

INTEGRATED REPORT

2025-2026

We are futuREady

**Renault
Group**





We are on track



We are delivering



We are creating value

INTRODUCTION

MANIFESTO

In a complex environment, marked by increased regulations and fierce competition, Renault Group has proven its resilience. This resilience is the result of rigorous control of our fundamentals, consistency in our commitments, and continuous discipline in their execution. Faced with the volatility of the world, we have chosen to maintain control over our operations.

This report details the management approach implemented by Renault Group to ensure daily operational excellence. In 2025, our results are positive because our choices are preparing the future of our Group.

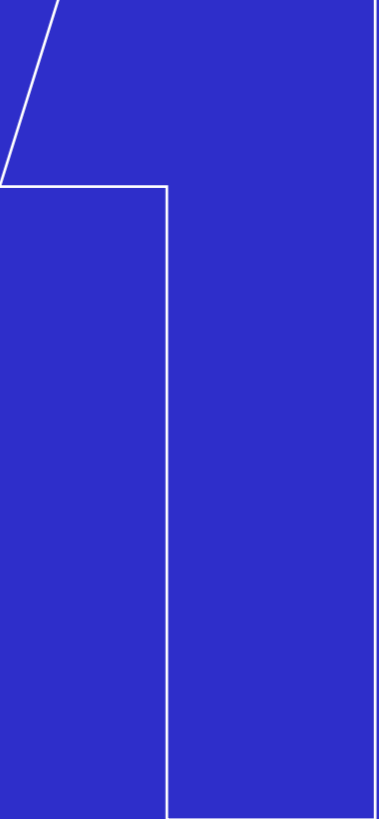
This year marks a decisive milestone with the launch of our new futuREady strategic plan. This plan, a source of resilience, articulates our key themes (competitiveness, technology, and human capital) and places our sustainable development commitments at the heart of our industrial performance. For us, economic success and social responsibility are the two inseparable levers of sustainable performance.

It is with this high standard and rigor that we are preparing the next steps in our history. **We are futuREady.**

**Renault
Group**



We are on track



Consolidating our fundamentals to anticipate the worlds of tomorrow

With our futuREady strategic plan, we are capitalizing on our current successes and paving the way for our future achievements. Our ambition: to become the European automotive benchmark on a global scale.

VISION

AMBITION

STRATEGIC PLAN

INTERVIEW

with **Jean-Dominique Senard**,
Chairman of the Board of Directors of Renault SA

"We are taking up the challenge of decarbonized mobility every day"



What is your vision of the new global geopolitical and economic environment?

Jean-Dominique Senard (JDS): In recent times, global confrontation has intensified, driven by powers that impose their dominance by aligning political, economic, and military hegemony. But these major trends are not a matter of spontaneous generation! The era of supposedly happy globalization, based on multilateralism and the sanctuary of international law, closed a long time ago. The challenging of the Western model by BRICS and the aggressive protectionism of certain nations regarding critical raw materials are two illustrations of this. It is in this increasingly unpredictable environment that we must face heightened competition and ensure the transformation of our value chains, while integrating a very restrictive regulatory context and adapting to the evolving usage patterns of our consumers. It is a stimulating challenge taken up every day by the Group's teams!

Can Renault Group escape this trend of challenging ESG imperatives in the name of performance and realism?

JDS: A company's strategy does not depend on the spirit of the times! We are firmly maintaining the Net Zero ambitions defined in recent years to contribute to carbon neutrality. We are guided by our purpose, which places innovation at the heart of the company, so that the mobility we invent through our products, services, and solutions is sustainable and decarbonized. It is indeed this innovation that allows us to turn environmental imperatives into levers for development and performance, whether through electrification, hybridization, the development of charging station networks, or the circular economy.

Are you confident in the Group's future?

JDS: Just a few years ago, the challenge for the company was to avoid going off the rails. Perhaps we have forgotten that too quickly! So, I can only be confident when I measure how far we have come. The Group has finally reclaimed its rightful place. And the year 2025 is the most recent illustration: it began with the "Car of the Year" award given to two of our vehicles, the Renault 5 and the Alpine A290, it ended with the partnership with Ford, and it ended in very robust results in an automotive environment that was nevertheless very difficult. As for the year 2026, it began with the presentation of the new strategic plan, developed in just a few weeks by our new Chief Executive Officer, François Provost, and his teams, which forcefully and precisely outlines the roadmap the company needs. All of this allows us to look to the future not with naivety, but with calm and confidence.

"We place innovation at the heart of the company so that the mobility we invent is sustainable and decarbonized."



INTERVIEW

with **François Provost**,
CEO, Renault Group

"We are entering a new strategic era"



You were appointed Chief Executive Officer of Renault Group in July 2025. How do you assess the Renaulution strategic plan that has just concluded?
François Provost (FP): Renaulution was a success. Our strategy was clear: put the product back at the center, accelerate the electrification of our lineup, and focus our efforts on our recovery in Europe. With 32 models brought to market in five years and a growing portfolio of complementary brands, we have met our objectives. We now have solid fundamentals. After proving that we know how to win, our challenge is to prove that we know how to last.

With futuREady, the Group is embarking on a new chapter in its history. What are the stakes of this strategic plan?
FP: The automotive industry is facing numerous disruptions: geopolitical, technological, regulatory... In this context, we must be prepared to face difficulties and come out on top. This is the objective of futuREady, which aims to make Renault Group the benchmark European automaker by transforming the Renaulution success story into a sustainable success system.

Renault Group intends to prove that it can last: how is this ambition translated into action?
FP: Our plan is based on four structural pillars. First, the product and customer experience, which are at the heart of our strategy. By 2030, we will launch 36 new models. Next, technology and innovation: we will deploy detailed roadmaps for all key projects in our industry, particularly regarding electrification. The third pillar is operational excellence. We notably aim to improve our performance in terms of quality, durability, development time, and the integration of ESG and artificial intelligence (AI) into our operations. Finally, futuREady is a collective plan; we are building it through reciprocal commitments with all our stakeholders: our employees, our dealer network, our suppliers, our partners...

How does futuREady propel your environmental and social commitments toward new standards?
FP: For us, performance and responsibility are linked. With futuREady, we are going further in integrating ESG into all our operations. First, we're maintaining our ambition to reach carbon Net Zero by 2040 in Europe and by 2050 globally. Second, we're continuing to commit ourselves to the local communities where we operate, all over the world. For example, by transforming our teams' skills to adapt them to electrification needs, as we're doing at our ElectriCity industrial cluster in France. Finally, we are more strongly developing our circular economy activities. futuREady is a growth plan, but also one of resilience and sustainability.

PILLAR 1

Growth-ready



36

new models launched by 2030, including 22 in Europe and 14 internationally

PILLAR 2

Tech-ready



Up to

750 km

of WLTP* range in 100% electric with the new RG EV Medium 2.0 modular platform

*Worldwide Harmonized Light Vehicles Test Procedure.

PILLAR 3

Excellence-ready



2 years

planned development time for all new vehicles

PILLAR 4

Trust-ready



Support the skill development of our

100,000

employees

futuREady: our new strategic plan

Transforming a success story into a success system

In March 2026, Renault Group unveiled its new strategic plan, futuREady. Building on the solid foundations established by Renaulution, we are embarking on a new cycle of sustainable growth in the heart of a rapidly changing world. This plan aims for long-term performance with a clear ambition: to make Renault Group the European automotive benchmark on a global scale.

A robust group in a changing automotive market

The success of Renaulution has made it possible to consolidate our commercial and technological bases and to continue the transformation of our Group while taking up the climate challenge.

The company has built a portfolio of complementary brands and led an unprecedented product offensive. We have renewed our lineup and significantly developed the electric car with the arrival of iconic models. By moving from a volume-driven logic to a value-oriented strategy, we have asserted our difference in the European market. These ambitious choices have enabled a solid recovery in Europe and have reinforced our international momentum.

Building on these achievements, we want to sustain our performance in an increasingly unpredictable environment.

Four strategic pillars for sustainable performance

Our futuREady plan is based on four strategic pillars to build a robust group that's increasingly sustainable and ready for the future. This means we must be offensive in terms of products, technologies, and customer experience, and adapt to an ever more uncertain environment by demonstrating resilience in the face of shocks of all kinds.

Becoming the European automotive benchmark on a global scale

While being open to the world, we intend to maintain a strong industrial footprint in Europe and preserve top-tier skills there. The challenge is to operate at the right scale to remain competitive, to reconcile performance with responsibility, and to create value through a rigorous and realistic approach.

DISCOVER OUR STRATEGIC PLAN:

[→ futuREady](#)

"In an era that is more competitive than ever, Renault Group is concentrating its efforts on the product, advanced technological roadmaps, operational excellence, and the engagement of its stakeholders."



PILLAR 1

Growth-ready: supporting growth through strong products and a differentiating customer experience



Renault Group is building its next growth cycle. In a market where demand is becoming more selective and competition is intensifying, growth will come from the desirability of products and the value provided to the client.

KEY OBJECTIVES & ACTIONS

#1 Growing in all geographical areas

We are moving from a recovery cycle centered on Europe to a global growth cycle covering 55% of the world market, thereby balancing our geographical footprint: while Europe remains our priority, we will also expand internationally, particularly in high-growth markets such as India, South Korea, and South America.

#2 More models, faster, where it matters

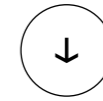
With futuREady, we are accelerating our product offensive by launching 36 new models by 2030. In Europe, we are keeping up the pace with 22 launches in the next cycle, including 16 all-electric models. Internationally, we plan to launch 14 new models.

#3 Expanding the electrified mix everywhere

Our roadmap thus follows two complementary trajectories. For example, the Renault brand's goal for 2030 is to have 50% electric and 50% hybrid sales in Europe, and to have 50% of sales outside of Europe electrified. This will reduce risks, strengthen our Group's competitiveness, and allow us to capture growth wherever it is.

#4 Leveraging customer experience to support sustainable growth

We rely on solid assets (the strength of our brands, a rolling fleet of 20 million vehicles, etc.) to create long-term value by mastering the entire vehicle life cycle. By combining data, artificial intelligence, and new technologies, we are targeting 80% loyalty over 10 years, a 20% reduction in total distribution costs, and a top 3 finish in terms of customer satisfaction.



2030 targets

36

new vehicles launched

100%

electrified sales in Europe for Renault brand

50%

electrified sales outside of Europe for Renault brand

PILLAR 2

Tech-ready: accelerating innovation to stay one step ahead

Being ready for tomorrow means offering accessible, simple, and reassuring electric and hybrid mobility, thanks to innovative technologies and services. This is why futuREady focuses on key technologies, those that will truly change the vehicle of tomorrow. Platforms, electrification, software, and digital are our assets to stand out, improve our performance, and ensure our long-term success.

KEY OBJECTIVES & ACTIONS

#1 Vehicle platforms: the foundation of a world-class global range

In the context of the transition to electric and the Software-Defined Vehicle (SDV), having modern and modular platforms is a central lever for differentiation and competitiveness. We have complete mastery of this critical technological component and occupy a unique position because we benefit from our own platforms. And we can also rely

on the platforms of our partners to gain flexibility, speed, and capacity. For commercial vehicles, we rely on dedicated platforms.

#2 Batteries: improving performance

Electric vehicle users demand more range, fast charging, and increased efficiency. Higher energy density translates directly into extended range, a lighter battery and, consequently, higher-performing electric vehicles. We have chosen to focus on two types of energy density, with a so-called "high energy" stream intended for high-power vehicles and an "affordable" stream for small cars and standard-range versions.

