

**SOCIETE GENERALE CONFERENCE - ESG & SRI MEETING**

INVESTOR RELATIONS / NOVEMBER 13, 2019

# GOVERNANCE

# BOARD PRESENTATION

## 18 Directors

14

Directors appointed by the Annual General Meeting, including

2

Directors appointed upon proposal of Nissan

1

Director appointed upon proposal of the employee shareholders

1

Director appointed upon proposal of the French State

1

Director designated by order, as representative of the French State

3

Directors elected by employees

71.4%

**Independent Directors \***  
(vs. 66.7% in 2018)

46.7%

**Women \*\***  
(vs. 43.7% in 2018)

57.7

**Average Age**  
(vs. 58.3 in 2018)

3.4

**Average Seniority**  
(vs. 4.4 in 2018)

\* Excluding the Directors representing employees and the Director representing employee shareholders.

\*\* Excluding the Directors representing employees.

# BOARD PRESENTATION



**Jean-Dominique Senard**  
Chairman of the Board of Directors

> Offices and others functions



**Catherine Barba**  
Independent director

> Offices and others functions



**Frédéric Barrat**  
Director elected by employees

> Offices and others functions



**Miriam Bansalah Chagroun**  
Independent director

> Offices and others functions



**Thomas Courbe**  
Director appointed upon proposal of the French State

> Offices and others functions



**Marie-Annick Darmaillacq**  
Independent director

> Offices and others functions



**Thierry Derez**  
Independent director

> Offices and others functions



**Pierre Heuriot**  
Lead Independent Director

> Offices and others functions



**Richard Gentil**  
Director elected by employees

> Offices and others functions



**Benoît Osterlag**  
Director elected upon proposal of the employee shareholders

> Offices and others functions



**Eric Personne**  
Director elected by employees

> Offices and others functions



**Olivia Ponghong Ghu**  
Independent director

> Offices and others functions



**Yu Serizawa**  
Director appointed upon proposal of Nissan

> Offices and others functions



**Pascale Sourisse**  
Independent director

> Offices and others functions



**Patrick Thomas**  
Independent director

> Offices and others functions



**Martin Vial**  
Director designated by the French State

> Offices and others functions



**Annette Winkler**  
Independent director

> Offices and others functions




**Yasuhiro Yamauchi**  
Director appointed upon proposal of Nissan






> Offices and others functions

# BOARD COMMITTEES

## AUDIT, RISKS AND COMPLIANCE COMMITTEE



Pascale Sourisse<sup>(C)(ID)</sup>


Thierry Derez<sup>(ID)</sup> Pierre Fleuriot<sup>(ID)</sup> Benoit Osterlag<sup>(DRES)</sup> Patrick Thomas<sup>(ID)</sup> Martin Via<sup>(FSR)</sup>

*ID: Independent Director  
DRES: Director representing employee shareholders  
C: Chairperson  
FSR: French State representative  
(\*): Excluding the director representing employee shareholders*



### Independence

80%<sup>(\*)</sup>


## STRATEGY COMMITTEE



Olivia Qiu<sup>(C)(ID)</sup>

Catherine Barba<sup>(ID)</sup> Miriem Bensalah Chaqroun<sup>(ID)</sup> Thomas Courbe<sup>(FSR)</sup>






Richard Gentil<sup>(DRE)</sup> Benoit Osterlag<sup>(DRES)</sup> Annette Winkler<sup>(ID)</sup> Yasuhiro Yamauchi<sup>(NR)</sup>

*ID: Independent Director  
DRE: Director representing employees  
DRES: Director representing employee shareholders  
C: Chairperson  
FSR: French State representative  
NR: Nissan representative  
(\*): Excluding the director representing employees and the director representing employee shareholders*

### Independence

66.7%<sup>(\*)</sup>

### Main duties

- audit of the financial statements and financial information;
- selection and monitoring of the Statutory Auditors' performance;
- monitoring the effectiveness of internal control and audit systems and procedures;
- monitoring the effectiveness of systems and procedures assessing the risks of the Group.

### Main duties

- regularly reviews the overall strategy of the Group and the Alliance, including:
- mergers/acquisitions and agreements that have a material impact on the strategy of the Group and the Alliance;
- product and technology development strategy;
- competitiveness of production sites and of their supplier base;
- growth, financial and geographical expansion strategy.

# BOARD COMMITTEES

## GOVERNANCE AND COMPENSATION COMMITTEE



Patrick Thomas<sup>(C)(ID)</sup>






Thierry Derez<sup>(ID)</sup>    Marie-Annick Darmaillacq<sup>(ID)</sup>    Eric Personne<sup>(DRE)</sup>    Martin Vial<sup>(FSR)</sup>

*ID: Independent Director  
DRE: Director representing employees  
C: Chairperson  
FSR: French State representative  
(\*): Excluding the director representing employees*

### Independence

**75%<sup>(\*)</sup>**

## ETHICS AND CSR COMMITTEE



Marie-Annick Darmaillacq<sup>(C)(ID)</sup>






Catherine Barba<sup>(ID)</sup>    Frédéric Barrat<sup>(DRE)</sup>    Eric Personne<sup>(DRE)</sup>    Yu Serizawa<sup>(NR)</sup>

*ID: Independent Director  
DRE: Director representing employees  
C: Chairperson  
NR: Nissan representative  
(\*): Excluding the directors representing employees*

