



Renault
Group

KEPLER CHEUVREUX CONFERENCE

SEPTEMBER 2021

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These forward looking statements are made as of the date of this presentation. Renault does not undertake to provide updates or revisions, should any new statements and information be available, should any new specific events occur or for any other reason.

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Further information on Renault can be found on Renault's web site (www.group.renault.com), in the section Finance/Regulated Information.

Agenda

- 01** Efficient governance
- 02** New CSR strategy
- 03** Focus on the environmental strategy
- 04** Security and Inclusion ambitions

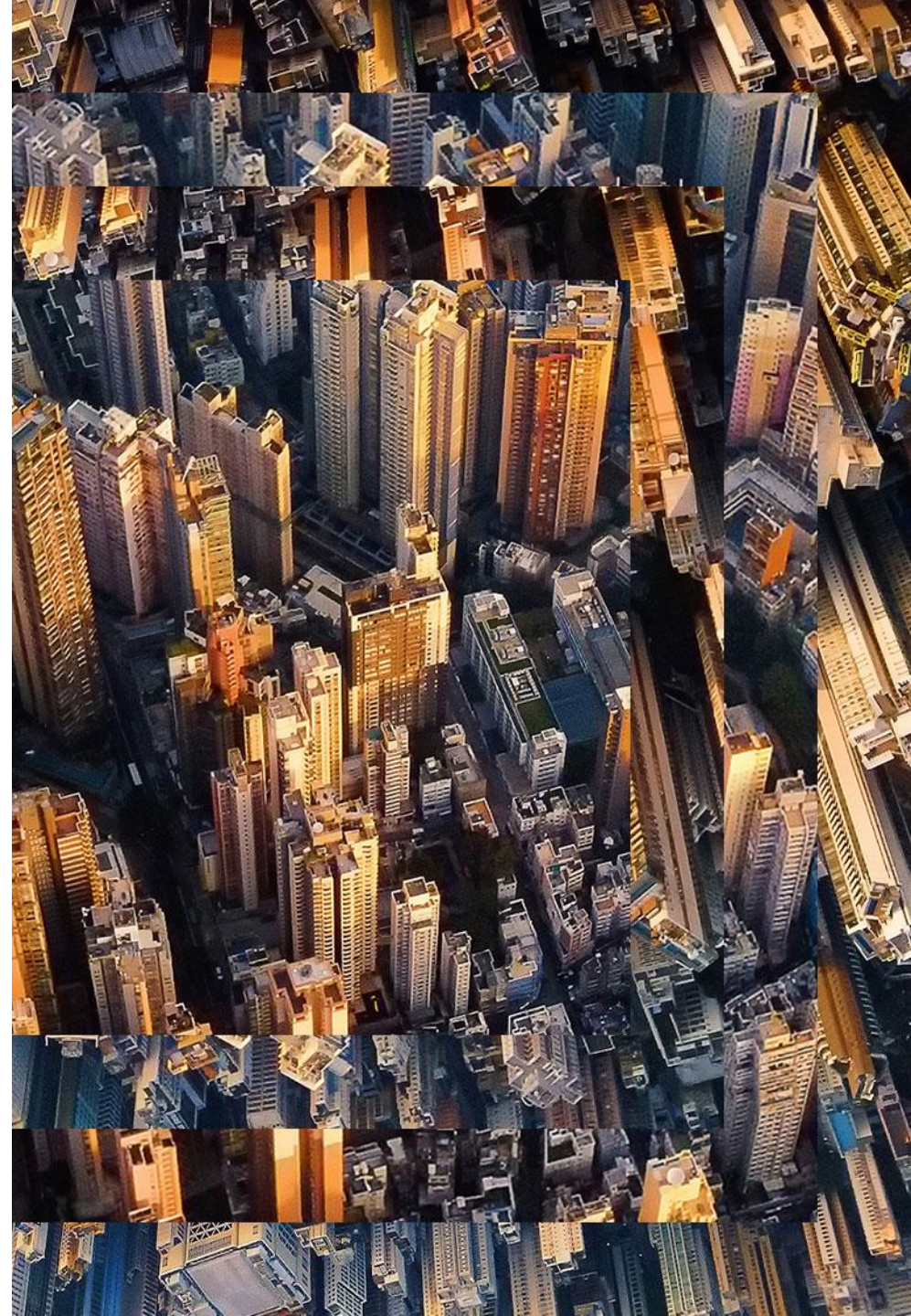
Key take-aways

CSR at the core of Group's strategy:

