

**FIAT**  
**GROUP**



**2010**  
CORPORATE  
PRESENTATION

[www.fiatgroup.com](http://www.fiatgroup.com)



MERITOCRACY,  
LEADERSHIP,  
COMPETITION,  
BEST-IN-CLASS PERFORMANCE  
AND DELIVERING ON PROMISES:  
THESE ARE THE FIVE  
CORE PRINCIPLES,  
THE FIVE FUNDAMENTAL PILLARS  
BEHIND THE PROFOUND  
CULTURAL CHANGE  
THAT HAS TAKEN PLACE AT FIAT

**Sergio Marchionne**  
*Chief Executive Officer, Fiat S.p.A.*

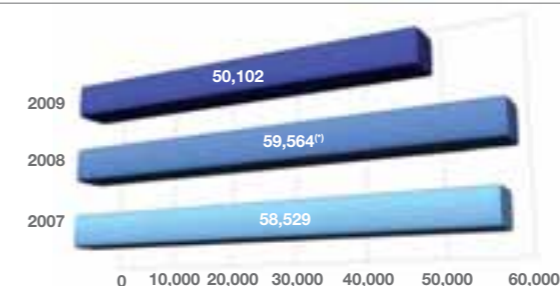


## KEY FIGURES

- 1 GROUP
- 9 OPERATING SECTORS
- 21 COMMERCIAL BRANDS
- 117 R&D CENTRES
- 190 NATIONAL MARKETS
- 188 PLANTS
- 14,000 INDIVIDUALS DEDICATED TO INNOVATION
- 190,014 EMPLOYEES
- €1,692,000,000 FOR RESEARCH AND DEVELOPMENT
- €48,900,000 FOR TRAINING
- €21,787,000 FOR SOCIAL INITIATIVES
- €50,102,000,000 IN REVENUES

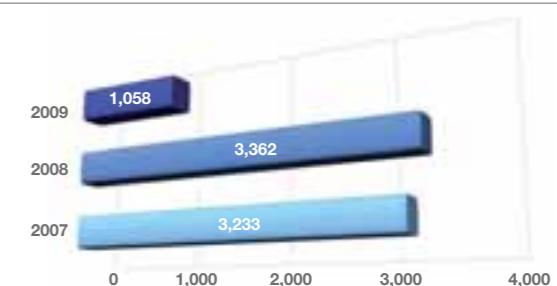
## 2009 RESULTS

REVENUES (€ million)

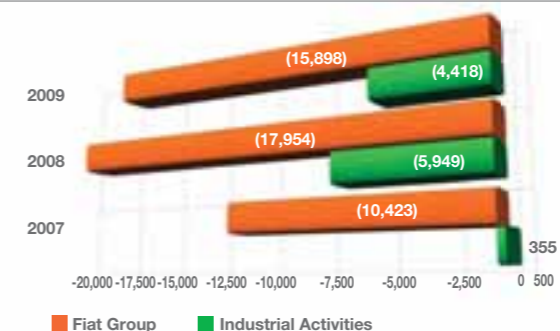


(\*) Following adoption of the improvement to IAS 16 in 2009, net revenues for 2008 were increased by €184 million.

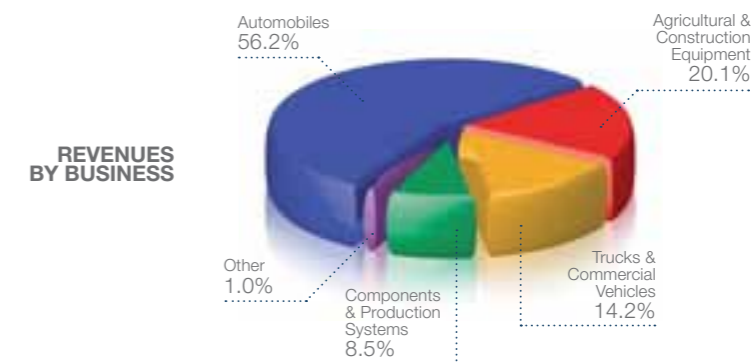
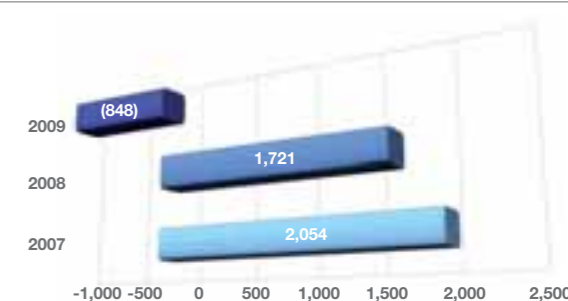
TRADING PROFIT (€ million)



NET (DEBT)/CASH (€ million)



PROFIT/LOSS (€ million)



FIAT  
GROUP



8	PLANNING THE FUTURE A NEW FIAT
14	LEADERSHIP COMMITMENT MANAGEMENT
16	PRIDE IN KNOW-HOW THE SECTORS
38	INVENTING FOR GROWTH INNOVATION AND TECHNOLOGY
44	A RESPONSIBLE COMMITMENT SUSTAINABILITY
54	WORKING TOGETHER FIAT GROUP AROUND THE WORLD
60	AT THE ROOT OF OUR FUTURE A HISTORY OF EXCELLENCE
70	CONTACTS

“MY INTEREST IS IN THE FUTURE  
BECAUSE I AM GOING TO SPEND  
THE REST OF MY LIFE THERE.”

**Albert Einstein**

## A NEW FIAT PLANNING THE FUTURE

Building a business is not just a question of technology or financial resources, of machines or investment. It is first and foremost a question of people, culture, ability and commitment and the mindset of seeing the future as a great opportunity for all. Active for over a century, the Group has transformed its vocation for automobiles into a strong commitment to all forms of mobility for people and goods: from cars to trucks, agricultural tractors and marine engines.

In recent years, the Group has undergone a profound cultural change which permeates every aspect of the organisation. And today, Fiat is not only the largest industrial business in Italy and a major international Group, it is an enterprise which has taken its future back into its own hands. This courage and desire to change have enabled the Group to achieve remarkable results. The numerous awards and recognitions received are acknowledgement of those results. But the greatest recognition is every time a customer places his trust in Fiat by buying one of our cars, trucks or tractors. And today the Group is prepared to play a major role in the restructuring of the auto industry. An example of that role is Fiat's global strategic alliance with Chrysler. Fiat has become a shareholder of the US group and will contribute its world-class technology, platforms and powertrains for small and medium-sized cars to Chrysler. As a result of the alliance, the Group will also have a platform to once again sell its cars in the United States.

And Fiat's recently announced 2010-2014 Plan sets a course of significant growth. Today, the Group is a combination of two different businesses: on one side, the automobiles and related components businesses and, on the other, the truck and agricultural & construction equipment businesses. These two groups of activities are vastly different from each other in terms of their respective economic cycles, profit margins and capital requirements, as well as the characteristics of their customers and markets. And even the stock market has always valued them differently.

For this reason, our Plan also calls for a demerger of Iveco and CNH, along with the Industrial & Marine business of FPT Powertrain Technologies, from the automobile-related activities, which include Fiat Group Automobiles, Ferrari and Maserati, Magneti Marelli, Teksid, Comau and the Passenger & Commercial Vehicles business of FPT Powertrain Technologies. This demerger is expected to be completed by the end of 2010.

