



DACIA DAYS

JUNE 17th & 18th 2024

1968
1980



1980
2003



2003
2008



2008
2021



SINCE
2021





**DACIA
UNIQUE
BUSINESS
MODEL**



**DESIGN
TO COST**



**EFFICIENT
SOURCING
& PRODUCTION
ECOSYSTEM**



**LEAN
DISTRIBUTION
MODEL**



DESIGN TO COST

Leveraging
**group assets &
electrification
solutions**

3,000 engineers
know-how

Focus on
the essentials

**Lightweight
cars**





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[**LIGHT WEIGHT**]

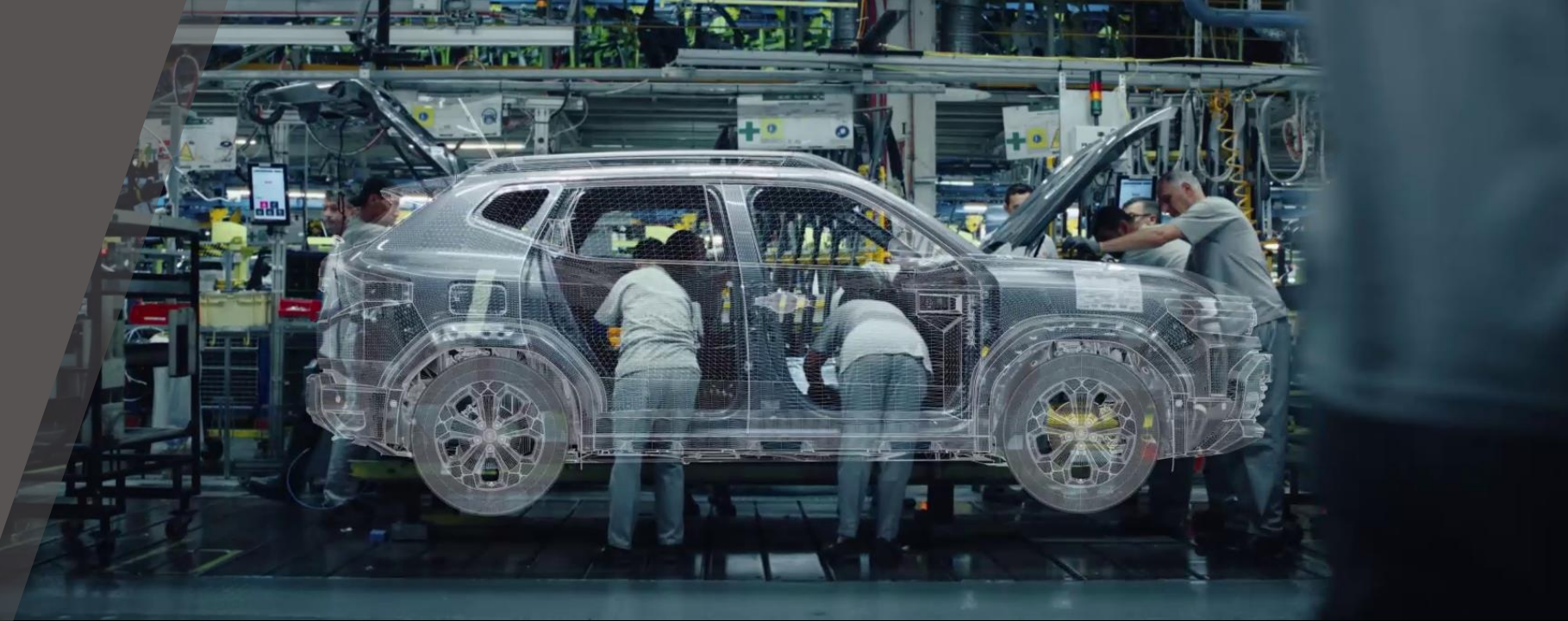


EFFICIENT SOURCING & PRODUCTION ECOSYSTEM

Benchmark cost
competitiveness

High plant
utilization rate
>130% Harbour

High local
integration
rate





LEAN DISTRIBUTION MODEL

**Simple
range**

**No / low
rebates**

Retail oriented

**High residual
value**



DACIA





**ESSENTIAL
BUT COOL**



**ROBUST
& OUTDOOR**



**ECO
SMART**





DAKAR

AN OUTDOOR LIFE-SIZE
TECHNOLOGICAL
LABORATORY BY NATURE
COMMITTED TO
LOW-CARBON MOBILITY



