



BUILDING A NEW WORLD LEADER IN SUSTAINABLE MOBILITY

January 19, 2021

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CHIEF EXECUTIVE OFFICER



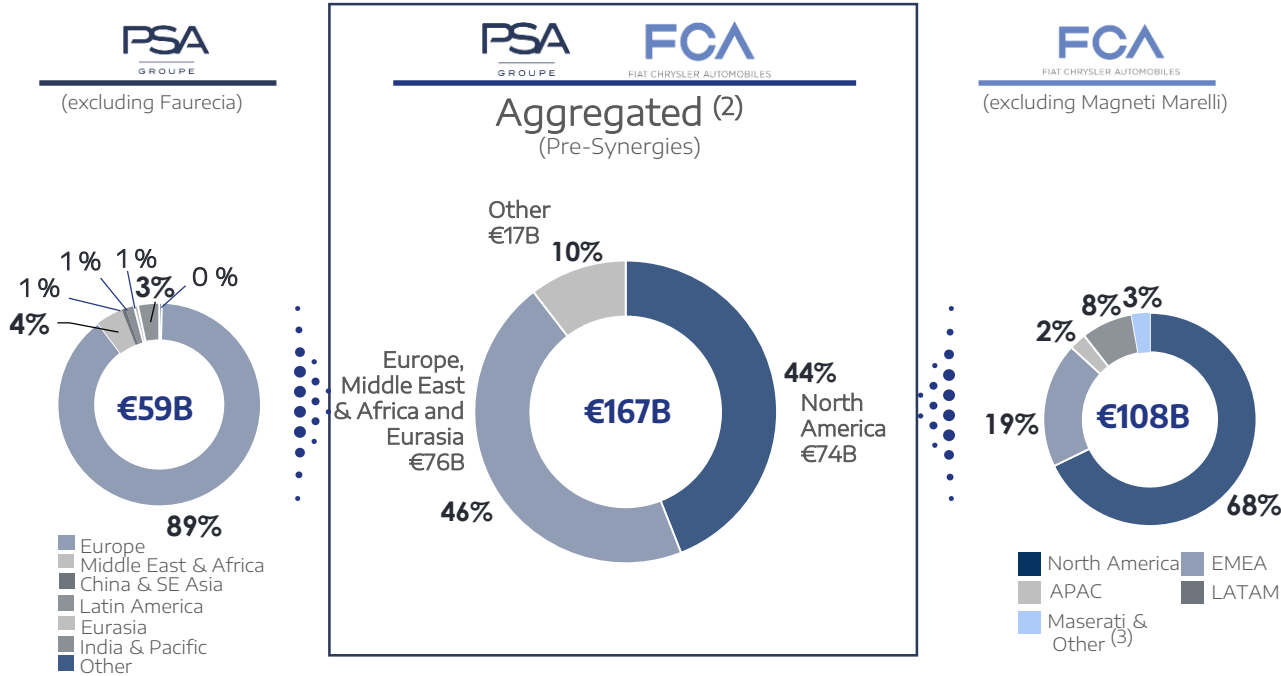
STARTING A NEW JOURNEY

LEVERAGING OUR SKILLS AND SCALE
TO IMPROVE OVERALL EFFICIENCY AND EFFECTIVENESS,
WHILE BUILDING A LEADING POSITION IN THE NEW ERA OF SUSTAINABLE MOBILITY

