



## **Stellantis Investor Day 2026 – Q&A and Closing Remarks May 21, 2026**

### **Charlie Christman:**

Okay. We've now reached the Q&A portion of our agenda. While they're setting up the chairs, I'll explain how it's going to work. Similar to how we do on the earnings calls, this will be for the sell side analyst. Please ask one question and one follow-up. You will see my investor relations colleagues, Valerie and Stephanie, with microphones in the aisle. If you have a question, please raise your hand, and they will find you. We'll just invite the management team up once they get the chairs set up, and we'll be taking your questions. Thank you. Okay. We can begin.

### **Philippe Houchois:**

Hi. It's Philippe Houchois from Jefferies. I'm here. Hi. Good to see you. First of all, no, thank you very much for all the work that has gone into this event. Much appreciated. My question or reaction, I guess, is understand what's happening in the US, and I think nobody has any issue with what you're doing in North America. It's more about Europe. 3 to 5% margin is pretty low even by the low standards of European history. My impression is we have almost like a two-tier business. North America remains more traditional car maker, reasonably well integrated vertically.

Then Europe is basically no shedding assets or trying to figure out is this low margin, I'm sure it includes the fact that you expect more competence from China, no doubt. EVs may be dilutive, but also you disintegrate vertically quite a lot. Effectively, you may gain on capital intensity, but you will lose EBIT over time. I'm just trying to understand that context of what is the strength of Stellantis long-term in Europe? Is it a distribution business? What's your edge to be a long-term competitor in Europe?

If I can squeeze the second one is we know, for example, that regulation on CO2 and LCV is very important for European earnings. We don't see Europe doing anything to try to help the industry or protect. I'd love to have your view and why is Europe not helping? What's going on? Because we see the Chinese coming in, you're helping them to some extent and there's a logic to it, but can't help thinking that you're helping the ship. That's it for me.

### **Antonio Filosa:**

Well, thank you. Two questions. One Europe and one regulation. Okay. I will start answering, then I will leave Emanuele the rest of the answer. I will answer as the CEO of a global company that develop a business in multiple regions. This is a strength that we have because once one region is in a certain direction can compensate offset eventually, other regions that may be in a small problems, which is not the case of Europe. Let me talk about Europe.

We will leverage 40% of our investment, which is €60 billion to develop global asset for all the brands and for all the regions. Then we will leverage the rest into the brands in the way four global brands, two being in Europe, will roll out first those global asset, and then we'll have all the other brands following.

What the region will do, they will work intensely with our brand to strengthen complementarity, which is something that we have geographically and as brand portfolio, and differentiation. This is how we want to work margins in Europe better on the efficiency of our global scale, and on the differentiation of which one of the brands.

Now, we go into the regulation and Emanuele is the best person to answer, but number one, we are having a very productive engagement with the commission, and with the institution in Europe. We are learning a lot. You mentioned regulation about light commercial vehicle. I believe we are not far from having a clear alignment on what that needs to be, which in our case in details is 5-year average on CO2 emission that we understand might happen in 12 months from here. That will be very beneficial.

The way we understand that the alignment is closed because both in ASEA and from the multiple interactions that we have with the governments and institution there, we understand that everybody's aligning on the fact that those light commercial vehicles, CO2 standard and targets needs to change. It is just because we look at the customer, and we understand what is the pain that is fitting. Imagine a small entrepreneur, a florist that turns a fleet of five vans and is very close to change those five vans into new ones because they are getting aged. Today, if he does arithmetic, this is that total cost of ownership still is favorable to the old ones instead of electric ones. It's postponing that purchasing and this is when everybody lose because this florist will lose in maintenance cost. His fleet is getting aged so it will pay more for maintenance. The industry will lose five new units that could be built and delivered, and the environment lose because those five old ones, they pollute more than any other combination of any powertrain of five new ones.

We understand that by a constructive and constant dialogue with everybody, this alignment is very close and we expect it happening in the next 12 months. Said that, our plan is resilient. Our plan will go in the direction that you saw with or without those that we expect as the final alignment or regulation. Emanuele, if you want to.

#### **Emanuele Cappellano:**

I just want to say we need also to look at what is the current situation of Stellantis and the market today. Stellantis is today first quarter in a good path of recovery compared with the prior quarter, the fourth quarter last year. This is also with a mix of BEV that is quite increasing compared with the past. The momentum for electrification is a good momentum.

