

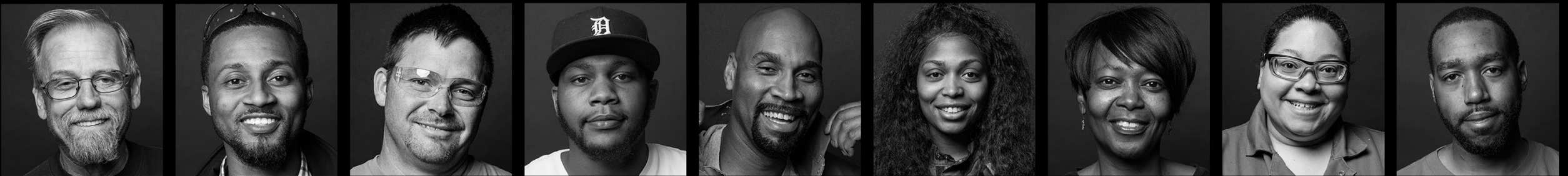


FIAT CHRYSLER AUTOMOBILES

MACK AVENUE ENGINE COMPLEX & JEFFERSON NORTH ASSEMBLY PLANT

INVESTMENT





RON STALLWORTH
Lead, Wayne County
External Affairs





FCA IN DETROIT

Jefferson North Assembly Plant
Mack Avenue Engine Complex
FCA Transport
Great Lakes Business Center (Chrysler House)

6,307

EMPLOYEES
WORK IN DETROIT

6,275

EMPLOYEES
LIVE IN DETROIT

4,873

RETIREES
LIVE IN DETROIT

\$19.7
MILLION

IN TAXES PAID TO
CITY OF DETROIT IN
2018

DETROIT COMMUNITY SUPPORT



In 2018, the **FCA FOUNDATION**, the charitable arm of FCA US, granted more than **\$2.8 MILLION** to organizations benefiting Detroit.

RHONDA WALKER
FOUNDATION



FCA MOTOR CITIZENS VOLUNTEER PROGRAM:

In 2018, nearly **3,000 EMPLOYEES** participated in **208 SERVICE PROJECTS IN DETROIT**, volunteering **15,630 HOURS** of service to improve the quality of life.

THE LEGENDARY CLIMB CONTINUES

40
COUNTRIES

WHERE FCA
HAS OPERATIONS

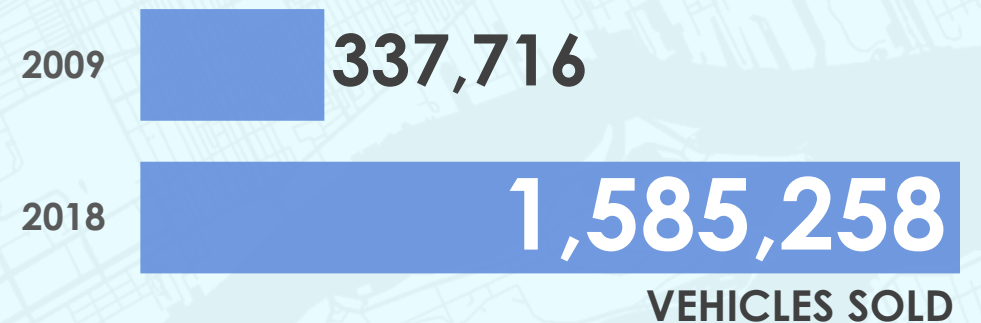
135+
COUNTRIES

WHERE FCA
VEHICLES ARE SOLD

OVER
221K
JEEP VEHICLES

EXPORTED
WORLDWIDE IN 2018

WORLDWIDE JEEP BRAND GROWTH:



When complete,
Mack would join
Jefferson North as
**THE ONLY AUTOMOTIVE
ASSEMBLY PLANTS TO
BE LOCATED COMPLETELY
WITHIN THE CITY LIMITS OF DETROIT.**

MACK AVENUE ENGINE COMPLEX



JEFFERSON NORTH ASSEMBLY PLANT





4,950 NEW JOBS will be created
as a result of the **\$2.5 BILLION** investment

MACK AVENUE

\$1.6 BILLION

3,850 NEW JOBS

**Convert Mack Avenue Engine
Complex into vehicle assembly site**

PRODUCTS

- Next-generation Jeep Grand Cherokee
- All-new three-row full-size Jeep SUV
- New plug-in hybrid (PHEV)



JEFFERSON NORTH

\$900 MILLION

1,100 NEW JOBS

**Retool and modernize plant for
continued production of Dodge Durango**

PRODUCTS

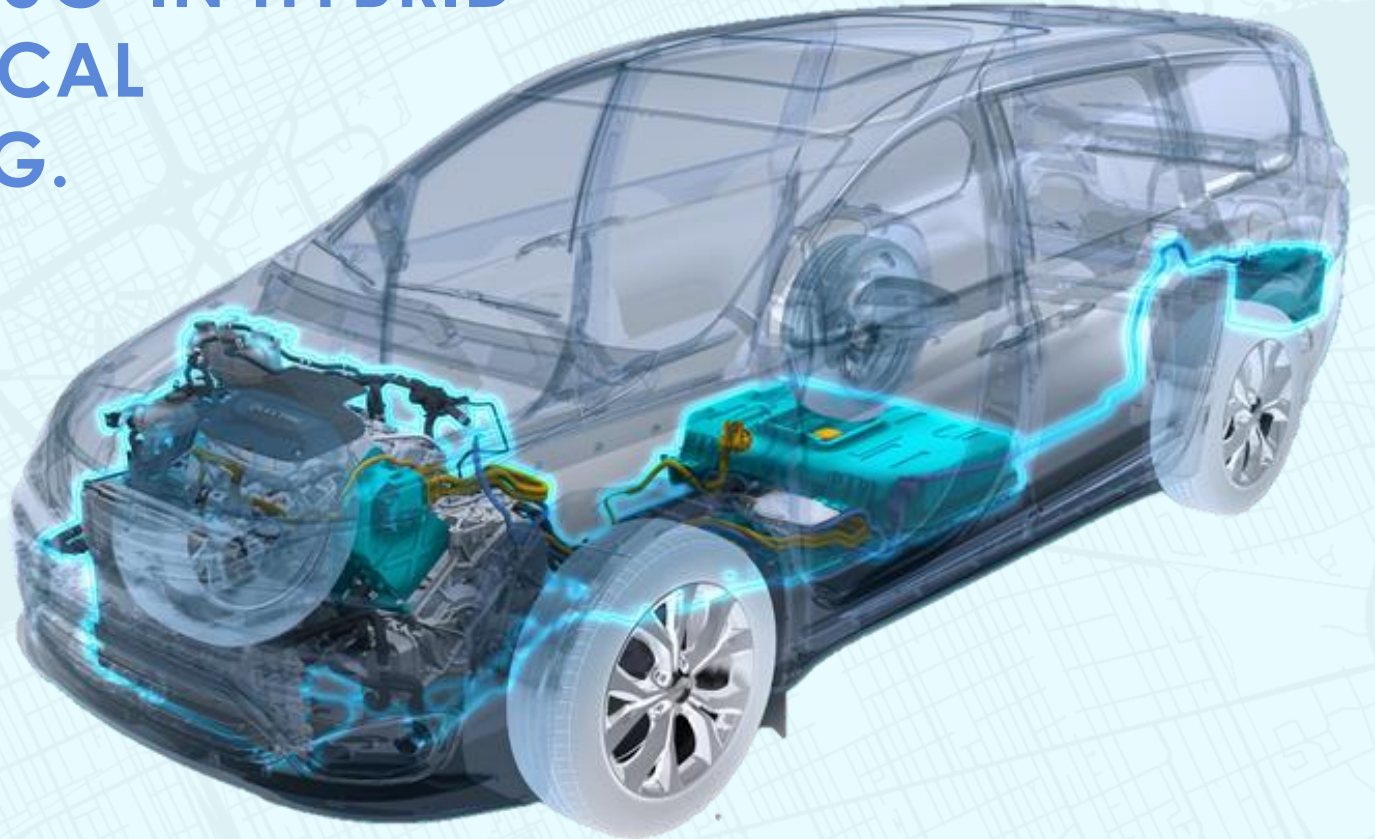
- Dodge Durango
- Next-generation Jeep Grand Cherokee
- New plug-in hybrid (PHEV)



