



**RAM**

# 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

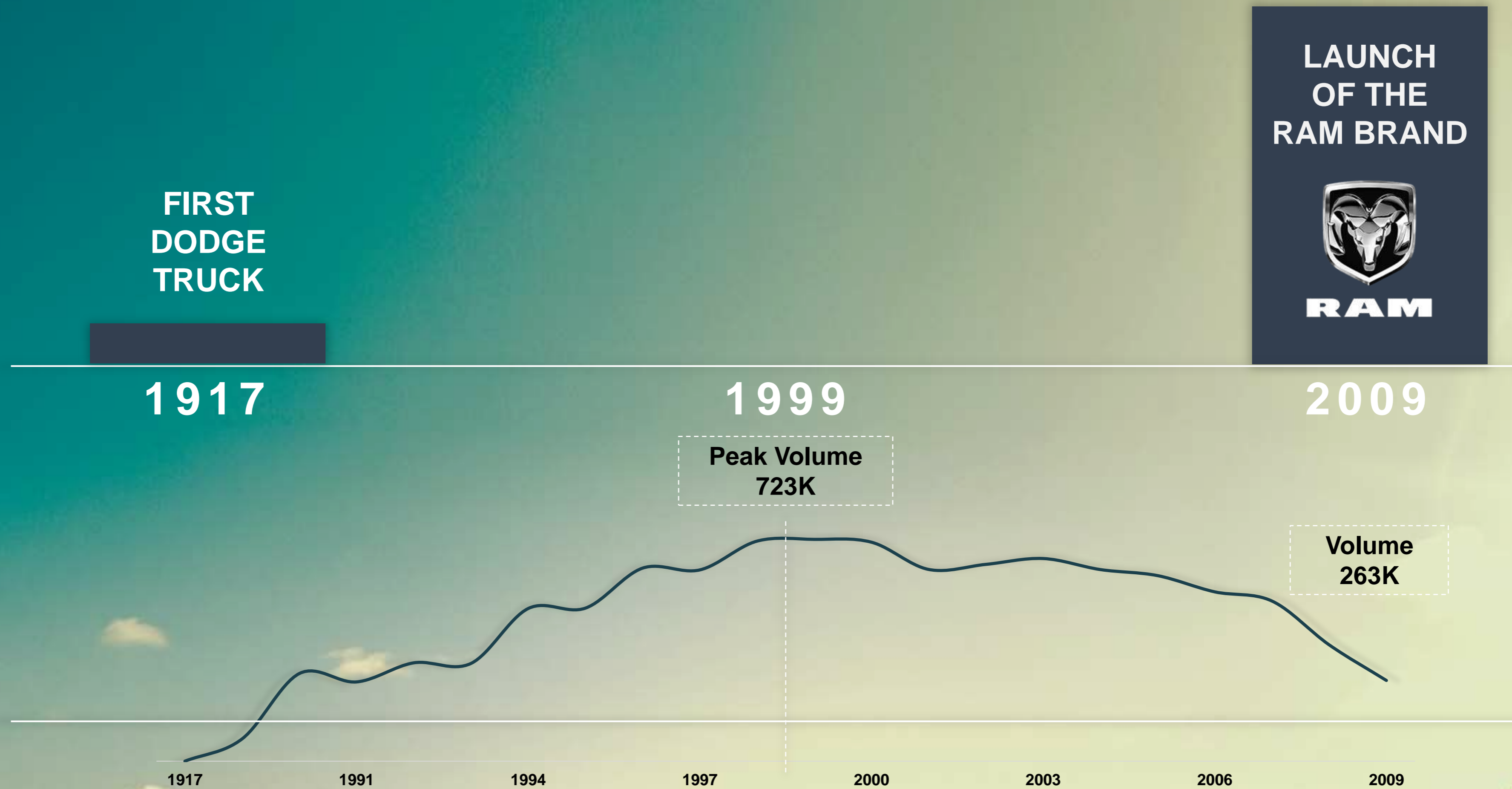
to compliance with environmental, health and safety regulations; the intense level of competition in the automotive industry, which may increase due to consolidation; exposure to shortfalls in the funding of the Group's defined benefit pension plans; the Group's ability to provide or arrange for access 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.



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THE YOUNGEST COMMERCIAL VEHICLE BRAND... BUT WITH 100 YEARS OF HERITAGE

