

Combined General Meeting

Notice of Meeting

Wednesday April 30, 2025 – 3:00 P.M.



**Renault
Group**

Welcome to the Renault Combined General Meeting

Wednesday April 30, 2025, at 3:00 PM (Paris time)

The Annual General Meeting will be held at La Seine Musicale,
Île Seguin, 92100 Boulogne-Billancourt.

For additional information

Hotline dedicated
to the General Meeting :

- from France at: **0 800 007 535** Free service & calls
(toll-free number and free services),
- from other countries at +33 (0)1 49 37 82 36
(national calling rates).

Investors Relations department:

- from France only at: **0 800 007 535** Free service & calls
- from France and abroad at +33 (0)1 76 84 59 99
- e-mail: communication.actionnaires@renault.com

**Renault
Group**



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A word from the Chairman

Your Annual General Meeting



Dear Madam, Dear Sir, Dear Shareholder,

For Renault Group, the year 2024 was crowned by the best results in its history; and this despite the international environment marked by the intensification of geopolitical fractures and uncertainties, the growing protectionist pressure from major regional blocs, and the spectacular progress of the Asian industry in the electric market.

For these historic results, I would like to express my gratitude to the teams, whose commitment has allowed the company to stand out in a difficult context for the automotive sector.

I thank and congratulate Luca de Meo and his management team, architects of this remarkable performance.

My gratitude also goes to the Board of Directors, which has supported and backed Renault Group in the major decisions taken after a structuring work of deepening the subjects presented to it by the management team.

If our company stands out, it is because it has been able to continue the proactive deployment of its powerful strategy. The group's 10 new vehicles have been enthusiastically received, both by journalists and customers.

A few years ago, the company was fighting for its survival. At the height of the crisis, in 2020, I remember saying: "One day, Renault Group will regain the place it deserves."

Today, we are held up as an example.

The year 2025 will be intense, as will all the years that will mark the transition to electric. The way the company has been able to recover in such a short time is a sign of great confidence. To anchor our success in the long term and escape the fatality of cycles, we will continue to progress in agility and initiative capacity, and continue to spread the culture of empowerment, a sine qua non condition for motivation and sustainable performance.

In this notice of meeting, you will find the practical modalities for participating in the General Meeting on April 30th, as well as the presentation of the agenda and resolutions that will be submitted to your vote.

We look forward to seeing you.

Thank you for your trust.

Jean-Dominique Senard

Chairman of the Board of Directors

I. Agenda of the Annual General Meeting of April 30, 2025

Ordinary General Meeting

1. Approval of the annual financial statements for the financial year ended December 31, 2024;
2. Approval of the consolidated financial statements for the financial year ended December 31, 2024;
3. Allocation of the financial result for the financial year ended December 31, 2024 and decision on the dividend;
4. Statutory Auditors' report on the information used to determine the compensation for participating shares;
5. Approval of the related-party agreements and commitments governed by Articles L. 225-38 *et seq.* of the French Commercial Code;
6. Approval of the related-party agreement named "Sale of Nissan shares" entered into between the Company and Nissan Motor Co, Ltd on March 27, 2024;
7. Approval of the related-party agreement named "Sale of Nissan shares" entered into between the Company and Nissan Motor Co, Ltd on September 26, 2024;
8. Renewal of Ms. Miriem Bensalah-Chaqroun's term of office as an independent director;
9. Renewal of Mr. Bernard Delpit's term of office as an independent director;
10. Renewal of Mr. Noël Desgrippes's term of office as the director representing employee shareholders;
11. Appointment of Ms. Anne-Laure de Chammard as an independent director;
12. Appointment of Ms. Armelle de Madre as an independent director;
13. Appointment of Ms. Constance Maréchal-Dereu as a director proposed by the French State;
14. Appointment of Ms. Michelle Baron as a director proposed by Nissan;
15. Appointment of Mr. Pierre Loing as a director proposed by Nissan;
16. Approval of the information relating to the compensation of directors and corporate officers paid during or awarded for the 2024 financial year mentioned in Article L.22-10-9 I. of the French Commercial Code;
17. Approval of the fixed and variable components of the overall compensation and benefits of any kind paid during or awarded for the financial year ended December 31, 2024 to Mr. Jean-Dominique Senard, Chairman of the Board of Directors;
18. Approval of the fixed and variable components of the overall compensation and benefits of any kind paid during or awarded for the financial year ended December 31, 2024 to Mr. Luca de Meo, Chief Executive Officer;
19. Approval of the compensation policy of the Chairman of the Board of Directors for the 2025 financial year;
20. Approval of the compensation policy of the Chief Executive Officer for the 2025 financial year;
21. Approval of the compensation policy of the directors for the 2025 financial year;
22. Authorization granted to the Board of Directors to trade in the Company shares;

Extraordinary General Meeting

23. Authorization granted to the Board of Directors to reduce the Company's share capital by cancelling treasury shares;

Ordinary General Meeting

24. Powers to carry-out formalities.

II. Proposed resolutions and Explanations

Dear Shareholders,

We have convened this Annual General Meeting in order to submit to your vote twenty-four resolutions among which twenty-three are submitted to the Ordinary General Meeting and one to the Extraordinary General Meeting.

In this report, you will find explanation on each of the resolutions submitted to your vote at the Annual General Meeting.

The Company's course of business and financial situation during the financial year ended December 31, 2024, are described in the Company's 2024 Universal Registration Document.

The table summarizing the current delegations in terms of share capital increase is included in chapter 6.2.4.2 of the Company's 2024 Universal Registration Document

The Board of Directors

Ordinary General Meeting

FIRST, SECOND AND THIRD RESOLUTIONS

Approval of the annual and consolidated financial statements and allocation of the financial result

Explanation

The **first two resolutions** deal with the approval of the Company's annual and consolidated financial statements for the financial year ended December 31, 2024.

The financial statements were prepared in accordance with French legal and regulatory provisions for the annual financial statements and in compliance with the applicable regulations, i.e. International Financial Reporting Standards (IFRS), for the consolidated financial statements.

The parent company financial statements show a profit of €780,719,555.36. The consolidated financial statements show a profit of €891,064,475.69.

Pursuant to Article 223 *quater* of the French General Tax Code, it is specified that no expenses and charges referred to in Article 39, paragraph 4, of the French General Tax Code were incurred for the financial year ended December 31, 2024.

The **third resolution** deals with the allocation of the financial results for the financial year ended December 31, 2024, and the payment of dividend.

The Board of Directors proposes to set the amount of dividend that would be distributed to each of the Company's shares carrying dividend rights for the financial year ended December 31, 2024, at €2.20, i.e., a total amount of €637,785,269 on the basis of a number of 295,722,284 shares comprising the share capital as of December 31, 2024, after deduction of the 5,819,889 treasury shares as of that date.

The dividend of €2.20 per share (before social security contributions and the non libertating flat-rate withholding tax) provided by Article 117 *quater* of the French General Tax Code) is for individuals who are tax residents of France eligible for the 40% tax deduction provided for in article 158 §3. 2° of the French General Tax Code in the event of an option for taxation according to the income tax scale.

The shares would be traded ex-dividend on May 8, 2025. The payment would take place on May 12, 2025.

As a result of this distribution, the retained earnings account would change from €10,323,435,028.30 to €10,466,369,314.66.

First resolution: Approval of the Company's annual financial statements for the financial year ended December 31, 2024

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' reports and the Statutory Auditors' report on the annual financial statements, approves the annual financial statements for the financial year ended December 31, 2024, as presented, as well as the transactions disclosed in those financial statements and summarized in those reports.

Second resolution: Approval of the Company's consolidated financial statements for the financial year ended December 31, 2024

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' reports and the Statutory Auditors' report on the consolidated financial statements, approves the consolidated financial statements for the financial year ended December 31, 2024, as presented, as well as the transactions disclosed in those financial statements and summarized in those reports.

Third resolution: Allocation of the financial result of the financial year ended December 31, 2024, and decision on the dividend

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the reports of the Board of Directors and of the Statutory Auditors, notes that the financial result for the financial year amounts to €780,719,555.36 and that the amount available for the allocation of the financial results amounts to €11,104,154,583.66, resolves to allocate the profit of the financial year ended December 31, 2024 as follows:

Financial result for the 2024 financial year	€780,719,555.36
Allocation to the statutory reserve	-
Retained earnings as of December 31, 2024	€10,323,435,028.30
Distributable profit	€11,104,154,583.66
Dividends paid out from distributable profit	€637,785,259
Balance of retained earnings after allocation	€10,466,369,314.66

The amount of retained earnings includes the amount of dividends not paid to treasury shares (as of December 31, 2024).

In the event of a change in the number of shares entitling to a dividend compared to December 31, 2024, the total amount of dividends would be adjusted accordingly and the balance allocated to retained earnings would be determined based on the dividends actually paid.

It is specified, pursuant to the tax legislation currently in force, that the entire dividend of €637,785,269 (after deduction of the 5,819,889 treasury shares held on December 31, 2024), which represents a dividend of €2.20 per share before social security contributions and the non-liberating flat-rate withholding tax provided for in Article 117 *quater* of the French General Tax Code, is, for individuals who are tax residents of France, eligible for the 40% deduction mentioned in Article 158 §3, 2° of the French General Tax Code in the event of an option to be taxed according to the income tax scale.

The dividend to be distributed shall be detached from the share on May 8, 2025, and shall be paid on May 12, 2025.

The Annual General Meeting resolves that, in accordance with the provisions of Article L. 225-210 of the French Commercial Code, the amount of the dividend corresponding to the shares that the Company would come to hold at the time of payment will be allocated to the "retained earnings" account.

In accordance with legal provisions, the amount of dividends distributed in respect of the previous three financial years and the income eligible for tax deduction referred to in Article 158 §3, 2° of the French General Tax Code were set as follows:

	Financial year 2021	Financial year 2022	Financial year 2023
Dividend per share	€0	€0.25	€1.85
Amount of income distributed that is eligible for the 40% tax deduction	€0	€0.25	€1.85
Amount of income distributed that is not eligible for the 40% tax deduction	-	-	-

FOURTH RESOLUTION

Statutory Auditors' report on the compensation for participating shares

Explanation

The **fourth resolution** proposes that the Annual General Meeting takes note of the information in the statutory auditors' report on the information used to determine the compensation for participating shares, and in particular, its variable portion, related to changes in the Company's consolidated revenues at constant structure and methods during the financial year ended December 31, 2024. This report is included in section VI. "Statutory Auditors' reports" of this Notice of meeting.

Fourth resolution: Statutory Auditors' report on the information used to determine the compensation for participating shares

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Statutory Auditors' report on the information used to determine the compensation of participating shares, deliberating on this report, takes note of the information used to determine the compensation for participating shares.

FIFTH TO SEVENTH RESOLUTIONS

Related-party agreements and commitments

Explanation

The **fifth resolution** concerns related-party agreements and commitments entered into and authorized in prior years, which remained in force during the year.

These agreements are as follows:

- the "Master Cooperation Agreement" dated April 6, 2010, and its amendments, entered into with Daimler AG, Nissan Motor Co. Ltd and Mitsubishi Motors Corporation;
- the "Framework Agreement" dated February 6, 2023, and its amendment dated November 7, 2023, entered into with Nissan Motor Co. Ltd;
- the "New Alliance Agreement" dated July 26, 2023, and its amendment dated November 7, 2023, entered into with Nissan Motor Co. Ltd; and
- the "Ampere Investment Agreement" dated July 26, 2023, entered into with Nissan Motor Co. Ltd.

These agreements were re-examined by the Board of Directors at its meeting of February 19, 2025, in accordance with the provisions of Article L.225-40-1 of the French Commercial Code and are mentioned in the Statutory Auditors' special report.

This special report is reproduced in section 5.2.6 of the Company's 2024 Universal Registration Document and in section VI. "Reports of the Statutory Auditors" of this Notice of Meeting.

It should be noted that, in accordance with current legislation, related-party agreements and commitments already approved by the General Meeting in previous years and whose effects are still in force are not subject to a further vote of the Annual General Meeting.

Fifth resolution: Approval of the related-party agreements and commitments governed by Articles L. 225-38 et seq. of the French Commercial Code

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report and the Statutory Auditors' special report on the related-party agreements and commitments governed by Articles L. 225-38 *et seq.* of the French Commercial Code, acknowledges the information on agreements and commitments entered into and authorized during the previous financial years and whose implementation continued during the last financial year, as mentioned therein.

Explanation

The **sixth resolution** proposes that the General Meeting, having considered the Statutory Auditors' special report on related-party agreements and commitments governed by Articles L.225-38 *et seq.* of the French Commercial Code, approves the agreement named "Sale of Nissan shares" entered into on March 27, 2024.

Nature and purpose of the agreement: At its meeting of March 26, 2024, the Board of Directors authorized the conclusion of an agreement named "Sale of Nissan shares" between Renault and Nissan Motor Co. Ltd. This agreement was entered into on March 27, 2024, and its main purpose was to define the terms and conditions of Renault's participation in Nissan Motor Co. Ltd's buyback of its own shares announced on March 27, 2024.

The sale provided for under this agreement concerned a maximum of 100,242,900 Nissan shares held in trust, at a price equal to the closing price of Nissan shares on the trading day preceding the execution by Nissan Motor Co. Ltd of the share buyback less, in the event of execution on March 28, 2024, the amount of the dividend per Nissan share to be paid to Nissan shareholders holding Nissan shares on March 27, 2024.

The sale under this agreement was completed on March 28, 2024, and Renault sold 99,132,100 Nissan shares, representing around 2.5% of the share capital of Nissan Motor Co. Ltd. This sale resulted in a positive cash flow of €358 million.

Interested persons to the agreement:

- Ms Yu Serizawa and Mr Joji Tagawa, directors appointed upon proposal of Nissan.
- Mr Jean-Dominique Senard and Mr Pierre Fleuriot, joint directors of Renault and Nissan.

Interest of the agreement for Renault and its shareholders: The conclusion of this agreement is part of the rebalancing of cross-shareholdings between Renault and Nissan Motor Co, Ltd. The sale of Nissan shares under this agreement has also improved the Automobile division's net financial position and accelerated the Group's debt reduction.

Sixth resolution: Approval of the related-party agreement named "Sale of Nissan shares" entered into between the Company and Nissan Motor Co., Ltd on March 27, 2024

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Statutory Auditors' special report on related-party agreements and commitments governed by Articles L.225-38 *et seq.* of the French Commercial Code, notes the aforementioned report and approves the agreement named "Sale of Nissan shares" dated March 27, 2024 between the Company and Nissan Motor Co, Ltd, as previously authorized by the Board of Directors at its meeting on March 26, 2024 and described in the aforementioned report.

Explanation

The **seventh resolution** proposes that the General Meeting, having considered the Statutory Auditors' special report on related-party agreements and commitments governed by Articles L.225-38 *et seq.* of the French Commercial Code, approves the agreement named "Sale of Nissan shares" entered into on September 26, 2024.

Nature and purpose of the agreement: At its meeting of September 20, 2024, the Board of Directors authorized the conclusion of an agreement named "Sale of Nissan shares" between Renault and Nissan Motor Co. Ltd. This agreement was entered into on September 26, 2024, and its purpose was to define the terms of Renault's participation in Nissan Motor Co. Ltd's buyback of its own shares announced on September 26, 2024.

The agreement provided for the sale of a maximum of 195,473,600 Nissan shares held in trust, at a price equal to the closing price of Nissan shares on the trading day prior to Nissan Motor Co. Ltd of the share buyback, adjusted by 5 yen, an amount corresponding to an interim dividend equal to Nissan Motor Co. Ltd's interim dividend for 2023, in accordance with the Tokyo Stock Exchange's share buyback rules.

The sale under this agreement was completed on September 27, 2024, and Renault sold 195,473,600 Nissan shares, representing approximately 5.0% of the share capital of Nissan Motor Co. Ltd. This sale resulted in a positive cash flow of €494 million.

Interested persons to the agreement:

- Ms. Yu Serizawa and Mr. Joji Tagawa, directors appointed upon proposal of Nissan.
- Mr. Jean-Dominique Senard and Mr. Pierre Fleuriot, joint directors of Renault and Nissan.

Interest of the agreement for Renault and its shareholders: The conclusion of this agreement is part of the rebalancing of cross-shareholdings between Renault and Nissan Motor Co, Ltd. The sale of Nissan shares under this agreement has also improved the Automobile division's net financial position and accelerated the Group's debt reduction.

Seventh resolution: Approval of the related-party agreement named "Sale of Nissan shares" entered into between the Company and Nissan Motor Co., Ltd on September 26, 2024

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Statutory Auditors' special report on related-party agreements and commitments governed by Articles L.225-38 *et seq.* of the French Commercial Code, notes the aforementioned report and approves the agreement named "Sale of Nissan shares" dated September 26, 2024 between the Company and Nissan Motor Co, Ltd, as previously authorized by the Board of Directors at its meeting on September 20, 2024 and described in the aforementioned report.

EIGHTH AND NINTH RESOLUTIONS

Renewal of the terms of office of two independent directors

Explanation

The **eighth** and **ninth resolutions** propose that the Annual General Meeting reappoints two independent directors whose terms of office expire at the close of the Annual General Meeting of April 30, 2025:

- Ms Miriem Bensalah-Chaqroun, and
- Mr. Bernard Delpit.

Their terms of office would be renewed for a further four years, until the close of the Annual General Meeting to be held in 2029 to approve the 2028 financial statements.

Before proposing the renewal of the terms of office of these directors, the Board of Directors ascertained the availability of the directors concerned, as well as their compliance with legal requirements and the recommendations of the AFEP-MEDEF Code on the limitation of multiple directorships.

The Board of Directors also assessed their respective contributions to its work and to that of its committees, both in terms of skills and personal commitment, in particular during the formal evaluation process of the Board. It therefore considered that it would be in the Company's best interests for each of them to continue in their functions.

The individual attendance rates of Ms Miriem Bensalah-Chaqroun and Mr Bernard Delpit at meetings of the Board and Committees of which they are members are specified in section 3.1.2 of the Company's 2024 Universal Registration Document.

Biographical notes on Ms Miriem Bensalah-Chaqroun and Mr Bernard Delpit (including details of their offices and positions held) can be found in section IV. "Governance of Renault" of this Notice of Meeting.

Eighth resolution: Renewal of the term of office of Ms. Miriem Bensalah-Chaqroun as an independent director

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having taken note of the Board of Directors' report, renews the term of office of Ms. Miriem Bensalah-Chaqroun as a director for a period of four years, i.e. until the Annual General Meeting to be held in 2029 to approve the financial statements for the year ending December 31, 2028.

Ninth resolution: Renewal of the term of office of Mr. Bernard Delpit as an independent director

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report, renews the term of office of Mr. Bernard Delpit as a director for a period of four years, i.e. until the Annual General Meeting to be held in 2029 to approve the financial statements for the year ending December 31, 2028.

TENTH RESOLUTION

Renewal of the term of office of the director representing employee shareholders

Explanation

The **tenth resolution** proposes that the Annual General Meeting reappoints Mr Noël Desgrippes as the director representing employee shareholders. His current term of office expires at the close of the Annual General Meeting on April 30, 2025.

In accordance with the provisions of Article 11-D of Renault S.A.'s Articles of Association, Noël Desgrippes and his substitute, Ms Laetitia Meurant, were appointed by the supervisory boards of the "Renault France" and "Renault International" employee investment funds (FCPE) on January 13, 2025.

Mr Noël Desgrippes, with Ms Laetitia Meurant as substitute, would be reappointed for a further four-year term, until the close of the Annual General Meeting to be held in 2029 to approve the 2028 financial statements.

The individual attendance rate of Mr Noël Desgrippes at meetings of the Board and the Committee of which he is a member is specified in section 3.1.2 of the Company's 2024 Registration Document.

Biographical notes of Mr. Noel Desgrippes and Ms. Laetitia Meurant can be found in section IV. "Governance of Renault" of this Notice of Meeting.

Tenth resolution: Renewal of the term of office of Mr. Noël Desgrippes as the director representing employee shareholders

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report, renews the term of office of Mr. Noël Desgrippes, with Ms. Laetitia Meurant as substitute, as the director representing employee shareholders for a period of four years, i.e. until the Annual General Meeting to be held in 2029 to approve the financial statements for the year ending December 31, 2028.

ELEVENTH AND TWELFTH RESOLUTIONS

Appointment of two new independent directors

Explanation

On the recommendation of the Governance and Compensation Committee, Renault's Board of Directors has decided to propose to the Annual General Meeting of April 30, 2025 the appointment of Ms. Anne-Laure de Chamard and Ms. Armelle de Madre as independent directors for a term of four years, i.e. until the close of the Annual General Meeting to be held in 2029 to approve the 2028 financial statements.

They will succeed Ms. Marie-Annick Darmaillac, whose term of office expires at the close of the Annual General Meeting of April 30, 2025, and Ms. Catherine Barba, who has decided to terminate her term of office early at the close of the Annual General Meeting of April 30, 2025, given the evolution of her various professional commitments.

The **eleventh resolution** therefore proposes that the Annual General Meeting appoints Ms. Anne-Laure de Chamard as an independent director. This appointment would in particular strengthen the Board's expertise on the challenges and opportunities of the energy transition and the markets of the future.

Ms. Anne-Laure de Chamard was born in 1982. She is a French citizen.

Ms. Anne-Laure de Chamard's biographical note (including details of offices and positions held) is provided in section IV. "Governance of Renault" of this Notice of Meeting.

The **twelfth resolution** also proposes that the Annual General Meeting appoints Ms. Armelle de Madre as an independent director. This appointment would in particular strengthen the Board's expertise on the topics related to the transformation and the development of human skills in a technological environment.

Ms. Armelle de Madre was born in 1970. She is of French and Dutch nationality.

Ms. Armelle de Madre's biographical note (including details of offices and positions held) can be found in section IV. "Governance of Renault" of this Notice of Meeting.

Ms. Anne-Laure de Chamard and Ms. Armelle de Madre comply with the legal provisions and recommendations of the AFEP-MEDEF Code on the limitation of multiple directorships and meet all the criteria set out in the Code to qualify as independent directors.

Eleventh resolution: Appointment of Ms. Anne-Laure de Chamard as an independent director

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report, appoints Ms. Anne-Laure de Chamard as a director for a period of four years, i.e. until the Annual General Meeting to be held in 2029 to approve the financial statements for the year ending December 31, 2028.

Twelfth resolution: Appointment of Ms. Armelle de Madre as an independent director

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report, appoints Ms. Armelle de Madre as a director for a period of four years, i.e. until the Annual General Meeting to be held in 2029 to approve the financial statements for the year ending December 31, 2028.

THIRTEENTH RESOLUTION

Appointment of a director proposed by the French State

Explanation

The **thirteenth resolution** proposes that the Annual General Meeting appoints Ms. Constance Maréchal-Dereu as a director for a period of four years, i.e. until the close of the Annual General Meeting to be held in 2029 to approve the 2028 financial statements.

The appointment of Ms. Constance Maréchal-Dereu is proposed by the French State in order to replace Mr. Thomas Courbe whose term of office expires at the close of the Annual General Meeting of April 30, 2025.

Ms. Constance Maréchal-Dereu was born in 1985. She is a French citizen.

Ms. Constance Maréchal-Dereu's biographical note (including details of the offices and positions held) can be found in section IV. "Governance of Renault" of this Notice of Meeting.

Ms. Constance Maréchal-Dereu complies with the legal provisions and recommendations of the AFEP-MEDEF Code on the limitation on multiple directorships and, as a director proposed by the French State, she does not qualify as independent director.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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Thirteenth resolution: Appointment of Ms. Constance Maréchal-Dereu as a director proposed by the French State

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report, appoints Ms. Constance Maréchal-Dereu as a director for a period of four years, i.e. until the Annual General Meeting to be held in 2029 to approve the financial statements for the year ending December 31, 2028.

FOURTEENTH AND FIFTEENTH RESOLUTIONS

Appointment of two directors proposed by Nissan

Explanation	The fourteenth and fifteenth resolutions propose that the Annual General Meeting appoints, on Nissan's proposal:
	<ul style="list-style-type: none"> Ms. Michelle Baron, to replace Ms. Yu Serizawa, whose term of office expires at the close of the Annual General Meeting of April 30, 2025; and Mr. Pierre Loing, to replace Mr. Joji Tagawa, who has decided to end his term early at the close of the Annual General Meeting of April 30, 2025.
	Ms. Michelle Baron was born in 1967. She is of American nationality.
	Mr. Pierre Loing was born in 1960. He is of French nationality.
	Biographical notes on Ms. Michelle Baron and Mr. Pierre Loing (including details of offices and positions held) can be found in section IV. "Governance of Renault" of this Notice of Meeting.
	Ms. Michelle Baron and Mr. Pierre Loing comply with the legal provisions and recommendations of the AFEP-MEDEF Code on the limitation of multiple directorships and, as directors proposed by Nissan, they do not qualify as independent directors.

Fourteenth resolution: Appointment of Ms. Michelle Baron as a director proposed by Nissan

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report, appoints Ms. Michelle Baron as a director for a period of four years, i.e. until the Annual General Meeting to be held in 2029 to approve the financial statements for the year ending December 31, 2028.

Fifteenth resolution: Appointment of Mr. Pierre Loing as a director proposed by Nissan

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report, appoints Mr. Pierre Loing as a director for a period of four years, i.e. until the Annual General Meeting to be held in 2029 to approve the financial statements for the year ending December 31, 2028.

SIXTEENTH RESOLUTION

Approval of information relating to remuneration paid during or awarded for the 2024 financial year to all directors and corporate officers

Explanation	The sixteenth resolution proposes to the Annual General Meeting to approve, in accordance with the provisions of Article L.22-10-34 of the French Commercial Code, the information referred to in I of Article L.22-10-9 of the French Commercial Code relating to the compensation of directors and corporate officers paid during or awarded in respect of the 2024 financial year.
	This information is presented in the Board of Directors' report on corporate governance, included in chapters 3.2.2 and 3.2.3 of the Company's 2024 Universal Registration Document, and included in section V. "Compensation of directors and corporate officers" of this Notice of Meeting.
	It is specified that:
	<ul style="list-style-type: none"> if this resolution is rejected by the Annual General Meeting, the Board of Directors will submit a revised compensation policy, taking into account the shareholders' vote, for approval at the next Annual General Meeting; the payment to the directors of the amount allocated for the 2024 financial year in application of the first paragraph of Article L.225-45 of the French Commercial Code will be suspended until the revised compensation policy is approved. When it is resumed, this payment will include the outstanding balance since the last Annual General Meeting; and if the Annual General Meeting does not approve the draft resolution presenting the revised compensation policy, the suspended sum will not be paid, and the same consequences as those associated with the rejection of the initial resolution will apply.