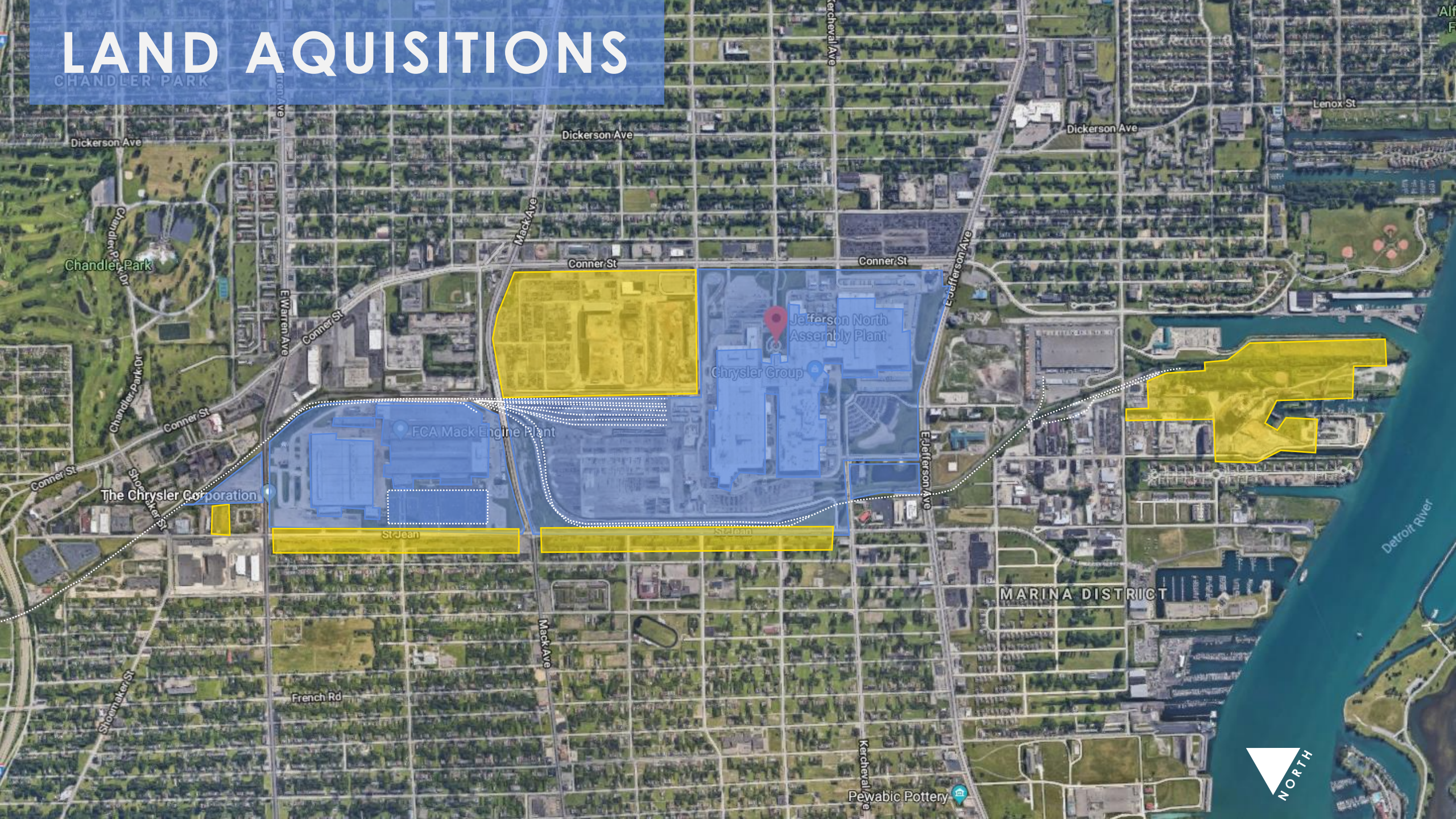
PLUG-IN HYBRID ELECTRIC VEHICLES

**THE SYSTEM IS A BLENDED PLUG-IN HYBRID
DESIGNED TO PERFORM TYPICAL
CITY AND HIGHWAY DRIVING.**

The internal combustion engine is used to supplement the electric drive system.



CHANDLER PARK



MACK AVENUE ENGINE COMPLEX NOW




MACK AVENUE ASSEMBLY PLANT FUTURE



S



**First new assembly plant to
be built in the City of Detroit
in nearly three decades.**



Every vehicle manufacturer job creates almost **7 OTHER JOBS** in industries across the economy. When considering only assembly line employment, the jobs multiplier is **11.57**.¹

Hill, Kim, et al. Contribution of the Automotive Industry to the Economies of All Fifty States and the United States. Center for Automotive Research, Jan. 2015, www.cargroup.org/wp-content/uploads/2017/02/Contribution-of-the-Automotive-Industry-to-the-Economies-of-All-Fifty-States-and-the-United-States2015.pdf.

