



konecta

Elevating Stellantis Customer Care for North America

Konecta Response to Stellantis RFQ

June 15, 2026



Agenda

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- 2 Who We Are
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- 4 Quality, Performance & Customer Experience
- 5 People, Talent , Workforce Strategy & Reporting
- 6 Governance & Implementation
- 7 Security & Business Continuity



Our Commitments to Stellantis



Julien Vidal
Konecta Group Chief
Growth Officer



Giuseppe Ficarra
SVP, ESM Growth

Stellantis has set a clear ambition: deliver a consistent, high quality customer experience across brands and markets, while transforming how that experience is delivered across North America.

This requires more than a traditional supplier. It requires a partner that can simplify complexity, improve performance, reduce cost, and help Stellantis make better use of technology without compromising quality, compliance, or brand identity.

Konecra is ready to be that partner. We bring proven automotive expertise, a deep understanding of Stellantis, and a scalable delivery model built for multi brand customer operations. Since 2020, we have supported Stellantis in LATAM, consistently delivering strong performance, including sustained IVR customer satisfaction above 80% over a 12 month period. This experience provides a strong foundation from which to support the next phase of Stellantis' customer experience transformation. Our proposal is built around three commitments.

First, we will simplify the operating model.

We will reduce duplication and variation across customer journeys while protecting the distinct experience required by each Stellantis brand. Our proposed delivery model combines scalable L1 and L2 English language support from Durban, South Africa, bilingual English Spanish support from Mexico, and inshore US based L3 expertise, governance, and oversight from San Antonio, Texas.

South Africa provides a highly skilled English speaking workforce, world class customer experience capabilities, and a cost structure comparable to traditional offshore markets. Importantly, it delivers more than **25% additional productive capacity per FTE**, enabling Stellantis to maximise value while maintaining high service quality. Mexico complements this model through its deep bilingual talent pool and cultural alignment with North American customers. As an alternative strategy, Stellantis can benefit from a fully integrated Mexico based model delivering L1, L2, and L3 support from a single location.

Second, we will improve performance through disciplined operations and better use of technology.

We will work within Stellantis' ecosystem, including Salesforce, Genesys, and approved AI enabled platforms, to help agents, team leaders, and managers use these tools more effectively. Our focus is practical: better case handling, stronger first contact resolution, sharper workforce planning, consistent quality management, and more actionable operational insight. The result is a more transparent, data led operation that improves both customer outcomes and operational efficiency.

Third, we will deliver measurable transformation.

Our roadmap is phased and commercially aligned. In Phase 1, we will stabilise and standardise governance, quality assurance, workforce management, and performance management, targeting early **efficiency improvements of 5–10%**. Phase 2 will focus on reducing human effort through automation, improved FCR, lower rework, and more efficient case handling, **targeting a further 20–25% improvement**. Phase 3 will support Stellantis' AI enabled customer engagement vision through advanced AI, predictive operations, and proactive service models, with the potential to unlock a **longer term 40–50% efficiency improvement**.

This is how we will help Stellantis reduce cost without weakening the customer experience. We see this programme as an opportunity to build a future ready customer engagement model: simpler, more consistent, more efficient, and better equipped for the next generation of automotive customer care.

We are fully committed to supporting Stellantis on that journey.

Julien Vidal
Group Commercial Director

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Executive Summary

Our Solution for Stellantis



Stellantis' vision: simplify, transform and elevate

We bring automotive expertise, multilingual scale and operational discipline to help Stellantis deliver a consistent customer experience across Europe

A simplified multi-brand customer care model that reduces complexity without diluting brand identity

Stellantis technology fully adopted, with Konecta driving WFM, QA, insight and continuous improvement

A phased transformation roadmap that reduces human effort, improves FCR and supports Stellantis' agentic approach

We get in, roll up our sleeves and deliver



Simplifying Customer Engagement. Reducing Human Effort. Protecting Brand Experience.

3 layers: Operations, People & Technology



The right places, the right operations

Robust operations platform – harmonised, cost effective multilingual hub to scale at the best cost & quality.

A future proof solution with additional low cost option to drive performance and CX transformation.



Smart tech in human hands

Automotive specialists trained to resolve, reassure and represent each Stellantis brand with confidence.

Empathy, language quality and case ownership combine to reduce effort and improve satisfaction.



Transformation powered by insight

A disciplined roadmap to improve FCR, reduce rework and lower human effort over time.

Working within Stellantis' Salesforce, Genesys and AI ecosystem, we turn data, QA and WFM into measurable performance improvement.

Our Solution for Stellantis: A Scalable, Standardized, and Cost Optimized Delivery Model

A streamlined multilingual hub model built for efficiency, scale and value. This setup lowers delivery costs while maintaining quality, language coverage and centralised control for Stellantis North America operations.

Option 1: Multi-Hub Delivery Model

- **Durban, South Africa: Primary Customer Experience Hub**– A scalable, high quality delivery engine designed for maximum cost efficiency. Combining a highly skilled English speaking workforce, offshore equivalent pricing, and more than 25% greater productive capacity per FTE, Durban delivers high volume L1 and L2 customer support while maintaining the service standards of each Stellantis brand.
- **San Antonio, Texas: Centre of Excellence**– A Centre of Excellence providing L3 support, escalation management, operational governance, and dedicated oversight for North American operations while driving best practices, continuous improvement, and long term AI transformation initiatives.
- **Mexico City, Mexico: Multilingual Customer Experience Hub**– Provides additional L1 and L2 English language capacity together with bilingual and multilingual support capabilities. Mexico City combines language expertise, operational scale, and cost efficiency to support diverse customer and dealer populations across North America.

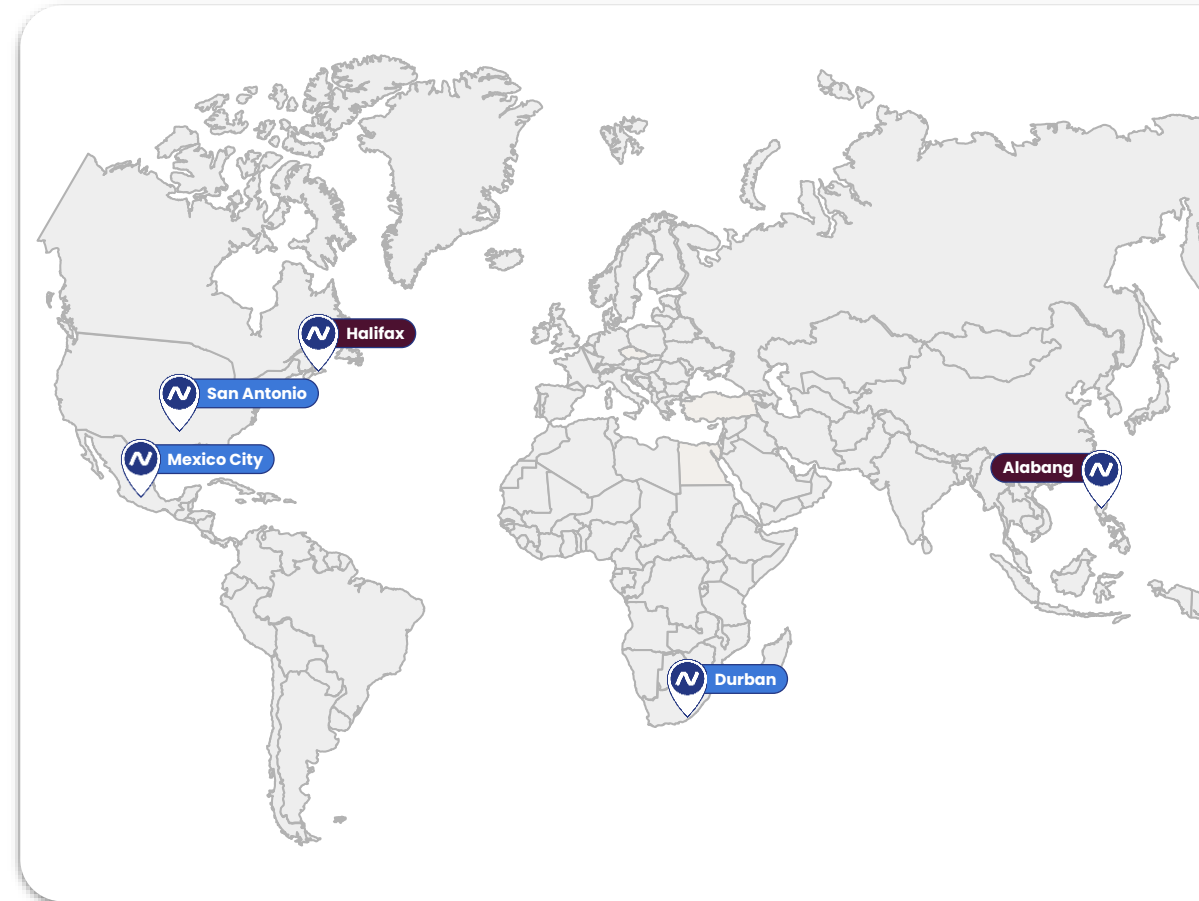
Option 2: Consolidated Delivery Model

- **Mexico City: Integrated Customer Experience Hub** – A fully integrated delivery model providing L1, L2, and L3 customer support from a single location. Combining operational simplicity, bilingual capabilities, and cost efficiency, Mexico City delivers scalable support while ensuring seamless customer experiences and centralized management.

Flexible Delivery Extensions (Scaling for Stellantis North America)

A forward looking extension model that strengthens resilience, regional expertise, and delivery flexibility beyond the core footprint. Starting in 2027, Konecta's forthcoming Halifax and Alabang locations could serve as optional strategic hubs for Stellantis, supporting business continuity, surge capacity, specialized services, and expanded coverage as needs evolve.

- **Halifax, Canada** : Offers nearshore proximity, North American market alignment, and time zone compatibility for specialized support, overflow capacity, and critical functions requiring regional presence.
- **Alabang, Philippines**: Provides scalable, cost efficient English language CX delivery through a mature talent pool, operational expertise, and 24/7 capabilities for high volume support and flexible capacity expansion.



A safe transition into a high-performing Stellantis customer engagement model

A 6-month hypercare programme to start, laying the foundation for a successful operation for Stellantis

- Dedicated, focused operation with high support and attention
- Safe transition & hiring the right profile of agents, highly skilled
- For the initial stage, operation under 'hypercare' principles to guarantee fast success and flexibility
- Extra training support from our Konecta Automotive experts
- Higher levels of call monitoring and QA leading to rapid performance improvement plan
- We will ensure our innovation and continuous improvement resources are applied to accelerate delivery and quality

The background of the right side of the slide features a stylized world map in light grey. Overlaid on the map is the Stellantis logo, which consists of the word "STELLANTIS" in a bold, blue, sans-serif font. The letter "A" is replaced by a circular icon made of blue dots. The entire graphic is set against a dark blue background with a pattern of small white dots at the top and a network of glowing blue and pink lines at the bottom.

STELLANTIS

Built for transformation: a platform that can evolve with Stellantis' Agentic approach, delivering consistency, efficiency and measurable savings across one harmonised model

Our Transformation Vision for Stellantis European Customer Engagement

Phase 1 – Key Benefits

Insight, Control & Operational Foundations

Integration of Konecta WFM & AI Quality Management. Massive analysis identifies contact root causes, enabling operational process recalibration.

Process Optimization: up to 8% Volumes (elimination of chaser/repeat contacts)

WFM KPI: 10 – 15% Agent utilization via optimal allocation

CSAT KPI: +5% via upstream resolution of pain points

Phase 2 – Key Benefits

Assisted Operations & Automation Adoption

AI Copilot development (on Stellantis systems). Next-Best-Action for Sales & Service, automatic Salesforce ticketing to reduce cognitive effort.

AHT KPI: up to 18% Handling Time (Automated Wrap-up)

FCR KPI: 10 – 15% First Contact Resolution

Training: -30% Onboarding and cross-skilling time

Phase 3 – Key Benefits

Hybrid AI-Human Customer Engagement

End-to-end automation. Voicebot/Chatbot on Genesys for lead prequalification, order status, and service booking.