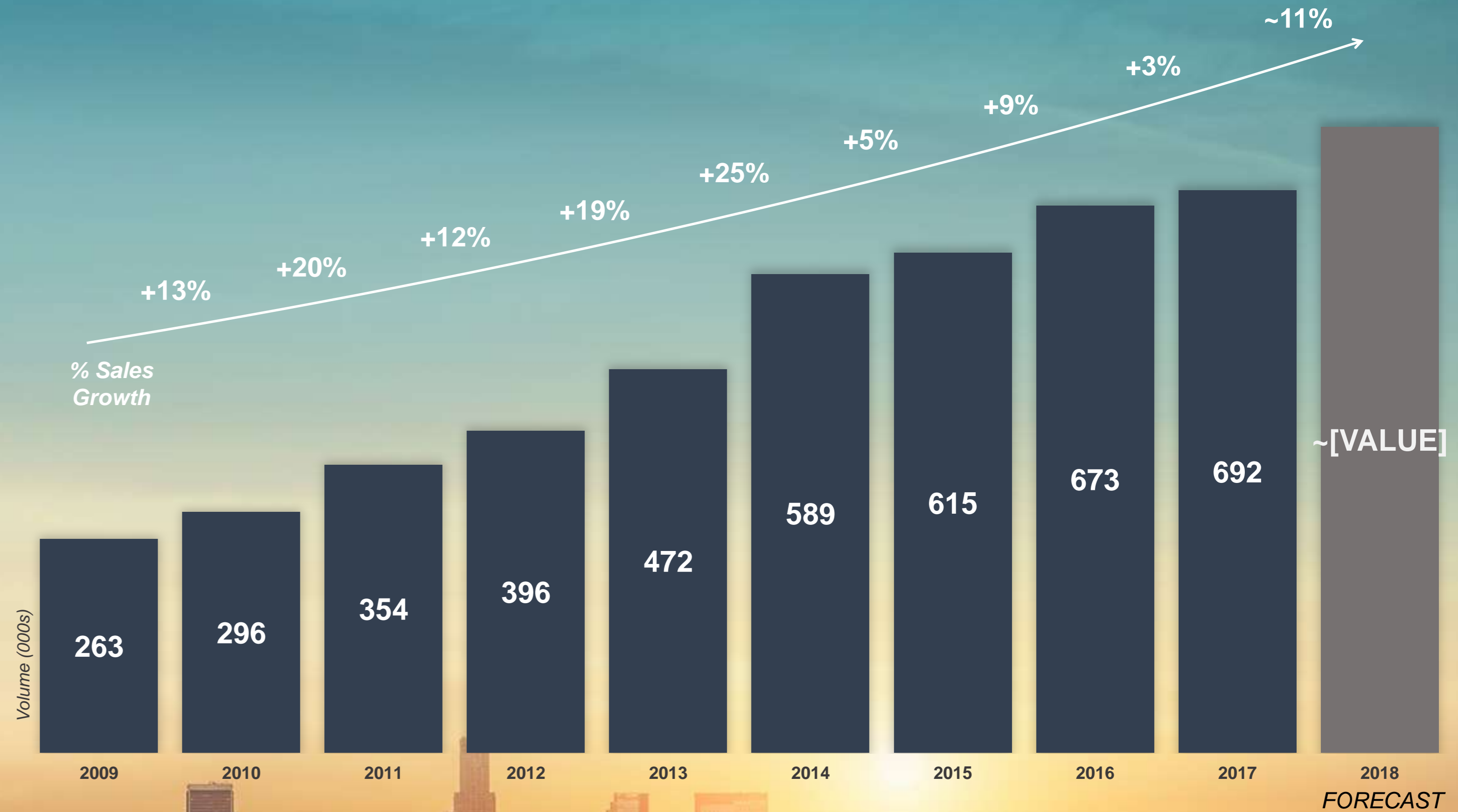




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BRAND VOLUME GROWTH

## EIGHT CONSECUTIVE YEARS OF SALES GROWTH

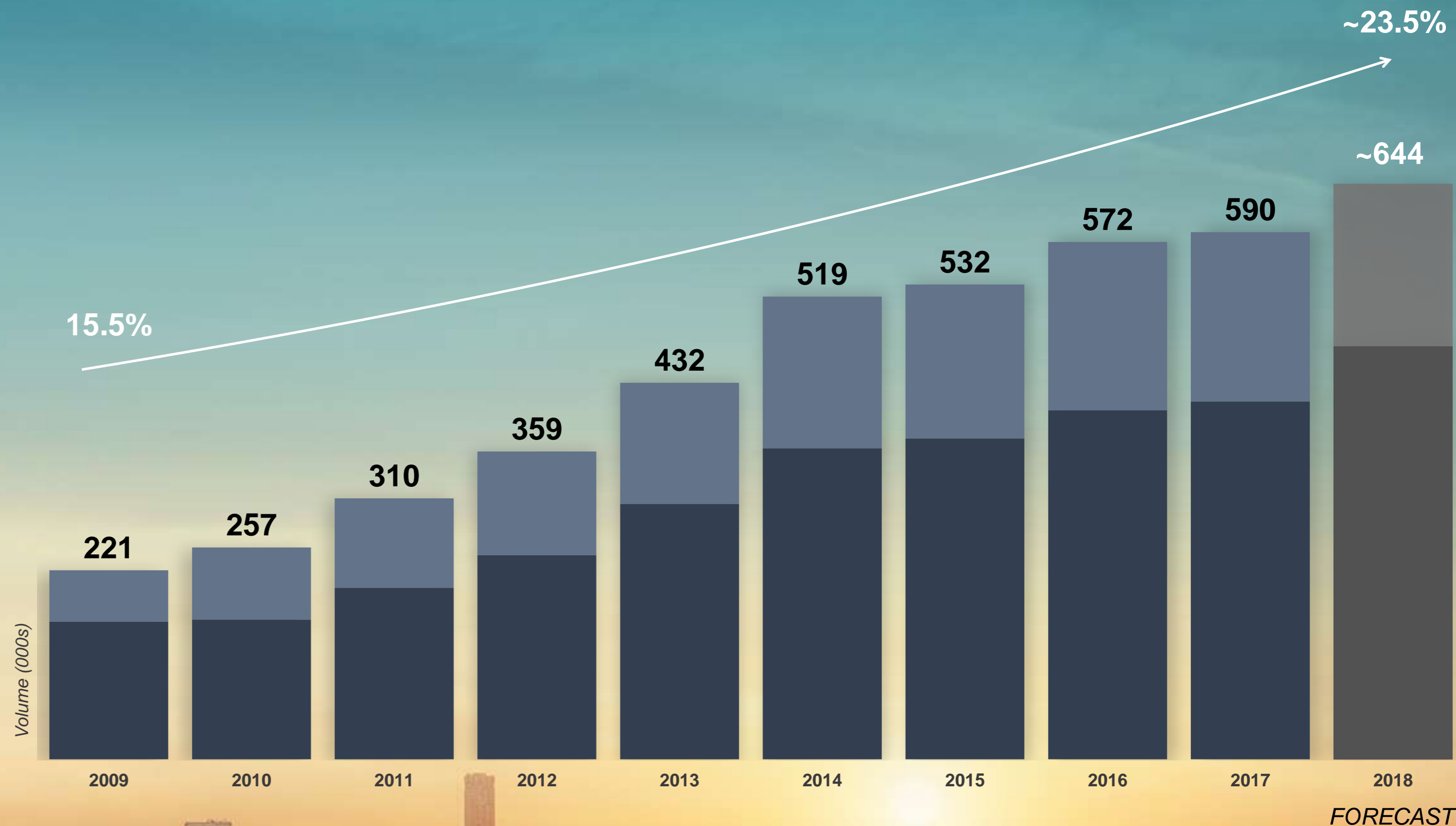




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## PICKUP SHARE GROWTH

**GAINED SIGNIFICANT PICKUP SHARE +8 pts**



■ Light Duty ■ Heavy Duty — Market Share



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SINCE 2009...

FASTEST-GROWING COMMERCIAL  
VEHICLE BRAND IN NAFTA

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GAINED MORE SHARE THAN ANY OTHER  
COMMERCIAL VEHICLE BRAND +6 PPTS

PORTFOLIO EXPANDED TO INCLUDE  
LIGHT COMMERCIAL VANS - COVERAGE  
INCREASED BY 12%

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YET... STILL NUMBER 3 IN THE INDUSTRY

**...TIME FOR CHANGE**







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## BRAND HEALTH



	2011	2013	2015	2017		
AWARENESS	80%	80%	84%	84%	95%	94%
DEFINITELY CONSIDER	16%	19%	25%	22%	44%	45%
LOYALTY*		34%	39%	45%	44%	41%
C/D RATIO*	0.77	1.05	1.16	1.21	1.03	0.82



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MOMENTUM IS BUILDING... PICKING UP KEY AWARDS

FIRST-EVER AND ONLY FULL-SIZE PICKUP TO WIN  
**MOTOR TREND TRUCK OF THE YEAR AWARD BACK-TO-BACK**

2018 EDMUNDS LOYALTY REPORT SCORED THE RAM  
