



CHRYSLER

Q3 2012 Results Review

(U.S. GAAP – Preliminary)

October 30, 2012

Three Down, One to Go



DODGE 



Jeep

SRT



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, including successful vehicle 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. 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 Annual Report on Form 10-K, and its subsequent periodic reports filed with the U.S. Securities and Exchange Commission.

October 30, 2012

(Preliminary results prepared in accordance with U.S. GAAP - Refer to Appendix for definitions of non-U.S. GAAP financial measures)

Agenda



Executive Summary - Highlights

Financial and Sales Summaries

Business Update

Appendix

October 30, 2012

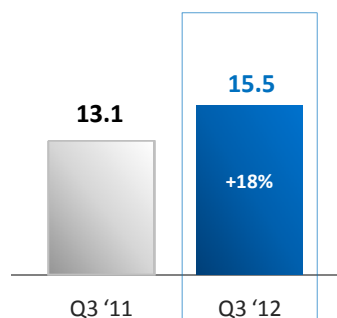
(Preliminary results prepared in accordance with U.S. GAAP - Refer to Appendix for definitions of non-U.S. GAAP financial measures)

Q3 2012 Financial Highlights



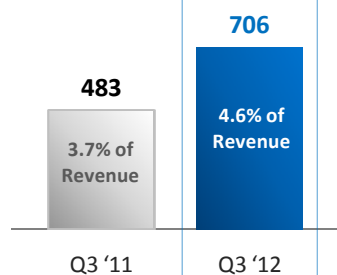
Net Revenue (\$B)

- Growth primarily driven by increased volumes and positive pricing, partially offset by unfavorable mix
- Worldwide shipments up 19% to 559k units (565k shipments adjusted for GDP units)



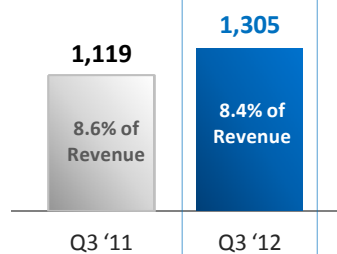
Modified Operating Profit (\$M)

- Modified Operating Profit increased 46% versus prior year
- Improved performance primarily attributable to increased shipments and positive pricing, partially offset by unfavorable mix and increased ER&D and advertising costs



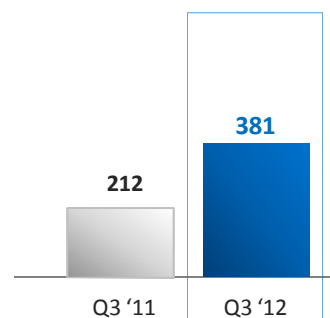
Modified EBITDA (\$M)

- An increase of 17% versus prior year primarily driven by higher volumes and positive pricing
- Margin reduced due to unfavorable mix, and increased ER&D and advertising costs



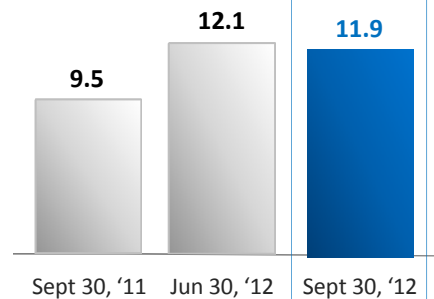
Net Income (\$M)

- Net income increased \$169M, or 80%, versus the prior year
- Year-to-date net income of \$1.3B



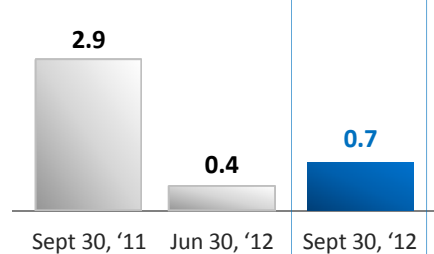
Cash (\$B)

- Free Cash Flow of \$(0.1)B in Q3 2012 primarily due to a high level of capital expenditures and the VEBA interest payment, partially offset by cash from operations
- Total liquidity was \$13.2B, including \$1.3B available under a revolving credit facility



Net Industrial Debt (\$B)

- Net Industrial Debt increased to \$0.7B primarily due to negative free cash flow in the quarter, FX and capitalization of accrued interest related to the VEBA Trust and HCT Notes



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Q3 2012 Commercial Performance



- **Worldwide vehicle sales increased 12% to 556k vs. Q3 2011**, reflecting continued success of product lineup; up 21% to 1,661k vehicles YTD 2012 vs. YTD 2011
- **U.S. sales**
 - **Vehicle sales increased 13% to 417k** in the quarter vs. Q3 2011; up 24% to 1,251k YTD 2012 vs. YTD 2011
 - **Market share at 11.3%**, down 10 bps vs. Q3 2011; 11.2% YTD 2012, up 80 bps vs. YTD 2011
 - **Retail sales up 16%** (retail of retail market share¹ at 10.2%, flat vs. Q3 2011); up 28% YTD 2012 vs. YTD 2011 (retail of retail market share¹ up 110 bps vs. YTD 2011)
 - **Fleet sales mix of total sales was 24%** vs. 26% in Q3 2011; 27% YTD 2012 vs. 29% in YTD 2011
- **U.S. dealers' inventory at 369k vehicles at September 30, 2012, or 65 days of supply** vs. 54 days at the end of Q3 2011 and 67 days at the end of Q2 2012
- **Canada sales**
 - **Vehicle sales increased 5% to 64k** vs. Q3 2011; up 6% to 195k YTD 2012 vs. YTD 2011
 - **Market share at 14.3%**, down 20 bps vs. Q3 2011; 14.6% in YTD 2012, down 10 bps vs. YTD 2011
- **International sales** (outside NAFTA) increased **27% to 68k²** vehicles for Q3 2012; up 52% to 205k² vehicles YTD 2012 vs. YTD 2011

¹ Company calculation; retail sales (excluding fleet) versus industry retail sales (excluding fleet)

² Includes 15k vehicles in Q3 2012 and 52k vehicles in Q3 YTD 2012 manufactured by Chrysler Group and sold by Fiat as Lancia and Fiat branded vehicles