Now, in our projection for the long term, we decide to be very conscious and to look at what is the average profitability of the competition in Europe. The level of competition is high, the number of vehicle by segment is very high. We prefer to be very conscious on our forecast. On LCV, Antonio, I think you really define what is the situation today. The demand is not aligned with the current regulations CO2 on LCV. We expect some modification. I think that all the stakeholder are very conscious, but at the end of the day, we need to see some real moves in the legislation. Thank you.

#### **Henning Cosman:**

Hi. Henning from Barclays. Thanks very much for having us for a really well delivered event, I thought. I'd like to challenge you on North America actually, a little bit. You talk about that 35% volume growth in a flat market. Obviously, all of it in terms of taking share from competitors appreciate you have a few white spaces that you want to grow in, although some of them would appear to be a bit dilutive. You're bringing some sub \$30,000 Chrysler vehicles back, for example, on the Ram side, rather smaller trucks. Seems to be a bit dilutive.

I just wanted to understand what you would expect a reaction on part of your North American competition to be, because you have flat mixed positive pricing yet really high growth in a flat market. I

just wanted to challenge you a little bit on that and see what you think the reaction part of the competitors will be. That's the first question.

Then the other dominant part, of course, in the AOI bridge is the cost savings. I suppose Joao, you said it's about fifty fifty between Europe and North America, and that we must hold you accountable quarter by quarter now for the delivery. Can you share a little bit how much of that is really in line of sight already? How much of that do you have identified? Obviously, everybody's trying to get more out of the supply chain and so on. How tangible is this already? When does it start to come through? Thank you very much.

**Antonio Filosa:**

Perfect. Thank you for your question. North America, we will launch products into five new segments as you saw. Let's start with RAM. RAM is the fastest growing brand in North American quarter one. Without new product launches is growing in market share and profitability as we know. Now, RAM few years ago was much higher than segment share and market share. One of the reason is because three years ago Ram lost in its lineup Ram DS that was the entry offer of pickup trucks budget Ram, \$10,000 in average more competitive than the DT, the current Ram 1500. We are already working on that entry part of the segment with the new entry version such as the Black Express, but we understand that inflation and cost pressure might move demand of pickup buyers into the lower segment as we see already.

In the mid-size pickup track, we target the competitor which is now number one, which is as we know, Toyota Tacoma. We believe we have a great product to battle face-to-face with Toyota Tacoma. Then we have in the compact pickup truck, what has been proven already a very good product in South America and Central America, which is the Ram Rampage coming to be built in North America. That segment today is just one player that is built in Mexico is Ford Maverick. We want to get with Ram Rampage with a very good product that by the way, in South America is doing much better here in North America. We believe that Ram really has been proven to have the ability to grow a lot into the large pickup trucks as it's doing in the latest three, four months, can have a big edge, a big advantage to play in midsize pickup truck and also in the compact pickup truck, as we see already happening, for instance, in South America.

Now Chrysler, as you mentioned. Chrysler as Tim Kuniskis has shared with you is practicality and functionality. We truly believe there is nothing more practical and functional that the 2 cars that you saw in the dome that might be priced at \$25,000. We have a strong competitor in that range out of the one of the D3 that sell 1/4 million units per year, and we want to really be competitive and bothering this competitor in that segment.

Then the other part of your question is about VCP and how close we are to be tangible. All the initiative that have been so far produced by almost 3,000 people that are working on VCP in the company, we understand that 40% of those, will be implemented in the latest part of this year thus will mature next year. In our business plan, next year there is the impact of those 40% and then growing, and we can give you to increase this level of tangible some examples.

For instance, quality to us is a cost. Total warranty spending, total warranty costs are costs for sure. Now we are developing through AI adoption in VCP a set of tools in quality that connect immediately one claim, one issue on the field to the plant to the workstation where this issue was generated. Then the same tool will open to us all the similar issue that had been root caused already and sold it. Now, we have in seconds, in minutes, an encyclopedia of possible root causes, possible fixes that will fix that problem in the field, thus will stop the recurrency, thus will be beneficial to total warranty cost.

