



Goldman Sachs visit to the Refactory

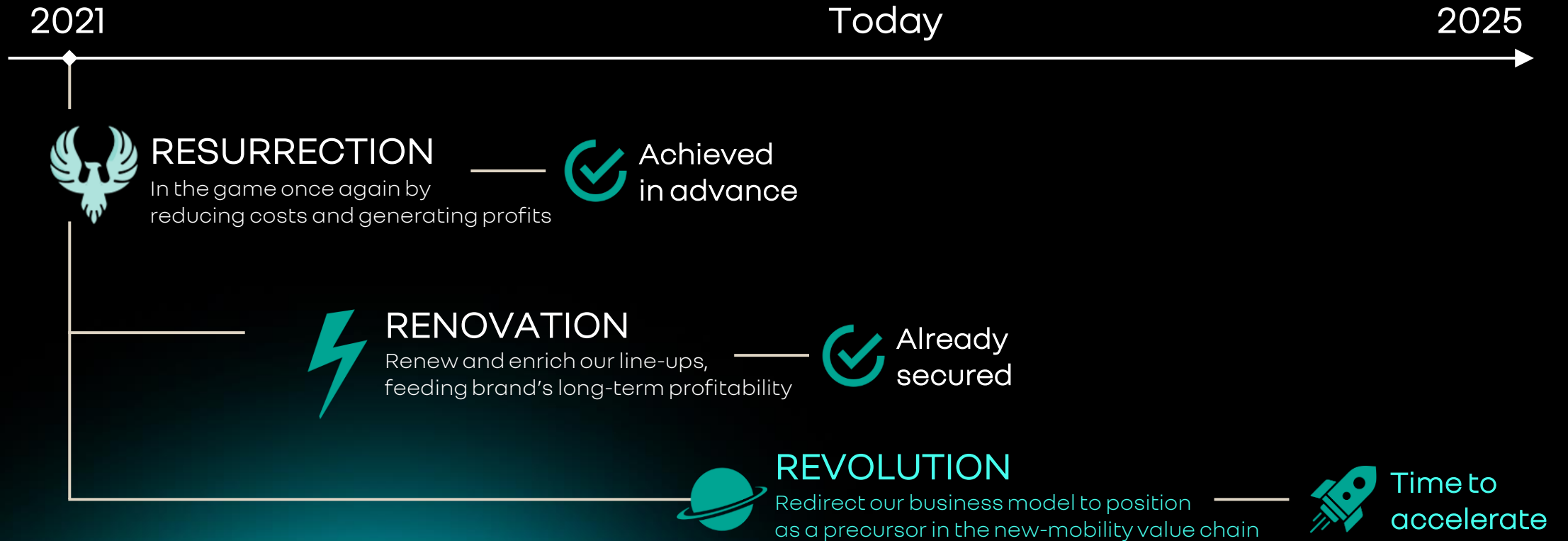
November 8, 2023

Jean-Philippe BAHUAUD
CEO The Future is NEUTRAL

**Renault
Group**



3-step plan launched in 2021



RENAULT GROUP METAMORPHOSIS

