

RENAULT 2016 DRIVE THE CHANGE CSR STRATEGY

MARCH 17 NOMURA SRI CONFERENCE

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SUSTAINABLE INVESTOR RELATIONS

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OUR STRATEGIC MID-TERM PLAN

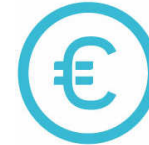
RENAULT 2016 DRIVE THE CHANGE

MAKING SUSTAINABLE MOBILITY ACCESSIBLE TO ALL

AGENDA

01

RENAULT 2016 DRIVE THE CHANGE
MAKING SUSTAINABLE MOBILITY ACCESSIBLE TO ALL



02

ENVIRONMENTAL POLICY
CARBON FOOTPRINT KPI



03

SOCIAL POLICY
DIVERSITY, DYNAMIC SKILLS MANAGEMENT



01

RENAULT 2016 DRIVE THE CHANGE MID-TERM STRATEGIC PLAN

2 KEY OBJECTIVES

RENAULT
2016
DRIVE THE
CHANGE

1. ENSURE THE GROUP'S GROWTH
2. GENERATE FREE CASH FLOW ON A LASTING BASIS



2013 OBJECTIVES

- 3 million vehicles sold in 2013
- 2 billion euros cumulated operational free cash flow 2011-2013

SEVEN KEY LEVERS

1. INNOVATION
2. STRENGTHENED PRODUCT OFFER
3. REINFORCED THE IMAGE OF THE RENAULT BRAND
4. NETWORK EXCELLENCE IN CUSTOMER RELATIONS
5. OPTIMISED R&D AND INVESTMENT EXPENDITURES
6. COST REDUCTION
7. MAINTAINED POSITIONS IN EUROPE
AND INTERNATIONAL GROWTH

02

RENAULT ENVIRONMENTAL POLICY CARBON FOOTPRINT KPI

THREE MAJOR ENVIRONMENTAL CHALLENGES



IMPACTING THE BUSINESS :

REGULATIONS
(Euro 5,6...)



