

Q2 2013 **Results Review**

(U.S. GAAP - Preliminary)

July 30, 2013















Forward-Looking Statement



This document contains forward-looking statements that reflect management's current views with respect to future events. The words "anticipate," "assume," "believe," "estimate," "expect," "intend," "may," "plan," "project," "should" and similar expressions identify forward-looking statements. Such statements are subject to risks and uncertainties, including, but not limited to: the effective implementation of the Chrysler Group LLC 2010 - 2014 Business Plan outlined on November 4, 2009 and subsequent updates, vehicle including successful launches: industry SAAR levels; continued economic weakness, especially in North America, including continued high unemployment levels and limited availability of affordably priced financing for our dealers and consumers; introduction of competing products and competitive pressures which may limit our ability to reduce sales incentives; supply disruptions resulting from natural disasters and other events impacting our supply chain; and our ability to realize benefits from our

industrial alliance with Fiat, particularly in light of the economic crisis currently affecting several European countries. In addition, any projections or targets on future performance are based on the assumption that the Company maintains its status as a partnership for U.S. federal and state income tax purposes and do not consider the impact of a potential conversion into a corporation. If any of these or other risks and uncertainties occur, or if the assumptions underlying any of these statements prove incorrect, then actual results may be materially different from those expressed or implied by such statements. We do not intend or assume any obligation to update any forward-looking statement, which speaks only as of the date on which it is made. Further details of potential risks that may affect Chrysler Group are described in Chrysler Group's 2012 Annual Report on Form 10-K, and its subsequent periodic reports filed with the U.S. Securities and Exchange Commission.

Executive Summary

Q2 2013 Highlights



- Q2 2013 Worldwide shipments totaled 660k vehicles, up 5% versus Q2 2012 and 15% versus Q1 2013;
 Net revenues totaled \$18.0B, up 7% versus Q2 2012
- Modified Operating Profit increased 7% year-over-year to \$808M
 - Higher shipment volumes and pricing offset increased industrial costs
 - Q2 2013 includes a \$151 million charge related to the voluntary safety recall for the 1993-1998 Jeep Grand Cherokee and the 2002-2007 Jeep Liberty, and the customer satisfaction action for the 1999-2004 Jeep Grand Cherokee
- Net income increased 16% year-over-year to \$507M 8th consecutive quarter of positive net income
 - Adjusted Net Income was \$530 million, excluding a \$23 million loss on extinguishment of debt recognized in connection with the June 2013 re-pricing and amendment of the Tranche B Term Loan and undrawn revolving credit facility
- Strong Q2 2013 worldwide vehicle sales of 643k, up 10% from Q2 2012; U.S. retail vehicle sales increased 17% with dealer inventories at 68 days supply
 - U.S. market share up 20 bps in Q2 2013 to 11.4%
 - Canada market share up 60 bps to 15.1%
- Free Cash Flow was \$91M in Q2 2013 and Net Industrial Debt increased slightly to \$656M at June 30, 2013 (from \$619M at March 31, 2013)
- Chrysler Group amended its U.S. and Canadian salaried defined benefit pension plans
- New Jeep Cherokee production launched at end of Q2 2013
 - H2 product market launches include the Ram Pro-Master, Dodge Durango major refresh and Fiat 500L
- FY 2013 guidance revised
 - Worldwide vehicle shipments to ~2.6 million (from 2.6-2.7 million)
 - Modified Operating Profit to \$3.3-3.8B (from ~\$3.8B)
 - Net income to \$1.7-2.2B (from ~\$2.2B)

Q2 2013 Financial Highlights



Net Revenue (\$B)

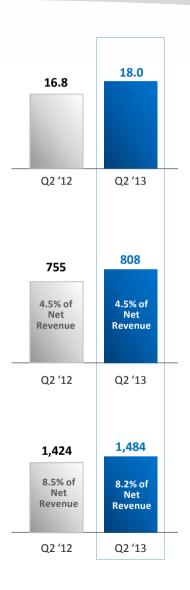
- Increase of 7% primarily due to higher shipment volumes and positive net pricing
- Worldwide shipments up 5% to 660k units (636k shipments adjusted for GDP – see appendix) due to new product launches, partly offset by lack of Jeep Liberty production in 2013

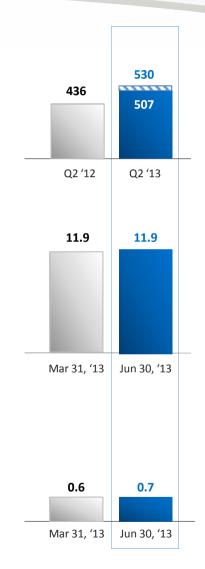
Modified Operating Profit (\$M)