### Independence

**66.7%<sup>(\*)</sup>**

### Main duties

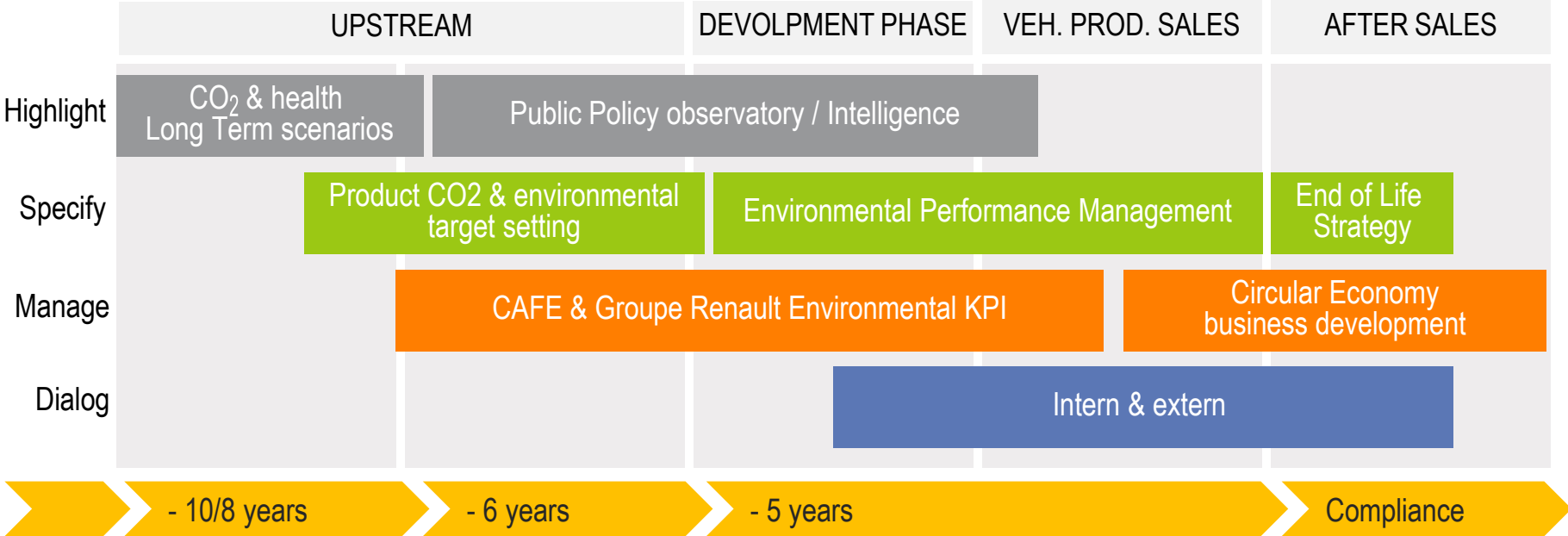
- selection of directors and composition of Committees;
- preparation of the succession plan for the senior executive officers;
- ensures proper operation of the Board and of the governing bodies and compliance with corporate governance rules;
- recommendations to the Board on the compensation of senior executive officers and directors.

### Main duties

- ensures sufficient commitment in terms of extra-financial compliance, ethics and environmental and social responsibility;
- examines Group's policies, reference texts and charters;
- review and assessment of procedures for reporting and controlling non-financial indicators;
- promotes ethics rules within Group entities;
- examines human resources policies.

# ENVIRONMENTAL STRATEGY

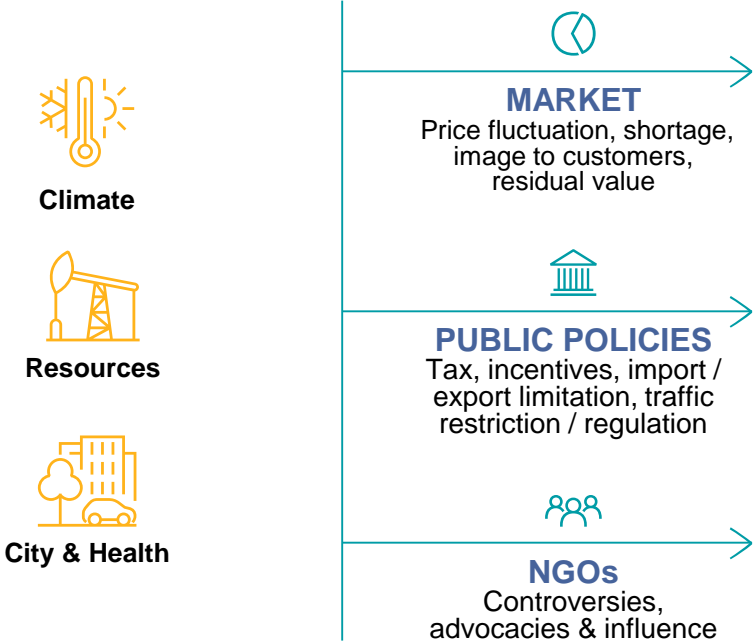
# THE STRATEGIC ENVIRONMENTAL PLANNING MANAGES ENVIRONMENTAL PERFORMANCE FROM UPSTREAM TILL RECYCLING



