

A close-up photograph of a car's battery cover, which is a dark blue plastic panel with a white grid pattern. The word "BATTERY" is embossed in white capital letters at the top of the panel. The car's body is painted a vibrant yellow, and the background is a bright, warm yellow. The lighting is dramatic, highlighting the contours of the car's body and the texture of the battery cover.

Renault Group

2024 Q1 Revenue

APRIL 23, 2024

Agenda

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2024 Q1 Sales & Revenue

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**Renault
Group**

Q1 2024 Q1 Sales & Revenue

Group revenue

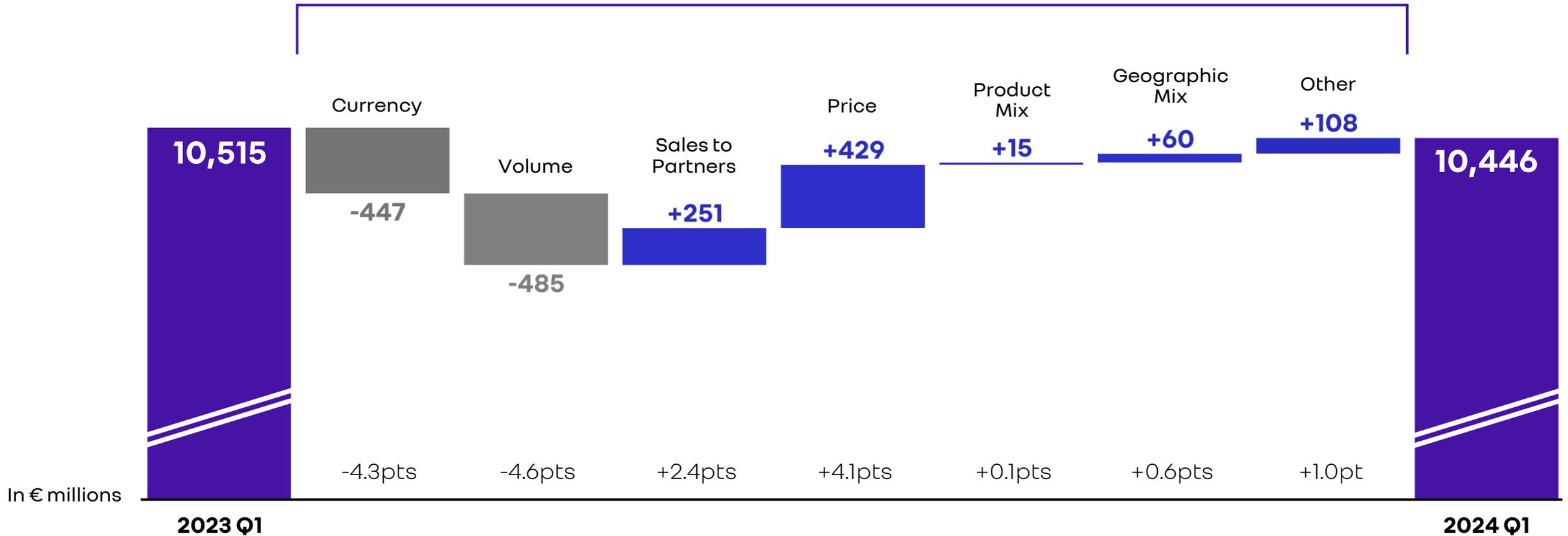
In million euros	2023 Q1	2024 Q1	Change	Change at constant FX
Global unit sales (Kunits)	535	549	+2.6%	
Group revenue	11,498	11,707	+1.8%	+5.9%
o/w Automotive	10,515	10,446	-0.7%	+3.6%
o/w Mobility Services	9	15	+66.7%	+65.4%
o/w Sales Financing <i>(Mobilize Financial Services)</i>	974	1,246	+27.9%	+30.7%