Sixteenth resolution: Approval of the information relating to the compensation of directors and corporate officers paid during or awarded for the 2024 financial year mentioned in Article L.22-10-9 I. of the French Commercial Code

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, pursuant to Article L.22-10-34 I. of the French Commercial Code, the information referred to in Article L.22-10-9 I. of the French Commercial Code disclosed therein, as described in chapters 3.2.2 and 3.2.3 of the Company's 2024 Universal Registration Document.

SEVENTEENTH RESOLUTION

Approval of the fixed and variable components of the overall compensation and benefits of any kind paid during or awarded for the 2024 financial year to Mr. Jean-Dominique Senard, Chairman of the Board of Directors

Explanation

The **seventeenth resolution** proposes to the Annual General Meeting to approve, in accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, the fixed, variable and exceptional components of the overall compensation and all benefits of any kind paid or awarded during the financial year ended December 31, 2024 to Mr. Jean-Dominique Senard, Chairman of the Board of Directors, in compliance with the compensation policy approved by the Annual General Meeting of May 16, 2024.

These components are presented in the Company's report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, included in chapter 3.2.2.1 of the Company's 2024 Universal Registration Document and summarized in section V. "Compensation of directors and corporate officers" of this Notice of Meeting.

It should be noted that, in accordance with the compensation policy approved by the Annual General Meeting of May 16, 2024, the Chairman of the Board of Directors does not receive any variable or exceptional compensation.

Seventeenth resolution: Approval of the fixed and variable components of the overall compensation and benefits of any kind paid during or awarded for the financial year ended December 31, 2024 to Mr. Jean-Dominique Senard, Chairman of the Board of Directors

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, in accordance with the provisions of Article L. 22-10-34 II. of the French Commercial Code, the fixed, variable and exceptional components of the overall compensation and the benefits of any kind paid during the year ended December 31, 2024 or awarded for that year to Mr. Jean-Dominique Senard, Chairman of the Board of Directors, as described in chapter 3.2.2.1 of the Company's 2024 Universal Registration Document.

EIGHTEENTH RESOLUTION

Approval of the components of the overall compensation and benefits of any kind paid during or awarded for the financial year ended December 31, 2024 to Mr Luca de Meo, Chief Executive Officer

Explanation

The **eighteenth resolution** proposes to the Annual General Meeting to approve, in accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, the fixed, variable and exceptional components of the overall compensation and all benefits of any kind paid or awarded during the financial year ended December 31, 2024, to Mr. Luca de Meo, Chief Executive Officer, in compliance with the compensation policy approved by the Annual General Meeting of May 16, 2024.

These components are presented in the Company's report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, included in chapter 3.2.2.2 of the Company's 2024 Universal Registration Document and summarized in section V. "Compensation of directors and corporate officers" of this Notice of Meeting.

The payment of the variable components of the Chief Executive Officer's compensation for the 2024 financial year is subject to this eighteenth resolution being approved.

Eighteenth resolution: Approval of the fixed and variable components of the overall compensation and benefits of any kind paid during or awarded for the financial year ended December 31, 2024 to Mr. Luca de Meo, Chief Executive Officer

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, in accordance with the provisions of Article L. 22-10-34 II. of the French Commercial Code, the fixed, variable and exceptional components of the overall compensation and the benefits of any kind paid during the year ended December 31, 2024 or awarded for that year to Mr. Luca de Meo, Chief Executive Officer, as described in chapter 3.2.2.2 of the Company's 2024 Universal Registration Document.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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NINETEENTH RESOLUTION

Approval of the compensation policy of the Chairman of the Board of Directors for the 2025 financial year

Explanation

In accordance with the provisions of Articles L. 22-10-8 and R. 22-10-14 of the French Commercial Code, the **nineteenth resolution** proposes to the Annual General Meeting to approve the compensation policy of the Chairman of the Board of Directors for the 2025 financial year.

The principles and criteria of this policy were set by the Board of Directors on February 19, 2025, upon recommendation of the Governance and Compensation Committee.

The compensation policy of the Chairman of the Board of Directors for 2025 is described in the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, included in chapter 3.2.4.1 of the Company's 2024 Universal Registration Document and summarized in section V. "Compensation of directors and corporate officers" of this Notice of Meeting.

It is specified that if the resolution is rejected by the Annual General Meeting, the previous compensation policy for the Chairman of the Board of Directors approved by the Annual General Meeting of May 16, 2024, will continue to apply pursuant to the provisions of paragraph II of Article L. 22-10-8 of the French Commercial Code.

Nineteenth resolution: Approval of the compensation policy of the Chairman of the Board of Directors for the 2025 financial year

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to the provisions of Article L. 22-10-8 II. of the French Commercial Code, the compensation policy of the Chairman of the Board of Directors for the 2025 financial year, as set out in chapter 3.2.4.1 of the Company's 2024 Universal Registration Document.

TWENTIETH RESOLUTION

Approval of the compensation policy of the Chief Executive Officer for the 2025 financial year

Explanation

In accordance with the provisions of Articles L. 22-10-8 and R. 22-10-14 of the French Commercial Code, the **twentieth resolution** proposes to the Annual General Meeting to approve the compensation policy of the Chief Executive Officer for the 2025 financial year.

The principles and criteria of this policy were set by the Board of Directors on February 19, 2025, upon recommendation of the Governance and Compensation Committee.

The compensation policy of the Chief Executive Officer for 2025 is described in the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, included in chapter 3.2.4.2 of the Company's 2024 Universal Registration Document and summarized in section V. "Compensation of directors and corporate officers" of this Notice of Meeting.

It should be noted that:

- if this twentieth resolution is rejected by the Annual General Meeting, the previous compensation policy for the Chief Executive Officer approved by the Annual General Meeting of May 16, 2024, will continue to apply pursuant to the provisions of paragraph II of Article L. 22-10-8 of the French Commercial Code; and
- the payment of the variable and exceptional components of the Chief Executive Officer's compensation for the 2025 financial year will be subject to the subsequent approval by an Annual General Meeting of fixed, variable and exceptional components of the overall compensation and the benefits of any kind paid in or awarded for the 2025 financial year to the Chief Executive Officer.

Twentieth resolution: Approval of the compensation policy of the Chief Executive Officer for the 2025 financial year

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to the provisions of Article L. 22-10-8 II. of the French Commercial Code, the compensation policy of the Chief Executive Officer for the 2025 financial year, as set out in chapter 3.2.4.2 of the Company's 2024 Universal Registration Document.

TWENTY-FIRST RESOLUTION

Approval of the compensation policy of the directors for the 2025 financial year

Explanation	<p>In accordance with the provisions of Articles L. 22-10-8 and R. 22-10-14 of the French Commercial Code, the twenty-first resolution proposes to the Annual General Meeting to approve the compensation policy of the Company's directors for the 2025 financial year.</p> <p>The principles and criteria of this policy were set by the Board of Directors on February 19, 2025, upon recommendation of the Governance and Compensation Committee.</p> <p>This compensation policy of the directors for 2025 is described in the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, included in chapter 3.2.4.3 of the Company's 2024 Universal Registration Document and summarized in section V. "Compensation of directors and corporate directors" of this Notice of Meeting.</p> <p>It should be noted that if this twenty-first resolution is rejected by the Annual General Meeting, the previous compensation policy of the directors approved by the Annual General Meeting of May 16, 2024, will continue to apply pursuant to the provisions of paragraph II of Article L. 22-10-8 of the French Commercial Code.</p>
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Twenty-first resolution: Approval of the compensation policy of the directors for the 2025 financial year

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the elements of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to the provisions of Article L. 22-10-8 II. of the French Commercial Code, the compensation policy of the directors for the 2025 financial year, as set out in chapter 3.2.4.3 of the Company's 2024 Universal Registration Document.

TWENTY-SECOND RESOLUTION

Authorization granted to the Board of Directors to trade in the Company shares

Explanation	<p>During the 2024 financial year, the Company used two successive resolutions to trade in its own shares, with the aim of promoting the Renault share (liquidity contract) and allocating shares to employees:</p> <ul style="list-style-type: none"> the authorization granted by the Annual Shareholders' Meeting of May 11, 2023, to carry out transactions between January 1 and May 16, 2024, then the authorization granted by the Annual General Meeting of May 16, 2024 to carry out transactions between May 17 and December 31, 2024. <p>Altogether, the Company carried out the following transactions in its own shares during the 2024 financial year:</p> <ul style="list-style-type: none"> Under the liquidity contract with Exane BNP Paribas, it bought 3,421,390 shares and sold 3,469,415 shares; To cover the free share allocation and employee share ownership plans, it bought back 1,451,120 shares in May, 1,448,880 shares in June and 900,000 shares in October (i.e., a total of 3,800,000 shares purchased in 2024). <p>As at December 31, 2024, the Company held 5,819,889 shares, representing 1.97% of the capital, distributed as follows:</p> <ul style="list-style-type: none"> 5,796,286 shares allocated to the objective of "hedging employee share allotment plans"; and 23,603 shares allocated to the "liquidity stimulation" objective under the liquidity contract. <p>Treasury shares carry neither dividend nor voting rights.</p> <p>Transactions carried out by the Company on its own shares during the 2024 financial year are detailed in section 6.2.5.3 of the Company's 2024 Universal Registration Document.</p> <p>The twenty-second resolution proposes to the Annual General Meeting to renew the authorization granted to the Board of Directors by the Annual General Meeting of May 16, 2024, to trade in the Company shares for a maximum period of 18 months, replacing the authorization granted at the previous Annual General Meeting.</p> <p>This authorization would enable the Company to implement a share buyback program up to a limit of 10% of the share capital, i.e. 29,572,228 shares as of December 31, 2024, under the following conditions:</p> <ul style="list-style-type: none"> maximum purchase price of €100 per share (excluding acquisition costs), it being specified that in the event of a transaction affecting the Company's share capital, this price will be adjusted accordingly; maximum amount of funds intended for the implementation of the buyback program of €2,957,222,800, it being specified that in the event of a transaction affecting the Company's share capital, this amount would be adjusted accordingly. implementation of the share buyback program at any time and by any means, within the limits authorized by the legal and regulatory provisions in force during the period of validity of the share buyback program, it being specified that from the date of filing by a third party of a public offer for the Company's securities and until the end of the offer period, the Board of Directors may not use this authorization, and the Company will not have the possibility of continuing to conduct a share buyback program, except in the event of prior authorization granted by the Annual General Meeting.
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Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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The objectives of the share buyback program subject to this authorization are detailed in the resolution submitted to the vote of the Annual General Meeting.

In accordance with article L.225-210 of the French Commercial Code, the Company may not hold either directly or through an intermediary acting in its own name but on the Company's behalf, more than 10% of the total of its own shares, nor more than 10% of any specific class of shares.

The Board of Directors will inform the Annual General Meeting to be held in 2026 to approve the financial statements for the year ending December 31, 2025 of the transactions carried out in application of this resolution.

Twenty-second resolution: Authorization granted to the Board of Directors to trade in the Company shares

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, after having reviewed the Board of Directors' report:

1. authorizes the Board of Directors, with the power to subdelegate, in accordance with legislative and regulatory conditions, pursuant to the provisions of Articles L. 22-10-62 *et seq.* of the French Commercial Code, to acquire or have acquired, in one or several occasions and at such times as it shall determine, a number of shares in the Company that may not exceed 10% of the total number of shares comprising the share capital, at any time whatsoever.

These transactions may be carried out at any time, in accordance with applicable regulations, except during public bid for the Company's shares.

This percentage shall apply to a number of shares adjusted, where appropriate, based on the transactions that may affect the share capital after this Annual General Meeting.

The acquisitions made by the Company may not, under any circumstances, cause the Company to hold more than 10% of the shares forming its share capital at any time whatsoever.

2. resolves that this authorization may be used to:
 - i. provide liquidity and foster the Company's security market through an investment service provider acting independently within the scope of a liquidity agreement complying with the market practice permitted by the French *Autorité des marchés financiers*.
 - ii. allot shares to executive officers and employees of the Company and other Group entities, particularly within the scope of (i) profit-sharing; (ii) any Company stock option plan within the scope of the provisions of articles L.225-177 *et seq.* and L.22-10-56 of the French Commercial Code; (iii) any savings plan in accordance with the provisions of articles L.3332-1 *et seq.* of the French Labour Code; or (iv) any free share allotments within the scope of the provisions of articles L.225-197-1 *et seq.* and L. 22-10-59 of the French Commercial Code, and perform any hedging transactions relating to such transactions, under the conditions laid down by the market authorities and at the times considered appropriate by the Board of Directors or the person acting on delegation of the Board of Directors;
 - iii. hand over the Company shares at the time of exercise of the rights attached to securities granting the right, directly or indirectly, by redemption, conversion, exchange, presentation of a note or in any other way to the allotment of Company shares within the scope of the regulations in force, and to perform any hedging transactions relating to such transactions, under the conditions laid down by the market authorities and at the times considered appropriate by the Board of Directors or the person acting on delegation of the Board of Directors;
 - iv. cancel all or some of the securities thus purchased, provided that the twenty-third resolution of this Shareholders' Meeting, or any resolution alike, is adopted;
 - v. implement any market practice which would become permitted by the French *Autorité des marchés financiers* and, more generally, perform any transaction complying with the regulations in force.
3. resolves that the maximum unit purchase price may not exceed a hundred euros (€100) per share, excluding costs. However, in the event of transactions on the Company capital, particularly a change in the nominal value of the share, a share capital increase by capitalizing reserves followed by the creation and free allotment of shares, a division or regrouping of securities, the Board of directors may adjust the aforesaid maximum purchase price to take into account the effect of these transactions on the value of the Company share;
4. resolves that the acquisition, sale or transfer of these shares may be made and paid for by any means authorized by the regulations in force, on a regulated market, on a multilateral trading system, with a systematic internalizer or over the counter, particularly by block acquisition or sale, by recourse to options or other derivative financial instruments, or to notes or, more generally, to securities granting the right to Company shares, at times considered appropriate by the Board of Directors;

5. resolves that the Board of Directors shall have all powers, with the power of sub-delegation under the legal and regulatory conditions, so that, complying with the applicable legal and regulatory provisions, to make permitted allotments and, where appropriate, reallocations of shares bought back with a view to one of the aims of the program for one or more of its other aims or for the transfer thereof, on or off the market.

All powers shall consequently be conferred on the Board of directors, with the power of sub-delegation under the legislative and regulatory conditions, to implement this authorization, to state the terms thereof if necessary and to establish the procedures under the legislative conditions and those of this resolution, and in particular to place all trading orders, conclude all agreements, particularly for keeping records of purchases and sales of shares, make all declarations to the French *Autorité des marchés financiers* or any other competent authority, draw up any information document, fulfil all formalities and, in general, take all necessary measures.

The Board of directors shall inform the Annual General Meeting, under the legal conditions, of the transactions performed under this authorization.

6. resolves that this authorization, which cancels and replaces the one granted by the nineteenth resolution of the Annual General Meeting of May 16, 2024, is granted for a period of eighteen (18) months as from this Annual General Meeting.

Extraordinary General Meeting

TWENTY-THIRD RESOLUTION

Authorization granted to the Board of Directors to reduce the Company's share capital by cancelling treasury shares

Explanation

The **twenty-third resolution** proposes to the Annual General Meeting to authorize the Board of Directors to cancel shares acquired within the Company share buyback program by reducing the share capital, within the legal limit of 10% of the share capital for each 24-month period.

This authorization would be valid for a period of 18 months and would replace the one granted by the Annual General Meeting of May 16, 2024.

It is specified that the Board of Directors did not cancel any Company shares in the financial year ended December 31, 2024.

Twenty-third resolution: Authorization granted to the Board of Directors to reduce the Company's share capital by cancelling treasury shares

The Annual General Meeting, voting under the conditions of quorum and majority required for extraordinary general meetings, and after having reviewed the Board of Directors' report and the Statutory Auditors' special report:

1. authorizes the Board of Directors, with the power of sub-delegation under the legal and regulatory conditions pursuant to the provisions of article L. 22-10-62 of the French Commercial Code, to:
 - i. cancel, on its sole decision, in one or several occasions, up to a limit of 10% of the amount of the share capital existing at the date of cancellation (i.e. adjusted on the basis of the transactions performed on the share capital since the adoption of this resolution), per 24-month period, all or some of the shares acquired by the Company under a share buy-back program authorized by the shareholders;
 - ii. correlatively reduce the share capital and allocate the difference between the buy-back price of the cancelled shares and their nominal value to the available premiums and reserves of its choice, including on the legal reserve within the limit of 10% of the capital reduction carried out;
2. grants all powers on the Board of Directors, with the power of sub-delegation under the legal and regulatory conditions, to set the final amount of the reductions in capital within the limits provided by law and this resolution, to set the procedure therefor, to acknowledge the execution thereof, and to perform any measures, formalities or declarations with a view to finalizing any reductions in capital that may be made under this authorization and to amend the bylaws accordingly;
3. resolves that this authorization, which cancels and replaces the one granted by the twentieth resolution of the Annual General Meeting of May 16, 2024, is granted for a period of eighteen (18) months as from this Annual General Meeting.

Ordinary General Meeting

TWENTY-FOURTH RESOLUTION

Power to carry-out formalities

Explanation

The **twenty-fourth resolution** is a standard resolution relating to the granting of the necessary powers to carry out the public announcements and legal formalities subsequent to the Annual General Meeting.

Twenty-fourth resolution: Power to carry out formalities

The Annual General Meeting grants all powers on the bearer of an original or a copy or excerpt of the minutes of this Annual General Meeting to carry out all filing and publications formalities required by law.

III. Renault in 2024

Key figures

	2024	2023	Change
Worldwide Group registrations (million vehicles)	2,265	2,236	+1.3%
Group revenue (€ million)	56,232	52,376	+3,856
Group operating profit (€ million)	4,263	4,117	+146
(% revenues)	7.6%	7.9%	-0.3 pts
Group operating income (€ million)	2,576	2,485	+91
Contribution from associated companies (€ million)	-521	880	-1,401
o/w Nissan (€ million)	-483	797	-1,280
Net income (€ million)	891	2,315	-1,424
Net income, Group share (€ million)	752	2,198	-1,446
Earnings per share (€)	2.76	8.11	-5.35
Automotive operational free cash flow ⁽¹⁾ (€ million)	2,883	3,024	-141
Automotive net financial position (€ million)	+7,096 (as at Dec. 31, 2024)	+3,724 (as at Dec. 31, 2023)	+3,372
Sales Financing, average performing assets (€ billion)	56.0	51.2	+9.4%

(1) Automotive operational free cash flow: cash flows after interest and tax (excluding dividends received from publicly listed companies) minus tangible and intangible investments net of disposals +/- change in the working capital requirement.

2024 results: Solid growth, record operating profit and net cash

Financial guidance exceeded

- **Record profitability and cash generation, exceeding 2024 FY financial guidance:**
 - **Group revenue:** €56.2bn, +7.4% and +9.0% at constant exchange rates¹ vs 2023. This robust performance is driven by our complementary auto brands, all 3 of which delivered growth
 - **Historical Group operating profit** in absolute value at €4.3bn (+€146m vs. 2023 and +15% growth when excluding HORSE impacts²), 7.6% of revenue
 - **Net income – Group share:**
 - €2.8bn (excluding a total of -€2.0bn of Nissan's impacts related to capital loss on Nissan's shares disposals, Nissan's contribution and partial impairment of investment in Nissan)³, +21% vs 2023
 - Reported net income – Group share: €0.8bn
 - **Solid free cash flow⁴:** €2.9bn vs guidance at ≥€2.5bn, driven by a strong operational performance
 - **Record Automotive net cash financial position, almost doubled:** €7.1bn at December 31, 2024 (+€3.4bn vs December 31, 2023)
- **Solid orderbook in Europe around 2 months of forward sales**

1 In order to analyze the variation in consolidated revenue at constant exchange rates, Renault Group recalculates the revenue for the current period by applying average exchange rates of the previous period.

2 The adjustment from the impacts of HORSE operations includes the cessation of assets amortization in 2023 (12 months) and 2024 (5 months) prior to the deconsolidation on May 31, 2024 and a mark-up invoiced by HORSE since the deconsolidation (7 months in 2024).

3 Excluding -€1,527 million of capital losses on Nissan's shares disposals, +€211m of contribution from Nissan's results and -€694 million of impairment of investment in Nissan.

4 Automotive free cash flow: cash flow after interest and taxes (excluding dividends received from listed companies) less tangible and intangible investments net of disposals +/- change in working capital requirement.

Sales performances

• Complementary and growing automotive brands:

- Strong line-up renewal with 10 launches and 2 facelifts in 2024 and 7 launches and 2 facelifts to come in 2025.
- In Europe, Renault Group is on the podium of OEMs:
 - Renault brand #3 in PC+LCV⁵ and #1 in LCV⁶ in Europe, #1 in France in PC, in electric vehicles and in LCV⁶.
 - Dacia in the top 10 best-selling brands in Europe and on the podium for sales to retail customers. Sandero best-selling car across all channels.
 - Alpine sales increased +5.9% at 4,585 units in 2024, before its product offensive.

• Electrification⁷ offensive:

- Renault Group continued its electrification offensive, with a mix of electrified³ sales at 33% in Europe (+4.1 points vs. 2023), with a hybrid mix at 24% and an EV mix close to 9% in a transition year in the Group's EV line-up. The EV offensive started to be reflected in the 4th quarter, with an EV mix at 12%, almost 5 points more than the rest of the year. Renault brand posted a 49% electrified sales mix in Europe: Renault brand was #2 in hybrid (HEV) in Europe with sales up 30% at 36% mix and EV sales at 13% reaching more than 16% in Q4.
- In 2024, Renault Group confirms it achieved its CAFE targets (passenger cars and light commercial vehicles) in Europe.

• Strong focus on value:

- Sales to retail customers in Europe⁸ represent 63% of the Group sales (+21 points vs. market average) with 4 models⁹ in the top 10 of this category.
- C-segment and above at 41.3% for Renault brand in Europe (+ 15 points in 4 years).
- Residual values¹⁰ higher than in 2023, (respectively +9.1 points and + 9.5 points for Renault and Dacia in 4 years) outperforming the market in 2024.

Financial results

Operating segment contribution to Group revenue

	2024					2023					Change (%)				
	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year	Q1	Q2	Q3	Q4	Year
(€ million)															
Automotive	10,446	13,926	9,347	16,800	50,519	10,515	14,335	9,394	13,906	48,150	-0.7	-2.9	-0.5	+20.8	+4.9
Sales financing	1,246	1,309	1,340	1,749	5,644	974	1,004	1,102	1,101	4,181	+27.9	+30.4	+21.6	+58.9	+35.0
Mobility Services	15	16	14	24	69	9	12	11	13	45	+66.7	+33.3	+27.3	+84.6	+53.3
TOTAL	11,707	15,251	10,701	18,573	56,232	11,498	15,351	10,507	15,020	52,376	+1.8	-0.7	+1.8	+23.7	+7.4

5 PC + LCV: Passenger Cars + Light Commercial Vehicles.

6 Excluding pick-up trucks.

7 Includes EV, hybrid (HEV) and Plug-In hybrid (PHEV) passenger cars, excludes Mild-hybrid (MHEV).

8 France, Germany, Spain, Italy and United Kingdom.

9 Sandero, Duster, Clio and Captur.

10 For Renault brand and Dacia brand PC in France, Germany, Spain, Italy and United Kingdom.

Group revenue reached €56,232 million, up 7.4% compared to 2023. At constant exchange rates¹¹, it increased by 9.0%.

Automotive revenue stood at €50,519 million, up 4.9% compared to 2023. It included 1.4 points of negative exchange rates effect mainly related to the Argentinean peso, to the Turkish lira devaluation and to a lesser extent to the Brazilian Real. At constant exchange rates⁶, it increased by 6.3%, mainly due to the following:

- Volume: +1.3 points, in line with the increase of our registrations thanks to the growing impact of our launches and a higher restocking within the dealership network compared 2023 to secure the ongoing product offensive.

As of December 31, 2024, total inventories of new vehicles stood at 540,000 vehicles, of which 437,000 at independent dealers and 103,000 at Group level.

- Product mix: +2.7 points, in constant improvement over the year in line with the Group's recent launches (Scenic, Rafale, Duster, Symbioz, Renault 5, Koleos, Espace...) which have more than offset the negative effect from the end of life of Zoe, the continuing success of Sandero and the transition to new Master.
- Price: +0.6 points, as expected, reflecting the entry into a phase of price stabilization. Renault Group aims to offset negative currency effects by pricing actions while giving a portion of its cost reduction back to its customers mostly through content. Thereby, it further supports the competitiveness of the Group's vehicles while protecting margins.
- Geographic mix: +0.4 points.
- Sales to partners: -0.9 points, due to the decrease of new vehicles sales to partners in a transition period before the launch of new products, partially offset by R&D billings to partners in line with the ramp-up of common projects.
- Other: +2.2 points, primarily related to the strong performance of parts and accessories..

Operating segment contribution to group operating profit

(€ million)	2024	2023	Change
Automotive	2,996	3,051	-55
% of division revenues	5.9%	6.3%	-0.4 pts
Sales financing	1,295	1,101	+194
Mobility Services	-28	-35	+7
TOTAL	4,263	4,117	+146
% of Group revenues	7.6%	7.9%	-0.3 pts

The **Group** posted a **record operating profit** in absolute value at €4,263m, up €146m vs. 2023. It represented 7.6% of revenue.

Adjusted from the impacts of HORSE operations¹² the Group operating margin increased by 15% in absolute value and by 0.5 points from 6.9% in 2023 to 7.4% in 2024.

Automotive operating margin stood at 5.9% of Automotive revenue or €2,996m compared to €3,051 million in 2023. This evolution was mainly explained by the following:

- A positive impact of foreign exchange of +€143 million, mostly attributable to the impact of the Turkish lira devaluation on production costs.
- A flat volume effect of +€4 million, the positive impact of Group sales being offset by lower sales to partners.
- Price/mix/enrichment and costs effects represented together a positive impact of €325 million. Price/mix/enrichment effect was negative by -€467 million and costs were reduced by €792 million thanks to a strong purchasing performance and to a lesser extent to a raw materials tailwind.

11 In order to analyze the variation in consolidated revenue at constant exchange rates, Renault Group recalculates the revenue for the current period by applying average exchange rates of the previous period.

