LONG-TERM STRATEGIC PLAN

March 1st, 2022
SAFE HARBOR STATEMENT

This presentation contains forward-looking statements. In particular, statements regarding future financial performance and the Company’s expectations as to the achievement of certain targeted metrics, including revenues, industrial free cash flows, vehicle shipments, capital investments, research and development costs and other expenses at any future date or for any future period are forward-looking statements. These statements may include terms such as “may”, “will”, “expect”, “could”, “should”, “intend”, “estimate”, “anticipate”, “believe”, “remain”, “on track”, “design”, “target”, “objective”, “goal”, “forecast”, “projection”, “outlook”, “prospects”, “plan”, or similar terms. Forward-looking statements are not guarantees of future performance. Rather, they are based on the Company’s current state of knowledge, future expectations and projections about future events and are by their nature, subject to inherent risks and uncertainties. They relate to events and depend on circumstances that may or may not occur or exist in the future and, as such, undue reliance should not be placed on them.

Actual results may differ materially from those expressed in forward-looking statements as a result of a variety of factors, including: the continued impact of unfilled semiconductor orders; the Company’s ability to realize the anticipated benefits of the merger; the continued impact of the COVID-19 pandemic; the Company’s ability to launch new products successfully and to maintain vehicle shipment volumes; the Company’s ability to successfully manage the industry-wide transition from internal combustion engines to full electrification; changes in the global financial markets, general economic environment and changes in demand for automotive products, which is subject to cyclical; changes in local economic and political conditions; changes in trade policy, the imposition of global and regional tariffs or tariffs targeted to the automotive industry, the enactment of tax reforms or other changes in tax laws and regulations; the Company’s ability to produce or procure electric batteries with competitive performance, cost and at required volumes; the Company’s ability to offer innovative, attractive products and to develop, manufacture and sell vehicles with advanced features including enhanced electrification, connectivity and autonomous driving characteristics; various types of claims, lawsuits, governmental investigations and other contingencies, including product liability and warranty claims and environmental claims, investigations and lawsuits; material operating expenditures in relation to compliance with environmental, health and safety regulations; the level of competition in the automotive industry, which may increase due to consolidation; exposure to shortfalls in the funding of the Company’s defined benefit pension plans; the Company’s ability to provide or arrange for access to adequate financing for dealers and retail customers and associated risks related to the establishment and operations of financial services companies; the Company’s ability to access funding to execute its business plans; a significant malfunction, disruption or security breach compromising information technology systems or the electronic control systems contained in the Company’s vehicles; the Company’s ability to realize anticipated benefits from joint venture arrangements; disruptions arising from political, social and economic instability; risks associated with the Company’s relationships with employees, dealers and suppliers; increases in costs, disruptions of supply or shortages of raw materials, parts, components and systems used in the Company’s vehicles; developments in labor and industrial relations and developments in applicable labor laws; exchange rate fluctuations, interest rate changes, credit risk and other market risks; political and civil unrest; earthquakes or other disasters; and other risks and uncertainties.

Any forward-looking statements contained in this document speak only as of the date of this document and the Company disclaims any obligation to update or revise publicly forward-looking statements. Further information concerning the Company and its businesses, including factors that could materially affect the Company’s financial results, is included in the Company’s reports and filings with the U.S. Securities and Exchange Commission and AFM.
AN EXTRAORDINARY FIRST YEAR

Purpose and Values

Electrification Strategy

Effective Governance and Leadership

Impressive 2021 Results and Synergies

Financing Operations in the U.S. and across Europe

10+ New Products

Software Strategy

Strategic Plan
Powered by our diversity, we lead the way the world moves
CARBON NET ZERO by 2038
DARE FORWARD
2030
Cutting-edge freedom of mobility
2030: FOUR CORE TARGETS

- **CARBON FOOTPRINT**
  - tCO₂eq/veh vs 2021

- **BEV SALES MIX**
  - 100%
  - 50%
  - PC in EU, PC+LD Trucks in U.S. Assuming conducive public policies

- **CUSTOMER EXPERIENCE**
  - #1
  - Services & Products Syndicated surveys data

- **FINANCIALS**
  - 2x Revenues
  - Double-digit margin
  - Revenues vs 2021 AOI margin through plan period

