



## **Stellantis Investor Day 2026 – Strategic Plan May 21, 2026**

### **Charlie Christman:**

Good morning, good afternoon, and good evening to everyone joining either here in person in Auburn Hills, Michigan, or on our live webcast. It's my pleasure to welcome all of you to the Stellantis 2026 Investor Day. I'd like to thank you all for joining us, and especially those of you in the room who have traveled to get here.

As a quick reminder before we get started, any forward-looking statements that we make during today's discussions are subject to the risks and uncertainties mentioned in the safe harbor statement included in our presentation and available on the investor relations website.

We have a big day planned. Today, you'll hear all about our new strategy from our CEO and other members of the senior leadership team. Those of you who are here in person will participate in a series of modules which will allow you to experience our products and technology up close. After lunch, you'll hear from the CFO, and we'll host a Q&A session where you'll have the opportunity to ask questions of the management team. But before getting started, I'd like to welcome our Chairman, John Elkann, to say a few words.

*Please welcome John Elkann, Chairman of the Board, Stellantis.*

### **John Elkann:**

Welcome. Welcome all here in Auburn Hills, and thank you for joining us here and online for this very special day, our Stellantis Investor Day. Today is an opportunity to reflect on where Stellantis stands on the progress we have been making, but most importantly, why we are confident about the road that lies ahead.

Over the past year, our focus has been on getting back to the fundamentals, building and selling great cars that our customers love and trust. My whole working life has been spent in the automotive industry, and I can say that there has never been a time of greater change and challenge in our industry than now. That's why it was only right and natural that our new CEO came from within our company, calling on all his hands-on knowledge and a deep understanding of the dynamics of our company and our industry, Antonio Filosa with the Stellantis leadership team right from day one as CEO, focused on resetting and laying the foundations for durable success.

The reset has been profound and necessary. It is anchored in a view of the industry that perhaps Stellantis more than any other OEM is able to understand and turn to its advantage. Shifting from global, to multi-regional, to regional, and Stellantis through its history in its nature has a unique opportunity to make that multi-regional reality a compelling, competitive, lasting advantage. This is precisely the

direction Stellantis has taken under Antonio's leadership, and today, he and his team will unveil the detail of what they have been doing, and more importantly of their exciting plans for the future.

We are already seeing encouraging initial signs that the actions are producing results. These are early indicators that Stellantis is on the right track, but there is still much work ahead, and we remain realistic about the challenges facing both Stellantis and the industry more broadly. Competition is intense. Technology cycles are accelerating, and external environment remains highly volatile, but we are approaching this next phase with lucidity, with agility, and with ambition all tempered by humility and an understanding that success is not achieved in one day. It is achieved day by day, and with the relentless focus on execution that is a core strength of the leadership team that will present today.

Today, you will hear from them an ambitious but realistic plan powered by accountability and a deep understanding of the markets in which we operate. Our challenges are real, and to succeed, it is important to be open about these, yet our opportunities are very real, and the strategy we will share with you today will illustrate in detail how we will embrace them with creativity, with energy, and always with discipline.

I want to thank all our colleagues of Stellantis, all our partners, all our dealers, our suppliers, and our stakeholders for what they do and how they want to win with us. I want to also thank you all for being here today with us and for your continued trust and support. And now let me hand over to Antonio and enjoy the day. Thank you.

*Please welcome Antonio Filosa, Chief Executive Officer of Stellantis.*

**Antonio Filosa:**

Good morning, everybody. And a warm welcome to Auburn Hills. We really appreciate you all joining us here, and on the webcast, as we reveal our strategic plan that is designed to drive a successful next chapter for Stellantis. This plan is grounded in reality. It is the result of months of disciplined work across the company and it is designed to create the condition for profitable and sustainable growth.

Let me start with the reality shaping our industry today. First, the industry is fundamentally more regional and fragmented. Europe and United States are two very good examples of that. Europe is moving faster into electrification, while the US is easing the CO2 trajectory and redefining trade conditions. Second, competition from Chinese OEMs is intensifying in all major markets with the exception of the United States. Third, cost pressure is structural. It comes not only from competition and inflation, but also from supply chain complexity and from new technologies' adoption.

Fourth, electrification continues with various technologies, but the place is different region by region. And finally, the competitive battlefield is expanding. Beyond traditional automotive capability, success now also depends on software, artificial intelligence, ADAS, and battery technologies. What we want you to take away from today is that Stellantis with all its assets, its capabilities, and its new strategic plan is well positioned to succeed in this context. You will hear from us today how we leverage our regional roots, our global scale, our partnerships, and the new technologies in our journey going forward.

Let me start with what we have done in the last 12 months. We have reorganized the company to improve accountability, to improve business agility, and customer centricity. The number of members of Stellantis leadership team has been reduced from 30 to 15 to simplify our top level decision making. We have empowered our regions to own their P&Ls and their operational execution with the support,

obviously of the functional leaders, and our brands are now embedded in their regions close to the very customers they want to serve.