BRAND THE **#1 DOMESTIC BRAND** IN MAINSTREAM  
BRAND LOYALTY

**HIGHEST OWNER LOYALTY** OF ANY HALF-TON PICKUP  
TRUCK IN AMERICA – IHS LOYALTY AWARD

**HIGHEST CONQUEST** OF ANY NAMEPLATE IN THE  
FULL-SIZE PICKUP TRUCK SEGMENT (IHS)

**IMPROVED JD POWER INITIAL QUALITY** BY NEARLY  
25%, JD POWER 2017 US INITIAL QUALITY (IQS) - MOST  
IMPROVED TRUCK BRAND





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# LIGHT DUTY SEGMENT TRANSACTION PRICES

**\$41K SEGMENT AVG**



## U.S. LIGHT DUTY PICKUP TRUCK SEGMENT

2017MY AVERAGE TRANSACTION PRICE \$41K

EXITING RAM 1500 LAGS BY \$4K

OLDEST TRUCK IN SEGMENT

LACKING HIGH-TECH FEATURES

\$20,000 \$24,000 \$28,000 \$32,000 \$36,000 \$40,000 \$44,000 \$48,000 \$52,000 \$56,000 \$60,000 \$64,000 \$68,000 \$72,000 \$76,000 \$80,000 \$84,000 \$88,000

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LOOKING IN MORE DETAIL – OPPORTUNITY TO IMPROVE

**SHARE OF U.S. RETAIL PRICE PAID DISTRIBUTION**

	<\$33.9K	\$34K – \$38.9K	\$39K – \$44.9K	>\$45K
Ram	31.7%	21.0%	19.8%	9.6%
Ford	37.3%	35.1%	39.4%	57.6%
Chevrolet	22.0%	32.6%	25.1%	15.9%
LD Segment	23.2%	25.8%	26.1%	24.9%

**U.S. CAB TYPE MIX**

	REGULAR	EXTENDED	CREW
Ram	4%	22%	74%
Ford	5%	19%	76%
Chevrolet	5%	34%	61%
LD Segment Mix	5%	24%	71%