**Note:** unless otherwise stated, all targets included in this presentation are related to 2030
OUR GAME PLAN

CARE

TECH

FOUNDATION

VALUE

MARCH 1st, 2022 – LONG-TERM STRATEGIC PLAN - #StellantisDareForward
DIVERSITY IS IN OUR DNA

170 nationalities

Inclusive Human Resources policy based on meritocracy

Innovating with our talent from all backgrounds
OPERATIONAL EXCELLENCE WITH SCALE

-40% BEV Cost

-30% More efficient Capex R&D Spend

<50% Consolidated Shipments

Breakeven point

-40% Average Transformation Cost

-40% Distribution Cost

(1) Capex plus R&D spend as percentage of Industrial Revenues compared to average of 6 large OEM competitors over the period 2017-2020
OPERATIONAL EXCELLENCE WITH SCALE

100% of €5B merger synergies
by end of 2024
HOUSE OF ICONIC BRANDS

UNIQUE PRICING BANDWIDTH

€ 6,000 - € 200,000+

PRODUCT OFFENSIVE

100+
Launches 2022-2030

GLOBAL (1) REVENUE POOL COVERAGE

65% 72%
2021 2030

(1) Excludes Operations in China

<table>
<thead>
<tr>
<th>Brand</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maserati</td>
<td>LUXURY</td>
</tr>
<tr>
<td>Sportiness</td>
<td>PREMIUM</td>
</tr>
<tr>
<td>Art of Travel</td>
<td></td>
</tr>
<tr>
<td>Eleganza</td>
<td></td>
</tr>
<tr>
<td>Jeep</td>
<td>GLOBAL SPORT UTILITY</td>
</tr>
<tr>
<td>Freedom</td>
<td></td>
</tr>
<tr>
<td>Muscle</td>
<td>AMERICAN ROOTED BRANDS</td>
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<tr>
<td>Courage</td>
<td></td>
</tr>
<tr>
<td>Ingenious</td>
<td></td>
</tr>
<tr>
<td>Dodge</td>
<td></td>
</tr>
<tr>
<td>Ram</td>
<td></td>
</tr>
<tr>
<td>Chrysler</td>
<td></td>
</tr>
<tr>
<td>Allure</td>
<td>EUROPEAN ROOTED BRANDS</td>
</tr>
<tr>
<td>German Energy</td>
<td></td>
</tr>
<tr>
<td>DolceVita</td>
<td></td>
</tr>
<tr>
<td>Care</td>
<td></td>
</tr>
</tbody>
</table>

MARCH 1st, 2022 – LONG-TERM STRATEGIC PLAN - #StellantisDareForward
PREMIUM & LUXURY: FROM 4% TO 11% OF NEW CAR REVENUES

(1) Based on AOI estimate
BEV ROLL OUT

BEV Portfolio

BEV only launches

BEV Sales

(1) Sum of EU and NA portfolios above global portfolio due to models present in both regions
(2) Based on current assessment of future markets & regulations, assuming conducive public policies (charging infrastructure, purchasing incentives)
FULL SPEED BEV ROLL OUT IN U.S.

From 2024 all new launches\(^{(1)}\) include a BEV version

- **Commercial Vans** (from 2023)
- **Light-Duty Pickups** (from 2024)
- **Pure Offroad UVs** (from 2024)
- **Lifestyle Family SUVs** (from 2024)
- **Performance Muscle Cars** (from 2024)
- **Lifestyle Family Cars** (from 2025)

\(^{(1)}\) Excludes heavy-duty trucks

**U.S. BEV product portfolio**

2023

2024

2025

2030

25+
CARE
That’s second to none

PLANET
CUSTOMERS
EMPLOYEES
CHAMPION FOR CLIMATE CHANGE MITIGATION

2030 Carbon footprint\(^{(1)}\) ➔ -50% vs 2021

- 1.5°C scenario as reference
- Single-digit % compensation in 2038

Key external enablers:
- Decarbonized energy  
  (based on Announced Pledges Scenario from International Energy Agency)
- Conducive public policies for BEV  
  (charging infrastructure, purchasing incentives)

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(1) Including scopes 1, 2 (-75% in absolute emissions tCO\(_2\)eq) and scope 3 (-50% in intensity emissions tCO\(_2\)eq/vh)
CIRCULAR ECONOMY: FROM CRADLE-TO-CRADLE