Deflection KPI: up to 25% Volume deflected to Self-Service

Personalisation KPI: AI-powered proactive engagement across priority journeys

24/7 Service: Always-on support for Tier 1 queries

Phase 4 – Agentic Customer Engagement

Autonomous resolution: up to 50% of eligible Tier 1 queries resolved through agentic automation

Predictive operations: early detection of backlog, dissatisfaction and repeat-contact risks

Human focus: advisors focused on complex, sensitive and premium-brand interactions

HOW

-  Platforms foundation
-  Konecta WFM technology launch
-  AI Copilot launch
-  AI Autopilot launch (call steering & simple process)

1

Phase 1: month 1 – 6

Insight, Control & Operational Foundations

HOW

-  Expand Copilot to more processes
-  Expand Autopilot for complex enquiries and proactive activities
-  Optimize Agent & Automation Collaboration

2

Phase 2 : months 7 – 14

Assisted Operations & Automation Adoption

HOW

-  Scale Autopilot for complex CX cases
-  Final Hybrid CX Model implementation
-  Expand AI-powered Personalization & Proactive Engagement

3

Phase 3 : months 10 – 36

Hybrid AI-Human Customer Engagement

4

Phase 4 – Agentic Customer Engagement

Reducing human effort while improving service quality over five years

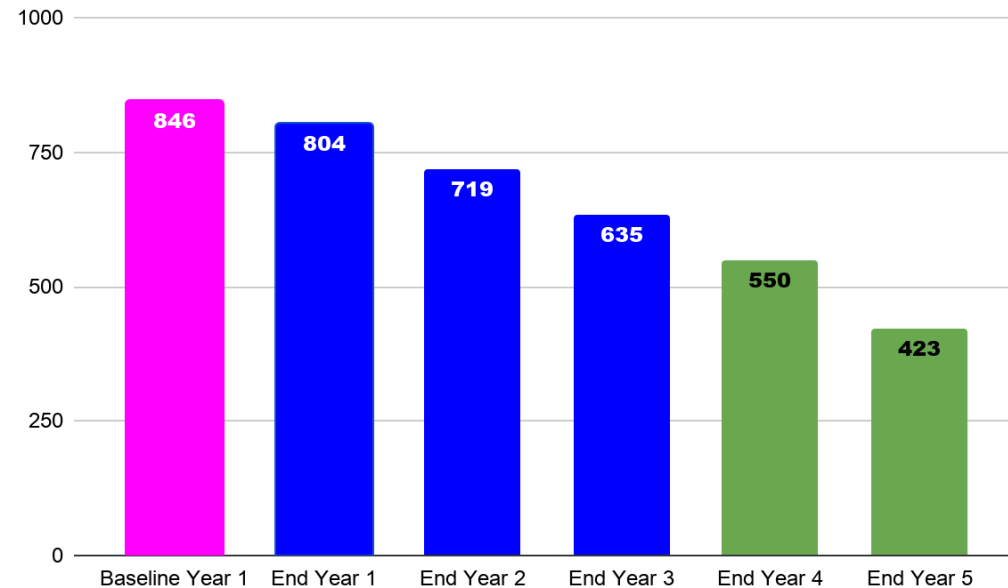
Stellantis is moving towards an AI-enabled, insight-driven customer engagement model. Konecta will help accelerate this journey by **simplifying operations, improving quality, and reducing the human effort** required to deliver excellent service across brands and markets.

We will unlock efficiencies through:

- **Operational simplification** — reducing duplication, rework and avoidable contacts across markets and lines of business
- **Optimised delivery model** — combining multilingual scale, strong governance and consistent brand execution
- **AI and GenAI adoption** — supporting Stellantis' Agentic approach through Co-Pilot, Agent Assist and automation within approved platforms
- **Autopilot and self-service enablement** — reducing agent-handled contacts where journeys are suitable for automation
- **Analytics and VoC insight** — prioritising process improvement, improving FCR and resolving recurring customer pain points

Years 1–3: we target up to **25% FTE reduction**, with implementation costs absorbed within the model and net benefits passed directly to Stellantis.

Years 4–5: as the operating model evolves towards a more autonomous Agentic model, we see potential to unlock a further **40–50% total efficiency improvement**, subject to Stellantis technology roadmap, adoption and agreed business cases.



NB: Transformation benefits beyond the committed Cost Grid savings are indicative and subject to baseline validation, like-for-like scope and volumes, Stellantis technology roadmap, data availability, adoption levels, business case approval and agreed change control.

Our approach to Stellantis transformation: Committed savings today, with a clear path to greater value

In the Commercial Cost Grid (Appendix L), Konecta has applied committed cumulative savings to the Price per Case (PPC) model against the baseline operating model. This gives Stellantis immediate, transparent and measurable value, while keeping FTE hourly rates stable for cost clarity and comparability. The model embeds a phased net saving profile across the length of the contract starting with year 2: 3% in Year 2, 5% in Year 3 and 2% in Year 4 — creating a committed 10% cumulative reduction before the wider transformation value is applied.

These baseline reductions are delivered **independently of the broader transformation roadmap**. The RFQ defines a Stellantis-owned technology ecosystem, with AI and automation to be deployed within approved platforms and governance. We have therefore taken a prudent commercial approach: committing savings we can stand behind today, while positioning the larger transformation potential as a **jointly validated roadmap**, activated through agreed business cases.

Unlocking the wider transformation opportunity

In parallel, Konecta will activate a transformation roadmap targeting up to 25% FTE reduction by Year 3, through automation, GenAI adoption, reduced human-handled volumes, improved FCR, lower repeat contact, AHT reduction and better WFM utilisation.

Beyond Year 3, further efficiencies are expected through the transition to a more **autonomous, agentic operating model**, unlocking **additional cost reduction potential in Years 4–5 of up to 50%**.

How this benefits Stellantis

This approach gives Stellantis the best of both worlds:

- **Commercial certainty** through committed savings in the Cost Grid
- **Lower risk** because larger benefits are validated before being commercialised
- **Stronger TCO impact** through automation, containment and productivity gains
- **Cost reduction** driven by transformation, not lower hourly rates
- **A clear roadmap** from operational optimisation to **Agentic customer engagement**



2

Who We Are





We are experience makers.

We seamlessly hybridize human and AI agents to make every experience feel special **for our clients' customers and employees.**

Our **diverse, multicultural 109,000-strong** team brings 3 decades of perspectives, ensuring that every experience is tailored, authentic, and meaningful.

With **+25 year experience**, mastering CX, delivering real results, not just theories. We are uniquely positioned to deliver end-to-end experience services and solutions to meet the needs of our clients.

A leadership position across five continents with best-shoring capabilities

AMERICAS

9 countries
56+ sites

Colombia - 21 sites
Peru - 9 sites
Argentina - 10 sites

Mexico - 4 sites
Brazil - 8 sites
Chile - 1 sites

El Salvador - 1 site
Guatemala - 1 site
USA - 2 sites

Forthcoming: Canada

EUROPE

14 countries
110+ sites

Spain - 34 sites
Italy - 31 sites
France - 18 sites
Czech Rep - 9 sites

Türkiye - 5 sites
Romania - 6 sites
UK - 3 sites
Albania - 3 sites
Kosovo - 1 site

Slovakia - 1 site
Germany - 1 site
Belgium - 1 site
Hungary - 1 site
Portugal - 2 sites

MIDDLE EAST | AFRICA | ASIA

5 countries
12 sites

South Africa - 1 site
Madagascar - 2 sites

Morocco - 7 sites
Egypt - 1 site

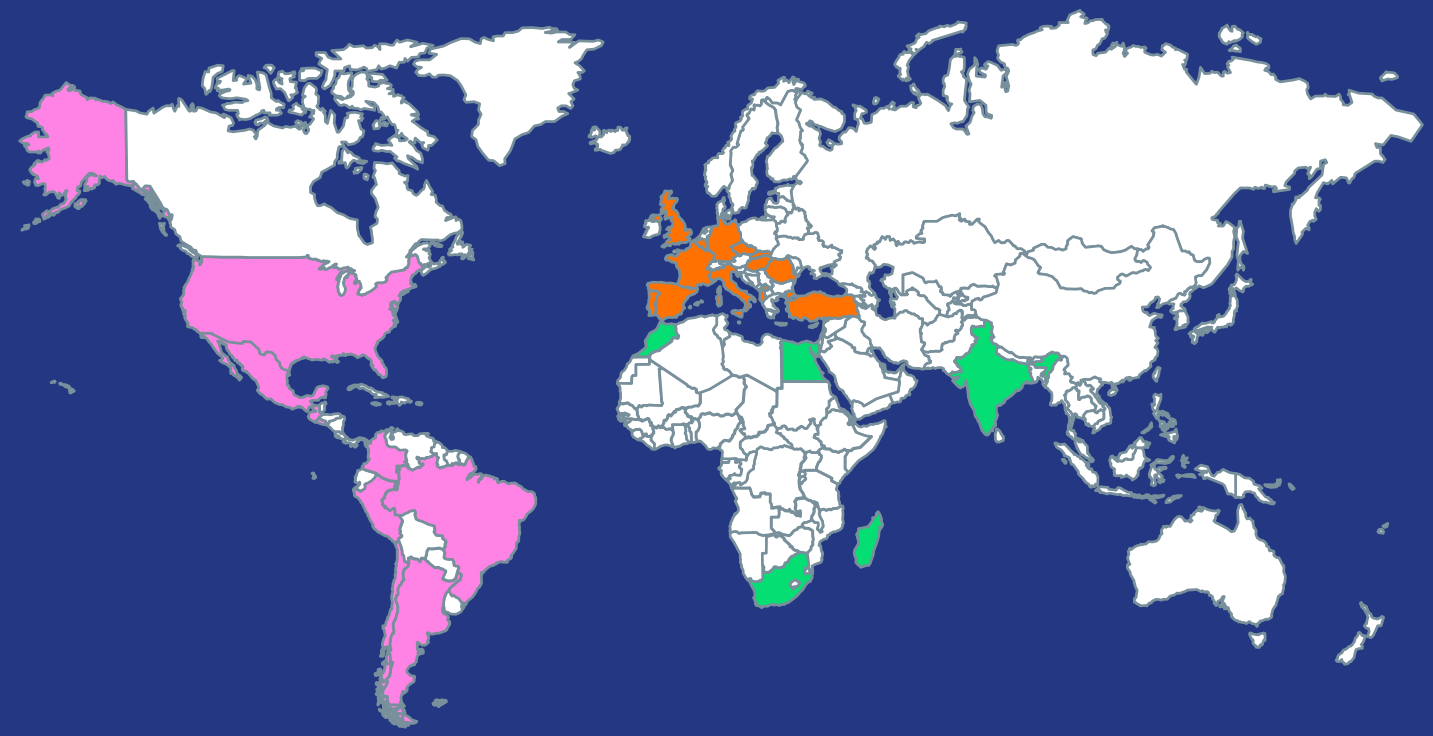
India - 1 site

Forthcoming: The Philippines

MULTILINGUAL HUBS

All along with a comprehensive virtual model to provide best-in-class Work from Home operations

- | | | |
|------------|---------|--------|
| Barcelona | Lisbon | London |
| Bogota | | Mexico |
| Cairo | | |
| City | | |
| Casablanca | Paris | |
| Istanbul | Tangier | |



89%
Employee Satisfaction

6.0%
Attrition Industry: 10-12%

94%
Loyalty

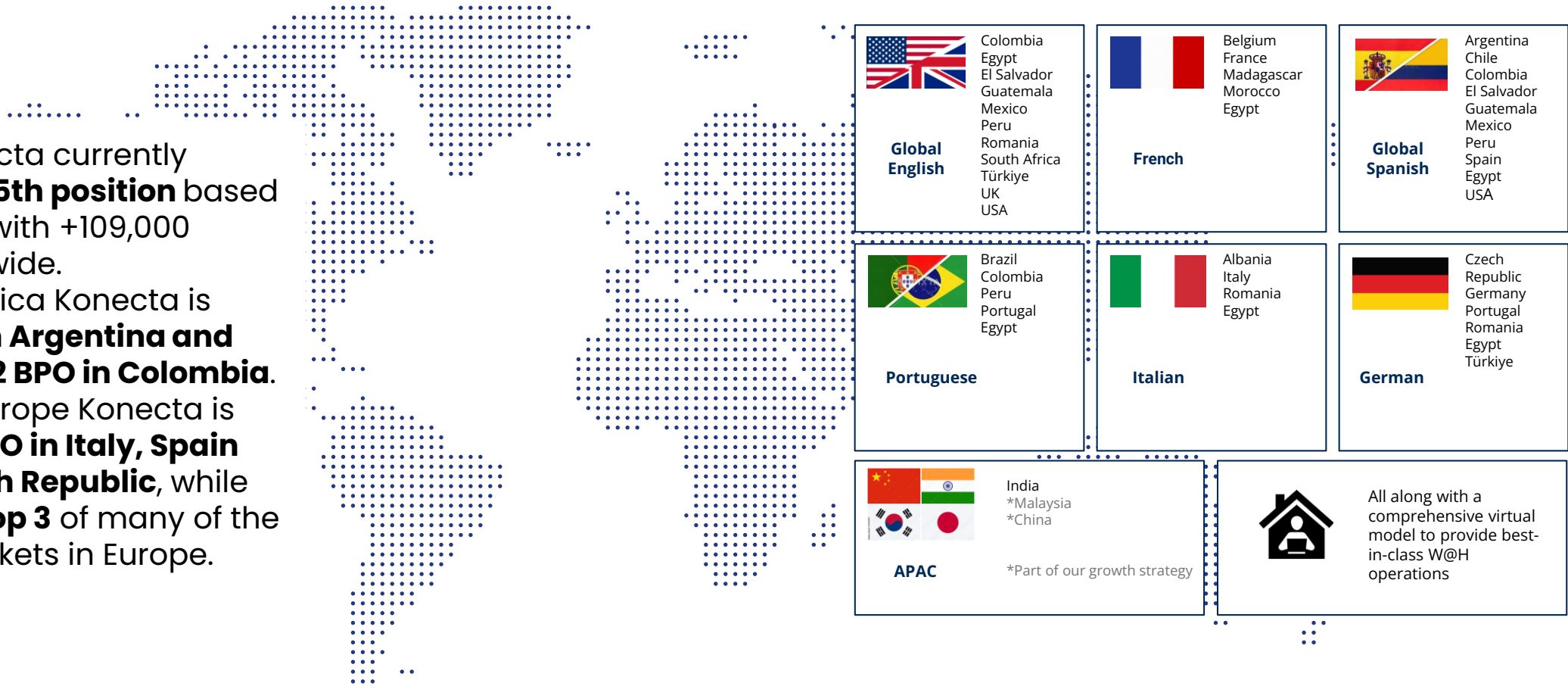
+85%
Internal Promotion

Our languages capabilities

Globally Konecta currently occupies the **5th position** based on revenues, with +109,000 people worldwide.