New technologies
(Particulate Filter, NOx
Trap), Car affordability

**CO₂ TAXES &
INCENTIVES**
(on Fuels and Cars)



Car price
Use costs
Sales mix changes

**MATERIAL PRICES
FUEL SHORTAGE**



Profitability
Car residual value
New Fuel solutions

THREE OPPORTUNITIES

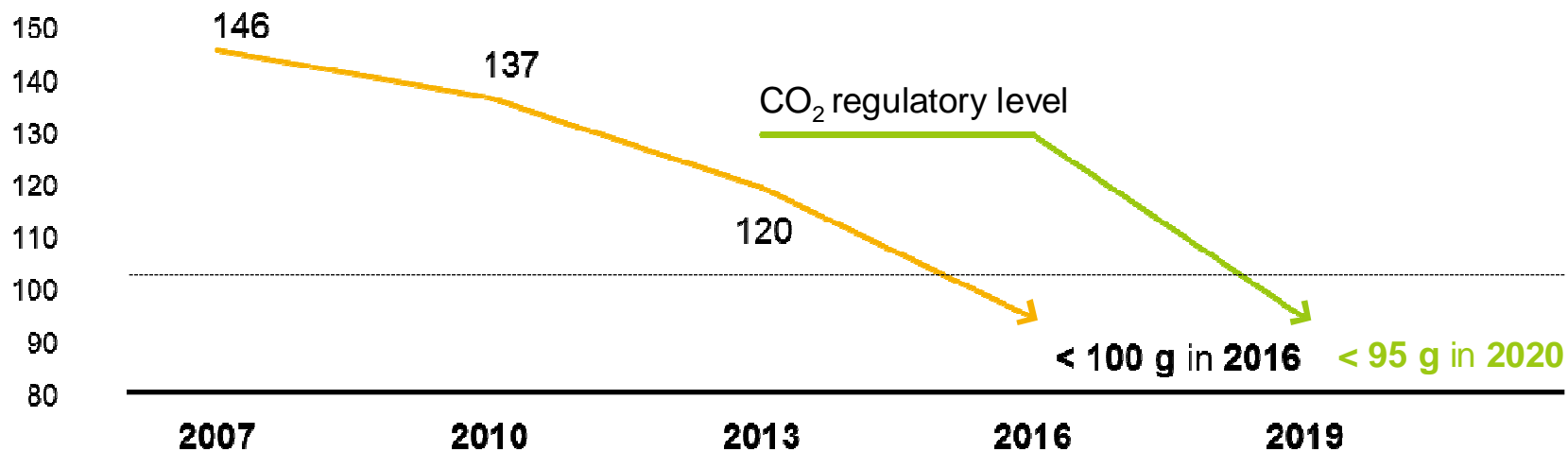
**ENVIRONMENT
& HEALTH**

TOP 3 CO₂

**LIFE CYCLE
...UP TO RECYCLING**

INNOVATION: CO₂ TARGET

Average CO₂/km emissions (Passenger cars Europe)



OBJECTIVE

Average emissions: 120g/km in Europe in 2013 and below 100g in 2016

INNOVATION: TWO NEW ENGINES WITH BEST-IN-CLASS PERFORMANCE



ENERGY dCi 130

with stop/start

ENERGY TCe 115

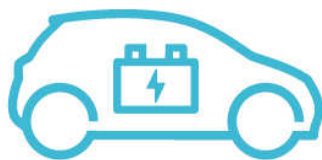
with stop/start

130 bhp	Power	115 bhp
- 20 %	Consumption and CO ₂ emissions reduction	- 30 %
119 g / km (Scénic)	CO ₂ emissions	115 g / km (Mégane)
4.5 L / 100 km	Consumption	4.9 L / 100 km

INNOVATION: ELECTRIC VEHICLES FOR ALL



BATTERY



ELECTRIC ENGINE



BUSINESS MODEL

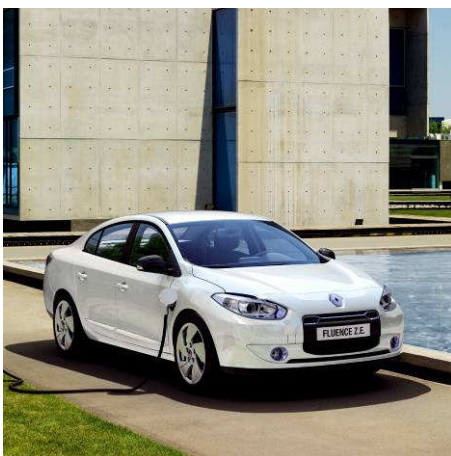


ZOE



CLIO

2. STRENGTHENED PRODUCT OFFER: LAUNCHING OUR Z.E. RANGE



Fluence Z.E.



Kangoo Z.E.



Twizy



ZOE

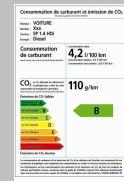


ALLIANCE OBJECTIVES

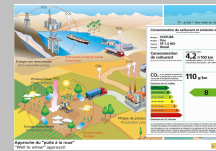
- 1.5 million **ELECTRIC VEHICLES** on the road in 2016
- Production capacity **500,000 electrical vehicles** per year as from 2015

CARBON FOOTPRINT DEFINITION : FROM GRAM OF CO₂ / KM TO RENAULT CARBON FOOTPRINT

CO₂ EMISSIONS IN USE
(Tank to Wheel)



CO₂ EMISSIONS « WELL TO WHEEL »
(Well to tank+Tank to wheel)



CO₂ EQUIVALENT* EMISSIONS ON THE WHOLE LIFE CYCLE
(climate change impact on vehicle's LCA)



CARBON FOOTPRINT IN CO₂ TEQ
COMPLETE VEHICLE'S LIFECYCLE
+SUPPORT FUNCTIONS (IT, OFFICES...)
FOR EACH VEHICLE SOLD

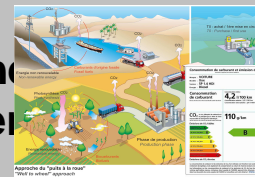


CARBON FOOTPRINT DEFINITION : FROM GRAM OF CO₂ / KM TO RENAULT CARBON FOOTPRINT

LAGUNA DCI 110 120g CO₂/km (NEDC cycle)
FLUENCE ZE 0g CO₂/km (NEDC cycle)