REVOLUTIONS IN THE AUTOMOTIVE INDUSTRY



ELECTRIC



DIGITAL



MOBILITY

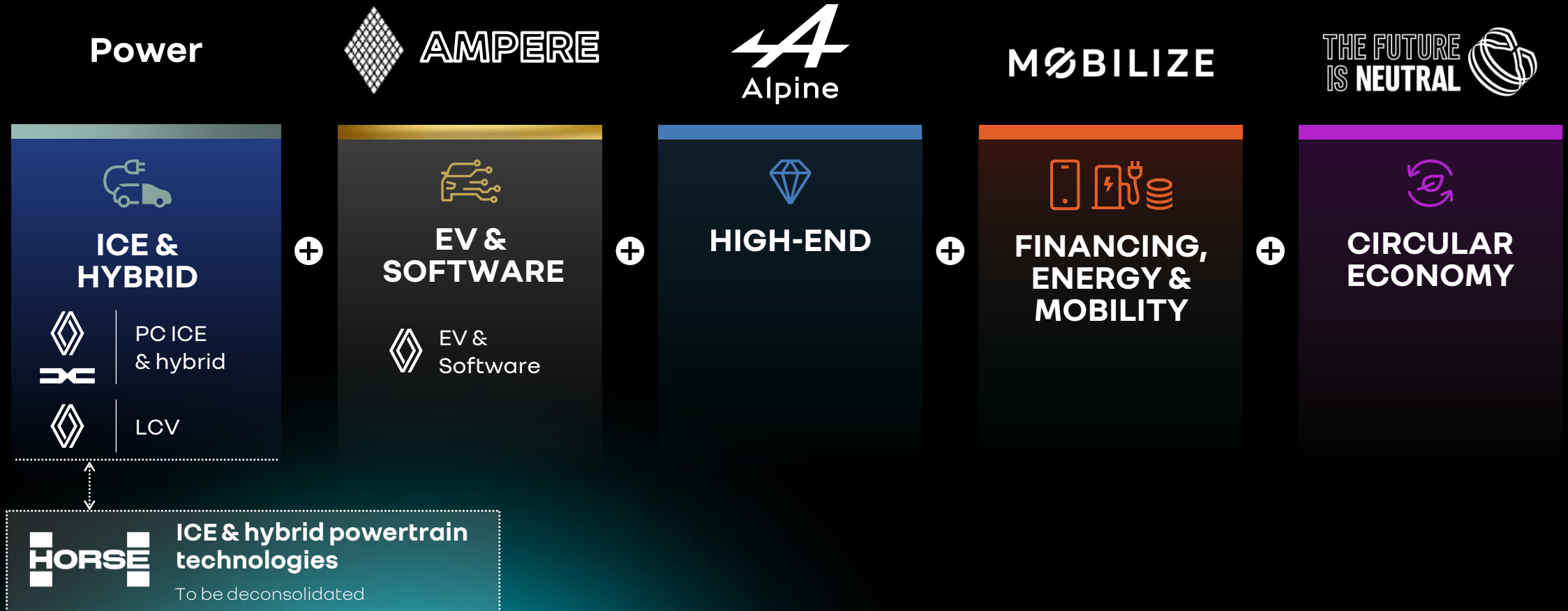


SUSTAINABILITY

Renault
Group

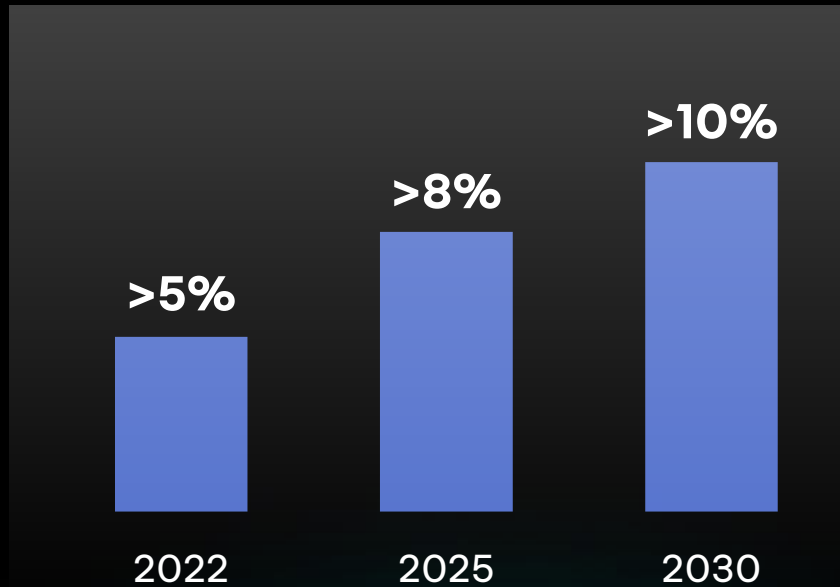
← PREPARING TO HARNESS THE NEW VALUE CHAINS →

