

The Stellantis logo, a circular arrangement of white dots, is positioned behind the word "STELLANTIS".

STELLANTIS

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



Strategic Plan



Formed
on January 17 2021



Impressive 2021
Results and Synergies



Financing Operations in
the U.S. and across Europe



Effective Governance
and Leadership



10+ New Products



Software Strategy

**Powered by our diversity,
we lead the way the world moves**



CARBON NET ZERO
by 2038

DARE FORWARD 2030

DARE FORWARD 2030

Cutting-edge freedom of mobility

2030: FOUR CORE TARGETS

CARBON FOOTPRINT

-50%

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



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



(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



HOUSE OF ICONIC BRANDS

UNIQUE PRICING BANDWIDTH



PRODUCT OFFENSIVE

100+

Launches 2022-2030

GLOBAL⁽¹⁾ REVENUE POOL COVERAGE

65%

2021

72%

2030

**DARE
FORWARD
2030**



Granturismo

LUXURY



Sportiness



DS AUTOMOBILES

Art of Travel

PREMIUM



Eleganza

Jeep

Freedom

GLOBAL SPORT UTILITY

DODGE

Muscle



RAM

Courage

AMERICAN ROOTED BRANDS

CHRYSLER

Ingenious



Allure



O P E L



VAUXHALL

German Energy

EUROPEAN ROOTED BRANDS



F I A T



ABARTH

DolceVita



CITROËN

Care

(1) Excludes Operations in China

PREMIUM & LUXURY: FROM 4% TO 11% OF NEW CAR REVENUES



LUXURY



PREMIUM



DS AUTOMOBILES



Sales in 2030
100% BEV

Revenues
4x

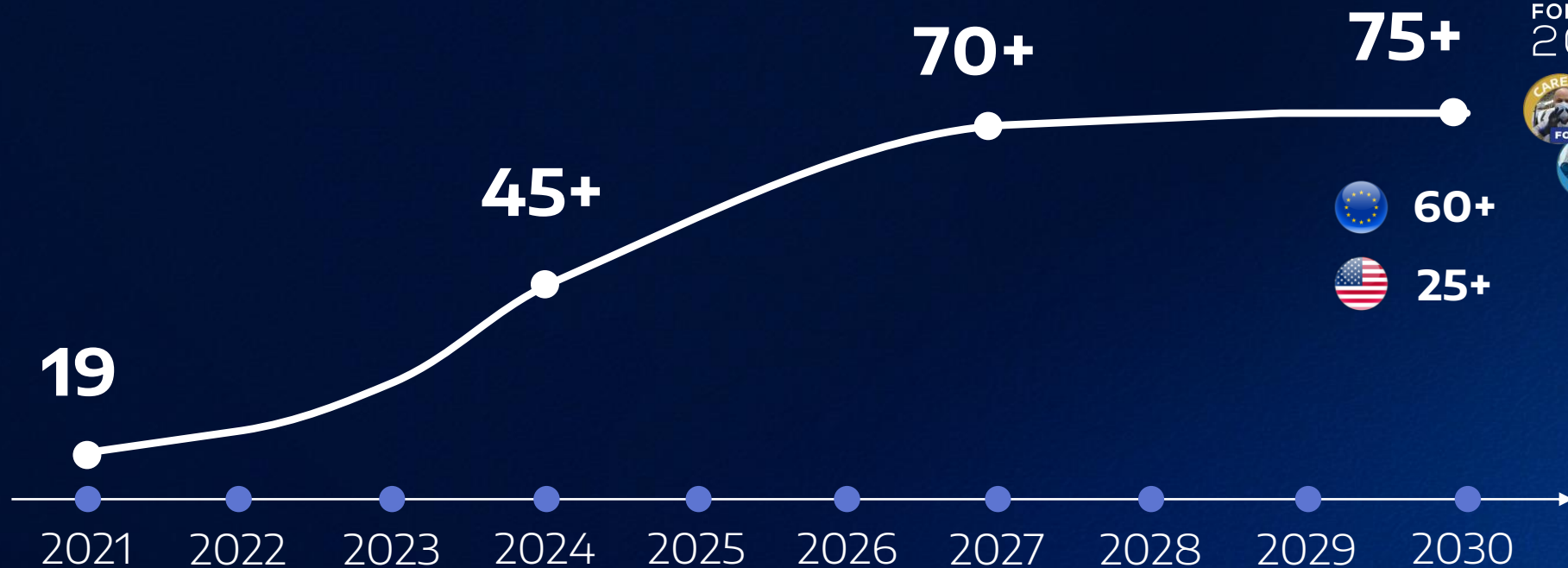
Profit⁽¹⁾
5x

(1) Based on AOI estimate

BEV ROLL OUT



BEV Portfolio⁽¹⁾



BEV only launches



BEV Sales⁽²⁾ (million units)



(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)