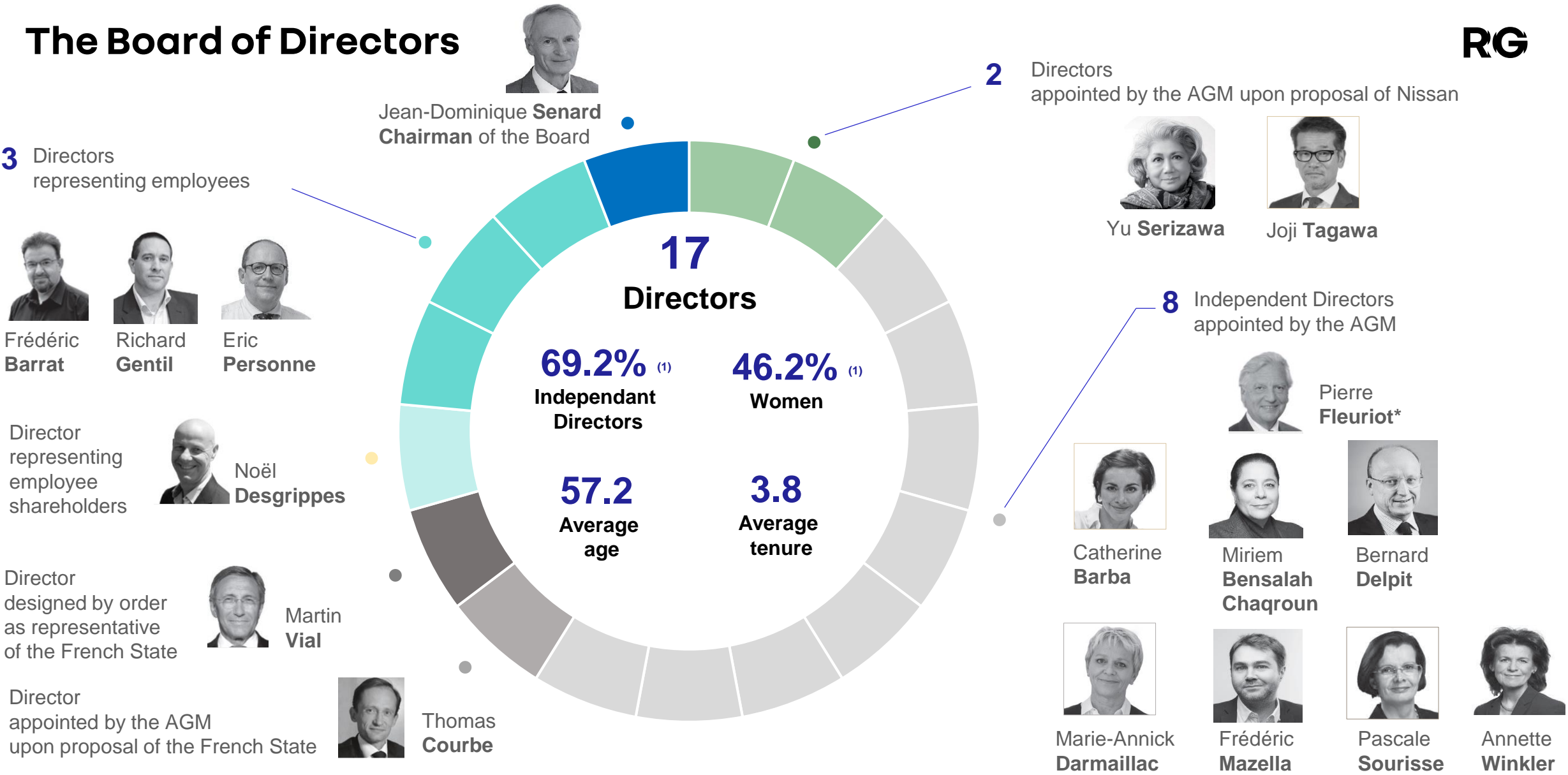
- ✓ Dynamic and efficient governance with strong board oversight on ESG issues
- ✓ Corporate purpose
- ✓ new CSR strategy and organization
- ✓ Strong climate commitment
- ✓ Leader in electric vehicle
- ✓ Front runner in circular economy
- ✓ New commitments for women inclusion and road users' safety

01

EFFICIENT GOVERNANCE



The Board of Directors



* Lead independent Director.

(1) Excluding the 3 directors representing employees and the director representing employee shareholders, but including Mr. Jean-Dominique Senard.

