

# Financial report

First half 2026



**Renault  
Group**

# Financial report – First half 2026

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# 1 In brief

## Key figures

|                                                                      |                   | H1 2026          | H1 2025 <sup>(1)</sup> | Change   |
|----------------------------------------------------------------------|-------------------|------------------|------------------------|----------|
| Worldwide Group registrations                                        | Thousand vehicles | 1,165            | 1,170                  | -0.4%    |
| Group revenues                                                       | € million         | 30,252           | 27,640                 | +2,612   |
| Group operating profit                                               | € million         | 1,567            | 1,653                  | -86      |
| as % of Group revenues                                               | % revenues        | 5.2%             | 6.0%                   | -0.8 pts |
| Other operating income & expenses                                    | € million         | -441             | -10,057                | +9,616   |
| of which capital loss on Nissan shares disposal                      | € million         | 0                | -9,315                 | +9,315   |
| Group operating income                                               | € million         | 1,126            | -8,404                 | +9,530   |
| Net financial income & expenses                                      | € million         | -126             | -93                    | -33      |
| Contribution from associated companies                               | € million         | 0                | -2,322                 | +2,322   |
| o/w Nissan <sup>(2)</sup>                                            | € million         | 0                | -2,331                 | +2,331   |
| Net income                                                           | € million         | 721              | -11,143                | +11,864  |
| Net income, Group share                                              | € million         | 705              | -11,185                | +11,890  |
| Earnings per share                                                   | €                 | 2.39             | -40.90                 | +43.29   |
| Net Income, Group share, adjusted from Nissan impacts <sup>(2)</sup> | € million         | 705              | 461                    | +244     |
| Earnings per share, adjusted from Nissan impacts <sup>(2)</sup>      | €                 | 2.39             | 1.69                   | +0.7     |
| Automotive operational free cash flow <sup>(3)</sup>                 | € million         | 653              | -62                    | +715     |
| Automotive net financial position                                    | € million         | 6,570            | 7,335                  | -765     |
|                                                                      |                   | at Jun. 30, 2026 | at Dec. 31, 2025       |          |
| Shareholders' equity                                                 | € million         | 22,080           | 22,296                 | -216     |
|                                                                      |                   | at Jun. 30, 2026 | at Dec. 31, 2025       |          |
| Sales Financing, average performing assets                           | € billion         | 61.8             | 59.3                   | +4.2%    |

<sup>(1)</sup> See note 2-A2 "Restatements of the consolidated figures reported in 2025" page 29.

<sup>(2)</sup> H1 2025: -€2,331m of negative contribution of Nissan in the associated companies, and -€9,315 million loss resulting from the evolution of the accounting treatment for the investment in Nissan: accounted for under the equity method until June 30, 2025, Renault Group's stake in Nissan has since been treated as a financial asset measured at fair value through equity.

Since June 30, 2025, any changes in the fair value of the stake in Nissan, estimated on the basis of Nissan's share price, are recognized directly in equity, with no impact on Renault Group's net income.

<sup>(3)</sup> Automotive operational free cash flow: cash flows after interest and tax (excluding dividends received from publicly listed companies) minus tangible and intangible investments net of disposals and +/- change in the working capital requirement.

## Overview

### Renault Group delivers robust performance, confirms its 2026 FY guidance and rapidly implements futuREady

- **Strong revenue growth in 2026 H1**, driven by both Automotive and Mobilize Financial Services (MFS):
  - **Group revenue** at €30.3 billion, +9.5% and +10.3% at constant exchange rates<sup>1</sup> vs 2025 H1
  - **Automotive revenue** at €26.8 billion, +9.3% and +10.2% at constant exchange rates<sup>1</sup> vs 2025 H1
  - **MFS revenue** at €3.4 billion, +11.0% and +11.5% at constant exchange rates<sup>1</sup> vs 2025 H1
- **Solid Group operating margin** at €1.6 billion, 5.2% of Group revenue:
  - **Automotive operating margin** at €0.8 billion, 3.0% of Automotive revenue
  - **MFS operating margin** at €0.8 billion
- **Net income**: €0.7 billion
- **Strong Automotive free cash flow**<sup>2</sup>: €653 million including €250 million of Mobilize Financial Services dividend (vs €150 million in 2025 H1)
- **Automotive net cash financial position**: €6.6 billion at June 30, 2026
- **Commercial performance of the Group's automotive brands**:
  - **Renault brand** in Europe<sup>3</sup>: #2 in PC+LCV<sup>4</sup>, #2 in retail EV, #2 in HEV
  - **Dacia** in Europe<sup>3</sup>: in the top 10 best-selling PC brands, #3 in retail, with Sandero best-selling passenger car across all channels
  - **Alpine** sales up 69.1% vs 2025 H1

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

<sup>2</sup> Automotive operational free cash flow: cash flows after interest and tax (excluding dividends received from publicly listed companies) minus tangible and intangible investments net of disposals and +/- change in the working capital requirement

<sup>3</sup> Europe ACEA scope.

<sup>4</sup> Passenger cars and light commercial vehicles.

- **Supported by the strong momentum of full EVs, Renault Group accelerates its electrification sales<sup>1</sup>.** The mix of **electrified sales in Europe<sup>2</sup>** reached 52.0% of Group's sales in 2026 H1, up 8.2 points vs 2025 H1:
  - **EV sales** were up +47.6% and represented 18.8% of Group's sales in 2026 H1 (+6.5 points vs 2025 H1)
  - **Hybrid<sup>3</sup> sales** represented one third of Group's sales in 2026 H1 (+1.6 points vs 2025 H1)
- **Internationally<sup>4</sup>**, in PC + LCV<sup>5</sup>, **Renault Group strengthened its positions in its strategic markets**, driven by growth in Renault brand sales for the second consecutive year (+2.8%). Group sales grew in India (+61.2%), Türkiye (+15.4%), Morocco (+13.7%) and Brazil (+5.3%)
- **Solid orderbook in Europe** at 2.1 months of forward sales
- **Total inventories** at 546,000 vehicles at June 30, 2026, a level to smoothly operate in 2026 H2
- **Cost reduction** remains a key priority for 2026 and beyond. The Group continues to implement measures to mitigate the impact of the Middle East crisis on raw materials, energy, and logistics costs.
  - Variable cost of goods sold reduction efforts are paying off and in line with the ambition determined in the *futuREady* strategy. As a reminder, the Group aims to reduce variable costs per vehicle by around €400 per year on average over the medium term.
  - Cash fixed costs were stable vs 2025 H1. As a reminder, the Group aims to maintain a stable cash fixed-cost base over the medium term.

## Financial results

**Group revenue** reached €30,252 million, up 9.5% compared to 2025 H1. At constant exchange rates<sup>6</sup>, it increased by 10.3%.

**Automotive revenue** stood at €26,806 million, up 9.3% compared to 2025 H1. At constant exchange rates, it increased by +10.2%.

The Group posted an **operating margin** of €1,567 million or 5.2% of revenue.

**Automotive operating margin** stood at €814 million versus €985 million in 2025 H1. It represented 3.0% of Automotive revenue.

**Other operating income and expenses** were negative at -€441 million including -€313 million of restructuring costs. As a reminder, 2025 H1 other operating income and expenses amounted to -€10.1 billion and included -€9.3 billion of the non-cash loss linked to the change of the accounting treatment of Renault Group's stake in Nissan, as of June 30, 2025.

After considering other operating income and expenses, the **Group's operating income** stood at €1,126 million compared to -€8,404 million in 2025 H1.

**Net financial income and expenses** amounted to -€126 million compared to -€93 million in 2025 H1. This variation is mostly explained by the negative impact of hyperinflation in Argentina on non-cash items.

The **contribution of associated companies** amounted to €0 million compared to -€2,322 million in 2025 H1 which included -€2,331 million of Nissan's negative contribution. As a reminder, since June 30, 2025 (date of the evolution of the accounting treatment of Renault Group's stake in Nissan), any changes in the fair value of the stake in Nissan based on Nissan's stock price, are directly recognized in equity, with no impact on Renault Group's net income.

**Current and deferred taxes** represented a charge of -€279 million compared to a charge of -€324 million in 2025 H1. The effective tax rate stood at 28%.

Thus, **net income** stood at €721 million in 2026 H1. **Net income, Group share**, was €705 million (or €2.39 per share).

The **cash flow of the Automotive business** reached €2,239 million in 2026 H1 and included €250 million of Mobilize Financial Services dividend (versus €150 million in 2025 H1).

Excluding the impact of asset disposals and including supplier entry tickets for €167 million, the Group's net CAPEX and R&D stood at €1,610 million, i.e. 5.3% of revenue compared to €1,963 million or 7.1% of revenue in 2025 H1. The evolution of the ratio is mainly explained by c.€300 million of down payments received from partners and by the increase of revenue. Assets disposals amounted to €47 million, compared to €42 million in 2025 H1. Group's net CAPEX and R&D, including assets disposals, amounted to 5.2% of revenue.

<sup>1</sup> Includes EV, hybrid (HEV) and Plug-In hybrid (PHEV) passenger cars, excludes Mild-hybrid (MHEV).

<sup>2</sup> Europe ACEA scope

<sup>3</sup> Includes hybrid (HEV) and Plug-In hybrid (PHEV) passenger cars, excludes Mild-hybrid (MHEV).

<sup>4</sup> Outside Europe

<sup>5</sup> Passenger Cars and Light Commercial Vehicles

<sup>6</sup> In order to analyze the variation in consolidated revenue at constant exchange rates, Renault Group recalculates the revenue for the current period by applying average exchange rates of the previous period.

**Automotive free cash flow** stood at €653 million. It included -€200 million of restructuring expenses and -€226 million of negative change in working capital requirement. The latter included the aforementioned c.€300 million of down payments from partners.

**The Automotive net cash financial position** stood at €6,570 million on June 30, 2026, compared to €7,335 million<sup>1</sup> on December 31, 2025. Beyond the free cash flow generation, this evolution was notably driven by dividends paid to shareholders for -€655 million and net financial investments for -€605 million. The latter is mostly due to the full consolidation impact of Flexis (acquisition of the shares and loans).

**Automotive liquidity reserve** at the end of June 2026 stood at a high level at €17.7 billion.

## 2026 financial outlook

**In a challenging environment, Renault Group confirms its 2026 financial outlook:**

- A Group operating margin around 5.5% of Group revenue.
- An Automotive free cash flow around €1.0 billion.

## Main risks and uncertainties for the remaining six months of the fiscal year

Renault Group operates in design, manufacture, marketing of vehicles and sales financing (through its subsidiary Mobilize Financial Services) in an environment that remains in strong evolution, particularly in terms of technology, consumption patterns and the geopolitical, economic, and regulatory context of the markets.

Renault Group does not identify, for the next 6 months of 2026, risk factors other than those described in Chapter 4.2 of the Universal Registration Document published on 18 March 2026.

## Transactions with related third parties

There are no significant transactions between related parties other than those described in Note 27 of the Appendix to the Annual Consolidated Financial Statements of the same Universal Registration Document and in Note 18 of the Appendix to the Half-Year Consolidated Financial Statements summarized in this report.

## Highlights first half of 2026

**January 27, 2026:** Renault Group strengthens its circular economy ecosystem by expanding its end-of-life vehicle (ELV) treatment network, through a partnership with Derichebourg Environnement, resulting in a more efficient network to support its recycling ambitions and extended producer responsibility commitments. Thanks to this partnership, Renault Group is expanding its network from 440 to 480 ELV Centres and to 20 recycling facilities in France.

**February 10, 2026:** After consultation with employee representative bodies on February 10, 2026, Renault Group's Le Mans site in France will assemble drones for the Chorus project, in partnership with Turgis Gaillard. Thanks to the Group's expertise in design-to-cost and design-to-manufacturing, the Chorus project aims to develop production capacity of up to 600 units per month, in less than 12 months.

**February 16, 2026:** Effective March 1st, 2026, Grégoire de Franqueville has been appointed CEO of The Future is NEUTRAL, a subsidiary of Renault Group and SUEZ dedicated to the automotive circular economy.

**February 24, 2026:** Ampere and Basquevolt sign joint development agreement to accelerate lithium metal-

based battery technology for next-generation electric vehicles. Lithium metal-based battery represents a major technological leap in terms of energy density, compared to current lithium-ion batteries with liquid electrolyte.

**March 10, 2026:** Renault Group is moving into high gear, turning the success story of the *Renaulution* plan into a success system that is both sustainable and global. With the new strategic plan *futuREady*, the Group is seeking to maintain its growth dynamic and become the reference European carmaker. *futuREady* revolves around the product and the customer experience, technological innovation and operational excellence. At the same time, it is based on a strong commitment to employees, suppliers, dealer networks and partners. Renault Group will launch 36 new models between now and 2030, accelerating electrification and also its international line-up. The Group will launch 36 new models between now and 2030, accelerating electrification and also its international line-up. Over the medium term, Renault Group aims to generate consistently robust and resilient financial results, with a Group operating margin of between 5% and 7% of revenue and an Automotive free cash flow superior or equal to €1.5 billion per year on average.

<sup>1</sup> Data relating to fiscal year 2025 have been restated following the transfer of activities from the 'Mobility Services' operating segment to the 'Automotive' operating segment.

**April 7, 2026:** Renault Group pays tribute to its former Chairman and CEO, who passed away on November 6, 2025, by naming the Le Mans site “Manufacture Louis Schweitzer – Le Mans”, the Group's chassis center of excellence. France is a strategic pillar and the industrial, technological and human heart of Renault Group. It is therefore naturally in Le Mans, a century-old site at the forefront of innovation, illustrating an industrial model based on heritage, innovation and performance, that the Group has chosen to honour the memory of Louis Schweitzer.

**April 16, 2026:** Renault Group is launching *futuREady India*, the local rollout of its new strategic plan to drive growth both locally and globally. The Group aims to make India one of the brand's top three global markets by 2030 thanks to a portfolio expanding to seven multi-energy models and by strengthening its engineering and manufacturing capabilities. Renault Group is positioning India as a cornerstone of its global value chain, transforming the country into a technology centre of excellence for local market and worldwide. The ambition is also to generate €2 billion in annual exports by 2030 (vehicles, R&D and components).

**May 22, 2026:** Renault Group successfully issues dual-tranche Samurai bonds for a nominal amount of ¥159 billion, maturing in 2030 and carrying a coupon of 3.02%. This transaction represents Renault Group's inaugural issuance featuring both a retail investor tranche and an institutional investor tranche. With this achievement, Renault Group sets a new benchmark as the first non-domestic corporate to launch a dual-tranche Retail and Wholesale Samurai bond.

**May 28, 2026:** Renault Group is announcing the renewal of its science-based targets, with a new approval of its near- and long-term targets by the Science Based Targets

initiative. These targets are supported by the product momentum of *futuREady* strategic plan.

**June 2, 2026:** Renault Group announces the successful placement of a 750 million euros bond issue maturing June 2031 and carrying a coupon of 4.125%. This issue was largely oversubscribed, underlying strong credit investor confidence in Renault Group's robust financial position, as evidenced by its improved credit rating, and in its new strategic plan *futuREady*.

**June 15, 2026:** At Eurosatory 2026, Renault Group and Thales are presenting 4 TROOP, a prototype version of the multi-role civil vehicle intended for land forces.

**June 16, 2026:** Renault Group and Thales enter into a strategic partnership to develop a sovereign drone industry in France. Through this collaboration, production of loitering munition could begin as early as 2027, with manufacturing capacity of 1,000 units per month from the first year.

**June 17, 2026:** Renault Group takes full ownership of Flexis following the receipt of all required regulatory approvals to acquire the stakes held by Volvo Group and CMA CGM Group in Flexis. Production of the Renault Traffic Van E-Tech electric, the first fully electric van based on a Software Defined Vehicle (SDV) platform, will begin as initially planned, at Renault Group's Sandouville plant (France), at the end of 2026. Volvo Group, through Renault Trucks, will also market the vehicle from 2027 onwards.

**June 29, 2026:** One year after his appointment as Chief Executive Officer, François Provost continues the transformation of Renault Group and announces the appointment of Quitterie de Pelleport, currently Chief Legal Officer, as General Secretary, effective from 1 July 2026.

## Renault Group deploys its know-how in support of defense

At the request of the French Ministry of the Armed Forces—alongside other industrial players—Renault Group was invited to place its expertise at the service of the defense sector, helping it address key challenges including scaling up production, competitiveness and sovereignty.

Renault Group's industrial expertise is widely recognised. The company brings sought-after know-how in design, industrialisation and high-volume manufacturing of advanced technological products, while maintaining strict control over quality, costs and timelines.

Renault Group does not seek to become a major defense player and its commitment for projects in which the Group participates must follow those guiding principles:

- Projects be conducted under the authority of the French Ministry of the Armed Forces;
- Projects generate activity for the Group's French industrial sites and engineering teams in France;
- Projects be delivered in partnership with European defense manufacturers, combining complementary expertise
- Be carried out without impacting the Group's investment capacity on its core business: Automotive.

### Partnership with Turgis Gaillard

The Group's “Manufacture Louis Schweitzer – Le Mans” site (France) will assemble drones for the Chorus project, in partnership with Turgis Gaillard, an innovative French defense aerospace company. Renault Group is responsible for product-process design and industrialization, while Turgis Gaillard handles aeronautical design, navigation software and test management.

Leveraging its expertise in “design-to-cost” and in “design-to-manufacturing”, the Chorus project aims to develop production capacity up to 600 units per month in less than 12 months.

### Partnership with Thales

At Eurosatory 2026, Renault Group and Thales unveiled 4 TROOP, a prototype version of the Multi-Role Civil Vehicle (VCMR) adapted to meet new operational requirements for land forces. The project draws on Renault Group's technological and

industrial know-how and Thales's state-of-the-art secure onboard communications and connectivity technologies to develop a new generation of rugged multi-mission vehicles that can be produced quickly and at optimum cost.

Renault Group and Thales announced the signing of a partnership agreement to jointly develop and industrialise the large-scale production of Thales' TOUTATIS (loitering munition). Through this collaboration, production of loitering munition could begin as early as 2027, with manufacturing capacity of 1,000 units per month from the first year, marking a significant ramp-up in France's industrial capacities in this strategic field.

This strategic partnership combines Thales' cutting-edge defense expertise with Renault Group's industrial engineering and manufacturing capabilities to establish a sovereign, agile and competitive, while addressing the evolving operational and strategic requirements of the armed forces.

In the defense sector, the Group continues to explore opportunities in three areas:

- Light military vehicles;
- Unmanned aerial vehicles; and
- Unmanned ground vehicles. In this area, exploratory studies are underway for maintenance and logistics applications.

## 2 Sales Performance

### Overview

#### Renault group prioritizes electrification of its vehicle lineup and sales quality

**In 2026 H1, Renault Group recorded stable global sales, with 1,165,133 vehicles sold (-0.4% vs. 2025 H1).** This result, driven by the complementarity of the Group's three brands, reflects improved sales quality, a strong focus on value, and accelerated electrification of the lineup.

**Internationally<sup>1</sup>, in PC + LCV<sup>2</sup>, Renault Group strengthens its positions in its strategic markets, driven by growth in Renault brand sales for the second consecutive year (+2.8%).** Group sales grew in India (+61.2%), Türkiye (+15.4%), Morocco (+13.7%) and Brazil (+5.3%).

**In Europe<sup>3</sup>, Group PC + LCV sales reached 821,092 units (-1.3%).**

- **Renault brand:** 528,849 vehicles (+2.6%). Renault ranks No. 2 in Europe. Renault 5 is the best-selling B-segment electric vehicle in Europe.
- **Dacia brand:** 284,021 vehicles (-8.7%). With an improved momentum in the second quarter, Dacia remains on the podium for PC retail sales in Europe. Dacia Sandero is the best-selling PC in Europe across all sales channels.
- **Alpine brand:** 8,222 vehicles (+67.6%). Alpine posted a record-breaking half-year of sales. Alpine A290 continues to support the brand's performance, while Alpine A390 has recorded its first deliveries.

**In a European LCV market** that showed a slight recovery in the first semester (+2.1%), **Renault brand sales grew by 11.7%. Supported by the full diversity of Master, Renault maintained its second position in the market.**

**Renault Group successfully pursues its strategy focused on value and sales quality.**

- Prioritisation of the retail channel while reducing exposure to the least profitable sales channels. Across the five main European markets<sup>4</sup>, Renault Group sold 60.0% of its PC to retail customers (+3.8 points, 17.7 points above market).
- Increase in PC sales in the C-segment in Europe to 164,161 units (+15.3%), driven in particular by Dacia's growing momentum in the segment.
- Disciplined residual value management<sup>5</sup>, with residual values 4 to 13 points higher than competitors across Europe.
- A solid order book in Europe, representing 2.1 months of forward sales at the end of June 2026.

**Renault Group is accelerating the electrification of its PC sales for each of its brands.** In Europe, electrified vehicles<sup>6</sup> accounted for 52.0% of Group sales in the first half of 2026, up 8.2 points, including a 18.8% battery electric vehicles (BEV) mix:

- Renault, driving the Group's electrification: two out of three Renault vehicles sold (66.3%) in Europe were electrified (+7.2 points). BEVs accounted for 26.6% of Renault sales (+10.3 points), notably driven by the success of Renault 5 E Tech, Renault 4 E-Tech and Scenic E-Tech. Renault ranks No. 2 in the hybrid (HEV) market and No. 2 in the retail BEV market.
- Dacia's rapid growth in the hybrid segment: 30.8% of Dacia sales were electrified (+7.2 points). Driven by Dacia Duster and Dacia Bigster, hybrid vehicle sales rose sharply (+30.2%) and accounted for one out of four sales (+7.5 points)
- Alpine at full speed on electrification: benefiting from the continued success of Alpine A290 and the recent launch of Alpine A390, more than 80% of Alpine's sales are now electric vehicles.

<sup>1</sup> Outside Europe

<sup>2</sup> Passenger Cars and Light Commercial Vehicles

<sup>3</sup> Europe = ACEA scope if not specified

<sup>4</sup> G5 countries = France, Germany, Spain, Italy and the United Kingdom

<sup>5</sup> For Renault and Dacia brands (PC) in the G5 countries, versus the 23 main PC brands

<sup>6</sup> HEV, PHEV & EV; PC market in Europe

**In 2026, the Group pursues its product offensive** with the rollout of Renault Twingo E-Tech electric and Renault Duster in India during the first semester. Renault Trafic Van E-Tech electric, Renault Niagara in Latin America, Dacia Sandero with a new hybrid powertrain, new Dacia Spring, Dacia Striker and Alpine A390 GTS will complete the line-up before year-end.