Automotive revenue

Change 2024 Q1 vs. 2023 Q1

-0.7%

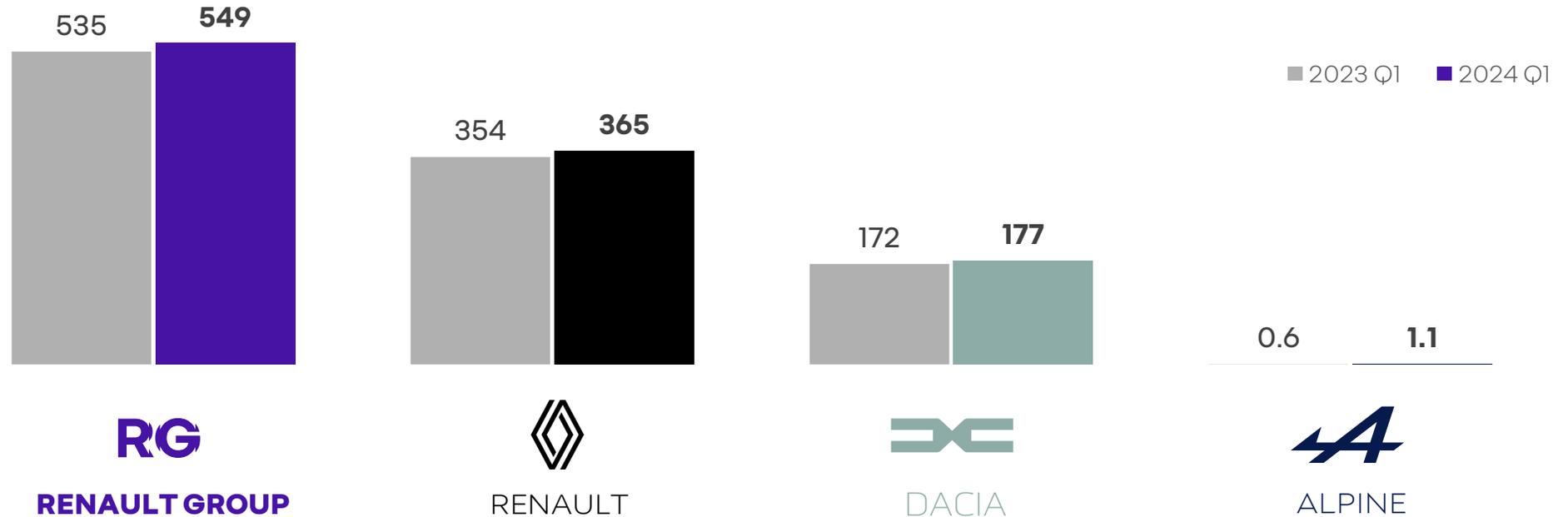
+3.6% at constant FX



In € millions

Renault Group sales

Sales evolution by brand⁽¹⁾



In %

Δ / 2023 Q1	+2.6%	+3.1%	+3.2%	+88.8%
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(1) PC+LCV in thousand units. Renault Group data comprises other brands such as Renault Korea Motors, Mobilize and Evesay (Evesay sales until July 2023)



Value driven by high trim versions & electrified sales

MEGANE E-TECH



#1 C-EV France
#3 C-EV Retail Europe

CLIO



>45% high trims
30% E-Tech Full Hybrid

AUSTRAL



#2 C-SUV France
56% high trims; 75% E-Tech Full Hybrid

ESPACE



66% high trims
100% E-Tech Full Hybrid

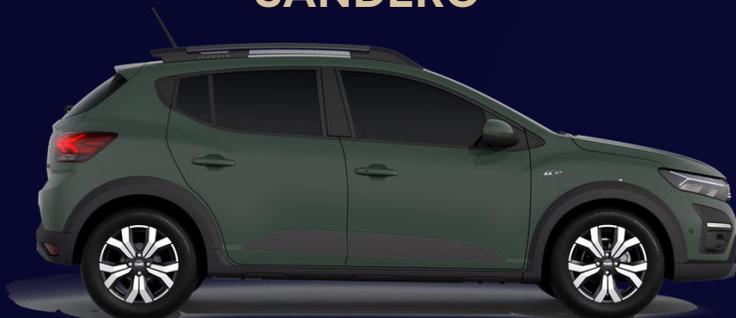
 100% Electric vehicle

Figures as of 2024 Q1



4 pillar models driving conquest & loyalty

SANDERO



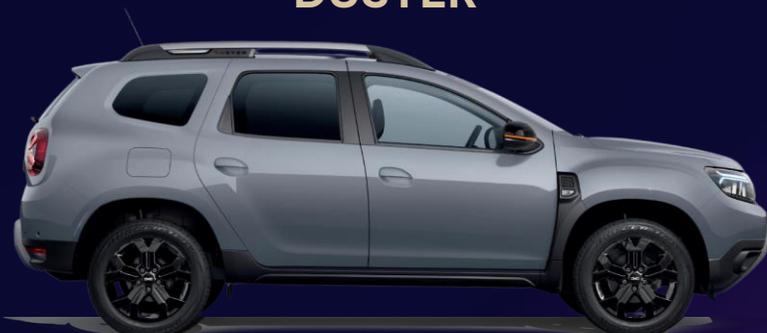
82,000 units sold
#1 PC Europe – all channels