#3 Powertrain: a multi-energy strategy

We will continue to rely on our dual expertise in electric and hybrid powertrains.

We are developing our third generation of rare-earth-free externally excited synchronous motors (EESM). This 275-horsepower motor will be designed and produced in-house, anchoring our Group's technological leadership and industrial sovereignty.

We also distinguish ourselves through our hybrid powertrain, recognized as the second best on the market for its driving performance and energy efficiency.

#4 Software and electronics: the era of smart cars with the SDV

We are committed to a process of simplification and standardization and will rely on two complementary electronic architectures: a proven domain-controlled architecture and an SDV architecture.

With the SDV architecture, a new era of development is opening up: faster time-to-market for features, increased agility, and unprecedented scalability. And we are already preparing the next step: AI-defined vehicles.



2030 targets

10 to 40%

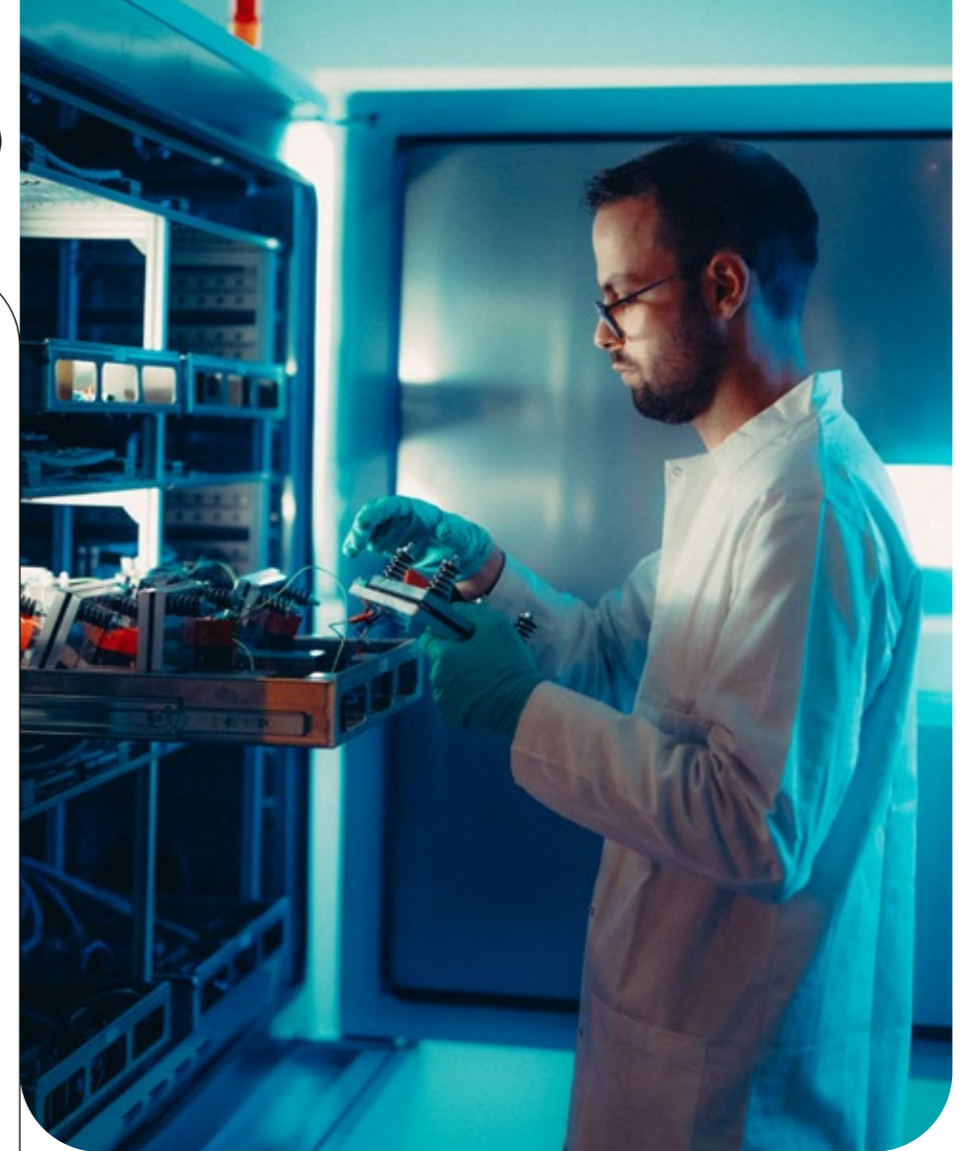
planned increase
in battery energy density

93%

highway efficiency
with the third-generation
electric motor

90%

of updates performed
remotely with the SDV



#5 Futurama: accelerating innovation for the future

To achieve our vision of the smart car, we are actively developing the technologies of tomorrow with the Futurama program. Futurama brings together all of the company's innovations, including entirely electronic steering and braking systems without mechanical links (steering & braking by wire) and the batteries of the future.

PILLAR 3

Excellence-ready: making operations resilient by nature

In an increasingly unpredictable automotive market, operational excellence is both an imperative and a major competitive advantage. With this third pillar, the goal is to build a success system across all company functions, with the ambition of ranking among the very best in terms of innovation, cost, and speed. By leveraging AI, next-generation robotics, real-time monitoring, and rigorous discipline, Renault Group is strengthening its resilience and continuing to prioritize investment in its products.



KEY OBJECTIVES & ACTIONS

#1 Accelerating development speed and agility

Faced with accelerating technological shifts and competition, reducing vehicle development timelines is crucial. We met this challenge with the Renault Twingo E-Tech electric, developed in under two years. This timeline will be the standard for all new vehicles.

#2 Excelling in Industry 4.0 with AI and robotics

To guarantee quality and durability, our plants focus on zero defects and operational excellence in manufacturing. Humanoid robots are contributing to the development of automation, while artificial intelligence is helping to reduce production costs by as much as 20% per vehicle. This is what Industry 4.0 is all about!

#3 Transforming the supply chain for total resilience

To secure the supply chain in a volatile and changing environment, we are deploying digital Control Towers powered by real-time data, ensuring the agility and resilience of our global logistics.

#4 Preserving resources and upholding the sustainable development roadmap

Environmental excellence is a driver of competitive advantage, integrating the reduction of greenhouse gas emissions and the minimization of environmental impacts at each stage of the product life cycle.



2030 targets

Up to

40%

reduction in entry tickets on new projects compared to the previous generation

-€1 billion

target for inventory reduction

>30%

recycled materials or materials sourced from the circular economy on average per vehicle

Renault Group has approved near and long-term science-based emissions reduction targets with the SBTi.



PILLAR 4

Trust-ready: mobilizing stakeholders to create sustainable value

futuREady is an opportunity to deepen the trust between Renault Group and its ecosystem. This involves placing our teams at the heart of our transformation, building long-term partnerships with our suppliers, enabling dealers to enrich the customer experience, and leveraging our OEM partners as a true competitive advantage.



KEY OBJECTIVES & ACTIONS

#1 Putting people at the heart of our transformation

To foster the engagement of our employees in the Group's transformations, we work to ensure their long-term employability within a rapidly changing industry.

#2 Turning suppliers into partners committed to performance

We are establishing a new pact by transforming our relationships with our suppliers into long-term strategic partnerships that contribute to product development and innovation and strengthen value chain transparency.

#3 Placing the dealer network at the heart of value creation

Our distribution network is committing to a major shift to definitively adopt a lifecycle driven business approach, in order to capture new revenue opportunities and strengthen its long-term profitability.

#4 Making partnerships a competitive advantage

In Europe, we will remain independent by developing our own critical technological building blocks. The Group attracts manufacturer partners who have chosen it for its competitiveness, its technology, and its industrial capabilities. At the same time, we are seeking partnerships beyond Europe to accelerate in high-growth markets and strengthen our competitiveness.



2030 targets

+50%

the share of network revenue beyond the vehicle's first life

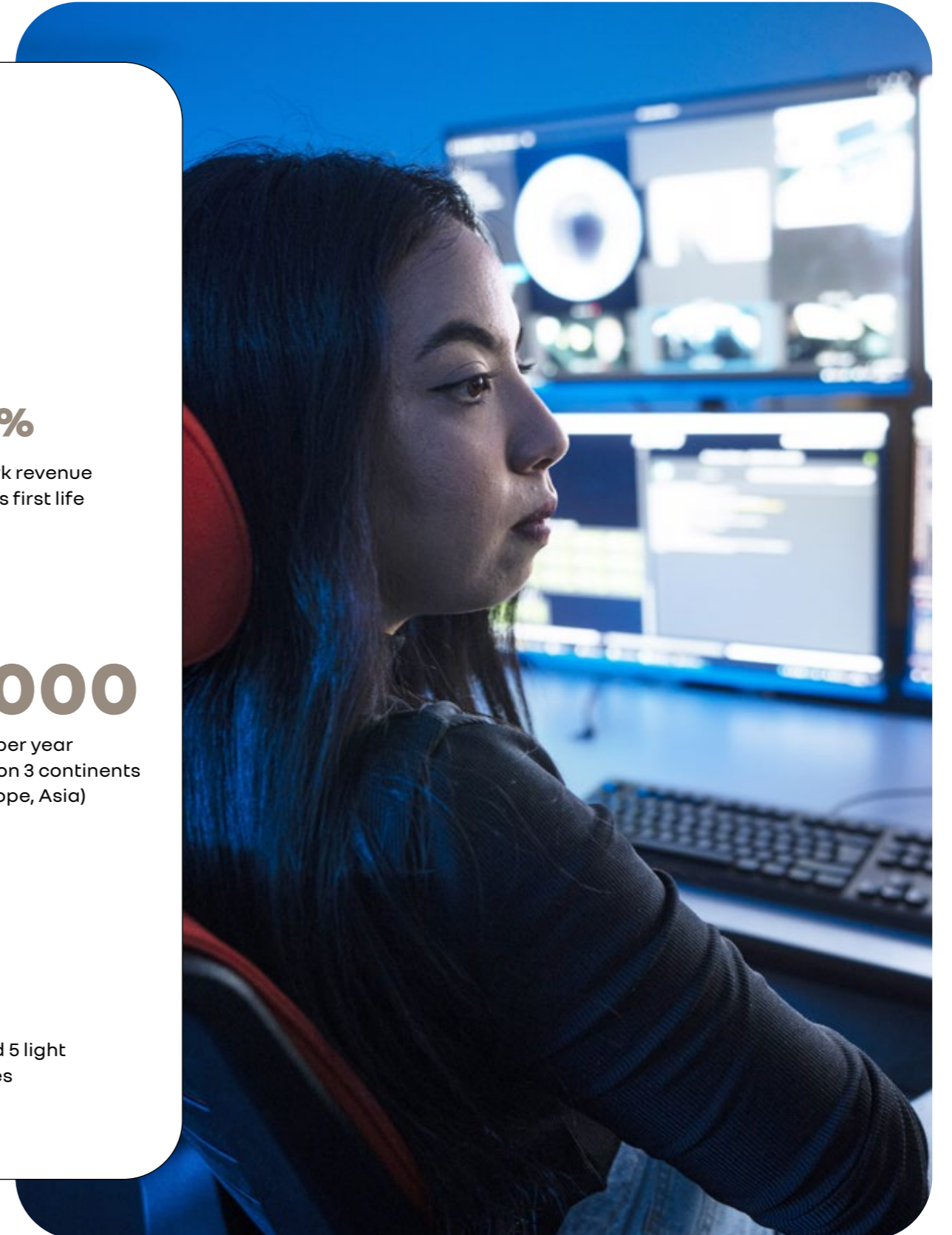
Over

300,000

vehicles produced per year for 5 OEM partners on 3 continents (Latin America, Europe, Asia)

19

models including 14 passenger cars and 5 light commercial vehicles





We are delivering



Betting on excellence to secure our future

Every day, we reconcile environmental commitment with competitiveness, technology with the human element, and transformation with inclusion. All of our actions are focused on operational excellence and the pursuit of performance.