## RENAULT GROUP'S TOP FIFTEEN MARKETS

### SALES

|    |                    | Volumes<br>H1 2026 <sup>(1)</sup><br><br>(In unités) | PC / LCV<br>market<br>share<br><br>(In %) | Change in<br>market<br>share on H1<br>2025<br>(In points) |
|----|--------------------|------------------------------------------------------|-------------------------------------------|-----------------------------------------------------------|
| 1  | France             | 279,436                                              | 26.9                                      | -0.8                                                      |
| 2  | Italy              | 101,928                                              | 9.9                                       | -1.2                                                      |
| 3  | Spain              | 84,472                                               | 11.3                                      | -1.9                                                      |
| 4  | Turkey             | 80,361                                               | 14.4                                      | +2.9                                                      |
| 5  | Germany            | 76,057                                               | 4.7                                       | +0.0                                                      |
| 6  | United Kingdom     | 69,077                                               | 5.3                                       | +0.2                                                      |
| 7  | Brazil             | 63,861                                               | 4.7                                       | -0.7                                                      |
| 8  | Morocco            | 49,821                                               | 37.8                                      | -1.3                                                      |
| 9  | Belgium+Luxembourg | 35,010                                               | 11.8                                      | -1.1                                                      |
| 10 | Poland             | 28,213                                               | 8.0                                       | -0.2                                                      |
| 11 | India              | 25,845                                               | 0.9                                       | +0.2                                                      |
| 12 | South Korea        | 21,187                                               | 2.5                                       | -0.9                                                      |
| 13 | Argentina          | 20,489                                               | 7.4                                       | -2.8                                                      |
| 14 | Portugal           | 18,937                                               | 12.3                                      | -2.6                                                      |
| 15 | Mexico             | 17,316                                               | 2.3                                       | +0.3                                                      |

<sup>(1)</sup> Preliminary figures

## 2.1 Automotive

### 2.1.1. Group sales worldwide by region, by brand & by type

| PASSENGER CARS AND LIGHT COMMERCIAL VEHICLES<br>(In Units) | H1 2026 <sup>(1)</sup> | H1 2025          | Change<br>(%) |
|------------------------------------------------------------|------------------------|------------------|---------------|
| <b>GROUP</b>                                               | <b>1,165,133</b>       | <b>1,169,644</b> | <b>-0.4</b>   |
| EUROPE ACEA <sup>2</sup>                                   | 821,092                | 831,696          | -1.3          |
| EURASIA, AFRICA, MIDDLE-EAST                               | 160,244                | 152,715          | +4.9          |
| ASIA PACIFIC                                               | 51,344                 | 48,317           | +6.3          |
| LATIN AMERICA                                              | 123,940                | 128,491          | -3.5          |
| <b>BY BRAND</b>                                            |                        |                  |               |
| Renault                                                    | 829,518                | 808,609          | +2.6          |
| Dacia                                                      | 327,077                | 355,985          | -8.1          |
| Alpine                                                     | 8,538                  | 5,050            | +69.1         |
| <b>BY VEHICLE TYPE</b>                                     |                        |                  |               |
| Passenger cars                                             | 990,253                | 1,001,302        | -1.1          |
| Light commercial vehicles                                  | 174,880                | 168,342          | +3.9          |

<sup>(1)</sup> Preliminary figures.

<sup>(2)</sup> ACEA European Scope. French overseas territories and departments are not accounted in the Europe region but comprised in the Group figure.

## Renault brand

### Rolling out the *futuREady* strategy by combining growth, electrification, and value creation

In the first semester of 2026, Renault brand sold 829,518 vehicles worldwide, up 2.6% compared with the first half of 2025, extending its **continuous growth momentum for a fourth consecutive year**. This performance is driven by a balanced contribution from both Europe and international markets, with a notable acceleration in Northern European countries<sup>1</sup>, where Renault increased sales by 14.0% in a market that grew by 6.0%. It is underpinned by the priorities of the *futuREady* strategy: accelerating electrification, pursuing a value-driven commercial policy, and deploying the brand's international roadmap.

**Two out of three PC Renault vehicles sold in Europe are now electrified** (66.3%), up 7.2 points year-on-year. Supported by an attractive product line-up, the brand confirms the relevance of its strategy based on two complementary technologies - EV and HEV - and is making progress towards its ambition of reaching 100% electrified sales in Europe by 2030. Renault ranks No. 2 in the European battery electric vehicle (BEV) retail market and No. 2 in the hybrid market. BEV sales increased by 63.2% in a market up 34.2%, driven notably by **the success of Renault 5 E-Tech electric, the best-selling**

<sup>1</sup> Northern European countries = Germany, the United Kingdom, Ireland, Denmark, Finland, Island, Norway and Sweden

**B-segment electric vehicle in Europe**, while Renault 4 E-Tech electric is establishing itself as the benchmark in the retail electric B-SUV segment.

**Renault is also continuing its value creation strategy by prioritizing sales quality and protecting residual values.** In Europe<sup>1</sup>, the brand gained 0.4 points of market share in the retail channel while reducing its exposure to short-term rentals. In France, Renault strengthened its leadership, reaching an 18.5% retail market share (+1.6 points) and 20.9% in the fleet market (+0.3 points). C- and D-segment vehicles accounted for 37.4% of European sales, contributing to the continued improvement of the product mix.

As part of this strategy, **light commercial vehicles are also strengthening the brand's commercial performance and profitability.** Renault recorded a second consecutive semester of LCV sales growth in Europe, up 11.7% in a market up 2.1%, further consolidating its position as No. 2 brand in Europe. Since the beginning of the year, thanks to its comprehensive product offering and the success of the "converted by Renault" solution, Renault Master<sup>2</sup> has been No. 1 in the large van market in Europe. Internationally, sales were driven by Türkiye (+9.8%) and by the expansion of Renault Master, particularly in Morocco.

**The brand continues to strengthen its international footprint** and reinforce its position as a global brand across its strategic markets. Sales outside Europe increased by 2.8%, reaching nearly 296,000 vehicles. This growth was driven by strong performances in India (+61.2%), Türkiye (+25.7%), Morocco (+11.8%), Brazil (+5.3%) and Mexico (+16.3%). This momentum is expected to continue in the coming months, supported by the ramp-up of Renault Duster in India, the recent launch of Koleos Full Hybrid in Brazil, and the accelerated rollout of Boreal, backed by the opening of a second production site in Türkiye in June.

Building on these strong fundamentals in the fast-growing electric and hybrid segments, **Renault is entering the second semester with confidence.** In Europe, the electrification momentum will continue to accelerate with the recent launches of Twingo E-Tech electric and Renault 4 E-Tech electric with its Plein Sud version, as well as the opening of orders before year-end for Trafic Van E-Tech electric, set to be a game changer in the LCV market. Outside Europe, the unveiling of the future Niagara pick-up in September will support Renault's growth in Latin America. These launches will open up new growth opportunities, in line with the ambitions of *futuREady*.

## Dacia brand

### Strong business model and solid fundamentals

In the first half of 2026, against a backdrop of strong growth in electric vehicle sales and the increasing presence of Chinese brands in Europe, **Dacia confirmed the strength of its business model and fundamentals.**

In the second quarter, the brand recorded 181,729 registrations, a level scarcely unchanged from the second quarter of 2025 (-0.3%). Over the first half, Dacia posted 327,077 sales, down 8.1% compared with the first half of 2025. In Europe, the brand achieved a 3.9% passenger car market share. As of the end of June, the order book remained in line with 2025, demonstrating the brand's strong commercial resilience ahead of the second semester.

Dacia continues to rely on strong fundamentals: **Dacia Sandero remains the best-selling car in Europe across all sales channels, and the brand ranks No.3 in the PC European retail car market.** Its business model is also built on a predominantly retail sales mix of 77%<sup>3</sup>, a disciplined net pricing strategy, and residual values 13 points above the market average.

**Electrification continues to gain momentum**, with hybrid powertrains accounting for a growing share of orders, representing 37% for Jogger, 40% for Duster and 68% for Bigster. In addition, 58% of the line-up's orders are for higher trim levels, a proportion that rises to 71% for Duster and 82% for Bigster, illustrating the brand's ability to enhance its product mix while remaining true to its positioning based on the best value for money.

The second semester will be marked by the intensification of Dacia's electrified offering, with the introduction of **Sandero hybrid**, followed by the market launch of **Striker** and the launch of the **next-generation Spring**, produced in Europe. These new models will further enrich the brand's lineup and support its transformation, enabling it to respond with agility to evolving market trends.

## Alpine brand

### A record first semester

Alpine delivered a **record first-half performance**, with 8,538 vehicles sold worldwide, representing growth of 69.1% year-on-year. Brand sales were driven by the success of the brand's best-seller Alpine A290 hot hatch, with sales increasing by nearly 60% compared with the first half of 2025, reaching 5,890 units. The Alpine A110 sport car coupé also maintained strong momentum, with 1,607 units sold (+22.4%), despite production ending in June to prepare for the arrival of its third-generation. Meanwhile, Alpine entered a new market segment with the launch of the Alpine A390 sport fastback, recording its first 1,041 registrations of the GT version, while orders are now open for the GTS.

**Outside France, Alpine's growth accelerated significantly**, notably in the United Kingdom, where sales increased sixfold to reach 1,902 units. Strong progression was also recorded in Spain (+84%) and Germany (+78%), confirming the brand's growing appeal across key European markets.

These achievements, supported by **the rapid expansion of its international retail network**, from 169 to 238 points of sales, underline the accelerating momentum of Alpine's global development.

<sup>1</sup> G5 countries

<sup>2</sup> Renault Master + Renault Master E-Tech electric + Renault Trucks Master + Renault Trucks Master E-Tech electric

<sup>3</sup> G5 countries = France, Germany, Spain, Italy, and the United Kingdom

They reinforce the brand's ambition to become a leading premium electric performance brand while successfully broadening its customer base and presence in new market segments.

## 2.1.2 Sales and production statistics

### 2.1.2.1 Group sales worldwide

Consolidated global sales by brand and geographic areas as well as by model are available in the regulated information of the Finance section on Renault Group website.

<https://www.renaultgroup.com/en/finance/publications/>

### 2.1.2.2 Group worldwide production

| PASSENGER CARS AND LIGHT COMMERCIAL VEHICLES (Units)                  | H1 2026 <sup>2</sup>        | H1 2025          | Change (%)        |
|-----------------------------------------------------------------------|-----------------------------|------------------|-------------------|
| <b>WORLDWIDE PRODUCTION RENAULT GROUP PLANTS <sup>1</sup></b>         | <b>1,272,978</b>            | <b>1,132,457</b> | <b>12.4%</b>      |
| <i>o/w produced for partners:</i>                                     | 123,104                     | 52,979           |                   |
| <b>PRODUCED BY PARTNERS FOR RENAULT GROUP</b>                         | <b>H1 2026 <sup>2</sup></b> | <b>H1 2025</b>   | <b>Change (%)</b> |
| <b>WORLDWIDE PRODUCTION BY PARTNERS<sup>3</sup> FOR RENAULT GROUP</b> | <b>42,280</b>               | <b>61,513</b>    | <b>-31.3%</b>     |

<sup>(1)</sup> Production data concern the number of vehicles leaving the production line.

<sup>(2)</sup> Preliminary figures.

<sup>(3)</sup> Karsan Otomotiv, Nissan, Chinese subsidiaries: eGT (25%) in the production of partners for Renault Group. From August 1, 2025 the plant in India is 100% owned by Renault Group.

## 2.2 Sales financing

In an automotive market up +6.8%, Mobilize Financial Services **new financing increased by +4.6%** compared with the first semester of 2025.

**Mobilize Financial Services financed 649,293 contracts in the first half of 2026**, volume up compared with the first semester of 2025 (+2.6%). **Used Car financing contracts** increased by +4.2% over the same period, reaching 160,284 financed contracts.

Penetration rate amounted to 40.8%, up +1.2 points compared with the first semester of 2025.

New financing (excluding credit cards and personal loans) stood at €11.6 billion, up +4.6% thanks thanks to the growth in number of financing contracts and in average financed amount.

Overall, average performing assets totalized €61.8 billion, up +5.0% compared with the first semester of 2025:

- Average performing assets (APA) related to the Customer Activity totalized €49.9 billion in the first semester of 2026. The amount increased by +5.3%, thanks to new financing increase since 2023, driven up by the evolution of the average financed amount, positively impacting the Customer portfolio.
- Average performing assets related to the Wholesale Activity amounted to €12.0 billion, up +3.6%.

#### MOBILIZE FINANCIAL SERVICES FINANCING PERFORMANCE<sup>(1)</sup>

|                                          |                  | H1 2026    | H1 2025    | Change (%)  |
|------------------------------------------|------------------|------------|------------|-------------|
| Number of financing contracts            | Thousands        | 649        | 633        | +2.6        |
| <i>Including Used Vehicles contracts</i> | <i>Thousands</i> | <i>160</i> | <i>154</i> | <i>+4.2</i> |
| New financing                            | € billion        | 11.6       | 11.1       | +4.6        |
| Average performing assets                | € billion        | 61.8       | 58.9       | +5.0        |
| Penetration rate                         | %                | 40.8       | 39.6       | +1.2        |

<sup>(1)</sup> Data excluding equity affiliated companies.

#### PENETRATION RATE<sup>(1)</sup> BY REGION

|                                     | H1 2026 (%) | H1 2025 (%) | Change (points) |
|-------------------------------------|-------------|-------------|-----------------|
| Europe                              | 41.8        | 40.5        | +1.3            |
| Latin America                       | 37.4        | 37.0        | +0.4            |
| Africa Middle-East and Asia Pacific | 34.8        | 32.0        | +2.8            |
| <b>Mobilize Financial Services</b>  | <b>40.8</b> | <b>39.6</b> | <b>+1.2</b>     |

<sup>(1)</sup> Data for entities consolidated by global integration only.

#### MOBILIZE FINANCIAL SERVICES FINANCING PERFORMANCE<sup>(1)</sup>

|                                     |           | H1 2026       | H1 2025       | Change          |
|-------------------------------------|-----------|---------------|---------------|-----------------|
| Number of services contracts        | Thousands | 1,814         | 1,787         | +1.5%           |
| <b>Penetration rate on services</b> | <b>%</b>  | <b>158.8%</b> | <b>150.5%</b> | <b>+8.3 pts</b> |

<sup>(1)</sup> Data excluding equity affiliated companies.

Mobilize Financial Services sold 1.8 million Insurance & Services contracts in the first half of 2026, volume up 1.5% compared with the same period of 2025.

## 3 Financial results

### Overview

|                                                                      |                   | H1 2026          | H1 2025 <sup>(1)</sup> | Change   |
|----------------------------------------------------------------------|-------------------|------------------|------------------------|----------|
| Worldwide Group registrations                                        | Thousand vehicles | 1,165            | 1,170                  | -0.4%    |
| Group revenues                                                       | € million         | 30,252           | 27,640                 | +2,612   |
| Group operating profit                                               | € million         | 1,567            | 1,653                  | -86      |
| as % of Group revenues                                               | % revenues        | 5.2%             | 6.0%                   | -0.8 pts |
| Other operating income & expenses                                    | € million         | -441             | -10,057                | +9,616   |
| of which capital loss on Nissan shares disposal                      | € million         | 0                | -9,315                 | +9,315   |
| Group operating income                                               | € million         | 1,126            | -8,404                 | +9,530   |
| Net financial income & expenses                                      | € million         | -126             | -93                    | -33      |
| Contribution from associated companies                               | € million         | 0                | -2,322                 | +2,322   |
| o/w Nissan                                                           | € million         | 0                | -2,331                 | +2,331   |
| Net income                                                           | € million         | 721              | -11,143                | +11,864  |
| Net income, Group share                                              | € million         | 705              | -11,185                | +11,890  |
| Earnings per share                                                   | €                 | 2.39             | -40.90                 | 43.29    |
| Net Income, Group share, adjusted from Nissan impacts <sup>(2)</sup> | € million         | 705              | 461                    | +244     |
| Earnings per share, adjusted from Nissan impacts <sup>(2)</sup>      | €                 | 2.39             | 1.69                   | +0.7     |
| Automotive operational free cash flow <sup>(3)</sup>                 | € million         | 653              | -62                    | +715     |
| Automotive net financial position                                    | € million         | 6,570            | 7,335                  | -765     |
|                                                                      |                   | at Jun. 30, 2026 | at Dec. 31, 2025       |          |
| Shareholders' equity                                                 | € million         | 22,080           | 22,296                 | -216     |
|                                                                      |                   | at Jun. 30, 2026 | at Dec. 31, 2025       |          |
| Sales Financing, average performing assets                           | € billion         | 61.8             | 59.3                   | +4.2%    |

<sup>(1)</sup> See note 2-A2 "Restatements of the consolidated figures reported in 2025" page 29.

<sup>(2)</sup> H1 2025: -€2,331m of negative contribution of Nissan in the associated companies, and -€9,315 million loss resulting from the evolution of the accounting treatment for the investment in Nissan: accounted for under the equity method until June 30, 2025, Renault Group's stake in Nissan has since been treated as a financial asset measured at fair value through equity. Since June 30, 2025, any changes in the fair value of the stake in Nissan, estimated on the basis of Nissan's share price, are recognized directly in equity, with no impact on Renault Group's net income.

<sup>(3)</sup> Automotive operational free cash flow: cash flows after interest and tax (excluding dividends received from publicly listed companies) minus tangible and intangible investments net of disposals and +/- change in the working capital requirement.

### 3.1 Comments on the financial results

#### 3.1.1. Consolidated income statement

##### OPERATING SEGMENT CONTRIBUTION TO GROUP REVENUES

|                 | 2026          |               |               | 2025 <sup>(1)</sup> |               |               | Change (%)  |              |             |
|-----------------|---------------|---------------|---------------|---------------------|---------------|---------------|-------------|--------------|-------------|
| (€ million)     | Q1            | Q2            | H1            | Q1                  | Q2            | H1            | Q1          | Q2           | H1          |
| Automotive      | 10,807        | 15,999        | 26,806        | 10,151              | 14,383        | 24,534        | +6.5        | +11.2        | +9.3        |
| Sales financing | 1,723         | 1,723         | 3,446         | 1,524               | 1,582         | 3,106         | +13.1       | +8.9         | +10.9       |
| <b>Total</b>    | <b>12,530</b> | <b>17,722</b> | <b>30,252</b> | <b>11,675</b>       | <b>15,965</b> | <b>27,640</b> | <b>+7.3</b> | <b>+11.0</b> | <b>+9.5</b> |

<sup>(1)</sup> See note 2-A2 "Restatements of the consolidated figures reported in 2025" page 29.

**Group revenue** reached €30,252 million, up 9.5% compared to 2025 H1. At constant exchange rates<sup>1</sup>, it increased by 10.3%.

**Automotive revenue** stood at €26,806 million, up 9.3% compared to 2025 H1. It included -0.9 points of negative exchange rates effect (-€211 million) mainly related to the devaluation of the Turkish lira, pound sterling and Argentinean peso. At constant exchange rates<sup>1</sup>, it increased by +10.2%. This evolution was mainly explained by the following:

- A slightly positive **volume effect** of +0.2 points. The 0.4% decrease in registrations was offset by a lower destocking within the dealership network in 2026 H1 compared to 2025 H1. As of June 30, 2026, total inventories of new vehicles represented 546,000 vehicles, of which 430,000 vehicles at independent dealers and 116,000 at Group level. This level of inventory will enable the Group to smoothly operate in H2, a semester traditionally stronger in terms of registrations. Renault Group expects total inventories to be lower at the end of 2026 versus the end of June 2026.
- A strong positive **sales to partners** effect of +5.9 points, driven primarily by the strong performance of partners' programs. It also includes changes in scope:

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

- The integration of RNAIPL (Renault Nissan Automotive India Private Ltd), into the consolidation perimeter since August 1, 2025, for c.€380 million (+1.5 points),
- The ramp-up in the distribution of Geely vehicles in Brazil. Local production through the Renault do Brasil joint venture is set to begin this summer.
- A solid positive **product mix effect** of +3.2 points mostly due to the success of electric vehicles, the transition phase between Clio V and Clio VI (Clio VI having a better average selling price than Clio V, while still below Group's average) and to some extent Master. This positive effect will continue in the coming semester.
- A positive **price effect** of +0.9 points as price increases on international markets to compensate FX were partly offset by price pressure in Europe. The latter is expected to continue throughout the year.
- A negative **geographic mix** of -0.7 points, mainly explained by the growth of sales outside Europe notably in India and Türkiye.
- An "**Other**" **effect** of +0.7 points mainly due to a decrease in sales with buy-back commitments to short-term rental companies.

## OPERATING SEGMENT CONTRIBUTION TO GROUP OPERATING PROFIT

| (€ million)            | H1 2026      | H1 2025 <sup>(1)</sup> | Change      |
|------------------------|--------------|------------------------|-------------|
| <b>Automotive</b>      | <b>814</b>   | <b>985</b>             | <b>-171</b> |
| % of division revenues | 3.0%         | 4.0%                   | -1.0 pts    |
| <b>Sales financing</b> | <b>753</b>   | <b>668</b>             | <b>+85</b>  |
| <b>Total</b>           | <b>1,567</b> | <b>1,653</b>           | <b>-86</b>  |
| % of Group revenues    | 5.2%         | 6.0%                   | -0.8 pts    |

<sup>(1)</sup> See note 2-A2 "Restatements of the consolidated figures reported in 2025" page 29.

The Group posted an **operating margin** of €1,567 million or 5.2% of revenue versus 6.0% in 2025 H1.

**Automotive operating margin** stood at €814 million versus €985 million in 2025 H1. It represented 3.0% of Automotive revenue. The evolution was mainly explained by the following:

- A **negative impact of foreign exchange** of -€117 million mainly driven by the Turkish lira, the pound sterling and the Argentinean peso. The Turkish lira positive impact on production costs was offset by the increase of the Group sales in Türkiye.
- A positive **volume effect** of +€95 million benefitting primarily from sales to partners.
- **Price/mix/enrichment** effect stood at -€425 million. This evolution reflects increased regulatory costs and commercial pressure, especially in Europe, together with a higher EV mix and increased international sales notably in India.
- **Costs** were reduced by €184 million thanks to an efficient cost management program with a strong purchasing performance and lower warranty costs compared to last year, which more than offset the raw materials inflation. Variable cost of goods sold (COGS) reduction efforts are paying off and in line with the ambition determined in the *futuREady* strategy. As a reminder, the Group aims to reduce variable costs per vehicle by around €400 per year on average over the medium term.
- **R&D** posted a positive impact of +€87 million, primarily due to the favorable impact of capitalizing Software Defined Vehicle expenses from March 1, 2026.
- **SG&A** impacted by -€39 million and "Others" effect stood at +€44 million thanks to the strong performance of the aftersales business.

The contribution of **Mobilize Financial Services** (Sales Financing) to the Group's operating margin reached €753 million, up €85 million vs. 2025 H1, mainly thanks to the continuous strong growth of the customer financing activity as well as the positive margin evolution per financing contract evolution.

### 3.1.2 Free cash flow

| (€ million)                                                                 | H1 2026     | H1 2025 <sup>(1)</sup> | Change      |
|-----------------------------------------------------------------------------|-------------|------------------------|-------------|
| Cash flow (excluding dividends from Nissan and the Sales Financing segment) | +1,789      | +1,893                 | -104        |
| <i>o/w restructuring costs</i>                                              | -200        | -117                   | -83         |
| Dividends received from Mobilize Financial Services                         | +250        | +150                   | +100        |
| Change in the working capital requirement                                   | -226        | -893                   | +667        |
| Tangible and intangible investments net of disposals                        | -1,327      | -1,342                 | +15         |
| <i>o/w assets sales</i>                                                     | +40         | +42                    | -2          |
| Leased vehicles and batteries                                               | +167        | +130                   | +37         |
| <b>Automotive operational free cash flow</b>                                | <b>+653</b> | <b>-62</b>             | <b>+715</b> |

<sup>(1)</sup> See note 2-A2 "Restatements of the consolidated figures reported in 2025" page 29.

2026 H1 free cash flow stood at €653 million. It includes:

- The cash flow of the Automotive business reached €1,789 million in 2026 H1 and included €200 million of restructuring costs (versus €117 million in 2025 H1).
- The Mobilize Financial Services dividend paid in 2026 H1 amounted to €250 million versus €150 million in 2025 H1.
- The negative change in working capital requirement for -€226 million includes c.€300 million of down payments from partners.
- And, the cash impact of tangible and intangible investments, net of disposals, detailed below.