Now, you go in the plant again, manufacturing and you see preventing maintenance. Preventive maintenance before was a very articulated discipline to understand on the cycles of use deterioration of components. Now AI, as we are applying, will provide to the maintenance team immediate signals of early deterioration that would imply to go preventive instead of be corrective. Those are breakdown that you avoided in the plans that we spend less money or none. Just the ones needed to give maintenance. Those are just two example, by Joao, if you want to. Okay. Unless you want more, but that's all. Thank you.

### **Itay Michaeli**

Hi, everybody. Itay Michaeli from TD Cowen. Thanks again for hosting this event. Actually, I have two questions on software and AI. The first is I'm curious if you can dimension the contribution that you expect through 2030 from incremental software services, both in the consumer side and maybe the Pro One side. Secondly, we heard a lot about level two, level two plus. I'm curious if you could update us on your plans through 2030 on level three and level four. Thank you.

### **Antonio Filosa:**

Okay. I will take the first part of the answer, and then I will give to Pro One, so Emanuele and to Ned and Davide the rest of the answer. We are working now with the partners that you saw and many others to implement the enablers to our leapfrog in digital techs. Stella Brain, our central computing architecture will be deployed to our fleet in 2027. Then smart cockpit in 27 and 28. Finally, auto drive in 27 and 28 and AI assistance in our car in the same timeframe. By 2035, we will have 70% of our fleet with all of that. That means revenue stream coming south of that. Then if you want to answer on Pro One.

### **Emanuele Cappellano:**

On Pro One, there has been a shift in what are the success key factor for being number one in like commercial vehicle. Before it was just a matter of serving the best possible product for our fleet customers. Today, the shift is not only having the best possible product, but offering a full ecosystem of services. This is exactly what we are looking for, and we are building actually. We already launched the program in some countries in Europe, so it's ongoing.

The target is easy. Reducing the total cost of ownership, guaranteed the full uptime of the vehicle of the fleet that are circulating. This is where we are working on. On this, the AI is a fundamental rule because it's an enabler of providing the best possible services within the TCO management and the fleet management.

### **Ned Curic:**

On the software side and ADAS services side, we are not breaking down software revenue as you know, but eventually down the road, we'll probably break down the software revenue. I can tell you that our service subscription revenue grew roughly 50, 60% this year. Significant growth in a service. We expect that service revenue going to continue to grow that scale. We cleaned up lots of service offerings standardized between Europe and United States, cleaned up experience.

We see usage growing, not only subscription revenue, but usage. A churn rate has dropped. We keep over 92, 93% of the customers that subscribe. They stay with our service on the consumer side. Then on a Pro side, we lining up, we have this free to move fleet service offering that we now bringing to United States and creating with a manual set of services that we're going to turn into service offering for the Pro. We expect that very similar take rate and a very similar churn rate based on our learnings from consumer side to stick. We have learned how to manage the services part of the business.

On the ADAS side of things, as you've seen what we share today, we took roughly 70% of cost out of existing system on L2+. What does that mean? It means we can put it in much more cars today. The typical offering on the L2+ on our premium trim vehicles is roughly 2,000, sometimes 2,500, depending on how these things get priced. The take rate is relatively stable equivalent to other automakers, but we believe by dropping the cost and dropping the price will have a significant more take rate on these services.

I think the way we packaging experience together with the right service offering, we'll be able to grow this software service revenue significantly over next couple of years, and some point then Antonio and Joao will get to decide when to break that and show you guys how we're doing there.

**Michael Foundoukidis:**

Yes. Hi, Michael Foundoukidis, Oddo. Two questions also on my side. Sorry to come back on this, but on VCP and pass through assumption, the 2028 margin bridge seem to imply a very high pass through of VCP to AOI despite the competitive environment that you presented.

Could you explain us how it works? Because I guess that most of the OEMs, if not all, are looking in the same direction as you are in terms of cost and in terms of competitiveness improvement in the coming years. And maybe a second one, a quicker one on platforms. You presented STLA One this morning. Could you help us or me understand better what numbers of platforms do you have today on passenger cars and what would be that figure in 2030 from now in terms of simplification? Thank you.