2 new independent directors

Bernard Delpit



Education:

- Ecole Nationale d'Administration (ENA)
- University of Paris X-Nanterre - Graduated in law
- Institut d'Etudes Politiques de Paris

Current position:

- Deputy CEO and Group Chief Financial Officer of Safran

Former positions:

- Group Chief Financial Officer of Crédit Agricole
- Group Chief Financial and Deputy CEO of La Poste
- Economic Advisor (French Head of State staff) to the Presidency of the French Republic
- Head of Financial Controlling of PSA Peugeot Citroën
- Head of Social Public Finances of the French Ministry of Economy and Finance

Frédéric Mazzella



Education:

- INSEAD - MBA, Business & Entrepreneurship
- Stanford University – Master in Computer Science
- Ecole Normale Supérieure ULM - Master in Physics

Current position:

- Chairman and Founder of Blablacar

Former positions:

- CEO of Blablacar
- Project Manager at Kabira Technologies
- Research assistant in virtual surgery at the NASA

Committees' composition : Merger of the CSR and Strategy committees

Governance and Compensation Committee



Pierre Fleuriot

66,67%^(*)
Independence



Marie-Annick Darmaillac



Eric Personne



Martin Vial

Permanent guest to the Committees meetings



Jean-Dominique Senard

Audit and Risks Committee



Pascale Sourisse

66,67%^(*)
Independence



Frédéric Barrat



Miriam Bensalah Chaqroun



Bernard Delpit



Pierre Fleuriot



Joji Tagawa



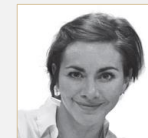
Martin Vial

Strategy and CSR Committee



Annette Winkler

60%^(*)
Independence



Catherine Barba



Thomas Courbe



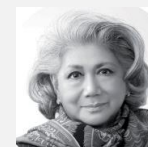
Noël Desgrippes



Richard Gentil



Frédéric Mazzella

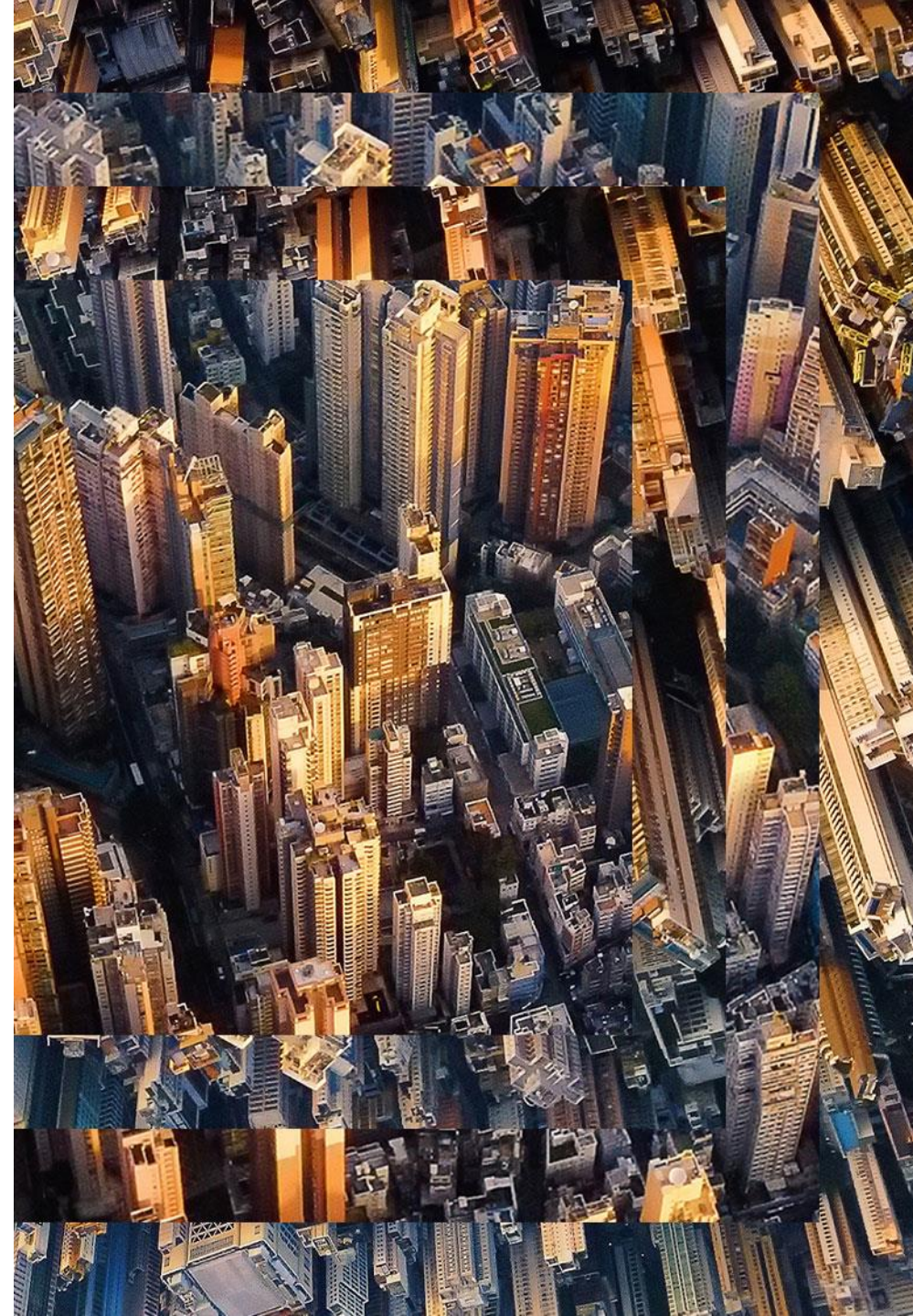


Yu Serizawa

* Excluding directors representing employees and employee shareholders

02

NEW CSR STRATEGY



Our corporate purpose

« Our spirit of innovation takes mobility further to bring people closer. »



Our spirit of innovation takes mobility further to bring people close.

We are caring, believing in responsible progress that respects everyone.