12 The adjustment from the impacts of HORSE operations includes the cessation of assets amortization in 2023 (12 months) and 2024 (5 months) prior to the deconsolidation on May 31, 2024 and a mark-up invoiced by HORSE since the deconsolidation (7 months in 2024).

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The Group continued to reduce its costs and to pass part of those gains to its customers to boost the competitiveness by offering attractive vehicles in terms of price and content while offsetting regulatory requirements, especially on new models and facelifts. Renault Group's strategy is to work on the combination of these two effects to improve margins.

- A negative effect of R&D of -€115 million: the increase in gross R&D spendings and the lower capitalization rate in 2024 compared to 2023 (-7.4 points) were only partially offset by R&D billings to partners, and lower amortization of capitalized R&D expenses.
- A negative impact of SG&A, which increased by €177 million, mainly driven by an increase of marketing costs related to the brands' offensives and motorsport activities.
- The "others" item was positive at +€157 million thanks to the strong performance of the aftersales business.
- Prior to deconsolidation, HORSE was under the IFRS 5 assets held for sale accounting treatment and therefore, amortization of its assets had been suspended. Since HORSE was deconsolidated on May 31st, 2024, invoices paid to HORSE by Renault Group include the cost of amortization again as well as HORSE's mark up. The cumulated effect of these 2 elements represented a negative impact on the bridge of the operating margin of -€55 million for the month of June and -€330 million in H2, or -€385 million for the full year.

The contribution of **Mobilize Financial Services** (Sales Financing) to the Group's operating margin reached €1,295 million versus €1,101 million in 2023 mainly thanks to the continuous strong growth of the customer financing activity as well as the non-repetition of a -€84 million negative impact of swaps valuation observed in 2023.

Mobility Services contribution to the Group's operating profit increased by €7 million versus 2023 at -€28 million in 2024.

Automotive operational free cash flow

(€ million)	2024	2023	Change
Cash flow after interest and tax (excluding dividends received from Nissan and Mobilize Financial Services)	+4,260	+4,389	-129
Dividends received from Mobilize Financial Services	+600	+600	-
Change in the working capital requirement	+844	+637	+207
Tangible and intangible investments net of disposals	-2,915	-2,632	-283
Leased vehicles and batteries	+94	+30	+64
Automotive operational free cash flow	+2,883	+3,024	-141

The **Automotive operational free cash flow** was positive at +€2,883 million, resulting from the following elements:

- cash flow after interest and tax (excluding dividends received from publicly listed companies) of +€4,260 million, including €379 million restructuring costs (vs €496 million in 2023);
- a dividend from Mobilize Financial Services of €600 million (stable vs. 2023);
- a positive change in the working capital requirement of +€844 million;
- property, plant and equipment and intangible investments net of disposals of -€2,915 million, including asset sales for an amount of €94 million (vs €282 million in 2023);
- investments related to vehicles with buy-back commitments for +€94 million, versus +30 million in 2023.

Change in automotive net financial position (€ million)

Automotive net financial position at December 31, 2023	+3,724
2024 operational free cash flow	+2,883
Dividends received	+142
Dividends paid to Renault's shareholders and minority shareholders	-631
Financial investments and others	+978
Automotive net financial position at December 31, 2024	+7,096

The Automotive net financial position stood at a record level of €7,096 million on December 31, 2024, compared to €3,724 million on December 31, 2023, an improvement of €3,372 million. This increase was driven by the strong free cash flow, a positive impact of HORSE operations (€1,058 million of which €324 million from the 10% stake sale to Aramco), cash received from the disposal of Nissan's shares (€852 million), dividends received from Nissan (€142 million). It was partly offset by dividends paid to shareholders for €631 million (of which €540 million of dividend paid by Renault SA to its shareholders), financial investments for €478 million, of which €260 million in Flexis SAS, and -€454 million of other effects mainly related to treasury stock and IFRS16 impact.

Automotive net financial position

(€ million)	Dec. 31, 2024	Dec. 31, 2023
Non-current financial liabilities	-5,574	-8,044
Current financial liabilities	-4,580	-3,920
Non-current financial assets - other securities, loans and derivatives on financial operations	+718	+300
Current financial assets	+1,183	+923
Cash and cash equivalents	+15,349	+14,465
Automotive net financial position	+7,096	+3,724

The **Automotive** segment's liquidity reserves stood at €18.5 billion as at December 31, 2024. These reserves consisted of:

- €15.3 billion in cash and cash equivalents reduced by 0.1 billion in third-party cash;
- €3.3 billion in undrawn confirmed credit lines.

At December 31, 2024, Mobilize Financial Services (ex RCI Banque) had available liquidity of €13.5 billion, consisting of:

- €4.4 billion in undrawn confirmed credit lines;
- €4.5 billion in central-bank eligible collateral;
- €4.5 billion in high quality liquid assets (HQLA);
- €0.2 billion in available cash.

Dividend

The proposed dividend for the financial year 2024 is **€2.20 per share, up 19%** versus last year (+€0.35 per share). The payout ratio is 21.5% of Group consolidated net income – parent share¹³. It would be paid fully in cash and will be submitted for approval at the Annual General Meeting on April 30, 2025. The ex-dividend date is scheduled on May 8, 2025 and the payment date on May 12, 2025.

¹³ Excluding -€1,527m of capital loss on Nissan's shares disposal and -€694m of impairment of investment in Nissan.

Dividend payout calculation

	2023	2024
Net income, Group share (€m)	2,198	752
Capital loss on Nissan shares disposal (€m)	880	1,527
Partial impairment of investment in Nissan (€m)	-	694
Net income adjusted, Group share	3,078	2,973
Dividend by share (€)	1.85	2.20 ⁽¹⁾
<i>Variation vs. previous year</i>	-	+18.9%
Dividend paid or to be paid by Renault SA (€m)	540 ⁽²⁾	638 ⁽³⁾
Payout ratio	17.5%	21.5%

(1) FY 2024 dividend pending Shareholders' General Meeting approval on April 30, 2025.

(2) Paid in 2024 for FY 2023.

(3) Estimate based on number of shares as of Dec. 31, 2024, to be paid in 2025 pending Shareholders' General Meeting approval.

2025 financial Outlook

In a market still marked by uncertainty on demand and regulatory constraints, Renault Group will benefit in 2025 from full year impact of 2024 launches and 2025 product offensive, combined with the acceleration of cost reduction. They will be the drivers of operational performance and sound cash generation.

In 2025, considering market uncertainties especially due to CO₂ emissions regulation impact in Europe (CAFE), Renault Group is aiming to achieve:

- **A Group operating margin ≥7%** (it includes around 1 point of estimated CAFE negative impact).
- **A free cash flow ≥ €2bn** including €150m of Mobilize Financial Services (MFS) dividend (versus €600m in 2024).

MFS dividend policy is based on a minimum level of equity to keep complying with both the European Central Bank and the credit rating agencies solvency ratios. Therefore, MFS pay-out ratio depends on the level of financing outstandings and equity. **Financing outstandings have strongly increased in 2024 due to the increase of business and to the sharp rise in average vehicle prices, leading MFS to consider a dividend of €150m. From next year, MFS dividends will rise again to return to a level in line with historical average (subject to regulatory and MFS board approvals).**

Change in shareholder's equity

Shareholder's equity was up by €468 million to €31,102 million.

In euros	2020	2021	2022	2023	2024
Earnings per share	-29.51	+3.26	-1.30	8.11	2.76
Earnings per share of continuing operations - parent-company shareholders' share	/	1.92	6.01	8.11	2.76
Earnings per share of discontinued operations - parent-company shareholders' share	/	1.33	-7.31	/	/
Net dividend per share	0 ⁽¹⁾	0 ⁽²⁾	0.25	1.85	2.20 ⁽³⁾

(1) On February 18, 2021, Renault's Board of Directors decided not to propose the distribution of a dividend, which was approved by the General Meeting of April 23, 2021 (3rd resolution).

(2) At its meeting of February 17, 2022, the Board of Directors of Renault decided to not propose to pay a dividend, which was approved by the Annual General Meeting of May 25, 2022 (3rd resolution).

(3) Subject to the vote of the Annual General Meeting of April 30, 2025.

S.A. five-year financial highlights

(in euro million)	2020	2021	2022	2023	2024
Year-end financial position					
Share capital	1,127	1,127	1,127	1,127	1,127
Number of shares and investment certificates outstanding	295,722,284	295,722,284	295,722,284	295,722,284	295,722,284
Overall income from operations					
Turnover excluding taxes					
Income before tax, amortization, depreciation and provisions ⁽¹⁾	(212)	464	186	798	603
Income tax	100	123	148	155	178
Income after tax, amortization, depreciation and provisions	(139)	538	364	926	781
Dividends paid				73	540
Earnings per share in Euros					
Earnings before tax, amortization, depreciation and provisions ⁽¹⁾	(0.72)	1.57	0.63	2.70	2.04
Earnings after tax, amortization, depreciation and provisions	(0.47)	1.82	1.23	3.13	2.64
Net dividend	0.00	0.00	0.25	1.85	2.20
Employees⁽³⁾					

(1) Provisions are those recorded during the year, less reversals and applications.

(2) Based on the average number of shares at year end.

(3) No employees.

Shareholders and stock market

Breakdown of the share capital and exercisable voting rights as of December 31, 2024 ⁽¹⁾

	31/12/2024		
	Number of shares held	% of capital	% of voting rights
French State	44,387,915	15.01%	22.47%
Nissan Finance Co., Ltd. ⁽²⁾	44,358,343	15.00%	22.45%
Employees ⁽³⁾	16,643,088	5.63%	6.59%
Treasury shares ⁽⁴⁾	5,819,889	1.97%	-
Public	184,513,049	62.39%	48.49%
TOTAL	295,722,284	100.00%	100.00%

(1) For further details, please see chapter 6.2.6.1 of the Company's 2024 Universal Registration Document.

(2) The entry into force on 8 November 2023 of the New Alliance Agreement entered into between Renault S.A. and Nissan Motor Co., Ltd. on 26 July 2023, as amended on 7 November 2023 (the "New Alliance Agreement"), did not change the level of ownership of Nissan Finance Co., Ltd. in the share capital of Renault S.A., which remains at 15%. However, in accordance with the New Alliance Agreement, the exercisable voting rights attached to the Renault S.A. shares held by Nissan are now contractually capped at 15% of the total exercisable voting rights in Renault S.A. with the possibility for Nissan to freely exercise its voting rights within this limit.

(3) In accordance with Article L. 225-102 of the French Commercial Code, the employee share ownership included in this category corresponds to (i) shares held by current and former employees under the company savings plan, mainly through company investment funds (FCPE) and (ii) registered shares held directly by employees receiving free share allocations since the 2016 allocation plan.

(4) Including shares held under the liquidity contract implemented by the Company since 1 July 2022. Treasury shares have no voting rights.

Renault share price performance over the last five years



Shareholder Renault advisory committee

The Committee ensures the quality and transparency of the information delivered to shareholders. It evaluates the quality of Renault's communication to its shareholders, with a view to making improvements and innovations.

IV. Governance of Renault

Presentation of the Board of Directors (as of March 1, 2025)

The composition of the Board aims to achieve a balance between professional experience, qualifications, independence and ethics, together all while ensuring a balanced representation of women/men and a diversity of recruitment consistent with the Group's international dimension.



* Lead independent Director

Specialised Committees

Governance and Compensation Committee

4 members

66.7%

Independent⁽²⁾

Audit and Risks Committee

7 members

66.7%

Independent⁽²⁾

Strategy and Sustainability Committee

6 members

50%

Independent⁽²⁾

(1) Excluding the directors representing employees and the director representing employee shareholders but including Jean-Dominique Senard.

(2) Excluding the directors representing employees and the director representing employee shareholders.

Presentation of the Leadership Team



1. **de MEO Luca**, CEO, Renault Group, CEO AMPERE
2. **CAMBOLIVE Fabrice**, CEO, Renault brand
3. **CHARVET Thierry**, Chief Industry/Quality Officer, Renault Group
4. **de FICCHY Gianluca**, CEO, Mobilize,
Chairman of the Board of Directors of RCI Banque S.A.
5. **de PELLEPORT Quitterie**, Chief Legal Officer, Renault Group
6. **HAAK Guido**, Chief Programme Officer, Renault Group
7. **KRIEF Philippe**, CEO, Alpine, CEO, Alpine Racing S.A.S. &
Chairman, Alpine Racing Ltd; Chief Technology Officer,
Renault Group
8. **LAFORGE Bruno**, Chief Human Resources and Organisation
Officer, Renault Group
Arrival planned on April 1st, 2025
9. **LE VOT Denis**, CEO, Dacia, Chief Supply Chain Officer
10. **MINTO Duncan**, Chief Financial Officer, Renault Group
11. **PROVOST François**, Chief of Procurement,
Partnerships and Public Affairs Officer, Renault Group
12. **RECASENS Josep-Maria**, Chief Strategy Officer, Renault Group
13. **SARLAT-DEPOTTE Véronique**, Chief Alliance Transformation
Officer
14. **THOMASSON Céleste**, Chief Audit & Risks Officer, Renault Group
15. **VAN DEN ACKER Laurens**, Chief Design Officer, Renault Group
16. **VINCENT Frédéric**, Chief ISIT/Digital Officer, Renault Group

16
members

19%
of women

7
nationalities

Changes in the composition of the Board of Directors

Following the employee representative elections held in October 2024:

- The offices of Messrs. Frédéric Barrat and Eric Personne as directors ended on November 7, 2024;
- Mr. Sébastien Jacquet and Mr. Eric Vidal have been appointed as directors representing employees as of November 8, 2024;
- Mr. Richard Gentil's term of office as director representing employees was renewed for a four years term.

At its meeting on 19 February 2025, the Board of Directors took note of:

- the end of the term of office of Ms. Marie-Annick Darmaillac at the end of the Annual General Meeting to be held on April 30, 2025 and her wish not to seek the renewal of her term of office;
- the decision of Ms. Catherine Barba to end her term of office as a director early at the end of the Annual General Meeting to be held on April 30, 2025, in view of the evolution of her various professional commitments; and
- the decision of Mr. Joji Tagawa to end his term as a director early at the end of the Annual General Meeting to be held on April 30, 2025.

The Board of Directors has therefore decided on the recommendation of the Governance and Compensation Committee, to propose the following resolutions to the Annual General Meeting to be held on April 30, 2025 concerning the composition of the Board:

- the renewal of the term of office of Ms. Miriem Bensalah-Chaqroun as an independent director,
- the renewal of the term of office of Mr. Bernard Delpit as an independent director,
- the appointment of Ms. Anne-Laure de Chamard as an independent director; and
- the appointment of Ms. Armelle de Madre as an independent director.

The Board of Directors also decided to submit the following resolutions to the vote of the Annual General Meeting to be held on April 30, 2025:

- on the proposal of the French State, the appointment of Ms. Constance Maréchal-Dereu as a director replacing Mr. Thomas Courbe, whose term of office expires at the end of the Annual General Meeting to be held on April 30, 2025;
- on the proposal of Nissan, the appointment of Ms. Michelle Baron as a director to replace Ms. Yu Serizawa, whose term of office expires at the end of the Annual General Meeting to be held on April 30, 2025;
- on the proposal of Nissan, the appointment of Mr. Pierre Loing as a director replacing Mr. Joji Tagawa who wished to end his term of office as a director early at the end of the Annual General Meeting to be held on April 30, 2025;
- on the proposal of the supervisory boards of the "Renault France" and "Renault International" FCPes, the renewal of the term of office of Mr. Noël Desgrippes as the director representing employee shareholders (with Ms. Laetitia Meurant as substitute).

At the end of the Annual General Meeting to be held on April 30, 2025 and subject to the approval of the resolutions submitted to the vote, the Board of Directors will be composed of 16 members and will have the following characteristics:

	Composition following the 2024 General Meeting	Composition following the 2025 General Meeting
Independence rate	58.3%	58.3%
Feminisation rate	41.7%	50%
Rate of non-French directors	41.7%	50%

Therefore:

- the independence rate of the Board of Directors will remain above that recommended by the AFEP-MEDEF Code; and
- the feminization rate will be above that required by law.

It is reminded that, pursuant to the AFEP-MEDEF Code and legal provisions, the directors representing the employees and the directors representing employee shareholders are not taken into account when calculating the independence rate and the feminization rate.

For the sake of coherence, directors representing the employees and the director representing employee shareholders are not taken into account when calculating the percentage of non-French directors.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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Board of Directors as of December 31, 2024

Personal information						Position on the Board			Membership in Board Committees		
Director	Sex	Age	Nationality	Number of shares	Independence	Initial date of appointment	Term of office expires	Length of service on the Board	CAR	GCC	SSC
Jean-Dominique Senard	M	71	French	6,690	C and ID	January 2019	2027 AGM	5 years and 11 months	M	-	-
Luca de Meo	M	57	Italian	120,037	CEO	May 2023	2027 AGM	1 year and 7 months	-	-	-
Catherine Barba	F	51	French	100	ID	June 2017	2026 AGM	7 years and 6 months	-	-	M
Miriam Bensalah-Chaqroun	F	62	Moroccan	250	ID	June 2017	2025 AGM	7 years and 6 months	M	-	-
Thomas Courbe	M	52	French	N/A	FSR	October 2018	2025 AGM	6 years and 2 months	-	-	M
Marie-Annick Darmaillacq	F	70	French	500	ID	June 2017	2025 AGM	6 years and 6 months	-	M	-
Bernard Delpit	M	60	French	2,500	ID	April 2021	2025 AGM	3 years and 8 months	C	-	-
Noël Desgrappes	M	54	French	884,25 FCPE units	DRES	April 2021	2025 AGM	3 years and 8 months	-	-	M
Pierre Fleuriot	M	70	French	500	ID	June 2018	2026 AGM	6 years and 6 months	M	C	-
Richard Gentil	M	56	French	1 share and 30,3885 FCPE units	DRE	November 2012	November 2028	12 years and 1 months	-	-	M
Sébastien Jacquet	M	47	French	88,6457 FCPE units	DRE	November 2024	November 2028	2 months	M	-	-
Yu Serizawa	F	66	Japanese	100	NR	December 2016	2025 AGM	8 years	-	-	M
Joji Tagawa	M	64	Japanese	0	NR	April 2020	2026 AGM	4 years and 8 months	M	-	-
Eric Vidal	M	53	French	52,3764 FCPE units	DRE	November 2024	November 2028	2 months	-	M	-
Annette Winkler	F	65	German	1,000	ID	June 2019	2027 AGM	5 years and 6 months	-	-	C
Alexis Zajdenweber	M	48	French	N/A	FSR	November 2022	N/A	2 year and 1 month	M	M	-

CAR: Audit and Risks Committee

GCC: Governance and Compensation Committee

SSC: Strategy and Sustainability Committee

C: Chairperson

CEO: Chief Executive Officer

M: Member

ID: Independent Director

F: Female

M: Male

DRE: Director representing employees

DRES: Director representing employee shareholders

FSR: French State Representative

NR: Nissan representative

As of December 31, 2024, the total number of Renault shares held by members of the Board of Directors was 131,551 shares, representing 0.04% of the Company's share capital.

Renewal of two independent directors

The Board of Directors, on the recommendation of the Governance and Compensation Committee, decided to propose to the Annual General Meeting to be held on April 30, 2025, the renewal of Ms. Miriem Bensalah-Chaqroun and Mr. Bernard Delpit as independent directors, for a four year term i.e. until the Annual General Meeting to be held in 2029 to approve the 2028 financial statements.



MIRIEM BENSALAH-CHAQROUN
Independent Director
Member of the Audit and Risks Committee

Birth date: November 14, 1962
Nationality: Moroccan
Date of first appointment: June 2017
Start date of current term of office: April 2021
Current term expires: 2025 AGM
Number of registered shares held: 250

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Graduate of an MBA in International Management and Finance from the University of Dallas, Texas (USA), Miriem Bensalah-Chaqroun held various positions within the Société Marocaine de Dépôt et de Crédit from 1986 to 1989 before joining the Holmarcom group (her family holding company, among the top five industrial and financial groups in Morocco) in 1989. Since then, she has been Group Director and Vice-President and Chief Executive Officer of Les Eaux Minérales d'Oulmès. As part of her professional activities, Miriem Bensalah-Chaqroun is also Chairman of the Board of Orangina Morocco and Chief Executive Officer of Oulmès Drinks Development. From 2012 to 2018, she was President of the Confédération Générale des Entreprises du Maroc, the Moroccan employers' association.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Offices and functions in Renault Group companies:

Listed companies: Director of Renault S.A. (France)

Non-listed companies: Director of Renault s.a.s (France)

Other legal entities: None

Offices and functions in companies outside of Renault Group:

Listed companies: Vice-President and Chief Executive Officer of Les Eaux Minérales d'Oulmès (Morocco)

Non-listed companies: Director of Holmarcom (Morocco)

Miriam Bensalah-Chaqroun holds several offices with non-listed subsidiaries and/or participations of Les Eaux Minérales d'Oulmès.

For the sake of clarity, these offices are not listed here.

Other legal entities: Member of the Global Investors for Sustainable Development Alliance – GISD (UN)

Member of the IE University Advisory Board, Madrid (Spain)

Director of Al Akhawayn University (Morocco)

Chairman of the Centre Euro-Méditerranéen d'Arbitrage (Morocco)

Director of Equanim SAS Société de Médiation Internationale (France)

OFFICES IN OTHER COMPANIES IN THE PAST FIVE YEARS NO LONGER HELD

Director of Suez (France) – 2022

Member of the Board and Chairman of the Audit Committee of

Bank Al Maghrib (Central Bank of Morocco, Morocco) – 2020



BERNARD DELPIT
Independent Director
Chairman of the Audit and Risks Committee

Birth date: October 26, 1964
Nationality: French
Date of first appointment: April 2021
Start date of current term of office: April 2021
Current term expires: 2025 AGM
Number of registered shares held: 2,500

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Bernard Delpit holds a degree in law and is a graduate of IEP Paris and ENA.

He began his career in 1990 at the French Treasury (Inspection Générale des Finances) and then held various positions at the Ministry of Economy and Finance.

In 2000, he joined the PSA Peugeot Citroën Group, where from 2001 he was Deputy CEO of Dongfeng Peugeot Citroën Automobiles in China, then Director of Controlling of the PSA Group in 2004.

In 2007, he became economic advisor in the staff of the French President. In 2009, he was appointed Deputy Chief Executive Officer and Chief Financial Officer of La Poste Group and then joined Crédit Agricole Group as Chief Financial Officer in 2011.

He was appointed Chief Financial Officer of the Safran Group between 2015 and 2021 and was appointed Deputy Chief Executive Officer since January 2021 to December 2021. He was the Deputy Chief Executive Officer of Groupe Bruxelles Lambert between January 1, 2022 and May 2023.

Since the 30 June 2023, Bernard Delpit is Executive vice-president and Chief Financial Officer of Alstom Group.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Offices and functions in Renault Group companies:

Listed companies: Director of Renault S.A. (France)

Chairman of the Audit & Risks Committee

Non-listed companies: Director of Renault s.a.s. (France)

Other legal entities: None

Offices and functions in companies outside of Renault Group:

Listed companies: Executive Vice Président Alstom Group (France)

Chairman and CEO of Alstom Holdings

Director of Imerys (France) - (term of office expiring at the end of the Imerys 2025 Annual General Meeting and which will not be renewed)

Non-listed companies: None

Other legal entities: None

OFFICES IN OTHER COMPANIES IN THE PAST FIVE YEARS NO LONGER HELD

Deputy chief executive of Groupe Bruxelles-Lambert (Belgium) – 2023

Member of the Board of Directors of BPI (France) – 2021

Member of the Board of Directors of Ariane Group (France) – 2021

Renewal of the director representing employee shareholders

In compliance with the Company's bylaws, the Board of Directors decided to propose to the Annual General Meeting to be held on April 30, 2025, the renewal of Mr. Noël Desgrippes, with Ms. Laetitia Meurant as substitute, as director representing employee shareholders, for a four year term i.e. until the Annual General Meeting to be held in 2029 to approve the 2028 financial statements.



NOËL DESGRIPPES

Director appointed upon proposal of the employee shareholders
Member of the Strategy and Sustainability Committee

Birth date: December 22, 1970

Nationality: French

Date of first appointment: April 2021

Start date of current term of office: April 2021

Current term expires: 2025 AGM

Number of registered shares held: 884.25 FCPE units

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Noël Desgrippes holds a degree in Electronics-Electrotechnics-Automatics and a DESS in Industrial Control and Quality Management from the University of Clermont Ferrand. After a year as a firefighter in Paris, he began his career at Renault 25 years ago in the Mechanical Engineering department as Quality Management System pilot, then in 1999 joined the Environmental department where he supervised the implementation of ISO 14001 certification on a worldwide scope of the various factories and engineering centers of the Group. He then joined the Real Estate and General Services department as Technical Secretary. After 12 years of managing a technical team, he is currently a Resident Services Control Manager.

Noël Desgrippes also holds the position of Chairman of the Supervisory Board of the Renault France FCPE.

Elected CFDT, he was secretary of the Social and Economic Council of the Renault Lardy establishment and deputy secretary of the Central Social and Economic Committee of Renault France from 2014 to 2021.

His career reflects his convictions around economic performance associated with Social, Corporate and Environmental responsibility.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Offices and functions in Renault Group companies:

Listed companies: Director of Renault S.A. (France)

Non-listed companies: Director of Renault s.a.s. (France)

Other legal entities: None

Offices and functions in companies outside of Renault Group:

Listed companies: None

Non-listed companies: None

Other legal entities: None

OFFICES IN OTHER COMPANIES IN THE PAST FIVE YEARS NO LONGER HELD

None



LAETITIA MEURANT

Substitute Director representing employees shareholders

Birth date: October 4, 1988

Nationality: French

Date of first appointment: N/A

Start date of current term of office: N/A

Current term expires: N/A

Number of registered shares held: N/A

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Laetitia Meurant has a degree in commerce and a professional highschool diploma from Lycée André Lurçat of Maubeuge.

After 10 years in sales, she started her career at Renault 4 and a half years ago, in the assembly department at Ampere Electricity Maubeuge.

