

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

**STELLANTIS**

# **LONG-TERM STRATEGIC PLAN**

March 1<sup>st</sup>, 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.

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# 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%**

tCO<sub>2</sub>eq/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

DARE  
FORWARD  
2030



# HOUSE OF ICONIC BRANDS

## UNIQUE PRICING BANDWIDTH



## PRODUCT OFFENSIVE

**100+**

Launches 2022-2030

## GLOBAL<sup>(1)</sup> 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



**FIAT**



**ABARTH**

DolceVita



**CITROËN**

Care

(1) Excludes Operations in China

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



LUXURY



PREMIUM



Sales in 2030  
**100% BEV**

Revenues  
**4x**

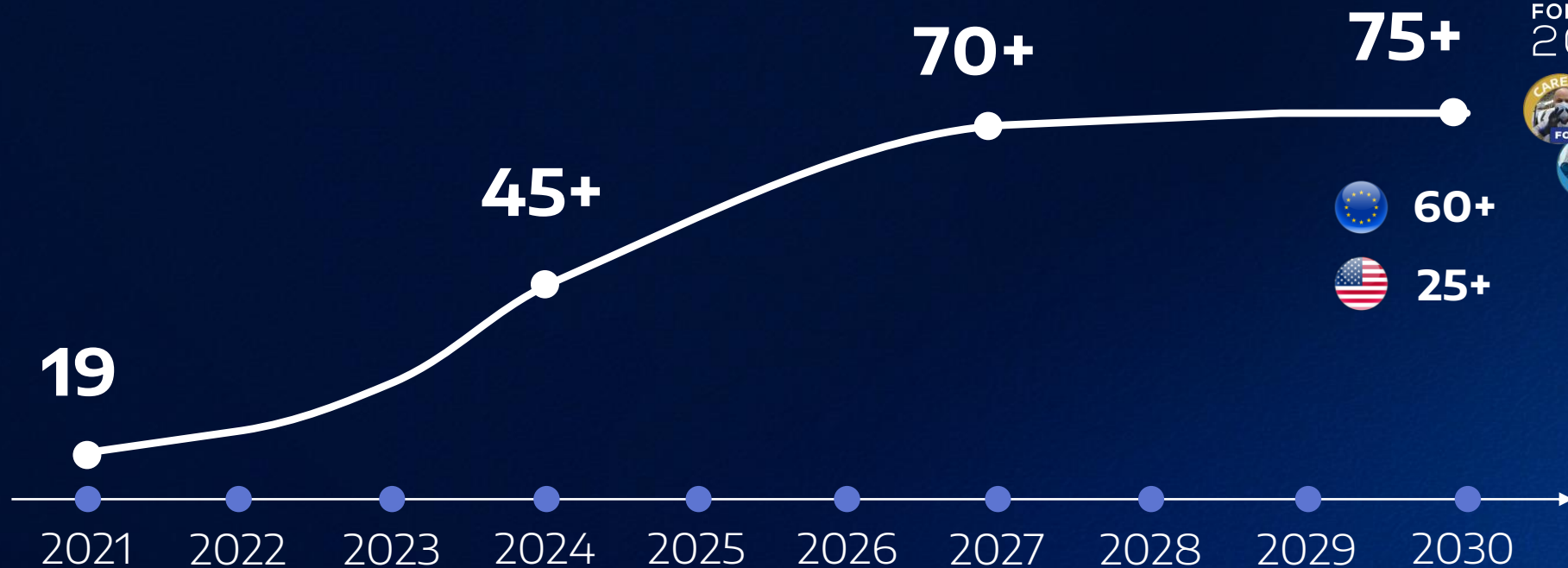
Profit<sup>(1)</sup>  
**5x**

(1) Based on AOI estimate

# BEV ROLL OUT



## BEV Portfolio<sup>(1)</sup>



## BEV only launches



## BEV Sales<sup>(2)</sup> (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<sup>(1)</sup> 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