PEOPLE  
CULTURE  
ABILITY  
COMMITMENT

FIAT GROUP

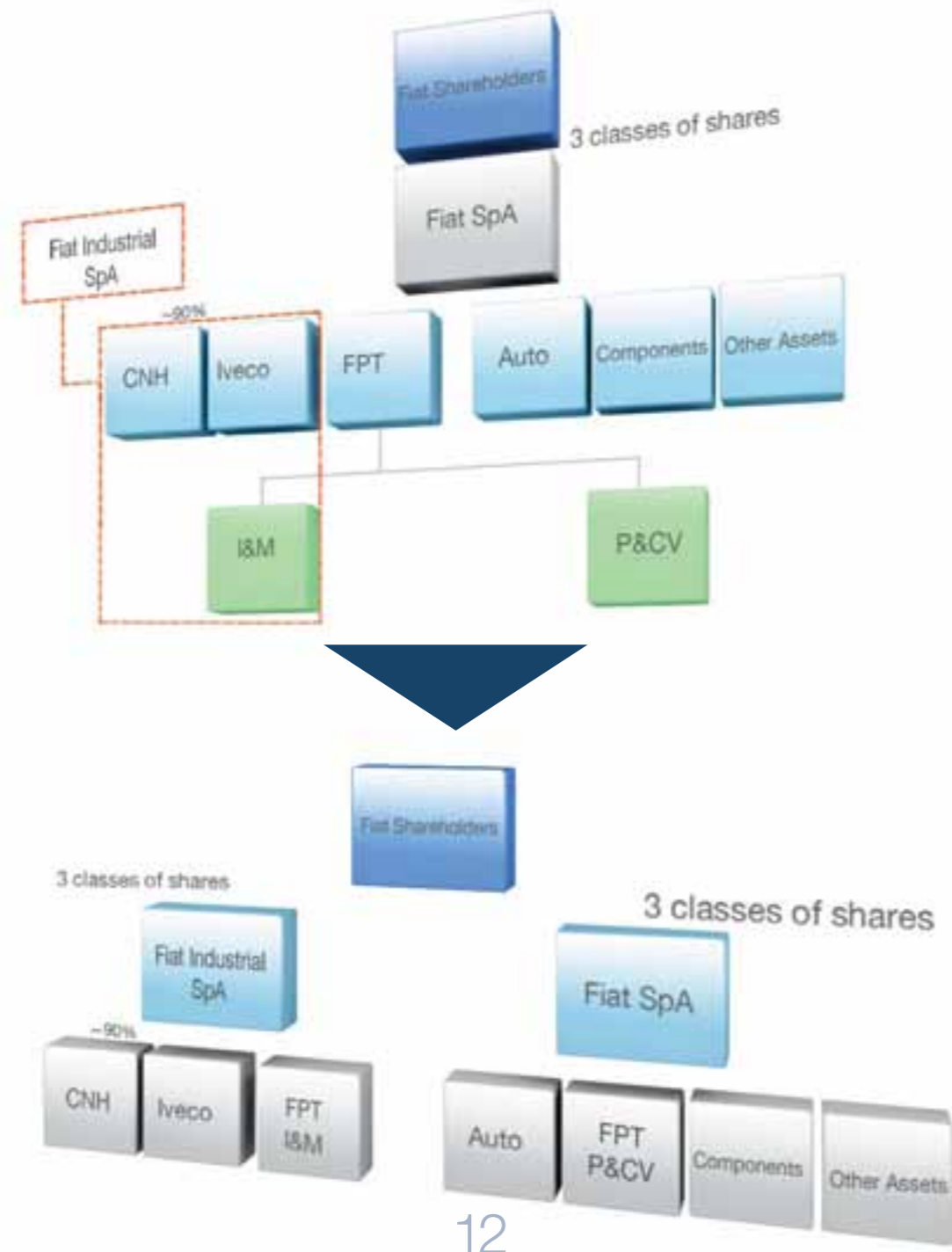
PLANNING  
WTHE FUTURE



## CURRENT STRUCTURE OF THE GROUP



## THE PROPOSED DEMERGER



## OUTLOOK FOR 2011

The capital structure of Fiat Industrial (FI), the company formed by the demerger, will mirror Fiat S.p.A.'s current structure with ordinary, preference and savings shares that will be listed on the Milan stock exchange simultaneously with completion of the demerger. Every Fiat shareholder will own 1 Fiat share and 1 Fiat Industrial share.

The primary rationale behind this strategic choice is growth, autonomy and efficiency. With this new structure, the two groups will have the freedom to pursue the best strategic choices, including potential alliances, with complete freedom of movement and an operating profile that ensures the ability to create value.

More specifically, the automotive business will acquire the necessary flexibility to pursue further growth opportunities. The interest in Chrysler will acquire increased visibility and unlock synergies. Fiat Industrial, on the other hand, will finally have the opportunity to fulfil its role as a global capital goods player, leveraging on a solid worldwide presence.

“... WE HAVE TO CREATE OUR OWN DESTINY, LEARN HOW TO DO THINGS IN THE BEST POSSIBLE WAY... BUT THIS MEANS THAT WE HAVE TO CHANGE OURSELVES.”

**Karl Popper**



**John Elkann**  
Chairman



**Sergio Marchionne**  
Chief Executive Officer

## MANAGEMENT LEADERSHIP COMMITMENT

Today, Fiat Group is led by a team of leaders that have embraced the challenge of the new and learned to dare always, however, in full respect of certain fundamental values such as trust, the achievement of objectives, the respect for other cultures and social responsibility.

The Fiat Group considers proper corporate governance indispensable to creating value for all stakeholders by guaranteeing ethical, transparent and responsible management of the business. For many years, it has had a system of corporate governance in place that is aligned with international best practice and the principles endorsed by the Corporate Governance Code for Listed Companies (issued in March 2006 by Borsa Italiana S.p.A.) adapted to address the specific characteristics of the Group. Over time, that system has been expanded to incorporate a set of values, rules and procedures which reflect regulatory changes and improvements in corporate governance practice. The corporate governance structure includes a management and control system and general meetings of shareholders. By law, the accounts must be reviewed by independent auditors.

## BOARD OF DIRECTORS

The Board of Directors is vested with the broadest powers for ordinary and extraordinary management: it delegates and revokes powers, examines and approves strategic, industrial and financial plans and transactions having a material impact on the Group's earnings and financial position. In addition, it ensures that all decisions made by the Group are done with the maximum transparency and fairness and in line with best practice.

At the Annual General Meeting held on 27 March 2009, Shareholders elected fifteen Board members whose term of office expires on the date of the General Meeting held to approve the 2011 Financial Statements.



## THE SECTORS

PRIDE IN KNOW-HOW

“PROGRESS IS THE  
REALISATION OF  
UTOPIAS.”

**Oscar Wilde**

Fiat Group is Italy's largest industrial enterprise and one of the founders of the European automotive industry. It has commercial relationships in more than 190 countries and designs, produces and sells cars, trucks, agricultural and construction equipment, engines, transmissions and components, with an emphasis on technological innovation and eco-compatibility. The Group has 188 plants and more than 190 thousand employees worldwide, in addition to 117 R&D centres on five continents staffed by approximately 14 thousand highly qualified personnel.

For 2009, revenues of €50.1 billion were down 16% over the previous year's record level, but up 3.6% for the fourth quarter compared to the same period in 2008. Trading profit was €1.1 billion.

Group activities are divided into operating Sectors.

FIAT GROUP

THE SECTORS

## 2009 HIGHLIGHTS

	FIAT GROUP	FGA	MASERATI	FERRARI	CNH	IVECO	FPT	MAGNETI MARELLI	TEKSID	COMAU
<i>(€ million)</i>										
Revenues	<b>50,102</b>	26,293	448	1,778	10,107	7,183	4,952	4,528	578	728
Trading profit/(loss)	<b>1,058</b>	470	11	238	337	105	(25)	25	(12)	(28)
Employees at year end	<b>190,014</b>	54,038	723	2,835	28,466	24,917	19,638	31,628	6,194	11,708
R&D expense	<b>1,692</b>	669	33	156	283	169	140	245	2	10
Units sold		2,150,700	4,489	6,193		103,866				



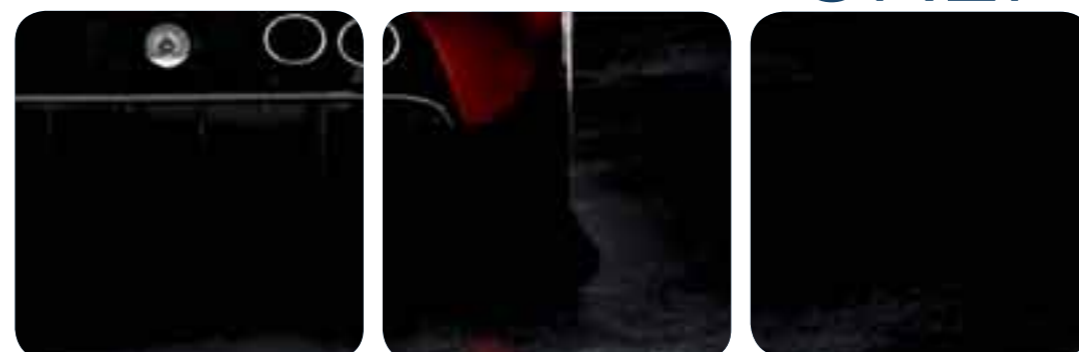
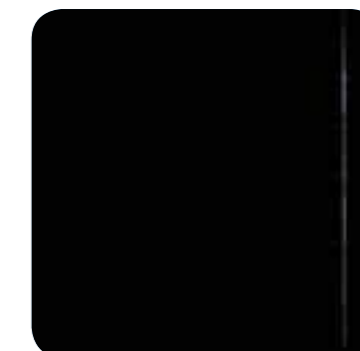


# AUTOMOBILES



Operating for more than a century, the Company has produced approximately 95 million passenger cars and light commercial vehicles and its models have been named "Car of the Year" 12 times. The automobiles business includes Fiat Group Automobiles, Maserati and Ferrari. Fiat Group Automobiles (FGA) designs, produces and sells automobiles under the Fiat, Alfa Romeo, Lancia and Abarth brands, and light commercial vehicles under the Fiat Professional brand. Each brand has its own unique identity and distinct commercial and marketing practices.