U.S. BEV product portfolio

25+
2030

(1) Excludes heavy-duty trucks

CARE

That's second to none

PLANET

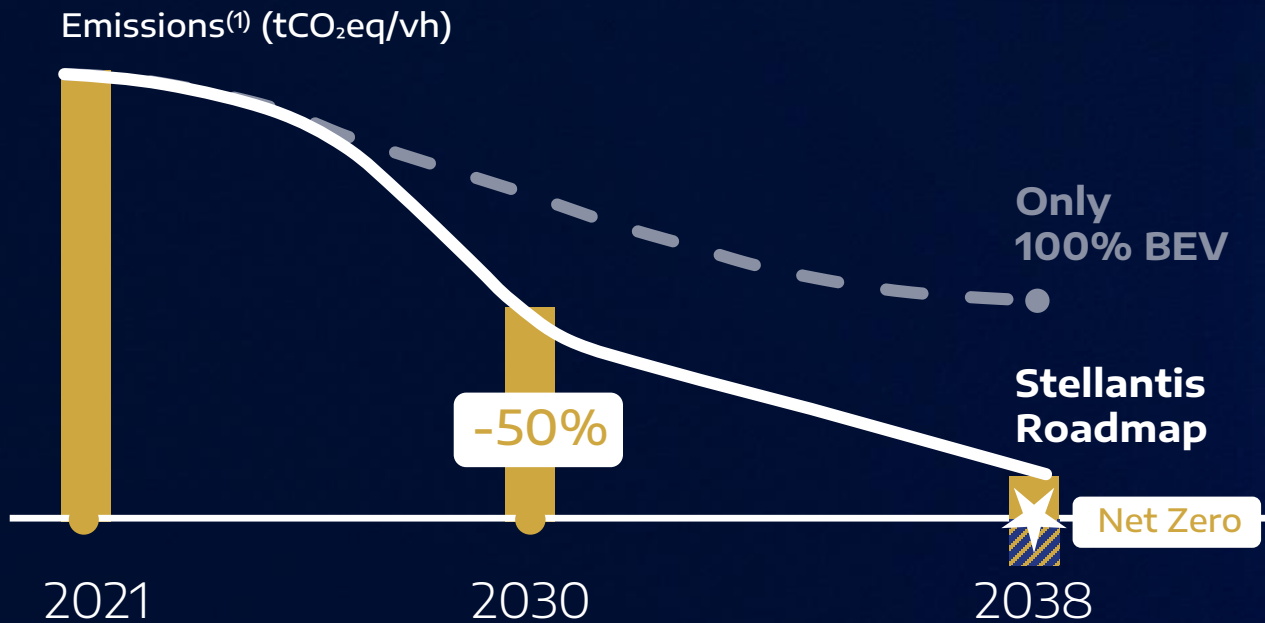
CUSTOMERS

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)

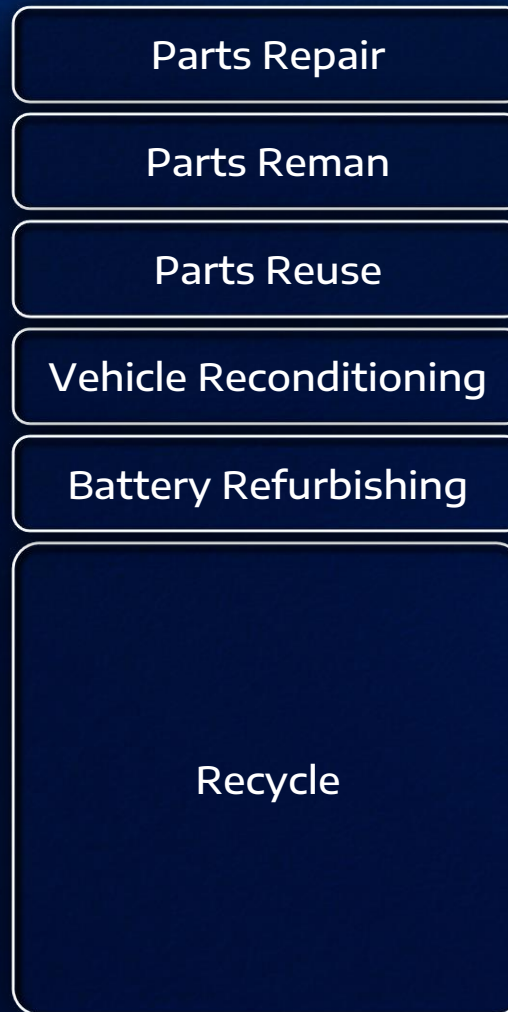
(1) Including scopes 1, 2 (-75% in absolute emissions tCO₂eq) and scope 3 (-50% in intensity emissions tCO₂eq/vh)