Renault Group the Next Gen automotive company

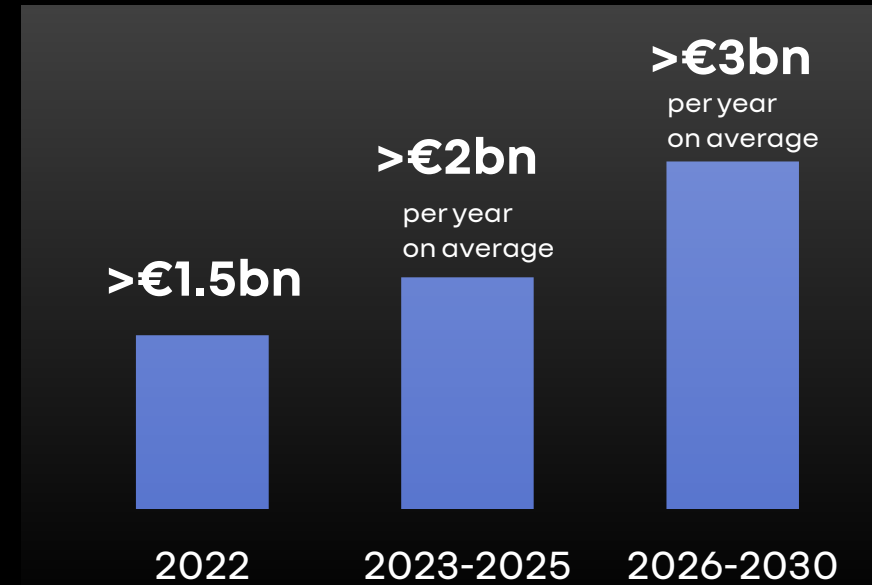


Financial outlook: new heights!

Operating margin



Free cash-flow



ROCE >30% from 2025

Embedded ESG targets for each focused businesses

secure sustainable value chain
& prepare for a carbon neutral
and inclusive future



Caring
for the climate

Caring
for the Resources

Caring
for the people

Power

- Affordable mobility
- Up to -70% CO₂ emissions per vehicle by 2030

Ampere

- 100% EV line-up
- Carbon neutrality in production in 2025
- Local value chain
- Upskilling & reskilling

Alpine

- 100% EV line-up by 2026
- Carbon neutrality in production by 2030

Mobilize

- 100% EV line-up
- Renewable energy
- Battery second life

The Future Is NEUTRAL

- Car-to-car parts & materials closed loops
- Battery recycling
- >90% coverage of the circular economy value chain by 2030

CIRCULAR ECONOMY ACTIVITIES



in our investment strategy



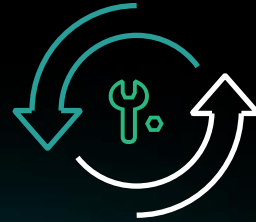
Vehicle, battery & production waste recycling

