



# INVESTORS PRESENTATION

## 2025 H1 RESULTS

## DISCLAIMER

RCI Banque S.A. has been operating under the trade name RCI Bank and Services since February 2016 and adopted Mobilize Financial Services as its new commercial identity in May 2022. Its corporate name is unchanged and remains RCI Banque S.A. This commercial name, as well as its acronym Mobilize F.S., may be used by the Group as an alias for its corporate name. RCI Banque S.A. and its subsidiaries may be referred to as the “Mobilize F.S. Group”.

This presentation is not, and is not intended to be, an offer to sell any security or the solicitation of an offer to purchase any security.

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This presentation may contain forward-looking statements, in particular statements regarding our plans, strategies, prospects and expectations regarding our business. You should be aware that these statements and any other forward-looking statements, in this presentation, only reflect our expectation and are not guarantees of performance near and in the future.

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The financial results contained in this presentation have not been reviewed by the statutory auditors. The financial information of RCI Banque S.A for the period ended June 30, 2025, approved by the Management Board and reviewed by the Supervisory Board.

# AGENDA

- 01.** MOBILIZE FINANCIAL SERVICES OVERVIEW
- 02.** OPERATING HIGHLIGHTS
- 03.** SUSTAINABILITY
- 04.** FINANCIAL POLICY AND FUNDING
- 05.** APPENDICES

# 01

## MOBILIZE FINANCIAL SERVICES OVERVIEW

Commercial and balance sheet figures Excluding equity  
method consolidated entities

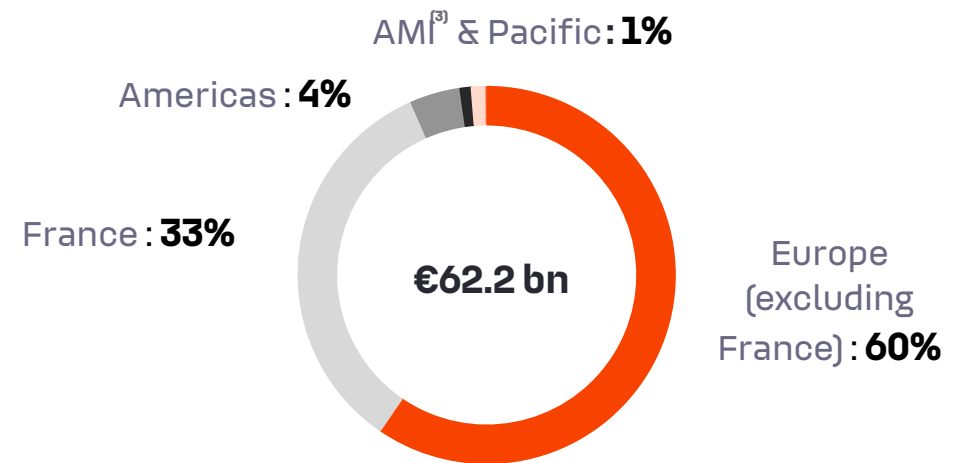
## IDENTITY AND 2025 H1 KEY FIGURES

### – Mobilize Financial Services Identity.

- Financial partner of Renault Group brands, also operating for Nissan & Mitsubishi
- 100% owned by Renault SA
- Bank status since 1991
- ECB supervision since 2016
- Retail, corporates and dealers inventory financing

### / 2025 H1 Key figures:

- Equity: **EUR 7.0bn**
- Net customer deposits: **EUR 30.5bn**
- Penetration rate: **39.6%** <sup>(1), (4)</sup>
- New contracts (in k units) : **633**
- LCR : 500% <sup>(2)</sup>
- NSFR: 126%
- Commercial assets (at end) : **EUR 62.2 bn** of which:



(1) Excluding Equity Affiliated Companies : "EAC"

(2) Average LCR over the 12 months period ending 30/06/2025

(3) AMI: Africa, Middle-East, India

(4) Factoring contracts on short-term rental companies are excluded starting 2025

# RATINGS

## – Moody's ratings:

- Long-term : **Baa1** <sup>(1)</sup>
- Outlook : **Stable** <sup>(2)</sup>
- Short-term : **P-2** <sup>(3)</sup>
- Strengths : « sound profitability maintained through the credit cycle ; moderate asset risk; capitalisation commensurate with the bank's risk profile; essential to its parent's strategy; limited refinancing risk, increasing deposit base and adequate liquidity buffer »
- Weaknesses : « lack of business diversification; large exposures to car dealers; car market cyclical by nature; reliant on wholesale funding »

## / Standard and Poor's ratings:

- Long-term : **BBB-** <sup>(4)</sup>
- Outlook : **Stable** <sup>(4)</sup>
- Short-term : **A-3**
- Strengths : « strong and recurring risk-adjusted profitability; regulated bank insulated from its corporate parent; strong capitalization; striking balance between growth and profitability; low-cost base and effective cost control »
- Weaknesses : « significant reliance in wholesale funding; business concentration in car financing and concentration in dealer exposures; dependence on parent's franchise and product cycles »

## / Independent rating from parent Renault S.A. supported by bank status and independent funding

- Renault : Ba1 <sup>(5)</sup>, positive outlook <sup>(6)</sup>
- Renault : BB+ <sup>(7)</sup>, positive outlook <sup>(8)</sup>

<sup>(1)</sup> Since August 4th, 2023

<sup>(2)</sup> Outlook changed from negative to stable in November 2022

<sup>(3)</sup> Since June 3<sup>rd</sup>, 2020

<sup>(4)</sup> On June 24<sup>th</sup>, 2021, S&P downgraded France Industry Risk, impacting RCI anchor and issuer rating by one notch.

<sup>(5)</sup> Since August 2<sup>nd</sup>, 2023

<sup>(6)</sup> Since May 9<sup>th</sup>, 2024

<sup>(7)</sup> Since February 20<sup>th</sup>, 2023

<sup>(8)</sup> Since March 11<sup>th</sup>, 2025

# 02

## OPERATING HIGHLIGHTS

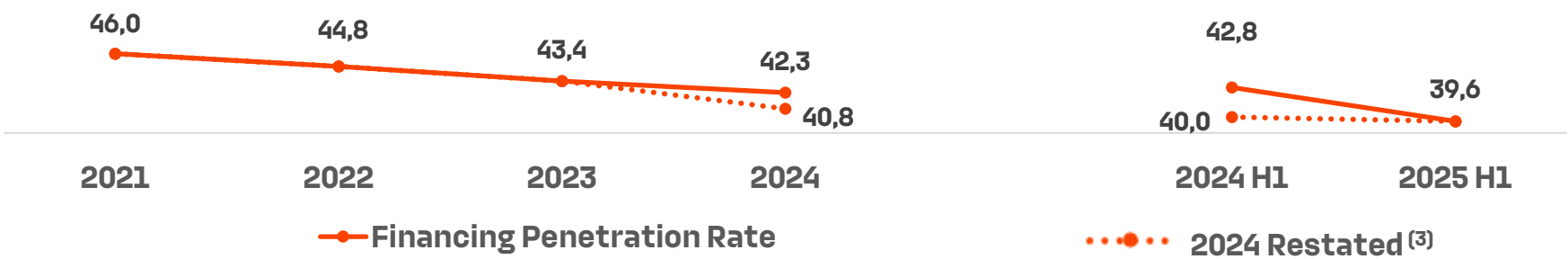
Commercial and balance sheet figures Excluding equity  
method consolidated entities

**RENAULT GROUP, NISSAN & MITSUBISHI VOLUMES<sup>(1)</sup> AND MOBILIZE FINANCIAL SERVICES PENETRATION RATE <sup>(2)</sup>**

– Total volumes of Renault Group, Nissan & Mitsubishi brands **up 1% vs restated <sup>(3)</sup> 2024 H1**

/ Financing penetration rate at **39.6%<sup>(4)</sup> (- 0.5 pts vs. restated 2024 H1)**, of which:

- Renault: 39.0% <sup>(4)</sup>
- Dacia : 45% <sup>(4)</sup>
- Nissan: 32.6% <sup>(4)</sup>

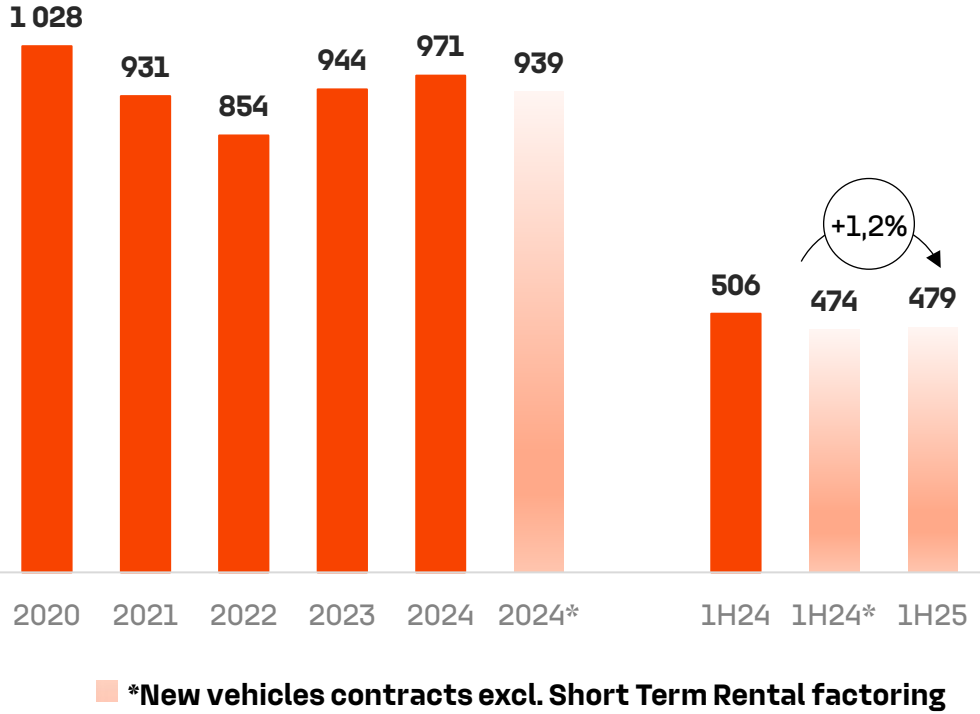


(1) Volumes of Renault Group, Nissan and Mitsubishi brands vehicles on the scope of Mobilize Financial Services' subsidiaries  
(2) The penetration rate is calculated as the number of new vehicles financed divided by the number of vehicles registered by the manufacturers. In %  
(3) Factoring contracts on short-term rental companies are excluded starting 2025. Those contracts represented 32K units in H1-2024, or a 2.8pts positive impact on H1-24 (1.5pts on FY2024)  
(4) Excluding Equity Affiliated Companies : "EAC"