CIRCULAR ECONOMY: FROM CRADLE-TO-CRADLE



€2B+ revenues in 2030

Design for Circular Economy



EXTEND LIFE REVENUES

4x
2030 vs 2021

RECYCLING REVENUES

10x
2030 vs 2021

EVERY CUSTOMER COUNTS, EVERY JOURNEY MATTERS



#1

Services



Products

**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**

GREAT COMPANY TO WORK FOR

DARE
FORWARD
2030



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% CO₂
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

(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

€30B+

Investment 2021-2025⁽¹⁾

Converting plants to full BEV

New value chain

• e-Powertrain



• 5 Gigafactories



• Charging



Solid-state technology



Factorial

Raw Material Availability



VULCAN ENERGY
ZERO CARBON LITHIUM™

North America
~150



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	H ₂	EV 50 kWh	EV 75 kWh
Driving range (km)	400	230	330
Refueling / recharging time	3 min	5h ⁽¹⁾	7h30 ⁽¹⁾

(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

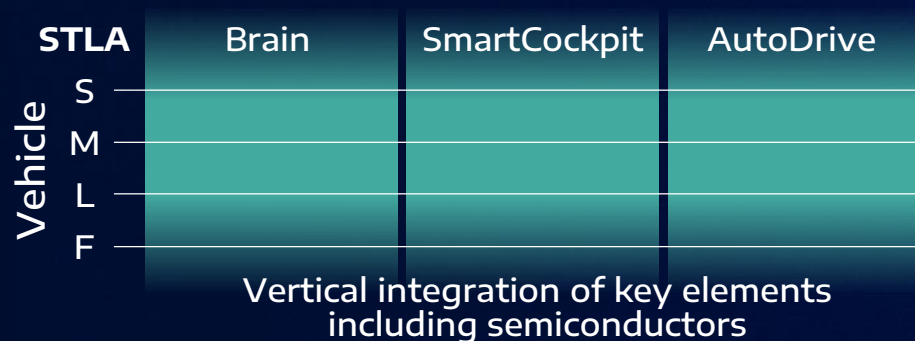
Data as a Service
& Fleet Services

Vehicle Pricing
& Resale Value

Conquests,
Service Retention
& Cross-Selling

3
MAJOR LEVERS

3 TECH Platforms



Network of High Value Partnerships



Software & Data Academy

Reskilling
Training

(1) Based on 5-year rolling car parc

AUTOMATED DRIVING CADENCE



Level 1



Level 2

2017

Lane Centering
ACC



Level 2+

2022

Hands-Free



Level 3

2024

STLA AutoDrive
Hands-Free
Eyes-Off



Level 4

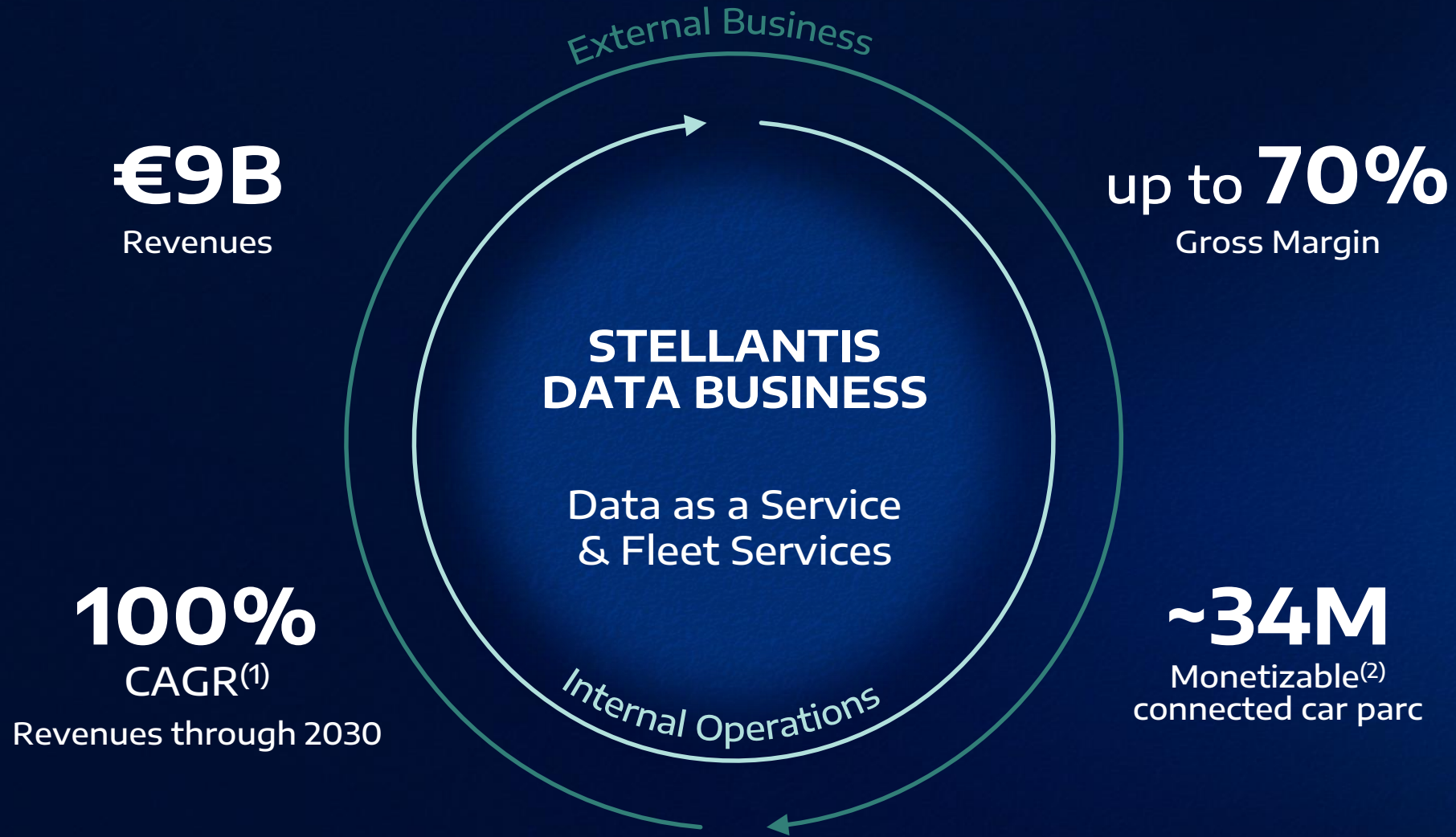


Level 5

Delivery as a Service



GROWING NEW DATA BUSINESS



(1) Compound annual growth rate