**Antonio Filosa:**

Okay. So I will start answering the first question on VCP. And then Joao will compliment and Davide will talk about STLA One. So on VCP, what we said before, we have an objective of six billion euro run rate. What will happen by the end of this year that among all the initiative that we started we already brought, hired, 40% of those will start making money for us. That mean that we have a pass through in 2027 already of 40% of that objective, which is over two billion. It's 2.4 billion. And this is the first part of your answer then if you want to go.

**Joao Laranjo:**

Yeah, just so a few things. You're right. It's €6 billion of full impact on AOI and cash. And to put that in perspective, our total cost of sales, it's more than €100 billion. So if you put that as in perspective, in percentage is not something unusual or something that other OEMs are not able to achieve.

That does not include headwind because especially raw materials, we put that separate. So we are confident based on the benchmark that we have done so far and the initiatives that we already see that we can accomplish that number, which is a net number that would flow through the P&L and we also see the cash benefit on that.

**Antonio Filosa:**

STLA One.

**Davide Mele:**

On STLA One, as you have seen, STLA One is the first very modular platform by design that we are putting on the market starting from next year. We are getting rid of our own boundaries that we were constraining ourself in terms of segmentation, in terms of dimension. And we are really addressing the modular concept as the base concept of the platform where, as you have seen with the software that

started with the central compute that is as powerful to integrate various module. Then we're able to expand the coverage of this platform from the B to the D segment and from the ICE and the heavy electrification up to the BEV. So that would cover from B to D. That would realize over time, basically five platforms that we have today to become one. So all these segments will converge over time to that.

When we think about that by 2030, three platform are going to be global platform with 50% of the volumes. When I count for the more regional platform, I add up other two platform and we're making basically up to 75 to 80% of the volumes. Then there will remain over time on regional platform like Middle East and Africa, South America, and in certain segment, of course, North America, some regional platform.

And by the end of the next plan, so we're thinking about 2035, then that's where we are halving basically the number of platform as STLA One as mature and has consolidated the five. And the electrification roadmap in Europe has basically mature so to convert to unique powertrain lineup.

**Christian Frenes:**

Thank you. Christian Frenes, Goldman Sachs. First of all, thank you for setting up this event. Really interesting day and we appreciate it very much. I wanted to come back to North America in terms of the price mix volume contribution. I think for the group, you talked about 2.1% through 2028. And I'm wondering for North America only what your assumption for price mix volume is and specifically when we think about the RAM contribution, there's a lot of new product being launched there. How significant is the RAM contribution and what's the cadence of it? When should we expect the most significant impact? That's my first question.

And I have one quick follow up as well, which is just on the raw material side. You talked about 140 basis points, I think of headwind. And I think it was mentioned at 100 bps of headwind already in the second half of this year, if I heard it correctly. Could you elaborate on what your expectation is for 2027? Thank you.

**Antonio Filosa:**

Perfect. I will start the answer. So how relevant is RAM today and the future? Very relevant. Very relevant. It is relevant already today with the pickup offer at the band offer that he has in the market. Will grow in relevance starting from '28, actually end of '27 and '28, '29, with the launch in North America of the midsize pickup truck and of the compact pickup truck.

So the relevance is already very high in volumes, half million units sold last year in profitability overall and per unit. And our plan is to keep pushing on such a beautiful brand with a very strong lineup for the future to make sure that we accelerate on that. And crucial year is '28 because it's when all the volumes all launch will be materialized on the market. On inflation.

**Joao Laranjo:**

Yes. So just to answer, just to compliment on the volume mix price for North America, of the 2% that I showed on the group, half its price and that price is from North American price that we have already taken. So that's a carryover that we are assuming that is going to continue given the inflation that we see on the market. During the plan period, '28, '29, 2030, the mix verse '25 in North America will be basically neutral because we have benefits of regulation easing, but we are introducing vehicles in lower segments that has lower margins than we have.

So mix of America is flat and for the group as well because for the group, North America is the one that is growing the most. So has that positive market mix, but it's offset by the increase on LEV in Europe. So mix is both neutral in North America and for the group.

On the raw material, what we are seeing, and we're going to start seeing already in Q2, it's about 1% of raw material increases over a year, not exactly 1% in Q2, but we'll grow to up to 1%. And then in 2027, we expect that right now if price continues as it is today, we're going to continue to see a headwind because first hedges we're going to roll off. And also right now we have still contracts that are usually one year and then we would renegotiate the contract.

