ACTUALS FACTSHEET

HISTORICAL FINANCIAL DATA

2022 to 2026 (Q3)

Shipments and Inventory

	FY '22	H1 '23	H2 '23	FY '23	H1 '24	H2 '24	FY '24 as reported	FY '24 as adjusted[2]	Q1 '25	Q2 '25	H1 '25	Q3 '25	Q4 '25	H2 '25	FY '25	Q1 '26	Q2 '26	H1 '26	Q3 '26
Combined Shipments - incl. JVs (000 units)[1]	6,003	3,327	3,066	6,393	2,931	2,595	5,526	5,526	1,233	1,457	2,690	1,334	1,549	2,883	5,573	1,365	1,603	2,968	1,308
North America	1,861	1,023	880	1,903	838	594	1,432	1,436	325	323	648	404	422	826	1,474	379	445	824	357
Enlarged Europe	2,626	1,478	1,336	2,814	1,387	1,189	2,576	2,580	568	723	1,291	534	667	1,201	2,492	637	762	1,399	588
Middle East & Africa	426	301	315	616	273	261	534	535	116	135	251	128	164	292	543	115	128	243	95
South America	859	420	459	879	394	518	912	912	211	260	471	252	277	529	1,000	219	253	472	251
Asia Pacific	205	90	64	154	32	29	61	64	13	16	29	16	19	35	64	15	16	31	16
Maserati	25.9	15.3	11.3	26.6	6.5	4.8	11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Consolidated Shipments - excl. JVs (000 units)[1]	5,782	3,202	2,966	6,168	2,872	2,543	5,415	5,415	1,217	1,447	2,664	1,300	1,520	2,820	5,484	1,361	1,597	2,958	1,286
North America	1,861	1,023	880	1,903	838	594	1,432	1,436	325	323	648	404	422	826	1,474	379	445	824	357
Enlarged Europe	2,626	1,478	1,336	2,814	1,387	1,189	2,576	2,580	568	723	1,291	534	667	1,201	2,492	637	762	1,399	588
Middle East & Africa	283	208	235	443	214	209	423	424	100	125	225	95	134	229	454	111	121	232	75
South America	859	420	459	879	394	518	912	912	211	260	471	252	277	529	1,000	219	253	472	251
China and India & Asia Pacific	127	58	44	102	32	29	61	64	13	16	29	16	19	35	64	15	16	31	15
Maserati	25.9	15.3	11.3	26.6	6.5	4.8	11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

									March '25	June '25		Sept. '25	Dec. '25			March '26	June '26		Sept. '26
Total inventory - excl. JVs (000 units)									1,210	1,207		1,252	1,278			1,338	1,444		1,425
of which STLA property (incl. own dealers)									333	298		363	290			364	355		391
of which independent dealers									877	909		889	988			973	1,088		1,035

(1) Combined shipments include shipments by Company's consolidated subsidiaries and unconsolidated joint ventures, whereas Consolidated shipments only include shipments by Company's consolidated subsidiaries. This includes the vehicles produced by our joint ventures and associates (including Leapmotor) which are distributed by our consolidated subsidiaries. In addition to the volumes included in consolidated shipments, combined shipments also includes the vehicles distributed by our joint ventures (such as Tofas). Figures by segments may not add up due to rounding. China shipments from DPCA are no longer included in Combined shipments as of November 2023; prior periods have not been restated.
(2) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The schedule below reconciles shipments as reported to shipments as adjusted for items (i) and (ii) discussed above

	FY 2024			Q1 2025			Q2 2025			H1 2025			Q3 2025			Q4 2025			H2 2025			FY 2025		
	As reported	Adjustments[1]	As adjusted	As reported	Adjustments[2]	As adjusted	As reported	Adjustments[2]	As adjusted	As reported	Adjustments[2]	As adjusted	As reported	Adjustments[2]	As adjusted	As reported	Adjustments[2]	As adjusted	As reported	Adjustments[2]	As adjusted	As reported	Adjustments[2]	As adjusted
Combined Shipments - incl. JVs (000 units)[1]	5,526		5,526	1,233		1,233	1,457		1,457	2,690		2,690	1,334		1,334	1,549		1,549	2,883		2,883	5,573		5,573
North America	1,432	3.5	1,436	325	0.6	325	322	0.5	323	647	1.1	648	403	0.4	404	422	0.5	422	825	0.9	826	1,472	2.0	1,474
Enlarged Europe	2,576	4.2	2,580	567	0.6	568	722	1.1	723	1,289	1.7	1,291	534	0.6	534	667	0.8	667	1,201	1.4	1,201	2,490	3.1	2,492
Middle East & Africa	534	0.7	535	116	0.1	116	135	0.1	135	251	0.2	251	128	0.1	128	163	0.1	164	291	0.2	292	542	0.4	543
South America	912	—	912	211		211	260		260	471		471	252		252	277		277	529		529	1,000	—	1,000
China and India & Asia Pacific	61	2.9	64	12	0.4	13	16	0.7	16	28	1.1	29	15	0.7	16	18	0.6	19	33	1.3	35	61	2.4	64
Maserati	11.3	-11.3	—	1.7	-1.7	—	2.5	-2.5	—	4.2	-4.2	—	1.8	-1.8	—	1.9	-1.9	—	3.7	-3.7	—	7.9	-7.9	—
Consolidated Shipments - excl. JVs (000 units)[1]	5,415		5,415	1,217		1,217	1,447		1,447	2,664		2,664	1,300		1,300	1,520		1,520	2,820		2,820	5,484		5,484
North America	1,432	3.5	1,436	325	0.6	325	322	0.5	323	647	1.1	648	403	0.4	404	422	0.5	422	825	0.9	826	1,472	2.0	1,474
Enlarged Europe	2,576	4.2	2,580	567	0.6	568	722	1.1	723	1,289	1.7	1,291	534	0.6	534	667	0.8	667	1,201	1.4	1,201	2,490	3.1	2,492
Middle East & Africa	423	0.7	424	100	0.1	100	125	0.1	125	225	0.2	225	94	0.1	95	134	0.1	134	228	0.2	229	453	0.4	454
South America	912	—	912	211		211	260		260	471		471	252		252	277		277	529		529	1,000	—	1,000
China and India & Asia Pacific	61	2.9	64	12	0.4	13	16	0.7	16	28	1.1	29	15	0.7	16	18	0.6	19	33	1.3	35	61	2.4	64
Maserati	11.3	-11.3	—	1.7	-1.7	—	2.5	-2.5	—	4.2	-4.2	—	1.8	-1.8	—	1.9	-1.9	—	3.7	-3.7	—	7.9	-7.9	—

IFRS GAAP Income Statement

	H1 '22	H2 '22	FY '22	H1 '23	H2 '23	FY '23	Q1 '24	Q2 '24	H1 '24	Q3 '24	Q4 '24	H2 '24	FY '24 as reported	FY '24 as adjusted[1]	Q1 '25	Q2 '25	H1 '25	Q3 '25	Q4 '25	H2 '25	FY '25	Q1 '26	Q2 '26	H1 '26	Q3 '26
Net revenues (EUR M)[1]	87,999	91,593	179,592	98,368	91,176	189,544	41,697	43,320	85,017	32,960	38,901	71,861	156,878	156,878	35,813	38,448	74,261	37,206	42,041	79,247	153,508	38,132	43,482	81,614	37,611
North America	42,443	43,032	85,475	45,916	40,584	86,500	19,291	19,062	38,353	12,425	12,672	25,097	63,450	63,749	14,469	13,834	28,303	16,087	16,775	32,862	61,165	16,114	18,193	34,307	15,586
Enlarged Europe	31,319	31,992	63,311	34,861	31,737	66,598	14,051	15,918	29,969	12,482	16,559	29,041	59,010	61,712	14,170	16,387	30,557	13,631	16,514	30,145	60,702	14,375	16,426	30,801	14,062
Middle East & Africa	3,039	3,414	6,453	4,698	5,862	10,560	2,687	2,318	5,005	1,892	3,200	5,092	10,097	10,155	2,288	2,674	4,962	2,060	2,716	4,776	9,738	2,388	2,565	4,953	1,673
South America	7,233	8,387	15,620	7,563	8,495	16,058	3,466	3,901	7,367	4,215	4,281	8,496	15,863	15,868	3,679	4,092	7,771	3,989	4,440	8,429	16,200	3,623	4,338	7,961	4,120
Asia Pacific	2,152	2,353	4,505	1,986	1,542	3,528	525	547	1,072	426	495	921	1,993	2,261	486	524	1,010	476	570	1,046	2,056	435	499	934	445
Maserati	941	1,379	2,320	1,309	1,026	2,335	313	318	631	195	214	409	1,040	0	0	0	0	0	0	0	0	0	0	0	0
Others	872	1,036	1,908	2,035	1,930	3,965	1,364	1,256	2,620	1,325	1,480	2,805	5,425	3,133	721	937	1,658	963	1,026	1,989	3,647	1,197	1,461	2,658	1,725
Operating income/(loss) (EUR M)	10,376	9,900	20,276	13,541	8,835	22,376			6,639			-2,952	3,687	3,687	-316	-2,394	-2,710	-5,701	-17,843	-23,544	-26,254	688	702	1,390	-331
Net financial expenses/(income) (EUR M)	431	337	768	-69	27	-42			-350			5	-345	-345	97	63	160	-6	197	191	351	150	202	352	201
Profit/(loss) before taxes (EUR M)	9,945	9,563	19,508	13,610	8,808	22,418			6,989			-2,957	4,032	4,032	-413	-2,457	-2,870	-5,695	-18,040	-23,735	-26,605	538	500	1,038	-532
Tax expense (EUR M)	1,985	744	2,729	2,692	1,101	3,793			1,342			-2,830	-1,488	-1,488	-26	-588	-614	-1,163	-2,496	-3,659	-4,273	161	207	368	-79
Net profit/(loss) (EUR M)	7,960	8,819	16,779	10,918	7,707	18,625			5,647			-127	5,520	5,520	-387	-1,869	-2,256	-4,532	-15,544	-20,076	-22,332	377	293	670	-453
Diluted EPS (EUR)	2.47		5.31	3.45		5.94			1.86				1.84	1.84	-0.13	-0.65	-0.78	-1.57	-5.39	-6.96	-7.75	0.14	0.07	0.20	-0.18

(1) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The schedule below reconciles Net revenues as adjusted for items (i) and (ii) discussed above

	FY 2024			Q1 2025			Q2 2025			H1 2025			Q3 2025			Q4 2025			H2 2025			FY 2025		
	As reported	Adjustments[1]	As adjusted	As reported	Adjustments[1]	As adjusted	As reported	Adjustments[1]	As adjusted	As reported	Adjustments[1]	As adjusted	As reported	Adjustments[1]	As adjusted	As reported	Adjustments[1]	As adjusted	As reported	Adjustments[1]	As adjusted	As reported	Adjustments[1]	As adjusted
Net revenues (EUR M)	156,878	—	156,878	35,813	—	35,813	38,448	—	38,448	74,261	—	74,261	37,206	—	37,206	42,041	—	42,041	79,247	—	79,247	153,508	—	153,508
North America	63,450	299	63,749	14,416	53	14,469	13,782	52	13,834	28,198	105	28,303	16,047	40	16,087	16,717	58	16,775	32,764	98	32,862	60,962	203	61,165
Enlarged Europe	59,010	2,702	61,712	13,565	605	14,170	15,676	711	16,387	29,241	1,316	30,557	12,973	658	13,631	15,559	955	16,514	28,532	1,613	30,145	57,773	2,929	60,702
Middle East & Africa	10,097	58	10,155	2,280	8	2,288	2,664	10	2,674	4,944	18	4,962	2,053	7	2,060	2,712	4	2,716	4,765	11	4,776	9,709	29	9,738
South America	15,863	5	15,868	3,678	1	3,679	4,091	1	4,092	7,769	2	7,771	3,989	—	3,989	4,439	1	4,440	8,428	1	8,429	16,197	3	16,200
China and India & Asia Pacific	1,993	268	2,261	447	39	486	476	48	524	923	87	1,010	427	49	476	518	52	570	945	101	1,046	1,868	188	2,056
Maserati	1,040	-1,040	—	157	-157	—	212	-212	—	369	-369	—	188	-188	—	169	-169	—	357	-357	—	726	-726	—
Others	5,425	-2,292	3,133	1,270	-549	721	1,547	-610	937	2,817	-1,159	1,658	1,529	-566	963	1,927	-901	1,026	3,456	-1,467	1,989	6,273	-2,626	3,647

