



HARALD J. WESTER



"I LIVED WITH YOU FOR TWENTY YEARS:  
HOW MANY DEEDS, EVENTS AND MEN WENT BY!  
TODAY I REMEMBER THEM, EACH AND EVERYONE.  
I STILL HAVE, FOR ALFA, THE TENDERNESS OF A FIRST LOVE.  
THE PURE AFFECTION OF A CHILD FOR HIS MOTHER."

Enzo Ferrari



ANTONIO ASCARI



TAZIO NUVOLARI



NIKI LAUDA



WE STARTED BUILDING CARS IN 1910...



A.L.F.A.

ANONIMA LOMBARDA FABBRICA AUTOMOBILI

Alfa Romeo





...AND WE STARTED RACING IN 1911,  
QUITE OFTEN VICTORIOUS

Old Glory



WE WON THIS...

1<sup>ST</sup> WORLD CHAMPIONSHIP  
IN MONZA 1925  
WITH GASTONE BRILLI PERI



...AND ALSO THIS...

1<sup>ST</sup> EVER FORMULA 1 WORLD  
CHAMPIONSHIP GRAND PRIX  
IN MAY 1950 WITH NINO FARINA





...AND THIS TOO...

1951 SPANISH GRAND PRIX  
WITH JUAN MANUEL FANGIO,  
IN AN ALFA ROMEO 159





...WE CAPTURED THIS...

1975 WORLD CHAMPIONSHIP FOR  
MAKES WITH THE ALFA ROMEO 33T12





...AND DOMINATED THIS...

1977 WORLD CHAMPIONSHIP  
FOR SPORTS CARS WITH 33SC12S





...AND TOOK ALL THESE...

*Alfa Romeo*



## 11 MILLE MIGLIA RACES

1928 1929 1930 1931 1932 1933

1934 1935 1936 1937 1938

(9 TIMES 1<sup>ST</sup> 2<sup>ND</sup> AND 3<sup>RD</sup> PLACE)



...AND THESE TOO...

*Alfa Romeo*

## 10 RACE AT TARGA FLORIO

1923 1930 1931 1932 1933 1934 1935 1959 1971 1975



...WE TOOK THESE TITLES...

4 24 HOURS LE MANS RACES  
1931 1932 1933 1934

*Alfa Romeo*



AND ALL THESE ACROSS EUROPE...

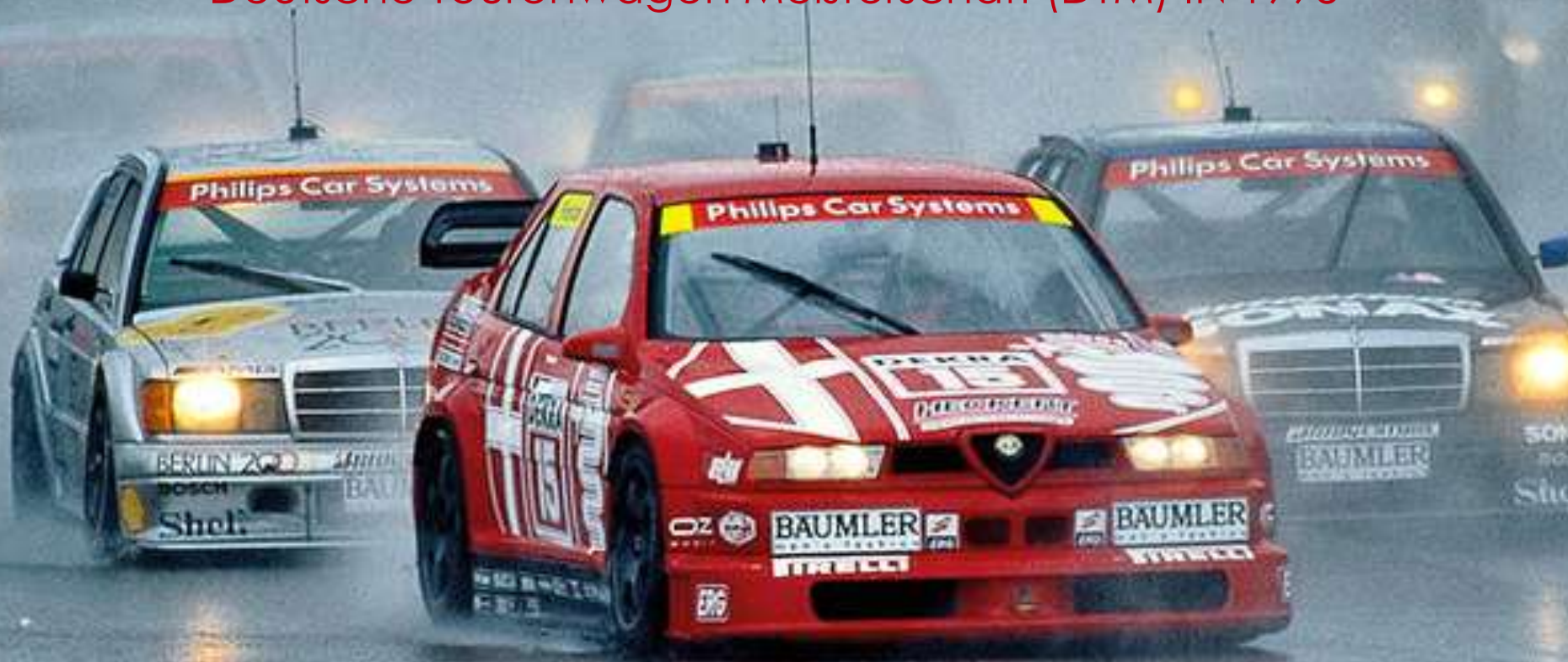
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EUROPEAN TOURING CAR  
CHAMPIONSHIPS