(2) Based on 5-year rolling car parc

STELLANTIS CORPORATE VENTURE FUND



GLOBAL ACCESS TO ADVANCED TECHNOLOGY



VALUE

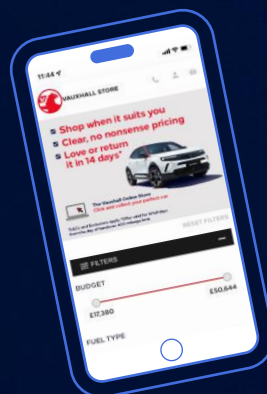
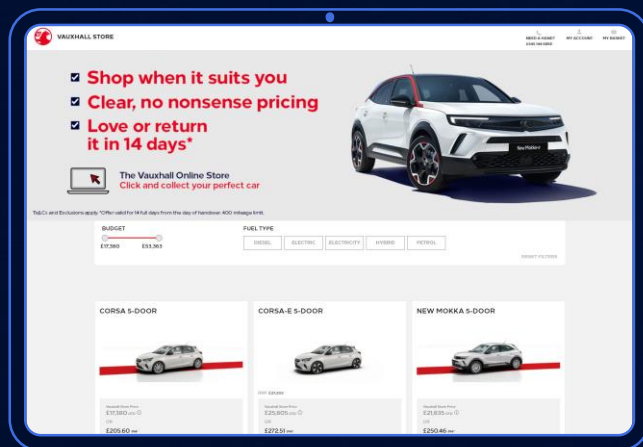
That's second to none

DIGITALIZATION

ENTREPRENEURIAL SPIRIT

REGIONAL ROOTS

E-COMMERCE IS OUR SALES MOTTO



100k

2x
each year

1/3
online sales

2021

till 2024

2030



All of Stellantis in just one click

Customer Lifetime Value powered by AI

€4B revenues on services



7 ACCRETIVE BUSINESSES



CIRCULAR ECONOMY

DATA BUSINESS

MOBILITY

FINANCIAL SERVICES

PRE-OWNED CARS

AFTERMARKET

COMMERCIAL VEHICLES

FREE2MOVE: A TECH NATIVE MOBILITY COMPANY



Free2move

State-of-the-art
Tech Platform

EU & NA

Worldwide



Position

200k

10M

15M



Active users

€40M

€0.7B

€2.8B

Business in the black



Revenues

2021

2025

2030

FINANCIAL SERVICES: A POWERFUL ENGINE OF GROWTH



**NET BANKING
INCOME⁽¹⁾**

+100%
2030 vs 2021



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)

(1) Including JVs at 100%



Total sales **2x** by end of 2030

GLOBAL

Unique label Worldwide
SPOTiCAR

>2M sales

MULTIBRAND &
MULTICHANNEL

Online sales leadership in Europe
ARAMISGROUP

>€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



b.pro
bproauto.com

BÖLK

IAM Product Revenues
4x

INDEPENDENT CHANNEL
OFFENSIVE

**MISTER
AUTO**



IAM Channel Mix
50%

LOGISTIC EFFICIENCY



Warehousing reduction
-20% m²

COMMERCIAL VEHICLES: ACHIEVE GLOBAL LEADERSHIP

DARE
FORWARD
2030



**New
Business Unit**

40% BEV⁽¹⁾ mix

Revenues 2x

PRODUCT

26

new launches

100%

Van & Pickup⁽¹⁾ electric offer
2027 EU & U.S.