An absolute priority for me has been to focus on whole organization and product quality and execution. Product quality has already improved globally by 31%. Manufacturing increasing across all our plants by almost 140 basis points. These are just initial results. Thanks to the new processes, the new standards, as well as the reinforced teams on the ground. We gained market share while maintaining pricing discipline. Ram is driving momentum in North America. Fiat Grande Panda C SUV launches, including Citroën C5 Aircross and Jeep Compass drive growth in Europe. The launches of the Jeep Compass and Peugeot 408 support growth in Middle East and Africa. South America maintains leadership through entry cars, new pickups and SUV expansion. At the same time, we recognize that we have the need to maintain a strong balance sheet as we execute our plans. In March '26, we successfully issued five billion euros of hybrid notes with strong support from investors. The result is strong liquidity of 44 billion euros, representing 28% of our annual net revenues, placing us well within our target range.

And our quarter one numbers are an early indicator that our actions are producing results. Compared to quarter one '25, shipments are up 12%. Net revenues up 6%. AOI almost tripled, and free cash flow improved by 37%. This is just the first step of our journey, not enough yet, but the direction is the right one.

Let me turn now to what comes next. Building on this foundation, today we present to you FaSTLANe 2030. FaSTLANe 2030 is not the final destination, it is a journey, and today we will guide you through our journey.

Let me start with the company we are building. We move people with brands and products they love and trust. We put the customer at the center of everything we do. We leverage our strengths as a global company while empowering our regions to express their local pride. So ladies and gentlemen, here is FaSTLANe 2030.

It is built on six fundamental pillars that connect the industry contest, our strengths and capability and our ambitions. First pillar, we sharpen our brand portfolio and we simplify it. Second pillar, we allocate our capital to the areas with highest returns and to develop global assets. Third pillar, we develop strong partnerships. Fourth pillar, we optimize our manufacturing footprint. Fifth, we drive disciplined execution. And finally, and very important, we empower our regions to develop tailored plants and give them the resources and the autonomy to execute them.

Now, let me walk you through these six pillars in more details. Let's start with pillar number one. Sharper portfolio management. It all begins with product. During our history, we have created some of the most iconic nameplates in the world. Jeep Wrangler, Ram pickups, Dodge Charger, Chrysler Pacifica, Peugeot 208, Fiat 500, Opel Corsa, Citroën C3, Fiat Ducato, Maserati MCPura just to name a few examples. And behind these iconic products, we have the brands that make them even more powerful. Our brands, they are our strongest assets. Each of them addresses specific customer needs and we have decided to review how we manage them.

Our branded product plan has been completely renewed to maximize capital efficiency, avoid duplicate spending, and support profitability. With that new approach, we now have four global brands with the highest scale and the highest profitability. Those are Jeep, Ram, Peugeot, and Fiat. These brands with their multi-regional presence are natural first launchers for all our new global assets. And we have five regional brands, each of them very strong in their respective markets: Chrysler, Dodge, Alfa Romeo, Citroën, Opel. These brands leverage those same global asset launched before and make them distinctive for their own customers. DS and Lancia are historic brands prominent in France and prominent in Italy. They will be managed by Citroën and by Fiat and developed as specialty brands.

Before we move on, an important word on Maserati. Maserati plays a very special role within Stellantis as a pure luxury brand with a special customer and a unique legacy. It already has a powerful lineup. Starting with the Grecale, the GranTurismo, up to MCPura. And looking ahead, we intend to strengthen its future with two new e-segment vehicles. Maserati strategy, product roadmap, and value creation are different by nature, and that deserves a dedicated conversation, so we will come back to Maserati by December in the beautiful Modena.

Let's go now to our second pillar, focused capital allocation. Over the next five years, we will invest more than 60 billion euros, 40% on global platforms, global powertrains, and global technologies to capture the full benefits of our unique multi-regional scale, and 60% crafting the brands and the products that define us, Stellantis. Let me show you some details starting from those global assets.

With our global platform, we are deploying new technologies increasing commonality, and reducing complexity. By 2030, 50% of our total annual volumes will be produced on three global platforms. On powertrains, we will broaden our multi-energy coverage with new hybrids, new battery electric vehicles, and highly efficient combustion engines. And only 50% of our volumes will be equipped by multi-regional powertrain solutions with energy flexibility built into our portfolio.

On technology, we're also entering a new chapter. STLA Brain is our scalable central and software architecture. STLA SmartCockpit defines a new way for customers to interact with their vehicles. STLA AutoDrive is our scalable autonomous driving system, and we will embed AI across the technology stack. All of these technologies will be launched in 2027. By 2030, 35% of our annual volumes will be equipped with these technologies, and by '35, more than 70%. These critical enablers will be developed globally and rollout locally to the brands and the products we need in the regions. Later, Davide and Ned will take you through this in further details.