BE A LEADER
in low-carbon
affordable solutions
like synthetic fuels

DACIA IS A CONQUEST TOOL FOR THE GROUP



**CONQUEST
RATE**

76%

Coming from
outside Dacia

63%
outside **Renault Group**



**LOYALTY
RATE**

68%

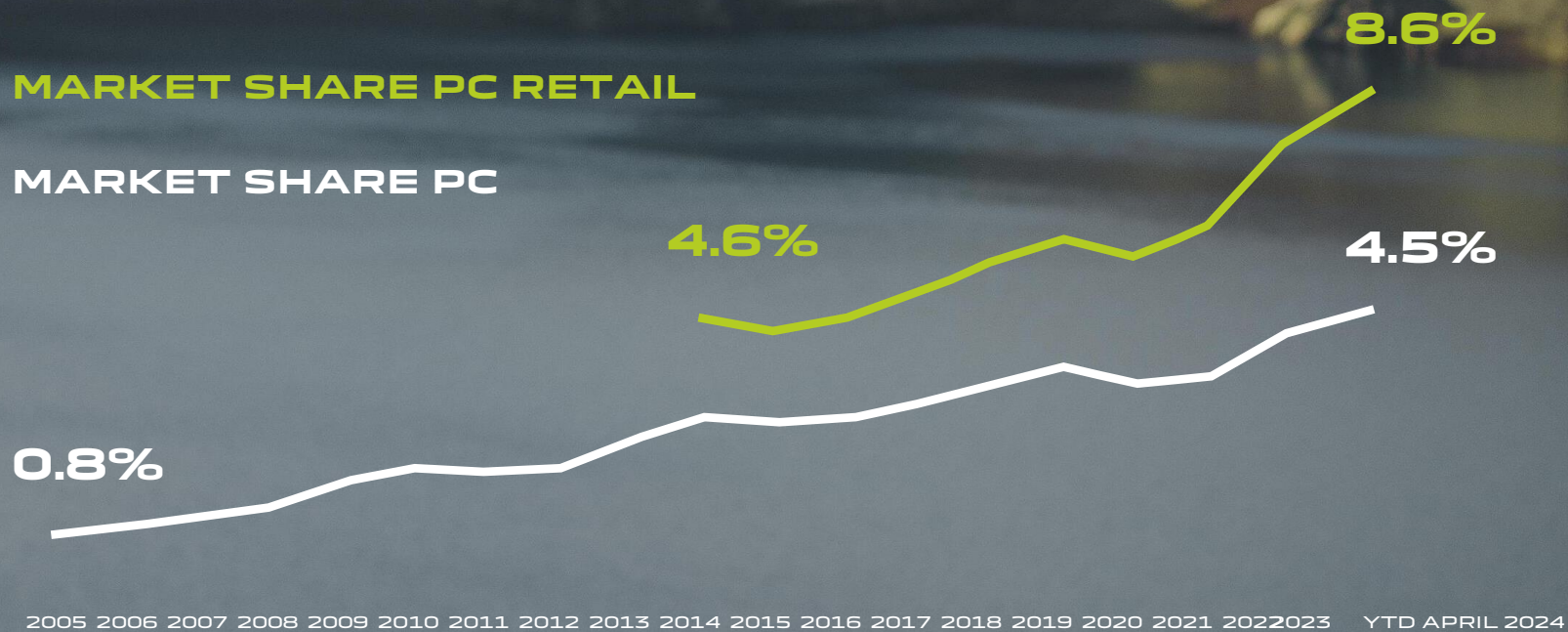
Dacia brand loyalty

81%
within **Renault Group**

RECORD MARKET SHARE IN EUROPE

MARKET SHARE PC RETAIL

MARKET SHARE PC



PC RETAIL TOP 2 IN EUROPE

YTD APRIL 2024
8.6% MS
+0.3pts YoY

SANDERO

#1 Sold vehicle