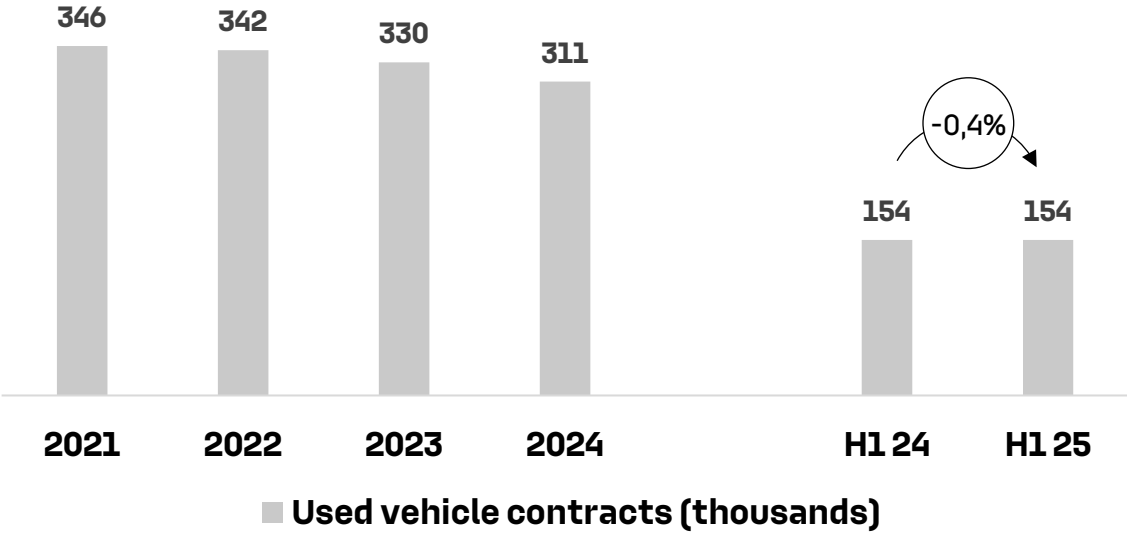


# NEW AND USED VEHICLE CONTRACTS

## New vehicle contracts:



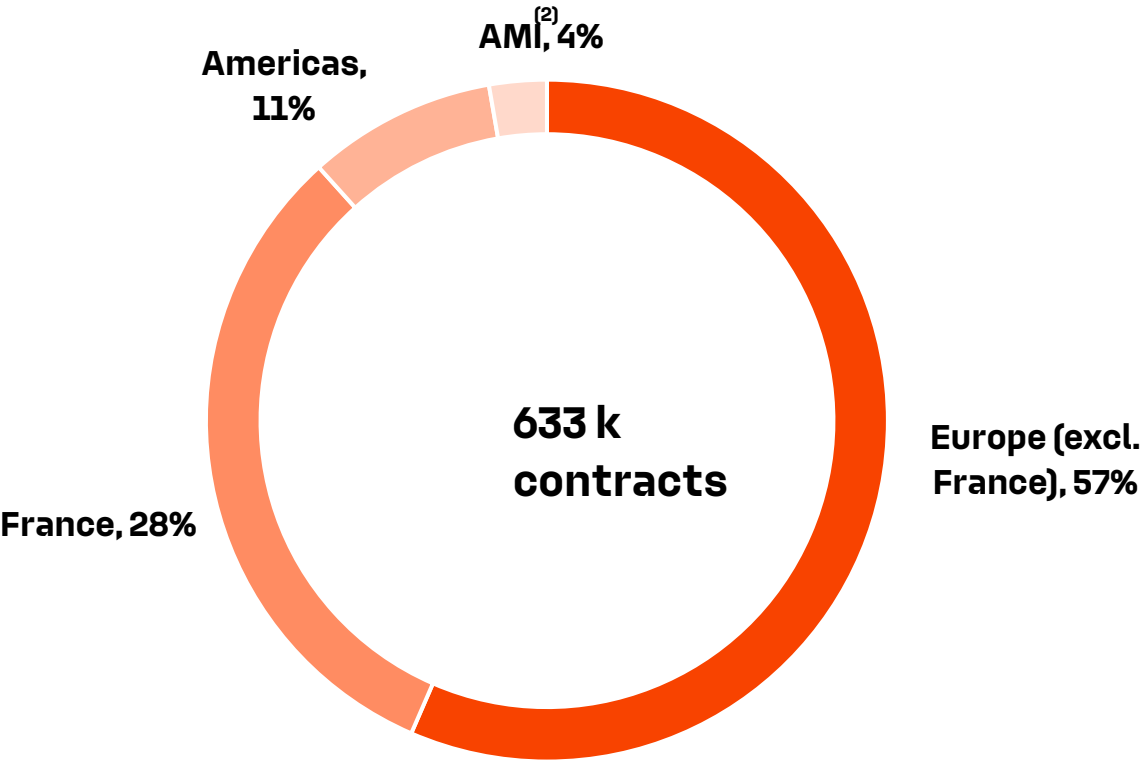
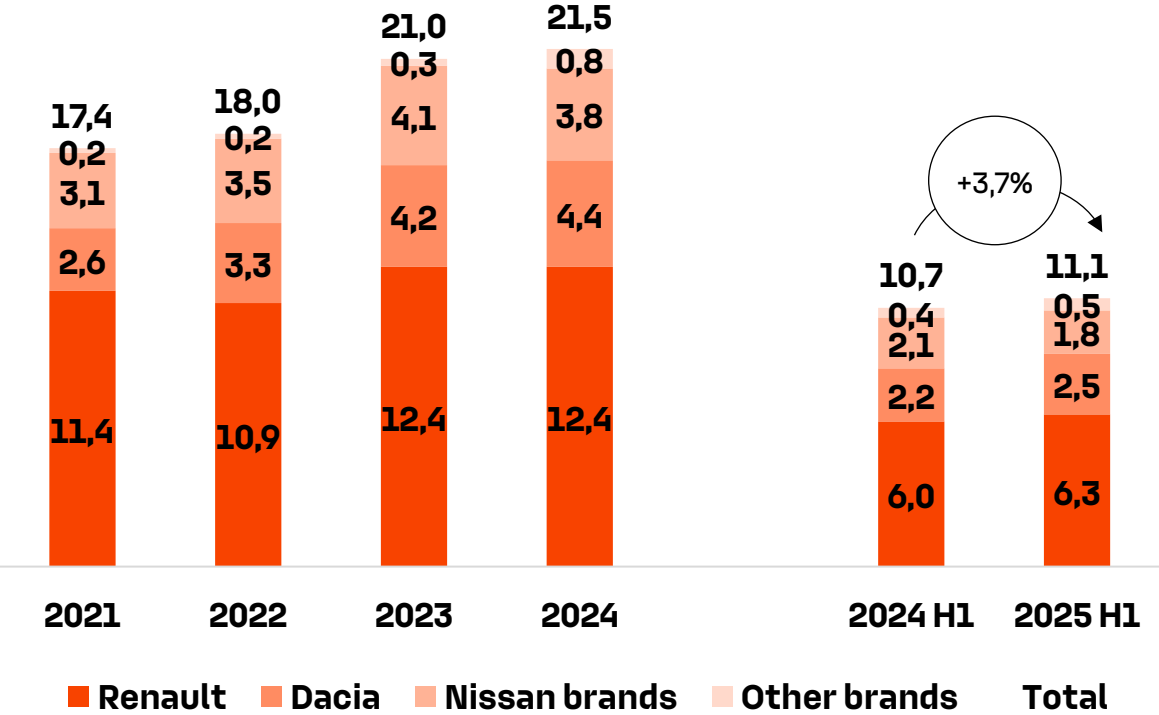
## Used vehicle contracts:



# BREAKDOWN OF NEW PRODUCTION

– New financings<sup>(1)</sup> by brand (EUR bn):

/ New contracts geographical breakdown (in k units):

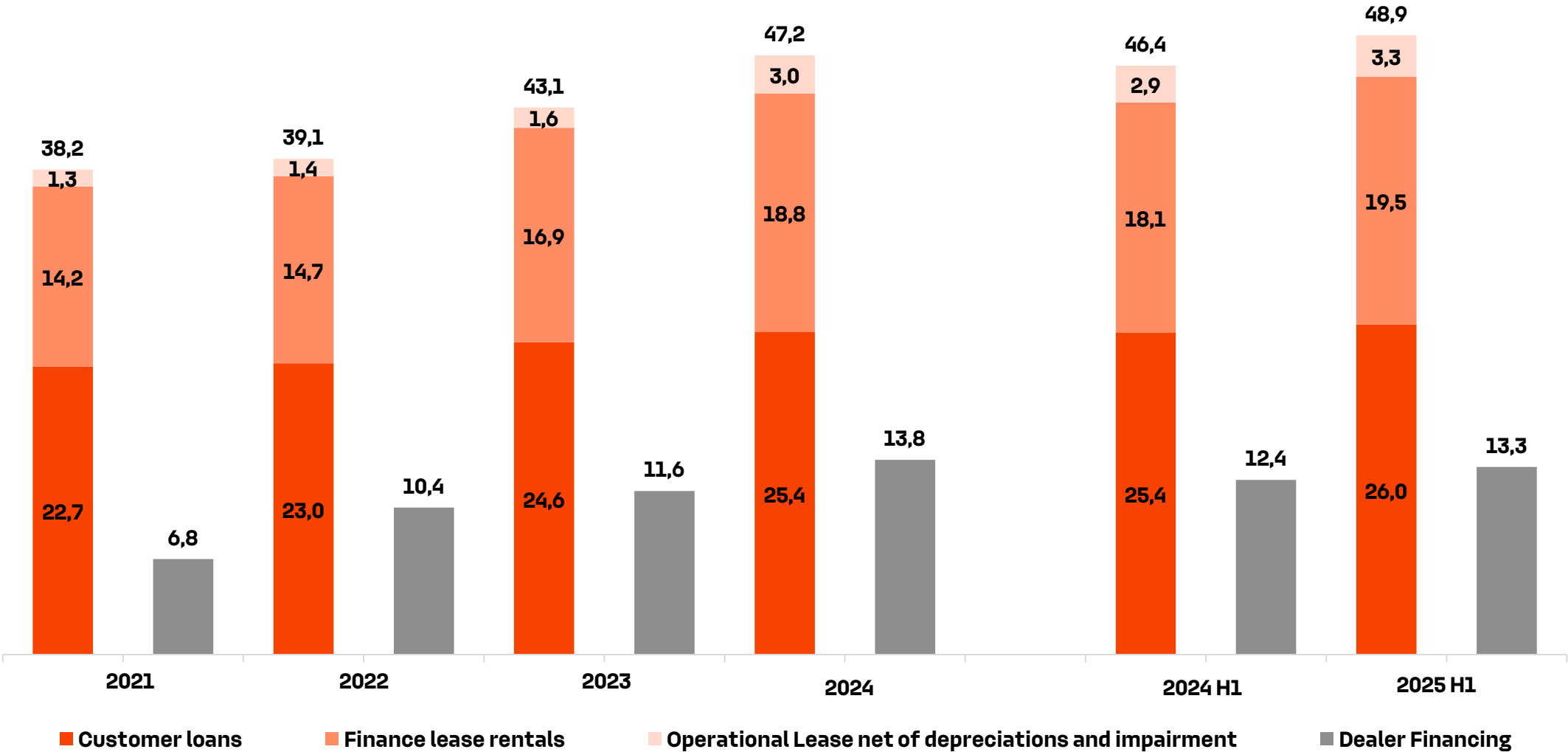


(1) Excluding cards and personal loans  
(2) AMI: Africa, Middle-East, India



# BREAKDOWN OF OUTSTANDING

– Outstanding by product (EUR bn)<sup>(1)</sup>:



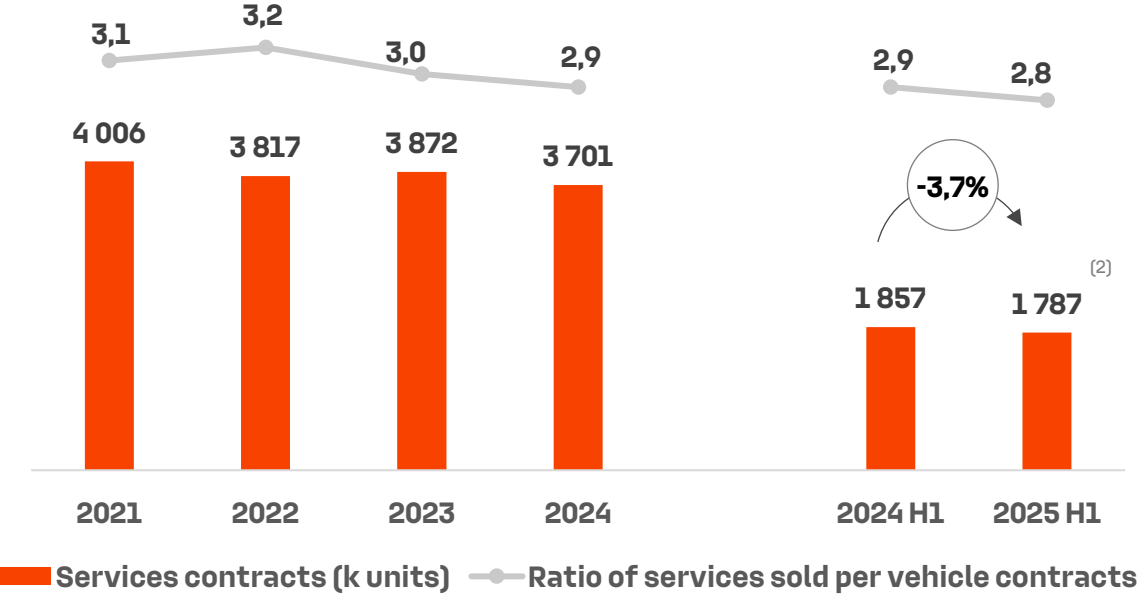
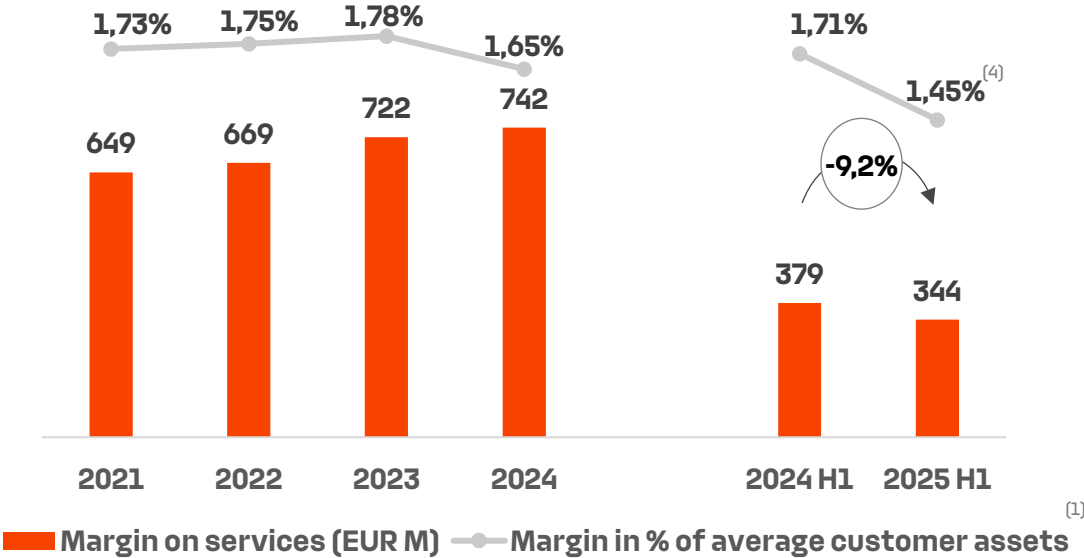
(1) End of period net outstanding



# SERVICES

## Margin on services :

## New services contracts <sup>(3)</sup> :



(1) H1 pro-rated margin / H1 Average customer assets

(2) Of which car centric 54%, finance centric 32% and customer centric 14%

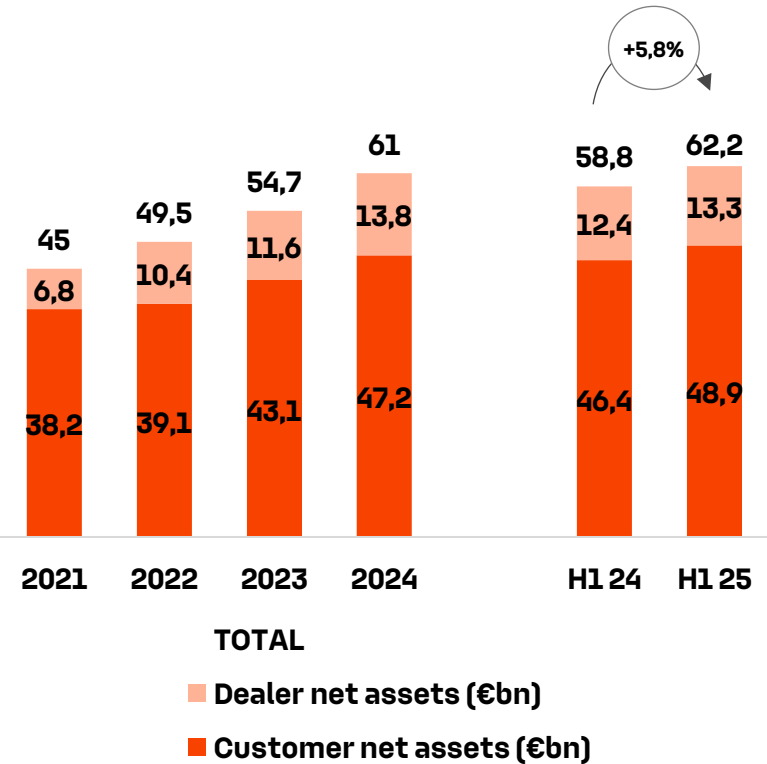
(3) Excluding Equity Affiliated Companies

(4) Decrease in service margin compensated by an increase in financing margin, in a context of higher regulatory constraints

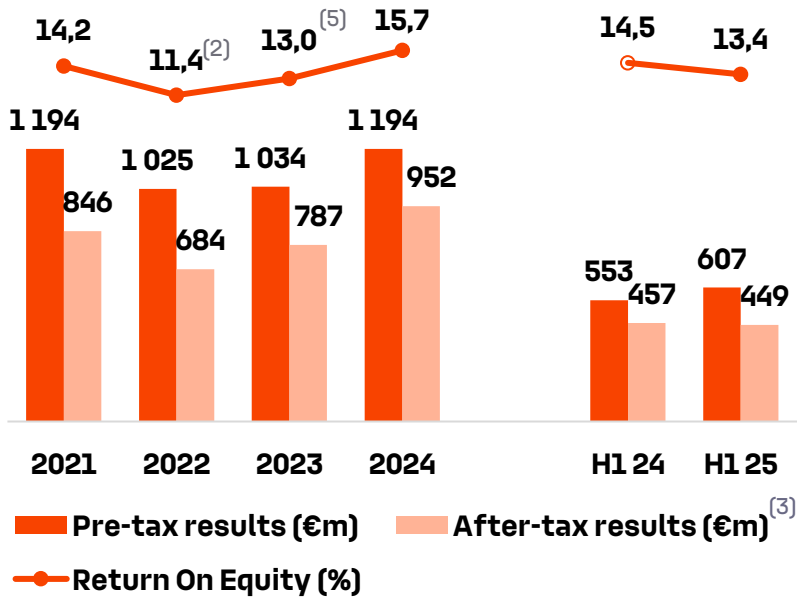


# ASSETS AND RESULTS

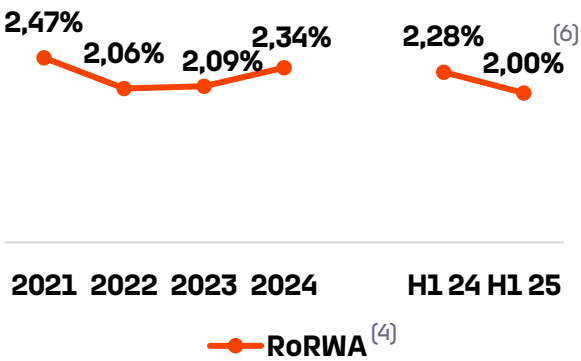
## Net assets <sup>(1)</sup>:



## ROE and results:



## Return on Risk Weighted Assets:



(1) Net assets at year-end: net total outstandings + operating lease transactions net of depreciation and impairment

(2) 2022 Financial Statements restated in accordance with IFRS 17 standards on insurance contracts

(3) Owners of the parent

(4) Net result divided by average RWA

(5) Negative impact from reversal of swap mark to market for €-84 m

(6) Decrease in RoRwa related to net result decrease

# FINANCIAL PERFORMANCE

## – Profit and loss aggregates <sup>(1)</sup> :

|                                       | EUR M |       |                      |                      |                      |
|---------------------------------------|-------|-------|----------------------|----------------------|----------------------|
|                                       | 2020  | 2021  | 2022 <sup>(2)</sup>  | 2023                 | 2024                 |
| Net banking income                    | 1 955 | 1 828 | 2 016 <sup>(3)</sup> | 1 961 <sup>(3)</sup> | 2180                 |
| Cost of risk                          | (353) | (62)  | (195)                | (153)                | (172)                |
| General operating expenses            | (600) | (576) | (638)                | (712)                | (768) <sup>(7)</sup> |
| Operating income                      | 1 002 | 1 190 | 1 183                | 1 096                | 1 240                |
| Other <sup>(4)</sup>                  | 1     | 4     | (158) <sup>(5)</sup> | (62) <sup>(6)</sup>  | (46) <sup>(8)</sup>  |
| Pre-tax income                        | 1 003 | 1 194 | 1 025                | 1 034                | 1 194                |
|                                       |       |       |                      |                      |                      |
| Average Performing Assets<br>(EUR bn) | 46,9  | 44,8  | 44,7                 | 51,2                 | 56,0                 |

| EUR M                |         |
|----------------------|---------|
| 2024 H1              | 2025 H1 |
| 1 075                | 1 132   |
| (112)                | (113)   |
| (379) <sup>(7)</sup> | (402)   |
| 584                  | 617     |
| (31)                 | (10)    |
| 553                  | 607     |
|                      |         |
| 54,9                 | 58,9    |

(1) Analytical breakdown derived from Mobilize Financial Services' financial controlling system

(2) 2022 Financial Statements restated in accordance with IFRS 17 standards on insurance contracts

(3) Including impact on interest swaps covering sight deposit EUR +101M in 2022, EUR-84 M in 2023 (EUR -37M in 2023 H1)

(4) Other exceptional income and charges

(5) Of which (EUR 127M) share in net income (loss) of associates and joint venture, including one-off negative impact of (EUR 101,4M) from depreciation of RCI's participation in RN Bank (JV in Russia); and (EUR 31M) impact from restatement of the earnings of the Argentinian entities in hyperinflation

(6) Of which (EUR 49M) impact from restatement of the earnings of the Argentinian entities in hyperinflation and (EUR 20M) impact from the depreciation of equity investments in Heycar, a marketplace for used car sales, which business has been negatively impacted by the imbalance between high demand for second-hand vehicles and low availability.