2.15  
MILLION  
CARS SOLD  
IN 2009  
ONLY



95 MILLION  
MANUFACTURED  
IN OUR  
HISTORY



**Fiat.** Practical, versatile and responsive. Suited to customers who are increasingly in tune with environmental issues and technological innovation. The brand has a tradition of producing models that offer practical and affordable technological solutions and an unmistakable Italian design.

**Alfa Romeo.** Sportiness, technology, comfort and elegance all come together to create the distinctive personality and style that characterise Alfa Romeo, an historic Italian marque that celebrates its 100th anniversary this year. It continues to embody the values that have been recognised by generations of auto enthusiasts: agility, spirit, charm.

**Lancia.** Class and exclusivity, Lancia's perennial hallmarks. Its models have an elegance which adapts to everyday life and personifies an unmistakable Italian style. The ECOchic range represents an innovative concept in automobiles which are friendly to the environment, stylish but affordable, responsive but efficient.

**Abarth.** From its relaunch in 2007, Abarth was immediately synonymous with sporting emotion and grit. It has returned with a modern interpretation of all of its traditional products: such as the Grande Punto and the 500 Abarth, packed with technology and performance inspired by the world of motor racing, not to mention the legendary conversion kits.

**Fiat Professional.** This brand of light commercial vehicles was created to partner small and large companies in growing their businesses. Customers seeking productivity, ease of use and fuel efficiency rely on the know-how and innovation of Fiat Professional, an ally for businesses as they confront the challenges of the market.





WINNER OF  
12 INTERNATIONAL  
TITLES OVER  
THE LAST  
5 YEARS

FORMULA 1:  
15 DRIVERS'  
CHAMPIONSHIPS  
16 CONSTRUCTORS'  
CHAMPIONSHIPS



**Maserati.** A marque which has always produced captivating and technologically advanced saloons and granturismo derived from the world of competitive racing. In fact, Maserati has a long and proud racing heritage which continues today with the MC 12, winner of 12 FIA GT Championship titles over the last 5 years. Maserati's cars have unique elegance and allure, such as the Quattroporte and GranTurismo, and uncomparable stile and performance, such as the GranCabrio.

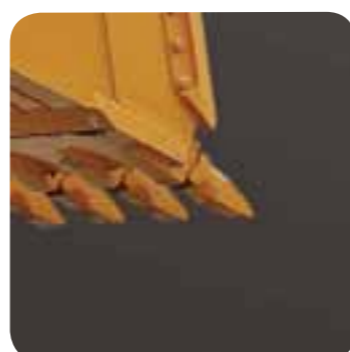


**Ferrari.** The road cars produced by the Maranello-based company are, by definition, the most prestigious example of Italian technology and craftsmanship: exclusive cars without equal. Their genealogy is inextricably linked to Ferrari's experience in competitive racing: Formula 1, in particular, where Team Ferrari is the only team to have participated in every world championship and also winner of the greatest number of titles (16 times winner of the Constructors' championship and 15 times winner of the Drivers' championship).





# AGRICULTURAL & CONSTRUCTION EQUIPMENT



Through its various businesses, CNH has a long history in the development of the agricultural and construction equipment industries in Europe and the United States. That is why today it is able to offer its customers the best technology available in these two sectors.

Agricultural equipment is sold under the New Holland Agriculture and Case IH brands and, in the premium segment, Steyr. Construction equipment is sold under the New Holland Construction and Case Construction brands, as well as the Kobelco brand in North America.

CNH operates globally and is present in around 170 countries through its commercial network of 11,600 dealers and distributors.

11,600  
DISTRIBUTORS  
IN 170  
COUNTRIES



#### AGRICULTURAL EQUIPMENT

**Case IH.** With more than 160 years of tradition and experience in agricultural machinery, Case IH is the choice of professionals. A range of powerful tractors, combines and balers and the support of a worldwide network of professional dealers that supply customers with the highest level of assistance and solutions for 21st century standards of productivity and efficiency.

**New Holland Agriculture.** The brand's reputation is based on the success of its customers: grain producers, livestock farmers, contract operators, wine growers and landscape professionals. The brand's customers can rely on the most complete range of products and services, including tractors, harvesting equipment and telehandlers. A global network of professional dealers and New Holland's constant commitment to excellence are a guarantee of total satisfaction for every customer.

**Steyr.** It has been the leading producer of tractors in Austria for more than 60 years. The red and white trademark, created in 1967 with the launch of the Plus line, is today synonymous with high-quality, reliable products. The extensive range of tractors demonstrates Steyr's capacity to adapt its products to the needs of a rapidly changing market, obtaining the maximum in productivity.



#### CONSTRUCTION EQUIPMENT

**Case Construction.** It sells and provides service support for a complete range of construction machinery: from loader backhoes (market leader) to crawler and wheel excavators, from wheel loaders to wheel and crawler skid steer loaders, from articulated dumpers to telescopic handlers. Case dealers work in close professional partnership with their customers, providing excellence in equipment and after-sales service, industry-leading warranties and flexible financing.

**New Holland Construction.** New Holland is a full-line global producer of construction equipment with a network of 800 dealers and more than 2,100 points of sale in 100 countries. The company's success is based on the commercial, industrial and financial strength and resources of its global organisation. With the accumulated experience of the prestigious brands upon which it was founded, New Holland's products offer the best in quality, state-of-the-art technology and full compliance with safety standards and environmental regulation.

**Kobelco.** The brand's success was built through a striving for total customer satisfaction. The brand maintains this commitment today, through more than 250 sales outlets located throughout North America. Kobelco produces and sells a full range of compact, mid-size and full-size excavators ranging from 1.9 to 88 tons. Particular attention is given to the power and precision of its machines and every Kobelco excavator is designed and manufactured to exceed customer expectations.

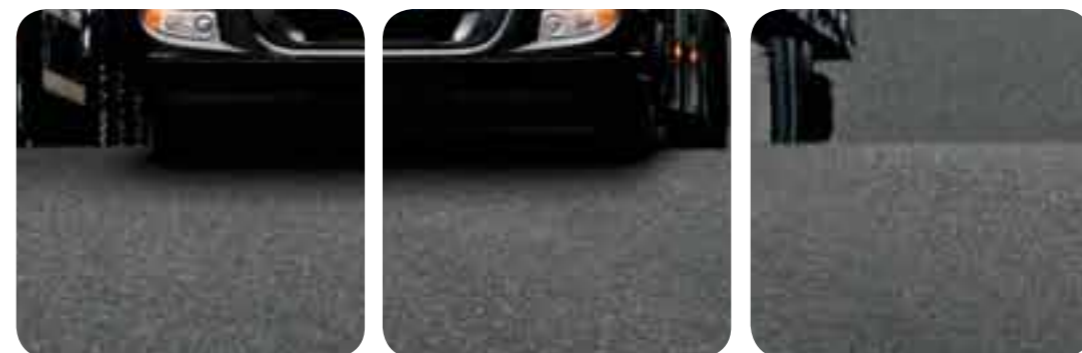
**IVECO** **IVECO** **IVECO** **IVECO**  
**MAGIRUS** **ASTRA** **IRISBUS**

# TRUCKS & COMMERCIAL VEHICLES



**10 NEW  
MODELS IN  
30 MONTHS**

Iveco operates internationally in the development, production and sale of trucks, buses and other commercial vehicles including: a range of light, medium and heavy commercial and industrial vehicles for transportation and distribution of goods, which are cost effective to operate and minimize environmental impacts (Iveco); buses and coaches for commuting and tourism designed to have the maximum respect for the environment (Iveco Irisbus); highly reliable quarry and construction equipment for the movement of heavy materials in any terrain (Iveco Astra); special vehicles which can be deployed rapidly and effectively for firefighting (Iveco Magirus), as well as civil defence and peace-keeping missions (Iveco Defence Vehicles).