# RAM

## WHAT WE ARE DOING ABOUT IT

### 1. ALL-NEW LIGHT DUTY TRUCK

Efficiency & Capability  
Technology  
Connectivity & Telematics  
Luxury

### 2. MAINTAIN CLASSIC TRUCK

Priced for Entry Buyers and  
Fleet Customers  
Proven, Functional and Capable

### 3. REALIGNMENT OF MANUFACTURING CAPACITY

Added Third Truck Plant  
Increased Capacity by 240K units

**POPULAR  
MECHANICS**  
TRUCK OF THE YEAR

**autoblog**  
AUTO SHOW EDITORS PICK

**WARDS**  
10 Best  
Interiors™

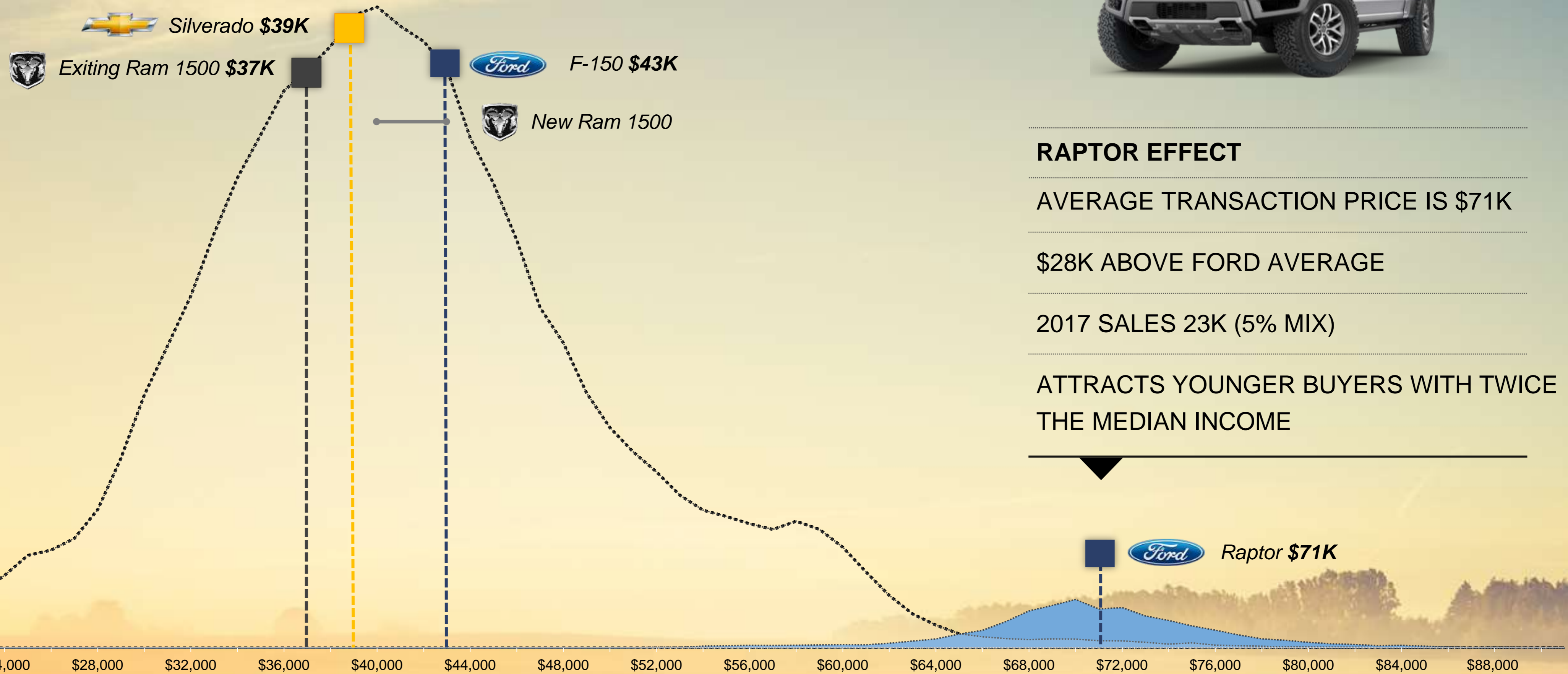




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# LIGHT DUTY SEGMENT TRANSACTION PRICES

\$41K SEGMENT AVG.



## RAPTOR EFFECT

AVERAGE TRANSACTION PRICE IS \$71K

\$28K ABOVE FORD AVERAGE

2017 SALES 23K (5% MIX)

ATTRACTS YOUNGER BUYERS WITH TWICE THE MEDIAN INCOME



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**TRX**

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**OFF/ON-ROAD  
PERFORMANCE**

