



Alfa Romeo

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.

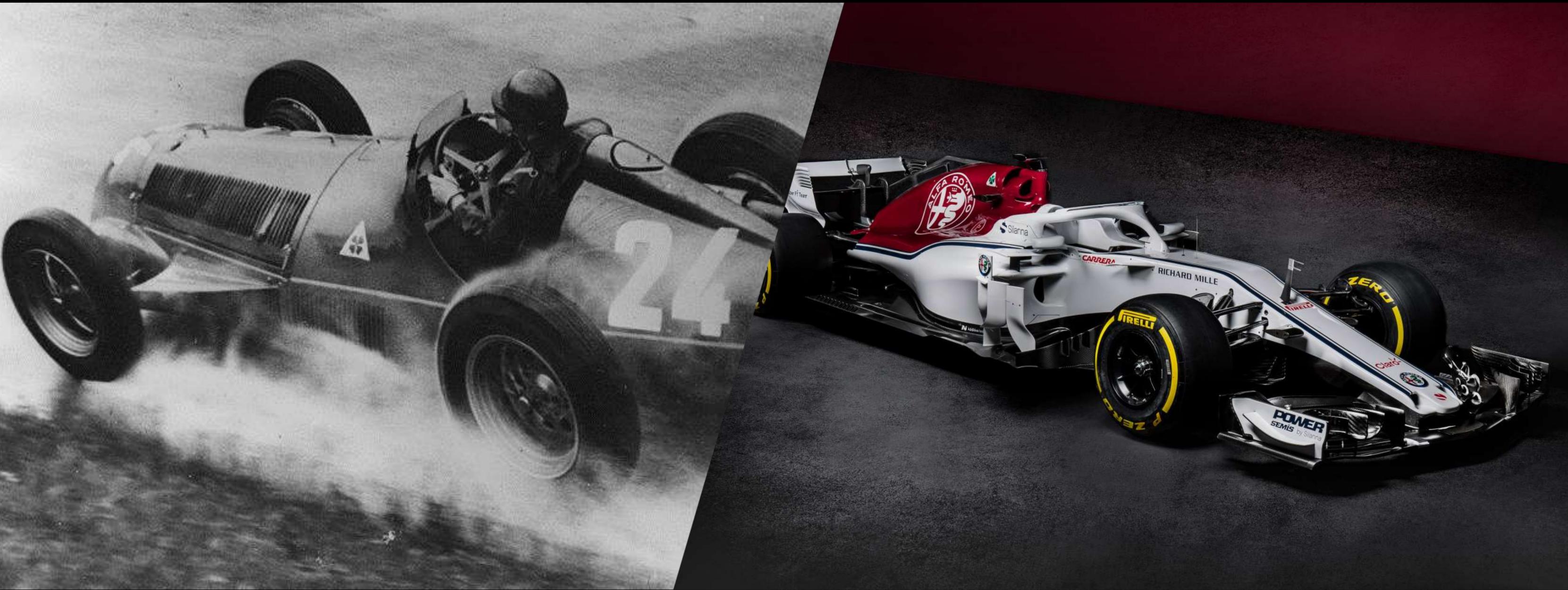


ALFA ROMEO IS HOME AT BALOCCO



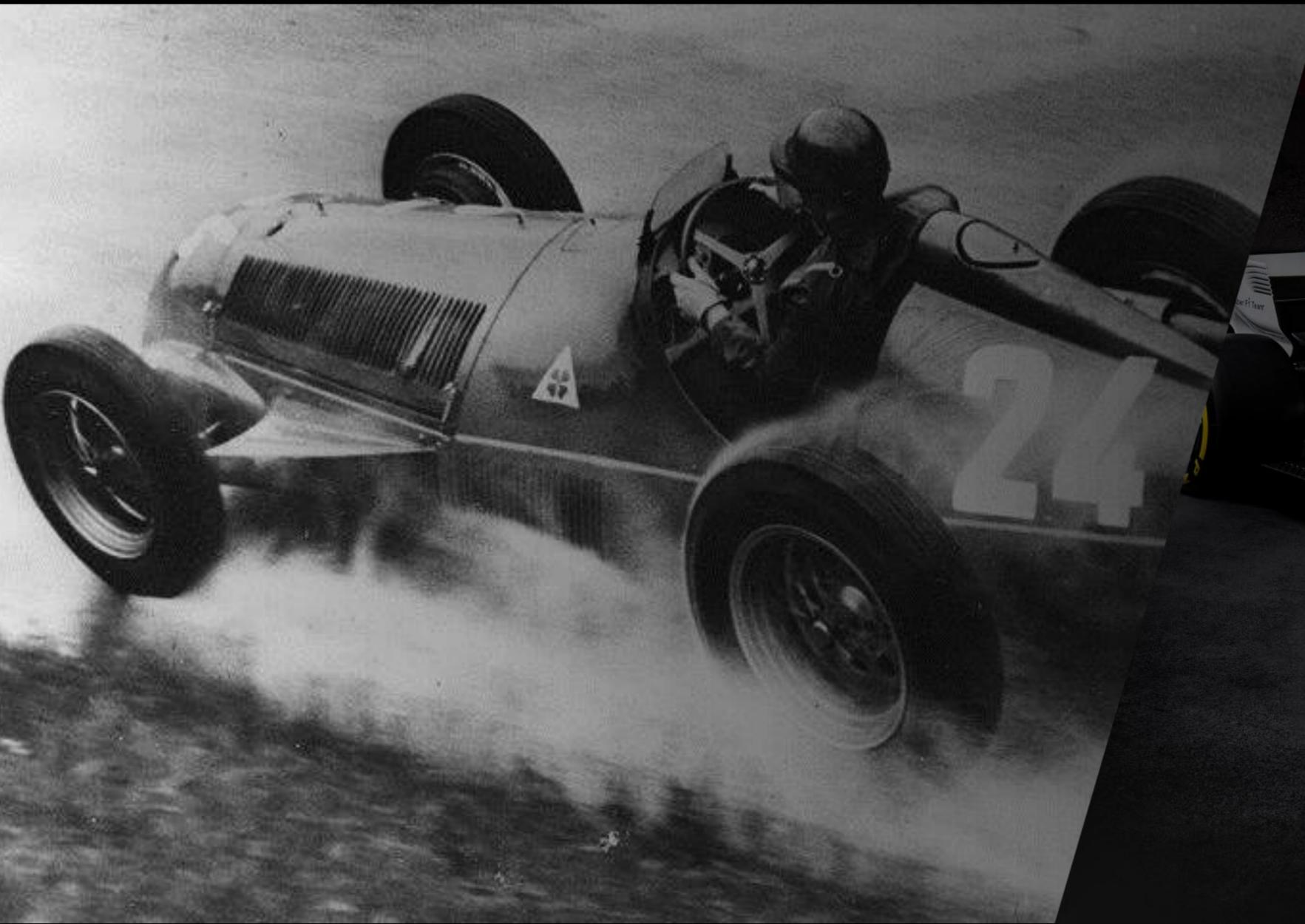


RACING IS IN OUR DNA





RACING IS IN OUR DNA