MAC K AVENUE ENGINE COMPLEX & JEFFERSON NORTH ASSEMBLY PLANT

| **Jobs for the Community**

| Hiring in the Community

| FCA in the Community





ROY RICHIE

Director, Employee Relations

HOURLY HIRING NEEDS FOR FULL PRODUCTION

4,950 New Jobs to Detroit

	Today		New Full-Time Jobs		At Full Production
Jefferson North Assembly	5,000	+	1,100	=	6,100
Future Mack Assembly	*		3,850		4,280
Total			4,950		10,380

* There are currently 600 employees at the Mack Engine Complex

Approximately 10,000 Jobs in Detroit at Full Production

ADDITIONAL TEMPORARY HIRING NEEDS

	Today		New Temporary Jobs		At Full Production
Jefferson North Assembly	600	+	100	=	700
Future Mack Assembly	*		385		385
Total			485		1,085

Approximately 1,085 Temporary Jobs in Detroit at Full Production

- Temporary employees help us to address daily shift vacancies at Jefferson North – about 20%
- Currently at Jefferson North, we lose roughly 200 people per year due to attrition
- Some temporary employees prefer the flexibility that comes with being a temporary employee

TEMPORARY EMPLOYEES MAY WORK 40 HOURS A WEEK AND RECEIVE BENEFITS

WAGE PROGRESSION

FULL-TIME PRODUCTION POSITIONS

Start at \$17.00 per hour

Scheduled annual increases up
to \$29.94 per hour

TEMPORARY EMPLOYEES

Start at \$15.78 per hour

Increases up to \$19.28 per hour

SKILLED TRADES EMPLOYEES

\$34.72 per hour

SKILLED TRADES APPRENTICESHIPS

- Eligible full-time employees can apply
- Available apprenticeships:
 - Electrician
 - Machine Repair
 - Pipe Fitter
 - Millwright
 - Tool Maker
 - Die Maker



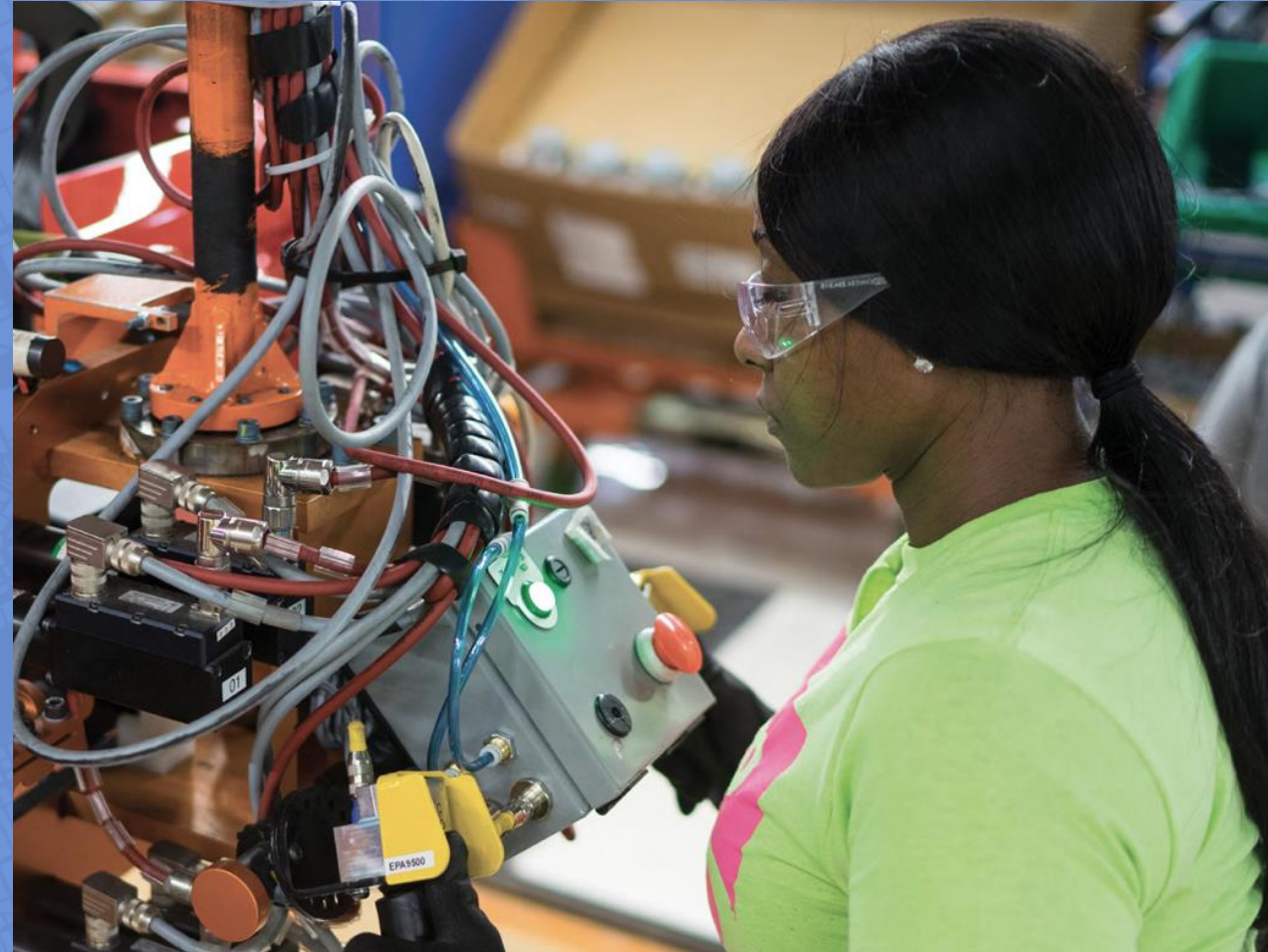
SKILLED TRADES APPRENTICESHIPS

- Typically last 4 years
- Includes both on-the-job training and college classroom education
- Successful apprentices become certified journeypersons



FULL-TIME EMPLOYEE BENEFITS

- Health care for qualified employees and dependents
- Basic vision coverage after 60 days
- Basic dental coverage after 1 year
- A 401(k) plan with Company contributions
- Paid holidays and vacation after 90 days
- Employee life insurance
- Tuition Assistance



A man in a black t-shirt with a pineapple graphic and safety glasses is looking up at a large industrial robotic arm in a factory setting. The arm is holding a large, silver, cylindrical component. The background shows a complex industrial environment with various machinery and overhead lighting.