- Modified Operating Profit increased 7% versus the prior year
- Increase due to higher shipment volumes and positive pricing, partly offset by higher industrial and launch-related costs, as well as a \$151M charge related to the voluntary safety recall for the 1993-1998 Jeep Grand Cherokee and the 2002-2007 Jeep Liberty, and the customer satisfaction action for the 1999-2004 Jeep Grand Cherokee. Excluding this charge, MOP was up 27% and margin was 5.3%

Modified EBITDA (\$M)

 Modified EBITDA increased \$60M versus prior year, consistent with the increase in Modified Operating Profit. Excluding the \$151M charge related to the voluntary safety recall and customer satisfaction action, Modified EBITDA was up 15% and margin was 9.1%





Net Income (\$M)

- Net income increased \$71M, or 16%, versus the prior year
- Adjusted Net Income was \$530M, excluding a \$23M loss on extinguishment of debt in connection with the re-pricing and amendment of the Tranche B Term Loan and revolving credit facility

Cash (\$B)

- Cash from operations mostly offset by capital expenditures, pension/ OPEB contributions, interest and taxes
- Total liquidity of \$13.2B, including \$1.3B available under a revolving credit facility

Net Industrial Debt (\$B)

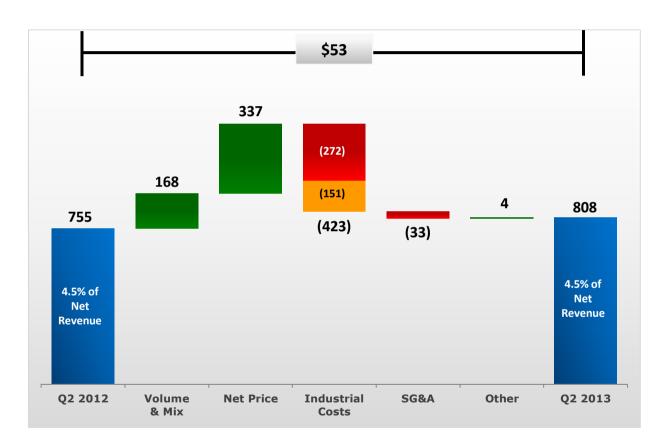
 Net Industrial Debt increased slightly (\$37M) versus Q1 2013

Modified Operating Profit Walk

Q2 2012 to Q2 2013



\$ Millions



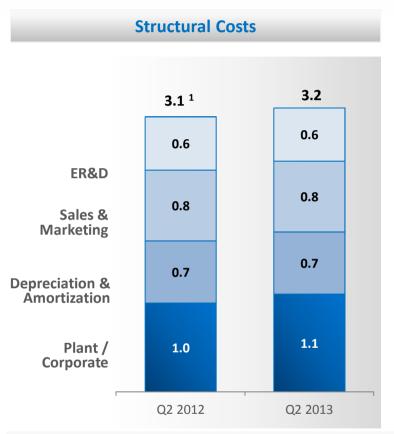
- Volume increase of 11k GDP adjusted vehicle shipments (plus 30k unadjusted) primarily related to new vehicle production, partly offset by lack of Jeep Liberty production in 2013
- Mix was positive primarily reflecting higher retail volumes and lower fleet volumes
- Positive net price partly driven by vehicle content enhancements on recent launches
- Industrial costs impacted by the key product launches and content enhancements, as well as a \$151M charge related to the voluntary safety recall for the 1993-1998 Jeep Grand Cherokee and the 2002-2007 Jeep Liberty, and the customer satisfaction action for the 1999-2004 Jeep Grand Cherokee
- SG&A negatively impacted by higher costs to support business growth

Modified Operating Profit increase driven by increased volumes and positive pricing

Structural Costs and Capital Expenditures

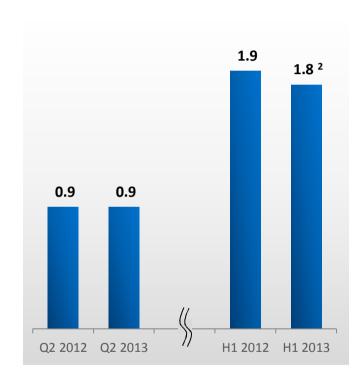


\$ Billions



Structural cost increase primarily due to a \$151M charge related to the voluntary safety recall for the 1993-1998 Jeep Grand Cherokee and the 2002-2007 Jeep Liberty, and the customer satisfaction action for the 1999-2004 Jeep Grand Cherokee

Capital Expenditures



Full year 2013 capital expenditures expected at ~\$4B

¹ Certain prior year amounts have been reclassified to conform to current year presentation