€2B+ revenues in 2030

Design for Circular Economy

- Parts Repair
- Parts Reman
- Parts Reuse
- Vehicle Reconditioning
- Battery Refurbishing

4R Strategy

EXTEND LIFE REVENUES

4x
2030 vs 2021

RECYCLING REVENUES

10x
2030 vs 2021

MARCH 1st, 2022 – LONG-TERM STRATEGIC PLAN - #StellantisDareForward
EVERY CUSTOMER COUNTS, EVERY JOURNEY MATTERS

#1 means: highest % of sales volumes in 1st Quartile – aggregate use of syndicated survey data

BEV as a breakthrough for Customer satisfaction

Customer centricity as a core value for Stellantis

Big Data platform to improve Customer experience

Holistic view of the Customer journey

Services

Products
GREAT COMPANY TO WORK FOR

**Magnet for Talent**
- 4,500 Software people by end of 2024
- Software & Data, Electric academies

**Great & Sustainable Workplace**
- 70% remote work \(^{(1)}\)
- Real Estate Carbon neutral -50% CO\(_2\) by end of 2025

**Entrepreneurial Spirit**
- Leadership positions with individual P&L 2x by end of 2025
- 100% of High Potential Leaders ‘entrepreneurial’ trained

**Empowering Diversity with Meritocracy**
- Leadership positions held by **women >35%** by end of 2030
- 100% of HR processes aligned with D&I\(^{(2)}\) policy from 2022

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\(^{(1)}\) % worktime for all the functions not directly linked to physical means of manufacturing & engineering

\(^{(2)}\) Diversity & Inclusion
TECH
That's second to none

- ELECTRIFICATION AND BEYOND
- SOFTWARE & AI
- AUTONOMOUS DRIVING
- STELLANTIS VENTURE FUND
CONFIRMING EV DAY COMMITMENTS

4 STLA platforms (S, M, L, F) & 3 EDM families

Converting plants to full BEV

New value chain

- e-Powertrain
- 5 Gigafactories
- Charging

Solid-state technology

Raw Material Availability

€30B+
Investment 2021-2025\(^{(1)}\)

North America
\(~150\) GWh in 2030

Europe
\(~250\)

(1) Investment covering electrification and software
HYDROGEN FRONT RUNNER

2021
1,000 units per year
First deliveries

Mid-size Van

2024
10,000 units per year
Extension of LCV line-up & increasing production capacity

Large Van
5,000 u/y
Mid-size Van
5,000 u/y

2025+
>10,000 units per year

Large Van
U.S. First fleet deliveries

HD Truck

Mid-size Van Characteristics

<table>
<thead>
<tr>
<th></th>
<th>H₂</th>
<th>EV 50 kWh</th>
<th>EV 75 kWh</th>
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</thead>
<tbody>
<tr>
<td>Driving range (km)</td>
<td></td>
<td>400</td>
<td>230</td>
</tr>
<tr>
<td>Refueling / recharging time</td>
<td>3 min</td>
<td>5h(1)</td>
<td>7h30(1)</td>
</tr>
</tbody>
</table>

(1) With 11 kW wall-box
SOFTWARE AS A CORE FOCUS

4 TARGETS

- >34M Monetizable(1) connected car parc
- 400M OTA per year
- €20B Revenues
- ~40% Gross Margin

5 BUSINESS PILLARS

- Services & Subscriptions
- Features on Demand
- Data as a Service & Fleet Services
- Vehicle Pricing & Resale Value
- Conquests, Service Retention & Cross-Selling

3 MAJOR LEVERS

- 3 TECH Platforms
- Network of High Value Partnerships
- Software & Data Academy

3 TECH Platforms

<table>
<thead>
<tr>
<th>Vehicle</th>
<th>STLA</th>
<th>Brain</th>
<th>SmartCockpit</th>
<th>AutoDrive</th>
</tr>
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<tbody>
<tr>
<td>S</td>
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<td>F</td>
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</tbody>
</table>