Hiring is expected to
start in late **Q1 of 2020.**

MAC K AVENUE ENGINE COMPLEX & JEFFERSON NORTH ASSEMBLY PLANT

| Jobs for the Community

| Hiring in the Community

| FCA in the Community



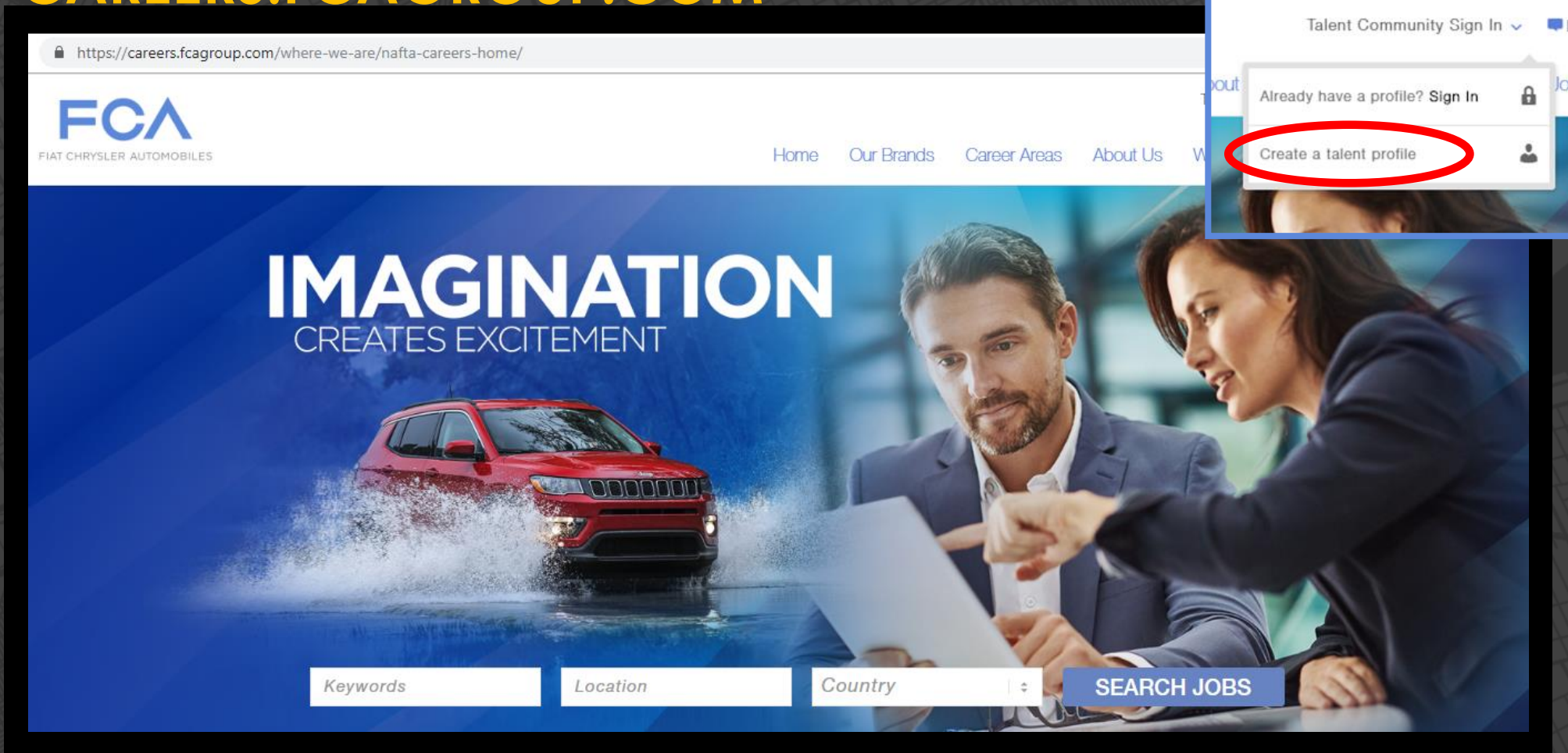


MIKE LACKAYE

Talent Acquisition

JOIN THE FCA TEAM

CAREERS.FCAGROUP.COM



The screenshot shows the careers.fcagroup.com website. The browser address bar displays the URL <https://careers.fcagroup.com/where-we-are/nafta-careers-home/>. The FCA logo (FIAT CHRYSLER AUTOMOBILES) is in the top left. The navigation menu includes Home, Our Brands, Career Areas, About Us, and a partially visible 'Where We Work' link. The main banner features a red SUV driving through water with the text 'IMAGINATION CREATES EXCITEMENT' and a background image of two business professionals. At the bottom, there are search filters for 'Keywords', 'Location', and 'Country', followed by a 'SEARCH JOBS' button. An overlay in the top right corner shows the 'Talent Community Sign In' dropdown menu, with the 'Create a talent profile' option circled in red.

https://careers.fcagroup.com/where-we-are/nafta-careers-home/

FCA
FIAT CHRYSLER AUTOMOBILES

Home Our Brands Career Areas About Us Where We Work

IMAGINATION
CREATES EXCITEMENT

Keywords Location Country **SEARCH JOBS**

Talent Community Sign In

Already have a profile? Sign In

Create a talent profile

CONFIDENCE

CHALLENGES THE STATUS QUO



HOW WILL **YOU** MAKE YOUR MARK?

Join Our Talent Community

Thank you for your interest in a career at FCA. We're excited that you've selected us as a potential employer.

By joining our talent community, we'll be able to let you know about jobs that match your skills and experience. To begin, simply complete the form.

Quickly join with your social network.



Choose your resume and upload to your profile. (.rtf, .doc, .docx, .txt, .pdf files with a 2MB maximum file size are supported)

CHOOSE A FILE

User Name/Email *

First Name *

Last Name *

Zip *

Cell / Mobile

Current / Last Job Title *

Level of Education *

Area of Interest *

Corporate Staffs
Engineering & Design
Finance & Accounting
Information Technology
Manufacturing & Production
Purchasing & Supply Chain Management
Quality
Sales & Marketing
Service & Parts/Warehouse
Student



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SALARIED POSITIONS AT FCA

IMMEDIATE OPENINGS:

- Product Process Specialists
- Product Maintenance Specialists
- Facilities Supervisor
- Industrial Engineers
- Simulation Specialists
- Controls Project Leads
- Paint Application Specialists



All employment opportunities are posted at careers.fcagroup.com

ALL APPLICANTS MUST SUCCESSFULLY COMPLETE THE FOLLOWING FIVE STEPS:

STEP 1

APPLY
ONLINE



STEP 2

INTERVIEW



STEP 3

- CONDITIONAL OFFER
- FORMAL OFFER
- ACCEPTANCE



STEP 4

FIRST DAY
OF WORK



STEP 5

TRAINING

STEP 1: APPLY ONLINE

- ✓ Pre-screen questions
- ✓ Application
- ✓ Assessment



STEP 2: INTERVIEW

- ✓ Candidates will be prompted by email to schedule an interview
- ✓ Interview will take place on-site at Mack



STEP 3: CONDITIONAL OFFER, FORMAL OFFER, AND ACCEPTANCE



STEP 4: ESTABLISHING YOUR START DATE

- ✓ Your start date could be several months after your acceptance
- ✓ FCA will communicate reporting instructions (1-2 weeks in advance)
 - ✓ Where to Report
 - ✓ What to Bring
 - ✓ What to Expect