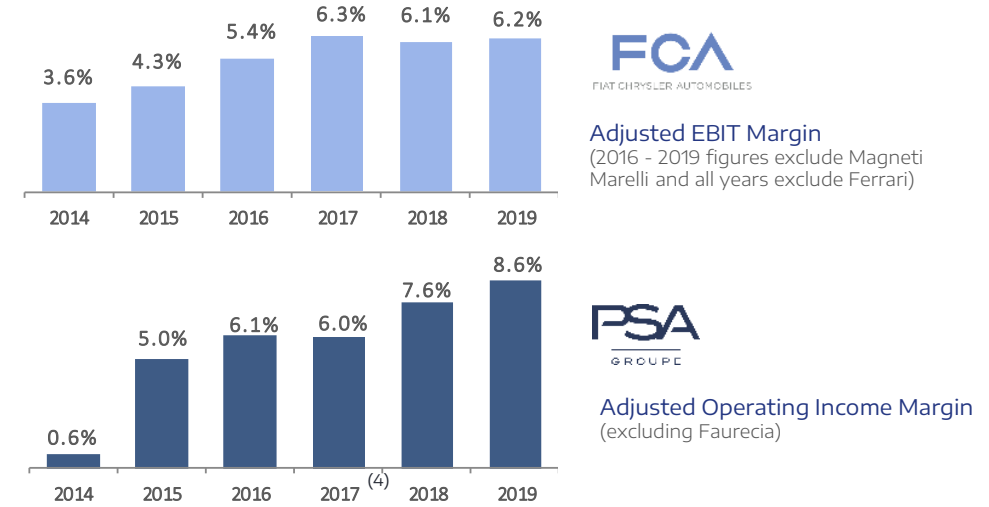
GREAT
RATHER THAN BIG



Better Geographic Balance 2019 Global Revenues



Robust Sustained Performance Operating Margins



Solid Combined Results 2019 Aggregated Results (2)

- Adjusted Operating Profit ~ €12 billion
- Adjusted Operating Profit Margin ~ 7%
- Automotive Operational Free Cash Flow > €5 billion

- Sales in more than 130 countries (1)
- Industrial operations in more than 30 countries (1)
- Leading market position in 3 regions; lands of untapped opportunities
- Strong R&D global footprint

(1) As of Dec 31 '19

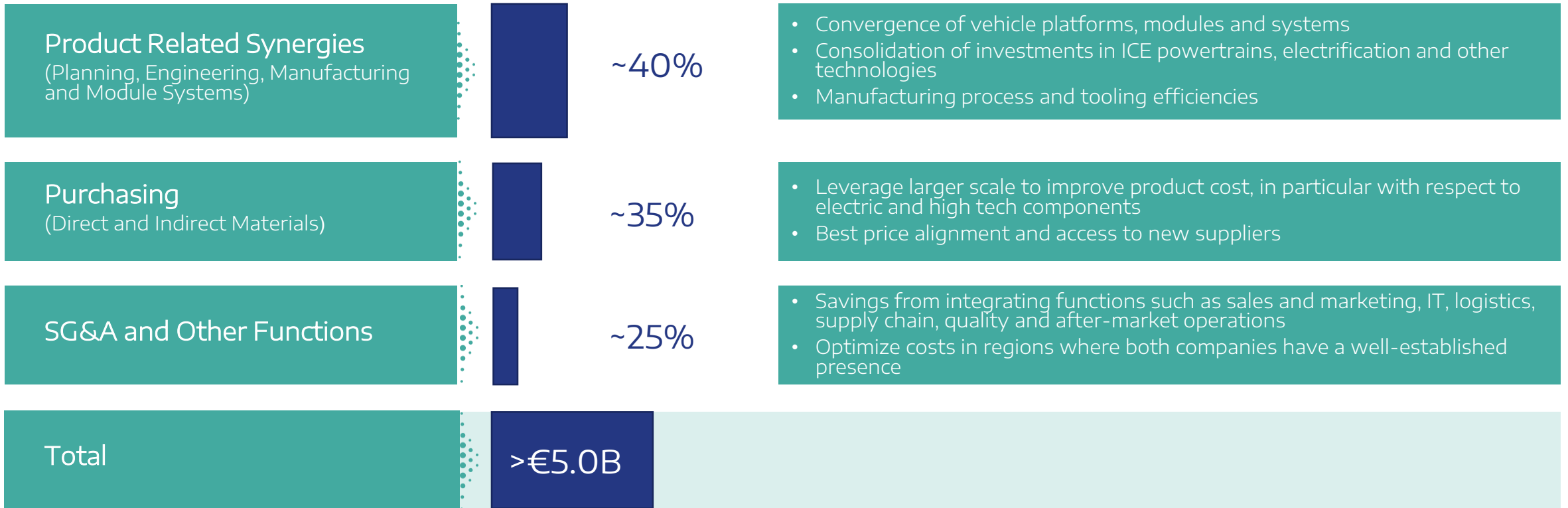
(2) Simple aggregation of PSA (excluding Faurecia) and FCA (excluding Magneti Marelli) and does not reflect purchase accounting adjustments required by IFRS