LAGUNA DCI 110 135g CO₂/km (well to wheel)
FLUENCE ZE 12g CO₂/km (French energy)



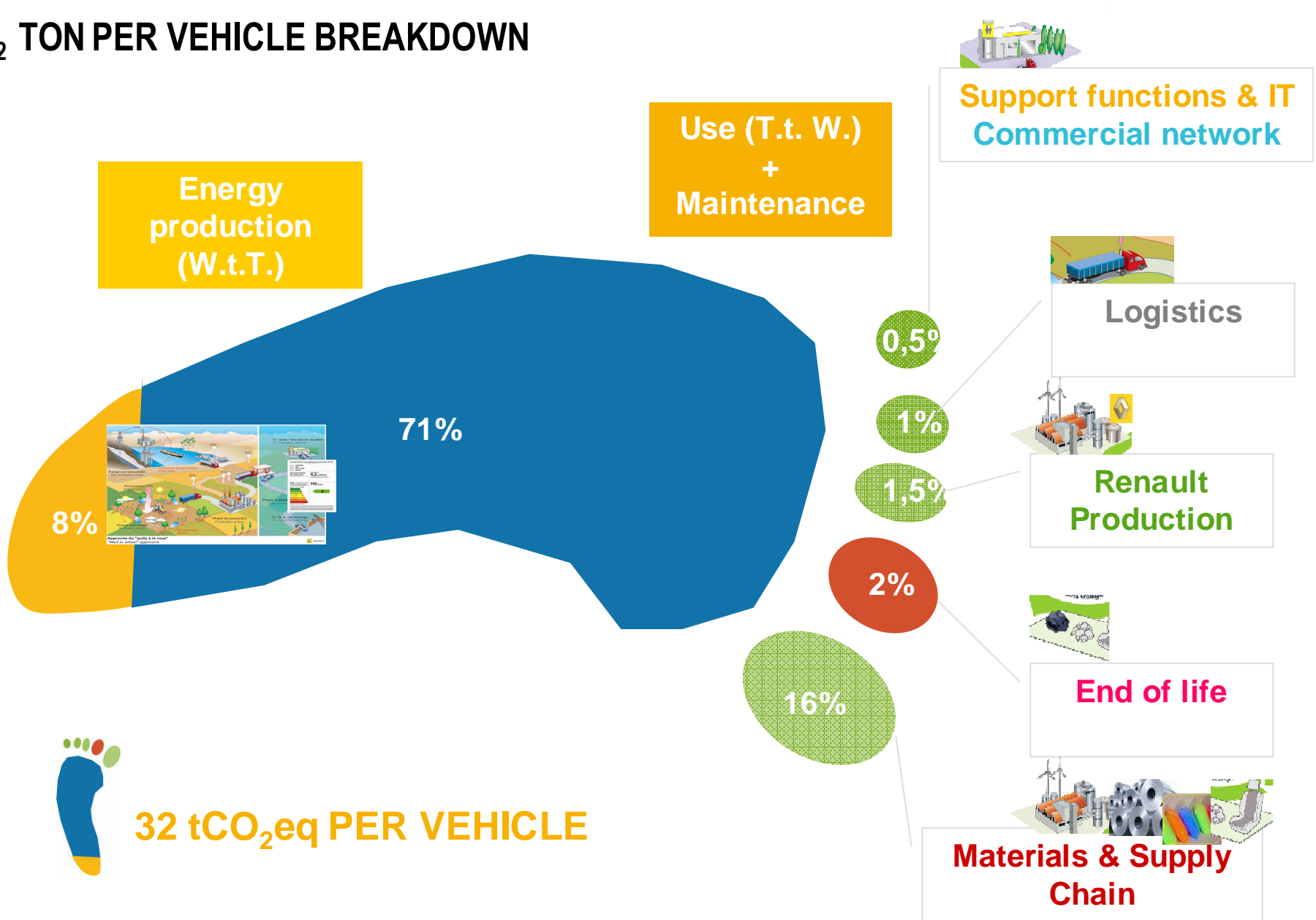
LAGUNA DCI 110 28 t CO₂eq on lifecycle (150,000km)
FLUENCE ZE ~15 t CO₂eq (French energy mix)



