



WELCOME & OPENING REMARKS



CHARLIE CHRISTMAN
INVESTOR RELATIONS

SAFE HARBOR STATEMENT



This document contains forward looking statements. In particular, statements regarding future financial performance and the Company's expectations as to the achievement of certain targeted metrics, including but not limited to net revenues, industrial free cash flows, adjusted operating income, vehicle shipments, vehicle sales, market coverage, capacity utilization and new product development cycles, at any future date or for any future period are forward-looking statements. These statements may include terms such as "may", "will", "expect", "could", "should", "intend", "estimate", "anticipate", "believe", "remain", "on track", "design", "target", "objective", "goal", "forecast", "projection", "outlook", "prospects", "plan", or similar terms. Forward-looking statements are not guarantees of future performance. Rather, they are based on the Company's current state of knowledge, future expectations and projections about future events and are by their nature, subject to inherent risks and uncertainties. They relate to events and depend on circumstances that may or may not occur or exist in the future and, as such, undue reliance should not be placed on them.

Actual results may differ materially from those expressed in forward-looking statements as a result of a variety of factors, including: the Company's ability to maintain vehicle shipment volumes; changes in the global financial markets, general economic environment and changes in demand for automotive products, which is subject to cyclicity; changes in trade policy, the imposition of global and regional tariffs targeted to the automotive industry; the Company's ability to accurately predict the market demand for electrified vehicles; the Company's ability to offer innovative, attractive products; a significant malfunction, disruption or security breach compromising information technology systems or the electronic control systems contained in the Company's vehicles; the Company's ability to attract and retain experienced management and employees; exchange rate fluctuations, interest rate changes, credit risk and other market risks; increases in costs, disruptions of supply or shortages of raw materials, parts, components and systems used in the Company's vehicles; changes in local economic and political conditions; the enactment of tax reforms or other changes in tax laws and regulations; the level of governmental economic incentives available to support the adoption of battery electric vehicles; the impact of increasingly stringent regulations regarding fuel efficiency and greenhouse gas and tailpipe emissions; various types of claims, lawsuits, governmental investigations and other contingencies, including product liability and warranty claims and environmental claims, investigations and lawsuits; material operating expenditures in relation to compliance with environmental, health and safety regulations; the level of competition in the automotive industry, which may increase due to consolidation and new entrants; exposure to shortfalls in the funding of the Company's defined benefit pension plans; the Company's ability to provide or arrange for access to adequate financing for dealers and retail customers; risks related to the operations of financial services companies; the Company's ability to access funding to execute its business plan; the Company's ability to realize anticipated benefits from joint venture arrangements; disruptions arising from political, social and economic instability; risks associated with the Company's relationships with employees, dealers and suppliers; the Company's ability to maintain effective internal controls over financial reporting; developments in labor and industrial relations and developments in applicable labor laws; earthquakes or other disasters; and other risks and uncertainties.

Any forward-looking statements contained in this document speak only as of the date of this document and the Company disclaims any obligation to update or revise publicly forward looking statements. Further information concerning the Company and its businesses, including factors that could materially affect the Company's financial results, is included in the Company's reports and filings with the U.S. Securities and Exchange Commission and AFM.

TODAY'S AGENDA



TIME	SESSION	SPEAKER	
8:00 AM	Welcome & Opening Remarks	Charlie Christman , Investor Relations	
	Chairman Remarks	John Elkann , Chairman	
	Strategic Plan	Antonio Filosa , CEO	
	Product & Technology	Davide Mele , Product Planning	Ned Curic , Product Development & Technology
	North America	Antonio Filosa , CEO	Tim Kuniskis , North American Brands
	Enlarged Europe	Emanuele Cappellano , Enlarged Europe COO Olivier François , Fiat Alain Favey , Peugeot	Xavier Chardon , Citroën Florian Huettl , Opel
	South America	Herlander Zola , South America COO	
	Middle East & Africa	Samir Cherfan , Middle East & Africa COO	
	Asia Pacific	Grégoire Olivier , China & Asia Pacific COO	
		BREAK	
10:25 AM	Modules		
12:15 PM	LUNCH WITH MANAGEMENT		
1:20 PM	Modules		
	BREAK		
1:50 PM	Financial Services	Jon Nelson , CEO, Financial Services	
	Financial Overview	Joao Laranjo , CFO	
	Closing	Antonio Filosa , CEO	
2:30 PM	Q&A Session		



JOHN ELKANN

Chairman

The logo consists of a circular arrangement of white dots of varying sizes, creating a textured, star-like or galaxy-like effect. The dots are more densely packed in the center and become sparser towards the edges.

STELLANTIS

STELLANTIS

STRATEGIC PLAN



ANTONIO FILOSA
CEO

MY PERSPECTIVE ON THE AUTO INDUSTRY



Regional **fragmentation**



Regions lead execution while shaping unique **brand** portfolios

Rising Chinese **competition**



Partnerships expand our reach, speed and competitiveness

Increasing **cost** pressure



Global scale unlocks shared assets and capital efficiency

Uneven pace of **electrification**



A **multi-energy** portfolio gives us flexibility in every region

New **tech & AI** drive value



Global technologies and strong **partners** accelerate our innovation

Simplified, Customer-centric Organization

LEANER LEADERSHIP TEAM

From 30¹ to 15 members of Stellantis Leadership Team (SLT)

REORGANIZED AROUND REGIONS

STELLANTIS TEAMS

40%
REGIONS



60%
REGIONS

BRANDS INTEGRATED IN REGIONS

Closer to customers, clearly differentiated

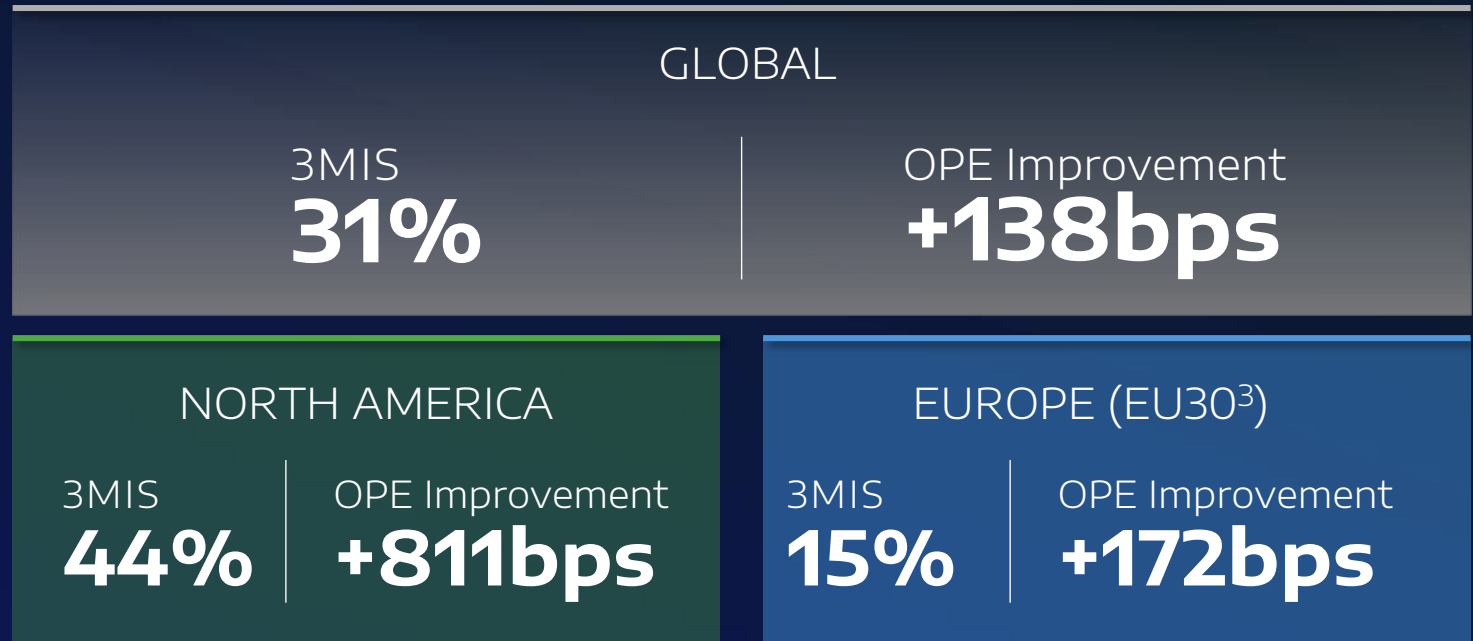
FIRST 12 MONTHS



Simplified, Customer-centric Organization

Improved Industrial Execution

3MIS¹ CLAIMS REDUCTION, OPE² IMPROVEMENT in the Past 12 Months



1. 3MIS – 3 months in service claims rate (Data for production between Jan 2025 and October 2025) 2. OPE - Overall Production Effectiveness (data for April 2025 – March 2026), calculated as: (actual units produced) / (gross line capacity installed in Jobs per hour x line running time); 3. EU 30 (EU 27 excl. Malta inc. Iceland, Norway, Switzerland, UK)

FIRST 12 MONTHS

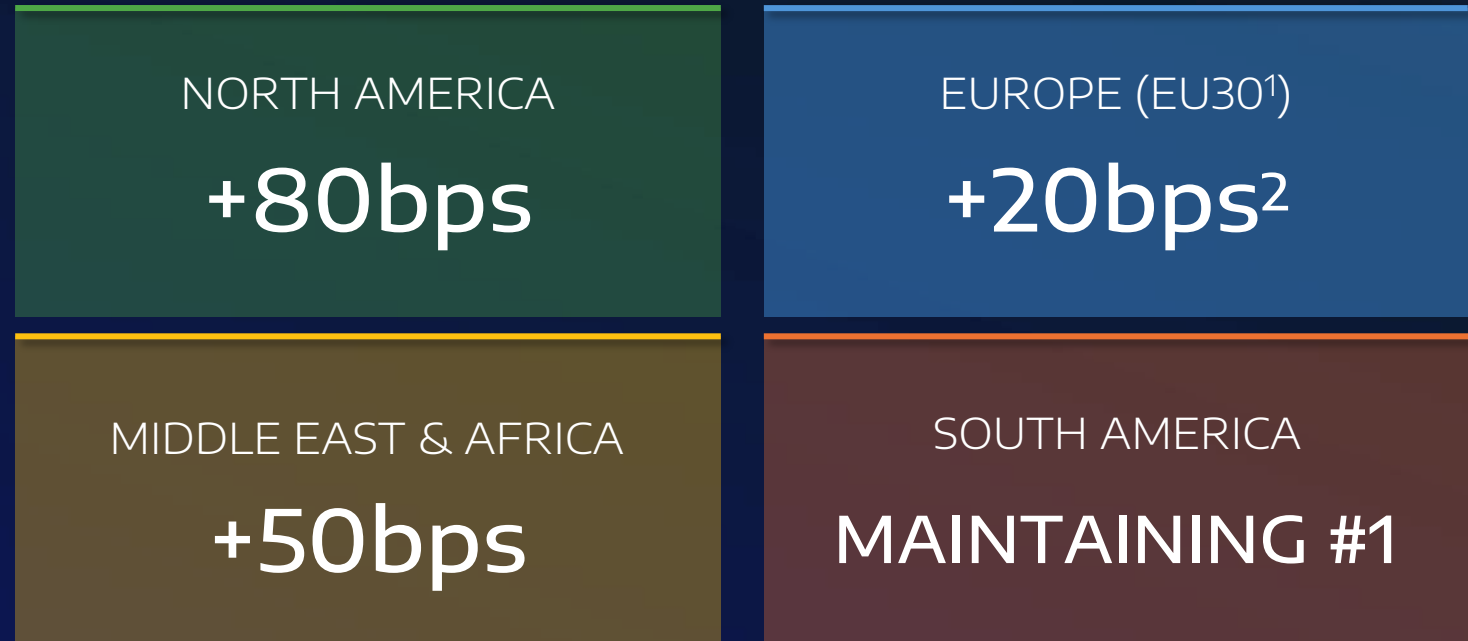


Simplified, Customer-centric Organization

Improved Industrial Execution

Market Share Gains with Pricing Discipline

MARKET SHARE GAINS Q1 2026 compared with Q1 2025



1. EU 30 (EU 27 excl. Malta incl. Iceland, Norway, Switzerland, UK); 2. Excluding Leapmotor volumes

FIRST 12 MONTHS



Simplified, Customer-centric Organization

Improved Industrial Execution

Market Share Gains with Pricing Discipline

Further Strengthened Balance Sheet

€5B PERPETUAL HYBRID NOTES SUCCESSFULLY ISSUED IN MARCH 2026

400+ INVESTORS PARTICIPATING, ORDER BOOK 3.8X OVERSUBSCRIBED

INDUSTRIAL LIQUIDITY¹ AT €44B, ~28% OF NET REVENUES

1. Industrial available liquidity
Note: Numbers as of March 31, 2026

Q1 2026 VS. Q1 2025

VALUE IN Q1 2026

SHIPMENTS¹

NET REVENUES

AOI

AOI MARGIN

IFCF

↑ +12%

↑ +6%

↑ +194%

↑ +160bps

↑ +37%

1,361k

€38.1B

€960M

2.5%

€(1.9)B

1. Consolidated shipments (only includes shipments by Company's consolidated subsidiaries)
Note: AOI – Adjusted Operating Income; IFCF – Industrial Free Cash Flow