In South America Konecta is **largest BPO in Argentina and Peru**, the **No. 2 BPO in Colombia**.

Whereas in Europe Konecta is the **largest BPO in Italy, Spain and The Czech Republic**, while being in the **top 3** of many of the other key markets in Europe.



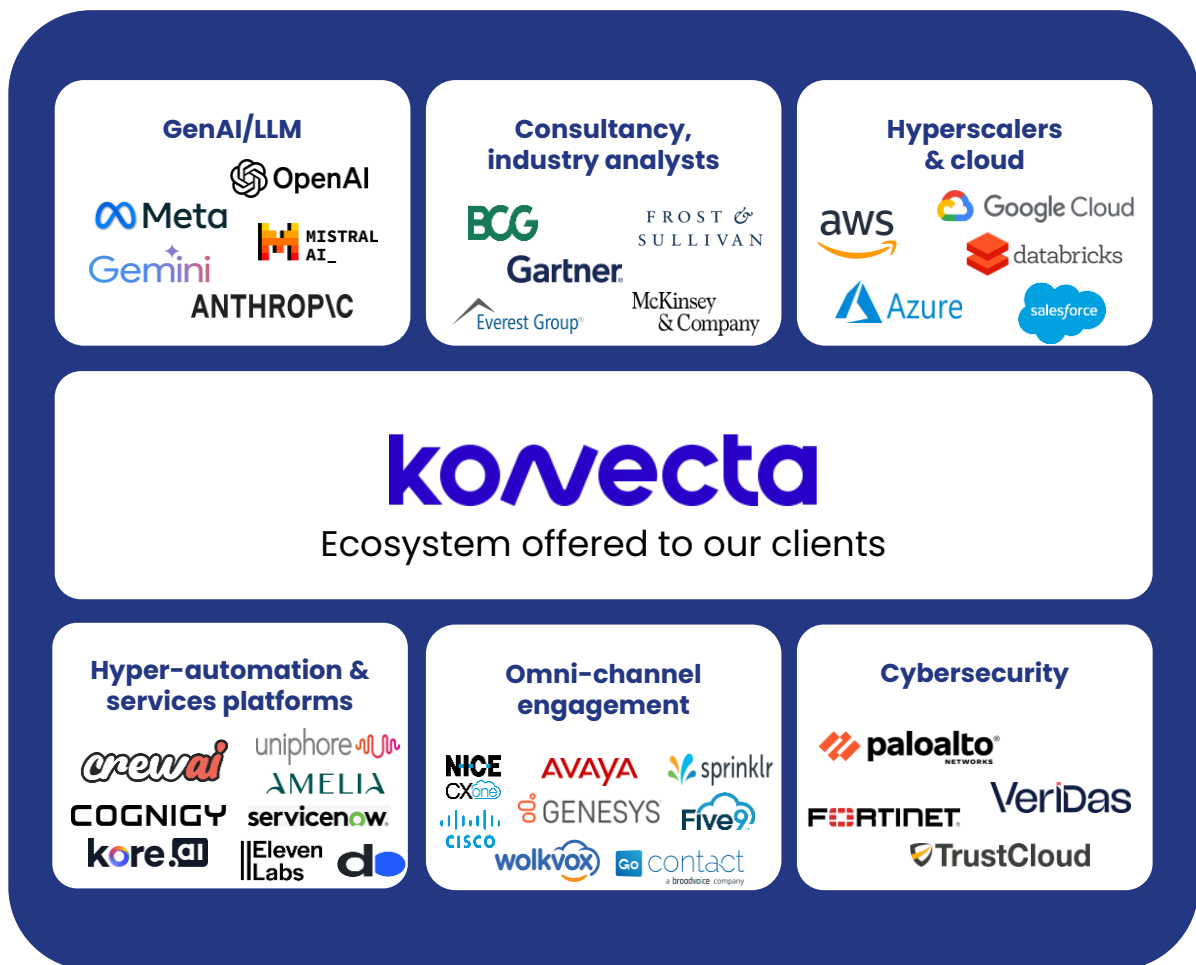
North America

LATAM

EMEA

APAC

A living ecosystem of co-innovation



Beyond logos, integrated co-execution

Konecta's ecosystem blends tech leaders, advisors, and clients to **co-design** and **scale** GenAI across CX.

Our strategy covers **the full GenAI lifecycle** from fine-tuning to deployment and orchestration.

Hyperscalers, LLMs, and ISVs **expand our speed**, reach, and industry adaptability.

We **collaborate with top-tier consultants** to validate, benchmark, and operationalise our roadmap.

Our **open ecosystem is built on joint IP**, shared outcomes, and scalable transformation models.

Clients are co-architects. We co-develop accelerators, use cases, and operating models together.

We are leader in the Customer Experience Management



Leader in CX management EMEA
Peak Matrix® 2025

Major Contender in CX management
Americas Peak Matrix® 2025

Leader in B2C Sales Services
Peak Matrix® 2025



Leader in the 2025 Frost Radar™:
Customer Experience Management
Outsourcing in Europe

Leader in the 2025 Frost Radar™:
Customer Experience Management
Outsourcing in Latin America



Best Place to Work 2024 Albania
(5th year), Romania, Africa and
Europe, Morocco (8th year).

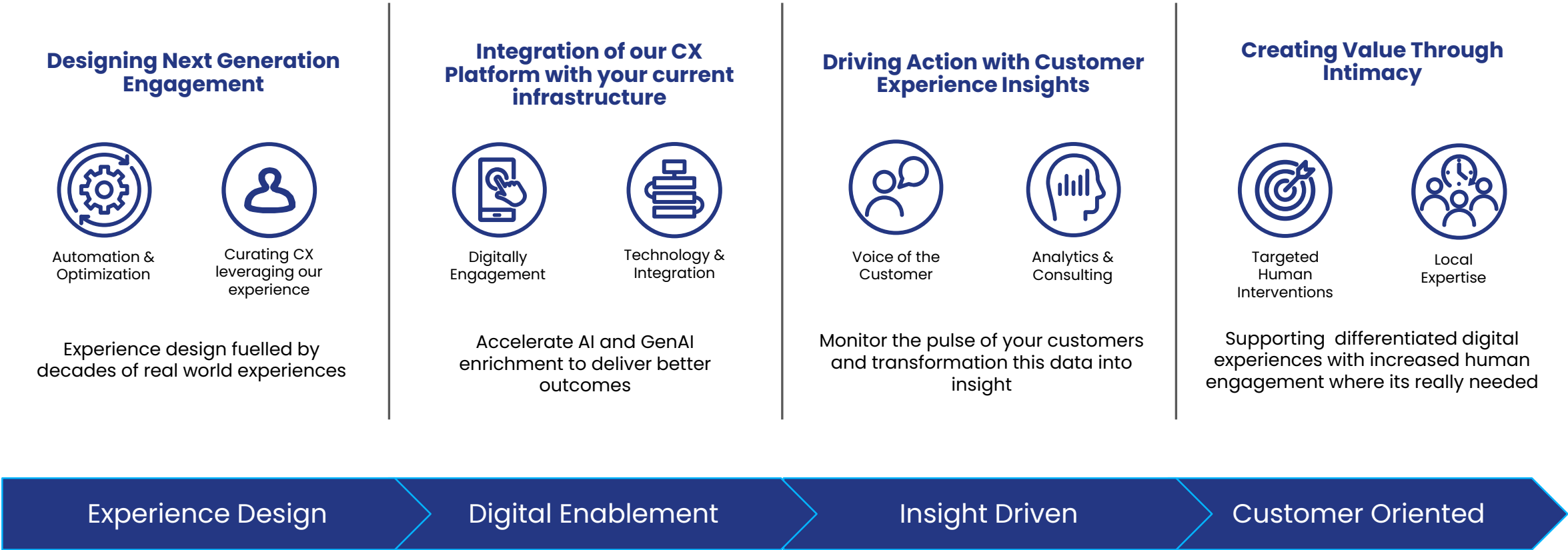
Great Place to Work 2024
Argentina, Colombia & Peru.

Our certifications



Supporting clients' to “win more customers, keep them longer, create more value and spend less money”

Enabling Customer Experience Transformation Through Deep Expertise

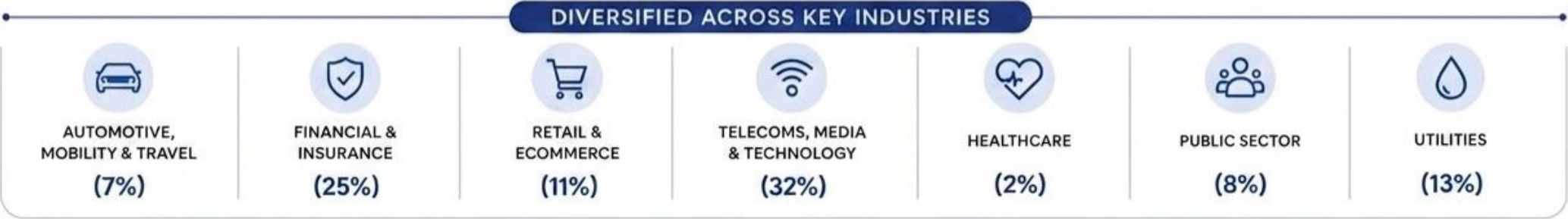


3

Our Relevant Experience



500+ blue chip clients across all industries



(%) of 2024 revenue (€2B) by industry

Our automotive experience

30+

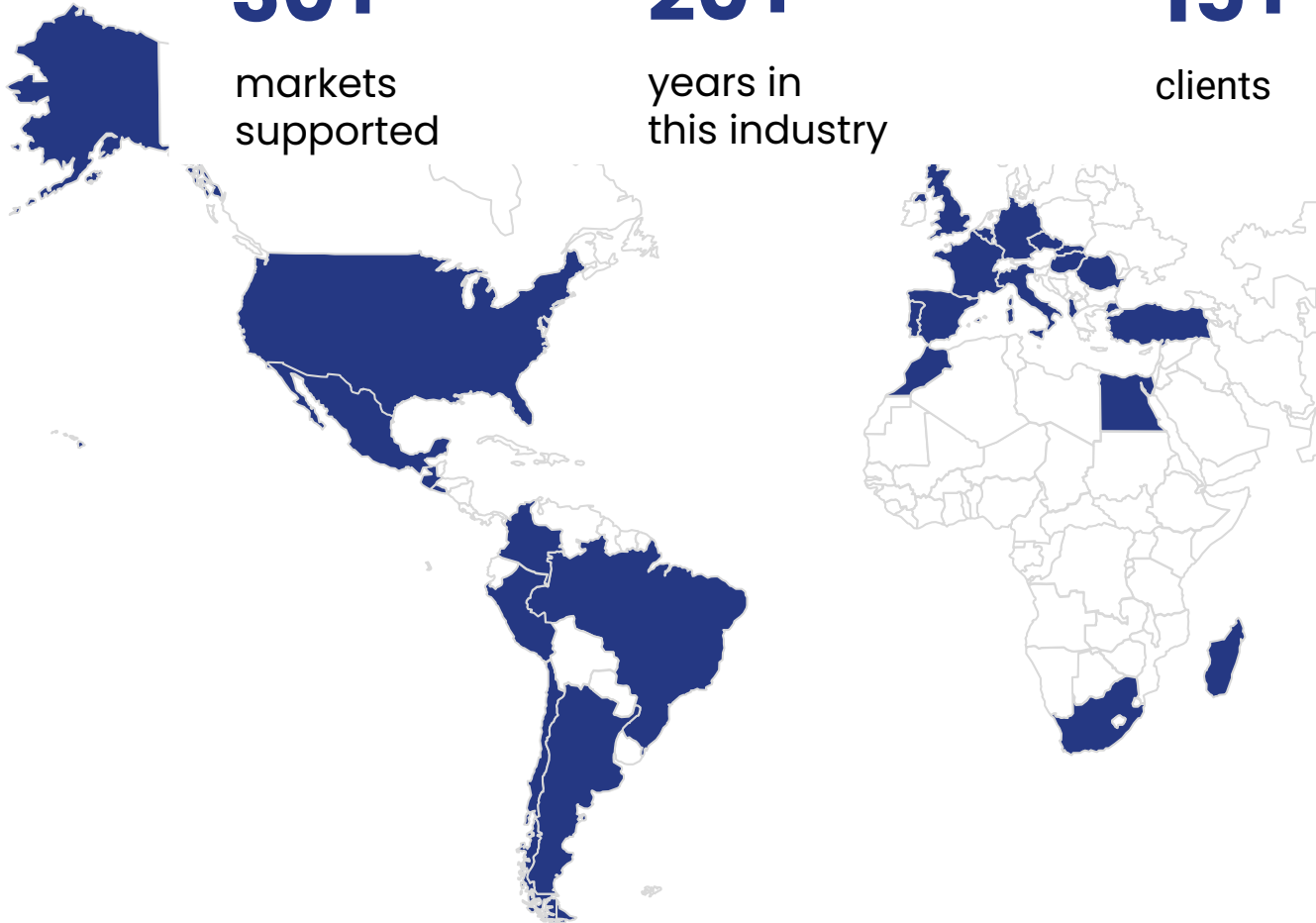
markets supported

20+

years in this industry

15+

clients



LANGUAGES

Catalan | Czech | English | French | German | Italian | Portuguese | Spanish | Turkish