Now moving to the brands and to the products. We will invest over 36 billion euros in our brands and our products, of which 60% will be allocated to North America. This reflects where we see the strongest combination of market opportunity, brand strength, and attractive returns. Around 30% of our investment goes into expanding market coverage. This is the case, for instance, with a new mid-size pickup in the US, and the new C-segment offensive and e-car program that will be introduced in Europe.

And then finally, when it comes to our location of capital among brands, scale and multi-regional presence really matters. Large scale allows platform, technology, and product investments to be leveraged broadly and efficiently. This is why around 70% of our total product investments is concentrated on our four global brands. Those four brands lead the launch of our global assets. With this efficient approach over the next five years, we will launch over 60 all new products and 50 significant refreshes offering a balanced mix of powertrain technologies.

Third pillar, the power of partnerships. Stellantis is one of the leading automotive OEMs globally, a company of many strengths and with the right strategic partners we can go farther. We can go faster. We can go better. The best partnerships create value for both sides, helping both succeed. With this in mind, we will cooperate to co-develop and co-fund products, gain access to additional geography, broaden technology optionality, increase our manufacturing capacity utilization, and improve sourcing and cost competitiveness.

Let's explain this a little bit more. Today, we are already proven and successful commercial partnership with Leapmotor through our joint venture where we own 51%. Now we are taking that partnership to the next level. Joining forces in purchasing to share supplier base to improve cost, and also sharing capacity in the Madrid and Zaragoza plants in Spain. With our longtime partner Dongfeng, we are launching a new program under our DPCA joint venture to co-develop two Peugeot and two Jeeps for China and other regions. With Dongfeng, we're also creating a European joint venture, 51% owned by Stellantis to cooperate on distribution, on engineering, on sourcing, and on capacity sharing, starting

with our Rennes plant in France. With Tata, we are strengthening our product offering in India and supporting exports to APAC, Middle East and Africa, and South America through synergies in manufacturing, supply chain, product, and technology. All these partnerships will bring complementary product to our extended lineup. And additionally, with JLR, we plan to cooperate across product and technology development here in the United States.

And of course, partnership will help us to succeed also in the tech space. For our computer architecture, for our SmartCockpit, for radars, for AI, and for battery techs, we are working closely with some of the best players in the industry. Ned will explain how we are already working with many of them, and I'm very delighted to tell you that we have Qasar, the CEO of Applied Intuition; Alex, the CEO Wayve; and Nakul, the EVP and Group General Manager of Qualcomm here with us today, and you will have the opportunity to meet them later in the breakout session.

Pillar number four, industrial footprint optimization. Our regions will significantly increase their capacity utilization. In Europe, we will reduce capacity by more than 800,000 units, leveraging partnership and repurposing plants. This is planned to be executed without any plant shutdown. In Middle East and Africa, up to 90% of volumes will be locally produced, or imported from the APAC partners. In the US, we are increasing production that will also help mitigate the impact of tariffs.

Pillar number five, power of execution. On cost, we target more than six billion euros of cost optimization by 2028 through the value creation program. On quality, we aim to reach top quartile performance in every segment and every region. In product development, we are significantly reducing development cycles targeting 24 months compared to around 44 months today. And Stellantis Financial Services will enhance our customer's experience and is expected to contribute 1.5 billion euros of AOI by 2030.

Our strong relationships with supplier partners will be a key contributor to achieve our targets in competitiveness, in quality, and speed to market. AI will also be a fundamental enabler. Today, we have more than 120 applications already deployed across our companies, across our operations and more will come.

Pillar number six, the power of our regional roots. Today we are number two in Europe, five in North America, one in South America, and number two in Middle East and Africa. And over the years, we have built a car parc of more than 67 million vehicles. This is almost 10% of the global car parc. Every region has an ambition plan to grow. In North America, we expect 25% growth in net revenue and the focus is on expanding market coverage and improving cost. In Europe, we expect 15% growth through reshaping the brand portfolio while optimizing manufacturing footprint. In South America, we have spent 10% growth by building on our leadership in Brazil and Argentina, launching a new pickup offensive, and growing in the other countries of the continent. In Middle East and Africa, we have spent 40% growth driven by product localization and increased imports from our very competitive Asian partners. And in APAC, we are using these partnerships to enable capital light growth and support exports to other regions. Tim, Emanuele, Herlander, Samir, Gregoire will share their plans today with you.

Finally, but very important to me, this is the Stellantis leadership team. We are grounded in reality. We are humble. We have a hands-on approach and we are close to the field. And today, this team and I will take you through FaSTLANe 2030, and we look forward to answering all your questions. Thank you very much.