Laetitia Meurant is a CFDT elected representative. She is a union delegate and CSE representative at the Ampere Electricity Maubeuge site.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Offices and functions in Renault Group companies:

Listed companies: None

Non-listed companies: None

Other legal entities: None

Offices and functions in companies outside of Renault Group:

Listed companies: None

Non-listed companies: None

Other legal entities: None

OFFICES IN OTHER COMPANIES IN THE PAST FIVE YEARS NO LONGER HELD

None

Appointment of two independent directors

The Board of Directors, on the recommendation of the Governance and Compensation Committee, decided to propose to the Annual General Meeting of April 30, 2025 the appointment of Ms. Anne-Laure de Chamnard and Ms. Armelle de Madre as independent directors, for a four year term, i.e. until the Annual General Meeting to be held in 2029 to approve the 2028 financial statements.



ANNE-LAURE DE CHAMNARD
Independent Director

Birth date: June 8, 1982
Nationality: French
Date of first appointment: April 2025
Term expires: 2029 AGM
Number of shares held: 1,000

BIOGRAPHY - PROFESSIONAL EXPERIENCE

Anne-Laure de Chamnard is a member of the Management Board of Siemens Energy. Based in Berlin, Germany, she is Executive Vice President in charge of the Europe and Asia-Pacific regions of the group, and the global "Transformation of Industries" division, which develops energy technologies to support industrial companies in their decarbonization (electrification, digitalization, green hydrogen). She began her career in the United States as a strategy consultant at the Boston Consulting Group, then in France, in charge of public-private transport infrastructure partnerships at the Ministry of Energy and the Environment. In 2014, she joined the Bureau Veritas group and became CEO of Bureau Veritas Construction in 2016. She joined ENGIE in 2019 as Director of Strategy, Innovation, Research and Technology of the Group, then was appointed CEO of ENGIE Energy Solutions International in 2021, in charge of energy efficiency and decentralized low-carbon energy production activities. A French national, Anne-Laure de Chamnard graduated from the Ecole Polytechnique, the Ecole Nationale des Ponts et Chaussées, and holds a Master of Public Affairs from Harvard University.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES	OFFICES IN OTHER COMPANIES IN THE PAST FIVE YEARS NO LONGER HELD
Offices and functions in Renault Group companies: Listed companies: None Non-listed companies: None Other legal entities: None	Director of Siemens Energy China (China) - 2024 Director of Léon Grosse (France) - 2023 Director of GRDF (France) - 2022 Director of TABREED (United Arab Emirates) - 2022 Chairman of the Supervisory Board of ENGIE Deutschland (Germany) - 2022 Chairman of the Board of Directors, ENGIE Italia (Italy) - 2022 Chairman of the Board of Directors, ENGIE Espana (Spain) - 2022 Director of ENGIE South East Asia (Singapore) - 2022 Director of TRACTEBEL Engineering (Belgium) - 2021 Director of Aéroport Marseille Provence (France) - 2021
Offices and functions in companies outside of Renault Group: Listed companies: Member of the Executive Board of Siemens Energy AG (Germany) Non-listed companies: Member of the Management Board of Siemens Energy Management GmbH (Germany) Other legal entities: None	



ARMELLE DE MADRE
Independent Director

Birth date: May 2, 1970
Nationality: French and Dutch
Date of first appointment: April 2025
Term expires: 2029 AGM
Number of shares held: 0

BIOGRAPHY - PROFESSIONAL EXPERIENCE

Armelle de Madre is Operational Partner at Eurazeo, the French investment company. She began her career in 1993 at Renault as a marketing analyst. After various positions in Commerce, Headquarters and Logistics, she became HR Director of the Flins plant in 2006, then of Renault's vehicle and mechanical engineering, including the Technocentre. She joined Schneider Electric in 2010 as Director of Strategy and Social Innovation, then in 2011, the Arkadin group, a provider of Unified Communications solutions, as Vice President of HR EMEA, then HR Director. From 2019 to 2024, Armelle de Madre was HR Director of Datadog, the monitoring and data analysis platform for infrastructures, networks, and applications. Founded in 2011, listed on Nasdaq at the end of 2019, and with a market capitalization of over \$40 billion, Datadog is experiencing strong growth and has more than 6,000 employees in 30 countries. Armelle was a member of the board of directors of Thales from April 2017 to May 2023. Of French and Dutch nationalities, Armelle de Madre graduated from Columbia University, New York, and HEC, Paris.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES	OFFICES IN OTHER COMPANIES IN THE PAST FIVE YEARS NO LONGER HELD
Offices and functions in Renault Group companies: Listed companies: None Non-listed companies: None Other legal entities: None	Director of Thales (France) - 2023
Offices and functions in companies outside of Renault Group: Listed companies: None Non-listed companies: None Other legal entities: None	

Appointment of a director proposed by the French State

The Board of Directors, on the proposal of the French State, decided to propose to the Annual General Meeting of April 30, 2025 the appointment of Ms. Constance Maréchal-Dereu as a director to replace Mr. Thomas Courbe, whose term of office expires at the end of the Annual General Meeting of April 30, 2025, for a four year term, i.e. until the Annual General Meeting to be held in 2029 to approve the 2028 financial statements.



CONSTANCE MARÉCHAL-DEREU
Director appointed upon proposal of the French State

Birth date: September 14, 1985
Nationality: French
Date of first appointment: April 2025
Term expires: 2029AGM
Number of shares held: N/A

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Constance Maréchal-Dereu is Head of the Industry Department at the Direction générale des Entreprises since October 2023. She previously held the position of Chief executive officer of France Logistique since June 2020. She has also worked in several central administrations: in 2009, she joined the DGCCRF as Deputy Head of the Office of markets for products of plant origin. In 2012, she became Head of the product regulation office at the Direction générale des Entreprises. She was then Deputy Director of Aquaculture and Fisheries Economics at the Ministry of Agriculture in 2016. Finally, she served as Inspector of Finances from 2018 to 2020. A French national, Constance Maréchal-Dereu graduated from the Ecole Polytechnique and is chief engineer of bridges, waters, and forests.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Offices and functions in Renault Group companies

Listed companies: None

Non-listed companies: None

Other legal entities: None

Offices and functions in companies outside of Renault Group:

Listed companies: None

Non-listed companies: None


Other legal entities: None

OFFICES IN OTHER COMPANIES IN THE PAST FIVE YEARS NO LONGER HELD

None

Appointment of two directors proposed by Nissan

The Board of Directors, on the proposal of Nissan, decided to propose to the Annual General Meeting of April 30, 2025 the appointment of Ms. Michelle Baron and Mr. Pierre Loing as directors to replace Ms. Yu Serizawa, whose term of office expires at the end of the Annual General Meeting of April 30, 2025, and Mr. Joji Tagawa, who has decided to terminate his directorship early at the end of the Annual General Meeting of April 30, 2025, for a four year term, i.e. until the Annual General Meeting to be held in 2029 to approve the 2028 financial statements.



MICHELLE BARON
Director appointed upon proposal of Nissan

Birth date: June 6, 1967
Nationality: American
Date of first appointment: April 2025
Term expires: 2029 AGM
Number of shares held: 0

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Michelle Baron is Corporate Vice President of Global HR Management and Diversity, Equity & Inclusion at Nissan since April 2023. She began her career in 1988 at Circuit City and worked at Capgemini and Ford. She then held several positions at Visteon, from 2000 to 2008, as a multimedia controller, supplier bankruptcy manager, senior manager of manufacturing control and then controller for the interiors division at Visteon Americas and UK. In 2008, she joined Nissan as Director of Audit & Compliance for North & South America. She became Director of Product Economic Control for North & South America in 2011, Director of Monozukuri Control in 2013, Senior Director of Monozukuri Finance for North America in 2014 and Vice President of Human Resources North America in 2017. In November 2019, she became Vice President of Global Internal Audit at Nissan, and in November 2022, she was promoted to Corporate Vice President of Global HR Management. An American national, Michelle Baron holds a Bachelor of Arts in Economics from the University of North Carolina and a Master of Business Administration from Carnegie Mellon University.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Offices and functions in Renault Group companies:


Listed companies: None
Non-listed companies: None
Other legal entities: None

Offices and functions in companies outside of Renault Group:

Listed companies: None
Non-listed companies: None
Other legal entities: None

OFFICES IN OTHER COMPANIES IN THE PAST FIVE YEARS NO LONGER HELD

None



PIERRE LOING
Director appointed upon proposal of Nissan

Birth date: March 8, 1960
Nationality: French
Date of first appointment: April 2025
Term expires: 2029 AGM
Number of shares held: 0

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Pierre Loing is Director Global Special Projects since 2025, based in Nissan North America, Inc. He began his career in Renault Germany in 1988. He joined Renault Product Planning in 1990 and was then sent on assignment to Volvo USA in 1992. Pierre Loing was the Renault Product negotiator in 1998/99 during the Renault – Nissan discussions leading to the Alliance. He joined Nissan in Japan in 1999 and held several Product Planning leadership positions at first in Japan, then in Europe and in the US. During that time, he reorganized the European lineup with Qashqai and Juke and managed the launch of the 100% electric Leaf for which he was awarded a Nissan President's Award as well as the prestigious Automotive News Eurostar. In January 2016, he returned to Nissan HQ as Division General Manager of Global Product Marketing with added responsibility of Global Motorsports in 2019. He became Global Vice President of Product Planning in 2020 in charge of Nissan and Infiniti portfolio worldwide. Since April 2025, he is Director Global Special Projects, based in Nissan North America, Inc. A French national, Pierre Loing holds a masters degree in International Marketing from NEOMA Business School. He completed an Executive MBA Program at INSEAD in 1992.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Offices and functions in Renault Group companies:

Listed companies: None
Non-listed companies: None
Other legal entities: None

Offices and functions in companies outside of Renault Group:

Listed companies: None
Non-listed companies: None
Other legal entities: None

OFFICES IN OTHER COMPANIES IN THE PAST FIVE YEARS NO LONGER HELD

None

V. Compensation of directors and corporate officers

Compensation of the directors and corporate officers in 2024

Compensation of Mr. Jean-Dominique Senard as Chairman of the Board of Directors in 2024

Upon recommendation of the Governance and Compensation Committee, the compensation policy of the Chairman of the Board of Directors for the 2024 financial year was set by the Board of Directors on February 14, 2024, then approved by the Annual General Meeting on May 16, 2024 (sixteenth resolution).

This compensation policy for the Chairman of the Board of Directors consists of a fixed compensation and benefits in kind, to the exclusion of any other variable or exceptional compensation, any allocation of stock-based compensation and compensation of the directorship.

For more details on the compensation policy for the Chairman of the Board of Directors for the 2024 financial year, see chapter 3.2.4.1 of the 2023 Universal Registration Document.

The compensation components of Mr. Jean-Dominique Senard for the 2024 financial year, below, are part of the information indicated in Article L.22-10-9 I of the French Commercial Code notably including the total compensation and benefits of any kind paid in respect of their corporate office during the 2024 financial year or awarded in respect of the same financial year to all directors and corporate officers. This information will be submitted to a general vote in accordance with I of Article L.22-10-34 of the French Commercial Code during the Annual General Meeting of April 30, 2025.

Moreover, in accordance with II of Article L.22-10-34 of the French Commercial Code, the Annual General Meeting of April 30, 2025, will be asked to approve a specific resolution on the total compensation and benefits of any kind paid during the 2024 financial year or awarded in respect of the same financial year to Mr. Jean-Dominique Senard, Chairman of the Board of Directors.

Renault Group

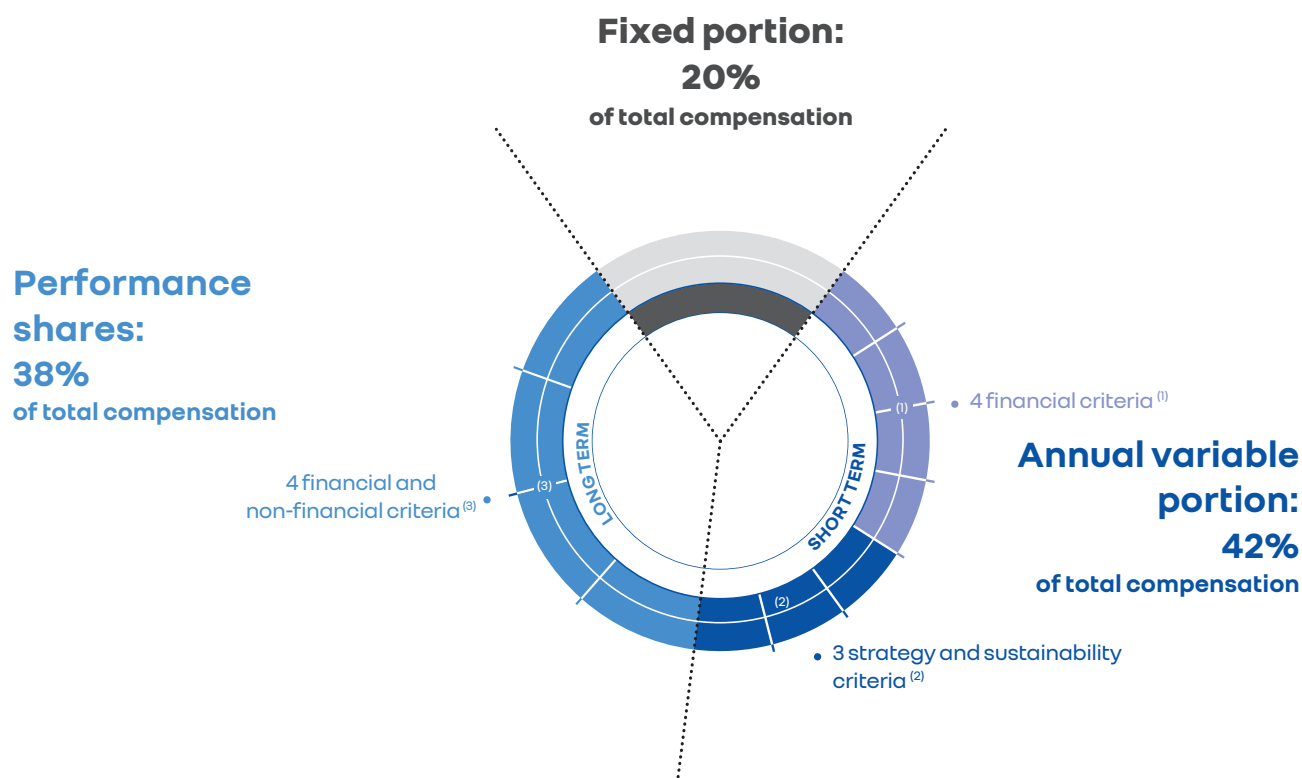
Compensation of directors and corporate officers

The table below presents the information for the specific vote on the 2024 compensation components of Mr. Jean-Dominique Senard, Chairman of the Board of Directors:

Compensation components submitted for approval	Amounts or book value in respect of the 2024 financial year	Presentation
Fixed compensation	€450,000	The Chairman of the Board of Directors received annual fixed compensation of €450,000 paid in 12 monthly instalments.
Annual variable compensation	N/A	The Chairman of the Board of Directors does not receive any annual variable compensation.
Multiyear variable compensation	N/A	The Chairman of the Board of Directors does not receive any multi-year variable compensation.
Exceptional compensation	N/A	The Chairman of the Board of Directors does not receive any exceptional compensation.
Stock options, performance shares or any other long-term benefit (stock warrants, etc.)		The Chairman of the Board of Directors does not benefit from any long-term compensation in the form of stock options or performance shares.
Compensation for directorship	N/A	The Chairman of the Board of Directors does not receive any compensation in respect of his office as a director.
Benefits of any kind	€6,966.66 (book value)	The Chairman benefited from one company and one car with driver. He benefits from the same life insurance and supplementary healthcare schemes as for employees working in France.
Termination benefit	N/A	The Chairman of the Board of Directors does not benefit from any termination benefit clause.
Top-up pension scheme	N/A	The Chairman of the Board of Directors does not benefit from any top-up pension scheme.

Compensation of Mr. Luca de Meo as Chief Executive Officer in 2024

Breakdown of the CEO's 2024 compensation *

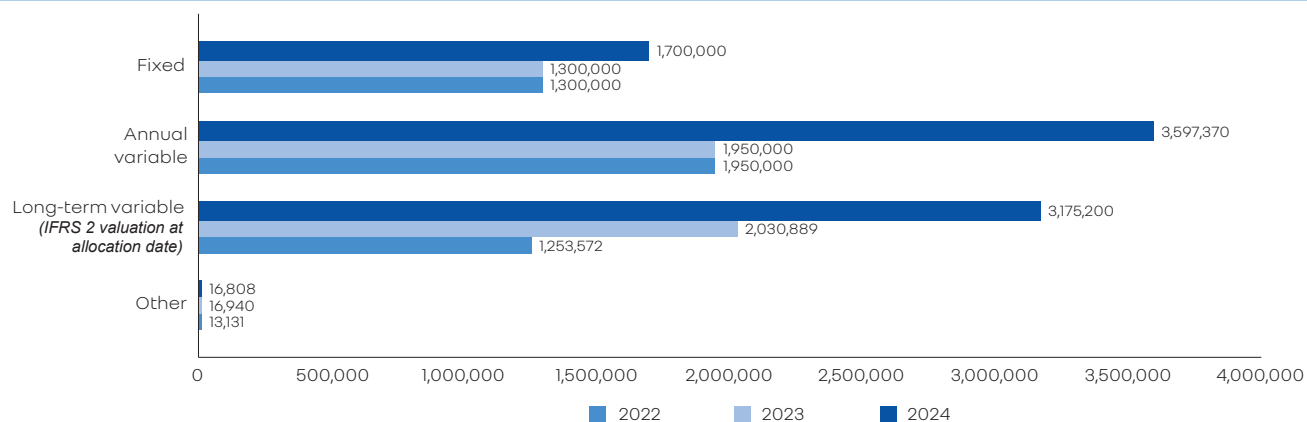


(1) The financial criteria have a maximum weighting of 135% of the fixed portion (33.75% for each criterion).

(2) The strategy and sustainability criteria have a maximum weighting of 90% of the fixed portion.

(3) Each criterion represents 25% of the total allocation of performance shares.

Evolution of the CEO's compensation *



* In order to facilitate the comparability of the elements of the Chief Executive Officer's compensation, the exceptional long-term compensation plan "Renalution Plan" is not included in the graphs above relating to the recurring compensation components awarded on an annual basis. Indeed, the Renalution Plan was awarded exclusively in 2024 on the occasion of the renewal of the Director-General's mandate. The 153,430 performance shares granted by the Board of Directors on May 16, 2024 under this plan have an IFRS value of €4,370,223.

Renault Group

Compensation of directors and corporate officers

Upon recommendation of the Governance and Compensation Committee, the compensation policy of the Chief Executive Officer for the 2024 financial year was set by the Board of Directors on February 14, 2024, then approved by the Annual General Meeting on May 16, 2024 (seventeenth resolution).

For more details on the compensation policy of the Chief Executive Officer for the 2024 financial year, see chapter 3.2.4.2 of the 2023 Universal Registration Document.

The compensation components of Mr. Luca de Meo for the 2024 financial year, presented below, are part of the information indicated in Article L. 22-10-9 I. of the French Commercial Code in particular including the total compensation and benefits of any kind paid during the 2024 financial year or awarded in respect of the same financial year to all directors and corporate officers. This information will be submitted to a general vote in accordance with I of Article L. 22-10-34 of the French Commercial Code during the Annual General Meeting of April 30, 2025.

Moreover, in accordance with II of Article L. 22-10-34 of the French Commercial Code, the Annual General Meeting of April 30, 2025 will be asked to approve a specific resolution on the total compensation and benefits of any kind paid during the 2024 financial year or awarded in respect of the same financial year to Mr. Luca de Meo, Chief Executive Officer.

It is recalled that the payment of the variable compensation to the Chief Executive Officer for the 2024 financial year is subject to the approval by the Annual General Meeting of April 30, 2025 of the components of the overall compensation and of benefits of any kind paid or allocated to the Chief Executive Officer for the 2024 financial year.

Shareholder engagement following the 2024 Annual General Meeting

The total compensation of the Chief Executive Officer for the 2024 financial year corresponds to the strict implementation of his compensation policy approved by the Annual General Meeting held on May 16, 2024.

At the 2024 Annual General Meeting, the Board of Directors, upon recommendation of the Governance and Compensation Committee, proposed to shareholder approval several changes to the Chief Executive Officer's compensation policy for the 2024 financial year. These changes were intended to strengthen the attractiveness of the compensation policy in a rapidly changing sector and to guarantee its retention objective in order to support the

implementation of the Renaulution strategic plan and the Group's transformation.

Ahead of the 2024 AGM, the Chairman of the Board of Directors and the Lead Director, mindful of the sensitivity of shareholders and stakeholders to compensation issues, held discussions with a panel of investors representing around 45% of the free float. In addition, the documentation provided to shareholders included detailed explanations of both the review process used by the Governance and Compensation Committee and the proposed positioning compared with peers.

Following the 2024 Annual General Meeting, at which 72% of the new compensation policy had been approved, the Board of Directors, seeking to fully understand the position and expectations of shareholders, carried out an analysis of the voting results and any comments that may have been shared. In addition to this analysis, the Chairman of the Board of Directors decided to meet with the Group's main shareholders in the last quarter of 2024 to discuss potential grounds for opposition.

It emerged from these various exchanges that the main reason for reluctance by some shareholders was linked to the introduction of an exceptional compensation mechanism under the "Renaulution Plan", and this was done as a matter of principle and regardless of the Group's context. However, the divergent positions expressed by shareholders and the latest developments in the sector, such as the fierce competition to attract talented executives in the automotive industry, have reinforced the Board's approach, given the unanimously recognised profile of the Chief Executive Officer.

In addition, the Board of Directors has taken due note of the shareholders' wish for the compensation policy to be revised at longer intervals.

In this context, the Board of Directors, on the recommendation of the Governance and Compensation Committee, will not introduce in the 2025 compensation policy any new exceptional long-term compensation mechanism like the "Renaulution Plan", and will keep the other compensation components unchanged for the sake of greater simplicity and stability. Finally, in line with the efforts made in recent years in terms of transparency, the Board of Directors will continue to provide detailed explanations to justify the alignment between the compensation of the CEO and the Company's performance over the long term.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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The table below presents the information for the specific vote on the compensation components of Mr. Luca de Meo, Chief Executive Officer:

Compensation components submitted for approval	Amounts or book value in respect of the 2024 financial year	Presentation																																	
Fixed compensation	€1,700,000	The Chief Executive Officer received an annual fixed compensation of €1,700,000 paid in twelve monthly instalments.																																	
Annual variable compensation	€3,597,370 (amount awarded in respect of the 2024 financial year and payable in 2025)	<p>Amount paid during the 2024 financial year: €1,950,000.</p> <p>This amount, awarded in respect of the 2023 financial year, was paid in 2024 after the favorable vote of the Annual General Meeting of May 16, 2024 on the fifteenth resolution approving the 2023 compensation components of the Chief Executive Officer.</p> <p>Amount awarded in respect of the 2024 financial year: €3,597,370.</p> <p>The Chief Executive Officer's annual variable portion fully payable in cash corresponds to a percentage of the fixed portion that may reach 225% if all performance objectives are fully achieved.</p> <p>On February 19, 2025, upon recommendation of the Governance and Compensation Committee, the Board of Directors set the achievement rate of the performance criteria that determine the amount of annual variable compensation for the Chief Executive Officer in respect of the 2023 financial year.</p> <table> <tr> <th></th><th>Maximum %</th><th>Achieved %</th></tr> <tr> <td>Financial criteria</td><td>135%</td><td>121.61%</td></tr> <tr> <td>Group operating margin (Group OM)</td><td>33.75%</td><td>21.15%</td></tr> <tr> <td>Free cash flow (FCF)</td><td>33.75%</td><td>33.75%</td></tr> <tr> <td>Return on capital employed (ROCE)</td><td>33.75%</td><td>32.96%</td></tr> <tr> <td>Fixed costs (FC)</td><td>33.75%</td><td>33.75%</td></tr> <tr> <td>Strategic and sustainability criteria</td><td>90%</td><td>90%</td></tr> <tr> <td>Strategy</td><td>15%</td><td>15%</td></tr> <tr> <td>Sustainability</td><td>60%</td><td>60%</td></tr> <tr> <td>Customer satisfaction / Quality</td><td>15%</td><td>15%</td></tr> <tr> <td>TOTAL</td><td>225%</td><td>211.61%</td></tr> </table>		Maximum %	Achieved %	Financial criteria	135%	121.61%	Group operating margin (Group OM)	33.75%	21.15%	Free cash flow (FCF)	33.75%	33.75%	Return on capital employed (ROCE)	33.75%	32.96%	Fixed costs (FC)	33.75%	33.75%	Strategic and sustainability criteria	90%	90%	Strategy	15%	15%	Sustainability	60%	60%	Customer satisfaction / Quality	15%	15%	TOTAL	225%	211.61%
	Maximum %	Achieved %																																	
Financial criteria	135%	121.61%																																	
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Fixed costs (FC)	33.75%	33.75%																																	
Strategic and sustainability criteria	90%	90%																																	
Strategy	15%	15%																																	
Sustainability	60%	60%																																	
Customer satisfaction / Quality	15%	15%																																	
TOTAL	225%	211.61%																																	
Assessment of the achievement of the performance criteria																																			
1. Financial criteria (quantifiable)																																			
121.61% (out of a maximum of 135%) of the financial criteria were met, according to the following breakdown:																																			
<ul style="list-style-type: none"> Group operating margin (Group OM) criterion: 21.15% (out of a maximum of 33.75%) <ul style="list-style-type: none"> 0% if Group OM < Threshold bound 18% if Group OM = Upper bound 33.75% if Group OM ≥ Maximum bound 																																			
The maximum bound of the Group OM was set at 8%. The Group OM reached a level in 2024 at 7.6%, thus between the upper bound (set at 7.5%) and the maximum bound (set at 8%).																																			
<ul style="list-style-type: none"> Free cash flow (FCF) criterion: 33.75% (out of a maximum of 33.75%) <ul style="list-style-type: none"> 0% if FCF < Threshold bound 18% if FCF = Upper bound 33.75% if FCF ≥ Maximum bound 																																			
The maximum bound for the FCF was set at €2,700 million. The FCF reached a level of €2,885 million on December 31, 2024, thus exceeding the maximum bound.																																			
<ul style="list-style-type: none"> Return on capital employed (ROCE) criterion: 32.92% (out of a maximum of 33.75%) <ul style="list-style-type: none"> 0% if ROCE < Threshold bound 18% if ROCE = Upper bound 33.75% if ROCE ≥ Maximum bound 																																			
The ROCE rose to 28.9% for 2024, thus between the upper bound (set at 27%) and the maximum bound (set at 29%).																																			