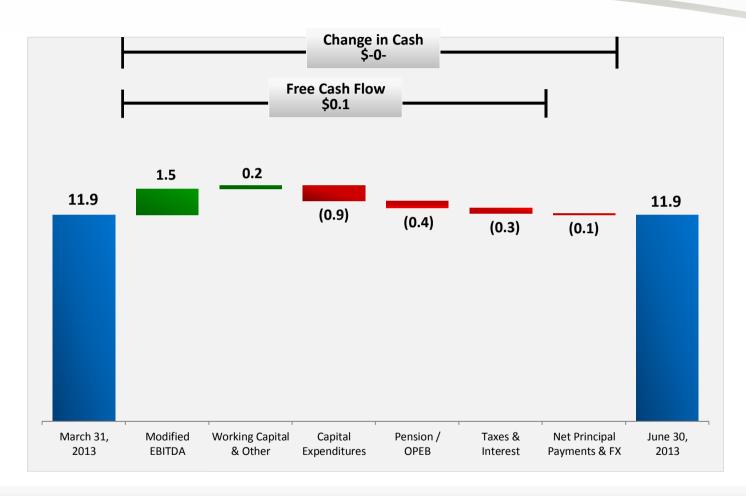
² Includes non-cash expenditures of \$0.1B in H1 2013

Cash Walk

March 31, 2013 to June 30, 2013



\$ Billions



Positive Free Cash Flow primarily due to Modified EBITDA

Note: Numbers may not add due to rounding

Term Loan B and Revolver Re-price and Amendment



- Lowered annual interest rate by 175 bps (Term Loan savings of ~\$50M annually); annual savings partially offset by payment of up-front call premium of \$29.5 million (1.0%) to existing term loan lenders
- \$23M loss on extinguishment of debt recorded in Q2 2013

Borrower	hrysler Group LLC					
Facilities	51.3 billion Senior Secured Revolving Credit Facility ("RC") 53.0 billion Senior Secured Term Loan B ("TL")					
Maturity	RC: May 24, 2016 TL: May 24, 2017					
Drawn Pricing (Annual)	RC: L+325 bps [previously L+475 bps] TL: L+325 bps [previously L+475 bps]					
LIBOR Floor	RC: None TL: 1.00% [previously 1.25%]					
Optional Prepayments	TL: 101 soft call protection for 6 months					
Certain Amendments	 Amended Restricted Payments covenant to include 50% Consolidated Net Income "builder" basket consistent with 2nd Lien Notes Other amendments to certain definitions and negative covenant provisions to provide greater operational flexibility for the Company 					

Net Industrial Debt



\$ Billions	Carrying Value as of Jun 30, 2013	Carrying Value as of Mar 31, 2013	Jun 30, 2013 B/(W) Mar 31, 2012	Carrying Value as of Jun 30, 2012	Jun 30, 2013 B/(W) Jun 30, 2012
Cash	11.9	11.9	-	12.1	(0.2)
Term Loan B	2.9	2.9	-	2.9	-
Secured Senior Notes	3.2	3.2	-	3.2	-
VEBA Trust Note	4.3	4.3	-	4.2	(0.1)
Canadian Health Care Trust Notes	0.9	1.0	-	1.0	0.1
Mexican Development Banks Credit Facilities	0.6	0.6	-	0.6	-
Other Financial Liabilities ¹	0.6	0.5	(0.1)	0.6	-
Total Financial Liabilities	12.5	12.5	-	12.5	-
Net Industrial Debt ²	0.7	0.6	-	0.4	(0.2)

¹ Excludes Gold Key Lease (GKL) self-liquidating debt

² Excludes pension and OPEB underfunding Note: Numbers may not add due to rounding

Pension Plan Amendment Summary



- During the second quarter of 2013, Chrysler Group amended its U.S. and Canadian salaried defined benefit pension plans
 - The U.S. plans were amended in order to comply with IRS regulations; consequently the accrual
 of future benefits will cease effective December 31, 2013, and the Company decided to
 enhance the retirement factors
 - The Canada amendment also ceases the accrual of future benefits effective December 31,
 2014, and enhances the retirement factors
- The changes to the plans resulted in a curtailment gain and plan amendments for which the Company recognized a \$218 million net reduction to the pension obligation with a corresponding increase in accumulated other comprehensive income during the second quarter of 2013.
- Company actions to mitigate impact on employees
 - Enhanced the pension formula by adjusting the pension plans' retirement factors to allow U.S. retirement eligible employees who retire on or after January 1, 2014 and Canadian retirement eligible employees who retire on or after January 1, 2015, to receive 100% of their accrued benefit beginning at age 58 and 60, respectively, versus age 62
 - The Company will contribute to its existing defined contribution plans
 - Retained a financial counseling firm to provide confidential, individual transition counseling on savings and retirement readiness at no cost to the employee