So raw material we are forecasting as you saw in the walk by 2028, 1.4 points of increase. Basically, we are assuming the current price that we have right now, including the negotiations that we would have next year. Okay.

**Horst Schneider:**

Yeah. Thank you for taking my questions. I tried to constrain myself the two questions because I probably have 10. I'm Horst Schneider from Bank of America. I've got the first question please is on, I'm not sure if I missed that, but when you say that you plan for positive pricing in your bridge, can you maybe outline what you assume for which regions and where maybe the pricing is negative, where it's positive? Because for car maker, it's unusual the assumption of positive pricing because usually in cars we have got negative pricing. So maybe you can explain that a little bit better why.

The second one is I do not fully understand the gross targets for Europe and for MEA. That looks very high. So in here you have got the partnerships with Leapmotor. So maybe you can break that up what comes from Stellantis itself and what comes in from Leapmotor and the JV. So the background of that question is also I want to understand what I need to strip out then at the end of the P&L from the minorities. Thank you.

**Antonio Filosa:**

Okay. I will take the second question and then I will give Joao the answer for the first question. So let's go MEA first. MEA will grow 40% in revenue in the plan. Today, MEA is already the second... Stellantis the second automaker in the region, is very profitable already with 30% of the overall volume that we sell in the region built in the region and region is very competitive.

So the major force of acceleration is to go from 30% of what we sell in the region built in the region to 90% as a combination of a very high product localization and the very competitive vehicles that will come from Tata, Jeep branded, from Dongfeng, Jeep, and Peugeot branding in some market and from Leapmotor. But the highest concentration of growth will happen because we will build more in the region. Turkey is going to ramp up a lot by using the very strong industrial footprint in Tofaş. Algeria, we are going to invest in additional manufacturing and other partnership that we have in the region itself.

In Europe, what we see is that already Leapmotor is a strong example of growth from zero to 34,000 units sold last year, this year more than double. Then we are industrializing with this partner Madrid. And we will put in Madrid two the SUV segment. Then we are already now prototyping the first vehicle built one of our two lines in Zaragoza and leveraging this partnership we are putting an Opel on top of that as well. So a big step forward because of Zaragoza and Madrid.

Then Dongfeng. So with Dongfeng, we intend, we plan to materialize an agreement to share capacity of RAM and to put in RAM their top tier brand, which is Voyah. So yes, the contribution of the partnership is growing in Europe as is growing each one of the brand, the five regional brands that Emanuele has shown in the plan as well through high differentiation. You want to take the other?

**Joao Laranjo:**

Yeah, sure. So a few things on the price, just to make sure that it's clear. We are not in the plan forecasting additional price increase for now. What we have and what we showed in the walk, we are walking this 2025. And what we have there is the impact of price that we have already taken, the carryover price, which is positive enough America. It's positive in Middle East and Africa. It's positive in South America and it's negative in Europe.

Going forward, we are not planning for any price increase despite all the inflationary pressures that everybody's seeing. And if we look back five, 10 years, we have seen over time car prices increase but we are not taking that in consideration and will depend on the pressure that everybody's going to face on inflation, not only from raw material, tariffs, and other headwinds. Okay.

**Federico Merendi:**

Good afternoon. This is Federico Merendi from Wolfe Research. So my first question is you have a lot of stuff on the table right now. You have 60 models. I guess that you're planning also to redesign parts, a lot of things, right? And typically when this happens in this industry, companies are more prone to have quality issues or things going wrong. So how are you planning to manage this level of complexity over your period plan?

And my second question would be if you could talk a little bit more about the commercial vehicle initiatives in the US and how much are you embedding of basically improvement in the region versus your competitors? Thank you.

**Antonio Filosa:**

Oh, that's great. Thank you, because you touched on element that I really like to work around, which is product quality. So let me give you a little bit of numbers on product quality. So we measure product quality with a lot of indicators. The one that has the highest correlation to what happened in the field is what we call 3MIS kppm. So 3MIS kppm has been improved at the globally 31% so far being the highest improvement coming from North America.

Despite the launches that we had, usually a new product launch is the introduction on new supplier parts, or new technology, on recently trained manpower in our plants. So usually you see some peak, but we have been able with our quality team to mitigate all peaks. How we are doing that? Number one, we are really entertaining a very strong double way conversation with all our dealers. Those are the ones that first receive claims, the ones that first they advise now in this moment.