FASTLANE 2030



PURPOSE

We move people
with **brands** and **products**
they **love** and **trust**

VISION

Creating innovative, exciting
and accessible mobility
for today and beyond

MISSION

To serve our customers
better than anyone and
exceed their expectations



Customer First

We put the customer at the
center of everything we do



One team, Hands-on

We are passionate about working
together and we are hands-on



Global strength, Local pride

We are a global company
with strong regional roots

VALUES

Agility

We anticipate, learn
and adapt, fast

Accountability

We execute with transparency
and ownership

Ambition

We drive change with
courage and energy

BEHAVIORS

FASTLANE 2030

6 PILLARS OF FASTLANE 2030



1

Sharper portfolio management

2

Capital allocation & new technologies

3

Strong partnerships

4

Optimized footprint

5

Disciplined execution

6 Empowered regions



JEEP GRAND CHEROKEE



JEEP WRANGLER



RAM 1500



DODGE CHARGER



RAM PROMASTER



ALFA ROMEO STELVIO

OUR ICONIC NAMEPLATES



CHRYSLER PACIFICA



PEUGEOT 208



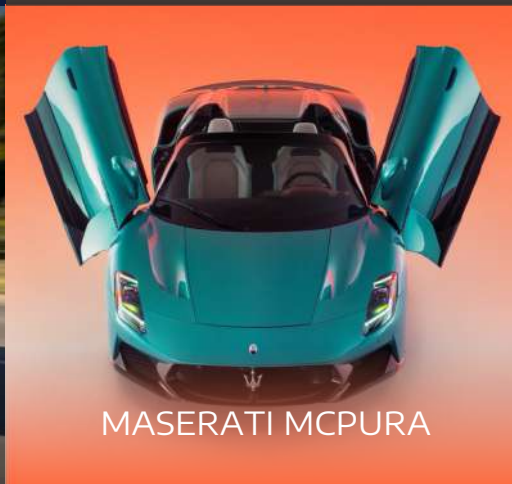
OPEL CORSA



FIAT 500



CITROËN C3



MASERATI MCPURA



BRANDS ARE OUR STRONGEST ASSET





WE SIMPLIFY OUR BRAND PORTFOLIO

4 GLOBAL BRANDS



5 REGIONAL BRANDS



CITROËN



DS AUTOMOBILES



OPEL



VAUXHALL



THE FUTURE OF MASERATI... MORE TO COME



Current lineup from Grecale to Supercars



Planned... to add 2 new E-Segment vehicles





€60B+ ALLOCATED TO CREATE CUSTOMER VALUE



Note: €60B+ targeted allocation between 2026 and 2030 and other target percentages, based on current planning assumptions; Common assets includes Quality and Maintenance investments



POWER OF GLOBAL SCALE

€60B+

60%

BRANDS & PRODUCTS

40%

GLOBAL PLATFORMS, TECHNOLOGIES & COMMON ASSETS

R&D AND CAPEX SPEND

GLOBAL PLATFORMS

50%

OF ANNUAL VOLUMES ON 3 GLOBAL PLATFORMS BY 2030

GLOBAL POWERTRAINS

50%

OF ANNUAL VOLUMES ON CROSS-REGIONAL POWERTRAINS BY 2030

GLOBAL TECHNOLOGIES

STLA Brain STLA AutoDrive
STLA SmartCockpit AI Assistant

35%

OF ANNUAL VOLUMES EQUIPPED WITH AT LEAST ONE OF THESE TECHNOLOGIES BY 2030

Note: €60B+ targeted allocation between 2026 and 2030 and other target percentages, based on current planning assumptions; Common assets includes Quality and Maintenance investments



POWER OF OUR BRANDS AND PRODUCTS



Note: €60B+ targeted allocation between 2026 and 2030 and other target percentages, based on current planning assumptions; Common assets includes Quality and Maintenance investments



LAUNCHING 60+ PRODUCTS

60+
new
launches¹

29 BEV | **15** PHEV/REEV | **24** HEV | **39** ICE/MHEV

1. 60+ planned launches include only all-new and new generations; **~50 additional launches of refreshed products** planned
Note: Launches by powertrain include multi-energy vehicles; represents expected launches based on current product plan



POWER OF PARTNERSHIPS

- **Co-develop** and **co-fund**
- Gain access to additional **geographies**
- Broaden **technology** optionality
- Increase our manufacturing **capacity** utilization
- Improve **sourcing** competitiveness



EXPANDING OEM PARTNERSHIPS



Today: Global distribution through existing Leapmotor International JV (51% owned by Stellantis)

Planned: Localize production in Madrid and Zaragoza plants, plus sourcing collaboration



In China: Co-develop 2 Peugeot and 2 Jeep models for local market and export

In Europe: Establish JV (51% owned by Stellantis), collaboration in purchasing, engineering and product industrialization (Rennes plant)



In India: Leverage manufacturing, technology and sourcing synergies through existing JV for Indian market and export



In US: Collaborate across product and technology development



POWER OF TECH PARTNERSHIPS

**Enable scalable
compute platform**

**Scale ADAS
development
and deployment**

**Deploy AI at
scale in vehicle
and internally**

**Access the
latest battery
technology**





WE OPTIMIZE OUR INDUSTRIAL FOOTPRINT

NORTH AMERICA

2030 target

Utilization **~80%**

ENLARGED EUROPE

2025 2030 target

Utilization **60%** → **~80%**

MIDDLE EAST & AFRICA

2025 2030 target

Utilization **60%** → **Full capacity**

Increasing volumes | Sharing capacity | Repurposing plants

Note: Capacity utilization - vehicles produced / vehicle production capacity at 3 shifts straight time; Certain plant sharing arrangements described herein are subject to ongoing discussions and non-binding agreements. Execution, timing and scope remain subject to definitive agreements and required approvals



POWER OF EXECUTION

COST COMPETITIVENESS



€6B COST OPTIMIZATION

Targeted through Value Creation Program by 2028

QUALITY



TOP QUARTILE

Targeted in every segment and region

PRODUCT DEVELOPMENT



24 MONTHS

Target vehicle development cycle¹ from ~44 months

STELLANTIS FINANCIAL SERVICES



€1.5B AOI³

Target by 2030, comparable to competitor benchmarks

— WITH SUPPLIER PARTNERS —

— AI AS A KEY ENABLER —

1. Time from vehicle definition to start of production 2. Includes non-consumer financing, consumer financing and lease financing managed by consolidated entities and non-consolidated financial service joint ventures. 3. Reflects AOI of consolidated financial service activities and the Stellantis share of net income from non-consolidated financial service joint ventures



POWER OF REGIONAL ROOTS



NORTH AMERICA (#5)
 INCREASE MARKET COVERAGE
 & COST COMPETITIVENESS
 +25% NET REVENUES



ENLARGED EUROPE (#2)
 RESHAPE BRAND PORTFOLIO
 & OPTIMIZE FOOTPRINT
 +15% NET REVENUES



MIDDLE EAST & AFRICA (#2)
 COMPETITIVE TRANSFORMATION
 OF VEHICLE SOURCING
 +40% NET REVENUES



ASIA PACIFIC
 EXPAND STRATEGIC
 PARTNERSHIPS
 +100% NET REVENUES

SOUTH AMERICA (#1)
 LEVERAGE LEADERSHIP
 POSITION
 +10% NET REVENUES



~67M+ STELLANTIS CAR PARC¹

2025 – 2030 Net revenues growth targets in % #x - Market share 2025 position within the region



1. IHS Markit Car Parc, 10 years, including commercial vehicles and pickups, excl. Leapmotor



**STRONG, HANDS-ON LEADERSHIP TEAM
DRIVING EXECUTION**

FASTLANE 2030

TECHNOLOGY MADE FOR HUMANS



DAVIDE MELE
PRODUCT PLANNING

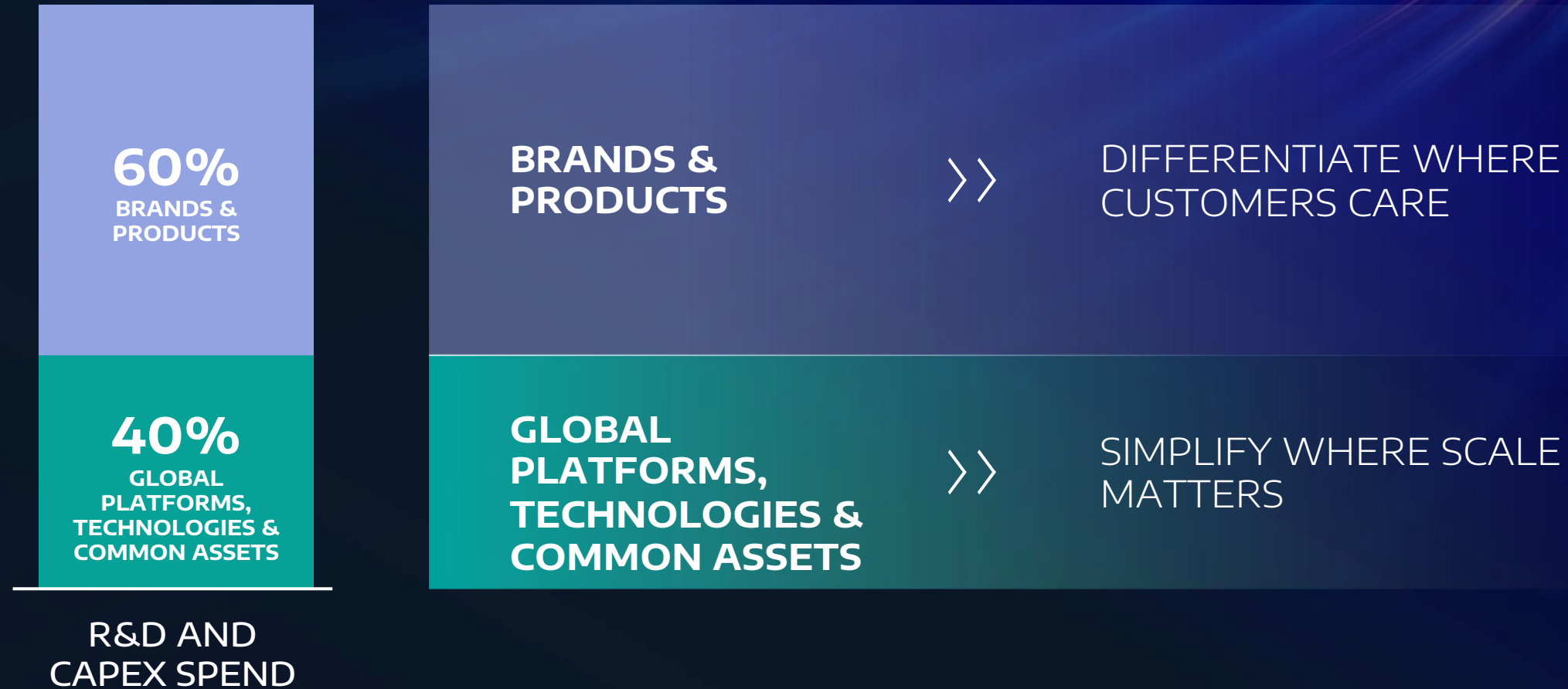


NED CURIC
PRODUCT DEVELOPMENT
& TECHNOLOGY



€60B+ ALLOCATED TO CREATE CUSTOMER VALUE

€60B+



Note: €60B+ allocated between 2026 and 2030, Common assets includes Quality and Maintenance investments



KEY MESSAGES

EFFICIENT CAPITAL ALLOCATION

- Platform optimization & modularity
- Global tech capabilities
- Tech partnerships
- Product development cycle reduction

SIMPLIFY WHERE SCALE MATTERS

BRAND & PRODUCT DIFFERENTIATION

- Freedom of choice
- Flexible product offerings
- Market coverage increase
- Distinct brand experience

DIFFERENTIATE WHERE CUSTOMERS CARE





CUSTOMER AT HEART: TECHNOLOGY MADE FOR HUMANS



EXCITING EXPERIENCE

PERSONALIZATION

FREEDOM OF CHOICE

RIGHT VALUE

CAPABILITY

RELIABILITY

Simplify where scale matters. Differentiate where customers care.