17 European Championships

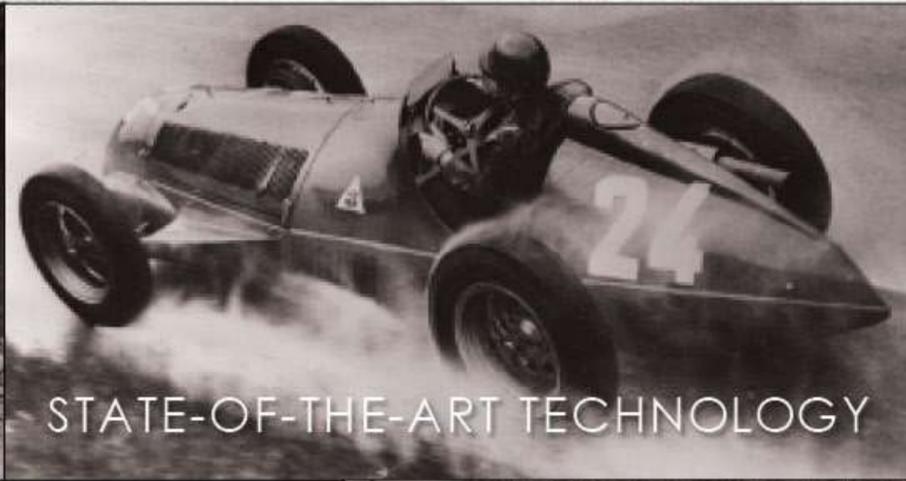
5 World Championships

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



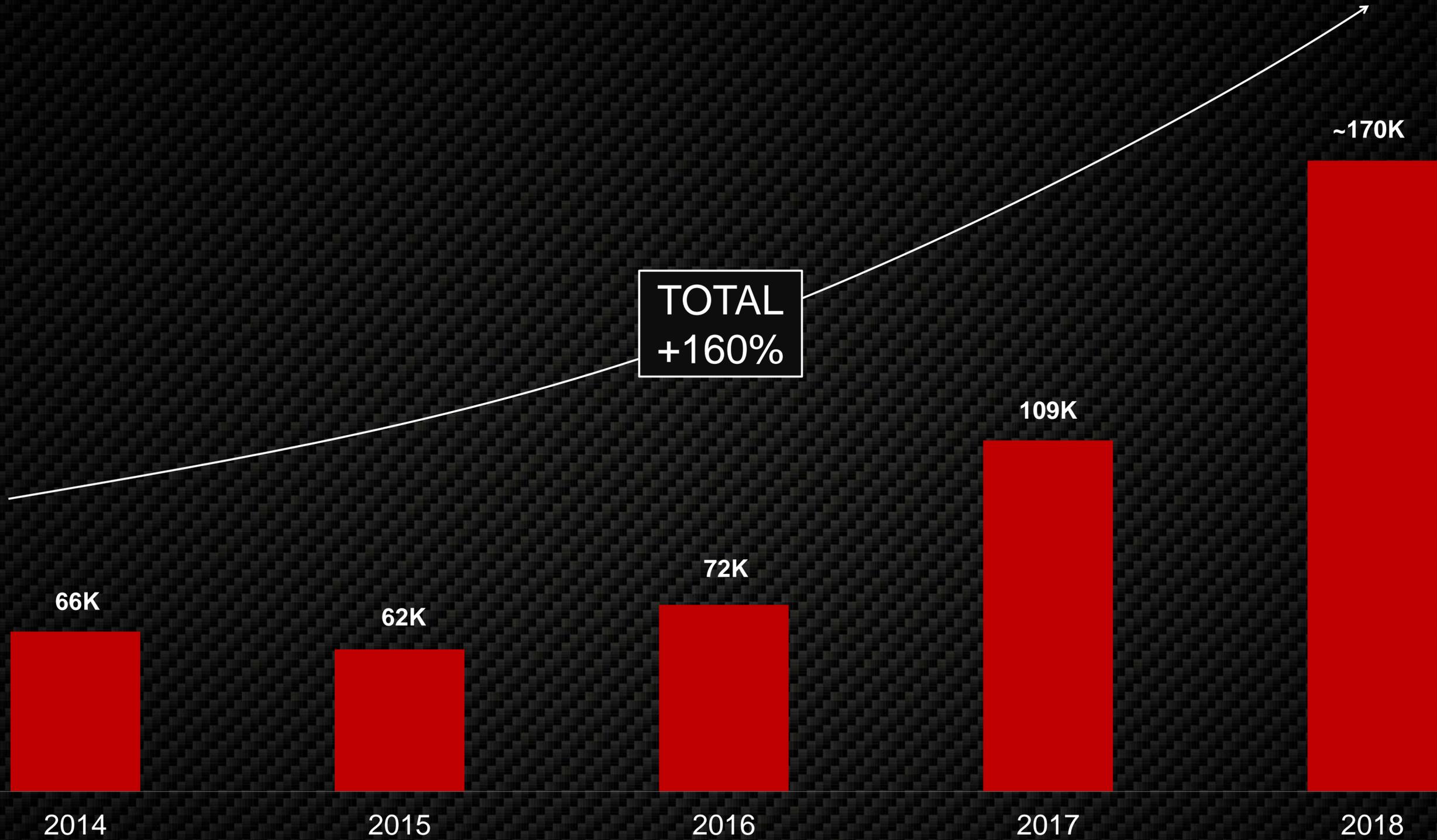


WE HAVE ACCOMPLISHED A LOT SINCE 2014





