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Q1 2022 Sales & Products Highlights

Thierry Piéton
CFO Renault Group
Renault Group Sales Q1 2022 versus Q1 2021

Sales evolution by brand\(^{(1)}\)

<table>
<thead>
<tr>
<th>Brand</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC+LCV</td>
<td>665</td>
<td>552</td>
</tr>
<tr>
<td>Renault Russia</td>
<td>434</td>
<td>349</td>
</tr>
<tr>
<td>Lada + Avtoaz brands</td>
<td>121</td>
<td>128</td>
</tr>
<tr>
<td>Others</td>
<td>91</td>
<td>61</td>
</tr>
<tr>
<td>Excl. Russia</td>
<td>20</td>
<td>14</td>
</tr>
</tbody>
</table>

In %

<table>
<thead>
<tr>
<th>Brand</th>
<th>Δ / FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>RG</td>
<td>-17.1</td>
</tr>
<tr>
<td>Lada + Avtoaz brands</td>
<td>-19.7</td>
</tr>
<tr>
<td>Others</td>
<td>+5.8</td>
</tr>
<tr>
<td>Excl. Russia</td>
<td>-33.1</td>
</tr>
<tr>
<td>Excl. Russia</td>
<td>-26.0</td>
</tr>
</tbody>
</table>

\(^{(1)}\) PC+LCV in thousand units
\(^{(2)}\) of which Renault Russia: 22k (vs 30k in Q1 2021)
\(^{(3)}\) Lada + Avtoaz brands
\(^{(4)}\) Others = RKM, Alpine, Eveasy and Jinbei&Huasong (excluding Shineray)
\(^{(5)}\) Excluding Russia: excluding Renault Russia, all Lada and Avtoaz sales
Successful Launches

Drive Transformation

Renault ARKANA
- 28k orders in Q1
- ~60% E-TECH
- 60% retail channel

Renault KANGOO VAN
- Van of the year 2022
- Average Revenue per Unit +35% vs previous EV
- Van to come mid 2022

Renault MEGANE ELECTRIC
- > 10k orders in 2 months
- 70% high trims
- 75% EV60 220hp

Dacia SPRING
- ~5k sales per month
- 19k€, the most affordable European EV
- #2 EV in France in Q1 2022

Renault AUSTRAL
- C-SUV, Q3-2022
- Advanced techno & E-TECH engines

Dacia JOGGER
- > 36k orders in 4 months
- 70% high trims; 2/3 LPG
- 17k€ for 7 seats

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(1) Average since Q4-2021
(2) Before bonus and incentives
Success of E-TECH technology

<table>
<thead>
<tr>
<th>Year</th>
<th>EV</th>
<th>Hybrid</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>46</td>
<td></td>
<td>46</td>
</tr>
<tr>
<td>2020</td>
<td>133</td>
<td>4</td>
<td>137</td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td>203</td>
<td>203</td>
</tr>
<tr>
<td>Q1 2022</td>
<td></td>
<td></td>
<td>203</td>
</tr>
</tbody>
</table>

SALES* K units

European mix*%

<table>
<thead>
<tr>
<th>Year</th>
<th>EV</th>
<th>Hybrid</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>4.5</td>
<td></td>
<td>4.5</td>
</tr>
<tr>
<td>2020</td>
<td>17</td>
<td>17</td>
<td>34</td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>Q1 2022</td>
<td></td>
<td></td>
<td>36</td>
</tr>
</tbody>
</table>

* Passenger cars

36% vs Q1 2021
+13 pts vs Q1 2021
◊ Renault E-TECH mix

+3 pts to 30%
RG Segment C Mix
Group, vs Q1 2021

↑ Retail Channel Mix
◊ Renault* +16 pts to 57%
vs Q1 2021 Q1 2022

↑ High-end versions
≥70% for Arkana, Megane, Jogger

pricing effect

+5.6 pts
vs Q1 2021

* Renault brand passenger cars, Q5
Q1 2022 Revenue

Thierry Piéton
CFO Renault Group
## Q1 2022 Group Revenue

<table>
<thead>
<tr>
<th></th>
<th>Q1 2021</th>
<th>Q1 2022</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In million euros</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Global unit sales (K units)</strong></td>
<td>665</td>
<td>552</td>
<td>-17.1%</td>
</tr>
<tr>
<td><strong>Group revenue</strong></td>
<td>10,015</td>
<td>9,748</td>
<td>-2.7%</td>
</tr>
<tr>
<td>o/w Automotive excl. AVTOVAZ</td>
<td>8,566</td>
<td>8,476</td>
<td>-1.1%</td>
</tr>
<tr>
<td>o/w AVTOVAZ (1)</td>
<td>685</td>
<td>527</td>
<td>-23.1%</td>
</tr>
<tr>
<td>o/w Automotive</td>
<td>9,251</td>
<td>9,003</td>
<td>-2.7%</td>
</tr>
<tr>
<td>o/w Russia (1)</td>
<td>1,060</td>
<td>894</td>
<td>-15.7%</td>
</tr>
<tr>
<td>o/w Renault (Automotive) Russia</td>
<td>375</td>
<td>367</td>
<td>-2.1%</td>
</tr>
<tr>
<td>o/w AVTOVAZ</td>
<td>685</td>
<td>527</td>
<td>-23.1%</td>
</tr>
<tr>
<td>o/w Mobility Services</td>
<td>5</td>
<td>8</td>
<td>+60.0%</td>
</tr>
<tr>
<td>o/w Sales Financing</td>
<td>759</td>
<td>737</td>
<td>-2.9%</td>
</tr>
</tbody>
</table>