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Q3 2012 Financial Results



\$ Millions

	Q3 2012	Q3 2011	Q3 2012 B/(W) Q3 2011	Q3 YTD 2012	Q3 YTD 2011	YTD 2012 B/(W) YTD 2011
Worldwide Shipments - Units (000) ¹	559	469	90	1,796	1,468	328
Net Revenue	15,478	13,067	2,411	48,632	39,852	8,780
Modified Operating Profit	706	483	223	2,201	1,467	734
% of Net Revenues	4.6%	3.7%	0.9 ppt	4.5%	3.7%	0.8 ppt
Modified EBITDA	1,305	1,119	186	4,113	3,583	530
% of Net Revenues	8.4%	8.6%	(0.2) ppt	8.5%	9.0%	(0.5) ppt
Net Income (Loss)	381	212	169	1,290	(42)	1,332
Adjusted Net Income ²	381	212	169	1,290	509	781
Free Cash Flow	(65)	(699)	634	2,501	2,001	500
Cash	11,947	9,454	2,493			
Gross Industrial Debt	(12,640)	(12,322)	(318)			
Net Industrial Debt	(693)	(2,868)	2,175			

¹ Before GDP adjustments (see details in Appendix)

² Excludes loss on extinguishment of debt of \$551 million in Q2 2011

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(Preliminary results prepared in accordance with U.S. GAAP - Refer to Appendix for definitions of non-U.S. GAAP financial measures)

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



\$ Millions

	Q3 2012	Q3 2011	Q3 2012 B/(W) Q3 2011	Q3 YTD 2012	Q3 YTD 2011	YTD 2012 B/(W) YTD 2011
Net Income (Loss)	381	212	169	1,290	(42)	1,332
Loss on Extinguishment of Debt	-	-	-	-	551	(551)
Adjusted Net Income	381	212	169	1,290	509	781
Income Tax Expense	56	47	9	194	148	46
Net Interest Expense	261	273	(12)	794	927	(133)
Other Employee Benefit Costs (Gains) ¹	10	(44)	54	(32)	(132)	100
Restructuring (Income) Expenses, Net & Other	(2)	(5)	3	(45)	15	(60)
Modified Operating Profit	706	483	223	2,201	1,467	734
Depreciation and Amortization Expense ²	599	636	(37)	1,912	2,116	(204)
Modified EBITDA	1,305	1,119	186	4,113	3,583	530

¹ Includes interest cost and expected return on plan assets

² Excludes depreciation and amortization expense for vehicles held for lease

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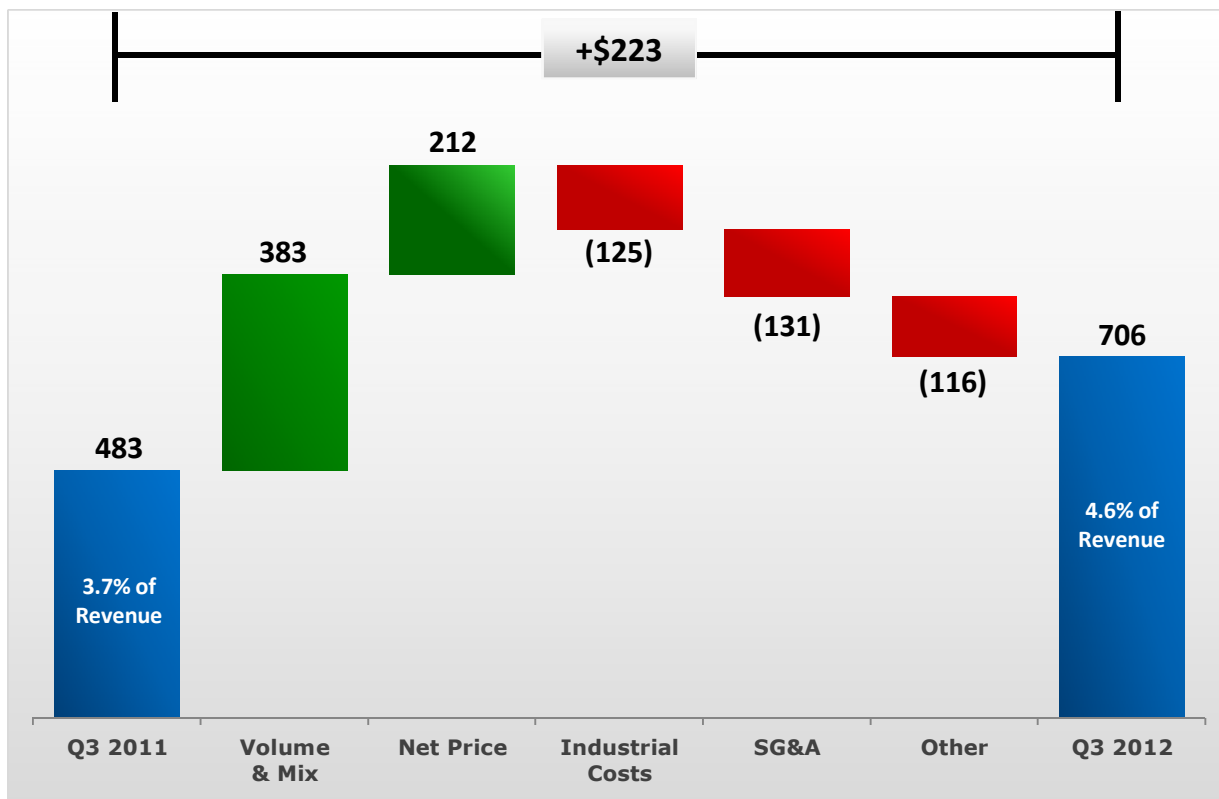
(Preliminary results prepared in accordance with U.S. GAAP - Refer to Appendix for definitions of non-U.S. GAAP financial measures)