**MORE THAN  
6,000  
SERVICE POINTS  
IN 100  
COUNTRIES**



**IVECO**

Iveco. A range of light, medium and heavy commercial and industrial vehicles for transportation and distribution of goods, which are cost effective to operate and minimize environmental impacts. With its comprehensive, leading-edge range of products, Iveco is equipped to meet every professional need.

**IVECO  
IRISBUS**

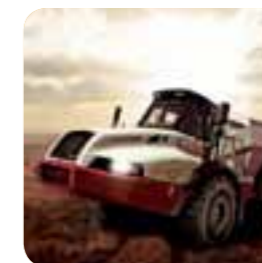
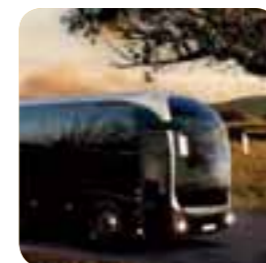
Iveco Irisbus. Through the continuous research into advanced technological solutions which respect the environment, Irisbus offers a complete range of vehicles - from minibuses to touring coaches, from urban buses to interurban buses - designed to provide a versatile response to a variety of transportation needs: whether intraurban or interurban.

**IVECO  
ASTRA**

Iveco Astra. Astra produces 2, 3, and 4-axle vehicles for mining and offers over 210 Extra Heavy-Duty models for dump bodies, water and fuel tanks, cement mixers and pumps, drills, mobile service. And, in addition, rigid dumpers of 14, 28, 32 and 40 tonnes and articulated dumpers of 25, 30, 35 and 40 tonnes.

**IVECO  
MAGIRUS**

Iveco Magirus. Emergency response vehicles need to be fast, safe and capable of responding to a variety of situations: fires, floods, earthquakes or explosions. To meet these needs, Iveco offers a versatile range of vehicles under the Iveco Magirus, Lohr Magirus, Iveco Special Vehicles and Camiva brands.





# COMPONENTS & PRODUCTION SYSTEMS



MULTIAIR:  
+10%  
POWER  
-10%  
CO<sub>2</sub> EMISSIONS

The Components and Production Systems business area gathers four Sectors, FPT Powertrain Technologies, Magneti Marelli, Teksid and Comau, that have a strategic role for the entire Group.



2.29  
MILLION  
ENGINES  
(PASSENGER & COMMERCIAL  
VEHICLES)



**FPT Powertrain Technologies.** The vehicles and equipment produced by the Group are powered by FPT Powertrain Technologies engines and transmissions. Technological excellence, a wide product range and an extensive worldwide presence make FPT a global leader in the powertrain sector. FPT has always sought solutions for sustainable mobility, achieving reduced pollution and consumption, while at the same time providing continuous improvements in performance and driving pleasure. Research and development activities are oriented toward the evolution of conventional engines, as well as engines which use alternative fuels, are bifuel or natural gas only, and hybrids.



**Magneti Marelli.** This company designs and produces on a global scale state-of-the-art automotive systems and components: from electronic systems to lighting, from engine control systems to suspensions, from exhaust systems to components to the aftermarket and motorsport. Through a process of continuous innovation, Magneti Marelli seeks to leverage its know-how and skills in the area of electronics to develop intelligent systems and solutions which contribute to the evolution of safe and environmentally-sustainable mobility and also offer an enhanced passenger environment.



**Teksid.** Today, Teksid is the world's largest producer of grey and nodular iron castings. The company is constantly upgrading and improving the quality of production to meet the increasingly demanding needs of the global automotive industry. It manufactures approximately 600 thousand tonnes per year of engine blocks, cylinder heads, engine components, transmissions parts, gearboxes and suspensions. Teksid's competitive advantages are based on: 80 years of experience; continuous technology upgrades; high level of automation; investment in research and development to improve quality standards; and, close integration with the product development activities of customers.



**Comau.** Comau makes "the machines that make machines": body welding and assembly robots, and machining and assembly for mechanical systems. Customers are delivered a turnkey solution which includes design, production, installation, production startup and maintenance.

With 25 sites in more than 15 countries and 40 years of experience in the automotive sector, Comau is a leader in the development of innovative technology. Constant investment in research has enabled the Sector to position itself as a full-service provider of engineering solutions to the automotive industry, as well as the aerospace, petrochemical, steel and foundry industries.

# INNOVATION AND TECHNOLOGY



“YOU SEE THINGS;  
AND YOU SAY, ‘WHY’.  
BUT I DREAM THINGS  
THAT NEVER WERE;  
AND I SAY, ‘WHY NOT?’”

**George Bernard Shaw**

€1.7\*  
BILLION  
EARMARKED  
FOR RESEARCH  
AND DEVELOPMENT

14,000  
INDIVIDUALS  
DEDICATED  
TO INNOVATION

## INNOVATION AND TECHNOLOGY

### INVENTING FOR GROWTH

The Fiat Group believes that innovation which is sustainable and puts people, society and the environment first is fundamental to strengthening its position. The Group has 14,000 people at 117 research and development centres who are dedicated to anticipating and satisfying the needs of customers and transforming creative ideas into innovative products and services that can contribute towards an increasingly sustainable mobility.

To achieve this important objective, all Fiat Group Sectors are equipped with an internal unit dedicated to innovation and engineering. Centro Ricerche Fiat (CRF) and Elasis work at inter-sector level to develop innovative content that can be shared across the Group. A range of initiatives and tools are also utilised to constantly promote innovation and the exchange of ideas. These include creating specific cross-sector projects, organising Innovation Days, where research results are presented, and Technology Days, which offer an opportunity to exchange technical and specialist knowledge with suppliers, as well as collecting employee suggestions for improvements to production processes within the scope of the World Class Manufacturing programme.

\* R&D expense (includes capitalised R&D and R&D charged directly to the income statement).