Renault Group

Compensation of directors and corporate officers

Compensation components submitted for approval	Amounts or book value in respect of the 2024 financial year	Presentation
		<ul style="list-style-type: none"> • Fixed cost (FC) criterion: 33.75% (out of a maximum of 33,75%) <ul style="list-style-type: none"> - 0% if FC > Threshold bound - 18% if FC = Upper bound - 33.75% if FC ≤ Maximum bound <p>Fixed Costs in 2024 were 1.2% below the maximum bound.</p>
		<p>2. Strategic and sustainability criteria</p> <p>90% (out of a maximum of 90%) of the strategic and sustainability criteria were met, according to the following breakdown:</p>
		<p>a) Strategy: 15% (out of a maximum of 15%)</p> <p>The three indicators of this performance criterion refer to qualitative targets.</p> <p>Upon recommendation of the Governance and Compensation Committee, the Board of Directors noted that these three indicators were met or exceeded.</p>
		<ul style="list-style-type: none"> • Ensure the ramp-up of Ampere (5% of the weighting) <p>Ampere experienced a robust growth in 2024, driven by the expansion of the range as well as significant technological and industrial growth thanks to the launch of the LFP battery plan, software development (Software Defined-Vehicle), the 6 AK engine manufacturing agreement and the conclusion of strategic partnerships.</p>
		<ul style="list-style-type: none"> • Successful launches of Rafale, Scenic, Renault 5, Duster, Master A290 vehicles (5%) <p>All of the vehicles had successful launches in 2024 and were winners of numerous awards: car of the year for the Scenic (COTY), SUV of the year for the Duster (Automoto), van of the year for the Master (IVOTY), car of the year for the R5 and the A290. The Renault range has been extended thanks to Rafale.</p>
		<ul style="list-style-type: none"> • Flexis: Appointment of the management team and operational organization (5%) <p>The Flexis management team was appointed on March 22nd, 2024 and the organization is operational.</p>
		<p>b) Sustainability: 60% (out of a maximum of 60%)</p> <p>Two indicators of this performance criterion refer to quantitative targets and the third indicator is qualitative.</p> <p>Upon recommendation of the Governance and Compensation Committee, the Board of Directors noted that these three indicators were met or exceeded.</p>
		<ul style="list-style-type: none"> • Health and safety (accident frequency rate) (15%) <p>In 2024, the target was to reduce the FR2 rate (frequency rate of work-related accidents with lost time for Renault employees and temporary workers) to 1.4%. This level has been exceeded, with the FR2 rate reaching 1.35% in 2024.</p>
		<ul style="list-style-type: none"> • Development of the "ReKnow" University (target of 3,000 people trained in 2023) (15%) <p>The objective was to train more than 5,000 additional employees in 2024 compared to 2023. The objective has been exceeded since 17,939 employees were trained through ReKnow University in 2024 (compared to 10,368 in 2023).</p>
		<ul style="list-style-type: none"> • Developing the circular economy business: implementing a strategic partnership for The Future Is Neutral (TFIN) (30%) <p>TFIN has taken a decisive step in opening up its capital, with SUEZ acquiring a 20% stake as a strategic shareholder alongside Renault Group, the historic shareholder. Through this operation, TFIN, a 360° player in the automotive circular economy, "from car-to-car", strengthens its positions, thanks to a unique combination of technical expertise and industrial capacities made available by its two shareholders.</p>
		<p>c) Customer satisfaction / Quality: 15% (out of a maximum of 15%)</p> <p>The two indicators of this performance criterion refer to quantitative targets.</p> <p>Upon recommendation of the Governance and Compensation Committee, the Board of Directors noted that these two indicators were met or exceeded.</p>

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
Compensation components submitted for approval	Amounts or book value in respect of the 2024 financial year	Presentation				
		<ul style="list-style-type: none"> Number of incidents: achievement of the annual target expressed in the number of cases per thousand (K°/°) (7.5%) This indicator, called the "GMF 3MIS WORLD", measures the number of incidents on vehicles after three months on the road. The objective of reducing this rate was achieved, with the rate falling to 30 K°/° against a target of 30 K°/°. Customer satisfaction level measured by the "Dealer e-reputation" (or digital reputation of the dealers) (7.5%) In 2024, 94% of countries (34 out of a total of 36) achieved the level of customer satisfaction expected, whereas the target was set at 80% of countries. Accordingly, the Board of Directors noted that the total achievement rate of the performance criteria was 211.61% for the 2024 financial year and consequently decided to set Mr. Luca de Meo's variable compensation for the 2024 financial year at a gross amount of €3,597,370. 				
Multi-year variable compensation	N/A	The Chief Executive Officer does not receive any multi-year variable compensation.				
Exceptional compensation	N/A	The Chief Executive Officer does not receive any exceptional compensation.				
Stock options, performance shares or any other long-term benefit (stock warrants, etc.)	120,000 performance shares = €3,175,200 (IFRS 2 valuation at the allocation date)	Annual plan: allocation of 120,000 performance shares The Board of Directors of 16 May 11, 2024, upon recommendation of the Governance and Compensation Committee, allocated 120,000 performance shares in respect of the 2024 financial year to the Chief Executive Officer in accordance with the compensation policy approved by the Annual General Meeting of May 16, 2024. Out of these 120,000 performance shares, the number of shares definitively vested will depend on achievement of the following performance criteria, assessed over a cumulative period of three years (2024, 2025 and 2026): <ul style="list-style-type: none"> total shareholder return (TSR), for 25% maximum; the Automobile net financial position, for 25% maximum; annual increase in the net revenue per vehicle, for 25% maximum; and the reduction of greenhouse gases, for a maximum of 25%. This allocation of the performance share plan for the 2024 financial year represents 0.041% of the share capital of Renault S.A.				
Renaulution Plan	153,430 performance shares = €4,370,223 (IFRS 2 valuation at the grant date)	"Renaulution Plan": allocation of 153,430 performance shares The Board of Directors on May 16, 2024, on the recommendation of the Governance and Compensation Committee, granted 153,430 performance shares to the Chief Executive Officer under the Renaulution Plan, in accordance with the compensation policy approved by the Annual General Meeting of May 16, 2024. The Renaulution Plan consists of a single allocation in 2024 of Renault shares, subject to a presence condition and performance conditions. At the time of acquisition in 2028 and after assessment of the performance conditions, the total value of the shares acquired may not exceed a ceiling corresponding to the market value of the shares on the day of allocation. The number of shares definitively vested will be adjusted downwards accordingly. Performance conditions will be assessed over a cumulative period of four years (2024, 2025, 2026 and 2027). They reflect the ambition of the strategy around 4 major objectives: <ul style="list-style-type: none"> Transforming Renault Group Driving substantial organic growth by combining profitable partnerships for long-term value creation Pioneering the circular economy and energy transition for sustainable growth Mastering technological development and being at the forefront of innovation Each of these 4 objectives has been broken down by scope and field of activity, allowing for enhanced management and monitoring of the actions undertaken.				

Renault Group

Compensation of directors and corporate officers

Compensation components submitted for approval	Amounts or book value in respect of the 2024 financial year	Presentation
		<p>Thus, the Executive Board wishes to be able to evaluate the performance of the Director General at the end of his term of office in a holistic and demanding manner and not to focus exclusively on numerical indicators that could prove to be of little relevance after four years or even cause the Director General to deviate from the course set.</p> <p>In this changing context, the four strategic objectives chosen, distinct from the mainly quantitative criteria already integrated into the other components of the remuneration policy, make it possible to maintain the necessary hindsight while defining a clear and demanding roadmap. At the end of the performance period, the Board will carry out an in-depth evaluation on which it will report publicly to the Group's shareholders and stakeholders.</p> <p>This allocation of performance shares to the Chief Executive Officer under the Renaulution Plan represents 0.052% of the share capital of Renault S.A.</p>
Compensation for directorship	N/A	The Chief Executive Officer shall not receive any compensation in respect of his office as a director.
Benefits of any kind	€16,808 (book value)	<p>The Chief Executive Officer benefits from two company cars and one company car with driver.</p> <p>He also benefits from an international healthcare coverage, as well as the same life insurance and supplementary healthcare schemes as for employees working in France.</p>
Termination benefit	€0	<p>The Chief Executive Officer is entitled to a severance payment equal to the average of the last two years' gross fixed and variable annual compensation, payable in one instalment within six months of the departure, in the event of dismissal at the initiative of the Board of Directors and subject to the achievement of performance conditions set by the Board of Directors.</p> <p>This termination benefit will not be paid in the event of dismissal for serious or gross misconduct.</p> <p>The total termination benefit and non-compete indemnity, in the event of implementation of the non-compete agreement (see below), may not exceed two years of annual fixed and variable compensation.</p> <p>At its meeting held on February 13, 2020, the Board of Directors set the performance conditions for payment of the termination benefit. In order to receive this benefit, the following cumulative conditions should be met over the last two financial years preceding the departure (only one financial year in the event of departure during 2021):</p> <ul style="list-style-type: none"> • a minimum total achievement rate of 80% of the performance criteria for the annual variable compensation of the Chief Executive Officer; • achievement of the Group's free cash flow target.
Non-compete indemnity	€0	<p>At its meeting held on February 13, 2020, the Board of Directors authorised the conclusion of a non-compete agreement with Mr. Luca de Meo.</p> <p>The Board of Directors considered that it is in Renault's interest to enter into this non-compete agreement which protects Renault Group's legitimate interests, given the particularly competitive nature of the automotive market, the importance of the functions and the recognised skills of Mr. Luca de Meo in this market, the means available to him, and the sensitive information he holds and to which he can have access.</p> <p>Under this agreement, Mr. Luca de Meo commits, as of the end of his term of office as Chief Executive Officer, not to engage, directly or indirectly, in an activity that competes with those of the Group, on his own behalf, on behalf of companies in the automotive design, construction and marketing sectors (mainly passenger cars and commercial vehicles), or on behalf of automotive suppliers.</p> <p>Application of this clause is limited to:</p> <ul style="list-style-type: none"> • a period of twelve (12) months following the date on which Mr. Luca de Meo effectively ceases to exercise his term of office; • the countries of the European continent and Japan, as well as European and Japanese vehicle and equipment manufacturers.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
Compensation components submitted for approval	Amounts or book value in respect of the 2024 financial year	<p>Presentation</p> <p>As consideration for his non-compete obligation, Mr. Luca de Meo will receive from the Company, during the period of application of the agreement (twelve months) and subject to there being no breach of this agreement, gross financial compensation corresponding to one year of gross annual compensation (fixed compensation and annual variable compensation paid in cash), payable in twelve monthly instalments. The gross annual compensation used for this calculation will be the one paid during the twelve months preceding the date of termination of the corporate office.</p> <p>In accordance with the recommendation of the AFEP-MEDEF Code at the time of Mr. Luca de Meo's departure, the Board of Directors of the Company will decide whether to apply this non-compete agreement and may unilaterally waive it. Furthermore, no compensation will be due in the event of retirement or if Mr. Luca de Meo has reached the age of 65.</p>				
Top-up pension scheme	€0	<p>During its meeting on February 13, 2020, the Board of Directors authorised a top-up pension scheme for Mr. Luca de Meo.</p> <p>The Board of Directors considered that implementing this scheme to the benefit of Mr. Luca de Meo allows the Company to retain and to promote the Chief Executive Officer's loyalty.</p> <p>The Chief Executive Officer's top-up pension scheme is identical to that arranged for the members of the Group Executive Committee (the so-called "Article 83" and "Article 82").</p> <p>a) Mandatory defined-contribution pension scheme (Article 83)</p> <p>The contributions represent:</p> <ul style="list-style-type: none"> • 3.5% of the gross annual compensation between four and eight times the French Social Security cap (Band C), paid 2.5% by the Company and 1% by the Chief Executive Officer; • then 8% of the gross annual compensation between eight and sixteen times the French Social Security cap (Band D), paid 5% by the Company and 3% by the Chief Executive Officer. <p>The total amount of the contributions (both Company's and CEO's share) is capped at a lump sum equal to 8% of eight times the French Social Security Cap.</p> <p>For the 2024 financial year, the Company's contribution amounted to €19,126.80.</p> <p>b) Optional defined-contribution pension scheme (Article 82)</p> <p>The Chief Executive Officer benefits from the defined-contribution pension scheme (Article 82) which was set up from July 1st, 2020 for the benefit of the corporate officers and members of the Group's Executive Committee.</p> <p>This scheme provides for the payment by the Company to a third-party entity (an insurer) of contributions equal to 12.5% of the gross annual compensation (fixed and variable) actually received.</p> <p>For the 2024 financial year, the Company's contribution to the insurer amounted to €456,249.99 for the benefit of the Chief Executive Officer.</p> <p>The contributions paid in this way do not benefit from any preferential tax or social security regime. For this reason, the Chief Executive Officer receives a lump-sum indemnity equal to the amount of the contribution paid on his behalf to the insurer. Payment of this indemnity to the Chief Executive Officer is concomitant to the payment of the contribution to the insurer and amounted to €456,349.99 for the 2024 financial year.</p> <p>The contributions paid in this respect do not benefit from any preferential social and tax regime. For this reason, the Director-General receives a lump sum indemnity equal to that of the contribution paid on his behalf to the insurer. The payment to the Director General of this indemnity is concomitant with that of the contribution to the insurer and amounted to €456,249.99 for the 2024 financial year. The amounts of the contributions and the lump sum indemnity depend on the company's performance insofar as the calculation base includes the variable part of the remuneration which is linked to the Group's results.</p>				

Achievement rate of the performance criteria of the long-term variable compensation of the Chief Executive Officer in respect of the 2022 financial year

It is recalled that the Board of Directors of May 25, 2022, awarded the Chief Executive Officer 75,000 performance shares for the 2022 financial year, in accordance with the compensation policy approved by the Annual General Meeting held on May 25, 2022.

The number of vested shares is subject to the achievement of the following performance criteria to be assessed over a cumulative period of three years (2022, 2023 and 2024):

- Total Shareholder Return (TSR), for a maximum of 25%;

- Free Cash Flow (FCF), for a maximum of 25%;
- Annual increase in the net revenue per vehicle, for a maximum of 25%; and
- Sales mix of electrified passenger cars in Europe, for a maximum of 25%.

On February 19, 2025, upon recommendation of the Governance and Compensation Committee, the Board of Directors noted the following achievement rates for the performance criteria of the performance shares granted to the CEO for 2022.

Criteria	Weighting	Payout rates (as % of allocation)	Achievement rate
Total Shareholder Return (TSR)	25%	<ul style="list-style-type: none"> • 0% if TSR < benchmark. • 11.25% if TSR = benchmark. • 25% if TSR ≥ benchmark +10%. Linear interpolation if benchmark < TSR < benchmark +10%.	25% The TSR for the 2022-2024 period was 61.18%, above the benchmark which reached 4.94% over the same period.
Free Cash Flow (FCF)	25%	<ul style="list-style-type: none"> • 0% if FCF < Budget • 17.5% if FCF = Budget • 25% if FCF ≥ Budget +20% Linear interpolation if Budget < FCF < Budget +20%.	25% The cumulative FCF over the 2022-2024 period amounted to €8.028 million, exceeding the cumulative amount of €6.302 million set in the budget over the same period.
Annual increase in the net revenue per vehicle	25%	<ul style="list-style-type: none"> • 0% if percentage of annual increase < 3% • 17.5% if percentage of annual increase = 3% • 25% if percentage of annual increase ≥ 4% Linear interpolation if 3% < percentage of annual increase < 4%	25% Cumulative annual increase in the net revenue per vehicle amounted to 29.45%.
Sales mix of electrified passenger cars in Europe	25%	<ul style="list-style-type: none"> • 0% if sales mix of electrified cars in Europe < Group target • 17.5% if sales mix of electrified cars in Europe = Group target • 25% if sales mix of electrified cars in Europe ≤ Group target +6,9 points. Linear interpolation if Group target < sales mix of electrified cars in Europe < Group target +6,9 points.	0% The electrified sales mix over the 2022-2024 period was below the objective.
TOTAL	100%		75%

The Board of Directors thus noted that the total achievement rate of the performance criteria of the Chief Executive Officer's long-term variable compensation for the 2022 financial year amounted to 75%. Consequently, a total of 56,250 shares will vest for Mr. Luca de Meo on May 25th, 2025, in accordance with the provisions of the plan rules governing this performance share allocation.

To ensure that the interests of the Chief Executive Officer are sufficiently aligned with those of the shareholders, the Chief Executive Officer is required to retain 25% of the shares resulting from performance shares definitively acquired in his capacity as executive corporate officer under the 2022 plan, until the end of his term of office.

Compensation of the directors in 2024

Pursuant to the provisions of Article L. 225-45 of the French Commercial Code, the Annual General Meeting on June 15, 2018 set the annual compensation amount to be divided among the directors for the 2018 financial year and subsequent financial years at €1,500,000, until the Annual General Meeting decides otherwise.

The compensation policy for directors sets a maximum annual amount for attendance at Board meetings and meetings of each of the Committees, which include:

- a fixed portion prorated according to the duration of the office over the year; and
- a variable portion prorated according to the attendance rate over the total number of meetings held during the year.

In compliance with the recommendation 22.1 of the AFEP-MEDEF Code, the variable portion related to attendance at Board and Committees meetings is predominant compared to the fixed portion.

This compensation policy for directors was approved by the Annual General Meeting of May 16, 2024 (eighteenth resolution).

The table below shows the rules for calculating directors' compensation in 2024:

(in euros)	Annual fixed portion	Annual variable portion	Total individual amounts	Additional annual fixed portion for chairmanship	Additional annual fixed portion for Lead Independent Director
Board of Directors	€20,000	€40,000	€60,000	€0	€20,000
Committees	€5,000	€15,000	€20,000	€20,000	-

The Chairman of the Board of Directors and the Chief Executive Officer receive no remuneration for their duties as directors.

It is specified that the three directors representing employees and the director representing employee shareholders hold employment contracts within subsidiaries of the Company and receive in this respect a salary that is not related to the exercise of their directorship. Therefore, such salary will not be disclosed. The other directors currently in office did not receive any compensation or benefit of any kind from Renault S.A. or the companies it controls other than what is indicated in the table below.

In addition, directors are entitled to reimbursement of expenses incurred by them in the exercise of their office, in particular any travel and accommodation

expenses in connection with meetings of the Board of Directors and of committees.

Under the rules set out in of the compensation policy approved by the Annual General Meeting of May 16, 2024, the total gross amount of compensation attributable to directors for the 2024 financial year amounts to €1,116,306.

The individual amounts of directors' compensation are shown in the table below and will be paid in a single instalment in 2025.

These directors' compensation components are part of the information indicated in Article L.22-10-9 I. of the French Commercial Code and will be submitted to a general vote in accordance with I of Article L.22-10-34 of the French Commercial Code during the Annual General Meeting of April 30, 2025.

Renault Group

Compensation of directors and corporate officers

Table on the compensation received by non-executive corporate officers

(Table No. 3 as per AFEP-MEDEF Code recommendations)

The gross amounts in the table below are calculated on the basis of the rules governing the allocation and calculation of directors' compensation adopted by the Board of Directors and approved by the Annual General Meeting.

Directors	2024 financial year		2023 financial year	
	Amounts allocated for the 2024 financial year (in euros)	Amounts paid during the 2024 financial year (in euros)	Amounts allocated for the 2023 financial year (in euros)	Amounts paid during the 2023 financial year (in euros)
Mr. Senard	0	0	0	0
M. de Meo ⁽¹⁾	0	0	0	0
Ms. Barba	80,000	67,615	67,615	64,167
Mr. Barrat ⁽²⁾	62,500	73,000	73,000	73,000
Ms. Bensalah-Chaqroun	77,000	67,808	67,808	64,167
Mr. Courbe ⁽³⁾	67,361	64,923	64,923	61,250
Ms. Darmailac	75,556	73,000	73,000	73,000
Mr. Delpit	91,111	85,115	85,115	84,667
Mr. Desgrippes ⁽²⁾	80,000	73,000	73,000	73,000
Mr. Fleuriot	140,000	127,615	127,615	133,000
Mr. Gentil ⁽²⁾	80,000	73,000	73,000	73,000
Mr. Jacquet ^{(2) (4)}	12,639	-	-	-
Mr. Le Biez ^{(3) (5)}	-	-	-	29,929
Mr. Mazzella ⁽⁶⁾	-	22,186	22,186	67,083
Mr. Personne ⁽²⁾	66,944	73,000	73,000	73,000
Ms. Serizawa	80,000	73,000	73,000	73,000
Ms. Sourisse ⁽⁷⁾	-	-	-	41,333
Mr. Tagawa ⁽⁸⁾	0	0	0	0
Mr. Vial ^{(3) (4)}	-	-	-	36,452
Mr. Vidal ^{(2) (4)}	12,639	-	-	-
Ms. Winkler	95,556	93,000	93,000	93,000
Mr. Zajdenweber ^{(3) (9)}	95,000	87,808	87,808	20,702

(1) Director whose term of office started on May 11, 2023.

(2) The compensation payable to the directors representing the employees and the director representing the employee shareholders for their corporate office is paid to their respective trade unions.

(3) Director representing the French State. The compensation allocated to Mr. Courbe, Mr. Le Biez, Mr. Vial and Mr. Zajdenweber in respect of their corporate offices is paid to the French State budget pursuant to Order no. 2014-948 of August 20, 2014.

(4) Director whose term of office started on November 8, 2024.

(5) Mr. Vincent Le Biez was appointed to replace Mr. Martin Vial by order of the Minister of the Economy dated June 21, 2022, in accordance with the provisions of Ordinance no. 2014-948 of August 20, 2014, relating to the governance and capital transactions of companies with public shareholdings, Decree no. 2014-949 of August 20, 2014, and the Company's bylaws.

(6) Director whose office ended on May 11, 2023.

(7) Director whose office ended on May 25, 2022.

(8) According to Nissan's internal policy, which provides that its employees who sit on Renault's Board of Directors are not entitled to any compensation in respect of such office, Mr. Joji Tagawa will not receive any compensation in respect of his functions as a director of Renault.

(9) Mr. Alexis Zajdenweber was appointed to replace Mr. Vincent Le Biez by order of the Minister of the Economy dated November 2nd, 2022, in accordance with the provisions of Ordinance no. 2014-948 of August 20, 2014, relating to the governance and capital transactions of companies with public shareholdings, Decree no. 2014-949 of August 20, 2014, and the Company's bylaws.

Comparison of compensation levels between corporate officers and employees ("equity ratio")

In accordance with the provisions of Article L. 22-10-9 of the French Commercial Code, the ratios for measuring the differences between the compensation for the Company's corporate officers and employees are presented in the table below.

These items are part of the information indicated in Article L. 22-10-9 I. of the French Commercial Code and will be submitted to a general vote pursuant to I of Article L.22-10-34 of the French Commercial Code during the Annual General Meeting of April 30, 2025.

Methodology for calculating the ratios

Pursuant to Article L. 22-10-9, the scope to be considered for calculating the indicators is that of the listed company issuing the corporate governance report. However, as Renault S.A. does not have any employees, the indicators were calculated on the basis of the compensation of the France-based employees of twelve companies, all being wholly-owned subsidiaries of Renault S.A. These companies are Renault s.a.s., Sofrastock, RCI Banque SA, Renault Retail Group France (RRG France), Alpine (Dieppe), SODICAM 2, Ampere Software, Ampere Electricity, Ampere s.a.s., Ampere Cléon, SOVAB et THE REMAKERS. Temporary workers, who are not employees of the Group, are not included in calculating these indicators.

The 32,866 individuals who were employed in 2024 by these ten companies represent 85% of the Renault Group's workforce in France as of December 31, 2024.

Compensation presented in the table includes the following components:

- fixed compensation paid during the financial year;
- variable compensation paid during the financial year;
- compensation for directorship, if applicable, paid during the financial year;
- book value of the benefits in kind paid during the financial year;
- performance shares allocated during the financial year (at IFRS value);
- Profit-sharing and incentive bonuses paid during the financial year.

Compensations are annualised for employees of these ten companies and for corporate officers of Renault S.A.

The corporate officers concerned are the Chief Executive Officer and the Chairman of the Board of Directors.

The compensation presented relates to the function and not to an individual officer, so that a change of corporate officer for the same function does not impact the presentation of the information over the five-year period.

Renault Group

Compensation of directors and corporate officers

Presentation of the ratios

		2024	2023	2022	2021	2020
CHAIRMAN OF THE BOARD OF DIRECTORS	Annual compensation	€457,398	€458,749	€459,476	€458,992	€378,975
	Variation (N / N-1) in %	0%	0%	0%	21%	-16%
	Ratio / average compensation of employees	7.1	7.2	6,8	7,6	7
	Variation (N / N-1) in %	-2.3%	6.6%	-10.7%	10,7%	-8%
	Ratio / median compensation of employees	8,7	9,2	9,3	10,6	8
	Variation (N / N-1) in %	-4.7%	-2,1%	-11,6%	25,1%	-9%
CHIEF EXECUTIVE OFFICER	Annual compensation	€11,212,662	€5,298,259	€4,445,548	€3,281,129	€2,606,926
	Variation (N / N-1) in %	112%	19%	35%	26%	-23%
	Ratio / average compensation of employees	174	84	66	54	47
	Variation (N / N-1) in %	107%	27%	21%	16%	-15%
	Ratio / median compensation of employees	214	106	90	76	58
	(Variation N / N-1)	102%	17%	20%	30%	-17%
EMPLOYEES	Average compensation	€64,606	€63,309	€67,623	€60,312	€55,124
	Variation (N / N-1) in %	2%	-6%	12%	9,40%	-9%
	Median compensation	€52,425	€50,115	€49,158	€43,406	€44,851
	Variation (N / N-1) in %	5%	2%	13%	-3,2%	-8%
GROUP PERFORMANCE	Group operating margin in %	7.6%	7,9%	5,6% ⁽¹⁾	3,6% ⁽¹⁾	-0,8%
	Variation (N / N-1) in %	4%	60% ⁽²⁾	125% ⁽³⁾	550%	-113%

(1) Operating margin published by the Company.

(2) Variation calculated on the basis of an operating margin of 5.5% for 2022, taking into account adjustments for the first-time application in 2023 of the IFRS 17 standard relating to "Insurance Contracts".

(3) Variation calculated on the basis of an operating margin of 2.8% for 2021, adjusted for the application of the IFRS 5 standard relating to discontinued operations in the Russian Federation.