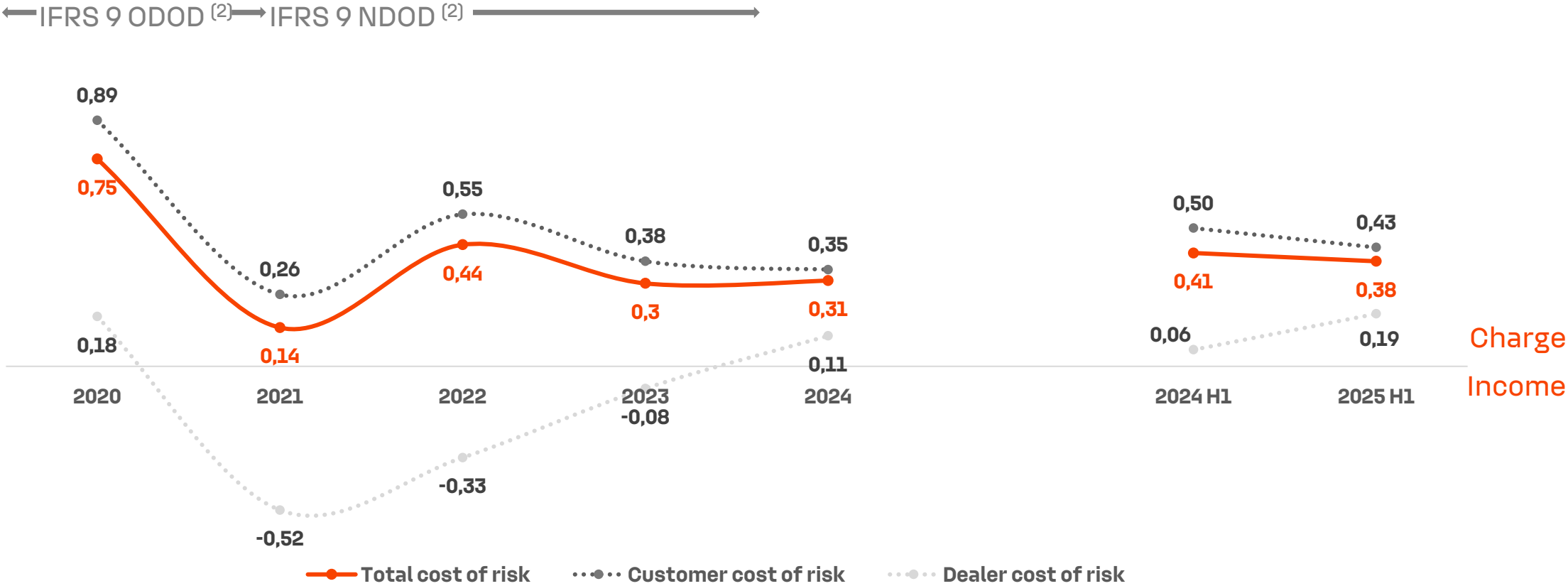
(7) Including operating expenses of Mobility Concept/Mein Auto integrated into Mobilize Lease&Co since Jan. 2024

(8) Of which (EUR48M) impact from restatement of the earnings of the Argentinian entities in hyperinflation



# COST OF RISK <sup>(1)</sup>

– Cost of risk in percentage of average performing assets at **0.38% (-3bps)**:



(1) Cost of risk = Impairment allowances - Reversal of impairment + Losses on receivables written off - Amounts recovered on loans written off

(2) ODOD: Old definition of Default. NDOD: New definition of Default since 1<sup>st</sup> of January 2021.



## 2025 H1 COST OF RISK MAIN DRIVERS

– Write-off net of recoveries: **EUR 90 M** (vs €91m in 2024 H1)

/ Increase of provision on non-performing loans: **EUR 18 M** (vs increase of €45m in 2024 H1)

- Increase of **EUR 7,6 M** on dealers (increase of EUR 1M in 2024 H1): due to the increase in sectorial forward-looking provisions.
- Increase of **EUR 10 M** on customers (increase of EUR 44M in 2024 H1), due to increase in exposure on B3 (EUR +14M), and forward-looking provisions (EUR +4M) compensated by expert provisions decrease (EUR -8M).

**EUR 108 M / 0.37% APA**

/ Increase of provision on performing loans: **EUR 4 M** (decrease of €23m in 2024 H1)

- Dealer financing : **EUR 4 M increase** in provisions (EUR 3 M increase in 2024 H1) mainly driven by forward-looking provisions
- Customer financing (private customers and fleets): **EUR 0 M** of provision (EUR 26M decrease in 2024 H1) due to EUR 12M decrease related to the evolution of risk parameters, forward looking provisions, and expert provisions, offset by the increase in B1 and B2 outstanding (EUR 12M)



# RESIDUAL VALUE METRICS

## – Residual value risk borne by Mobilize Financial Services:

- Residual value exposure borne by Mobilize Financial Services, historically mainly located in the UK, and expanding to other countries
- Since Jan. 24, integration of Mobility Concept/Mein Auto <sup>(1)</sup> operating lease assets

## / As part of our strategic plan:

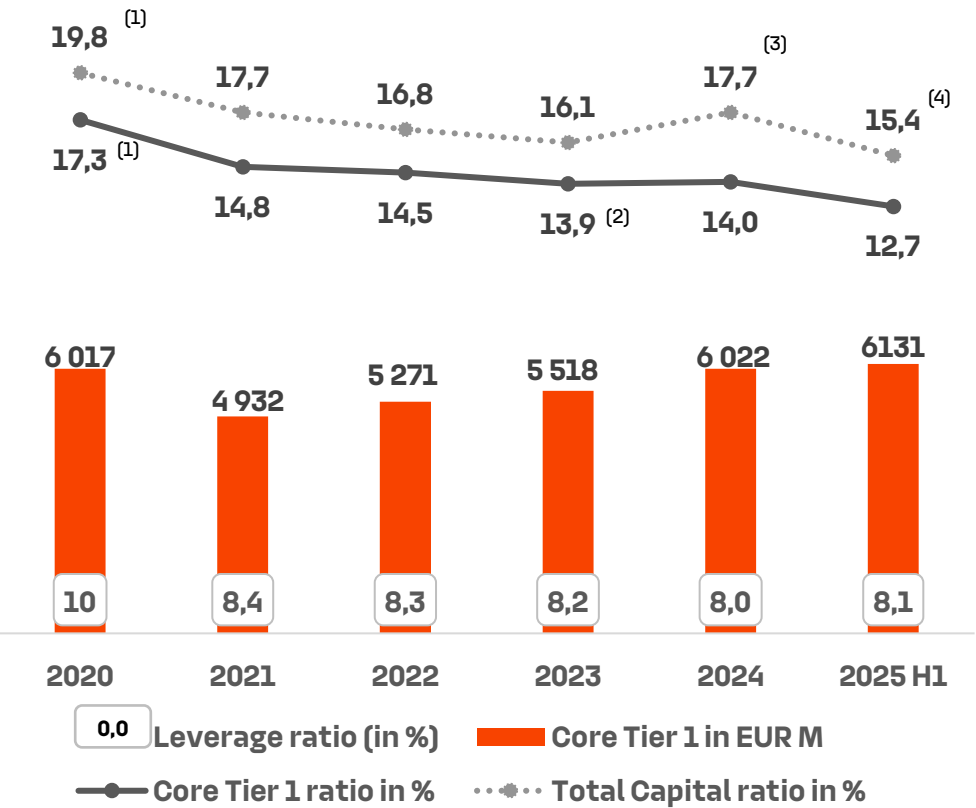
- Ambition to grow on operating lease and car subscription segments as well as the recent acquisition of Mein Auto should lead to higher RV in the future

| Residual value exposure                   |                   |                |       |
|---|-------------------|----------------|-------|
|   | Corporate segment | Retail segment | TOTAL |
| 2023                                      | 360               | 2 996          | 3 356 |
| 2024                                      | 852               | 3732           | 4583  |
| 2025 H1                                   | 1026              | 3849           | 4875  |
| Residual value provision                  |                   |                |       |
|   | Corporate segment | Retail segment | TOTAL |
| 2023                                      | 24                | 50             | 74    |
| 2024                                      | 45                | 70             | 115   |
| 2025 H1                                   | 31                | 73             | 104   |
| Residual value provision in % of exposure |                   |                |       |
|   | Corporate segment | Retail segment | TOTAL |
| 2023                                      | 6,7%              | 1,7%           | 2,2%  |
| 2024                                      | 5,3%              | 1,9%           | 2,5%  |
| 2025 H1                                   | 3,0%              | 1,9%           | 2,1%  |

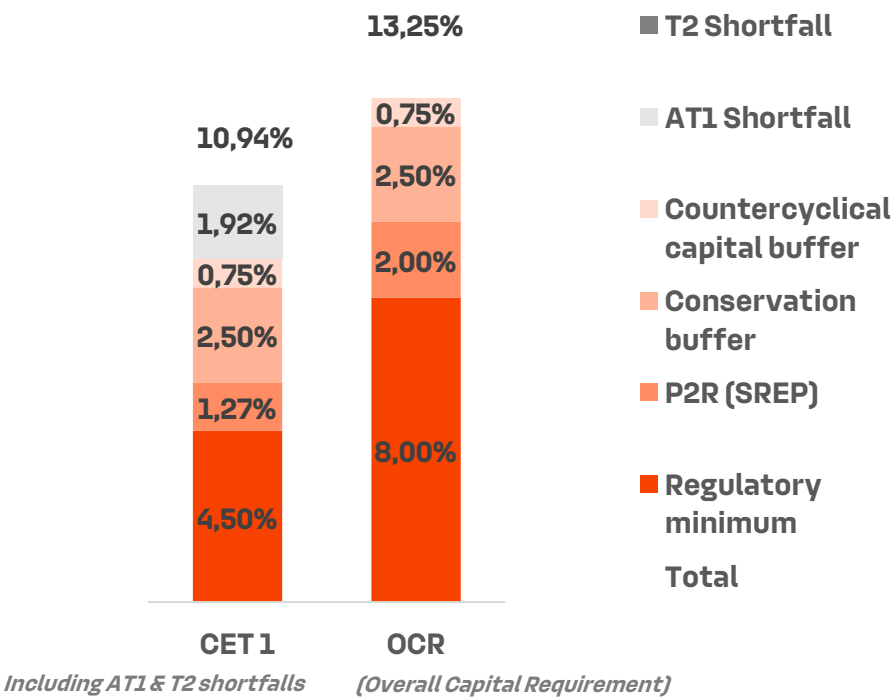
(1) Mobility Concept setting lower RV instalment than MFS "historical" business lines on corporate segment, leading to lower provisions

# CAPITAL RATIO AND REGULATORY REQUIREMENTS

## Capital ratio



## Regulatory requirements as of June 2025



(1) The rise of the capital ratio is mainly due to the ban of dividends decided by the ECB. The forecasted dividend at the end of 2020 was limited to EUR 69 M in accordance with recommendations from the ECB on dividend payments

(2) The changes in the CET1 ratio are mainly due to a rise in Risk Exposure Amount (EUR +3 374M) related mainly to the integration of Mein Auto Group (EUR +1 153M) as well as the growth of historical business.

(3) The increase in the overall ratio is explained by an increase in CET1 own equity (EUR +504M) mainly related to the integration of the net income deduced from the projected dividend, and by the increase in Tier 2 capital (EUR +742M) following the issuance of subordinated debt

(4) The decrease in the Total Capital Ratio is mainly explained by the increase in Risk Exposure Amount (EUR + 5 042M) due to the CRR3 impact and growth of activity, as well as T2 decrease of €-320m.