in our factories



Refurbishing & remanufacturing

in our sales & services network



Circular economy parts & retrofit in aftersales

in our Mobilize business

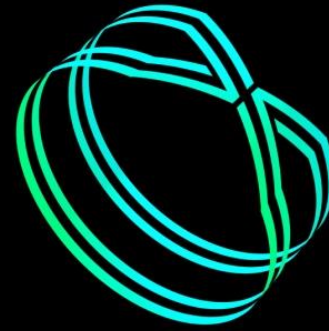


2nd & 3rd life services for vehicles & batteries

RG



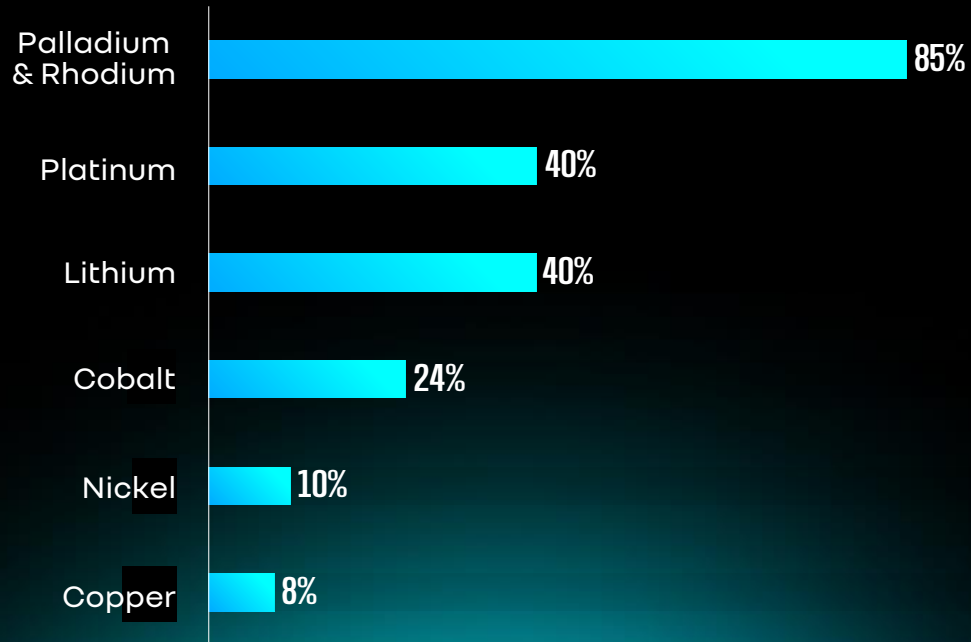
THE FUTURE
IS **NEUTRAL**



THE FIRST 360° CIRCULAR ECONOMY ENTERPRISE
IN THE AUTOMOTIVE WORLD

CAR INDUSTRY DRAWS SIGNIFICANT SHARE FROM NATURAL RESOURCES

SHARE OF AUTOMOTIVE INTO GLOBAL CONSUMPTION [%]



STRUCTURAL CHALLENGES FROM VIRGIN MATERIAL



DECLINING RESERVE



ENVIRONMENTAL IMPACT



SOCIAL RESPONSIBILITY



COMPLEX SUPPLY CHAINS



GEOPOLITICAL CONCERNS

CAR INDUSTRY DRAWS SIGNIFICANT SHARE FROM NATURAL RESOURCES

BEV PENETRATION IN NEW VEHICLE SALES EUROPE

8%



2021

TO

~ 55%



2030



INCREASE IN RESOURCES CONSUMPTION FROM AUTOMOTIVE

LITHIUM

↗ **X7** (70%)

COBALT

↗ **X5** (53%)

NICKEL

↗ **X8** (40%)

2021

TO

2030

NEW VEHICLES MOSTLY MADE FROM VIRGIN MATERIALS

85%

OF THE VEHICLE IS RECYCLABLE

YET

< 30%

SHARE OF RECYCLED MATERIAL
INPUTS FOR NEW VEHICLES



OUR VISION:

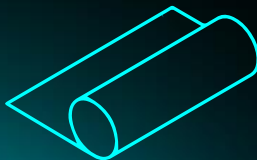
USE OLD CARS TO BUILD NEW ONES

11m VEHICLES REACHING
END-OF-LIFE

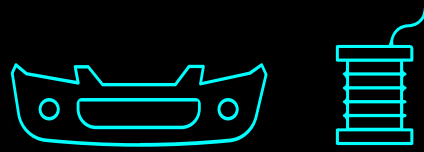


AUTOMOTIVE PRODUCTION EQUIVALENT POTENTIAL

> 8m
STEEL



> 5m
PLASTICS & COPPER



ALREADY ON OUR WAY TO ACHIEVE CLEAR TARGETS



STEEL



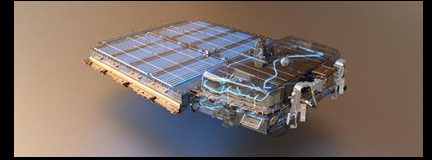
PLASTICS
& COPPER



PLATINOIDS



END-OF-LIFE
VEHICLES



BATTERY
MATERIALS

RECYCLED
IN 2022

> 1,8m TONS

> 1,700 TONS

> 114 KG

> 300 K VEHICLES

START IN 2024



TARGET
2030

> 3m TONS

> 9,000 TONS

> 1,000 KG

> 1,200 K VEHICLES

4,500 TONS

OUR UNIQUE SET UP OF ACTIVE ASSETS TO SERVE THE INDUSTRY

THE FUTURE
IS NEUTRAL



ECO RECYCLAGE AUTOMOBILE

PIONEER
IN AUTOMOTIVE
CLOSED LOOPS

€39m



FRENCH
LEADER
OF VEHICLE DISMANTLING

€74m



GLOBAL LEADER
IN METAL PROCESS
SCRAP RECYCLING

€724m

BATTERY
RECYCLING

NEW ACTIVITY
BATTERY-GRADE
CLOSED LOOPS

NEW

← ALREADY PROFITABLE →

Refactory

← 1ST EUROPEAN INDUSTRIAL ECO-SYSTEM DEDICATED TO CIRCULAR ECONOMY & SUSTAINABLE MOBILITY →

THE FUTURE IS NEUTRAL ADDRESSING ALL AUTOMOTIVE STAKEHOLDERS

FOR ALL CAR MAKERS, SUPPLIERS, PROFESSIONALS & INDIVIDUALS



PRODUCTION

INCREASE VEHICLE
RECYCLED CONTENT RATE



USAGE

PROVIDE AFFORDABLE
& ECO-FRIENDLY PARTS



END-OF-LIFE

DISPOSE OLD VEHICLES
RESPONSIBLY



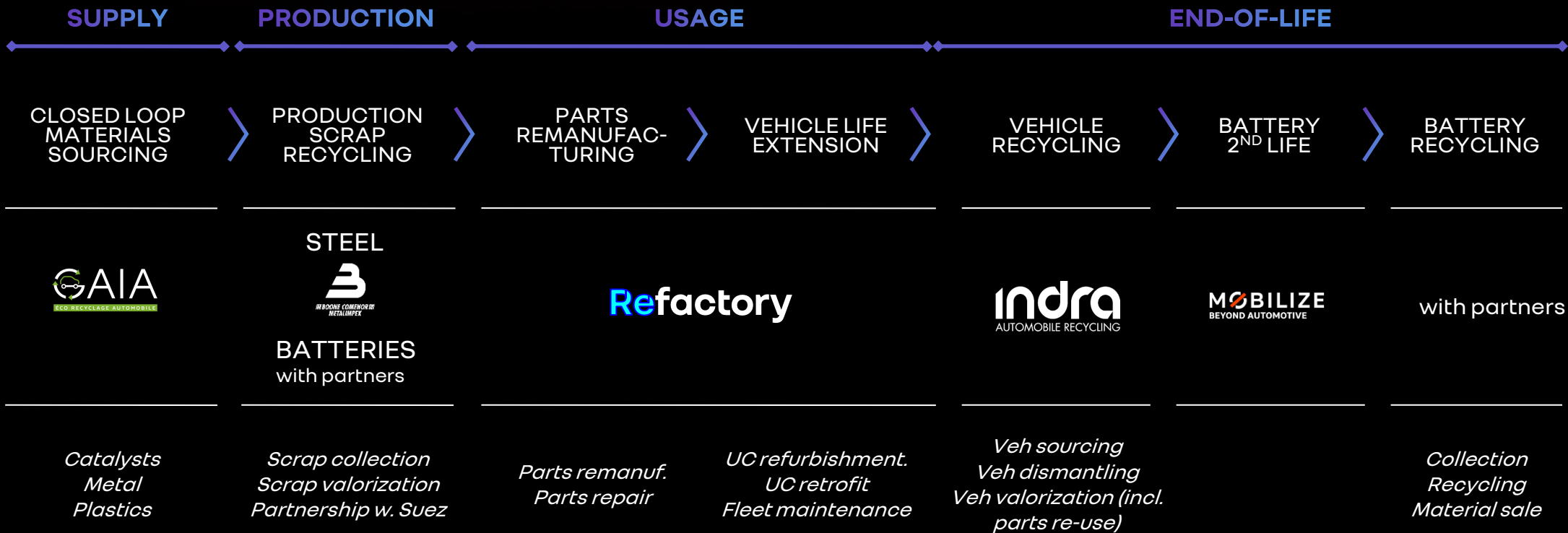
CIRCULAR ECONOMY CERTIFIED TRAINING & CONSULTING SERVICES