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

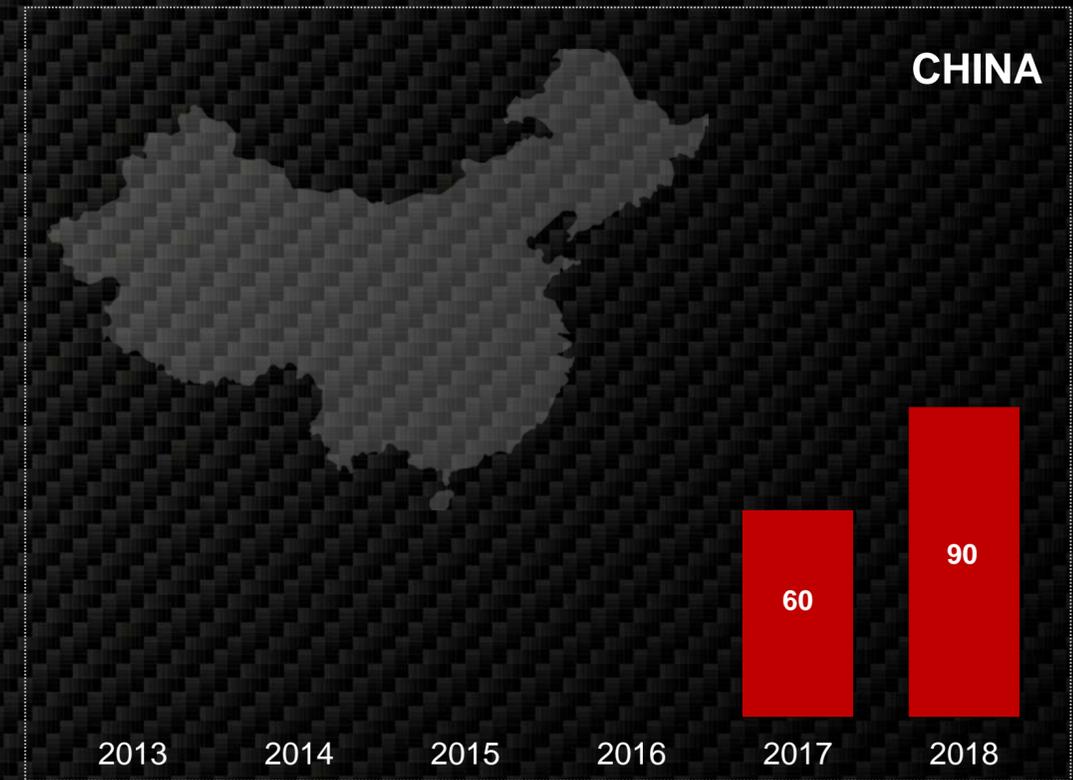
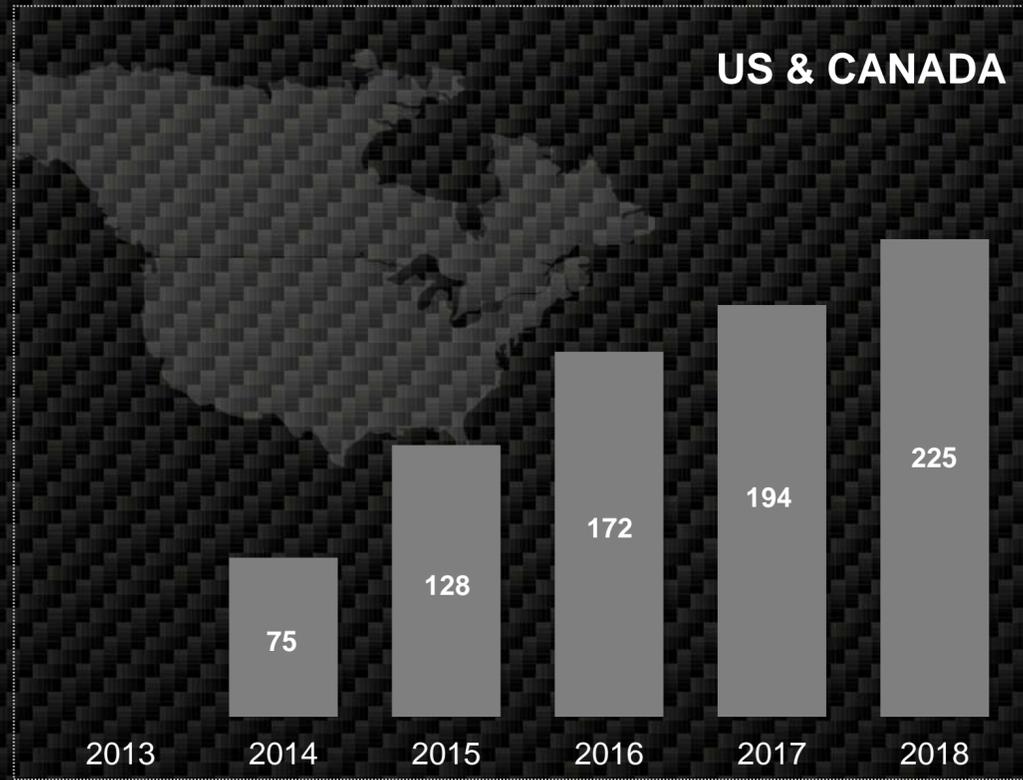
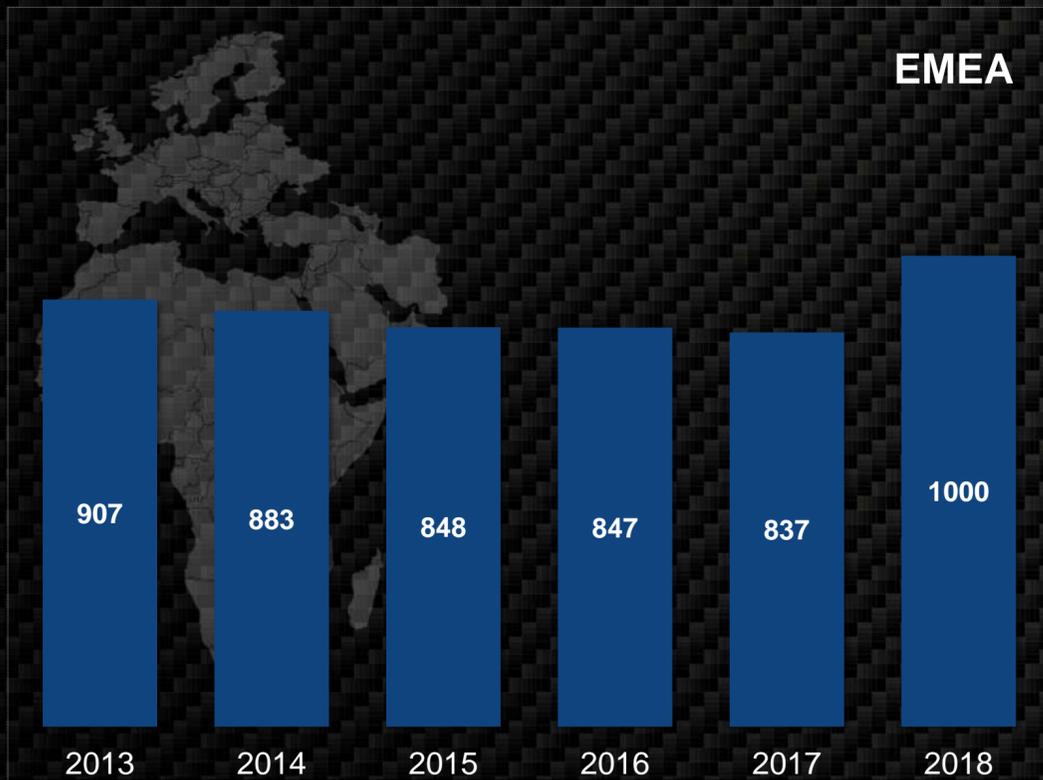
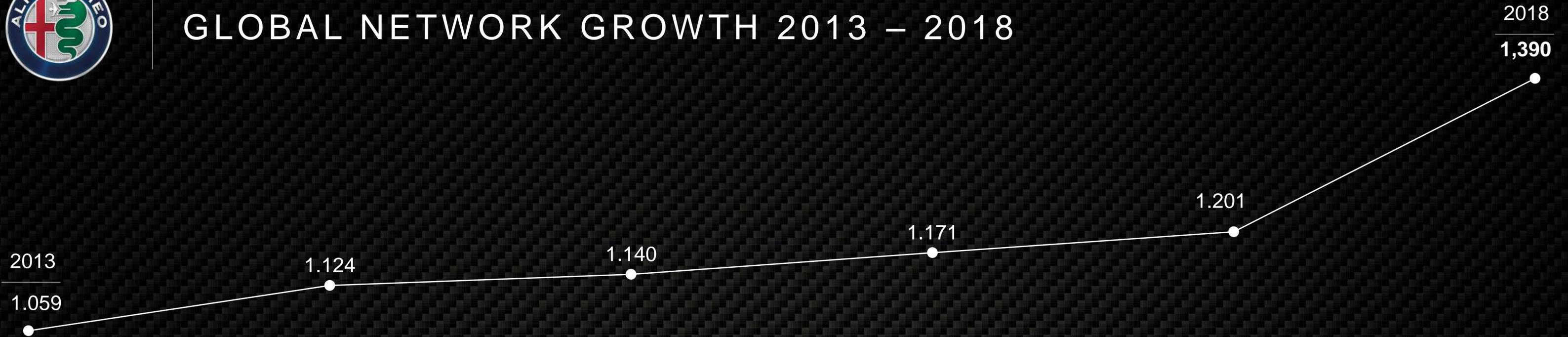