STEP 5: TRAINING

- ✓ New Hire Orientation
- ✓ Plant-specific training



MACK AVENUE ENGINE COMPLEX & JEFFERSON NORTH ASSEMBLY PLANT

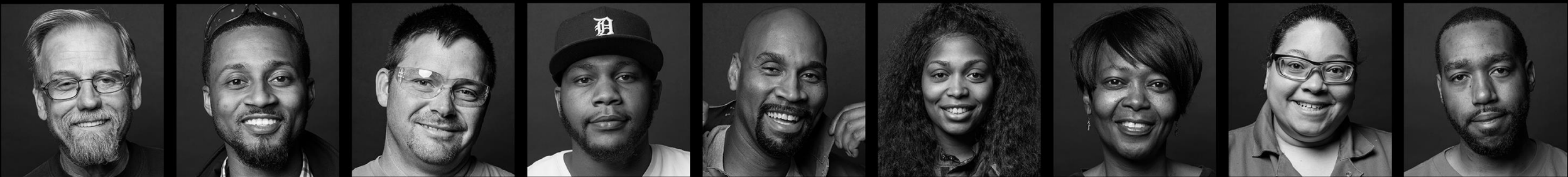
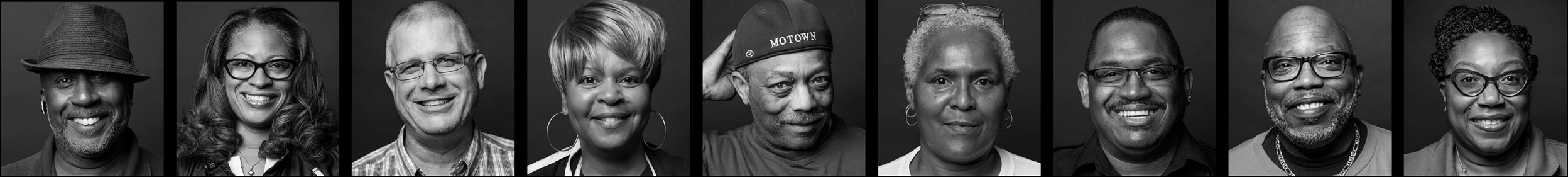
| Jobs for the Community

| Hiring in the Community

| FCA in the Community



Future Mack Avenue Assembly Plant



BEN MONACELLI

Senior Manager, Plant Facilities Engineering
Manufacturing

A teal-colored rectangular area containing a large, bold name and title. The background of this area features faded, semi-transparent portraits of Ben Monacelli and several other colleagues from the grid.



MAC K AVENUE ENGINE COMPLEX

\$1.6 BILLION

PAINT SHOP

GENERAL ASSEMBLY PLANT

BODY SHOP

CONSTRUCTION COSTS

OTHER COSTS & FEES

PROPOSED MACK AVENUE ASSEMBLY SITE PLAN



NEW TEST TRACK

GENERAL ASSEMBLY

BODY SHOP

**TRAILER
MARSHALLING**

NEW PAINT SHOP

**NEW CONNECTION
TO SHIPPING LOT**

**FINISHED
VEHICLE
STORAGE**

ST. JEAN STREET

NEW SOUND WALL

PROPOSED MACK AVENUE ASSEMBLY SITE PLAN



BODY SHOP

All new state-of-the-art facility to build vehicle frames

New equipment to robotically weld bodies for new SUV models

Facility to use advanced manufacturing technology and processes to ensure products meet the highest quality standards

PROPOSED MACK AVENUE ASSEMBLY SITE PLAN

NEW PAINT SHOP

All new multi-level paint shop, featuring processes that are energy efficient and support environmental initiatives

- Low emissions impact

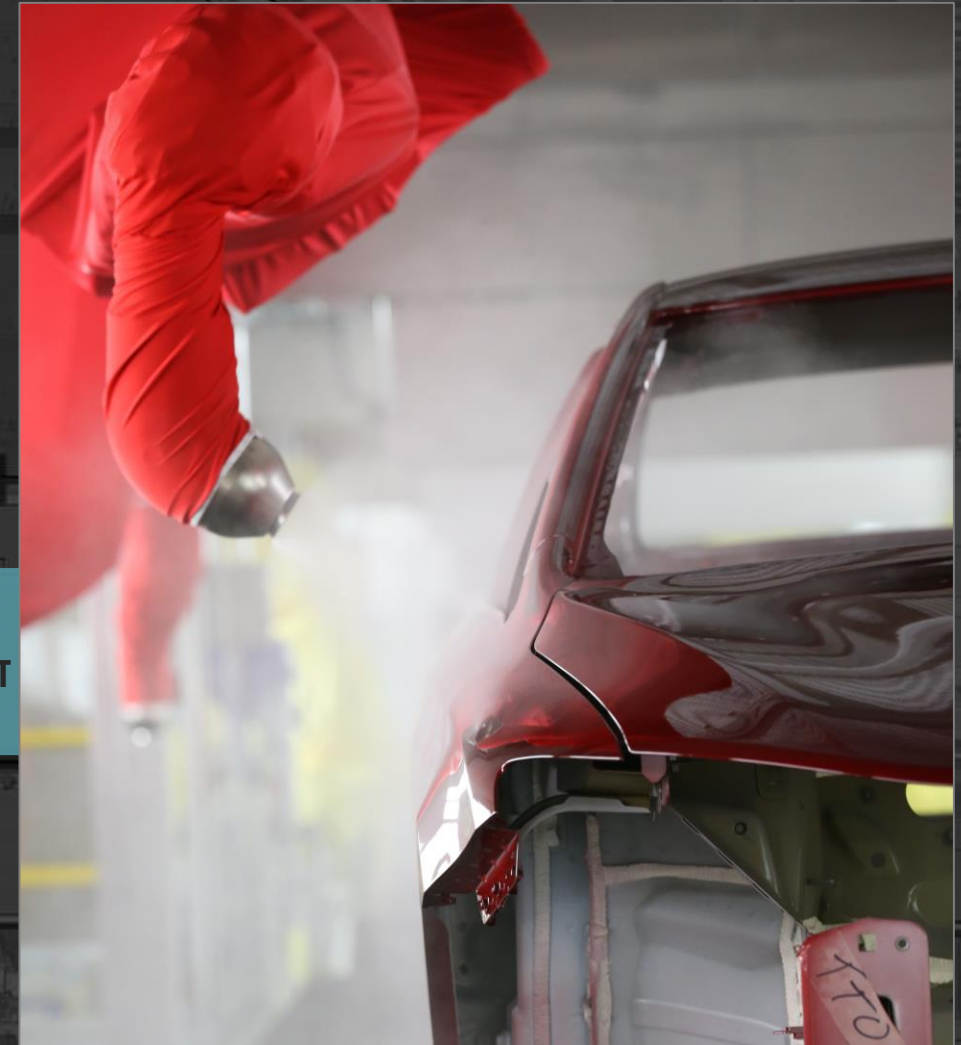
Paint shop features

- Full emission control of major sources
- Water conservation & recycling
- Waste minimization