CIRCULAR ECONOMY SOLUTIONS THROUGHOUT THE CAR'S LIFECYCLE

TODAY
~50%

VALUE CHAIN COVERAGE

2030
>90%



THE FUTURE IS NEUTRAL TO DOUBLE BUSINESSES

TRIPLE TOPLINE AND QUADRUPLE MARGINS

X2
OF BUSINESSES

3 EXISTING

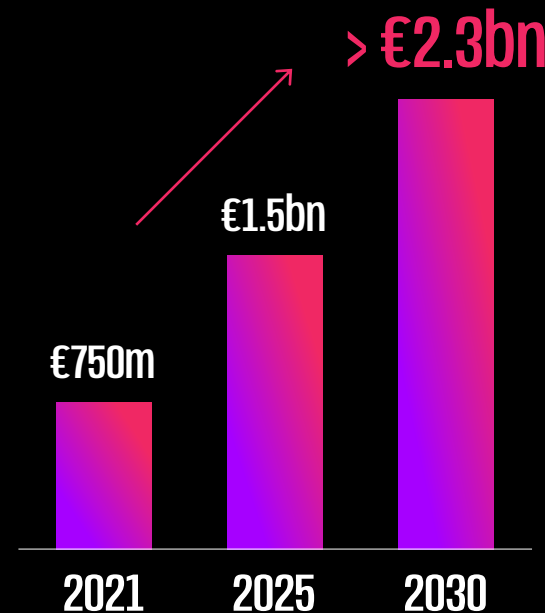
- Process scrap recycling
- ELV⁽¹⁾ valorization
- Post consumer material closed loop

+

3 NEW

- Circular economy parts
- Battery recycling
- Training & Consulting services

X3
IN REVENUE⁽²⁾



X4
OPERATING MARGIN⁽²⁾

> 10%
2030 MARGIN RATE⁽²⁾

(1) End-of-Life Vehicle

(2) Total scope, sum of the parts

INDRA ALREADY ADDRESSING OEMs OBLIGATIONS

OEMs REGULATORY OBLIGATIONS

Focus ELV⁽¹⁾ requirements as part of new French AGECE⁽²⁾ law

1

Mandatory collection of own ELVs⁽²⁾ for OEMs



2

Overall and material-specific recycling rates
Currently being implemented by public authorities