### 3.1.3 Capex and Research & Development

#### TANGIBLE AND INTANGIBLE INVESTMENTS NET OF DISPOSALS BY OPERATING SEGMENT

|                     | Tangible investments net of disposals<br>(excluding capitalized leased vehicles and<br>batteries)<br>and intangible (excluding capitalized<br>development costs) | Capitalized<br>development<br>costs | Total        |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------|
| H1 2026 (€ million) |                                                                                                                                                                  |                                     |              |
| Automotive          | 608                                                                                                                                                              | 719                                 | 1,327        |
| Sales Financing     | 36                                                                                                                                                               |                                     | 36           |
| <b>Total</b>        | <b>644</b>                                                                                                                                                       | <b>719</b>                          | <b>1,363</b> |

|                                  | Tangible investments net of disposals<br>(excluding capitalized leased vehicles and<br>batteries)<br>and intangible (excluding capitalized<br>development costs) | Capitalized<br>development<br>costs | Total        |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------|
| H1 2025 <sup>1</sup> (€ million) |                                                                                                                                                                  |                                     |              |
| Automotive                       | 709                                                                                                                                                              | 633                                 | 1,342        |
| Sales Financing                  | 16                                                                                                                                                               | 0                                   | 16           |
| <b>Total</b>                     | <b>725</b>                                                                                                                                                       | <b>633</b>                          | <b>1,358</b> |

<sup>(1)</sup> See note 2-A2 "Restatements of the consolidated figures reported in 2025" page 29.

Total gross investments in the first half of 2026 decreased compared with the same period in 2025. Investments undertaken this year were primarily dedicated to the rollout of the electric range (Twingo E-Tech), as well as to the evolution of the Dacia (Striker), Renault International (Boreal), Mercosur (Master and Niagara), Korea (Filante) and India ranges.

#### RESEARCH AND DEVELOPMENT EXPENSES RECORDED IN THE INCOME STATEMENT

Analysis of research and development costs recorded in the income statement:

| (€ million)                                                                 | H1 2026       | H1 2025 <sup>(1)</sup> | Change H1  |
|-----------------------------------------------------------------------------|---------------|------------------------|------------|
| R&D expenses                                                                | -1,293        | -1,303                 | +10        |
| <i>including R&amp;D Supplier Entry Ticket differed expenses amort</i>      | -88           | -43                    | -45        |
| Capitalized development expenses <sup>3</sup>                               | 719           | 633                    | +83        |
| <i>R&amp;D capitalization rate</i>                                          | 59.7%         | 50.2%                  | +9.2 pts   |
| Capitalized development expenses depreciation                               | -456          | -441                   | -15        |
| <b>Gross R&amp;D expenses recorded in the income statement <sup>2</sup></b> | <b>-1,030</b> | <b>-1,111</b>          | <b>+81</b> |

<sup>(1)</sup> See note 2-A2 "Restatements of the consolidated figures reported in 2025" page 29.

<sup>(2)</sup> Research and development expenses are reported net of research tax credits for the vehicle development activity (gross R&D expenses: R&D expenses before expenses billed to third parties and others).

<sup>(3)</sup> The capitalization rate is presented excluding expenses related to supplier entry tickets.

The research and development capitalization rate was 59.7% in 2026 H1 versus 50.2% in 2025 H1. The evolution of the ratio is mainly explained by Software Defined Vehicle expenses capitalized from March 1, 2026.

## NET CAPEX AND R&D EXPENSES IN % OF REVENUES

| (€ million)                                                                                                                                          | H1 2026      | H1 2025 <sup>(1)</sup> | Change H1   |
|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------|-------------|
| Tangible investments net of disposals (excluding capitalized leased vehicles and batteries) and intangible (excluding capitalized development costs) | 644          | 725                    | -81         |
| CAPEX invoiced to third parties and others                                                                                                           | -134         | -79                    | -55         |
| <b>Net industrial and commercial investments excl. R&amp;D (1)</b>                                                                                   | <b>510</b>   | <b>646</b>             | <b>-136</b> |
| % of Group revenues                                                                                                                                  | 1,7%         | 2,3%                   | -0,6 pts    |
| R&D expenses                                                                                                                                         | 1,293        | 1,303                  | -10         |
| R&D Supplier Entry Ticket differed expenses amort                                                                                                    | -88          | -43                    | -45         |
| R&D Supplier Entry Ticket                                                                                                                            | 167          | 113                    | +54         |
| R&D expenses billed to third parties and others                                                                                                      | -319         | -98                    | -221        |
| <b>Net R&amp;D expenses (2)</b>                                                                                                                      | <b>1,053</b> | <b>1,275</b>           | <b>-222</b> |
| % of Group revenues                                                                                                                                  | 3,5%         | 4,6%                   | -1,1 pts    |
| <b>Net CAPEX and R&amp;D expenses (1) + (2)</b>                                                                                                      | <b>1,563</b> | <b>1,921</b>           | <b>-358</b> |
| % of Group revenues                                                                                                                                  | 5,2%         | 6,9%                   | -1,7 pts    |
| <b>Net CAPEX and R&amp;D expenses excluding asset sales</b>                                                                                          | <b>1,610</b> | <b>1,963</b>           | <b>-353</b> |
| % of Group revenues                                                                                                                                  | 5,3%         | 7,1%                   | -1,8 pts    |

<sup>(1)</sup> See note 2-A2 "Restatements of the consolidated figures reported in 2025" page 29.

Excluding the impact of asset disposals and including supplier entry tickets for €167 million, the Group's net CAPEX and R&D stood at €1,610 million i.e. 5.3% of revenue compared to 7.1% of revenue in H1 2025. The evolution of the ratio is mainly explained by c.€300 million of down payments received from partners and by the increase of revenue. Assets disposals amounted to €47 million, compared to €42 million in 2025 H1. Group's net CAPEX and R&D amounted to 5.2% of revenue including asset disposals.

## 3.1.4 Automotive net financial position at June 30, 2026

The Automotive net cash financial position stood at €6,570 million on June 30, 2026, compared to €7,335 million on December 31, 2025. Beyond the free cash flow generation, this evolution was notably driven by dividends paid to shareholders for -€655 million and net financial investments for -€605 million. The latter is mostly due to the full consolidation impact of Flexis (acquisition of the shares and loans).

### CHANGE IN AUTOMOTIVE NET FINANCIAL POSITION (€ million)

|                                                                            |               |
|----------------------------------------------------------------------------|---------------|
| <b>Automotive net financial position at December 31, 2025 <sup>1</sup></b> | <b>+7,335</b> |
| H1 2026 operational free cash flow                                         | +653          |
| Dividends received                                                         | +0            |
| Dividends paid to Renault's shareholders and minority shareholders         | -655          |
| Financial investments and others                                           | -763          |
| <b>Automotive net financial position at June 30, 2026</b>                  | <b>+6,570</b> |

<sup>(1)</sup> See note 2-A2 "Restatements of the consolidated figures reported in 2025" page 29.

### AUTOMOTIVE NET CASH POSITION (€ million)

|                                                                                                | Jun. 30, 2026 | Dec. 31, 2025 <sup>(1)</sup> |
|------------------------------------------------------------------------------------------------|---------------|------------------------------|
| Non-current financial liabilities                                                              | -5 134        | -3 958                       |
| Current financial liabilities                                                                  | -4 581        | -5 147                       |
| Non-current financial assets - other securities, loans and derivatives on financial operations | +156          | +402                         |
| Current financial assets                                                                       | +1 553        | +1 500                       |
| Cash and cash equivalents                                                                      | +14 576       | +14 538                      |
| <b>Automotive net financial position</b>                                                       | <b>+6 570</b> | <b>+7 335</b>                |

<sup>(1)</sup> See note 2-A2 "Restatements of the consolidated figures reported in 2025" page 29.

**The Automotive segment's liquidity reserves** stood at €17.7 billion as at June 30, 2026. These reserves consisted of:

- €14.4 billion in cash and cash equivalents reduced by €0.2 billion in third-party cash;
- €3.3 billion in undrawn confirmed credit lines.

At June 30, 2026, **Mobilize Financial Services** (ex RCI Banque) had available liquidity of €14.9 billion, consisting of:

- €4.6 billion in undrawn confirmed credit lines;
- €5.7 billion in central-bank eligible collateral;
- €4.1 billion in high quality liquid assets (HQLA);
- €0.5 billion in available cash.

# Condensed consolidated half-year financial statements 2026

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# 1. Consolidated income statement

| (€ million)                                                        | Notes    | H1 2026       | H1 2025 <sup>(1)</sup> | Year 2025 <sup>(1)</sup> |
|--------------------------------------------------------------------|----------|---------------|------------------------|--------------------------|
| <b>Revenues</b>                                                    | <b>4</b> | <b>30,252</b> | <b>27,640</b>          | <b>57,922</b>            |
| Cost of goods and services sold                                    |          | (25,183)      | (22,349)               | (46,904)                 |
| Research and development expenses                                  | 9-A      | (1,030)       | (1,111)                | (2,143)                  |
| Selling, general and administrative expenses                       |          | (2,472)       | (2,527)                | (5,243)                  |
| Other operating income and expenses                                | 5        | (441)         | (10,057)               | (11,499)                 |
| <i>Other operating income</i>                                      |          | 123           | 21                     | 62                       |
| <i>Other operating expenses</i>                                    |          | (564)         | (10,078)               | (11,561)                 |
| <b>Operating income (loss) <sup>(2)</sup></b>                      |          | <b>1,126</b>  | <b>(8,404)</b>         | <b>(7,867)</b>           |
| Cost of net financial indebtedness                                 |          | (2)           | (22)                   | (69)                     |
| <i>Cost of gross financial indebtedness</i>                        |          | (149)         | (170)                  | (350)                    |
| <i>Income on cash and financial assets</i>                         |          | 147           | 148                    | 281                      |
| Other financial income and expenses                                |          | (124)         | (71)                   | (139)                    |
| <b>Financial income (expenses)</b>                                 | <b>6</b> | <b>(126)</b>  | <b>(93)</b>            | <b>(208)</b>             |
| <b>Share in net income (loss) of associates and joint ventures</b> |          | <b>-</b>      | <b>(2,322)</b>         | <b>(2,198)</b>           |
| <i>Nissan</i>                                                      |          | -             | (2,331)                | (2,331)                  |
| <i>Other associates and joint ventures</i>                         | 10       | -             | 9                      | 133                      |
| <b>Pre-tax income</b>                                              |          | <b>1,000</b>  | <b>(10,819)</b>        | <b>(10,273)</b>          |
| Current and deferred taxes                                         | 7        | (279)         | (324)                  | (522)                    |
| <b>NET INCOME</b>                                                  |          | <b>721</b>    | <b>(11,143)</b>        | <b>(10,795)</b>          |
| Net income – parent company shareholders' share                    |          | 705           | (11,185)               | (10,931)                 |
| Net income - non-controlling interests' share                      |          | 16            | 42                     | 136                      |
| Basic earnings per share <sup>(3) (4)</sup> (€)                    | 8        | 2.39          | (40.90)                | (39.99)                  |
| Diluted earnings per share <sup>(3) (4)</sup> (€)                  | 8        | 2.36          | (40.90)                | (39.99)                  |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

(2) The operating income includes the €(9,315) million loss resulting from the change of accounting treatment for the investment in Nissan (Note 5-B).

(3) Net income - parent company shareholders' share divided by the number of shares stated.

(4) As the net income - parent company shareholders' share was negative in 2025, the dilutive effect of stock options, performance share rights and other share-based payments is not included (Note 8).

## 2. Consolidated comprehensive income

|                                                                                                     | H1 2026      |              |              | H1 2025         |              |                 | Year 2025       |              |                 |
|-----------------------------------------------------------------------------------------------------|--------------|--------------|--------------|-----------------|--------------|-----------------|-----------------|--------------|-----------------|
|                                                                                                     | Gross        | Tax effect   | Net          | Gross           | Tax effect   | Net             | Gross           | Tax effect   | Net             |
| (€ million)                                                                                         |              |              |              |                 |              |                 |                 |              |                 |
| <b>Net income</b>                                                                                   | <b>1,000</b> | <b>(279)</b> | <b>721</b>   | <b>(10,819)</b> | <b>(324)</b> | <b>(11,143)</b> | <b>(10,273)</b> | <b>(522)</b> | <b>(10,795)</b> |
| <b>Other components of comprehensive income from parent company and subsidiaries</b>                |              |              |              |                 |              |                 |                 |              |                 |
| <b>Items that will not be reclassified subsequently to profit or loss</b>                           | <b>(647)</b> | <b>17</b>    | <b>(630)</b> | <b>81</b>       | <b>(20)</b>  | <b>61</b>       | <b>261</b>      | <b>(16)</b>  | <b>245</b>      |
| Actuarial gains and losses on defined-benefit pension plans                                         | 9            | 17           | 26           | 81              | (20)         | 61              | 99              | (16)         | 83              |
| Equity instruments at fair value through equity                                                     | (656)        | -            | (656)        | -               | -            | -               | 162             | -            | 162             |
| <b>Items that have been or will be reclassified to profit or loss in subsequent periods</b>         | <b>308</b>   | <b>(36)</b>  | <b>272</b>   | <b>2,331</b>    | <b>30</b>    | <b>2,361</b>    | <b>2,454</b>    | <b>(33)</b>  | <b>2,421</b>    |
| Translation adjustments on foreign operations <sup>(1)</sup>                                        | 83           | -            | 83           | 1,370           | -            | 1,370           | 1,297           | -            | 1,297           |
| Translation adjustments on foreign operations in hyperinflationary economies                        | 86           | -            | 86           | (75)            | -            | (75)            | (130)           | -            | (130)           |
| Partial hedge of the investment in Nissan <sup>(1)</sup>                                            | -            | -            | -            | 1,131           | -            | 1,131           | 1,131           | -            | 1,131           |
| Fair value adjustments on cash flow hedging instruments                                             | 139          | (36)         | 103          | (98)            | 31           | (67)            | 153             | (32)         | 121             |
| Debt instruments at fair value through equity                                                       | -            | -            | -            | 3               | (1)          | 2               | 3               | (1)          | 2               |
| <b>TOTAL OTHER COMPONENTS OF COMPREHENSIVE INCOME FROM PARENT COMPANY AND SUBSIDIARIES (A)</b>      | <b>(339)</b> | <b>(19)</b>  | <b>(358)</b> | <b>2,412</b>    | <b>10</b>    | <b>2,422</b>    | <b>2,715</b>    | <b>(49)</b>  | <b>2,666</b>    |
| <b>Share of associates and joint ventures in other components of comprehensive income</b>           |              |              |              |                 |              |                 |                 |              |                 |
| <b>Items that will not be reclassified to profit or loss in subsequent periods</b>                  | <b>(4)</b>   | <b>-</b>     | <b>(4)</b>   | <b>(75)</b>     | <b>-</b>     | <b>(75)</b>     | <b>(76)</b>     | <b>-</b>     | <b>(76)</b>     |
| Actuarial gains and losses on defined-benefit pension plans                                         | (4)          | -            | (4)          | (74)            | -            | (74)            | (75)            | -            | (75)            |
| Other                                                                                               | -            | -            | -            | (1)             | -            | (1)             | (1)             | -            | (1)             |
| <b>Items that have been or will be reclassified to profit or loss in subsequent periods</b>         | <b>129</b>   | <b>-</b>     | <b>129</b>   | <b>(901)</b>    | <b>-</b>     | <b>(901)</b>    | <b>(877)</b>    | <b>-</b>     | <b>(877)</b>    |
| Translation adjustments on foreign activities                                                       | 129          | -            | 129          | (886)           | -            | (886)           | (862)           | -            | (862)           |
| Other                                                                                               | -            | -            | -            | (15)            | -            | (15)            | (15)            | -            | (15)            |
| <b>TOTAL SHARE OF ASSOCIATES AND JOINT VENTURES IN OTHER COMPONENTS OF COMPREHENSIVE INCOME (B)</b> | <b>125</b>   | <b>-</b>     | <b>125</b>   | <b>(976)</b>    | <b>-</b>     | <b>(976)</b>    | <b>(953)</b>    | <b>-</b>     | <b>(953)</b>    |
| <b>OTHER COMPONENTS OF COMPREHENSIVE INCOME (A) + (B)</b>                                           | <b>(214)</b> | <b>(19)</b>  | <b>(233)</b> | <b>1,436</b>    | <b>10</b>    | <b>1,446</b>    | <b>1,762</b>    | <b>(49)</b>  | <b>1,713</b>    |
| <b>COMPREHENSIVE INCOME</b>                                                                         | <b>786</b>   | <b>(298)</b> | <b>488</b>   | <b>(9,383)</b>  | <b>(314)</b> | <b>(9,697)</b>  | <b>(8,511)</b>  | <b>(571)</b> | <b>(9,082)</b>  |
| Parent company shareholders' share                                                                  |              |              | 455          |                 |              | (9,720)         |                 |              | (9,162)         |
| Non-controlling interests' share                                                                    |              |              | 33           |                 |              | 23              |                 |              | 80              |

(1) In 2025, translation adjustments on foreign operations and the partial hedge of the investment in Nissan include Nissan translation adjustments transferred to profit and loss (Note 5-B).

### 3. Consolidated financial position

| ASSETS (€ million)                           | Notes | June 30, 2026  | December 31, 2025 <sup>(1)</sup> |
|----------------------------------------------|-------|----------------|----------------------------------|
| <b>Non-current assets</b>                    |       |                |                                  |
| Intangible assets and goodwill               | 9-A   | 6,610          | 5,662                            |
| Property, plant and equipment                | 9-B   | 15,034         | 14,522                           |
| Investments in associates and joint ventures | 10    | 4,106          | 4,129                            |
| Non-current financial assets                 | 13    | 2,661          | 3,695                            |
| Nissan                                       |       | 2,150          | 2,810                            |
| Other non-current financial assets           |       | 511            | 885                              |
| Deferred tax assets                          |       | 819            | 709                              |
| Other non-current assets                     |       | 1,387          | 1,320                            |
| <b>TOTAL NON-CURRENT ASSETS</b>              |       | <b>30,617</b>  | <b>30,037</b>                    |
| <b>Current assets</b>                        |       |                |                                  |
| Inventories                                  | 12    | 6,585          | 5,622                            |
| Sales Financing receivables                  | 11    | 57,375         | 56,825                           |
| Automotive receivables                       |       | 1,319          | 1,471                            |
| Current financial assets                     | 13    | 1,729          | 1,671                            |
| Current tax assets                           |       | 445            | 314                              |
| Other current assets                         |       | 5,177          | 4,796                            |
| Cash and cash equivalents                    | 13    | 20,839         | 20,014                           |
| <b>TOTAL CURRENT ASSETS</b>                  |       | <b>93,469</b>  | <b>90,713</b>                    |
| <b>TOTAL ASSETS</b>                          |       | <b>124,086</b> | <b>120,750</b>                   |

| SHAREHOLDERS' EQUITY AND LIABILITIES (€ million)                                     | Notes | June 30, 2026  | December 31, 2025 <sup>(1)</sup> |
|--------------------------------------------------------------------------------------|-------|----------------|----------------------------------|
| <b>Shareholders' equity</b>                                                          |       |                |                                  |
| Share capital                                                                        |       | 1,127          | 1,127                            |
| Share premium                                                                        |       | 3,785          | 3,785                            |
| Treasury shares                                                                      |       | (264)          | (262)                            |
| Revaluation of financial instruments                                                 |       | (341)          | 212                              |
| Translation adjustment                                                               |       | (1,376)        | (1,656)                          |
| Reserves                                                                             |       | 16,918         | 28,516                           |
| Net income – parent company shareholders' share                                      |       | 705            | (10,931)                         |
| <b>Shareholders' equity – parent company shareholders' share</b>                     |       | <b>20,554</b>  | <b>20,791</b>                    |
| Shareholders' equity – non-controlling interests' share                              |       | 1,526          | 1,505                            |
| <b>TOTAL SHAREHOLDERS' EQUITY</b>                                                    | 14    | <b>22,080</b>  | <b>22,296</b>                    |
| <b>Non-current liabilities</b>                                                       |       |                |                                  |
| Deferred tax liabilities                                                             |       | 1,084          | 899                              |
| Provisions for pension and other long-term employee benefit obligations – long-term  | 15-A  | 1,077          | 1,063                            |
| Other provisions – long-term                                                         | 15-B  | 1,879          | 1,752                            |
| Non-current financial liabilities                                                    | 16    | 6,472          | 5,292                            |
| Provisions for uncertain tax liabilities – long-term                                 |       | 218            | 218                              |
| Other non-current liabilities                                                        |       | 821            | 757                              |
| <b>TOTAL NON-CURRENT LIABILITIES</b>                                                 |       | <b>11,551</b>  | <b>9,981</b>                     |
| <b>Current liabilities</b>                                                           |       |                |                                  |
| Provisions for pension and other long-term employee benefit obligations – short-term | 15-A  | 20             | 18                               |
| Other provisions – short-term                                                        | 15-B  | 1,213          | 1,323                            |
| Current financial liabilities                                                        | 16    | 4,014          | 4,633                            |
| Sales Financing debts                                                                | 16    | 61,875         | 60,420                           |
| Trade payables                                                                       |       | 11,194         | 10,636                           |
| Current tax liabilities                                                              |       | 439            | 305                              |
| Provisions for uncertain tax liabilities – short-term                                |       | 4              | 4                                |
| Other current liabilities                                                            |       | 11,696         | 11,134                           |
| <b>TOTAL CURRENT LIABILITIES</b>                                                     |       | <b>90,455</b>  | <b>88,473</b>                    |
| <b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>                                    |       | <b>124,086</b> | <b>120,750</b>                   |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