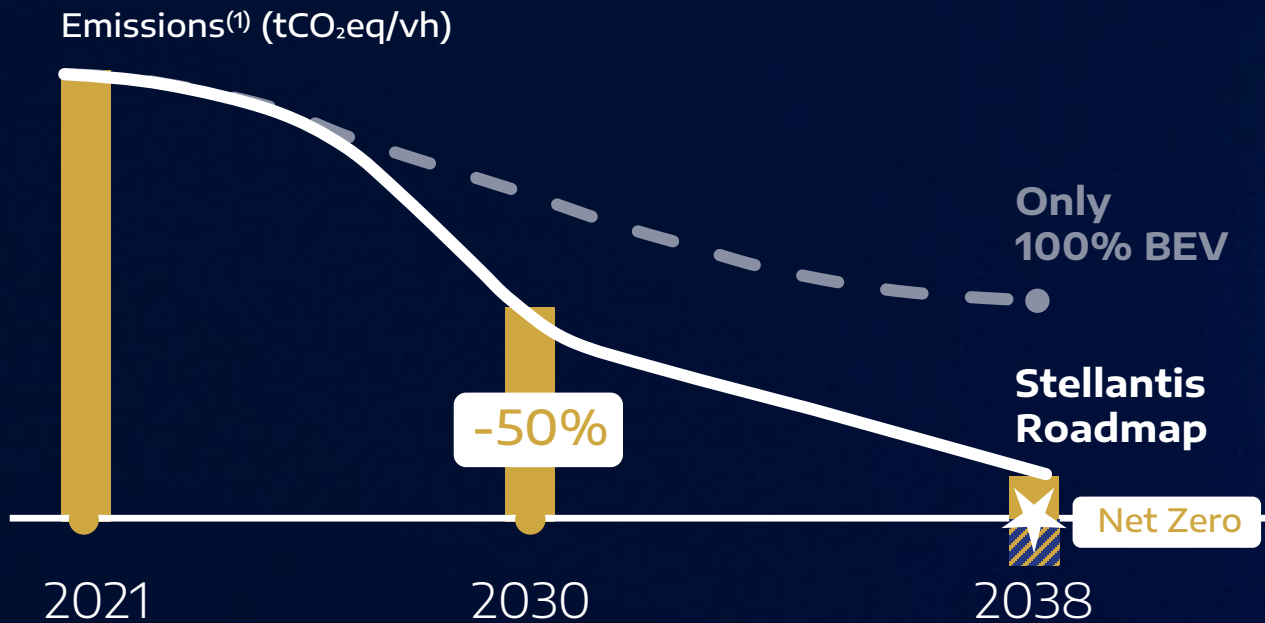
CUSTOMERS

EMPLOYEES

# CHAMPION FOR CLIMATE CHANGE MITIGATION



2030 Carbon footprint<sup>(1)</sup> > **-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)

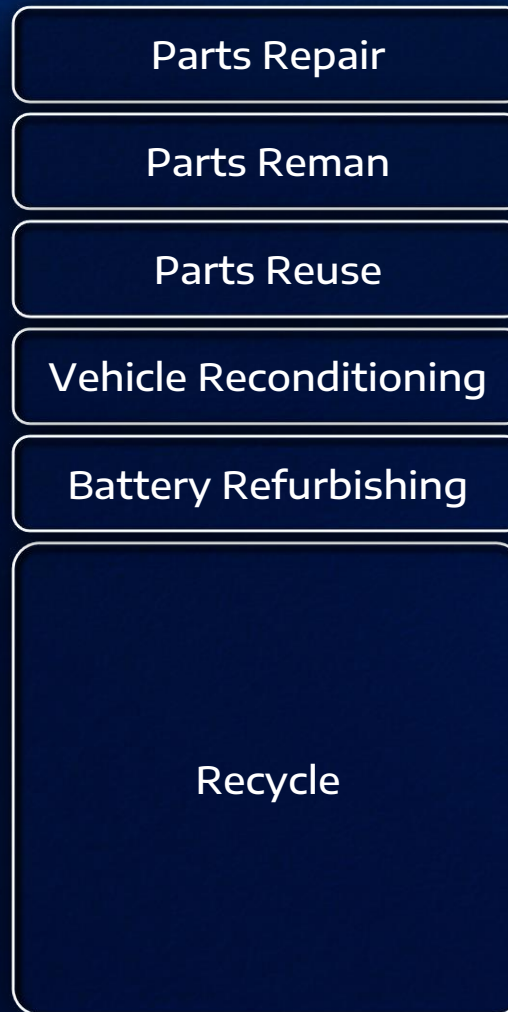
(1) Including scopes 1, 2 (-75% in absolute emissions tCO<sub>2</sub>eq) and scope 3 (-50% in intensity emissions tCO<sub>2</sub>eq/vh)

# 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**<sup>(1)</sup>

Real Estate Carbon neutral  
**-50% CO<sub>2</sub>**  
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<sup>(2)</sup> 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