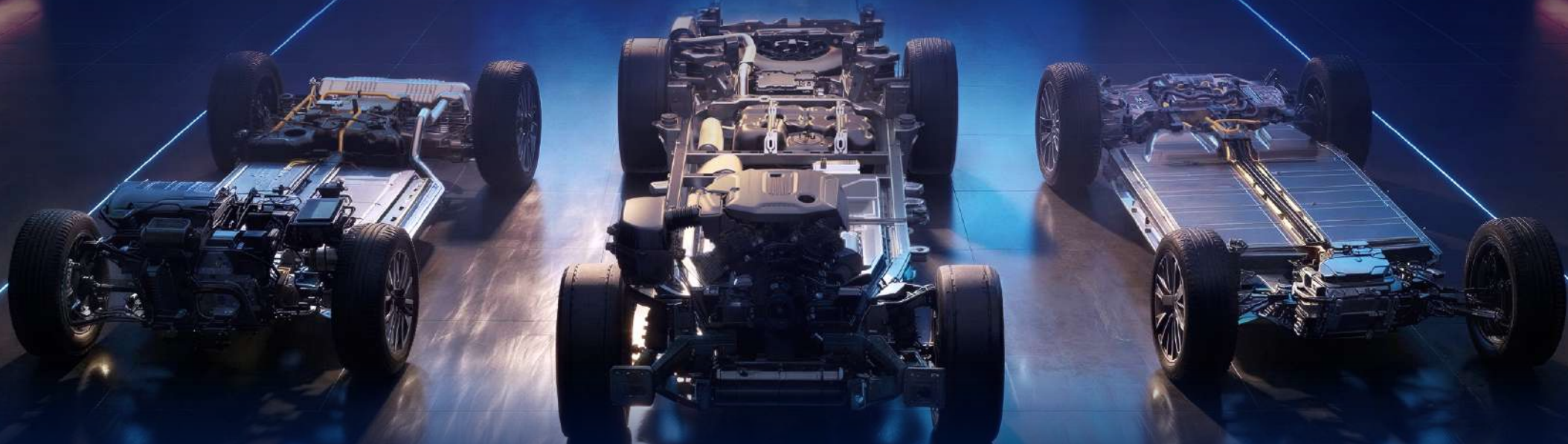
OUR MODULAR STRATEGY



Simplify where scale matters. Differentiate where customers care.

FASTLANE 2030

MODULAR PLATFORMS & POWERTRAINS



CUSTOMER BENEFIT

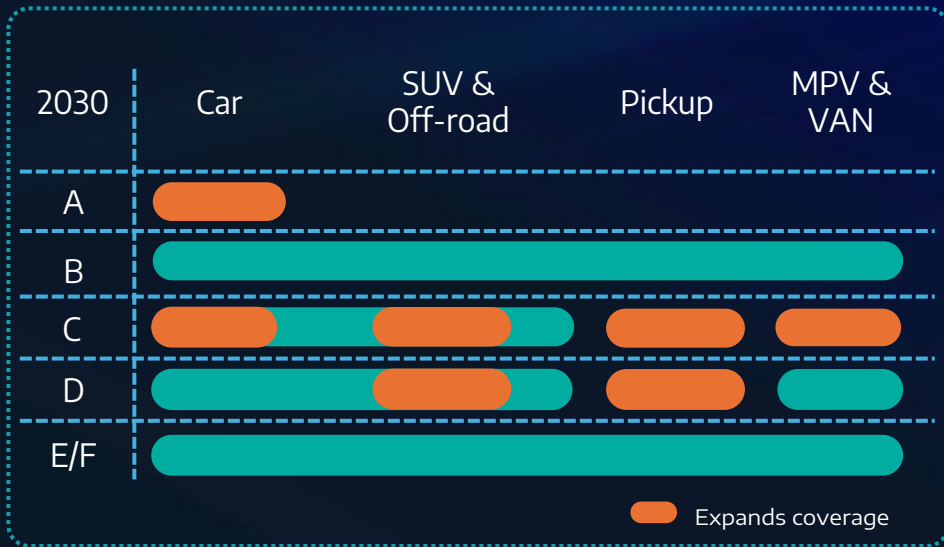
...freedom of choice, better value, higher capabilities

FASTLANE 2030



MODULAR PLATFORMS

EXTENDING COVERAGE



MARKET COVERAGE

+50%
North America

+25%
Enlarged Europe

DRIVING SCALE & CAPITAL EFFICIENCY

TARGETS

CONSOLIDATE VOLUMES

50%
on 3 global platforms

MAXIMIZE REUSE

up to **70%**
platform reuseable

REDUCE PLATFORMS

~50%
reduction by 2035

ENABLING



Faster development



Lower cost

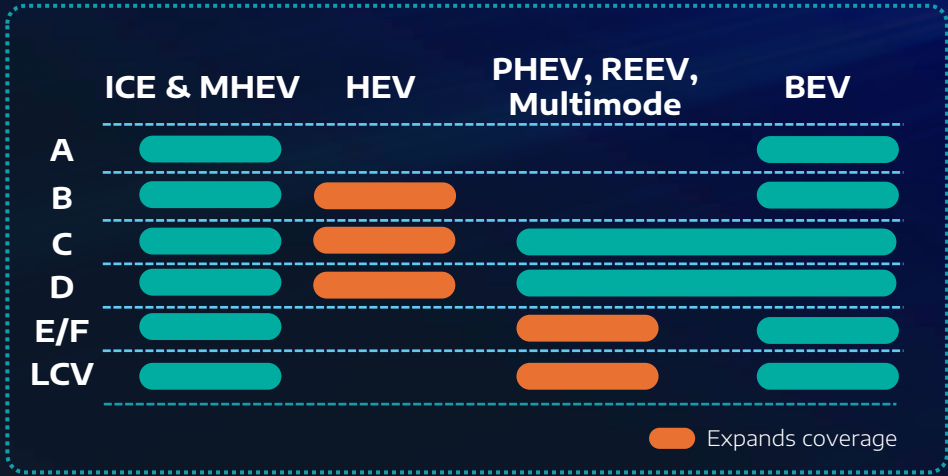


Global scale



MODULAR POWERTRAINS

EXTENDING COVERAGE



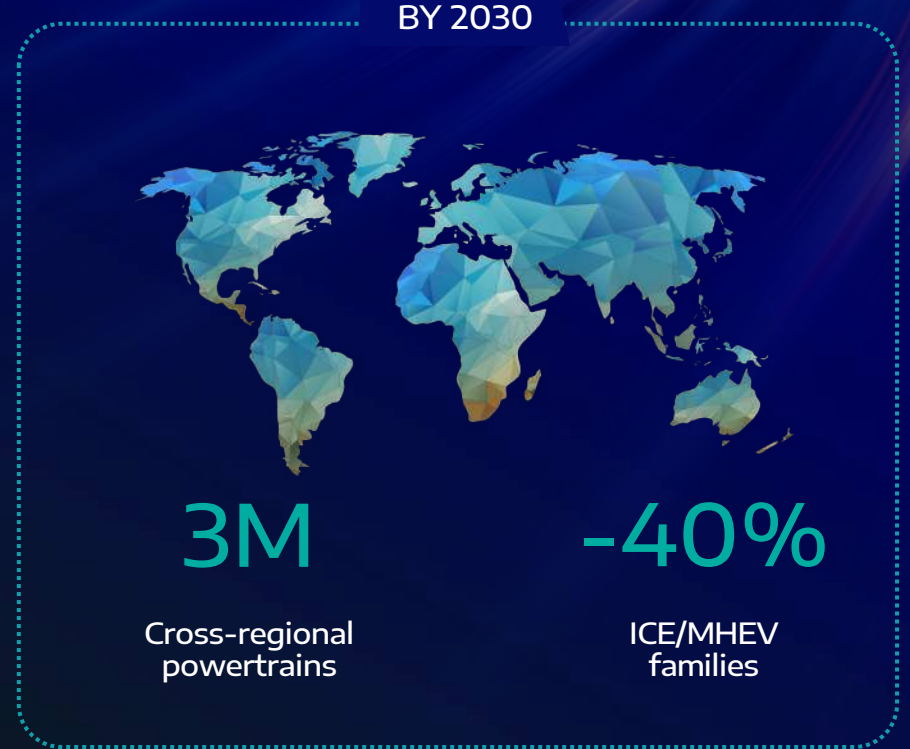
**FREEDOM OF CHOICE:
60+ NEW PRODUCT LAUNCHES**



FLEXIBLE OFFERING

29	15	24	39
BEV	PHEV/REEV	HEV	ICE/MHEV

DRIVING SCALE & CAPITAL EFFICIENCY



FAST LANE 2030

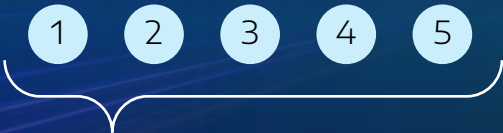
BEV: Battery Electric Vehicle; PHEV: Plug-in Hybrid Electric Vehicle; REEV: Range-Extended Electric Vehicle; HEV: Hybrid Electric Vehicle; ICE: Internal Combustion Engine; MHEV: Mild Hybrid Electric Vehicle
 Note: Figures reflect targets over the planned period



MODULAR & SCALABLE

2M+ vehicles covering B, C, D segments

PLATFORMS



STLA ONE OVER 30 MODELS (2027-2035)

LAUNCHING 2027

MOST ADVANCED TECH

STLA Brain

STLA SmartCockpit

Steer-by-wire



BEST-IN-CLASS COST

Closing the cost gap

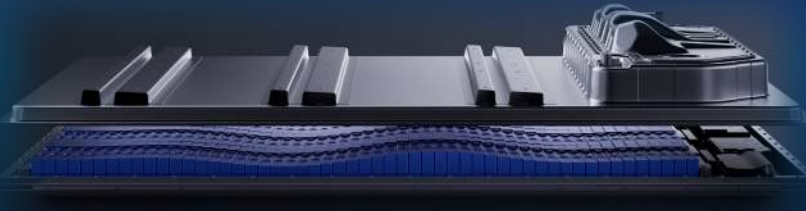


Note: Figures reflect targets over the planned period



BATTERY STRATEGY

CHEMISTRY



LITHIUM IRON PHOSPHATE (LFP)

TARGETING
BEST-IN-CLASS
COST EFFICIENCY

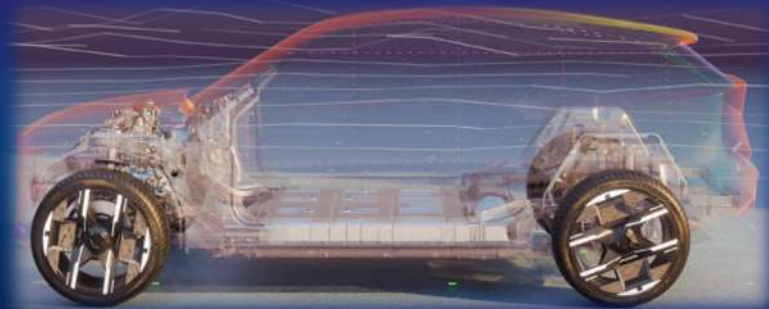
-20%

STLA
ONE



800V-Ready

PACK



CELL-TO-BODY

Making EVs More Affordable



PLATFORM UPDATES - EUROPE

Broaden access while protecting uptime and profit in vans

E-CAR



 Expands coverage

Affordable EV for Europe (<€15k entry price), leveraging shared modules

SOP 2028

NEXT GEN LARGE VAN



Combining best-in-class cargo capability with connected, SW-enabled customer ecosystem

SOP 2029



PLATFORM UPDATES – NORTH AMERICA

Electrify, upgrade and expand our SUVs and pickups while protecting profit pools

FIRST-TO-MARKET REEV



Expands coverage

First to market REEV for full-size SUVs & pickups; V2G ready

SOP 2026

COMPACT PICKUP TRUCK



Expands coverage

C-segment entry in North America built on a shared platform

SOP 2028

MID-SIZE PICKUP TRUCK



Expands coverage

D-segment entry in North America built on shared platform

SOP 2028

FAST LANE 2030



OUR MODULAR STRATEGY



Simplify where scale matters. Differentiate where customers care.