Adjusted Income Statement

	H1 '22	H2 '22	FY '22	H1 '23	H2 '23	FY '23	Q1 '24	Q2 '24	H1 '24	Q3 '24	Q4 '24	H2 '24	FY '24 as reported	FY '24 as adjusted[5]	Q1 '25	Q2 '25	H1 '25	Q3 '25	Q4 '25	H2 '25	FY '25	Q1 '26	Q2 '26	H1 '26	Q3 '26
Net revenues (EUR M)[5]	87,999	91,593	179,592	98,368	91,176	189,544	41,697	43,320	85,017	32,960	38,901	71,861	156,878	156,878	35,813	38,448	74,261	37,206	42,041	79,247	153,508	38,132	43,482	81,614	37,611
North America	42,443	43,032	85,475	45,916	40,584	86,500	19,291	19,062	38,353	12,425	12,672	25,097	63,450	63,749	14,469	13,834	28,303	16,087	16,775	32,862	61,165	16,114	18,193	34,307	15,586
Enlarged Europe	31,319	31,992	63,311	34,861	31,737	66,598	14,051	15,918	29,969	12,482	16,559	29,041	59,010	61,712	14,170	16,387	30,557	13,631	16,514	30,145	60,702	14,375	16,426	30,801	14,062
Middle East & Africa	3,039	3,414	6,453	4,698	5,862	10,560	2,687	2,318	5,005	1,892	3,200	5,092	10,097	10,155	2,288	2,674	4,962	2,060	2,716	4,776	9,738	2,388	2,565	4,953	1,673
South America	7,233	8,387	15,620	7,563	8,495	16,058	3,466	3,901	7,367	4,215	4,281	8,496	15,863	15,868	3,679	4,092	7,771	3,989	4,440	8,429	16,200	3,623	4,338	7,961	4,120
Asia Pacific	2,152	2,353	4,505	1,986	1,542	3,528	525	547	1,072	426	495	921	1,993	2,261	486	524	1,010	476	570	1,046	2,056	435	499	934	445
Maserati	941	1,379	2,320	1,309	1,026	2,335	313	318	631	195	214	409	1,040	0	0	0	0	0	0	0	0	0	0	0	0
Others	872	1,036	1,908	2,035	1,930	3,965	1,364	1,256	2,620	1,325	1,480	2,805	5,425	3,133	721	937	1,658	963	1,026	1,989	3,647	1,197	1,461	2,658	1,725
Adjusted operating income/(loss) (EUR M)[1][4][5]	12,727	11,290	24,017	14,126	10,217	24,343			8,463			185	8,648	8,648	327	213	540	90	-1,472	-1,382	-842	960	773	1,733	256
North America	7,683	6,304	13,987	8,027	5,271	13,298			4,366			-1,706	2,660	2,584	-542	-440	-982	-475	-471	-946	-1,928	263	284	547	64
Enlarged Europe	3,230	2,988	6,218	3,725	2,794	6,519			2,060			359	2,419	2,264	292	-359	-67	157	-847	-690	-757	8	-94	-86	-311
Middle East & Africa	529	659	1,188	1,218	1,285	2,503			1,047			854	1,901	1,899	376	392	768	272	389	661	1,429	282	329	611	244
South America	1,002	1,046	2,048	1,075	1,294	2,369			1,150			1,122	2,272	2,273	407	782	1,189	429	346	775	1,964	393	402	795	431
Asia Pacific	269	372	641	294	208	502			57			-115	-58	-77	-20	20	0	-4	48	44	44	-30	27	-3	18
Maserati	62	139	201	121	20	141			-82			-178	-260	0	0	0	0	0	0	0	0	0	0	0	0
Others	-48	-218	-266	-334	-655	-989			-135			-151	-286	-295	-186	-182	-368	-289	-937	-1,226	-1,594	44	-175	-131	-190
Adjusted operating income/(loss) margin (%)[2][5]	14.5%	12.3%	13.4%	14.4%	11.2%	12.8%			10.0%			0.3%	5.5%	5.5%	0.9%	0.6%	0.7%	0.2%	-3.5%	-1.7%	-0.5%	2.5%	1.8%	2.1%	0.7%
North America (%)	18.1%	14.6%	16.4%	17.5%	13.0%	15.4%			11.4%			-6.8%	4.2%	4.1%	-3.7%	-3.2%	-3.5%	-3.0%	-2.8%	-2.9%	-3.2%	1.6%	1.6%	1.6%	0.4%
Enlarged Europe (%)	10.3%	9.3%	9.8%	10.7%	8.8%	9.8%			6.9%			1.2%	4.1%	3.7%	2.1%	-2.2%	-0.2%	1.2%	-5.1%	-2.3%	-1.2%	0.1%	-0.6%	-0.3%	-2.2%
Middle East & Africa (%)	17.4%	19.3%	18.4%	25.9%	21.9%	23.7%			20.9%			16.8%	18.8%	18.7%	16.4%	14.7%	15.5%	13.2%	14.3%	13.8%	14.7%	11.8%	12.8%	12.3%	14.6%
South America (%)	13.9%	12.5%	13.1%	14.2%	15.2%	14.8%			15.6%			13.2%	14.3%	14.3%	11.1%	19.1%	15.3%	10.8%	7.8%	9.2%	12.1%	10.8%	9.3%	10.0%	10.5%
Asia Pacific (%)	12.5%	15.8%	14.2%	14.8%	13.5%	14.2%			5.3%			-12.5%	-2.9%	-3.4%	-4.1%	3.8%	-%	-0.8%	8.4%	4.2%	2.1%	-6.9%	5.4%	-0.3%	4.0%
Maserati (%)	6.6%	10.1%	8.7%	9.2%	1.9%	6.0%			-13.0%			-43.5%	-25.0%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%	-%
Others (%)	-5.5%	-21.0%	-13.9%	-16.4%	-33.9%	-24.9%			-5.2%			-5.4%	-5.3%	-9.4%	-25.8%	-19.4%	-22.2%	-30.0%	-91.3%	-61.6%	-43.7%	3.7%	-12.0%	-4.9%	-11.0%
Adjusted Diluted EPS[3]			5.99	3.61		6.42			2.36				2.48	2.48	0.04	0.15	0.18	-0.04	-0.56	-0.60	-0.42	0.21	0.12	0.32	-0.01

(1), (2), (3) : See Footnotes in Appendix page

(4) Share of the profit of equity method investees is included in our Operating Income and Adjusted Operating Income effective January 1, 2023; Comparatives for 2022 have been adjusted accordingly

(5) With effect from January 1, 2026, two restatements have occurred: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The schedule below reconciles Net revenues and AOI as adjusted for items (i) and (ii) discussed above

	FY 2024			Q1 2025			Q2 2025			H1 2025			Q3 2025			Q4 2025			H2 2025			FY 2025		
	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted
Net revenues (EUR M)	156,878	—	156,878	35,813	—	35,813	38,448	—	38,448	74,261	—	74,261	37,206	—	37,206	42,041	—	42,041	79,247	—	79,247	153,508	—	153,508
North America	63,450	299	63,749	14,416	53	14,469	13,782	52	13,834	28,198	105	28,303	16,047	40	16,087	16,717	58	16,775	32,764	98	32,862	60,962	203	61,165
Enlarged Europe	59,010	2,702	61,712	13,565	605	14,170	15,676	711	16,387	29,241	1,316	30,557	12,973	658	13,631	15,559	955	16,514	28,532	1,613	30,145	57,773	2,929	60,702
Middle East & Africa	10,097	58	10,155	2,280	8	2,288	2,664	10	2,674	4,944	18	4,962	2,053	7	2,060	2,712	4	2,716	4,765	11	4,776	9,709	29	9,738
South America	15,863	5	15,868	3,678	1	3,679	4,091	1	4,092	7,769	2	7,771	3,989	—	3,989	4,439	1	4,440	8,428	1	8,429	16,197	3	16,200
China and India & Asia Pacific	1,993	268	2,261	447	39	486	476	48	524	923	87	1,010	427	49	476	518	52	570	945	101	1,046	1,868	188	2,056
Maserati	1,040	-1,040	—	157	-157	—	212	-212	—	369	-369	—	188	-188	—	169	-169	—	357	-357	—	726	-726	—
Others	5,425	-2,292	3,133	1,270	-549	721	1,547	-610	937	2,817	-1,159	1,658	1,529	-566	963	1,927	-901	1,026	3,456	-1,467	1,989	6,273	-2,626	3,647

	FY 2024			Q1 2025			Q2 2025			H1 2025			Q3 2025			Q4 2025			H2 2025			FY 2025		
	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted	As reported	Adjustments[5]	As adjusted
Adjusted operating income/(loss) (EUR M)	8,648	—	8,648	327	—	327	213	—	213	540	—	540	90	—	90	-1,472	—	-1,472	-1,382	—	-1,382	-842	—	-842
North America	2,660	-76	2,584	-528	-14	-542	-423	-17	-440	-951	-31	-982	-469	-6	-475	-472	1	-471	-941	-5	-946	-1,892	-36	-1,928
Enlarged Europe	2,419	-155	2,264	352	-60	292	-343	-16	-359	9	-76	-67	170	-13	157	-830	-17	-847	-660	-30	-690	-651	-106	-757
Middle East & Africa	1,901	-2	1,899	377	-1	376	391	1	392	768	—	768	272	—	272	389	—	389	661	—	661	1,429	—	1,429
South America	2,272	1	2,273	407	—	407	781	1	782	1,188	1	1,189	430	-1	429	345	1	346	775	—	775	1,963	1	1,964
China and India & Asia Pacific	-58	-19	-77	-14	-6	-20	33	-13	20	19	-19	—	5	-9	-4	50	-2	48	55	-11	44	74	-30	44
Maserati	-260	260	—	-84	84	—	-55	55	—	-139	139	—	-33	33	—	-26	26	—	-59	59	—	-198	198	—
Others	-286	-9	-295	-183	-3	-186	-171	-11	-182	-354	-14	-368	-285	-4	-289	-928	-9	-937	-1,213	-13	-1,226	-1,567	-27	-1,594