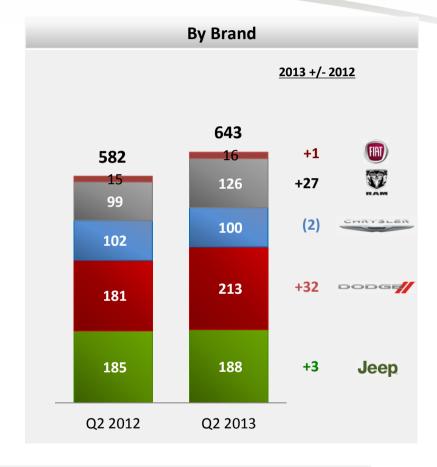
Worldwide Vehicle Sales

Q2 2013 versus Q2 2012



Vehicles (000s)





Worldwide vehicle sales totaled 1,206k units in H1 2013 (versus 1,105k vehicles in H1 2012) representing an increase of 9%

Note – 2013 includes Fiat and Alfa Romeo vehicle sales in Mexico; prior to 1/1/13, these vehicles were reported by Fiat S.p.A. (1k in Q2 2012)

Vehicle Sales in U.S. & Canada

Q2 2013 versus Q2 2012



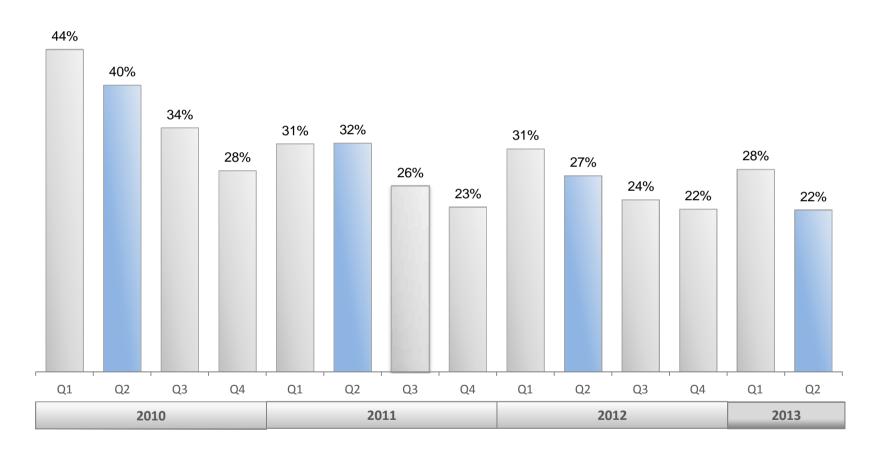
Industry	Chrysler Group performance (Q2 2013 vs. Q2 2012)			
Vehicles (000's)		Market share	Key Messages (period-over-period)	
3,883 48% 4,205 Q2 2012 Q2 2013	+10%	11.4% (up 20 bps)	 Retail sales (excluding fleet) increased 17% Retail of retail market share* increased to 11.0%, up 70 bps from the prior year Fleet mix at 22% vs. 27% in the prior year Key performers included: Dodge Dart +22k vehicles (new) Dodge Durango +4k vehicles (+42%) Ram 1500 Pickup +19k vehicles (+41%) Jeep Compass +3k vehicles (+30%) Jeep Grand Cherokee +10k vehicles (+27%) 	
513 5% 538 Q2 2012 Q2 2013	+9%	15.1% (up 60 bps)	 Retail sales (excluding fleet) increased 9% Retail of retail market share* increased to 12.6%, up 40 bps from the prior year Key performers included: Dodge Dart +3.1k vehicles (new) Dodge Avenger +1.2k vehicles (+59%) Jeep Grand Cherokee +1.0k vehicles (+38%) Ram 1500 Pickup +4.2k vehicles (+30%) 	

^{* -} Company calculation; retail sales (excluding fleet) versus industry retail sales (excluding fleet)

U.S. Fleet Mix



Percent of Total U.S. Sales

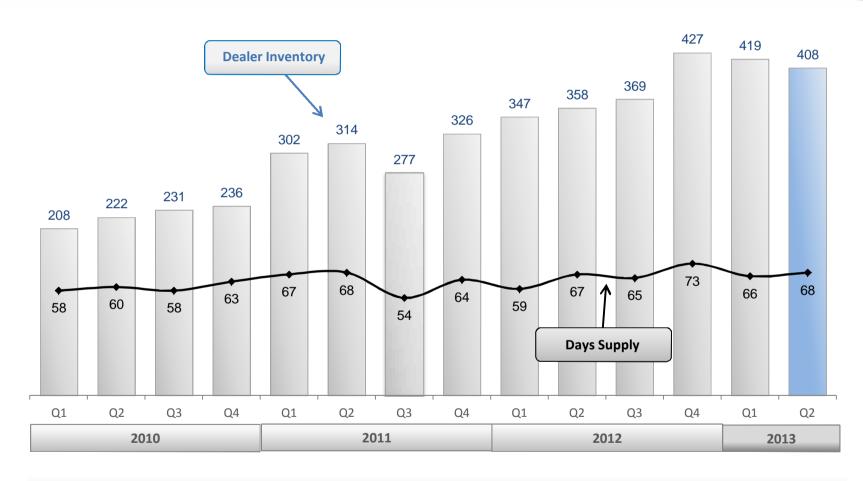


Seasonal U.S. fleet mix continues to decrease as retail sales grow

U.S. Dealer Inventory and Days' Supply



Vehicles (000s)

