

Renault
Group

Group presentation

Turn a success story
into a **SUCCESS SYSTEM**

June 2026

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^{01.} **Introduction**

Renault Group's purpose

"Our spirit of innovation takes mobility further to bring people closer."



Key figures 2025

57.9 Md€

Group revenue

4

centers of expertise*

715 M€

Net income

100,541

employees worldwide

2.34 M

vehicles sold
worldwide

3

complementary brands**

6.12%

of Renault SA's share capital
owned by employees

-14%

Carbon footprint reduction
per vehicle since 2019 (scopes 1, 2, 3)

26

production sites

11,000^{*}**

patents in portfolio

6.3% of revenue

Operating margin

* Ampere (electrical engineering & software), The Future is NEUTRAL (circular economy for mobility), Horse Powertrain (innovative decarbonized thermal and hybrid solutions) and Flexis (last-mile urban logistics)

** +1 captive finance company: Mobilize Financial Services

*** excluding Horse patents

125 years of innovation in key dates

1898



Climbing the rue Lepic with the Renault "voiturette"



1899



Patent filed for the direct-drive gearbox

1929



Opening of the Île Seguin factory in Boulogne-Billancourt

1946



Launch of the 4CV



1955



Birth of Alpine



1959



Inauguration of SOMACA in Morocco

1972



Launch of the iconic R5



1984



Launch of Renault Espace, the minivan pioneer



1990



Launch of Clio, a true best-seller



> 14,000 patents filed in 125 years

1998



Opening of the Renault Technocentre in Guyancourt (France) and the Ayrton Senna complex in Curitiba (Brazil)

1999



Acquisition of the Dacia plant in Romania

2013



Start of the electric revolution with ZOE



2019



Arrival of hybrid technology (Clio E-Tech Hybrid, Captur E-Tech Plug-in Hybrid)



2020



Reveal of Dacia Spring, the most affordable 100% electric city car on the market
Launch of the Refactory in Flins (France)

2022



Unveiling of Scénic Vision, Dacia Manifesto, Alpine Alpenglow and Renault R5 Turbo 3E concept cars



2024



Unveiling of the Emblème concept car



2025



Launches (including) Renault 4, Clio 6, Boreal and Dacia Bigster



02.

A new strategic plan to address challenges

The automotive industry at a crossroads



Challenges

Key issues

Renault Group's response

Decarbonization of vehicles

Regulatory acceleration + shift to electric

- 36 new models by 2030
- Renault 100% electrified in Europe, 50% outside Europe

Technological revolution

Rapid disruptions (batteries, software, AI) + massive investment required

- Mastery of key technologies (EV, software, AI)
- Cutting-edge vehicle platforms
- Software Defined Vehicle
- Skills transformation

Digitalization

Transformation of business model and vehicles

- Connected vehicles and OTA (Over The Air) updates
- Large-scale AI (industry + customer experience)

A new competitive landscape

New comers (especially Chinese), pressure on prices, innovation and time-to-market

- Massive product offensive (36 models)
- Excellence-ready: speed and agility
- Objective: become the European automotive benchmark on a global scale

Unstable geopolitics context

Supply chain under pressure, raw material volatility, market fragmentation of markets

- Targeted expansion (India, South America, Korea)
- Secured and data-driven supply chain
- More resilient business model

Solid foundations built on Renaulution

A modernized product plan

32 launches in 5 years, including...



Renault 5



Renault 4



Scénic



Master



Sandero



Bigster



A290



A390

...

Strong and complementary brands



#2

in Europe



#2

among private customers in Europe



X3

in 3 years

Sandero

#1

in sales in Europe



1. In 2025, passenger car segment, France, Germany, Spain, Italy and UK.

2. For Renault and Dacia brands vs. 22 main brands in the passenger car segment, France, Germany, Spain, Italy and UK.

3. Europe

Value at the heart of our strategy



Strong retail presence

+17 pts

above market average on retail channel mix¹



Higher residual values

by 5 to 12 points

above European competitors²



High retail financing rate

~60 %

through Mobilize Financial Services³

futureReady

Turn a success story into a success system

Become the European automotive reference with global reach

1

Growth-REady

2

Tech-REady

3

Excellence-REady

4

Trust-REady

Drive growth through strong products and a differentiating customer experience



1/ Grow across all geographies

- Europe: Renault Group's core market
- International expansion = growth engine

2/ 36 new models by 2030

Renault 2030 targets

- In Europe: 50% electric sales and 50% hybrid sales
- Outside Europe: 50% electrified sales



3/ Expand the electrified mix by 2030

- In Europe, launch of 22 new models, including 16 100% electric
- In international markets, 14 new launches planned

4/ Leverage customer experience for sustainable growth

- **Strong assets:** brand strength, 20 million vehicles on the road, network of over 80,000 trained professionals, Mobilize Financial Services: 15 years of experience in electric mobility

Make technology a driver of growth and technical and economic competitiveness

1/ Vehicle platforms

Foundation of a world-class range

- **RG EV Small:** the basis for Renault 5 / A290
- **RG MP Small:** multi-brand, multi-energy platform
- **RG EA Medium:** shared with Geely for markets outside Europe
- **RG EV Medium 2.0:** a new modular electric platform



2/ Batteries

Improve performance

- **"High energy"** stream for high-power or very long-range vehicles
- **"Affordable"** stream for small cars and standard-range versions.