...AND ASSERTED OURSELVES IN GERMANY WITH THIS...

Deutsche Tourenwagen Meisterschaft (DTM) IN 1993





# ...AND RACKED UP ALL THESE ACROSS THE GLOBE

- 2 BRITISH TOURING CAR CHAMPIONSHIPS
- 6 ITALIAN SUPERTURISMO CAR CHAMPIONSHIPS
- 5 SPANISH TOURING CAR CHAMPIONSHIPS
- 2 FRENCH TOURING CAR CHAMPIONSHIPS
- 7 HISTORICAL GRAN TURISMO CHAMPIONSHIPS
- 4 EUROPEAN CLASSIC TORUING CAR CHAMPIONSHIPS
- 3 BATHURST UNIQUE FUEL CHAMPIONSHIPS

- 9 MAKES CHAMPIONSHIP
- 4 DRIVERS' CHAMPIONSHIPS
- 10 ITALIAN F3 CHAMPIONSHIPS
- 10 EUROPEAN F3 CHAMPIONSHIPS
- 5 EUROPEAN F3 CUPS
- 8 FRENCH F3 CHAMPIONSHIPS
- 3 GERMAN F3 CHAMPIONSHIPS
- 1 GIRO D'ITALIA (1988)
- 2 TRANS-AM CHAMPIONSHIP (1966, 1970)



# MUCH GLORY ON THE RACE TRACK... WHICH NEVER TRANSLATED INTO GREAT FINANCIAL SUCCESS



1910-1939

1940-1959

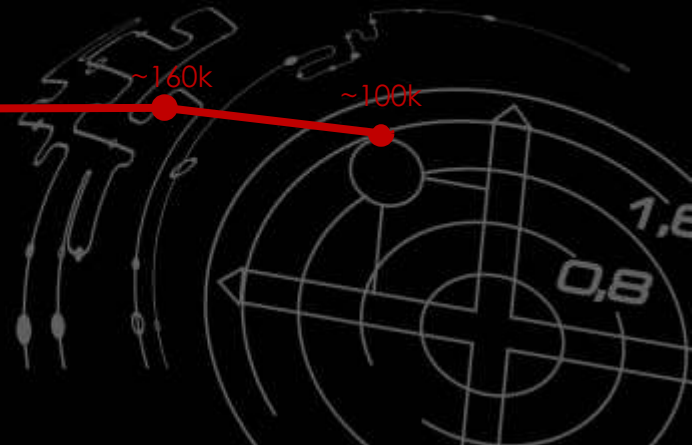
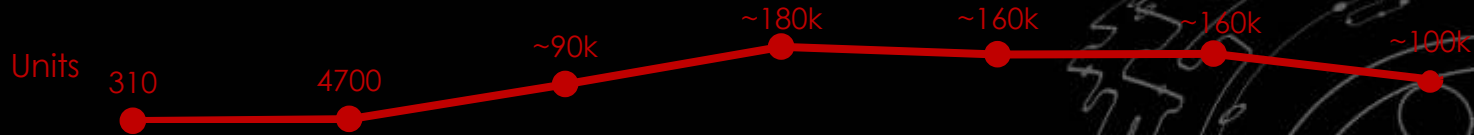
1960-1979

1980'S

1990'S

2000'S

2010'S



FIAT S.P.A. ACQUIRED CONTROL OF ALFA ROMEO S.P.A.  
IN 1987 & BEGAN A CONVERGENCE PROCESS WITH FIAT  
ARCHITECTURES AND POWERTRAINS, WHICH PRODUCED THIS...