FIAT GROUP

INNOVATION AND  
TECHNOLOGY



2,300  
PATENTS  
FILED

1,000  
INDUSTRIAL  
PARTNERS

## CENTRO RICERCHE FIAT

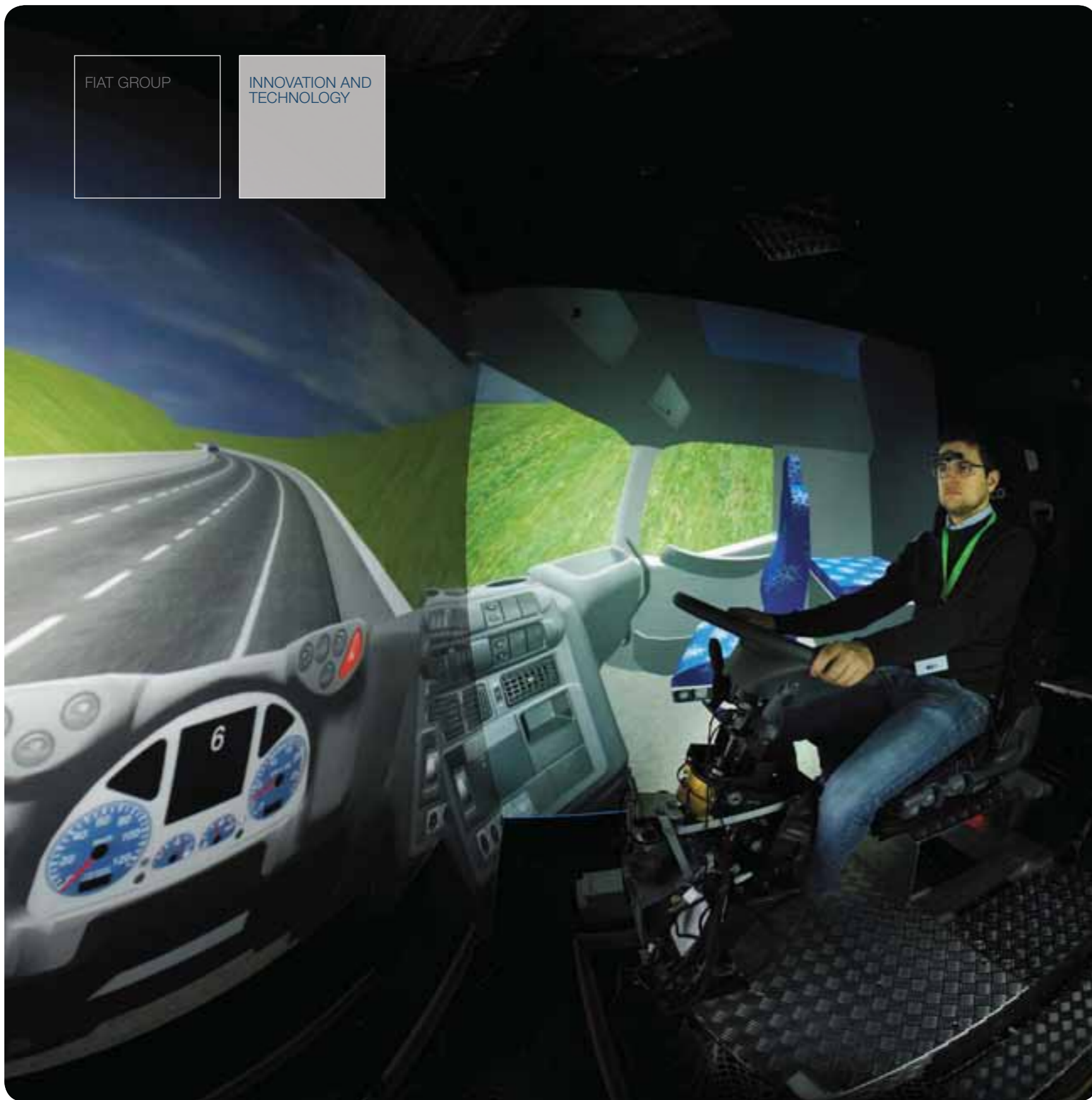
Centro Ricerche Fiat is an international centre of excellence in research. The centre has approximately 800 professionals and collaborates with over 160 universities and research centres and more than 1,000 industrial partners worldwide. Actively supporting the technological development of the Group and its partners for more than 30 years, it boasts a vast array of technical know-how and a series of state-of-the-art laboratories for testing powertrain systems, analysing noise and vibrations, conducting driving simulation, developing new materials and production processes, opto-electronics and micro-technology.

In addition to alternative fuels and propulsion systems, CRF also conducts research in other areas of particular significance such as energy saving and energy efficiency in relation to both products and manufacturing processes. Of particular importance on the product front are innovative solutions for air-conditioning systems which both lower consumption and reduce the direct greenhouse effect (refrigerant gas emissions).

CRF is also bringing significant innovation to infomobility, both in terms of the design and implementation of collaborative systems (based on communication between vehicles and infrastructure) to enable safe and sustainable mobility in the future and services for end customers (based on the Blue&Me™ platform) that assist drivers in adopting a driving style which reduces fuel consumption and emissions.

## FOCUS

One of the principal objectives is the development and application of innovative technologies which improve powerplant performance, cutting engine and vehicle emissions and improving fuel economy. One of the major achievements in 2009 was the launch of the MultiAir technology, developed in collaboration with FPT Powertrain Technologies. The new electro-hydraulic valve management system was presented in March 2009. This system reduces fuel consumption (through direct control of airflow through the engine's intake valves, without engaging the throttle) and polluting emissions (through combustion control), while at the same time improving performance by increasing torque and maximum power.



1,200  
HIGHLY  
QUALIFIED  
PERSONNEL

## ELASIS

Elasis is one of the largest research centres in Southern Italy and one of the most advanced engineering companies in the automotive sector. Its researchers and technicians are equipped with sophisticated design and modelling tools, in addition to some of the most advanced instruments for physical and virtual testing. The centre conducts research in several strategic areas, in particular: new production methodologies and processes to reduce time to market; research to enhance vehicle performance, safety and versatility and reduce environmental impacts; development of advanced telematic platforms which offer solutions to reducing traffic congestion.

Using the know-how acquired in the automotive area, Elasis also produces technological solutions for other industrial areas and applications. Established in 1988 at the initiative of the Fiat Group, Elasis is a limited liability consortium company. Elasis directly employs approximately 1,200 researchers and technicians, with an average age of just over 35, at three different sites which, in line with Fiat Group strategy, are located in both the north and south of Italy: Elasis R&D in Pomigliano d'Arco (near Naples), Elasis P&PD (Turin) and the Elasis Centre (Lecce). Activities related to engines and transmissions are carried out as part of the development projects of FPT Powertrain Technologies.

## FOCUS

In 2009, Elasis continued its strategy of expanding the research/innovation value chain and of promoting local development. This included working together in consortia with universities and private institutions on basic research and training, continuing its traditional research on mobility and the related environmental impacts. Its recognised expertise has also led to its participation in many PPPs (public private partnerships) set up to focus public and private research on areas of common interest such as industrial applications at national level (Basilicata Campus, Abruzzo, Cassino). In addition, Elasis has fostered integration with the skill base existing among local SMEs, promoting collaboration on wide-ranging projects in partnership with the association of industrial companies in Naples (*Unione degli Industriali*) and chambers of commerce throughout southern Italy.

# A RESPONSIBLE COMMITMENT



“RESPONSIBILITY MAKES THE BAD DIFFICULT AND THE GOOD EASY.”

**Albert Einstein**



## SUSTAINABILITY A RESPONSIBLE COMMITMENT

Success should also be judged by how it has been achieved. The Group firmly believes continuous integration of the economic, social and environmental dimensions to be an unavoidable commitment.

Fiat believes, in fact, that lasting value creation is built on trust generated through the satisfaction of customers and shareholders, the sense of belonging of collaborators, respect for the environment, profitable relationships with partners, and interaction with local communities which is positive and mutually beneficial.

In 2009, in acknowledgement of the integral role that sustainability has in its daily approach to business, Fiat S.p.A. was recognised as a Sustainability leader and admitted to the Dow Jones Sustainability World and Dow Jones Sustainability STOXX Indexes and received several distinctions including SAM Sector Mover and SAM Gold Class.

While these are major achievements, we don't consider them the final objective but only milestones along the Group's path of continuous improvement.

The desire to contribute to a development which is in harmony with people and the environment is embodied in the Sustainability Plan where - through actions, results and targets - the Group provides a transparent communication of its commitment to stakeholders. The Plan focuses on certain priority areas such as the reduction of the environmental impact of products and manufacturing processes, enhancement of people and safeguarding of health and safety, improvement of customer experience, the promotion of sustainability issues among suppliers and support to local communities.

FIAT GROUP

SUSTAINABILITY

## 2009: FACTS AND NUMBERS ON SUSTAINABILITY

FIAT S.P.A. ENTERS  
**DOW JONES  
WORLD AND STOXX  
SUSTAINABILITY  
INDEXES**



CENTRO RICERCHЕ FIAT: PATENTS FILED FOR  
**29 INVENTIONS**  
AND APPROXIMATELY **360** NEW  
**PATENTS OBTAINED**  
WORLDWIDE

THE **NOMINATING  
AND CORPORATE  
GOVERNANCE** COMMITTEE IS  
ASSIGNED RESPONSIBILITY FOR  
**SUSTAINABILITY** ISSUES

FIAT S.P.A. RECEIVES SPECIAL MENTION AS  
**SAM GOLD CLASS** AND  
**SAM SECTOR MOVER**

THE GROUP'S  
**SUSTAINABILITY  
INTERNET** SITE NAMED  
**BEST IMPROVER**  
IN ITALY AT CSR ONLINE AWARDS

**€1,7 BILLION** SPENT  
ON **RESEARCH** AND  
**DEVELOPMENT** WITH  
14,000 PEOPLE LOCATED IN 117 R&D  
CENTRES



FOR THE THIRD YEAR RUNNING FIAT IS NAMED  
**LEADER** FOR  
**THE LOWEST CO<sub>2</sub>  
EMISSIONS** IN EUROPE AT  
**127,8 G/KM**