GREW GLOBAL NETWORK BY 34%





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



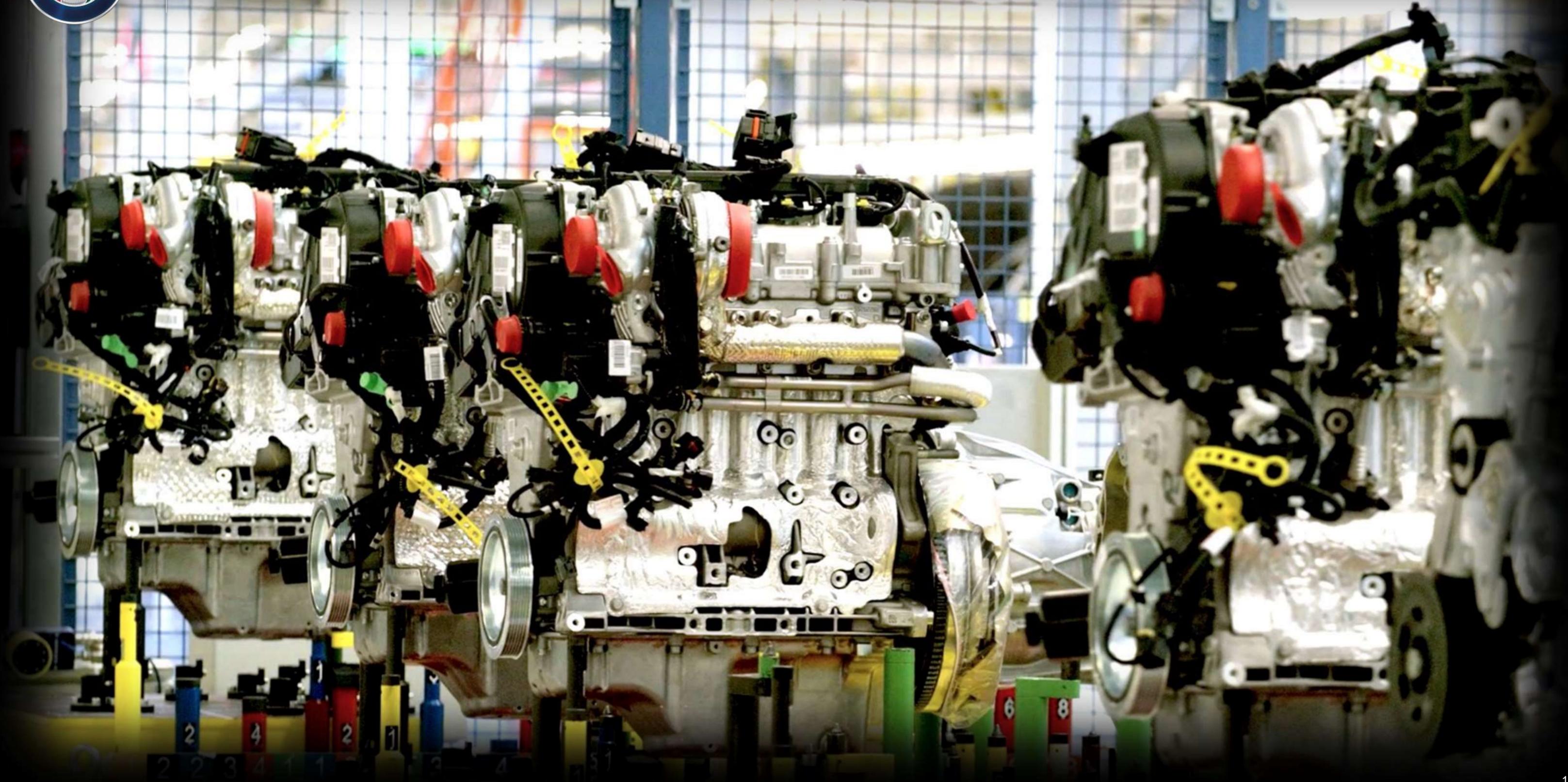


NEW ENGINES





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, AUTOVIA.
ECOMOTOR 2016 AWARDS - EL ECONOMISTA
BEST MID-HIGH SEDAN 2016 - EL ECONOMISTA
BEST LAUNCH OF THE YEAR 2016 - INTERNET AUTO AWARD BY AUTOSCOUT24
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