## 4. Changes in consolidated shareholders' equity

| (€ million)                                                                   | Number of shares (thousands) | Share capital | Share premium | Treasury shares | Revaluation of financial instruments | Translation adjustment <sup>(1)</sup> | Reserves      | Net income (parent company shareholders' share) | Shareholders' equity (parent company shareholders' share) | Shareholders' equity (non-controlling interests' share) | Total shareholders' equity |
|-------------------------------------------------------------------------------|------------------------------|---------------|---------------|-----------------|--------------------------------------|---------------------------------------|---------------|-------------------------------------------------|-----------------------------------------------------------|---------------------------------------------------------|----------------------------|
| <b>BALANCE AT DECEMBER 31, 2024</b>                                           | <b>295,722</b>               | <b>1,127</b>  | <b>3,785</b>  | <b>(281)</b>    | <b>(93)</b>                          | <b>(2,833)</b>                        | <b>27,852</b> | <b>752</b>                                      | <b>30,309</b>                                             | <b>793</b>                                              | <b>31,102</b>              |
| 1 <sup>st</sup> -half 2025 net income                                         |                              |               |               |                 |                                      |                                       |               | (11,185)                                        | (11,185)                                                  | 42                                                      | (11,143)                   |
| Other components of comprehensive income                                      |                              |               |               |                 | (74)                                 | 1,561                                 | (22)          |                                                 | 1,465                                                     | (19)                                                    | 1,446                      |
| <b>1<sup>st</sup>-HALF 2025 COMPREHENSIVE INCOME</b>                          | <b>-</b>                     | <b>-</b>      | <b>-</b>      | <b>-</b>        | <b>(74)</b>                          | <b>1,561</b>                          | <b>(22)</b>   | <b>(11,185)</b>                                 | <b>(9,720)</b>                                            | <b>23</b>                                               | <b>(9,697)</b>             |
| Allocation of 2024 net income                                                 |                              |               |               |                 |                                      |                                       | 752           | (752)                                           | -                                                         |                                                         | -                          |
| Dividends                                                                     |                              |               |               |                 |                                      |                                       | (601)         |                                                 | (601)                                                     | (71)                                                    | (672)                      |
| (Acquisitions) / disposals of treasury shares and impact of capital increases |                              |               |               | (48)            |                                      |                                       |               |                                                 | (48)                                                      |                                                         | (48)                       |
| Changes in ownership interests                                                |                              |               |               |                 |                                      |                                       | (38)          |                                                 | (38)                                                      | 26                                                      | (12)                       |
| Cost of share-based payments and other                                        |                              |               |               |                 | -                                    |                                       | (21)          |                                                 | (21)                                                      |                                                         | (21)                       |
| <b>BALANCE AT JUNE 30, 2025</b>                                               | <b>295,722</b>               | <b>1,127</b>  | <b>3,785</b>  | <b>(329)</b>    | <b>(167)</b>                         | <b>(1,272)</b>                        | <b>27,922</b> | <b>(11,185)</b>                                 | <b>19,881</b>                                             | <b>771</b>                                              | <b>20,652</b>              |
| 2 <sup>nd</sup> -half 2025 net income                                         |                              |               |               |                 |                                      |                                       |               | 254                                             | 254                                                       | 94                                                      | 348                        |
| Other components of comprehensive income                                      |                              |               |               |                 | 353                                  | (69)                                  | 20            |                                                 | 304                                                       | (37)                                                    | 267                        |
| <b>2<sup>nd</sup>-HALF 2025 COMPREHENSIVE INCOME</b>                          | <b>-</b>                     | <b>-</b>      | <b>-</b>      | <b>-</b>        | <b>353</b>                           | <b>(69)</b>                           | <b>20</b>     | <b>254</b>                                      | <b>558</b>                                                | <b>57</b>                                               | <b>615</b>                 |
| Dividends                                                                     |                              |               |               |                 |                                      |                                       | -             |                                                 | -                                                         | (9)                                                     | (9)                        |
| (Acquisitions) / disposals of treasury shares and impact of capital increases |                              |               |               | 67              |                                      |                                       |               |                                                 | 67                                                        |                                                         | 67                         |
| Changes in ownership interests                                                |                              |               |               |                 | 26                                   | (315)                                 | 582           |                                                 | 293                                                       | 686                                                     | 979                        |
| Cost of share-based payments and other                                        |                              |               |               |                 | -                                    |                                       | (8)           |                                                 | (8)                                                       | -                                                       | (8)                        |
| <b>BALANCE AT DECEMBER 31, 2025</b>                                           | <b>295,722</b>               | <b>1,127</b>  | <b>3,785</b>  | <b>(262)</b>    | <b>212</b>                           | <b>(1,656)</b>                        | <b>28,516</b> | <b>(10,931)</b>                                 | <b>20,791</b>                                             | <b>1,505</b>                                            | <b>22,296</b>              |
| 1 <sup>st</sup> -half 2026 net income                                         |                              |               |               |                 |                                      |                                       |               | 705                                             | 705                                                       | 16                                                      | 721                        |
| Other components of comprehensive income                                      |                              |               |               |                 | (553)                                | 280                                   | 23            |                                                 | (250)                                                     | 17                                                      | (233)                      |
| <b>1<sup>st</sup>-HALF 2026 COMPREHENSIVE INCOME</b>                          | <b>-</b>                     | <b>-</b>      | <b>-</b>      | <b>-</b>        | <b>(553)</b>                         | <b>280</b>                            | <b>23</b>     | <b>705</b>                                      | <b>455</b>                                                | <b>33</b>                                               | <b>488</b>                 |
| Allocation of 2025 net income                                                 |                              |               |               |                 |                                      |                                       | (10,931)      | 10,931                                          | -                                                         |                                                         | -                          |
| Dividends                                                                     |                              |               |               |                 |                                      |                                       | (640)         |                                                 | (640)                                                     | (47)                                                    | (687)                      |
| (Acquisitions) / disposals of treasury shares and impact of capital increases |                              |               |               | (2)             |                                      |                                       |               |                                                 | (2)                                                       |                                                         | (2)                        |
| Changes in ownership interests                                                |                              |               |               |                 |                                      | -                                     | (29)          | -                                               | (29)                                                      | 35                                                      | 6                          |
| Cost of share-based payments and other                                        |                              |               |               |                 | -                                    |                                       | (21)          |                                                 | (21)                                                      |                                                         | (21)                       |
| <b>BALANCE AT JUNE 30, 2026</b>                                               | <b>295,722</b>               | <b>1,127</b>  | <b>3,785</b>  | <b>(264)</b>    | <b>(341)</b>                         | <b>(1,376)</b>                        | <b>16,918</b> | <b>705</b>                                      | <b>20,554</b>                                             | <b>1,526</b>                                            | <b>22,080</b>              |

(1) In 2025, translation adjustments on foreign operations and the partial hedge of the investment in Nissan include Nissan translation adjustments transferred to profit and loss (Note 5-B).

Details of changes in consolidated shareholders' equity in 2026 are given in Note 14.

## 5. Consolidated cash flows

| (€ million)                                                                      | Notes | H1 2026        | H1 2025         | Year 2025       |
|----------------------------------------------------------------------------------|-------|----------------|-----------------|-----------------|
| <b>Net income</b>                                                                |       | <b>721</b>     | <b>(11,143)</b> | <b>(10,795)</b> |
| Cancellation of income and expenses with no impact on cash                       |       |                |                 |                 |
| Depreciation, amortization and impairment                                        |       | 1,884          | 1,809           | 4,239           |
| Share in net (income) loss of associates and joint ventures                      |       | -              | 2,322           | 2,198           |
| Other income and expenses with no impact on cash before interest and tax         | 17    | 456            | 10,004          | 10,993          |
| Dividends received from unlisted associates and joint ventures                   |       | 23             | 25              | 28              |
| <b>Cash flow before interest and tax <sup>(1)</sup></b>                          |       | <b>3,084</b>   | <b>3,017</b>    | <b>6,663</b>    |
| <b>Dividends received from listed companies</b>                                  |       | <b>-</b>       | <b>-</b>        | <b>-</b>        |
| Net change in financing for final customers                                      |       | (1,261)        | (1,511)         | (2,322)         |
| Net change in renewable dealer financing                                         |       | 961            | 425             | (628)           |
| <b>Decrease (increase) in Sales Financing receivables</b>                        |       | <b>(300)</b>   | <b>(1,086)</b>  | <b>(2,950)</b>  |
| Bond issuance by the Sales Financing segment                                     |       | 3,564          | 1,584           | 3,408           |
| Bond redemption by the Sales Financing segment                                   |       | (2,343)        | (1,367)         | (3,361)         |
| Net change in other debts of the Sales Financing segment                         |       | 30             | (185)           | 84              |
| Net change in other securities and loans of the Sales Financing segment          |       | (8)            | 91              | 208             |
| <b>Net change in financial assets and debts of the Sales Financing segment</b>   |       | <b>1,243</b>   | <b>123</b>      | <b>339</b>      |
| <b>Change in capitalized leased assets</b>                                       |       | <b>(925)</b>   | <b>(529)</b>    | <b>(1,552)</b>  |
| <b>Change in working capital before tax</b>                                      | 17    | <b>182</b>     | <b>(800)</b>    | <b>577</b>      |
| <b>Cash flows from operating activities before interest and tax</b>              |       | <b>3,284</b>   | <b>725</b>      | <b>3,077</b>    |
| Interest received                                                                |       | 135            | 155             | 272             |
| Interest paid                                                                    |       | (154)          | (158)           | (328)           |
| Current taxes (paid) / received                                                  |       | (215)          | (279)           | (682)           |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                      |       | <b>3,050</b>   | <b>443</b>      | <b>2,339</b>    |
| Property, plant and equipment and intangible investments                         | 17    | (1,410)        | (1,400)         | (3,044)         |
| Disposals of property, plant and equipment and intangible assets                 |       | 47             | 42              | 71              |
| Acquisitions of investments involving gain of control, net of cash acquired      |       | (227)          | (56)            | (56)            |
| Acquisitions of other investments                                                |       | (32)           | (75)            | (216)           |
| Disposals of investments involving loss of control, net of cash transferred      |       | -              | -               | -               |
| Disposals of other investments                                                   |       | 10             | 7               | 19              |
| Net decrease (increase) in other securities and loans of the Automotive segment  |       | (228)          | -               | (71)            |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                      |       | <b>(1,840)</b> | <b>(1,482)</b>  | <b>(3,297)</b>  |
| Dividends paid to parent company shareholders                                    | 14    | (640)          | (638)           | (635)           |
| Transactions with non-controlling interests <sup>(2)</sup>                       |       | 19             | 13              | 465             |
| Dividends paid to non-controlling interests                                      |       | (47)           | (71)            | (80)            |
| (Acquisitions) sales of treasury shares                                          |       | (61)           | (130)           | (64)            |
| <b>Cash flows with shareholders</b>                                              |       | <b>(729)</b>   | <b>(826)</b>    | <b>(314)</b>    |
| Bond issuance by the Automotive segment                                          |       | 1,609          | -               | 1,383           |
| Bond redemption by the Automotive segment                                        |       | (1,005)        | (1,480)         | (2,290)         |
| Net increase (decrease) in other financial liabilities of the Automotive segment |       | (352)          | (135)           | (114)           |
| <b>Net change in financial liabilities of the Automotive segment</b>             |       | <b>252</b>     | <b>(1,615)</b>  | <b>(1,021)</b>  |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                                      |       | <b>(477)</b>   | <b>(2,441)</b>  | <b>(1,335)</b>  |
| <b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>                          |       | <b>733</b>     | <b>(3,480)</b>  | <b>(2,293)</b>  |

(1) The cash flow before interest and tax is presented net of dividends received from listed companies.

(2) In 2025, these include the issuance of Undated Deeply Subordinated Notes amounting to €400 million (Note 18-H to the 2025 financial statements).

| (€ million)                                                      | H1 2026       | H1 2025       | Year 2025     |
|------------------------------------------------------------------|---------------|---------------|---------------|
| <b>Cash and cash equivalents: opening balance</b>                | <b>20,014</b> | <b>22,542</b> | <b>22,542</b> |
| Increase (decrease) in cash and cash equivalents                 | 733           | (3,480)       | (2,293)       |
| Effect of changes in exchange rate and other changes             | 92            | (137)         | (235)         |
| <b>Cash and cash equivalents: closing balance <sup>(1)</sup></b> | <b>20,839</b> | <b>18,925</b> | <b>20,014</b> |

(1) Cash subject to restrictions on use is described in Note 13-B.

## 6. Notes to the condensed consolidated half-year financial statements

### 6.1. Information on operating segments

The operating segments used by Renault Group are as follows:

- The **"Automotive"** segment, which comprises the production, sales, and distribution subsidiaries for passenger cars and light commercial vehicles, subsidiaries operating EV charging activities and the subsidiaries in charge of the segment's cash management. This segment also includes investments in automotive-sector associates and joint ventures, mainly HORSE Powertrain Ltd.
- The **"Sales Financing"** segment, which the Group considers as an operating activity in its own right, carried out for the

distribution network and final customers by RCI Banque, its subsidiaries and its associates and joint ventures.

The "Mobility Services" segment was closed in 2026, and its activities are now part of the "Automotive" segment. Segment information for 2025 has been restated accordingly.

The segment result regularly reviewed by the Leadership Team, identified as the "Chief Operating Decision-Maker", is the operating margin. The definition of this indicator is detailed in the consolidated financial statements at December 31, 2025 (Note 2-D Presentation of the consolidated financial statements). The operating margin excludes restructuring costs.

### A. Consolidated income statement by operating segment

| (€ million)                                                        | Automotive    | Sales Financing | Intersegment transactions | CONSOLIDATED TOTAL |
|--------------------------------------------------------------------|---------------|-----------------|---------------------------|--------------------|
| <b>H1 2026</b>                                                     |               |                 |                           |                    |
| <b>External sales</b>                                              | <b>26,806</b> | <b>3,446</b>    | -                         | <b>30,252</b>      |
| Intersegment sales                                                 | 18            | 16              | (34)                      | -                  |
| <b>Sales by segment</b>                                            | <b>26,824</b> | <b>3,462</b>    | <b>(34)</b>               | <b>30,252</b>      |
| <b>Operating margin <sup>(1)</sup></b>                             | <b>814</b>    | <b>753</b>      | -                         | <b>1,567</b>       |
| <b>Operating income</b>                                            | <b>416</b>    | <b>710</b>      | -                         | <b>1,126</b>       |
| <b>Financial income (expenses) <sup>(2)</sup></b>                  | <b>140</b>    | <b>(16)</b>     | <b>(250)</b>              | <b>(126)</b>       |
| <b>Share in net income (loss) of associates and joint ventures</b> | <b>(4)</b>    | <b>4</b>        | -                         | -                  |
| <b>Pre-tax income</b>                                              | <b>552</b>    | <b>698</b>      | <b>(250)</b>              | <b>1,000</b>       |
| Current and deferred taxes                                         | (99)          | (180)           | -                         | (279)              |
| <b>NET INCOME</b>                                                  | <b>453</b>    | <b>518</b>      | <b>(250)</b>              | <b>721</b>         |

(1) Details of depreciation, amortization and impairment are provided in the statement of consolidated cash flows by operating segment.

(2) Dividends paid by the Sales Financing segment to the Automotive segment are included in the Automotive segment's financial income and eliminated in the intersegment transactions. They amounted to €250 million in the first half-year of 2026.

| (€ million)                                                 | Automotive      | Sales Financing | Intersegment transactions | CONSOLIDATED TOTAL |
|-------------------------------------------------------------|-----------------|-----------------|---------------------------|--------------------|
| <b>H1 2025 <sup>(1)</sup></b>                               |                 |                 |                           |                    |
| External sales                                              | 24,534          | 3,106           | -                         | 27,640             |
| Intersegment sales                                          | 25              | 10              | (35)                      | -                  |
| <b>Sales by segment</b>                                     | <b>24,559</b>   | <b>3,116</b>    | <b>(35)</b>               | <b>27,640</b>      |
| Operating margin <sup>(2)</sup>                             | 985             | 668             | -                         | 1,653              |
| Operating income <sup>(3)</sup>                             | (9,012)         | 608             | -                         | (8,404)            |
| Financial income (expenses) <sup>(4)</sup>                  | 68              | (11)            | (150)                     | (93)               |
| Share in net income (loss) of associates and joint ventures | (2,323)         | 1               | -                         | (2,322)            |
| Pre-tax income                                              | (11,267)        | 598             | (150)                     | (10,819)           |
| Current and deferred taxes                                  | (178)           | (146)           | -                         | (324)              |
| <b>NET INCOME</b>                                           | <b>(11,445)</b> | <b>452</b>      | <b>(150)</b>              | <b>(11,143)</b>    |
| <b>YEAR 2025 <sup>(1)</sup></b>                             |                 |                 |                           |                    |
| External sales                                              | 51,533          | 6,389           | -                         | 57,922             |
| Intersegment sales                                          | 51              | 22              | (73)                      | -                  |
| <b>Sales by segment</b>                                     | <b>51,584</b>   | <b>6,411</b>    | <b>(73)</b>               | <b>57,922</b>      |
| Operating margin <sup>(2)</sup>                             | 2,164           | 1,468           | -                         | 3,632              |
| Operating income <sup>(3)</sup>                             | (8,968)         | 1,101           | -                         | (7,867)            |
| Financial income (expenses) <sup>(4)</sup>                  | 112             | (20)            | (300)                     | (208)              |
| Share in net income (loss) of associates and joint ventures | (2,204)         | 6               | -                         | (2,198)            |
| Pre-tax income                                              | (11,060)        | 1,087           | (300)                     | (10,273)           |
| Current and deferred taxes                                  | (166)           | (356)           | -                         | (522)              |
| <b>NET INCOME</b>                                           | <b>(11,226)</b> | <b>731</b>      | <b>(300)</b>              | <b>(10,795)</b>    |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

(2) Details of depreciation, amortization and impairment are provided in the statement of consolidated cash flows by operating segment.

(3) In 2025, the operating income includes the €(9,315) million loss resulting from the change of accounting treatment for the investment in Nissan (Note 5-B).

(4) Dividends paid by the Sales Financing segment to the Automotive segment are included in the Automotive segment's financial income and eliminated in the intersegment transactions. They amounted to €300 million in 2025, of which €150 million was paid during the first half of 2025.

## B. Consolidated financial position by operating segment

| (€ million)                                                                                                              | Automotive    | Sales Financing | Intersegment transactions | CONSOLIDATED TOTAL |
|--------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|---------------------------|--------------------|
| <b>June 30, 2026</b>                                                                                                     |               |                 |                           |                    |
| <b>ASSETS</b>                                                                                                            |               |                 |                           |                    |
| <b>Non-current assets</b>                                                                                                |               |                 |                           |                    |
| Property, plant and equipment and intangible assets, and goodwill                                                        | 17,219        | 4,425           | -                         | 21,644             |
| Investments in associates and joint ventures                                                                             | 4,015         | 91              | -                         | 4,106              |
| Non-current financial assets – equity investments                                                                        | 9,468         | 8               | (7,272)                   | 2,204              |
| Non-current financial assets – other securities, loans and derivatives on financing operations of the Automotive segment | 457           | -               | -                         | 457                |
| Deferred tax assets                                                                                                      | 478           | 341             | -                         | 819                |
| Other non-current assets                                                                                                 | 1,362         | 25              | -                         | 1,387              |
| <b>TOTAL NON-CURRENT ASSETS</b>                                                                                          | <b>32,999</b> | <b>4,890</b>    | <b>(7,272)</b>            | <b>30,617</b>      |
| <b>Current assets</b>                                                                                                    |               |                 |                           |                    |
| Inventories                                                                                                              | 6,541         | 44              | -                         | 6,585              |
| Customer receivables                                                                                                     | 1,393         | 57,857          | (556)                     | 58,694             |
| Current financial assets                                                                                                 | 1,573         | 939             | (783)                     | 1,729              |
| Current tax assets and other current assets                                                                              | 3,662         | 5,798           | (3,838)                   | 5,622              |
| Cash and cash equivalents                                                                                                | 14,576        | 6,525           | (262)                     | 20,839             |
| <b>TOTAL CURRENT ASSETS</b>                                                                                              | <b>27,745</b> | <b>71,163</b>   | <b>(5,439)</b>            | <b>93,469</b>      |
| <b>TOTAL ASSETS</b>                                                                                                      | <b>60,744</b> | <b>76,053</b>   | <b>(12,711)</b>           | <b>124,086</b>     |
| <b>SHAREHOLDERS' EQUITY AND LIABILITIES</b>                                                                              |               |                 |                           |                    |
| <b>Shareholders' equity</b>                                                                                              | <b>21,691</b> | <b>7,668</b>    | <b>(7,279)</b>            | <b>22,080</b>      |
| <b>Non-current liabilities</b>                                                                                           |               |                 |                           |                    |
| Long-term provisions                                                                                                     | 2,572         | 602             | -                         | 3,174              |
| Non-current financial liabilities                                                                                        | 5,134         | 1,338           | -                         | 6,472              |
| Deferred tax liabilities                                                                                                 | 242           | 842             | -                         | 1,084              |
| Other non-current liabilities                                                                                            | 505           | 316             | -                         | 821                |
| <b>TOTAL NON-CURRENT LIABILITIES</b>                                                                                     | <b>8,453</b>  | <b>3,098</b>    | <b>-</b>                  | <b>11,551</b>      |
| <b>Current liabilities</b>                                                                                               |               |                 |                           |                    |
| Short-term provisions                                                                                                    | 1,202         | 35              | -                         | 1,237              |
| Current financial liabilities                                                                                            | 4,581         | -               | (567)                     | 4,014              |
| Trade payables and Sales Financing debts                                                                                 | 11,487        | 62,834          | (1,252)                   | 73,069             |
| Current tax liabilities and other current liabilities                                                                    | 13,330        | 2,418           | (3,613)                   | 12,135             |
| <b>TOTAL CURRENT LIABILITIES</b>                                                                                         | <b>30,600</b> | <b>65,287</b>   | <b>(5,432)</b>            | <b>90,455</b>      |
| <b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>                                                                        | <b>60,744</b> | <b>76,053</b>   | <b>(12,711)</b>           | <b>124,086</b>     |

| (€ million)                                                                                                              | Automotive    | Sales Financing | Intersegment transactions | CONSOLIDATED TOTAL |
|--------------------------------------------------------------------------------------------------------------------------|---------------|-----------------|---------------------------|--------------------|
| <b>December 31, 2025 <sup>(1)</sup></b>                                                                                  |               |                 |                           |                    |
| <b>ASSETS</b>                                                                                                            |               |                 |                           |                    |
| <b>Non-current assets</b>                                                                                                |               |                 |                           |                    |
| Property, plant and equipment and intangible assets, and goodwill                                                        | 16,412        | 3,772           | -                         | 20,184             |
| Investments in associates and joint ventures                                                                             | 4,045         | 84              | -                         | 4,129              |
| Non-current financial assets – equity investments                                                                        | 9,809         | 11              | (6,952)                   | 2,868              |
| Non-current financial assets – other securities, loans and derivatives on financing operations of the Automotive segment | 827           | -               | -                         | 827                |
| Deferred tax assets                                                                                                      | 406           | 303             | -                         | 709                |
| Other non-current assets                                                                                                 | 1,283         | 37              | -                         | 1,320              |
| <b>TOTAL NON-CURRENT ASSETS</b>                                                                                          | <b>32,782</b> | <b>4,207</b>    | <b>(6,952)</b>            | <b>30,037</b>      |
| <b>Current assets</b>                                                                                                    |               |                 |                           |                    |
| Inventories                                                                                                              | 5,581         | 41              | -                         | 5,622              |
| Customer receivables                                                                                                     | 1,540         | 57,243          | (487)                     | 58,296             |
| Current financial assets                                                                                                 | 1,524         | 948             | (801)                     | 1,671              |
| Current tax assets and other current assets                                                                              | 3,141         | 5,891           | (3,922)                   | 5,110              |
| Cash and cash equivalents                                                                                                | 14,538        | 5,524           | (48)                      | 20,014             |
| <b>TOTAL CURRENT ASSETS</b>                                                                                              | <b>26,324</b> | <b>69,647</b>   | <b>(5,258)</b>            | <b>90,713</b>      |
| <b>TOTAL ASSETS</b>                                                                                                      | <b>59,106</b> | <b>73,854</b>   | <b>(12,210)</b>           | <b>120,750</b>     |
| <b>SHAREHOLDERS' EQUITY AND LIABILITIES</b>                                                                              |               |                 |                           |                    |
| <b>Shareholders' equity</b>                                                                                              | <b>21,909</b> | <b>7,344</b>    | <b>(6,957)</b>            | <b>22,296</b>      |
| <b>Non-current liabilities</b>                                                                                           |               |                 |                           |                    |
| Long-term provisions                                                                                                     | 2,462         | 571             | -                         | 3,033              |
| Non-current financial liabilities                                                                                        | 3,958         | 1,334           | -                         | 5,292              |
| Deferred tax liabilities                                                                                                 | 134           | 765             | -                         | 899                |
| Other non-current liabilities                                                                                            | 454           | 304             | (1)                       | 757                |
| <b>TOTAL NON-CURRENT LIABILITIES</b>                                                                                     | <b>7,008</b>  | <b>2,974</b>    | <b>(1)</b>                | <b>9,981</b>       |
| <b>Current liabilities</b>                                                                                               |               |                 |                           |                    |
| Short-term provisions                                                                                                    | 1,307         | 39              | (1)                       | 1,345              |
| Current financial liabilities                                                                                            | 5,147         | -               | (514)                     | 4,633              |
| Trade payables and Sales Financing debts                                                                                 | 10,991        | 61,173          | (1,108)                   | 71,056             |
| Current tax liabilities and other current liabilities                                                                    | 12,744        | 2,324           | (3,629)                   | 11,439             |
| <b>TOTAL CURRENT LIABILITIES</b>                                                                                         | <b>30,189</b> | <b>63,536</b>   | <b>(5,252)</b>            | <b>88,473</b>      |
| <b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>                                                                        | <b>59,106</b> | <b>73,854</b>   | <b>(12,210)</b>           | <b>120,750</b>     |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