SUSTAINABILITY

TRANSITION & COMPETITIVENESS

TECHNOLOGY & PEOPLE

TRANSFORMATION & INCLUSION



Cléa Martinet
— VP Group Sustainability,
Renault Group

EDITORIAL

Staying the course for 2030 in the face of global complexities



WE ARE DELIVERING

SUSTAINABILITY

Environment Green as a business



- **Contribute to carbon neutrality**
- **Preserve resources**
- **Take action for biodiversity**

Safety Caring cars



- **Take action for road safety**
- **Help improve driving behavior**
- **Facilitate emergency response in the event of an accident**

Inclusion Caring company



- **Provide a safe and inclusive work environment**
- **Protect the health and safety of our teams**
- **Support industry employees through the profound transformation of automotive professions and the industrial model**

Renault Group is choosing strategic continuity. At a time when the ESG sphere is facing growing pressure on costs and ideological stances, we are standing firm on the commitments we made four years ago. We confirm our ambition to reach Net Zero* carbon emissions in Europe by 2040 and worldwide by 2050, firmly convinced that sustainable development drives performance.

The energy transition remains a flagship challenge to which we are still fully committed. In the short term, we intend to accelerate the electrification of use cases by offering a 100% electrified range, half of which will be fully electric.

Beyond accelerating electrification, we are acting on upstream and downstream drivers of sustainable value creation: pursuing eco-design and the circular economy to secure our resources; reducing the carbon footprint of sourced materials and battery production; mobilizing our suppliers around our responsible sourcing standards; continuously improving the energy efficiency of our plants; offering reconditioned or reused parts; and managing the end-of-life of our vehicles and their batteries.

To support these efforts, we are tackling three major challenges. The first is reconciling environmental commitment and competitiveness: decarbonization must be a

lever for efficiency and not an additional cost. The challenge lies in achieving affordable and profitable electrification in the face of aggressive global competition – a challenge taken up by Renault and Dacia. The second challenge consists of finding the right balance between technology and the human element. With the human first program, we are developing a societal approach to safety. Today, our technologies cover 52%** of the primary causes of accidents; tomorrow, thanks to the opening of our patents, this will be 70%."

"Our course remains unchanged: to provide solid, credible, and measurable environmental performance that protects the company and strengthens our competitiveness."

Finally, we are bringing transformation and inclusion together. Building the mobility of the future requires supporting the profound mutation of our professions. This is the entire purpose of ReKnow University, which promotes the upskilling and retraining of our teams to adapt to the new standards of the sector.

Sustainable development is a discipline of continuous improvement. With futuREady, our course remains unchanged: to provide solid, credible, and measurable environmental performance that protects the company and strengthens our competitiveness.

*Reduction of greenhouse gas emissions by 90% across scopes 1, 2, and 3 from the 2019 reference year and permanent carbon capture for the remaining 10% of residual emissions.
**Fatal accidents or those resulting in hospitalized injuries involving a passenger car or a light commercial vehicle.

Transition & Competitiveness

Green as a business

Decarbonization and performance are not contradictory. Through its “Green as a business” strategy, Renault Group demonstrates its ability to invest in the energy transition and the circular economy while maintaining its competitiveness.



Josep Maria Recasens
— Chief Strategy,
Product & Program
Management
Officer, Renault
Group, CEO Ampere

ADVOCACY

Among the challenges facing our industry, the energy transition is one of the most complex. We must face aggressive global competition within a shifting European regulatory context. However, the ambition of contributing to carbon neutrality cannot and must not stand in opposition to competitiveness. At Renault Group, climate is no longer a matter for experts: it now involves all of our business lines.

With our futuREady strategic plan, we intend to move beyond the apparent tension between these two challenges. We have already proven that the electrification of our brands constitutes a true growth engine. This dynamic, based on the reduction of our design and production costs, allows us to offer smart electric vehicles at an attractive price.

The circular economy reinforces this efficiency by securing our resources. Our Emblème demonstrator is a great example: this family car boasts a 90% reduction in CO₂e emissions over its entire life cycle, and is designed with at least 50% recycled materials. This proves that decarbonizing our vehicles' entire life cycle is a viable industrial undertaking.

In this way, we're demonstrating that decarbonization and electrification are drivers of performance and the foundation of our operational and financial resilience.

EXPERTS



Vittorio d'Arienzo
— VP Renault Group
Product

“
**From ICE to EV:
more than a
simple evolution,
a quantum leap.**”

Switching from an internal combustion engine (ICE) vehicle to an electric one is not a simple technological evolution: for the user, it is a genuine quantum leap, a giant step forward. It represents a new way of driving, consuming energy and thinking about everyday mobility. With a dedicated electric range designed without compromising on design, usability or driving pleasure, Renault Group has already made this leap at the product level. Silence, smoothness, connectivity, efficiency: it's a completely redefined experience. But for widespread adoption, this quantum leap must become systemic. Charging, energy, costs and services must form a coherent ecosystem, making the transition obvious, sustainable and irreversible.

WE ARE DELIVERING

TRANSITION & COMPETITIVENESS

HIGHLIGHTS

Clio 6, in pole position for circularity

With 34.2% of materials sourced from the circular economy, Clio 6 is at the forefront of circularity. This industrial feat is notably based on two remarkable advances: 19% total recycled plastics and over 50% recycled aluminum in the wheels of its Esprit Alpine version. This performance proves that an automotive icon can be at the environmental vanguard.



READ THE INTERVIEW WITH GRÉGOIRE GINET, REVENUE LEADER RENAULT TWINGO:
→ Making electric vehicles accessible: the real challenge of the energy transition.



Aluminum: the strength of short loops

Turning our waste into resources: this is the bold move that's paid off in Douai (France) and Palencia (Spain). By recycling aluminum offcuts to reinject them into production, we're reducing our carbon footprint and our dependence on virgin materials. This closed-loop system, which combines resilience, decarbonization, and economic efficiency, is proof of the circular industry in action.



Dacia Duster: the Starkle® innovation

The new Duster debuts Starkle®, an exclusive material designed from polypropylene containing 20% recycled plastic. Used for the exterior body protections, this raw and robust material requires no paint or varnish, further reducing its environmental footprint. By optimizing resource use without compromising on design or durability, Duster proves that responsible design can go hand in hand with an unbeatable price.

“
Circularity is a lever for industrial sovereignty.”

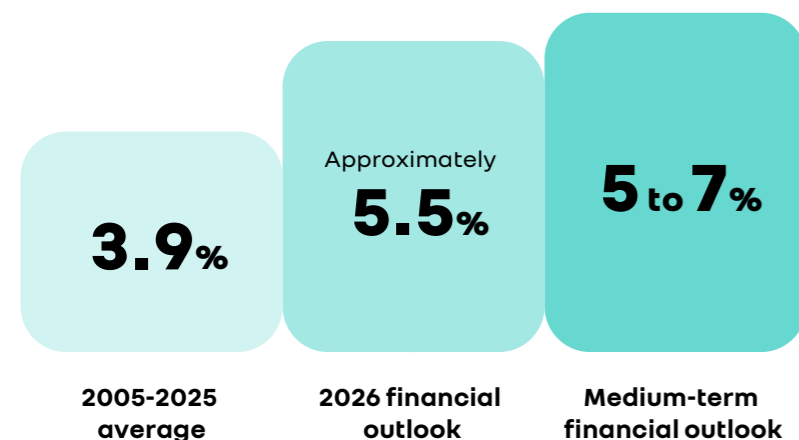
Our goal of integrating more than 30% of materials from the circular economy into our vehicles by 2030 is a major challenge for electric vehicles, which require new materials for battery production. To meet this challenge, we are mobilizing our suppliers and structuring a complete industry value chain with The Future Is NEUTRAL, our entity dedicated to the circular economy. This new business model based on circularity strengthens our Group's resilience in the face of the growing volatility of the raw materials market.



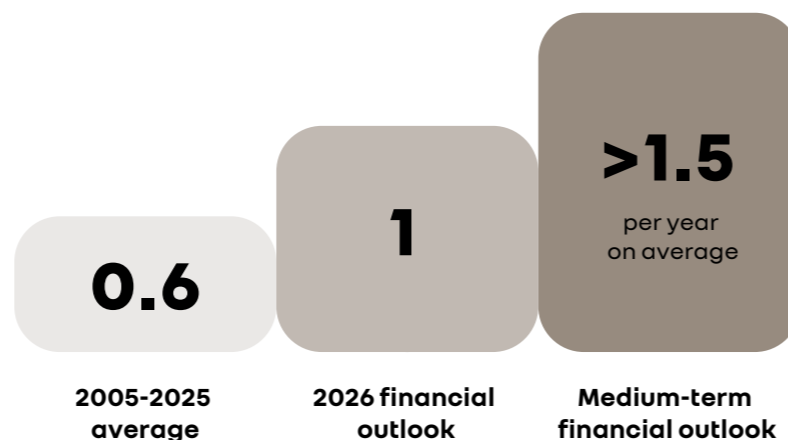
Jean-Denis Curt
— Circular Economy,
Strategic Materials
& LCA Expert Leader

Our competitiveness trajectory

Operating margin
(as a % of revenue)

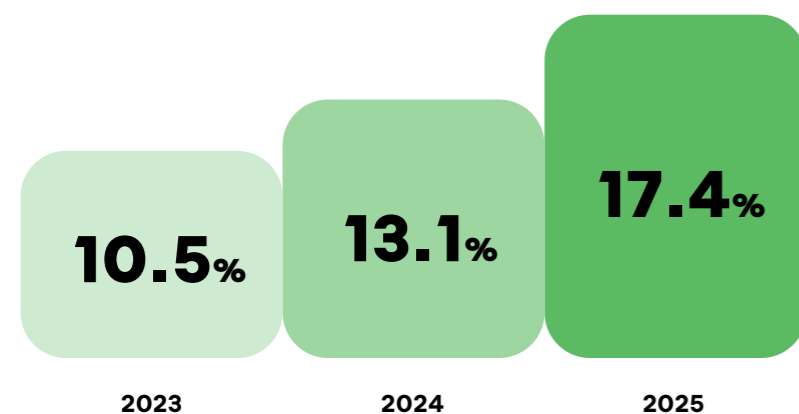


Free cash-flow
(in €bn)

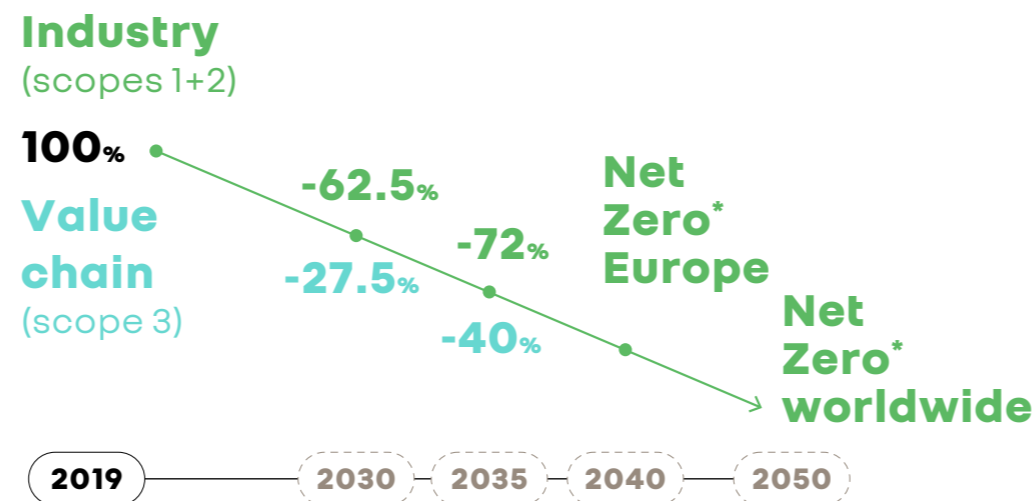


Our sustainability trajectory

Share of revenue aligned
with the European taxonomy



Greenhouse gas reduction ambitions



*Net Zero = reduction of greenhouse gas emissions by 90% across scopes 1, 2, and 3 from the 2019 reference year and permanent carbon capture for the remaining 10% of residual emissions.