(3) Includes Components business, other activities, unallocated items and eliminations

(4) Includes results from Opel/Vauxhall acquisition from Aug 1 '17

Source: Company information

Annual Synergies at Steady State



- **~80% of steady state synergies expected by the end of 2024**
- **Estimated synergies net cash flow positive from 2021**
- **Cumulative one-time implementation costs ~€4.0B**

Matrix organization covering company-wide performance, strategy and planning



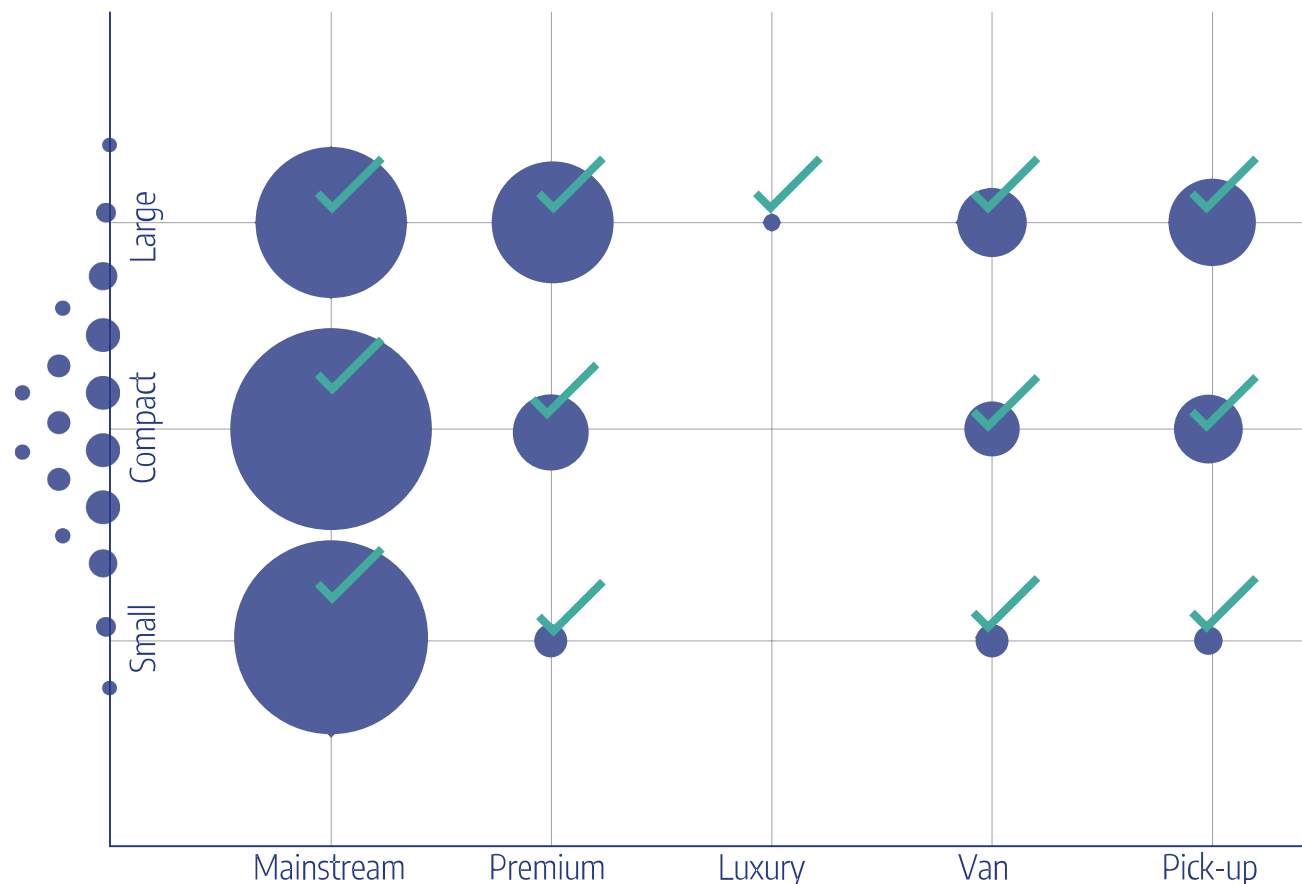
- **Experienced executive team**, valuing openness, courage and a job well done
- Over **400,000 people** with diverse backgrounds, great passions and deep knowledge
- More than **150 nationalities**
- **Performance, efficiency and agility** to respond swiftly and effectively to ever-changing customer needs
- **Common conviction: challenging the status quo and powered by a pioneering mindset that inspires innovation**