FASTLANE 2030



CUSTOMER BENEFIT

...a personalized and fresher digital experience over time



STLA BRAIN

Designed to support the customer experience

1. EFFICIENCY & SIMPLIFICATION

- One unified platform
- ~50% fewer ECUs
- 4x faster development

2. CORE CAPABILITIES

- 6x computing power
- 1000x bandwidth
- Native OTA updates

CUSTOMER IMPACT

NATURAL &
INSTANT
INTERACTION

FREQUENT OTA
UPDATES

REMOTE
DIAGNOSTIC

3. PARTNERSHIP

Qualcomm

Applied Intuition

Launching in 2027 | Scaling to 2.5M Vehicles by 2030, 5M by 2035

FASTLANE 2030

STLA SMARTCOCKPIT



CUSTOMER BENEFIT

...a simpler, fresher, easier digital experience over time





STLA SMARTCOCKPIT

Built to deliver a distinct brand experience

1. EFFICIENCY & SIMPLIFICATION

- One unified platform
- Highly scalable & faster deployments
- Up to 85% SW reuse

2. CORE CAPABILITIES

- Native OTA updates
- AI assistant integration
- Standardized OS

CUSTOMER IMPACT

SEAMLESS & INTUITIVE EXPERIENCE

PERSONALIZED EXPERIENCE

ALWAYS FRESH & UP TO DATE

3. PARTNERSHIP

Qualcomm

Applied Intuition

Launching in 2027 | Scaling to 2.5M Vehicles by 2030, 5M by 2035

FASTLANE 2030

STLA AUTODRIVE



CUSTOMER BENEFIT

...natural, intuitive driving. Less effort. Better experience.



STLA AUTODRIVE

Practical autonomy, designed for real-world driving

1. EFFICIENCY & SIMPLIFICATION

- ~70% cost reduction (L2+)
- Efficient HW & system design
- Scalable across platforms
- Intuitive HMI

2. CORE CAPABILITIES

L2+

- Increased availability, 8x coverage

L2++

- With leading partners

CUSTOMER IMPACT

DELIGHTFUL
HANDS-FREE
EXPERIENCE

EXPANDED
HANDS-FREE USE

DOOR-TO-DOOR
AUTONOMY

3. PARTNERSHIP



Launching in 2027: Hands-Free Extended Features | 2028: Door-to-Door

L2+: Hands-Free Highway Driver Assistance; L2++: Door-to-door Supervised Driver Assistance; HW: Hardware; HMI: Human-Machine Interface
Note: Figures reflect targets over the planned period



AI IN PRODUCT DEVELOPMENT

From engineering to customer experience

22k

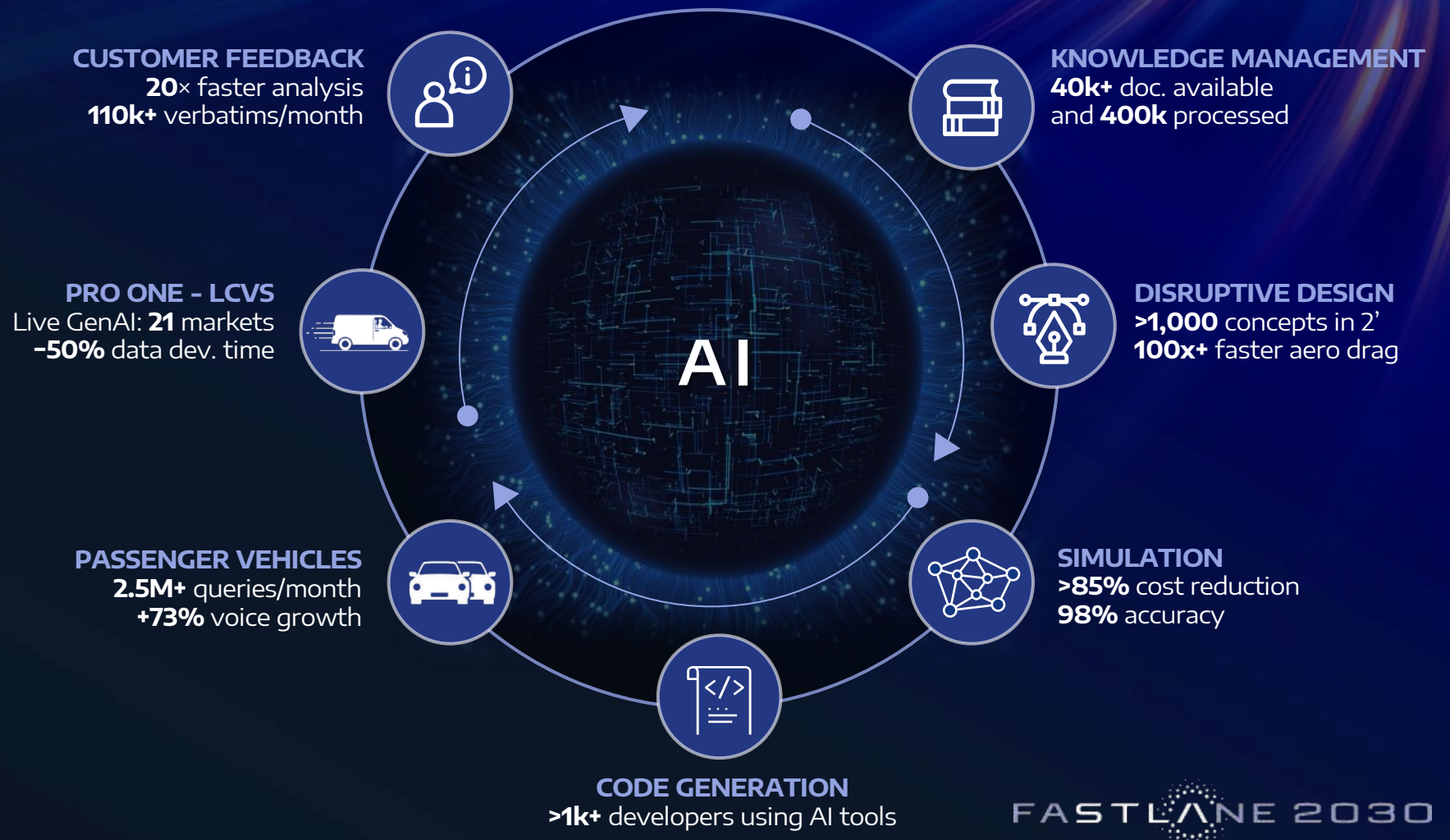
Engineers using AI assistants

300x

Faster simulation

-37%

SW development time





PRODUCT DEVELOPMENT PROCESS

Enabled by



Modular Architectures

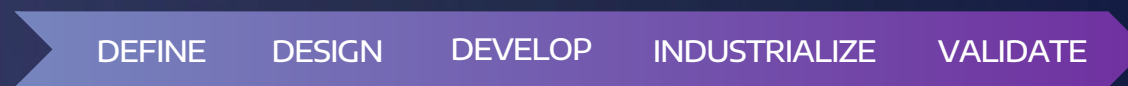


Digital Engineering & AI



Integrated Purchasing & Supply Chain

New vehicle development cycle reduced from 44 months* to 24 months



2024



Alfa Romeo Junior
24 months (new model)

2025



Fiat 500 Hybrid
12 months (powertrain evolution)

2026



RAM 1500 TRX HEMI
16 months (powertrain evolution)

2027



New C-segment
23 months (new model)

* Time from Vehicle Intention to Start of Production



TECHNOLOGY MADE FOR HUMANS

FASTLANE 2030

NORTH AMERICA



ANTONIO FILOSA
CEO



TIM KUNISKIS
NORTH AMERICAN BRANDS

NORTH AMERICA



NORTH AMERICA

+25% NET REVENUES

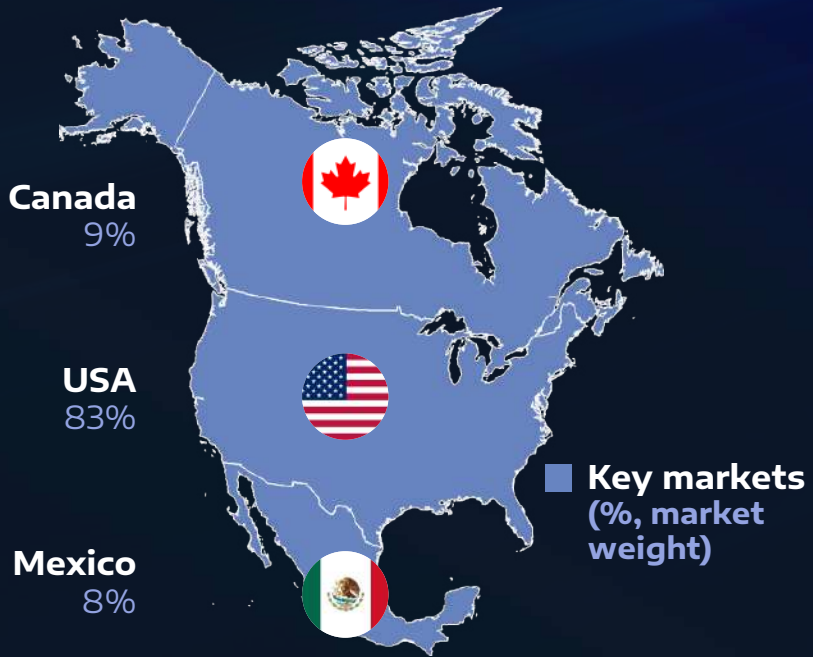
INCREASE MARKET COVERAGE & COST COMPETITIVENESS

- Grow offering in new segments and increase affordability, extending market coverage from 60% to 90%
- Improve cost competitiveness



NORTH AMERICA | REGION AT A GLANCE

20.0M Units
industry in 2025



7.3%
2025 Market Share

Share by Country



1.5M Units
Vehicles Sold in 2025

North American Brands



#5 POSITION IN NORTH AMERICA
40% of STLA Net Revenues



BUILDING ON EARLY MOMENTUM

Q1 2026 VS. Q1 2025

SHIPMENTS¹

+17%↑

AOI²

+€0.8B↑

NET REVENUES

+11%↑

AOI MARGIN²

+530bps↑

PRICING

~€200M AOI IMPROVEMENT
DRIVEN BY PRICING

1. Consolidated shipments (only includes shipments by Company's consolidated subsidiaries)

2. AOI – Adjusted Operating Income
See Appendix for reconciliation of non-GAAP and non-IFRS metrics

CLEAR PATH TO MARKET COVERAGE EXPANSION



BY 2030

11
All New



12
Refreshed

5 NEW SEGMENTS TO DRIVE
90% Market Coverage

REINFORCING OFFERINGS IN
Largest Profit Pools

FREEDOM OF CHOICE



Highly efficient
ICE vehicles



Expanded
Hybrid offerings



Introduction
of Range-
extended EV
(REEV)