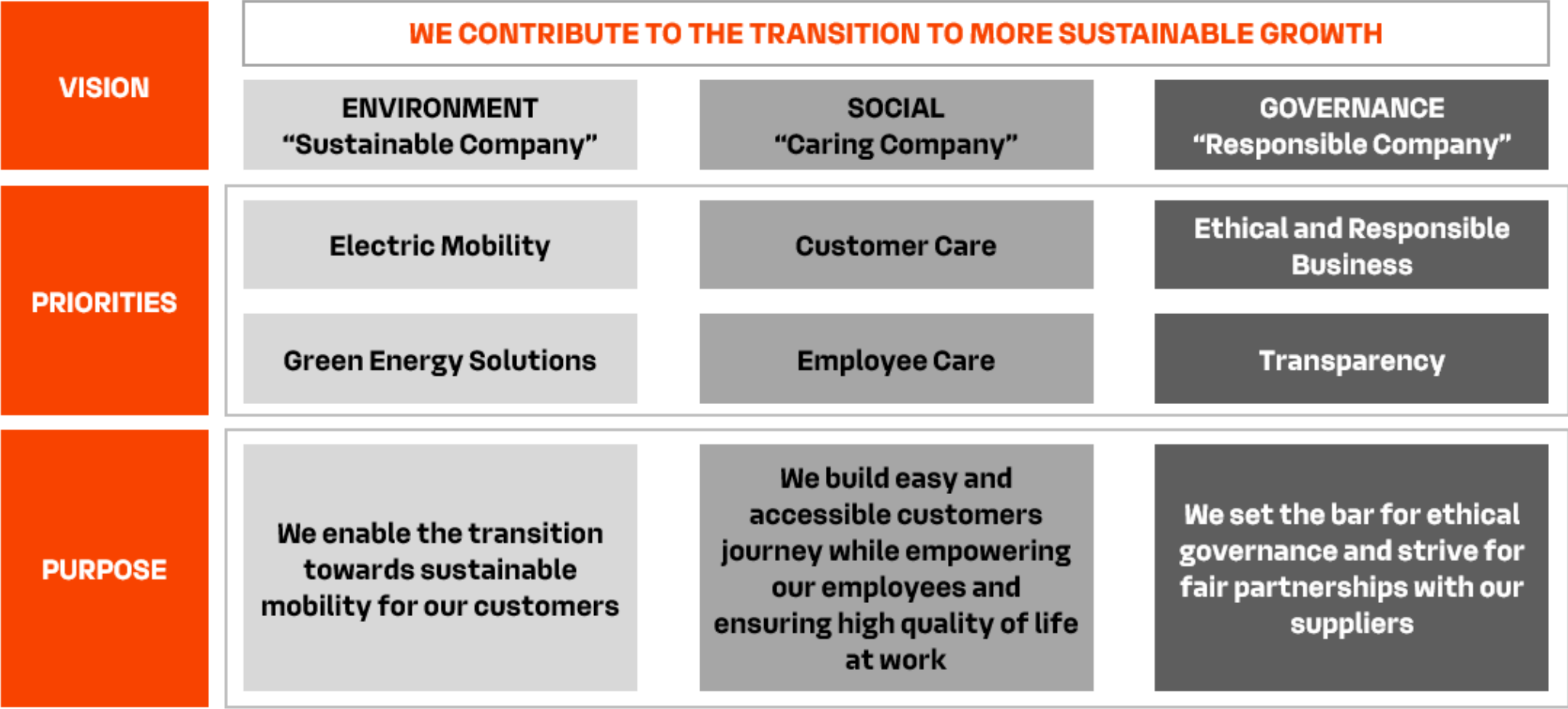


# 03

# SUSTAINABILITY

**MOBILIZE FS' NEW ESG STRATEGY**  
**THREE PILLARS AND SIX PRIORITIES**

Mobilize FS has undertaken a reorganization of its ESG pillars to better address key issues and enhance the sustainability performance. This reorganization allows to align more closely with the parent group’s sustainability goals and regulatory requirements while maintaining the unique aspects of its business unit.



# MFS' NEW ESG STRATEGY

## OUR MAIN OBJECTIVES



### ENVIRONMENT

**Achieving net-zero y 2040 in Europe and 2050 globally through:**

- Own emissions reduction of 35% by 2030 by transitioning to low carbon offices
- Financed emissions reduction of 42% by 2030 through electric mobility



### SOCIAL & SOCIETAL

**Ensuring creation of shared value for the entire stakeholder ecosystem through:**

- Diversity & inclusion by maintaining at least 40% of women in management positions
- Employee upskilling by enhancing our learning platform
- Community engagement with the CareMakers social program
- Customer satisfaction aiming at a NPS of at least 60



### GOVERNANCE

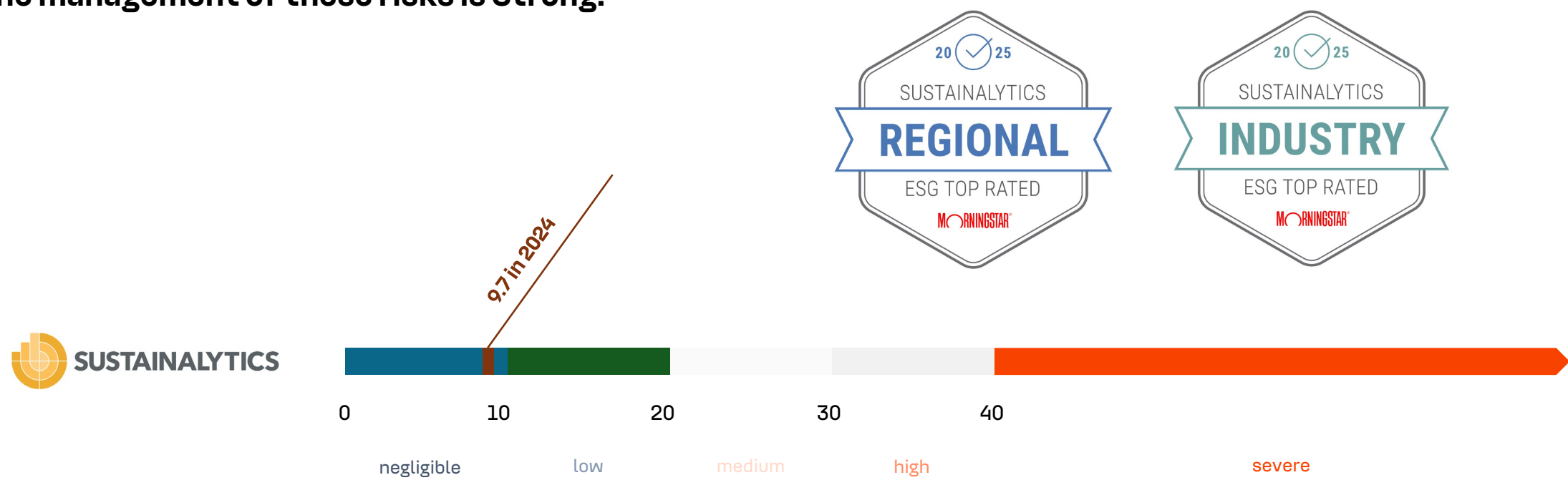
**Setting the bar for ethical governance through:**

- Compliance with 100% of people trained to ethical matters (AML, corruption,...)
- Sustainable procurement aiming at an EcoVadis rating >45 for our top suppliers
- Transparency by publishing an annual CSRD report
- Sustainalytics' ESG performance assessment

MFS' NEW ESG STRATEGY  
OUR PERFORMANCE

The strength of Mobilize FS' commitment has been recognized by Sustainalytics for the third year in a row: with a 9.7 rating the company is once more recognized as a **Top Rated ESG company** in the region and industry.

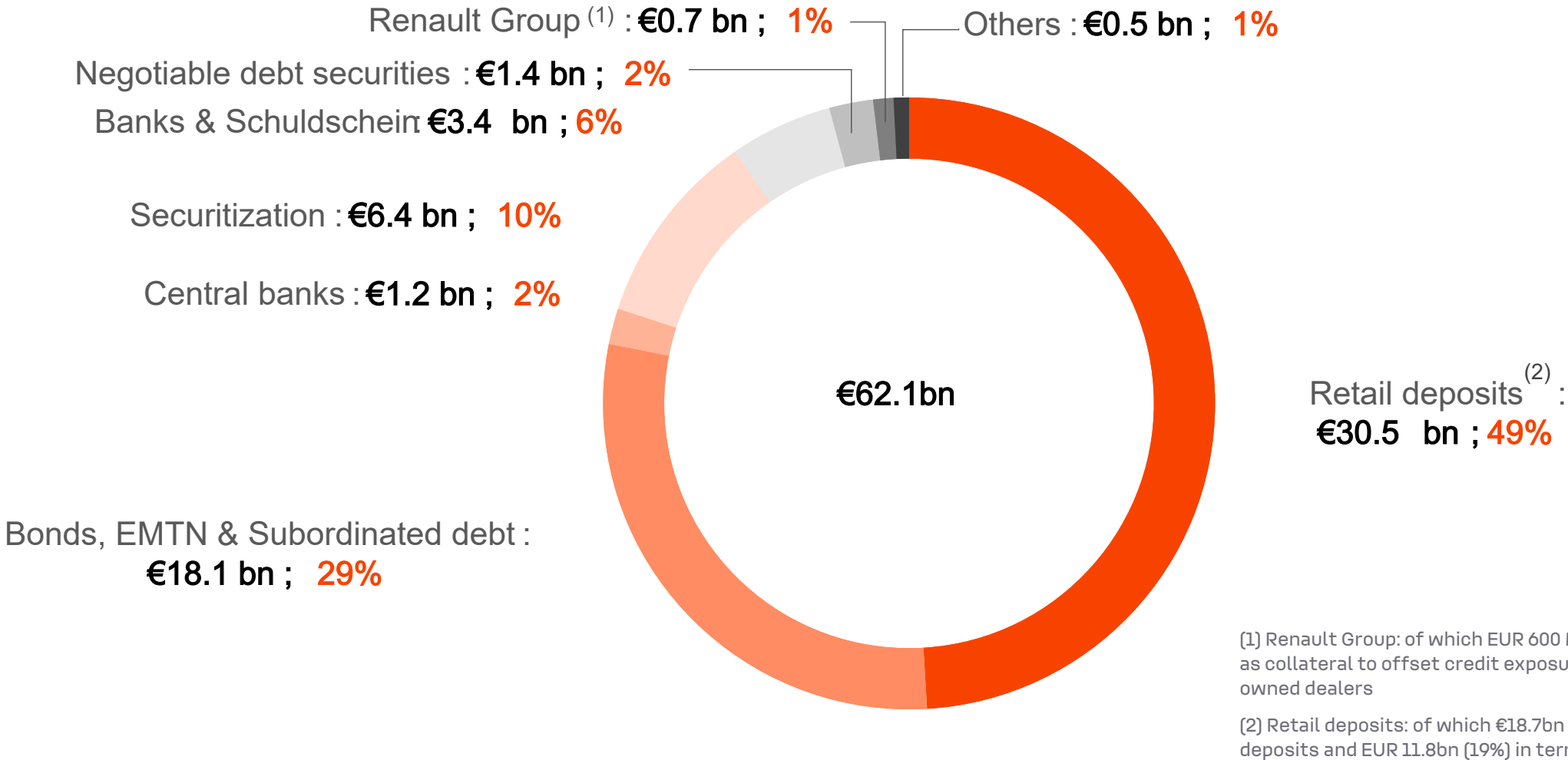
The rating shows that the group's **ESG risks are negligible**, that its exposure to ESG risks is low, and that the management of these risks is Strong.