Other Metrics and KPIs

STELLANTIS	FY '22	H1 '23	H2 '23	FY '23	H1 '24	H2 '24	FY '24	Q1 '25	Q2 '25	H1 '25	Q3 '25	Q4 '25	H2 '25	FY '25	Q1 '26	Q2 '26	H1 '26	Q3 '26
Industrial net financial position (EUR M)[4]	25,705	29,797		29,487	22,227		15,128	11,928	8,992	8,992	4,385	6,694	6,694	6,694	9,511	10,035	10,035	5,400
Industrial free cash flows (EUR M)[5]	10,819	8,655	4,203	12,858	-392	-5,653	-6,045	-3,036	31	-3,005	-4,304	2,784	-1,520	-4,525	-1,921	1,000	-921	-4,009
Change in working capital (EUR M)[7]	-4,481	-2,756	-4,104	-6,860	-2,152	-1,494	-3,646	-938	285	-653	-2,237	2,883	646	-7	-693	-237	-930	-2,962
Capital expenditures and capitalized R&D expenditures and change in amounts payable on property, plant and equipment and intangible assets for industrial activities (EUR	8,938	4,196	4,835	9,031	5,438	5,323	10,761	2,649	2,487	5,136	1,873	2,081	3,954	9,090	1,621	1,445	3,066	1,745
R&D expenditures expensed (EUR M)	3,233	1,631	1,669	3,300	1,542	1,390	2,932	733	678	1,411	590	857	1,447	2,858	862	807	1,669	822
Total Capex and R&D spend for industrial activities (EUR M)	12,171	5,827	6,504	12,331	6,980	6,713	13,693	3,382	3,165	6,547	2,463	2,938	5,401	11,948	2,483	2,252	4,735	2,567
Dividends paid (EUR M)	3,353	4,208	0	4,208	4,651	0	4,651	0	1,959	1,959	0	0	0	1,959	0	0	0	0
Stock repurchases (EUR M)	923	674	1,760	2,434	2,000	1,000	3,000	0	0	0	0	0	0	0	0	0	0	0
Total Capital returned to shareholders (EUR M)	4,276	4,882	1,760	6,642	6,651	1,000	7,651	0	1,959	1,959	0	0	0	1,959	0	0	0	0
Stock repurchases (number)	69,125,544	44,526,612	97,563,685	142,090,297	92,120,409	72,041,332	164,161,741	0	0	0	0	0	0	0	0	0	0	0
Period end outstanding shares (number)	3,144,246,685	3,116,056,445	3,023,099,039	3,023,099,039	2,941,629,705	2,880,492,279	2,880,492,279	2,880,498,134	2,888,724,012	2,888,724,012	2,888,884,997	2,897,483,196	2,897,483,196	2,897,483,196	2,897,507,765	2,900,941,252	2,900,941,252	2,904,596,446
Weighted average number of shares outstanding for diluted earnings per share in the period (number)	3,163,959,000	3,163,807,000	n/a	3,132,458,000	3,024,450,000	n/a	2,975,820,000	2,880,494,166	2,884,704,256	2,882,611,000	2,888,824,042	2,892,557,746	2,890,690,894	2,886,684,073	2,911,865,000	2,898,791,000	2,898,144,000	2,902,097,000
Industrial available liquidity (EUR M)[6]	61,316	63,884	0	61,056	53,902	0	49,481	46,114	47,228	47,228	42,780	45,711	45,711	45,711	44,136	44,145	44,145	42,652

n/a = not available

(1) Capex corresponds to the aggregate of (1) investments in property, plant and equipment and intangible assets for industrial activities and (2) change in amounts payable on property, plant and equipment and intangible assets for industrial activities in the Statement of Cash Flows by activity
(4), (5) and (6): See Footnotes in Appendix page
(7)Effective H1 2025, certain items in the Condensed Consolidated Statement of Cash Flows have been reclassifed. These immaterial reclassifications were made to enhance the consistency and comparability of the financial disclosures. Comparative figures for FY 2023, H1 2024, FY 2024 have been reclassified accordingly

Appendix

NOTES

(1) Adjusted operating income/(loss) excludes from Net profit/(loss) from continuing operations adjustments comprising restructuring and other termination costs, impairments, asset write-offs, disposals of investments and unusual operating income/(expense) that are considered rare or discrete events and are infrequent in nature, as inclusion of such items is not considered to be indicative of the Company's ongoing operating performance, and also excludes Net financial expenses/(income) and Tax expense/(benefit).

Unusual operating income/(expense) are impacts from strategic decisions, as well as events considered rare or discrete and infrequent in nature, as inclusion of such items is not considered to be indicative of the Company's ongoing operating performance. Unusual operating income/(expense) includes, but may not be limited to: impacts from strategic decisions to rationalize Stellantis' core operations; facility-related costs stemming from Stellantis' plans to match production capacity and cost structure to market demand, and convergence and integration costs directly related to significant acquisitions or mergers.

(2) Adjusted operating income/(loss) margin is calculated as Adjusted operating income/(loss) divided by Net revenues.

(3) Adjusted diluted earnings per share ("EPS") is calculated by adjusting Diluted earnings per share for the post-tax impact per share of the same items excluded from Adjusted operating income/(loss) as well as tax expense/(benefit) items that are considered rare or infrequent, or whose nature would distort the presentation of the ongoing tax charge of the Company. We believe this non-GAAP measure is useful because it also excludes items that we do not believe are indicative of the Company’s ongoing operating performance and provides investors with a more meaningful comparison of the Company’s ongoing quality of earnings. Adjusted diluted EPS should not be considered as a substitute for Basic earnings per share, Diluted earnings per share from operations or other methods of analyzing our quality of earnings as reported under IFRS.

(4) Industrial net financial position is calculated as Debt plus derivative financial liabilities related to industrial activities less (i) cash and cash equivalents, (ii) financial securities that are considered liquid, (iii) current financial receivables from the Company or its jointly controlled financial services entities and (iv) derivative financial assets and collateral deposits. Therefore, debt, cash and cash equivalents and other financial assets/ liabilities pertaining to Stellantis’ financial services entities are excluded from the computation of the Industrial net financial position. Industrial net financial position includes the Industrial net financial position classified as held for sale.

(5) Industrial free cash flows is our key cash flow metric and is calculated as Cash flows from operating activities less: (i) cash flows from operating activities from discontinued operations; (ii) cash flows from operating activities related to financial services, net of eliminations; (iii) investments in property, plant and equipment and intangible assets for industrial activities; (iv) contributions of equity to joint ventures and minor acquisitions of consolidated subsidiaries and equity method and other investments; and adjusted for: (i) net intercompany payments between continuing operations and discontinued operations; (ii) proceeds from disposal of assets and (iii) contributions to defined benefit pension plans, net of tax. The timing of Industrial free cash flows may be affected by the timing of monetization of receivables, factoring, the payment of account payables, and transactions with our consolidated and related party financial services entities, as well as changes in other components of working capital, which can vary from period to period due to, among other things, cash management initiatives and other factors, some of which may be outside of the Company’s control.

(6) The majority of our liquidity is available to our treasury operations in Europe and U.S.; however, liquidity is also available to certain subsidiaries which operate in other countries. Cash held in such countries may be subject to restrictions on transfer depending on the foreign jurisdictions in which these subsidiaries operate and mainly affects our industrial activities. Based on our review of such transfer restrictions in the countries in which we operate and maintain material cash balances, (and in particular in Argentina, in which we have €242 million cash and securities at September 30, 2026 (€354 million at December 31, 2025), and in Algeria, in which we have cash and cash equivalents at September 30, 2026 of €268 million (€276 million at December 31, 2025)), we do not believe such transfer restrictions had an adverse impact on the Company’s ability to meet its liquidity requirements at the dates presented above. Cash and cash equivalents also include €1,023 million at September 30, 2026 (€663 million at December 31, 2025) held in bank deposits which are restricted to the operations related to securitization programs and warehouses credit facilities of Stellantis Financial Services U.S. Corp, together with its consolidated subsidiaries.

Adjusted Operating Income reconciliation

Six months ended June 30, 2022	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati	Other activities	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 42,442	€ 31,275	€ 3,039	€ 7,233	€ 2,150	€ 943	€ 903	€ 14	€ 87,999
Net revenues from transactions with other segments	1	44	—	—	2	(2)	610	(655)	€ —
Net revenues	**42,443**	**31,319**	**3,039**	**7,233**	**2,152**	**941**	**1,513**	**(641)**	**€ 87,999**
Net profit/(loss)									**€ 7,960**
Tax expense/(benefit)									€ 1,985
Net financial expenses/(income)									€ 431
Operating income/(loss)[1]									**€ 10,376**
Adjustments:									
Restructuring and other costs, net of reversals[2]	157	619	—	33	—	—	29	—	€ 838
CAFE penalty rate[3]	660	—	—	—	—	—	—	—	€ 660
Takata recall campaign[4]	—	538	22	2	—	—	—	—	€ 562
Impairment of GAC-Stellantis JV[5]	—	—	—	—	297	—	—	—	€ 297
Patents litigation[6]	93	40	—	1	—	—	—	—	€ 134
Impairment expense and supplier obligations	18	4	—	45	—	—	—	—	€ 67
Other[7]	(62)	(210)	—	—	(1)	—	66	—	€ (207)
Total adjustments	**866**	**991**	**22**	**81**	**296**	**—**	**95**	**—**	**€ 2,351**
Adjusted operating income/(loss), as adjusted[1]	**7,683**	**3,230**	**529**	**1,002**	**269**	**62**	**128**	**(176)**	**€ 12,727**
Share of profit/(loss) of equity method investees, excluding adjustments[1]	**—**	**(37)**	**57**	**—**	**(317)**	**—**	**353**	**—**	**€ 56**
Adjusted operating income/(loss), as reported	7,683	3,267	472	1,002	289	62	(225)	(176)	€ 12,374
Add: Share of profit/(loss) of equity method investees	—	(37)	57	—	(317)	—	353	—	€ 56
Adjustments:									
Impairment of GAC-Stellantis JV[5]	—	—	—	—	297	—	—	—	€ 297
Adjusted operating income/(loss), as adjusted[1]	**7,683**	**3,230**	**529**	**1,002**	**269**	**62**	**128**	**(176)**	**€ 12,727**

(1) Share of the profit of equity method investees is included in our Operating income and Adjusted operating income effective January the six months ended June 30, 2022, have been adjusted accordingly

(2) Primarily related to workforce reductions mainly in Enlarged Europe, North America and South America

(3) Increase in provision related to Model Year 2019 - 2021 CAFE penalty rate adjustment

(4) Extension of Takata airbags recall campaign in Enlarged Europe, Middle East & Africa and South America

(5) Relates to the full impairment of our equity method investment and includes write off of balances relating to loan receivables, trade receivables and capitalized development expenditures

(6) Provision related to litigation by certain patent owners related to the use of certain technologies in prior periods

(7) Mainly related to release of litigation provisions, changes in ownership of equity method investments, partially offset by net losses on disposals

Adjusted Operating Income reconciliation

FY 2022	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati	Other activities	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 85,474	€ 63,226	€ 6,453	€ 15,640	€ 4,500	€ 2,322	€ 1,953	€ 24	€ 179,592
Net revenues from transactions with other segments	1	85	—	(20)	5	(2)	1,216	(1,285)	€ —
Net revenues	**85,475**	**63,311**	**6,453**	**15,620**	**4,505**	**2,320**	**3,169**	**(1,261)**	**€ 179,592**
Net profit/(loss)									**€ 16,779**
Tax expense/(benefit)									€ 2,729
Net financial expenses/(income)									€ 768
Operating income/(loss)[1]									**€ 20,276**
Adjustments:									
Restructuring costs and other costs, net of reversals[2]	56	1,020	—	36	—	2	30	—	€ 1,144
Takata recall campaign[3]	382	545	22	2	—	—	—	—	€ 951
CAFE penalty rate[4]	660	—	—	—	—	—	—	—	€ 660
Change in estimate of non-contractual warranties[5]	—	294	14	3	3	—	—	—	€ 314
Impairment of GAC-Stellantis JV[6]	—	—	—	—	297	—	—	—	€ 297
Impairment expense and supplier obligations[7]	99	92	—	45	—	—	—	1	€ 237
Patents litigation[8]	93	40	—	1	—	—	—	—	€ 134
Write down of FCA Bank investment[9]	—	—	—	—	—	—	133	—	€ 133
Other[10]	(24)	(232)	(1)	62	36	—	27	3	€ (129)
Total adjustments	1,266	1,759	35	149	336	2	190	4	€ 3,741
Adjusted operating income/(loss)	**13,987**	**6,218**	**1,188**	**2,048**	**641**	**201**	**179**	**(445)**	**€ 24,017**
Share of profit/(loss) of equity method investees, excluding adjustments[1]	(2)	(75)	110	—	(310)	—	541	—	€ 264
Adjusted operating income/(loss), as reported	13,989	6,293	1,078	2,048	654	201	(495)	(445)	€ 23,323
Add: Share of profit/(loss) of equity method investees	(2)	(75)	110	—	(310)	—	541	—	€ 264
Adjustments:									
Impairment of GAC-Stellantis JV[6]	—	—	—	—	297	—	—	—	€ 297
Write down of FCA Bank investment[9]	—	—	—	—	—	—	133	—	€ 133
Adjusted operating income/(loss), as adjusted[1]	**13,987**	**6,218**	**1,188**	**2,048**	**641**	**201**	**179**	**(445)**	**€ 24,017**