Our Transition & Competitiveness dashboard

2026-2028

€1.5 bn

invested on average each year in the development of electric vehicles

2025

605,000

Renault, Dacia and Alpine electrified vehicles sold in Europe

2025

The E-Tech range (electric and hybrid) accounts for

60.1%

of Renault passenger vehicle sales in Europe

2025

38%

reduction in greenhouse gas emissions across all scopes since 2019

Technology & People

Caring cars

Renault Group integrates technological advances into the heart of its value chain to make progress accessible. Put at the service of people, innovation contributes to the user experience, safety, and comfort of users.



Philippe Brunet
— Chief Technology Officer,
Renault Group

WE ARE DELIVERING

TECHNOLOGY & PEOPLE

ADVOCACY

The right technological choices keep us competitive. Our strategy is based on mastering the key technologies of electrification, electronic architecture, software, and artificial intelligence, to ensure our technological independence and bolster our competitiveness.

For engines, we rely on our dual expertise in electric and hybrid powertrains across all markets. Our gem, the E-Tech hybrid, allows us to offer our customers powertrains that are recognized as some of the best on the market.

Our electric vehicles feature batteries tailored to every use case. For high-performance models, light commercial vehicles, or vehicles requiring extended range, we are developing high-energy chemistries. These are paired with the gradual rollout of an 800-volt architecture for our premium segments. The benefits for the customer include fast charging, long range, and better performance. For compact city cars, we prioritize affordable chemistries and a 400-volt architecture, providing the ideal balance between cost and daily use.

Today's cars – and even more so those of tomorrow – are also defined by software and electronics. To this end, our engineers have developed two complementary electronic architectures. One is a “distributed” architecture, featuring several specialized control units for specific domains such as the engine, chassis, and ADAS;* this offers an excellent cost-to-performance ratio. The other is a Software-Defined Vehicle architecture, which is centralized. As the first architecture of its kind developed in Europe, it runs on the first Android-based carOS. In the future, enhanced by AI, it will pave the way for intelligent, connected vehicles through the integrated and seamless control of the chassis, driver assistance features, and infotainment.

Being ready for tomorrow means providing accessible, simple, and reliable electric and hybrid mobility through innovative technologies and services.

*Advanced Driver Assistance Systems.

HIGHLIGHTS

EXPERTS



Anne Vermonet
— VP Product Program
SW EE Architecture
& Cross Car Line,
Renault Group

Technology allows us to tackle the actual causes of accidents.

Safety is at the heart of our sustainable development strategy. Our ambition goes beyond designing safe cars: we want to act on the actual causes of accidents, 90% of which are due to human factors. Our human first program protects all road users through advanced technologies, the optimization of emergency services, and research. In 2025, the latest Renault models in Europe include features covering 52%* of the causes of accidents – features that are useful, robust, and accessible to as many people as possible – and our technical strategy will allow us to cover 70%* by 2030.

*Fatal accidents or those resulting in hospitalized injuries involving a passenger car or a light commercial vehicle.

Dacia Hipster Concept: essential electric mobility

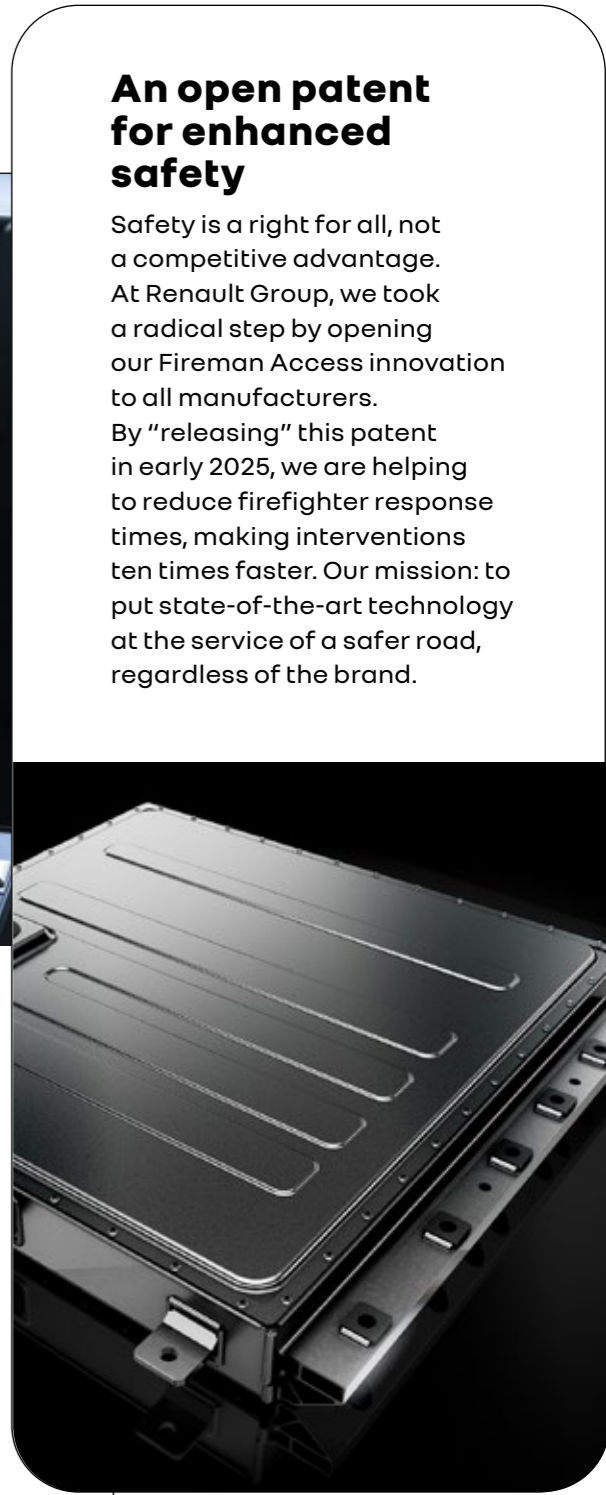
Dacia Hipster Concept reinvents the popular car: it is compact, ultra-light, and free of superfluity. 20% lighter than Spring, it requires fewer raw materials and less energy for both manufacturing and use. As the result of a global eco-smart approach, its ambition is to halve the carbon footprint over its entire life cycle compared to the best four-seater electric vehicles* on the market.

*M1 passenger vehicles.



Safety Coach: taking action on behavior

Launched in 2024, our Safety Coach technologies are based on a 360° UX approach: framing, prototyping, and customer testing. The goal? To encourage eco-driving and safety through onboard coaching. To maintain our commitment over the long term, the interface will evolve and rely on rewards and mobile gamification in future updates. This rigorous, user-centric work was honored with the Road Safety Innovation Award (Prix de l'innovation de la Sécurité routière).



An open patent for enhanced safety

Safety is a right for all, not a competitive advantage. At Renault Group, we took a radical step by opening our Fireman Access innovation to all manufacturers. By “releasing” this patent in early 2025, we are helping to reduce firefighter response times, making interventions ten times faster. Our mission: to put state-of-the-art technology at the service of a safer road, regardless of the brand.

Designing with the user allows us to prioritize innovations.

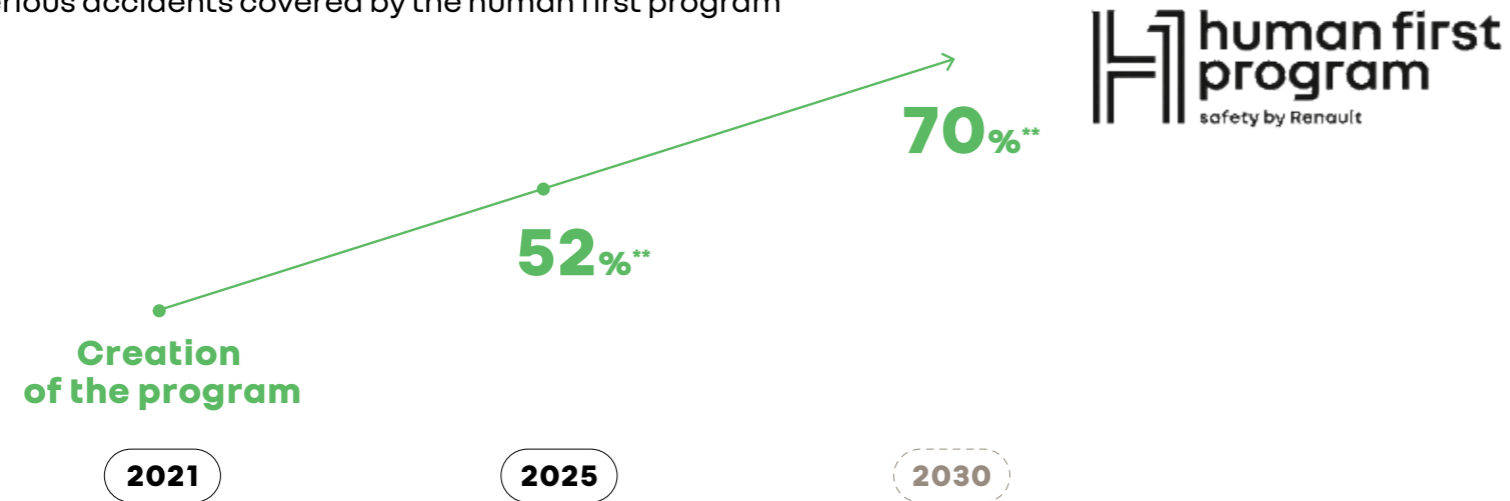
By integrating the end user from the very beginning of our design loops, we identify their functional and emotional needs to make their experience easy, useful, and memorable. This co-design approach acts as a moderator: it helps us cut through complexity to focus on what’s essential. Whether it’s life on board, human-machine interfaces, sound, or safety, the user experience (UX) approach is transforming the way we design and putting people at the heart of innovation.