TECH

BEV, REPB⁽²⁾, FCV

OTA Capabilities

Each new vehicle from 2026
12M connected vehicles in 2030

BUSINESS PARTNER

Connected Services
Customer business efficiency

Autonomous solutions

Test & learn innovative
delivery solutions
EV AV Promaster 1st step

(1) Excluding heavy-duty trucks

(2) Range Electric Paradigm Breaker

REACHING 25%+ REVENUES OUTSIDE GROWING NA & EE

DARE
FORWARD
2030



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

50%
U.S. BEV Mix⁽¹⁾

9
Brands in Region

>15%
AOI margin

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⁽²⁾

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

100%
PC BEV⁽¹⁾

13
Brands in Region

>10%
AOI margin

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



Market Share

Maghreb, Egypt,
Turkey, F.O.T.⁽¹⁾ >30%
GCC⁽¹⁾, South Africa,
others >12%

Pickup Offensive

Market share >20%

Electrification

LEV market share
> region average
leveraging EE & NA
portfolio

Local integration

Product self-sourcing
>70%

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

INDIA & ASIA PACIFIC: GROWTH WITH ELECTRIFICATION AND LOCALIZATION



4x
Market Share

~50%
BEV Mix

>13%
AOI margin

10
Brands in Region

~75
Product Launches



India

Regional & Global
Smart Car hub
by 2024

Indonesia

Start of vehicle
production
by 2023

SE Asia expansion

100% Production
capacity utilization
in Malaysia
by 2025

Electrification

Local production
of EV in SE Asia
by 2025

CHINA:

“ASSET LIGHT” BUSINESS MODEL FOR PROFITABLE GROWTH



~€20B
Revenues

60%
PC BEV

6
Brands in Region



>8%
AOI margin

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

CHINA: “ASSET LIGHT” BUSINESS MODEL FOR PROFITABLE GROWTH



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

FINANCIALS

REVENUES DOUBLE WITH DOUBLE-DIGIT MARGINS

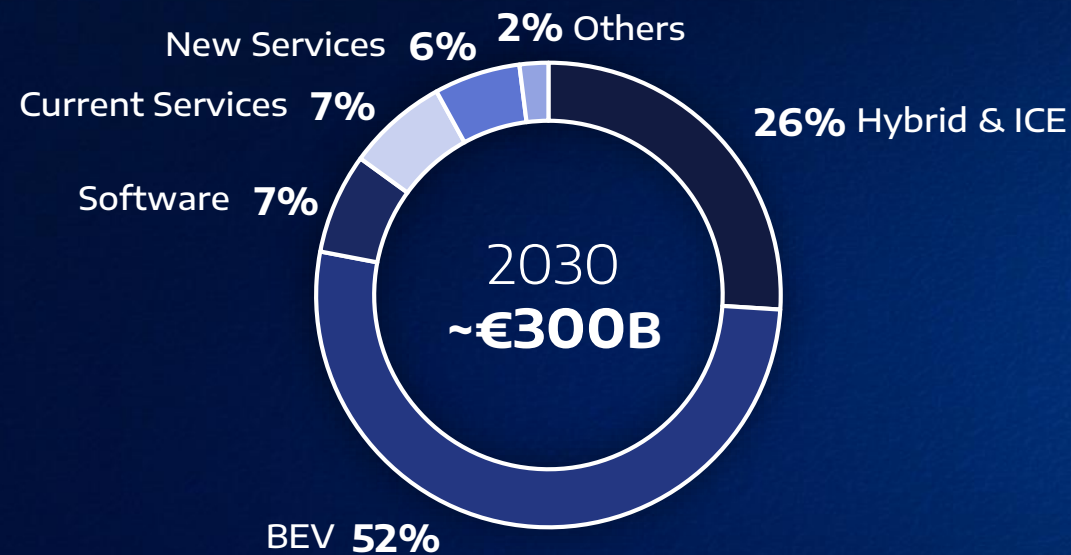
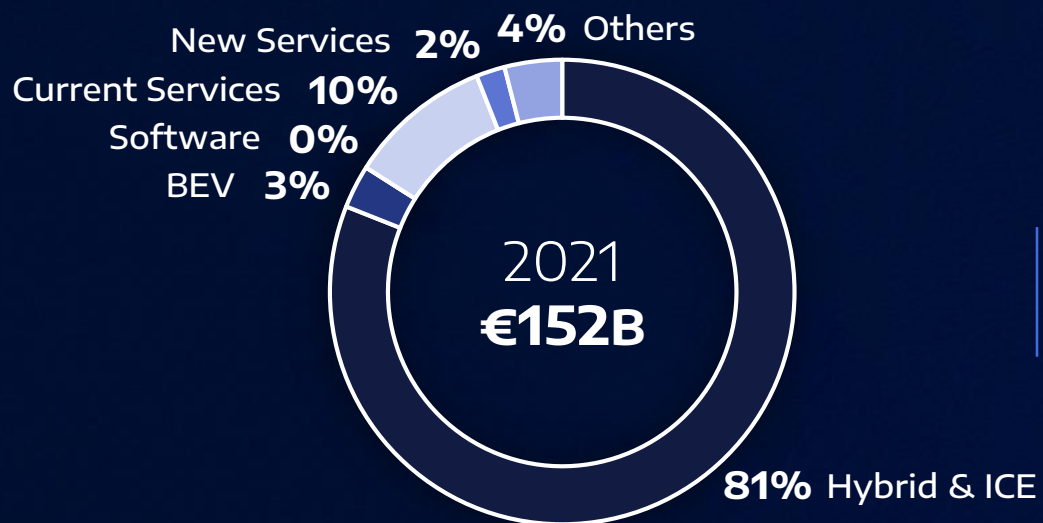
RESULTS FROM CONTINUING OPERATIONS