Converting plants to full BEV

New value chain

• e-Powertrain



• 5 Gigafactories



• Charging



Solid-state technology



Raw Material Availability



# €30B+

Investment 2021-2025<sup>(1)</sup>

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

(1) With 11 kW wall-box



# SOFTWARE AS A CORE FOCUS



**4**  
TARGETS

**>34M**  
Monetizable<sup>(1)</sup>  
connected car parc

**400M**  
OTA per year

**€20B**  
Revenues

**~40%**  
Gross Margin

**5**  
BUSINESS  
PILLARS

Services  
& Subscriptions

Features  
on Demand

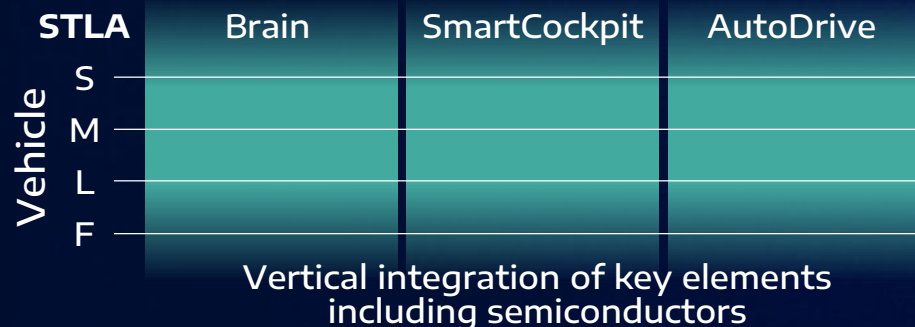
Data as a Service  
& Fleet Services

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

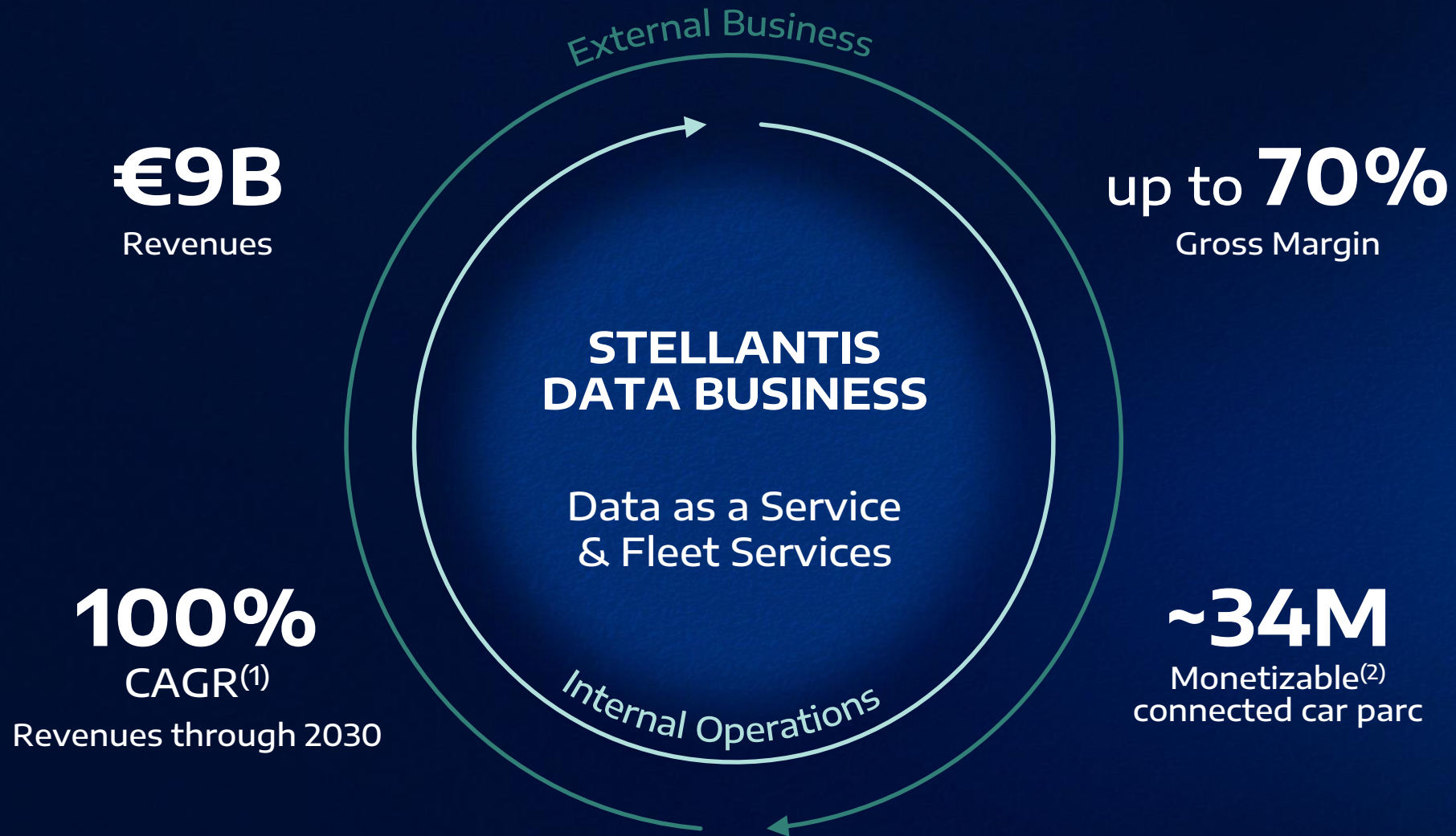


Level 5

**Delivery as a Service**

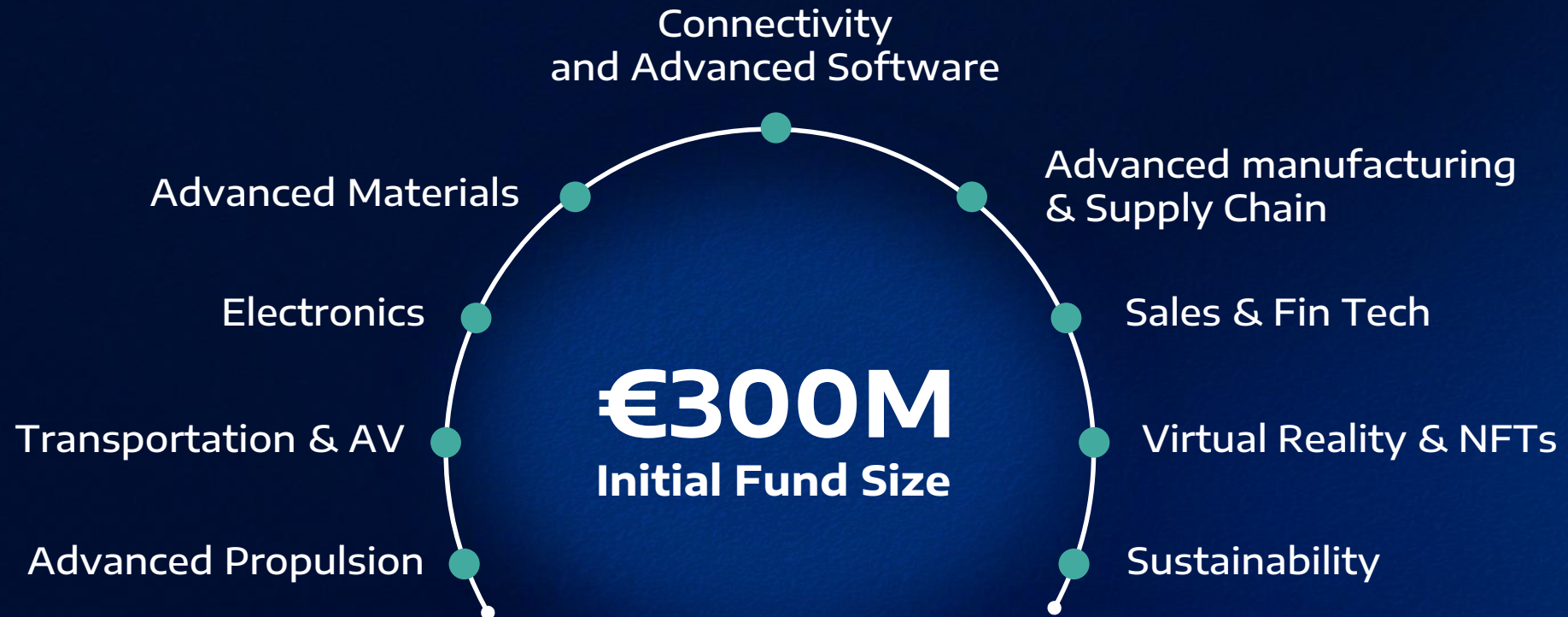


# GROWING NEW DATA BUSINESS



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

# STELLANTIS CORPORATE VENTURE FUND



## GLOBAL ACCESS TO ADVANCED TECHNOLOGY



# VALUE

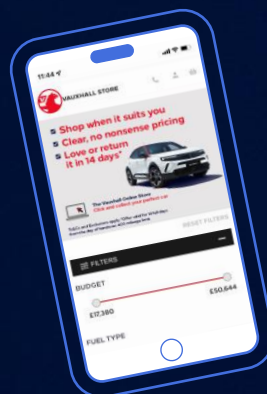
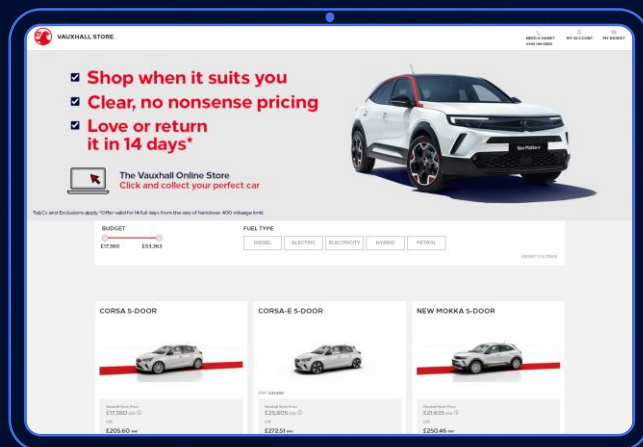
That's second to none