# 04

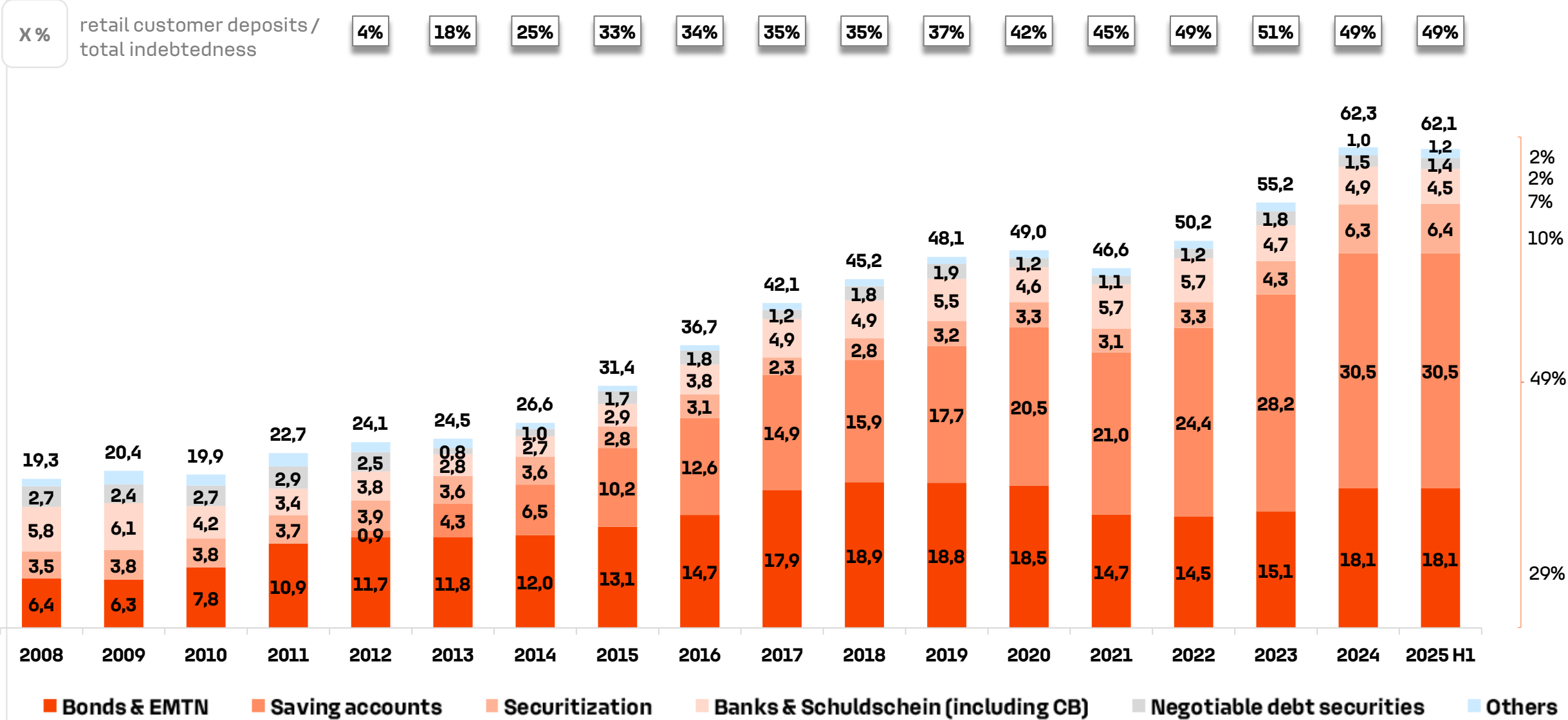
## FINANCIAL POLICY AND FUNDING

# DEBT STRUCTURE AT 2025 H1



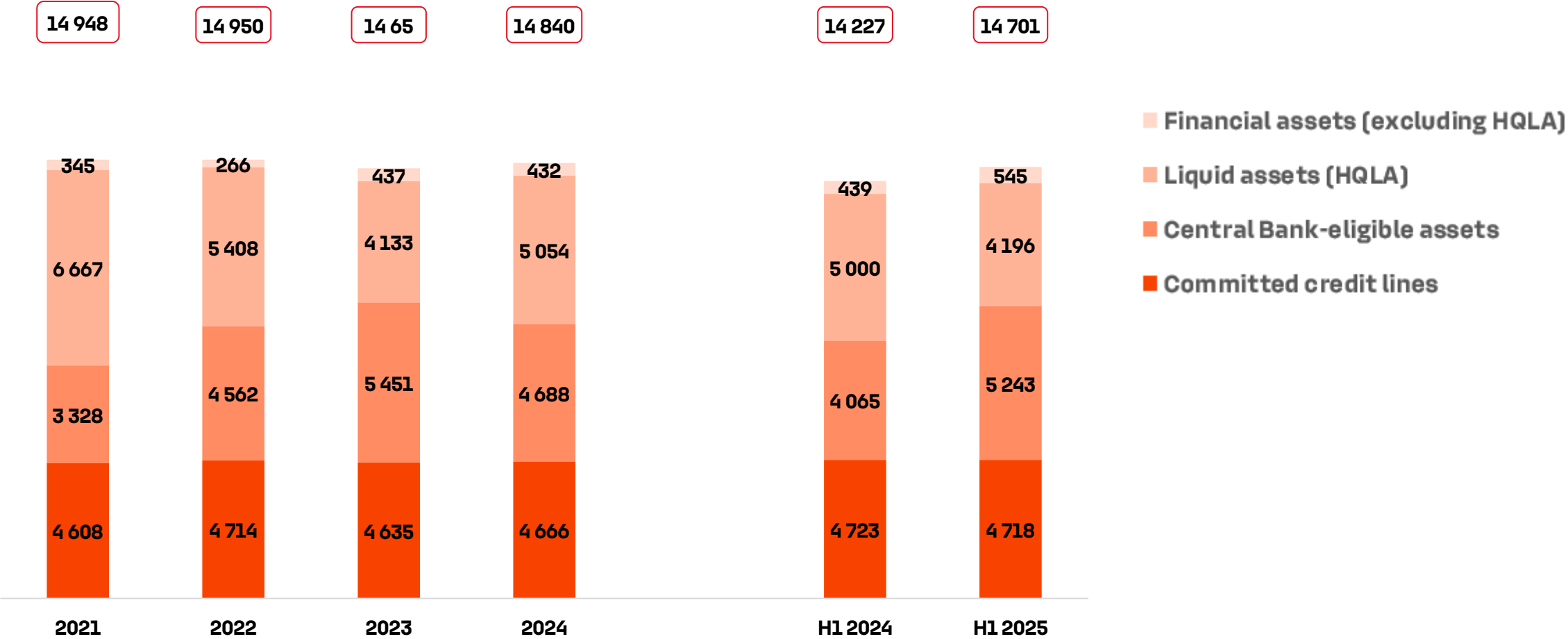


# FUNDING STRUCTURE EVOLUTION



# GLOBAL LIQUIDITY RESERVE <sup>(1)</sup>

– Liquidity reserve at **EUR 14.7bn**:

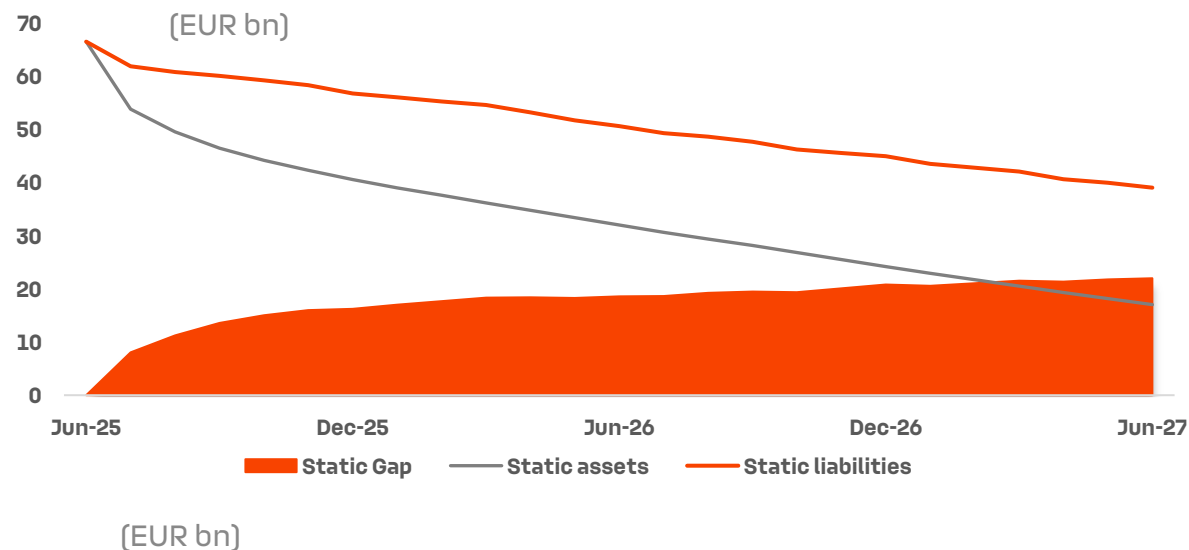


(1) Liquidity Reserve on Worldwide scope, EUR M

## STATIC LIQUIDITY<sup>(1)</sup> AND LIQUIDITY STRESS SCENARIO<sup>(2)</sup>

### – Static liquidity position at end June

- Assets funded with longer dated liabilities over the period



### / Liquidity Reserve amount compliant with all liquidity stress scenarios at end June 2025

- No access to new market funding
- Compliance with 100% LCR
- Stressed deposit outflows hypothesis

(1) On a specific date, the static liquidity represents the sum of the outstanding financial liabilities + equity - the outstanding assets (mainly loans to Dealers and Customers); in each case assuming no balance sheet changes from the date of calculation, apart from sight deposit run-off on which a stress is applied. Global scope.

(2) European scope

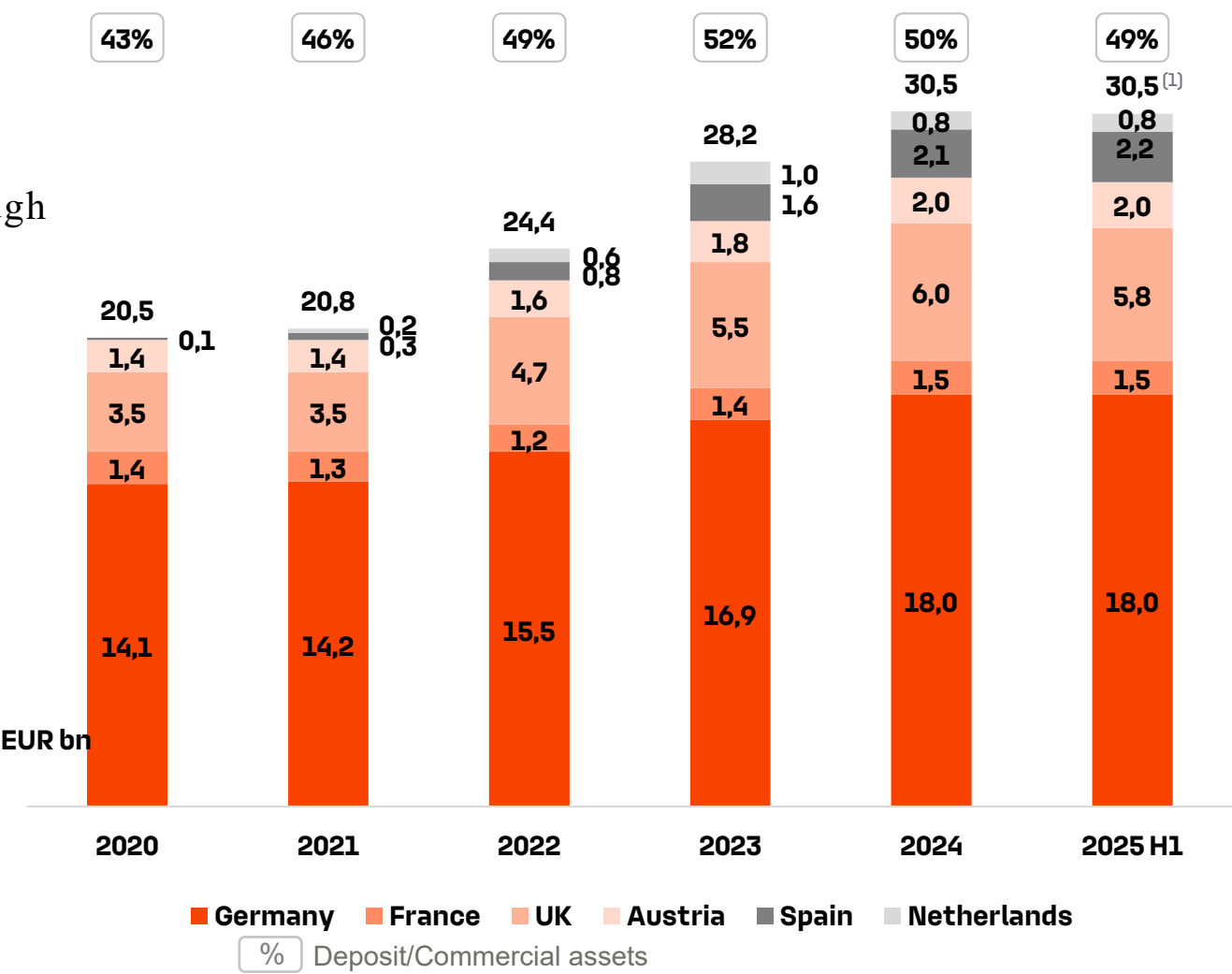
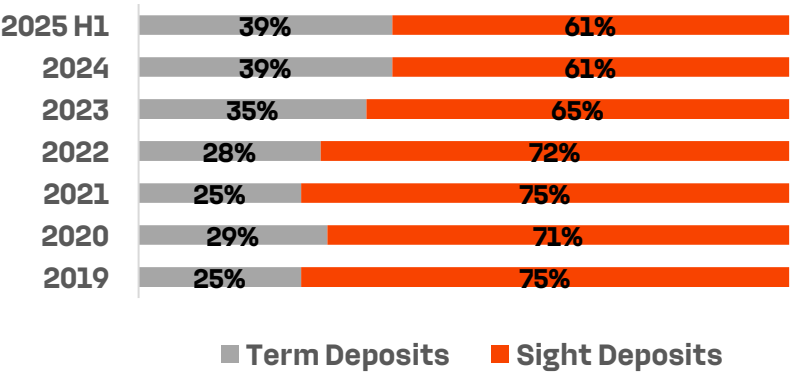
# RETAIL DEPOSITS