€ billion, except as otherwise stated	2021 Pro Forma ⁽¹⁾	2024	2027	2030
Net Revenues	152	~200	~250	~300
Adjusted Operating Income Margin ⁽²⁾	11.8%	>10%	>10%	>12%
Industrial Free Cash Flows ⁽²⁾	6.1	>6 (Includes Negative €3B due to NWC Normalization)	>12	>20
Capex and R&D as a % of Net Revenues	8.6%	~8%	~8%	~8%

(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

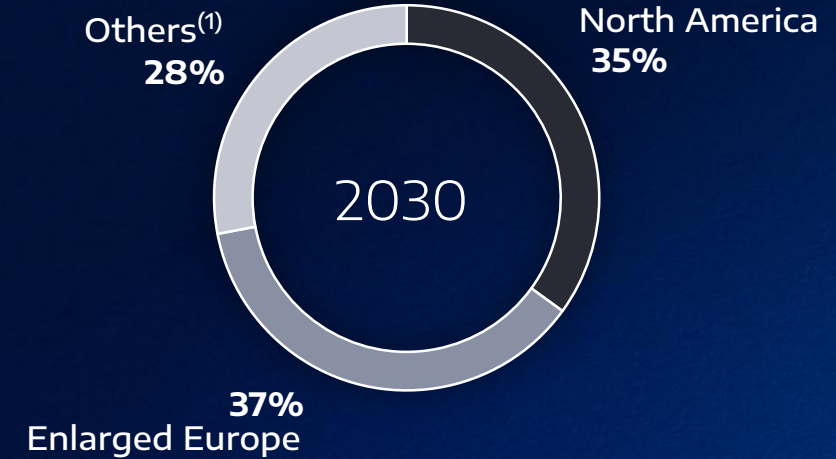
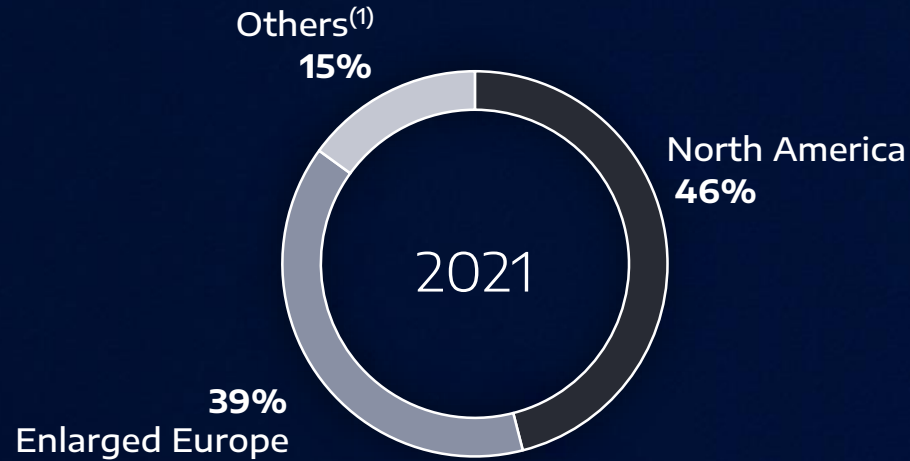
(2) For definitions of supplemental financial measures and reconciliations to applicable IFRS metrics, refer to the Company's 2021 Form 20-F available under the Investors section of the corporate website at www.stellantis.com.