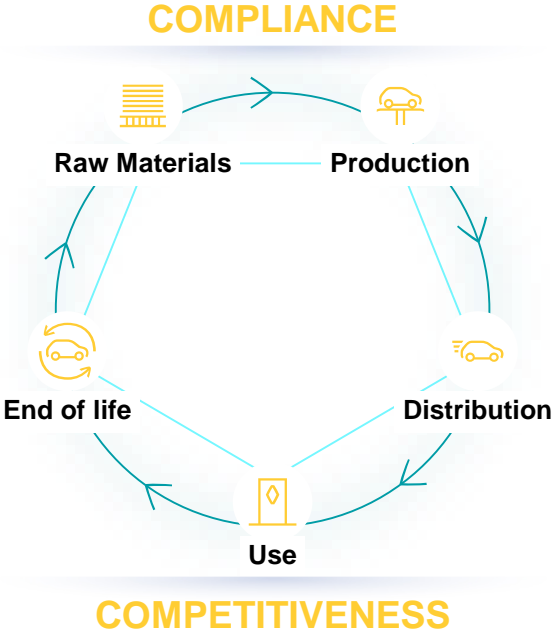


# ENVIRONMENTAL STAKES, MARKET & STAKEHOLDERS PRESSURE ARE CHALLENGING OEM'S COMPLIANCE & COMPETITIVENESS

## 3 MAJOR ENVIRONMENTAL STAKES CHALLENGING...

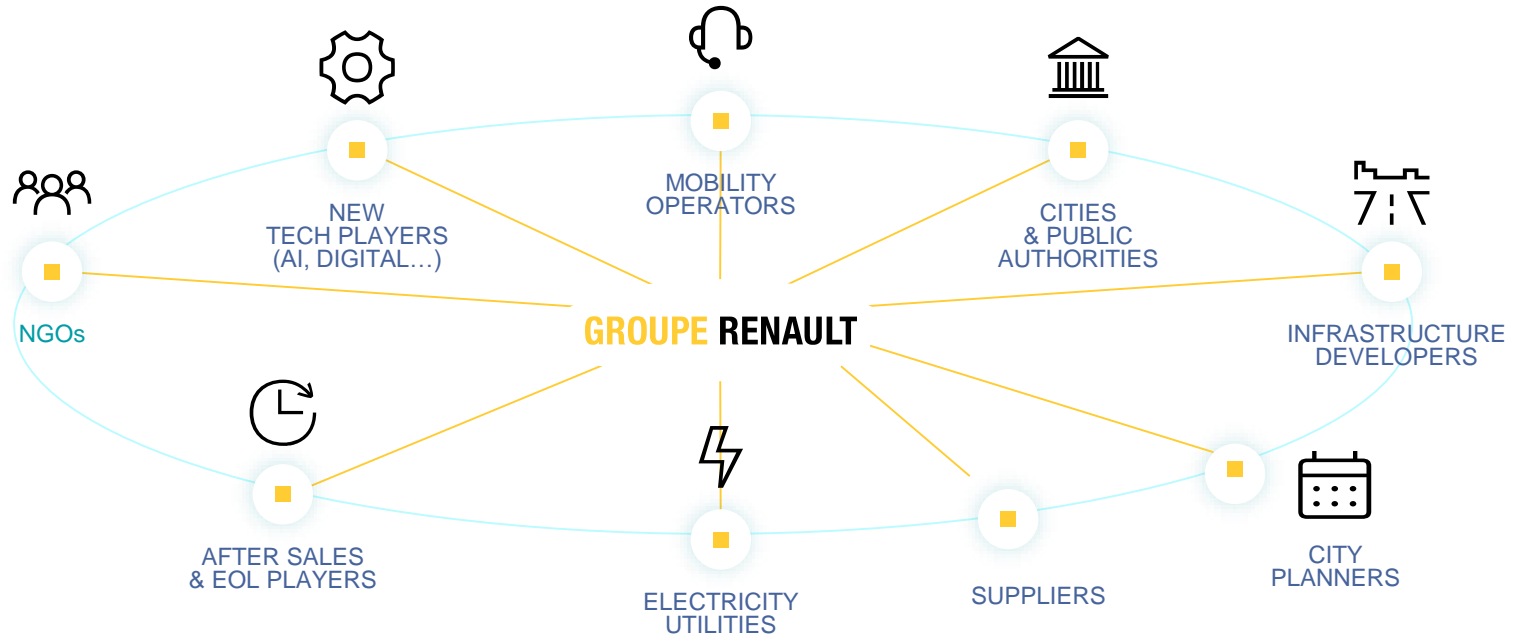


## ...THE AUTOMOTIVE INDUSTRY LIFE CYCLE



# ENVIRONMENTAL STRATEGY EFFICIENCY REQUIRES TO INTERACT WITH A LARGE AND EVOLVING ECOSYSTEM

STRATEGIC ENVIRONMENT MUTATION (NEW COMPETITORS, NEW PARTNERS)