Bénédicte Le Nindre
— UX/UI Director, Renault
Group

Our human first trajectory

Serious accidents covered by the human first program*

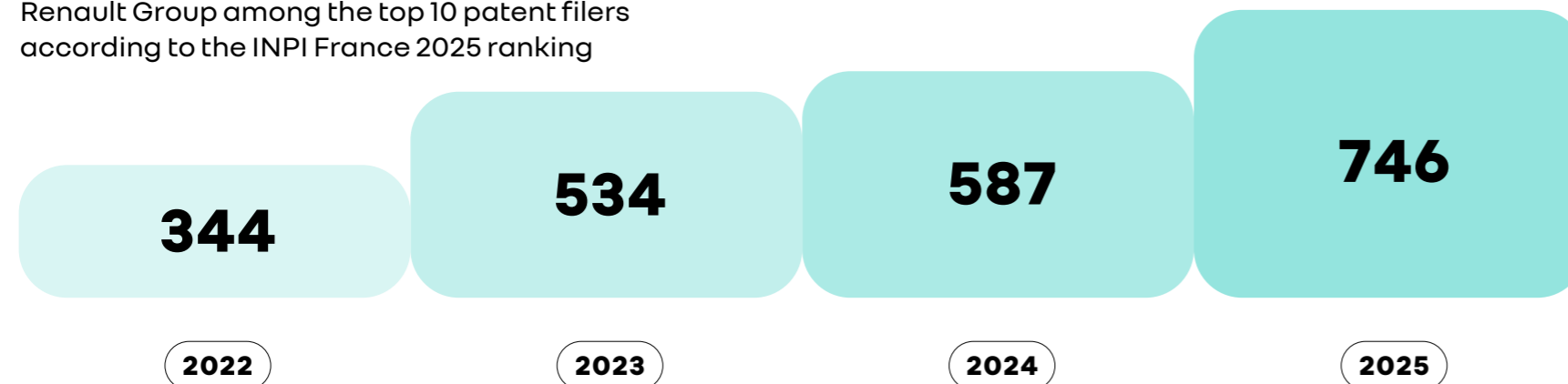


*Applied to a 4-star EuroNCAP vehicle.

**Fatal accidents or those resulting in hospitalized injuries involving a passenger car or a light commercial vehicle.

Our intellectual property trajectory

Renault Group among the top 10 patent filers according to the INPI France 2025 ranking



Over 2,000 safety-related patents filed since 1970

Our Technology & People dashboard

20+

safety features, including at least 8 ADAS, on all our passenger vehicle models in Europe

600

engineers and technicians dedicated to safety

100%

of electric and plug-in hybrid vehicles equipped with Fireman Access, and new Renault models equipped with Renault QRescue



15 years

of partnership with fire and rescue services

5,000+

firefighters trained by Renault Group in 19 countries across Europe, North Africa, and Latin America

Transformation & Inclusion

Caring company

Renault Group continues to transform its model with the ambition of leaving no employee behind. The company we are building aims to be a learning, inclusive, and forward-looking organization.

WE ARE DELIVERING

TRANSFORMATION & INCLUSION



Claire Fanget
— Chief People
& Organization
Officer, Renault
Group

ADVOCACY

In an automotive market undergoing profound change, our employees constitute our greatest strength. With our industry in the midst of a major shift, developing expertise is critical to keeping our Group competitive and our teams future-ready.

Our ambition is to increase our employees' skills to strive for excellence in all our professions, consolidate our key expertise, and develop new ones by integrating innovations into our ways of working, particularly AI. We are refocusing the bulk of our training investments on those that are strategic: electrification, software, data, and AI. Thus, each function identifies the critical skills to be expanded over the next five years.

This approach is part of an ambition for a just transition, attentive to the career paths and realities of each individual. It is based on a strong conviction: supporting our employees through ongoing changes, without exclusion. And it relies on essential principles: respect for everyone and the fight against all forms of discrimination.

In parallel, Renault Group carries an essential responsibility: ensuring the next generation of talent. This means ensuring continuity in key positions, organizing succession plans, and continuing our investments in leadership development.

We are thus giving ourselves the means to support the transformations of our environment by placing skills, leadership, and people at the heart of our trajectory.

EXPERTS



Morgane Vidal
— VP, Human Resources Learning

“**Skills transformation is at the heart of a just transition.**”

ReKnow University supports the transformation of skills related to the ecological and energy transitions. Training and retraining programs are designed to prepare our employees for the jobs of the future, while consolidating our automotive expertise. This dual path promotes employability and engagement. As a result, in 2025, 34,000 employees have already been trained in one of the main strategic skill areas identified: electrification, AI, circular economy, or operational excellence.

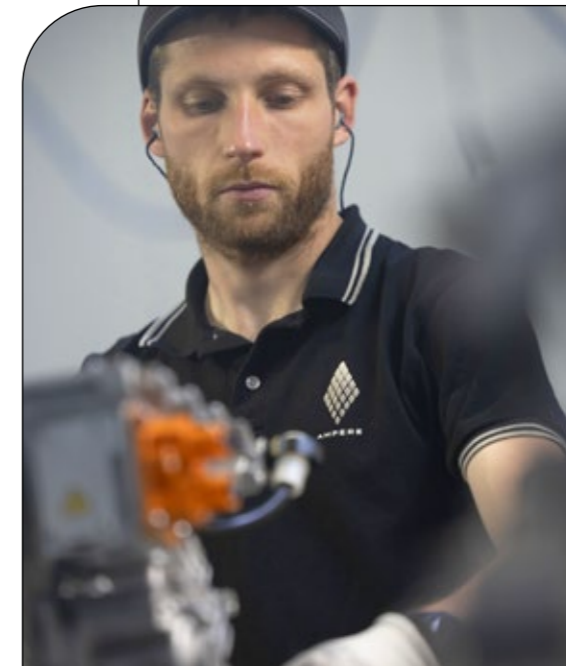
WE ARE DELIVERING

TRANSFORMATION & INCLUSION

HIGHLIGHTS

Gender pay equality: a reality within Renault Group

In 2023, two years ahead of its ambition, Renault Group reached a 0% pay gap between female and male employees worldwide. For several years, we have been committed to reducing pay gaps through specific action plans, notably deployed during the annual salary review campaign. By measuring the Gender Pay Gap year after year, our teams ensure that employees have, on average, an equal level of remuneration for a comparable job level, regardless of their gender.



In Cléon, a campus dedicated to power electronics

The creation by ReKnow University of a campus specialized in power electronics at the Cléon site supports the professional retraining of more than 400 plant employees. As part of the “Skills and Professions of the Future” initiatives of the France 2030 national plan, this system, which relies on a “learning by doing” approach (theory and practice), structures and consolidates essential know-how for the production of electronic components, while preparing the automotive industry for the skills of tomorrow.

Medical buses for employees
To uphold its OneHealth commitments, Renault Group has decided to deploy mobile clinics at three French sites – Batilly, Le Mans, and Villeroy – which do not have health centers nearby. With this novel initiative, we guarantee every employee equitable access to medical resources.

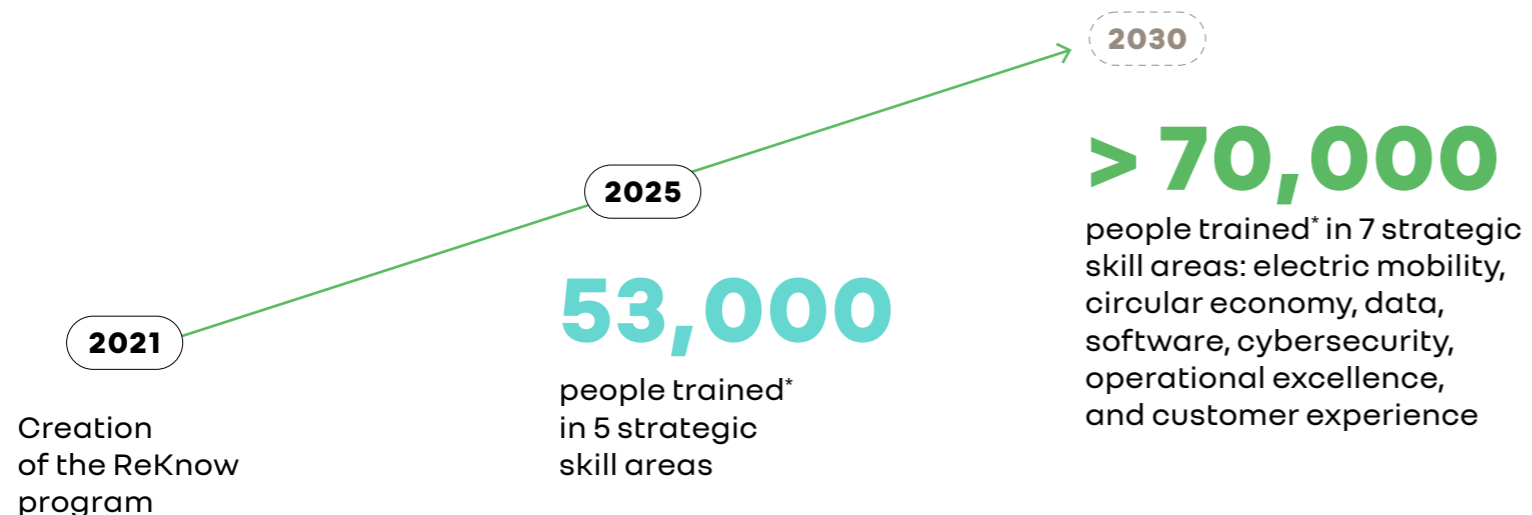


Sébastien Leroy
— Coordinating Physician, Renault Group

“**OneHealth is a social innovation program.**”

For Renault Group, health, well-being, and performance are inseparable. This is why, in April 2024, we created the OneHealth health program for all our employees worldwide. It is structured around three commitments: health promotion; prevention through health check-ups to anticipate potential issues; and support through a psychological support system and high-quality health coverage. Thanks to this universal approach, we are taking concrete action so that every employee can take charge of their own health, both within and outside the professional environment.

Our training trajectory



*In France

Our Transformation & Inclusion dashboard*



Average number of training hours in 2025:

22

hours per person on average

Gender pay gap in 2025:

0.8%

in favor of women

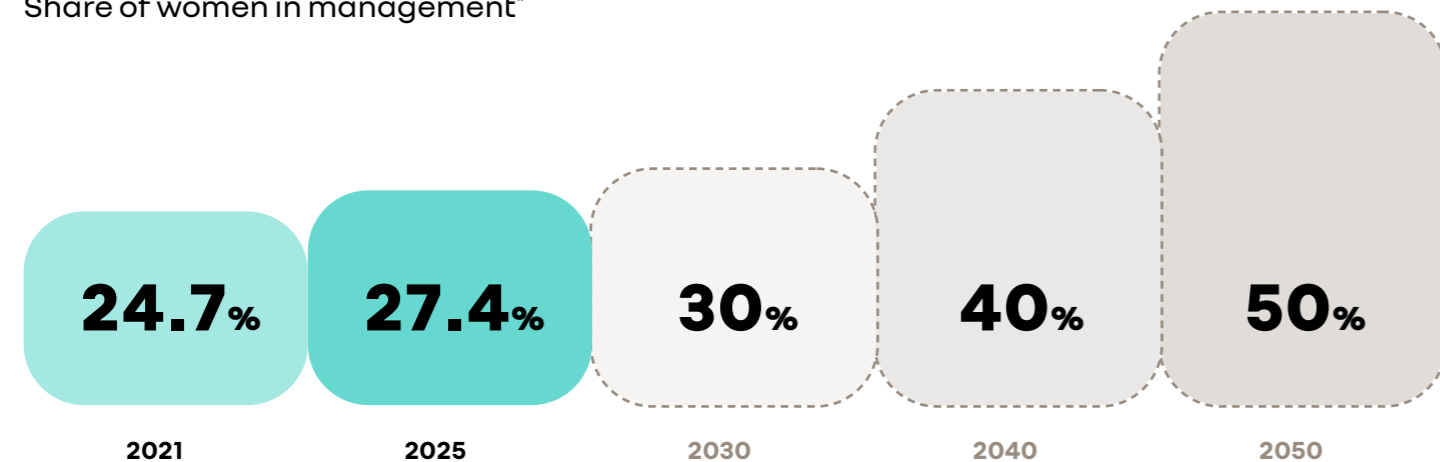
100%

of employees covered by the OneHealth health and well-being program in 2025

*Global scope.