– Retail deposits reaching **EUR 30.5bn**:

– Deposit/commercial assets ratio at **49%**:

- Of which **61%** in sight deposits and **39 %** in term deposits (stable vs. end 2024)
- Saving products for retail customers
- 100% on-line through dedicated websites or through Raisin platform for NL activity
- 88,3% of deposits are covered by a Deposit Guarantee Scheme

Term/Sight Deposit Mix



(1) Total deposits in EUR bn

## 2025 FUNDING PLAN <sup>(1)</sup>

– Capital markets, ABS and Deposits (EUR bn):

|                               | 2020 | 2021 | 2022 | 2023 | 2024               | 2025<br>H1 | 2025<br>H2 |
|-------------------------------|------|------|------|------|--------------------|------------|------------|
| Bonds                         | 0.8  | 0.0  | 2.8  | 3.9  | 5.1 <sup>(2)</sup> | 1.9        | [ 1 - 1.5] |
| ABS (Public or conduit)       | 0.8  | 0.9  | 0.7  | 1.6  | 2.4                | 0.8        | [ 0.5 - 1] |
| Deposits (collection. in €bn) | 1.8  | 2.8  | 3.4  | 3.8  | 1.2                | 0          |            |

(1) European scope

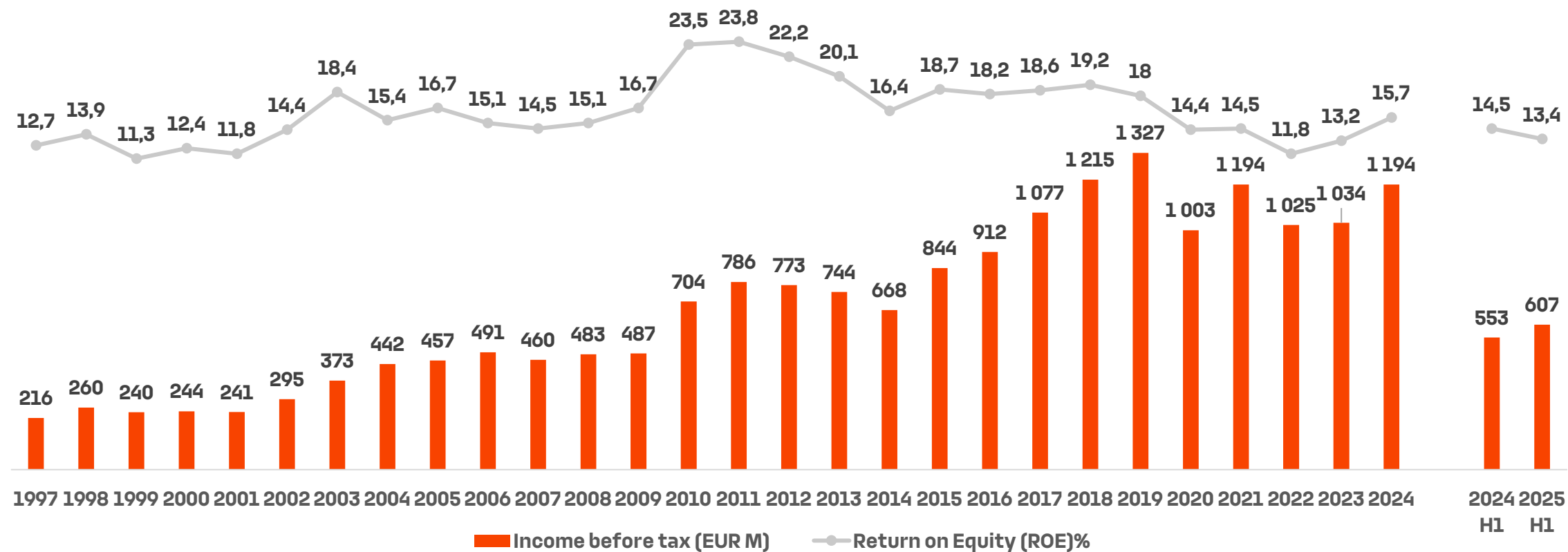
(2) Including a PLN 650 M bond issued by Polish subsidiary in June 2024

# 05

## APPENDICES

# LOW VOLATILITY ON LONG-TERM RESULTS AND PROFITABILITY

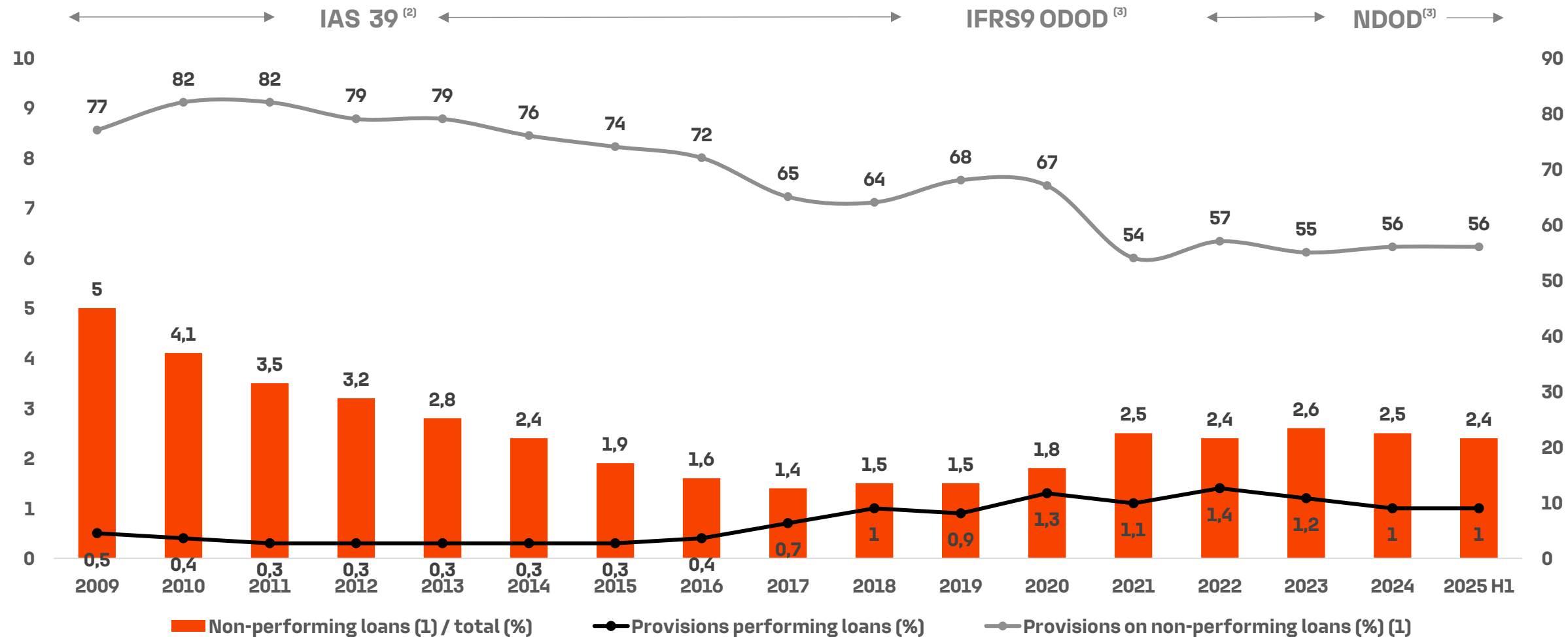
– Evolution of the income before tax<sup>(1)</sup> and the ROE:



<sup>(1)</sup> IFRS since 2004



# PROVISIONING FOR CUSTOMER ACTIVITY



(1) Non-performing loans : Doubtful and compromised loans until 31/12/2017 (IAS 39 definition) - Loans in default (Bucket 3 IFRS9) since 01/01/2018

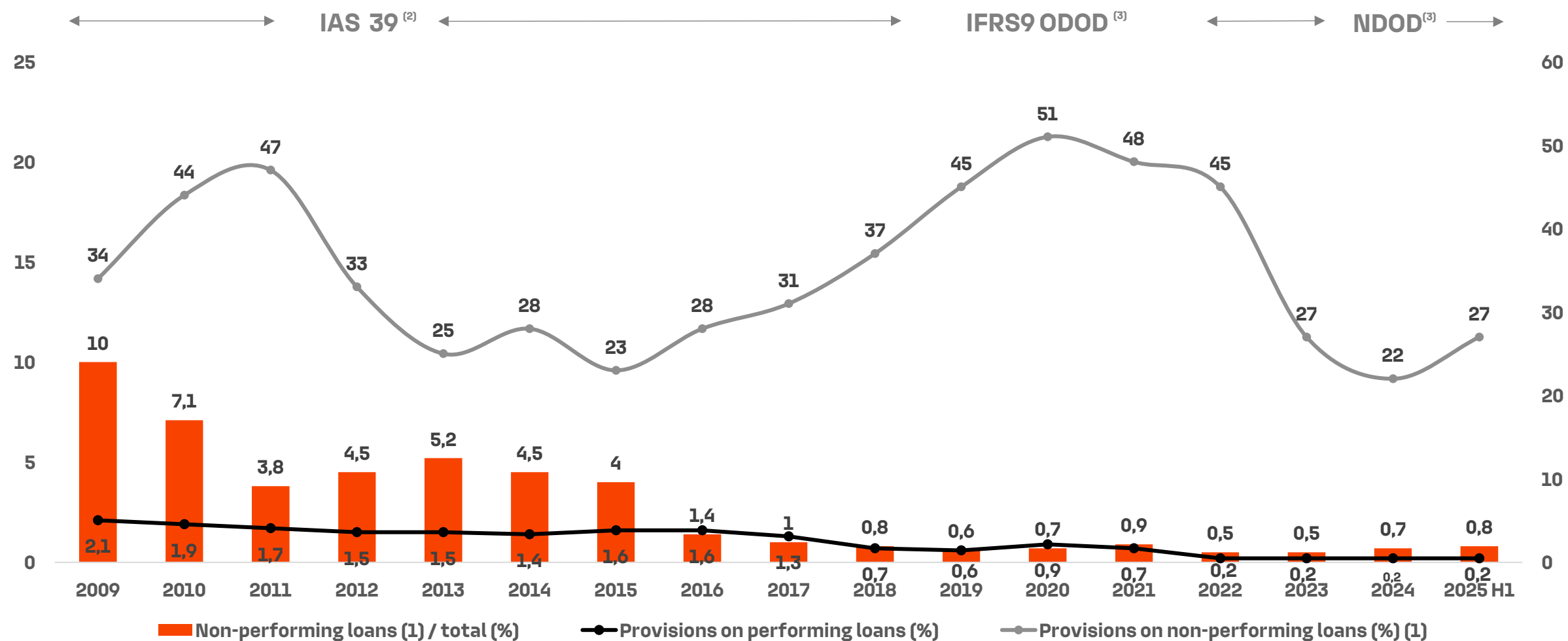
(2) Doubtful loans (IAS 39): installment unpaid for more than 3 months. Compromised loans (IAS 39): the counterparty is declared to have defaulted on a loan or a lease agreement is terminated.