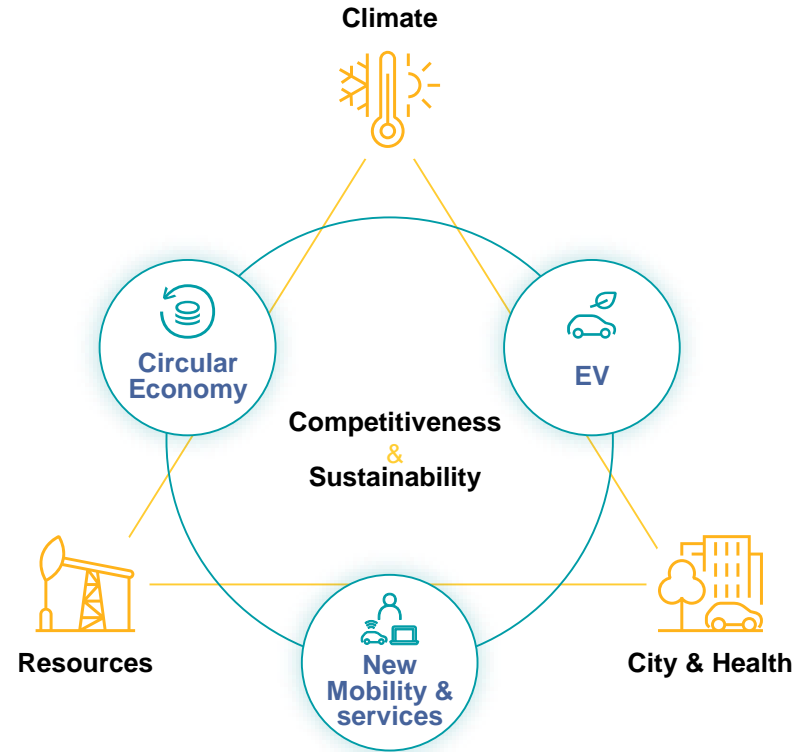
# THE 3 ENVIRONMENTAL STAKES ADRESSED THROUGH 3 STRATEGIC LEADERSHIP AMBITIONS FOR COMPETITIVENESS & SUSTAINABILITY

- △ 3 environmental stakes challenge automobile industry & reshape the market
- 3 strategic leadership ambitions able to enhance innovation and transformation

**ONE KPI to measure progress:**

**CARBON FOOTPRINT -25%**

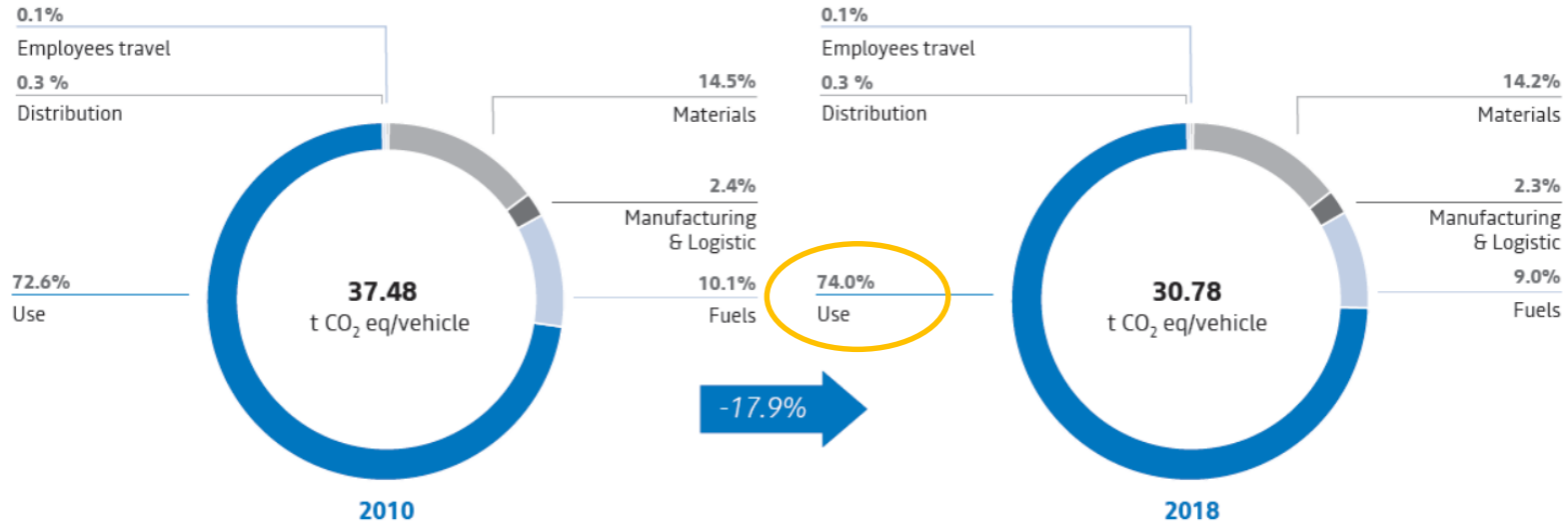
(2022/2010 PER VEH SOLD) IN LINE WITH COP21 2DS OBJECTIVE