## C. Consolidated cash flows by operating segment

| (€ million)                                                                                       | Automotive     | Sales Financing | Intersegment transactions | CONSOLIDATED TOTAL |
|---------------------------------------------------------------------------------------------------|----------------|-----------------|---------------------------|--------------------|
| <b>H1 2026</b>                                                                                    |                |                 |                           |                    |
| <b>Net income <sup>(1)</sup></b>                                                                  | <b>453</b>     | <b>518</b>      | <b>(250)</b>              | <b>721</b>         |
| Cancellation of income and expenses with no impact on cash                                        |                |                 |                           |                    |
| Depreciation, amortization and impairment                                                         | 1,389          | 495             | -                         | 1,884              |
| Share in net (income) loss of associates and joint ventures                                       | 4              | (4)             | -                         | -                  |
| Other income and expenses with no impact on cash, before interest and tax                         | 205            | 254             | (3)                       | 456                |
| Dividends received from unlisted associates and joint ventures                                    | 23             | -               | -                         | 23                 |
| <b>Cash flow before interest and tax <sup>(2)</sup></b>                                           | <b>2,074</b>   | <b>1,263</b>    | <b>(253)</b>              | <b>3,084</b>       |
| <b>Dividends received from listed companies</b>                                                   | <b>-</b>       | <b>-</b>        | <b>-</b>                  | <b>-</b>           |
| Decrease (increase) in Sales Financing receivables                                                | -              | (367)           | 67                        | (300)              |
| Net change in financial assets and Sales Financing debts                                          | -              | 1,290           | (47)                      | 1,243              |
| Change in capitalized leased assets                                                               | 167            | (1,092)         | -                         | (925)              |
| Change in working capital before tax                                                              | (226)          | 412             | (4)                       | 182                |
| <b>Cash flows from operating activities before interest and tax</b>                               | <b>2,015</b>   | <b>1,506</b>    | <b>(237)</b>              | <b>3,284</b>       |
| Interest received                                                                                 | 144            | -               | (9)                       | 135                |
| Interest paid                                                                                     | (165)          | -               | 11                        | (154)              |
| Current taxes (paid) / received                                                                   | (14)           | (201)           | -                         | (215)              |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                                       | <b>1,980</b>   | <b>1,305</b>    | <b>(235)</b>              | <b>3,050</b>       |
| Purchases of intangible assets                                                                    | (737)          | (21)            | -                         | (758)              |
| Purchases of property, plant and equipment                                                        | (630)          | (22)            | -                         | (652)              |
| Disposals of property, plant and equipment and intangibles                                        | 40             | 7               | -                         | 47                 |
| Acquisitions and disposals of investments involving gain or loss of control, net of cash acquired | (227)          | -               | -                         | (227)              |
| Acquisitions and disposals of other investments and other                                         | (21)           | (1)             | -                         | (22)               |
| Net decrease (increase) in other securities and loans of the Automotive segment                   | (228)          | -               | -                         | (228)              |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                                       | <b>(1,803)</b> | <b>(37)</b>     | <b>-</b>                  | <b>(1,840)</b>     |
| Cash flows with shareholders                                                                      | (697)          | (282)           | 250                       | (729)              |
| Net change in financial liabilities of the Automotive segment                                     | 482            | -               | (230)                     | 252                |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                                                       | <b>(215)</b>   | <b>(282)</b>    | <b>20</b>                 | <b>(477)</b>       |
| <b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>                                           | <b>(38)</b>    | <b>986</b>      | <b>(215)</b>              | <b>733</b>         |
| <b>Cash and cash equivalents: opening balance</b>                                                 | <b>14,538</b>  | <b>5,524</b>    | <b>(48)</b>               | <b>20,014</b>      |
| Increase (decrease) in cash and cash equivalents                                                  | (38)           | 986             | (215)                     | 733                |
| Effect of changes in exchange rate and other changes                                              | 76             | 15              | 1                         | 92                 |
| <b>Cash and cash equivalents: closing balance</b>                                                 | <b>14,576</b>  | <b>6,525</b>    | <b>(262)</b>              | <b>20,839</b>      |

(1) Dividends paid by the Sales Financing segment to the Automotive segment are included in the net income of the Automotive segment. They amounted to €250 million in the first half-year of 2026.

(2) The cash flow before interest and tax is presented net of dividends received from listed companies.

| (€ million)                                                                                       | Automotive      | Sales Financing | Intersegment transactions | CONSOLIDATED TOTAL |
|---------------------------------------------------------------------------------------------------|-----------------|-----------------|---------------------------|--------------------|
| <b>H1 2025 <sup>(1)</sup></b>                                                                     |                 |                 |                           |                    |
| <b>Net income <sup>(2)</sup></b>                                                                  | <b>(11,445)</b> | <b>452</b>      | <b>(150)</b>              | <b>(11,143)</b>    |
| Cancellation of income and expenses with no impact on cash                                        |                 |                 |                           |                    |
| Depreciation, amortization and impairment                                                         | 1,507           | 302             | -                         | 1,809              |
| Share in net (income) loss of associates and joint ventures                                       | 2,325           | (3)             | -                         | 2,322              |
| Other income and expenses with no impact on cash, before interest and tax                         | 9,781           | 228             | (5)                       | 10,004             |
| Dividends received from unlisted associates and joint ventures                                    | 25              | -               | -                         | 25                 |
| <b>Cash flow before interest and tax <sup>(3)</sup></b>                                           | <b>2,193</b>    | <b>979</b>      | <b>(155)</b>              | <b>3,017</b>       |
| <b>Dividends received from listed companies</b>                                                   | <b>-</b>        | <b>-</b>        | <b>-</b>                  | <b>-</b>           |
| Decrease (increase) in Sales Financing receivables                                                | -               | (1,075)         | (11)                      | (1,086)            |
| Net change in financial assets and Sales Financing debts                                          | -               | 93              | 30                        | 123                |
| Change in capitalized leased assets                                                               | 130             | (659)           | -                         | (529)              |
| Change in working capital before tax                                                              | (893)           | 94              | (1)                       | (800)              |
| <b>Cash flows from operating activities before interest and tax</b>                               | <b>1,430</b>    | <b>(568)</b>    | <b>(137)</b>              | <b>725</b>         |
| Interest received                                                                                 | 162             | 1               | (8)                       | 155                |
| Interest paid                                                                                     | (171)           | -               | 13                        | (158)              |
| Current taxes (paid) / received                                                                   | (141)           | (138)           | -                         | (279)              |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                                       | <b>1,280</b>    | <b>(705)</b>    | <b>(132)</b>              | <b>443</b>         |
| Purchases of intangible assets                                                                    | (673)           | (14)            | -                         | (687)              |
| Purchases of property, plant and equipment                                                        | (711)           | (2)             | -                         | (713)              |
| Disposals of property, plant and equipment and intangibles                                        | 42              | -               | -                         | 42                 |
| Acquisitions and disposals of investments involving gain or loss of control, net of cash acquired | (56)            | -               | -                         | (56)               |
| Acquisitions and disposals of other investments and other                                         | (92)            | 24              | -                         | (68)               |
| Net decrease (increase) in other securities and loans of the Automotive segment                   | -               | -               | -                         | -                  |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                                       | <b>(1,490)</b>  | <b>8</b>        | <b>-</b>                  | <b>(1,482)</b>     |
| Cash flows with shareholders                                                                      | (818)           | (158)           | 150                       | (826)              |
| Net change in financial liabilities of the Automotive segment                                     | (1,563)         | -               | (52)                      | (1,615)            |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                                                       | <b>(2,381)</b>  | <b>(158)</b>    | <b>98</b>                 | <b>(2,441)</b>     |
| <b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>                                           | <b>(2,591)</b>  | <b>(855)</b>    | <b>(34)</b>               | <b>(3,480)</b>     |
| <b>Cash and cash equivalents: opening balance</b>                                                 | <b>15,379</b>   | <b>7,166</b>    | <b>(3)</b>                | <b>22,542</b>      |
| Increase (decrease) in cash and cash equivalents                                                  | (2,591)         | (855)           | (34)                      | (3,480)            |
| Effect of changes in exchange rate and other changes                                              | (94)            | (43)            | -                         | (137)              |
| <b>Cash and cash equivalents: closing balance</b>                                                 | <b>12,694</b>   | <b>6,268</b>    | <b>(37)</b>               | <b>18,925</b>      |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

(2) Dividends paid by the Sales Financing segment to the Automotive segment are included in the net income of the Automotive segment. They amounted to €150 million in the first half-year of 2025.

(3) The cash flow before interest and tax is presented net of dividends received from listed companies.

| (€ million)                                                                                       | Automotive      | Sales Financing | Intersegment transactions | CONSOLIDATED TOTAL |
|---------------------------------------------------------------------------------------------------|-----------------|-----------------|---------------------------|--------------------|
| <b>Year 2025 <sup>(1)</sup></b>                                                                   |                 |                 |                           |                    |
| <b>Net income <sup>(2)</sup></b>                                                                  | <b>(11,226)</b> | <b>731</b>      | <b>(300)</b>              | <b>(10,795)</b>    |
| Cancellation of income and expenses with no impact on cash                                        |                 |                 |                           |                    |
| Depreciation, amortization and impairment                                                         | 3,453           | 786             | -                         | 4,239              |
| Share in net (income) loss of associates and joint ventures                                       | 2,204           | (5)             | (1)                       | 2,198              |
| Other income and expenses with no impact on cash, before interest and tax                         | 10,369          | 630             | (6)                       | 10,993             |
| Dividends received from unlisted associates and joint ventures                                    | 27              | 1               | -                         | 28                 |
| <b>Cash flow before interest and tax <sup>(3)</sup></b>                                           | <b>4,827</b>    | <b>2,143</b>    | <b>(307)</b>              | <b>6,663</b>       |
| <b>Dividends received from listed companies</b>                                                   | <b>-</b>        | <b>-</b>        | <b>-</b>                  | <b>-</b>           |
| Decrease (increase) in Sales Financing receivables                                                | -               | (2,890)         | (60)                      | (2,950)            |
| Net change in financial assets and Sales Financing debts                                          | -               | 394             | (55)                      | 339                |
| Change in capitalized leased assets                                                               | 89              | (1,641)         | -                         | (1,552)            |
| Change in working capital before tax                                                              | (142)           | 717             | 2                         | 577                |
| <b>Cash flows from operating activities before interest and tax</b>                               | <b>4,774</b>    | <b>(1,277)</b>  | <b>(420)</b>              | <b>3,077</b>       |
| Interest received                                                                                 | 287             | 1               | (16)                      | 272                |
| Interest paid                                                                                     | (351)           | -               | 23                        | (328)              |
| Current taxes (paid) / received                                                                   | (339)           | (342)           | (1)                       | (682)              |
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                                       | <b>4,371</b>    | <b>(1,618)</b>  | <b>(414)</b>              | <b>2,339</b>       |
| Purchases of intangible assets                                                                    | (1,386)         | (36)            | -                         | (1,422)            |
| Purchases of property, plant and equipment                                                        | (1,600)         | (20)            | (2)                       | (1,622)            |
| Disposals of property, plant and equipment and intangibles                                        | 71              | -               | -                         | 71                 |
| Acquisitions and disposals of investments involving gain or loss of control, net of cash acquired | (56)            | -               | -                         | (56)               |
| Acquisitions and disposals of other investments and other                                         | (221)           | 24              | -                         | (197)              |
| Net decrease (increase) in other securities and loans of the Automotive segment                   | (171)           | -               | 100                       | (71)               |
| <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                                                       | <b>(3,363)</b>  | <b>(32)</b>     | <b>98</b>                 | <b>(3,297)</b>     |
| Cash flows with shareholders                                                                      | (692)           | 79              | 299                       | (314)              |
| Net change in financial liabilities of the Automotive segment                                     | (993)           | -               | (28)                      | (1,021)            |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                                                       | <b>(1,685)</b>  | <b>79</b>       | <b>271</b>                | <b>(1,335)</b>     |
| <b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>                                           | <b>(677)</b>    | <b>(1,571)</b>  | <b>(45)</b>               | <b>(2,293)</b>     |
| <b>Cash and cash equivalents: opening balance</b>                                                 | <b>15,379</b>   | <b>7,166</b>    | <b>(3)</b>                | <b>22,542</b>      |
| Increase (decrease) in cash and cash equivalents                                                  | (677)           | (1,571)         | (45)                      | (2,293)            |
| Effect of changes in exchange rate and other changes                                              | (164)           | (71)            | -                         | (235)              |
| <b>Cash and cash equivalents: closing balance</b>                                                 | <b>14,538</b>   | <b>5,524</b>    | <b>(48)</b>               | <b>20,014</b>      |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

(2) Dividends paid by the Sales Financing segment to the Automotive segment are included in the net income of the Automotive segment. They amounted to €300 million in 2025.

(3) The cash flow before interest and tax is presented net of dividends received from listed companies.

## D. Other information for the Automotive segment: net cash position (net financial indebtedness), operational free cash flow and ROCE

The net cash position or net financial indebtedness, operational free cash flow and ROCE are only presented for the Automotive segment.

The net cash position or net financial indebtedness includes all non-operating interest-bearing financial liabilities and

commitments less cash and cash equivalents and other non-operating financial assets such as marketable securities or the segment's loans. Cash and cash equivalents and current financial liabilities classified as Assets and Liabilities held for sale are excluded.

### Net cash position (net financial indebtedness)

| (€ million)                                                                                    | June 30, 2026 | December 31, 2025 <sup>(1)</sup> |
|------------------------------------------------------------------------------------------------|---------------|----------------------------------|
| Non-current financial liabilities                                                              | (5,134)       | (3,958)                          |
| Current financial liabilities                                                                  | (4,581)       | (5,147)                          |
| Non-current financial assets – other securities, loans and derivatives on financing operations | 156           | 402                              |
| Current financial assets                                                                       | 1,553         | 1,500                            |
| Cash and cash equivalents                                                                      | 14,576        | 14,538                           |
| <b>Net cash position (net financial indebtedness) of the Automotive segment</b>                | <b>6,570</b>  | <b>7,335</b>                     |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

### Operational free cash flow

| (€ million)                                                                                         | June 30, 2026 | H1 2025 <sup>(1)</sup> | Year 2025 <sup>(1)</sup> |
|-----------------------------------------------------------------------------------------------------|---------------|------------------------|--------------------------|
| Cash flow (excluding dividends from Nissan and the Sales Financing segment) before interest and tax | 1,824         | 2,043                  | 4,527                    |
| <b>Dividends received from the Sales Financing segment</b>                                          | <b>250</b>    | <b>150</b>             | <b>300</b>               |
| Changes in working capital before tax                                                               | (226)         | (893)                  | (142)                    |
| Interest received by the Automotive segment                                                         | 144           | 162                    | 287                      |
| Interest paid by the Automotive segment                                                             | (165)         | (171)                  | (351)                    |
| Current taxes (paid) / received                                                                     | (14)          | (141)                  | (339)                    |
| Acquisitions of property, plant and equipment, and intangible assets net of disposals               | (1,327)       | (1,342)                | (2,915)                  |
| Capitalized leased vehicles and batteries                                                           | 167           | 130                    | 89                       |
| <b>Operational free cash flow of the Automotive segment</b>                                         | <b>653</b>    | <b>(62)</b>            | <b>1,456</b>             |
| Payments for restructuring expenses <sup>(2)</sup>                                                  | (200)         | (117)                  | (303)                    |
| <b>Operational free cash flow of the Automotive segment excluding restructuring</b>                 | <b>853</b>    | <b>55</b>              | <b>1,759</b>             |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

(2) Details of the amounts recorded in Restructuring Costs are presented in Note 5-A.

### ROCE

ROCE (Return On Capital Employed) is an indicator that measures the profitability of capital invested. It is presented for the Automotive segment at the 2025 year-end. The figures for the year

2025 have been restated and are presented below. Details of the impacts of these restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

| (€ million)                                                                                         | December 31, 2025 |
|-----------------------------------------------------------------------------------------------------|-------------------|
| Operating margin                                                                                    | 2,164             |
| Normative tax rate                                                                                  | 28%               |
| Operating margin after tax                                                                          | 1,558             |
| Share in net income (loss) of associates and joint ventures excluding Nissan                        | 127               |
| <b>Adjusted operating margin (A)</b>                                                                | <b>1,685</b>      |
| Property, plant and equipment, intangible assets and goodwill                                       | 16,412            |
| Investments in associates and joint ventures                                                        | 4,045             |
| Non-current financial assets – equity investments excluding RCI Banque SA and Nissan <sup>(1)</sup> | 47                |
| Working capital                                                                                     | (12,644)          |
| <b>Capital employed (B)</b>                                                                         | <b>7,860</b>      |
| <b>Return on capital employed (ROCE = A/B)</b>                                                      | <b>21.4%</b>      |

(1) As of June 30, 2025, the investment in Nissan is classified in non-current financial assets of the Automotive segment. It is no longer included in capital employed for the calculation of ROCE.

## 6.2. Accounting policies and scope of consolidation

### Note 1 - Approval of the financial statements

Groupe Renault, referred to in the financial statements as “Renault Group” or “the Group”, consists of Renault SA and its subsidiaries, joint operations, joint ventures and associates included in the scope of consolidation.

### Note 2 - Accounting policies

The condensed consolidated half-year financial statements at June 30, 2026 are compliant with IAS 34 “Interim financial reporting”. They do not contain all the information required for annual consolidated financial statements and should be read in conjunction with the financial statements at December 31, 2025.

Renault Group’s condensed consolidated half-year financial statements at June 30, 2026 are prepared under the IFRS (International Financial Reporting Standards) issued by the IASB (International Accounting Standards Board) at June 30, 2026 and adopted by the European Union at the closing date. Except for the changes presented in paragraph A below, the accounting policies are identical to those applied in the consolidated financial statements at December 31, 2025.

#### 2-A. Changes in accounting policies

##### 2-A1. Changes in accounting standards

Renault Group applies the accounting standards and amendments that have been published in the Official Journal of the European Union and are mandatory from January 1, 2026.

##### *New amendments that became mandatory on January 1, 2026*

|                               |                                                         |
|-------------------------------|---------------------------------------------------------|
| Amendments to IFRS 9 / IFRS 7 | Classification and Measurement of Financial Instruments |
| Amendments to IFRS 9 / IFRS 7 | Contracts Referencing Nature-dependent Electricity      |
| Annual improvements Volume 11 | Annual improvements process                             |

Application of these amendments has no material impact on the Group’s financial statements.

##### *New standards and amendments not applied early by the Group*

| New IFRS standards and amendments not applied early by the Group |                                                     | Mandatory application date set by the IASB |
|------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------|
| IFRS 18                                                          | Presentation and Disclosure in Financial Statements | January 1, 2027                            |

IFRS 18 will be applicable in the Group’s financial statements for annual reporting periods beginning on after January 1, 2027, with mandatory restatement of comparative information. To this end, the Group is continuing its implementation project for the standard by assessing its full range of impacts: on the primary financial statements, in particular the income statement, on key financial indicators, on disclosures in the notes to the financial statements, and on information systems. The Group is also closely monitoring submissions to the IFRS Interpretations Committee and the related responses.

##### *Other standards and amendments not yet adopted by the European Union*

The IASB has also published the following new standards and amendments that have not yet been adopted by the European Union.

Renault Group’s condensed consolidated half-year financial statements at June 30, 2026 were examined at the Board of Directors’ meeting of July 29, 2026.

| IFRS standards and amendments not yet adopted by the European Union |                                                         | Application date set by the IASB |
|---------------------------------------------------------------------|---------------------------------------------------------|----------------------------------|
| IFRS 19 and amendments                                              | Subsidiaries without Public Accountability: Disclosures | January 1, 2027                  |
| Amendments to IAS 21                                                | Translation to a Hyperinflation Presentation Currency   | January 1, 2027                  |
| IFRS 20                                                             | Regulatory Assets and Regulatory Liabilities            | January 1, 2029                  |

The Group does not at this stage anticipate that application of IFRS 19, IFRS 20 and the amendments to IAS 21 will have any significant impact on the consolidated financial statements.

##### *2-A2. Restatements of the consolidated figures reported in 2025*

The following restatements have been applied to the consolidated financial statements at June 30, 2025 and December 31, 2025:

- Transfer of the activities of the “Mobility Services” segment to the “Automotive” segment, as detailed in Note 6.1 “Information on operating segments”.
- Adjustments resulting from finalization of the purchase price allocation for the acquisition of RNAIPL which took place during the first half-year of 2026. The principal impacts concern the balance sheet, particularly the final goodwill value, and are presented in Note 3. The impacts on the income statement are negligible.
- Some reclassifications have been made in the consolidated income statement between “Cost of goods and services sold” and “Research and Development expenses”, to reflect transfers between functions, particularly concerning supplier entry tickets. These reclassifications, presented below, have no impact on the operating margin or operating income.

| (€ million)                       | HY1 2025 restated | HY1 2025 as published | Year 2025 restated | Year 2025 as published |
|-----------------------------------|-------------------|-----------------------|--------------------|------------------------|
| Costs of goods and services sold  | (22,349)          | (22,310)              | (46,904)           | (46,875)               |
| Research and Development expenses | (1,111)           | (1,150)               | (2,143)            | (2,172)                |

## 2-B. Highlights

### *FutuREady, the new strategic plan*

In March 2026 Renault Group presented its new strategic plan, futuREady. With this new plan the Group intends to pursue its growth dynamic and become the world’s leading European automaker.

### *Initiatives in the Defense sector*

Following an approach by the French Ministry of the Armed Forces, during the first half-year of 2026 Renault Group announced several initiatives designed to put its expertise to use for the defense sector, helping it rise to the challenges of scaling up while preserving its competitiveness and sovereignty. The financial impacts of these activities remain limited at June 30, 2026.

### *Acquisition of control over Flexis sas*

In June 2026, Renault Group acquired the shares in Flexis held by Volvo Group and CMA CGM, thus taking full ownership of the company. Renault Group teams will now continue to develop the new generation of fully electric vans and related services, to respond to the challenges of urban logistics and meet the growing demand for decarbonization. The production of the Renault Trafic Van E-Tech electric, the first model in the range to be based on a Software Defined Vehicle (SDV) platform, will begin at Renault Group's Sandouville plant (France) at the end of 2026. The effects of this takeover of Flexis sas are described in Note 3.

### *Employee shareholding*

Since the Renault Shareplan was launched in 2022, Renault Group has taken steps each year to engage all employees in its strategy and future performances. The 2026 employee shareholding operation attributed up to 2 free shares to eligible employees in France and internationally. It also offered employees the opportunity to buy shares at a 30% discount on the reference price. The IFRS 2 expense recognized for this new plan at June 30, 2026 amounts to €12 million.

### *External financing*

As part of its liquidity management, during the first half-year of 2026 Renault SA issued a ¥159 billion bond on the Japanese market, and a €750 million Euro bond. The Sales Financing segment made several Senior Euro bond issues totalling €3.15 billion (Note 16-C) during the same period, including a €750 million green bond.