Our gender equality trajectory

Share of women in management*



*Across all functions and in all countries where the Group operates.

Significant employee share ownership



Thanks to the Shareplan program launched in 2020, employee share ownership reached a record level at the end of 2025. This scheme, open to 100% of employees with more than 3 months of seniority, strengthens value sharing within our Group. As of December 31, 2025, employees now own 6.12% of Renault SA's capital.



We are creating value

ESG

Turning our commitments into levers for sustainable performance

Being futuREady means creating value for all of our stakeholders. It also means generating performance for a positive impact.

GOVERNANCE

BRANDS & BUS

VALUE CHAIN

CODE OF CONDUCT

IMPACT

15

members

27%

women

6

nationalities

Our Leadership Team

In order to guarantee the execution of our futuREady strategic plan, we have strengthened our Leadership Team under the impetus of our CEO, François Provost. The creation of the role of Chief Growth Officer, entrusted to Fabrice Cambolive, allows us to leverage synergies between the Renault and Dacia brands to accelerate the Group's expansion. The appointment of Philippe Brunet as the sole Chief Technology Officer aims to accelerate innovation and project development by bringing together the Group's engineering teams with those of Ampere. Thierry Charvet, in charge of industry and quality, now leads the supply chain for increased operational excellence. Combined with an ambitious product offensive fueled by our sustainable development strategy, this new organization guarantees rapid decision-making and agile execution. Our Leadership Team's mission is clear: to transform our innovations into concrete commercial successes to ensure sustainable value creation and solidify our position as a leader in the automotive industry.



To meet all the challenges ahead of us, we need an organization capable of deciding faster, executing more efficiently, and always remaining as close as possible to our customers. Our new governance meets this ambition. It brings together experienced talents, equipped with solid expertise and, above all, internal legitimacy that will make the difference.

François Provost
— CEO, Renault Group

01 François Provost
CEO, Renault Group

02 katrin Adt
CEO Dacia, Renault Group

03 Philippe Brunet
Chief Technology Officer,
Renault Group

04 Fabrice Cambolive
Chief Growth Officer & CEO
Renault Brand, Renault Group

05 Thierry Charvet
Chief Industry, Quality and Supply
Chain Officer, Renault Group

06 Claire Fanget
Chief People & Organization Officer,
Renault Group

07 Philippe krief
CEO Alpine, Renault Group

08 Duncan Minto
Chief Financial Officer,
Renault Group

09 Quitterie de Pelleport
Chief Legal Officer, Renault Group

10 Anthony Plouvier
Chief Procurement Officer,
Renault Group

11 Josep Maria Recasens
Chief Strategy, Product & Program
Management Officer,
Renault Group, CEO Ampere

12 Christian Stein
Chief Communications Officer,
Renault Group

13 Céleste Thomasson
Chief Audit, Risk and Compliance
Officer, Renault Group

14 Laurens van den Acker
Chief Design Officer, Renault Group

15 Frédéric Vincent
Chief Digital & Information Officer,
Renault Group





Jean-Dominique Senard
Chairman of the Board
of Directors

François Provost
Chief Executive Officer

Board of Directors

Composition as of April 30, 2026

Like the Leadership Team, our Board of Directors is aligned with the Group's objectives and medium-term ambition and fully supports the implementation of the futuREady strategic plan. Combining technological expertise and diversity, it ensures the agile execution of the strategy and guarantees ethical governance in the pursuit of excellence.

FOR MORE INFORMATION:
[→ Our leadership](#)

Directors
representing employees



Richard Gentil

Sébastien Jacquet

Éric Vidal

Independent Directors
appointed by the Annual
General Meeting



**Miriam
Bensalah-Chaoune**

**Anne-Laure
de Chamard**



Armelle de Madre

Bernard Delpit



Annette Winkler

Marie-José Donsion

Strategy and Sustainability Committee

This committee oversees the Group's main strategic initiatives by ensuring that sustainable development challenges are taken into account and by validating medium-term orientations. It reviews the progress made on environmental and social roadmaps quarterly, via a dedicated dashboard.

Directors
appointed by the Annual General Meeting
upon proposal of Nissan



Michelle Baron

Pierre Loing

Director
representing employee
shareholders



Noël Desgrippes

Director
appointed by the Annual
General Meeting upon
proposal of the French State



Constance Maréchal-Dereu

Director
designated by order,
as representative
of the French State



Alexis Zajdenweber



INTERVIEW



Fabrice Cambolive
— Chief Growth Officer & CEO Renault Brand, Renault Group



With futuREady, we are opening a new growth cycle for the Renault brand, activated by three powerful levers. Our ambition is clear: to strengthen our European leadership, accelerate electrification, and deploy more rapidly in international markets, in order to solidify Renault's position as the leading French automotive brand worldwide. By 2030, our goal is to achieve 100% electrified sales in Europe and 50% electrified sales outside Europe, while maintaining robust and sustainable profitability.

A new growth cycle for the Renault brand

In Europe, Renault will market 12 new models by 2030. In the A and B segments, the brand is continuing its ramp-up by relying on strong models: the new Clio, Renault 5 E-Tech electric, Renault 4 E-Tech electric, and Twingo E-Tech electric.



In the C and D segments, the brand is preparing a new generation of electric and hybrid models.

As a pioneer in decarbonized mobility, Renault is accelerating the electrification of its ranges and establishing itself as the benchmark mass-market brand for the energy transition.

Finally, the brand aims to strengthen its expansion in markets outside Europe, notably in Latin America, India, and Korea, with 14 new models tailored to the needs of each market.

12

new models in Europe by 2030

1,400km

of range thanks to the new native EV platform with range extender

14

new models internationally by 2030

INTERVIEW



Katrin Adt
— CEO Dacia,
Renault
Group



At Dacia, our ambition is to offer the best value-for-money and equipment. We are constantly redefining the essentials: this is our compass and our purpose. A clear vision, rigorous execution, and products that respond exactly to what customers value most: this is Dacia's magic formula.

Toward smart, electrified, and affordable mobility



Dacia is accelerating its transformation to respond pragmatically to customer needs and market changes.

The first growth lever is the acceleration of electrification. The brand plans to launch four electric vehicles by 2030, marking a significant step forward in its electric strategy. When including the new hybrid vehicles planned

in the brand's product plan, two-thirds of Dacia's sales will be electrified by 2030.

This growth will be accompanied by a pricing policy consistent with Dacia's promise. A pragmatic approach that allows the brand to grow while democratizing electrified mobility and making it accessible to as many people as possible.

The second lever is the continued offensive in the C-segment. Following the launch of Bigster, Dacia will deploy a renewed and ambitious range, structured around two complementary models:

- Bigster, the C-segment SUV that marks Dacia's entry into a new territory by offering the segment's essentials with robustness, space, and excellent value-for-money;
- Striker, complementary to Bigster, a new electrified, dynamic, and unexpected model that embodies Dacia's ambition to expand its offering in the C-segment.

By combining attractiveness, efficiency, useful technologies, and affordability, Dacia is building a unique value proposition in the strategic C-segment market.

4

electric vehicles launched by 2030

2/3

of sales electrified by 2030 (vs. 1/4 in 2025)

1/3

of Dacia sales in the C-segment by 2030 (vs. 1/5 in 2025)

INTERVIEW



Philippe Krief
— CEO Alpine,
Renault
Group



Alpine is opening a new chapter with futuREady, while remaining true to its vision: creating unique sports cars while embracing electrification. Our ambition is clear: to bring French excellence to new segments through an expanded range and an exclusive platform. Alpine is no longer just a brand for enthusiasts; it is an engine for value and international conquest.

The power of lightness in the electric era

2025 marked a major turning point for Alpine. Renault Group's sports brand, which combines performance, cutting-edge innovation, heritage, and motorsport prestige, is deploying a value-creating strategy structured around two major levers to ensure its global ramp-up.

The first lever is based on a range structured into three pillars:

- the Everyday Extraordinary pole, with the A290 sports city car and the A390 sports fastback to capture new volumes;
- the Special Projects pole for exclusivity and personalization;
- the Icons, led by the A110 model.

With this structured range, Alpine relies on models designed to support its growth, strengthen its visibility, and attract a wider audience, while consolidating its high-end positioning.

The second lever is technological, featuring the Alpine Performance Platform (APP). This platform tackles the major challenges related to lightness, performance, design, and electrification. Its innovative aluminum architecture allows for a reconciliation of lightness and modularity, with a weight target of 1.5 tons – close to that of the best internal combustion engine sports cars on the market today.

This product and technical offensive is already bearing fruit, as evidenced by the brand's commercial vitality: Alpine recorded triple-digit sales growth in 2025 (+139.2% vs. 2024), confirming its role as a leading contributor to our Group's profitability.

+139.2%

vs. 2024:
triple-digit growth

10,000+

vehicles sold
by Alpine in 2025

200+

points of sale
in 25 countries

Strong growth

in the historical
French market and even
stronger growth outside of it



INTERVIEW



Grégoire de Franqueville
— CEO
The Future Is NEUTRAL,
Renault Group



The Future Is NEUTRAL, a subsidiary of Renault Group and SUEZ, is the only company in Europe to offer competitive solutions dedicated to the automotive circular economy for all stakeholders. Collecting and dismantling vehicles, as well as reusing, recovering, and recycling parts and materials to reintroduce them into the automotive life cycle: this is our strategic mission.



Innovating in the circular economy

The Future Is NEUTRAL is developing the automotive circular economy on an industrial scale through a closed-loop approach, from automotive to automotive. Through its operational subsidiaries and partners, and by recycling parts and materials from the 11 million cars that reach the end of their life every year in Europe, The Future Is NEUTRAL supports the needs of the automotive industry throughout the vehicle life cycle:

- Sourcing: The Future Is NEUTRAL offers automakers and their suppliers the opportunity to integrate recycled materials into the production of new cars and parts.
- Usage: The Future Is NEUTRAL extends the life of cars through its subsidiaries, GAIA and The Remakers, which also contribute to material circularity by performing closed-loop recycling of components and materials such as copper, polypropylene, flat aluminum, and platinum group metals.
- End-of-life: With its subsidiaries INDRA and POLLINI Group, The Future Is NEUTRAL recovers accident-damaged or end-of-life vehicles to decontaminate and dismantle them, and to extract recoverable parts and materials.