NET REVENUES SHIFT

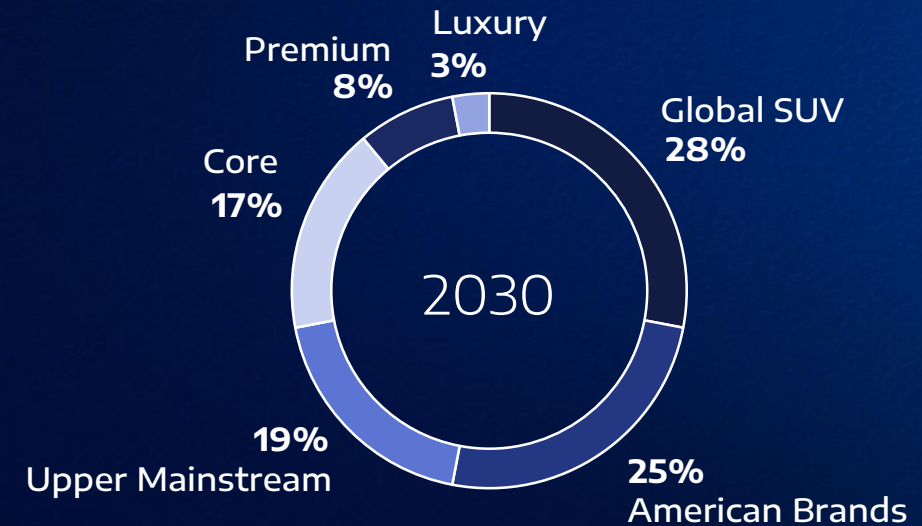
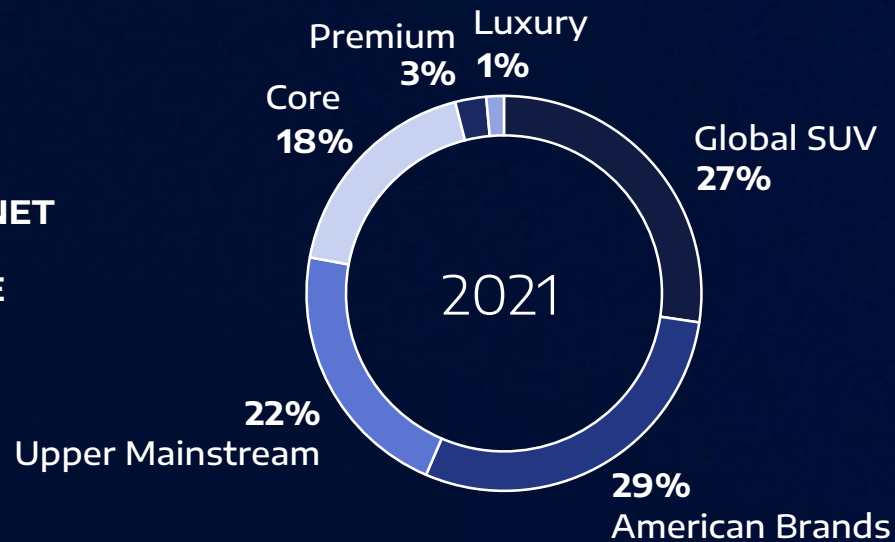