Focus on
next wave of
electrification

IMPROVING
Affordability

INCREASING FOCUS ON COST COMPETITIVENESS



→ **>€3B savings**
by 2028 through Value
Creation Program

→ **~80%**
capacity utilization¹
by 2030

→ **Increased**
US production

1. Capacity utilization: vehicles produced/vehicle production capacity at 3 shifts straight time

FASTLANE 2030

NORTH AMERICAN BRANDS



TIM KUNISKIS
NORTH AMERICAN BRANDS

FASTLANE 2030



BRAND LOVE

AWARENESS



PRODUCT EXPERIENCE

CONSIDERATION

PREFERENCE



PURCHASE

OWNERSHIP





OPERATING FROM POSITION OF STRENGTH WITH ICONIC BRANDS

Total 2025 North American Sales Volume: 20.0M | Total STLA Share: 7.3%

CAN: 6.1% Share

US: 7.6% Share

MEX: 5.9% Share

US Total — All Segments

	Sales	Share
#5 STELLANTIS	1.3M	7.6%
Total Industry:	16.6M	

US — Relevant Segments Only

	Sales	Share
#3 STELLANTIS	1.3M	15.6%
Total Industry:	8.1M	

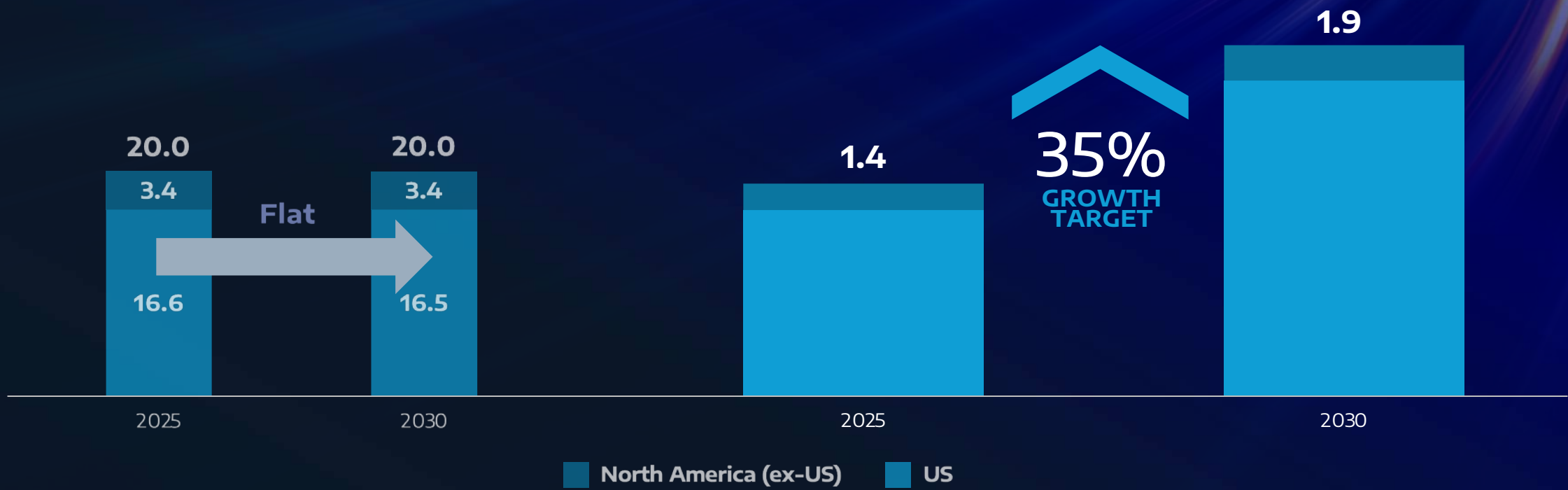
>2x Market Share in Our Relevant Market



DRIVING VOLUME GROWTH AT FASTER PACE THAN INDUSTRY

INDUSTRY VOLUMES (M Units)

STLA AMERICAN BRANDS SALES VOLUME (M Units)



Even Without Industry Growth, Our Iconic Brands Can Drive Share Gains

PRODUCT IS KING



passion attitude outdoors wild trail-rated power strength
 freedom explore capability hardworking durable tough
 independence lifestyle community journey terrain fearless discovery
 muscle aggressive off-road authentic escape
 loud performance adrenaline bold unapologetic speed thrill raw torque dominance racing energy
 SRT street racing comfort value refined family quality safety innovation technology everyday dependable versatile spacious intuitive efficient
 built dependable leadership grit dependable leadership towing work reliability rugged backbone pride resilience utility unstoppable



Freedom of Choice





FAST LANE 2030



KEY CUSTOMER NEEDS

Practical, Reliable, Comfortable Mobility for Everyday Life



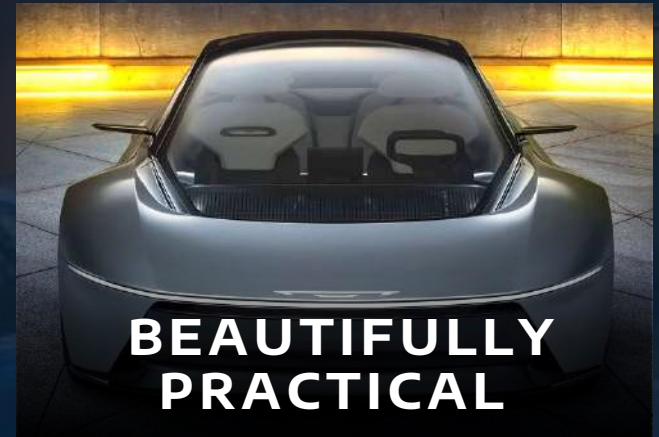


CENTURY OF DETROIT INNOVATION FOCUSED ON REAL CUSTOMER NEEDS



- Targets the ~35% of buyers who look first for these brand attributes
- Zero overlap with other STLA brands today

Our Opportunity: Filling essential role of attracting new customers





BUILDING ON FOUNDATION OF MOST AWARDED & BESTSELLING MINIVAN

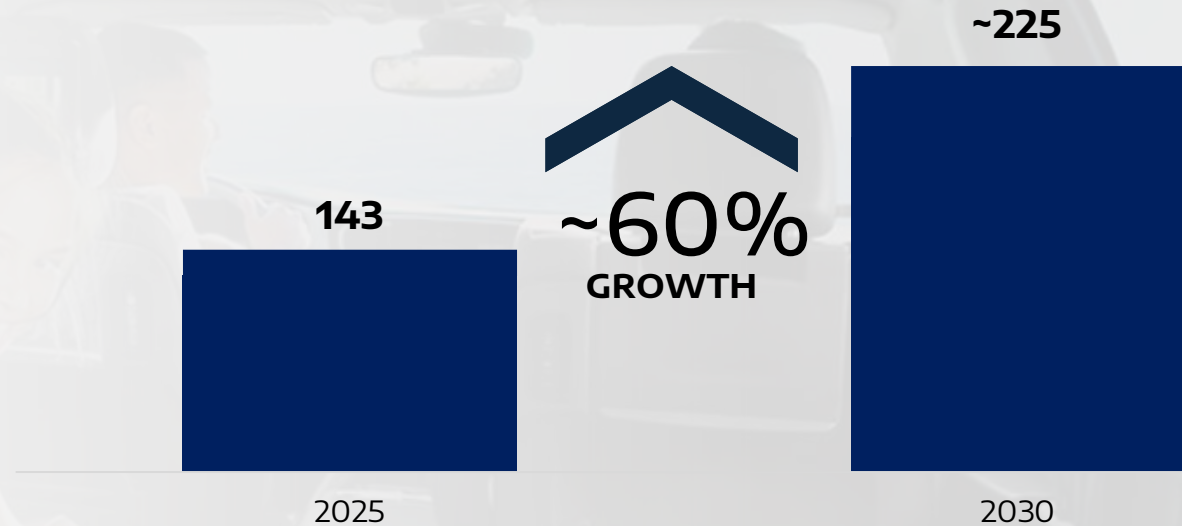
CHRYSLER

Introducing 3 New “Value By Design” Compact UVs



- Expanding coverage in high-volume compact UV segments
- Increasing affordability with sub-\$30k entry points
- Delivering multi-energy options for freedom of choice

Sales Volume (k Units)



VOLUME DRIVERS ➔





KEY CUSTOMER NEEDS

Bold Performance, Personal Expression, and the Freedom to Stand Out

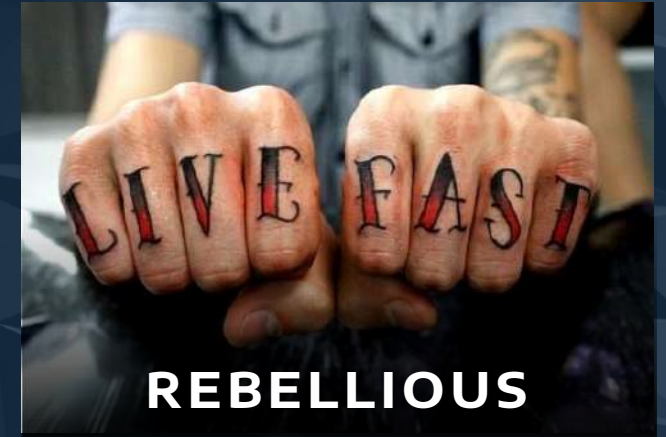


AMERICA'S PERFORMANCE BRAND



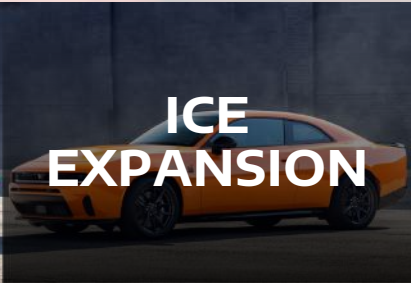
- Among the strongest automotive brand followings
- Returning to the formula that made Dodge iconic

Our Opportunity: Reigniting momentum for the next era





REINFORCING LEADERSHIP IN MUSCLE CARS AND PERFORMANCE SUVs



Sales Volume (k Units)



VOLUME DRIVERS



Charger 2 Dr



Charger 4 Dr



Durango



GLH





KEY CUSTOMER NEEDS
Authentic Capability and Freedom to Explore & Adventure



Jeep

FAST LANE 2030

THERE'S ONLY ONE



Jeep

- Created the modern SUV and continues to define the market
- Maintains leadership in off-road – most awarded SUV Brand ever

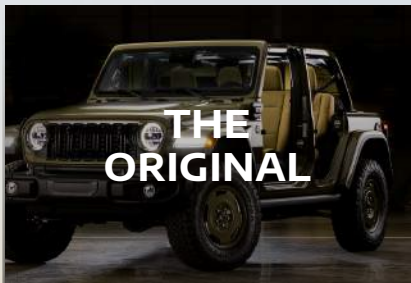
Our Opportunity: Enabling growing popularity of outdoor lifestyles



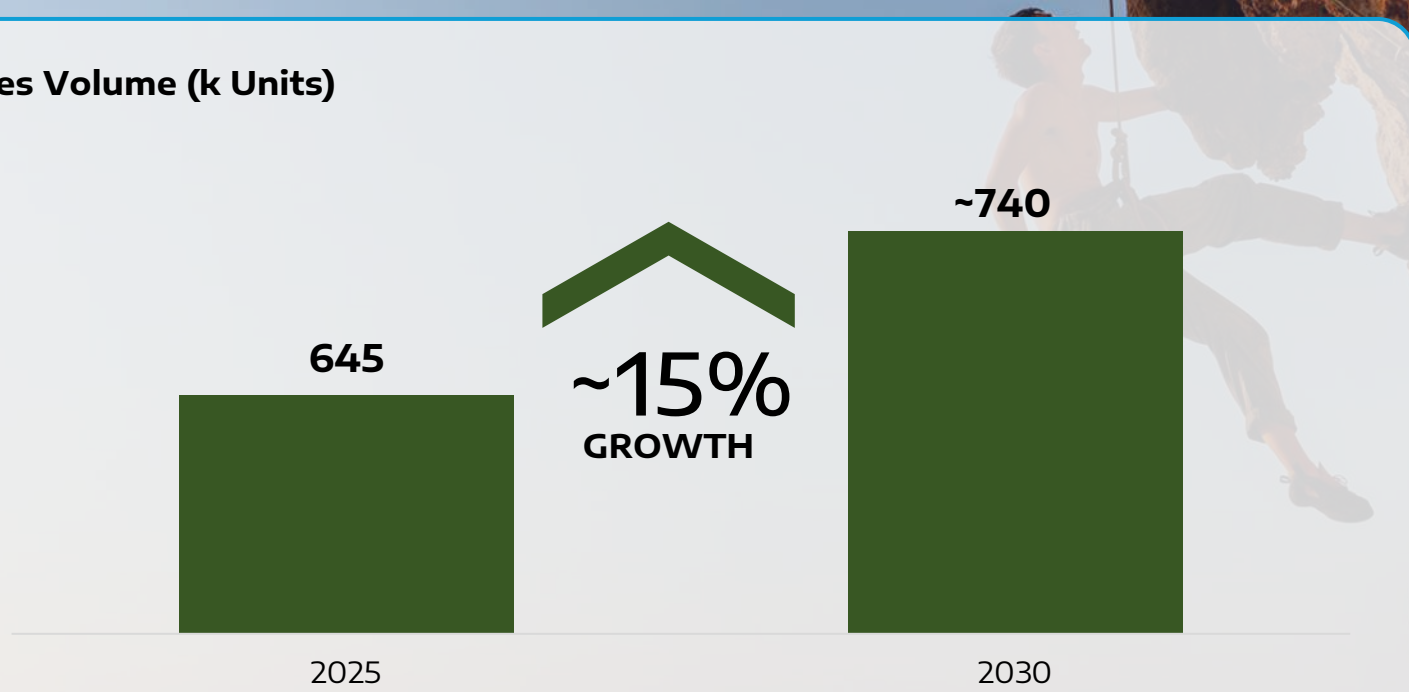


LEVERAGING JEEP'S ICONIC BRAND TO DRIVE MARKET EXPANSION

Jeep®



Sales Volume (k Units)