At the date of publication of these consolidated financial statements, the Group has sufficient cash and sources of financing to ensure continuity of operations for the next twelve months, and has demonstrated its capacity to issue debt.

## **2-C. Estimates and judgments**

Renault Group often has to make estimates and assumptions that affect the book value of certain assets and liabilities, income and expenses, and disclosures made in certain notes to the financial statements. In preparing its financial statements, the Group regularly revises its estimates and assessments to take account of past experience and other factors deemed relevant in view of the economic circumstances.

In preparing the half-year condensed consolidated financial statements, the significant judgments exercised by the management of the Group or its subsidiaries to apply the Group's accounting policies, and the main sources of uncertainty concerning estimates, are identical to those described in the 2025 consolidated financial statements.

## Note 3 - Changes in the scope of consolidation

### Automotive

On 31 July 2025, Renault Group purchased Nissan Group's remaining 51% stake in their joint plant at Chennai (Renault Nissan Automotive India Private Ltd (RNAIPL), and thus became the sole owner of RNAIPL. Allocation of the purchase price was finalized during the first half-year of 2026, leading to recognition of final goodwill of €116 million. The breakdown of net assets acquired at the date of the operation is as follows:

| (€ million)                                          | Final allocation of the purchase price |
|------------------------------------------------------|----------------------------------------|
| Tangible and Intangible assets                       | 163                                    |
| Customer receivables                                 | 152                                    |
| Other assets                                         | 335                                    |
| Cash and cash equivalents                            | 296                                    |
| Financial liabilities                                | (91)                                   |
| Provisions                                           | (113)                                  |
| Other liabilities                                    | (288)                                  |
| <b>Net assets acquired - Group share</b>             | <b>454</b>                             |
| Finalized goodwill                                   | 116                                    |
| <b>Book value of shares held as of July 31, 2025</b> | <b>570</b>                             |

In February 2026, the Renault Group subsidiary The Future is NEUTRAL sas acquired a minority holding in Pollini Group, a leading Italian operator in the management of end-of-life vehicles (ELV). As the Group has joint control over the company, it is accounted for under the equity method.

In June 2026, Renault Group acquired control over Flexis sas by purchasing the 45% and 10% stakes previously held by Volvo Group and CMA CGM respectively. Renault Group will now oversee the development of a brand-new range of fully electric light commercial vehicles incorporating cutting-edge technologies, due to start production by the end of 2026. This acquisition of control has added €78 million to the value of the investment previously held (Note 5-B) and led to recognition of provisional goodwill of €152 million on Flexis sas now that Renault owns all of its shares.

The breakdown of net assets acquired at the date of the operation is as follows:

| (€ million)                                          | Provisional allocation of the purchase price |
|------------------------------------------------------|----------------------------------------------|
| Tangible and Intangible assets                       | 812                                          |
| Other assets                                         | 73                                           |
| Cash and cash equivalents                            | 36                                           |
| Financial liabilities                                | (524)                                        |
| Provisions                                           | (3)                                          |
| Other liabilities                                    | (68)                                         |
| <b>Net assets acquired - Group share</b>             | <b>326</b>                                   |
| Provisional goodwill                                 | 152                                          |
| <b>Book value of shares held as of June 30, 2026</b> | <b>478</b>                                   |

## 6.3. Consolidated income statement

### Note 4 - Revenues

#### 4-A. Breakdown of revenues

| (€ million)                                        | H1 2026       | H1 2025 <sup>(1)</sup> | Year 2025 <sup>(1)</sup> |
|----------------------------------------------------|---------------|------------------------|--------------------------|
| <b>Sales of goods - Automotive segment</b>         | <b>23,846</b> | <b>22,102</b>          | <b>46,145</b>            |
| <b>Sales to partners of the Automotive segment</b> | <b>1,883</b>  | <b>1,440</b>           | <b>3,188</b>             |
| Rental income on leased assets <sup>(2)</sup>      | 258           | 298                    | 670                      |
| Sales of other services                            | 819           | 694                    | 1,530                    |
| <b>Sales of services - Automotive segment</b>      | <b>1,077</b>  | <b>992</b>             | <b>2,200</b>             |
| <b>Sales of goods - Sales Financing segment</b>    | <b>378</b>    | <b>328</b>             | <b>674</b>               |
| Rental income on leased assets <sup>(2)</sup>      | 366           | 267                    | 573                      |
| Interest income on Sales Financing receivables     | 2,035         | 1,914                  | 3,911                    |
| Sales of other services <sup>(3)</sup>             | 667           | 597                    | 1,231                    |
| <b>Sales of services - Sales Financing segment</b> | <b>3,068</b>  | <b>2,778</b>           | <b>5,715</b>             |
| <b>Total Revenues</b>                              | <b>30,252</b> | <b>27,640</b>          | <b>57,922</b>            |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2 A2 "Restatements of the consolidated figures reported in 2025".

(2) Rental income recorded by the Group on vehicle sales with a buy-back commitment or fixed asset rentals.

(3) Mainly income on services comprising insurance, maintenance, and replacement vehicles with or without a financing contract.

#### 4-B. Revenues by region

Consolidated revenues are presented by location of customers.

| (€ million)                     | H1 2026       | H1 2025       | Year 2025     |
|---------------------------------|---------------|---------------|---------------|
| <b>Europe</b>                   | <b>23,709</b> | <b>22,112</b> | <b>45,795</b> |
| Including France                | 8,170         | 8,106         | 16,488        |
| <b>Eurasia</b>                  | <b>1,634</b>  | <b>1,393</b>  | <b>2,918</b>  |
| <b>Africa &amp; Middle East</b> | <b>898</b>    | <b>938</b>    | <b>1,994</b>  |
| <b>Asia Pacific</b>             | <b>1,350</b>  | <b>1,070</b>  | <b>2,471</b>  |
| <b>Americas</b>                 | <b>2,661</b>  | <b>2,127</b>  | <b>4,744</b>  |
| <b>Total Revenues</b>           | <b>30,252</b> | <b>27,640</b> | <b>57,922</b> |

## Note 5 - Other operating income and expenses

| (€ million)                                                                                                                                                    | H1 2026      | H1 2025         | Year 2025       |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------|-----------------|
| Restructuring and workforce adjustment costs                                                                                                                   | (313)        | (86)            | (447)           |
| Gains and losses on total or partial disposal of businesses or operating entities, and other gains and losses related to changes in the scope of consolidation | 72           | (9,368)         | (9,407)         |
| Gains and losses on disposal of property, plant and equipment and intangible assets (except leased asset sales)                                                | 30           | (1)             | 2               |
| Impairment of property, plant and equipment, intangible assets and goodwill (excluding goodwill of associates and joint ventures)                              | (98)         | (322)           | (895)           |
| Other unusual items                                                                                                                                            | (132)        | (280)           | (752)           |
| <b>TOTAL</b>                                                                                                                                                   | <b>(441)</b> | <b>(10,057)</b> | <b>(11,499)</b> |

### 5-A. Restructuring and workforce adjustment costs

Restructuring and workforce adjustment costs in the first half-year of 2026 principally concern France (€(212) million). They relate to the plan to reduce fixed costs and cover employee departure plans and other expenses relating to deployment of the futuREady strategic plan.

At June 30, 2025 and December 31, 2025, restructuring and workforce adjustment costs mainly concerned France (€(52) million and €(414) million respectively).

### 5-B. Gains and losses on disposal of businesses or operating entities

In 2026 these gains and losses principally include a €78 million gain corresponding to the fair value adjustment of the investment previously held in Flexis sas.

In 2025, gains and losses on disposal of businesses or operating entities primarily included a loss resulting from the change of accounting treatment for the investment in Nissan. The €(9,315) million effects of this change comprise €(6,789) million corresponding to the difference between the book value and fair value of the investment at June 30, 2025, €(2,598) million of translation adjustments transferred to profit and loss, and €72 million corresponding to cancellation of deferred taxes due to application of the equity method.

### 5-C. Gains and losses on disposal of property, plant and equipment and intangible assets

Gains and losses on disposal of property, plant and equipment and intangible assets comprise various amounts which are all individually non-significant at June 30, 2026.

In 2025, gains and losses on disposal of property, plant and equipment and intangible assets comprised various amounts which were all individually non-significant.

### 5-D. Impairment of fixed assets and goodwill

Impairment of fixed assets and goodwill amounting to €(98) million was recorded in the first half-year of 2026. It mainly concerns developments of vehicles and specific assets.

In 2025, impairment of €(895) million was recorded, mainly concerning vehicle developments and specific assets. No impairment was reversed during 2025.

### 5-E. Other unusual items

Other unusual items in 2026 generated a net expense of €(132) million and principally include net allocations of €(57) million to provisions for operating losses on loss-making vehicle programmes.

Other unusual items in 2025 generated a net expense of €(752) million, mainly including €(222) million of provisions booked in connection with the Financial Conduct Authority's investigation in the UK, €(129) million allocated to provisions for CO<sub>2</sub> emission penalties on vehicles sold and €(122) million reflecting adjustment of the net realizable value of certain battery stocks.

## Note 6 - Financial income (expenses)

| (€ million)                                                                                                                                   | H1 2026      | H1 2025     | Year 2025    |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|--------------|
| Cost of gross financial indebtedness                                                                                                          | (149)        | (170)       | (350)        |
| Income on cash and financial assets                                                                                                           | 147          | 148         | 281          |
| <b>Cost of net financial indebtedness</b>                                                                                                     | <b>(2)</b>   | <b>(22)</b> | <b>(69)</b>  |
| Dividends received from companies that are neither controlled nor under significant influence                                                 | 7            | 3           | 5            |
| Foreign exchange gains and losses on financial operations                                                                                     | 49           | 61          | 112          |
| Gain/Loss on exposure to hyperinflation <sup>(1)</sup>                                                                                        | (63)         | (50)        | (73)         |
| Net interest expenses on the defined-benefit liabilities and assets corresponding to pension and other long-term employee benefit obligations | (23)         | (24)        | (45)         |
| Other <sup>(2)</sup>                                                                                                                          | (94)         | (61)        | (138)        |
| <b>Other financial income and expenses</b>                                                                                                    | <b>(124)</b> | <b>(71)</b> | <b>(139)</b> |
| <b>Financial income (expenses)</b>                                                                                                            | <b>(126)</b> | <b>(93)</b> | <b>(208)</b> |

(1) The loss on exposure to hyperinflation relates to Group entities in Argentina.

(2) Other items mainly comprise expenses on assignment of receivables, bank commissions, discounts and late payment interest.

The net cash position of the Automotive segment is presented in the information by operating segment (Note 6.1-D).

## Note 7 - Current and deferred taxes

As Renault SA elected to determine French income taxes under the tax consolidation regime when it was formed, this is the regime applicable to the Group in which Renault SA is taxed in France.

Renault Group also applies other optional tax consolidation regimes in Germany, Spain, Romania, the Netherlands and the UK.

| (€ million)                       | H1 2026      | H1 2025      | Year 2025    |
|-----------------------------------|--------------|--------------|--------------|
| Current income taxes              | (218)        | (310)        | (601)        |
| Deferred tax income (charge)      | (61)         | (14)         | 79           |
| <b>CURRENT AND DEFERRED TAXES</b> | <b>(279)</b> | <b>(324)</b> | <b>(522)</b> |

At June 30, 2026, €3 million of the current income tax charge comes from French entities and €(221) million from foreign entities (respectively €(69) million and €(241) million at June 30, 2025 and €(115) million and €(486) million for the year 2025).

unrecognized. The effective tax rate for foreign entities was 21% in the first half-year of 2026 (25% in 2025).

At June 30, 2026, the Group recorded an additional tax charge of €11 million relating to the "Pillar 2" minimum corporate tax.

The effective tax rate is not relevant to the French tax consolidation due to the existence of tax losses which are largely

## Note 8 - Basic and diluted earnings per share

| (thousands of shares)                                              | H1 2026        | H1 2025        | Year 2025      |
|--------------------------------------------------------------------|----------------|----------------|----------------|
| Shares in circulation                                              | 295,722        | 295,722        | 295,722        |
| Treasury shares                                                    | (5,806)        | (6,342)        | (6,429)        |
| Shares held by Nissan x Renault's share in Nissan                  | -              | (15,920)       | (15,913)       |
| <b>Number of shares used to calculate basic earnings per share</b> | <b>289,916</b> | <b>273,460</b> | <b>273,380</b> |

The number of shares used to calculate the basic earnings per share is the weighted average number of ordinary shares in

circulation during the period, i.e. after neutralization of treasury shares.

| (thousands of shares)                                                                     | H1 2026        | H1 2025 <sup>(1)</sup> | Year 2025 <sup>(1)</sup> |
|-------------------------------------------------------------------------------------------|----------------|------------------------|--------------------------|
| Number of shares used to calculate basic earnings per share                               | 289,916        | 273,460                | 273,380                  |
| Dilutive effect of stock options, performance share rights and other share-based payments | 3,707          | -                      | -                        |
| <b>Number of shares used to calculate diluted earnings per share</b>                      | <b>293,623</b> | <b>273,460</b>         | <b>273,380</b>           |

(1) As the net income – parent-company shareholders' share was negative in 2025, the dilutive effect of stock options, performance share rights and other share-based payments is not reported.

The number of shares used to calculate the diluted earnings per share is the weighted average number of ordinary shares potentially in circulation during the period, i.e. the number of shares used to calculate the basic earnings per share plus the

number of stock options and rights to performance shares awarded under the relevant plans that have a dilutive effect and fulfil the performance conditions at the reporting date when issuance is conditional.

|                                                                                                                 | H1 2026     | H1 2025        | Year 2025      |
|-----------------------------------------------------------------------------------------------------------------|-------------|----------------|----------------|
| Net income used to calculate basic earnings per share and diluted earnings per share (€ million) <sup>(1)</sup> | 693         | (11,185)       | (10,931)       |
| Number of shares used to calculate basic earnings per share (thousands of shares)                               | 289,916     | 273,460        | 273,380        |
| <b>Basic earnings per share (€)</b>                                                                             | <b>2.39</b> | <b>(40.90)</b> | <b>(39.98)</b> |
| Number of shares used to calculate diluted earnings per share (thousands of shares) <sup>(2)</sup>              | 293,623     | 273,460        | 273,380        |
| <b>Diluted earnings per share (€)</b>                                                                           | <b>2.36</b> | <b>(40.90)</b> | <b>(39.98)</b> |

(1) The net income used to calculate basic earnings per share and diluted earnings per share is the Group net income, adjusted for interest paid on the Undated Deeply Subordinated Notes (treated as preference shares issued by RCO Banque SA), which is deducted from shareholders' equity.

(2) As the net income – parent-company shareholders' share was negative in 2025, the dilutive effect of stock options, performance share rights and other share-based payments is not reported.

## 6.4. Operating assets and liabilities, shareholders' equity

### Note 9 - Intangible assets and property, plant and equipment

#### 9-A. Intangible assets and goodwill

##### 9-A1. Changes in intangible assets and goodwill

| (€ million)                                                                | Gross value   | Depreciation and impairment | Net value    |
|----------------------------------------------------------------------------|---------------|-----------------------------|--------------|
| <b>Value at December 31, 2025 <sup>(1)</sup></b>                           | <b>16,663</b> | <b>(11,001)</b>             | <b>5,662</b> |
| Acquisitions <sup>(2)</sup> / (amortization and impairment) <sup>(3)</sup> | 758           | (597)                       | 161          |
| (Disposals) / reversals                                                    | (4)           | 1                           | (3)          |
| Translation adjustment                                                     | (19)          | 6                           | (13)         |
| Change in scope of consolidation and other                                 | 803           | -                           | 803          |
| <b>Value at June 30, 2026</b>                                              | <b>18,201</b> | <b>(11,591)</b>             | <b>6,610</b> |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

(2) The acquisition of Flexis sas led to recognition of provisional goodwill of €152 million (Note 3).

(3) Including €(94) million of impairment on intangible assets (Note 5-D).

##### 9-A2. Research and development expenses included in income

| (€ million)                                      | H1 2026        | H1 2025 <sup>(1)</sup> | Year 2025 <sup>(1)</sup> |
|--------------------------------------------------|----------------|------------------------|--------------------------|
| Research and development expenses                | (1,293)        | (1,303)                | (2,602)                  |
| Capitalized development expenses                 | 719            | 633                    | 1,289                    |
| Amortization of capitalized development expenses | (456)          | (441)                  | (830)                    |
| <b>TOTAL INCLUDED IN INCOME</b>                  | <b>(1,030)</b> | <b>(1,111)</b>         | <b>(2,143)</b>           |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

Research and development expenses are reported net of research tax credits for the vehicle development activity.

These expenses are stable compared to the first half-year of 2026. The increase in capitalized development expenses essentially relates to investments in Software-Defined Vehicle technology, and development of the EV.

#### 9-B. Tangible assets

| (€ million)                                                 | Gross value   | Depreciation and impairment | Net value     |
|-------------------------------------------------------------|---------------|-----------------------------|---------------|
| <b>Value at December 31, 2025</b>                           | <b>46,017</b> | <b>(31,495)</b>             | <b>14,522</b> |
| Acquisitions / (amortization and impairment) <sup>(1)</sup> | 2,134         | (1,284)                     | 850           |
| (Disposals) / reversals                                     | (1,405)       | 869                         | (536)         |
| Translation adjustment                                      | 7             | 20                          | 27            |
| Change in scope of consolidation and other                  | 285           | (114)                       | 171           |
| <b>Value at June 30, 2026</b>                               | <b>47,038</b> | <b>(32,004)</b>             | <b>15,034</b> |

(1) Including €(4) million of impairment on tangible assets (Note 5-D).

#### 9-C. Impairment tests on vehicle-specific assets and the assets of certain entities

Following impairment tests of specific vehicle-dedicated assets and assets belonging to certain entities, €98 million of impairment was booked in the first half 2026 in respect of fixed assets (developments, specific tools and goodwill), comprising €94 million for intangible assets and €4 million for tangible assets. In

2025, impairment tests led to recognition of €895 million of impairment in respect of fixed assets (developments, specific tools and vacant buildings), comprising €689 million for intangible assets and €206 million for tangible assets.

#### 9-D. Impairment tests of the Automotive segment cash-generating units

In view of the impairment tests carried out in December 2025 and the financial results for this half-year, it was not considered necessary to conduct a further test at June 30, 2026. A sensitivity

analysis of the 2025 impairment test using an after-tax discount rate updated as at June 30, 2026 did not indicate any risk of impairment.

## Note 10 - Investments in associates and joint ventures

Details of investments in associates and joint ventures are as follows in the Group's financial statements:

| (€ million)                                                        | H1 2026,<br>At June 30, 2026 | H1 2025,<br>At June 30, 2025 | Year 2025,<br>At December 31,<br>2025 |
|--------------------------------------------------------------------|------------------------------|------------------------------|---------------------------------------|
| <b>Consolidated income statement</b>                               |                              |                              |                                       |
| <b>Share in net income (loss) of associates and joint ventures</b> | -                            | 9                            | 133                                   |
| HORSE Powertrain Ltd                                               | 21                           | 65                           | 245                                   |
| Associates accounted for under the equity method                   | 29                           | 2                            | (17)                                  |
| Joint ventures accounted for under the equity method               | (50)                         | (58)                         | (95)                                  |
| <b>Consolidated financial position</b>                             |                              |                              |                                       |
| <b>Investments in associates and joint ventures</b>                | <b>4,106</b>                 | <b>4,239</b>                 | <b>4,129</b>                          |
| HORSE Powertrain Ltd                                               | 3,483                        | 3,148                        | 3,362                                 |
| Associates accounted for under the equity method                   | 354                          | 626                          | 328                                   |
| Joint ventures accounted for under the equity method               | 269                          | 465                          | 439                                   |

### Investment in HORSE Powertrain Ltd

At June 30, 2026 Renault Group holds 45% of HORSE Powertrain Ltd. HORSE Powertrain Ltd is a London-based company that designs, develops, manufactures and sells solutions and systems for engines, powertrains, hybrid systems and batteries.

HORSE Powertrain Ltd's board of directors has seven members: three from Renault Group, three from Geely and one from Aramco. Decisions about relevant activities must be approved by the majority of members. In view of this information, Renault Group has joint control over HORSE Powertrain Ltd, which is therefore accounted for under the equity method. The functional currency of HORSE Powertrain Ltd is the euro.

#### Summary financial information for HORSE Powertrain Ltd

The HORSE Powertrain Ltd accounts included under the equity method in Renault Group's financial statements are its consolidated financial statements under IFRS at June 30, 2026.

| (€ million)                              |                                    | June 30, 2026 | December 31, 2025 |
|------------------------------------------|------------------------------------|---------------|-------------------|
| Revenues                                 |                                    | 6,180         | 12,307            |
| Depreciation and amortization            |                                    | (472)         | (911)             |
| Interest income                          |                                    | 6             | 30                |
| Interest expense                         |                                    | (40)          | (43)              |
| Current and deferred taxes               |                                    | (24)          | (37)              |
| Net Income                               |                                    | 47            | 550               |
|                                          | Parent-company shareholders' share | 45            | 545               |
|                                          | Non-controlling interests' share   | 2             | 5                 |
| Other components of comprehensive income |                                    | 219           | (225)             |
|                                          | Parent-company shareholders' share | 219           | (225)             |
|                                          | Non-controlling interests' share   | -             | -                 |
| Comprehensive income                     |                                    | 266           | 325               |
|                                          | Parent-company shareholders' share | 264           | 320               |
|                                          | Non-controlling interests' share   | 2             | 5                 |

| (€ million)                                       |                                              | June 30, 2026 | December 31, 2025 |
|---------------------------------------------------|----------------------------------------------|---------------|-------------------|
| Non-current assets                                |                                              | 8,760         | 8,712             |
| Current assets                                    |                                              | 5,213         | 4,590             |
|                                                   | Including: cash and cash equivalents         | 1,744         | 1,205             |
| <b>Total assets</b>                               |                                              | <b>13,973</b> | <b>13,303</b>     |
| Shareholders' equity                              |                                              | 7,830         | 7,560             |
|                                                   | Parent-company shareholders' share           | 7,740         | 7,472             |
|                                                   | Non-controlling interests' share             | 90            | 88                |
| Non-current liabilities                           |                                              | 2,451         | 2,151             |
|                                                   | Including: non-current financial liabilities | 1,871         | 1,613             |
| Current liabilities                               |                                              | 3,692         | 3,592             |
|                                                   | Including: current financial liabilities     | 246           | 406               |
| <b>Total shareholders' equity and liabilities</b> |                                              | <b>13,973</b> | <b>13,303</b>     |

| (€ million)          |                                    | December 31,<br>2025 | 2026 net<br>income | Dividends | Translation<br>adjustment | Other<br>changes | June 30, 2026 |
|----------------------|------------------------------------|----------------------|--------------------|-----------|---------------------------|------------------|---------------|
| Shareholders' equity |                                    | 7,560                | 47                 | -         | 221                       | 2                | 7,830         |
|                      | Parent-company shareholders' share | 7,472                | 45                 | -         | 221                       | 2                | 7,740         |
|                      | Non-controlling interests' share   | 88                   | 2                  | -         | -                         | -                | 90            |

## Operations between Renault Group and the HORSE Powertrain Ltd Group

The following tables show the total amount of sales and purchases between Renault Group and HORSE Powertrain Ltd and its subsidiaries, and Renault Group's balance sheet positions with those entities.

| (€ million)                               | June 30, 2026        |           | December 31, 2025    |           |
|-------------------------------------------|----------------------|-----------|----------------------|-----------|
| In the consolidated income statement      | Sales <sup>(1)</sup> | Purchases | Sales <sup>(1)</sup> | Purchases |
| HORSE Powertrain Ltd and its subsidiaries | -                    | (3,053)   | -                    | (5,687)   |

(1) Renault Group excludes sales to HORSE Powertrain Ltd and its subsidiaries from its sales revenues since they are classified as customized work (€435 million at June 30, 2026, and €1,021 million at December 31, 2025).

| (€ million)                               | June 30, 2026    |                                 |              |                |                   |
|-------------------------------------------|------------------|---------------------------------|--------------|----------------|-------------------|
| In the consolidated financial position    | Financial assets | Automotive customer receivables | Other assets | Trade payables | Other liabilities |
| HORSE Powertrain Ltd and its subsidiaries | 288              | 177                             | 34           | 1,313          | 22                |

| (€ million)                               | December 31, 2025               |                                 |              |                |                   |
|-------------------------------------------|---------------------------------|---------------------------------|--------------|----------------|-------------------|
| In the consolidated financial position    | Financial assets <sup>(1)</sup> | Automotive customer receivables | Other assets | Trade payables | Other liabilities |
| HORSE Powertrain Ltd and its subsidiaries | 532                             | 184                             | 228          | 1,239          | 29                |

(1) At December 31, 2024 the Group made a €258 million loan to HORSE Powertrain Ltd which is repayable by May 31, 2027. This financing is granted on market terms and is deducted from the Group's net indebtedness (Note 6.1.D).