CHANNELS

Chat | Client App | Email | IVR | SMS | Social Media | Tickets | Voice | Webform | WhatsApp

SECTORS

Car Hires | Dealership | EV Charging | Finance & Insurance | Food Delivery | OEM | Part Suppliers | Rideshare | Roadside Assistance | Vehicle Leasing

VALUE ADDS

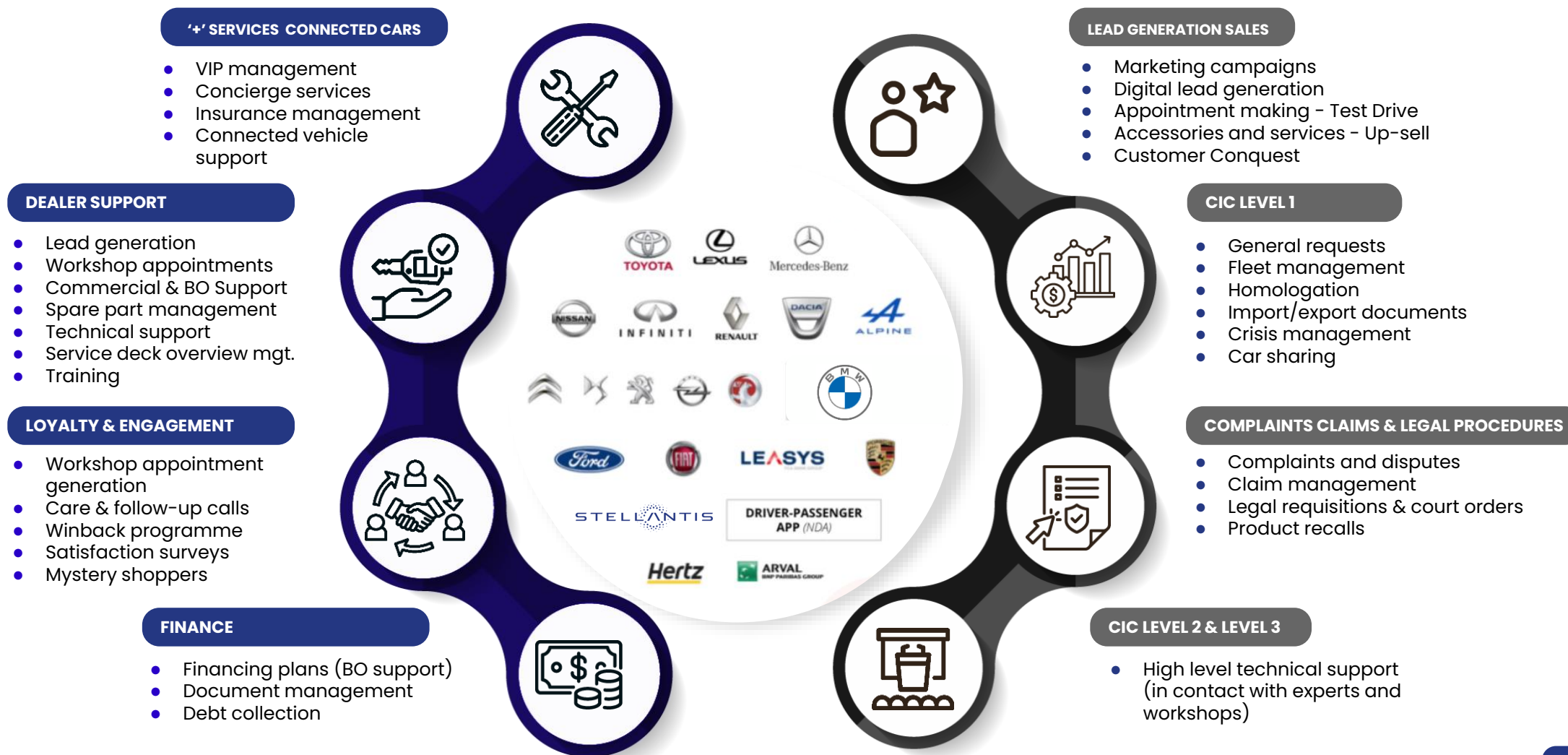
Multi-Channel | Multi-Lingual | 24/7 | Social Media | Digitisation | CX Analysis

CLIENT SELECTION



- Konecta confidential and proprietary information
- Some brands under NDA

We deliver end to end services for our clients in the Automotive and Mobility sector



Konecta & Stellantis



We are a strategic partner of Stellantis in **Brazil and Argentina.**

Konecta supports Stellantis in both Spanish and Portuguese, as well as across multiple channels.

Our partnership began in **2020 in Argentina**, providing Digital Collections services for early- and late-stage delinquent portfolios. Building on this success, we launched Digital Customer Service operations with 34 FTEs and, in **2021**, we were selected to start a new campaign **in Brazil**, offering Ombudsman services.

We continue to work closely with Stellantis in these regions, supporting new growth opportunities.

98+

*FTEs dedicated to
Stellantis at Konecta

2

Languages:
Spanish & Portuguese

5+

Channels:
WhatsApp, Voice, Email, SMS,
Audio Recorded Messages,
Voice Bot



300+

Dedicated FTEs for Nissan
at Konecta

20

European markets
supported

100%

Operated with Native
speaking + bilingual
English teams

Konecta: Driving Nissan Success Since 2014

Since 2014, Konecta has been Nissan Europe's strategic partner, delivering **multilingual customer service and sales** support across Europe.

Together we **defy ordinary**, and drive satisfaction while building lasting relationships for **end customers, dealerships, and garages**. Our comprehensive support, **via phone, email, chat, and social media**, ensures every interaction reflects the Nissan brand.

Our common goal is to **reach 5 stars CES**, reflecting your values, **Omotenashi**. Services we provide include :

Front Office :

- Information requests
- Complaints level 1
- Dealer network support on new systems launches
- Lead management (test-drive appointment booking, loyalty programs, after sales support)

Back Office

- Complaints level 2 (goodwill & compensation)
- Parts Costing and Pricing process & system management
- Integrated Salesforce Goodwill Calculator supporting consistent and efficient goodwill decisions

Technical Support – Telematics

- CCS Technical support on connected vehicles : Loggins, data, system reset, escalation to R&D of Nissan Europe

Konecta developed an integrated Goodwill Calculator within Nissan's Salesforce CRM, guiding advisors through predefined business rules to recommend consistent goodwill offers, reducing handling time and improving customer experience.



STELLANTIS EXPERIENCE: Customer Service & Financing Support Brazil



Location: Brazil
Market Served: Brazil
Languages: Portuguese
HC: 78
Go Live: June 2021

Providing **end-to-end customer service and financial support**, ensuring high satisfaction and consistent service performance.

Scope

- Customer support (L1, L2, Back Office, Ombudsman)
- Financial and contract-related inquiries
- Multi-channel support (Call Center, App, Portal)

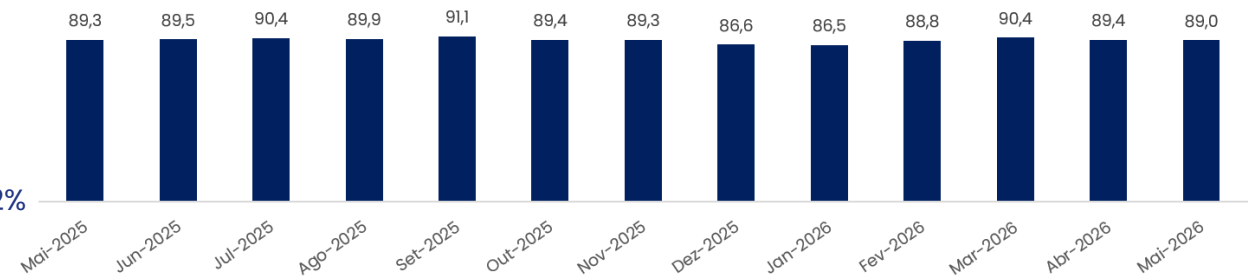
Our Approach

- Implemented IVR satisfaction measurement system
- Standardized customer service processes
- Improved service quality monitoring and reporting
- Enhanced customer journey across digital channels

Results

Target 85%

12 months 89,2%





Location: Buenos Aires – Argentina
Market Served: Argentina
Languages: Spanish

Digital Collections Transformation Citroën, Peugeot, Fiat & Jeep

Delivering **digital-first collections management** across multiple brands, improving efficiency, customer engagement, and recovery performance.

Scope

- Management of both early-stage and late-stage delinquency portfolios.
- Digital collections services for financed customers and savings plan subscribers.

Our Approach

- Development and implementation of digital collections strategies for the Jeep and Fiat brands (Q1 2025).
- Our commitment is to continuously innovate and remain at the forefront of digital collections management, delivering more efficient and customer-centric solutions for Stellantis.
- The objective is to optimize collection performance while generating significant operational efficiencies and reducing overall management costs and provisions.

Results

>95%

Early
delinquency
efficiency

>60%

Late
Delinquency
effectiveness

+500%

productivity
increase

<1%

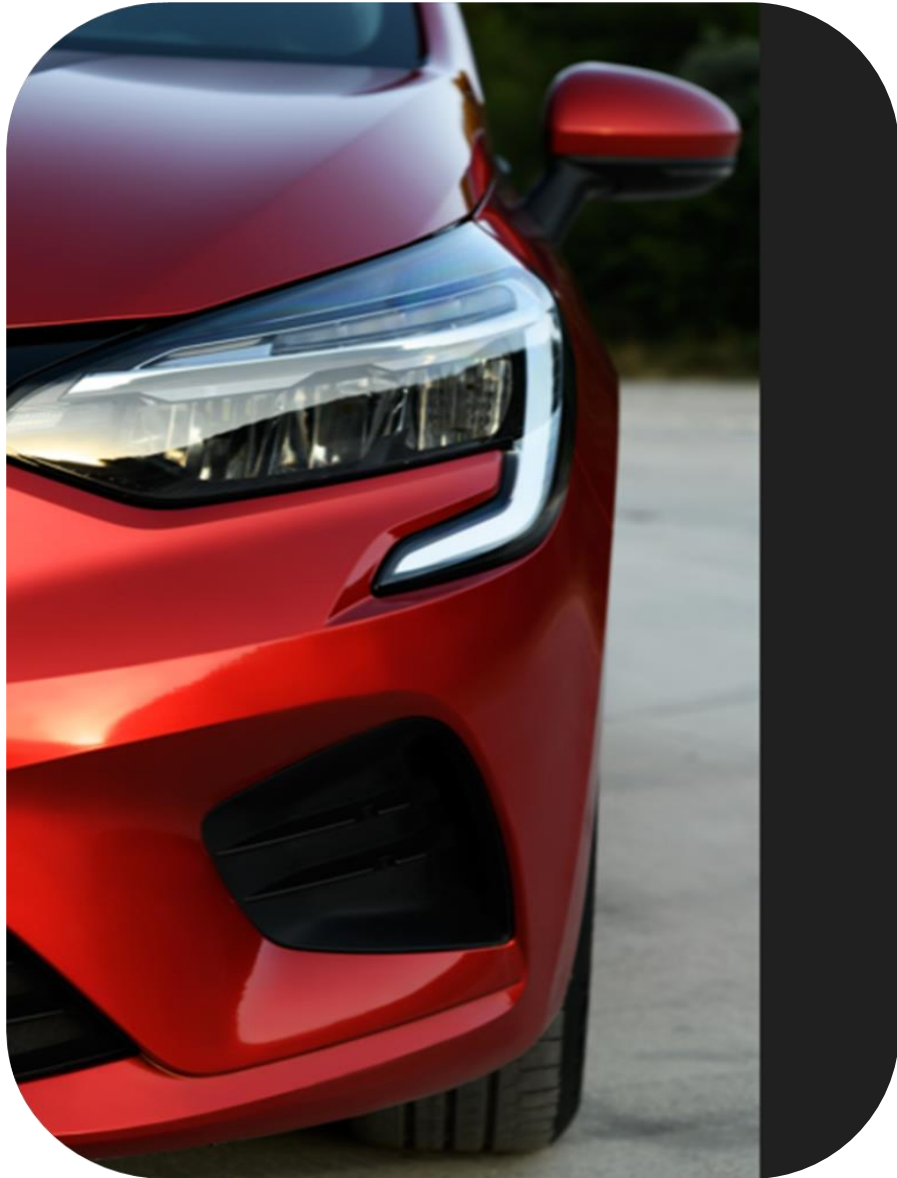
abandonment
rate

>80%

Selfservice and
digital channel
adoption a

>70%

NPS promoters



A multilingual customer service & sales hub for the European markets

Since 2000, Konecta has partnered with Renault, providing key support for their RParts B2B e-commerce platform for parts and accessories.