Modified Operating Profit Walk

Q3 2011 to Q3 2012



\$ Millions



- Volume increase of 90k vehicle shipments (98k vehicle shipments adjusted for GDP – see Appendix) related to continued success of product lineup
- Volume increase was partially offset by unfavorable mix, including higher growth in passenger car sales vs. trucks and SUVs
- Positive net price reflects pricing actions in late 2011 and early 2012 driven by vehicle content enhancements
- Industrial costs impacted by increased ER&D and manufacturing inefficiencies due to production at capacity limits in certain plants, partially offset by purchasing efficiencies
- SG&A negatively impacted by higher advertising costs
- Other primarily reflects negative FX impacts

Modified Operating Profit increase primarily driven by volume growth and positive net price

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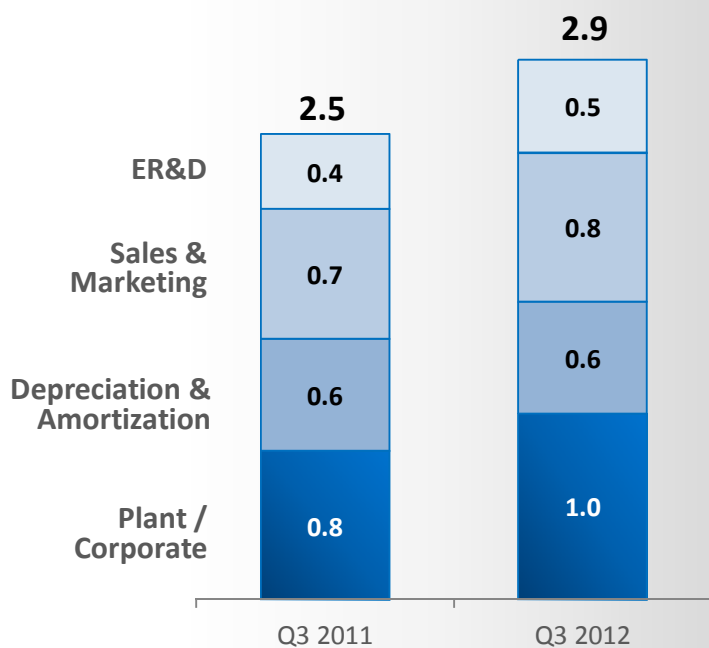
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Structural Costs and Capital Expenditures



\$ Billions

Structural Costs



Structural cost increases primarily attributable to plant capacity increases, advertising (Dart/Ram 1500) and continued ER&D for vehicles launching in 2013-2014

Capital Expenditures



Continued investment in future products for 2013 and 2014; Full year 2012 capital expenditures expected to be ~\$4B in line with the plan

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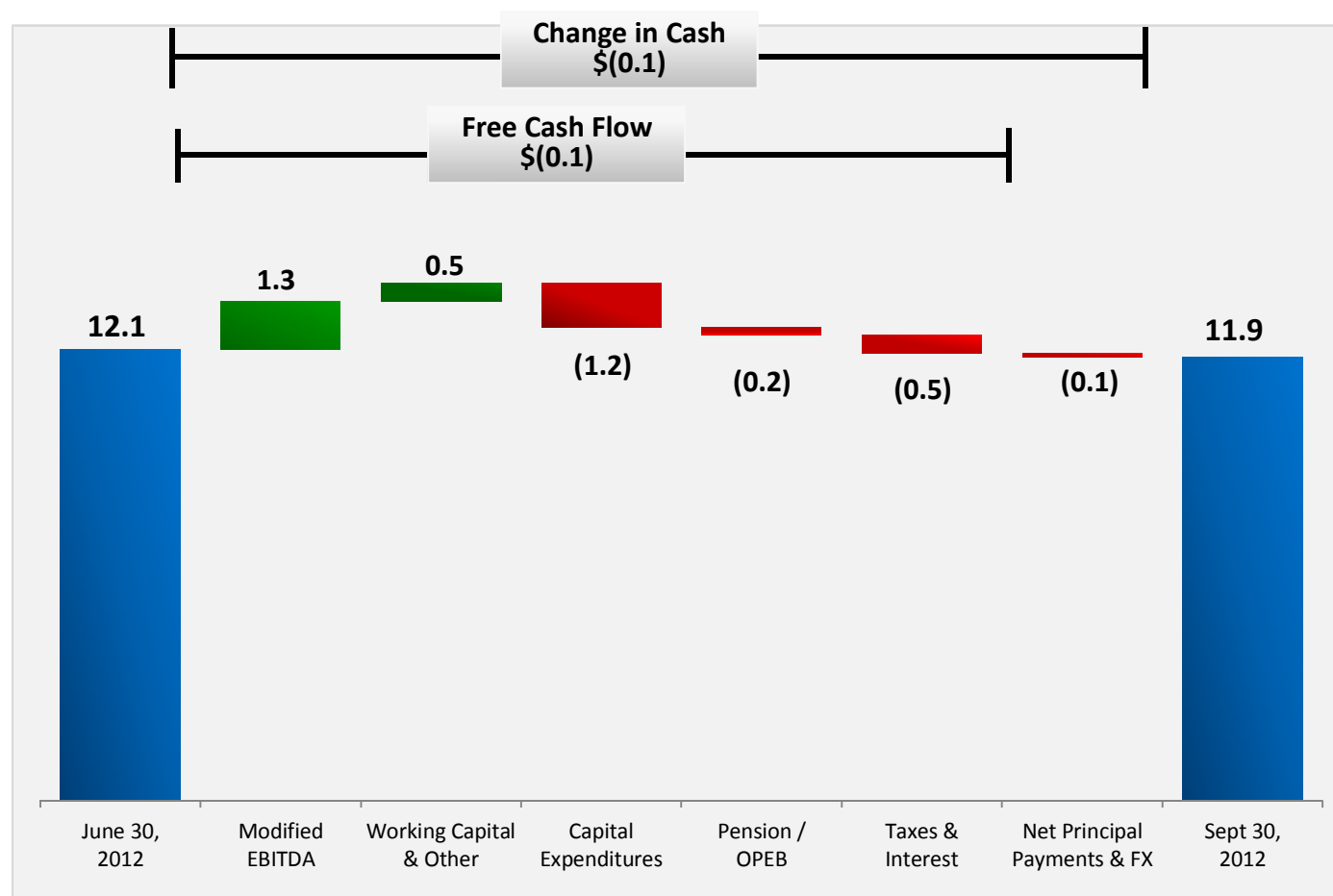
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Cash Walk