Vertical integration of key elements including semiconductors

(1) Based on 5-year rolling car parc
AUTOMATED DRIVING CADENCE

Level 1
Level 2
Level 2+
Level 3
Level 4
Level 5

2017
2017
2022
2024

Lane Centering ACC
Hands-Free
STLA AutoDrive
STLA AutoDrive

Hands-Free Eyes-Off
Delivery as a Service

BMW
Waymo
GROWING NEW DATA BUSINESS

€9B
Revenues

100% CAGR\(^{(1)}\)
Revenues through 2030

GROSS Margin
up to 70%

Data as a Service & Fleet Services

~34M
Monetizable\(^{(2)}\)
connected car parc

\(^{(1)}\) Compound annual growth rate
\(^{(2)}\) Based on 5-year rolling car parc
STELLANTIS CORPORATE VENTURE FUND

€300M
Initial Fund Size

Global Access to Advanced Technology

- Advanced Propulsion
- Transportation & AV
- Electronics
- Advanced Materials
- Connectivity and Advanced Software
- Advanced manufacturing & Supply Chain
- Sales & Fin Tech
- Virtual Reality & NFTs
- Sustainability
VALUE

That’s second to none

DIGITALIZATION

ENTREPRENEURIAL SPIRIT

REGIONAL ROOTS
E-COMMERCE IS OUR SALES MOTTO

100k each year till 2024

2021

2030

1/3 online sales
HOLISTIC & DIGITAL MARKETPLACE: THE WAY FORWARD

All of Stellantis in just one click

Customer Lifetime Value powered by AI

€4B revenues on services

- 2022 Pilots
- 2024 EE + U.S.
- 2027 All Regions
  All Brands
  All Services

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7 ACCRETIVE BUSINESSES

- CIRCULAR ECONOMY
- DATA BUSINESS
- MOBILITY
- FINANCIAL SERVICES
- PRE-OWNED CARS
- AFTERMARKET
- COMMERCIAL VEHICLES
FREE2MOVE: A TECH NATIVE MOBILITY COMPANY

- **Active users**: 200k in 2021, 10M in 2025, 15M worldwide in 2030
- **Position**: EU & NA
- **Revenues**: €40M in 2021, €0.7B in 2025, €2.8B worldwide in 2030
FINANCIAL SERVICES: A POWERFUL ENGINE OF GROWTH

NET BANKING INCOME\(^{(1)}\) +100% 2030 vs 2021

2021

\(\text{€2.9B}\)

2030

\(\text{€5.8B}\)

4 levers

**Fully-owned captive Stellantis Financial Services US Corp**

From 2023, all major products launched

**Leading Operating Leaser in Europe**

JV with Credit Agricole H1 2023, Fleet target > 1 million vehicles in 2026

**Reshaping of European Banking activities**

From 2023, 1 FINCO per country based on 50%-50% JV with Santander or BNP Paribas depending on countries

**Acceleration on Affinity Insurances**

(>€ 4B revenues\(^{(1)}\) in 2030)

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\((1)\) Including JVs at 100%
PRE-OWNED CARS: FROM TACTIC TO STRATEGIC

Total sales 2x by end of 2030

GLOBAL

Unique label Worldwide

SPOTiCAR

>2M sales

MULTIBRAND & MULTICHANNEL

Online sales leadership in Europe

ARAMIS GROUP

>€6B revenues

EFFICIENT

Best-in-class remarketing efficiency

Stock turnover < 30 days throughout plan period
AFTERMARKET: ALL VEHICLES, ALL BRANDS, ALL CUSTOMERS

>50% revenues increase

MULTI-BRAND 360° OFFER

INDEPENDENT CHANNEL OFFENSIVE

LOGISTIC EFFICIENCY

IAM Product Revenues 4x

IAM Channel Mix 50%

Warehousing reduction -20% m²
COMMERCIAL VEHICLES: ACHIEVE GLOBAL LEADERSHIP

New Business Unit

PRODUCT

26 new launches

100% Van & Pickup\(^{(1)}\) electric offer 2027 EU & U.S.