#1 Retail since 2017

SPRING

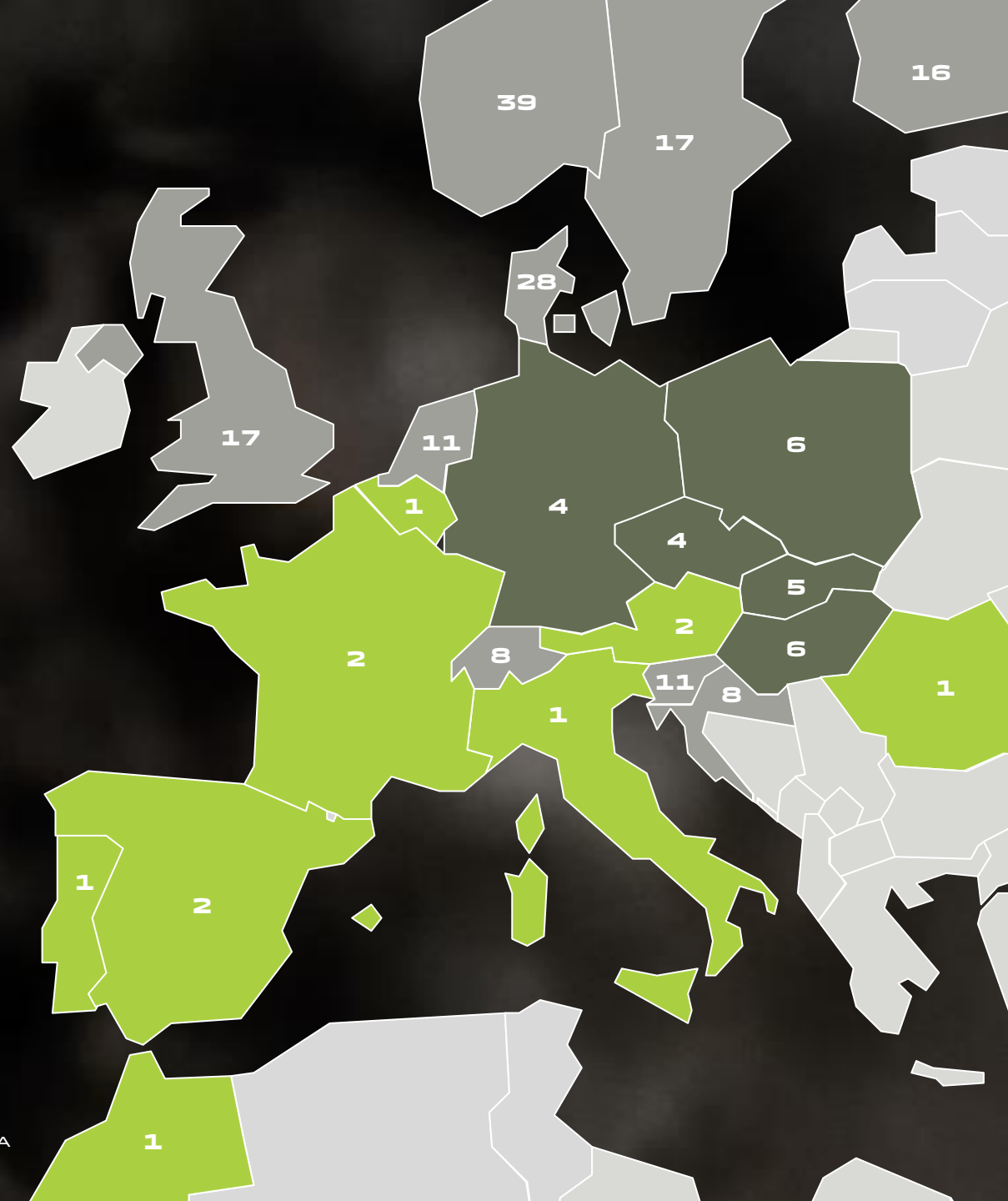
#4 EV seg. A+B retail

JOGGER

#1 C low seg. Retail
#3 C seg. Retail

DUSTER

#1 SUV retail



Scope: Europe Retail ACEA

A VIRTUOUS DISTRIBUTION MODEL



SIMPLE RANGE



SPRING



SANDERO



SANDERO STEPWAY



JOGGER



LOGAN



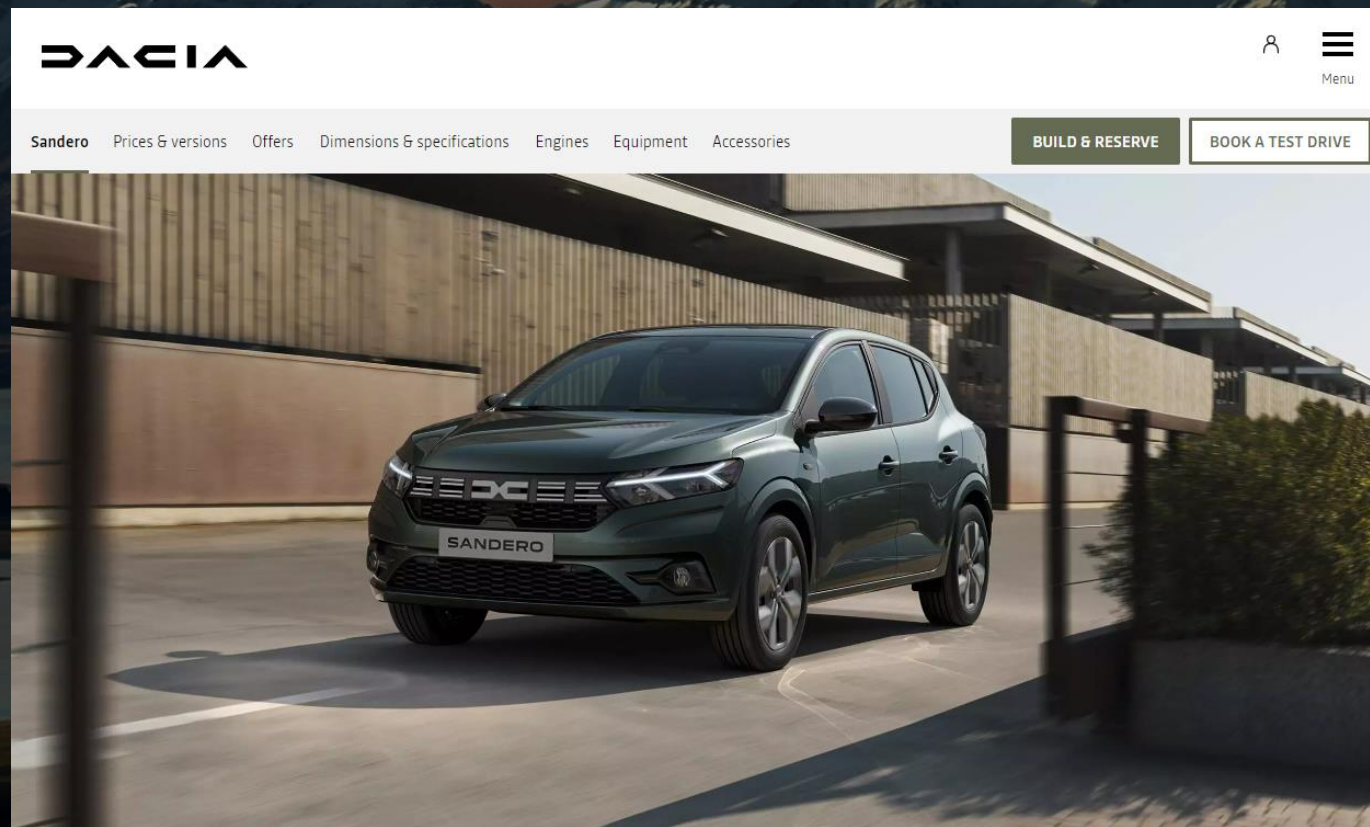
ALL-NEW DUSTER



70%
HIGH TRIM MIX

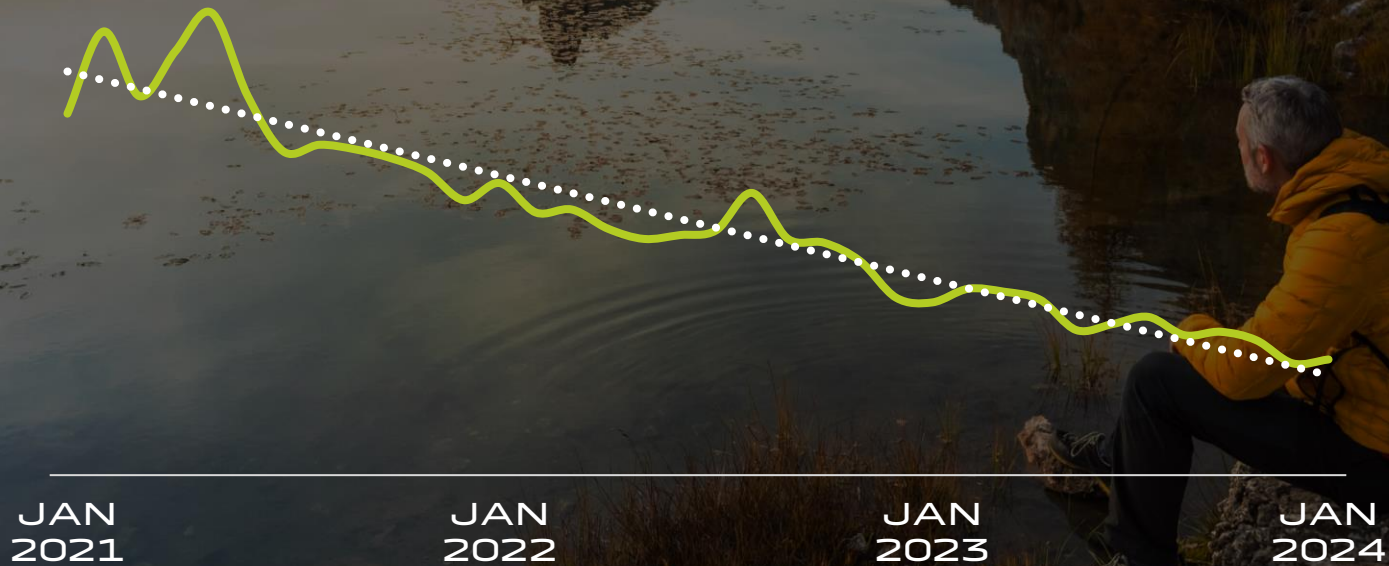
**FOCUS ON
DIGITAL
EFFICIENCY**

30%
OF SALES