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**POWER AND  
TORQUE**

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**TECHNOLOGY**

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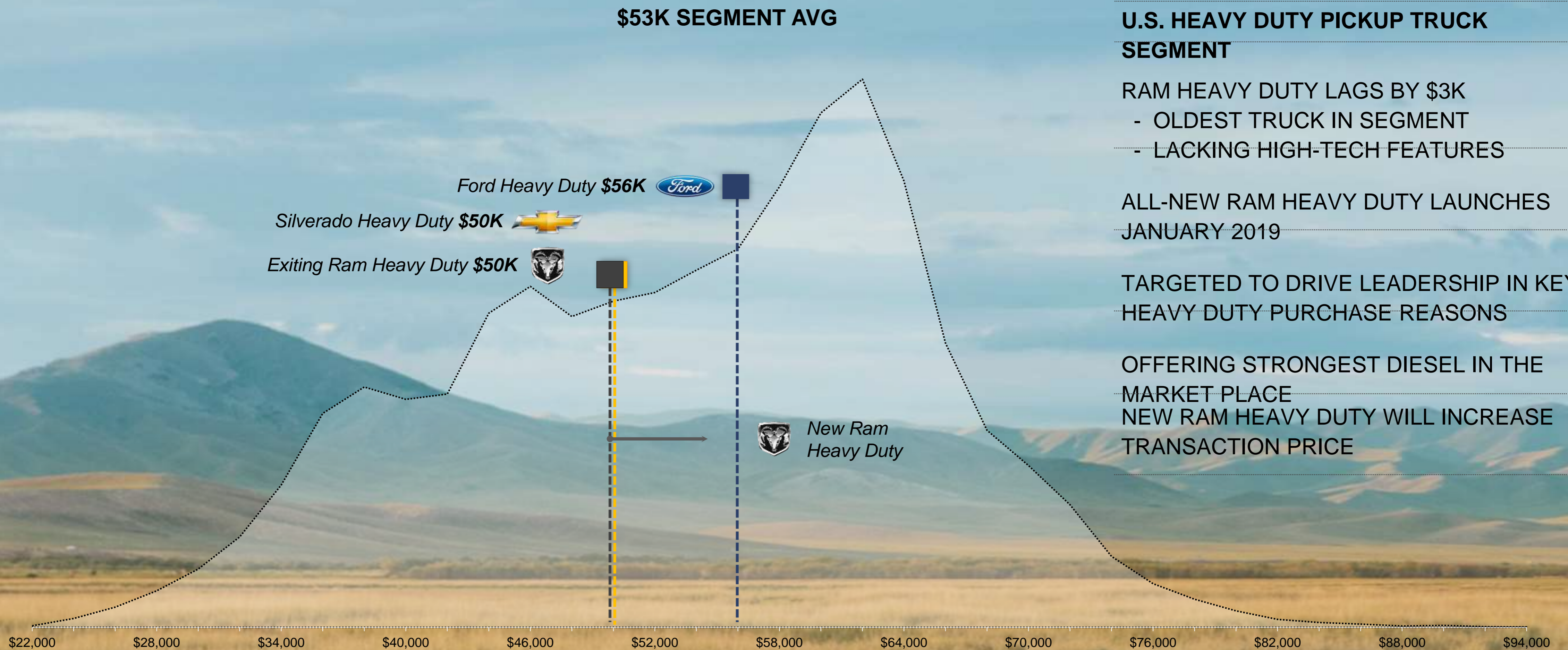
**STYLING**