JOGGER



26,000 units sold
Most affordable family car in Europe
~**70%** high trims & **>60%** 7 seats

DUSTER



54,500 units sold
>60% high trims

SPRING



8,300 units sold
Affordable BEV below €20k
>70% high trims

 100% Electric vehicle
Figures as of 2024 Q1





A110: A perpetual hit still growing strongly

1,065
units sold

85% of sales
on top-of-the-range versions⁽¹⁾



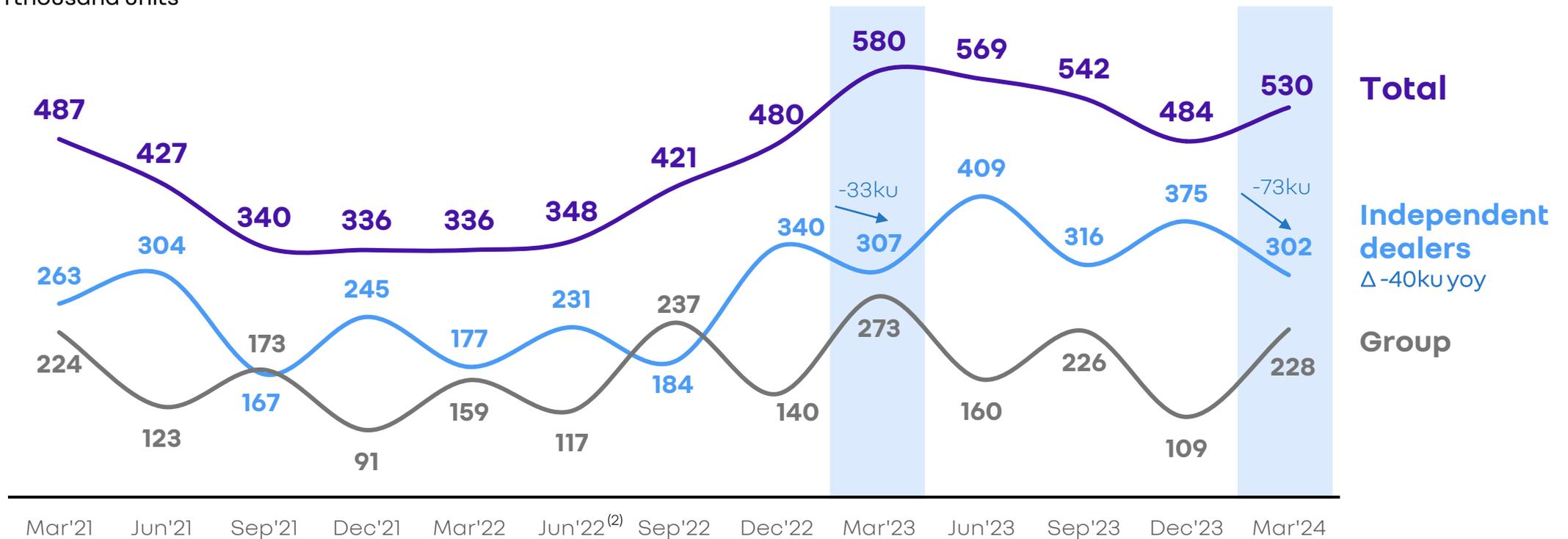
(1) A110 S, GT and R
Figures as of 2024 Q1