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

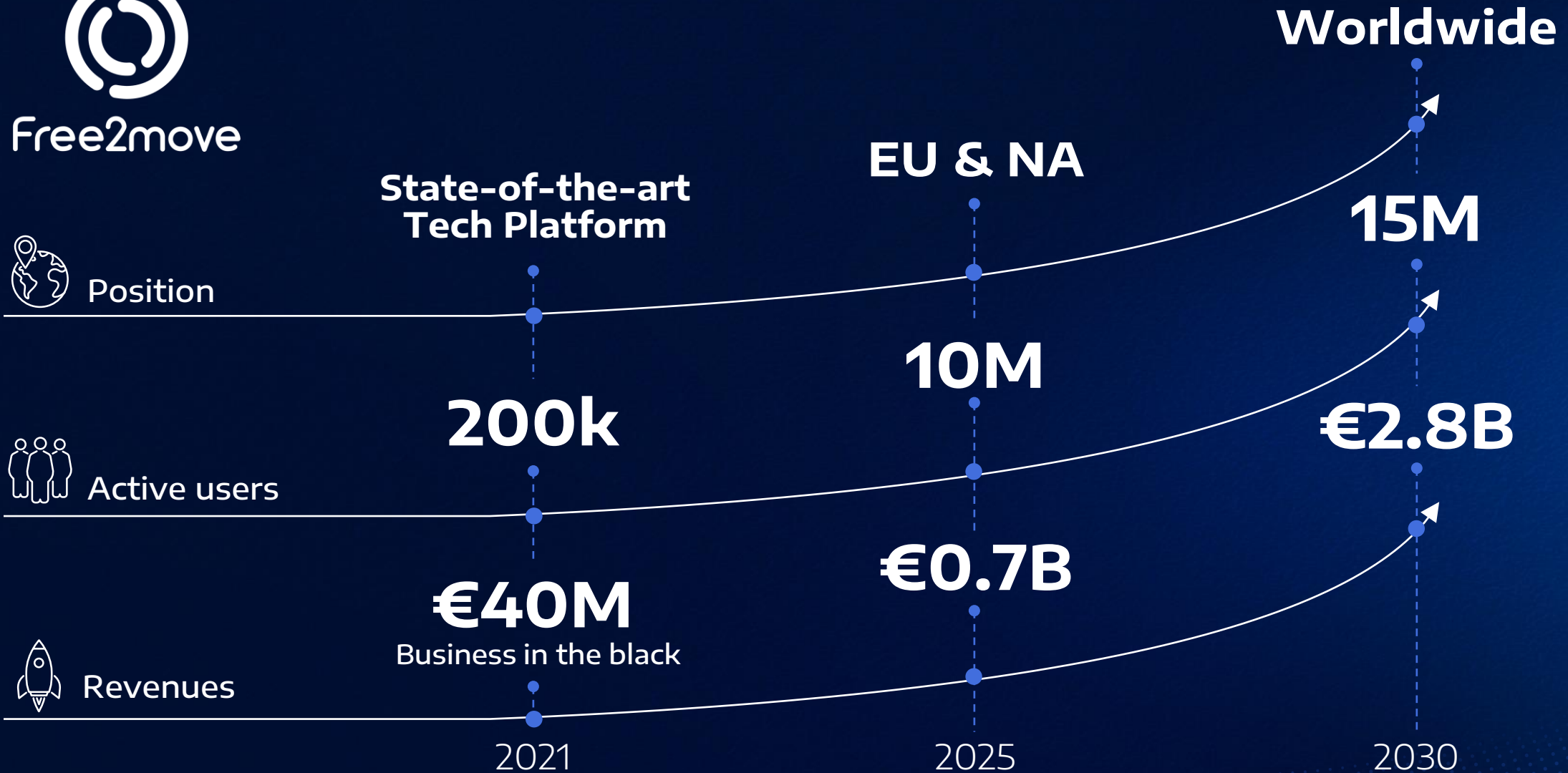
PRE-OWNED CARS

AFTERMARKET

COMMERCIAL VEHICLES



# FREE2MOVE: A TECH NATIVE MOBILITY COMPANY



# FINANCIAL SERVICES: A POWERFUL ENGINE OF GROWTH



**NET BANKING  
INCOME<sup>(1)</sup>**

**+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<sup>(1)</sup> 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**



DISTRIGO  
PARTS DISTRIBUTION

IAM Channel Mix  
**50%**

LOGISTIC EFFICIENCY



Warehousing reduction  
**-20% m<sup>2</sup>**

# COMMERCIAL VEHICLES: ACHIEVE GLOBAL LEADERSHIP



**New  
Business Unit**

**40% BEV<sup>(1)</sup> mix**

**Revenues 2x**

PRODUCT

**26**

new launches

**100%**

Van & Pickup<sup>(1)</sup> electric offer  
2027 EU & U.S.

TECH

**BEV, REPB<sup>(2)</sup>, 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 1<sup>st</sup> step

(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

**50%**  
U.S. BEV Mix<sup>(1)</sup>

**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<sup>(2)</sup>

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<sup>(1)</sup>

**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<sup>(2)</sup>

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.<sup>(1)</sup> >30%  
GCC<sup>(1)</sup>, 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 3<sup>rd</sup> 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