3

Mandatory detailed reporting
Regarding volumes, recycling and reuse rates



indra
AUTOMOBILE RECYCLING

INDRA VALUE PROPOSITION

Turnkey solutions with its individual system



GOODBYCAR WITH 380+ SITES IN FRENCH NETWORK & EUROPEAN EXPANSION PLAN



INDRA UNIQUE KNOW-HOW IN COMPETITIVE MATERIALS EXTRACTION AT DISMANTLERS



TRACEABILITY WITH INDRA EXPERTISE & IT

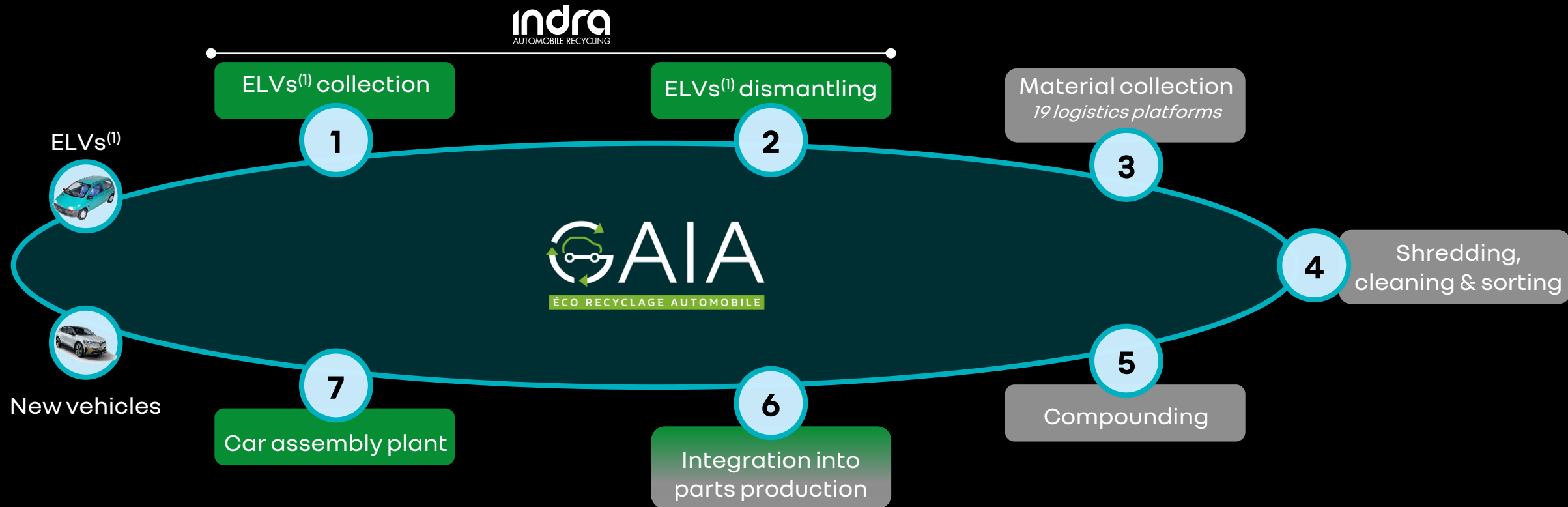
(1) End-of-Life vehicles


(2) Loi Anti-Gaspillage et Economie Circulaire (Anti-waste and circular economy)


CLOSED LOOP RECYCLING:

THE POLYPROPYLENE EXAMPLE WITH GAIA

GAIA'S COMPETITIVE ADVANTAGE LIES ON ITS STRONG & INTEGRATED ECOSYSTEM



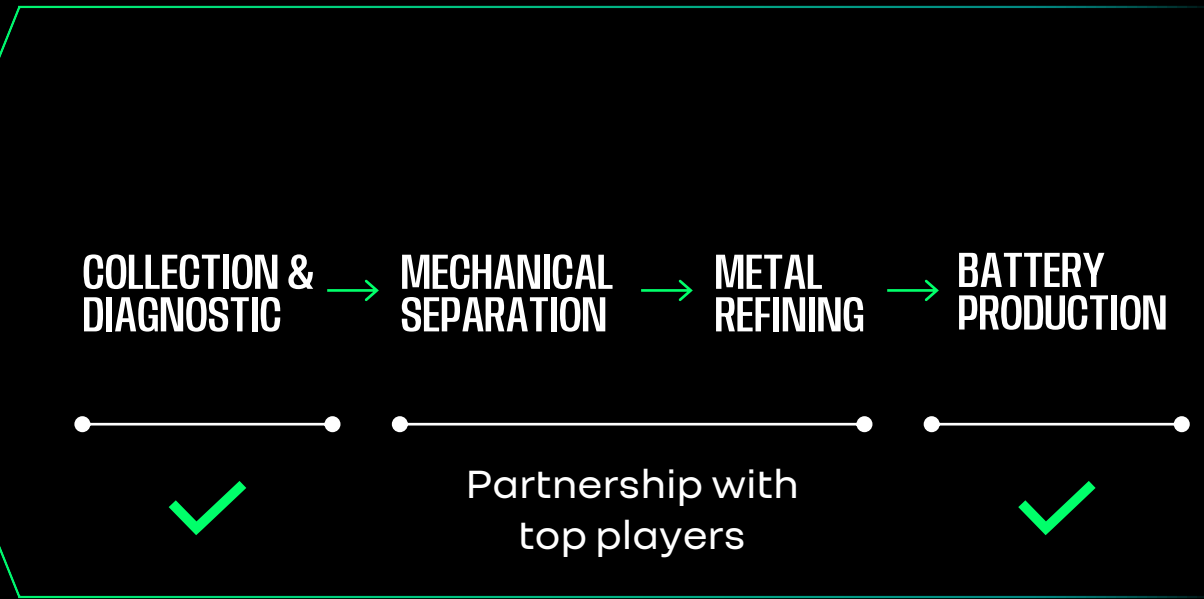
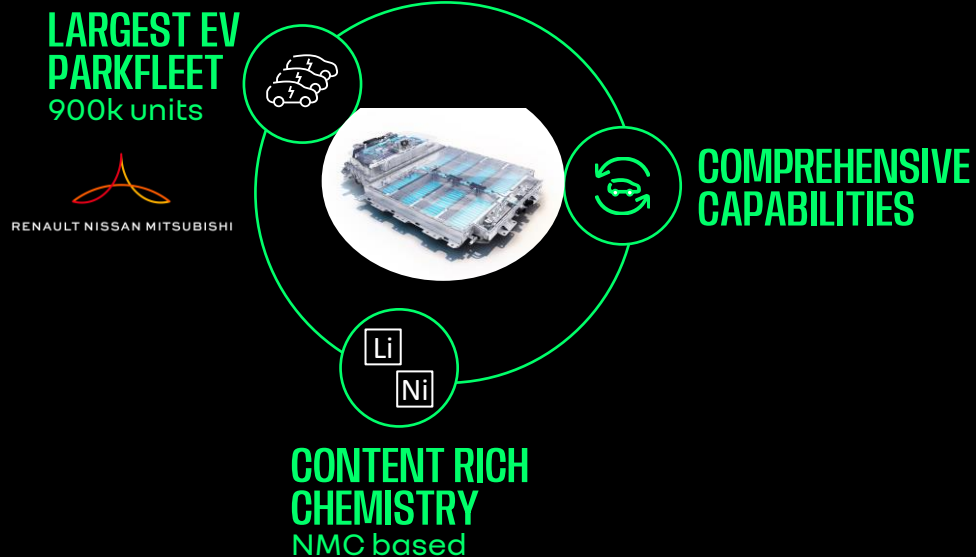
 Part of The Future Is Neutral/ Renault Group ecosystem