June 30, 2012 to September 30, 2012



\$ Billions



- Negative Free Cash Flow driven by capital expenditures and VEBA interest payment, partially offset by strong operating performance

Note: Numbers may not add due to rounding

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Net Industrial Debt



\$ Billions

	Carrying Value as of Sept 30, 2012	Carrying Value as of June 30, 2012	Sept 30, 2012 B/(W) June 30, 2012	Carrying Value as of Sept 30, 2011	Sept 30, 2012 B/(W) Sept 30, 2011
Cash	11.9	12.1	(0.1)	9.5	2.5
Term Loan B	2.9	2.9	-	2.9	-
Secured Senior Notes	3.2	3.2	-	3.2	-
VEBA Trust Note	4.3	4.2	(0.1)	4.2	(0.1)
Canadian Health Care Trust Notes	1.1	1.0	(0.1)	1.0	(0.1)
Mexican Development Banks Credit Facilities	0.6	0.6	-	0.4	(0.2)
Other Financial Liabilities ¹	0.6	0.6	-	0.7	0.1
Gross Industrial Debt	12.6	12.5	(0.1)	12.3	(0.3)
Net Industrial Debt ²	0.7	0.4	(0.3)	2.9	2.2

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

² Excludes pension and OPEB underfunding

Note: Numbers may not add due to rounding

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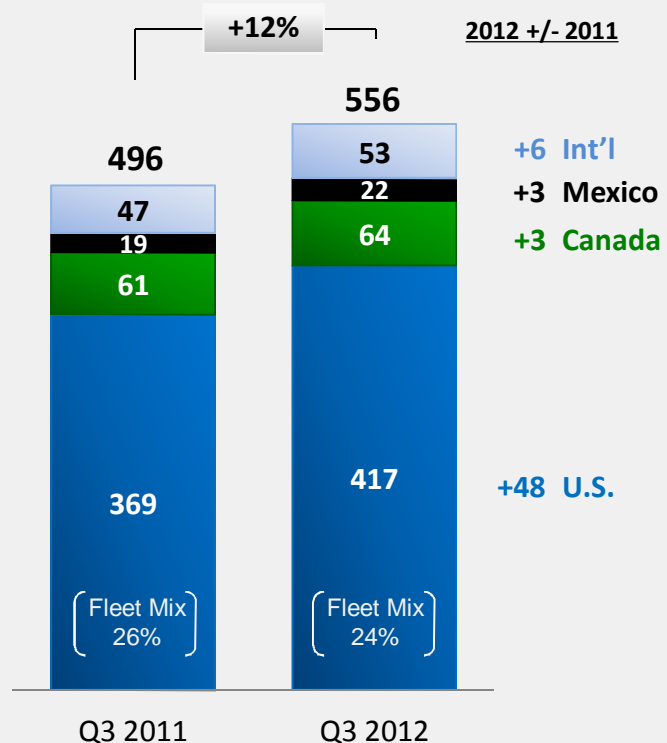
Worldwide Vehicle Sales

Q3 2012 versus Q3 2011

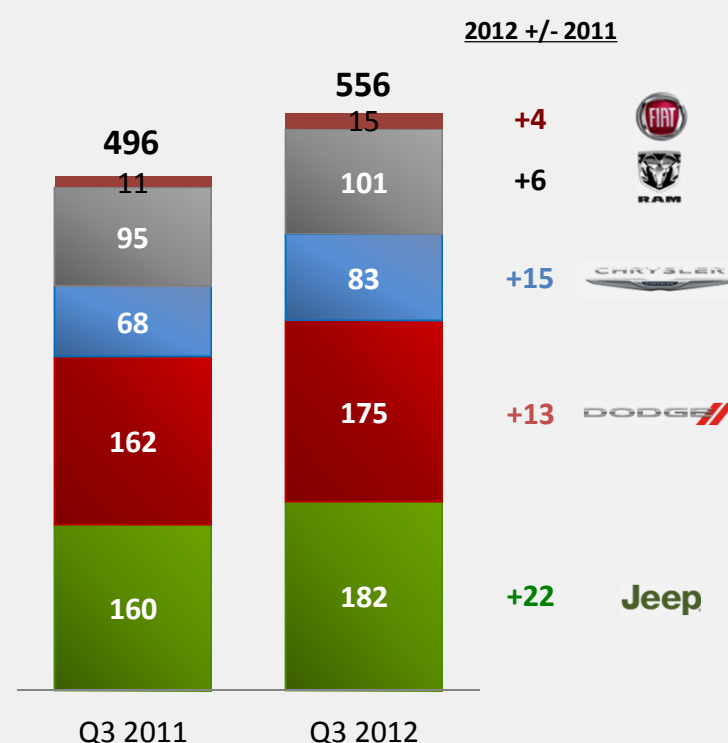


Vehicles (000s)

By Market



By Brand



Worldwide vehicle sales totaled 1.7M units Q3 YTD 2012 (versus 1.4M vehicles Q3 YTD 2011) representing an increase of 21%

Note: Previously reported 2011 Dodge and Ram brand vehicle sales restated to be consistent with 2012 vehicle classifications



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Vehicle Sales in U.S. & Canada