Since 1898, our history has been written by passionate people who create innovative products in tune with popular culture and made to accompany life. We do this because mobility is a source of fulfilment and a freedom. We believe that this freedom goes hand in hand with preserving the planet and living better together. That's why we challenge ourselves to limit our impact on the climate and on resources, and to make mobility more inclusive and safer for everyone.

We are daring, embracing the future with optimism.

We are a place where people can be themselves, playing their part in a shared adventure. We are proud of our diversity, our French roots, and of our international presence which makes us open to the world. We are strengthened by the Alliance and by the constructive relationships we forge with our partners. From our very beginning, our spirit of innovation has taken us further, creating value, anticipating mobility needs and bringing people closer.

Sustainability strategy embedded within Group Renaulution

Renault
Group
purpose

"We believe that the freedom of mobility goes hand in hand with preserving the planet and living better together. That's why we challenge ourselves to limit our impact on the climate and on resources"

"We challenge ourselves to make mobility safer for everyone."

"We challenge ourselves to make mobility more inclusive. We are a place where people can be themselves, playing their part in a shared adventure. We're proud of our diversity."

Sustainability
Strategy

ENVIRONMENT

"Green as a business"

- **Reach carbon neutrality in Europe in 2040 & globally in 2050**
- **Reduce suppliers carbon footprint by 30% by 2030**
- **Take the lead in circular economy**
(> 1€Bn revenues by 2030)

SAFETY

"Caring cars"

- **Reduce road fatalities in Europe** through Renault Safety Coach
- **Zero occupational accidents & illness by 2030**

INCLUSION

"Giving chances"

- **Transform skills set worldwide** through **ReKnow University** (>12k trained in France by 2025 to support skillset transformation)
- **Zero gender pay gap by 2025**
- **Inclusive mobility** through microcredit