# CARBON FOOTPRINT : ONE KPI FOR OVERALL GLOBAL PROGRESS

## CARBON FOOTPRINT -25% (2022/2010 PER VEH SOLD) IN

### RENAULT CARBON FOOTPRINT



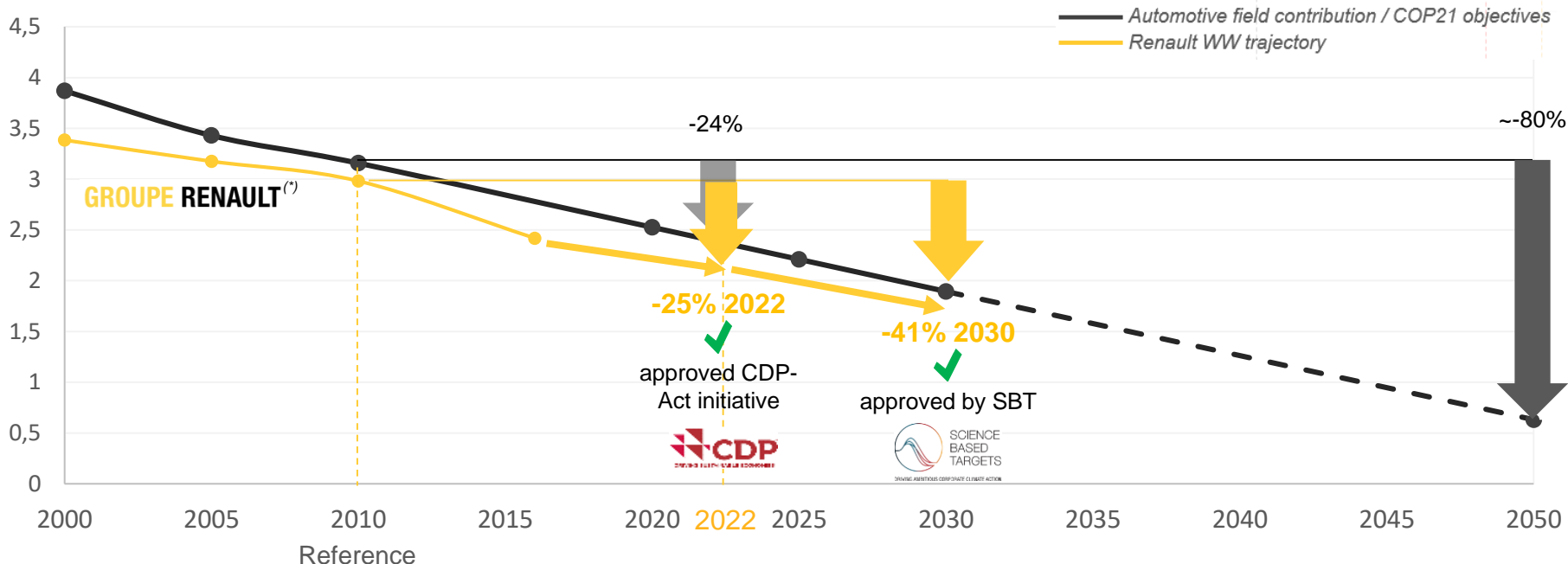
Scope: All passenger cars and light commercial vehicles registered under the Renault, Dacia, Alpine and Renault Samsung Motors brands worldwide.



## REDUCING CO<sub>2</sub> EMISSIONS DURING VEHICLE USE

# GRUPE RENAULT ON TRACK FOR ITS CONTRIBUTION TO COP21 TARGET

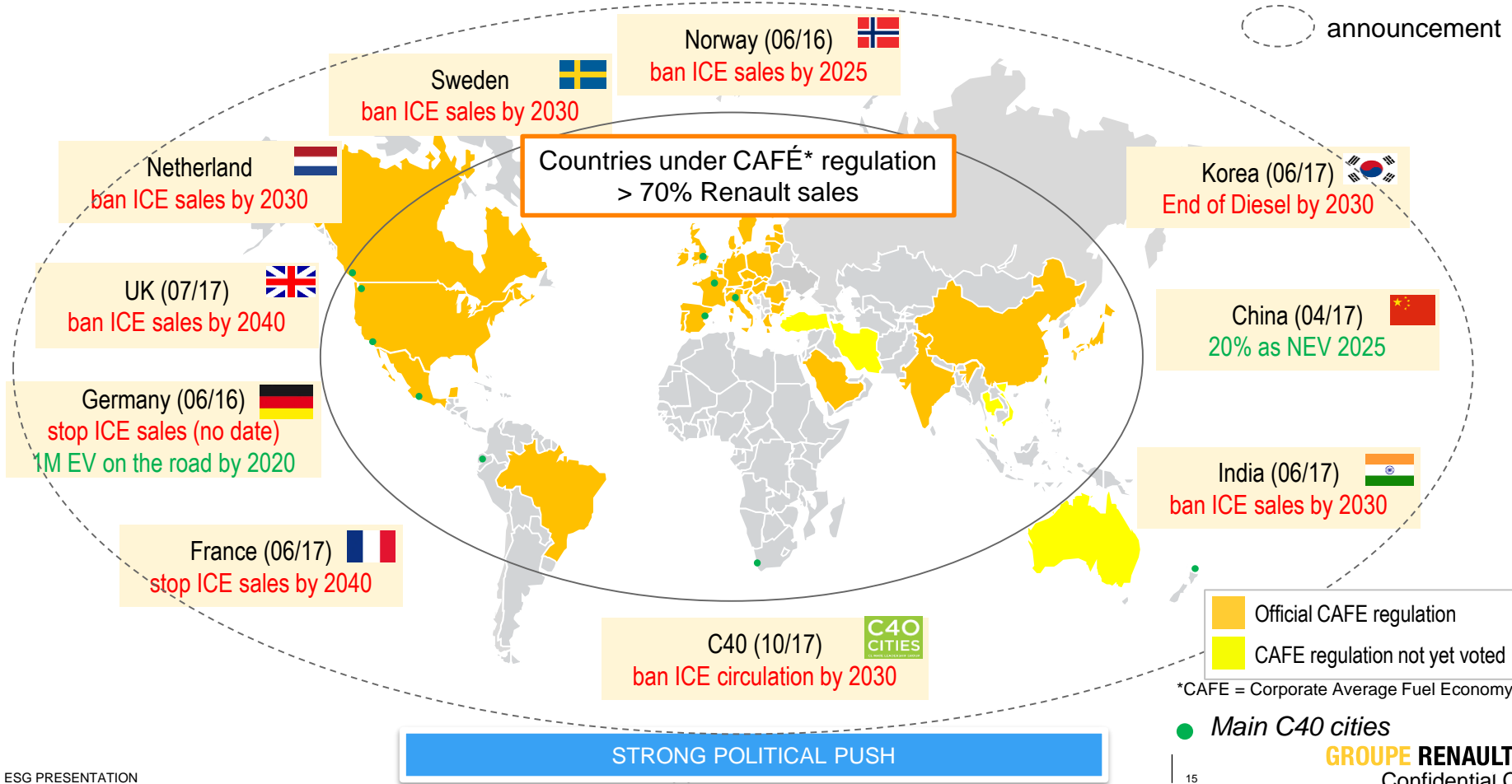
Renault's target (Worldwide WtW tCO<sub>2</sub>eq / veh sold / yr)