Explaining the changes in the ratios for the 2024 financial year

The increase in average employee compensation in 2024 is due, on the one hand, by an increase in the amounts of profit-sharing and incentive bonuses compared to 2023 and, on the other hand, by the expansion of the scope of the subsidiaries taken into account in 2024.

The increase in the CEO's compensation in 2024 is mainly due to the inclusion of the exceptional long-term

compensation plan "Plan Renaulution," which was awarded to him exclusively in 2024 as part of the renewal of his mandate. The 153,430 performance shares awarded under this plan have an IFRS value of €4,370,223.

The changes in the ratios for previous years are explained in the relevant editions of the Company's Universal Registration Document.

Compensation policies for the directors and corporate officers for the 2025 financial year

At its meeting held on February 19, 2025, upon recommendation of the Governance and Compensation Committee, the Board of Directors set the compensation policies for the Chairman of the Board of Directors, the Chief Executive Officer and the directors for the 2025 financial year.

Pursuant to the provisions of Article L.22-10-8 of the French Commercial Code, the compensation policies for directors and corporate officers for the 2025

financial year will be submitted for approval to the Company's Annual General Meeting to be held on April 30, 2025.

It should be noted that payment of potential variable compensation component for the 2025 financial year is subject to the subsequent approval, by an Ordinary General Meeting of the Company, of the components of the overall compensation and the benefits of any kind paid or allocated for the 2025 financial year.

Compensation policy for the Chairman of the Board of Directors for the 2025 financial year

Resolution to be submitted to the Annual General Meeting of April 30, 2025, pursuant to Article L. 22-10-8 II. of the French Commercial Code

Nineteenth resolution – Approval of the compensation policy of the Chairman of the Board of Directors for the 2025 financial year

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to Article L. 22-10-8 II. of the French Commercial Code, the compensation policy of the Chairman of the Board of Directors for the 2025 financial year, as set out in chapter 3.2.4.1 of the Company's 2024 Universal Registration Document.

Annual fixed compensation

The fixed annual compensation of the Chairman of the Board of Directors reflects the responsibilities and duties assumed and attached to this corporate office, as well as the level of skills, experience and career path of the person holding this position.

For 2025, the annual fixed compensation remains at a gross amount of €450,000 payable in twelve monthly instalments.

In line with his non-executive role and in accordance with best market practice in France, the Chairman of the Board of Directors does not receive any short-term or long-term variable compensation in cash or in the form of performance shares.

Annual variable compensation

The Chairman of the Board of Directors will not receive any annual variable remuneration.

Multi-year variable compensation

The Chairman of the Board of Directors will not receive any multi-year variable compensation.

Exceptional compensation

The Chairman of the Board of Directors will not receive any exceptional compensation in respect of the 2025 financial year.

Long-term compensation

The Chairman of the Board of Directors will not receive any long-term compensation.

Compensation for directorship

The Chairman of the Board of Directors will not receive any compensation in respect of his office as a director.

Benefits of any kind

The Chairman of the Board of Directors benefits from two company cars, including one with a driver. He also benefits from the same life insurance and supplementary healthcare insurance schemes as Group employees working in France.

Service provision agreement

No service provision agreement will be entered into between the Company and the Chairman of the Board of Directors.

Sign-on bonus

The Chairman of the Board of Directors does not receive any sign-on bonus.

Termination benefits

The Chairman of the Board of Directors does not benefit from any termination benefit, non-compete indemnity or top-up pension scheme.

Compensation policy for the Chief Executive Officer for the 2025 financial year

Resolution to be submitted to the Annual General Meeting of April 30, 2025, pursuant to Article L. 22-10-8 II. of the French Commercial Code

Twentieth resolution – Approval of the compensation policy for the Chief Executive Officer for the 2025 financial year

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to Article L. 22-10-8 II. of the French Commercial Code, the compensation policy of the Chief Executive Officer for the 2025 financial year, as set out in chapter 3.2.4.2 of the Company's 2024 Universal Registration Document.

The compensation of the Chief Executive Officer takes into account the responsibilities and duties assumed and that are inherent to this corporate office, as well as the level of skills, experience, and the career path of the person holding this position. It is based on an analysis made by the Governance and Compensation Committee of the compensation paid within the selected reference panel, which remains unchanged compared to 2024.

The Panel is composed of European companies in the automotive sector but also in related sectors (auto-parts manufacturers, software, electrical) which are competing with Renault Group to attract talent. This Panel reflects the Group's strategic developments in the new value chains.

A total of 13 companies were selected for the reference Panel:

Automotive	Related sectors
Stellantis	Continental
Volkswagen	Michelin
Mercedes Benz Group	Pirelli
BMW	Siemens
Audi	SAP
Volvo	ABB
Ferrari	

For the last renewal of the Chief Executive Officer's term of office in 2024, and to ensure that his compensation was attractive, it was decided to align it on the median of the Panel.

To ensure stability, and following discussions with institutional shareholders (for further details on shareholder engagement, see section 3.2.2.2 of the Universal Registration Document), the Board of Directors, on the recommendation of the Governance and Compensation Committee, has decided to maintain for the 2025 compensation policy the components and levels of the 2024 compensation policy, with the exception of the exceptional long-term compensation mechanism ("Renault Plan") which, as initially announced, will not be renewed.

Annual fixed compensation

The annual fixed compensation of the Chief Executive Officer is set at a gross annual amount of €1,700,000, payable in twelve monthly instalments.

Annual variable compensation

The amount of annual variable compensation may reach 225% of the fixed compensation paid if all of the performance criteria are fully achieved. The annual variable compensation is fully paid in cash.

For the 2025 financial year, the performance criteria set by the Board of Directors include four financial criteria and three strategic and sustainability criteria. The Board of Directors considered that these are key indicators of the performance of the Renault Group.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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The criteria and their weighting are shown in the tables below:

Financial criteria for the 2025 financial year (0% to 135% of the fixed compensation)

In order to ensure the continuity and stability of the Chief Executive's variable compensation policy, the following four financial criteria and their relative weightings are maintained:

- the Group Operating Margin (Group OM);
- the Free Cash Flow (FCF);
- the Return On Capital Employed (ROCE), and
- the Fixed Costs (FC).

These financial criteria are all quantifiable criteria.

	Group Operating Margin (Group OM)	Free Cash Flow (FCF)	Return On Capital Employed (ROCE)	Fixed Costs (FC)
Targets	The operating margin is the key indicator of the Company's profitability.	A high level of free cash flow demonstrates the use of strict financial discipline within the Company, allowing growth to be funded and the possibility of dividend payments.	ROCE measures the profitability of capital invested. It reflects value creation.	This criterion allows the monitoring of the Group fixed costs.
Weighting (as a percentage of the fixed compensation)	33.75% maximum	33.75% maximum	33.75% maximum	33.75% maximum
Payout rates	<ul style="list-style-type: none"> • 0% if the operating margin is lower than or equal to the threshold bound • 18% if the operating margin is equal to the upper bound • 33.75% if the operating margin is equal to or higher than the maximum bound <p>Linear interpolation between the bounds.</p>	<ul style="list-style-type: none"> • 0% if free cash flow is lower than or equal to the threshold bound • 18% if free cash flow is equal to the upper bound • 33.75% if free cash flow is equal to or higher than the maximum bound <p>Linear interpolation between the bounds.</p>	<ul style="list-style-type: none"> • 0% if ROCE is lower than or equal to the threshold bound • 18% if ROCE is equal to the upper bound • 33.75% if ROCE is equal to or higher than the maximum bound <p>Linear interpolation between the bounds.</p>	<ul style="list-style-type: none"> • 0% if the amount of fixed costs is higher than or equal to the threshold bound • 18% if the amount of fixed costs is equal to the upper bound • 33.75% if the amount of fixed costs is equal to or lower than the maximum bound <p>Linear interpolation between the bounds.</p>

For the sake of commercial confidentiality, the Company does not disclose ex-ante the targets for these financial criteria. However, it will disclose ex-post the bounds together with the achievement rates for these criteria.

Renault Group

Compensation of directors and corporate officers

Strategy and sustainability criteria for the 2025 financial year (0% to 90% of the fixed compensation)

The mix of quantifiable and qualitative sustainability criteria (accidentology, employee health and biodiversity) reflects the three pillars of the Group's sustainability strategy and is consistent with the compensation policy since 2022. The details of this strategy are presented in Chapter 2.1.1 of the Company's 2024 Universal Registration Document.

The strategic criteria have been adapted to the challenges of the 2025 financial year.

	Strategy	Sustainability	Customer satisfaction / Quality
Target	The success of the "Renaulution" strategic plan is a priority for the Group's long-term future.	This criterion is reinforced. It aims to strengthen the consideration of stakeholders' interests, thus contributing to the Company's sustained performance.	Product quality and customer satisfaction directly contribute to the Group's performance.
Weighting (as a percentage of the fixed compensation)	15% if on target and at maximum	60% if on target and at maximum	15% if on target and at maximum
Quantifiable indicators		<ul style="list-style-type: none"> Health and safety: target of 1.3% for the frequency rate of work-related accidents (number of lost-time accidents / M hours worked) (20%) Development of the "One Health" network of healthcare professionals: target of covering 80% of employees (20%) 	<ul style="list-style-type: none"> Number of incidents: achievement of the annual target expressed as the number of cases per thousand (K^o/o^o) (7.5%) Customer satisfaction level, measured by the "Dealer e-reputation" or digital reputation of the dealers (7,5%)
Qualitative indicators	<ul style="list-style-type: none"> Successful launch of Renault 4 E-Tech, Dacia Bigster and Alpine A390 (5%) Time to market: improvement in vehicle development time, Twingo proof of concept (5%) "Futurama": selection of the key projects that will shape the Group's new strategic roadmap (5%) 	<ul style="list-style-type: none"> Biodiversity: publication of a biodiversity strategy with the Group's footprint (20%) 	

It is recalled that pursuant to Article L. 22-10-34 II. of the French Commercial Code, the payment of the annual variable remuneration to the Chief Executive Officer for the 2025 financial year is conditional on its approval by the Annual General Meeting to be held in 2026 in order to approve the accounts for the financial year ending on December 31, 2025.

Multi-year variable compensation

The Chief Executive Officer will not receive any multi-year variable compensation.

Exceptional compensation

The Chief Executive Officer will not receive any exceptional compensation for the 2025 financial year.

Long-term compensation

Pursuant to the Company's compensation principles, a significant portion of the Chief Executive Officer's compensation consists of long-term compensation, the vesting of which is subject to performance criteria, to ensure alignment of the Chief Executive Officer's compensation with shareholder interests.

Long-term compensation takes the form of performance shares allocated annually. The number of performance shares allocated to the Chief Executive Officer is expressed as an absolute number, rather than as a percentage of the salary, so that both upward and downward fluctuations in the share price will affect the total value of such long-term compensation.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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The Chief Executive Officer receives performance shares under the same criteria as the other executives in the Group, subject to an additional performance criterion (Total Shareholder Return - TSR) applied to him in his capacity as executive corporate officer.

Upon recommendation of the Governance and Compensation Committee, the Board of Directors of February 19, 2025, decided that 120,000 performance

shares would be allocated to the Chief Executive Officer in respect of the 2025 financial year, the performance criteria of which will be measured over a period of three years (2025, 2026 and 2027).

Vesting of performance shares is also subject to a three-year presence condition starting from the date of the allocation by the Board of Directors.

Furthermore, the number of shares fully vested by the Chief Executive Officer will depend on the achievement of the following performance criteria:

Performance criteria of the 2025 performance share plan

The Board of Directors, on the recommendation of the Governance and Compensation Committee, has decided to retain the following three performance criteria:

- Total return for shareholders (TSR);
- Automotive net financial position; and
- Greenhouse gas reduction.

Replacement of the “increase in the net revenue per vehicle” criterion by the “variable costs per vehicle (COGS)” criterion

On the recommendation of the Governance and Compensation Committee, the Board of Directors also decided to replace the criterion of “increase in the net revenue per vehicle” with that of “variable costs per vehicle (COGS)”. This is because net income per vehicle is no longer an appropriate indicator for assessing the effectiveness of the Group's strategy of prioritising value over volume. After a period of rising prices, the Group now expects vehicle prices to stabilise. Renault Group is increasing the competitiveness of its products for the benefit of its customers through cost reductions. As controlling variable costs per vehicle is the first condition for lowering prices while generating margins, this new performance criterion has been retained for the 2025 performance share plan.

	Total Shareholder Return (TSR)	Automotive net financial position	Variable costs per vehicle (COGS)	Greenhouse gas reduction
Target	<ul style="list-style-type: none"> • TSR is the market criterion which reflects variations in share prices, and dividends paid. Relative TSR reflects the value delivered to shareholders, compared to the value created by alternative investments to which they have access. • TR is calculated by reference to a benchmark, which corresponds to the sum of the average TSR Euro Stoxx Auto & Parts index results and the average Euro Stoxx ex Financials index results (both weighted equally). 	<ul style="list-style-type: none"> • This indicator is a criterion for evaluating and steering the financial balance of the company, its ability to repay its debt and invest for the future. 	<ul style="list-style-type: none"> • This criterion is a key indicator of the Group's ability to improve its performance by controlling its variable costs. 	<ul style="list-style-type: none"> • This indicator is an equal combination of Scopes I and II (industrial activities) and Scope III downstream (vehicle emissions).
Weighting (as a percentage of allocation)	25%	25%	25%	25%
Taux de versement	<ul style="list-style-type: none"> • 0% if the TSR is strictly lower than the Benchmark. • 17.5% if the TSR is equal to the Benchmark. 	<ul style="list-style-type: none"> • 0% if the Automotive net financial position is lower than or equal to the threshold bound 	<ul style="list-style-type: none"> • 0% if the COGS is lower than or equal to the threshold bound • 17.5% if the COGS is equal to the upper bound 	<ul style="list-style-type: none"> • 0% if emissions values are higher than or equal to the threshold bound • 17.5% if emissions values are equal to the upper bound

Renault Group

Compensation of directors and corporate officers

Total Shareholder Return (TSR)	Automotive net financial position	Variable costs per vehicle (COGS)	Greenhouse gas reduction
<ul style="list-style-type: none"> 25% if the TSR is equal to or higher than the Benchmark +10% <p>Linear interpolation if TSR is between the Benchmark and the Benchmark +10%.</p>	<ul style="list-style-type: none"> 17.5% if the Automotive net financial position is equal to the upper bound 25% if the Automotive net financial position is equal to or higher than the maximum bound <p>Linear interpolation between the bounds.</p>	<ul style="list-style-type: none"> 25% if the COGS is equal to or higher than the maximum bound <p>Linear interpolation between the bounds.</p>	<ul style="list-style-type: none"> 25% if emissions values are equal to or lower than the maximum bound <p>Linear interpolation between the bounds.</p>
<p>This criterion being a relative one, the Company will publish the average figure and the corresponding achievement rate at the end of the performance period.</p>	<p>For reasons of commercial and financial confidentiality, the Company does not disclose ex-ante the targets for these criteria. However, it will publish targets and the achievement rates for these criteria at the end of the performance cycle.</p>		

Obligation of the Chief Executive Officer to hold and retain shares vested as a result of performance share plans

The Chief Executive Officer is subject to an obligation to retain 33% of the vested performance shares in his capacity as executive corporate officer, until the end of his term of office. The aim of this requirement is to ensure that the Chief Executive Officer's interests are sufficiently aligned with those of shareholders.

Commitment by the Chief Executive Officer not to engage in risk hedging

In accordance with the AFEP-MEDEF Code recommendations, the Chief Executive Officer undertakes, at the time of each performance shares allocation, not to carry any risk-hedging transactions on the shares resulting from the performance share plans.

Consequences of the departure of the Chief Executive Officer on the vesting of performance shares

In the event of departure from Renault Group before the end of the vesting period, the loss or retention of the performance shares allocated to the Chief Executive Officer will depend on the reason for the departure.

Departure reason	Status of the performance shares not yet vested
Dismissal (occurring prior to the last day of the vesting period)	Total loss of the rights to performance shares, in case of a dismissal for serious or gross misconduct. Retention, in all other cases of dismissal, prorated to the vesting period.
Resignation (occurring prior to the last day of the vesting period)	Total loss.
Expiry of the term of office	Retention, pro-rated to the vesting period. Retention of all rights if the Chief Executive Officer becomes an employee of a Renault Group company until the vesting date of the shares.
Compulsory or voluntary retirement	Retention, without acceleration of the vesting period. The conditions of the plans, including the performance conditions, will continue to apply.
Disability/Long-term illness	Retention of the rights. The performance criteria are deemed to be fully met.
Death	Retention of the rights to performance shares for the benefit of heirs or beneficiaries. The performance criteria are deemed to be fully met.
Exceptional circumstances	The Board of Directors, upon recommendation of the Governance and Compensation Committee, may decide to exceptionally maintain the rights. The allocation rate would be pro-rated in order to take into account the actual presence of the Chief Executive Officer within the Group during the vesting period. There will be no acceleration of the vesting period and the conditions of the plans, including the performance criteria, will continue to apply.

Furthermore, there is no acceleration clause on the vesting period of the performance shares in the case of change of control.

Compensation for directorship

The Chief Executive Officer will not perceive any compensation in respect of his directorship in the Company.

Benefits of any kind

The Chief Executive Officer benefits from two company cars and one company car with driver. He also benefits from an international healthcare cover and from the same life insurance and supplementary healthcare schemes as for the employees working in France.

Service provision agreement

No service provision agreement will be entered into between the Company and the Chief Executive Officer.

Sign-on bonus

The Chief Executive Officer does not receive any sign-on bonus.

Termination benefit

The Chief Executive Officer is entitled to a severance payment equal to the average of the last two years' gross fixed and variable annual paid compensation, payable in one instalment within six months of the departure, in the event of dismissal at the initiative of the Board of Directors and subject to the achievement of performance conditions set by the Board of Directors.

This termination benefit will not be paid in the event of dismissal for serious or gross misconduct.

The total termination benefit and non-compete indemnity, in the event of the implementation of the non-compete agreement (see below), may not exceed two years of annual fixed and variable compensation.

At its meeting held on February 13, 2020, the Board of Directors set the performance conditions for payment of the termination benefit. In order to receive this benefit, the following cumulative conditions should be met over the last two financial years preceding the departure:

- a minimum total achievement rate of 80% of the performance criteria for the annual variable compensation of the Chief Executive Officer;
- achievement of the Group's free cash flow target.

Non-compete indemnity

At its meeting held on February 13, 2020, the Board of Directors authorised the conclusion of a non-compete agreement with Mr. Luca de Meo.

The Board of Directors considered that it is in Renault's interest to enter into this non-compete agreement

which protects Renault Group's legitimate interests, given the particularly competitive nature of the automotive market, the importance of the functions and the recognised skills of Mr. Luca de Meo in this market, the means available to him, and the sensitive information he holds and to which he can have access.

Under this agreement, Mr. Luca de Meo commits, as of the end of his term of office as Chief Executive Officer, not to engage, directly or indirectly, in an activity that competes with those of the Group, on his own behalf, on behalf of companies in the automotive design, construction and marketing sectors (mainly passenger cars and light commercial vehicles), or on behalf of automotive suppliers.

Application of this clause is limited to:

- a period of twelve (12) months following the date on which Mr. Luca de Meo effectively ceases to exercise his term of office;
- the countries of the European continent and in Japan, as well as European and Japanese car and equipment manufacturers.

As consideration for his non-compete obligation, Mr. Luca de Meo will receive from the Company, during the period of application of the agreement (twelve months) and subject to there being no breach of this agreement, gross financial compensation corresponding to one year of gross annual compensation (fixed compensation and annual variable compensation paid in cash), payable in twelve monthly instalments. The gross annual compensation used for this calculation will be the one paid during the twelve months preceding the date of termination of the corporate office.

In accordance with the recommendation of the AFEP-MEDEF Code at the time of Mr. Luca de Meo's departure, the Board of Directors of the Company will decide whether to apply this non-compete agreement and may unilaterally waive it. Furthermore, no compensation will be due in the event of retirement or if Mr. Luca de Meo has reached the age of 65.

Top-up pension scheme

During its meeting on February 13, 2020, the Board of Directors authorised a top-up pension scheme for Mr. Luca de Meo.

The Board of Directors considered that implementing this scheme to the benefit of Mr. Luca de Meo allows the Company to retain and to promote the Chief Executive Officer's loyalty.

The Chief Executive Officer's top-up pension scheme is identical to that available to members of the Group Executive Committee (the so-called "Article 83" plan and "Article 82" plan).

Renault Group

Compensation of directors and corporate officers

a) Mandatory defined-contribution pension scheme (Article 83)

The contributions represent:

- 3.5% of the gross annual compensation between four and eight times the social security cap (Band C), paid 2.5% by the Company and 1% by the Chief Executive Officer;
- then 8% of the gross annual compensation between eight and sixteen times the annual French Social Security cap (Band D), paid 5% by the Company and 3% by the Chief Executive Officer.

The total amount of the contributions (both Company's and CEO's share) is capped at a lump sum equal to 8% of eight times the French Social Security cap.

b) Optional defined-contribution pension scheme (Article 82)

The Chief Executive Officer benefits from the optional defined-contribution pension scheme (Article 82) set up as from May 1st, 2020 for the benefit of the corporate officers and members of the Group's Executive Committee.

This scheme provides for the payment by the Company to a third-party entity (an insurer) of contributions equal to 12.5% of the gross annual compensation (fixed and variable) actually received.

The contributions paid in this way do not benefit from any preferential tax and social security regime. For this reason, the Chief Executive Officer will receive a lump-sum indemnity equal to the amount of the contribution paid on his behalf to the insurer. Payment of this indemnity will be concomitant to the payment of the contribution to the insurer.

The contributions and lump-sum indemnity amounts will be dependent on the Company's performance insofar as the calculation basis includes the variable

portion of the compensation which is related to the Group's results.

Adjustment clause in case of exceptional circumstance

On an exceptional basis, the Board of Directors shall have the power to modify one or more of the performance criteria related to the annual variable compensation and/or the long-term compensation (performance share plan) of the Chief Executive Officer and/or to modify, both upwards (within the limits of the caps provided for in the compensation policy) and downwards, one or more of the criteria underlying parameters (weighting, triggering thresholds, objectives, targets, etc.).

This option may be used by the Board of Directors only in the event that special and exceptional circumstances outside Renault have material consequences on the performance of the Group, which could not have been foreseen at the time the Board of Directors adopted this policy for presentation to the Annual General Meeting.

The purpose of these adjustments or modifications shall be to better reflect the effective performance of the Chief Executive Officer, taking into account the circumstances that led to the use of this option, when applying the compensation policy. In this context, the Board of Directors will be particularly cautious to ensure that any changes made are correlated to the performance of the Group, in light of the circumstances, and to the situation of all stakeholders. The Board of Directors will make its decision on the recommendation of the Governance and Compensation Committee and shall explain and justify its decision with regard to the circumstances that led to the use of this option and the alignment with shareholders' interests. Any use of this option will be communicated to the shareholders.

Compensation policy for directors for the 2025 financial year

Resolution to be submitted to the Annual General Meeting of April 30, 2025, pursuant to Article L. 22-10-8 II. of the French Commercial Code

Twenty-first resolution – Approval of the compensation policy for directors for the 2025 financial year

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to the provisions of Article L.22-10-8 II. of the French Commercial Code, the compensation policy for directors for the 2025 financial year, as set out in chapter 3.2.4.3 of the Company's 2024 Universal Registration Document.

Overall budget for director's compensation

The Annual General Meeting of June 15, 2018, set at €1,500,000 the maximum amount of compensation to be allocated among the directors (seventeenth resolution).

The following table sets out the new rules for calculating directors' compensation:

(in euros)	Annual fixed portion	Annual variable portion	Total individual amounts	Additional annual fixed portion for Chairmanship	Additional annual fixed portion for Lead Independent Director
Board of Directors	€20,000	€40,000	€60,000	€0	€20,000
Committees	€5,000	€15,000	€20,000	€20,000	-

It is reminded that the Chairman of the Board of Directors and the Chief Executive Officer does not receive any compensation for their directorship.

The amount of compensation for each director for the 2025 financial year will be set by the Board of Directors called to approve the financial statements for the 2025 financial year.

Directors' compensation for the 2025 financial year will be paid in one instalment in 2026.

It is specified that the three directors representing employees and the director representing employee

Allocation policy

The methods for allocating directors' remuneration adopted by the Board of Directors consists of setting a maximum annual amount of directors' compensation for participation in Board of Directors' meetings and meetings of each of the committees, which will include:

- a fixed portion, pro-rated according to the duration of the office over the year; and
- a variable portion, pro-rated according to the attendance rate over the total number of meetings for the year.

The variable portion related to attendance at the meetings of the Board of Directors and of committees is preponderant compared to the fixed portion.

The advantages of this allocation policy are that it will prevent the annual maximum amount for directors' compensation from being exceeded, and there will be a strong correlation between compensation and attendance.

shareholders hold employment contracts within subsidiaries of the Company and receive in this respect a salary that is not related to the exercise of their directorship. Therefore, such salary will not be disclosed. In addition, they also benefit from a company car with respect to their directorship.

Directors are entitled to reimbursement of expenses incurred by them in the exercise of their office, in particular any travel and accommodation expenses in connection with meetings of the Board of Directors and of committees.

VI. Statutory Auditors' reports

Statutory Auditors' report on the financial statements

For the year ended December 31, 2024

To the Annual General Meeting of Renault S.A.,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying financial statements of Renault for the year ended December 31, 2024.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2024 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the audit and risks committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors for the period from January 1st, 2024 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Valuation of equity investments

Risk identified

At December 31, 2024, equity investments are composed by "investments stated at equity" and "other investments", and are accounted for in Renault balance sheet for 16 536 million euros, representing one of the most significant caption of the total assets.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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With respect to Renault's investments in fully controlled companies, Renault has opted for the equity method. Their value in the balance sheet is determined on the basis of the share of each of these companies, fully consolidated, in the shareholders' equity determined according to the rules of consolidation, without taking into account the elimination of transactions between group companies. The annual change in the overall share of shareholders' equity corresponding to these interests is recorded in shareholders' equity under "Equity valuation difference". When the "equity valuation difference" becomes negative, a provision for overall depreciation is accounted for the income statement.

Other investments, i.e. investments in non-exclusively controlled companies, are recorded in the balance sheet at acquisition cost, excluding incidental purchase expenses, and mainly concern Renault's investment in Nissan. Those investments are valued at the lower of acquisition cost or book value, taking into account the share of net assets and the profitability prospects of Nissan. When the book value of the securities is lower than the gross value, a depreciation is recorded for the amount of the difference.