Main
commitments

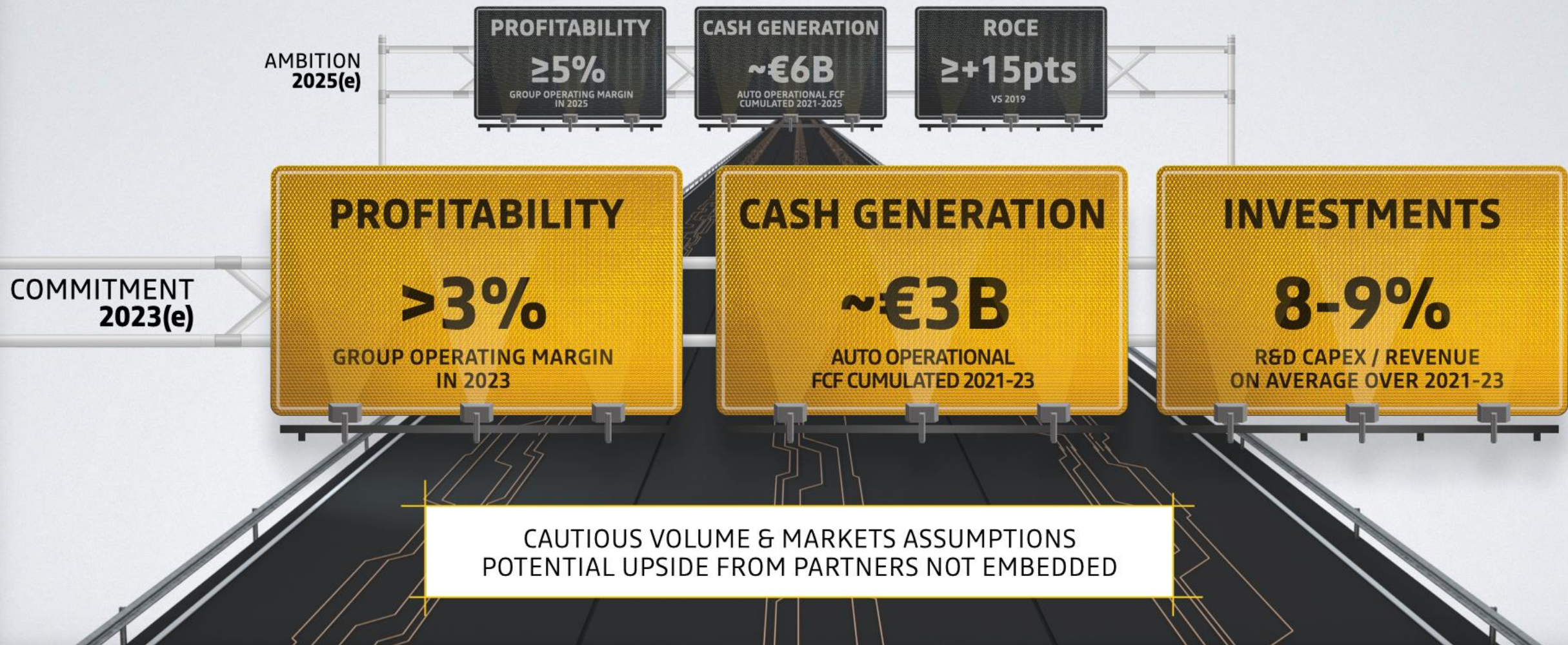


GREEN COMPANY

TECH COMPANY

NEW BUSINESSES

CLEAR PATH TO TURNAROUND



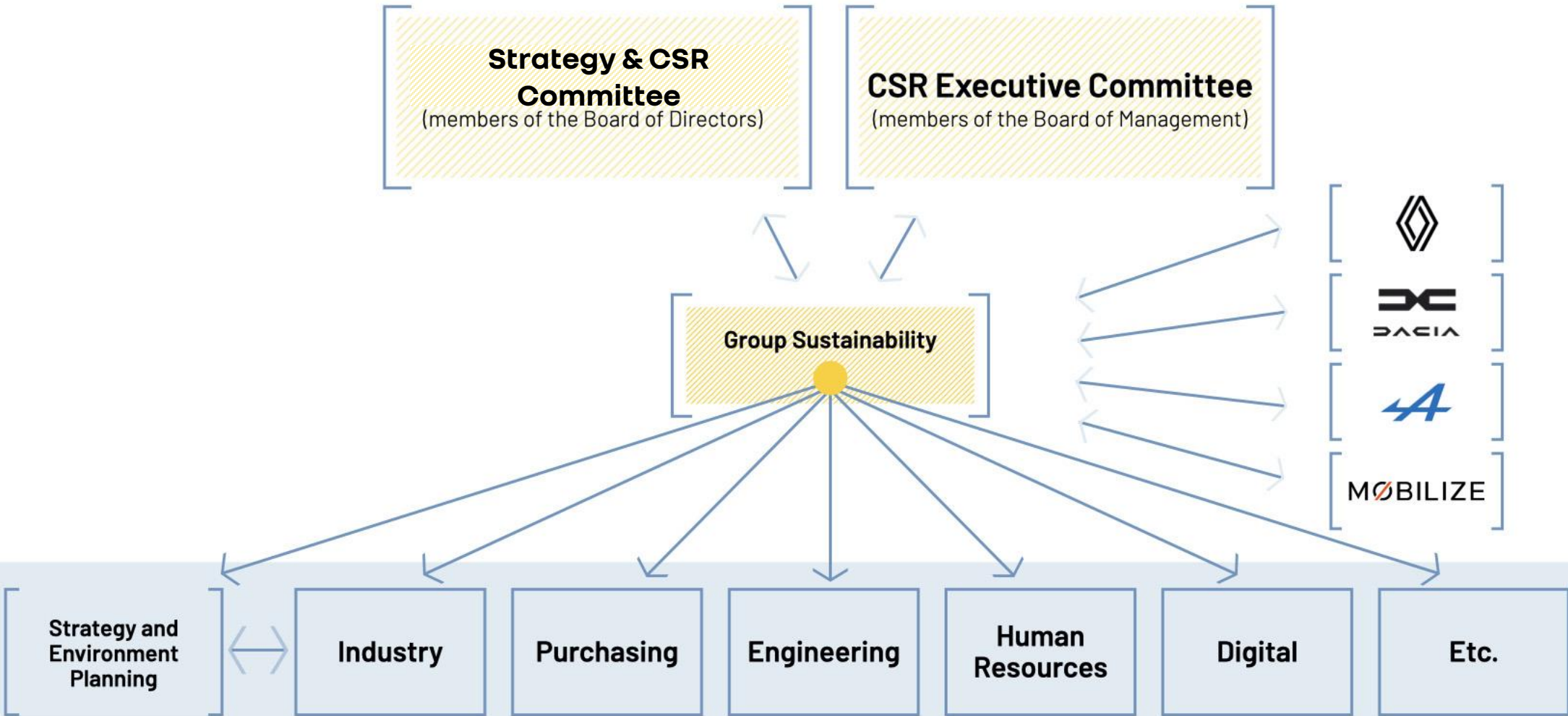
Source: Groupe Renault

Note: Commitments & ambitions based on current known emission standards

Auto Operating Profit (incl. VAZ) * (1 - average tax rate)

ROCE = $\frac{\text{Auto Operating Profit (incl. VAZ) * (1 - average tax rate)}}{\text{PP\&E} + \text{intangibles assets} + \text{financial assets} - \text{investments in RCI/Nissan/Daimler+WCR}}$

A dedicated governance



Sustainability strategy embedded within Group Renaulution

Renault Group purpose

"We believe that the freedom of mobility goes hand in hand with preserving the planet and living better together. That's why we challenge ourselves to limit our impact on the climate and on resources"

"We challenge ourselves to make mobility safer for everyone."

"We challenge ourselves to make mobility more inclusive. We are a place where people can be themselves, playing their part in a shared adventure. We're proud of our diversity."

Sustainability Strategy

ENVIRONMENT

"Green as a business"

- Reach carbon neutrality in Europe in 2040 & globally in 2050
- Made-in-France, low-carbon batteries
- Leadership in circular economy

SAFETY

"Caring cars"

- Addressing road fatalities in Europe by tackling inappropriate speed & driver's distraction
- Zero occupational accidents & illness by 2030

INCLUSION

"Giving chances"

- Inventing a new training model with ReKnow University: upskill & reskill in electrification, circular economy, data & cybersecurity
- Zero gender pay gap by 2025

Main commitments



The Group Sustainability Strategy is built on ~25 objectives

Carbon neutrality

- Europe in 2040