(1) Share of the profit of equity method investees is included in our Operating income and Adjusted operating income
(2) Primarily related to workforce reductions, mainly in Enlarged Europe, North America and South America
(3) Extension of Takata airbags recall campaign
(4) Increase in provision related to Model Year 2019 - 2021 CAFE penalty rate adjustment
(5) Further refinements in estimate for warranty costs incurred after the contractual warranty period
(6) Relates to the full impairment of our equity method investment and includes write off of balances relating to loan receivables, trade receivables and capitalized development expenditures
(7) Primarily impairment expense in Enlarged Europe, mainly related to Russia, as well as North America and South America
(8) Provision related to litigation by certain patent owners related to the use of certain technologies in prior periods
(9) Write down of FCA Bank investment associated with the reorganization of our financial services activities in Europe
(10) Mainly related to release of litigation provisions, changes in ownership of equity method investments, partially offset by net losses on disposals

Adjusted Operating Income reconciliation

Six months ended June 30, 2023	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati	Other activities	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 45,916	€ 34,811	€ 4,698	€ 7,609	€ 1,985	€ 1,310	€ 2,023	€ 16	€ 98,368
Net revenues from transactions with other segments	—	50	—	(46)	1	(1)	451	(455)	€ —
Net revenues	**45,916**	**34,861**	**4,698**	**7,563**	**1,986**	**1,309**	**2,474**	**(439)**	**€ 98,368**
Net profit/(loss)									**€ 10,918**
Tax expense/(benefit)									€ 2,692
Net financial expenses/(income)									€ (69)
Operating income/(loss)[1]									**€ 13,541**
Adjustments:									
Restructuring and other costs, net of reversals[2]	314	252	—	14	—	—	14	—	€ 594
Reorganization of financial services[3]	—	—	—	—	—	—	140	—	€ 140
Impairment expense and supplier obligations[4]	(2)	—	—	—	16	—	—	—	€ 14
Takata airbags recall campaign, net of recoveries	—	(84)	26	(1)	4	—	—	—	€ (55)
Other[5]	(80)	29	—	2	(15)	—	(46)	2	€ (108)
Total adjustments	**232**	**197**	**26**	**15**	**5**	**—**	**108**	**2**	**€ 585**
Adjusted operating income/(loss)	**8,027**	**3,725**	**1,218**	**1,075**	**294**	**121**	**(126)**	**(208)**	**€ 14,126**
Share of profit of equity method investees, excluding adjustments[1]	—	(45)	84	(2)	13	—	243	—	**€ 293**

(1) Share of the profit of equity method investees is included in our Operating income and Adjusted operating income
(2) Primarily related to workforce reductions
(3) Net costs associated with the reorganization of our financial services activities in Europe
(4) Related to impairments, net of reversals
(5) Mainly related to gains on disposals of investments

Adjusted Operating Income reconciliation

FY 2023	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati	Other activities	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 86,498	€ 66,444	€ 10,560	€ 16,148	€ 3,526	€ 2,335	€ 4,207	€ (174)	€ 189,544
Net revenues from transactions with other segments	2	154	—	(90)	2	—	1,004	(1,072)	€ —
Net revenues	**86,500**	**66,598**	**10,560**	**16,058**	**3,528**	**2,335**	**5,211**	**(1,246)**	**€ 189,544**
Net profit/(loss)									**€ 18,625**
Tax expense/(benefit)									€ 3,793
Net financial expenses/(income)									€ (42)
Operating income/(loss)[1]									**€ 22,376**
Adjustments:									
Restructuring and other costs, net of reversals[2]	650	475	—	14	1	1	20	—	€ 1,161
Collective agreements related costs[3]	428	—	—	—	—	—	—	—	€ 428
Argentina currency devaluation[4]	—	—	—	302	—	—	—	—	€ 302
Impairment expense and supplier obligations[5]	—	47	—	—	154	—	—	—	€ 201
Reorganization of financial services[6]	—	—	—	—	—	—	76	—	€ 76
Takata recall campaign	—	(44)	30	—	4	—	—	—	€ (10)
Patents litigation[7]	(20)	(40)	—	(1)	—	—	—	—	€ (61)
Gains on disposal of equity investments and other assets[8]	(65)	(40)	—	—	(57)	—	(39)	—	€ (201)
Other[9]	40	99	1	(43)	(18)	—	(15)	7	€ 71
Total adjustments	1,033	497	31	272	84	1	42	7	**€ 1,967**
Adjusted operating income/(loss)	**13,298**	**6,519**	**2,503**	**2,369**	**502**	**141**	**(322)**	**(667)**	**€ 24,343**
Share of profit/(loss) of equity method investees, excluding adjustments[1]	(6)	(139)	192	16	18	—	410	—	€ 491

(1) Share of the profit of equity method investees is included in our Operating income and Adjusted operating income
(2) Primarily related to workforce reductions and includes €243 million relating to the new collective bargaining agreements in North America
(3) Primarily related to past service costs arising from employee benefit plan amendments related to the new collective bargaining agreements in North America.Total cost of €671 million is comprised of €243 million in Restructuring and other costs, net of reversals and 428 in Collective bargaining agreements costs
(4) Impact of the December 2023 devaluation of the Argentine Peso from the new government's economic policies, comprised of €(197) million in Net revenues, €(147) million in Cost of revenues, and €420 million in Selling, general and other costs
(5) Related to impairments,mainly impairment of research and development assets in China and India & Asia Pacific, and impairment of certain platform assets in Enlarged Europe
(6) Net costs associated with the reorganization of our financial services activities in Europe
(7) Reversal of provisions related to litigation by certain patent owners related to the use of certain technologies in prior periods
(8) Mainly related to gains on disposals of investments and of fixed assets
(9) Consisting of other adjustments which are individually non significant

Adjusted Operating Income reconciliation

Six months ended June 30, 2024	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati	Other activities	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 38,351	€ 29,848	€ 5,005	€ 7,373	€ 1,071	€ 631	€ 2,511	€ 227	€ 85,017
Net revenues from transactions with other segments	2	121	—	(6)	1	—	397	(515)	€ —
Net revenues	**38,353**	**29,969**	**5,005**	**7,367**	**1,072**	**631**	**2,908**	**(288)**	**€ 85,017**
Net profit/(loss)									**€ 5,647**
Tax expense/(benefit)									€ 1,342
Net financial expenses/(income)									€ (350)
Operating income/(loss)									**€ 6,639**
Adjustments:									
Restructuring and other costs, net of reversals[(1)]	48	1,087	—	9	—	25	43	—	€ 1,212
Impairment expense and supplier obligations, net of reversals[(2)]	2	43	—	—	11	324	8	—	€ 388
Takata airbags recall campaign, net of recoveries	—	74	4	1	—	—	—	—	€ 79
Other[(3)]	119	2	—	29	1	—	(21)	15	€ 145
Total adjustments	169	1,206	4	39	12	349	30	15	**€ 1,824**
Adjusted operating income/(loss)	**4,366**	**2,060**	**1,047**	**1,150**	**57**	**(82)**	**(59)**	**(76)**	**€ 8,463**
Share of profit of equity method investees, excluding adjustments	(4)	(90)	73	(10)	(51)	—	163	—	€ 81

(1) Primarily related to workforce reductions
(2) Primarily related to certain platform assets in Maserati and Enlarged Europe, net of reversal
(3) Primarily related to costs to support the workforce during the transformation of a plant in North America

Adjusted Operating Income reconciliation

FY 2024	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati[1]	Other activities[1]	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 63,748	€ 61,575	€ 10,167	€ 15,888	€ 2,259	€ —	€ 3,001	€ 240	€ 156,878
Net revenues from transactions with other segments	1	137	(12)	(20)	2	—	808	(916)	—
Net revenues	**63,749**	**61,712**	**10,155**	**15,868**	**2,261**	**—**	**3,809**	**(676)**	**156,878**
Net profit/(loss)									**€ 5,520**
Tax expense/(benefit)									€ (1,488)
Net financial expenses/(income)									€ (345)
Operating income/(loss)									**€ 3,687**
Adjustments:									
Restructuring and other costs, net of reversals[2]	510	1,049	1	20	8	—	29	—	€ 1,617
Impairment expense and supplier obligations[3]	31	1,733	2	—	16	—	25	—	€ 1,807
Takata recall campaign[4]	—	711	21	36	—	—	—	—	€ 768
Lifetime onerous contracts[5]	636	—	—	—	1	—	—	—	€ 637
Other[6]	62	(28)	—	32	(5)	—	29	42	€ 132
Total adjustments	1,239	3,465	24	88	20	—	83	42	€ 4,961
Adjusted operating income/(loss)	**2,584**	**2,264**	**1,899**	**2,273**	**(77)**	**—**	**135**	**(430)**	**€ 8,648**
Share of profit/(loss) of equity method investees	(8)	(310)	51	1	(72)	—	305	—	€ (33)

(1) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The full year 2024 amounts reflect this adjustment

(2) Primarily related to workforce reductions, mainly in Enlarged Europe and North America

(3) Primarily related to (i) €1,063 million of impairments of certain platform assets Enlarged Europe, net of reversal, driven by projected decreases in margins for certain models and the cancellation of certain projects prior to launch, (ii) €230 million of provisions accrued for supplier obligations, relating to projects in development which were cancelled prior to launch (and for which the related capitalized R&D was impaired under (i) above), and (iii) €514 million of goodwill impairments related to the Maserati brand

(4) Extension of Takata airbags recall campaign

(5) Provision primarily related to lifetime service contracts sold in North America prior to the merger determined to be onerous during 2024

(6) Consisting of other adjustments which are individually non significant

Adjusted Operating Income reconciliation

Three months ended March 31, 2025	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati[1]	Other activities[1]	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 14,469	€ 14,168	€ 2,282	€ 3,668	€ 485	€ —	€ 741	€ —	**€ 35,813**
Net revenues from transactions with other segments	—	2	6	11	1	—	101	(121)	€ —
Net revenues	14,469	14,170	2,288	3,679	486	—	842	(121)	**€ 35,813**
Net profit/(loss)									**€ (387)**
Tax expense/(benefit)									€ (26)
Net financial expenses/(income)									€ 97
Operating income/(loss)									**€ (316)**
Adjustments:									
Restructuring and other costs, net of reversals[2]	(38)	161	—	—	—	—	—	—	€ 123
Takata airbags recall campaign[3]	—	65	—	—	—	—	—	—	€ 65
Impairment expense and supplier obligations[4]	162	12	—	319	—	—	—		€ 493
Other[5]	(20)	(28)	—	1	3	—	16	(10)	€ (38)
Total adjustments	104	210	—	320	3	—	16	(10)	€ 643
Adjusted operating income/(loss)	**(542)**	**292**	**376**	**407**	**(20)**	**—**	**91**	**(277)**	**€ 327**
Share of profit of equity method investees	5	(74)	(5)	(2)	(22)	—	61	—	€ (37)

(1) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The full year 2024 amounts reflect this adjustment

(2) Primarily related to workforce reductions, mainly in Enlarged Europe

(3) Related to Takata campaigns on certain vehicles in Enlarged Europe

(4) Primarily related to (i) €233 million of impairments related to the cancellation of certain projects in North America and South America, (ii) €260 million for supplier obligations, mainly relating to projects which were cancelled prior to launch in South America

