



Stellantis Investor Day 2026 – South America May 21, 2026

Herlander Zola:

Good morning. Good morning all. Let me start with the key elements of our strategy in South America. Building on Antonio's message, I will go deeper into how we approach the region and how we will use our position to sustain leadership and deliver consistent results. I will walk you through that, please follow me. First, let's put South America into perspective. In 2025, the region represented 5% of global industry and almost 20% of Stellantis' global sales. As we can see here, we closed the year as number one in sales with more than one million units sold, more than 22% market share and over 30% in Brazil and Argentina, this leadership comes from Fiat and light commercial vehicles dominance, the strength of Jeep SUVs and Ram pickups, and the solid contribution of Peugeot and Citroën, mainly in Argentina and Chile. But now the real challenge, how do we keep this position while Chinese brands advance? In Brazil and Argentina, we start from a position that no Chinese player can replicate. High level of localization, the strongest supplier base of the industry, a strong dealer network, and more than 4,000 local engineers who developed smart and affordable technologies such as biohybrid, the combination of electric and ethanol based engines. This local capability allows us to deeply understand customer needs, and deliver the right products for them. The Chinese offensive is real. It's aggressive. Many OEMs are losing market share. Our strategy will allow us to keep our leadership and our consistent results. And how do we face what is coming?

First, we protect the interest segment. Here, Chinese brands are not strong. It's a nice C-segment. Brand equity, trust counts a lot. And we are going to bring three new Fiat products to be even stronger in that market. Second, we expand our leadership in pickups where the profit pool is largest and the Chinese brands have not entered yet. We leveraged the power of the Ram brand. We launched the new Ram Dakota and we also renewed three new pickups. Ram Rampage, Fiat Toro, and Fiat Strada. We have a proven track record here with products fully developed in the region such as Fiat Strada that has been the market leader for five years in a row. And third, we compete head down in SUVs with the strength of G brand expanding the coverage with a venture and a fully renewed lineup with the new renegade, new compass, and new commander. With Leapmotor, we also improve our competitiveness in SUVs, exploring the complementarity of their portfolio, and taking advantage of the local production at Pernambuco plant.

This is strategic, is a very important leverage against the other OEMs in the region. And now, let's move to our next growth frontier. Chile, Colombia, and the Indian region. Industry volumes here are expected to grow more than 23% in the next five years, reaching over 1.5 million vehicles. These are open markets. We have a very good brand image, especially with Jeep and Peugeot. But until now we could not use this advantage because more than 60% of the industry comes from Asian servicing, and this is changing. Now, we have a clear strategic opportunity driven by Leapmotor, and the other new partnerships. This enables us to serve new Jeep and Peugeot products from China and India, and supports our ambition to grow from 5 to 10% market share in this market. Looking ahead to 2030, our

ambition is clear. Deliver consistent double-digit revenue growth, sustain profitability between eight and 10%, and maintain our leadership in South America.

We have strong brands, a solid industrial footprint, and the ability to translate local customer insights into successful products. This combined with the pickup expansion plan and our strategic partnerships gives us full confidence that we are going to sustain our leadership and our profitability. Thank you for the attention.