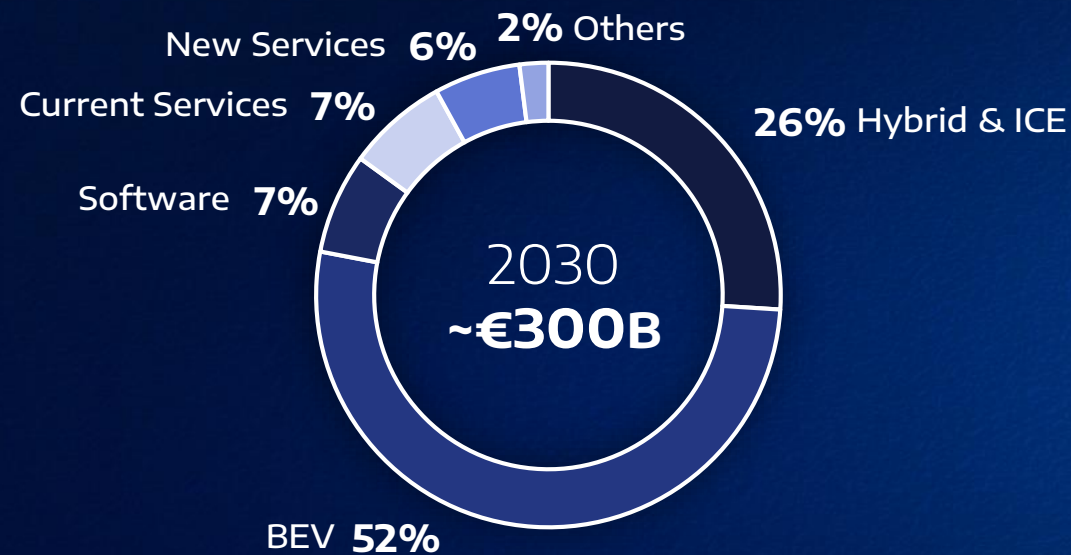
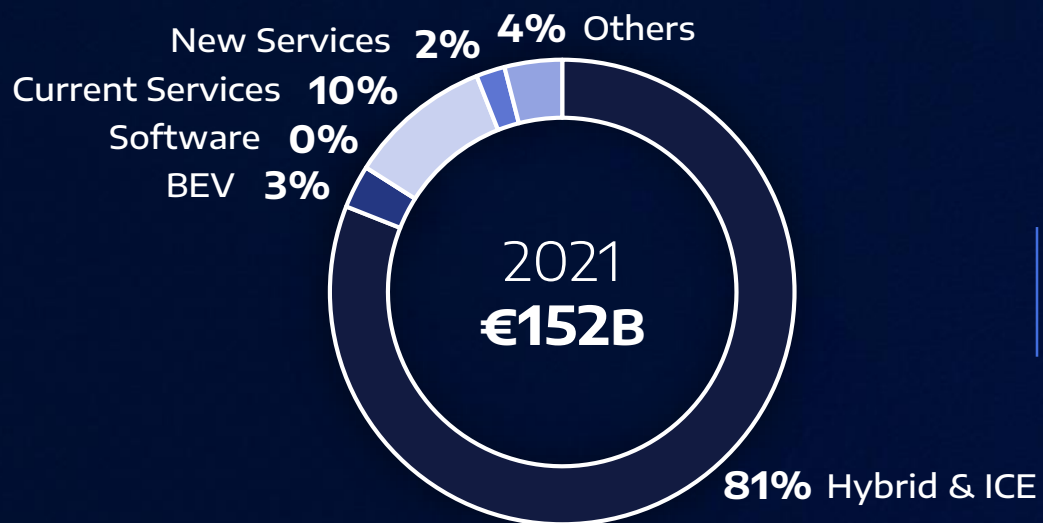
## RESULTS FROM CONTINUING OPERATIONS

€ billion, except as otherwise stated	2021 Pro Forma <sup>(1)</sup>	2024	2027	2030
Net Revenues	152	~200	~250	~300
Adjusted Operating Income Margin <sup>(2)</sup>	11.8%	>10%	>10%	>12%
Industrial Free Cash Flows <sup>(2)</sup>	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](http://www.stellantis.com).

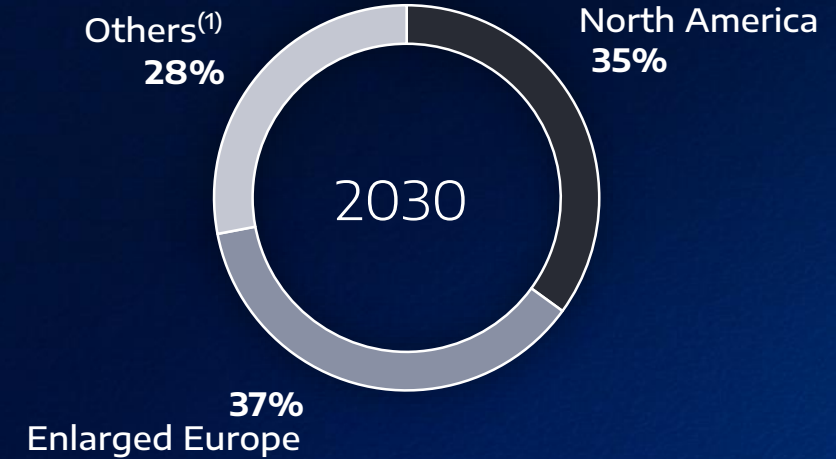
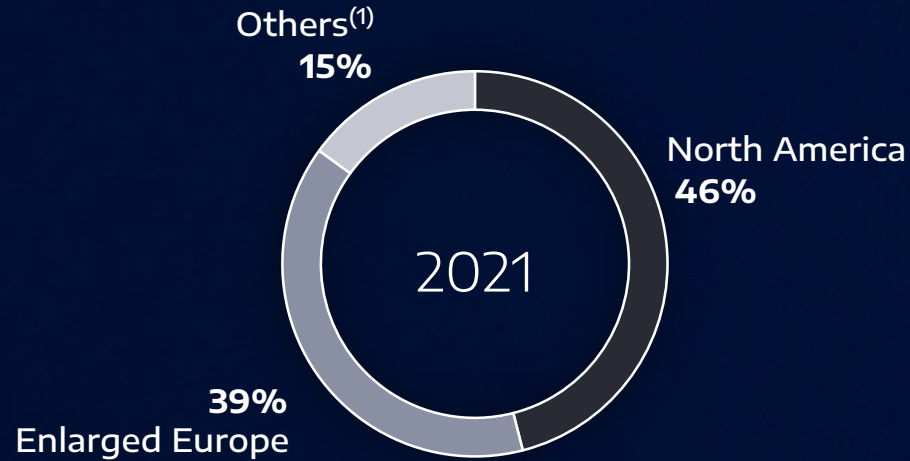
# NET REVENUES SHIFT