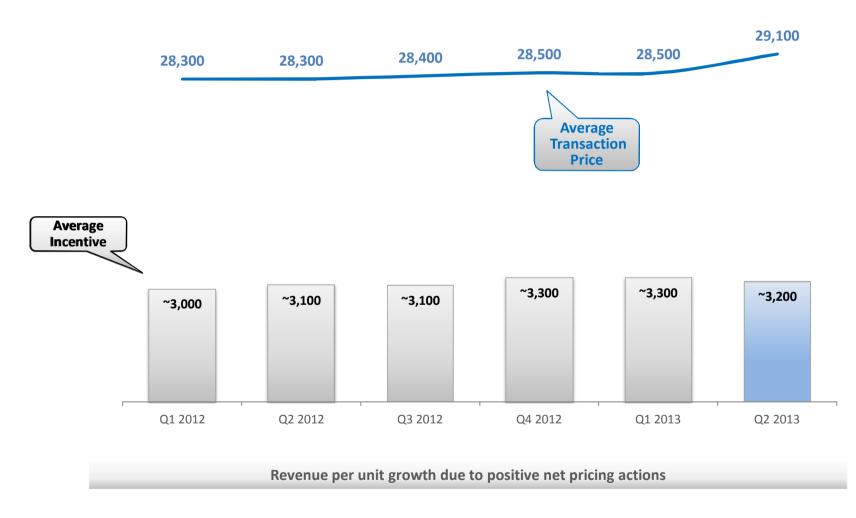


Days' supply at U.S. dealers remain at reasonable levels to sustain sales growth

U.S. Retail Average Transaction Price



\$ Per Unit



Source: Based on J.D. Power and Associates data (at constant Q2 2013 sales nameplate mix)

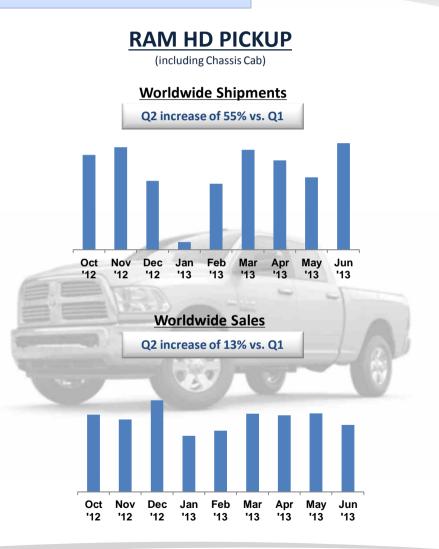
Jeep Grand Cherokee / Ram Heavy Duty Pickup Performance



Q2 2013 performance continues to be strong after the Q1 launches of the Jeep Grand Cherokee and Ram HD Pickup

JEEP GRAND CHEROKEE

Worldwide Shipments Q2 increase of 10% vs. Q1 Nov Dec Jan Feb Mar Apr May '12 '13 '13 '13 '13 **Worldwide Sales** Q2 increase of 31% vs. Q1 Oct Nov Dec Jan Feb Mar Apr May '12 '12 '13 '13 '13 '13 '13



2014 Jeep Cherokee / Toledo North Assembly Plant



Toledo North Assembly Plant

- Jeep Cherokee production started in June 2013
- \$500 million investment
 - Expansion to Body Shop and other process changes to accommodate new vehicle architecture – follows state-of-theart footprint established at Belvidere (III.) Assembly Plant
 - Upgraded processes in Paint Shop to improve overall appearance and quality of each vehicle
 - o Underbody sealing and coating
 - o Bell/bell technology
 - Sound deadening material injected into body cavities to reduce noise, vibration and harshness
 - Installation of flexible decking line first Chrysler Group assembly plant to use, providing flexibility to build different vehicle architectures on the same line (used at 3 Fiat facilities)
- Employee Training
 - Over 1,000 employees trained for between 116-212 hours (depending on classification) both in the classroom and onthe-job
- Achieved Bronze WCM status (July 2012) in only 27 months – the fastest of all Chrysler Group plants