COMES FROM
DIGITAL
INITIATIVES



CMF-B CONTRIBUTING TO QUALITY

CUSTOMER CLAIMS
DIVIDED BY 3



OUTSTANDING DEALER SATISFACTION VS. DACIA BRAND

UK
#4 MAINSTREAM BRAND
 Winter24

FRANCE
#4 MAINSTREAM BRAND
 Dec23

SPAIN
#2 MAINSTREAM BRAND
 Mar24



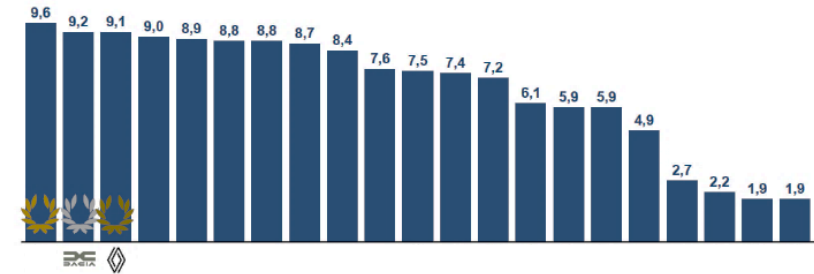
ITALY
#3 MAINSTREAM BRAND
 May24

2023 - COTE D'AMOUR DES CONSTRUCTEURS - FRANCE
 2023 - VCAN - FACONAUTO - SPAIN
 2024 - DEALERSTAT SURVEY - ITALY
 2024 - DEALER ATTITUDE SURVEY - UK