VOLUME DRIVERS ➔



Note: Figures reflect targets over the planned period



KEY CUSTOMER NEEDS

Purpose-Built Capability, Strength, and Dependability Without Compromise



FASTLANE 2030

NOTHING STOPS RAM



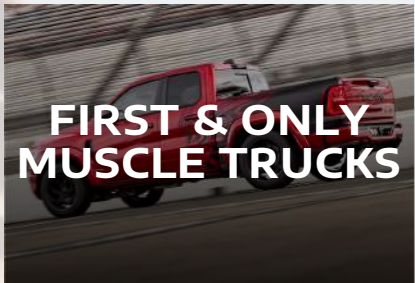
- Driving volume with high-demand variants and broader coverage
- Creating and owning a new lane: on-road performance Muscle Trucks

Our Opportunity: Delivering freshest and most powerful lineup in the industry





EXPANDING COVERAGE THROUGH WORLD'S MOST POWERFUL TRUCK LINEUP



Sales Volume (k Units)



VOLUME DRIVERS



Note: Figures reflect targets over the planned period



KEY CUSTOMER NEEDS

Ultimate Performance, Elevated Personal Expression



SRT

FASTLANE 2030



AMERICAN PERFORMANCE DIVISION ENGINEERED TO THE LAST TENTH

SRT

- Amplifying emotion and excitement across our brands
- Elevating brand perception and pulling in younger, more affluent customers

Our Opportunity: Delivering 2-3x margin relative to core models





HALO PERFORMANCE / MISSION-SPECIFIC ENGINEERING / INDUSTRY BEST CLAIMS / MOTORSPORTS CREDIBILITY



Volume (k Units)

3

2025

DODGE 

 RAM

Jeep®

50

2030

Accelerating Growth in Our Highest Margin Lineup

2030: 100% REFRESHED SHOWROOM + 50% ADDED MODELS



CHRYSLER

Jeep



PACIFICA



AIRFLOW



WRANGLER



WRANGLER UNLIMITED



WRANGLER GLADIATOR



WRANGLER SCRAMBLER



ARROW / ARROW CROSS



COMPASS



CHEROKEE



RECON



GRAND CHEROKEE / L



GRAND WAGONEER

DODGE



RAM



GLH



DURANGO



RAMPAGE



DAKOTA



RAM 1500



RAM 2500/3500/4500/5500



CHARGER 2 Dr / 4 Dr



RAMCHARGER



PROMASTER CITY



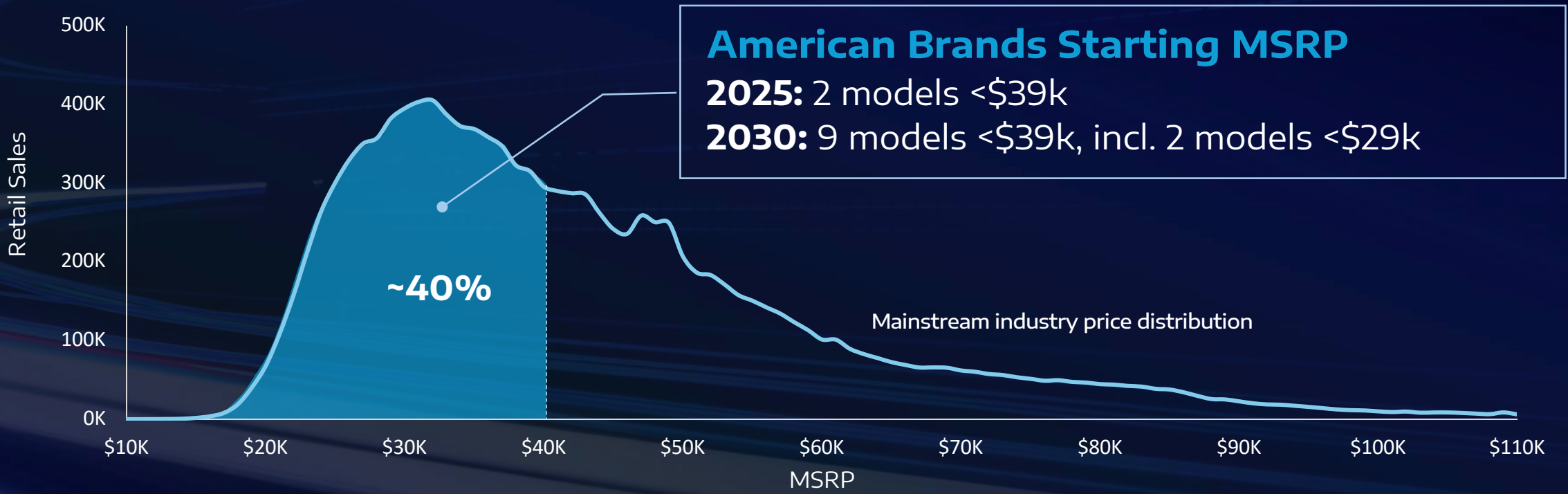
PROMASTER

🚩 = SRT Variant Planned

FAST LANE 2030



EXPANDING AFFORDABLE MODELS



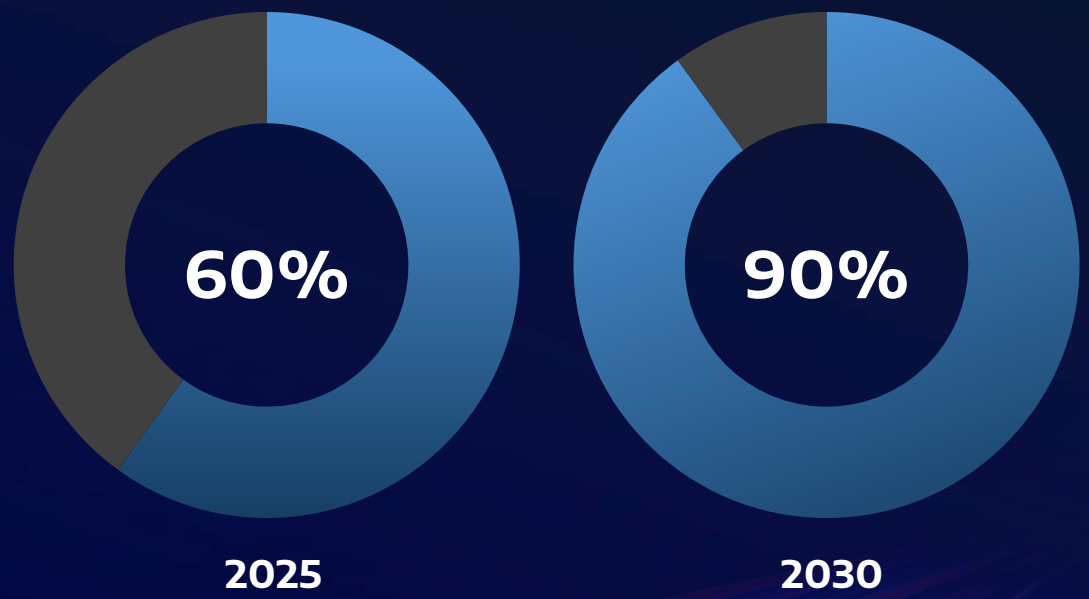
Unlocking Growth through Improved Affordability and Access

Note: Represents expected launches based on current product plan

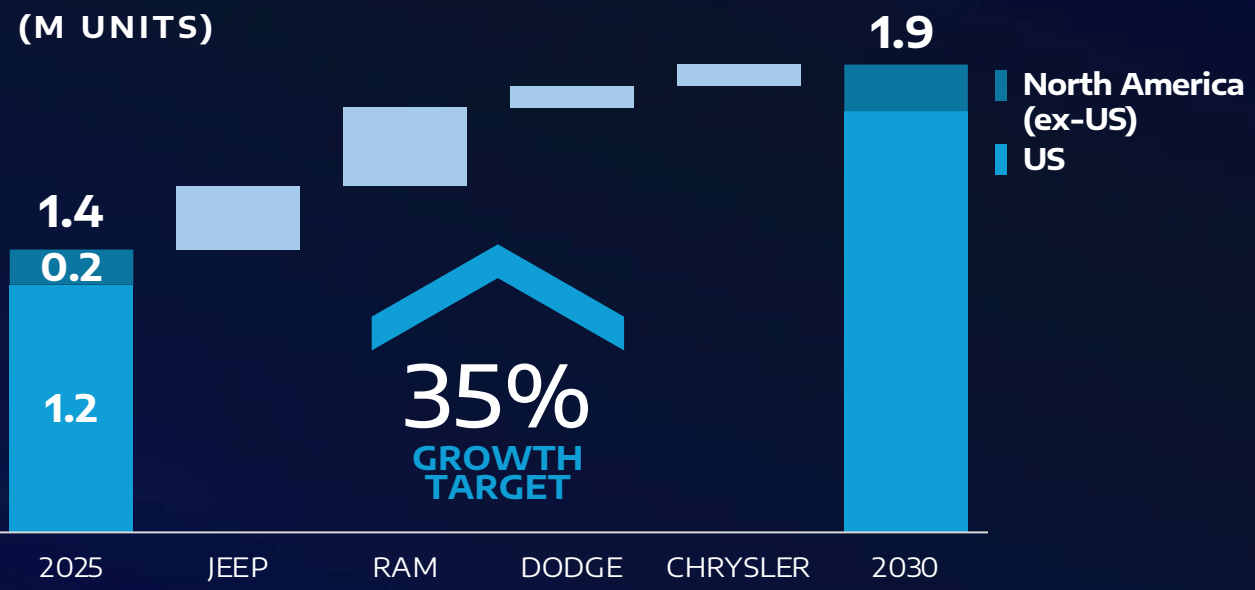


+50% MARKET COVERAGE, +35% VOLUME

MARKET COVERAGE



STLA AMERICAN BRANDS SALES VOLUME



Clear Path to Growth: Broader Coverage Translates into Volume and Share Gains

Note: Figures reflect targets over the planned period



OUR NORTH AMERICA AMBITION: 50 / 50 / 35

50% ALL-NEW, 50% MORE COVERAGE, 35% MORE VOLUME

- ✓ Ram will move into the #2 volume position
- ✓ Dodge will recover muscle car positioning
- ✓ Jeep will regain off-road leadership
- ✓ Chrysler will expand affordable models for volume growth



**NOTHING
STOPS RAM**



**AMERICA'S
PERFORMANCE
BRAND**



THERE'S ONLY ONE



**DETROIT
INGENUITY**



WE HAVE A CLEAR PATH TO WIN IN NORTH AMERICA



WE LEVERAGE OUR STRENGTHS...

