



Bank of America Autos and Future Car Conference 2022

September 28, 2022



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DS AUTOMOBILES



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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; the Company's ability to maintain effective internal controls over financial reporting; 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.

SUPPLY CHAIN SECURING: Semiconductors

ANTICIPATION

TRANSPARENCY

DIRECT CONTROL

Short term

Mid term

Long term

**Reactivity
&
Anticipation**

Daily War-Room:

- Supplier escalation
- Part finding at Broker's
- Chip makers pull-in
- Production plan adaptation
- Product content adaptation

**Volumes forecast
transparency in the whole
supply chain**

**Chip
Content**

**Advanced Redesign with
R&D**

**Securing capacity @ Tier 1
suppliers**

**Benefits from platforms
convergence**

**Take the
control of
our chips**

**Strategy alignment with
main chip makers:**

- Standardization / Green List
- Direct Contract with chip makers
- Capacity alignment with automotive trend

**Risk Management process
from Sourcing to Mass production**



**Short & mid-term: the automotive needs will adapt to the available technologies
Long term forecast will ensure capacity always matches with automotive trends**

SUPPLY CHAIN SECURING: Energy

Secure the cost



- Contract for Natural Gas and Electricity (Europe)
- Physical and financial hedging

Secure the risk of shortage



- Energy consumption reduction for all plants
- Alternative solutions
- Mitigation plan for critical suppliers

Prepare the future: Energy autonomy



- Renewables energies (on-site & off-site)
- Electrified solutions to replace natural gas equipment
- 100% decarbonized

SUPPLY CHAIN SECURING: Battery Raw Material

New Value Chain

5 Gigafactories

with best-in-class suppliers



Solid-State Technology



Raw Material Availability



DARE FORWARD 2030

2030 GWh

North America
~150



Europe
~250

Direct securing of raw material sources on top of battery supply securing

- Focusing on Li, Ni (Co as by product), Mn
- Reviewing U.S. Inflation Reduction Act (IRA) impact to adapt supply if needed
- Prioritizing : availability, carbon footprint, ESG, costs
- ➔ Ongoing activities to further extend binding agreements

Material Strategy

UP STREAM

MINING

REFINING

MID STREAM

PRECURSOR

ANODE/CATHODE

DOWN STREAM

CELL/MODULE

PACK

- 1 INITIATIVE FOR DIRECT « OFF-TAKE » CONTRACT BY STELLANTIS EQUITY INVESTMENTS AS PER REQUIREMENT**
- 2 SUPPLY CONTRACT SECURITIZATION BY TIER 1 BATTERY SUPPLIERS FOR ANODE/CATHODE**
- 3 RECYCLED RAW MATERIAL ACCESS BY SETTING UP PARTNERSHIP WITH RECYCLERS**

Battery Value Chain

(1) Closing subject to customary closing conditions, including regulatory approvals
(2) Supply agreement is subject to successful start of commercial operation at Vulcan facility and full product qualification

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Q&A



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