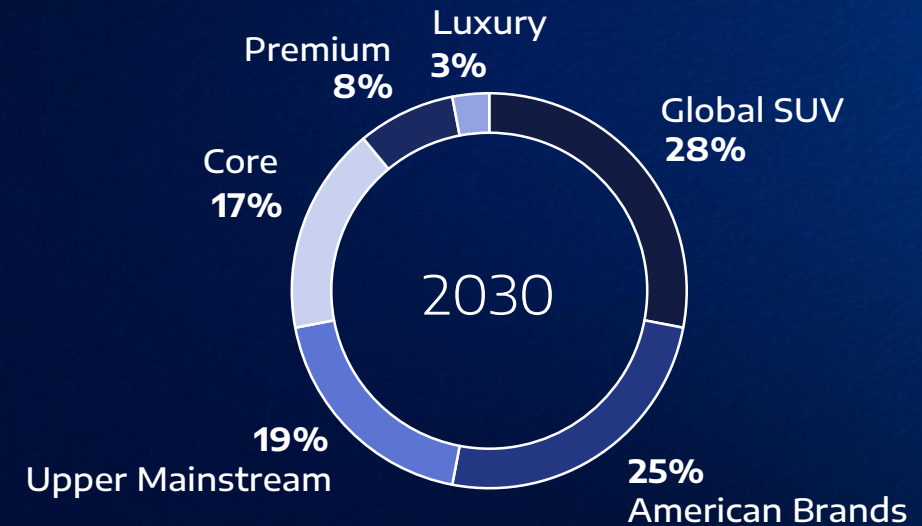
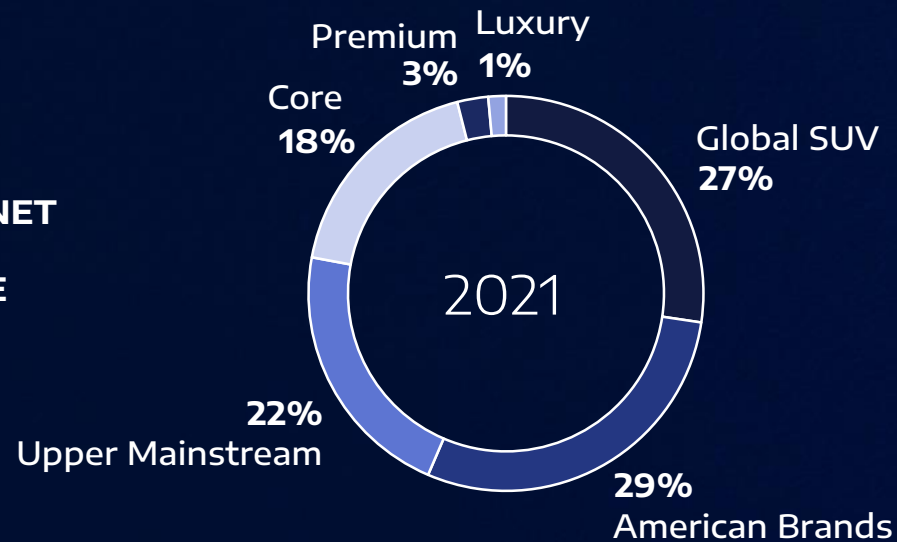