Our services encompass **general inquiries, subscription management, database updates, commercial program development, and workshop support covering parts, accessories, colorimetrics, technical documentation, and compatibility.**

A dedicated team of **employees in Spain** serves **eight European markets in English, German, Italian, Spanish, and French.** These highly experienced agents, averaging over six years of tenure, act as brand ambassadors. **Most are bilingual, some trilingual,** enhancing flexibility and efficiency.

Collaboratively, Konecta and Renault have launched innovative projects like **automation, visual assistance, global forms, and bots, continually advancing our shared success**



Mercedes-Benz: Customer Experience & Lead Management

Supporting Mercedes-Benz since 2018, delivering customer care and lead management services with a team of ~40 FTEs in Turkey, supporting the local market in Turkish.

Scope

- End-to-end **customer care (inbound & outbound)**
- **Lead management & sales support**
- **Social media customer engagement**
- **Complaint management operations**

Our Approach

- Dedicated **insourced operational model** within Mercedes-Benz premises
- Deployment of **customized IVR and contact center infrastructure (Avaya)**
- Integrated **multi-channel customer engagement model**
- Strong alignment with **brand experience and customer journey expectations**

Results

- Successfully implemented an insourced delivery model, enhancing collaboration and control
- **Improved customer experience consistency** across all channels
- **Increased lead management efficiency** and conversion support
- Strengthened operational integration with client teams and processes



20 yrs working with BMW France : BMW, Mini & BMW Motorrad, Finance & Alphabet

For over 2 decades, Konecta has been managing **100% CIC for the French market** for BMW with a premium approach and absolute focus on quality , efficiency and customer satisfaction with over **300 KPIs followed** across all activities

	 NATIONAL SALES COMPANY (NSC)	 FINANCIAL SERVICES	 DIRECT MARKETING
For Customers	• Mobility/assistance issues • International car homologation • Repair issues • Service & warranty contracts • Legal issues • Recall issues • Claims BO management • Connected drive support	• Contract information to customers • Contract modifications : address, bank identification, prepayment ... • Debt recovery • Damage management	• Direct marketing campaigns for the group • Data managing and data cleaning • Customer surveys (FS and NSC) for the group
For Dealers	• Dealer issues : sales, handover, service • Commercial goodwill • Inbound appointment making for workshops (service contract is directly made with dealerships)	• Contract support to dealers	• Direct marketing campaigns for dealers • Customer surveys for dealers • Maintenance appointment scheduling

180

FTEs

95%

KPI targets outperformed

>75%

FCR

>90%

Calls listened are in accordance to expectations



7+ years of strong partnership built on trust & performance

Hertz was looking for a partner to manage **B2B corporate bookings inbound calls and emails in the UK**. Konecta deployed 4 dedicated FTEs at Hertz HQ in the UK providing lead generation services targeting SME customers, prospecting campaigns, new reservations both via inbound and outbound calls and emails, Existing customer nurturing, up-sell, cross-sell, loyalty programs, Sales back office processing & PCO bookings & appointments

Since 2019 also supporting **Hertz 24/7** - EU service center which was earlier based in Dublin, transitioning fully in 2023 providing customer support, reservation management services & information services

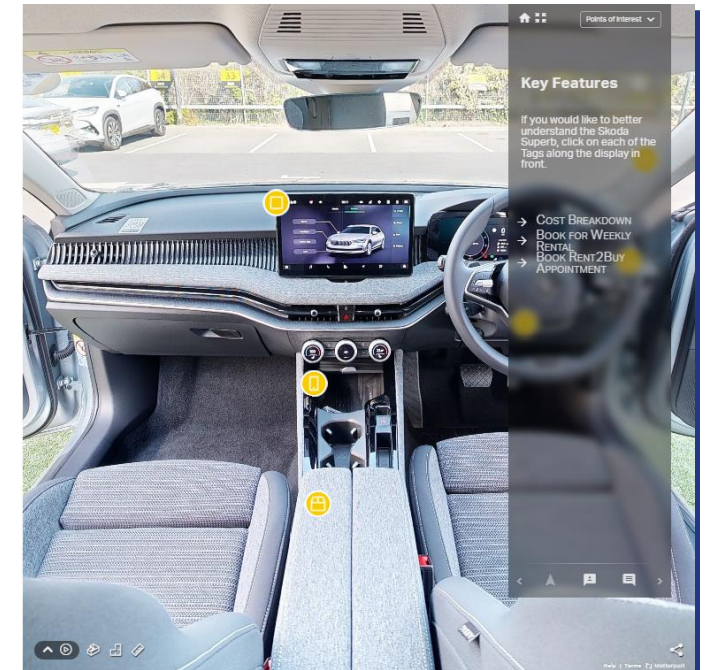
+18
FTEs

3
Languages -
English, French
& Italian

\$5 Mio
Target
achieved

Konecta's virtual showroom capabilities for Hertz

Konecta introduced virtual showroom services to Hertz in the UK. All queries from customers regarding virtual vehicle selection, prices etc. are supported by Konecta agents.



CLICK HERE



4

Quality, Performance & Customer Experience



Operational Excellence

Konecta Global Operating Standards to guarantee consistency and efficiency



Client engagement management

Shared-value business models, Partnership ethos, innovative thinking, competitive offers vs. new players



Quality & continuous improvement

Quality & team performance monitoring, process control & continuous improvement (Lean Six Sigma), knowledge management



Data security & risk management

High level Data & IT security, Change control & Business continuity management



Staffing & Workforce management

Forecasting, capacity planning, scheduling, dynamic staffing adjustment



Customer centricity & Voice of customer

Empathy training, customer feedback management, Customer experience optimisation experts



Employee Journey

Recruitment, onboarding, training, performance management, coaching, retaining, care, career path & satisfaction management



System, technology & facility

Best standards tools and technology, modern working facilities



Corporate governance & control

Corporate culture & values, roles & responsibility model, communication methods & tools, insightful reporting & analysis

Driving Operational Excellence

We leverage COPC and KORE to standardize performance across Stellantis' multi-country operations, ensuring consistent quality, cost control, and measurable outcomes across all markets

COPC is a performance management framework designed to improve operations in customer experience (CX) organizations. It provides best practices, metrics, and structured processes to enhance service quality, efficiency, and client satisfaction across all levels of delivery.

TRAINING

- BPCX – 80 people (global and local Ops Directors)
- WFM Training (40 people)
- Quality Management (40 people)
- **All locations identified for Stellantis have certified leadership**

2025

On demand performance training

Multiple licenses for 14 modules in <12 months
For team leaders and trainers

2026

GSDE Support

- Includes targeted Gap Analysis based on COPC guidelines
- Structured support for gap mitigation

KORE – Konecta's Global Operational Model to be implemented in Stellantis for all locations

- Includes all process deployment
- Senior PMO oversight and tracking
- Aligning WFM and QA processes to the COPC guidelines

- **Additional benefit of leaders creating relationships within the Global Operations Community in Konecta via COPC trainings (Online and F2F)**
- All certified leaders actively participate in Konecta's Operations Community Forums where they share best practices and use cases.
- KORE deployment across global delivery centers brings consistency across the highest quality standards

COPC Benefits:

Key people processes for better performance	Measure key service metrics	Smarter forecasting & planning	Quality Management essentials
Best hiring & training practices	Metrics that drive satisfaction & loyalty	Efficient scheduling & real-time ops	Quality best practices for contact centers
Set smart, data-based targets	Proven measurement techniques	Boost performance, cut costs	Data-driven quality targets

Our certifications



Unifying Global Excellence

What is KORE?

Konecta Operational Resource Excellence is our unified operating system. It provides the standardized framework required to manage complex global accounts.



Standardization: Uniform workflows across all regions.



Measurement: Data-driven decision making.



Continuous Improvement: Lean-based root cause analysis.



Standardized Scope (COPC)

Set according to COPC standards, our process ensures alignment between training design and Fanatics performance benchmarks.



New Hire Training

Initial onboarding lifecycle focused on soft skills and brand product mastery.



OJT / Nesting

Guided practical integration into the operational floor with real fan interactions.



Continuous Learning

Refresher training and upskilling based on performance data (TNA).



On Going Training Framework

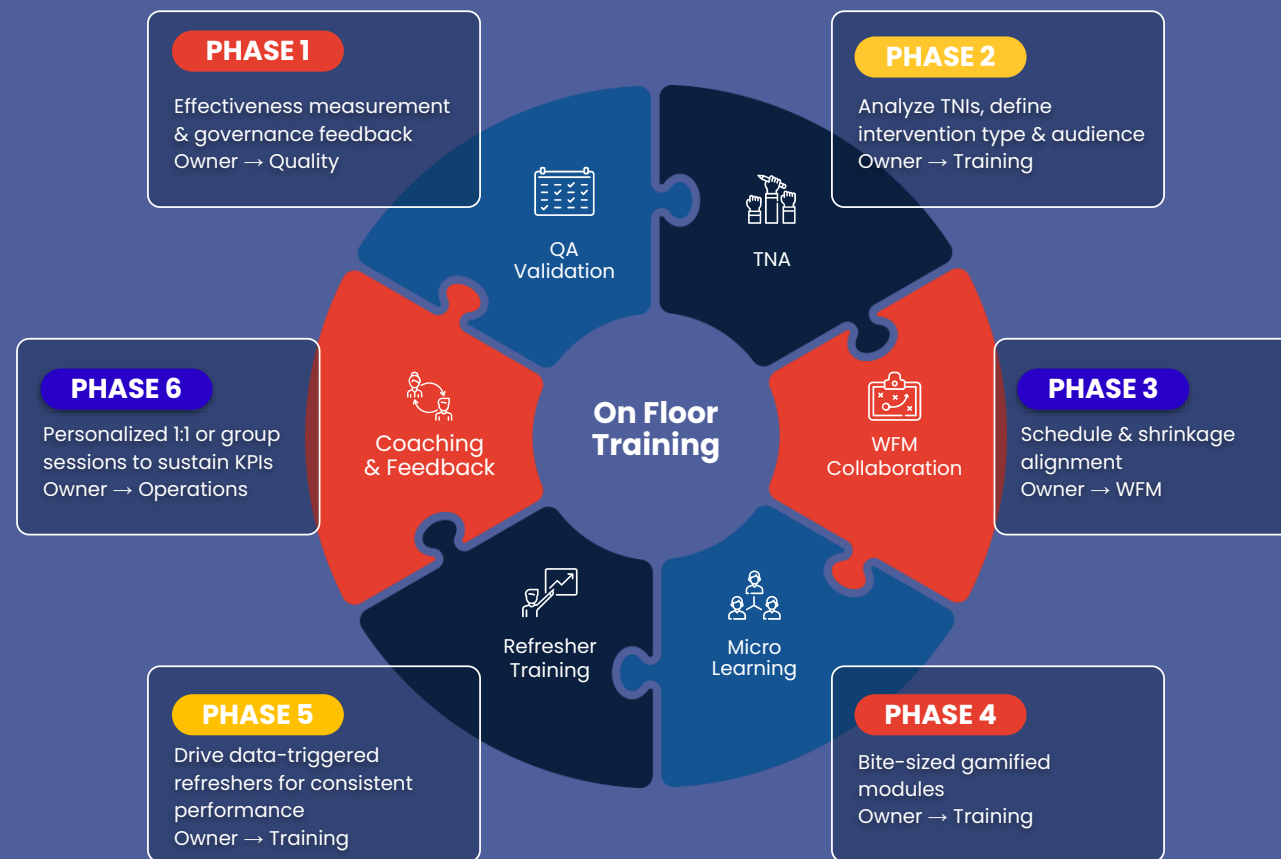
Governance, Collaboration & Measurement



Trainer Certification = 100% | QA uplift post training - ≥ 5 pp within 2 weeks | Micro-learning participation - $\geq 90\%$ | Training Hrs - Within WFM Budget

Training Governance Dashboard | Learning Impact Dashboard | Cross-Functional Tracker | Client View Reports