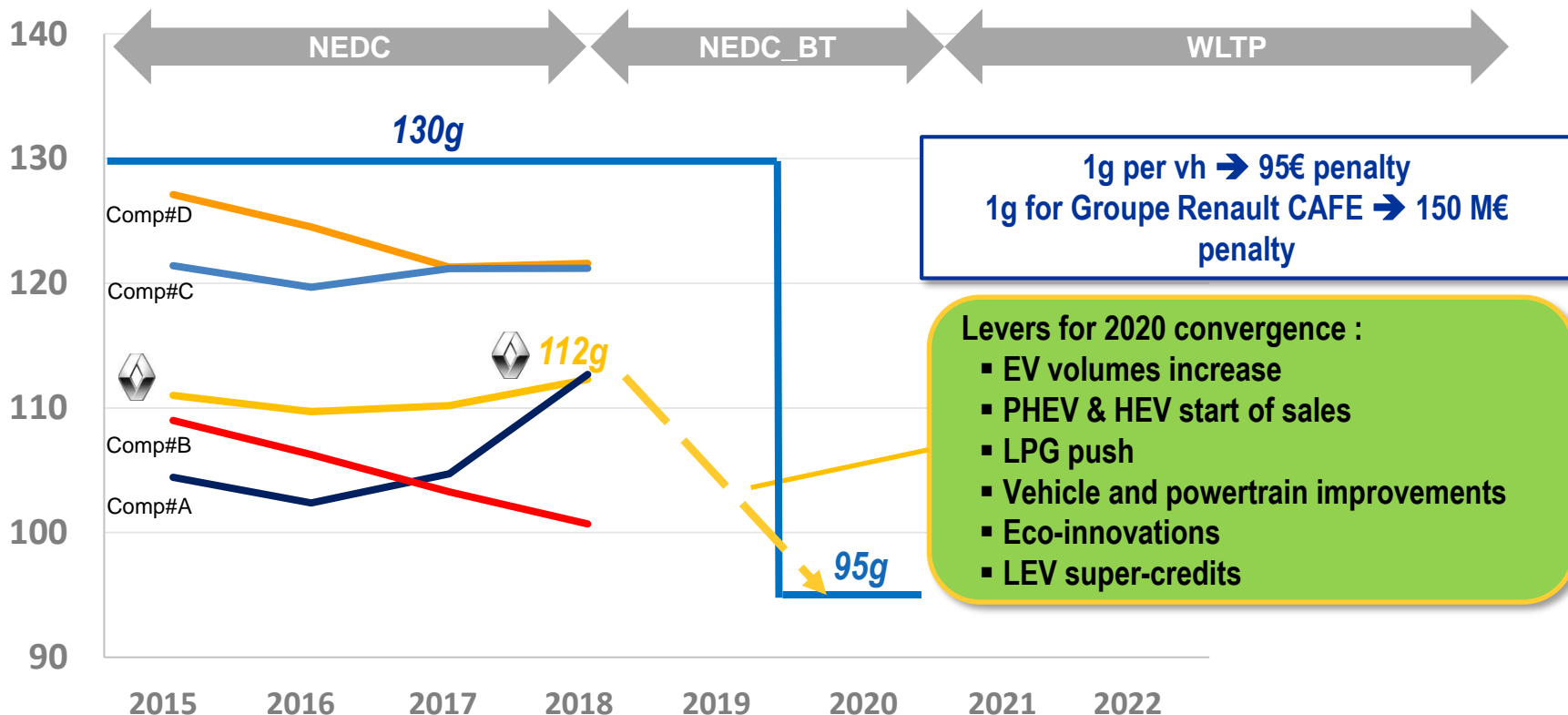
(\*) Scope: passenger cars and light commercial vehicles registered under the Renault, Dacia, Alpine and Renault Samsung Motors (RSM) brands, worldwide.