40% BEV\(^{(1)}\) mix

TECH

BEV, REPB\(^{(2)}\), FCV

OTA Capabilities
Each new vehicle from 2026
12M connected vehicles in 2030

Revenues 2x

BUSINESS PARTNER

Connected Services
Customer business efficiency

Autonomous solutions
Test & learn innovative delivery solutions
EV AV Promaster 1\(^{st}\) step

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\(^{(1)}\) Excluding heavy-duty trucks
\(^{(2)}\) Range Electric Paradigm Breaker
REACHING 25%+ REVENUES OUTSIDE GROWING NA & EE

- NORTH AMERICA
- ENLARGED EUROPE
- MIDDLE EAST & AFRICA
- SOUTH AMERICA
- INDIA & ASIA PACIFIC
- CHINA
NORTH AMERICA: LEADER IN BEV AND LIGHT-DUTY PICKUP SALES

>13% Market Share

>15% AOI margin

50% U.S. BEV Mix

9 Brands in Region

150+ GWh

~35 Product Launches

**Electrification**

25+ BEV in 2030

2 Gigafactories for batteries

**Commercial Vehicles**

#1 position by 2024

**Digital**

Customer Marketplace from 2024

>40% selling online in 2030

**U.S. Financial Services**

Fully-owned captive by end of 2023

---

(1) PC + light-duty trucks BEV Sales mix in U.S. assuming conducive public policies (charging infrastructure, purchasing incentives)

(2) Results of financial services are not included in regional reported results
ENLARGED EUROPE:
#1 IN EUROPE WITH DOUBLE-DIGIT PROFITABILITY

- >23% Market share
- >10% AOI margin
- 100% PC BEV\(^{(1)}\)
- 13 Brands in Region
- 250+ GWh
- ~90 Product Launches

**Electrification**
- 60+ BEV portfolio
- 3 Gigafactories for batteries

**Distribution**
- -50% distribution cost
- Switch to retailer model as of 2023

**Digital**
- >45% Online sales
- Customer Marketplace from 2024

**Financial Services\(^{(2)}\)**
- Reshuffled banking set-up and New LeaseCo by end of 2023

---

\(^{(1)}\) PC BEV Sales mix in EU27 (excluding Malta), Iceland, Norway, Switzerland and UK assuming conducive public policies (charging infrastructure, purchasing incentives)

\(^{(2)}\) Results of financial services are not included in regional reported results
MIDDLE EAST & AFRICA:
#1 IN MARKET SHARE, LEADING ENERGY TRANSITION

>22% Market Share
>25% LEV mix
>12% AOI margin
10 Brands in Region
~55 Product Launches

<table>
<thead>
<tr>
<th>Market Share</th>
<th>Pickup Offensive</th>
<th>Electrification</th>
<th>Local integration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maghreb, Egypt,</td>
<td>Market share &gt;20%</td>
<td>LEV market share &gt; region average leveraging EE &amp; NA</td>
<td></td>
</tr>
<tr>
<td>Turkey, F.O.T. (1) &gt;30%</td>
<td></td>
<td>portfolio</td>
<td></td>
</tr>
<tr>
<td>GCC (1), South Africa,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>others &gt;12%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(1) F.O.T: French Overseas Territories; GCC: Gulf Cooperation Council
SOUTH AMERICA: MAINTAIN #1 POSITION WITH GROWING PROFITABILITY

- >25% Market share
- ~20% LEV mix in Brazil
- ~10% AOI margin
- 8 Brands in Region
- 28 Product Launches

- Pickup offensive & Ram brand
  - 3 pickups launched by end of 2025

- Geographic Market expansion
  - Chile >15%
  - Colombia >7%

- Lead the way into LEV
  - >30% LEV market share in Brazil 2025

- Local integration & LCC
  - ~90% of direct material cost

MARCH 1st, 2022 – LONG-TERM STRATEGIC PLAN - #StellantisDareForward
INDIA & ASIA PACIFIC:
GROWTH WITH ELECTRIFICATION AND LOCALIZATION

4x
Market Share

>13%
AOI margin

~50%
BEV Mix

10
Brands in Region

~75
Product Launches

Indonesia
Start of vehicle production by 2023

SE Asia expansion
100% Production capacity utilization in Malaysia by 2025

India
Regional & Global Smart Car hub by 2024

Electrification
Local production of EV in SE Asia by 2025

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CHINA: “ASSET LIGHT” BUSINESS MODEL FOR PROFITABLE GROWTH

~€20B
Revenues

>8%
AOI margin

60%
PC BEV

6
Brands in Region

1
Target Plant

~30
Product Launches

- Peugeot & Citroën new business model with DFM
- One Jeep Strategy with GAC
- Customer-centric & Innovative Distribution
- Premium, Electrified & Profitable
### DPCA NEW BUSINESS MODEL
- DPCA 2021 volume increased by over 100% compared to 2020
- Peugeot commercial activities managed by Stellantis
- Citroën commercial activities managed by DFM
- DPCA manufacturing hub open to 3rd parties