(1) Net of eliminations
Revenue Variance Analysis

Change Q1 2022 vs Q1 2021

-€267m

Automotive excluding AVTOVAZ

-1.1%

Q1 2022

Q1 2021

-2.7%

8,566

8,476

-0.1 pts

-0.9 pts

-6.2 pts

-2.7 pts

+0.4 pts

+2.2 pts

+5.6 pts

-2.8 pts

+3.4 pts

Renault Russia

Currency

Market

Volume performance

Geographic Mix

Price

Product Mix

Sales to Partners

Others

Renault Group

Automotive

AVTOVAZ

Mobility Services

RCI

10,015

9,748

In million euros

In million euros
New vehicles distribution stock excluding AvtoVaz

(In thousand units)

<table>
<thead>
<tr>
<th>Group</th>
<th>Mar'20</th>
<th>Jun'20</th>
<th>Sep'20</th>
<th>Dec'20</th>
<th>Mar'21</th>
<th>Jun'21</th>
<th>Sep'21</th>
<th>Dec'21</th>
<th>Mar'22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>661</td>
<td>547</td>
<td>470</td>
<td>486</td>
<td>487</td>
<td>427</td>
<td>340</td>
<td>336</td>
<td>336</td>
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<tr>
<td>Independent</td>
<td>391</td>
<td>358</td>
<td>236</td>
<td>336</td>
<td>263</td>
<td>304</td>
<td>173</td>
<td>245</td>
<td>177</td>
</tr>
<tr>
<td>Group</td>
<td>270</td>
<td>189</td>
<td>234</td>
<td>150</td>
<td>224</td>
<td>123</td>
<td>91</td>
<td>159</td>
<td></td>
</tr>
</tbody>
</table>

Number of days of sales (backward): 109, 107, 65, 61, 80, 62, 60, 53, 63
## RCI Bank and Services

<table>
<thead>
<tr>
<th></th>
<th>Q1 2021</th>
<th>Q1 2022</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New contracts (k units)</strong></td>
<td>348</td>
<td>315</td>
<td>-9.7%</td>
</tr>
<tr>
<td><strong>New Financings (€bn)</strong></td>
<td>4.16</td>
<td>4.39</td>
<td>+5.4%</td>
</tr>
<tr>
<td><strong>Average performing assets (€bn)</strong></td>
<td>45.9</td>
<td>43.7</td>
<td>-4.7%</td>
</tr>
<tr>
<td><strong>Revenues (€bn)</strong></td>
<td>0.76</td>
<td>0.74</td>
<td>-2.9%</td>
</tr>
</tbody>
</table>

(in percentage of average performing assets)
Outlook

Thierry Piéton
CFO Renault Group
2022

Challenges

- Geopolitical instability
- EC shortage
- Raw material price increases
- Cost inflation

Opportunities

- Market & volume recovery
- Pricing policy
- Cost reduction
- Product cycle (Arkana, Megane E-TECH, Jogger, Austral...)
In an environment still impacted by the semiconductor crisis, particularly in the 1st half of 2022 (total loss estimated at 300,000 vehicles on 2022 production mostly in H1), by cost inflation including raw materials, and following the suspension of its industrial activities in Russia, the Group is aiming to achieve for the full year:

Group operating margin ~ 3%

Positive Automotive operational free cash-flow

Ahead of its mid-term Renaultation objectives, the Group will organize a Capital Market Day in the fall of 2022.
Questions & Answers
# Renault Group Sales Q1 2022 versus Q1 2021

## Market and sales evolution by region

<table>
<thead>
<tr>
<th>Region</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>665</td>
<td>552</td>
</tr>
<tr>
<td>Europe (3)</td>
<td>349</td>
<td>299</td>
</tr>
<tr>
<td>Eurasia (3)</td>
<td>155</td>
<td>116</td>
</tr>
<tr>
<td>Africa &amp; Middle East (3)</td>
<td>39</td>
<td>36</td>
</tr>
<tr>
<td>Asia Pacific (3)</td>
<td>55</td>
<td>43</td>
</tr>
<tr>
<td>Latin America (3)</td>
<td>67</td>
<td>59</td>
</tr>
</tbody>
</table>

### In %

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car Market (2)</td>
<td>-11.9</td>
<td>-24.4</td>
</tr>
<tr>
<td>Renault Group</td>
<td>-14.4</td>
<td>-25.1</td>
</tr>
</tbody>
</table>

(1) PC+LCV in thousand units  
(2) PC+LCV excluding Iran  
(3) Eurasia: of which Renault Russia: 22k (vs 30k in Q1 2021), AVTOVAZ (Lada+Avtovaz): 59k (vs 89k Q1 2021). Other Regions: AVTOVAZ: 2k (vs 2k in Q1 2021)
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Renault Group

Q1 2022 Revenue

April 22, 2022