4/ Software and Electronics

The era of smart cars with SDV

1st European SDV on the market in 2026



3/ Powertrains

A multi-energy strategy (electric / hybrid)



5/ Futurama

Accelerating innovation for the future



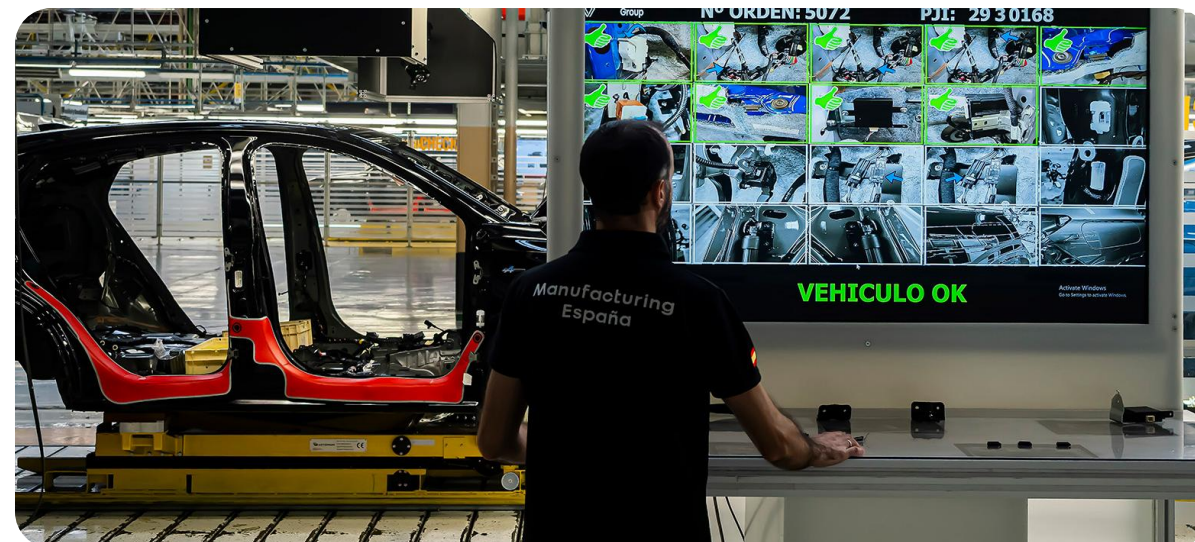
Make operations resilient by nature

1/ Accelerate speed and deployment agility

- **2 years:** average time to develop a new model
- **Entry cost reduction** of 40%
- **Reduction in the number of parts** per vehicle by 30%

2/ Excel in Industry 4.0 with AI and robotics

- **Efficiency:** 30% reduction in vehicle manufacturing time
- **Quality:** enhanced reliability (-50% incidents within three years), rapid resolution (AI, remote diagnostics), strong durability (-70% incidents in the first 5 years of the vehicle)
- **Automation:** 350 new-generation robots by 2027



3/ Supply chain

Resilience, AI and efficiency

- **Resilience** by nature
- **Digital control tower:** 100% of flows tracked by AI
- **Efficient operations:** stock reduction and lower logistics costs

4/ Sustainability

- **Net zero carbon target** in Europe by 2040, worldwide by 2050
- **30% recycled materials** per car by 2030
- **Refactory** in Flins
- The Future is **NEUTRAL**

Mobilize stakeholders to create lasting value



1/ Employees at the heart of the Group's transformation

- Maintain quality social dialogue
- Ensure our employees' employability

2/ Suppliers, committed partners for performance

- Earlier involvement
- Sharing of technology roadmaps
- Value chain transparency



3/ Dealers at the center of value creation

- more than 9,000 sites
- more than 80,000 people trained
- 30 million annual customer transactions

4/ Partnerships for a competitive advantage

- 19 models produced for 5 partners on 3 continents (Europe, Asia and Latin America) by 2030

03.

Our Business Model

Leadership Team



François Provost
CEO Renault Group



Katrin Adt
CEO Dacia,
Renault Group



Philippe Brunet,
Chief Technology
Officer,
Renault Group



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



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



Claire Fanget
Chief People &
Organisation Officer,
Renault Group



Philippe Krief
CEO Alpine



Duncan Minto
Chief Financial
Officer,
Renault Group



Quilterie de Pelleport
Chief Legal Officer,
Renault Group



Anthony Plouvier
Chief Procurement
Officer,
Renault Group



Josep Maria Recasens
Chief Strategy,
Product & Program
Manager,
Renault Group,
CEO Ampere



Christian Stein
Chief Communications
Officer,
Renault Group



Céleste Thomasson
Chief Audit, Risks &
Compliance Officer,
Renault Group



**Laurens
van den Acker**
Chief Design Officer,
Renault Group



Frédéric Vincent
Chief Digital
& Information Officer,
Renault Group


Our model

Centers of expertise

Electric engineering & Software 

Circular economy for mobility* 


Innovative internal combustion and hybrid solutions 

Last-mile urban logistics 




Brands

 **New generation « voitures à vivre » (cars to live in)**

 **The essentials, simply**

 **Premium French sports cars**

Captive finance

 **Financing and Services**

----- Subsidiary < 50% owned by RG

*Subsidiary 80% owned by RG

03.1

Our brands and entities



N°1

of French automotive brands worldwide



1,628,030

vehicles sold worldwide in 2025
(+3.2% vs 2024)



62%

of sales in Europe

38%

of international sales

60%

of electrified PC sales in Europe



A new growth cycle

A DNA built on 4 strong markers

- Emotional design
- Human-centered technology
- Electrification: hybrid and electric
- On-board living experience

Growth drivers

1. Strengthen our leadership in Europe
 - 10 new models in Europe by 2030 – including renewal of our C/D range
2. Accelerate electrification
 - E-Tech full hybrid powertrains beyond 2030
 - 100% electric powertrains still at the heart of the strategy
 - New native EV platform (1,400 km WLTP range with range extender)
3. Strong ambitions in the LCV segment
 - Traffic E-Tech electric, ushering in a new era of light commercial vehicles
 - Best-in-class EV performance, with over 450 km WLTP driving range, 800V fast charging, and 15% to 80% charge in less than 20 minutes
 - First Renault model to feature the Software Defined Vehicle (SDV) architecture, enabling regular equipment and software updates
 - Best-in-class agility and comfort
 - Production to start by the end of 2026 at the Sandouville plant
4. A global brand
 - 14 new international models by 2030, including Renault Niagara, to be revealed on September 10, 2026

2030 Ambitions

- More than 2 million vehicles sold worldwide (including 50% international)
- 100% electrified sales in Europe, 50% outside Europe