- **Broad iconic automotive brand portfolio**, with more than 1,000 years of cumulated experience
- **Ranging from luxury, premium and mainstream to commercial vehicles**

Complete lineup of vehicles from passenger cars to SUVs, LCVs and trucks

Brand Portfolio Covering Key Market Segments Worldwide Market Segmentation by Volume



✓ Stellantis presence in the market

EXCEEDING CONSUMER
EXPECTATIONS

TO CREATE A LEADING, SUSTAINABLE
AND DISTINCTIVE EXPERIENCE



Opportunities and Challenges by 2030 and Beyond

- **Electric vehicle sales** could represent more than 35% of new vehicle registrations
- **Increasing shared mobility** will impact number of vehicles in use
- **Sales of 5G enabled vehicles** are expected to reach 16 million in the EU, U.S. and China
- **Newcomers and disruptors**
- **Regulations and innovations** could raise vehicle costs by 20 - 40%



On Day 1

29 electrified models
available for customers



End of 2021

10 additional
models



By 2025

One electrified version for every newly
launched global model



- **Uncompromising commitment to meet or exceed the ever-evolving needs of our customers**
- **Laser focus on quality of products and services**
- **Accelerate the shift to a “buy online” strategy**
- **Vehicles backed by extensive global network of partners, offering customers a variety of services**



- **Stellantis is more than the sum of its parts**
- **Value creation will ensure both Stellantis sustainability and capacity to develop appealing, distinctive, versatile and affordable solutions**
- **The combined experience of our teams will shape our competitive advantage**
- **Our iconic brands reflect our passion for freedom of mobility**
- **Customer satisfaction drives innovation and creativity**
- **Working toward 100% carbon neutrality across all of our operations**
- **Great is better than big**



400,000 PEOPLE DRIVEN BY A PIONEERING SPIRIT WITH:

- A FORMIDABLE TASK: Redefine the future of mobility
- A COMMON ASPIRATION: Create passion on wheels and produce unmatched experiences
- AN AMBITIOUS JOURNEY: Be at the forefront of breakthrough technologies, with innovative products and pioneering solutions

This communication contains forward-looking statements. In particular, these forward-looking statements include statements regarding future financial performance and the expectations of the combined group (the “Group”) resulting from the merger of FCA and Groupe PSA as to the achievement of certain targeted metrics 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 Group’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 impact of the COVID-19 pandemic, the ability of the Group to launch new products successfully and to maintain vehicle shipment volumes; changes in the global financial markets, general economic environment and changes in demand for automotive products, which is subject to cyclicity; changes in local economic and political conditions, changes in trade policy and 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 Group’s ability to expand certain of their brands globally; its ability to offer innovative, attractive products; its ability 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 intense level of competition in the automotive industry, which may increase due to consolidation; exposure to shortfalls in the funding of the Group’s defined benefit pension plans; the 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 ability to access funding to execute the Group’s business plans and improve their businesses, financial condition and results of operations; a significant malfunction, disruption or security breach compromising information technology systems or the electronic control systems contained in the Group’s vehicles; the Group’s ability to realize anticipated benefits from joint venture arrangements; disruptions arising from political, social and economic instability; risks associated with our relationships with employees, dealers and suppliers; increases in costs, disruptions of supply or shortages of raw materials; 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; the risk that the operations of Groupe PSA and FCA will not be integrated successfully and other risks and uncertainties.

Any forward-looking statements contained in this communication speak only as of the date of this document and the Group disclaims any obligation to update or revise publicly forward-looking statements. Further information concerning the Group and its businesses, including factors that could materially affect the Group’s financial results, are included in FCA’s reports and filings with the U.S. Securities and Exchange Commission, (including the registration statement on Form F-4 that was declared effective by the SEC on November 20, 2020) the AFM and CONSOB and PSA’s filings with the AMF.