*FIAT BUILT THE CROMA...*



FIAT CROMA

*... AND TRIED TO TURN INTO AN ALFA ROMEO*



ALFA ROMEO 164

# ...BUT THE ORIGINAL SIN WAS COMMITTED EARLIER

*FROM THIS...*



Nissan Pulsar

*... TO THIS*



Alfa Romeo Arna

1984

SINCE THEN, WE BUILT A NUMBER OF BEAUTIFUL CARS...



Brera (2005)



159 (2006)



Spider (2006)

## INCLUDING CARS OF THE YEAR



147 (2000)



156 (1997)



...BUT THEY MISSED THE HISTORICAL DNA OF THE BRAND

**ADVANCED, INNOVATIVE ENGINES** *IN CARS THAT HAD NEARLY*

**PERFECT 50-50 WEIGHT DISTRIBUTION** *COMBINED WITH*

**A SET OF UNIQUE TECHNICAL SOLUTIONS** *THAT MADE THE CARS STAND OUT, WITH*

**CLASS EXCLUSIVE POWER-TO-WEIGHT RATIOS** *AND WITH*

**DESIGN THAT WAS GROUNDBREAKING AND DISTINCTLY ITALIAN**



# THE 5 KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO





A close-up, low-angle shot of an Alfa Romeo car's front end. The focus is on the headlight assembly, which features a prominent orange circular light and a larger blue circular light. The Alfa Romeo logo is visible on the grille in the lower right corner. The background is dark, with a faint red glow in the upper right.

# THE **5** KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO

ADVANCED, INNOVATIVE ENGINES



# THE **5** KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO

ADVANCED, INNOVATIVE ENGINES

PERFECT 50-50 WEIGHT DISTRIBUTION



A close-up, low-angle shot of the front of a dark-colored Alfa Romeo car. The left headlight is illuminated, showing a bright blue main beam and a smaller orange auxiliary light. The car's grille, featuring the Alfa Romeo logo, is visible in the lower right corner. The background is dark, with a faint red glow at the top.

# THE **5** KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO

ADVANCED, INNOVATIVE ENGINES

PERFECT 50-50 WEIGHT DISTRIBUTION

A SET OF UNIQUE TECHNICAL SOLUTIONS



# THE **5** KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO

ADVANCED, INNOVATIVE ENGINES

PERFECT 50-50 WEIGHT DISTRIBUTION

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CLASS EXCLUSIVE POWER-TO-WEIGHT RATIOS





# THE **5** KEY ATTRIBUTES THAT MATTER ABOUT ALFA ROMEO

ADVANCED, INNOVATIVE ENGINES

PERFECT 50-50 WEIGHT DISTRIBUTION

A SET OF UNIQUE TECHNICAL SOLUTIONS

CLASS EXCLUSIVE POWER-TO-WEIGHT RATIOS

GROUNDBREAKING AND DISTINCTLY ITALIAN DESIGN



## WE REALIZED THAT...

- WITH THE EXCEPTION OF STYLE, DNA HAD NOT BEEN RESPECTED
- OUR GERMAN COMPETITORS HAD BUILT A PHENOMENAL LEAD OVER US OVER A NUMBER OF YEARS
- WE HAD LITTLE CREDIBILITY IN MAKING “TRADITIONAL” ASSERTIONS OR PROJECTIONS ABOUT ALFA AND ...



## WE REALIZED THAT...

WE NEEDED A RADICAL SOLUTION THAT WOULD

- RESIST THE CONFORMIST PRESSURE THAT A MASS CAR PRODUCER WOULD EXERT
- NOT BE BOUND BY TRADITIONAL PROCESSES
- BENCHMARK ITSELF AGAINST THE BEST THAT THE GERMAN AUTOMOTIVE INDUSTRY HAD TO OFFER
- BE “PROTECTED” AND FUNDED BY THE SENIOR LEADERSHIP



# OUR SOLUTION...

*skunk•works*  
*/ˈskʌŋk wɜːks/*

*noun informal*

plural noun: **skunkworks**; plural noun; **skunk-works**; plural noun: **skunk works**

1. an experimental laboratory or department of a company or institution, typically smaller than and independent of its main research division.