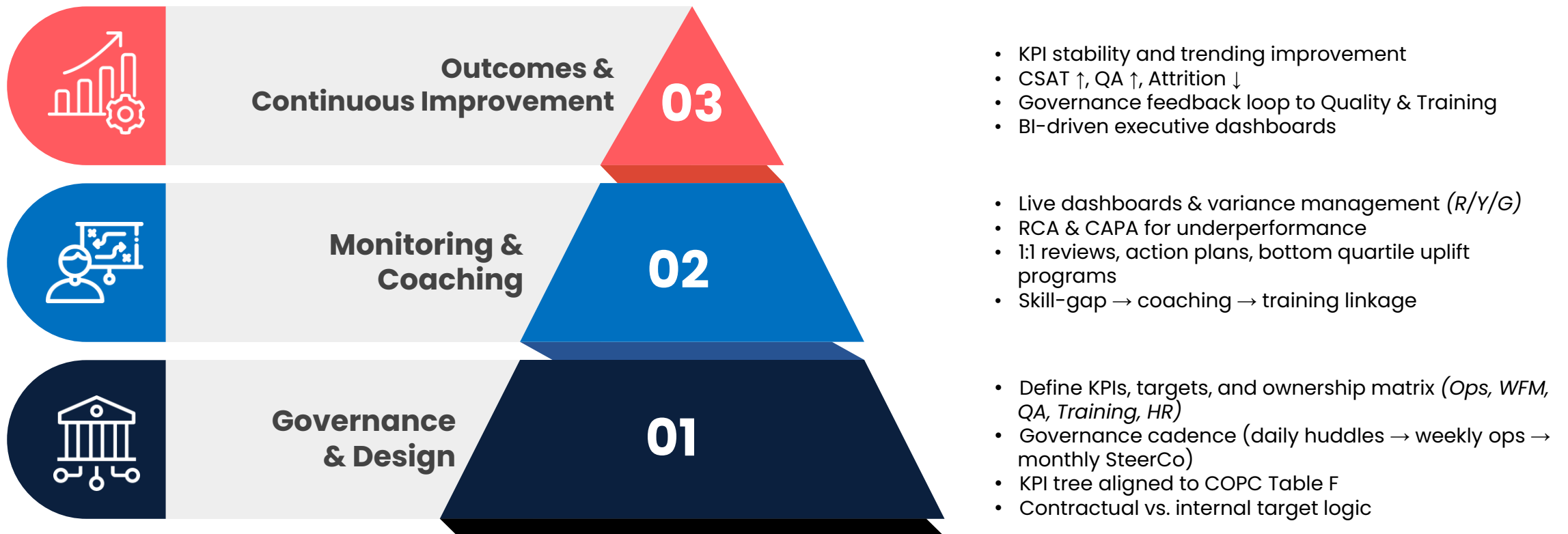
"Continuous, collaborative, and measurable enablement framework driving sustained performance."



■ QA Validation → ■ Training (TNA + Execution) → WFM
Collaboration → ■ Service Delivery →
■ QA Review & Governance

Driving Consistent Performance & KPI Excellence Across Stellantis Operations

Ensuring KPI stability, cost efficiency, and continuous improvement across all markets and brands.



Adherence ≥ 95 % |

Attendance ≥ 90 % |

Client KPI's ≥ Target |

Attrition ≤ 6 %

5

People, Talent , Workforce Strategy & Reporting



Our people are the *Pulse* of our business



DIVERSITY & OPEN CULTURE

We believe that diversity and open management can together encourage delegation and empowerment, develop collaboration, boost creativity and innovation and increase agility.



TALENT ATTRACTION & ACQUISITION

We invest heavily in the recruitment process (candidate research, interviews, simulation, etc.) to find the best profiles, passionate people and ambassadors of Konecta.



DEVELOPMENT, RECOGNITION & RETENTION

We help our people find their purpose and develop their employability through best-in-class training and career development programs. We recognize their performance with rewards and promotion.



WELLBEING & QUALITY OF LIFE AT WORK

Our people feel good at work because we offer them a modern work environment, we are in tune with their passions. We encourage healthy or artistic hobbies, and we create a general sense of community.

How do we find the best & right talent for Stellantis

Scalable, multilingual recruitment model tailored to Stellantis' multi-country operational needs



PLAN & ATTRACT

Build our capability to **recruit rapidly and efficiently** relevant profiles among the **most talented candidates**

Planning
Recruitment marketing & branding strategy
Talent pool identification
Job descriptions creation



SOURCE & SCREEN

Build a **qualitative talent pool of candidates** from external and internal pools

Internal sourcing, referral programs, universities, social media & web advertising, trusted talent partners, ...



INTERVIEW & ASSESS

Evaluate candidates **competences, behaviors and motivation**

Individual interview, language tests (verbal & written), specific knowledge and skill tests, practical tests (roleplay, group interviews), a Stellantis knowledge test, client specific requirements...



SELECT & VALIDATE

Select the best profiles and submit to client validation for senior managers if necessary.
Background checks.

Selection of preferred candidates for approval should Stellantis wish to interview
Background checks including IDV, right to work, education, qualifications, job references, criminal etc



ONBOARD

Keep warm - then an even warmer welcome and integrate new hires within **Konecta Community**

Incorporation, welcome package, onboarding tour and presentation, learning expedition. Social and team building
We stay close to all candidates during the validation and pre-onboarding process to keep them warm

Our Retention and development principles

We retain and develop our team by creating a positive place for them to build their careers. Across all areas, we average monthly attrition rate of <4% underpinning our ability to retain knowledge, reduce new agent training, increase tenure and expertise and to promote from within.

We Recruit Responsibly: Work Readiness Program

- Primarily recruit highly skilled, individuals
- Contact Centre basics
- Fundamentals of customer service/sales
- Delivering exceptional customer experiences
- Introduction to the Digital Platforms & Omni-Channel

We Train

- Inhouse training teams capable of designing training, enhancing training or delivering training
- Ability to host SMEs or client's trainers in country during training & onboarding
- Ability to visit clients onshore or in other delivery centres to enhance local knowledge

We Nurture

- GradBay & Nesting areas
- Client SMEs on site
- Training team – on floor for on the spot 'refreshers'
- Positive reinforcement & encouragement
- Daily reviews and skills sharing

We Develop

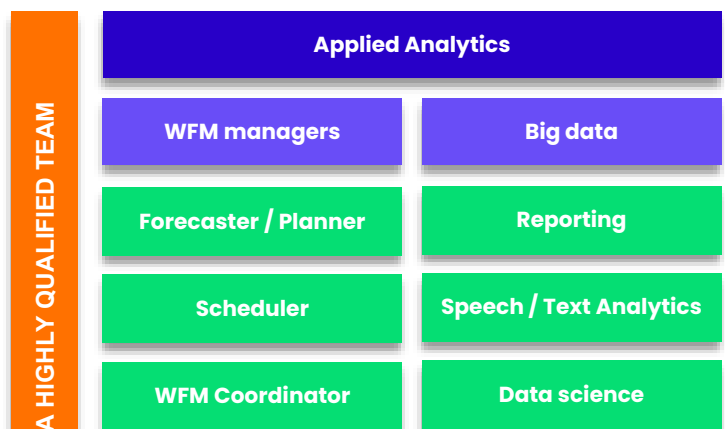
- Career Pathways Program
- Continual personal development & training
- Role related, funded national accreditation schemes
- Proactively recruit and promote from within
- Skill transfer/share program for any externally hired employees



Standardized Workforce Management Supporting Stellantis Operations

Our WFM model ensures consistent performance, cost control, and scalability across Stellantis markets

Designed for Specialization, Elasticity, Efficiency and Well-being



+20%

Save on unnecessary costs

+20%

Absenteeism reduction

80%

From the dedication of coordinators to the agents

+15%

Increased Customer Satisfaction

+85%

Employee Satisfaction

+20%

Flexibility in the face of unexpected peaks

WFM PROCESSES FOR DAILY, CONTINUOUS AND ADVANCE MANAGEMENT



FORECASTING See the future 13 months from now with our predictive artificial intelligence models based on “Random Forest” and save costs with the right volume and skills in 15-minute slots.



PLANNING Chronological information of each employee by skills and abilities. Review, planning and automatic generation of calendars and schedules



SCHEDULING We use different planning methods to create fixed, rotating or fully flexible shifts that fit the needs of our customers and operational teams.



INTRADAY Hourly tracking graphs and automatic alerts of deviations of KPI's



COMMUNICATION AND ABSENCES Our teams can make offers, exchange their shifts and request absences with total transparency through our “Smart Day” app



REPORTS Custom dashboards for comprehensive control and KPI's management in real time

From Data to Action: Driving Continuous Improvement

Presenting and analyzing data in any format you need is only half the job. Understanding that data and then using it to take action is what creates value and guarantees continuous improvement

- Granular performance analysis (agent, queue, market)
- Root cause identification and trend analysis
- Clear action plans linked to performance gaps
- Continuous improvement tracking and reporting
- Business insights to support operational and strategic decisions

QA - Agent Volumes & Quality Checked

LIVE 13 Agents		Week 1: 01-04 March 2022			Week 2: 7-13 March 2022			Week 3: 14-20 March 2022			Week 4: 21-27 March 2022			Week 5: 28-03 March 2022			Totals		Target	
CS Contributor	RA N	RA N	Amount needed	Amount scored	RA N	RA N	Amount needed	Amount scored	RA N	RA N	Amount needed	Amount scored	RA N	RA N	Amount needed	Amount scored	Total needed for month	Total scored for month	Target	Actual (at not latest)
Agent 1	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%
Agent 2	LOW	1	1	1	LOW	1	1	1	LOW	1	1	1	LOW	1	1	1	5	5	5	5
Agent 3	MEDIUM	2	2	2	HIGH	4	4	4	HIGH	4	4	4	HIGH	4	4	4	18	18	18	18
Agent 4	LOW	1	1	1	LOW	1	1	1	LOW	1	1	1	LOW	1	1	1	5	5	5	5
Agent 5	LOW	1	1	1	LOW	1	1	1	LOW	1	1	1	LOW	1	1	1	5	5	5	5
Agent 6	MEDIUM	2	2	2	LOW	1	1	1	LOW	1	1	1	LOW	1	1	1	7	11	11	11
Agent 7	LOW	1	1	1	MEDIUM	2	2	2	MEDIUM	2	2	2	MEDIUM	2	2	2	9	18	18	18
Agent 8	LOW	1	1	1	LOW	1	1	1	MEDIUM	2	2	2	MEDIUM	2	2	2	9	9	9	9
Agent 9	LOW	1	1	1	LOW	1	1	1	LOW	1	1	1	LOW	1	1	1	11	11	11	11
Agent 10	HIGH	4	4	4	HIGH	4	4	4	MEDIUM	2	2	2	MEDIUM	2	2	2	14	18	18	18
Agent 11	ACQUAVER HIGH	4	4	4	ACQUAVER HIGH	4	4	4	ACQUAVER HIGH	4	4	4	ACQUAVER HIGH	4	4	4	16	16	16	16
Agent 12	ACQUAVER HIGH	4	4	4	ACQUAVER HIGH	4	4	4	ACQUAVER HIGH	4	4	4	ACQUAVER HIGH	4	4	4	20	20	20	20
Agent 13	HIGH	4	4	4	HIGH	4	4	4	HIGH	4	4	4	HIGH	4	4	4	16	16	16	16
Agent 14	HIGH	4	4	4	HIGH	4	4	4	HIGH	4	4	4	HIGH	4	4	4	20	20	20	20
Total		34	34	34		34	34	34		34	34	34		34	34	34	40	46	176	188

Code/Culture

Missing

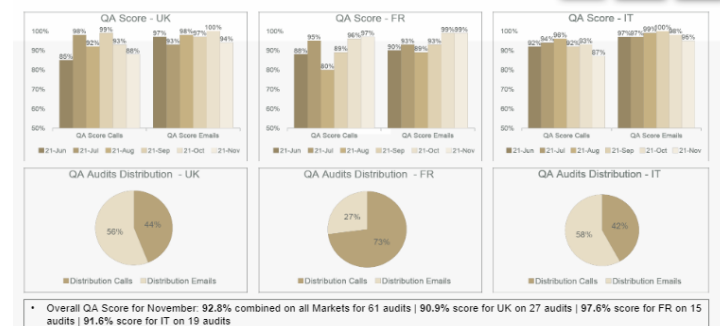
Completed amount received/Completed amount available

in progress/Under track

Agent is off at all of the week in no cases scored/Agent is not in ACU/Training

Comdata 2020 - Comdata - Confidential and Proprietary Information

Quality Audits vs Distribution



Agent Breakdown

Consultant	Amount of cases needed in the month	Cases scored in the month	Score % live only	Week Volume	% Scored	Regulatory Fails	Major Breach	Minor Breach
Agent 1	N/A	N/A	N/A	N/A	N/A			
Agent 2	5	5	100.0%	17	14%			
Agent 3	38	31	81.5%	238	12%			
Agent 4	18	18	100.0%	246	7%			
Agent 5	9	10	111.1%	183	9%			
Agent 6	5	5	100.0%	79	6%			
Agent 7	5	5	100.0%	102	5%			
Agent 8	14	16	114.3%	297	5%			
Agent 9	11	12	109.1%	175	7%			
Agent 10	7	11	157.1%	191	6%			
Agent 11	8	8	100.0%	189	6%			
Agent 12	20	20	100.0%	78	26%			
Agent 13	39	32	82.1%	199	27%			
Agent 14	16	16	100.0%	28	57%			

CCC FR Consultant	FR Cases Closed	Cases Scored	Cases over 95%	Score %	Regulatory Fails	Major Breach	Minor Breach
Agent 15	2	1	1	100.0%			
Agent 16	18	2	2	100.0%			

- Agent 14 was moved to high risk in March due to working her notice period.
- Agent 12 will be moved to high risk in April due to 3 incidents on the risk log and Agent 3 will be moved to medium risk due to 1 x occurrence on the risk log.
- Please see risk rationale for more information.

