OUR GENERATION'S DEFINING MOMENT AT THE BIG THREE
TIERS

The divide-and-conquer strategy
COLA
We're getting left behind
If the B3 top wage rate rose at the same level as inflation, workers would be making $3.71 more per hour currently, over $7,700 more annually.

Note: Inflation based on Not Seasonally Adjusted CPI-W, which UAW uses for COLA.

Source: UAW; BLS
JOB SECURITY
Higher profits, fewer jobs
MAJOR AUTO BATTERY CELL PLANTS CURRENT & FUTURE

- More investments are expected
- Map does not include smaller plants
B3 TOTAL REVENUE ($B): 2013-2022

Note: Stellantis EUR to USD conversion based on annual average / Source: SEC Filings
**B3 NORTH AMERICA EBIT, ADJ. ($B): 2013-2022**

Note: Stellantis EUR to USD conversion based on annual average / Source: SEC Filings

<table>
<thead>
<tr>
<th>Year</th>
<th>STLA</th>
<th>GM</th>
<th>Ford</th>
<th>Grand Total</th>
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+92%
THE BIG THREE PROFITS
As part of the terms of the merger, Stellantis also paid former FCA CEOs: $54.1M to Mike Manley in 2022 and $28.4M to the estate of Sergio Marchionne in 2021.

Barra has been the highest-paid active Big 3 CEO for eight years in a row, receiving total pay of more than $200M since 2014.

Bara has been the highest-paid active Big 3 CEO for eight years in a row, receiving total pay of more than $200M since 2014.

Farley's total pay fell slightly in 2022 as a result of the company failing to reach certain productivity/efficiency metrics.
WHY IS NORTH AMERICA THE MOST PROFITABLE GLOBAL MARKET?

*Pickups, SUVs & CUVs make up 75% of vehicles sold in the U.S. in 2022*

U.S. consumers drive highly profitable SUVs and Pickups

- **SUV/CUV**: 55%
- **Pickup**: 20%
- **All Other**: 25%
WHY ARE B3 SO PROFITABLE IN NORTH AMERICA?

The Big 3 accounted for 81% of all Pickups and 71% of all SUVs sold in the U.S. in 2022.

PICKUPS

- General Motors 32%
- Ford 29%
- Stellantis 20%
- All Other 19%

FULL-SIZE SUVS

- General Motors 34%
- Stellantis 28%
- Ford 9%
- All Other 29%
B3 North American profit margins are much higher than most competitors and have stayed strong despite the pandemic and supply chain issues.
GM estimates the 40-day 2019 UAW strike had the following impacts:

- NA revenue declined by an estimated $10.7 billion due to delivering 280K fewer vehicles.
- NA EBIT-Adj declined by an estimated $3.6 billion due to lower volumes ($2.4 billion) and an unfavorable mix of products sold ($1 billion).
- NA EBIT-Adj Margins declined from 10% to 7.7%.

Source: GM Earnings Release
OUR DEFINING MOMENT
QUESTION & ANSWER