The assessment of the recoverable value of Renault's investment in Nissan requires judgement from management.

In this context, we have considered that the valuation of the investments was a key audit matter due to their importance in the company's financial statements and management's estimates and judgments necessary to determine the value in use of equity interests, particularly with regards to Renault's stake in Nissan.

Our audit response

We have reviewed the methodology used by management to determine the equity value of equity investments of companies controlled exclusively and the value in use of other equity investments.

In order to assess the reasonableness of the value in use of equity investments, we mainly relied on the work performed for the purpose of the consolidated financial statement audit.

Our work mainly consisted in:

Regarding Renault's investments in controlled companies:

- Check that the shareholders' equity in each of these investments corresponds to the shareholders' equity used to prepare Renault's consolidated financial statements,
- Check that Renault has performed the necessary adjustments, if any, to take into account potential impairment losses accounted for in the group's consolidated financial statements.

Regarding Renault's investment in Nissan:

- Assessing whether there are any identified impairment indicators: significant unfavorable changes in the markets where Nissan operates or a significant or prolonged decline in the share's market value, being key indicators;
- Verify the relevance of the main assumptions used by Renault in the impairment test performed to assess the recoverable value of its investment in Nissan, by reference to Nissan mid-term plan, historical performance achieved by Nissan as well as the overall perspectives of the Automotive sector;
- Understanding the conclusions and the work performed by the independent auditor of Nissan regarding the impairment test in accordance with our instructions which detail the procedures to be performed;
- Assessing the appropriateness of the information provided in the notes 2.1, 4.1 and 4.2 to the individual financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents with respect to the financial position and the financial statements provided to the Shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D.441-6 of the French Commercial Code (Code de commerce).

Report on corporate governance

We attest that the Board of Directors report on corporate governance sets out the information required by Articles L.225-37-4, L.22-10-10 and L.22-10-9 of the French Commercial Code (code de commerce).

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code (code de commerce) relating to remunerations and benefits received by or awarded to the directors and any other commitments made in their favour, we have verified the consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from controlled companies included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your company considered likely to have an impact in the event of a public takeover bid or exchange offer, provided pursuant to Article L.22-10-11 of the French Commercial Code, we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other information

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights and the cross-shareholdings has been properly disclosed in the management report.

Report on other Legal and Regulatory Requirements

Format of presentation of the financial statements intended to be included in the Annual Financial Report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the annual financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Renault by the Annual General Meeting held on April 30, 2014 for KPMG S.A. and on June 19, 2020 for Forvis Mazars SA.

As at December 31, 2024, KPMG S.A. was in the eleventh year of total uninterrupted engagement and Forvis Mazars SA in the fifth year.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The audit and risks committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.821-55 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the audit and risks committee

We submit to the audit and risks committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the audit and risks committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the audit and risks committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the audit and risks committee the risks that may reasonably be thought to bear on our independence, and the related safeguards. .

Paris La Défense, February 21, 2025

The Statutory Auditors

French original signed by

KPMG S.A.

FORVIS MAZARS SA

Bertrand Pruvost

Géraldine Lebrun

Loic Wallaert

Julien Huvé

Statutory Auditors' report on the consolidated financial statements

For the year ended 31 December 2024

To the Annual General Meeting of Renault S.A.,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of Renault S.A. for the year ended December 31, 2024.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2024 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the audit and risks committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for the statutory auditors for the period from January 1st, 2024, to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) n°537/2014.

Justification of Assessments – Key Audit Matters

In accordance with the requirements of Articles L.821-53 et R.821-180 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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Recoverable value of the Automobile sector

Risk identified

Intangible and tangible assets and goodwill, of the "Automotive" operating segment amount to 16 015 million euros as of December 31, 2024.

The Group carries out impairment tests on assets as soon as an impairment risk indicator has been identified, and at least once a year for assets with infinite useful life, under the approach described in note 2-M of the consolidated financial statements.

The test consists in comparing the net book value of assets with their recoverable value, defined as the highest amount between the value in use and the fair value net of exit costs. The value in use is calculated based on discounted future cash flows. When the recoverable amount is less than the net book value, the impairment loss is recognized as a reduction in the assets concerned.

At 2024 year-end closing, these impairment tests consider the assumptions used in the medium-term plan for the period 2025-2028 announced in January 2021, updated at the end of 2024 and presented to the Leadership Team.

In addition, the perpetual growth rates used in the tests as of December 31, 2024, take into account the impacts of the commitments made by the signatory States of the Paris agreements on climate change.

We have considered that the valuation of assets is a key audit matter because of their significance to the financial statements and because of the estimates and judgments required from Management to prepare these tests, particularly in the current context described above.

Our audit response

During our audit of the consolidated financial statements, our procedures mainly consisted in:

- Understanding the analysis performed by Management in order to identify impairment indicators;
- For assets tested:
 - Reconciling the net book value of assets to the consolidated financial statements;
 - Assessing the consistency of the data on projected volumes and margins used in the tests with the latest management estimates presented in the medium-term plan for the period 2025-2028 announced in January 2021, updated at the end of 2024 and presented to the Leadership Team which reflects the impacts of the commitments made by the signatory States of the Paris agreements on climate change;
 - Assessing the absence of any obvious inconsistency between the assumptions used for impairment testing and the information disclosed in the notes to the financial statements, and the information contained in the sustainability statement.
 - Assessing, in the context described above, the reasonableness of the main assumptions used through interviews with management and by comparing the assumptions with the data used in the previous impairment tests, with the historical performance or with external market data;
 - Testing the arithmetical accuracy of the discounted cash flows projections prepared by management;
 - Control the consistency of after-tax discount rates used for impairment testing with available market data;
 - Performing sensitivity analysis on the main assumptions used.

Consolidation method and recoverable value of the equity investment of Renault in Nissan

Risk identified

As of December 31, 2024, the Renault equity investment in Nissan amounts to 12 599 million euros, after a 694 million euros impairment. Nissan's contribution to Renault's net income corresponds to a loss of 483 million euros for 2024.

As indicated in note 12 to the consolidated financial statements, Renault has a significant influence over Nissan and accounts for its investment using the equity method. Nissan's accounts used to prepare Renault's financial statements are Nissan's consolidated accounts published in compliance with Japanese accounting standards, adjusted according to IFRS standards for consolidation purposes. In accordance with the approach described in the accounting rules and methods (notes 2-M and 12-G), an impairment test of the investment in Nissan was carried out on December 31, 2024.

We have considered that the consolidation method and recoverable value of the equity investment in Nissan is a key audit matter given its magnitude to Renault's consolidated financial statements, and given the following areas of attention: (1) the judgment of management to assess the Alliance governance structure as well as facts and circumstances underlying Renault's significant influence over Nissan, (2) the completeness and accuracy of adjustments to Nissan's financial statements required to account for Renault's share in the result and equity of this company and their accuracy, (3) the estimates used by management in determining the recoverable value of Renault's investment in Nissan.

Our audit response

Our audit response to the risks identified mainly consisted in:

- Reading the minutes of the Board of Directors meetings and the related party agreements and commitments register to confirm management analysis of the significant influence exercised by Renault over Nissan at closing date;
- Obtaining the confirmation from management that they do not have an active plan to sell Nissan shares (held directly or through the Newton Trustee) within the next twelve months;

-
- Understanding the conclusions and the audit work performed by the independent auditor of Nissan in accordance with our instructions which detail procedures to be performed and the conclusion format required for our audit purposes;
 - Understanding the audit work performed by the independent auditor of Nissan over the homogenization adjustments required to Nissan's financial statements to match with Renault accounting policies;
 - Assessing impairment indicators, the main indicators being significant adverse changes on markets where Nissan operated or a significant and long lasting drop in Nissan stock market value;
 - Examining the audit works of Nissan's independent auditors on the relevance of the main assumptions used in the impairment test performed to assess the recoverable value of Renault investment in Nissan, by reference to Nissan provisions, historical performance achieved by Nissan as well as the overall perspectives of the Automotive sector;
 - Assessing the appropriateness of the information provided in the notes 12 to the consolidated financial statements.
-

Calculation of expected credit losses on retail and wholesale receivables in accordance with the accounting standard IFRS 9

Risk identified

RCI Banque sets aside impairment to cover the risk of losses resulting from the inability of its clients to meet their financial commitments. In accordance with IFRS 9 "Financial Instruments", RCI Banque S.A. calculates impairment losses on expected credit losses on healthy receivables (bucket 1), on receivables for which the risk has deteriorated since initial recognition (bucket 2) and on receivables in default (bucket 3), as described in note 15-D of the consolidated financial statements.

The impairment related to IFRS 9 are detailed in Note 15 of the consolidated financial statements and amounts to 1 151 million euros on December 31, 2024, for an outstanding amount of 55 506 million euros.

We consider the amount of credit loss impairment as a key audit matter, due to the significant amount of customer and distribution network loans in the assets of the Group's balance sheet, the use of numerous parameters and assumptions in the calculation models and the use of judgment made by management in estimating expected credit losses.

As mentioned in note 2-B of the financial statements, the methods used to estimate impairment consider forecasts of technological and market evolutions, and any other changes that could have a material impact on the consolidated financial statements.

Our audit response

Our procedures, performed with the assistance of our specialists, mainly consisted in:

- Assessing the key controls in place to validate parameter changes and the key assumptions underlying expected credit loss impairment calculations.
 - Assessing the methodologies applied to set the parameters used in the provisioning models and their operational integration in the information systems;
 - Assessing the impairment adjustments calculated by experts at both the local and Group levels, and examine the documentation supporting the additional impairments constituted;
 - Verifying the methodology and the calculation of the additional impairments constituted;
 - Assessing the assumptions used to determine the prospective component of the expected credit loss (forward looking) estimation, in particular on the weighting of the scenarios, and the governance underlying the choice of these weightings;
 - Examining the process in place to ensure the completeness and quality of the data used for the determination of impairments;
 - Testing the quality of the IT application interfaces that support the calculation and accounting of expected credit losses;
 - Assessing the process of classifying assets by category;
 - Performing controls on the IT system implemented by RCI Banque including a review of general IT controls, interfaces, and automated controls to process information related to IFRS 9;
 - Carrying out analytical procedures on the evolution of outstanding retail customer and distribution network loans and credit risk impairment;
 - Assessing the appropriateness of the information presented in Notes 15 and 24 to the consolidated financial statements.
-

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Report on Other legal and Regulatory Requirements

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in article L451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of the Renault S.A Chief executive, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of December 17, 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

Furthermore, we have no responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Renault by the Annual General Meeting held on April 30, 2014, for KPMG S.A. and on June 19, 2020, for Forvis Mazars SA.

As of December 31, 2024, KPMG S.A. was in the eleventh year of total uninterrupted engagement and Forvis Mazars SA in the fifth year.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The audit and risks committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L. 821-55 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements;
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision, and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the audit and risks committee

We submit to the audit and risks committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the audit and risks committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this audit report.

We also provide the audit and risks committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 à L.821-34 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the audit and risks committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris La Défense, February 21, 2025

The Statutory Auditors

French original signed by

KPMG S.A.

FORVIS MAZARS SA

Bertrand Pruvost

Géraldine Lebrun

Loic Wallaert

Julien Huvé

Statutory Auditors' report on the information used to determine the compensation for participating shares

For the year ended 31 December 2024

To the Holders of Participating Shares,

In our capacity as statutory auditors of Renault, and pursuant to the engagement set forth in Article L. 228-37 of the French Commercial Code (Code de commerce), we hereby report to you on the elements used to calculate the interest paid on participating shares for the year ended December 31, 2024.

On February 21, 2025, we issued our reports on the annual and consolidated financial statements for the year ended December 31, 2024.

The elements used to calculate the interest paid on participating shares were prepared by Renault's senior management. Our role is to assess their compliance with the issuance contract and their consistency with the consolidated financial statements.

According to the issuance contract, the interest paid on participating shares is comprised of a fixed and a variable portion:

- The fixed portion is calculated by applying 6.75% to the security's nominal value.
- The variable portion is at least equal to 2.25% of the security's nominal value, and is determined based on consolidated revenue changes calculated by applying the same group structure and methods, as follows:

	Consolidated revenue for the year ended preceding maturity
Variable portion of prior coupon x	Consolidated revenue for the one-year preceding maturity using a constant group structure and consolidation method

The ratio between the revenues is rounded to the nearest thousandth.

The calculation elements provided to us are as follows:

- Fixed portion of the coupon payable on October 24, 2025 (in €): 10.29
- Variable portion of the previous coupon (in €): 15.14
- Consolidated revenue for the year ended December 31, 2024 (M€): 56,232
- Consolidated revenue for the year ended December 31, 2023 using a constant group structure and consolidation methods (M€): 52,825
- Variable portion of the coupon payable on October 24, 2025 (in €): 16.11

The gross interest per participating share security amounts to € 26.40 for the year ended December 31, 2024.

We have performed the procedures that we considered necessary in accordance with the professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this type of engagement. Our work consisted in verifying the compliance and the consistency of the elements used to calculate the interest paid on participating shares with the issuance contract and the audited consolidated financial statements.

We have no matters to report on the compliance and the consistency of the elements used to calculate the interest paid on participating shares.

Paris La Défense, March 3, 2025

The Statutory Auditors

KPMG S.A.

FORVIS MAZARS SA

Bertrand Pruvost

Géraldine Lebrun

Loic Wallaert

Julien Huvé

Statutory Auditors' report on the related-party agreements

For the year ended 31 December 2024

To the Annual General Meeting of Renault S.A.,

In our capacity as statutory auditors of your Company, we hereby present to you our report on related party agreements.

We are required to inform you, on the basis of the information provided to us, of the terms and conditions of those agreements indicated to us, or that we may have identified in the performance of our engagement, as well as the reasons justifying why they benefit the Company. We are not required to give our opinion, as to whether they are beneficial or appropriate or to ascertain the existence of other agreements. It is your responsibility, in accordance with Article R. 225-31 of the French Commercial Code (Code de commerce), to assess the relevance of these agreements prior to their approval.

We are also required, where applicable, to inform you in accordance with Article R. 225-31 of the French Commercial Code (Code de commerce) of the continuation of the implementation, during the year ended December 31, 2024, of the agreements previously approved by the Annual General Meeting.

We performed those procedures which we deemed necessary in compliance with professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this type of engagement. These procedures consisted in verifying the consistency of the information provided to us with the relevant source documents.

AGREEMENTS SUBMITTED FOR APPROVAL TO THE ANNUAL GENERAL MEETING

Agreements authorized and concluded during the year

In accordance with Article L. 225-40 of the French Commercial Code (Code de commerce), we hereby inform you that we have been notified of the following agreements concluded during the year ended December 31, 2024 which have received prior authorization from your Board of Directors.

• With Nissan Motor Co., Ltd (hereinafter "Nissan")

Persons concerned

Ms. Yu Serizawa and Mr. Joji Tagawa, Directors of your company appointed on the recommendation of Nissan.

Mr. Jean-Dominique Senard and Mr. Pierre Fleuriot, joint Directors of your company and Nissan.

"Transfer of Nissan Shares" on March 27, 2024

At its meeting on March 26, 2024, your Board of Directors authorized the signature of an agreement entitled "Transfer of Nissan shares" between your Company and Nissan, the purpose of which was to define the terms and conditions of your Company's participation in the Nissan share buyback program announced on March 27, 2024. This agreement was signed on March 27, 2024.

The transfer provided for under this agreement concerns a maximum of 100,242,900 Nissan shares held in trust, at a price equal to the closing price of the Nissan share on the trading day preceding Nissan's execution of the shares buyback less, in the event of execution on March 28, 2024, the amount of the dividend per Nissan share to be paid to Nissan shareholders holding Nissan shares on March 27, 2024.

Your Board of Directors has explained why it is in your company's interest to enter into this agreement, indicating that it is part of the rebalancing of cross-shareholdings between your company and Nissan. This sale also enables Renault S.A. to obtain immediate liquidity for a maximum of 100,242,900 Nissan shares held in trust.

On March 28, 2024, your company sold 99,132,100 Nissan shares held in trust at a unit value of JPY 593.4 (3.61 euros), for a total amount of 358.4 million euros. Nissan repurchased and cancelled these shares on April 3, 2024.

"Transfer of Nissan Shares" on September 26, 2024

At its meeting on September 20, 2024, your Board of Directors authorized the signature of an agreement entitled "Transfer of Nissan shares" between your Company and Nissan, the purpose of which was to define the terms and conditions of your Company's participation in the Nissan share buyback program announced on September 26, 2024. This agreement was signed on September 26, 2024.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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The transfer provided for under this agreement concerns a maximum of 195,473,600 Nissan shares held in trust, at a price equal to the closing price of the Nissan share on the trading day preceding Nissan's execution of the shares buyback, adjusted by 5 yen, corresponding to an interim dividend equal to Nissan's interim dividend for 2023, in accordance with the Tokyo Stock Exchange's share buyback rules.

Your Board of Directors has explained why it is in your company's interest to enter into this agreement, indicating that it is part of the rebalancing of cross-shareholdings between your company and Nissan. This sale also enables Renault S.A. to obtain immediate liquidity for a maximum of 195,473,600 Nissan shares held in trust.

On September 26, 2024, your company sold 194,473,600 Nissan shares held in trust at a unit value of JPY 408.5 (2.53 euros), for a total amount of 358.4 million euros. Nissan repurchased and cancelled these shares on October 3, 2024.

AGREEMENTS PREVIOUSLY APPROVED BY THE ANNUAL GENERAL MEETING

Agreements approved in previous years which continued to be executed during the year under review

In accordance with Article R. 225-30 of the French Commercial Code (Code de commerce), we have been notified that the implementation of the following agreements, which were approved by the Annual General Meeting in prior years, continued during the year ended December 31, 2024.

- **With Nissan Motor Co. Ltd (hereinafter "Nissan"), Daimler AG and Renault-Nissan B.V. (hereinafter "RNBV")**

Persons concerned

Ms. Yu Serizawa and Mr. Joji Tagawa, members of your Company's Board appointed upon proposal of Nissan.

Mr. Jean-Dominique Senard and Mr. Pierre Fleuriot, joint Directors of your company and Nissan.

"Master Cooperation Agreement"

On April 6, 2010, your Company and Nissan, Daimler AG and RNBV. entered into the "Master Cooperation Agreement" which specifies the terms and conditions of the cooperation between these companies.

On December 13, 2013, your Board of Directors authorized the signature of an amendment to the "Master Cooperation Agreement", in order to extend the scope of this cooperation. This amendment has been concluded on December 19, 2013 and has been approved by the Annual General Meeting of April 30, 2014.

On October 2016, Nissan Motor Co. Ltd. acquired 34% of the capital of Mitsubishi Motors Corporation.

At its meeting of June 15, 2018, your Board of Directors authorized the conclusion of a second amendment to the "Master Cooperation Agreement", the subject of which is the accession of Mitsubishi Motors Corporation in the cooperation. The signing of this second amendment on October 3, 2018 was approved by your General Meeting of June 12, 2019.

The Master Cooperation Agreement and its endorsements continue to produce effect between the parties.

- **With Nissan Motor Co. Ltd (hereinafter "Nissan")**

Persons concerned

Ms. Yu Serizawa and Mr. Joji Tagawa, members of your Company's Board appointed upon proposal of Nissan.

Mr. Jean-Dominique Senard and Pierre Fleuriot, joint Directors of your company and Nissan.

"Framework Agreement" and its amendment "First amendment to the Framework Agreement"

At its meeting on February 5, 2023, your Board of Directors authorized the conclusion of a "Framework Agreement" between your company and Nissan, the purpose of which is to provide a framework for the reorganization of the partnership between Renault S.A. & Nissan and to strengthen the Renault-Nissan-Mitsubishi Alliance (hereinafter the "Alliance"). This agreement was signed on February 6, 2023.

The main purpose of this agreement is to establish a framework for the signature of definitive agreements covering:

- (i) the reorganization of the Alliance, including the rebalancing of cross-shareholdings between Renault and Nissan to 15% of voting rights and the implementation of a new governance structure for the Alliance;

(ii) the implementation of "Reload" projects, involving the development of partnerships with Nissan on concrete operational projects covering markets, vehicles and technologies.

(iii) Nissan's participation in the Ampere project, which involves Nissan becoming a strategic investor in the new Ampere Holding S.A.S. entity.

This agreement was amended on November 7, 2023, and your Board of Directors had previously authorized the amendment at its meeting on November 5, 2023.

The main purpose of the amendment to the agreement is to make a marginal adjustment to the number of shares that Renault S.A. and Nissan will respectively hold in each other's capital on the date of completion of the rebalancing of their cross-shareholdings, and thus to the number of Nissan shares that will be transferred by Renault to the trust on the date of completion of this rebalancing.

The terms of this agreement and its amendment contain no price implications for the Company.

The "Framework Agreement" and its amendment were approved by the Annual General Meeting of May 16, 2024.

"New Alliance Agreement" and its amendment "First amendment and Restatement to the New Alliance Agreement"

At its meeting on February 5, 2023, your Board of Directors authorized the conclusion of an agreement entitled the "New Alliance Agreement" between your company and Nissan, the purpose of which is to provide a framework for the governance of the Alliance and govern the capital relationship between your company and Nissan. This agreement was signed on July 26, 2023.

This agreement replaces the following previous agreements between your company and Nissan:

- (i) the Restated Alliance Master Agreement dated March 28, 2002 and its amendments,
- (ii) Alliance and Equity Participation Agreement dated March 27, 1999, as amended by Amendment no. 1 dated June 8, 2000,
- (iii) Memorandum of Understanding dated March 12, 2019.

The purpose of this agreement is to define the new framework for relations between your company and Nissan, and provides for:

- (i) the establishment of a new governance structure for the Alliance,
- (ii) the rebalancing of cross-shareholdings between your company and Nissan to 15% of the share capital, via the transfer of 28.4% of the Nissan shares held by your company to a trust, and the establishment of a right of first offer exercisable by Nissan on sales of its shares by your company or by the trust company on the instructions of your company.
- (iii) the limitation of voting rights to 15% of the voting rights exercisable by your company and Nissan, with the possibility of exercising these voting rights freely.
- (iv) the representation of both companies on each other's Board of Directors. Your company and Nissan will each be able to propose the appointment of two directors to their respective Boards.

This agreement was amended on November 7, 2023, and your Board of Directors had previously authorized the amendment at its meeting on November 5, 2023.

The main purpose of the amendment to the agreement is to make a marginal adjustment to the number of shares that Renault S.A. and Nissan will respectively hold in each other's share capital on the date of completion of the rebalancing of their reciprocal shareholdings, and to adjust accordingly the figures for the percentages of their retention and capping obligations.

The terms of this agreement and its amendment contain no price implications for the Company.

The "New Alliance Agreement" and its amendment were approved by the Annual General Meeting of May 16, 2024.

Agenda of the Annual General Meeting	Proposed resolutions and Explanations	Renault in 2024	Governance of Renault	Compensation of directors and corporate officers	Statutory Auditors' reports	Participate in the Annual General Meeting
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• With Nissan Motor Co. Ltd (hereinafter "Nissan") and Ampere Holding S.A.S. (hereinafter "Ampere")

Persons concerned

Mrs. Yu Serizawa and Mr. Joji Tagawa, directors of your company appointed on the recommendation of Nissan.

Mr. Jean-Dominique Senard and Mr. Pierre Fleuriot, joint Directors of your company and Nissan.

"Investment Agreement"

At its meeting on February 5, 2023, your Board of Directors authorized the conclusion of an "Investment Agreement" between your company, Nissan and Ampere, the purpose of which is to define the terms and conditions under which Nissan would invest and become a strategic investor in Ampere, a new company created by your company and dedicated to electric vehicles and software. This agreement was signed on July 26, 2023.

The terms of this agreement define:

- (i) the amount Nissan would invest in Ampere,
- (ii) the terms and conditions under which Nissan would invest in the event of a public offering of Ampere shares,
- (iii) the terms and conditions for Nissan's private investment in Ampere if no public offering of Ampere shares is made prior to December 31, 2024,
- (iv) the draft shareholders' agreements to be entered into between Renault S.A. and Nissan in the event of a public offering of Ampere shares or, as the case may be, in the event of a private investment by Nissan,
- (v) the standard representations and warranties for similar transactions. Completion of the investment is subject to customary conditions precedent, including applicable regulatory approvals.

The terms of this agreement do not contain any price implications for the company. The maximum amount to be invested by Nissan, via a subscription to Ampere shares, is 600 million euros.

The Ampere "Investment Agreement" and its amendment were approved by the Annual General Meeting of May 16, 2024.

Paris La Défense, February 21, 2025

The Statutory Auditors,

KPMG S.A.

Forvis Mazars SA

Bertrand Pruvost

Géraldine Lebrun

Loic Wallaert

Julien Huvé

Statutory Auditors' report on the share capital reduction

Combined Shareholders' Meeting of April 30, 2025 - Twenty-third resolution

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

To the Annual General Meeting of Renault S.A.,

In our capacity as Statutory Auditors of your company and in accordance with the procedures provided for in Article L. 22-10-62 of the French Commercial Code (Code de Commerce) on the decrease in share capital by cancellation of purchased shares, we hereby report to you on our assessment of the reasons for and the terms and conditions of the proposed decrease in share capital.

Shareholders are requested to confer all necessary powers on the Board of Directors, for a maximum period of eighteen months as of the date of this meeting, to cancel on one or more occasions, up to a maximum of 10% of the shares comprising the share capital by successive periods of twenty-four months, the shares purchased by the Company pursuant to the authorization to repurchase its own shares under the provisions of the article L. 22-10-62.

We performed the procedures we considered necessary in accordance with the professional guidelines of the French national auditing body (Compagnie Nationale des Commissaires aux Comptes) applicable to this engagement. These procedures consisted in verifying that the reasons for and the terms and conditions of the proposed share capital reduction, which should not compromise equity among the shareholders, are fair.

We have no matters to report with regard to the reasons for and the terms and conditions of the proposed share capital reduction.

March 13, 2025

The Statutory Auditors

French original signed by

KPMG S.A.

Forvis Mazars S.A.

Bertrand Pruvost

Géraldine Lebrun

Loïc Wallaert

Julien Huvé

VII. How to participate in the Annual General Meeting

Shareholders are invited to regularly consult the section dedicated to the Annual General Meeting on the Company's website (www.renaultgroup.com) for the latest information concerning the Annual General Meeting.