(5) Mainly related to net gains on disposals of fixed assets

Adjusted Operating Income reconciliation

Three months ended June 30, 2025	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati[1]	Other activities[1]	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 13,834	€ 16,387	€ 2,674	€ 4,030	€ 521	€ —	€ 1,002	€ —	**€ 38,448**
Net revenues from transactions with other segments	—	—	—	62	3	—	29	(94)	€ —
Net revenues	13,834	16,387	2,674	4,092	524	—	1,031	(94)	**€ 38,448**
Net profit/(loss)									**€ (1,869)**
Tax expense/(benefit)									€ (588)
Net financial expenses/(income)									€ 63
Operating income/(loss)									**€ (2,394)**
Adjustments:									
Restructuring and other costs, net of reversals[2]	(3)	370	—	4	—	—	28	—	€ 399
Takata airbags recall campaign[3]	—	174	—	—	—	—	—	—	€ 174
Platform impairments[4]	—	578	—	—	—	—	—	—	€ 578
Costs related to product plan realignments and program cancellations[5]	165	122	8	—	1	—	—	—	€ 296
Fuel cell program discontinuation[6]	—	733	—	—	—	—	—	—	€ 733
CAFE penalty rate[7]	269	—	—	—	—	—	—	—	€ 269
Stellantis Türkiye disposal[8]	—	—	246	—	—	—	—	—	€ 246
Other[9]	(63)	5	—	(1)	(1)	—	(33)	5	€ (88)
Total adjustments	368	1,982	254	3	—	—	(5)	5	€ 2,607
Adjusted operating income/(loss)	**(440)**	**(359)**	**392**	**782**	**20**	**—**	**(164)**	**(18)**	**€ 213**
Share of profit of equity method investees	1	(481)	13	2	7	—	62	—	€ (396)

(1) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The full year 2024 amounts reflect this adjustment

(2) Primarily related to workforce reductions, mainly in Enlarged Europe

(3) Related to stop-drive campaign on certain vehicles in Enlarged Europe announced in June 2025

(4) Due to reduced volumes, platforms used for Maserati and Alfa Romeo vehicles were impaired and recognized in Enlarged Europe for €578 million

(5) Primarily related to costs incurred as result of product plan realignments and program cancellations

(6) During the three months ended June 30, 2025, Stellantis decided to discontinue its fuel cell strategy. As a result, the following items have been impaired: (i) investment in Symbio(€179 million), (ii) loans granted to Symbio (€162 million), (iii) capitalized development expenditures and property, plant and equipment related to fuel cells (€329 million) and (iv) in addition, provisions for risks were recognized (€63 million)

(7) As a result of the elimination of CAFE fines with the enactment of One Big Beautiful Bill Act, net expense of €269 million included (i) elimination of the CAFE provision of €844 million, (ii) impairment of the regulatory credit assets of €609 million, and (iii) onerous contracts related to contractual purchase commitments for CAFE credits of €504 million

(8) Sale of Stellantis Türkiye to the Company's joint venture, Tofas, for which the Company recognized an estimated loss on disposal of €246 million, driven primarily by the recycling of the cumulative translation reserve from Equity to the Consolidated Income Statement upon disposal

(9) Comprised primarily of (i) adjustments to costs previously recognized to support the workforce during the transformation of certain plants in North America, (ii) gains on disposal of investments in Enlarged Europe and (iii) a gain from dilution related to the investment in Archer Aviation

Adjusted Operating Income reconciliation

Six months ended June 30, 2025	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati[1]	Other activities[1]	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 28,303	€ 30,555	€ 4,956	€ 7,698	€ 1,006	€ —	€ 1,743	€ —	**€ 74,261**
Net revenues from transactions with other segments	—	2	6	73	4	—	130	(215)	€ —
Net revenues	28,303	30,557	4,962	7,771	1,010	—	1,873	(215)	**€ 74,261**
Net profit/(loss)									**€ (2,256)**
Tax expense/(benefit)									€ (614)
Net financial expenses/(income)									€ 160
Operating income/(loss)									**€ (2,710)**
Adjustments:									
Restructuring and other costs, net of reversals[2]	(41)	531	—	4	—	—	28	—	€ 522
Takata airbags recall campaign[3]	—	239	—	—	—	—	—	—	€ 239
Platform impairments[4]	—	578	—	—	—	—	—	—	€ 578
Costs related to product plan realignments and program cancellations[5]	327	134	8	319	1	—	—	—	€ 789
Fuel cell program discontinuation[6]	—	733	—	—	—	—	—	—	€ 733
CAFE penalty rate[7]	269	—	—	—	—	—	—	—	€ 269
Stellantis Türkiye disposal[8]	—	—	246	—	—	—	—	—	€ 246
Other[9]	(83)	(23)	—	—	2	—	(17)	(5)	€ (126)
Total adjustments	472	2,192	254	323	3	—	11	(5)	€ 3,250
Adjusted operating income/(loss)	**(982)**	**(67)**	**768**	**1,189**	**—**	**—**	**(73)**	**(295)**	**€ 540**
Share of profit of equity method investees	6	(555)	8	—	(15)	—	123	—	€ (433)

(1) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The 2025 amounts reflect this adjustment

(2) Primarily related to workforce reductions, mainly in Enlarged Europe, partially offset by a €41 million reduction in estimated North America restructuring costs

(3) Related to stop-drive campaign on certain vehicles in Enlarged Europe announced in June 2025

(4) Due to reduced volumes, platforms used for Maserati and Alfa Romeo vehicles were impaired and recognized in Enlarged Europe for €578 million

(5) Primarily related to costs incurred as result of product plan realignments and program cancellations

(6) During the six months ended June 30, 2025, Stellantis decided to discontinue its fuel cell strategy. As a result, the following items have been impaired: (i) investment in Symbio(€179 million), (ii) loans granted to Symbio (€162 million), (iii) capitalized development expenditures and property, plant and equipment related to fuel cells (€329 million) and (iv) in addition, provisions for risks were recognized (€63 million)

(7) As a result of the elimination of CAFE fines with the enactment of OBBBA, the Company recognized a net expense of €97 million, comprised of net €172 million of CAFE credits recognized as a reduction of Cost of revenues, which remains included in Adjusted operating income as these amounts reduced prior year CAFE fines, and a net expense of €269 million, which is excluded from AOI and comprised of (i) elimination of the CAFE provision of €844 million, (ii) impairment of the regulatory credit assets of €609 million, and (iii) onerous contracts related to contractual purchase commitments for CAFE credits of €504 million

(8) Sale of Stellantis Türkiye to the Company's joint venture, Tofas, for which the Company recognized an estimated loss on disposal of €246 million, driven primarily by the recycling of the cumulative translation reserve from Equity to the Consolidated Income Statement upon disposal

(9) Comprised primarily of (i) adjustments to costs previously recognized to support the workforce during the transformation of certain plants in North America, (ii) gains on sales of real estate in Enlarged Europe, and (iii) a gain from dilution related to the investment in Archer Aviation

Adjusted Operating Income reconciliation

Three months ended September 30, 2025	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati[1]	Other activities[1]	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 16,079	€ 13,622	€ 2,053	€ 3,927	€ 476	€ —	€ 1,049	€ —	**€ 37,206**
Net revenues from transactions with other segments	8	9	7	62	—	—	56	(142)	€ —
Net revenues	16,087	13,631	2,060	3,989	476	—	1,105	(142)	**€ 37,206**
Net profit/(loss)									**€ (4,532)**
Tax expense/(benefit)									€ (1,163)
Net financial expenses/(income)									€ (6)
Operating income/(loss)									**€ (5,701)**
Adjustments:									
Restructuring and other costs, net of reversals[2]	(31)	411	—	6	—	—	15	—	€ 401
Takata airbags recall campaign[3]	—	50	6	—	—	—	—	—	€ 56
Platform impairments	—	1	—	—	—	—	—	—	€ 1
Costs related to program cancellations[4]	1,734	12	—	2	—	—	—	—	€ 1,748
Fuel cell program discontinuation[5]	—	79	—	—	—	—	—	—	€ 79
CAFE penalty rate	—	—	—	—	—	—	—	—	€ —
Stellantis Türkiye disposal	—	—	—	—	—	—	—	—	€ —
Change in estimate for contractual warranties[6]	3,252	—	—	—	—	—	—	—	€ 3,252
Other[7]	257	13	—	(1)	(5)	—	(12)	2	€ 254
Total adjustments	5,212	566	6	7	(5)	—	3	2	€ 5,791
Adjusted operating income/(loss)	**(475)**	**157**	**272**	**429**	**(4)**	**—**	**(8)**	**(281)**	**€ 90**
Share of profit of equity method investees	(48)	(65)	12	(3)	8	—	31	—	€ (65)

(1) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The 2025 amounts reflect this adjustment

(2) Primarily related to workforce reductions, mainly in Enlarged Europe

(3) Related to stop-drive campaigns on certain vehicles in Enlarged Europe announced in June 2025

(4) Primarily related to costs incurred as result of program cancellations

(5) Related to the Company's decision to discontinue its hydrogen fuel cell strategy, comprising €12 million of impairments of capitalized development expenditures and property, plant and equipment, €47 million of provisions for risks, and €20 million of other expenses

(6) Related to the change in estimate for contractual warranty provisions, resulting from the reassessment of the estimation process, taking into account recent increases in cost inflation and a deterioration in quality, as a result of operational choices, which did not deliver the expected quality performance

(7) Comprised primarily of (i) net costs recognized to support the workforce during the transformation of certain plants in North America, (ii) gains on disposal of investments in Enlarged Europe and (iii) a gain from dilution related to the investment in Archer Aviation

Adjusted Operating Income reconciliation

Nine months ended September 30, 2025	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati[1]	Other activities[1]	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 44,382	€ 44,177	€ 7,009	€ 11,625	€ 1,482	€ —	€ 2,792	€ —	**€ 111,467**
Net revenues from transactions with other segments	8	11	13	135	4	—	186	(357)	€ —
Net revenues	44,390	44,188	7,022	11,760	1,486	—	2,978	(357)	**€ 111,467**
Net profit/(loss)									**€ (6,788)**
Tax expense/(benefit)									€ (1,777)
Net financial expenses/(income)									€ 154
Operating income/(loss)									**€ (8,411)**
Adjustments:									
Restructuring and other costs, net of reversals[2]	(72)	942	—	10	—	—	43	—	€ 923
Takata airbags recall campaign[3]	—	289	6	—	—	—	—	—	€ 295
Impairments and supplier claims									
Platform impairments[4]	—	579	—	—	—	—	—	—	€ 579
Costs related to product plan realignments and program cancellations[5]	2,061	146	8	321	1	—	—	—	€ 2,537
Fuel cell program discontinuation[6]	—	812	—	—	—	—	—	—	€ 812
CAFE penalty rate[7]	269	—	—	—	—	—	—	—	€ 269
Stellantis Türkiye disposal[8]	—	—	246	—	—	—	—	—	€ 246
Change in estimate for contractual warranties[9]	3,252	—	—	—	—	—	—	—	€ 3,252
Other[10]	174	(10)	—	(1)	(3)	—	(29)	(3)	€ 128
Total adjustments	5,684	2,758	260	330	(2)	—	14	(3)	€ 9,041
Adjusted operating income/(loss)	**(1,457)**	**90**	**1,040**	**1,618**	**(4)**	**—**	**(81)**	**(576)**	**€ 630**
Share of profit of equity method investees	(42)	(620)	20	(3)	(7)	—	154	—	€ (498)

(1) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The 2025 amounts reflect this adjustment

(2) Primarily related to workforce reductions, mainly in Enlarged Europe, partially offset by a €72 million reduction in estimated North America restructuring costs