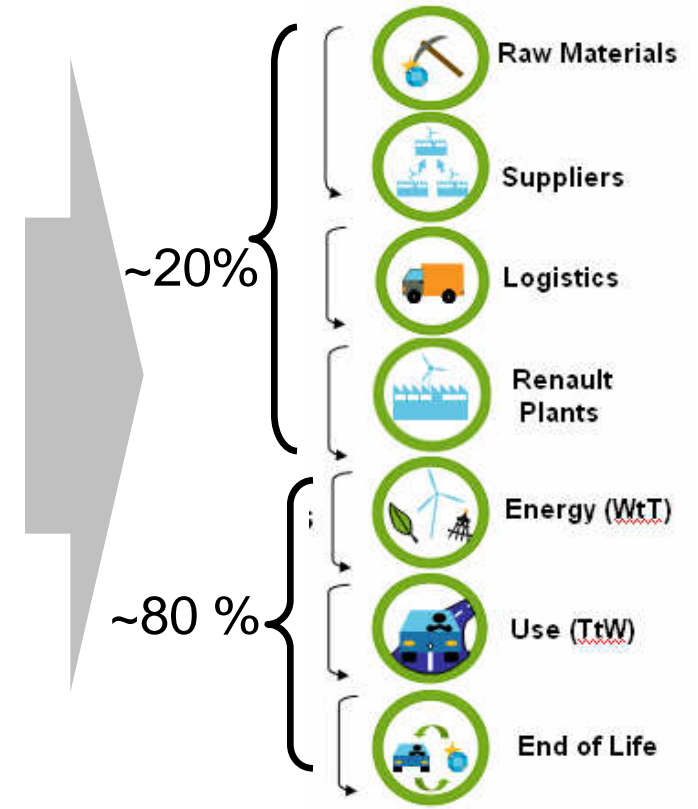
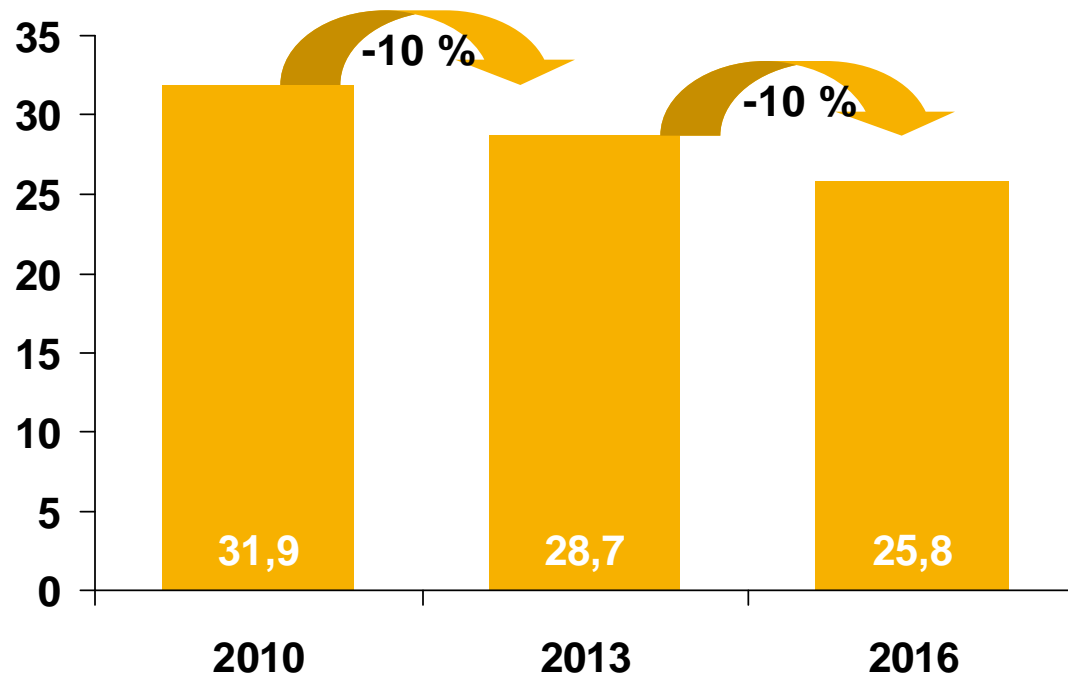
AVERAGE of 32 t CO₂eq per vehicle sold in 2010