New vehicle distribution inventories



2.5 months orderbook⁽¹⁾

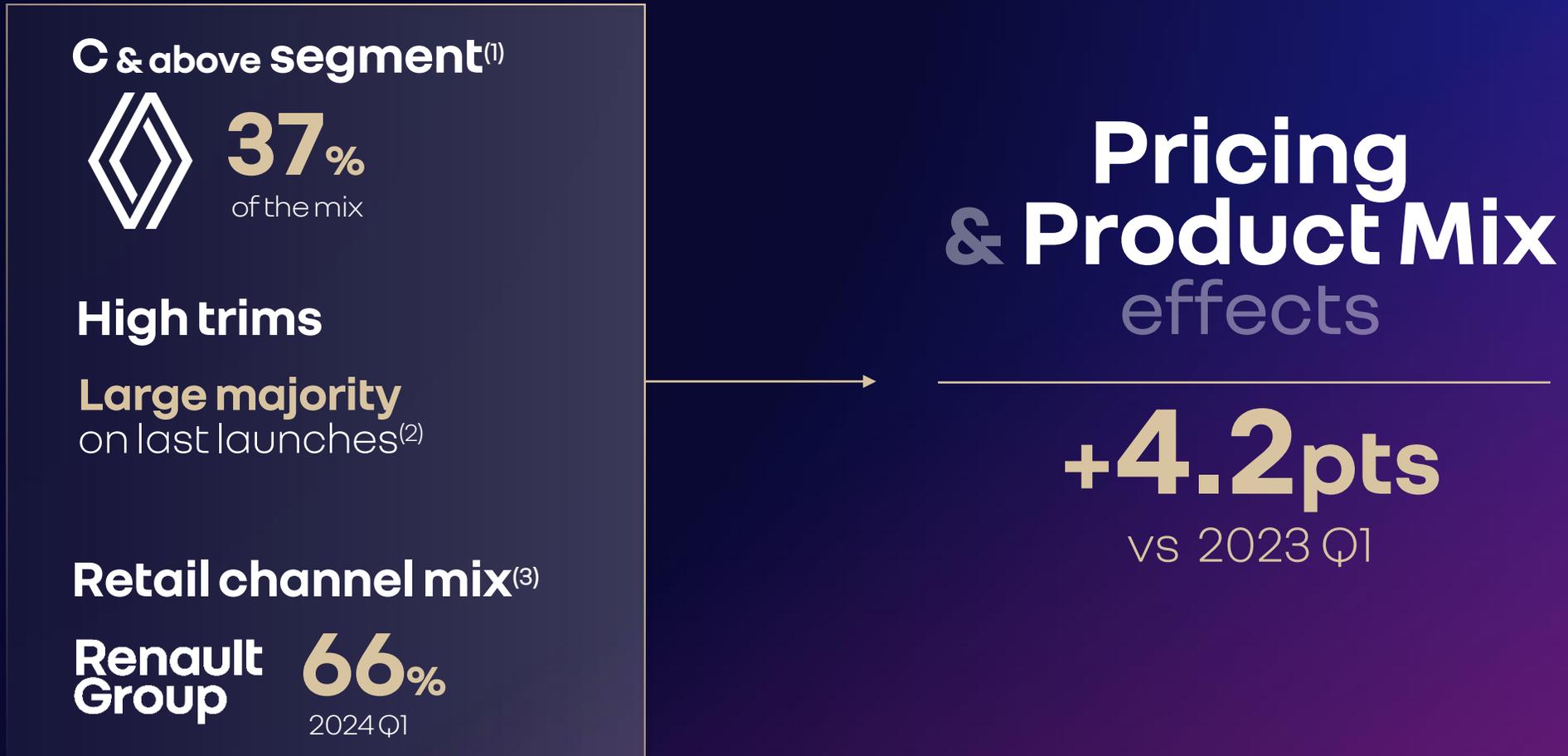
In thousand units



(1) Forward sales, in Europe, as of March 31, 2024

(2) Renault Russia activities excluded only since June 2022. Russian inventories represented ~15 Kunits on average

Strict commercial policy focused on value



(1) Renault brand, passenger cars, Europe

(2) Renault Megane E-Tech electric, Renault Austral, Renault Espace, Dacia Jogger

(3) Renault Group, passenger cars in France, Germany, Italy, Spain and UK

Sales Financing: Mobilize Financial Services

	2023 Q1	2024 Q1	Change
New contracts (Kunits)	314	314	+0.1%
New financings (€bn)	5.07	5.00	-1.3%
Average performing assets (€bn)	49.4	54.2	+9.8%
Revenues (€m)	974	1,246	+27.9%