2014 Dodge Durango

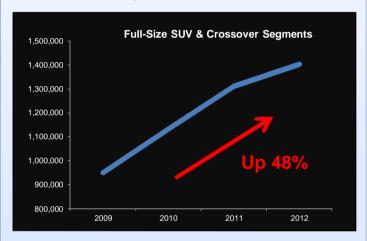




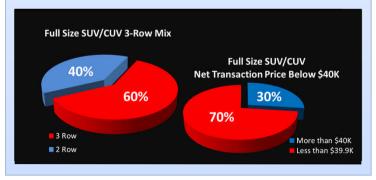
Best-in-class –

- Power Up to 360 hp and 390 lb-ft torque
- Towing 6,200 lbs (V6) / 7,400 lbs (V8)
- Driving range Over 600 miles on a single tank
- Up to 25 mpg highway more than 12% improvement
- Standard seven-passenger seating
- Class-Exclusive Features
 - 8-speed automatic transmission
 - 8.4" Uconnect Touch Screen Media Center
 - Rotary shifter
 - LED 'race track' tail lamps

➤ Competes in two of the fastest growing industry segments – full-size SUV and Crossover – which combined are up 48% since 2009



➤ Competes in heart of market – 3-row mix with price under \$40k

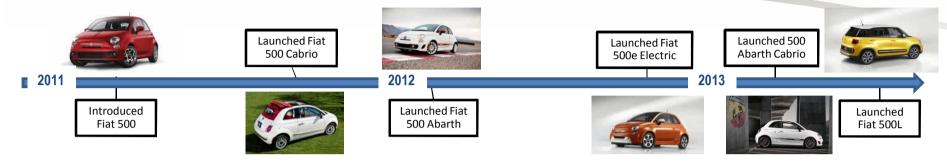


CARBORIVER

"With its square-jawed face, muscular bulges and available Hemi V8 power, the Durango oozes brawn... still has the best looking mug of any three row rig out there."

Fiat 500 and 500L in North America







Fiat 500L

- New small-wide vehicle architecture
- Four-door; best-in-class interior volume; B-segment car with the interior space of a large car
- Best-in-class front head & shoulder room
- Segment-exclusive glass A & D pillars
- 1.4L MultiAir Turbo engine
 - Best-in-class standard horsepower (160 hp) and torque (184 lb-ft)
 - 33 MPG highway

2014 Ram ProMaster





- Ram brand's first full-size van offering into an expanding, purpose-built segment.
- Developed from the Fiat Ducato platform and built at the new Saltillo Van (Mexico) Assembly Plant
- Best-in-class features:
 - Fuel economy
 - Cargo capacity
 - Payload
 - Total cost of ownership
 - Turning radius
 - Interior ceiling height
 - Step-in height
- 3.6L Pentastar V6, and optional 3.0L I-4 EcoDiesel engines
- 14 customizable models featuring cargo van, chassis cab and cutaway from the factory

FY 2013 Guidance Revised



	Revised FY 2013 Guidance	Change
Worldwide Vehicle Shipments	~2.6 M	From 2.6-2.7 M
Net Revenues	\$72-\$75 B	None
Modified Operating Profit	\$3.3-\$3.8 B	From ~\$3.8B
Net Income	\$1.7-\$2.2 B	From ~\$2.2B
Free Cash Flow	≥\$1 B	None







NHTSA Recall Request Update



- August 2010 NHTSA opened a Preliminary Evaluation, upgraded to an Engineering Analysis in June 2012, covering certain Jeep Cherokee, Jeep Grand Cherokee and Jeep Liberty vehicles with fuel tanks located behind the rear axle
 - o Chrysler Group cooperated with NHTSA throughout the investigation, sharing data on incidents, engineering specifications and additional information, concluding at each stage that the subject vehicles are not defective
- June 4, 2013 Chrysler Group responded to NHTSA recall request letter covering only the 1993-2004 Jeep Grand Cherokee and 2002-2007 Jeep Liberty vehicles, noting its disagreement with NHTSA's preliminary finding of defect and its intent to file a more detailed response supporting its position
- June 18, 2013 Chrysler Group and NHTSA resolve their differences; Chrysler Group filed its response to the recall request, maintaining that none of the subject vehicles were defective
 - NHTSA agreed there will be no final finding of a defect in the subject vehicles and Chrysler Group agrees to undertake a
 voluntary safety recall to inspect and, if necessary, install a trailer hitch on 1993-1998 Jeep Grand Cherokee and 20022007 Jeep Liberty vehicles to provide incremental improvement for low-speed rear impacts
 - o Chrysler Group agreed to conduct a Customer Satisfaction Notification campaign to inspect aftermarket trailer hitches installed on 1999-2004 Jeep Grand Cherokee vehicles and take corrective action, as necessary
- June 20, 2013 Transportation Secretary Ray LaHood in a press interview notes the matter has been resolved satisfactorily

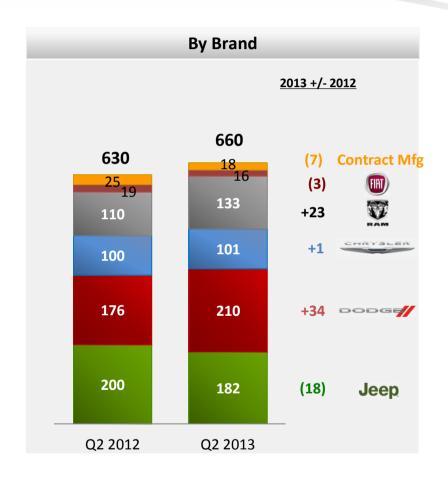
Worldwide Vehicle Shipments

Q2 2013 versus Q2 2012



Vehicles (000s)