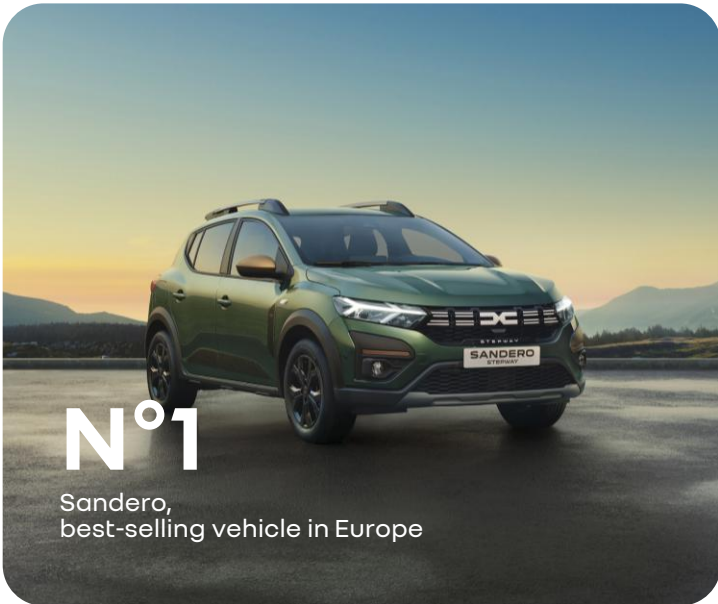


697,408

vehicles sold in 2025 (+3.1% vs 2024)

N°2

Dacia, second best-selling brand among private customers in Europe



N°1

Sandero, best-selling vehicle in Europe



N°1

Bigster, best-selling C-segment SUV among private customers in Europe (H2)

DACIA

Simply the essentials

With more than 10 million vehicles sold since 2004, Dacia embodies the best value for money by offering the essentials, with no compromise on design or usability.

Growth drivers

1. Accessible and pragmatic electrification
 - 4 electric vehicles launched by 2030
 - 2/3 of electrified sales in 2030 (vs 1/4 in 2025)
2. Offensive on the C segment
 - 1/3 of sales in the C segment by 2030 (vs 1/5 in 2025)



10,970

vehicles sold in 2025



The brand at the forefront of sports innovation

Founded in 1955, Alpine has established itself over the years with its French-style sports cars.

The Group's sports brand, it combines performance, cutting-edge innovation, heritage and the prestige of motorsport.

In 2017, the brand reinvented the Alpine A110, with a sports car true to Alpine's timeless principles of compactness, lightness, agility and driving pleasure.

Alpine's future range is built around three distinct product lines:

- Everyday Extraordinary with Alpine A290 and Alpine A390
- Special Projects, limited editions opening the doors to exclusivity and customization, such as the Alpine A110 R Ultime
 - Icons with the emblematic Alpine A110



+139.2%

sales growth vs 2024

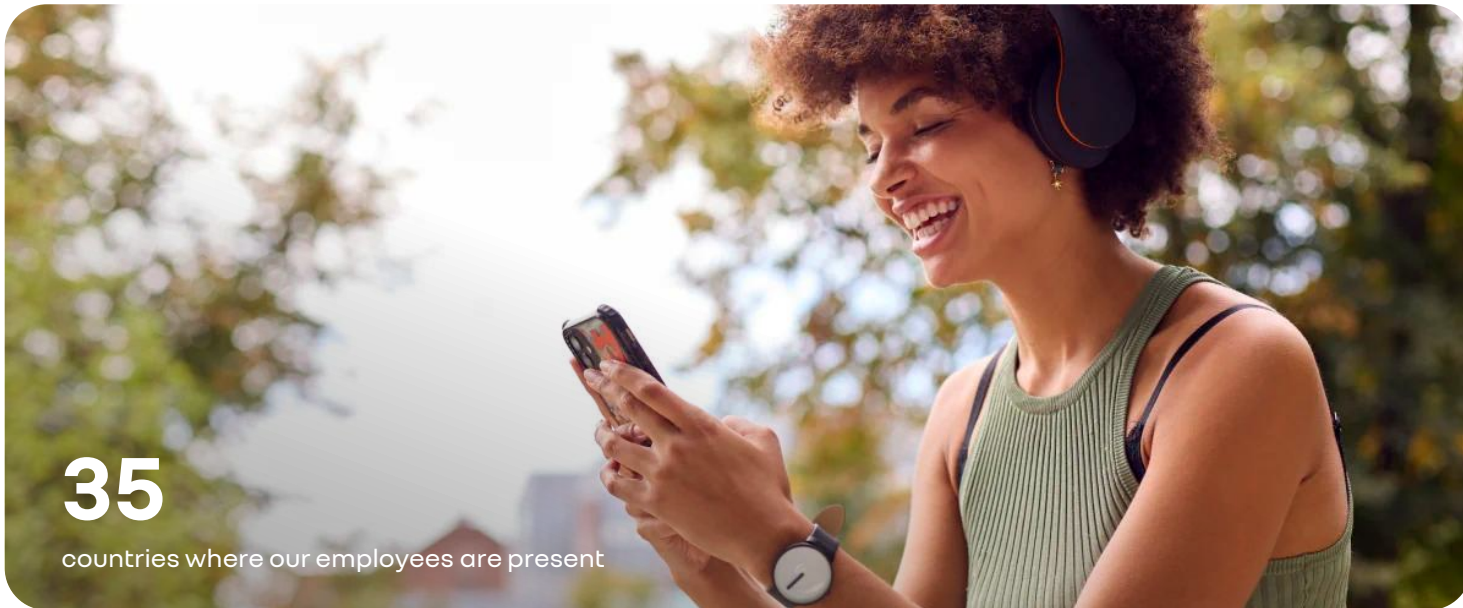


4,000
employees

MOBILIZE FINANCIAL SERVICES

For over 100 years (with the creation of the company Diffusion Industrielle de l'Automobile par le Crédit, or DIAC), Renault has been supporting the Group, Nissan and Mitsubishi customers in their mobility needs.

With its 4,000 employees in 35 countries, Mobilize Financial Services designs financing and insurance solutions tailored to new mobility uses.