Origin

ENGLISH

Skunk Works → skunkworks 1970s

1970s: allegedly from an association with the Skunk Works, an illegal still in the Li'l Abner comic strip.





AND SO OUR BURROW...





SOME OF OUR BUNKERS ...



# OUR "SKUNKS" ...



SOME MORE "SKUNKS" ... ..



*AND OUR MAKESHIFT FURNITURE...*



OUR TOYS...



BIG ONES ...



AND LITTLE ONES ...





OUR EXPERIMENTS ...



AND OUR TESTS ON THE TRACK ...

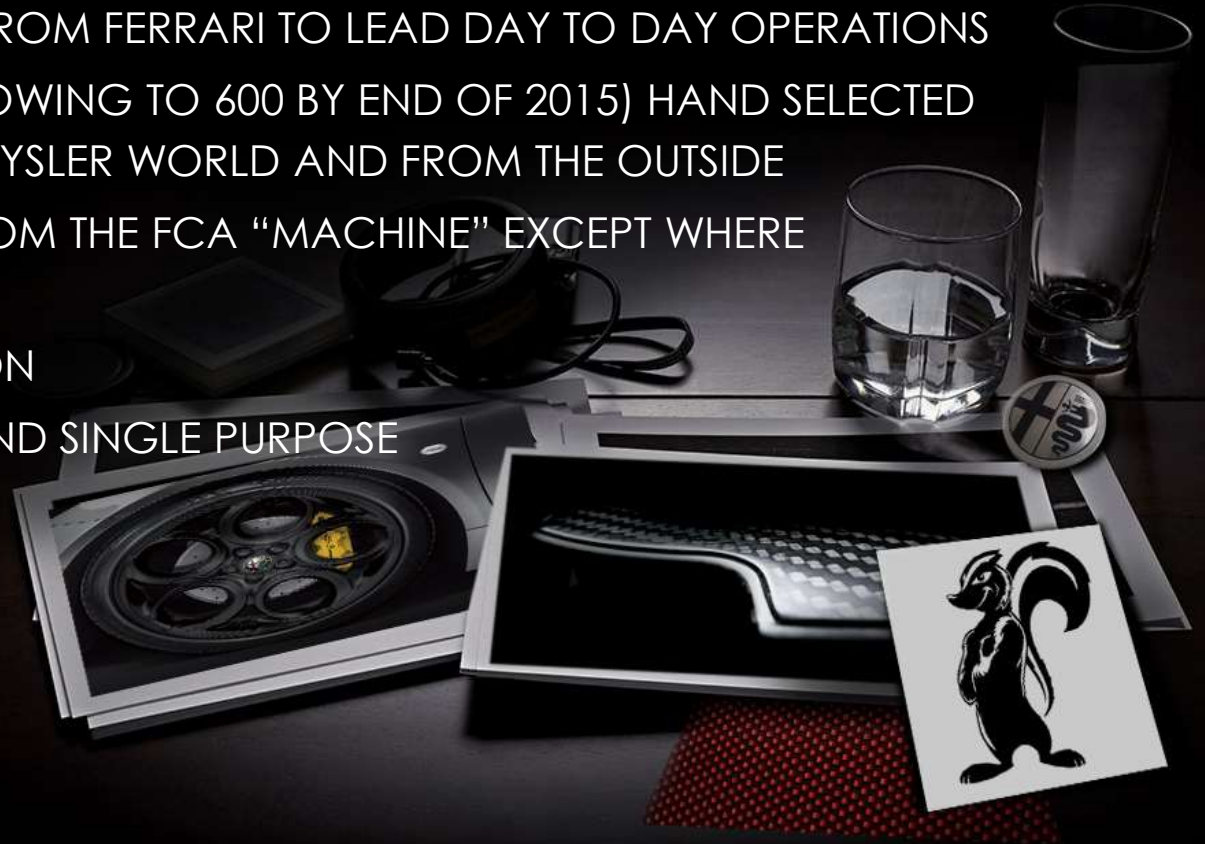


AND HOW WE STAY AWAKE ...