Q3 2012 versus Q3 2011



Industry Vehicles (000's)	Chrysler Group performance (Q3 2012 vs. Q3 2011)								
	Sales	Market share	Key Messages (period-over-period)						
 <table><tr><td>3,254</td><td>+14%</td><td>3,699</td></tr><tr><td>Q3 2011</td><td></td><td>Q3 2012</td></tr></table>	3,254	+14%	3,699	Q3 2011		Q3 2012	+13%	11.3% (down 10 bps)	<ul style="list-style-type: none">• Retail sales (excluding fleet) increased 16%• Retail of retail market share* at 10.2%, flat with the prior year• Fleet mix at 24% vs. 26% in the prior year• Key performers included:<ul style="list-style-type: none">• Dodge Journey +8k vehicles (+55%)• Fiat 500 +3k vehicles (+35%)• Chrysler 300 +3k vehicles (+32%)• Chrysler/Dodge Minivans +14k vehicles (+26%)• Chrysler 200 +5k vehicles (+20%)
3,254	+14%	3,699							
Q3 2011		Q3 2012							
 <table><tr><td>425</td><td>+6%</td><td>450</td></tr><tr><td>Q3 2011</td><td></td><td>Q3 2012</td></tr></table>	425	+6%	450	Q3 2011		Q3 2012	+5%	14.3% (down 20 bps)	<ul style="list-style-type: none">• Retail sales (excluding fleet) increased 9%• Retail of retail market share* was 13.5%, up 10 bps from the prior year• Key performers included:<ul style="list-style-type: none">• Chrysler 300 +0.6 vehicles (+80%)• Chrysler 200 +1.4k vehicles (+71%)• Jeep Wrangler +0.8k vehicles (+18%)• Dodge Journey +1.2k vehicles (+17%)
425	+6%	450							
Q3 2011		Q3 2012							

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

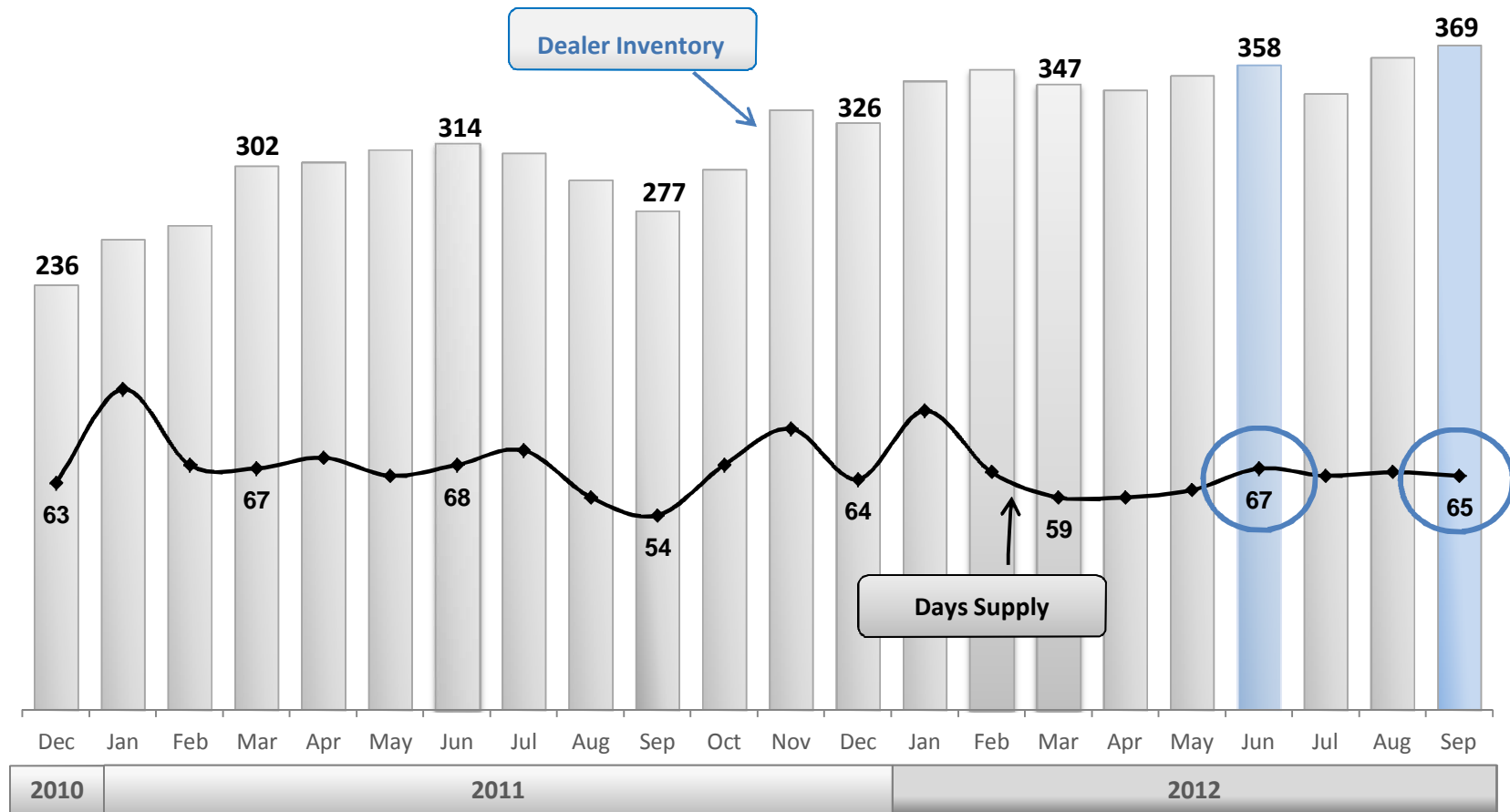
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U.S. Dealer Inventory and Days Supply



Vehicles (000s)



Days supply at U.S. dealers consistent with prior quarter, reflecting a continued higher sales rate