**MULTIAIR** PRESENTED  
ON ALFA MITO AND  
FIAT PUNTO EVO:  
**-10% CO<sub>2</sub> EMISSIONS**

**123 ISO 14001**  
ENVIRONMENTAL CERTIFICATIONS

FIAT AND IVECO **EUROPEAN  
LEADERS** IN SALES OF  
**NATURAL GAS  
VEHICLES**



**11% OF ENERGY**  
CONSUMED BY THE GROUP IS FROM  
**RENEWABLE  
SOURCES**

**-12,6%** OVER 2008 IN  
**CO<sub>2</sub> EMISSIONS** PER VEHICLE  
PRODUCED AT **FIAT GROUP  
AUTOMOBILES** PLANTS  
WORLDWIDE



**ABS SUPERSTEER™**  
FROM NEW HOLLAND AWARDED  
**SILVER MEDAL  
FOR INNOVATION**

**€21,8 MILLION**  
COMMITTED BY THE GROUP TO  
**LOCAL  
COMMUNITIES: +16%**  
OVER 2008

**2.150 YOUTH**  
TRAINED THROUGH  
**TECHPRO<sup>2</sup>** PROJECT



**-9,7%** OVER 2008 IN  
**WATER**  
CONSUMED PER VEHICLE PRODUCED AT  
**FIAT GROUP  
AUTOMOBILES**  
PLANTS WORLDWIDE

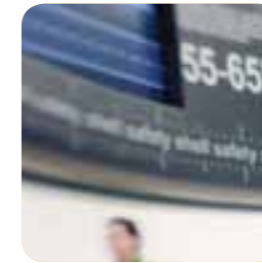
FOR THE ARVORE DA VIDA PROJECT,  
FIAT WINS AWARD IN BRAZIL FOR  
**BEST COMPANY** IN THE  
**MANAGEMENT OF SOCIAL  
AND ENVIRONMENTAL  
RESPONSIBILITY**

MORE THAN **431,000 HOURS**  
OF TRAINING TO THE **NETWORK**  
ON **SAFETY** AND THE  
**ENVIRONMENT: +80%**  
OVER 2008

**91%** OF THE VALUE OF DIRECT  
MATERIALS **PURCHASED**  
BY FIAT GROUP AUTOMOBILES COMES FROM  
**ISO 14001** CERTIFIED SUPPLIER  
SITES



**€225 MILLION**  
SPENT ON  
**HEALTH** AND **SAFETY**  
IN THE **WORKPLACE**



## ECONOMIC RESPONSIBILITY

An intense and constructive dialogue with suppliers and customers. A commitment to generating profit, providing a return to shareholders and meeting their expectations: these are key to the international development plan being pursued by the Fiat Group.

The results achieved in terms of revenues and the decrease in industrial debt have instilled confidence in the Fiat Group's potential. The Group resumed payment of dividends and has the financial resources available to pursue its investment plans.

These important targets have been achieved through a rigorous renewal of the manufacturing process at all plants as well as a strategy of complete customer satisfaction that leverages synergies with suppliers.



## ENVIRONMENTAL RESPONSIBILITY

For Fiat, being a large industrial group also means acting responsibly and in a manner which minimises the impact of its activities and its products. Fiat believes that it is possible to reconcile the ambition for growth with respect for the environment, and continues to develop and implement solutions that are increasingly sustainable. At Fiat Group, environmental sustainability means adopting an integrated approach, taking all possible environmental implications into consideration at all phases of the product life cycle: from design to production, use and end-of-life, as well as studying better strategies for procurement and distribution.



But there is no one-size-fits-all solution for sustainable mobility. Rather, a combination of conventional and alternative technologies is necessary to accommodate the varying economic conditions, geographies and fuel types available in different markets. Fiat Group is therefore working on: advanced diesel engines, such as the second-generation MultiJet for the Punto Evo and Alfa MiTo. For gasoline-powered vehicles, the innovative MultiAir engines, which offer enhanced performance with dramatically reduced emissions and fuel consumption. Bifuel vehicles (CNG/gasoline and LPG/gasoline), which provide a readily-available alternative to traditional fuels. These are just some examples of the Group's constant commitment to continuous product innovation and increasingly sustainable mobility. This commitment led to Fiat Automobiles being named, for the third consecutive year, the brand with the lowest average CO<sub>2</sub> emissions (127.8 g/km).



Manufacturing processes have also been subject to several activities aimed at continuous improvements in performance. The Group's environmental management guidelines for plants focus on reductions in energy consumption and related greenhouse gases, responsible management of water and waste and, not least, low-environmental impact logistics processes.

In 2009, significant results were achieved: at FGA factories, in fact, CO<sub>2</sub> emissions per vehicle produced were reduced 12.6% over the previous year, water consumption was down 9.7% and volatile organic compounds emissions down 5.9%.



But the Group's environmental commitment will not stop there. Every year new, more challenging targets are presented in the Sustainability Plan.



## SOCIAL RESPONSIBILITY

Respect and care for the individual is core. In addition, a work environment that offers everyone the same opportunities for growth and development, leveraging an individual's know-how and professional abilities. They are key to the Fiat Group, which considers the contribution of every employee fundamental to achieving results.

At the same time, promotion of the economic, cultural and social development of local communities has always been considered fundamental to constructing close and lasting ties in the local areas where the Group operates.

In 2009, the Group managed the effects of the difficult economic environment on employees with responsibility and transparency and continued the process of human capital development. The commitment to health and safety in the workplace also continued through targeted training and other initiatives.

The Group has demonstrated a significant commitment to local communities with €21.8 million in investment representing an increase of 16% over the previous year. Projects were targeted at a broad range of areas including social issues, education, scientific research and initiatives in areas affected by natural disasters. In Brazil, through the *Arvore da Vida* project, activities to develop local communities continued, while through *TechPro<sup>2</sup>*, an important international initiative aimed at the provision of technical training, more than 2,100 young people received professional development and entered the working world.

Again in 2009, Group suppliers were sensitised toward a more responsible management of their businesses through the dissemination of sustainability guidelines and an assessment of their level of conformity to those guidelines.

WORKING TOGETHER



"IF ANY FORCE GENERATES A MOTION, A DOUBLE FORCE WILL GENERATE DOUBLE THE MOTION."

**Isaac Newton**

188  
PLANTS  
WORLDWIDE

## FIAT GROUP AROUND THE WORLD

WORKING TOGETHER

From the very beginning, Fiat has always had a significant international dimension and today the Group boasts an extensive presence worldwide.

Today, the Group carries out industrial and financial services activities in the automotive sector through companies located in approximately 50 countries and has commercial relationships with customers in around 190 countries.

### PLANTS



FIAT GROUP

AROUND THE  
WORLD

## MAP OF PRINCIPAL INTERNATIONAL AGREEMENTS



Current as of 12 March 2010

### ITALY

#### **FPT Powertrain Technologies and Daimler Group**

Strategic collaboration and supply of light diesel engines

### ITALY AND FRANCE

#### **Fiat Group Automobiles and PSA Peugeot Citroën Group**

Sevel JV (50%) for the production of three vehicle families:

- high-end MPV for Fiat, Lancia, Peugeot and Citroën
- compact commercial van for Fiat, Peugeot and Citroën
- combi vehicle for Fiat, Peugeot and Citroën

### ITALY, FRANCE, GERMANY, UK AND SWITZERLAND

#### **Iveco and Barclays**

JV (49%) for the provision of financial services to Iveco's dealer network and end customers

### EUROPE

#### **Fiat Group Automobiles (FGA) and Crédit Agricole**

JV (50%) for the financial services activities of FGA, Jaguar, Land Rover and Chrysler in Europe

#### **CNH - Case New Holland (CNH) and BNP Paribas**

JV (49.9%) for the provision of financial services to CNH's dealer network and end customers

### CHINA

#### **Iveco and Nanjing Automotive Corporation**

JV (50%) for the production and sale of light and medium commercial vehicles

#### **Iveco and SAIC**

JV (50%) for the production and sale of heavy vehicles

#### **Iveco, FPT Powertrain Technologies, SAIC and Chongqing**

JV (60% held directly and indirectly) for the production and sale of commercial vehicles, engines and transmissions