EXAMPLE BRAND RANKING IN SPAIN

Valoración Global VCON 2023

En el VCON 2023, MG lidera el ranking seguido de Dacia y Renault



**FROM
LOW COST**



**TO BEST
VALUE FOR
MONEY**



RATIONAL

ESSENTIAL

ROBUST

ECO

EMOTIONAL

COOL

OUTDOOR

SMART



ESSENTIAL
BUT COOL



ROBUST
& OUTDOOR



ECO
SMART



STARKLEO©

DESIGN TO COST

PROVIDE BEST COST / VALUE RATIO
TO FINAL CUSTOMER



**STANDARDIZE
& REUSE**



**FOCUS ON
ESSENTIAL
CUSTOMER
NEEDS**



**COST AS
PRIORITY**



**DIRECT
WORK WITH
SUPPLIERS,
BE OPEN
& HUMBLE**

DESIGN TO COST

STANDARDIZE & REUSE

STANDARDIZE PLATFORM

Platform
Powertrain
Components
Electronic Architecture parts

UPPER BODY SYNERGIES

Partial upper body
Parts (lower part of dashboard,
central console, inner parts of doors,
sunvisors, cluster, central screens..)

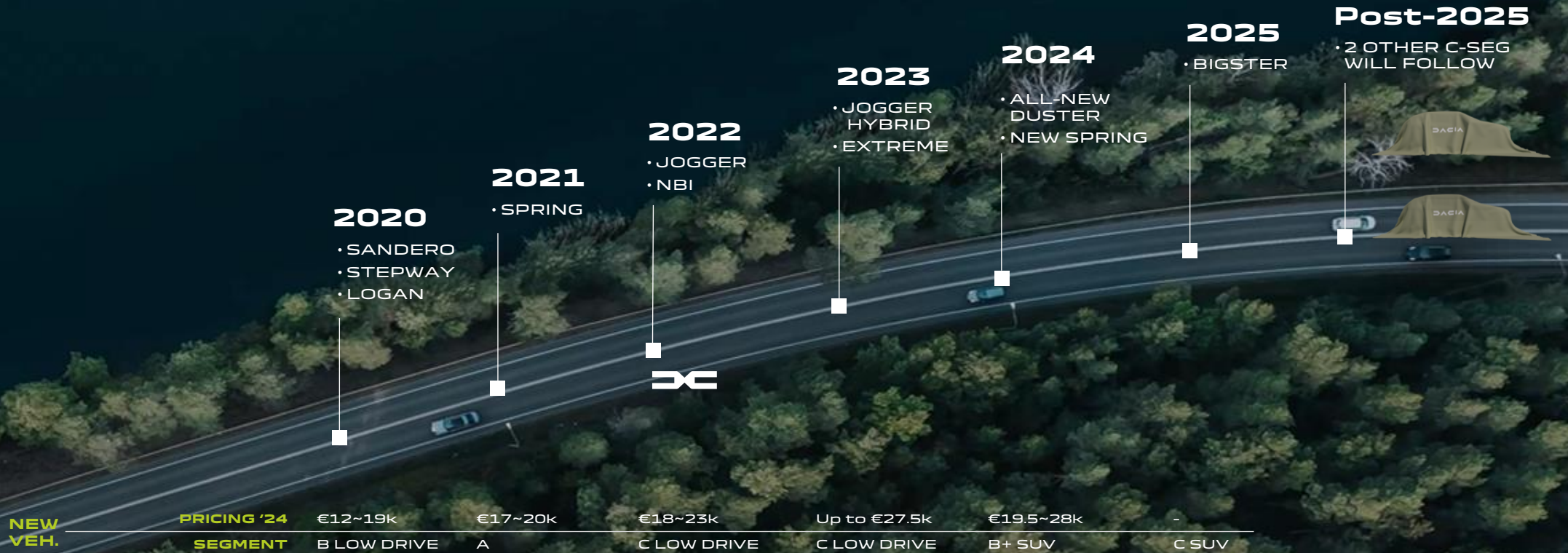


**LOWER ENTRY TICKET
CAPEX & MANPOWER**



**LOWER VARIABLE COST
SCALE EFFECT**

C-SEG CONQUEST





OPERATING MARGIN

>5%

7.9%

>8%

>10%

ROCE

High single-digit

>30% from 2025 onwards

R&D CAPEX