# HOW OUR SKUNK WORKS RUNS

- TWO SENIOR HEADS FROM FERRARI TO LEAD DAY TO DAY OPERATIONS
- 200+ ENGINEERS (GROWING TO 600 BY END OF 2015) HAND SELECTED ACROSS THE FIAT CHRYSLER WORLD AND FROM THE OUTSIDE
- NO INTERFERENCE FROM THE FCA "MACHINE" EXCEPT WHERE TALENT IS REQUIRED
- INTENSE COHABITATION
- CLEAR OBJECTIVES AND SINGLE PURPOSE
- TIGHT DEADLINES



# SKUNK WORKS OBJECTIVES ...

1. BEST-IN-CLASS REAR-WHEEL- AND ALL-WHEEL-DRIVE ARCHITECTURE FOR GLOBAL PRODUCTS
2. CAPABLE OF COVERING FROM C TO E SEGMENTS, INCLUDING UVs
3. UNIQUE POWERTRAIN SOLUTIONS FOR BOTH GAS AND DIESEL ENGINES
4. FIRST START-OF-PRODUCTION 2<sup>ND</sup> HALF 2015
5. 8 PRODUCTS TO BE LAUNCHED BY THE END OF 2018
6. CARS AND ENGINES TO BE INDUSTRIALIZED IN ITALY