New facility capable of producing 16 unique colors

Quality verification stations to ensure paint quality standards are achieved

NEW PAINT



PROPOSED MACK AVENUE ASSEMBLY SITE PLAN

GENERAL ASSEMBLY

General Assembly is where all of the parts come together, resulting in a finished vehicle

All new World Class Manufacturing assembly area with:

- Operator-friendly workstations maximized for worker safety
- Most efficient operations
- Error Mistake Proofing and quality verification stations to ensure quality throughout the assembly process

New full certification line and end of line validation equipment



PROPOSED MACK AVENUE ASSEMBLY SITE PLAN



NEW EMPLOYEE PARKING

ST. JEAN STREET

JEFFERSON NORTH ASSEMBLY PLANT

\$900 MILLION

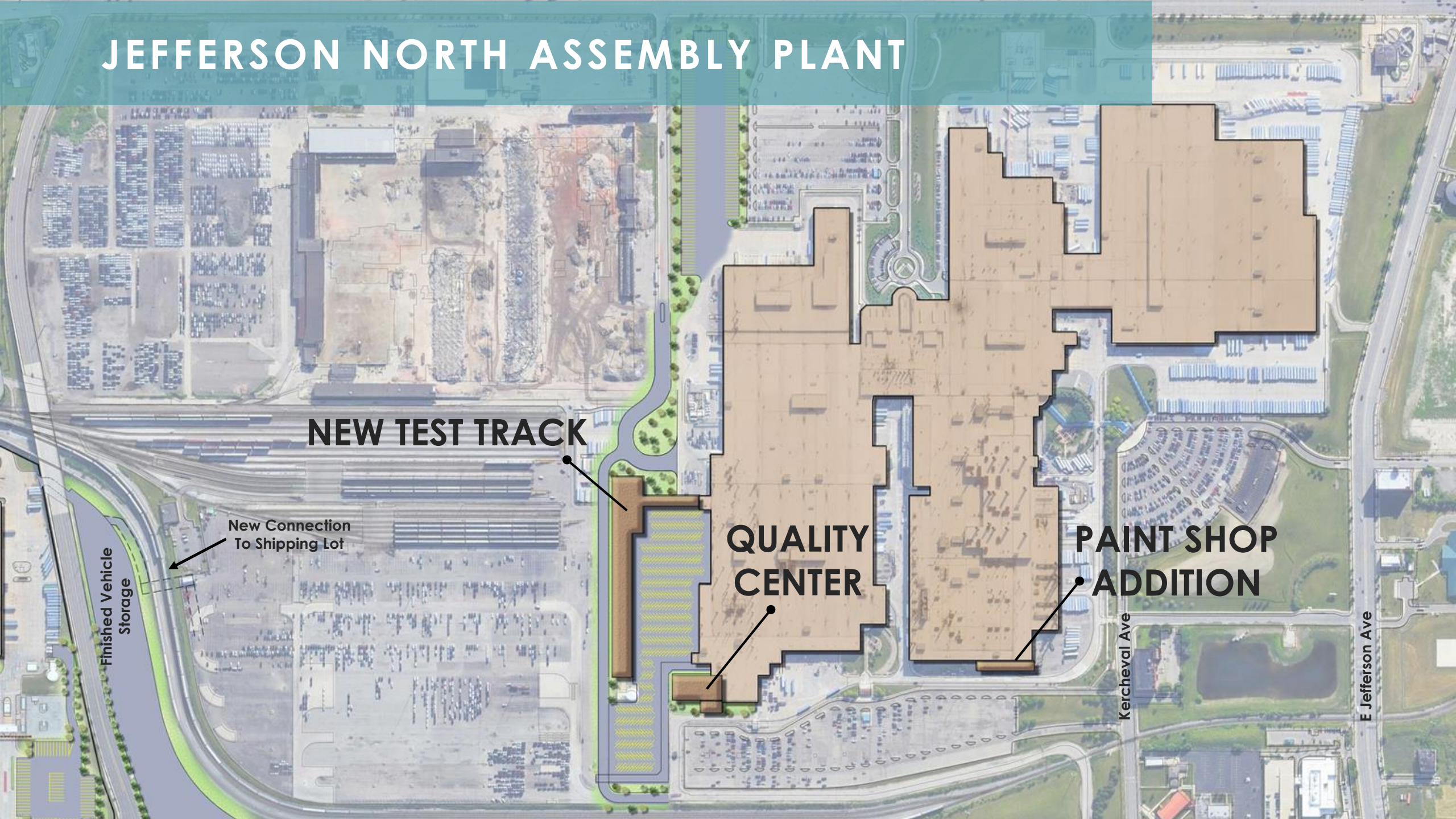
GENERAL ASSEMBLY PLANT

BODY SHOP

CONSTRUCTION COSTS

OTHER COSTS & FEES

JEFFERSON NORTH ASSEMBLY PLANT



NEW TEST TRACK

New Connection
To Shipping Lot

Finished Vehicle
Storage

**QUALITY
CENTER**

**PAINT SHOP
ADDITION**

Kercheval Ave

E Jefferson Ave

JEFFERSON NORTH ASSEMBLY PLANT

NEW TEST TRACK

Multiple road events that checks:

- Handling
- Quietness of the ride, rattles, and other unwanted noises.

It also checks the steering capabilities of the vehicle.



JEFFERSON NORTH ASSEMBLY PLANT

VALIDATION CENTER

Provides additional vehicle testing for:

- Wheel alignment
- Emissions
- Heating and cooling systems
- Electrical systems
- Vehicle lighting



JEFFERSON NORTH ASSEMBLY PLANT

PAINT SHOP ADDITION

New addition will be used for Rapid Repairs and resolving painting issues.



