



Stellantis Investor Day 2026 – Middle East & Africa May 21, 2026

Samir Cherfan:

Thank you. Good morning. In the Middle East and Africa, as shared by Antonio, we aim to increase our revenues by 40% while keeping a double-digit margin. We achieve this through a competitive transformation of our vehicle sourcing. Leveraging and expanding our manufacturing footprint in the region for the region and importing key products from Asia. Middle East and Africa is a diverse region full of potential, one of the fastest growing automotive markets in the world. Today, it represents 25% of the world population. In 50 years, that figure will reach 40% and the region is very rich in resources, oil, gas, minerals. Stellantis is already at scale in that region. We have been the number two player in MEA for four consecutive years. We sell over half million vehicles with a double-digit margin. Our top six brands represent 90% of our sales. We enable all this with 2,000 sales and after sales touchpoints, nearly one million vehicle of manufacturing capacity, and the proper skills and partnerships.

In the Mediterranean Crown in the north of the region, we lead the market with 25% market share. Our plants in Morocco and Turkey are among the most competitive in Stellantis. At the same time, we have untapped potentials, Middle East, South Africa. This is especially true for Jeep despite the strong brand equity in these markets.

So the strategy, we want to transform competitively the vehicle sourcing. We want to go from 30% of the vehicles producing the region or coming from Asia to 90%, 90% of competitive sourcing. In the Mediterranean Crown, we'll fully utilize the 800,000 unit capacity in Turkey and Morocco, restore Fiat's leadership in Turkey, and provide competitive products across all markets. In Algeria, we are the main player today. We will scale manufacturing and reduce costs through deeper localization. In the Middle East and South Africa, we will use competitive imports from Asia to complement our regional offer. This transformation is already in motion. We will be at 75% of execution by '28.

Now, the product plan. It is built around scale, capital discipline, and focus. 22 car lines will generate 90% of our sales. We are investing 300 million euros per year by leveraging regional incentives and partners co-investments. For example, in Turkey, Tofas, our joint venture with Koc Group, plays a key role in the development, manufacturing, and distribution. Half of these 22 car lines will be coming from Asia. The other half will be produced locally in Middle East Africa, including Jeep CKD programs from India and China. In the North, we'll mainly leverage the Smart Car platform, B&C segment cars, plus the full range of vans. In the South, we will compliment with SUVs and pickups sourced at best benchmark costs from Asia. To conclude, revenues up 40% while sustaining a double-digit margin. A competitive transformation of our vehicle sourcing reaching 90% of the sales source from the region or from Asia.

Maximize the use of our best in class plants in Morocco and Turkey, scale our operations in Algeria, address performance shortfalls in South Africa and Middle East. Middle East and Africa will continue to be the profitable business growth engine for Stellantis. Thank you.