 Partnership with external third-party

(1) End-of-Life vehicles

THE FUTURE IS NEUTRAL FRONTRUNNING IN EV BATTERY RECYCLING

← OUR ASSETS IN BATTERY RECYCLING →



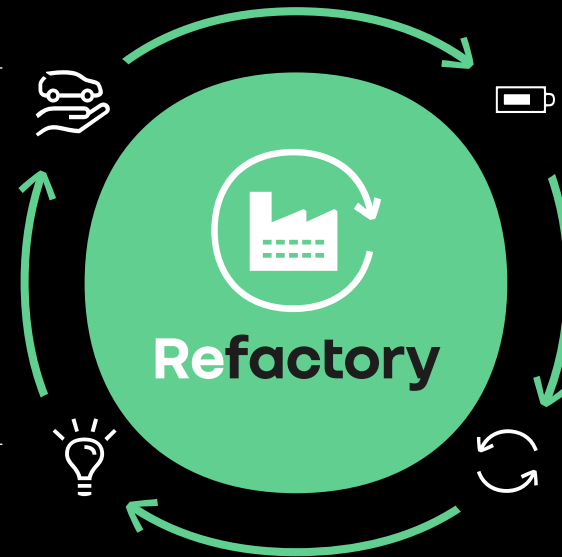
THE REFACTORY: AN INNOVATIVE OPEN INDUSTRIAL ECO-SYSTEM

Re-trofit

- Renew Factory ★
- Heavy bodywork
- LCV retrofit

Re-start

- Advanced manufacturing
 - Robot retrofit/3D printing
- Campus
 - Trainings / Learning Expeditions
- Innovation Hub
 - Startups incubator (incl. manufacturing)



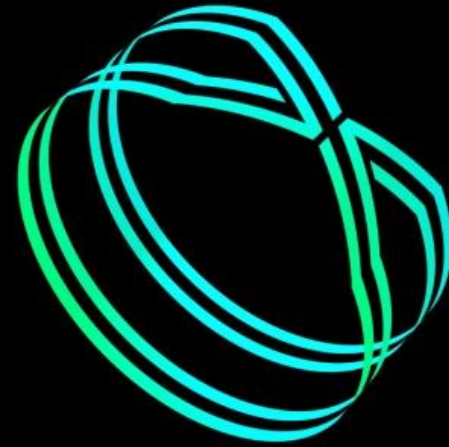
Re-energy

- Hyvia (360° hydrogen solutions) ★
- Battery repair (CERBF)
- BetterPack (2nd life)

Re-cycle

- Remanufacturing ★
- Re-used spare parts
- Short loop of raw material
- Manufacture of aftersales parts
- Manufacture of original spare parts

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