LANDSCAPING

- Natural sustainable landscaping and vegetation
- Low-impact grass, plantings and trees
- Natural bio-swales
- Rain gardens
- Low-impact grass, plantings and trees





MARC BRAZEAU

Head of Logistics - NAFTA
Purchasing

ROAD CLOSURES



- UNCHANGED ROUTES
- ST. JEAN CLOSURE

TRAFFIC STUDY UNDERWAY

COMPREHENSIVE MULTI-PARTY STUDY

WSP USA/WSP Michigan Inc. has been appointed by the City of Detroit to conduct a traffic flow study surrounding the plant. FCA is working directly with the firm to develop appropriate traffic flow options for a safe, efficient, and sustainable distribution network

CURRENT STATUS

- FCA industrial engineers are mapping alternate plant gates to maximize traffic efficiency
- City of Detroit and MDOT traffic planners engaged in flow options
- Railroad partners determining in-plant infrastructure upgrades
- Next step: Future routing and flow options analysis

AREAS OF FOCUS

TRAFFIC VOLUME

- Fixed routes will be established based on the traffic study results
- Reduce road congestion by maximizing in-plant truck flows
- Reinforce adherence to posted traffic instructions on approved routes with feedback tools

INDUSTRIAL NOISE

- Sound barrier wall along St. Jean parking lots
- 15 mph speed limit within plant reduces truck air brake usage
- No increase in current rail noise levels

ENVIRONMENTAL IMPACT

- FCA Transport truck fleet in Detroit powered by compressed natural gas (CNG) rather than diesel fuel
- Smaller lower emissions trucks used within the plant perimeter
- FCA commercial carriers required to be EPA SmartWay program certified

GREEN LOGISTICS IN DETROIT

- \$40 million to convert the fleet trucks to compressed natural gas (CNG)
- Largest private fleet of CNG-powered semi-trucks in the state of Michigan
- Reduces CO₂ emissions by more than 16,000 tons per year
- Fleet drives about 16 million miles annually

OUR TRANSITION TO CNG REFLECTS THE WAY FCA ATTEMPTS TO BALANCE OUR SEARCH FOR PROFITABILITY WITH SOCIAL RESPONSIBILITY.





GREG ROSE

Director, Environmental Health & Safety

MACK AVENUE ASSEMBLY PLANT

BENEFITS OF GREEN BUILDING PRINCIPLES

ENVIRONMENTAL

- Enhance and protect ecosystems and biodiversity
- Improve air and water quality
- Reduce solid waste
- Conserve natural resources

ECONOMIC

- Improve employee productivity and satisfaction
- Optimize life-cycle economic performance

COMMUNITY

- Improve the environment
- Enhance comfort and health
- Minimize local impact
- Contribute to improving the overall quality of life

AIR QUALITY

STATE-OF-THE-ART AIR EMISSIONS CONTROL

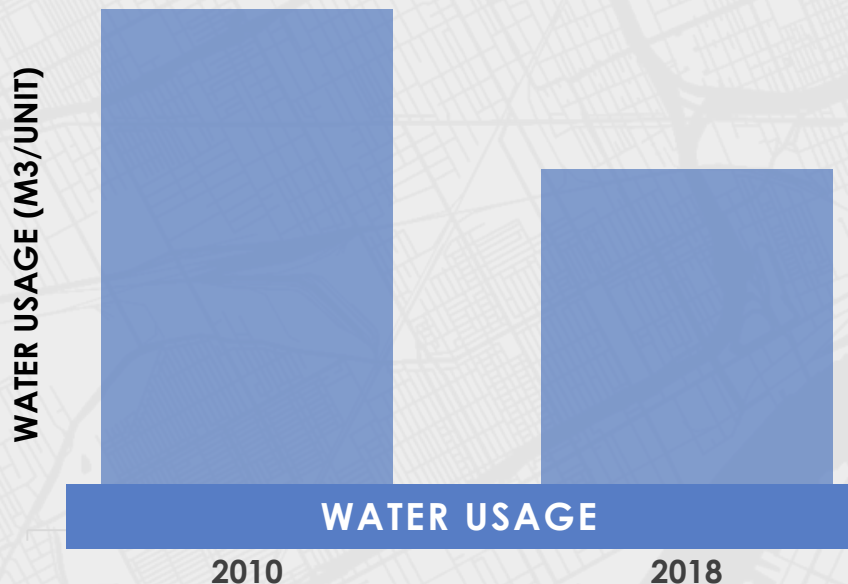
- Working closely with Michigan Department of Environmental Quality for permit
- Emissions from Mack will be lowest in Michigan for a full-production automotive assembly plant
- Net reduction in emissions for the southeast Michigan air quality area



CONSERVATION AND WATER MANAGEMENT

Storm water management to reduce overall impact on Detroit's combined sewer system.

31% REDUCTION

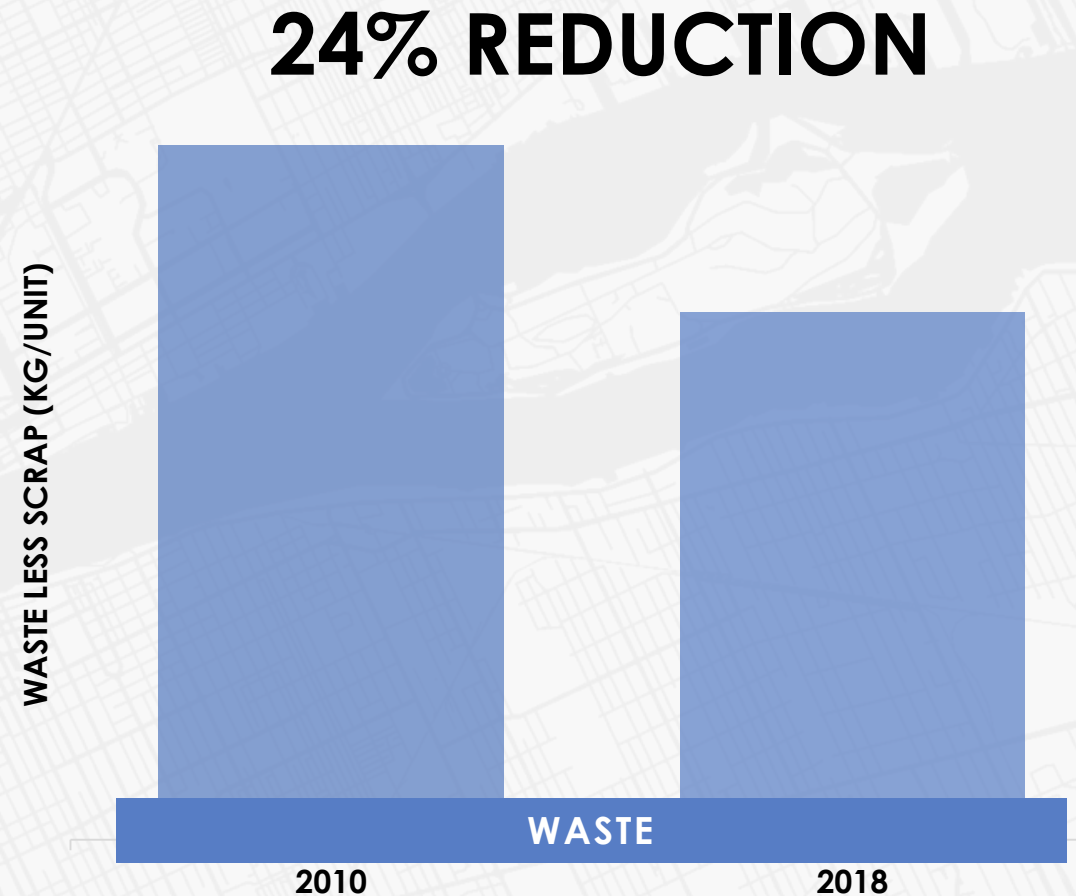
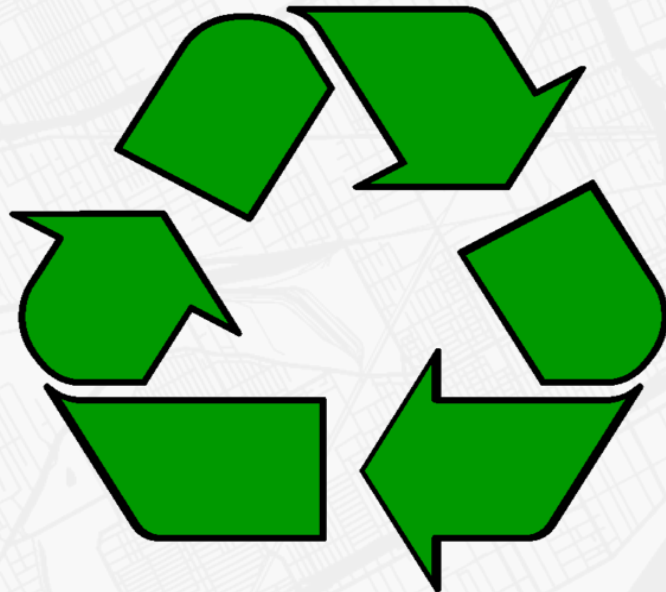