Driven by its values of competitiveness, innovation, sovereignty, and, of course, the environment, The Future Is NEUTRAL is at the heart of futuREady's circularity ambitions.

x2

The size of The Future Is NEUTRAL will double by 2030

425,000

end-of-life vehicles collected and dismantled in 2025

9 million

reused parts put back into circulation in 2025

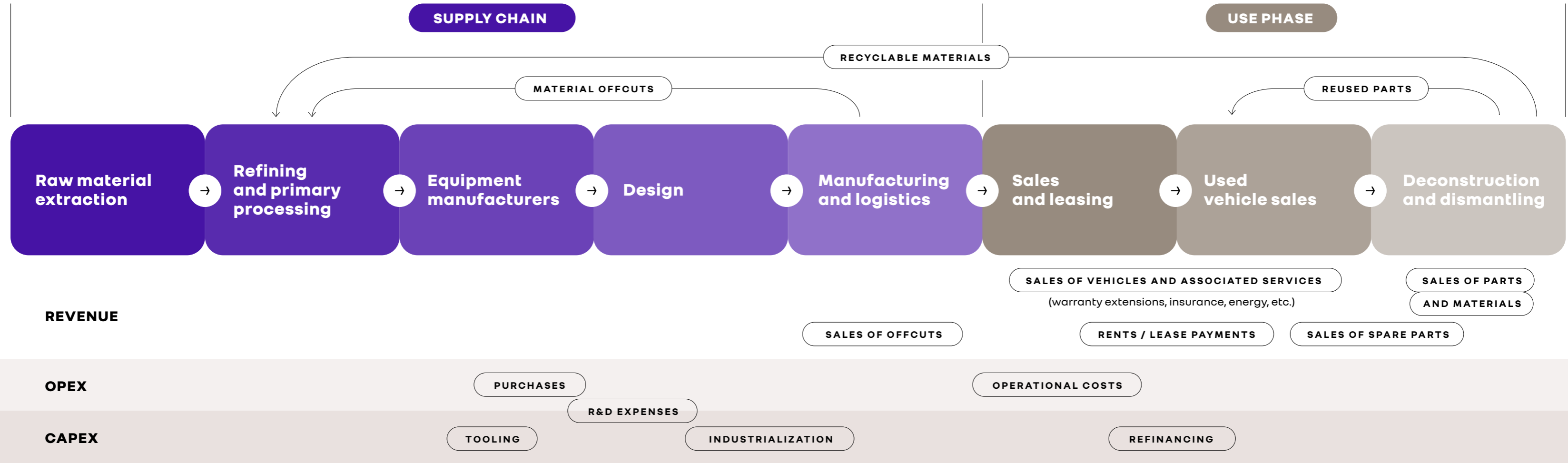
2 Mt

of materials recycled in 2025

Our value chain

In accordance with CSRD* regulations, we have conducted a rigorous analysis of our material issues across our entire value chain. This approach has allowed us to identify our impacts, risks, and opportunities throughout the entire chain, from raw material extraction to the end-of-life of vehicles.

*CSRD: Corporate Sustainability Reporting Directive.



DOUBLE MATERIALITY ANALYSIS OF SUSTAINABILITY ISSUES

OPPORTUNITIES

- Growth of the low-greenhouse gas emission vehicle market
- Growth of markets for reused parts and recycled materials

POSITIVE IMPACTS

- Provision of a comprehensive range of low-emission vehicles and inclusive mobility solutions
- Development of diversity, equal opportunity, and inclusion
- Development of skills and a responsible corporate culture, social dialogue
- Improvement of fundamental freedoms and working conditions in the value chain (duty of vigilance)

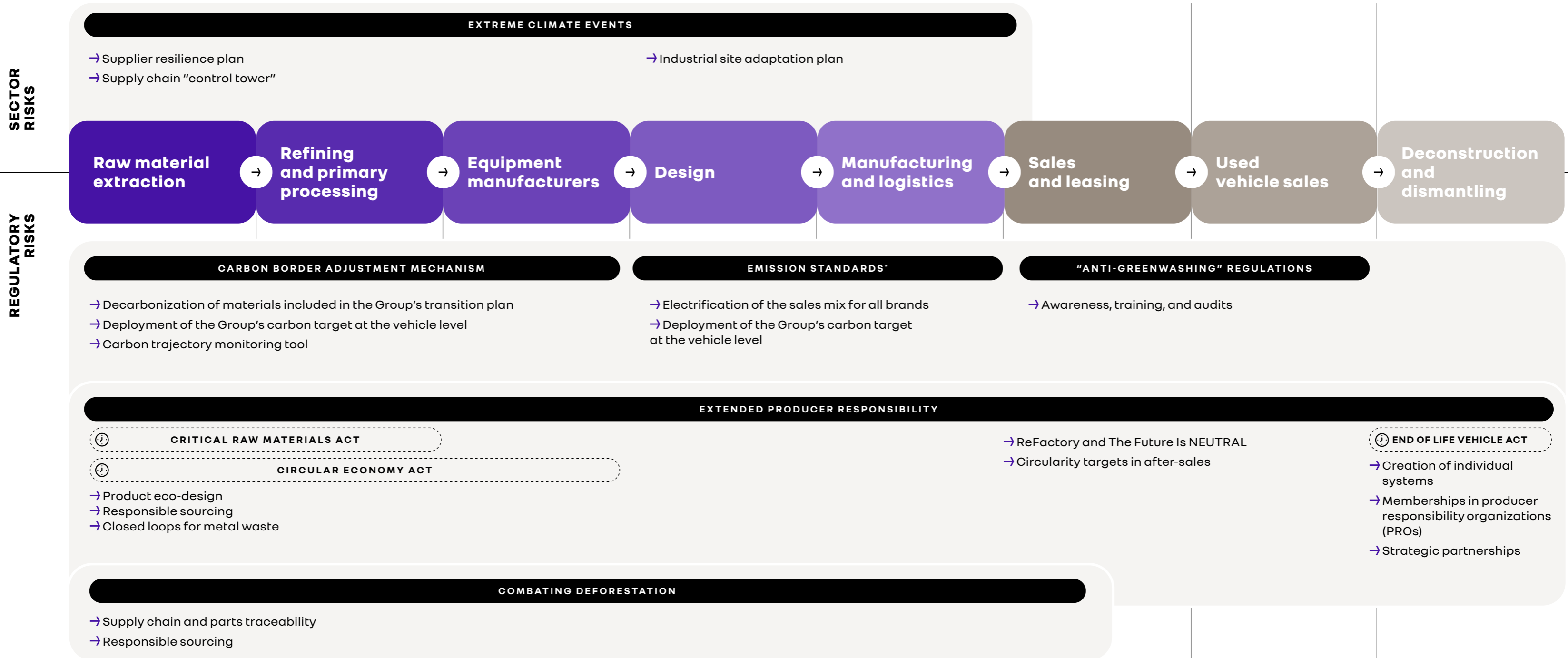
NEGATIVE IMPACTS

- Greenhouse gas emissions—of which 99% are due to the supply chain and use phase
- Pollution, water consumption, and effects on biodiversity, particularly upstream in the chain (extractive industries)
- Road safety
- Health and safety of employees

RISKS

(see details on the following pages)

Our risks related to environmental issues



Legend:

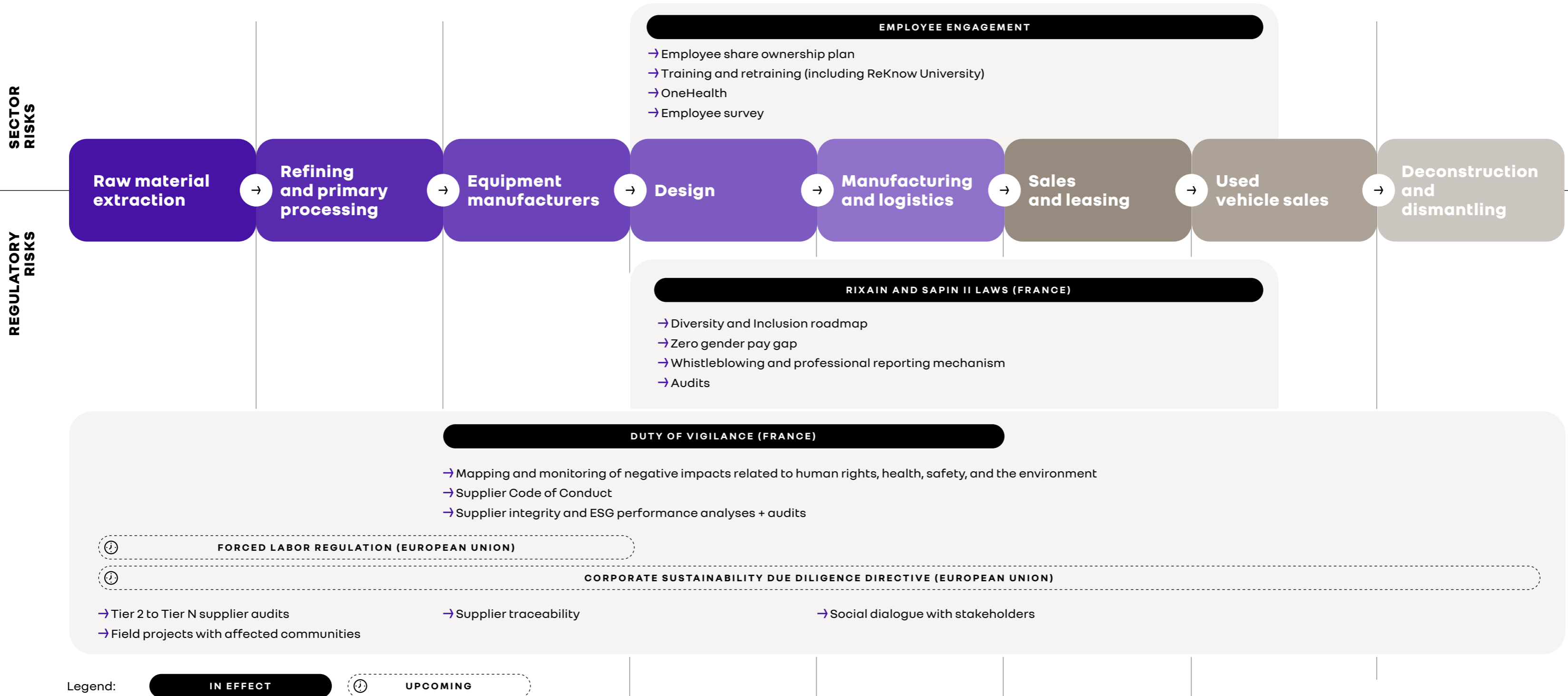
IN EFFECT



UPCOMING

*Corporate Average Fuel Economy (CAFE) regulations, Euro x, etc.