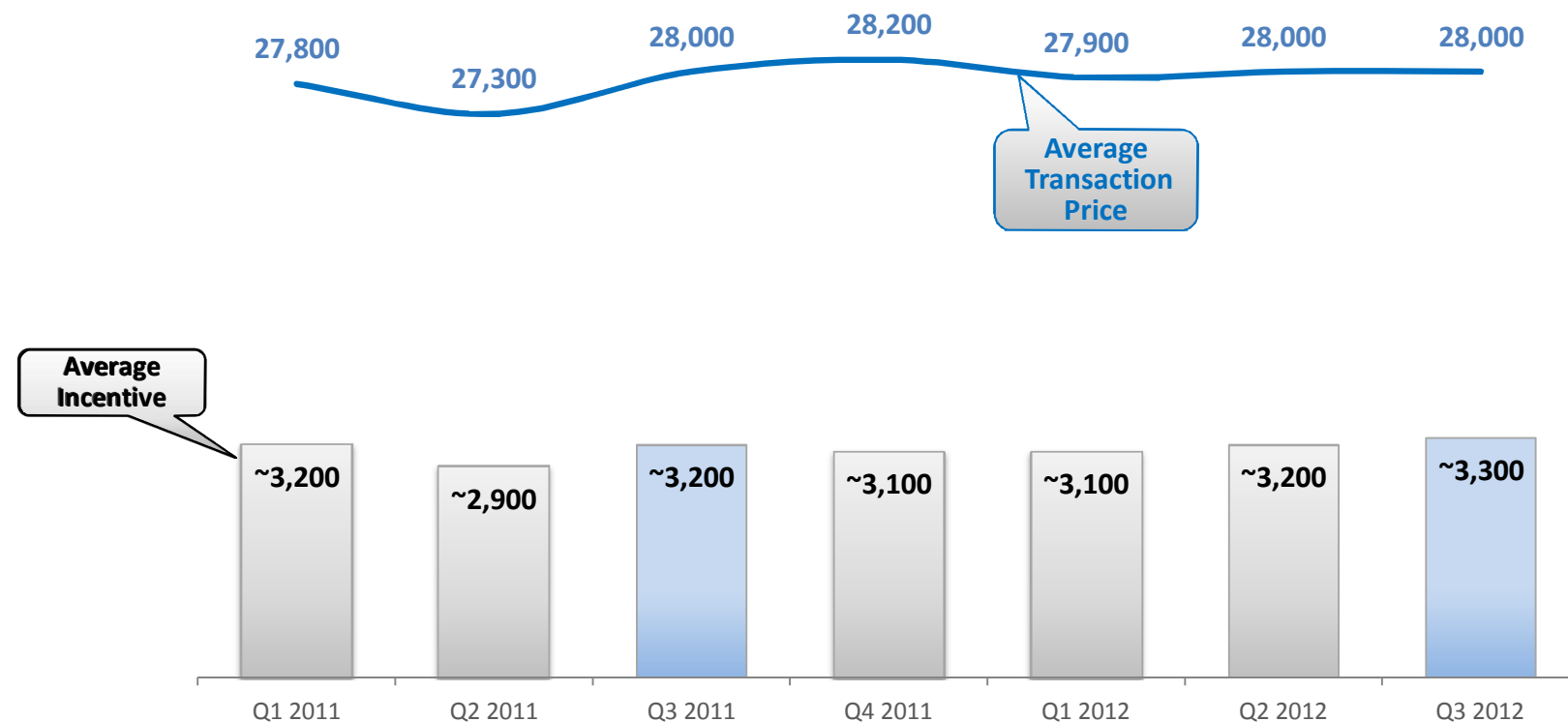
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U.S. Retail Average Transaction Price



\$ Per Unit



**Transaction prices remain consistent despite the change in passenger car vs. truck mix;
incentives slightly up due to seasonality**

Source: Company calculation based on J.D. Power and Associates data (at constant Q3 2012 sales nameplate mix)

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- **Truck of Texas:** **2013 Ram 1500**
- **Full-size pickup truck:** **2013 Ram 1500**
- **Luxury pickup truck:** **2013 Ram 1500 Laramie Longhorn**
- **Truck Line of Texas:** **Ram Truck Brand**
- **SUV of Texas:** **2013 Jeep Grand Cherokee**
- **Mid-size SUV:** **2013 Jeep Wrangler**
- **Full size SUV:** **2013 Jeep Grand Cherokee**
- **Full-size luxury SUV:** **2013 Jeep Grand Cherokee Overland Summit**



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2013 Ram 1500

Best-in-class fuel efficiency, new features and new technology without sacrificing capability



- Arriving at dealerships now
- Best-in-class
 - Fuel economy – 17 city / 20 comb / 25 hwy mpg with Pentastar 3.6L V6 4x2 and segment-exclusive TorqueFlite 8-speed transmission
 - Aerodynamics
- Outstanding premium engine fuel economy with the 5.7L V8 Hemi coupled with the all-new TorqueFlite 8-speed transmission
- Additional fuel economy enablers include active grille shutters, available Interactive Decel Fuel Shut-Off, and 4-corner air suspension
- Segment-leading technology and improved telematics
- Upgraded exterior and interior

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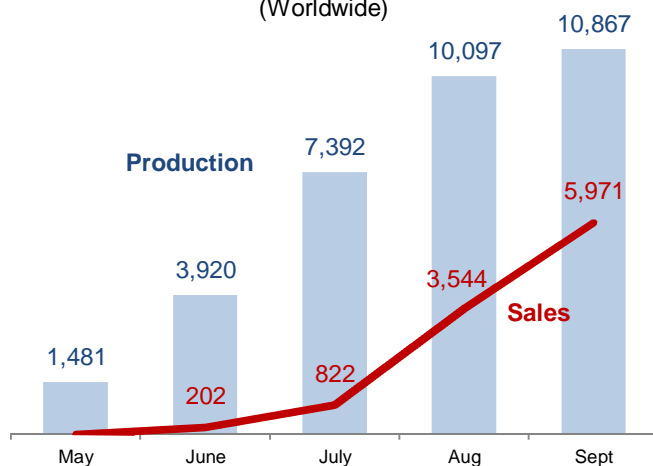
All-New Dodge Dart Launch

Momentum building



Production vs. Sales

(Worldwide)



Sales Results

- First Chrysler Group sedan in compact segment since the Neon (2005)
- Dodge Dart sales continue to increase (U.S. sales up 72% in September vs. August); executing a controlled launch integrating various powertrain combinations (**sales and production are on track with plan**)
 - **All-new Aero model, offering up to 41 highway MPG, began production in September and will arrive in dealerships shortly**
- Advertising kicked off in July and is ramping up through November
- **October dealer orders exceeded planned production by 8,000 vehicles**; Dealer inventory turning quickly, **average days on lot is 17**