35
countries where our employees are present

It supports all customers:

- **Individuals:** facilitating access to vehicles from Renault Group, Nissan and Mitsubishi brands, with financing, insurance, warranty and maintenance offers
- **Professionals:** customized offers regardless of business activity, vehicle type or fleet size
- **Dealers:** financing everything essential to sustain their business, such as stock financing for new vehicles, used vehicles and spare parts



AMPERE

Democratize electric vehicles in Europe



11,000

employees (including
35% engineers)

4

production sites

A pure player of intelligent electric vehicles (iEV) at the service of Renault Group.

Ampere develops electric vehicles for the Renault brand and offers EV and software technologies for other brands (Alpine, Nissan, Mitsubishi...).

A technology company that accelerates development and manufacturing times.

4 factories in Europe providing a connected, agile and competitive production base.

Key partners to develop the best technologies such as the Software Defined Vehicle (SDV) and make electric life easier.

Innovating in automotive circular economy

Owned by Renault Group and Suez, The Future is NEUTRAL is a UNIQUE reference player in automotive circular economy in Europe.

- **OUR STRENGTH:** The Future is NEUTRAL covers the ENTIRE circular economy value chain, offering competitive solutions for ALL stakeholders.
- **OUR RESOURCE:** 11M end-of-life vehicles every year in Europe, a huge market of automotive waste to transform into resources.
- **OUR ACTIVITIES:** COLLECT, DISMANTLE end-of-life vehicles, REUSE, REMANUFACTURE or RECYCLE parts and materials, to REINTRODUCE them into the automotive life cycle.
- By combining the expertise of companies with decades of experience.
- **OUR DRIVERS:** competitiveness, environment, innovation and European sovereignty.



The Future is NEUTRAL is the only automotive circular economy player present across the entire value chain, leveraging the complementary expertise of its subsidiaries:

- **INDRA AUTOMOBILE RECYCLING** is a major industrial player in the treatment and recovery of end-of-life vehicles (ELVs) in France.
- **THE REMAKERS** is a European leader in automotive parts remanufacturing.
- **GAIA** is an expert in material recycling, battery repair and parts recovery.
- **BOONE COMENOR METALIMPEX** is the global reference in metal recovery.
- **POLLINI** is the leader in ELV treatment and recovery in Italy.



A global leader in powertrain technologies



45%

Renault Group

18

factories

45%

Geely

5

R&D centers

10%

Aramco

19k


employees
in 10 countries

Horse Powertrain is an independent leader in powertrain technologies, built on 125 years of heritage from Renault Group and Geely.

We bring together expertise, innovation and global reach to deliver innovative ICE and hybrid powertrain solutions.

With 18 manufacturing plants and 5 R&D facilities across 3 continents, we're equipped to serve global OEMs at scale, and move fast in a shifting mobility landscape.

Horse Powertrain has the expertise, scale and innovation to meet the needs of almost every customer, in every region, across every fuel type.