Our risks related to social, societal, and governance issues



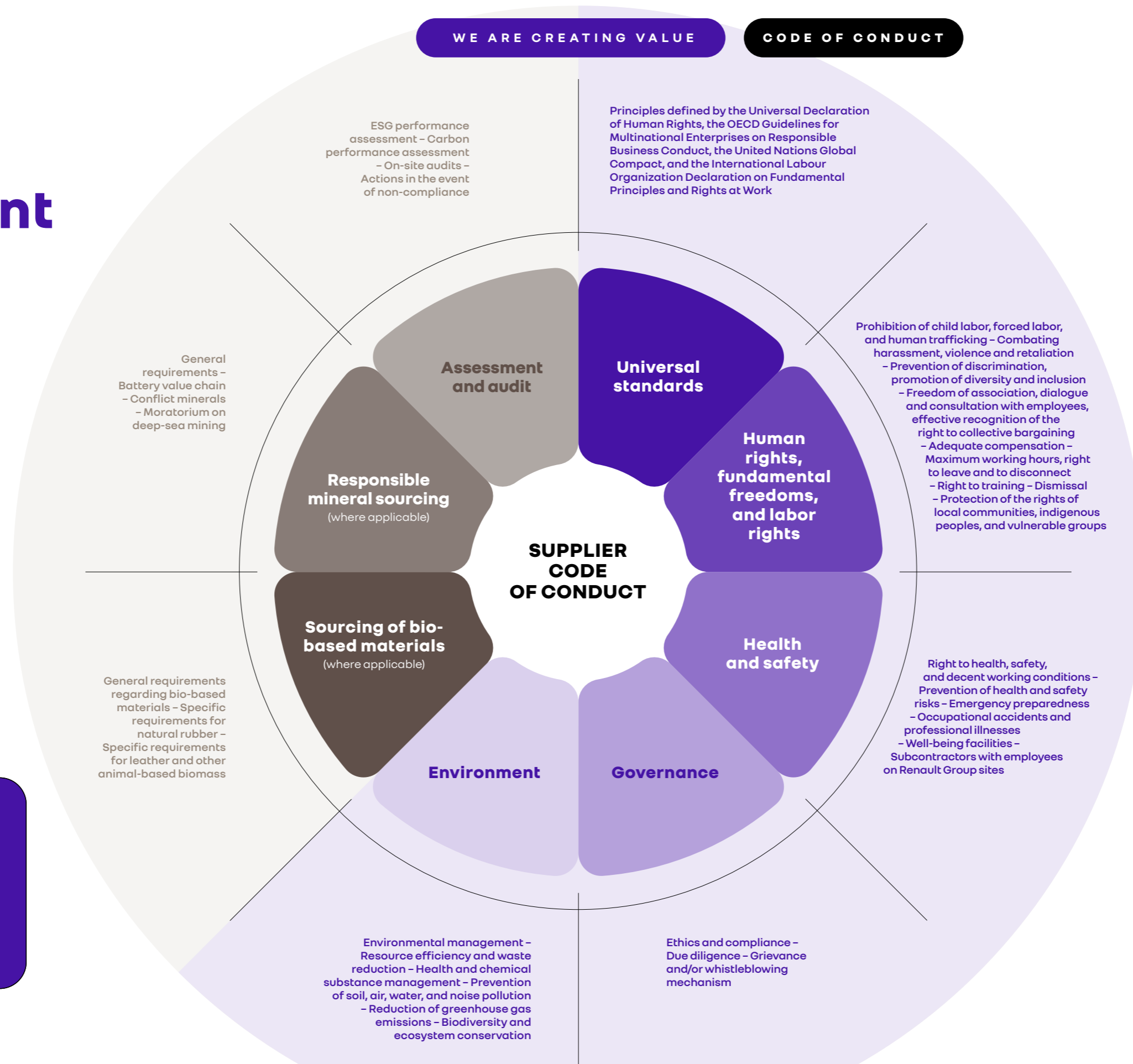
Our supply chain management

A dedicated team ensures our suppliers' compliance with human rights, health, safety, and environmental standards. Supplier assessment, risk mapping, prevention and mitigation measures, as well as the whistleblowing system, are covered by our Vigilance Plan.

TO GO FURTHER:
→ [Supplier Code of Conduct](#)



READ THE INTERVIEW WITH ANTHONY PLOUVIER, CHIEF PROCUREMENT OFFICER:
→ [When suppliers become partners in our decarbonization journey.](#)



A DYNAMIC OF CONTINUOUS PROGRESS

To assess supplier risks, we rely on several tools: ESG risk mapping of 81 countries, a third-party database for assessing supplier ESG performance, site audits, specific monitoring, and internal expertise. A system for monitoring ESG regulations and stakeholder dialogue allows for the optimized implementation of regulatory developments.

TO GO FURTHER:
→ [2025 Vigilance Plan](#)

A COLLABORATIVE COMMITMENT ACROSS THE VALUE CHAIN

Our Group secures critical minerals (nickel, lithium) by aiming for optimal traceability and carbon footprint. We are also committed to key partnerships such as the RMI (Responsible Minerals Initiative) and IRMA (Initiative for Responsible Mining Assurance). Finally, participation in field projects such as C4D (Cobalt for Development) aims for a more responsible ecosystem.

Robust and resilient results

In 2025, our Group demonstrated its resilience and the strength of its strategy. Driven by the relevance of our product strategy and the power of our brands, we posted a consistently top-tier performance among automotive industry players. We therefore look to the future with confidence.

FOR MORE INFORMATION:
→ [2025 URD](#)

2,336,807

vehicles sold worldwide,
including **44.9%** electrified vehicles in Europe

Revenue

€**57.9** bn

Dividend*

€**2.20**

per share

Net income

Group share, adjusted
for Nissan impacts**

€**715** M

*Paid in 2026 for the 2025 fiscal year.
**2025: €2,331 million negative contribution from Nissan within associates, and a €9,315 million loss related to the change in the accounting treatment of the investment in Nissan.

Operating margin

€**3.6** bn

(6.3% of revenue)

Free cash flow

€**1.5** bn

**Automotive net
financial position**

€**7.4** bn



100,541

employees

2026 financial outlook:

resilience in a complex environment

- **Group operating margin** of approximately 5.5% of Group revenue
- **Automotive free cash flow** of approximately €1.0 billion, including €350 million in dividends received from Mobilize Financial Services*

*Subject to the proposal of the Board of Directors and approval by the MFS General Meeting of Shareholders.



11,000*

patents in portfolio

*Excluding Horse patents.

Duncan Minto

— Chief Financial Officer,
Renault Group



“Our 2025 results, in a challenging market environment, demonstrate our teams’ commitment to delivering consistent, top-tier performance among automotive industry players. This performance underscores the strength of our fundamentals and our agility. Most importantly, this success validates our solid product strategy and the power of our brands, as recognized by our customers.”

Concrete and sustainable achievements



Environment

41.6 tCO₂e

per vehicle sold by Renault Group brands
(48.5 t CO₂e in 2019)

-33%

external water supply per vehicle, compared to 2021

Refactory
20,237

vehicles reconditioned in 2025
(more than 70,000 since startup)



Social

ReKnow
University

More than

53,000

people trained since its creation in 2021
(14,974 in 2025)

87.3%

of Group employees covered by a collective agreement at the branch and/or company level

Gender pay gap

0.8%

in favor of women



Societal

CareMakers

Nearly

4,100

people in vulnerable situations have had better access to mobility since 2019



52%*

of the causes of road accidents covered by Safety Coach technologies

*Fatal accidents or those resulting in hospitalized injuries involving a passenger car or a light commercial vehicle.

FOR MORE INFORMATION:
→ [2025 URD](#)

ESG RATINGS



Sustainalytics

→ **LOW RISK**

MSCI

→ **BBB**

ISS ESG Corporate Rating

→ **C+ PRIME STATUS**

CDP Climate

→ **A-**

EcoVadis

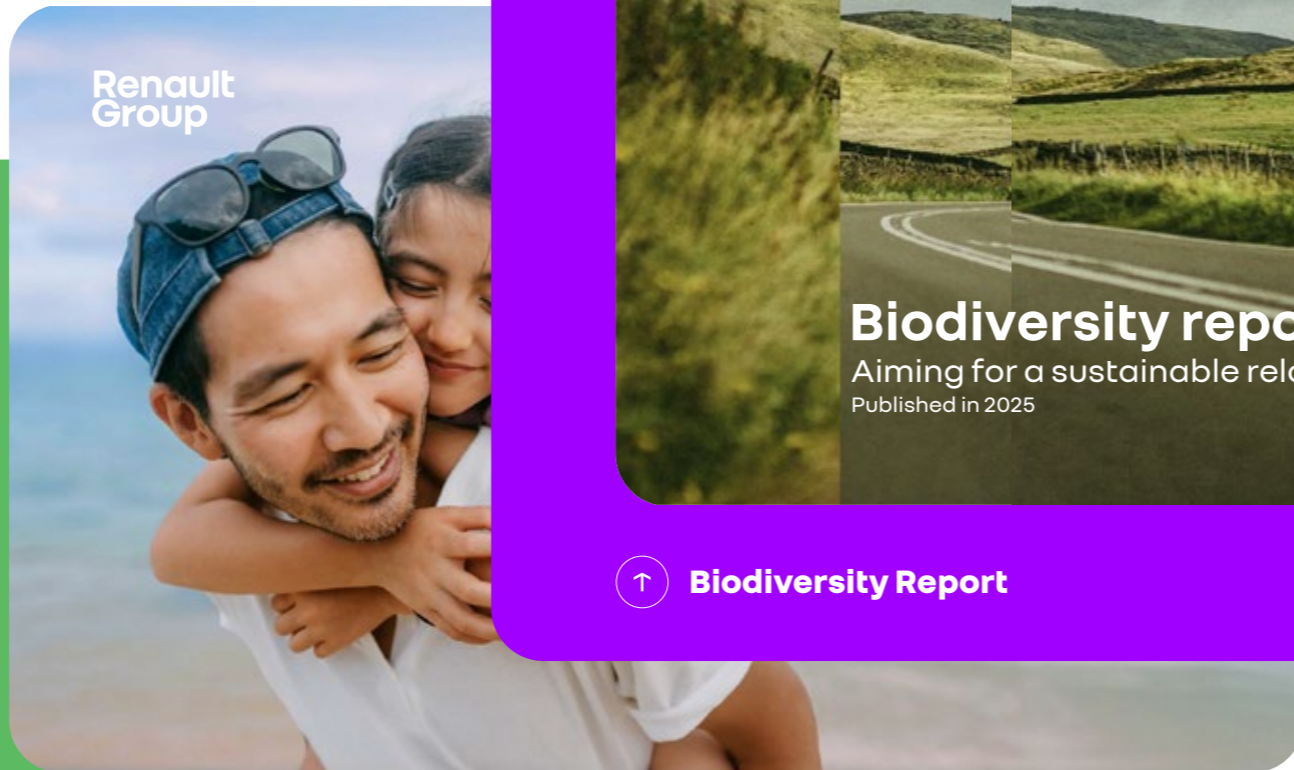
→ **83/100**



Universal Registration Document 2025

Including the Annual Financial Report

↑ 2025 Universal Registration Document



Renault Group

↑ Climate Report



Renault Group

Biodiversity report - 2024

Aiming for a sustainable relationship with nature
Published in 2025

↑ Biodiversity Report



Renault Group

Vigilance plan

April 2025

↑ Vigilance Plan

To go further

DESIGN & PRODUCTION: ANGE

PHOTO CREDITS: Renault Group Direction Design | Renault Marketing 3D-Commerce | He&Me - BEAM Photography, Publicis Conseil | Benoit Chimenes - Renault Group Direction Design | Clément Choulot - DPPI Media | Renault Design | DPPI Media | Alpine Design | RECOM Paris | Thomas Laisné | ADDITIVE, Renault Design | Sarah Aibel - Fisheye Manufacture | Cétadi Prod | BOBY - Fisheye Manufacture | Fisheye Manufacture | Renault Group Palencia Plant | Wlad Simitch - Fisheye Manufacture | Hadrien Picard - Spintank | Martin Colombet - Fisheye Manufacture | Adrien Cortesi | Alkama Photo | Nicolas Lascourrèges - La Company | Thierry Grouleaud - Fisheye Manufacture Adrien Cortesi - Cétadi Prod | Marianne Lavarde - Le Septième Bureau | Augustin Détienne | Léana Vigier - Fisheye Manufacture | Marie Flament - Fisheye Manufacture | Pagecran | Olivier Martin Gambier | Thibaud Chevalier - Planimonteur | Pierre Morel - La Company | Philippe Servent - Fisheye Manufacture | Sarah Aibel | Yves Forestier - Alkama | Thomas Laisné - La Company | Quentin Caffier - Stories Production | Renault Group - all rights reserved | Dacia Design, RECOM Paris | Yannick Brossard - DPPI Media | Fahrni - Getty Images

Renault Group