#### **Fiat Group Automobiles, FPT Powertrain Technologies and Guangzhou Automobile Group Co Ltd (GAC Group)**

Framework agreement for the establishment of a JV (50%) for the production of engines and passenger cars for the Chinese market

#### **Magneti Marelli and SAIC**

Agreement for the establishment of a JV (50%) for the production of hydraulic components for the Automated Manual Transmission (AMT) of Magneti Marelli

### JAPAN

#### **FPT Powertrain Technologies and Suzuki Motors Corporation**

Licensing agreement for the production of MultiJet diesel engines

### INDIA

#### **Fiat Group Automobiles, FPT Powertrain Technologies and TATA**

Alliance including:

- JV (50%) for the production of B- and C-segment cars, engines and transmissions
- Exclusive distribution through dealer network of TATA Motors

#### **Magneti Marelli, Suzuki and Maruti Suzuki**

JV (51%) for the production of electronic control units for diesel engines

#### **Magneti Marelli and Sumi Motherson**

JV (50%) for the production of lighting and engine control systems

#### **Magneti Marelli and Krishna**

Two JVs (50%) for the production of exhaust systems

#### **Magneti Marelli and Endurance Technologies**

JV (49.9%) for the production of shock absorbers

#### **Magneti Marelli and Unitech Machines**

JV (51%) for the production of electronic automotive systems

### PAKISTAN

#### **CNH - Case New Holland and AI Futtaim**

JV (listed company AI-Ghazi: 43.2% CNH and 50% AI Futtaim Group) for the production and distribution of New Holland branded tractors in Pakistan

### POLAND

#### **Fiat Group Automobiles and Ford**

Collaboration for the development and production of A-segment cars (Fiat 500 and Ford KA)

### RUSSIA

#### **Fiat Group Automobiles and Sollers**

Letter of intent for a global alliance in the form of a JV for the production of passenger cars and SUVs

#### **CNH - Case New Holland and Kamaz JSC**

Industrial and commercial JV (50% CNH, 50% Kamaz) in the agricultural and construction equipment segments

### SERBIA

#### **Fiat Group Automobiles (FGA) and the Serbian government**

JV (67% FGA and 33% Serbian government) for the production of FGA passenger cars at the plant in Kragujevac

### UNITED STATES

#### **Fiat Group and Chrysler Group**

Global strategic alliance in the automotive sector

### TURKEY

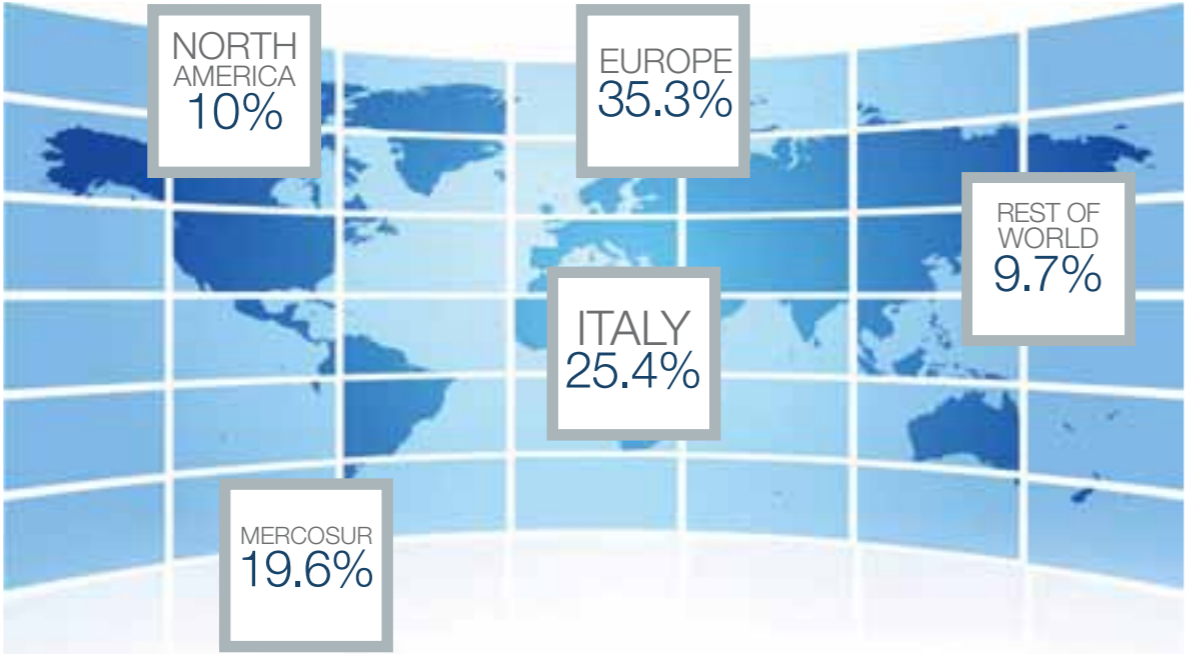
#### **Fiat Group Automobiles (FGA) and Koç Group**

JV (listed company: 37.86% FGA and 37.86% Koç Group) for the development and production of passenger cars and light commercial vehicles

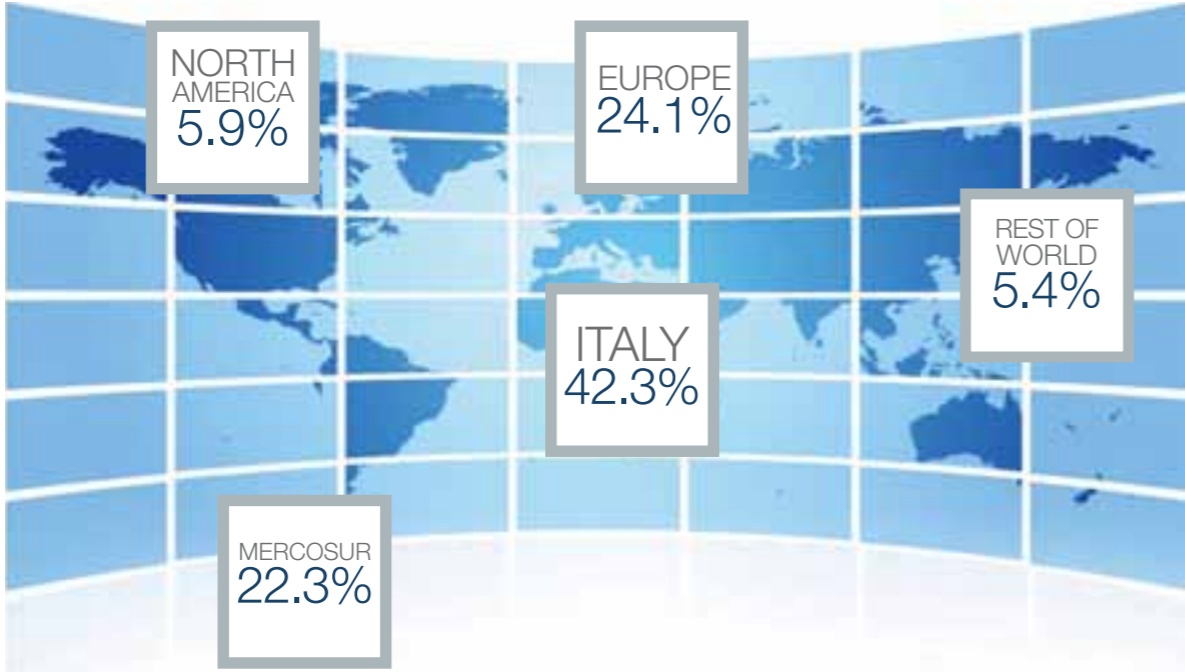
#### **CNH - Case New Holland and Koç Holding**

JV (listed company: 37.5% CNH and 37.5% Koç Holding) for the production of tractors under the Case IH and New Holland brands, and import and distribution of agricultural equipment in Turkey

REVENUES BY DESTINATION



EMPLOYEES WORLDWIDE



R&D CENTRES



By employing a global vision but interacting at the local level, the Fiat Group has prepared itself to confront new challenges, to achieve the maximum in each market and to react rapidly to the needs of its millions of customers. From Asia to Europe, to America the Group has entered into partnerships and commercial and industrial agreements in order to consolidate its position, particularly in the emerging markets. Countries where the Group has been a long-standing investor include Brazil, China, India and Russia.