# REVENUES BREAKDOWN

## NET REVENUES

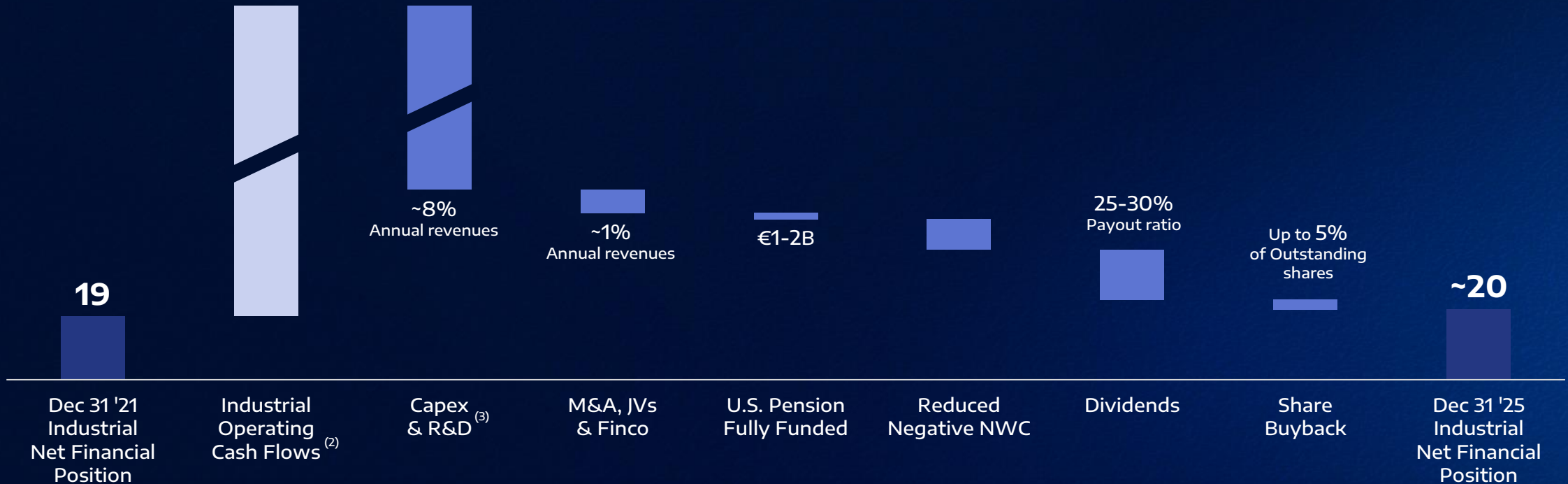


## NEW CAR NET REVENUES BY VEHICLE SEGMENT



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

## Industrial Net Financial Position<sup>(1)</sup>



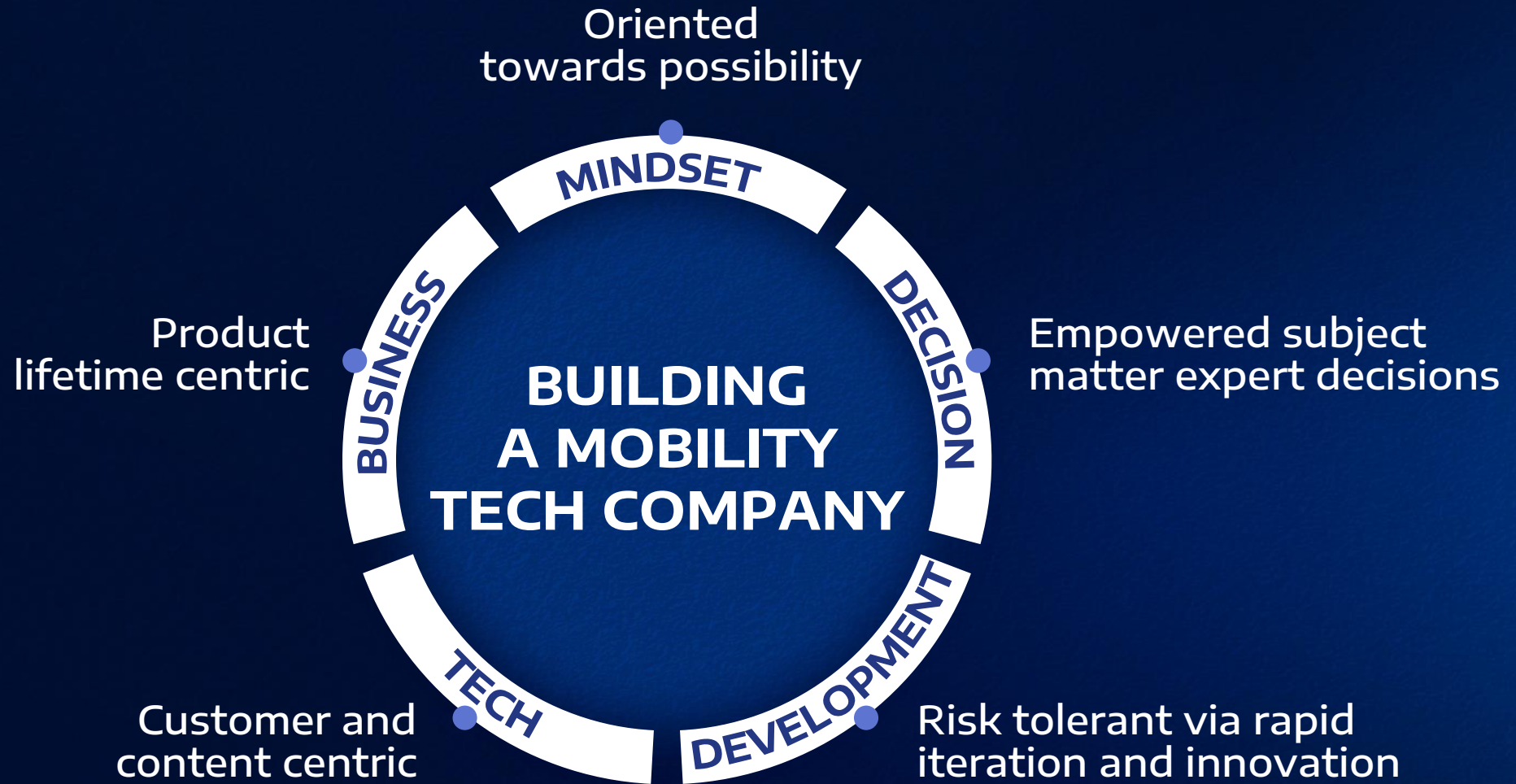
**Dividend payout ratio of 25-30% through 2025 plus up to 5% share buyback**

(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](http://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

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