03.2

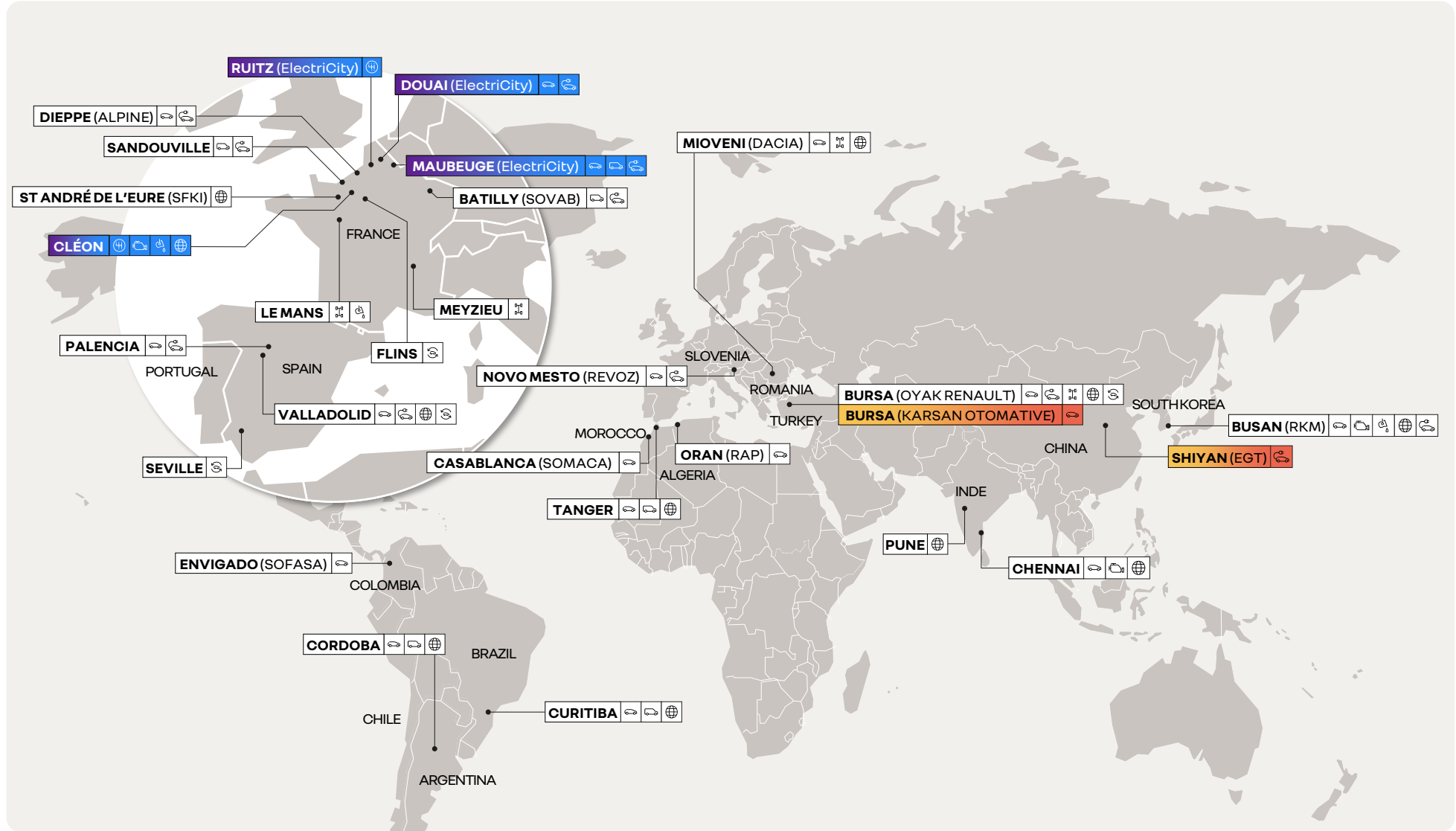
A reinvented industry

Overview of our main production sites

Factory activity

-  Passenger vehicles
-  Commercial vehicles
-  Electric or hybrid vehicles
-  Circular economy
-  Chassis
-  Engines
-  Gearboxes
-  Foundry
-  Logistics platforms

- AMPERE SITE
- PARTNER FACTORY



A best-in-class industrial system



Industry and Quality key figures

Workforce: **61,000** employees,
i.e. **61%** of the Group's total workforce
26 production sites across **13** countries

Competitiveness

Deploy **350** next-generation robots across European plants by the end of 2027

By 2030:

- **20%** reduction in plant production cost per vehicle
- **30%** reduction in production time per vehicle
- **25%** reduction in plant energy consumption per vehicle

Digitalization

20,000 connected equipment worldwide
5 billion data points managed daily

Skills

ReKnow University: Training modules dedicated to skills transformation, particularly within manufacturing plants (electrification, circular economy, data & AI, software/cybersecurity, operational excellence).

More than **53,000** people trained since its creation in 2021 (15,000 in 2025).

Industrial excellence serving our customers

Automatic parts traceability

100% on all critical components

Industrial metaverse and AI

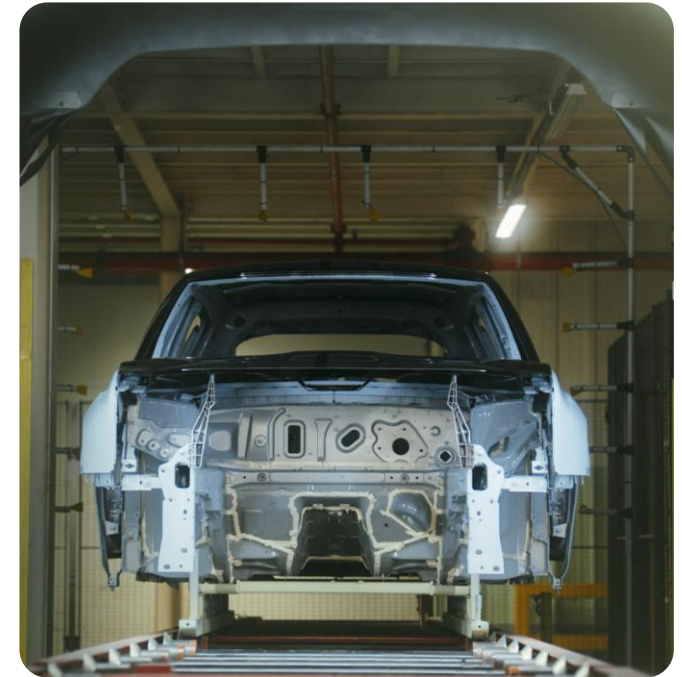
100% AI controls on all critical stages

Real-time supervision

100% of factories connected to a central control tower

Prevent, correct and improve

100% of vehicles connected remotely (over-the-air)



ElectriCity

An industrial "Electric Valley"

A world-class center of excellence for electric vehicles

2 key partners

2 strategic partners for battery production:

- Envision AESC: gigafactory in Douai
- Verkor: gigafactory in Dunkirk

A strategic decision

Invest in our factories and consolidate them in Northern France

- Assembly: Douai and Maubeuge
- Electric motor production: Cléon
- Battery and electrical component production: Ruitz



Capacity of 400,000 vehicles,
increasing to 620,000 by 2028

Vehicle assembly in 9 hours
starting with the Renault 5

From 2027/2028*:
costs reduced by 40% per vehicle

2/3 of suppliers
within a 300 km radius

*Between the 1st and 2nd generation of C-segment electric vehicles

Refactory

Europe's first industrial ecosystem dedicated to the **circular economy**

Circular economy industrial activities

- **The renew factory**

Renovation and repair of used vehicles all brands

- **The bodywork factory**

Repair of damaged vehicles

- **Wheel rim renovation**

- **Battery expertise and repair center**

- **2nd life for batteries:** stationary energy storage

- **THE REMAKERS**, global leader in parts remanufacturing

- Material recycling with **GAIA**

- **Parts manufacturing**

More than 6 million per year (Master body parts, Kangoo and Trafic exhaust systems)

Training

Circular Economy Mobility Campus

6,000 people hosted since 2023

Innovation

- **Open innovation hub**

More than 30 incubated startups

- **Industrial control tower**

Collection of operational data from 650 stamping presses in factories worldwide

- **Retrofit of production equipment**

- **3D printing center**

Inaugurated in 1952,

the Flins plant became the Refactory

A complete industrial

recycling and remanufacturing ecosystem

A response

that contributes to environmental, economic, and social challenges

~34,000 vehicles

renovated since 2021 by the renew factory

Robustness, anticipation, responsiveness Quality at every step

1. Ensure end-to-end product quality

- Ensure the reliability, durability and compliance of vehicles from design to after-sales.

