



CIRCULAR ECONOMY EVENT

OCTOBER 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 cyclicity; 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.



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



CARBON NET ZERO **by 2038**

7 ACCRETIVE BUSINESSES



CIRCULAR ECONOMY

DATA BUSINESS

MOBILITY

FINANCIAL SERVICES

PRE-OWNED CARS

AFTERMARKET

COMMERCIAL VEHICLES

CIRCULAR ECONOMY: FROM CRADLE-TO-CRADLE

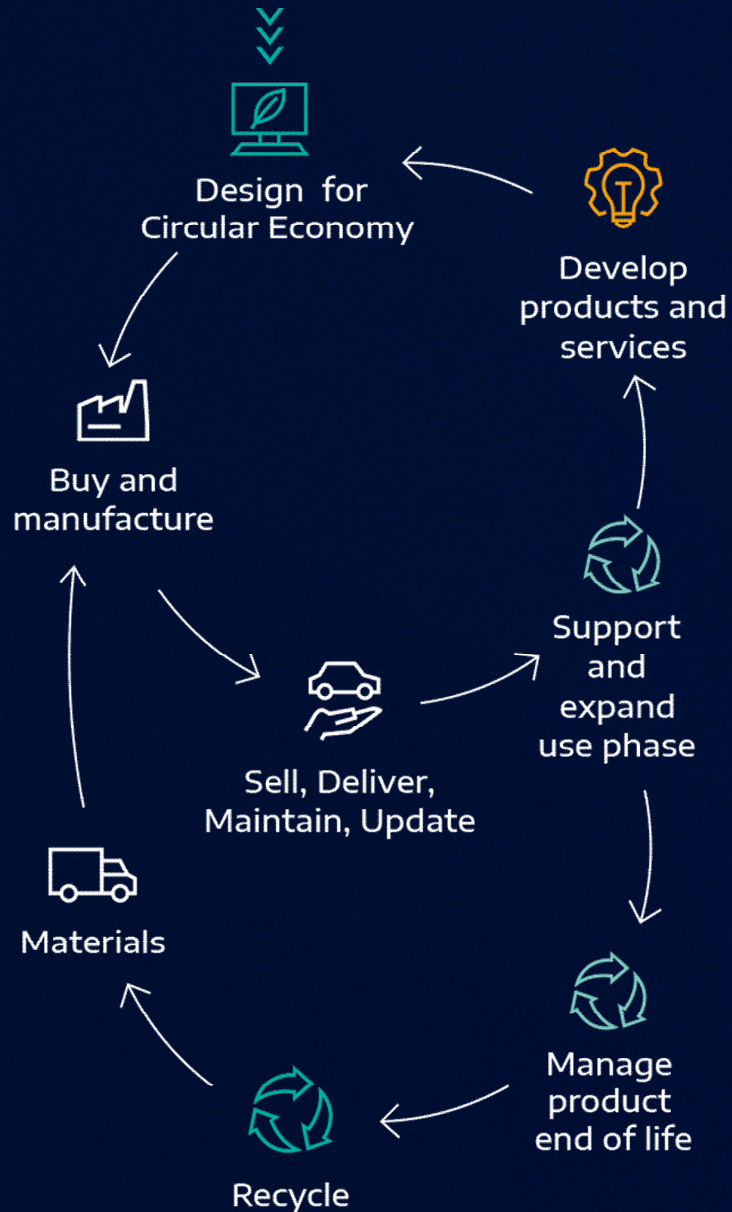


✓ EXTEND PRODUCT LIFESPAN

✓ RETURN MATERIAL TO THE LOOP



CIRCULAR ECONOMY: FROM CRADLE-TO-CRADLE



✓ EXTEND PRODUCT LIFESPAN

✓ RETURN MATERIAL TO THE LOOP

Up to
80%
OF RAW MATERIAL
SAVED

Up to
50%
OF ENERGY
NOT CONSUMED

SUSTAINABILITY
AFFORDABILITY
QUALITY
without compromise

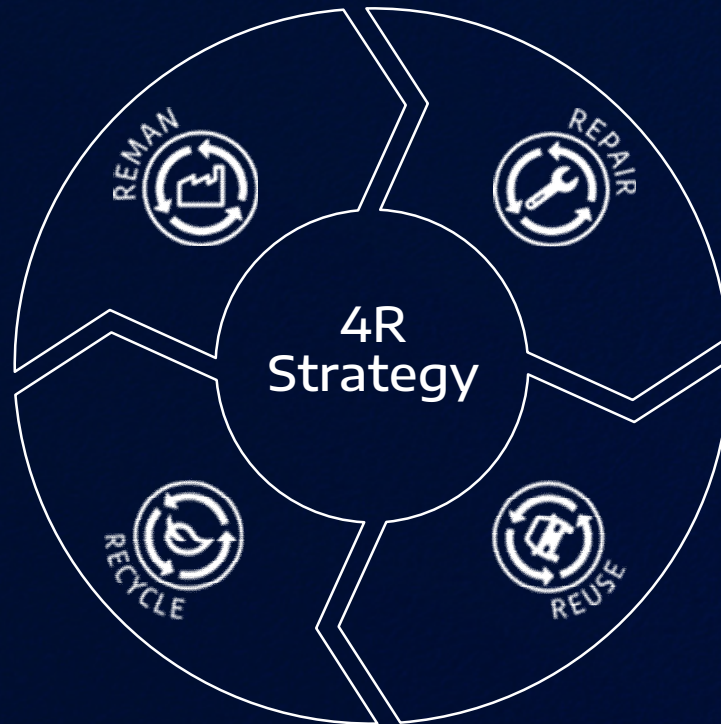
Note: Values are given for information only, corresponding to the main seller in the European range of similar products and determined according to a methodology approved by an independent company (Sphera).

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

GLOBAL ACTIVITIES



Nearly 12,000 parts
40 product lines



1,000 multi-brand parts
21 battery E-Repair
centers



More than 4.5 Million
multi-brand parts in stock
155 Countries



1 Million
parts recycled in H1



FUTURE EXPANSION PLANS



CIRCULAR ECONOMY HUBS

Parts remanufacturing
Vehicle reconditioning
Vehicle dismantling
...and more to come



LEADING CIRCULAR ECONOMY HUB:
MIRAFIORI COMPLEX
OPENS 2023

LOCAL LOOPS ROLL OUT

South America : Brazil
...and more to come



4Rs GO GLOBAL BY 2030



CIRCULAR ECONOMY LABELS

OUR DEDICATED LABEL
FOR CIRCULAR ECONOMY ACTIVITIES



REUSE OFFER
E-COMMERCE PLATFORM



STELLANTIS



CITROËN



DS AUTOMOBILES



Jeep®



LEASYS



Free2move

Q&A SESSION

Please raise your hand to ask a question.

DARE FORWARD 2030