Note - 2012 Contract manufactured shipments restated to include all vehicle shipments for which the sale is not reflected by Chrysler Group

Guaranteed Depreciation Program Adjusted Shipments



Vehicles (000s)	Q2 2013	Q2 2012	Q2 2013 B/(W) Q2 2012	H1 2013	H1 2012	H1 2013 B/(W) H1 2012
Worldwide Shipments	660	630	30	1,234	1,237	(3)
Guaranteed Depreciation Program (GDP)						
Subtract: Shipments during period	(32)	(25)	(7)	(53)	(42)	(11)
Add: Returns/auctions during period	8	20	(12)	27	49	(22)
Net (shipments) / returns	(24)	(5)	(19)	(26)	7	(33)
GDP Adjusted Worldwide Shipments	636	625	11	1,208	1,244	(36)

Reconciliation of Worldwide Vehicle Sales to Shipments



Vehicles (000s)	Q2 2013	Q2 2012	H1 2013	H1 2012
Worldwide Sales	643	582	1,206	1,105
Change in U.S. dealer inventory	(11)	11	(19)	32
Change in Canada dealer inventory	(1)	(1)	11	19
Contract manufacturing & other	29	38	36	81
Worldwide Shipments	660	630	1,234	1,237

Q2 2013 Financial Results



Net Income Adjusted Net Income ²	507 530	436 436	71 94	673 696	909 909	(236) (213)
Adjusted Net Income 2	530	436	94	696	909	(213)
Modified EBITDA % of Net Revenues	1,484 8.2%	1,424 8.5%	60 (0.3) ppt	2,533 7.6%	2,808 8.5%	(275) (0.9) ppt
Modified Operating Profit % of Net Revenues	808 4.5%	755 4.5%	53 -0- ppt	1,243 3.7%	1,495 4.5%	(252) (0.8) ppt
Net Revenue	17,994	16,795	1,199	33,379	33,154	225
Worldwide Vehicle Shipments (000) ¹	660	630	30	1,234	1,237	(3)
\$ Millions	Q2 2013	Q2 2012	Q2 2013 B/(W) Q2 2012	H1 2013	H1 2012	H1 2013 B/(W) H1 2012

¹ Before GDP adjustments

² Excludes a \$23M loss on extinguishment of debt in connection with the re-pricing and amendment of the Tranche B Term Loan and revolving credit facility

Reconciliation of Net Income to Adjusted Net Income, Modified Operating Profit and Modified EBITDA



\$ Millions	Q2 2013	Q2 2012	Q2 2013 B/(W) Q2 2012	H1 2013	H1 2012	H1 2013 B/(W) H1 2012
Net Income	507	436	71	673	909	(236)
Loss on Extinguishment of Debt	23	-	23	23	-	23
Adjusted Net Income	530	436	94	696	909	(213)
Income Tax Expense	37	105	(68)	69	138	(69)
Net Interest Expense	257	266	(9)	508	533	(25)
Other Employee Benefit (Gains) ¹	(18)	(21)	3	(30)	(42)	12
Restructuring (Income) Expenses, Net & Other	2	(31)	33	-	(43)	43
Modified Operating Profit	808	755	53	1,243	1,495	(252)
Depreciation and Amortization Expense ²	676	669	7	1,290	1,313	(23)
Modified EBITDA	1,484	1,424	60	2,533	2,808	(275)

¹ Includes interest cost, expected return on plan assets and amortization of unrecognized losses

² Excludes depreciation and amortization expense for vehicles held for lease

Reconciliation of Net Cash Provided By (Used In) Operating and Investing Activities to Free Cash Flow



\$ Millions	Q2 2013	Q2 2012	Q2 2013 B/(W) Q2 2012
Net Cash Provided By Operating Activities	977	1,738	(761)
Net Cash Used In Investing Activities	(886)	(850)	(36)
Investing activities excluded from Free Cash Flow: Change in Loans and Notes Receivables	-	(1)	1
Financing activities included in Free Cash Flow: Repayments of Gold Key Lease Financing	-	(21)	21
Free Cash Flow	91	866	(775)

H1 2013	H1 2012	H1 2013 B/(W) H1 2012
2,187	4,342	(2,155)
(1,647)	(1,734)	87
-	(1)	1
+	(41)	41
540	2,566	(2,026)

Reconciliation of Financial Liabilities to Net Industrial Debt



\$ Millions	Jun 30, 2013	Mar 31, 2013	Jun 30, 2012
Financial Liabilities (Carrying Value)	12,537	12,493	12,507
Less: Cash	(11,881)	(11,874)	(12,075)
Net Industrial Debt	656	619	432