Second, we applied overall AI to understand quickly how to correlate whatever we see as a signal to a potential root cause that we have seen already in the past to all the possible fixes that we did. So we are really working hard on product quality nameplate by nameplate by intensifying field dialogue with dealers by applying last generation tools to be faster in root causing and to find possible actions for solve those issues. This is the first answer to your question.

The second is Pro One and commercial vehicle in North America. Well, this is already in good shape, but will be in a better shape. Why? On the pickups, we are launching a lot of pickups as you saw. So the mid-size pickup truck is coming very soon. This is a white space for us. We believe that we have a very strong offer in the product that you saw in the Dome and with a brand which is already the fastest growing brand in North America overall.

Then we have the compact pickup. This is very interesting as well. It is a proven product. So your first question about future product quality, well, it is already very mature. So we've been working a lot

technically on that product. It is doing very well on a similar consumer to the North America, which is the ones that are our consumer in Brazil and not only in Brazil.

And then it is a segment where basically today there is just one competitor that is built in Mexico currently. So we believe that on pickup truck, our plan and our brand are very strong to be successful. And once at the beginning of this year, we will relaunch in North America, in US as well the City, so the small one, this is a white space for the industry. Not only for us because today no one is there. And as much as we understand, our competitors will have something in 24 months from now. So we will have two year of anticipation of what we believe for the logistic last mile deliveries is getting a very hot market in many urban areas in United States. Thank you.

**Martino De Ambroggi:**

Thank you. Martino De Ambroggi, Equita. The first question is on the recently announced partnerships. Just to understand if you could quantify what is the impact on the six billion cost savings coming from these partnerships or other impacts. And I suppose you will continue to look for additional agreements which are not factored in the business plan. So will be eventually an add on, I don't know, Maserati, if it's something conceivable or not.

So the second is on the trying to summarize the light commercial vehicles and the Pro One and so on. I remember a few years ago you made an event in Balocco telling that this business at truck and LCV were one third of sales. You never disclosed the profitability, but probably was much more than half of the profitability of the group a few years ago. Could you share with us what is the current starting point and what is the arrival point that you have in your 2030 targets? Thank you.

**Antonio Filosa:**

Okay. VCP and the six billions, those are what we project as saving of the current cost structure. Obviously, we will learn a lot from the partners. We will learn how to develop faster, how to introduce faster additional cost saving ideas, but those are the saving on product costs mainly, but also manufacturing cost on quality cost that we see on the current cost structure.

It will be accelerated by the additional learning, but today's fueled but what we see today by benchmark our products to our competitor's product. That is the answer on the six billion and how still marginally, but I'm sure they will improve the partnership will jump in to give us even more idea to improve the current cost structure of the products of Stellantis. You want to take the ...

**Joao Laranjo:**

Yeah, we don't disclose the figures for the Pro One, but obviously, it's a very important part of our business everywhere and especially in Europe and North America.

**Tom Narayan:**

Tom Narayan, RBC. There was a slide in the European subsegment we had with different types of bread. There was a croissant and there was a pretzel for Germany and it was great. I liked it. I know some people didn't. But basically the idea there is that you have these national champions and that's what keeps the DNA away from, let's say the Chinese coming in.

But then you also have the Chinese partners coming in. I guess the question is, what is to prevent those partners that you have from taking a chomp at the pretzel, the baguette, etcetera? Who are they taking share away from exactly? And then a follow-up, just a quick clarification. Did you say that mix in Europe

would be positive? I'm just thinking you have the EVs, you have the profit sharing with the Chinese JVs and these lower priced cars coming in. Thanks.

**Antonio Filosa:**

Okay. So I will take the pretzel and focaccia in my case. In my case, part of the answer and then on the pricing in Europe, which will not be positive. Joao will explain.

The most important element of that beautiful and artistic representation of what we want to do with our European brands actually is what is nominal. The eggs, the flour, those are the same. This is the famous 47% of investment in the global asset. So we take the eggs and then by the magic of our designers, our brand management, we are able to differentiate and be distinctive in each geography for the customer that we have the privilege to serve by doing focaccia, by doing pretzel, by doing baguette, etcetera. So this is the recipe, partnership as you said.