CO₂ TON PER VEHICLE BREAKDOWN



2016 CARBON FOOTPRINT TARGET



03

RENAULT SOCIAL POLICY

DIVERSITY, DYNAMIC SKILLS MANAGEMENT

TOGETHER DRIVE THE CHANGE

MANAGE PERFORMANCE AND SUSTAIN MOTIVATION

SIMPLIFY RENAULT

ANCHOR RENAULT MANAGEMENT WAY IN ITS DAY-TO-DAY PRACTICES

TAKE ACTION ON THE WORK ENVIRONMENT

TAKING ACTION
IN CLOSE STEP
WITH OUR
MARKETS



TAKING ACTION
TO DEVELOP
OUR
EMPLOYEES

DEVELOP DYNAMIC SKILLS MANAGEMENT AND BOOST EMPLOYABILITY

PROMOTE DIVERSITY AND DEVELOP TALENTS

MANAGE SKILLS TO BOOST COMPANY PERFORMANCE
AND DEVELOP EMPLOYEES

DEVELOPING DYNAMIC SKILLS MANAGEMENT AND IMPROVING EMPLOYABILITY



- **Define the needs of resources and competence in coherence with the strategy of the company**
 - Elaborate with anticipation, the plans of recruitment, training and mobility for every profession
- **Develop the individual competence to strengthen the employability of each**

DYNAMIC SKILLS MANAGEMENT POLICY

- 3-5-10 yr SKILLS NEEDS PLANIFICATION
- AVAILABLE SKILLS MAPPING
- BOOMING AND DECLINING SKILLS IDENTIFICATION

- TRAINING
- HIRING MISSING SKILLS
- PROPOSE MOBILITY INSIDE OR OUTSIDE THE COMPANY



HR MANAGEMENT:

- STRUCTURED
- ANTICIPATED
- ORGANIZED

ACCOMPANY THE EMPLOYEES' CAREER PATH



2 OBJECTIVES:



HELP RENAULT FACING THE TECHNOLOGICAL AND ECONOMICAL BREAKTHROUGHS (EV, NEW MOBILITY OFFERS...)

MANAGE HR AS A STRATEGIC FACTOR IN THE COMPANY

PROMOTING DIVERSITY AND DEVELOPING TALENTS



- Strengthen and make the already engaged programs
- Promote the talents everywhere where Renault is present
- Increase our diversity

DIVERSITY

2010 : DIVERSITY DIAGNOSIS

2011 + : ACTION PLAN

ACTION PLAN TO ENHANCE DIVERSITY	
PLAN	ASSOCIATED ACTIONS
ANCHOR WOMAN@RENAULT	<ul style="list-style-type: none"> ▪ Women in succession plans ▪ Global rollout of network ▪ 2011 recruitment
SPEED UP TALENT DETECTION IN THE REGIONS	<ul style="list-style-type: none"> ▪ Build action plans in each Region ▪ Setting up a recruitment target
AGE GROUPS (FRANCE)	Implement the « Senior Plan » signed in 2010
PARTNERSHIP WITH NGOS	Enhance hiring opportunities <ul style="list-style-type: none"> ▪ Limited physical ability ▪ Origins ▪ Gender
DISCRIMINATION AS A RISK	Implement a discrimination identification process
GLOBAL COMPANY AGREEMENT	<ul style="list-style-type: none"> ▪ Provide a general framework to all Renault stakeholders and consistent with ISO26000 ▪ Implement relevant communications on policies ▪ Raise management awareness

THE END