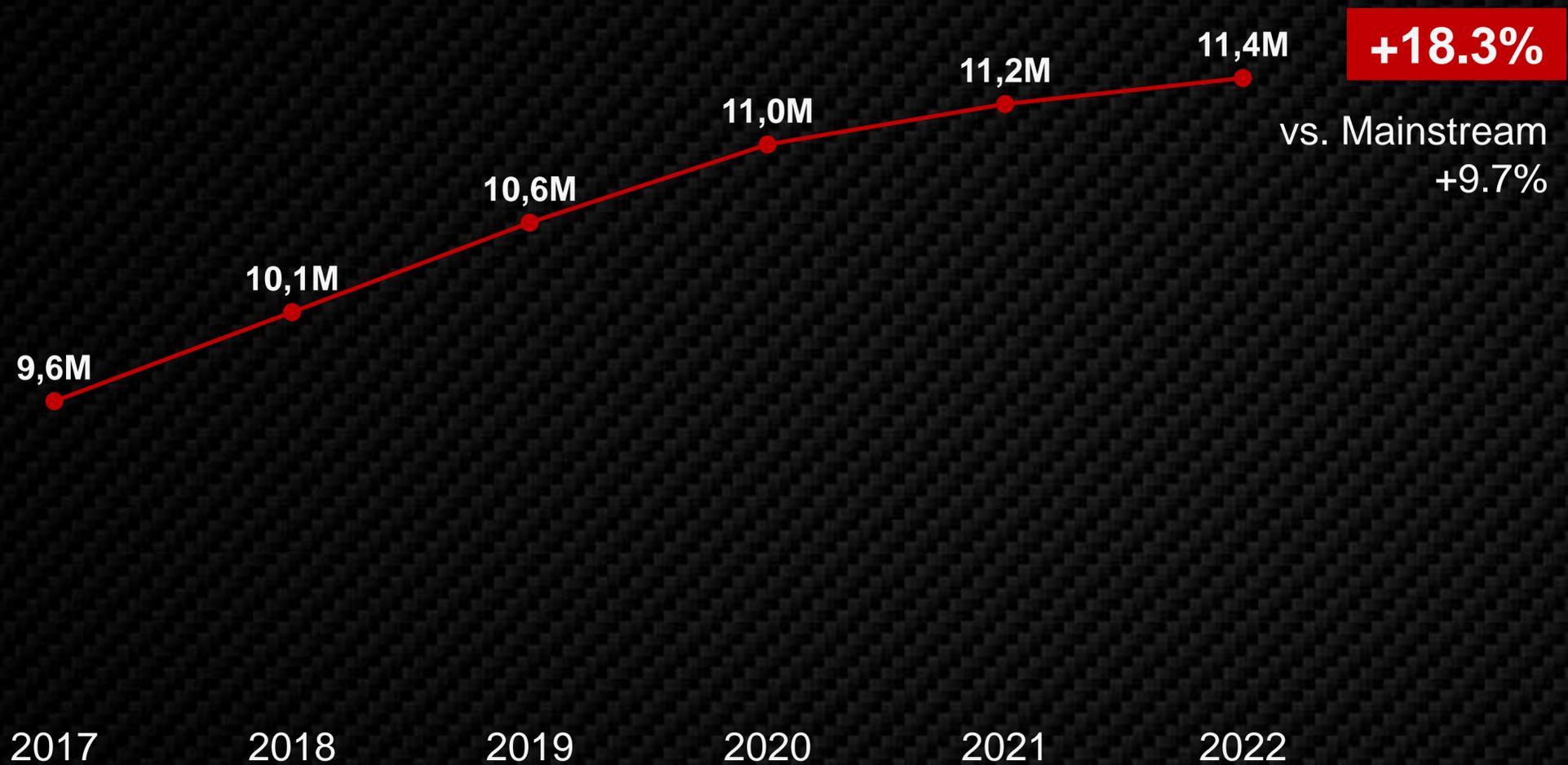


2014... WE HAVE BUILT A STRONG FOUNDATION





PREMIUM INDUSTRY VOLUME

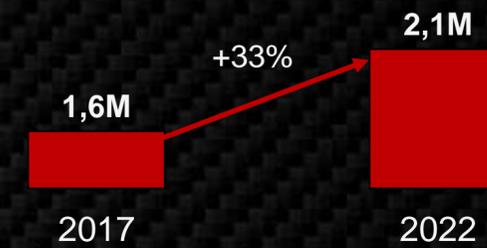


81% GROWTH – 4 SEGMENTS:

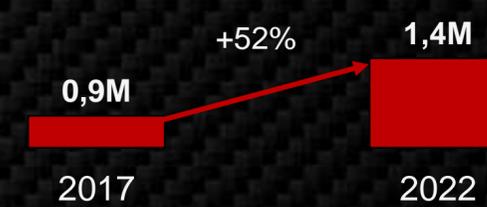
MID-SIZE SEDAN



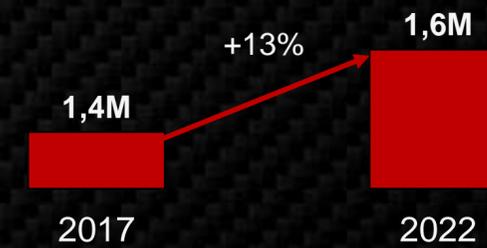
MID-SIZE UV



COMPACT UV



FULL-SIZE UV



3.0M



STAYING TRUE TO OUR DNA

ADVANCED ENGINE TECHNOLOGY

50/50 WEIGHT DISTRIBUTION

POWER-TO-WEIGHT RATIOS

ITALIAN STYLING





APPLY 4C DNA TO ANY SEGMENT

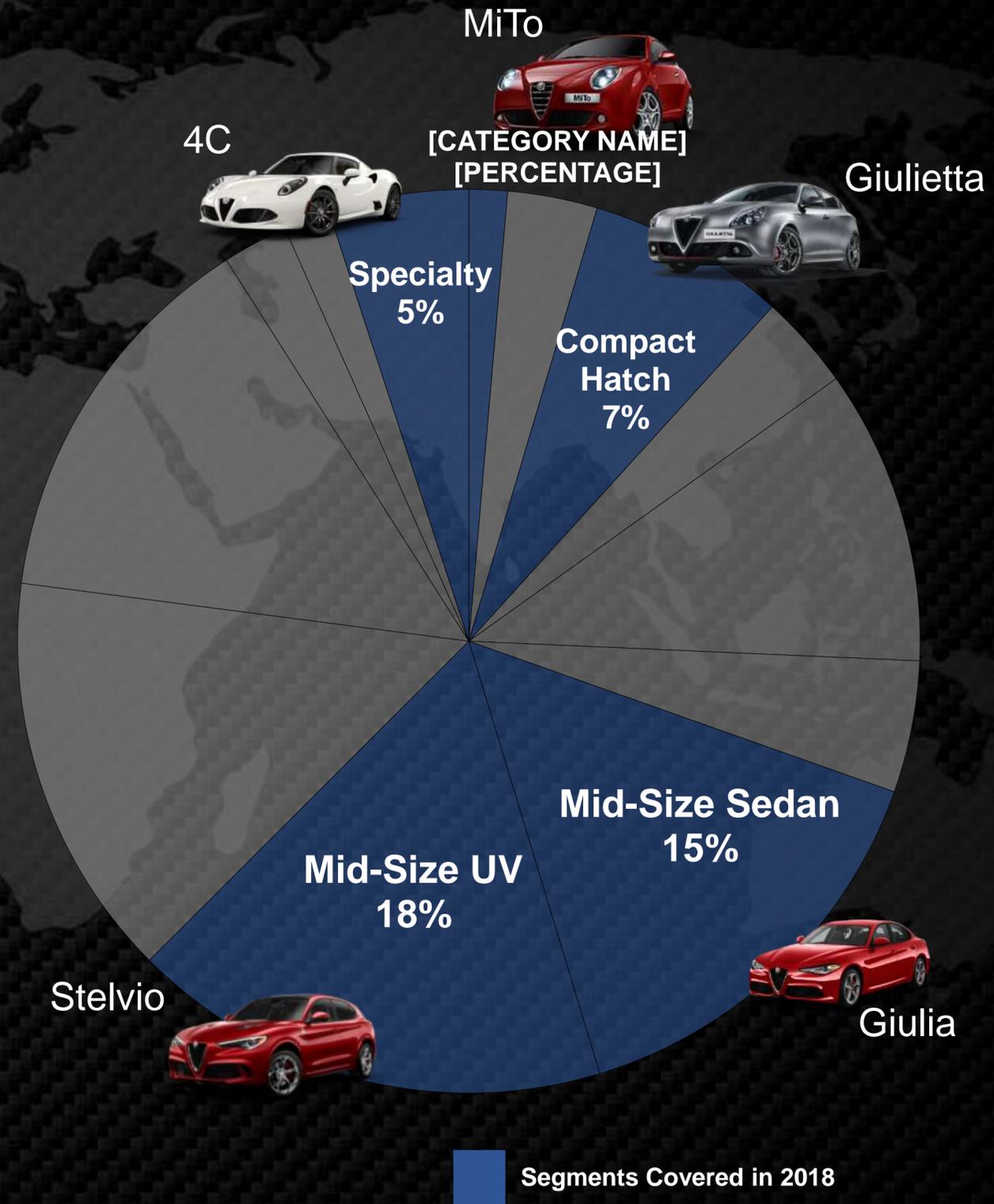




GLOBAL MARKET COVERAGE – 2018

EXPANSION OF MARKET COVERAGE TO 46%

Total Alfa Romeo Market	10.1M
2018 Alfa Romeo Coverage	46%



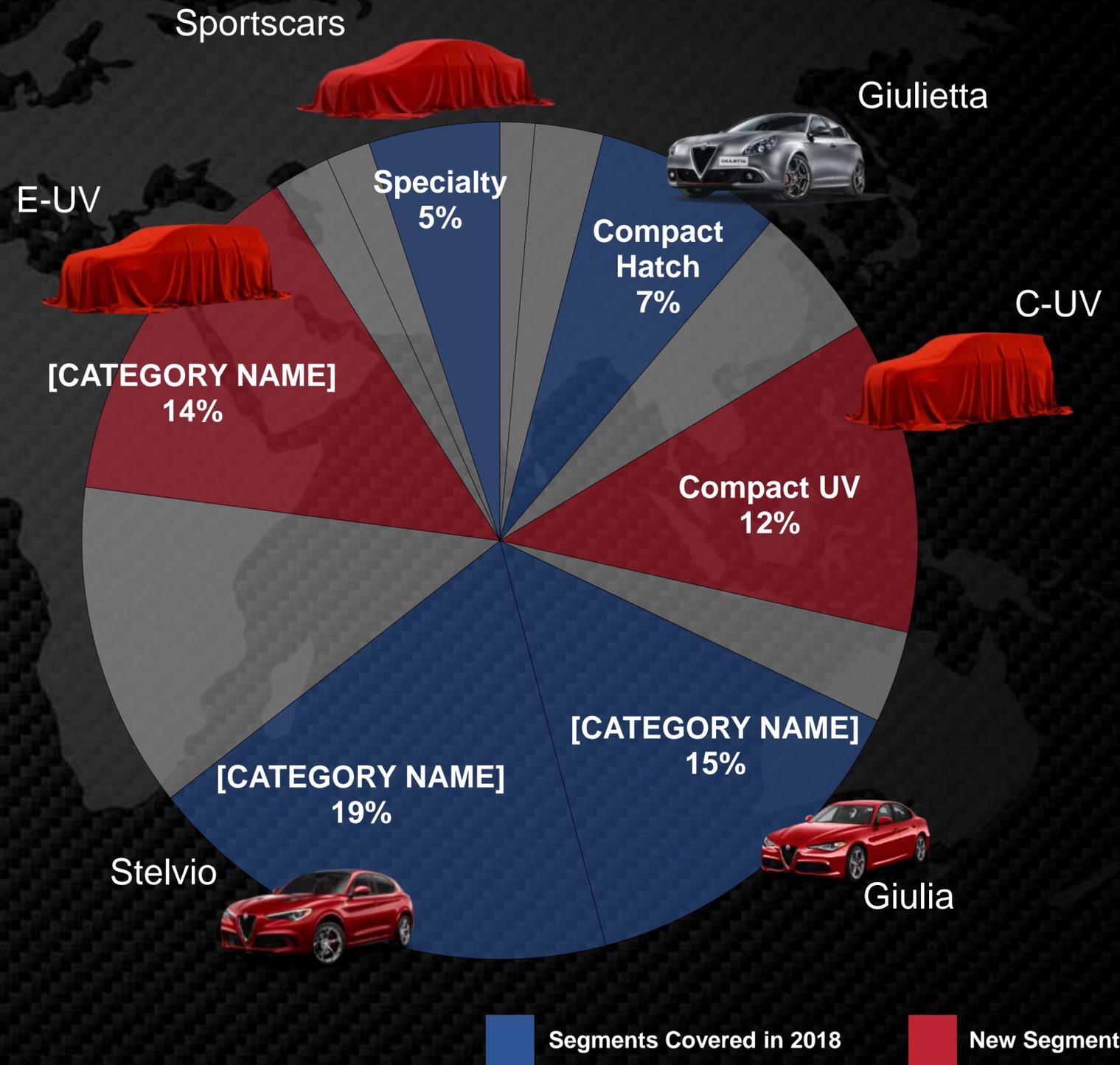


GLOBAL MARKET COVERAGE – 2022

