



Stellantis Investor Day 2026 – Asia Pacific May 21, 2026

Grégoire Olivier:

Good morning, everyone. Being the last one before the break, I'm going to focus on the essential. Antonio told us earlier, in Asia Pacific we will focus on expanding our strategic partnerships to grow locally and export to other regions. We have in APAC something unique, partnerships that no one else in our industry has. First, Leapmotor. In the fourth list of new Chinese BEV manufacturers, NIO, Li Auto, XPeng, Leapmotor. Leapmotor is the one growing the fastest with the most competitive cost position and the largest volume. 600,000 battery electric vehicle BEVs sold in 2025, world's global BEV manufacturer number six.

We are Leapmotor largest shareholder with a close to 20% ownership, have two board members, and through Leapmotor International, which is 51% Stellantis entity, have exclusivity of selling Leapmotor cars outside of China. Leapmotor International gets the cars at cost from Leapmotor and 18 month after launch is at 11,000 BEV sold per month in March and April and growing. Second partnership, Dongfeng. Having launched Citroën in China in 1992, Dongfeng has been a partner of Stellantis for the last 34 years. We have decided with Dongfeng to develop and manufacture in our Chinese JV, DPCA, two new Jeep and two new Peugeot model that we will sell around the world. This new BEV and PHEV at Chinese cost for Jeep and Peugeot customers in a number of export countries will be a significant contributor to Stellantis' growth, profit, and energy transition. They will be mostly financed by DPCA, which will allow us to remain asset light in the region.

And then Tata Motors. Tata Motors has been a Stellantis partner for more than 20 years, and will provide a highly competitive platform to develop a new Jeep car that will be developed in India, assembled in India in our Stellantis data JV in India for the world. With those four new launches with Dongfeng and the fifth one with Tata, plus our current Citroën Smart Car program in India, we will profitably grow in APAC. But more importantly, we will export those highly competitive cars to more than 50 countries around the world, generating, accumulating amount of more than 60 billion euros of vehicle and model sales over the next five years. To conclude, our ambition for APAC is threefold. Number one, we will maximize our Leapmotor partnership synergies, which means grow Leapmotor International with the first milestone at 180,000 BEV sold next year. Number two, we will maximize Dongfeng and Tata partnership synergies with 100,000 localized cars sold globally in 2028 and growing. Number three, in the APAC region, adding our imports from North America and from Europe, we will double in size with an AOI margin between 4 and 6%. Thank you very much.