



Stellantis Investor Day 2026 – Closing Remarks May 21, 2026

Antonio Filosa:

As we come to the end of this investor day, let me first thank you all for spending your valuable time with us today. I also want to thank all the people in Stellantis who have worked hard to support me and the management team in preparing the plan in this very important day. We have shared with you our plan for the next five years, fast lane 2030. This plan maps the path forward for Stellantis, a journey which this team started nearly 12 months ago. At Stellantis, we move people with brands and products they love and they trust. This is our clear reference to our customer, and we place them at the center of our plan and of everything we do every day at Stellantis.

Now, let me leave you with few key takeaways. First, we simplify our portfolio with our four global brands and our five regional brands and Pro One business unit serving professional customers. Second, we will allocate our capital efficiently. We will invest more than €60 billion by 2030, supporting over 60 new vehicle launches. We will develop global technologies and improve EV competitiveness, and we will have a special focus on North America.

Third, strategic partnerships. They will be a real force multiplier. Partnership with other OEMs and with the best technology providers. They will further optimize our capital efficiency, accelerate time to market, support our EV competitiveness and improve manufacturing capacity utilization. Fourth, we optimize our industrial footprint. Europe, North America, and Middle East and Africa will significantly increase capacity utilization. In Europe, we will reduce our total capacity by more than 800,000 units. In the US, we will increase production mitigated by the impact of tariffs.

Fifth, execution, execution, execution. My background is in manufacturing, and this team will create an industrial machine with faster time to market. Top quartile quality is significantly improved capacity utilization to execute on our product promise to all our customers. Finally, the regions. Regions are where the rubber hits the road. As you heard today from my colleagues, we empower our regions. Each of them has built a tailored plan and owns the plan execution. Here to conclude our day is a reminder of what we intend to deliver.

We expect a return to positive free cash flow in 2027. By 2028, our plan is to reach €175 billion in net revenues, 5% AOI margins, €3 billion of free cash flow. By 2030, €190 billion in net revenues, 7% AOI margins, €6 billion of free cash flow with top quartile quality in all regions and in all segments by 2028. Ladies and gentlemen, this is fast lane 2030. Our direction is clear, and our journey has just started. Thank you very much.