Demographics

- **Dart is attracting a younger customer base than most of its key competitors**
- Dart has become the online driver for the brand

Recent Awards

- “2012 Top Safety Pick” by the Insurance Institute for Highway Safety and a “5-Star Safety Rating” from the National Highway Traffic Safety Administration
- List of “Top 10 New Cars for 2013” by *Total Car Score*
- List of “Most Important New Cars for 2013” by *Washington Post*

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Dealer Announcement Show

"All that matters is what's ahead"



- More than 60 future products previewed by dealers and leading suppliers at Dealer Announcement Show in Las Vegas in September
 - Number of vehicle reveals were more than double the vehicles shown to dealers in 2010 in Orlando
 - Less than 2 years away from having an almost completely rejuvenated product lineup vs. June 2009
- Reaffirmed commitment to execute all development plans at competitive quality levels, with innovative technology, industry leading product design and adequate marketing support
- Highly competitive new powertrains to round out offerings while enhancing ability to meet future fuel economy requirements
 - Downsized version (3.2L) of V6 Pentastar gas engine
 - Extensive application of 8- & 9-speed, state-of-the-art planetary automatic transmissions
 - Diesel engine on Jeep products will be available in NAFTA
- Mopar presented hundreds of new customization options and a new state-of-the-art, tablet-based service reception tool



"What counts is not necessarily the size of the dog in the fight – it's the size of the fight in the dog!"

Dwight D. Eisenhower



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CAW Contract Highlights



Contract Length: 4-years (Expires September 2016)

Ratification Bonus: CAD\$3,000

Cost-of-Living Bonus: CAD\$2,000 (years 2, 3 & 4)
New hires eligible in year 4 only

**No base wage increases or profit sharing;
cost-of-living allowance increases suspended until June 2016**

**New hires start at ~CAD\$20/hr held for 3 years;
increases to maximum base rate of ~CAD\$34/hr after 10
years**

**No change in pension for current workers;
hybrid defined benefit/defined contribution pension plan for
new hires (company and employee contributions)**

Health Care: No significant changes

Product Investments: No new or incremental
commitments

Canadian Operations

Total employees of approx. 10,000 (8,000 CAW)



Windsor Assembly Plant

Dodge Grand Caravan
Chrysler Town & Country
Lancia Grand Voyager
Ram Cargo Van
VW Routan



Brampton Assembly Plant

Chrysler 300/300C
Lancia Thema
Dodge Charger
Dodge Challenger



Etobicoke Casting Plant

Aluminum Die Casting
Pistons & Engine Transmission Parts



Other Locations

Windsor Headquarter Office
Regional Offices – Mississauga, Calgary &
Montreal
Research & Development Centre (ARDC)
Parts Distribution/Business Centre –
Mississauga, Red Deer, Montreal
CpK Interior Products – Port Hope, Guelph,
and Belleville

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2012 Guidance Confirmed



Worldwide Vehicle Shipments	2.3 – 2.4 M
Net Revenues	~ \$65 B
Modified Operating Profit	≥ \$3.0 B
Net Income	~ \$1.5 B
Free Cash Flow	> \$1 B

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Appendix

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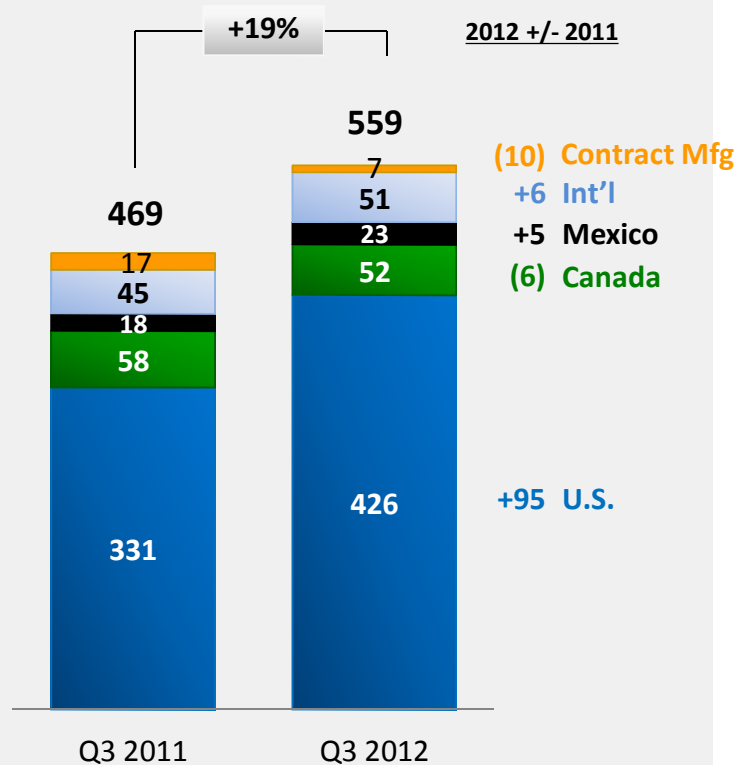
Worldwide Vehicle Shipments

Q3 2012 versus Q3 2011



Vehicles (000s)

By Market



By Brand



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Guaranteed Depreciation Program Adjusted Shipments



Vehicles (000s)

	Q3 2012	Q3 2011	Q3 2012 B/(W) Q3 2011	Q3 YTD 2012	Q3 YTD 2011	YTD 2012 B/(W) YTD 2011
Worldwide Shipments	559	469	90	1,796	1,468	328
<u>Guaranteed Depreciation Program (GDP)</u>						
<i>Subtract:</i> Shipments during period	(2)	(8)	6	(44)	(71)	27
<i>Add:</i> Returns/auctions during period	8	6	2	57	36	21
Net (shipments) / returns	6	(2)	8	13	(35)	48
GDP Adjusted Worldwide Shipments	565	467	98	1,809	1,433	376

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Reconciliation of Worldwide Vehicle Sales to Shipments