**Renault
Group**

02

Financial Outlook & Strategic Focus

Confirmed 2024 financial outlook

Operating margin

≥ 7.5%

Free cash flow

≥ €2.5bn

Strong brands driving the performance

Ready for the next phase of the product offensive



Launching the product offensive across all our brands from Q2 onwards



SCENIC E-TECH



RAFALE



KARDIAN



ALL-NEW DUSTER



A290*



RENAULT 5 E-TECH



SYMBIOZ



D-SUV SOUTH KOREA



NEW SPRING



CAPTUR
(phase II)



MASTER



RENAULT DUSTER

 Electric vehicle (100% electric exclusively or as part of the powertrains proposed for Renault Master)

(*) Visual shown is a showcar
10 new vehicles launches in 2024 without Renault Duster (outside Europe) and Captur facelift

Performance improvement & efficient capital allocation strategy



Strict commercial
policy focused
on value



Accelerated
cost reduction
program



Smart approach
through
partnerships
with best players



Increased
supply chain
control & scrutiny



Strong cash
generation to
finance the future



Priority to return to
investment grade



Objective to
gradually increase
the return to
shareholders



Monetization of
Nissan shares

Partnering with leading players when it creates value for Renault Group

**Flexis: the most innovative & efficient player
for energy transition in LCV and last mile logistics**

3 complementary leaders

investing into Flexis SAS JV

45%

**Renault
Group**

45%



10%



€300m
each over 3 years

up to
€120m
by 2026

Targeting the European market

for electrified vans

+40%

CAGR until 2030

Reducing the cost of usage

by up to

-30%

for logistic players

Monetizing the Nissan shares: 2nd move in March 2024