(3) Related to stop-drive campaigns on certain vehicles in Enlarged Europe announced in June 2025

(4) Due to reduced volumes, platforms used for Maserati and Alfa Romeo vehicles were impaired and recognized in Enlarged Europe for €579 million

(5) Primarily related to costs incurred as result of product plan realignments and program cancellations

(6) During the nine months ended September 30, 2025, Stellantis decided to discontinue its fuel cell strategy. As a result, the following items have been impaired: (i) investment in Symbio (€179 million), (ii) loans granted to Symbio (€162 million), (iii) capitalized development expenditures and property, plant and equipment related to fuel cells (€341 million), (iv) in addition, provisions for risks were recognized (€110 million) and (v) other expenses (€20 million)

(7) As a result of the elimination of CAFE fines with the enactment of the OBBB, the Company recognized a net expense of €97 million, comprised of net €172 million of CAFE credits recognized as a reduction of Cost of revenues, which remains included in AOI as these amounts reduced prior year CAFE fines, and a net expense of €269 million, which is excluded from AOI and comprised of (i) elimination of the CAFE provision of €844 million, (ii) impairment of the regulatory credit assets of €609 million, and (iii) onerous contracts related to contractual purchase commitments for CAFE credits of €504 million

(8) Sale of Stellantis Türkiye to the Company's joint venture, Tofas, for which the Company recognized an estimated loss on disposal of €246 million, driven primarily by the recycling of the cumulative translation reserve from Equity to the Consolidated Income Statement upon disposal

(9) Related to the change in estimate for contractual warranty provisions, resulting from the reassessment of the estimation process, taking into account recent increases in cost inflation and a deterioration in quality, as a result of operational choices, which did not deliver the expected quality performance

(10) Comprised primarily of (i) net costs recognized to support the workforce during the transformation of certain plants in North America, (ii) gains on sales of real estate in Enlarged Europe and (iii) a gain from dilution related to the investment in Archer Aviation

Adjusted Operating Income reconciliation

Three months ended December 31, 2025	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati[1]	Other activities[1]	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 16,783	€ 16,515	€ 2,728	€ 4,409	€ 573	€ —	€ 1,033	€ —	**€ 42,041**
Net revenues from transactions with other segments	(8)	(1)	(12)	31	(3)	—	72	(79)	€ —
Net revenues	16,775	16,514	2,716	4,440	570	—	1,105	(79)	**€ 42,041**
Net profit/(loss)									**€ (15,544)**
Tax benefit									€ (2,496)
Net financial expenses									€ 197
Operating income/(loss)									**€ (17,843)**
Adjustments:									
Restructuring and other costs, net of reversals[2]	55	(77)	2	7	—	—	3	—	€ (10)
Takata airbags recall campaign[3]	—	301	21	5	—	—	—	—	€ 327
Platform impairments[4]	5,700	304	—	—	—	—	—	—	6,004
Costs related to product plan realignments and program cancellations[5]	4,467	2,068	—	—	—	—	—	—	€ 6,535
Other Impairments[6]	—	79	—	—	—	—	164	—	€ 243
Battery JVs[7]	1,571	483	—	—	—	—	—	—	€ 2,054
Fuel cell program discontinuation[8]	—	282	—	—	—	—	—	—	€ 282
CAFE penalty rate	—	—	—	—	—	—	—	—	€ —
Stellantis Turkey Disposal	—	—	—	—	—	—	—	—	€ —
Change in estimate for contractual warranties[9]	—	878	—	—	—	—	—	—	€ 878
Other[10]	(13)	36	1	(34)	(6)	—	80	(6)	€ 58
Total adjustments	11,780	4,354	24	(22)	(6)	—	247	(6)	16,371
Adjusted operating income/(loss)	**(471)**	**(847)**	**389**	**346**	**48**	**—**	**(673)**	**(264)**	**€ (1,472)**
Share in the profit of equity method investees	79	(662)	40	—	10	—	(240)	—	€ (773)

(1) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The 2025 amounts reflect this adjustment

(2) Primarily related to adjustments to cost previusly recognized as workforce reductions, mainly in Enlarged Europe

(3) Related to stop-drive campaign on certain vehicles in Enlarged Europe announced in June 2025

(4) Primarily as a result of reduced volumes and profitability expectations, platforms were impaired in North America for €5700 million, and in Enlarged Europe for €304 million

(5) Primarily related to costs incurred as result of product plan realignments and program cancellations

(6) Impairment in Other activities is related the Free2Move business, the other impairments in Enlarged Europe relate to write downs of assets on classification to held for sale as well as the impairment of a prepayment to a supplier, which is not expected to be recoverable

(7) Related to steps of rationalizing battery manufacturing capacity

(8) In connection with Stellantis' decision to discontinue its fuel cell strategy, the following items have been impaired during the three months ended December 31, 2025: (i) investment in Symbio (€145 million), (ii) reversal of funding commitments (€16 million), (iii) in addition, provisions for risks were recognized (€100 million) and (v) other expenses (€53 million)

(9) Related to the change in estimate for contractual warranty provisions, resulting from the reassessment of the estimation process, taking into account recent increases in cost inflation and a deterioration in quality, as a result of operational choices, which did not deliver the expected quality performance

(10) Comprised primarily of (i) adjustments to costs previously recognized to support the workforce during the transformation of certain plants in North America, (ii) losses on disposal of non-significant entities, and on dilution of our equity methods investees, including Archer

Adjusted Operating Income reconciliation

H2 2025	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati[1]	Other activities[1]	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 32,862	€ 30,137	€ 4,781	€ 8,336	€ 1,049	€ —	€ 2,082	€ —	**€ 79,247**
Net revenues from transactions with other segments	—	8	(5)	93	(3)	—	128	(221)	€ —
Net revenues	32,862	30,145	4,776	8,429	1,046	—	2,210	(221)	**€ 79,247**
Net profit/(loss)									**€ (20,076)**
Tax benefit									€ (3,659)
Net financial expenses									€ 191
Operating income/(loss)									**€ (23,544)**
Adjustments:									
Restructuring and other costs, net of reversals[2]	24	334	2	13	—	—	18	—	€ 391
Takata airbags recall campaign[3]	—	351	27	5	—	—	—	—	€ 383
Platform impairments[4]	5,700	305	—	—	—	—	—	—	€ 6,005
Program cancellations and supplier claims[5]	6,201	2,080	—	2	—	—	—	—	€ 8,283
Other Impairments[6]	—	79	—	—	—	—	164	—	€ 243
Battery JVs[7]	1,571	483	—	—	—	—	—	—	€ 2,054
Fuel cell program discontinuation[8]	—	361	—	—	—	—	—	—	€ 361
CAFE penalty rate	—	—	—	—	—	—	—	—	€ —
Stellantis Turkey Disposal	—	—	—	—	—	—	—	—	€ —
Change in estimate for contractual warranties[9]	3,252	878	—	—	—	—	—	—	€ 4,130
Other[10]	244	49	1	(35)	(11)	—	68	(4)	€ 312
Total adjustments	16,992	4,920	30	(15)	(11)	—	250	(4)	22,162
Adjusted operating income/(loss)	**(946)**	**(690)**	**661**	**775**	**44**	**—**	**(681)**	**(545)**	**€ (1,382)**
Share in the profit of equity method investees	31	(727)	52	(3)	18	—	(209)	—	€ (838)

(1) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The 2025 amounts reflect this adjustment

(2) Primarily related to workforce reductions, mainly in Enlarged Europe

(3) Related to stop-drive campaign on certain vehicles in Enlarged Europe announced in June 2025

(4) Primarily as a result of reduced volumes and profitability expectations, platforms were impaired in North America for €5,700 million and in Enlarged Europe for €305 million

(5) Primarily related costs incurred as result of product plan realignments and program cancellations

(6) Impairments in Other activities is related to the Free2Move business, the other impairments in Enlarged Europe relate to write downs of assets on classification to held for sale as well as the impairment of a prepayment to a supplier, which is not expected to be recoverable

(7) Related to steps of rationalizing battery manufacturing capacity

(8) In connection with Stellantis' decision to discontinue its fuel cell strategy, the following items have been impaired during the second half of 2025: (i) investment in Symbio (€145 million), (ii) reversal of funding commitments (€16 million), (iii) capitalized development expenditures and property, plant and equipment related to fuel cells (€12 million), (iv) in addition, provisions for risks were recognized (€147 million) and (v) other expenses (€73 million)

(9) Related to the change in estimate for contractual warranty provisions, resulting from the reassessment of the estimation process, taking into account recent increases in cost inflation and a deterioration in quality, as a result of operational choices, which did not deliver the expected quality performance

(10) Comprised primarily of (i) adjustments to costs previously recognized to support the workforce during the transformation of certain plants in North America, (ii) gains/(losses) recognized on the disposal of non-significant entities and on dilution of certain of our equity method investees.

Adjusted Operating Income reconciliation

FY 2025	North America	Enlarged Europe	Middle East & Africa	South America	China and India & Asia Pacific	Maserati[1]	Other activities[1]	Unallocated items & eliminations	Stellantis
					(€ million)				
Net revenues from external customers	€ 61,165	€ 60,692	€ 9,737	€ 16,034	€ 2,055	€ —	€ 3,825	€ —	**€ 153,508**
Net revenues from transactions with other segments	—	10	1	166	1	—	258	(436)	€ —
Net revenues	61,165	60,702	9,738	16,200	2,056	—	4,083	(436)	**€ 153,508**
Net profit/(loss)									**€ (22,332)**
Tax benefit									€ (4,273)
Net financial expenses									€ 351
Operating income/(loss)									**€ (26,254)**
Adjustments:									
Restructuring and other costs, net of reversals(2)	(17)	865	2	17	—	—	46	—	€ 913
Takata airbags recall campaign(3)	—	590	27	5	—	—	—	—	€ 622
Platform impairments(4)	5,700	883	—	—	—	—	—	—	€ 6,583
Costs related to product plan realignments and program cancellations(5)	6,528	2,214	8	321	1	—	—	—	€ 9,072
Other Impairments(6)	—	79	—	—	—	—	164	—	€ 243
Battery JVs(7)	1,571	483	—	—	—	—	—	—	€ 2,054
Hydrogen fuel cell program discontinuation(8)	—	1,094	—	—	—	—	—	—	€ 1,094
CAFE penalty rate(9)	269	—	—	—	—	—	—	—	€ 269
Stellantis Türkiye disposal(10)	—	—	246	—	—	—	—	—	€ 246
Change in estimate for contractual warranties(11)	3,252	878	—	—	—	—	—	—	€ 4,130
Other(12)	161	26	1	(35)	(9)	—	51	(9)	€ 186
Total adjustments	17,464	7,112	284	308	(8)	—	261	(9)	€ 25,412
Adjusted operating income/(loss)	**(1,928)**	**(757)**	**1,429**	**1,964**	**44**	**—**	**(754)**	**(840)**	**€ (842)**
Share in the profit of equity method investees	37	(1,282)	60	(3)	3	—	(86)	—	€ (1,271)

(1) With effect from January 1, 2026, two restatements have occured: (i) our Maserati reportable segment has been eliminated and Maserati shipments and sales are reported by geographic area consistently with our other brands in that transactions are treated on a "where sold" basis and (ii) our European used car businesses previously reported within Other activities have been reclassified to our Enlarged Europe segment. The 2025 amounts reflect this adjustment

(2) Primarily related to workforce reductions, mainly in Enlarged Europe

(3) Related to stop-drive campaign on certain vehicles in Enlarged Europe announced in June 2025

(4) Primarily as a result of reduced volumes and profitability expectations, platforms were impaired in North America for €5700 million, Maserati for €613 million and in Enlarged Europe for €270 million

(5) Primarily related to costs incurred as result of product plan realignments and program cancellations