## Note 11 - Sales Financing receivables

### 11-A. Sales Financing receivables by nature

| (€ million)                                 | June 30, 2026 | December 31, 2025 |
|---------------------------------------------|---------------|-------------------|
| Dealership receivables                      | 13,114        | 13,989            |
| Financing for final customers               | 27,361        | 26,241            |
| Leasing and similar operations              | 18,170        | 17,775            |
| <b>Gross value</b>                          | <b>58,645</b> | <b>58,005</b>     |
| Impairment                                  | (1,266)       | (1,180)           |
| <b>Net value</b>                            | <b>57,379</b> | <b>56,825</b>     |
| Receivables value adjustment <sup>(1)</sup> | (4)           | -                 |
| <b>Net value after adjustment</b>           | <b>57,375</b> | <b>56,825</b>     |

(1) Impacts of adjustment to the value of the hedged risk relating to assets covered by the Sales Financing's segment macrohedging arrangements.

### 11-B. Breakdown of Sales Financing receivables by level of risk

Sales financing receivables are classified into a risk category based on the potential deterioration of credit risk since their initial recognition. This classification determines the level of expected credit loss provision to be recognized for each instrument:

- Bucket 1, healthy receivables: No significant deterioration or only a minor deterioration in credit risk since origination; the impairment corresponds to expected losses over a 12-month horizon.
- Bucket 2, receivables with increased credit risk: Credit risk has deteriorated since initial recognition; the impairment corresponds to expected losses over the asset's entire lifetime.
- Bucket 3, defaulted receivables: Receivables in default.

| (€ million)                                                                               | Financing for final customers | Dealer financing | June 30, 2026  |
|-------------------------------------------------------------------------------------------|-------------------------------|------------------|----------------|
| <b>Gross value</b>                                                                        | <b>45,531</b>                 | <b>13,114</b>    | <b>58,645</b>  |
| Healthy receivables                                                                       | 40,486                        | 12,058           | 52,544         |
| Receivables showing higher credit risk since initial recognition                          | 3,668                         | 913              | 4,581          |
| Receivables in default                                                                    | 1,377                         | 143              | 1,520          |
| % of total receivables in default                                                         | 3.0%                          | 1.1%             | 2.6%           |
| <b>Impairment</b>                                                                         | <b>(1,211)</b>                | <b>(55)</b>      | <b>(1,266)</b> |
| Impairment in respect of healthy receivables                                              | (265)                         | (16)             | (281)          |
| Impairment in respect of receivables showing higher credit risk since initial recognition | (163)                         | (11)             | (174)          |
| Impairment in respect of receivables in default                                           | (783)                         | (28)             | (811)          |
| <b>Total net value</b>                                                                    | <b>44,320</b>                 | <b>13,059</b>    | <b>57,379</b>  |

| (€ million)                                                                               | Financing for final customers | Dealer financing | December 31, 2025 |
|-------------------------------------------------------------------------------------------|-------------------------------|------------------|-------------------|
| <b>Gross value</b>                                                                        | <b>44,016</b>                 | <b>13,989</b>    | <b>58,005</b>     |
| Healthy receivables                                                                       | 39,082                        | 12,954           | 52,036            |
| Receivables showing higher credit risk since initial recognition                          | 3,678                         | 936              | 4,614             |
| Receivables in default                                                                    | 1,256                         | 99               | 1,355             |
| % of total receivables in default                                                         | 2.9%                          | 0.7%             | 2.3%              |
| <b>Impairment</b>                                                                         | <b>(1,129)</b>                | <b>(51)</b>      | <b>(1,180)</b>    |
| Impairment in respect of healthy receivables                                              | (251)                         | (20)             | (271)             |
| Impairment in respect of receivables showing higher credit risk since initial recognition | (158)                         | (7)              | (165)             |
| Impairment in respect of receivables in default                                           | (720)                         | (24)             | (744)             |
| <b>Total net value</b>                                                                    | <b>42,887</b>                 | <b>13,938</b>    | <b>56,825</b>     |

## Note 12 - Inventories

| (€ million)                       | June 30, 2026 |              |              | December 31, 2025 |              |              |
|-----------------------------------|---------------|--------------|--------------|-------------------|--------------|--------------|
|                                   | Gross value   | Impairment   | Net value    | Gross value       | Impairment   | Net value    |
| Raw materials and supplies        | 2,364         | (311)        | 2,053        | 2,146             | (330)        | 1,816        |
| Work in progress                  | 316           | (1)          | 315          | 282               | (11)         | 271          |
| Used vehicles                     | 1,267         | (59)         | 1,208        | 1,108             | (56)         | 1,052        |
| Finished products and spare parts | 3,227         | (218)        | 3,009        | 2,658             | (175)        | 2,483        |
| <b>TOTAL</b>                      | <b>7,174</b>  | <b>(589)</b> | <b>6,585</b> | <b>6,194</b>      | <b>(572)</b> | <b>5,622</b> |

## Note 13 - Financial assets – Cash and cash equivalents

### 13-A. Current/non-current breakdown

| (€ million)                                                   | June 30, 2026 |               |               | December 31, 2025 |               |               |
|---------------------------------------------------------------|---------------|---------------|---------------|-------------------|---------------|---------------|
|                                                               | Non-current   | Current       | Total         | Non-current       | Current       | Total         |
| Investments in non-controlled entities <sup>(1)</sup>         | 2,204         | -             | 2,204         | 2,868             | -             | 2,868         |
| Marketable securities and negotiable debt instruments         | -             | 441           | 441           | -                 | 341           | 341           |
| Derivatives on financing operations by the Automotive segment | 25            | 283           | 308           | 12                | 230           | 242           |
| Loans and other                                               | 432           | 1,005         | 1,437         | 815               | 1,100         | 1,915         |
| <b>TOTAL FINANCIAL ASSETS</b>                                 | <b>2,661</b>  | <b>1,729</b>  | <b>4,390</b>  | <b>3,695</b>      | <b>1,671</b>  | <b>5,366</b>  |
| <i>Gross value</i>                                            | <i>2,676</i>  | <i>1,785</i>  | <i>4,461</i>  | <i>3,754</i>      | <i>1,683</i>  | <i>5,437</i>  |
| <i>Impairment</i>                                             | <i>(15)</i>   | <i>(56)</i>   | <i>(71)</i>   | <i>(59)</i>       | <i>(12)</i>   | <i>(71)</i>   |
| Cash equivalents <sup>(2)</sup>                               | -             | 7,020         | 7,020         | -                 | 9,140         | 9,140         |
| Cash                                                          | -             | 13,819        | 13,819        | -                 | 10,874        | 10,874        |
| <b>TOTAL CASH AND CASH EQUIVALENTS</b>                        | <b>-</b>      | <b>20,839</b> | <b>20,839</b> | <b>-</b>          | <b>20,014</b> | <b>20,014</b> |

(1) Including €2,150 million of Nissan shares.

(2) Cash equivalents mainly consist of term deposits with maturities of 3 months or less and a low risk of change in the minimum payments receivable, totalling €4,514 million (€5,094 million at December 31, 2025), and investment funds with "monetary fund" approval that meet the criteria for classification as cash equivalents, totalling €2,438 million (€3,748 million at December 31, 2025).

The Group made a €250 million loan to HORSE Powertrain Solutions S.L.U., an entity that is fully-owned by the joint venture HORSE Powertrain Ltd, repayable by which was repaid on May 31, 2026. The Group has also made a €258 million loan to HORSE

Powertrain Ltd that is repayable by May 31, 2027. This financing is granted at market conditions and is deducted from the Group's net indebtedness (Note 6.1 D).

### 13-B. Investments in non-controlled entities

At June 30, 2026, investments in non-controlled entities essentially comprise €2,150 million for the investment in Nissan, which Renault group has opted to carry at fair value through other comprehensive income. The Group did not buy or sell any Nissan shares during the first half-year of 2026. The fair value of the shares held in Nissan at June 30, 2026 is based on their stock market value of ¥300 per share, applying the exchange rate of €1=¥185.08. The €(661) million decrease in the fair value of these shares is included in Other comprehensive income.

Investments in non-controlled entities also comprise €34 million relating to the Fonds Avenir Automobile fund, part of a support plan for automobile industry suppliers introduced by the French authorities and automakers (€36 million at December 31, 2025). The outstanding amount payable to this fund by Renault Group at June 30, 2026 is €66 million (€69 million at December 31, 2025).

### 13-C. Cash not available to the Group

The Group has liquidities in countries where repatriation of funds can be complex for regulatory or political reasons. In most of these countries, such funds are used locally for industrial or sales financing purposes.

Some current bank accounts held by the Sales Financing Securitization Fund are used to increase credit on securitized

receivables, and consequently act as guarantees in the event of default on payment of receivables. These current bank accounts amount to €1,325 million at June 30, 2026 (€1,072 million at December 31, 2025).

## Note 14 - Shareholders' equity

### 14-A. Share capital

The total number of ordinary shares issued and fully paid-up at June 30, 2026 is 295,722 thousands of shares with par value of €3.81 per share (unchanged since December 31, 2025).

Treasury shares do not bear dividends. They account for 2,15% of Renault's share capital at June 30, 2026 (2% at December 31, 2025).

The Nissan Group holds approximately 15% of Renault SA through its wholly-owned subsidiary Nissan Finance Co. Ltd.

### 14-B. Renault treasury shares

In application of decisions approved at General Shareholders' Meetings, Renault treasury shares consist of shares allocated to performance share plans and other share-based payment agreements awarded to Group managers and executives, and shares purchased for the purposes of the liquidity agreement

signed in May 2022 with investment bank Exane. Under that agreement, Renault SA made a deposit of €25 million with BNP. During the first half-year of 2026, Renault SA has purchased 1 693 291 shares for an average price of €29.85 and sold 1 588 865 shares for the average price of €30.88, during the first half of 2026.

|                                           | Plan      | Liquidity contract | June 30, 2026 | December 31, 2025 |
|-------------------------------------------|-----------|--------------------|---------------|-------------------|
| Total value of treasury plans (€ million) | 256       | 8                  | 264           | 262               |
| Total number of treasury shares           | 6,100,719 | 248,156            | 6,348,875     | 5,881,947         |

### 14-C. Distributions

At the General and Extraordinary Shareholders' Meeting of April 30, 2026, it was decided to distribute a dividend of €2.20 per share representing a total amount of €639.7 million, which was paid out

in full at June 30, 2026. During the year 2025, €635.8 million of dividends were paid out.

### 14-D. Performance share plans and other share-based payment arrangements

During the first half-year of 2026 performance share plan 33 was introduced, concerning 1,352 thousands of shares with initial total value of €24 million. The vesting period for shares is three years, and there is no minimum holding period.

The 2026 employee shareholding operation attributed up to 2 free shares to eligible employees in France and internationally (2 attributed as standard). It also offered employees the opportunity to buy shares at a 30% discount on the reference price. The IFRS 2 expense recognized for this new plan at June 30, 2026 amounts to €12 million.

#### Changes in the number of share rights held by personnel and other share-based payments

|              | Rights not yet vested at January 1, 2026 | Granted   | Vested rights <sup>(1)</sup> | Rights expired and other adjustments | Rights not yet vested at June 30, 2026 |
|--------------|------------------------------------------|-----------|------------------------------|--------------------------------------|----------------------------------------|
| Share rights | 5,127,383                                | 1,352,396 | (1,597,498)                  | (238,969)                            | 4,643,312                              |

(1) Performance shares rights were awarded under plan 30 granted in 2023.

## Note 15 - Provisions

### 15-A. Provisions for pensions and other long-term employee benefit obligations

Provisions for pensions and other long-term employee benefit obligations amount to €1,097 million at June 30, 2026 (€1,081 million at December 31, 2025). These provisions increased by €16 million in the first half-year of 2026. The financial discount rate most

frequently used to value the Group's obligations in France is 4% at June 30, 2026 (3.95% at December 31, 2025) and the salary increase rate at June 30, 2026 is 3.2% (3.2% at December 31, 2025).

### 15-B. Changes in provisions

| (€ million)                                | Restructuring provisions | Warranty provisions | Provisions for litigation and risks concerning other taxes | Provisions for insurance activities <sup>(1)</sup> | Provisions for commitments given and other | Total        |
|--------------------------------------------|--------------------------|---------------------|------------------------------------------------------------|----------------------------------------------------|--------------------------------------------|--------------|
| <b>At December 31, 2025 <sup>(2)</sup></b> | <b>253</b>               | <b>1,010</b>        | <b>195</b>                                                 | <b>227</b>                                         | <b>1,390</b>                               | <b>3,075</b> |
| Increases                                  | 181                      | 311                 | 25                                                         | 8                                                  | 291                                        | 816          |
| Reversals of provisions for application    | (46)                     | (352)               | (26)                                                       | (9)                                                | (256)                                      | (689)        |
| Reversals of unused balance of provisions  | (33)                     | (2)                 | (7)                                                        | (3)                                                | (86)                                       | (131)        |
| Changes in scope of consolidation          | -                        | -                   | -                                                          | -                                                  | 1                                          | 1            |
| Translation adjustments and other changes  | 32                       | 2                   | 2                                                          | 4                                                  | (20)                                       | 20           |
| <b>At June 30, 2026 <sup>(3)</sup></b>     | <b>387</b>               | <b>969</b>          | <b>189</b>                                                 | <b>227</b>                                         | <b>1,320</b>                               | <b>3,092</b> |

(1) Technical reserves established by the Sales Financing segment's insurance companies.

(2) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

(3) Short-term portion of provisions: €1,213 million; long-term portion of provisions: €1,879 million.

All known litigation in which Renault or Group companies are involved is examined at each closing. After seeking the opinion of legal advisors, any provisions deemed necessary are set aside to cover the estimated risk. During the first half-year of 2026, the Group recorded no provision in connection with significant new litigation. Information on contingent liabilities is provided in Note 19.

Increases to restructuring provisions essentially comprise the effect of workforce adjustment measures in the Europe Region (Note 5-A).

At June 30, 2026, other provisions include €364 million of provisions established in application of environmental regulations (€355 million at December 31, 2025). They include provisions to cover CO<sub>2</sub> emissions penalties on vehicles sold in the European Union, India, South Korea and Switzerland (€168 million at June 30, 2026), expenses relating to end-of-life vehicles and batteries, and environmental compliance costs for industrial land in the Europe Region and industrial and commercial sites in the Americas and Eurasia Regions. The Group has also established provisions totalling €205 million for estimated costs related to purchase contracts and volume commitments (€254 million at December 31, 2025).

In the United Kingdom, the Financial Conduct Authority (FCA) banned certain commission models for car financing in 2021. Several complaints were then filed regarding commission agreements established before this ban. On January 11, 2024, the FCA announced that it would review the commission and car financing sales agreements across the motor finance industry including RCI Financial Services Ltd, and ensure that consumers would receive appropriate compensation if it found evidence of widespread misconduct. Alongside the FCA's investigations, the UK Court of Appeal issued a ruling on October 25, 2024, stating that any financing commission must be disclosed to clients and receive their explicit consent. In August 2025 the Supreme Court ruled that motor dealers have no fiduciary duty to customers, but confirmed that undisclosed high commissions could create an unfair relationship under the UK Consumer Credit Act. After this, on October 7, 2025 the FCA launched a consultation for an industry-wide compensation scheme covering agreements signed between April 6, 2007 and November 1, 2024. The consultation ended on December 12, 2025 and the FCA published its policy statement in March 2026. Certain British lenders and a consumer group then lodged a legal challenge against the policy, and as a result, payment of compensation has been delayed. The case is unlikely to be heard by the relevant court until October 2026. The Group has established a provision of approximately €256 million to cover all the costs relating to this matter.

## Note 16 - Financial liabilities and Sales Financing debts

### 16-A. Current/non-current breakdown

| (€ million)                                                                    | June 30, 2026 |               |               | December 31, 2025 <sup>(1)</sup> |               |               |
|--------------------------------------------------------------------------------|---------------|---------------|---------------|----------------------------------|---------------|---------------|
|                                                                                | Non-current   | Current       | Total         | Non-current                      | Current       | Total         |
| Renault SA redeemable shares                                                   | 277           | -             | 277           | 262                              | -             | 262           |
| Bonds                                                                          | 4,061         | 2,428         | 6,489         | 2,963                            | 2,933         | 5,896         |
| Other debts represented by a certificate                                       | -             | 416           | 416           | -                                | 352           | 352           |
| Borrowings from credit institutions                                            | 172           | 79            | 251           | 173                              | 450           | 623           |
| - France                                                                       | 170           | 5             | 175           | 170                              | 15            | 185           |
| - Brazil                                                                       | -             | -             | -             | -                                | 228           | 228           |
| - Morocco                                                                      | -             | 58            | 58            | -                                | 98            | 98            |
| Lease liabilities                                                              | 442           | 135           | 577           | 420                              | 134           | 554           |
| Other financial liabilities <sup>(2)</sup>                                     | 153           | 670           | 823           | 127                              | 587           | 714           |
| <b>Financial liabilities of the Automotive segment (excluding derivatives)</b> | <b>5,105</b>  | <b>3,728</b>  | <b>8,833</b>  | <b>3,945</b>                     | <b>4,456</b>  | <b>8,401</b>  |
| Derivatives on financing operations of the Automotive segment                  | 29            | 286           | 315           | 13                               | 177           | 190           |
| <b>Financial liabilities of the Automotive segment</b>                         | <b>5,134</b>  | <b>4,014</b>  | <b>9,148</b>  | <b>3,958</b>                     | <b>4,633</b>  | <b>8,591</b>  |
| Subordinated loans and Diac redeemable shares <sup>(3)</sup>                   | 1,338         | -             | 1,338         | 1,334                            | -             | 1,334         |
| <b>Financial liabilities</b>                                                   | <b>6,472</b>  | <b>4,014</b>  | <b>10,486</b> | <b>5,292</b>                     | <b>4,633</b>  | <b>9,925</b>  |
| Bonds                                                                          | -             | 17,959        | 17,959        | -                                | 16,476        | 16,476        |
| Other debts represented by a certificate                                       | -             | 8,721         | 8,721         | -                                | 8,317         | 8,317         |
| Borrowings from credit institutions                                            | -             | 3,945         | 3,945         | -                                | 4,864         | 4,864         |
| Other interest-bearing borrowings, including lease liabilities <sup>(4)</sup>  | -             | 31,106        | 31,106        | -                                | 30,523        | 30,523        |
| <b>Debts of the Sales Financing segment (excluding derivatives)</b>            | <b>-</b>      | <b>61,731</b> | <b>61,731</b> | <b>-</b>                         | <b>60,180</b> | <b>60,180</b> |
| Derivatives on financing operations of the Sales Financing segment             | -             | 144           | 144           | -                                | 240           | 240           |
| <b>Sales Financing debts</b>                                                   | <b>-</b>      | <b>61,875</b> | <b>61,875</b> | <b>-</b>                         | <b>60,420</b> | <b>60,420</b> |
| <b>Total financial liabilities and sales financing debts</b>                   | <b>6,472</b>  | <b>65,889</b> | <b>72,361</b> | <b>5,292</b>                     | <b>65,053</b> | <b>70,345</b> |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2 A2 "Restatements of the consolidated figures reported in 2025".

(2) The financial liability recognized at June 30, 2026 in application of IAS 16 for leases analysed in substance as purchases amounts to €78 million (€87 million at December 31, 2025).

(3) Including subordinated loans of RCI Banque, amounting to €1,297 million at June 30, 2025 (€1,302 million at December 31, 2025).

(4) Including lease liabilities of the Sales Financing segment, amounting to €59 million at June 30, 2025 (€70 million at December 31, 2025).

### 16-B. Changes in Automotive financial liabilities and derivative assets on financing operations

| (€ million)                                                                                                           | December 31, 2025 <sup>(1)</sup> | Change in cash flows | Change resulting from acquisition or loss of control over subsidiaries and other operating units | Foreign exchange changes with no effect on cash flows | Other changes with no effect on cash flows | June 30, 2026 |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------|--------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------|---------------|
| Renault SA redeemable shares                                                                                          | 262                              | -                    | -                                                                                                | -                                                     | 15                                         | 277           |
| Bonds                                                                                                                 | 5,896                            | 604                  | -                                                                                                | (1)                                                   | (10)                                       | 6,489         |
| Other debts represented by a certificate                                                                              | 352                              | 64                   | -                                                                                                | -                                                     | -                                          | 416           |
| Borrowings from credit institutions                                                                                   | 623                              | (149)                | -                                                                                                | 20                                                    | (243)                                      | 251           |
| Lease liabilities                                                                                                     | 554                              | (70)                 | -                                                                                                | 4                                                     | 89                                         | 577           |
| Other financial liabilities                                                                                           | 714                              | (249)                | 517                                                                                              | 6                                                     | (165)                                      | 823           |
| <b>Financial liabilities of the Automotive segment (excluding derivatives)</b>                                        | <b>8,401</b>                     | <b>200</b>           | <b>517</b>                                                                                       | <b>29</b>                                             | <b>(314)</b>                               | <b>8,833</b>  |
| Derivatives on financing operations of the Automotive segment                                                         | 190                              | 121                  | -                                                                                                | 5                                                     | (1)                                        | 315           |
| <b>Total financial liabilities of the Automotive segment (A)</b>                                                      | <b>8,591</b>                     | <b>321</b>           | <b>517</b>                                                                                       | <b>34</b>                                             | <b>(315)</b>                               | <b>9,148</b>  |
| Derivative assets on Automotive financing operations (B)                                                              | 242                              | 69                   | -                                                                                                | -                                                     | (3)                                        | 308           |
| <b>Net change in Automotive financial liabilities in consolidated cash flows by segment (section 6.1.C) (A) - (B)</b> |                                  | <b>252</b>           |                                                                                                  |                                                       |                                            |               |
| <b>Net change in Automotive financial liabilities in consolidated cash flows</b>                                      |                                  | <b>252</b>           |                                                                                                  |                                                       |                                            |               |

(1) The figures for 2025 have been restated. Details of the impacts of the restatements are presented in Note 2-A2 "Restatements of the consolidated figures reported in 2025".

### 16-C. Changes in financial liabilities and Sales Financing debts

#### Changes in redeemable shares of the Automotive segment

The redeemable shares issued in October 1983 and April 1984 by Renault SA are subordinated perpetual shares listed on the Paris Stock Exchange. They earn a minimum annual return of 9% comprising a 6.75% fixed portion and a variable portion that

depends on consolidated revenues and is calculated based on identical Group structure and methods.