- Global in 2050

Environment

"Green as a business"

$\Sigma = 10$

SOURCING

- 1 30% carbon footprint reduction of **Supply Chain** by 2030
- 2 35% carbon footprint reduction of **batteries** by 2025

PRODUCING

- 3 Carbon-neutrality of **Electro-Northpole** by 2025
- 4 Carbon-neutrality of all **European plants** by 2030
- 5 50% carbon footprint reduction of **global plants** by 2030

USING

- 6 >90% share of **EVs** in sales by 2030 *(65% by 2025)*
- 7 **W2W emissions** reduction by 65% in Europe & 30% worldwide by 2030 *(35% and 20% by 2025)*

END-OF-LIFE

- 8 **Refurbishment** of 120k vehicles per year in Flins Re-Factory by 2030 *(and 45k by 2025)*
- 9 Generation of 1.1Bn€ of **profitable business** from end-of-life & recycling activities by 2030
- 10 Creating **short loops** on key minerals & batteries by 2025

Safety

"Caring cars, caring company"

$\Sigma = 9$

CARING CARS

- 11 **Safe Score** – creation & deployment by 2023
- 12 **Safe Coach**– creation & deployment by 2022
- 13 **Safe Guardian** – creation & deployment by 2023
- 14 **Fireman Access** – creation & deployment 'ASAP'
- 15 **Rescue Code** – creation & deployment 'ASAP'

ONE HEALTH, ONE COMPANY

- 16 Zero occupational **accidents & illness** by 2030
- 17 Optimum **medical coverage** for all by 2025
- 18 **Medical teleconsultation** access for all by 2022
- 19 **Medical prevention campaigns** on feminine cancers and cardio-vascular diseases by 2021

Inclusion

"Giving chances"

$\Sigma = 7$

EMPLOYABILITY

- 20 >10k people trained by **ReKnow University** by 2025
- 21 Training of all Group employees to **CSR principles** starting end of 2021 / beginning 2022
- 22 20k people helped in their **professional insertion** through our foundations by 2025