# THE ALFA ROMEO PARADIGM

Competition

ENGINEERED  
TO  
PERFORM

MACHINE  
AT THE  
CENTER

EXCLUSIVE  
OWNERSHIP

AUTOMOTIVE  
GLOBAL  
BRAND



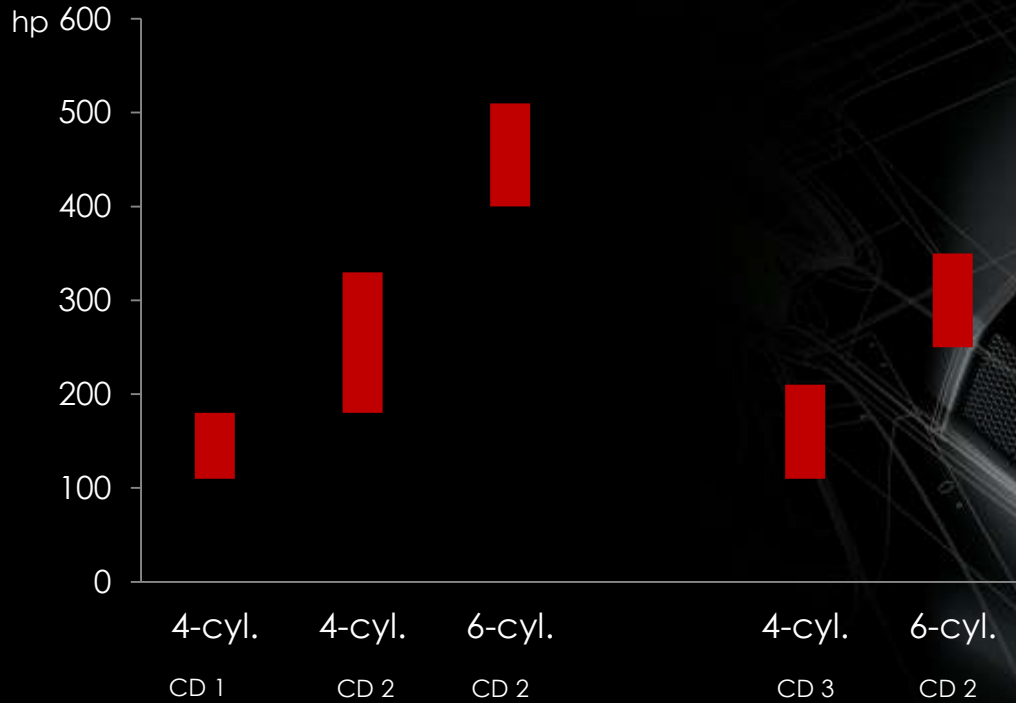
EXCEPTIONAL  
DRIVING  
EXPERIENCE

DRIVER  
AT THE  
CENTER

INCLUSIVE  
AND  
EGALITARIAN

AUTHENTIC  
HERITAGE

# A WIDE RANGE OF INNOVATIVE DESIGN-SPECIFIC ENGINES FOR AN UNPARALLELED DRIVING EXPERIENCE



**Gasoline**

**Diesel**













CD = CYLINDER DISPLACEMENT

# FUTURE PRODUCT PLAN

INCLUDING HIGH-PERFORMANCE VERSIONS



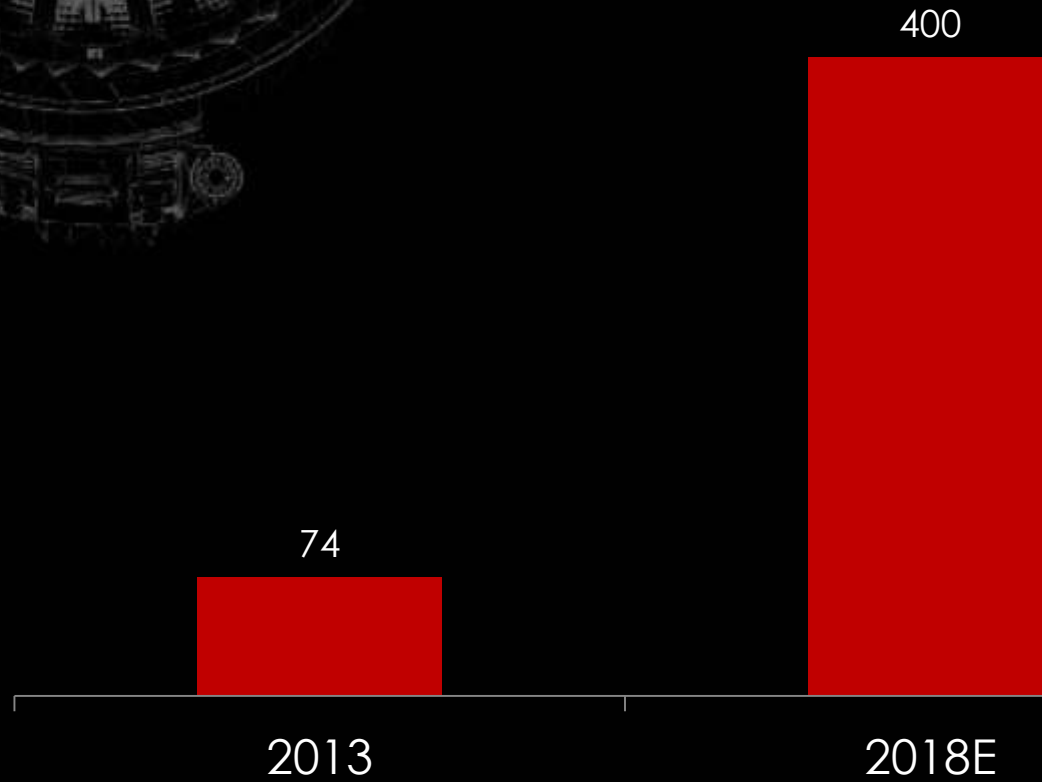
R&D PLUS MFG & PRODUCT INVESTMENTS  
~€5BN

SUB-COMPACT	CURRENT	Q4 2015	2016-18
	 <p>MITO</p>		
COMPACT	 <p>GIULIETTA</p>		 
MID-SIZE			
FULL-SIZE			
UVs			 
SPECIALTY	 <p>4C</p>		
	 <p>4C SPIDER</p>		
			





# VOLUME OBJECTIVES (UNIT K)





WE UNDERSTOOD WHAT WE NEED

- RESET ALL
- SHIFT THE PARADIGM
- GO BACK TO OUR ROOTS, TO OUR DNA

...GO BACK TO ALFA ROMEO!

AND SO WE STARTED...  
**4C** THE PERFECT EMBODIMENT OF THE BRAND'S DNA



# 4C EUPHORIC REACTIONS



*"The Best"*  
TopGear Magazine (Netherlands)



*"Miglior Auto Sportiva 2013"*  
El Economista (Spain)



*"Best Coupé 2013"*  
Gentlemen Drivers Magazine (Morocco)



*"Car of the Year 2013"*  
FHM Magazine (UK)



*"Best Fun to drive car"*  
Car & Driver (Greece)



*"Most Beautiful Car of the Year 2014"*  
EuroSport & Festival Automobile International (France)



*"Trophée du Coup de Cœur 2013"*  
L'Automobile Magazine (France)



*"Design Award 2013"*  
Auto Bild (Austria)



*"Best Car 2014"*  
Auto, Motor und Sport (Germany)



*"Auto Trophy 2013"*  
in Best Sportscar / Imported car  
Auto Zeitung (Germany)  
*"Best Lightweight Car"*  
Auto Zeitung (Germany)



*"Auto Lider 2013"*  
Motor & Auto Moto (Poland)



A FRESH START,  
THE RIGHT APPROACH,  
BUT JUST A START  
AND BY FAR NOT ENOUGH...



THE BEST IS YET TO COME...  
A CLOVERLEAF ARRIVING  
TO SHOWROOMS IN LATE 2015



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