2. Put customer satisfaction at the heart of priorities

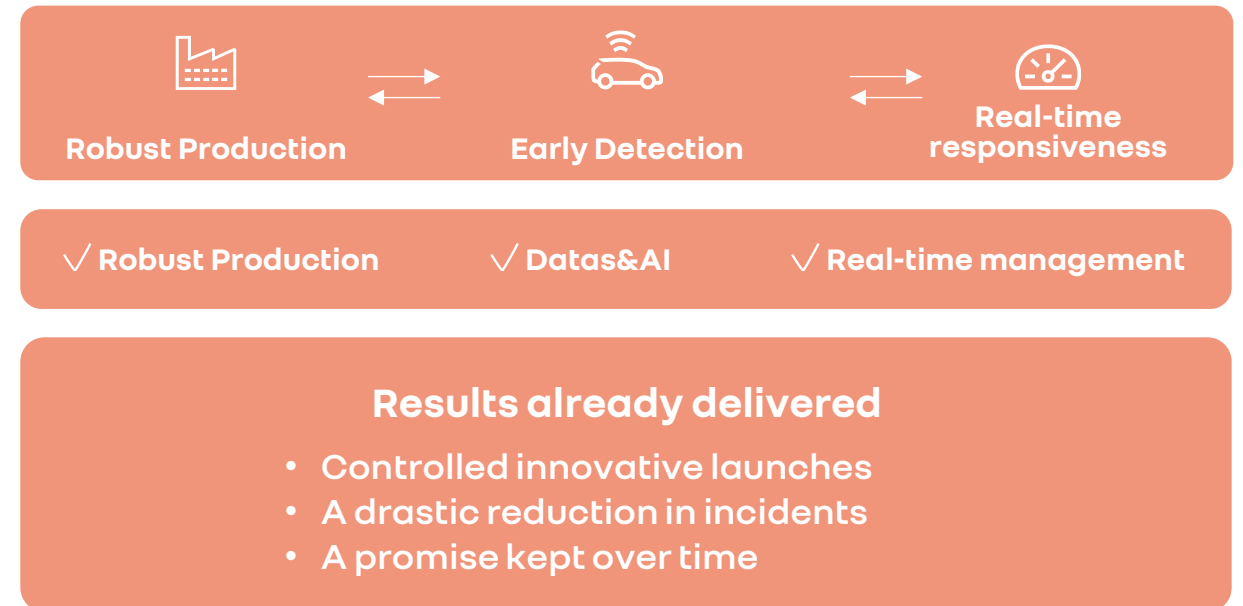
- Make quality a direct driver of customer satisfaction, covering perceived quality, reliability, durability and service quality.
- Respond to increasingly high customer expectations, in the context of more complex and technologically advanced vehicles.

3. Manage quality in the context of industrial transformation

- Support the increasing complexity linked to electrification, embedded software and connected services.
- Secure an unprecedented pace of vehicle launches.

4. Embed a collective quality culture

- Make quality a discipline shared across the entire company



Quality serving our customers, for a more reliable and sustainable future



**Enhanced
reliability**



-50%
of incidents

**Increased
responsiveness
to incidents**



30 seconds
Reaction time

**Enhanced
durability**



-70%
of incidents
over 5 years



Powered by AI

Supply Chain

A **cross-functional organization** that defines the optimal sales/operations mix, ensures economic profitability and inventory optimization, delivering the best level of logistics service to its customers.

Its missions

Secure procurement and production worldwide

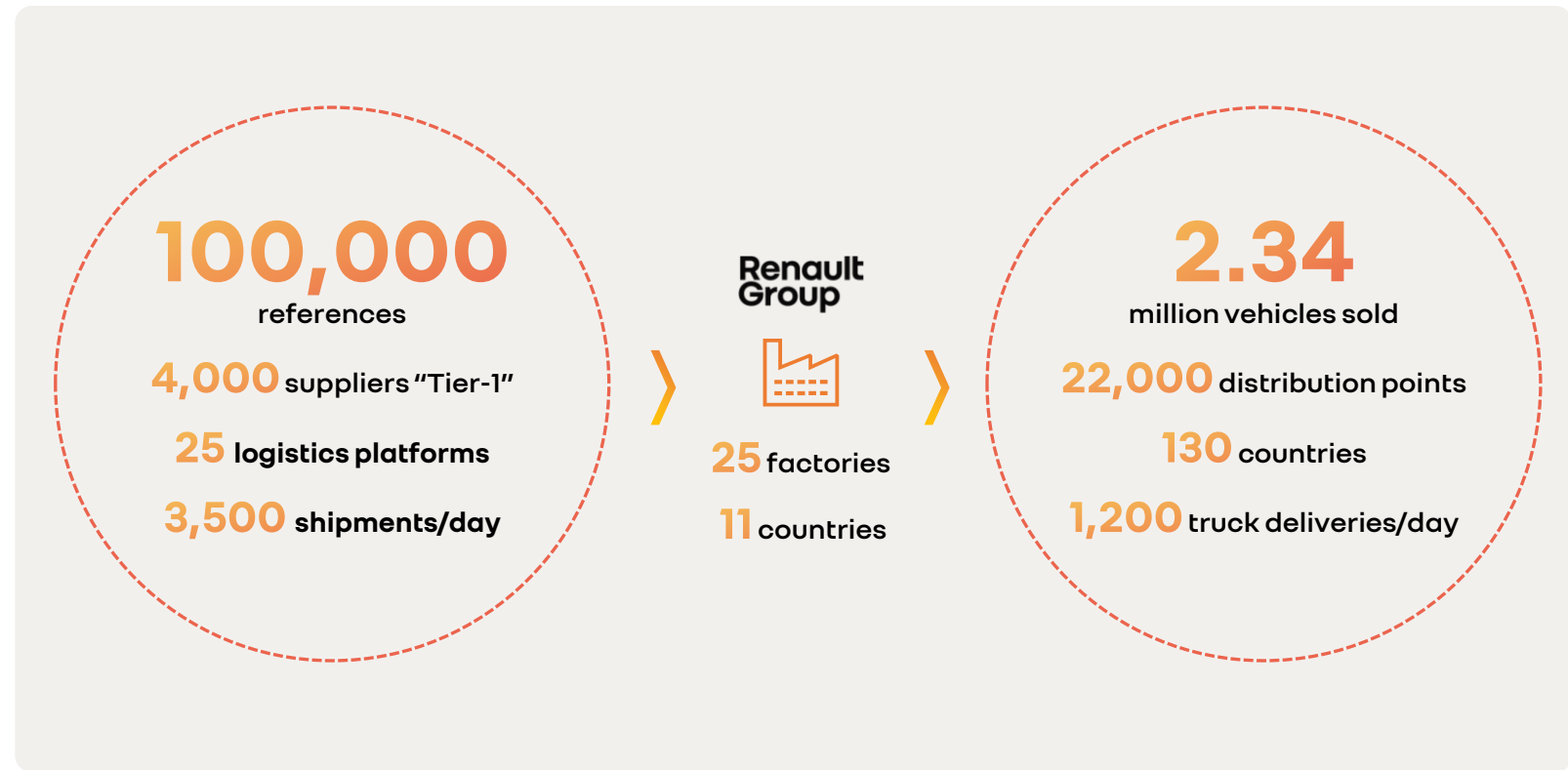
Guarantee customer satisfaction (quality, deadlines, reliability)