# LEGISLATION AND ANNOUNCEMENTS OF GOVERNMENTS

○ legislation  
○ announcement



# FOCUS: CAFE IN EUROPE



**Dedicated “Control Tower” set up to monitor and secure convergence**



# LEVERS: NEW TECH DEVELOPMENTS

## POWERTRAIN



**Electric powertrain: 100% Renault**



**e-Tech hybrid and e-Tech plug-in hybrid**  
(respectively ~ -20% et ~ -70% CO<sub>2</sub> vs comparable ICE)



**Powertrain improvements**

## VEHICLE RANGE



**EV line-up**



**Vehicle renewals**

(-5% à -10% CO<sub>2</sub> vs previous model)

In **2022**  
**50%** of the range will be electrified

**ZE**

**E-TECH**

# EV MARKETS YTD (AUGUST 2019)

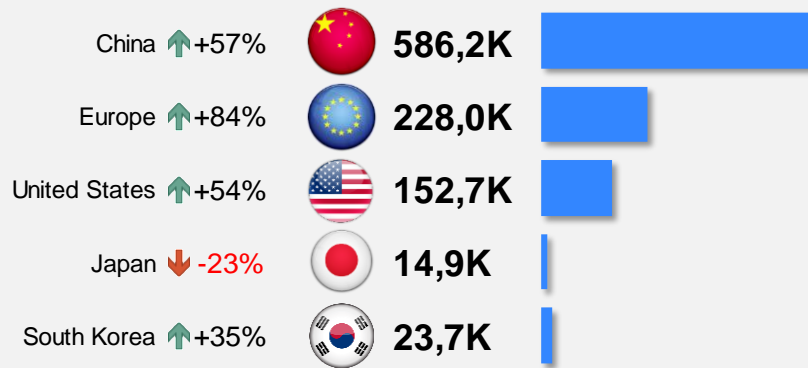
Only battery electric vehicles PC + LCV  
EUROPE = SIM | CHINA = CPCA | REST = JATO  
CHINA : excluding low speed BEV's  
**Excludes** BMW i3 REX and Twizy (except for Korea)



WORLD  
**1031,1K**  
↑ +59%



## AUGUST 2019



Europe data : SIM-BI4 figures, Data out of Europe : JATO figures  
evolutions are versus YTD 2018

# RENAULT BUILT A COMPETITIVE ADVANTAGE THANKS TO 10 YEARS OF ELECTRIC VEHICLE EXPERIENCE

## FIRST MOVER WITH A COMPLETE EV LINE UP



10 YEARS **EV** EXPERIENCE

30,000  
PEOPLE **EV** TRAINED

100%  
TRAINED DEALERS

## TECHNICAL EXCELLENCE



ZOE FLINS



e-Motor CLEON



Kangoo ZE  
MAUBEUGE



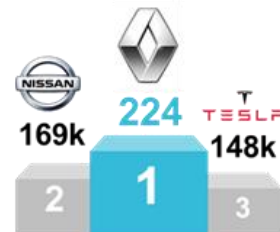
Battery pack  
TECHNOCENTRE

## CUSTOMER SATISFACTION

- NEW ZOE: 395 km WLTP (52kWh battery, 2019)
- ZOE >90% customer recommendations
- ~250K customers



## EV LEADER IN EUROPE



Cumulated total EV sales  
(@end June 2019)

# 8 ELECTRIC VEHICLES IN 2022 (NEW MODELS + RENEWALS)

10%  
of Groupe Renault sales



Kangoo Z.E.  
New Kangoo Z.E.



Twizy




ZOE  
New ZOE



Renault Samsung Motors  
SM3 Z.E.



Master Z.E.

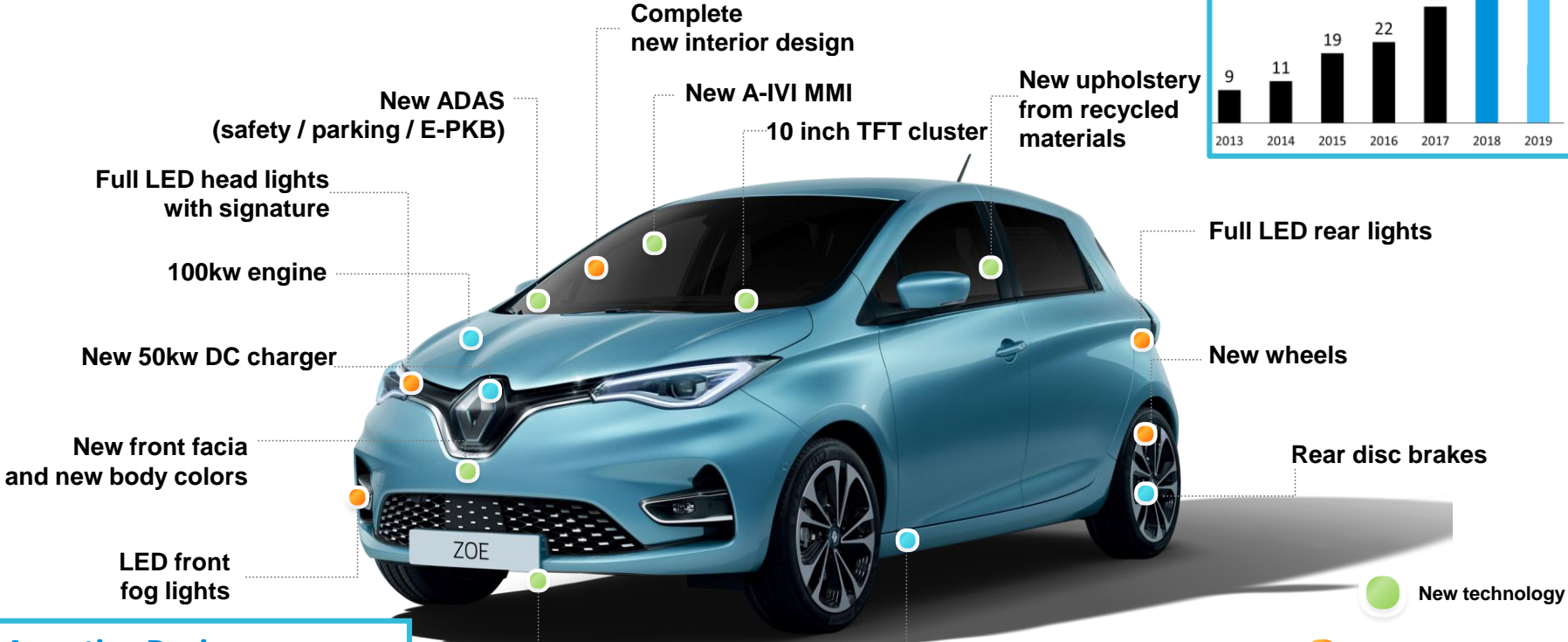
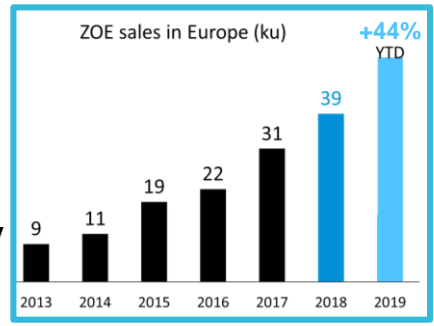


