



SERGIO MARCHIONNE BIOGRAPHY

An integral force for change in an industry forged in steel, Sergio Marchionne has redefined leadership during one of the most challenging times in the history of the automobile industry. As the chief executive officer of Chrysler Group LLC and chief executive officer of Fiat S.p.A. he guides each company toward not only recovery, but resurgence.

Known just as much for his determination to foster international cooperation as a means of global success, as for his meticulous attention to detail, on any particular day, Marchionne's tasks could include progress reports on the re-design of a door handle within one of the Chrysler, Jeep®, Dodge or Ram brands, strategizing the highly-regarded "Imported from Detroit" ad series or boarding a jet to the Fiat offices in Turin, Italy, for more planning, details and decisions.

Working every minute, it's one of the reasons that, just last month, Marchionne was named on Time Magazine's "2011 TIME 100" list of influential people.

Born in Italy, Marchionne assumed the helm of Chrysler Group in 2009. Known for his outspoken nature and untraditional business attire—oxford shirts and black sweaters in lieu of business suits—Marchionne has been the face of Chrysler through its recent revival.

His pedigree is impressive. The barrister, solicitor and chartered accountant earned a bachelor of laws degree from Osgoode Hall Law School at York University in Toronto, Canada and a master of business administration degree from the University of Windsor, Canada.

His accomplished career in the legal and accounting fields began as an accountant and tax specialist with Deloitte & Touche. He went on to hold many positions of increasing responsibility, including executive vice president of Glenex Industries, vice president of finance and chief financial officer of Acklands Ltd., and vice president of legal and corporate development and chief financial officer of Lawson Group.

In addition to Chrysler and Fiat, Marchionne has held the position of chief executive officer with SGS Group of Geneva, Lonza Group Ltd. and Algroup.

Marchionne's offices at Chrysler are located near its engineering center to foster communication among those revamping traditional models and creating new ones. He prefers speaking directly with employees and is noted for workaholic tendencies, often sleeping just a few hours a day.

Marchionne has been awarded the Cavaliere del Lavoro, or knighthood, by the National Federation of the Knights of Labor for service to the Republic of Italy. He also holds several honorary degrees from Italian and Canadian universities.

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Chrysler has a long-standing relationship with Toledo and deep roots in the community. Our cultures, our histories – and our futures – are intertwined.

Generations of Toledo residents have worked for Chrysler, and our three plants in the area currently employ more than 2,500 people. A total of 132 graduates of The University of Toledo currently work for Chrysler Group, contributing to every area of the business.

Toledo is the birthplace of the legendary Jeep, which was created 70 years ago as a go-anywhere, do-

help them build self-confidence and grow as professionals and, even more importantly, as human beings.

They are the real architects of Chrysler's turnaround and they are also the best guarantee of its future.

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People who see only themselves are destined to remain trapped alone within the fragile two-dimensional image of a looking glass.

What a person has done during his life should not be measured by what he has achieved for himself, but rather by what he has left behind for others.

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The prospects we have before us are open as never before.

The power of the free market in a global economy is not up for discussion. None of us can stop or alter how the markets work. Neither do I believe it would be desirable.

This open field of play serves as a guarantee that everyone can compete on an equal footing. It is the only way to have access to those things which we have never had before.

But efficiency is not – and cannot be – the only thing that regulates life.

There are bigger problems for which the market is not capable of offering a solution. And I don't believe it ever will be able to.

There are parts of the world that are in a state of complete imbalance, where poverty and the lack of economic power of some social classes mean an overhaul of the system is desperately needed.

There are countries where people are fighting fo(e)-01 tarhye.

A college degree is an important milestone along the path. When we pass it, we may feel we're leaving behind a series of rules and rigid patterns, and that we are finally free. Free to choose for ourselves and to begin building what we want.

But feeling free and actually being free are two very different things.

The freedom I'm talking about is something inside you. It is determined by how open-minded you remain, how receptive you are to the new or different, to the infinite possibilities that present themselves, even if you don't go looking for them or could never have imagined them.

One piece of advice I can give you today is to not let the choices you make at a certain moment in your life – choices regarding your studies, the sector you work in, or the career path you take – shut everything else out. There's so much more on the other side of the doors that present themselves to you.

I did nine years of University studies in Canada, and began with philosophy simply because, at that point of time in my life, it was something important for me. Then I went on to study something completely different and started work as an accountant, then as a lawyer.

I widened my paths several times, first working in finance, then moving to operating roles in packaging, aluminum, chemicals, biotechnology, services, trucks, tractors and cars.

I can't say if philosophy made me a better lawyer back then or if it makes me a better Chief Executive today. But it did open my eyes and my mind to other things.

There will be many doors along your path, and behind each of those doors will be things that can change you and your lives. But you will recognize them only if you have embraced a philosophy of appreciating everything that happens to you.

We all tend to filter the world around us through what we know. So try and go beyond what you already know, fill your mind with the new, nourish it with different interests, open it to the extraordinary.

Life is too short to let the world we experience be restricted by our own limited vision.

Those who are unable to see things from a different perspective, to listen to different opinions and to go beyond their own limited experience, lose the opportunity to live life to the full. And the biggest tragedy is that they will never realize what they have lost.

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Of the many books I read as a teenager, one in particular was a source of great inspiration. The book was “*Zorba the Greek*” by Nikos Kazantzakis. I would like to share with you a passage from his writings:

"We are little grubs, minute grubs on the small leaf of a tremendous tree.

Some men - the more intrepid ones - reach the edge of the leaf. From there we stretch out, gazing into chaos.

We tremble. We guess what a frightening abyss lies beneath us.

In the distance we can hear the noise of the other leaves of the tremendous tree, we feel the sap rising from the root of our leaf and our hearts swell. Bent thus over the awe-inspiring abyss, with all our bodies and all our souls, we tremble with terror.

From that moment begins . . . the great danger.

Some grow dizzy and delirious, others are afraid; they try to find an answer to strengthen their hearts, and they say: 'God!'

Others again, from the edge of the leaf, look over the precipice calmly and bravely and say: 'I like it !'"

In that “I like it!” lies the lesson that at the beginning of this speech I promised not to give you. And in it lies the answer to what you will be tomorrow.

It depends on how you view the future.

It depends on the faith you have in yourselves, your desire for knowledge and your willingness to test yourselves.

There won't be anyone pushing you to the edge of the leaf, forcing you to abandon routine or the sense of security associated with habit and custom.

It will depend on you and you alone. And it is also the only way you will find your wings and take flight.

I can only hope that you will have the courage, every day, to listen to your heart and appreciate all that the world is capable of offering,

I hope that each one of you finds true freedom, and is able to get up every day, look around and say "I like it!"

I wish you all Godspeed.

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