- **Iconic** brands
- **Positive and growing** momentum
- **Strong** market presence and network

...WHILE TAKING BOLD ACTIONS

- **>€3B in cost savings** by 2028
- **50%** all-new, **50%** more coverage, **35%** more volume
- **Expand** affordability

NORTH AMERICA | 2030 AMBITION



NET REVENUES¹

+25%

AOI² MARGIN

8-10%

1. 2025 – 2030 Net revenues growth target in %
2. AOI = Adjusted Operating Income

FASTLANE 2030

ENLARGED EUROPE



EMANUELE CAPPELLANO
Enlarged Europe COO

ENLARGED EUROPE: PILLARS OF THE PLAN



ENLARGED EUROPE

+15% NET REVENUES

RESHAPE BRAND PORTFOLIO & OPTIMIZE FOOTPRINT

- Further differentiate brands and expand coverage
- Drive cost competitiveness
- Increase capacity utilization

SERVING OUR CUSTOMERS



34M

CAR PARC¹

Ready to Serve
Millions More

FASTLANE 2030

1. Stellantis 10-year car parc, passenger cars & light commercial vehicles. Perimeter: EU 30

ENLARGED EUROPE | REGION AT A GLANCE



#2

OEM IN EUROPE

#1

IN LIGHT COMMERCIAL
VEHICLES

#1

IN HYBRID

2025

2.5M

SALES

45%

OF STLA SALES

#1
FRANCE



#1
ITALY



#2
GERMANY



#2
UK



#2
IBERIA





BUILDING ON EARLY MOMENTUM

Q1 2026 VS. Q1 2025

SHIPMENTS

+12%↑

EU 30 MARKET SHARE¹

+20bps ↑
+70bps w/ LPM

PASSENGER CAR BEV SALES²

+24%↑
+51% w/ LPM

Q1 2026

AOI³

BREAKEVEN

1. Perimeter: EU 30. Passenger cars & light commercial vehicles. Excludes Leapmotor (LPM). The STLA + LPM metric combines Stellantis-owned brands and Leapmotor vehicles distributed by a Stellantis-controlled company. Stellantis does not design, or manufacture Leapmotor-branded vehicles and does not own the Leapmotor brand or intellectual property

2. EU 30 Passenger Cars. Excludes LPM

3. AOI = Adjusted Operating Income

STABLE EUROPEAN MARKET FROM 2025 TO 2030



**STABLE
VOLUMES**

15M Units

**Annually
Passenger Cars & Vans**

**STABLE
SEGMENT MIX**

>75%

**Small Vehicles (A&B-Segments)
Compact Vehicles (C-Segment)
Vans**

REGULATION IS SHAPING THE EUROPEAN MARKET



ELECTRIFICATION

3x

BEV Share 2025-2030
Across Passenger Cars & Commercial
Vehicles

MADE IN EUROPE

**Industrial
Accelerator Act**

Necessary to create a level playing field

RESHAPE BRAND PORTFOLIO, OPTIMIZE FOOTPRINT



ENLARGED EUROPE

+15% NET REVENUES

**FURTHER
DIFFERENTIATE BRANDS
AND EXPAND COVERAGE**

New Capital Allocation Strategy

+25% Market Coverage

Pro One Business Unit

**DRIVE
COST COMPETITIVENESS**

Competitive BEVs

STLA One: -20% vs. current gen
E-Car: parity with ICE

Value Creation Program

Expected €3B annual cost optimization

**INCREASE
CAPACITY UTILIZATION**

From 60% to 80%¹ Utilization

**Reducing 800k Units of
Production Capacity**

2030 targets. Revenue, market coverage are forward-looking metrics
1. Capacity utilization: vehicles produced/vehicle production capacity at 3 shifts straight time

DIFFERENTIATED BRANDS TO WIN ACROSS EUROPE



Global Brands



FIAT

Regional Brands



O P E L



CITROËN



ALFA ROMEO

Specialty Brands

Managed by
Citroën & Fiat



DS AUTOMOBILES

LANCIA



VALHALL



O P E L



CITROËN



DS AUTOMOBILES



PEUGEOT

FIAT



ALFA ROMEO

LANCIA





EXPANDING MARKET COVERAGE

BY 2030



25
All New

25
Refreshed

+25%
MARKET
COVERAGE

+35%
POWERTRAIN
COVERAGE

Note: Represents expected launches based on current product plan

OUR STRATEGY BY SEGMENT



A&B SEGMENTS

BUILD ON OUR LEADERSHIP



C-SEGMENT

ACCELERATE GROWTH



FASTLANE 2030

Note: Represents expected launches based on current product plan

PRO ONE: THE BUSINESS UNIT FOR PROFESSIONALS



STELLANTIS
PRO ONE

TODAY

#1 EUROPE

Light Commercial & Recreational Vehicles

#2 GLOBALLY

Commercial Vehicles

REACHING GLOBAL #1 BY 2030

PRODUCT OFFENSIVE

EUROPE

- **2** new best-in-class vans
- **4** product renewals

GLOBALLY

- **11** Launches
- Pick-Up Offensive in NA, SA, MEA

NEW SERVICES ECOSYSTEM



Network



Pro One Next
for 100%
Uptime



Data &
Connectivity



Services



Custom
Fit

FAST LANE 2030



STLA ONE WILL BE A KEY COMPETITIVE ASSET



GLOBAL PLATFORM DRIVING:

- Best-in-class technologies
- 20% lower cost vs. current generation
- Competitive and profitable from full electric to hybrid

Starting
2027



Jeep

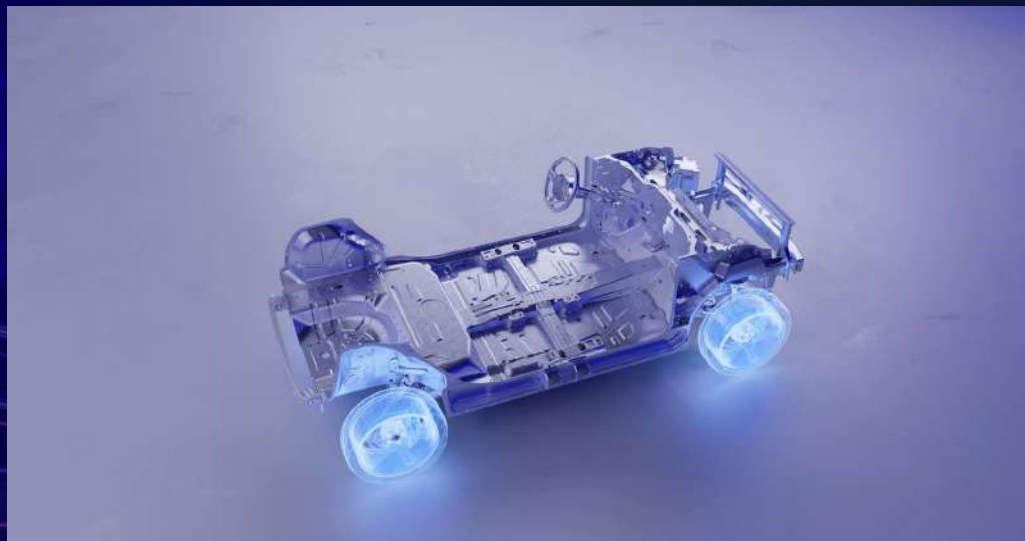


Up to
1 million

Units annually in Europe
at full deployment (all brands)



DEMOCRATIZING E-MOBILITY WITH E-CAR



FULL ELECTRIC BELOW €15K

- Driving CO₂ compliance
- Proudly made in Europe
- Leveraging partnerships

LAUNCHING 2028:
BEV
COST PARITY
WITH EQUIVALENT ICE





LEVERAGING WORLD-CLASS PARTNERSHIPS



Today: Global distribution through Leapmotor International

Planned: Localization in Madrid and Zaragoza, plus sourcing collaboration

SALES IN EUROPE¹

34k

FY 2025

>2x

BY 2026



Sales & distribution

Share capacity in Rennes plant

Purchasing & engineering

New EU JV 51%-owned by Stellantis

1. Leapmotor (LPM) vehicles distributed by a Stellantis-controlled company. Stellantis does not design, or manufacture Leapmotor-branded vehicles and does not own the Leapmotor brand or intellectual property

Certain partnership initiatives described herein are subject to ongoing discussions and non-binding arrangements. Execution, timing and scope remain subject to definitive agreements and required approvals

INCREASE CAPACITY UTILIZATION



2025

2030



4.65M
Production
Capacity

→
-800k
Units

3.85M
Production
Capacity

REPURPOSE PLANTS

- Poissy

SHARE PLANTS

- Zaragoza
- Rennes
- Madrid

INCREASE VOLUMES

- Market & Powertrain Coverage

Targeted figures. Capacity utilization: vehicles produced/vehicle production capacity at 3 shifts straight time
Certain plant sharing arrangements described herein are subject to ongoing discussions and non-binding agreements.
Execution, timing and scope remain subject to definitive agreements and required approvals

FASTLANE 2030

EUROPEAN BRANDS



OLIVIER FRANÇOIS
FIAT CEO &
Stellantis CMO



ALAIN FAVEY
Peugeot CEO



XAVIER CHARDON
Citroën CEO



FLORIAN HUETTL
Opel CEO

FOUR BRANDS, ONE PLAYBOOK

STELLANTIS



FIAT



O P E L



CITROËN

OUR PREMISE: EUROPE IS NOT ONE MARKET

To win across Europe, you need to win by geography, by segment and by customer promise. Scale alone is not enough. The formula is a portfolio of Brands that each bring distinctive legitimacy.

OUR PITCH: TOGETHER WE WIN

Together, our four European-born Brands provide mainstream market coverage without cannibalization — and that distinctiveness travels globally.

FASTLANE 2030

THE SUNNY ROAD TO 2030

FIAT

URBAN MOBILITY

Topolino, Quattrolino, Tris
New 500 & Pandina

AFFORDABLE FAMILY TRANSPORTATION

Grande Panda
Grizzly

13 VEHICLE LAUNCHES ALL MULTIREGIONAL



FIAT



PEUGEOT

THE LION IS COMING



D

SEGMENT



C

SEGMENT



B

SEGMENT





7

NEW MODELS BY 2030

INCLUDING 4
ADDING NEW COVERAGE

PEUGEOT

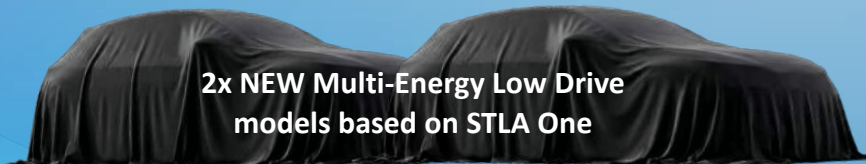
NEW D-Shooting Brake
based on Dongfeng platform



D
SEGMENT



NEW Multi-Energy C-SUV
based on STLA One



2x NEW Multi-Energy Low Drive
models based on STLA One



C
SEGMENT



2x NEW BEVs
based on STLA One

B
SEGMENT



Life feels better in a Citroën 2026 showroom



AMI



C3



C3 Aircross



C4



C5 Aircross



Life feels better in a Citroën
2030 showroom



GERMAN DRIVE

FOR ALL



THE FUTURE OF ALFA ROMEO.. MORE TO COME



Current lineup from Junior to 33 Stradale

Junior



Tonale



Stelvio



Giulia

33 Stradale



Planned... to add a new C-SUV and a new specialty model

C-SUV



NEW BOTTEGA FUORISERIE PROJECT



LAUNCHES ACROSS OUR BRANDS BY 2030



7 NEW PRODUCTS
INCLUDING
4 STLA One

~60% | +15 pp
MARKET COVERAGE



BOOSTER: NEW E-208



O P E L

4 NEW PRODUCTS
INCLUDING
2 STLA One

~50% | +10 pp
MARKET COVERAGE



BOOSTER: NEW C-SUV

>90%

Mainstream market
coverage for
Stellantis
Europe



CITROËN

3 NEW PRODUCTS
INCLUDING
1 E-Car | 2 SmartCar

~50% | +15 pp
MARKET COVERAGE



BOOSTER: NEW 2CV

FIAT 5 NEW PRODUCTS
INCLUDING
1 E-Car | 3 SmartCar

~50% | +25 pp
MARKET COVERAGE



BOOSTER: NEW E-CAR

ENLARGED EUROPE | 2030 AMBITION



1. 2025 - 2030 Net revenues growth target in %
2. AOI = Adjusted Operating Income

FASTLANE 2030

SOUTH AMERICA



HERLANDER ZOLA
SOUTH AMERICA COO

POWER OF REGIONAL ROOTS



LEVERAGE LEADERSHIP POSITION

- Maintain #1 position in Brazil and Argentina
- Grow in Chile, Colombia and other markets
- Expand pickup offering