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# **VIDEO**

# **JURASSIC PARK**





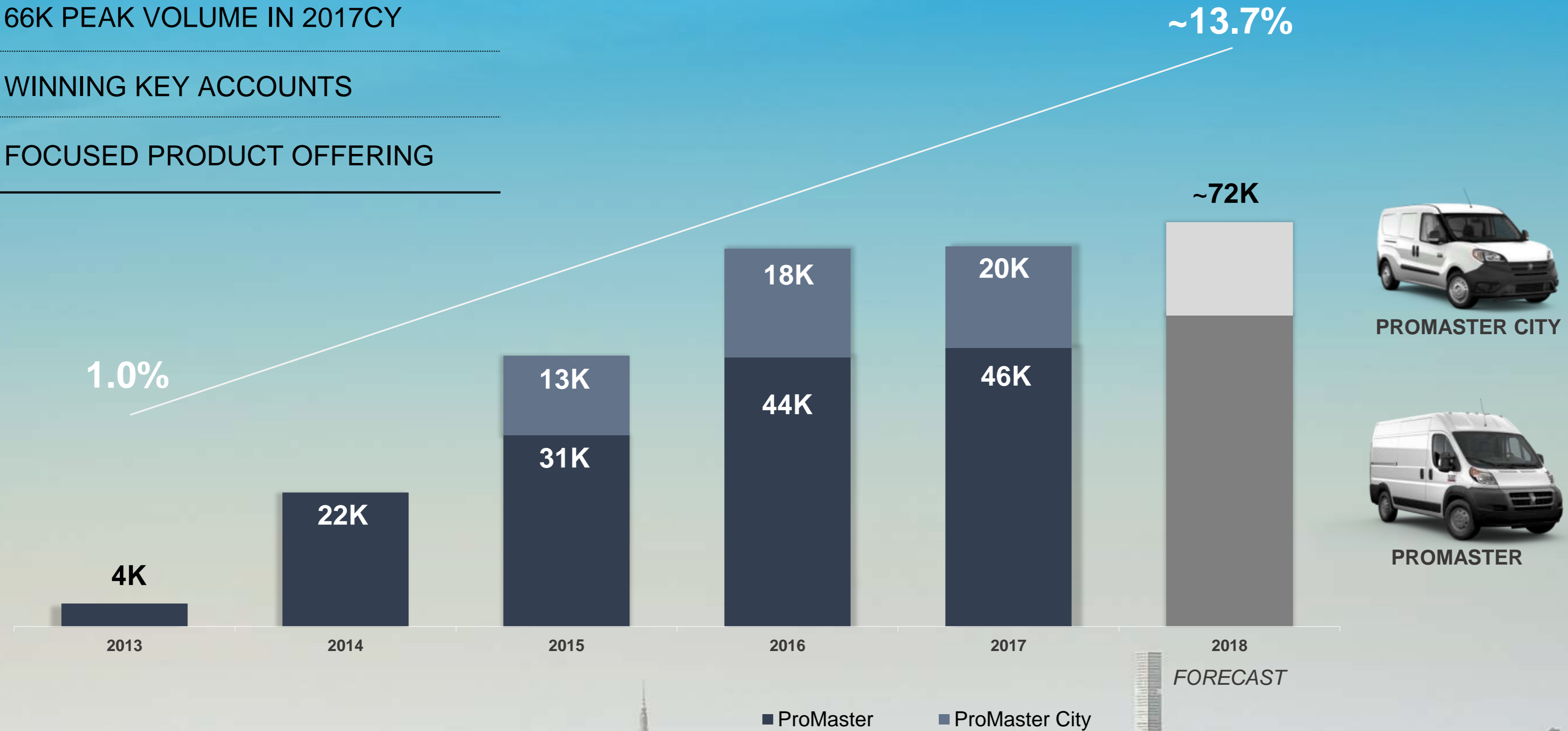
**RAM**

# A LOOK AT THE LIGHT COMMERCIAL VAN MARKET

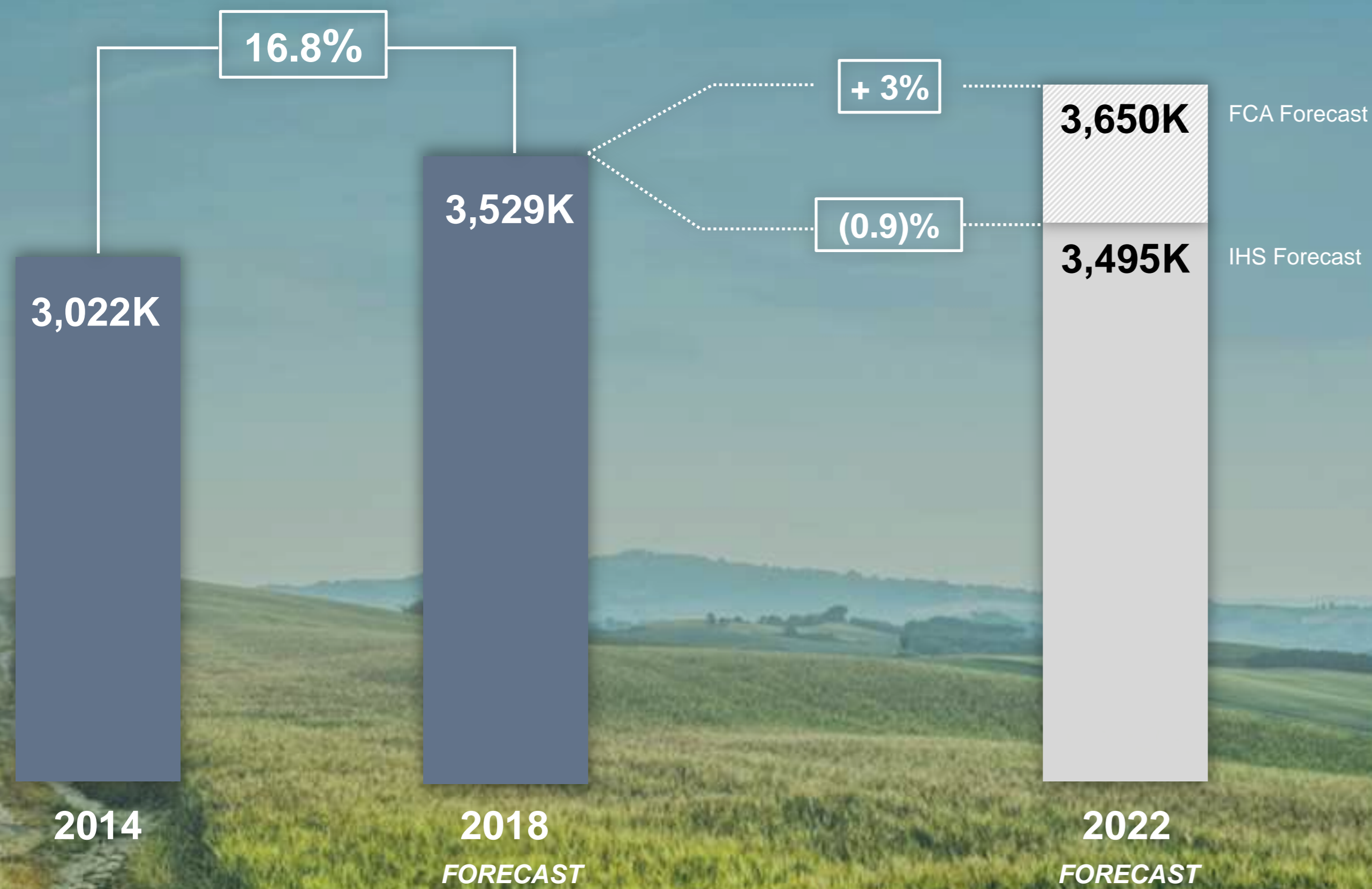
STEADY GROWTH –  
66K PEAK VOLUME IN 2017CY

