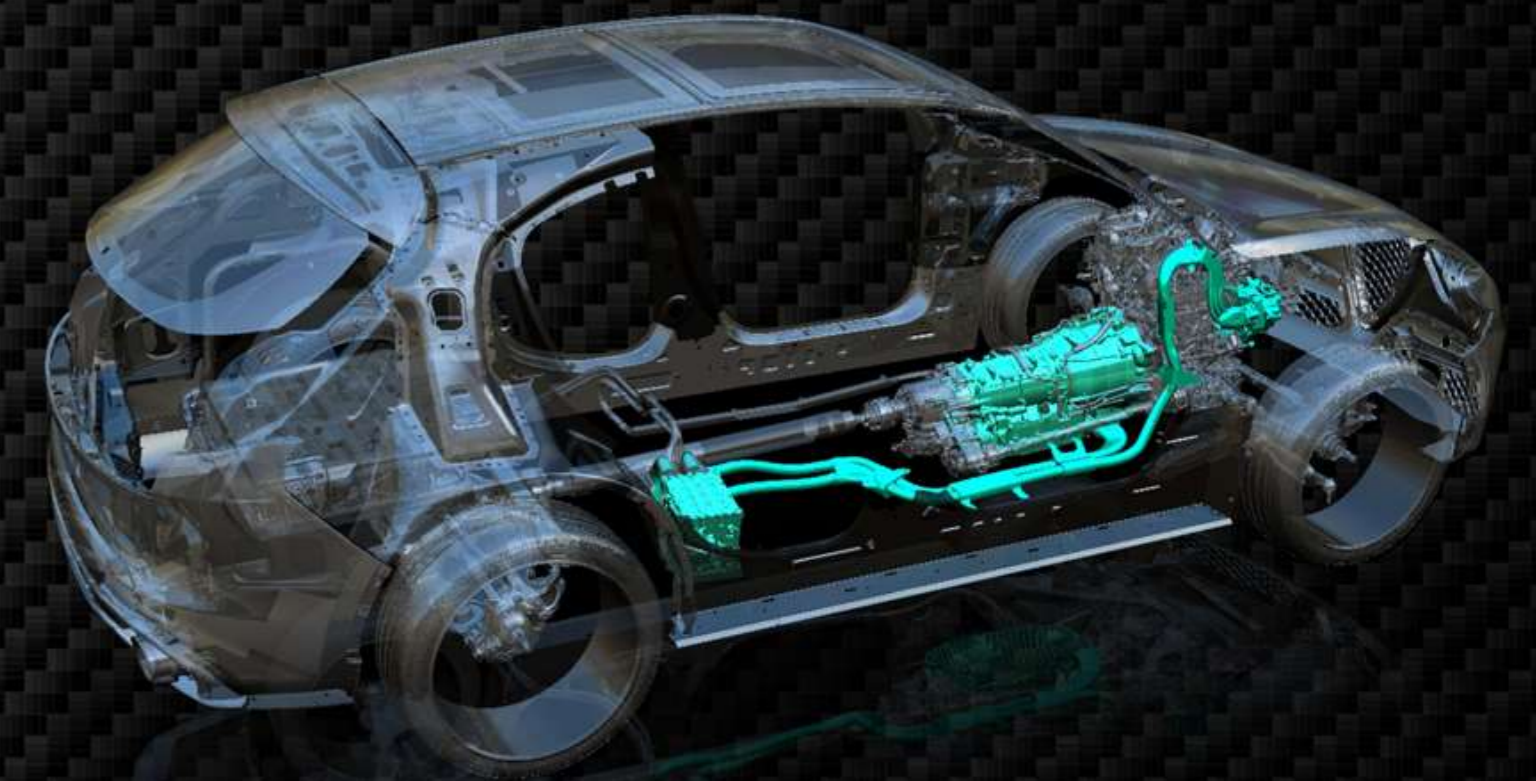
## E-BOOSTER

- E-Booster will be:
  - Up to 25% more powerful
  - Zero turbo lag



## PLUG-IN HYBRID

- Next-generation technology
  - All-electric range > 50 km
  - 0-100 km/h in mid 4 seconds





A TRUE PERFORMANCE BRAND





## RESURRECTION OF AN ICON – 8C



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CARBON FIBER MONOCOQUE CHASSIS

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TWIN-TURBO MID-ENGINE

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ELECTRIFIED FRONT AXLE

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700+ COMBINED HORSEPOWER

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0-100 KM/H IN < 3 SECONDS

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## RETURN OF A LEGENDARY NAMEPLATE – GTV



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50/50 WEIGHT DISTRIBUTION

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600+ HORSEPOWER WITH E-BOOST

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ALL-WHEEL DRIVE WITH TORQUE VECTORING

---

FOUR-PASSENGER SEATING



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# PRODUCT PORTFOLIO

GLOBAL

PREMIUM SEGMENTS

	2018 46% MARKET COVERAGE	2022 71% MARKET COVERAGE	ELECTRIFICATION AUTONOMY CONNECTIVITY		
<b>B</b>	 MiTo				
<b>C</b>	 Giulietta	 Giulietta MCA	 C UV		 
<b>D</b>	  Giulia Stelvio	 Giulia MCA + LWB	 Stelvio MCA + LWB		 
<b>E</b>		 E UV			 
<b>SPECIALTY</b>	  4C Spider 4C Coupe	 GTV	 8C		 