(6) Impairment in Other activities is related the Free2Move business, the other impairments in Enlarged Europe relate to write downs of assets on classification to held for sale as well as the impairment of a prepayment to a supplier, which is not expected to be recoverable

(7) Related to steps of rationalizing battery manufacturing capacity

(8) During the year ended December 31, 2025, Stellantis decided to discontinue its hydrogen fuel cell strategy. As a result, the following items have been impaired: (i) investment in Symbio (€324 million), (ii) loans granted to Symbio (€146 million), (iii) capitalized development expenditures and property, plant and equipment related to fuel cells (€341 million), (iv) in addition, provisions for risks were recognized (€210 million) and (v) other expenses (€73 million)

(9) As a result of the elimination of CAFE fines with the enactment of OBBB, the Company recognized a net expense of €97 million, comprised of net €172 million of CAFE credits recognized as a reduction of Cost of revenues, which remains included in Adjusted operating income as these amounts reduced prior year CAFE fines, and a net expense of €269 million, which is excluded from AOI and comprised of (i) elimination of the CAFE provision of €844 million, (ii) impairment of the regulatory credit assets of €609 million, and (iii) onerous contracts related to contractual purchase commitments for CAFE credits of €504 million

(10) Sale of Stellantis Türkiye to the Company's joint venture, Tofas, for which the Company recognized an estimated loss on disposal of €246 million, driven primarily by the recycling of the cumulative translation reserve from Equity to the Consolidated Income Statement upon disposal

(11) Related to the change in estimate for contractual warranty provisions, resulting from the reassessment of the estimation process, taking into account recent increases in cost inflation and a deterioration in quality, as a result of operational choices, which did not deliver the expected quality performance

(12) Comprised primarily of (i) adjustments to costs previously recognized to support the workforce during the transformation of certain plants in North America, (ii) gains/(losses) recognized on the disposal of non-significant entities and on dilution of certain of our equity method investees, including Archer.

Adjusted Operating Income reconciliation

Q1 2026	North America	Enlarged Europe	Middle East & Africa	South America	Asia Pacific	Other activities[1]	Unallocated items & eliminations	Stellantis
				(€ million)				
Net revenues from external customers	€ 16,114	€ 14,374	€ 2,387	€ 3,583	€ 435	€ 1,239	€ —	**€ 38,132**
Net revenues from transactions with other segments		1	1	40		54	(96)	€ —
Net revenues	16,114	14,375	2,388	3,623	435	1,293	(96)	**€ 38,132**
Net profit/(loss)								**€ 377**
Tax expense/(benefit)								€ 161
Net financial expenses/(income)								€ 150
Operating income/(loss)								**€ 688**
Adjustments:								
Restructuring and other costs, net of reversals[1]	(7)	100	4	—	1	—	—	€ 98
Takata airbags recall campaign[2]	—	49	5	—	—	—	—	€ 54
Costs related to product plan realignments and program cancellations[3]	181	(25)	—	—	—	—	—	€ 156
U.S. Greenhouse gas ("GHG") regulation change[4]	(66)	—	—	—	—	—	—	€ (66)
Other[5]	17	13	—	—	—	1	(1)	€ 30
Total adjustments	125	137	9	—	1	1	(1)	€ 272
Adjusted operating income/(loss)	**263**	**8**	**282**	**393**	**(30)**	**186**	**(142)**	**€ 960**
Share in the profit of equity method investees	30	18	9	1	(17)	70	—	€ 111

(1) Primarily related to workforce reductions, mainly in Enlarged Europe
(2) Related to Takata campaigns on certain vehicles mainly in Enlarged Europe
(3) Primarily related to costs incurred as result of product plan realignments and program cancellations, including €181 million impairment losses recognized in North America, as well as a provision reversal of €25 million in Enlarged Europe
(4) Following the repeal of GHG emissions standards in the U.S., the Company recognized a gain of €66 million within Cost of revenues. The net gain consisted of an impairment of greenhouse gas-related Other intangible assets of €284 million and the elimination of the related greenhouse gas provision of €350 million
(5) Comprised primarily of (i) adjustments to costs previously recognized to support the workforce during the transformation of certain plants in North America, and (ii) gains/(losses) recognized on the disposal of non-significant assets in Enlarged Europe

Adjusted Operating Income reconciliation

Q2 2026	North America	Enlarged Europe	Middle East & Africa	South America	Asia Pacific	Other activities[1]	Unallocated items & eliminations	Stellantis
				(€ million)				
Net revenues from external customers	€ 18,193	€ 16,423	€ 2,566	€ 4,294	€ 499	€ 1,507	€ —	**€ 43,482**
Net revenues from transactions with other segments	—	3	(1)	44	—	75	(121)	€ —
Net revenues	18,193	16,426	2,565	4,338	499	1,582	(121)	**€ 43,482**
Net profit/(loss)								**€ 293**
Tax expense/(benefit)								€ 207
Net financial expenses/(income)								€ 202
Operating income/(loss)								**€ 702**
Adjustments:								
Restructuring and other costs, net of reversals[1]	(14)	358	—	37	1	2	—	€ 384
Takata airbags recall campaign[2]	—	51	—	1	—	—	—	€ 52
Costs related to product plan realignments and program cancellations[3]	40	—	—	—	—	—	—	€ 40
U.S. Greenhouse gas ("GHG") regulation change[4]	—	—	—	—	—	—	—	€ —
Renegotiated regulatory purchase commitments of credits	(317)	—	—	—	—	—	—	€ (317)
(Gains)/losses on disposal of investments	—	—	—	(2)	—	(69)	—	€ (71)
Other[5]	(9)	(4)	2	—	(4)	(4)	2	€ (17)
Total adjustments	(300)	405	2	36	(3)	(71)	2	€ 71
Adjusted operating income/(loss)	**284**	**(94)**	**329**	**402**	**27**	**79**	**(254)**	**€ 773**
Share in the profit of equity method investees	66	(111)	20	—	12	45	—	€ 32

(1) Primarily related to workforce reductions, mainly in Enlarged Europe
(2) Related to stop-drive campaign on certain vehicles mainly in Enlarged Europe
(3) Primarily related to costs incurred as result of product plan realignments and program cancellations in North America
(4) Includes a net gain of €317 million within Cost of revenues related to renegotiated contractual commitments for the purchase of regulatory compliance credits
(5) Comprised primarily of gains recognized as a result of the loss of significant influence over Archer and the resulting termination of the equity method, and a dilution gain related to the investment in Comau Group

Adjusted Operating Income reconciliation

H1 2026	North America	Enlarged Europe	Middle East & Africa	South America	Asia Pacific	Other activities[1]	Unallocated items & eliminations	Stellantis
				(€ million)				
Net revenues from external customers	€ 34,307	€ 30,797	€ 4,953	€ 7,877	€ 934	€ 2,746	€ —	**€ 81,614**
Net revenues from transactions with other segments	—	4	—	84	—	129	(217)	€ —
Net revenues	34,307	30,801	4,953	7,961	934	2,875	(217)	**€ 81,614**
Net profit/(loss)								**€ 670**
Tax expense/(benefit)								€ 368
Net financial expenses/(income)								€ 352
Operating income/(loss)								**€ 1,390**
Adjustments:								
Restructuring and other costs, net of reversals[1]	(21)	458	4	37	2	2	—	€ 482
Takata airbags recall campaign[2]	—	100	5	1	—	—	—	€ 106
Costs related to product plan realignments and program cancellations[3]	221	(25)	—	—	—	—	—	€ 196
U.S. Greenhouse gas ("GHG") regulation change[4]	(66)	—	—	—	—	—	—	€ (66)
Renegotiated regulatory purchase commitments of credits	(317)	—	—	—	—	—	—	€ (317)
(Gains)/losses on disposal of investments	—	12	—	(2)	—	(69)	—	€ (59)
Other[5]	8	(3)	2	—	(4)	(3)	1	€ 1
Total adjustments	(175)	542	11	36	(2)	(70)	1	€ 343
Adjusted operating income/(loss)	**547**	**(86)**	**611**	**795**	**(3)**	**265**	**(396)**	**€ 1,733**
Share in the profit of equity method investees	96	(93)	29	1	(5)	115	—	€ 143

(1) Primarily related to workforce reductions, mainly in Enlarged Europe
(2) Related to stop-drive campaign on certain vehicles mainly in Enlarged Europe
(3) Primarily related to costs incurred as result of product plan realignments and program cancellations, including €221 million recognized in North America, as well as a provision reversal of €25 million in Enlarged Europe
(4) Following the repeal of the U.S. GHG emissions standards, the Company recognized a gain of €66 million within Cost of revenues. The net gain consisted of an impairment of greenhouse gas-related Other intangible assets of €284 million and the elimination of the related greenhouse gas provision of €350 million
(5) Includes a net gain of €317 million within Cost of revenues related to renegotiated contractual commitments for the purchase of regulatory compliance credits
(6) Comprised primarily of (i) gains recognized as a result of the loss of significant influence over Archer and the resulting termination of the equity method, and a dilution gain related to the investment in Comau Group, and (ii) gains/(losses) recognized on the disposal of non-significant assets in Enlarged Europe

Adjusted Operating Income reconciliation

Q3 2026	North America	Enlarged Europe	Middle East & Africa	South America	Asia Pacific	Other activities[1]	Unallocated items & eliminations	Stellantis
				(€ million)				
Net revenues from external customers	€ 15,570	€ 14,062	€ 1,673	€ 4,088	€ 445	€ 1,773	€ —	**€ 37,611**
Net revenues from transactions with other segments	16	—	—	32	—	67	(115)	€ —
Net revenues	15,586	14,062	1,673	4,120	445	1,840	(115)	**€ 37,611**
Net profit/(loss)								**€ (453)**
Tax expense/(benefit)								€ (79)
Net financial expenses/(income)								€ 201
Operating income/(loss)								**€ (331)**
Adjustments:								
Takata airbags recall campaign(1)	—	218	—	5	—	—	—	€ 223
Write-down of investment in Leasys(2)	—	—	—	—	—	118	—	€ 118
Restructuring and other costs, net of reversals(3)	—	49	—	15	—	2	—	€ 66
Costs related to product plan realignments and program cancellations(4)	31	—	—	—	—	—	—	€ 31
Other(5)	83	70	(1)	(1)	(5)	4	(1)	€ 149
Total adjustments	114	337	(1)	19	(5)	124	(1)	€ 587
Adjusted operating income/(loss)	**64**	**(311)**	**244**	**431**	**18**	**123**	**(313)**	**€ 256**
Share in the profit of equity method investees	2	(73)	37	2	28	(53)	—	€ (57)

(1) Related to stop-drive campaigns on certain vehicles, mainly in Enlarged Europe

(2) During the three months ended September 30, 2026, the Company recognized a €118 million charge related to its investment in Leasys SAS ("Leasys")

(3) Primarily related to workforce reductions, mainly in Enlarged Europe

(4) Related to costs incurred as a result of product plan realignments and program cancellations in North America

(5) Comprised primarily of adjustments to costs related to the transformation of certain plants in North America and Enlarged Europe, along with a regulatory impairment charge in North America