## A HISTORY OF EXCELLENCE AT THE ROOT OF OUR FUTURE

FIAT  
GROUP



On 11 July 1899, the Fabbrica Italiana Automobili Torino was founded and immediately became known as FIAT. Since then, it has lived more than a century of history and experience: models, styles, designs that touched several eras and made entire generations dream.

From the Topolino to the Balilla, from the 500 to Ferrari, the Group's history is filled with successes, awards and recognition all tied together by a common thread: the search for excellence in all its facets.

Excellence in numbers: about 95 passenger cars produced since it was founded and more than €50 billion in revenues in 2009.

And in competition: 15 times winner of the Formula 1 Drivers' Championship and 16 times winner of the Constructors' Championship, 12 times "Car of the Year" in the competitive auto sector. Also, the greatest number of victories ever by an automaker in the Rally World Championship with 11 titles being won by the Lancia Delta.

Sponsorship of sports includes: New Holland is the official sponsor of Juventus, the



"THE FURTHER BACK  
YOU CAN LOOK, THE  
FARTHER FORWARD  
YOU ARE LIKELY  
TO SEE."

**Winston Churchill**

most successful team in the history of the Italian Serie A with fans around the world; and Iveco, which supports the adventurous Overland expeditions and some of the greatest names in the world of sports: from Team Ferrari, to Valentino Rossi and Team Fiat-Yamaha, to the legendary New Zealand rugby team, the All Blacks.

And that is not all. Excellence in production: an ambitious programme to implement the World Class Manufacturing programme and the guidelines of the Sustainability Plan at all Group plants worldwide is currently ongoing.

Excellence in research: all Sectors have laboratories equipped with the most advanced technology so that they can create and produce safer and cleaner mobility, the mobility of tomorrow.

Excellence in our business conduct: relationships with customers, employees, suppliers and investors are conducted according to the values and principles embodied in the Group's Code of Conduct. A document which testifies to the commitment of all the men and women at Fiat to follow a model of conduct which is synonymous with honesty, respect, credibility and collaboration.

FIAT GROUP

A HISTORY OF  
EXCELLENCE



## THE LATEST AWARDS AND RECOGNITION

### Passenger cars and Light Commercial Vehicles

Car of the Year 2009 in India (Fiat Linea)  
Auto Europa 2009 and Best Car 2009 (Alfa Romeo MiTo)  
International Van of the Year 2009 (Fiat Professional Fiorino)  
City Car of the Year 2009, Die besten Autos 2009, The Best Car of 2009 and Best Cars 2009 (Fiat 500)  
Design Award 2009 (Lancia Delta)  
Car of the Year 2008 and Auto Europa 2008 (Fiat 500)  
Clean Car of the Year 2008 (Fiat Grande Punto)  
Carro do Año 2008 (Fiat Grande Punto)  
Autobest 2008 (Fiat Linea)  
Prix Auto Environnement 2008 (Fiat Bravo)  
Best Design of the Year 2008 (Alfa Romeo 8C)  
Veicolo Commerciale dell'Anno 2008 (Fiat Professional new Ducato)  
International Van of the Year 2008 (Fiat Professional Scudo)

### Agricultural and Construction Equipment

Tractor of the Year 2010 and Machine of the Year 2010 – Agritechnica (New Holland Agriculture T7070 Auto Command™)  
Golden Tractor for Design 2010 – Agritechnica (New Holland Agriculture T7070 Auto Command™)  
Gold Medal for Technical Innovation – Agritechnica and FIMA (IntelliFill™ system for New Holland Agriculture FR9000 forage harvester)  
Silver Medal for Technical Innovation – Agritechnica and FIMA (Opti-Fan™ system for New Holland Agriculture CSX7000 combine)  
Gold Medal and Silver Medal for Technical Innovation – FIMA and Agritechnica (ABS Supersteer™ system for New Holland Agriculture series T7000 tractors)  
Silver Medal for Technical Innovation – FIMA (New Holland Agriculture SideWinder™ II console)  
Silver Medal for Technical Innovation – FIMA (automatic weighing system for New Holland Agriculture BB9000 baler)  
Silver Medal for Technical Innovation – FIMA (continuously variable transmission EasyDrive™ for New Holland Agriculture Boomer 3000 tractor)  
Machine of the Year 2010 – Agritechnica (Puma CVX 225 from Case IH)  
10 AE50 awards from the American Society of Agricultural and Biological Engineers (ASABE) 2009 for New Holland Agriculture and Case IH products  
2 Good Design™ Awards 2009 (Boomer 8N and the SideWinder™ II New Holland Agriculture console)  
FinOvation Award 2009 (New Holland BB9000 baler)  
Top 100 Products list 2009 – Construction Equipment magazine (loader backhoes of the New Holland Construction B Series)  
Top 20 Rollouts 2009 – Better Roads magazine (Case 650L crawler dozer)  
Rental Equipment Register Innovative Product Award (joystick steering system on wheel loaders from Case Construction Equipment)  
Top 100 Products list 2009 – Construction Equipment magazine (joystick steering system on wheel loaders for Case Construction Equipment)

### Trucks and Commercial Vehicles

Green Commercial of the Year 2009 (Iveco Daily CNG)  
Transport/Logistics Innovation of the Year 2009 (Iveco Ecodaily Blue & Me Fleet)  
Autobus Turistico 2009 (Iveco Irisbus Magelys)  
Best Light Truck 2008 and Best Large Van 2008 (Iveco Daily)  
Coach of the Year 2008 (Iveco Irisbus Magelys)

### Other Sectors

Technobest 2009 and Engine Development Team of the Year (MultiAir FPT)  
Research Award “energy & mobility H2Roma” 2009 (CRF-Phylla)  
“io vivo sostenibile” 2009 Award (CRF-Phylla)  
Diesel engine of the Year 2008 (F32 engine-FPT)  
PACE Award 2008 (Magnetit Marelli TetraFuel)  
Best company of the automobile industry 2008 (FPT Brazil)  
Best performance in Six Sigma 2008 (Teksid)



## SYMBOLIC PLACES

It took 7 years to construct the Lingotto factory (1916-1923) which, at the time, was the largest in Europe. Designed by the architect Giacomo Mattè Trucco, it became a prime example of the rational distribution of space for industrial production lines. The spiral ramps which provide access to the test track on the factory roof were a celebrated innovation.

The Mirafiori plant, inaugurated in 1939, was designed to house up to 22 thousand employees in 2 shifts. Today, still the heartbeat of Fiat Group Automobiles activities, these manufacturing activities have also been complemented by major service and commercial facilities such as Mirafiori Motor Village, the largest automotive showroom in Europe.

Officina 83 is the new Design Centre of Fiat Group Automobiles, in addition to being the new headquarters for Abarth and location of the New Holland Centre.

In 2007, the Ferrari plants at Modena and Maranello were judged first in Europe for "Great Places to Work".

Iveco's NEF (New Engine Family) plant in Turin is organised using the Integrated Factory model.

The Tychy plant in Poland is equipped with the latest technology.



## REVOLUTIONARY INNOVATIONS

The Group revolutionised the world of diesel: first with the **Common Rail** system, the product of a collaboration between Magneti Marelli, Centro Ricerche Fiat and Elasis, and then with the **MultiJet** engine, also a product of Fiat laboratories.

More recently, Magneti Marelli developed the innovative **TetraFuel** technology where four fuels – alcohol, AEAC (Brazilian anhydrous ethanol), pure gasoline and natural gas – can be managed through a single electronic control unit.

The most innovative and acclaimed gasoline technology came from the collaboration between Centro Ricerche Fiat and FPT Powertrain Technologies: the **MultiAir** system which controls the quantity and quality of air injected into the cylinders, providing a sophisticated solution to reduce consumption and polluting emissions. The technology is usable with all gasoline engines and also has the potential for application on diesel engines.



## FIAT GROUP ON SOCIAL NETWORKS

Fiat Group believes that new media should not only be monitored but also actively used as an official platform of the Group and its brands, to provide users accurate and informed access to its views. Through its presence on social networks, the Group can offer in-depth and up-to-date corporate information as an integrated part of its overall communication strategy.



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