WOMEN

- 23 Eradication of **gender pay gap** by 2025
- 24 50% of **women in Top 4,000/Top 11,000/ gov. bodies** by 2050 *(30% in 2030 & 35% in 2035)*
- 25 50% of **women within interns and apprentices** by 2025

INCLUSIVE MOBILITY

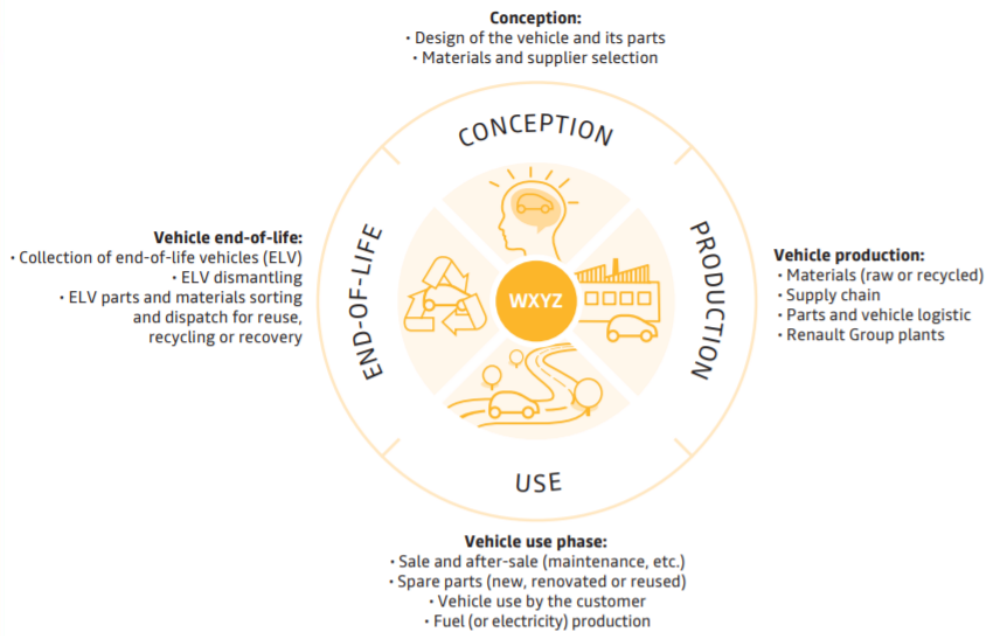
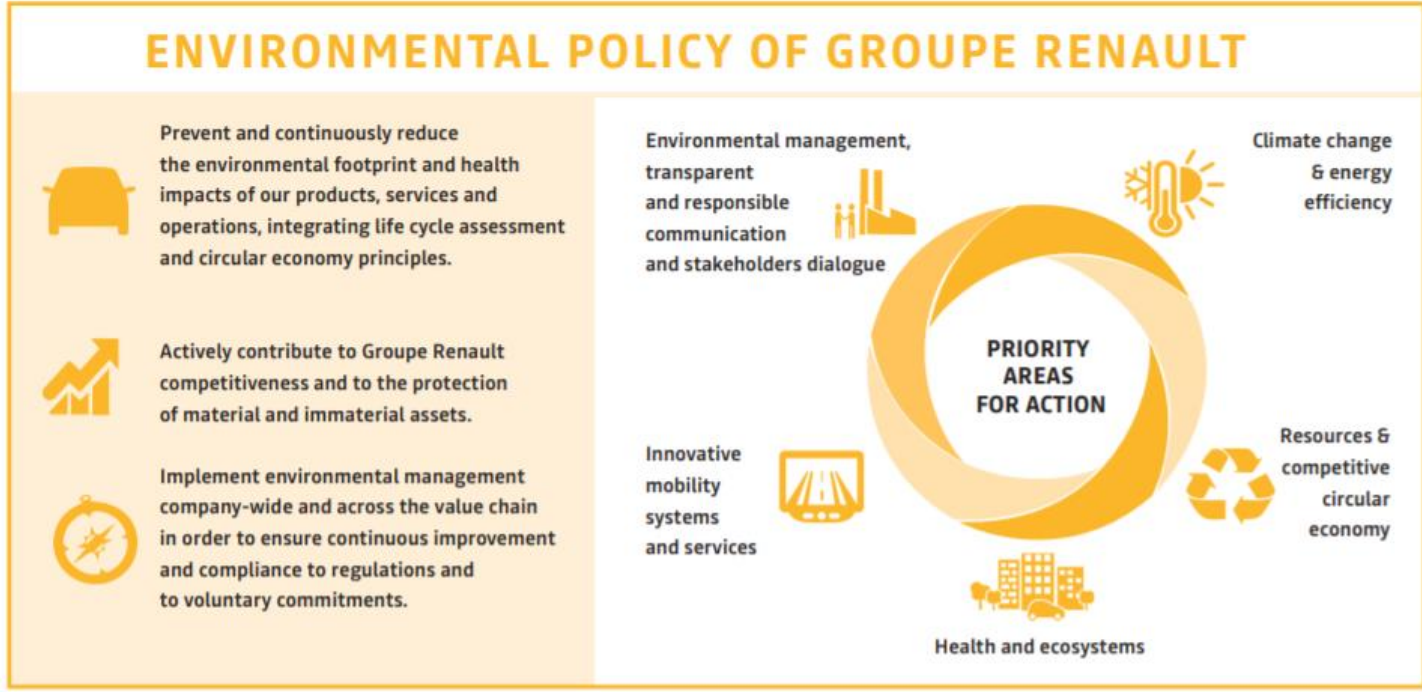
- 26 4,000 beneficiaries of '**Microcredit cars**' by 2025