Adjusted Operating Income reconciliation

Nine months ended September 30, 2026	North America	Enlarged Europe	Middle East & Africa	South America	Asia Pacific	Other activities[1]	Unallocated items & eliminations	Stellantis
	(€ million)							
Net revenues from external customers	€ 49,877	€ 44,859	€ 6,626	€ 11,965	€ 1,379	€ 4,519	€ —	**€ 119,225**
Net revenues from transactions with other segments	16	4	—	116	—	196	(332)	€ —
Net revenues	49,893	44,863	6,626	12,081	1,379	4,715	(332)	**€ 119,225**
Net profit/(loss)								€ 217
Tax expense/(benefit)								€ 289
Net financial expenses/(income)								€ 553
Operating income/(loss)								€ 1,059
Adjustments:								
Restructuring and other costs, net of reversals(1)	(21)	507	4	52	2	4	—	€ 548
Takata airbags recall campaign(2)	—	318	5	6	—	—	—	€ 329
Costs related to product plan realignments and program cancellations(3)	252	(25)	—	—	—	—	—	€ 227
Write-down of investment in Leasys(4)	—	—	—	—	—	118	—	€ 118
(Gains)/losses on disposal of investments(5)	—	12	—	(2)	—	(69)	—	€ (59)
U.S. GHG regulation change(6)	(66)	—	—	—	—	—	—	€ (66)
Renegotiated regulatory purchase commitments of credits(7)	(317)	—	—	—	—	—	—	€ (317)
Other(8)	91	67	1	(1)	(9)	1	—	€ 150
Total adjustments	(61)	879	10	55	(7)	54	—	€ 930
Adjusted operating income/(loss)	**611**	**(397)**	**855**	**1,226**	**15**	**388**	**(709)**	**€ 1,989**
Share in the profit of equity method investees	98	(166)	66	3	23	62	—	€ 86

(1) Primarily related to workforce reductions, mainly in Enlarged Europe
(2) Related to stop-drive campaigns on certain vehicles mainly in Enlarged Europe
(3) Primarily related to costs incurred as result of product plan realignments and program cancellations, including €252 million recognized in North America, as well as a provision reversal of €25 million in Enlarged Europe
(4) During the nine months ended September 30, 2026, the Company recognized a €118 million charge related to its investment in Leasys
(5) Comprised primarily of (i) gains recognized as a result of the loss of significant influence over Archer and the resulting termination of the equity method, (ii) a dilution gain related to the investment in Comau Group, and (iii) gains/(losses) recognized on the disposal of non-significant assets in Enlarged Europe
(6) Following the repeal of the U.S. GHG emissions standards, the Company recognized a gain of €66 million within Cost of revenues. The net gain consisted of an impairment of GHG-related Other intangible assets of €284 million and the elimination of the related GHG provision of €350 million
(7) Includes a net gain of €317 million within Cost of revenues related to renegotiated contractual commitments for the purchase of regulatory compliance credits
(8) Comprised primarily of adjustments to costs related to the transformation of certain plants in North America and Enlarged Europe, along with a regulatory impairment charge in North America

Adjusted diluted EPS reconciliation

(€ million except otherwise noted)	Three months ended March 31		Three months ended June 30		Three months ended September 30		Three months ended December 31	Six months ended June 30,			Nine months ended Sept 30,			Years ended December 31,			
	2026	2025	2026	2025	2026	2025	2025	2026	2025	2024	2023	2026	2025	2025	2024	2023	2022
Net profit attributable to owners of the parent	**390**	**(371)**	**266**	**(1,869)**	**(470)**	**(4,542)**	**(15,586)**	**656**	**(2,240)**	**5,624**	**10,923**	**186**	**(6,782)**	**(22,368)**	**5,473**	**18,596**	**16,799**
Coupon and tax impacts on Hybrid perpetual notes[1]	8	—	(72)	—	(65)	—	—	(64)	—	—	—	(129)	—	—	—	—	—
Weighted average number of shares outstanding (000)	2,897,491	2,880,496	2,898,776	2,884,704	2,902,097	2,888,824	2,892,558	2,898,137	2,882,611	3,002,791	3,137,744	2,899,471	2,884,705	2,886,684	2,949,652	3,107,725	3,140,089
Number of shares deployable for share-based compensation (000)[2]	14,374	—	18,903	—	—	—	—	11,233	—	21,659	26,063	8,823	—	—	26,168	24,733	23,870
Weighted average number of shares outstanding for diluted earnings per share (000)	2,911,865	2,880,496	2,917,679	2,884,704	2,902,097	2,888,824	2,892,558	2,909,370	2,882,611	3,024,450	3,163,807	2,908,294	2,884,705	2,886,684	2,975,820	3,132,458	3,163,959
Diluted earnings per share (A) (€/share)	**0.14**	**(0.13)**	**0.07**	**(0.65)**	**(0.18)**	**(1.57)**	**(5.39)**	**0.20**	**(0.78)**	**1.86**	**3.45**	**0.02**	**(2.35)**	**(7.75)**	**1.84**	**5.94**	**5.31**
Adjustments, per above	272	643	71	2,607	587	5,791	16,371	343	3,250	1,824	585	930	9,041	25,412	4,961	1,967	3,741
Tax impact on adjustments[3]	(48)	(162)	67	(308)	(95)	(1,375)	(3,340)	19	(470)	(316)	(66)	(76)	(1,845)	(5,185)	(799)	(452)	(733)
Unusual items related to income taxes	—	—	—	—	—	—	932	—	—	—	—	—	—	932	(2,266)	—	(851)
Total adjustments, net of taxes	**224**	**481**	**138**	**2,299**	**492**	**4,416**	**13,963**	**362**	**2,780**	**1,508**	**519**	**854**	**7,196**	**21,159**	**1,896**	**1,515**	**2,157**
Number of shares deployable for share-based compensation (000)[1]	—	24,079	—	17,162	—	—	—	—	17,162			—	15,846	—			
Adjusted dilutive impact per share	0	—	0	—	(0)	—	—	0	0			0.00	—	(0)			
Impact of adjustments above, net of taxes, on Diluted earnings per share from continuing operations (B) (€/share)	0.08	0.17	0.05	0.80	0.17	1.53	4.83	0.12	0.96	0.50	0.16	0.29	2.49	7.33	0.64	0.48	0.68
Adjusted Diluted earnings per share (€/share) (A+B)	**0.21**	**0.04**	**0.12**	**0.15**	**(0.01)**	**(0.04)**	**(0.56)**	**0.32**	**0.18**	**2.36**	**3.61**	**0.31**	**0.14**	**(0.42)**	**2.48**	**6.42**	**5.99**

(1) In 2026, following the issuance of Hybrid perpetual notes classified as equity, coupons accrued on these instruments, together with the Hybrid perpetual notes, are accounted for in a separate reserve within equity, which is not available for distribution to equity holders. The deferred tax effect arising from the issuance discount and other costs on the Hybrid perpetual notes is also recognized directly in equity within Retained earnings and other reserves. Accordingly, the coupon accrued and the deferred tax impact are deducted from Net profit/(loss) attributable to the equity holders of the parent in calculating both basic and diluted earnings per share. No such adjustment was required in prior years, as no Hybrid perpetual notes were outstanding during those periods

(2) For the three months ended March 31, 2025, June 30, 2025, September 30, 2025 and December 31, 2025, for the six months ended June 30, 2025, for the nine months ended September 30, 2025, and for the year ended December 31, 2025, as well as for the three months ended September 30, 2026, the Company reported a loss attributable to the owners of the parent. Consequently, the potential dilutive impact of share-based payment plans was excluded from the calculation of diluted earnings/(loss) per share, as its inclusion would have been anti-dilutive.

However, for the three months ended March 31, 2025 and June 30, 2025, as well as for the six months ended June 30, 2025, and the nine months ended September 30, 2025, the adjusted net result reflected a profit. Accordingly, the potential dilutive effect of share-based payment plans was included in the calculation of Adjusted diluted earnings per share.

For the three months ended September 30, 2025 and December 31, 2025, for the year ended December 31, 2025, and for the three months ended September 30, 2026, the adjusted net result remained a loss and, therefore, no dilutive effect was included in the calculation of Adjusted diluted earnings per share.

(3) Tax impact on adjustments is calculated based on the expected local country tax implications for each adjustment.

Industrial Net Financial Position reconciliation

	Three months ended March 31		Six months ended June 30,				Nine months ended Sept 30,		Years ended December 31,			
(€ million)	2026	2025	2026	2025	2024	2023	2026	2025	2025	2024	2023	2022
Debt	(47,919)	(39,079)	(52,062)	(40,799)	(32,174)	(29,467)	(55,999)	(43,148)	(45,947)	(37,227)	(29,463)	(27,153)
Current financial receivables from jointly-controlled financial services companies	870	659	993	1,371	1,245	985	799	787	603	674	767	321
Derivative financial assets/(liabilities), net and collateral deposits	127	153	106	202	6	14	79	173	181	222	20	52
Financial securities	867	2,757	880	2,176	6,619	3,940	3,443	1,549	1,362	4,468	6,089	3,527
Cash and cash equivalents	31,950	32,780	33,697	30,660	36,325	48,978	29,046	27,314	30,146	34,100	43,669	46,433
Industrial Net Financial Position Classified as Held for sale	—	(131)	4	(130)	(59)	—	95	(123)	—	169	109	54
Net financial position	**(14,105)**	**(2,861)**	**(16,382)**	**(6,520)**	**11,962**	**24,450**	**(22,537)**	**(13,448)**	**(13,655)**	**2,406**	**21,191**	**23,234**
Less: Net financial position of financial services	(23,616)	(14,789)	(26,417)	(15,512)	(10,265)	(5,347)	(27,937)	(17,833)	(20,349)	(12,722)	(8,296)	(2,471)
Industrial net financial position	**9,511**	**11,928**	**10,035**	**8,992**	**22,227**	**29,797**	**5,400**	**4,385**	**6,694**	**15,128**	**29,487**	**25,705**

Industrial Free Cash Flow reconciliation

(€ million)	Three months ended March 31		Three months ended June 30		Three months ended September 30		Three months ended December 31	Six months ended June 30,				Nine months ended Sept 30,		Years ended December 31,			
	2026	2025	2026	2025	2026	2025	2025	2026	2025	2024[1]	2023	2026	2025	2025	2024[1]	2023	2022
Cash flows from/(used in) operating activities	**(2,718)**	**(2,846)**	**(169)**	**559**	**(3,930)**	**(4,551)**	**2,188**	**(2,887)**	**(2,287)**	**3,970**	**13,393**	**(6,817)**	**(6,838)**	**(4,650)**	**1,535**	**22,485**	**19,959**
Less: Financial services, net of inter-segment eliminations	(2,493)	(2,341)	(2,951)	(2,056)	(1,733)	(2,549)	(2,754)	(5,444)	(4,397)	(2,384)	(211)	(7,177)	(6,946)	(9,700)	(5,209)	(753)	211
Less: Capital Expenditures and capitalized research and development expenditures and change in amounts payable on property, plant and equipment and intangible assets for industrial activities	1,621	2,649	1,445	2,487	1,745	1,873	2,081	3,066	5,136	5,438	4,196	4,811	7,009	9,090	10,761	9,031	8,938
Add: Proceeds from disposal of assets and other changes in investing activities	(2)	135	(5)	338	18	19	99	(7)	473	163	1,726	11	492	591	303	2,152	500
Less: Net proceeds related to the reorganization of financial services in Europe	—	—	—	—	—	—	—	—	—	—	1,464	—	—	—	—	1,532	—
Less: Contributions of equity to joint ventures and minor acquisitions of consolidated subsidiaries and equity method and other investments	83	24	341	456	96	455	181	424	480	1,495	1,058	520	935	1,116	2,376	2,767	769
Add: Defined benefit pension contributions, net of tax	10	7	9	21	11	7	5	19	28	24	43		35	40	45	798	278
Industrial free cash flows	**(1,921)**	**(3,036)**	**1,000**	**31**	**(4,009)**	**(4,304)**	**2,784**	**(921)**	**(3,005)**	**(392)**	**8,655**	**(4,930)**	**(7,309)**	**(4,525)**	**(6,045)**	**12,858**	**10,819**

(1) Effective H1 2025, two types of cash flows were reclassified to cash flows from operating activities: (i) the net change in receivables related to financial services activities have been reclassified from investing activities as these are part of our principal revenue-generating activities and (ii) certain financial receivables related to factoring transactions from financing activities. Comparative figures for H1 2024 and FY 2024 have been reclassified accordingly.