Bank of America
Autos and Future Car Conference 2022
September 28, 2022
SAFE HARBOR STATEMENT

This presentation 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 revenues, industrial free cash flows, vehicle shipments, capital investments, research and development costs and other expenses 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 continued impact of unfilled semiconductor orders; the Company’s ability to realize the anticipated benefits of the merger; the continued impact of the COVID-19 pandemic; the Company’s ability to launch new products successfully and to maintain vehicle shipment volumes; the Company’s ability to successfully manage the industry-wide transition from internal combustion engines to full electrification; changes in the global financial markets, general economic environment and changes in demand for automotive products, which is subject to cyclicality; changes in local economic and political conditions; changes in trade policy, the imposition of global and regional tariffs or tariffs targeted to the automotive industry, the enactment of tax reforms or other changes in tax laws and regulations; the Company’s ability to produce or procure electric batteries with competitive performance, cost and at required volumes; the Company’s ability to offer innovative, attractive products and to develop, manufacture and sell vehicles with advanced features including enhanced electrification, connectivity and autonomous driving characteristics; 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; 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 and associated risks related to the establishment and operations of financial services companies; the Company’s ability to access funding to execute its business plans; 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 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; increases in costs, disruptions of supply or shortages of raw materials, parts, components and systems used in the Company’s vehicles; the Company’s ability to maintain effective internal controls over financial reporting; developments in labor and industrial relations and developments in applicable labor laws; exchange rate fluctuations, interest rate changes, credit risk and other market risks; political and civil unrest; 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.
**SUPPLY CHAIN SECURING: Semiconductors**

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Short & mid-term: the automotive needs will adapt to the available technologies

Long term forecast will ensure capacity always matches with automotive trends
Secure the cost
- Contract for Natural Gas and Electricity (Europe)
- Physical and financial hedging

Secure the risk of shortage
- Energy consumption reduction for all plants
- Alternative solutions
- Mitigation plan for critical suppliers

Prepare the future: Energy autonomy
- Renewables energies (on-site & off-site)
- Electrified solutions to replace natural gas equipment
- 100% decarbonized
SUPPLY CHAIN SECURING: Battery Raw Material

New Value Chain

5 Gigafactories
with best-in-class suppliers

Solid-State Technology

Raw Material Availability

Direct securing of raw material sources on top of battery supply securing

- Focusing on Li, Ni (Co as by product), Mn
- Reviewing U.S. Inflation Reduction Act (IRA) impact to adapt supply if needed
- Prioritizing: availability, carbon footprint, ESG, costs
  ➔ Ongoing activities to further extend binding agreements

Material Strategy

North America
~150 GWh in 2030

Europe
~250 GWh

2030 GWh

Battery Value Chain

INITIATIVE FOR DIRECT « OFF-TAKE » CONTRACT BY STELLANTIS EQUITY INVESTMENTS AS PER REQUIREMENT

SUPPLY CONTRACT SECURITIZATION BY TIER 1 BATTERY SUPPLIERS FOR ANODE/CATHODE

RECYCLED RAW MATERIAL ACCESS BY SETTING UP PARTNERSHIP WITH RECYCLERS

(1) Closing subject to customary closing conditions, including regulatory approvals
(2) Supply agreement is subject to successful start of commercial operation at Vulcan facility and full product qualification