**Shares
sold in March**

99.1m

representing
c.2.5%
of capital

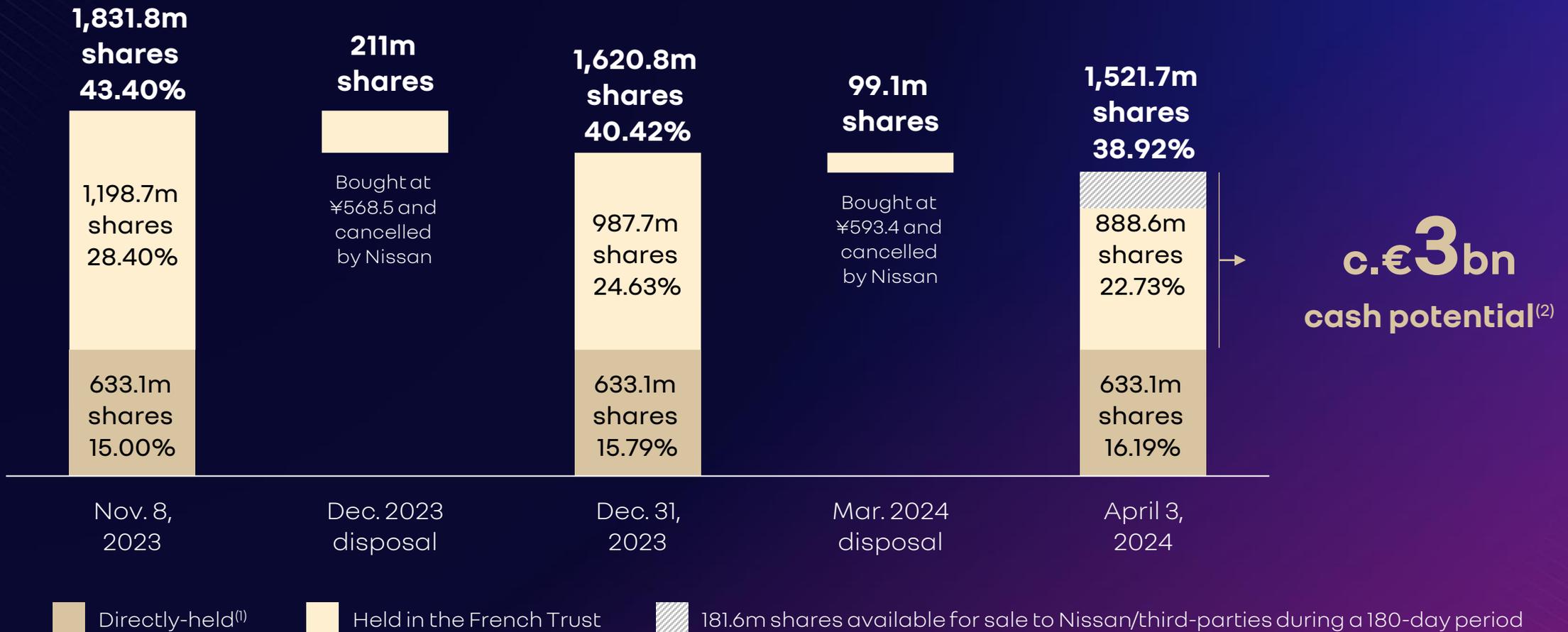
**Disposal
value**

€358m

Transaction value
per share
¥593.4

- Improving the net financial position of Auto segment
- Faster deleveraging
- Supporting the Group's target to return to an investment grade rating

Evolution of Nissan's capital held by Renault Group



(1) In accordance with the New Alliance Agreement, Renault Group has no obligation to dispose of the capital in excess of the 15%, and Nissan will continue to hold a 15% stake in Renault Group. However, the voting rights of Renault Group and Nissan will continue to be capped at 15%.

(2) 888,597,618 Nissan shares at a price per share of ¥550.40. Currency rate EUR/JPY of 164.8240.

A simple motto: Performance & Flexibility

**Performance
improvement
& efficient capital
allocation**

**Flexibility:
EV & ICE/Hybrid
offers**

Questions & Answers

01



DACIA DAYS

Monday, June 17th & Tuesday, June 18th
Romania

In presence of:
Luca de Meo, CEO of Renault Group
Denis Le Vot, CEO of Dacia



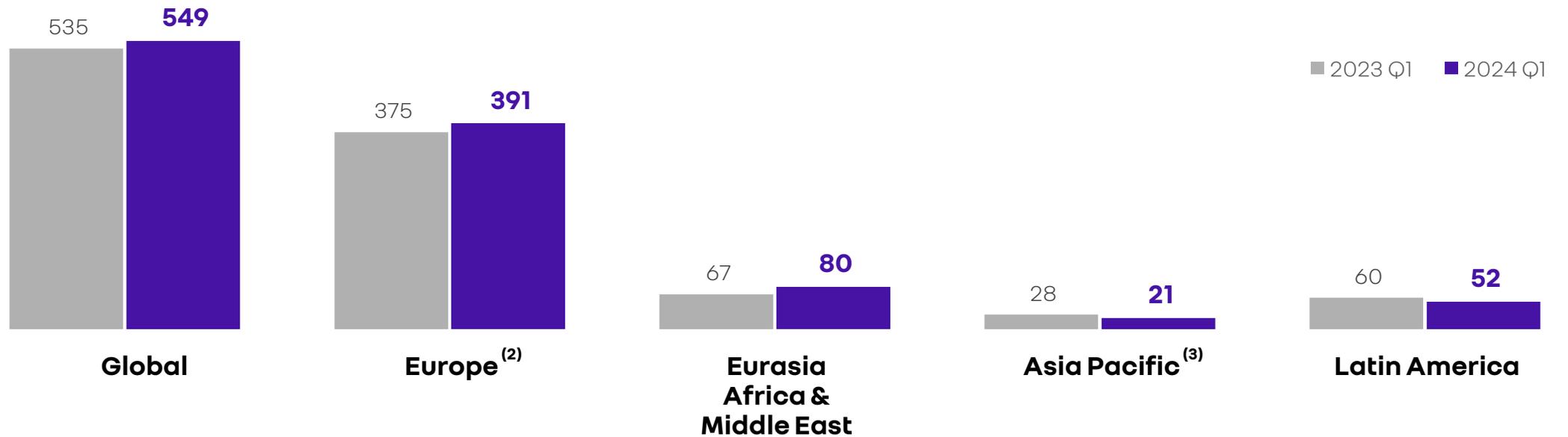


**Renault
Group**

04 Appendix

Renault Group sales – by region

Market and sales evolution by region⁽¹⁾



In %

Δ / 2023 Q1	Car Market	Renault Group	Eurasia Africa & Middle East	Asia Pacific ⁽³⁾	Latin America
		+4.3%	+19.8%	-24.3%	-12.8%

(1) PC+LCV in thousand units.

(2) ACEA European Scope. French overseas territories and departments are not accounted in the Europe region but comprised in the Global figure.

(3) Asia Pacific without China: Renault Group sales declined by -20.9% while market was down -4.3%

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