WINNING KEY ACCOUNTS

FOCUSED PRODUCT OFFERING



## U.S. INDUSTRY SALES RAM RELATIVE SEGMENTS



**HOUSING STARTS:** LEADING INDICATOR OF ECONOMIC STRENGTH, CONSUMER SPENDING AND PICKUP TRUCK SALES – **HIGHEST IN 10 YEARS**



**GAS PRICES:** LOW FUEL PRICES SUPPORT CONSUMER SPENDING AND CONTINUED UV/TRUCK BIAS, GAS PRICES FORECASTED <\$3.50/GALLON THROUGH 2030



**UNEMPLOYMENT:** LOWEST JOBLESS RATE IN 17+ YEARS – 91 CONSECUTIVE MONTHS OF POSITIVE JOB GAINS



**INTEREST RATES:** RISING GRADUALLY BUT REMAINING AT HISTORICALLY LOW LEVELS, CURRENT FED FUND RATE = 1.75% (MAY, 2018)



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# PRODUCT PLAN

## SEGMENTS

2018

2022

ELECTRIFICATION

AUTONOMY

CONNECTIVITY

TELEMATICS

### LIGHT DUTY



ALL NEW 1500



NEW TRX



HEV



L2  
2021



100%



100%

### HEAVY DUTY



HEAVY DUTY



ALL-NEW HEAVY DUTY



L2  
2022



100%



100%

### SMALL VAN



PROMASTER CITY



ALL-NEW PROMASTER CITY



L2  
2021



100%



100%

### LARGE VAN



PROMASTER



PROMASTER



100%



100%



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# PICKUP AND VAN SEGMENT FORECAST 2018-2022