Our reporting framework ensures alignment across all Stellantis partners and locations, enabling a single version of truth and consistent performance management.

6

Governance & Implementation



One standard. Globally governed. Locally executed.



Strategic (Global)

Stellantis retains decision rights:
Strategy, Brand Standards,
Pricing, & Tech Architecture



Tactical (Regional)

Konecta Regional Management:
Supplier Relationship, SLA
Monitoring, Consistency



Operational (Local)

Execution: Day-to-day
operations, Continuous
Improvement, Local Compliance

The Command & Control Concept



Centralized
Data Lake



Unified
Global SLAs



End-to-End
Visibility

Hertz

 **RENAULT**

STELLANTIS


deliveroo




LEXUS




INFINITI

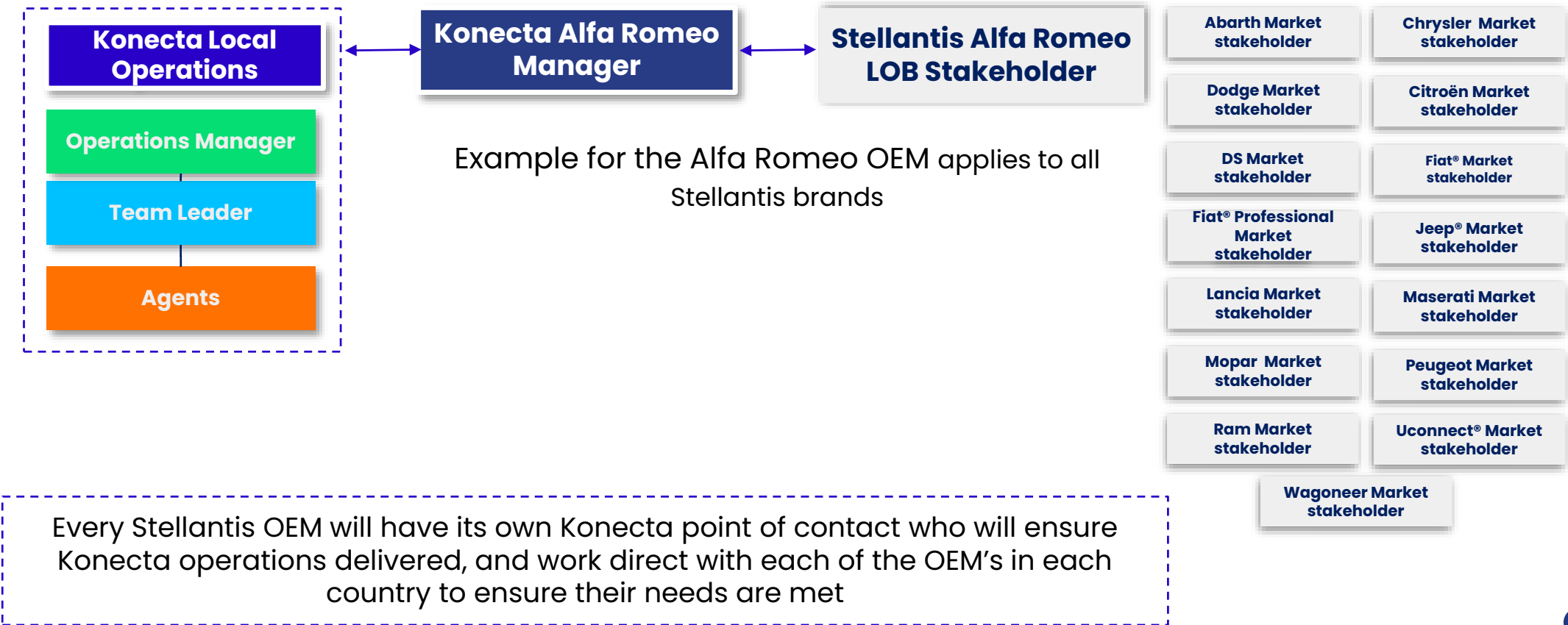
 **ARVAL**
SMP FINANCIAL GROUP


LEXUS

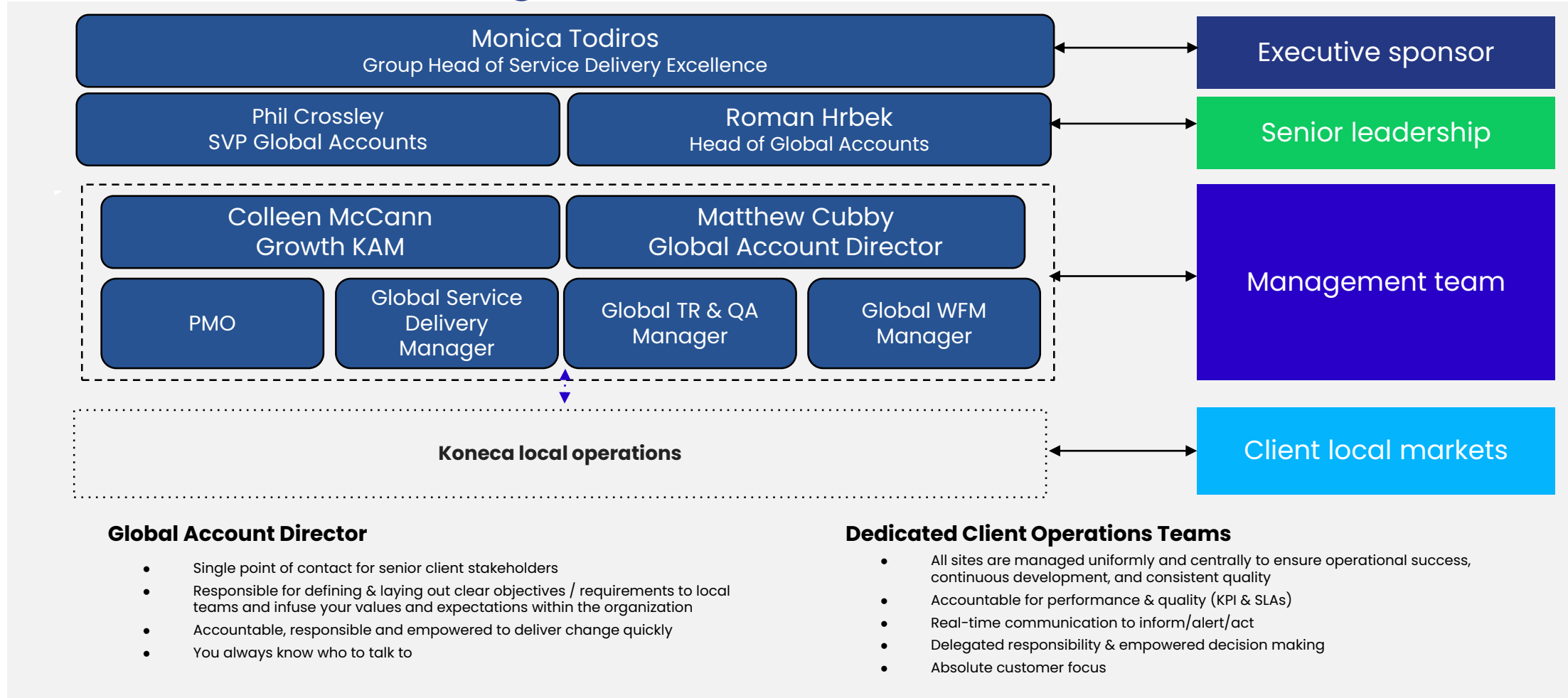


Stellantis OEM's (brands) will have a dedicated Konecta OEM (Brand) market manager

A role designed specifically to provide the single point of contact for each Stellantis OEM (brand) stakeholders regardless of their location, supporting Stellantis OEM's with their market needs regardless of where operational delivery is.



Global Account Management Structure



An open, transparent, partnership built on trust and shared values

CONTROL - a command centre to manage scaling operations in the future

Centralised, uniformed processes to ensure consistent quality

Governance & Partnership Model

		CONTROL MEETING	FOLLOW-UP MEETING	SERVICE COMMITTEE	STEERING COMMITTEE	INNOVATION COMMITTEE
Follow-up and duration		Daily 30 min	Weekly 2H	Monthly 2H	Quarterly 2H	Ad-hoc 2H
Objective		Priorities	Operational Tracking	Tactical Discussions	Strategic Planning	Innovation / Automation
Responsible	STELLANTIS	Local Market Stakeholders	Local Market Stakeholders	Local Market Stakeholders Global Partner Mgmt Team	Global Partner Mgmt Team Senior Stakeholders	Technology and Innovation Team
	kovecta	Supervisors Team Leader	Operations Manager Supervisors Team Leader	Service Delivery & Account Manager Ops Director Operations Manager	Service Delivery & Account Manager Ops Director	Innovation & Automation Team Service Delivery & Account Manager Chief Commercial Officer
Content		- Priorities - Urgencies - Deviations - Daily feedback	- Weekly KPI review - Deviation analysis - Service feedback and proposed improvements	- Monthly KPI review - Deviation analysis - Verify actions and results - Billing	- Quarterly KPIs review - Review of Objectives - Action Plans - Billing - Prepare long-term actions - Improvement actions	Proposals for automation and service improvement

Our approach for a smooth implementation

'Pre-work'

Multiple elements can (and will) take place prior to formal business award

These include:

Formation of Konecta project team

Review of anonymised TUPE data to make final pricing adjustments, if needed

Phasing

A phased transition from the current partner to Konecta is strongly recommended, to minimise risk and impact to operational KPI achievement

The first phase looks to fill any current gaps or business priorities without impacting TUPE

The second phase addresses any gaps created during TUPE (leavers, non-transfer)

Parallel operations

Following the completion of the TUPE consultation process, new employee recruitment as needed is initiated

Transferring staff continue "as is" at Stellantis office or remotely while new recruits undergo 1-2 weeks of training at Stellantis offices

Once all new hires are trained and onboarded, the TUPE'd staff & new recruits operate together.

Project team

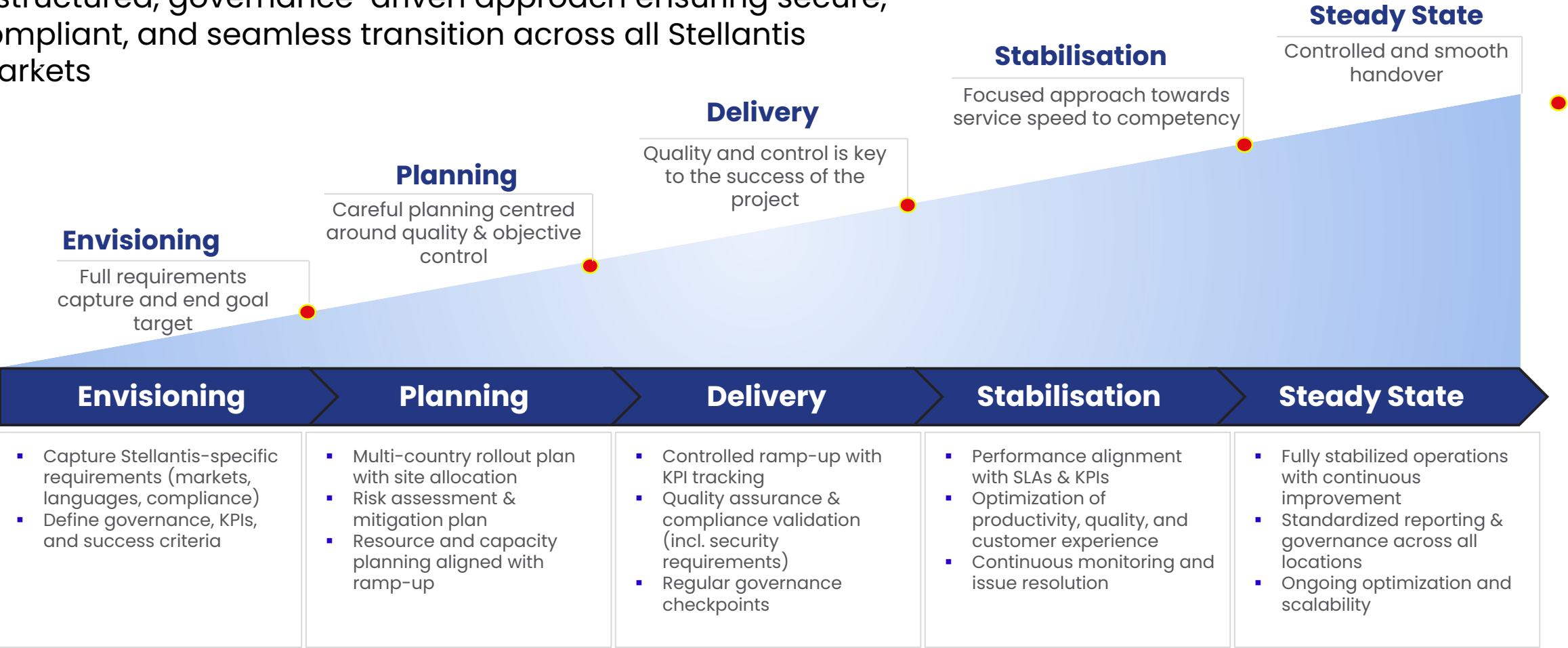
Konecra will provide a dedicated project manager & HR business partner to manage the implementation