<8% of revenue over the period

———— 2022 ———— 2023 ———— 2025 ———— 2030 ————

2030
VS
2022

KEY
RG

CONTRIBUTOR



OPERATING MARGIN

>10%

Solid double-digit

15%

+5 pts

BOOSTED SCALE EFFECT

574k sales

658k sales

~1M sales incl. 1/3 C-segment

Revenue x2 (50% Vol / 50% Mix&Price)

Fixed costs slight increase

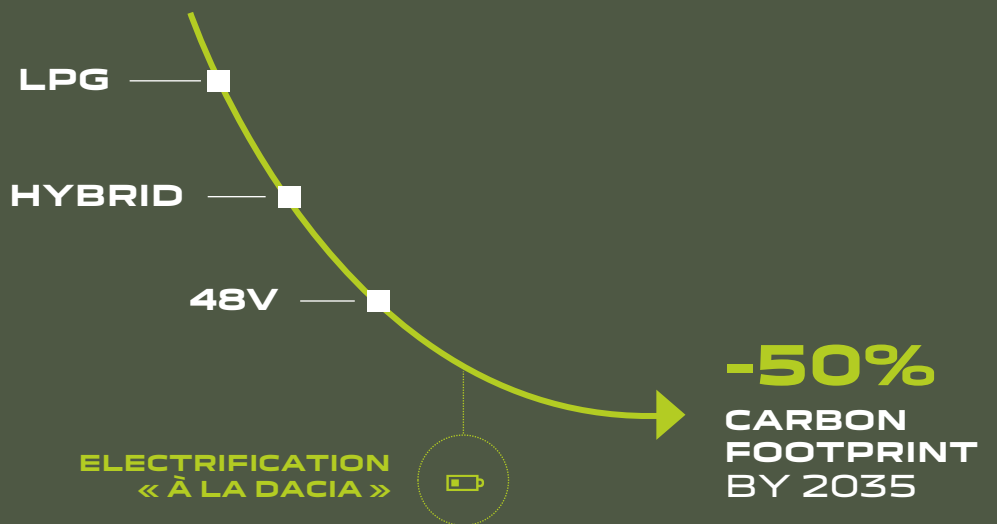
ROCE

ROCE champion > RG

ROCE x2

-50%

CARBON FOOTPRINT BY 2035



-50%

CARBON FOOTPRINT BY 2035

tCO₂/VEH. LIFETIME
VS 2019
CRADLE-TO-GRAVE



2 MAIN EFFICIENT ECOSYSTEMS, SUPPORTING DACIA'S AMBITION



LOW DRIVE

MOROCCO

2 PLANTS
Tangier & Somaca (Casablanca)

LINE-UP
Sandero, Logan
Jogger localized in 2024

FY2023 PRODUCTION
383k veh &
HARBOUR 128%

LOCAL INTEGRATION
65%



HIGH DRIVE

ROMANIA

MIOVENI PLANT

LINE-UP
New Duster
& next C-seg models

LOCAL INTEGRATION
>50%

& TÜRKIYE

BURSA PLANT
BRIDGE FOR
HIGH DRIVE
starting 2024

FY2023 PRODUCTION
322k veh &
HARBOUR 143%

TANGIER
CASABLANCA

MIOVENI

BURSA

FY23 PRODUCTION
~60k



CHINA

DACIA SPRING
sourcing





THANK YOU