Redeemable shares are stated at amortized cost, calculated by discounting the forecast interest coupons at the effective interest rate of the borrowing.

These shares are traded for €366 at June 30, 2026 (€350 at December 31, 2025). The financial liability based on the stock market value of the redeemable shares at June 30, 2026 is €292 million (€279 million at December 31, 2025).

### *Changes in bonds of the Automotive segment*

Renault SA has issued two new bonds in 2026: a 4-year bond with a 3.02% fixed coupon issued under its Shelf program on the Japanese market with total value of ¥159 billion, in two tranches, and a €750 million 5-year bond with a 4.125% coupon issued under its EMTN program.

During the first half-year of 2025, bonds repayments amounted to €1,005 million.

### *Changes in Sales Financing debts*

The Sales Financing sector comprised four public senior Euro bonds with durations of 3.8 years (€900 million), 6.1 years (€900 million), 8.2 years (€600 million), and 5.2 years (€750 million Green bond), so the equivalent of €3.15 billion on the bond market in the first half of 2026. Furthermore, the Sales Financing segment regularly conducts local refinancing operations through its subsidiaries in Brazil, South Korea, Morocco, Colombia, and Argentina.

|                                         | June 30, 2026         |                    | June 30, 2025         |                    | December 31, 2025     |                    |
|-----------------------------------------|-----------------------|--------------------|-----------------------|--------------------|-----------------------|--------------------|
|                                         | To non-group entities | To Sales Financing | To non-group entities | To Sales Financing | To non-group entities | To Sales Financing |
| (€ million)                             |                       |                    |                       |                    |                       |                    |
| Assignment of Automotive receivables    | 2,235                 | 809                | 1,845                 | 668                | 1,901                 | 406                |
| Automotive independent dealer financing | -                     | 10,065             | -                     | 9,573              | -                     | 10,801             |
| <b>Total assigned</b>                   | <b>2,235</b>          | <b>10,874</b>      | <b>1,845</b>          | <b>10,241</b>      | <b>1,901</b>          | <b>11,207</b>      |

In the first half-year of 2026, the total amount of tax receivables assigned and derecognized is €229 million, mainly corresponding to VAT receivables for €159 million euros (€268 million of VAT receivables in 2025), and the rest concerns research tax credits.

The Automotive segment assigns its dealership receivables to the Sales financing segment. The total for dealership receivables transferred to the Sales financing segment principally concerns Renault group. The amounts are presented in Note 11-B.

The savings business increased by €647 million during the half-year, with an increase in sight deposits by €82 million and term deposits which increased by €565 million. 88.7% of these deposits are covered by a deposit guarantee scheme at 30 June 2026, compared to 88.9% at December 31, 2025.

### *Changes in financial liabilities of the Mobility Services segment*

The financial liabilities of the Mobility Services segment consist of internal Group financing issued by Renault sas and DIAC SA in the form of interest-bearing loans.

### *Automotive segment financing by assignment of receivables*

Some of the Automotive segment's external financing comes from assignment of commercial receivables to non-Group financial establishments and intragroup assignments to the Sales Financing segment. The Sales Financing segment also contributes to the financing of inventories sold by the Automotive segment to the independent dealer network.

All receivables assigned by the Automotive segment are derecognized.

Details of financing by assignment of commercial receivables and financing of the dealer network by the Sales Financing segment are as follows:

### *Automotive segment financing by reverse factoring*

As at 31 December 2025 and 30 June 2026, the Group had implemented several non-committed supplier financing programmes (particularly in France and Spain), under which a financial institution settles amounts due to suppliers in advance. Renault Group undertakes to reimburse the financial institution on the maturity date of the supplier liability and bears the cost associated with the early payment. The liabilities covered by these programs are classified as "Trade payables" at the amount of €481 million (€511 million at December 31, 2025).

## 6.5. Cash flows and other information

### Note 17 - Cash flows

#### 17-A. Other income and expenses with no impact on cash before interest and tax

| (€ million)                                                                     | H1 2026    | H1 2025       | Year 2025     |
|---------------------------------------------------------------------------------|------------|---------------|---------------|
| Net allocation to provisions                                                    | 41         | 148           | 731           |
| Net effects of Sales Financing credit losses                                    | 61         | 22            | 34            |
| Net (gain) loss on asset disposals <sup>(1)</sup>                               | (47)       | 9,371         | 9,422         |
| Change in fair value of other financial instruments                             | 10         | 9             | 15            |
| Net financial indebtedness                                                      | 2          | 22            | 69            |
| Deferred taxes                                                                  | 61         | 14            | (79)          |
| Current taxes                                                                   | 218        | 310           | 601           |
| Other                                                                           | 110        | 108           | 200           |
| <b>Other income and expenses with no impact on cash before interest and tax</b> | <b>456</b> | <b>10,004</b> | <b>10,993</b> |

(1) In 2025, this includes the €(9,315) million loss resulting from the change of accounting treatment for the investment in Nissan (Note 5-B).

#### 17-B. Change in working capital before tax

| (€ million)                                              | H1 2026    | H1 2025      | Year 2025  |
|----------------------------------------------------------|------------|--------------|------------|
| Decrease (increase) in net inventories                   | (1,090)    | (763)        | (152)      |
| Decrease (increase) in net receivables                   | 104        | (38)         | (384)      |
| Decrease (increase) in other assets                      | (394)      | (89)         | (76)       |
| Increase (decrease) in trade payables                    | 521        | (356)        | 723        |
| Increase (decrease) in other liabilities                 | 1,041      | 446          | 466        |
| <b>Increase (decrease) in working capital before tax</b> | <b>182</b> | <b>(800)</b> | <b>577</b> |

#### 17-C. Capital expenditure

| (€ million)                                               | H1 2026        | H1 2025        | Year 2025      |
|-----------------------------------------------------------|----------------|----------------|----------------|
| Purchases of intangible assets                            | (758)          | (687)          | (1,422)        |
| Purchases of property, plant and equipment <sup>(1)</sup> | (617)          | (629)          | (1,560)        |
| <b>Total purchases for the period</b>                     | <b>(1,375)</b> | <b>(1,316)</b> | <b>(2,982)</b> |
| Deferred payments                                         | (35)           | (84)           | (62)           |
| <b>Total capital expenditure</b>                          | <b>(1,410)</b> | <b>(1,400)</b> | <b>(3,044)</b> |

(1) Excluding capitalized leased assets and right-of-use assets.

## Note 18 - Related parties

### 18-A. Remuneration of directors and executives and Leadership Team members

There has been no significant change in the principles for remuneration and related benefits of corporate representatives.

The Leadership Team had 13 members at June 30, 2026.

### 18-B. Renault Group's investments in associates and joint ventures

Details of Renault Group's investments in HORSE Powertrain Ltd and in other companies accounted for under the equity method are provided in Notes 10.

### 18-C. Transactions with the French State and public companies

In the course of its business, Renault Group undertakes transactions with the French State and State owned companies such as UGAP, EDF, La Poste, etc. These transactions take place under normal market conditions and their amount is non-significant for Renault Group.

### 18-D. Operations between Renault Group and Nissan Group

Renault Group and Nissan follow joint actions for vehicle and component development, purchasing, production and distribution resources. This cooperation is reflected in synergies that reduce costs.

#### *Operations between the Automotive segment and Nissan*

Renault Group's Automotive segment is involved in operations with Nissan on two levels:

- Industrial production: cross-over production of vehicles and components in the Alliance's manufacturing plants. In the first half-year of 2026, total sales by the Automotive segment to Nissan and purchases by the Automotive segment from Nissan amounted to around €1.1 billion and €0.2 billion respectively (€1.2 billion and €0.5 billion respectively in 2025, including €0.6 billion and €0.3 billion for the first half-year).
- Finance: in addition to its activity for Renault Group, Renault Finance acts as the Nissan Group's counterparty in financial instrument trading to hedge foreign exchange and interest rate risks.

#### *Operations between the Sales Financing segment and Nissan Group*

Renault Group's Sales Financing segment helps to attract customers and build loyalty to Nissan brands through a range of financing products and services incorporated into the sales policy, mainly in Europe. In the first half-year 2026, RCI Banque recorded €84 million of service revenues in the form of commission and interest received from Nissan (€163 million in 2025, of which €81 million were recorded in the first half-year).

## Note 19 - Off-balance sheet commitments, contingent assets and liabilities, assets pledged and received as collateral

In the course of its business, Renault Group enters into a certain number of commitments, and is involved in litigations or subject to investigations by competition and automotive regulation authorities. Any liabilities resulting from these situations (e.g. pensions and other employee benefits, litigation costs, etc.) are covered by provisions. Details of other commitments that

constitute off-balance sheet commitments and contingent liabilities are provided below (Note 19-A).

Renault Group also receives commitments from customers (deposits, mortgages, etc.) and may benefit from credit lines with credit institutions (Note 19-B).

### 19-A. Off-balance sheet commitments given and contingent liabilities, assets pledged as collateral

#### 19-A1. Ordinary operations

The Group is committed for the following amounts:

| (€ million)                                                                           | June 30, 2026 | December 31, 2025 |
|---------------------------------------------------------------------------------------|---------------|-------------------|
| Assets pledged as collateral by Sales Financing segment <sup>(1)</sup>                | 7,379         | 6,882             |
| Financing commitments in favour of customers <sup>(2)</sup> - Sales Financing segment | 2,891         | 2,186             |
| Financial guarantees given by Sales Financing segment <sup>(3)</sup>                  | 473           | 241               |
| Other financial guarantees given <sup>(4)</sup>                                       | 631           | 690               |
| Commitments related to supply contracts <sup>(5)</sup>                                | 2,827         | 2,735             |
| Commitments related to green energy contracts <sup>(6)</sup>                          | 92            | 115               |
| Firm investment orders                                                                | 1,894         | 1,375             |
| Lease commitments <sup>(7)</sup>                                                      | 220           | 261               |
| Other financing commitments                                                           | 15            | 25                |
| Other commitments <sup>(8)</sup>                                                      | 1,488         | 1,455             |
| Other assets pledged as collateral                                                    | 40            | 55                |

(1) Assets pledged as guarantees by the Sales Financing segment for management of its liquidity reserve are presented in Note 19-A4.

(2) These commitments will mostly give rise to cash outflows within one year after the year-end.

(3) These commitments will give rise to cash outflows of €473 million during the 3 years after the year-end.

(4) These guarantees are mainly given to State administrations.

(5) These commitments include minimum payment obligations to suppliers when the Group has made a firm commitment for collection and payment (€376 million of commitments that will give rise to a cash outflow within one year after the year-end, €1,687 million of commitments that will give rise to a cash outflow between 1 and 5 years after the year-end, and €764 million of commitments that will give rise to a cash outflow more than 5 years after the year-end).

(6) These commitments include green electricity purchase contracts subscribed for the Group's industrial site decarbonization plan (€49 million of commitments that will give rise to a cash outflow within one year after the year-end, €5 million of commitments that will give rise to a cash outflow between 1 and 5 years after the year-end, and €38 million of commitments that will give rise to a cash outflow more than 5 years after the year-end).

(7) Lease commitments comprise commitments relating to leases signed but not yet effective at the year-end which cannot be included in the statement of financial position as assets in progress, leases that are outside the scope of IFRS 16 and leases exempt from the accounting treatment prescribed by IFRS 16 (Note 2).

(8) Other commitments include commitments made in contracts signed as part of the partnership to design and produce the digital architecture for the Software Defined Vehicle, commitments concerning acceleration of the Group's digitization, and share subscription commitments.

Multi-year supply commitments will give rise to cash outflows over a period of 10 years starting from the 2026 year-end. The maximum payable within one year is €376 million at June 30, 2026 (€486 million within one year at December 31, 2025).

Irrevocable commitments at June 30, 2026 were essentially made to secure raw material and battery supplies for electric vehicles.

#### 19-A2. Contingent liabilities

Group companies are periodically subject to tax inspections in the countries in which they operate. Accepted tax adjustments are recorded as provisions in the financial statements. Contested tax adjustments are recognized on a case-by-case basis, taking into account the risk that the proceedings or appeals undertaken may be unsuccessful. Tax liabilities are recognized via provisions when there are uncertainties over the determination of taxes.

Renault sas was subject to a tax inspection covering the period 2012-2020 which resulted in notifications of tax reassessments concerning transfer prices. Negotiations relating to this tax inspection reduced the amount payable to €146 million. The dispute will be brought before the administrative courts for resolution.

RESA (Renault España SA) was notified in late 2020 of a €213 million tax reassessment for transfer prices concerning the years 2013 to 2016, and an €84 million tax reassessment for transfer prices in June 2023 concerning the years 2017 and 2019. No provision has been recognized in connection to these notifications, since Renault Group considers that it has good chances of winning its case. An amicable settlement procedure between France and Spain was begun in 2021. A deposit of €297 million was paid to the

Spanish tax authorities and recognized in non-current financial assets.

When the Group purchased RNAIPL in July 2025, it identified several contingent liabilities relating to tax risks covered by provisions. Nissan granted the Group a seller's warranty which has been recognised to the extent of the liabilities concerned, included in other non-current assets.

Group companies are periodically subject to investigations by the authorities in the countries in which they operate. When the resulting financial consequences are accepted, they are recognized in the financial statements via provisions. When they are contested, they are recognized on a case-by-case basis, based on estimates that take into account the risk that the proceedings or appeals undertaken may be unsuccessful.

The main investigations by the competition and automotive regulation authorities in progress at June 30, 2026 concern illegal agreements and the level of vehicle emissions. Like other automakers, Renault Group is the target lawsuits in France and other countries in connection with the "emissions" affair.

In the ongoing affair in France, in which a formal legal investigation was opened on January 12, 2017 at the request of the Paris public prosecution office, Renault sas was officially placed under investigation for deceit on June 8, 2021 and was referred to the Criminal Court on July 27, 2026.

In July 2021 Renault Group paid bail of €20 million (included in the balance sheet) to guarantee its representation throughout the proceedings and to cover payment of any damages and fines. It also issued a €60 million bank guarantee on October 8, 2021 to cover compensation for any prejudice identified.

In July 2026, the High Court of Justice in England and Wales dismissed all claims against Renault Group in this matter, following a class action.

Renault Group denies having committed any offence. All Renault Group vehicles are, and always have been, type-approved in accordance with applicable laws and regulations. The potential consequences of the next steps in these ongoing proceedings cannot be reliably estimated, and no related provision was recognized at June 30, 2026 (nor at December 31, 2025).

In 2025, Renault SAS was the subject of legal proceedings initiated by Broadcom before the Regional court of Munich, alleging infringement of a patent, the validity of which was formally contested by Renault SAS. Renault sas and Broadcom have now signed a settlement agreement putting an end to the various proceedings.

Group companies are also subject to the applicable regulations regarding pollution, notably of soil and ground water. These regulations vary depending on the country of location. Some of the associated environmental liabilities are potential and will only be recognized in the accounts if the activity is discontinued or the site closed. It is also difficult to determine the amount of the obligation reliably. Provisions are only established for liabilities that correspond to a legal or constructive obligation at the closing date, and can be estimated with reasonable reliability.

The Group establishes provisions for the recycling of its products based on regulatory requirements, once the practical organization of recycling operations is defined. In France, the "AGEC" law adopted on February 10, 2020 to fight waste and promote a circular economy extended industrial operators' legal responsibility for management of their waste. Renault Group has received accreditation to operate an individual system for management of end-of-life vehicles (ELVs) to meet all its recycling obligations for its branded vehicles on the road in France. No provision has been booked to cover the cost of collecting these vehicles in mainland France. For overseas French territories, where this recycling must be funded due to local specificities (for example, there is a lack of infrastructures and end-of-life vehicles may be incomplete), a provision of €23 million was booked in respect of this obligation at June 30, 2026.

Disposals of subsidiaries or businesses by the Group generally include representations and warranties in the buyer's favour. At June 30, 2026, the Group has not identified any significant risk in connection with these operations.

### *19-A3. Share purchase commitments given*

When the Group grants put options to minority shareholders to sell their investments in fully consolidated companies, a liability corresponding to the option is recognized, with a reduction in shareholders' equity – non-controlling interests' share.

Put options granted by the Group to minority shareholders concern Banco RCI Brasil S.A, Rombo Compania Financiera, RCI Colombia S.A, RCI Financial Services s.r.o. and Free to X. The consequences for the financial statements are explained in Note 18-H to the 2025 financial statements.

Partnership agreements were signed in 2018 with Oyak in Türkiye, including perfectly symmetrical put and call options for non-controlling investments, entitling Renault sas, subject to certain

conditions, to purchase Oyak's shares in Oyak Renault (call) and to sell its shares in MAIS (put), and entitling Oyak to sell its shares in Oyak Renault (put) and purchase Renault sas's shares in MAIS (call). The exercise price for the put option, if exercised, will be determined by three independent experts who would be appointed at the exercise date. Analysis of the contracts did not identify any circumstances beyond the control of Renault Group that could lead to Oyak's put option exercised without Renault Group being able to object. Consequently, no liability was recognized at June 30, 2026 or December 31, 2025 in connection with these options.

### *19-A4. Assets pledged as guarantees for management of the liquidity reserve*

For management of its liquidity reserve, the Sales Financing segment has access to the monetary policy operations of the European Central Bank (ECB) and the Bank of England (BOE). To benefit from European Central Bank monetary policy operations, the segment has provided guarantees to the Banque de France (under France's central collateral management system 3G - Gestion Globale des Garanties) in the form of assets with book value of €6,618 million at June 30, 2026 (€6,134 million at December 31, 2025). These assets comprise €6,421 million of shares in securitization vehicles and €196 million of sales financing receivables (€5,829 million of shares in securitization vehicles and

€305 million of sales financing receivables at December 31, 2025). The financing provided by the Banque de France against these guarantees amounts to €1,000 million at June 30, 2026 (€1,800 million at December 31, 2025). To benefit from Bank of England monetary policy operations, the Sales Financing segment has provided guarantees to the Bank of England in the form of assets with book value of £656 million (€761 million) consisting of a self-subscribed securitization program and a bond. All assets provided as guarantees to the Banque de France and the Bank of England remain in the balance sheet.

## 19-B. Off-balance sheet commitments received, contingent assets and assets received as collateral

| (€ million)                                                                 | June 30, 2026 | December 31, 2025 |
|-----------------------------------------------------------------------------|---------------|-------------------|
| Buy-back commitments received by the Sales Financing segment <sup>(1)</sup> | 13,191        | 12,872            |
| Financial guarantees received                                               | 5,047         | 4,677             |
| <i>Including Sales Financing segment <sup>(2)</sup></i>                     | <i>4,365</i>  | <i>4,139</i>      |
| Assets received as collateral                                               | 3,356         | 2,980             |
| <i>Including Sales Financing segment <sup>(2)</sup></i>                     | <i>3,315</i>  | <i>2,926</i>      |
| Other commitments received                                                  | 440           | 324               |

(1) Commitments received by the Sales Financing segment from Nissan and other entities' dealer networks for repurchase of leased vehicles at the end of the lease.

(2) In the course of its sales financing activity for new or used vehicles, the Sales Financing segment has received financial guarantees from its customers amounting to €4,365 million and assets pledged by customers as collateral amounting to €3,315 million at June 30, 2026 (€4,139 million and €2,926 million respectively at December 31, 2025).

Off-balance sheet commitments received concerning confirmed opened credit lines and a bond issue are presented in Note 25-B1 to the 2025 financial statements.

### Commitments received – share purchase options

The agreement for the sale by Renault Group of its investments in Renault Russia and the AVTOVAZ Group, which took place on May 15, 2022, gives Renault Group an option to buy back its investment in Lada Auto Holding (the parent company of AVTOVAZ), exercisable during three 90-day periods starting on May 15, 2024, 2026 and 2028. The exercise price of this option is one rouble, plus a commitment by Renault Group to make a cash contribution to AVTOVAZ over 4 years, of an amount to be determined at Renault Group's discretion by reference to the sum of non-refundable subsidies received from the Russian State, cash contributions to assets and/or the share capital of AVTOVAZ, and the accumulated

profits of the AVTOVAZ Group calculated under IFRS between the date of Renault's sale of its investment in AVTOVAZ and the date at which the repurchase option is exercised.

The amount of this contribution will determine the ownership interest acquired by Renault Group (between 51% and 67.69%). A €400 million contribution will automatically give the Group a 51% investment.

The derivative corresponding to this option has nil value at June 30, 2026 (as at December 31, 2025).

## Note 20 - Subsequent events

No significant event has occurred since June 30, 2026.

## 4 Statutory Auditors' Review Report on the condensed half-yearly consolidated financial statements

### **KPMG S.A.**

Commissaire aux comptes  
Membre de la compagnie régionale  
de Versailles et du Centre  
2 avenue Gambetta – CS 60055  
92066 Paris La Défense Cedex

### **Forvis Mazars SA**

Commissaire aux comptes  
Membre de la compagnie régionale  
de Versailles et du Centre  
45 rue Kléber  
92300 Levallois Perret

### **Renault S.A.**

Société anonyme  
122-122 bis avenue du Général Leclerc  
92 100 Boulogne-Billancourt

## **Statutory Auditors' Review Report on the Half-yearly Financial Information**

(For the six-month period ended June 30, 2026)

*This is a free translation into English of the statutory auditors' review report on the half yearly financial information issued in French and is provided solely for the convenience of English-speaking users. This report includes information relating to the specific verification of information given in the Group's half-yearly management report. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.*

To the Shareholders,

In compliance with the assignment entrusted to us by your general meeting and in accordance with the requirements of article L. 451-1-2 III of the French Monetary and Financial Code ("Code monétaire et financier"), we hereby report to you on:

- the review of the accompanying condensed half-yearly consolidated financial statements of Renault S.A., for the period from January 1<sup>st</sup> to June 30<sup>th</sup>, 2026,
- the verification of the information presented in the half-yearly management report.

These condensed half-yearly consolidated financial statements are the responsibility of the Board of Directors. Our role is to express a conclusion on these financial statements based on our review.

### **I. Conclusion on the financial statements**

We conducted our review in accordance with professional standards applicable in France.

A review of interim financial information consists of making inquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with professional standards applicable in France and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

Based on our review, nothing has come to our attention that causes us to believe that the accompanying condensed half-yearly consolidated financial statements are not prepared, in all material respects, in accordance with IAS 34 standard of the IFRSs as adopted by the European Union applicable to interim financial information.

### **II. Specific verification**

We have also verified the information presented in the half-yearly management report on the condensed half-yearly consolidated financial statements subject to our review.

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

Levallois-Perret and Paris La Défense, July 29<sup>th</sup>, 2026  
The statutory auditors,  
*French original signed by*

### **KPMG S.A.**

Alexandra Saastamoinen  
Partner

### **Forvis Mazars SA**

Julien Huvé  
Partner

## 5 Person responsible for the document

*This is a free translation into English of the certification by the person responsible for the interim financial report and is provided solely for the convenience of English-speaking readers.*

I certify that, to the best of my knowledge, the condensed consolidated financial statements for the first half-year have been prepared in accordance with the applicable accounting standards and give a true and fair view of the assets and liabilities, the financial position and results of the company and of its consolidated subsidiaries, and that the attached half-yearly management report fairly presents the material events which occurred during the first six months of the financial year, their impact on the financial statements, the main related party transactions, and describes the main risks and uncertainties for the remaining six months of the fiscal year.

Boulogne-Billancourt, on July 29, 2026

**François Provost**  
Chief Executive Officer