An HR business partner is critical due to the volume of TUPE staff and the volume of meetings / administration this generates

Other project team members (IT, legal, operations) will support the implementation on a non dedicated basis

Controlled Multi-Country Transition Framework for Stellantis Operations

A structured, governance-driven approach ensuring secure, compliant, and seamless transition across all Stellantis markets



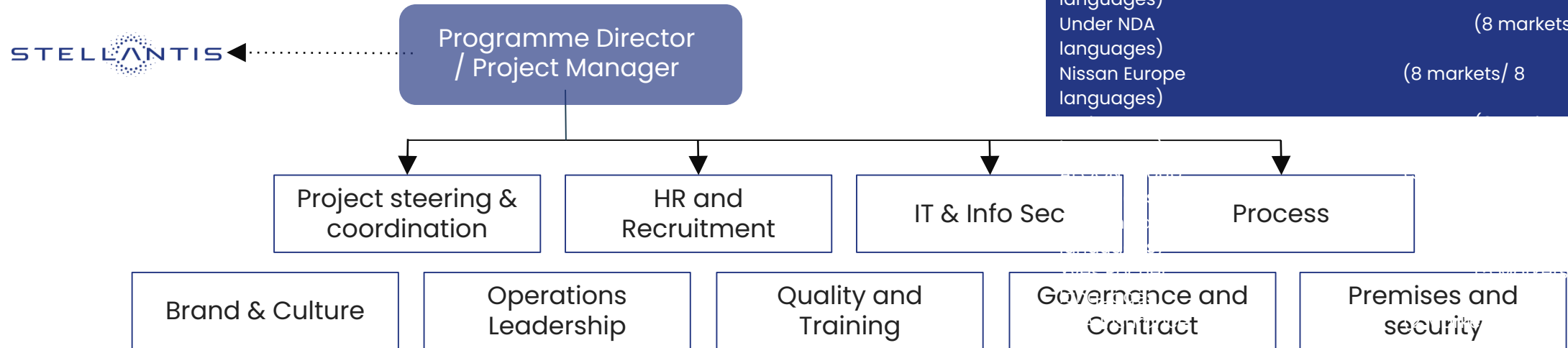
Secure & Governance-Driven Transition Model for Stellantis

- Dedicated Program Director and multi-country transition governance
- Structured workstreams covering Operations, WFM, Quality, IT & Security
- Alignment with Stellantis security and compliance requirements (incl. TISAX readiness)
- Clear milestones, deliverables, and steering governance (MBR/QBR structure)
- Knowledge transfer and best-practice deployment across all delivery sites

Multi-country Deployment Experience

Recent experience in implementing numerous multilingual and multi-country programmes:

Deliveroo	(3 markets /
2 languages)	
PMI	(14 markets / 7 languages)
Amplifon	(5 markets /
5 languages)	
Coca-Cola Company	(17 markets/
19 languages)	
Kimberly Clark	(19 markets/ 12
languages)	
Under NDA	(8 markets/ 8
languages)	
Nissan Europe	(8 markets/ 8
languages)	



Our transition model ensures full alignment across all Stellantis entities, enabling consistent service delivery, governance, and performance across markets.

We Are ISO 27001 certified & aligned with most of the TISAX Scope

Currently we are not TISAX certified. **We have ISO 27001** certifications on the proposed locations, which has **a large overlap (90%) with TISAX**. **We will ensure we are TISAX certified in all locations selected by Stellantis.**

ISO 27001

- General information security standard
- Protects company data and data entrusted to the company
- International standard with a 5-year review cycle
- Allows for defining a precise perimeter
- Audit-based certification

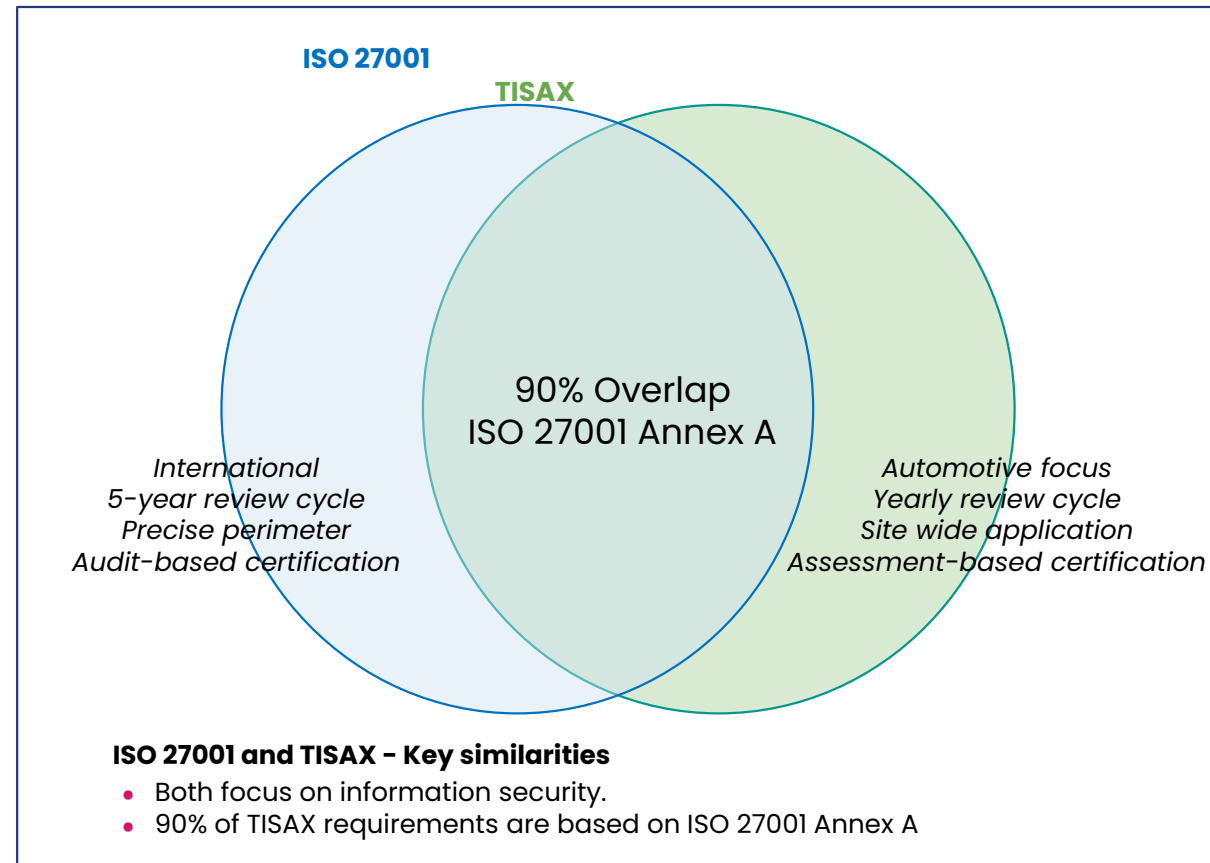
TISAX

- Specialised in the automotive field
- Secures manufacturers' data throughout the supply chain
- Proprietary certification based on VDA's requirements
- Reviewed annually for agile management.
- Applies to an entire site, with no exclusions

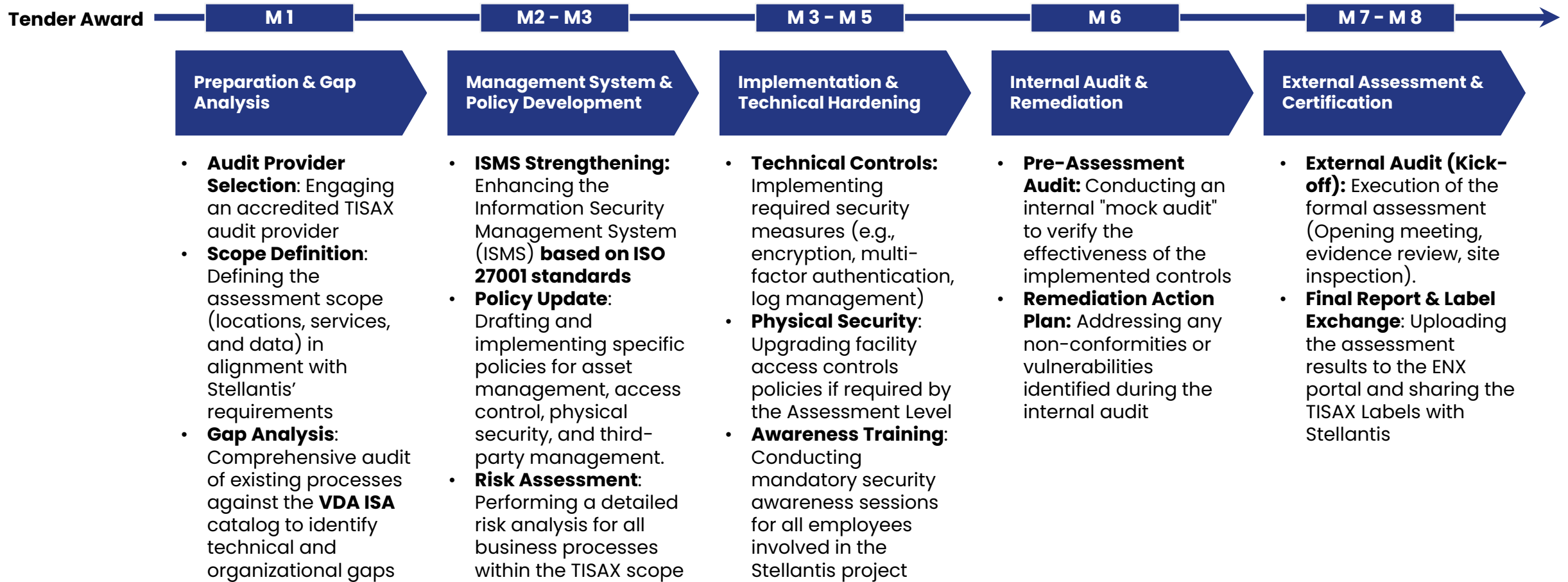
Assessment-based label:

Level 1: Self-assessment

Level 2: Remote third-party auditor



TISAX Certification: Roadmap



Note: This is a conservative timeline. As Konecra is already ISO 27001 certified, with strong overlap to TISAX, certification could be achieved within 5–6 months, subject to contract award and early auditor engagement.

7

Security & Business Continuity



Security is our first priority

Robust model focused on preventing incidents and protecting our operations globally in a 24x7 basis. A holistic approach designed to cover our agents Anywhere model (Internal and WfH)

Governance model

Direct reporting to Steering Committee

Global strategy and footprint

Independent from technical operations

Compliance with best governance standards

Expert team

Red Team

Thread Intelligence & Ethical Hacking

Blue Team

Cyberdefense & response management

Yellow Team

Security for System & Software Architecture

White Team

Analysis, compliance & communications

Key activities

Identity Management

Account Mngt
Privilege Acc. Mng
VIP protection

MFA
Identity Federation
SSO

Cyber Defense

Firewalls
Web filtering
IDS/IPS
N. Segmentation
VPN / CASB / ZTNA
24x7 SOC / SIEM
Anti-virus
XDR
Anti-phishing

Ethical Hacking

Thread Intelligence
Dark web

Pentesting
Internal hacking

Social Engineering
Ransomware simulation

Data Protection

Data Governance

GDPR

DLP

Encryption & Backup policies

Governance & Compliance

Project Management

Coordination with technology & OPs

Audits & Compliance

Disaster Recovery Plans

Security Awareness

Onboarding Trainings

Security Pills

Simulations

Best-of-breed Technologies



Certifications

ISO 27001

Information Security Management System

ISO 9001

Quality Management

ISO 22301

Business Continuity Management

PCI DSS

Payment Security

GDPR

Compliant

Business Continuity

BCP (Business Continuity Plan)

Business continuity and resilience plan to keep key operations running in the event of a service failure or crisis*

DRP (Disaster Recovery Plan)

Recovery of vital IT and physical infrastructures to enable service recovery after a major crisis

BCP fundamentals

- IT systems & data integrity
- HR availability
- Operation monitoring ability
- Client Communication

BCP / DRP process

Risk identification & notification	Issue assessment	BCP / DR plan activation	Back to normal & root cause analysis
• Management & key stakeholders notification • Activation of the BCP / DRP procedure and notification of all personnel • Activation of pre-defined plan to manage customer contacts	• Assessment of the severity of the outage • Business impact analysis (ie. criticality of activities) • Estimation of expected duration • Involvement of necessary parties to determine actions/owners	• Step-by-step execution of the BCP plan (back-up site, W@H, ...) • Continuous updates of stakeholders	• Complete recovery • Root cause analysis and business impacts review between Konecta and Client • Prevention plan for future events

*Client events & crisis, natural disasters, epidemics, power outage, public services strikes, etc.

Thank you

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