There are two very important element of each one of the partnership that either we already have, Leapmotor, or we are building, Dongfeng in Europe. Those joint venture are meant to be distribution joint venture, so sourcing joint venture and capacity sharing joint venture. And in case of Dongfeng, also engineering joint venture, 51% owned by Stellantis. So we control distribution, if you wish.

In the agreement that we have both with Leapmotor and Dongfeng, we together select the products or the brands that our partner would like to produce and distribute through us because basically it's mutual interest to sell both more and not to compete for the same customer in the same showroom. So for instance, in RAM, once we will materialize the partnership with Dongfeng, Dongfeng will launch through the joint venture there, Voyah brand, which is a top tier brand, big cars.

And Leapmotor in Madrid, one, we will finalize that venture as well. Leapmotor will launch there probably two D segment cars, which is not in our core strategy since our core strategy, as Emanuele explained, is A, B and C expansion in Europe. So this is the way we want to work together to win both. So we win for some reason that I explained. And then the partners win because they will have access to our manufacturing knowledge and distribution very, very quick and scale or both will contribute to be even more effective in sourcing. And you want to take the prices?

**Joao Laranjo:**

Yeah. Sure. The question was on mix, right?

**Tom Narayan:**

Yeah.

**Joao Laranjo:**

So the net mix impact in Europe was 2025 during the planned period, it's negative because of the increase of the LEV. For the group, it's neutral because the negative mix in Europe, it's offset by the higher growth of the North America, which has higher margins than the other regions through the plan period. So since North America is growing more than other regions, that has a positive mix effect that offsets the negative mix effects that we're going to see in Europe because of the LEV penetration.

**Antonio Filosa:**

Thank you.

**Monica Bosio:**

Thank you for taking my questions. Monica Bosio from Intesa Sanpaolo. The first question is on North America. Antonio, you said that 2028 will be crucial for North America because of RAM. So should we expect a more backend loaded growth or a balanced growth in any case? How do you see 2027 in North America? That's my first question.

And the second one is on your partnership with Jaguar and Land Rover. I was expecting partnerships in Europe, but not in USA. So if you can explain me the reason behind. Thank you.

**Antonio Filosa:**

No, thank you for your question. Actually, to us, to this leadership team, to the overall Stellantis team that we are grateful to lead every day, every day is crucial. So we start seeing as crucial today, this week, this month, second quarter, the year, and up to 2030.

When I said that '28 is very important is because number one, in '27, we go positive in free cash flow generation and we have a plan for that. In '28, we get to three billion euro of positive free cash flow generation and we do that because we gradually and progressively improve our business KPI quarter by quarter, starting from quarter one versus the same period of prior year to execution through new product launches. And then we have a very high density of product launches in North America in '28.

So in '28 is when we mature the launches and the sales of the Chrysler that you saw the very competitive ones, when we have the two pickups already in the market. So accelerating ramp up of production sales, the mid-size pickup truck and the compact pickup truck. And we will already have accumulated more than one year of sales of the beautiful white spaces of RAM that you saw by Tim Kuniskis. So the sport truck, for instance, and the TRX.

So it is a year where we will accelerate because of accelerated product launches cadence. But when you talk on what is crucial to us is every day is this year is to be positive industrial free cash flow in '27, is to reach €3 billion of industrial free cash flow in '28.

Partnerships. Partnerships are meant to be a multiplier of forces for us in many fields. And in Europe, it's very clear that when you talk capacity sharing, a capacity with region sharing, but not only, what happens in North America? Well, in North America, we can develop together products, we can develop together technologies and we can have opportunity or capacity sharing since the new trade condition makes our installed capacity very attractive to many other competitors or potential partners. And we have very a knowledge, manpower and industrial teams that run every day a lot of assembly plants in this region and in this country. Thank you. Thank you for your question.

**Charlie Christman:**

That was the last question. Antonio, last word to you.

**Antonio Filosa:**

Well, I just want to thank John first. John, thank you very much for being with us. This is really a lot as a message to this team. We really appreciate your time. I know how busy you are every day and we are very happy to share fast line 2030 with you in person.

And I will obviously want to thank all of you for these important questions as you did. As we close this important day for Stellantis, I want to thank you once again for being us today. Safe travels to all and see you next year probably. Thank you very much.