(3) Loans in default (Bucket 3 IFRS): ODOD installment unpaid for more than 3 months, NDOD any balance remaining unpaid for more than 3 month.



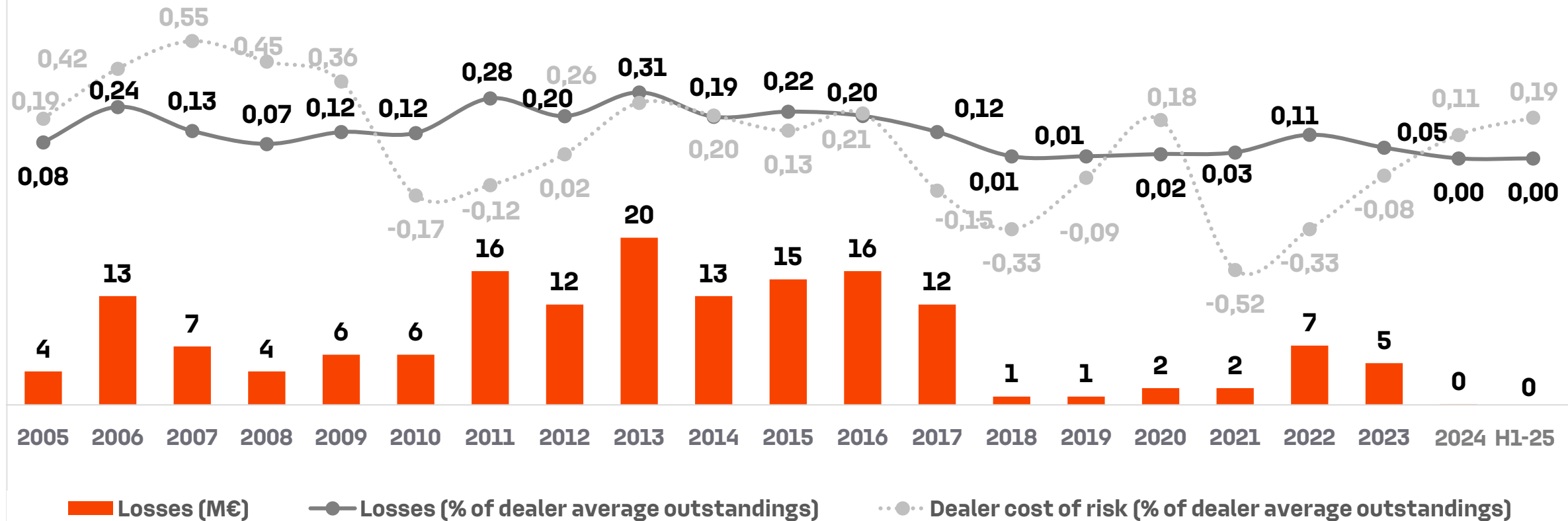


# PROVISIONING FOR DEALER ACTIVITY



(1) Non-performing loans : Doubtful and compromised loans until 31/12/2017 (IAS 39 definition) - Loans in default (Bucket 3 IFRS9) since 01/01/2018  
(2) Doubtful loans (IAS 39): installment unpaid for more than 3 months. Compromised loans (IAS 39): the counterparty is declared to have defaulted on a loan or a lease agreement is terminated.  
(3) Loans in default (Bucket 3 IFRS): ODOD installment unpaid for more than 3 months, NDOD any balance remaining unpaid for more than 3 month.

DEALERS: LOSSES ON RECEIVABLES WRITTEN OFF



## EXPOSURE ON PROVISIONING BY BUCKET

|           | Exposure            |                                |                           |                           |
|-----------|---------------------|--------------------------------|---------------------------|---------------------------|
|           | Gross value in MEUR | of which bucket 1 in MEUR      | of which bucket 2 in MEUR | of which bucket 3 in MEUR |
| Jun-25    |                     |                                |                           |                           |
| TOTAL     | 64 478              | 58 757<br>92.0% <sup>(1)</sup> | 4 387<br>6.0%             | 1 334<br>2.0%             |
| Customers | 50 042              | 45 103<br>90.4%                | 3 714<br>7.4%             | 1 245<br>2.4%             |
| Dealers   | 13 366              | 12 588<br>94.2%                | 673<br>5%                 | 105<br>0.8%               |
| Others    | 1 070               | 1 066<br>99.6%                 | 0<br>0.0%                 | 4<br>0.4%                 |
| Dec-24    |                     |                                |                           |                           |
| TOTAL     | 63 265              | 58 218<br>92.0% <sup>(1)</sup> | 3 734<br>5.9%             | 1 313<br>2.1%             |
| Customers | 48 385              | 43 719<br>90.4%                | 3 455<br>7.1%             | 1 211<br>2.5%             |
| Dealers   | 13 858              | 13 483<br>97.3%                | 279<br>2.0%               | 96<br>0.7%                |
| Others    | 1 022               | 1 016<br>99.4%                 | 0<br>0.0%                 | 6<br>0.6%                 |

|           | Provisions and coverage ratio |                           |                           |                           |
|-----------|-------------------------------|---------------------------|---------------------------|---------------------------|
|           | Impairment allowance in MEUR  | of which bucket 1 in MEUR | of which bucket 2 in MEUR | of which bucket 3 in MEUR |
| Jun-25    |                               |                           |                           |                           |
| TOTAL     | 1 245<br>1.9% <sup>(2)</sup>  | 355<br>0.6%               | 176<br>4.0%               | 714<br>53.5%              |
| Customers | 1 183<br>2.4%                 | 330<br>0.7%               | 169<br>4.6%               | 684<br>55.8%              |
| Dealers   | 58<br>0.4%                    | 23<br>0.2%                | 7<br>1.0%                 | 28<br>26.7%               |
| Others    | 4<br>0.4%                     | 2<br>0.2%                 | 0<br>0.0%                 | 2<br>50.0%                |
| Dec-24    |                               |                           |                           |                           |
| TOTAL     | 1 214<br>1.9% <sup>(2)</sup>  | 346<br>0.6%               | 173<br>4.6%               | 695<br>52.9%              |
| Customers | 1 161<br>2.4%                 | 318<br>0.7%               | 171<br>4.9%               | 672<br>55.5%              |
| Dealers   | 49<br>0.4%                    | 26<br>0.2%                | 2<br>0.7%                 | 21<br>21.9%               |
| Others    | 4<br>0.4%                     | 2<br>0.2%                 | 0<br>0.0%                 | 2<br>33.3%                |

(1) Each percentage is related to the part of the bucket in the total amount (gross value)

(2) Coverage ratio (provisions / exposure in %)

# COMMERCIAL ACTIVITY<sup>(1)</sup>

|   | Financing penetration rate (%) <sup>(3)</sup> |             | New vehicle contracts (thousands) |            | New financing <sup>(2)</sup> (EUR M) |               | Net assets at year-end (EUR M) |               | o/w Customer net assets at year-end (EUR M) |               | o/w Dealer net assets at year-end (EUR M) |               |
|---|---|-------------|-----------------------------------|------------|--------------------------------------|---------------|--------------------------------|---------------|---|---------------|---|---------------|
|   | 2024 H1                                       | 2025 H1     | 2024 H1                           | 2025 H1    | 2024 H1                              | 2025 H1       | 2024 H1                        | 2025 H1       | 2024 H1                                     | 2025 H1       | 2024 H1                                   | 2025 H1       |
| <b>Europe</b>                                 | <b>41.1</b>                                   | <b>40.5</b> | <b>551</b>                        | <b>537</b> | <b>9 879</b>                         | <b>10 055</b> | <b>54 995</b>                  | <b>58 128</b> | <b>43 231</b>                               | <b>45 782</b> | <b>11 764</b>                             | <b>12 346</b> |
| of which Germany                              | 48.2  | 49.5        | 74                                | 72         | 1 410                                | 1 507         | 10 247                         | 10 757        | 8 931                                       | 9 145         | 1 316                                     | 1 612         |
| of which Spain                                | 44.1  | 43.8        | 55                                | 62         | 917                                  | 1 037         | 4 760                          | 5 336         | 3 844                                       | 4 440         | 916                                       | 896           |
| of which France                               | 44.6  | 41.3        | 188                               | 174        | 3 218                                | 3 148         | 19 937                         | 20 531        | 14 737                                      | 15 633        | 5 201                                     | 4 898         |
| of which Italy                                | 53.2  | 50.4        | 89                                | 80         | 1 629                                | 1 526         | 7 224                          | 7 738         | 6 105                                       | 6 488         | 1 119                                     | 1 250         |
| of which UK                                   | 29.3  | 33.4        | 56                                | 59         | 1 225                                | 1 324         | 6 850                          | 7 153         | 5 750                                       | 5 955         | 1 101                                     | 1 198         |
| of which other countries                      | 30.5  | 31.5        | 89                                | 89         | 1 478                                | 1 512         | 5 978                          | 6 613         | 3 866                                       | 4 121         | 2 112                                     | 2 492         |
| <b>Americas</b>                               | <b>34.1</b>                                   | <b>37</b>   | <b>59</b>                         | <b>70</b>  | <b>590</b>                           | <b>689</b>    | <b>2 537</b>                   | <b>2 684</b>  | <b>2 083</b>                                | <b>2 027</b>  | <b>455</b>                                | <b>657</b>    |
| of which Argentina                            | 23.3  | 41.4        | 7                                 | 19         | 49                                   | 186           | 106                            | 290           | 42  | 138           | 65  | 152           |
| of which Brazil                               | 37.2  | 35.2        | 46                                | 42         | 472                                  | 400           | 1 692                          | 1 774         | 1 353                                       | 1 323         | 339                                       | 451           |
| of which Colombia                             | 29.6  | 37.1        | 6                                 | 9          | 68                                   | 103           | 739                            | 620           | 688   | 566           | 51  | 54            |
| <b>Africa, Middle East, India and Pacific</b> | <b>33.3</b>                                   | <b>32</b>   | <b>18</b>                         | <b>26</b>  | <b>231</b>                           | <b>359</b>    | <b>1 258</b>                   | <b>1 355</b>  | <b>1 087</b>                                | <b>1 050</b>  | <b>171</b>                                | <b>305</b>    |
| <b>TOTAL</b>                                  | <b>40.0</b>                                   | <b>39.6</b> | <b>628</b>                        | <b>633</b> | <b>10 700</b>                        | <b>11 103</b> | <b>58 790</b>                  | <b>62 167</b> | <b>46 401</b>                               | <b>48 859</b> | <b>12 389</b>                             | <b>13 308</b> |

<sup>(1)</sup> Figures refer to Passenger Car (PC) + Light Utility Vehicle (LUV) market. Excluding Equity Affiliated Companies.

<sup>(2)</sup> Excluding cards and personal loans

<sup>(3)</sup> Factoring contracts on short term rental excluded since 2025. Those contracts represented 32K units in H1-2024, or +2,8pts impact on 2024 penetration rate.





**THANK YOU**