K-ZE





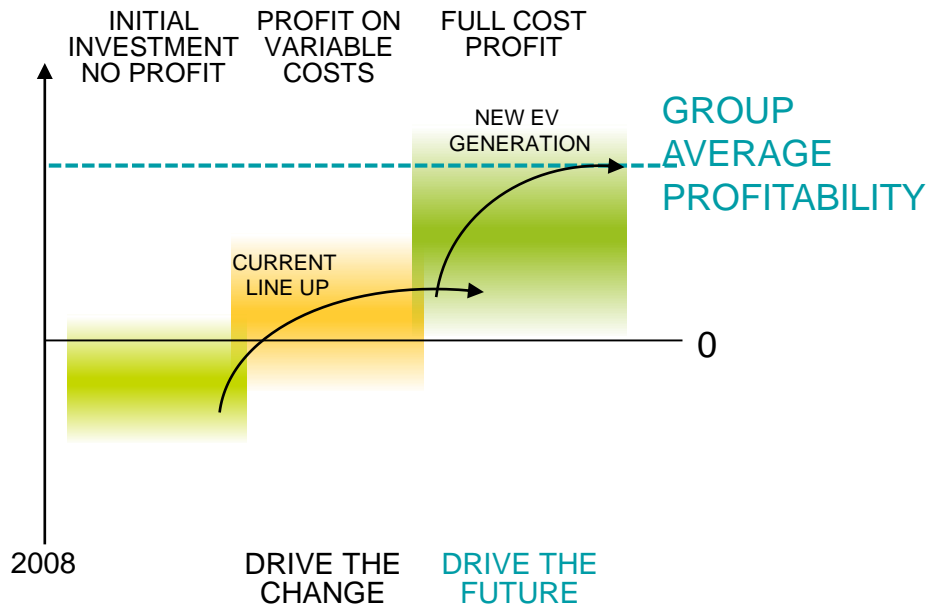
# NEW ZOE



- Assertive Design
- At the Forefront of EV performance
- High tech for All

# A ROBUST & PROFITABLE EV CORE BUSINESS BY 2022

## THE OBJECTIVE



## THE PLAN



EXPAND OUR REACH



ACCELERATE COST REDUCTION



LEADER IN AFFORDABLE ELECTRIC MOBILITY



PROVIDE EASY ELECTRIC LIFE



GENERATE VALUE FROM ENERGY & MOBILITY SECTORS

# CUSTOMER EXPECTATION FOR ISO PERFORMANCE & COMPETITIVENESS EV RENAULT WORK FOR AFFORDABLE ELECTRIC MOBILITY

## COST BREAKTHROUGH 3D SCALABLE ALLIANCE PLATFORM



80% of volume based on Alliance EV 2020 platform

- -40% R&D entry ticket
- -30% production cost

New E-motor generation

## TOTAL COST OF OWNERSHIP EV vs ICE

B-segment – 4 years – 12,000km/y  
Including reduction of incentives

EV

**Gasoline**  
(ref. base 100)

- ✓ Battery cost decrease
- ✓ EV Residual Value improvement
- ✓ ICE enrichment vs regulation & taxes

2017

2021

2023



# GENERATE VALUE FROM ENERGY & MOBILITY sectors NOW

## SMART CHARGING



Pilot car charging to match electricity grid off peak prices

### IMPACT

TCO reduction for customer

## BATTERY SECOND LIFE



Connect clean energy to grid and buildings

### IMPACT

Secure battery leasing business model  
Additional profit for OEM



**THANK YOU**