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 BALLY ROCCO
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
A BRAND BORN IN 1910

STATE-OF-THE-ART TECHNOLOGY

UNMATCHED PERFORMANCE

SEDUCTIVE ITALIAN DESIGN
“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

- 2014: 66K
- 2015: 62K
- 2016: 72K
- 2017: 109K
- 2018: ~170K

TOTAL +160%
A ONE REGION BRAND TO A GLOBAL BRAND

2013

2018

0% OF SALES

16% OF SALES

74% OF SALES

6% OF SALES

95% OF SALES

0% OF SALES

16% OF SALES

74% OF SALES

0% OF SALES

95% OF SALES

0% OF SALES
GREW GLOBAL NETWORK BY 34%
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?
WE BEGAN WITH A MISSION

THAT DEFINED A DESIGN

THAT DEMANDS NO COMPROMISES

PURPOSE

ARCHITECTURE

PERFORMANCE
NEW PLATFORM
NEW ENGINES
NO OTHER BRAND OFFERS A FASTER LINEUP OF FOUR-DOOR PRODUCTION VEHICLES
ESQUIRE: MOST FUN CAR OF THE YEAR
MOTOR AUTHORITY’S BEST LUXURY PERFORMANCE CAR TO BUY: 4C COUPE
POPULAR MECHANICS: BEST AFFORDABLE DRIVING EXPERIENCE OF THE YEAR: 4C COUPE
WIRED: BEST DESIGNED CAR OF 2015: GIULIA QUADRIFOGLIO
CAR & DRIVERS: MOST AUTOPHOTIC CAR OF 2014: 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 MOTORHUNTER DRIVERS CHOICE - CAR OF THE YEAR: 4C COUPE

2015 AUTOMOBILE ALL-STAR: 4C COUPE
CAR & DRIVER: 15 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 CAR WINNER: GIULIA QUADRIFOGLIO
HISPANIC MOTOR PRESS ASSOCIATION: BEST OF THE YEAR: GIULIA QUADRIFOGLIO
POPULAR MECHANICS: BEST DRIVER’S CHOICE - CAR: GIULIA QUADRIFOGLIO
CARS.COM BEST IN SHOW LA AUTO SHOW: STELVIO QUADRIFOGLIO
AUTOBYTEL: 2017 BUYER’S CHOICE: BEST SPORTS CHOICE: 4C COUPE STELVIO QUADRIFOGLIO

STELVIO QUADRIFOGLIO

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

IHI'S: ALFA ROMEO GIULIA EARNS TOP SAFETY

PICK+ AWARD
ACTIVE LIFESTYLE VEHICLES OF THE YEAR – LUXURY ON-ROAD: STELVIO
MOTOR TEND: CAR OF THE YEAR – USA
WOMEN’S CHOICE AWARD: CONVERTIBLE & COUPE OVER $50,000 AT LAX: 4C COUPE & 4C SPIDER

CAR & DRIVER: 2018 10 BEST CARS: GIULIA
CHICAGO NEWS: BEST CARS OF 2017 – SEADAN OF THE YEAR: GIULIA
DESIGN AWARD: AUTO BILD
BEST BRANDS – CATEGORY DESIGN IN MID SIZE SEGMENT – AUTO BILD MID SIZE CAR – AUTO MOTOR UND SPORT

BEST CAR 2017 – AUTO MOTOR UND SPORT
BEST NEW DESIGN 2016 – AUTO MOTOR UND SPORT
EUROCAMBIO 2016 – AUTOMUTO CIRCLE INTERNATIONAL DESIGN TROPHY – AUTO ZEITUNG
AUTO BILD SPORTSCAR OF THE YEAR: BEST MID SIZE SEADAN – AUTO BILD SPORTSCAR MAGAZINE
DELIVERING SOME OF THE HIGHEST HONORS
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

vs. Mainstream +9.7%

81% GROWTH – 4 SEGMENTS:

MID-SIZE SEDAN

2017 | 1.4M | +19% | 2022 | 1.7M

MID-SIZE UV

2017 | 1.6M | +33% | 2022 | 2.1M

COMPACT UV

2017 | 0.9M | +52% | 2022 | 1.4M

FULL-SIZE UV

2017 | 1.4M | +13% | 2022 | 1.6M

Source: IHS Premium
STAYING TRUE TO OUR DNA

ADVANCED ENGINE TECHNOLOGY
50/50 WEIGHT DISTRIBUTION
POWER-TO-WEIGHT RATIOS
ITALIAN STYLING
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%

Source: IHS Premium
EXPANSION OF MARKET COVERAGE TO 71%

Total Alfa Romeo Market 11.4M
2022 Alfa Romeo Coverage 71%

Source: IHS Premium
A REGIONAL APPROACH

2017 SALES: 2.6M (+81% in the last 4 years)
2022 FORECAST: 3.2M (+26%)

THE LARGEST PREMIUM MARKET IN THE WORLD
INTRODUCTION OF LONG WHEELBASE VARIANTS

Short Wheelbase (SWB) 18%
Long Wheelbase (LWB) 84%

MID-SIZE SEGMENT
PREMIUM MID-SIZE SEDAN [CATEGORICAL NAME] [PER...]

FULL-SIZE SEGMENT
PREMIUM FULL-SIZE SEDAN LWB 84%

Source: IHS Premium
The evolution of our electrification strategy

Discontinuation of diesel corresponds with new electrification opportunities

**Hybrid**
- Improved performance
- Lower CO₂

**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

Diesel Mix in Europe (17CY): MiTo 39%, Giulietta 67%, Giulia 75%, Stelvio 73%
RESURRECTION OF AN ICON – 8C

CARBON FIBER MONOCOQUE CHASSIS

TWIN-TURBO MID-ENGINE

ELECTRIFIED FRONT AXLE

700+ COMBINED HORSEPOWER

0-100 KM/H IN < 3 SECONDS
RETURN OF A LEGENDARY NAMEPLATE – GTV

50/50 WEIGHT DISTRIBUTION
600+ HORSEPOWER WITH E-BOOST
ALL-WHEEL DRIVE WITH TORQUE VECTORIZATION
FOUR-PASSENGER SEATING
# PRODUCT PORTFOLIO

<table>
<thead>
<tr>
<th>GLOBAL</th>
<th>2018</th>
<th>2022</th>
<th>ELECTRIFICATION AUTONOMY CONNECTIVITY</th>
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<td>Giulia</td>
<td>Stelvio</td>
<td>Giulia MCA + LWB</td>
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<td>E UV</td>
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<tr>
<td>SPECIALTY</td>
<td>4C Spider</td>
<td>4C Coupe</td>
<td>GTV</td>
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- **Build the line-up with heart of the market products**
- **Grow market coverage into new segments**

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<th>PREMIUM SEGMENTS</th>
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<td>46% MARKET COVERAGE</td>
<td>71% MARKET COVERAGE</td>
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<tr>
<td>2018</td>
<td>MiTo</td>
<td>Giulietta</td>
<td>Giulia</td>
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<tr>
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<td>C UV</td>
<td>Giulia MCA + LWB</td>
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- **7 New launches**
- **6 PHEVs**
- **100% Electrified**
- **L2+ & L3 Autonomy**
- **Average age of portfolio: < 3 years**
- **2+ products focused to meet specific regional needs**

Source: IHS Premium
VISION BY 2022

400,000 UNITS

10% MARGINS
TWO HISTORIC ITALIAN BRANDS

MASERATI

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

ALFA ROMEO

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