### ONE JEEP STRATEGY WITH GAC
- Jeep imports performing well
- Agreed with GAC to increase Stellantis share of common JV from 50% to 75% subject to government approval
- Target #1 off-road SUV brand in China

### CUSTOMER-CENTRIC & INNOVATIVE DISTRIBUTION
- IAM: #4 largest distributor in China with best-in-class profitability and fast expansion plan
- Top quartile in Overall Customer Satisfaction
- Distribution digitalization to improve customer journey

### PREMIUM, ELECTRIFIED & PROFITABLE
- Grow highly profitable Maserati import business
- Leverage iconic brands through imports
- Maintain CAFC/NEV credits self-compliance
### RESULTS FROM CONTINUING OPERATIONS

<table>
<thead>
<tr>
<th></th>
<th>2021 Pro Forma(^{(1)})</th>
<th>2024</th>
<th>2027</th>
<th>2030</th>
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<tbody>
<tr>
<td><strong>Net Revenues</strong></td>
<td>152</td>
<td>~200</td>
<td>~250</td>
<td>~300</td>
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<tr>
<td><strong>Adjusted Operating Income Margin(^{(2)})</strong></td>
<td>11.8%</td>
<td>&gt;10%</td>
<td>&gt;10%</td>
<td>&gt;12%</td>
</tr>
<tr>
<td><strong>Industrial Free Cash Flows(^{(2)})</strong></td>
<td>6.1</td>
<td>&gt;6</td>
<td>&gt;12</td>
<td>&gt;20</td>
</tr>
<tr>
<td>Capex and R&amp;D as a % of Net Revenues</td>
<td>8.6%</td>
<td>~8%</td>
<td>~8%</td>
<td>~8%</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Results are presented as if Merger had occurred on Jan 1 '20 and include results of FCA for the period Jan 1 – 16 '21

\(^{(2)}\) For definitions of supplemental financial measures and reconciliations to applicable IFRS metrics, refer to the Company’s 2021 Form 20-F available under the Investors section of the corporate website at www.stellantis.com.
NET REVENUES SHIFT

2021
€152B

81% Hybrid & ICE

New Services: 10%
Current Services: 3%
Software: 0%
BEV: 0%

2030
~€300B

26% Hybrid & ICE

New Services: 6%
Current Services: 7%
Software: 7%
BEV: 52%
Others: 2%
REVENUES BREAKDOWN

2021

- North America: 46%
- Enlarged Europe: 39%
- Others: 15%

2030

- North America: 35%
- Enlarged Europe: 37%
- Others: 28%

NEW CAR NET REVENUES BY VEHICLE SEGMENT

2021

- Global SUV: 27%
- Upper Mainstream: 22%
- American Brands: 29%
- Core: 18%
- Premium: 3%
- Luxury: 1%

2030

- Global SUV: 28%
- Upper Mainstream: 19%
- American Brands: 25%
- Core: 17%
- Premium: 8%
- Luxury: 3%

(1) Includes all regions outside of North America and Enlarged Europe, as well as Maserati and other businesses
Dividend payout ratio of 25-30% through 2025 plus up to 5% share buyback

(1) For definitions of supplemental financial measures and reconciliations to applicable IFRS metrics, refer to the Company’s 2021 Form 20-F available under the Investors section of the corporate website at www.stellantis.com
(2) Does not include cash flows for R&D expenses and NWC reduction, which are presented separately
(3) Includes R&D expensed and capitalized
CONCLUSION
EMBRACING A NEW MENTALITY

Oriented towards possibility

Product lifetime centric

Customer and content centric

Risk tolerant via rapid iteration and innovation

Empowered subject matter expert decisions

BUILDING A MOBILITY TECH COMPANY
OUR DARE FORWARD

C/ARBON NET ZERO BY 2038

CARE
-50% Carbon Footprint
#1 Customer Satisfaction

TECH
100% BEV EU
50% BEV U.S.
DIGITAL REVOLUTION
SW, AI, AD

VALUE
7 ACCRETIVE BUSINESSES
with their own P&L
>25% Revenues outside growing EE & NA

2x Revenues
Sustainable double-digit AOI margins

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