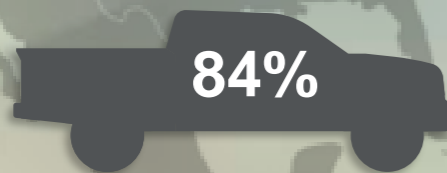


0.0M

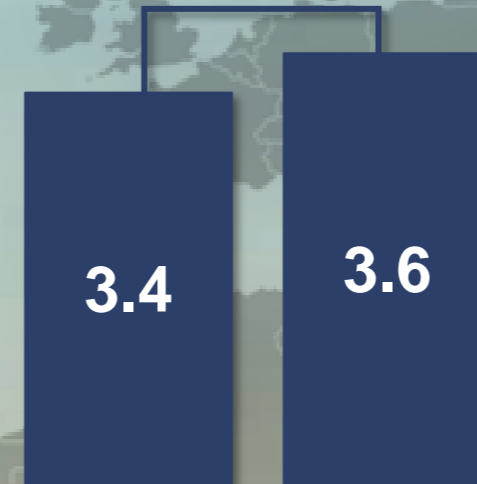


2018

2022

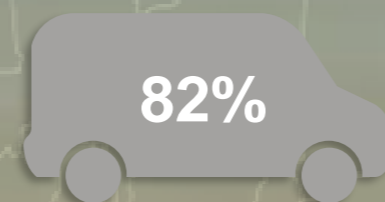


+0.2M

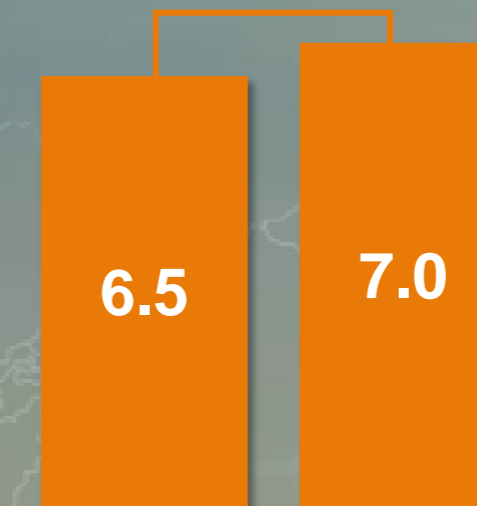


2018

2022

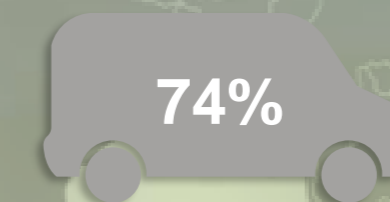


+0.5M



2018

2022

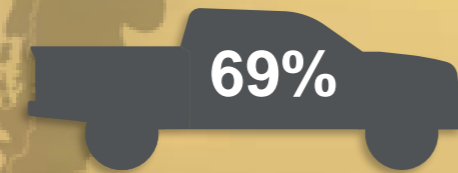


+0.1M



2018

2022

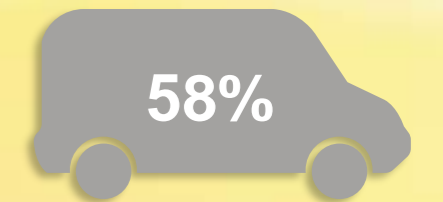


**GLOBAL**  
+0.8M



2018

2022



VAN DOMINANT

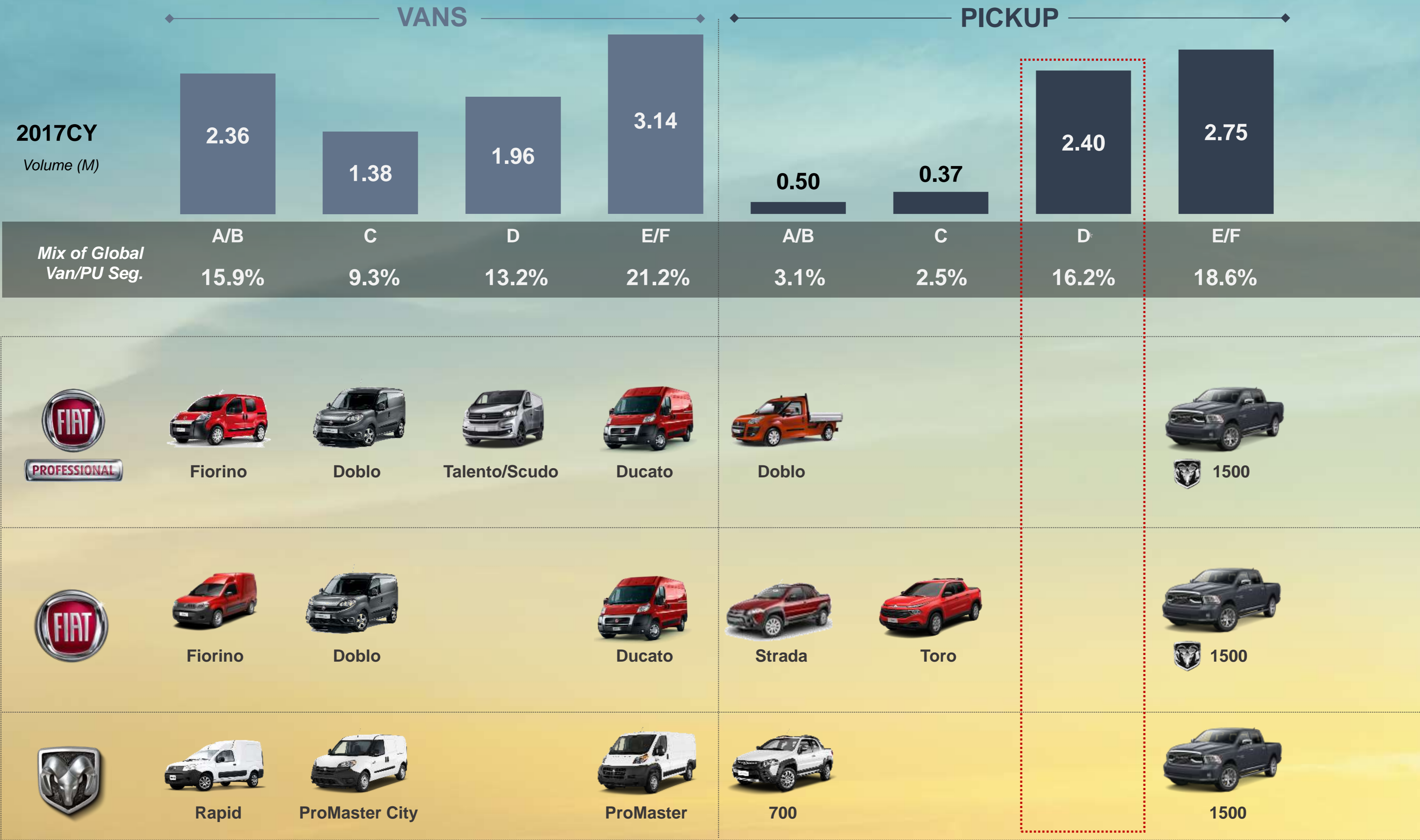


TRUCK DOMINANT

(Millions)



FCA HAS 3 COMMERCIAL VEHICLE DIVISIONS WITH REGIONALLY-FOCUSED PORTFOLIO





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REGIONAL FOCUS BASED ON BRAND STRENGTH



	Brand	2017 Volume (M)
	Ford	2.03
	Toyota	1.10
	Chevrolet	1.01
	Ram	<b>0.67</b>
	Nissan	0.59
	Fiat	<b>0.49</b>
	VW	0.41
	Renault	0.40
	MB	0.38
	GMC	0.36



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# PRODUCT PLAN

## SEGMENTS

2018

2022

### LIGHT DUTY



ALL NEW 1500



NEW TRX

### HEAVY DUTY



HEAVY DUTY



ALL-NEW HEAVY DUTY

### MID-SIZE



NEW MID-SIZE / METRIC TON

### SMALL VAN



PROMASTER CITY



ALL-NEW PROMASTER CITY

### LARGE VAN



PROMASTER



PROMASTER



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## SALES OUTLOOK 2018 - 2022



- **GOAL: 1 MILLION UNITS**
- **BECOME #2 COMMERCIAL VEHICLE BRAND IN NAFTA**



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