EXPANSION OF MARKET COVERAGE TO 71%

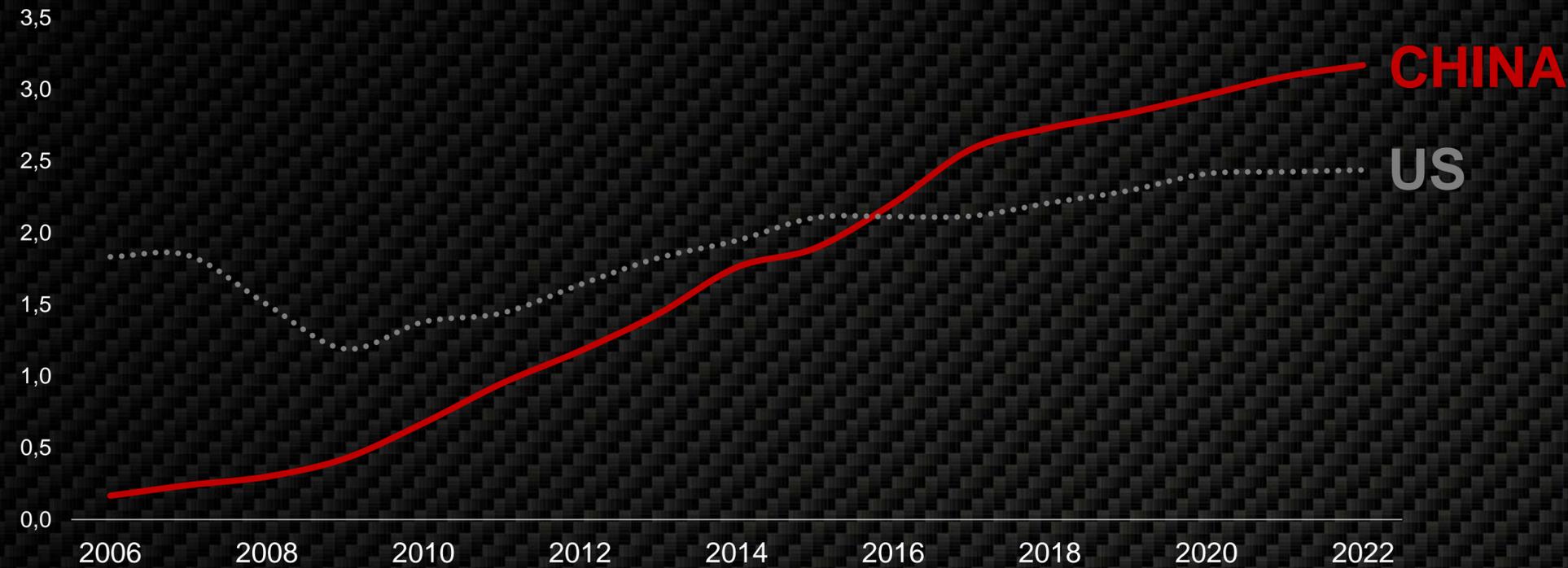
Total Alfa Romeo Market **11.4M**

2022 Alfa Romeo Coverage **71%**





A REGIONAL APPROACH



THE LARGEST PREMIUM MARKET IN THE WORLD

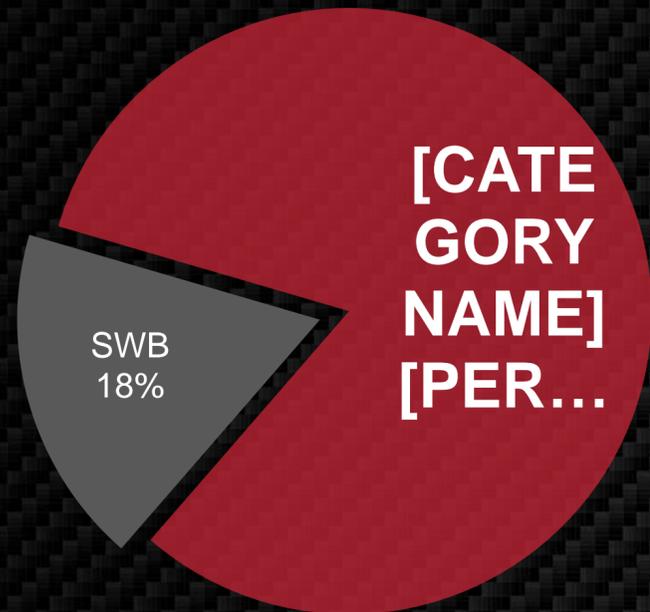
2017 SALES **2.6M** **+81%** IN THE LAST 4 YEARS

2022 FORECAST **3.2M** **+26%**



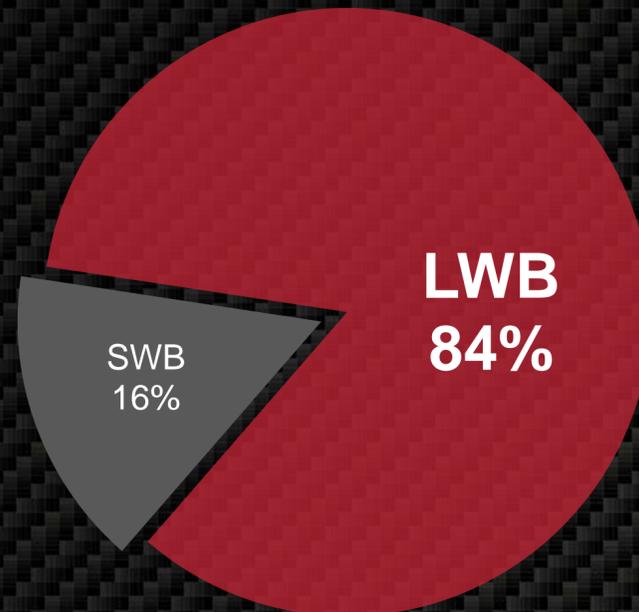
INTRODUCTION OF LONG WHEELBASE VARIANTS

MID-SIZE SEGMENT



PREMIUM MID-SIZE SEDAN

FULL-SIZE SEGMENT



PREMIUM FULL-SIZE SEDAN



Short Wheelbase (SWB)

Long Wheelbase (LWB)