SYSTEM FEATURES:

- Storm water retention and control
- Water recycling
- Conservation areas
- Urban biodiversity demonstration area

GREEN PRODUCTION OPERATIONS

- Eliminate waste
- Continue working to achieve zero-waste-to-landfill



HEALTH AND SAFETY

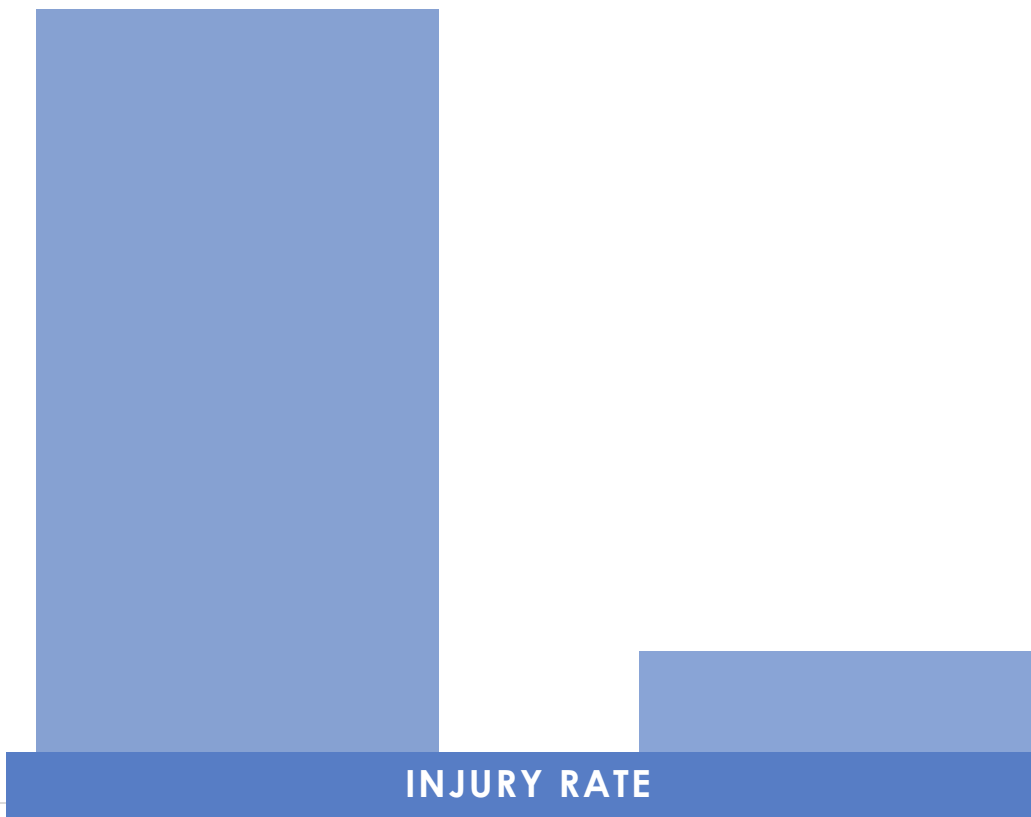
81% REDUCTION

INJURY FREQUENCY INDEX

INJURY RATE

2010

2018

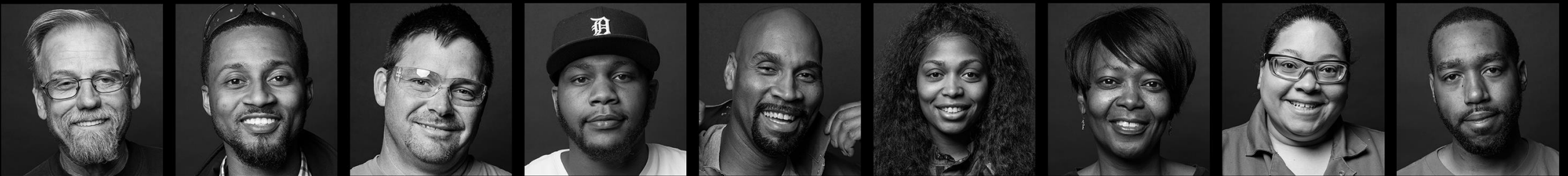


SUSTAINABLE COMMUNITY

OUTREACH AND COMMUNITY PROGRAMS

- Bees in the D
- Salmon in the Classroom
- Earth Day
- Capuchin Soup Kitchen
- Wildlife Habitat Council Certification
- Girl Scout Outreach





RON STALLWORTH
Lead, Wayne County
External Affairs



FREQUENTLY ASKED QUESTIONS

Q: WHEN WILL HIRING START?

We anticipate hiring could begin in Q1 2020.

Q: WILL MY HOUSE BE TAKEN OR PURCHASED FOR THIS PROJECT?

No homes, churches, or businesses will be acquired for this project.

In fact, the City of Detroit has committed to acquiring the land to accommodate the plant expansion "... **without displacing a single resident.**"

FREQUENTLY ASKED QUESTIONS

Q: WILL THE PROJECT INCLUDE DETROIT RIVERFRONT PROPERTY?

No. The project excludes the 10-acre parcel that encompasses the Edison Boat Club. This land will be retained by DTE.

Q: HOW WILL THE FCA PLANT EXPANSION BENEFIT ME?

The City of Detroit and FCA, through the Community Benefits process, will proactively engage the community to identify community benefits and address potential development impacts.

www.FCA4DETROIT.com