<i>Vehicles (000s)</i>	Q3 2012	Q3 2011	Q3 YTD 2012	Q3 YTD 2011
Worldwide Sales	556	496	1,661	1,376
Change in U.S. dealer inventory	11	(37)	43	41
Change in Canada dealer inventory	(13)	(4)	6	16
Contract manufacturing shipments	7	17	63	35
Change in Int'l dealer inventory & other	(2)	(3)	23	-
Worldwide Shipments	559	469	1,796	1,468

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



<i>\$ Millions</i>	Q3 2012	Q3 2011	Q3 2012 B/(W) Q3 2011	Q3 YTD 2012	Q3 YTD 2011	YTD 2012 B/(W) YTD 2011
Net Cash Provided By (Used In) Operating Activities	1,135	(171)	1,306	5,477	3,537	1,940
Net Cash Used In Investing Activities	(1,200)	(481)	(719)	(2,934)	(874)	(2,060)
<i>Investing activities excluded from Free Cash Flow:</i>						
Change in Loans and Notes Receivables	-	-	-	(1)	(4)	3
Proceeds from USDART ¹	-	-	-	-	(96)	96
<i>Financing activities included in Free Cash Flow:</i>						
Repayments of Gold Key Lease Financing	-	(47)	47	(41)	(562)	521
Free Cash Flow	(65)	(699)	634	2,501	2,001	500

¹ U.S. Dealer Automotive Receivables Transition LLC

Reconciliation of Financial Liabilities to Gross Industrial Debt and Net Industrial Debt



<i>\$ Millions</i>	Sept 30, 2012	Dec 31, 2011	Sept 30, 2011
Financial Liabilities (Carrying Value)	12,640	12,574	12,384
<i>Less:</i> Gold Key Lease obligations	-	(41)	(62)
Gross Industrial Debt	12,640	12,533	12,322
<i>Less:</i> Cash	(11,947)	(9,601)	(9,454)
Net Industrial Debt	693	2,932	2,868

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Gross Industrial Debt



\$ Billions	As of Sept 30, 2012	
	Carrying Value	Face Value
Term Loan B	2.9	3.0
Secured Senior Notes	3.2	3.2
VEBA Trust Note	4.3	4.9
Canadian Health Care Trust Notes	1.1	1.1
Mexican Development Banks Credit Facilities	0.6	0.6
Other Financial Liabilities	0.6	0.7
Gross Industrial Debt	12.6	13.4

Note: Numbers may not add due to rounding

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Pension Disclosure



\$ Millions

	Q3 2012	Q3 2011	Q3 YTD 2012	Q3 YTD 2011
<u>NET PERIODIC PENSION COST</u>				
Service Cost	81	65	236	197
Interest Cost Net of Expected Return	(71)	(78)	(227)	(226)
Amortization of Unrecognized Loss	36	-	75	-
Special Early Retirement Costs	-	46	1	73
Total Net Periodic Pension Cost	46	33	85	44
 <u>WORLDWIDE PENSION FUND CONTRIBUTIONS</u>				
	120	49	210	339

<u>WORLDWIDE WEIGHTED AVERAGE ASSUMPTIONS</u>	<u>2011</u>	<u>2010</u>
Benefit Obligations at December 31:		
Discount Rate – Ongoing Benefits	4.84%	5.33%
Periodic Costs:		
Discount Rate – Ongoing Benefits	5.33%	5.54%
Expected Return on Plan Assets	7.41%	7.41%

October 30, 2012

(Preliminary results prepared in accordance with U.S. GAAP - Refer to Appendix for definitions of non-U.S. GAAP financial measures)

OPEB Disclosure

\$ Millions



	Q3 2012	Q3 2011	Q3 YTD 2012	Q3 YTD 2011
<u>NET PERIODIC BENEFIT COST</u>				
Service Cost	7	6	19	16
Interest Cost	35	32	101	101
Amortization of Unrecognized Loss	9	3	19	8
Amortization of Prior Service Credit	(11)	-	(31)	-
Gain on VEBA Claims Adjustment	-	-	-	(15)
Other	1	-	-	-
Total Net Periodic Benefit Cost	41	41	108	110
BENEFITS PAID	45	46	142	170

<u>WORLDWIDE WEIGHTED AVERAGE ASSUMPTIONS</u>	<u>2011</u>	<u>2010</u>
Benefit Obligations at December 31:		
Discount Rate – Ongoing Benefits	4.93%	5.57%
Periodic Costs:		
Discount Rate – Ongoing Benefits	5.57%	5.38%
Expected Return on Plan Assets	-	-

October 30, 2012

(Preliminary results prepared in accordance with U.S. GAAP - Refer to Appendix for definitions of non-U.S. GAAP financial measures)

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 (loss) to Adjusted Net Income, Modified Operating Profit (defined below) and Modified EBITDA (defined below) for the three and nine months ended September 30, 2012 and 2011 is detailed on page 6
- (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 obligations ("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 (loss) to Adjusted Net Income, Modified Operating Profit and Modified EBITDA (defined below) for the three and nine months ended September 30, 2012 and 2011 is detailed on page 6
- (c) **Modified EBITDA** is computed starting with net income (loss) adjusted to Modified Operating Profit (Loss) as described above, and then add back depreciation and amortization expense (excluding depreciation and amortization expense for vehicles held for lease). The reconciliation of net income (loss) to Adjusted Net Income, Modified Operating Profit and Modified EBITDA for the three and nine months ended September 30, 2012 and 2011 is detailed on page 6
- (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 nine months ended September 30, 2012 and 2011 is detailed on page 26
- (f) A reconciliation of financial liabilities to **Gross Industrial Debt** and **Net Industrial Debt** at September 30, 2012, December 31, 2011 and September 30, 2011 is detailed on page 27

October 30, 2012

(Preliminary results prepared in accordance with U.S. GAAP - Refer to Appendix for definitions of non-U.S. GAAP financial measures)

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October 30, 2012

(Preliminary results prepared in accordance with U.S. GAAP - Refer to Appendix for definitions of non-U.S. GAAP financial measures)