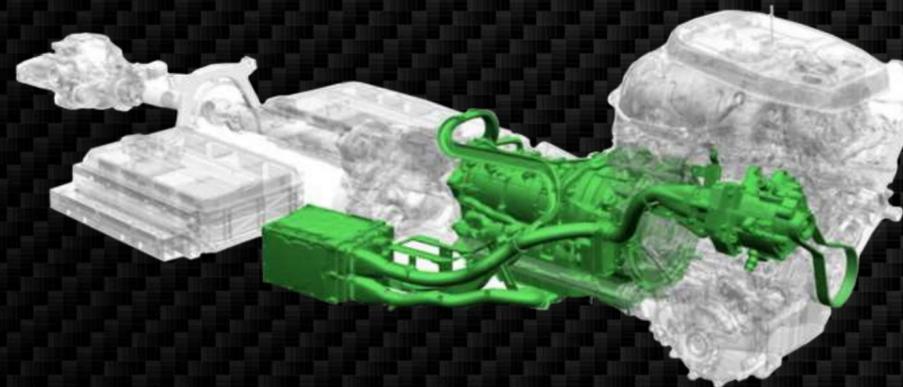


THE EVOLUTION OF OUR ELECTRIFICATION STRATEGY

DISCONTINUATION OF DIESEL CORRESPONDS WITH NEW ELECTRIFICATION OPPORTUNITIES

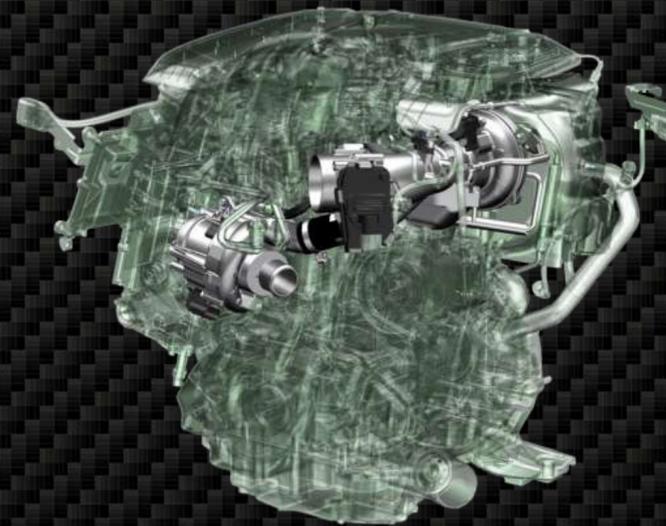
HYBRID

- Improved performance
- Lower CO₂



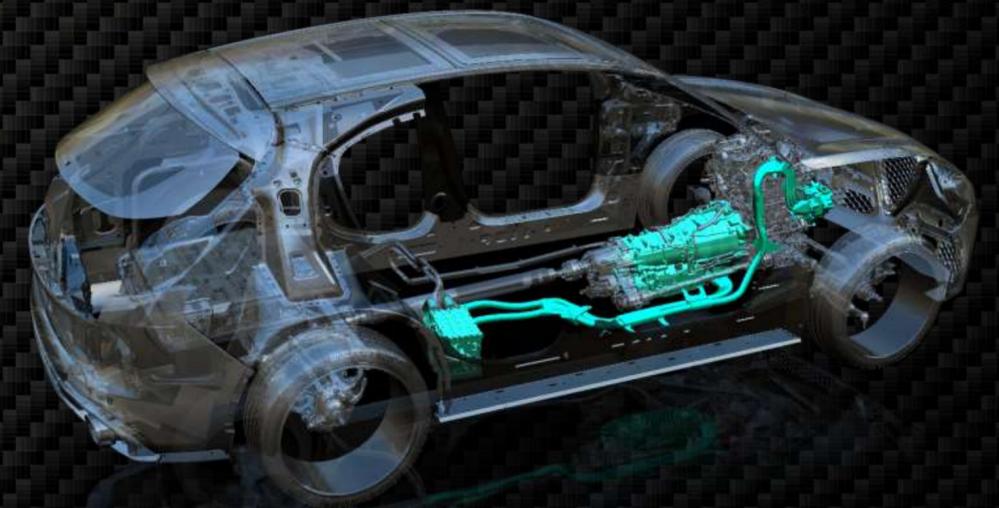
E-BOOSTER

- 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





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 VECTORING

FOUR-PASSENGER SEATING



PRODUCT PORTFOLIO

GLOBAL

PREMIUM SEGMENTS

	2018 46% MARKET COVERAGE	2022 71% MARKET COVERAGE	ELECTRIFICATION AUTONOMY CONNECTIVITY		
B	 MiTo				
C	 Giulietta	 Giulietta MCA	 C UV		 
D	 Giulia	 Stelvio	 Giulia MCA + LWB	 Stelvio MCA + LWB	  
E		 E UV		  	
SPECIALTY	 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



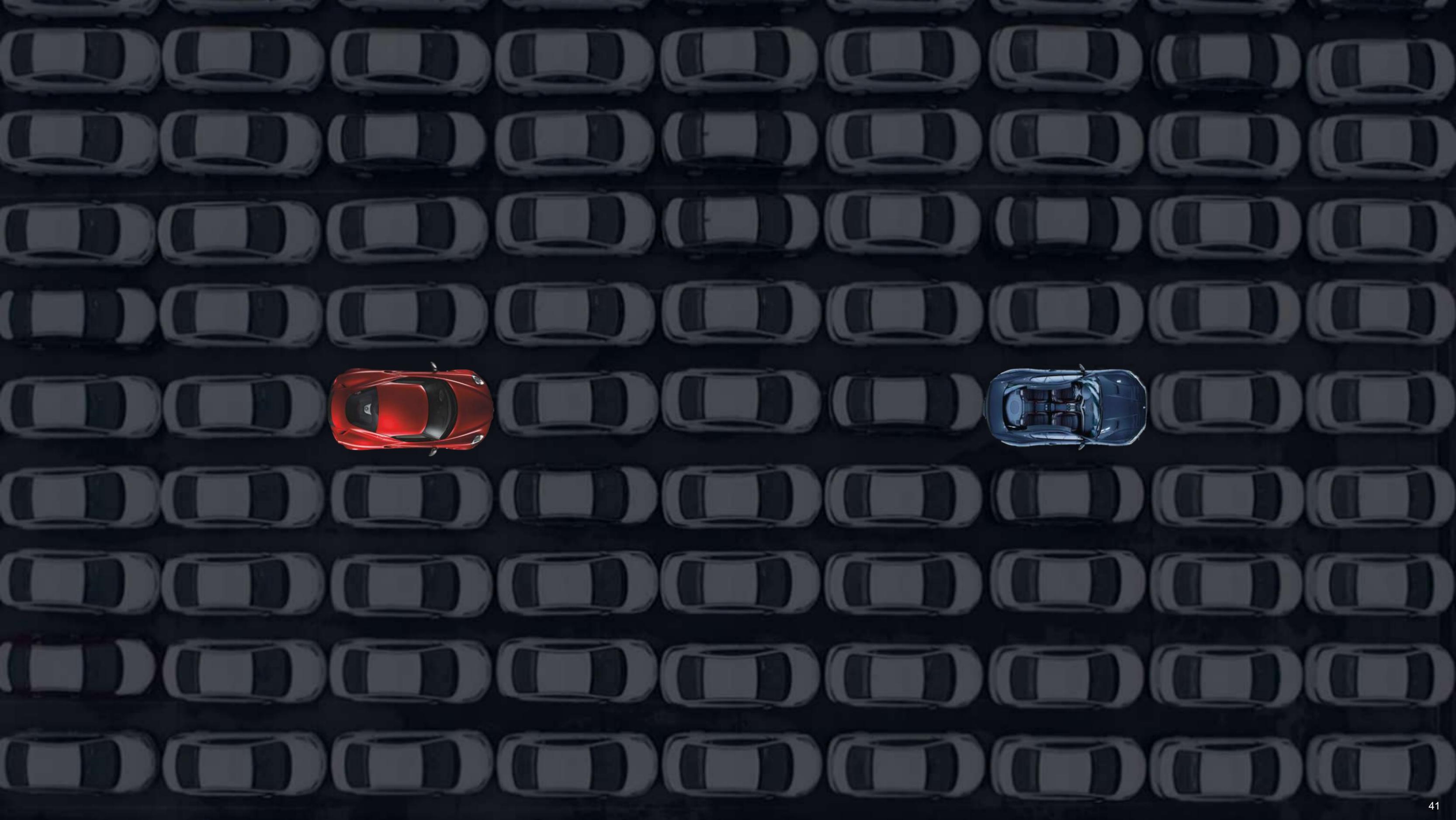
Connected



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



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