REVENUES BREAKDOWN

NET REVENUES

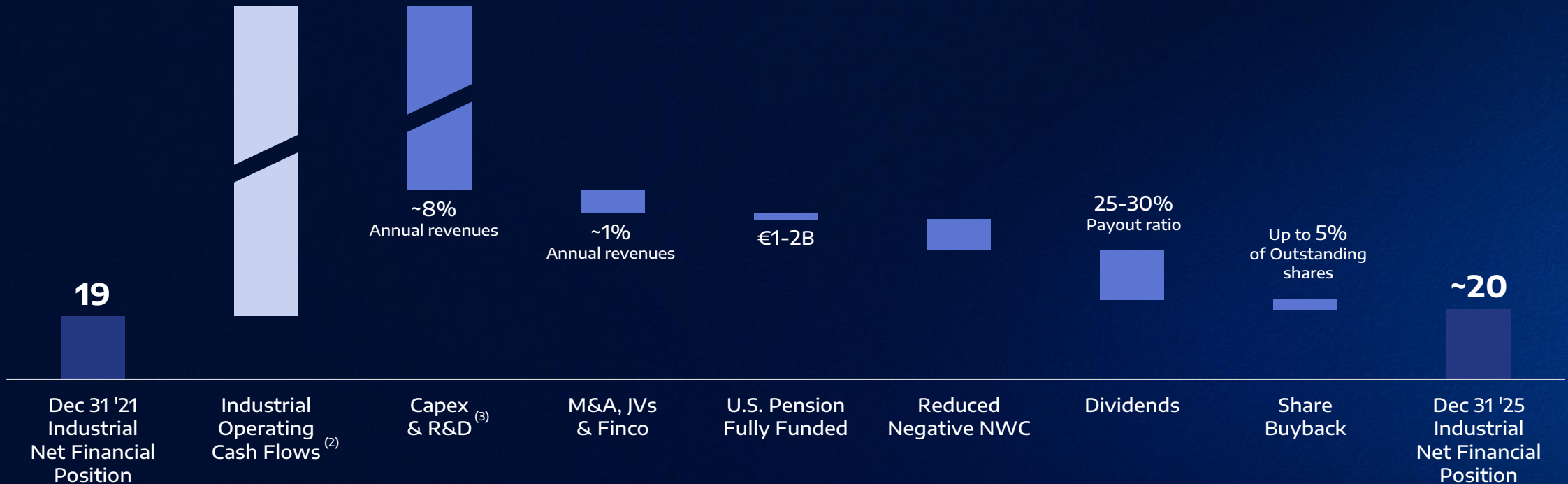


NEW CAR NET REVENUES BY VEHICLE SEGMENT



(1) Includes all regions outside of North America and Enlarged Europe, as well as Maserati and other businesses

Industrial Net Financial Position⁽¹⁾



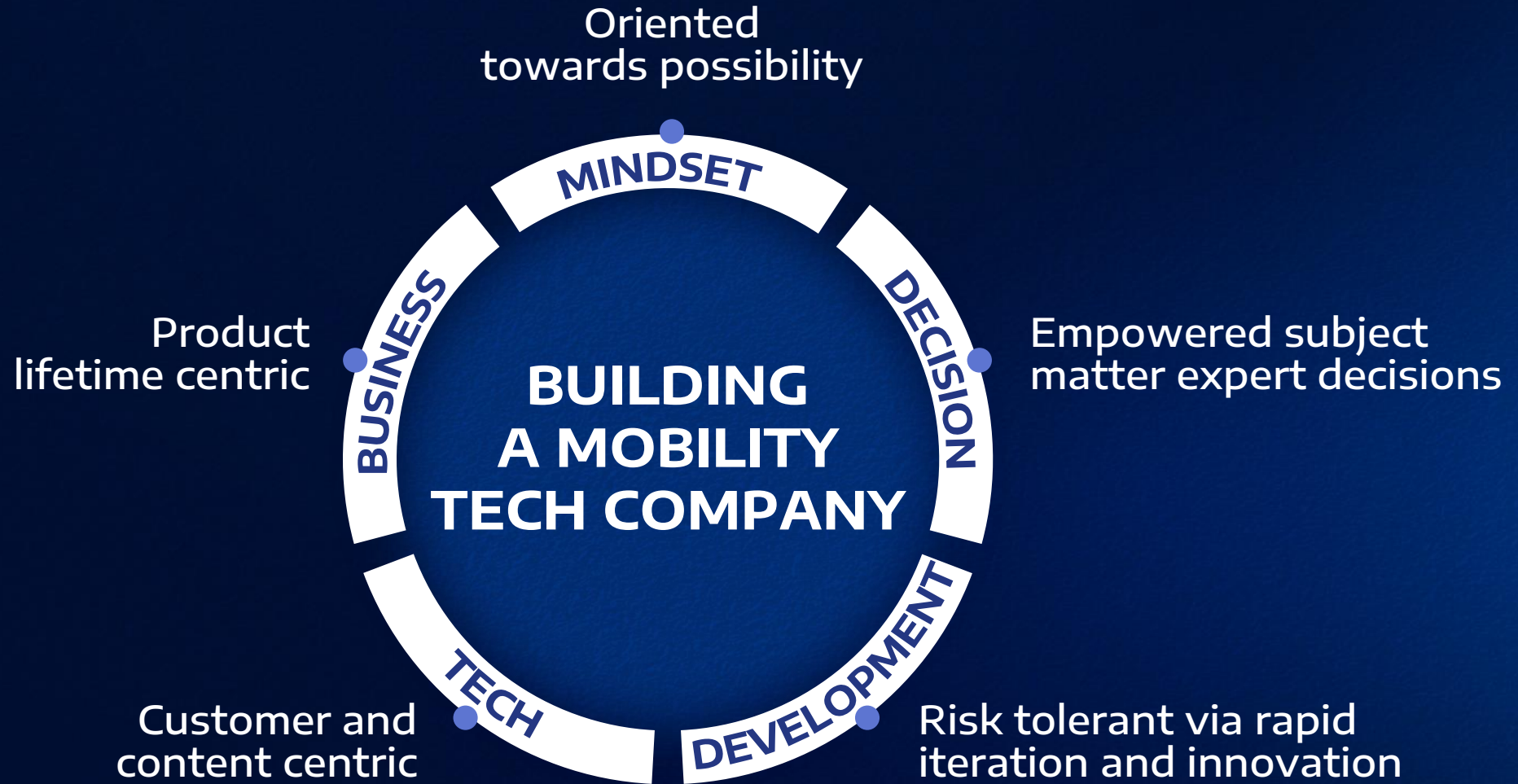
Dividend payout ratio of 25-30% through 2025 plus up to 5% share buyback

(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



CARBON 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

DARE FORWARD 2030