Improve economic performance (costs, productivity, inventory)

Strengthen resilience in the face of crises and uncertainties

Accelerate the digital transformation of the industrial chain

Contribute to the Group's environmental objectives





03.3

A just transition

Sustainability: a key lever of operational excellence

- ❑ With its futuREady strategic plan, Renault Group reaffirms its long-term ambitions to environment, safety and people.
- ❑ The Group embeds sustainability targets across its entire operations, as part of its operational excellence approach.

futuREady

green company

Green as a business



Decarbonisation & Climate



Circular economy

tech company

Caring cars



Safe & smart cars



new business

Caring company



Safe workplace
& Workforce transformation

Sustainability at the heart of our strategy



3 pillars

Environment

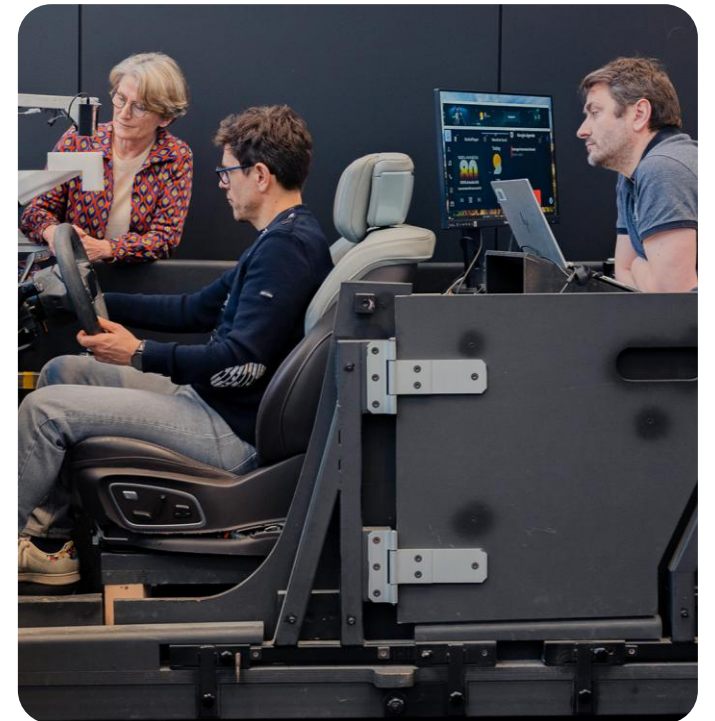
- Contribute to carbon neutrality
- Preserve resources
- Protect biodiversity

Safety

- Road safety: preventing & protecting
- Health and safety at work

Inclusion

- Ensure fair treatment of employees
- Train for the jobs of tomorrow
- Promote social inclusion through mobility



Charting an ambitious climate trajectory

The path is clear

Contribute to carbon neutrality

Reduce greenhouse gas emissions at every stage of the vehicle lifecycle
"from cradle-to-cradle"

Objectives:

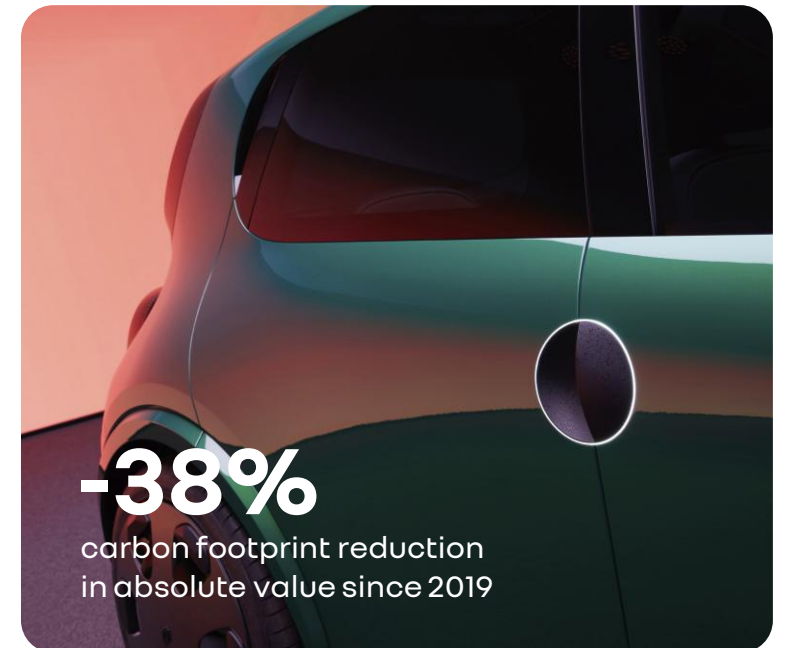
Net Zero Carbon Emissions*

by 2040 in Europe, 2050 worldwide

Intermediary targets in 2030

Reduce greenhouse gas emissions compared to 2019:

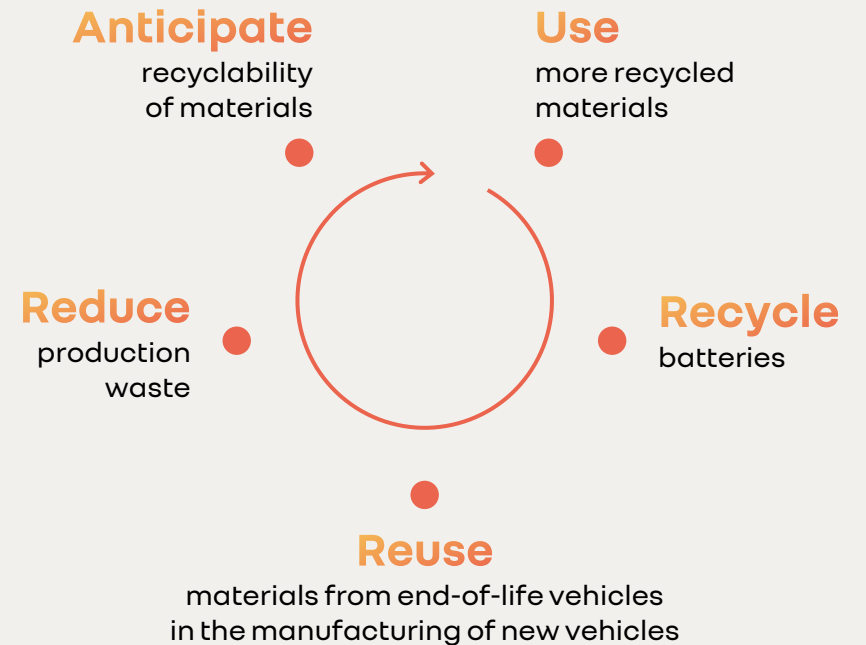
- by 27% before and after the manufacturing process
- by 62% for industry



*Net zero carbon is achieved when the volume of greenhouse gas emissions measured in «equivalent CO2» or «CO2e» has been reduced by 90% and the remaining 10% of emissions are offset by equivalent carbon capture.

Leveraging our circular economy expertise

To contribute to the preservation of natural resources, Renault Group is structuring the circular economy in the automotive industry by intensifying efforts in several areas.



>85%
overall recyclability
Renault 5
E-Tech electric

>30%
of recycled materials (by mass)
in vehicles by 2030

Embodying safe mobility

Our commitments

User safety, road safety. Thanks to technology and innovation, we constantly develop safer vehicles.

Since 2023, road safety innovations have been grouped under the Human First program.



Prevent

accidents, with advanced driver assistance systems such as the "Safety Coach"

Rescue

Facilitate firefighter intervention with the Rescue Code integrated in all vehicles

Driving social progress



0%

Goal to eliminate the gender pay gap by 2025, achieved as early as 2023



Promoting diversity and inclusion

An HR policy structured around health at work, gender equality and fighting discrimination.

53,000

employees trained with ReKnow University by end of 2025



Preparing tomorrow's skills today

Since 2021, ReKnow University has been training our teams in 3 key areas: electric mobility, circular economy, and data, software and cybersecurity.

4,000

people have benefited from the CareMakers program since 2012



Making mobility accessible to all

Supporting solidarity mobility companies with CareMakers Invest: so that no one is left behind in the transition.

The Renault Foundation

Raise awareness Include Rescue

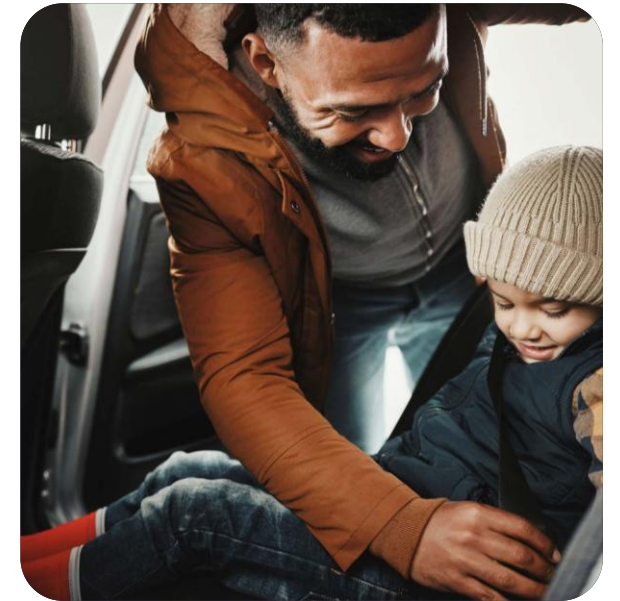
Founded in 2001, the Renault Foundation works for inclusive mobility, a driver of solidarity.

To bring people closer to what is essential in their lives and projects, its mission is organized around three pillars:

- road safety,
- support for inclusive mobility,
- emergency relief.

1 Safety

Contribute to prevention, road safety education and innovation research.



2 Support

Promote inclusive mobility by facilitating access to driving licenses and transportation for those who need it most.

3 Emergency relief

Meet the basic needs of populations affected by natural disasters or conflicts.

The Renault Fund for Art and Culture

Since 1967, the Renault Group Collection
has fostered a dialogue between art and industry.

Jean Dubuffet



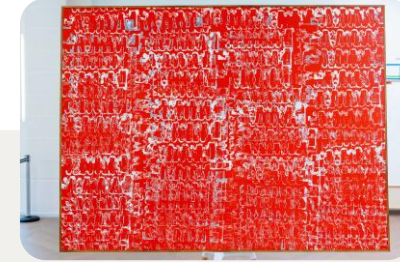
Since 1967, Renault Group has been building an art collection that now comprises nearly 300 works by artists such as Vasarely, Erró, Dubuffet and Tinguely, as well as a collection of 200 historical photographs by Robert Doisneau, Robert Franck and Marc Riboud.



Dan Rawlings

An avant-garde form of patronage that invites contemporary artists into the heart of the company and its factories to build bridges between the automotive industry and art.

Arman



Today, Renault Group opens a new chapter in its art journey with the creation of the Renault Endowment Fund for Art and Culture, dedicated to protecting the works in the collection and renewing it with contemporary artists from the Urban Art scene.



Angela Palmer

JonOne



Olivier Swiz
Victor Vasarely



César Malfi