Financial Liabilities



\$ Billions	As of June 30, 2013			
	Carrying Value	Face Value		
Term Loan B	2.9	2.9		
Secured Senior Notes	3.2	3.2		
VEBA Trust Note	4.3	4.9		
Canadian Health Care Trust Notes	0.9	0.9		
Mexican Development Banks Credit Facilities	0.6	0.6		
Other Financial Liabilities	0.6	0.7		
Total Financial Liabilities	12.5	13.2		

Note: Numbers may not add due to rounding

Pension Disclosure



\$ Millions

	Q2 2013	Q2 2012	H1 2013	H1 2012
NET PERIODIC PENSION COST				
Service Cost	89	76	180	155
Interest Cost Net of Expected Return	(131)	(78)	(258)	(156)
Amortization of Unrecognized Loss	66	20	139	39
Other	3	1	3	1
Total Net Periodic Pension Cost	27	19	64	39
WORLDWIDE PENSION FUND CONTRIBUTIONS	365	41	551	90
WORLDWIDE WEIGHTED AVERAGE ASSUMPTIONS			<u>2012</u>	<u>2011</u>
Benefit Obligations at December 31:				
Discount Rate – Ongoing Benefits			3.98%	4.84%
Periodic Costs:			4.040/	E 220/
Discount Rate – Ongoing Benefits Expected Return on Plan Assets			4.84% 7.41%	5.33% 7.41%
•				

OPEB Disclosure



\$ Millions

	Q2 2013	Q2 2012	H1 2013	H1 2012
NET PERIODIC BENEFIT COST				
Service Cost	7	6	15	12
Interest Cost	30	33	60	66
Amortization of Unrecognized Loss	12	5	24	10
Amortization of Prior Service Credit	(11)	(10)	(21)	(20)
Other				(1)
Total Net Periodic Benefit Cost	38	34	78	67
BENEFITS PAID	44	46	91	97

WORLDWIDE WEIGHTED AVERAGE ASSUMPTIONS	<u>2012</u>	<u>2011</u>
Benefit Obligations at December 31:		
Discount Rate – Ongoing Benefits	4.07%	4.93%
Periodic Costs:		
Discount Rate – Ongoing Benefits	4.93%	5.57%
Expected Return on Plan Assets	=	=

Non-U.S. GAAP Financial Information and Other Items



The following non-U.S. GAAP financial definitions apply when the presentation is referring to Adjusted Net Income, Modified Operating Profit, Modified EBITDA, Cash, Free Cash Flow and Gross and Net Industrial Debt

- (a) Adjusted Net Income (Loss) is defined as net income (loss) excluding the impact of infrequent charges, which includes losses on extinguishment of debt. The reconciliation of net income to Adjusted Net Income, Modified Operating Profit and Modified EBITDA (defined below) for the three and six months ended June 30, 2013 and 2012 is detailed on page 28
- (b) Modified Operating Profit (Loss) is computed starting with net income (loss) and then adjusting the amount to (i) add back income tax expense and exclude income tax benefits, (ii) add back net interest expense (excluding interest expense related to financing activities associated with the vehicle lease portfolio the Company refers to as Gold Key Lease), (iii) add back (exclude) all pension, other postretirement benefit (OPEB) and other employee benefit costs (gains) other than service costs, (iv) add back restructuring expense and exclude restructuring income, (v) add back other financial expense, (vi) add back losses and exclude gains due to cumulative change in accounting principles, and (vii) add back certain other costs, charges and expenses, which include the charges factored into the calculation of Adjusted Net Income (Loss). The reconciliation of net income to Adjusted Net Income, Modified Operating Profit and Modified EBITDA (defined below) for the three and six months ended June 30, 2013 and 2012 is detailed on page 28
- (c) Modified EBITDA is computed starting with net income (loss) adjusted to Modified Operating Profit (Loss) as described above, and then adding back depreciation and amortization expense (excluding depreciation and amortization expense for vehicles held for lease). The reconciliation of net income to Adjusted Net Income, Modified Operating Profit and Modified EBITDA for the three and six months ended June 30, 2013 and 2012 is detailed on page 28
- (d) Cash is defined as cash and cash equivalents
- (e) Free Cash Flow is defined as cash flows from operating and investing activities, excluding any debt related investing activities, adjusted for financing activities related to Gold Key Lease. A reconciliation of net cash provided by (used in) operating and investing activities to Free Cash Flow for the three and six months ended June 30, 2013 and 2012 is detailed on page 29
- (f) Net Industrial Debt is defined as financial liabilities less Cash. A reconciliation of financial liabilities **Net Industrial Debt** at June 30, 2013, March 31, 2013, and December 31, 2012, is detailed on page 30

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