SOUTH AMERICA

+10% NET REVENUES

SA | REGION AT A GLANCE



18%
of STLA worldwide sales

1M Units
vehicles sold in 2025

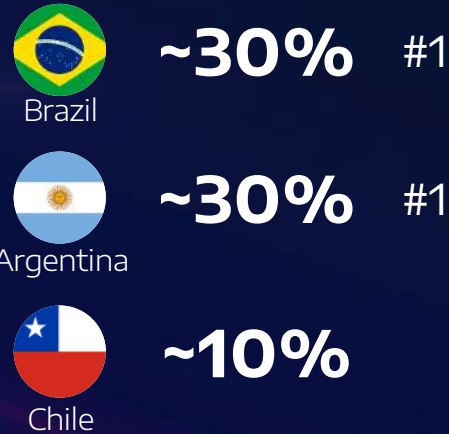
>22%
market share in SA

#1
OEM in South America

#1
in LCV



Key Markets '25 Market Share



Key Brands





SA | MAINTAIN #1 POSITION IN BRAZIL AND ARGENTINA

PROTECT ENTRY SEGMENTS

FIAT full lineup renewal



FIAT ARGO



FIAT NEW SUV LINEUP

EXPAND PICKUP OFFERING

RAM



RAM DAKOTA



RAM RAMPAGE

FIAT



FIAT TITANO



FIAT TORO



FIAT STRADA

ENHANCE SUV OFFERING

Full Jeep lineup renewal + Leapmotor KD



JEEP AVENGER



JEEP RENEGADE



JEEP COMPASS



JEEP COMMANDER



LEAPMOTOR C10



LEAPMOTOR B10

LOCALIZATION + AFFORDABLE & EFFICIENT TECHNOLOGIES



MHEV



HEV

BIO-HYBRID
MADE IN BRASIL

Note: Represents expected launches based on current product plan

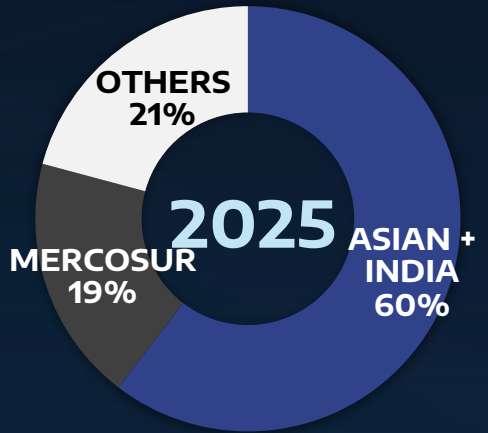
FAST LANE 2030



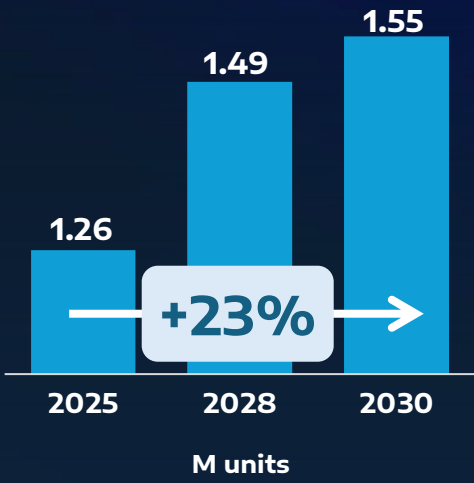
SA | GROW IN CHILE, COLOMBIA, AND OTHER MARKETS

ACCELERATE GROWTH IN ANDEAN COUNTRIES FROM 5% TO 10% MARKET SHARE

INDUSTRY IMPORT SOURCE



INDUSTRY EVOLUTION CHILE & ANDEAN



GROWTH THROUGH STRATEGIC PARTNERSHIPS



Note: Represents expected launches based on current product plan

SA | 2030 AMBITION



NET REVENUES¹

+10%

AOI² MARGIN

8-10%

MARKET SHARE

Maintain #1

1. 2025 - 2030 Net revenues growth target in %
2. AOI = Adjusted Operating Income

FASTLANE 2030

MIDDLE EAST & AFRICA



SAMIR CHERFAN
MIDDLE EAST & AFRICA COO



MIDDLE EAST AND AFRICA

COMPETITIVE TRANSFORMATION OF VEHICLE SOURCING

- Expand manufacturing localization
- Import more products from Asia through partnerships



MIDDLE EAST & AFRICA

+40% NET REVENUES

MEA | REGION AT A GLANCE



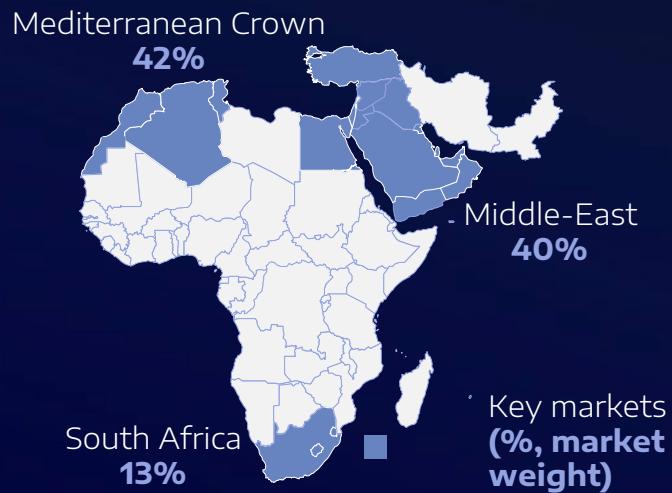
#2
position in MEA




~0.5M Units
vehicles sold in 2025

10%
of STLA worldwide sales

#1
position in Mediterranean Crown

Key Markets '25 Market Share



	26%	#1
Turkey		
	85%	#1
Algeria		
	18%	#2
Morocco		

Key Brands

FIAT



CITROËN



OPEL

Jeep



MEA | COMPETITIVE TRANSFORMATION OF VEHICLE SOURCING

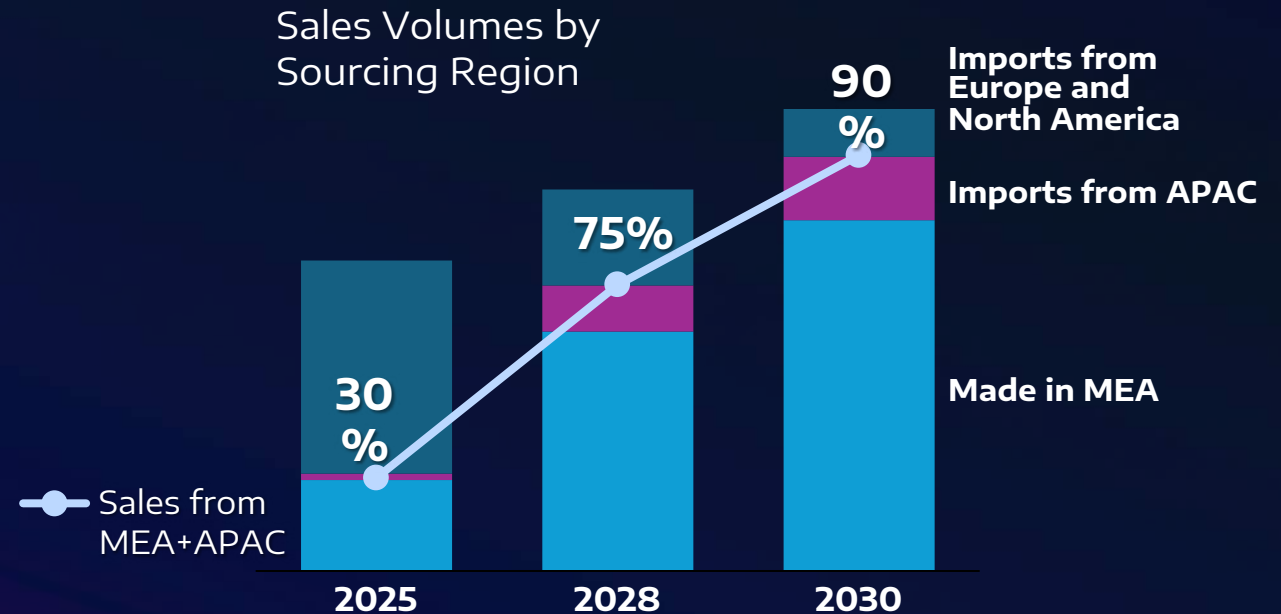
FROM 30% TO 90% REGIONAL & ASIAN VEHICLE SOURCING

Mediterranean Crown

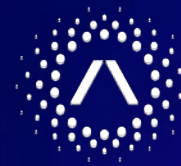
- Leverage existing capacities in Turkey & Morocco at best quality & cost
- Build on our success in Algeria with fast manufacturing

Middle East, South Africa

- Import from APAC and localize best sellers



Note: Figures reflect targets over the planned period



MEA | 90% OF SALES WITH 22 CARLINES

2026

2027-2030

MADE IN MEA

FIAT



G. Panda



LCV



208



C-Van



D-Van



D-Pickup



Jeep
CKD



CITROËN


FIAT




LCV




FROM APAC



CITROËN
C3, C3 AirCross, Basalt



LEAPMOTOR
B10



C10/C16

Jeep





Jeep




MEA | 2030 AMBITION



NET REVENUES¹

+40%

AOI² MARGIN

10-12%

1. 2025 - 2030 Net revenues growth target in %
2. AOI = Adjusted Operating Income

FASTLANE 2030

ASIA PACIFIC



GREGOIRE OLIVIER
ASIA PACIFIC COO

ASIA PACIFIC



EXPAND STRATEGIC PARTNERSHIPS

- CAPEX-light growth approach locally
- Export to support growth in other regions



APAC

+100% NET REVENUES



APAC | REGION AT A GLANCE

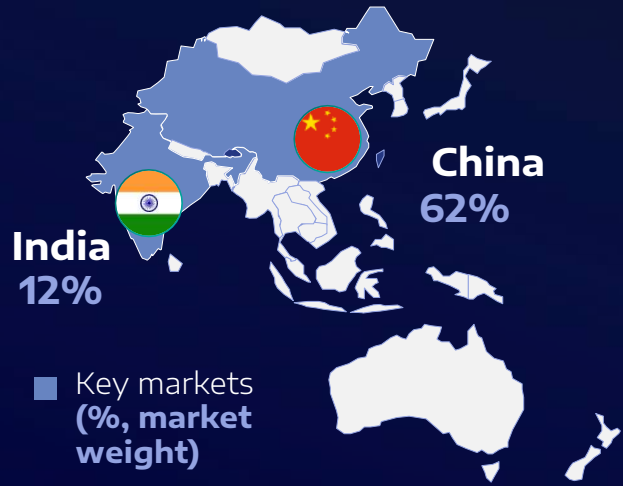
~110k vehicles sold in 2025

4 models launched in the LPMI¹ partnership

>40 markets launched with LPMI¹

~2.7k people working in R&D, IT and purchasing hub for the Group

Key Markets '25 Volumes



China

~40k Units



India

~10k Units

Rest of APAC

~60k Units

Key Partnerships²



Compete with Chinese OEMs



Jeep & Peugeot EV Co-developments



Manufacturing and Sourcing Synergies

All information represents figures as of 12/31/25

1. LPMI - Leapmotor International

2. Certain partnership initiatives described herein are subject to ongoing discussions and non-binding arrangements. Execution, timing and scope remain subject to definitive agreements and internal approvals

APAC | EXPAND STRATEGIC PARTNERSHIPS



CAPEX-LIGHT GROWTH APPROACH LOCALLY

Grow in priority APAC markets through Dongfeng (2 Jeep & 2 Peugeot) and India Sourcing (Jeep & Citroen)

EXPORT TO SUPPORT GROWTH IN OTHER REGIONS

Leverage Leapmotor, Dongfeng & Tata partnerships to expand Jeep & Peugeot BEV portfolio, and scale parts, powertrain, & R&D exports across the Group

5

New launches
co-developed with partners

50+

Countries served
by the APAC Hub

€60B

Lifecycle
export value potential

Note: Certain partnership initiatives described herein are subject to ongoing discussions and non-binding arrangements. Execution, timing and scope remain subject to definitive agreements and internal approvals

APAC | 2030 AMBITION



NET REVENUES¹

+100%

A large, blue, stylized 'A' logo is centered below the percentage target.

AOI² MARGIN

4-6%

A large, blue, stylized 'A' logo is centered below the margin target.

1. 2025 - 2030 Net revenues growth target in %
2. AOI = Adjusted Operating Income