The Annual General Meeting will be **broadcast on live video and in full** on the Company's website on Wednesday, April 30, 2025 at 3:00 p.m. (Paris time) unless technical reasons make it impossible or seriously disrupt the broadcast. It will also be available in replay on the website after the Annual General Meeting.

CONDITIONS TO PARTICIPATE IN THE ANNUAL GENERAL MEETING

As a Renault shareholder, **you have the right to participate in the Company's Annual General Meeting, regardless of the number of shares you hold and the way in which they are held (registered form, bearer form or *via* FCPE units).**

You have four options for exercising your rights as a shareholder:

- attend the General Meeting in person
- vote by Internet or by post;
- give proxy to the Chairman of the General Meeting;
- give proxy to any individual or legal entity of your choice.

Any shareholder who has already cast a vote by post, sent a proxy or requested an admission card or a certificate of participation may no longer choose another method of participation in the General Meeting.

RIGHT TO PARTICIPATE IN THE ANNUAL GENERAL MEETING

Pursuant to Article R. 22-10-28 of the French Commercial Code, to attend Renault's Annual General Meeting, shareholders must have registered their shares in their name or in the name of their registered intermediary by midnight (Paris time), two business days prior to the Annual General Meeting, either in the registered securities account held by the Company or its agent, Uptevia, or in the bearer securities account held by an authorized bank or financial intermediary.

If you hold registered shares or units in one of the Corporate Mutual Funds (Fond Commun de Placement d'Entreprise or "**FCPEs**"), your shares must be registered in your name two business days prior to the meeting date, i.e. at midnight (Paris time) on Monday, April 28, 2025.

If you hold bearer shares, your shares must be registered in the bearer share accounts held by your approved intermediary on Monday, April 28, 2025, at midnight (Paris time). Your approved intermediary will issue a certificate of participation to Uptevia, which will be annexed to the postal voting or proxy form (the "voting form") bearing your name.

HOW TO BE INFORMED

The previous pages provide you with information on Renault Group's business and its results, as well as on the resolutions submitted to the Annual General Meeting for approval.

All documents that must be made available to the shareholders for this Annual General Meeting can be obtained, as from the date of this convening notice, at the Company's registered office, 122-122bis avenue du Général Leclerc, 92100 Boulogne-Billancourt, France, in accordance with Article R. 225-89 of the French Commercial Code.

In addition, the documents which must be made available at least 21 days before the date of the meeting (i.e. by April 9, 2025 at the latest), in accordance with the applicable legal and regulatory provisions, will be published on the section dedicated to the General Meeting on the Company's website.

We recommend that you regularly consult the dedicated section of the website: <https://www.renaultgroup.com/en/finance/general-meeting/>.

Renault Group

Participate in the Annual General Meeting

HOW TO ASK A WRITTEN QUESTION

The Annual General Meeting is the ideal opportunity to ask your questions.

You may send your written questions, which must be in connection with matters on the agenda, to the attention of the Chairman of the Board of Directors:

- by registered mail with return receipt requested, to Renault's registered office, 122-122 bis avenue du Général Leclerc 92100 Boulogne-Billancourt, France
- or by email to the following address: communication.actionnaires@renault.com.

For your written question(s) to be taken into account, they must be **received** at least four business days prior to the Annual General Meeting (i.e. by **Thursday, April 24, 2025**).

Written question(s) must be accompanied by a certificate of registration of your shares, either in the registered securities accounts held by Uptevia for the Company, or in the bearer share accounts held by the approved banking or financial intermediary (Article R. 225-84 of the French Commercial Code).

The Board of Directors will reply to the written questions during the General Meeting or, in accordance with Article L.225-108 of the French Commercial Code, the reply will be deemed to have been given when it is published on the Company's website at the following address: www.renaultgroup.com. In accordance with applicable legislation, a common response may be given to several questions as long as they cover the same topics.

DISPOSAL OF SHARES BEFORE THE GENERAL MEETING

Shareholders who have already requested an admission card, given a proxy or casted their vote by post or by Internet, may still sell all or part of their shares. However, if the sale takes place before midnight (Paris time) on **Monday, April 28, 2025**, the Company shall invalidate or modify, as appropriate, the vote cast or the proxy given.

Participate using Internet voting

Renault provides the option to vote online prior to the Annual General Meeting, via the VOTACCESS secure voting platform, which will be open **from Wednesday March 26 to Tuesday April 29, 2025 at 3 p.m. (Paris time)**.

VOTACCESS platform offers you the same options as the paper voting form.

You may therefore:

- request an admission card to attend the Meeting in person. You can then download your admission card directly from your computer. This "e-admission card" will be printable until the day of the Meeting and must be presented during the registration formalities;
- vote for the resolutions via the Internet;
- appoint the Chairman of the Annual General Meeting as your proxy;
- appoint any other person of your choice as your proxy;
- revoke a proxy and appoint a new proxy.

You can also access the documentation for the General Meeting on VOTACCESS.

We recommend that shareholders do not delay voting until the day before the meeting to avoid any bottlenecks from occurring.



An assistance dedicated to the General Meeting will be available to answer any questions you may have on

0 800 007 535 toll-free number
& free services

(toll free from landlines in France) ⁽¹⁾

⁽¹⁾ From other countries, call +33 (0)1 49 37 82 36 (applicable tariff in the calling country)



If you hold shares in different forms (fully registered form, administered registered form, bearer form or via FCPE units), you may receive separate convening notices. You must proceed separately with the various voting procedures described below and in these convening notices in order to be able to vote for all the shares you hold.

You hold fully registered shares

1. **Connect** to the website:
<https://www.investors.uptevia.com/>.
2. **Log in** with your usual login details (User ID and password).
 - If you do not have your User ID, you can request it by clicking on "Forgot User ID or password" on the "Investors Uptevia" home page, then select "My User ID" and follow the on-screen instructions. You will then receive your User ID by email at the electronic address you have indicated.
 - If you have forgotten your password, you can reset it by clicking on "Forgot User ID or password" on the "Investors Uptevia" home page, then select "My password" and follow the on-screen instructions. You will then receive an email with a link to reset your password.
 - The Uptevia hotline is available on 0 800 007 535 from France and +33 1 49 37 82 36 from abroad if you have any difficulties in obtaining your User ID and/or password via the contact form on the "Investors Uptevia" website.
3. After logging on to the "Investors Uptevia" website, click on **"Participate in the vote"**. You will then be redirected to VOTACCESS. Next, follow the on-screen instructions.

You hold administered registered shares

1. **Connect** to the website:
<https://www.voteag.com/>.
2. **Log in** with your User ID, appearing on your paper voting form or on your e-notice of meeting, and your ephemeral code.
 - If you have lost your User ID, you will have to contact the Uptevia hotline, which will provide you with this information.
 - If you have forgotten your ephemeral code or your password, you will have to contact the Uptevia hotline, which will help you reset it.
 - The Uptevia hotline is available on 0 800 007 535 from France and +33 1 49 37 82 36 from abroad if you have any difficulties logging on to the "VoteAG" website.
3. After logging on to the "Vote AG" website, click on **"Access VOTACCESS"**. You will then be redirected to VOTACCESS. Next, follow the on-screen instructions.

You hold FCPE units in a securities account managed by BNP Paribas ERE

1. **Connect** to the "Mon Epargne Entreprise" website at: <https://monepargne.ere.bnpparibas/>.
2. **Log in** using your identifier (email address) and your password, which you set when you activated your account on the "Mon Épargne Entreprise" website.
 - If you do not have your password, you can click on the link "I forgot my password" available on the login page, then fill in your e-mail address and click on "Send the reset e-mail".

You will then receive a 6-digit verification code by e-mail, which you will need to enter in "Mon Epargne Entreprise" website. A second verification code will then be sent to you by SMS to verify your identity. You will then be able to set your new password and access your private area on "Mon Epargne Entreprise" website.

 - If you did not activate your "Mon Epargne Entreprise" account yet, click on "I activate my new private area" from the page <https://monepargne.ere.bnpparibas/> and follow the instructions.
 - BNP Paribas ERE is available on 09 69 32 04 29 from France, +33 3 28 76 33 47 from abroad and +33 1 45 23 00 10 for Spanish speakers if you have any problem logging on to "Mon Epargne Entreprise" website.
 - A guide to logging in to the "Mon Épargne Entreprise" website, designed by BNP Paribas ERE, is available on the page dedicated to the General Meeting on the Company's website, in the "Additional documents" section.
3. After logging on to the "Mon Epargne Entreprise" website, click on the "**Renault Annual General Meeting**" banner on your dashboard. You will then be redirected to VOTACCESS. Next, follow the on-screen instructions.

You hold FCPE units in a securities account managed by Natixis Intrépargne

1. **Connect** to the website: <https://www.voteag.com/>.
2. **Log in** with your User ID, appearing on your paper voting form or your e-notice of meeting, and your ephemeral code.
 - If you have lost your User ID, you will have to contact the Uptevia hotline, which will provide you with this information.
 - If you have forgotten your ephemeral code or your password, you will have to contact the Uptevia hotline, which will help you reset it.
 - The Uptevia hotline is available on 0 800 007 535 from France and +33 1 49 37 82 36 from abroad if you have any difficulties logging on to the "VoteAG" website.
3. After logging on to the "VoteAG" website, click on "**Access VOTACCESS**". You will then be redirected to VOTACCESS. Next, follow the on-screen instructions.



IMPORTANT

If you hold Renault shares in more than one form (registered shares, bearer shares or corporate mutual fund units (FCPE), you will have to vote as many times as necessary if you wish to cast all the voting rights attached to your Renault shares.

You are the holder of bearer shares

To be able to use electronic voting, your authorized financial intermediary need to be connected to VOTACCESS. We therefore invite you to check whether the access to VOTACCESS is subject to specific conditions of use imposed by your authorized financial intermediary.

If your financial intermediary is a member of VOTACCESS, you can access the service by following the instructions below:

1. **Connect** to your financial intermediary's "Stock market" portal.
2. **Log in** by entering your usual login details.
3. **Click** the icon "General Meeting" that appears on the line for your Renault shares. You will then be redirected to VOTACCESS. Next, follow the on-screen instructions.

Participate using the paper voting form ⁽¹⁾

A

I am attending the Annual General Meeting in person

You must request an admission card, which is required to be admitted to the General Annual General Meeting and to vote ⁽²⁾.

To do so, you must:

- check the **box A** of the form;
- date and sign the bottom of the form (**box C**); and
- return the form as indicated below.

B

I am voting by post or I am being represented at the meeting

If you are not attending the meeting in person, please choose one of the three options on the form by checking the appropriate box:

- vote by post: tick the box "I vote by post" (**B1**) and follow instructions to cast your votes;
- **appoint the Chairman of the General Meeting as your proxy:** tick the box "I hereby give proxy to the Chairman of the General Meeting" (**B2**);
- **appoint any other person of your choice as your proxy:** tick the box "I hereby give proxy to" (**B3**) and enter the name and address of the person attending the meeting on your behalf.
- **Sign and date** the form (**box C**) and return it as indicated below.



IMPORTANT

The voting form must be duly completed and signed, and must be received by Uptevia no later than **April 27, 2025**.

Returning the voting form

You are the holder of registered shares or of FCPE units:

Please sign and date the voting form and return it using the enclosed prepaid envelope attached to your notice of meeting.

You are the holder of bearer shares:

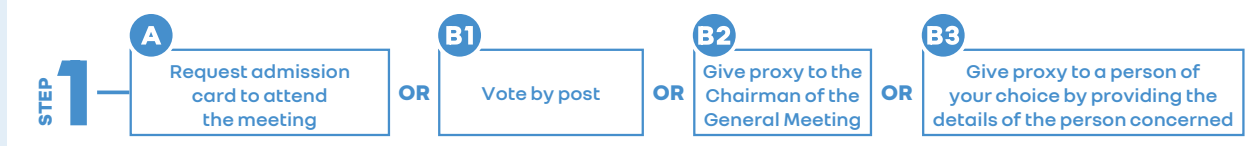
Please sign and date the voting form and return it as soon as possible to the financial intermediary managing your account, who must send the form, together with a shareholding certificate⁽³⁾ to the following address: Uptevia - Assemblées Générales, 90-110 Esplanade du Général de Gaulle, 92931 Paris - La Défense Cédex.

(1) For registered shareholders, the paper voting form is enclosed with the Notice of Meeting. For bearer shareholders, the voting form is available on the page dedicated to the General Meeting on the Company's website or can be obtained from the financial intermediary or by written request sent to Uptevia - Assemblées Générales, 90-110 Esplanade du Général de Gaulle, 92931 Paris-La Défense Cédex, no later than Friday, April 18, 2025. The financial intermediary will forward the duly completed and signed voting form, together with a shareholding certificate, to Uptevia.

(2) Registered shareholders or holders of FCPE units who have not yet received their admission card on the day of the Meeting may still attend and vote at the General Meeting upon presentation of an identity document. Bearer shareholders who have not received their admission card may attend and vote at the Meeting upon presentation of an identity document and a certificate of participation issued by their financial intermediary proving their status as shareholders on the second business day prior to the Meeting, i.e. Monday April 28, 2025, at midnight (Paris time).

(3) The paper voting form of a bearer shareholder will only be processed if it is accompanied by a shareholding certificate.

Filling in the paper voting form ⁽¹⁾



Important : Avant d'exercer votre choix, veuillez prendre connaissance des instructions situées au verso - Important : Before selecting please refer to instructions on reverse side
Quelle que soit l'option choisie, noircir comme ceci ■ la ou les cases correspondantes, dater et signer au bas du formulaire - Whichever option is used, shade box(es) like this ■, date and sign at the bottom of the form

A ☐ JE DÉSIRE ASSISTER À CETTE ASSEMBLÉE et demande une carte d'admission : dater et signer au bas du formulaire / I WISH TO ATTEND THE SHAREHOLDER'S MEETING and request an admission card : date and sign at the bottom of the form

Renault Group

RENAULT SA
Société Anonyme au capital de 1.126.701.902,04 €
122-122 bis avenue du Général Leclerc
92100 Boulogne-Billancourt - France
RCS Nanterre 441 639 465

ASSEMBLEE GENERALE MIXTE des actionnaires convoquée le 30 avril 2025
à 15 h, à La Seine Musicale – Ile Seguin – 92100 Boulogne-Billancourt
COMBINED GENERAL MEETING of shareholders to be held on April 30th, 2025
at 3:00 pm at La Seine Musicale – Ile Seguin – 92100 Boulogne-Billancourt

CADRE RÉSERVÉ À LA SOCIÉTÉ - FOR COMPANY'S USE ONLY

Identifiant - Account

Vote simple
Single vote

Nominatif
Registered

Vote double
Double vote

Porteur
Bearer

Nombre d'actions
Number of shares

Nombre de voix - Number of voting rights

B1 ☐ JE VOTE PAR CORRESPONDANCE / I VOTE BY POST
Cf. au verso (2) - See reverse (2)

Je vote OUI à tous les projets de résolutions présentés ou agréés par le Conseil d'Administration ou le Directoire ou la Gérance, à l'EXCEPTION de ceux que je signale en noircissant comme ceci ■ l'une des cases "Non" ou "Abstention". / I vote YES all the draft resolutions approved by the Board of Directors, EXCEPT those indicated by a shaded box, like this ■, for which I vote No or I abstain.

Sur les projets de résolutions non agréés, je vote en noircissant la case correspondant à mon choix. On the draft resolutions not approved, I cast my vote by shading the box of my choice.

B2 ☐ JE DONNE POUVOIR AU PRÉSIDENT DE L'ASSEMBLÉE GÉNÉRALE
Cf. au verso (3) / I HEREBY GIVE MY PROXY TO THE CHAIRMAN OF THE GENERAL MEETING
See reverse (3)

B3 ☐ JE DONNE POUVOIR A : Cf. au verso (4) pour me représenter à l'Assemblée / I HEREBY APPOINT : See reverse (4) to represent me at the above mentioned Meeting
M., Mme ou Mlle, Raison Sociale / Mr, Mrs or Miss, Corporate Name
Adresse / Address

ATTENTION : Pour les titres au porteur, les présentes instructions doivent être transmises à votre banque.
CAUTION : As for bearer shares, the present instructions will be valid only if they are directly returned to your bank.

Nom, prénom, adresse de l'actionnaire (les modifications de ces informations doivent être adressées à l'établissement concerné et ne peuvent être effectuées à l'aide de ce formulaire). Cf au verso (1)
Surname, first name, address of the shareholder (Changes regarding this information have to be notified to relevant institution, no changes can be made using this proxy form). See reverse (1)

Si des amendements ou des résolutions nouvelles étaient présentés en Assemblée, je vote NON sauf si je signale un autre choix en noircissant la case correspondante.
In case amendments or new resolutions are proposed during the meeting, I vote NO unless I indicate another choice by shading the corresponding box:

- Je donne pouvoir au Président de l'Assemblée Générale. / I appoint the Chairman of the general meeting

- Je m'abstiens. / I abstain from voting

- Je donne procuration [cf. au verso renvoi (4)] à M., Mme ou Mlle, Raison Sociale pour voter en mon nom / I appoint [see reverse (4)] Mr, Mrs or Miss, Corporate Name to vote on my behalf

Pour être pris en considération, tout formulaire doit parvenir au plus tard :

à / to : Uptevia
Service Assemblées
80-110 Esplanade du Général de Gaulle
92931 Paris La Défense Cedex

sur 1^{re} convocation / on 1st notification
27 avril 2025 / on April 27th, 2025

sur 2^{de} convocation / on 2nd notification

« Si le formulaire est renvoyé daté et signé mais qu'aucun choix n'est coché (carte d'admission / vote par correspondance / pouvoir au président / pouvoir à mandataire), cela vaut automatiquement pouvoir au Président de l'Assemblée Générale »
« If the form is returned dated and signed but no choice is checked (admission card / postal vote / power of attorney to the President / power of attorney to a representative), this automatically applies as a proxy to the Chairman of the General Meeting »



**RETURN
THE PAPER VOTING FORM
before April 27, 2025**

STEP 2

**SIGN and DATE
here, regardless
of your choice**

Date & Signature

C

Returning the voting form

You are the holder of registered shares or of FCPE units:

Please sign and date the voting form and return it using the enclosed prepaid envelope attached to your notice of meeting.

You are the holder of bearer shares:

Please sign and date the voting form and return it as soon as possible to the financial intermediary managing your account, who must send the form, together with a shareholding certificate⁽³⁾ to the following address: Uptevia - Assemblées Générales, 90-110 Esplanade du Général de Gaulle, 92931 Paris - La Défense Cédex.

(1) The paper voting form of a bearer shareholder will only be processed if it is accompanied by a certificate of participation.

Save time and be mindful of the environment

Register for e-notice of Annual General Meeting

As a holder of registered shares or of FCPE units (corporate mutual funds), you used to receive your notice of meeting by post every year.

You may choose to receive notice of Renault Annual General Meetings by e-mail, giving you electronic access to all the documentation relating to the Meeting.

BENEFITS OF E-NOTICES

There are a number of advantages to choosing to receive Notices of meeting electronically:

- it is a simple, secure and cost-effective method of receiving your Notices;
- e-notices save time. Printing out and sending Notices of meeting by post require a leadtime of approximately two weeks while an e-mail is sent instantly, giving you more time to review the documentation and exercise your rights as a shareholder;
- these measures are part of Renault Group's sustainable development efforts. Instead of receiving the Notice of meeting, voting form and prepaid envelope by post, receiving the materials electronically will substantially reduce the Annual General Meeting's carbon footprint.

HOW TO REGISTER FOR E-NOTICES OF MEETINGS

Register online

You hold fully registered shares

1. Connect to the Investors Uptevia website at:
<https://www.investors.uptevia.com>
2. Log in with your usual user ID and password. If you don't have your user ID or password, request them by clicking on: "Forgot user ID or password?".
3. Fill in or update your e-mail address in "My profile" by clicking on "Personal details" then on "Contact methods".
4. Then go to "My settings" and click on "E-convocation" to sign up for e-notices of meetings.
5. Select the "Invitations to general meetings" option, then confirm.

If you change your mind afterwards, you can unsubscribe from this service via the Investors Uptevia website and thus return to receiving your notice of meeting by post.

You hold FCPE units

Simply enter your e-mail address on the website of the financial intermediary managing your FCPE account (BNP Paribas ERE or Natixis Interépargne).

1. Connect to the website of your financial intermediary.
2. Enter the login details shown on your annual account statement.
3. Enter your e-mail address under "My data", then "Personal details", by clicking on "Change" or "add my e-mail address", and "save".

If you are both an FCPE unit-holder and a registered shareholder, you must opt for e-convocation separately by successively following the two procedures described above. You will also receive separate e-convocations for each of your holdings.

Register by post

If you hold registered shares, you can also register by post to receive e-notices by following the instructions below:

1. Fill in the request form available on the last page of this Notice of Meeting. Please write your name and address clearly and in capital letters on the request form to ensure that we can take your request into account.
2. Return the request form by using the prepaid envelope enclosed with your notice of meeting.

If you change your mind and decide to return to receiving your notice of meeting by post, simply write to Uptevia – Service Référentiel, 90-110 Esplanade du Général de Gaulle, 92931 Paris – La Défense Cédex, France, or by contact Uptevia through the website <https://www.investors.uptevia.com>.

Proxy for the Annual General Meeting

Pursuant to Article R. 225-79 of the French Commercial Code, shareholders are entitled to revoke a proxy previously appointed. The proxy granted for a General Meeting can be revoked under the same conditions that apply to appointing a proxy.

1. By post

The principal must write a letter to the Service Assemblées Générales (General Meeting department) at Uptevia providing the following information: the name of the Company concerned, the date of the General Meeting, the principal's full name, address and registered account number (or bank details if the principal holds bearer shares), and the proxy's contact details.

For bearer shares, the shareholder is also required to ask the financial intermediary responsible for administering his or her securities account to send written confirmation to Uptevia – Assemblées Générales, 90-110 Esplanade du Général de Gaulle, 92931 Paris - La Défense Cédex, France.

The appointment or revocation of proxies sent by post must be received at least on Sunday April 27, 2025.

2. Online

Proxies may also be appointed or revoked online, using one of the following methods:

Holders of registered shares or of FCPE units

- Connect to VOTACCESS following the instructions given in the section "Participate using Internet voting" of this Notice of Meeting.
- Follow the on-screen instructions to appoint or revoke a proxy.

Holders of bearer shares

It is the responsibility of the holder of bearer shares to find out if the custody account-keeper is connected to VOTACCESS.

If the financial intermediary is connected to VOTACCESS:

- use your usual login details to connect to your financial intermediary's "Stock market" portal and access your securities account or shares savings account, in order to connect to the VOTACCESS site;
- follow the instructions on the screen to appoint or revoke a proxy.

If the financial intermediary is not connected to VOTACCESS:

- the shareholder should send an e-mail to CT-mandataires-assemblees@uptevia.com, which must contain the following information: the name of the Company, the date of the Annual General Meeting, the full name, address and banking details of the principal, as well as the full name and, if possible, the address of the proxy;
- the shareholder is also required to ask his or her financial intermediary to send written confirmation to the Service à Uptevia - Assemblées Générales, 90-110 Esplanade du Général de Gaulle, 92931 Paris - La Défense Cédex, France. This e-mail address may only be used to appoint or revoke proxies. All other requests or notifications will not be considered and/or processed.


To ensure that your appointment or revocation of proxy sent by e-mail is taken into account, confirmations must be received the day before the Meeting, i.e. no later than Tuesday April 29, 2025, 3 p.m. (Paris time).

You may also log on to our website at:
<https://www.renaultgroup.com/en/finance-2/general-meeting/>

For the 2025 General Meeting, a dedicated area will give shareholders access to all the documentation relating to this event, as well as enabling them to download Renault's Universal Registration Document. Throughout the year, shareholders can visit <https://renaultgroup.com/en/finance-2/> for information on Renault's shareholder communications and all other shareholder services ("Renault Actu" magazine, Shareholders' Club, etc.).



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Renault communication/Renault Marketing 3D- Commerce - All rights reserved
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Designed  SGS&CO +33 (0)1 45 58 80 00



DOCUMENT REQUEST FORM



Please return this form to:
Uptevia - Assemblées Générales,
90-110 Esplanade du Général de Gaulle, 92931 Paris-La Défense Cédex.

I the undersigned (all fields are required)

☐ Mr ☐ Mrs (check the box)

Last name: _____

First name(s): _____

No: _____ Street: _____

Zip code: _____ City: _____

Country: _____

My email address is (please complete using block capitals)

_____ @ _____

Acknowledge having received the documents relating to the Combined General Meeting of April 30, 2025 and covered by Article R.225-81 of the French Commercial Code, namely: the agenda, the text of draft resolutions and a summary presentation of the Company's position for the previous financial year (including a table of the last five years' results). Request that I be sent by Renault, before the Combined General Meeting*, the documents and information covered by Article R.225-83 of the French Commercial Code**:

☐ Paper copies of documents

☐ Documents in electronic format

At: _____, date: _____ 2025

Signature

*shareholders owning registered shares may request the Company to send them the documents covered by Articles R. 225-81 and R. 225-83 at the time of each subsequent General Meeting.

**Information on Renault and this General Meeting are available in the 2023 Universal registration document which is available on our website at www.renaultgroup.com.



OPT FOR E-CONVOCATION



Please return this form to:
Uptevia - Assemblées Générales,
90-110 Esplanade du Général de Gaulle, 92931 Paris-La Défense Cédex.

Please send the following documents to my email address below:

☐ Notices of Meeting and documentation for Renault General Meetings

☐ All Renault corporate communications

My contact details are (all fields are required)

Please complete using **BLOCK CAPITALS** and return to the address given above.

☐ Mr ☐ Mrs (check the box)

Last name: _____

First name(s): _____

Date of birth: _____

Place of birth (town/city): _____

Country of birth: _____

My email address is (please complete using block capitals)

_____ @ _____

At: _____, date: _____ 2025

Signature

PLEASE NOTE,
this document may only be used
by registered shareholders
(fully or administered).

Notes

Notes

Find us on www.renaultgroup.com
and on the following social networks:

X @Renaultgroup
in @Renaultgroup
👍 @Renaultgroup
📷 @Renaultgroup
▶ @Renaultgroup



122/122 bis avenue du Général Leclerc
92100 Boulogne-Billancourt Cedex France
Phone: +33 (0)1 76 84 04 04
Renault Group Financial Relations Department