• Build the line-up with heart of the market products

• Grow market coverage into new segments

7 New launches

6 PHEVs

100% Electrified

L2+ & L3 Autonomy

Average age of portfolio: < 3 years

2+ products focused to meet specific regional needs



PHEV



Autonomy



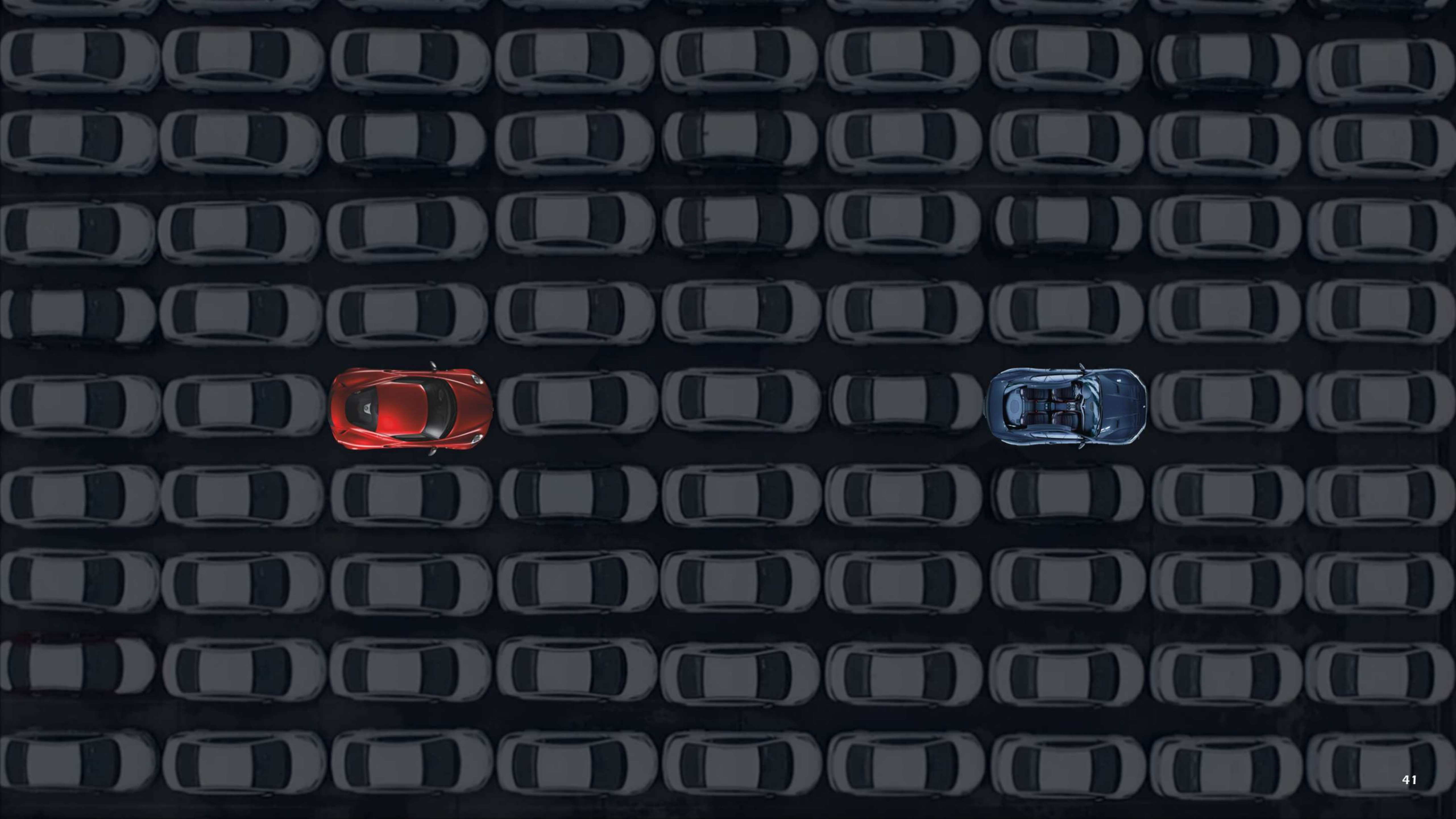
39 Connected



VISION BY 2022

400,000 UNITS

10% MARGINS



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## TWO HISTORIC ITALIAN BRANDS

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# MASERATI



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POSITION BRAND ON ALFIERI HALO  
EVERY MASERATI ALL-NEW OR REDESIGNED  
MARKET COVERAGE GROWS BY +2M UNITS  
EVERY MASERATI WILL OFFER ELECTRIFICATION  
EXCLUSIVE PARTNERSHIP WITH FERRARI  
ACHIEVE GLOBAL SALES OF 100k

NEXT GENERATION 8C - SUPERCAR  
NEXT GENERATION GTV - SPORTS CAR  
EVERY ALFA ROMEO ALL-NEW OR REDESIGNED  
MARKET COVERAGE GROWS BY +3M UNITS  
EVERY ALFA ROMEO WILL OFFER ELECTRIFICATION  
ACHIEVE GLOBAL SALES OF 400K

THANK YOU