03

FOCUS ON THE ENVIRONMENTAL
STRATEGY



An environmental policy through the all life cycle



Renault Group is supporting TCFD

Towards carbon neutrality: from sourcing to recycling

Reducing emissions throughout the vehicle lifecycle



~30t CO₂/vehicle sold in 2020

Towards Group carbon neutrality



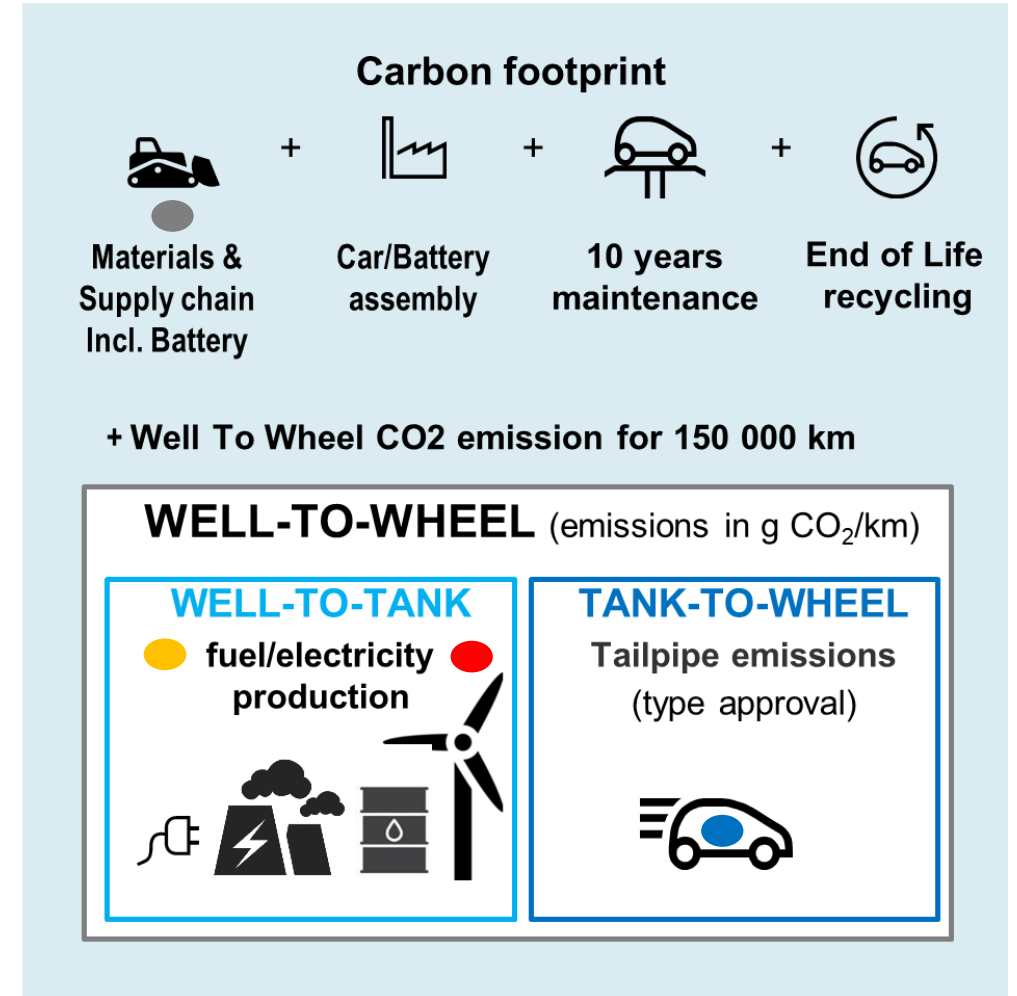
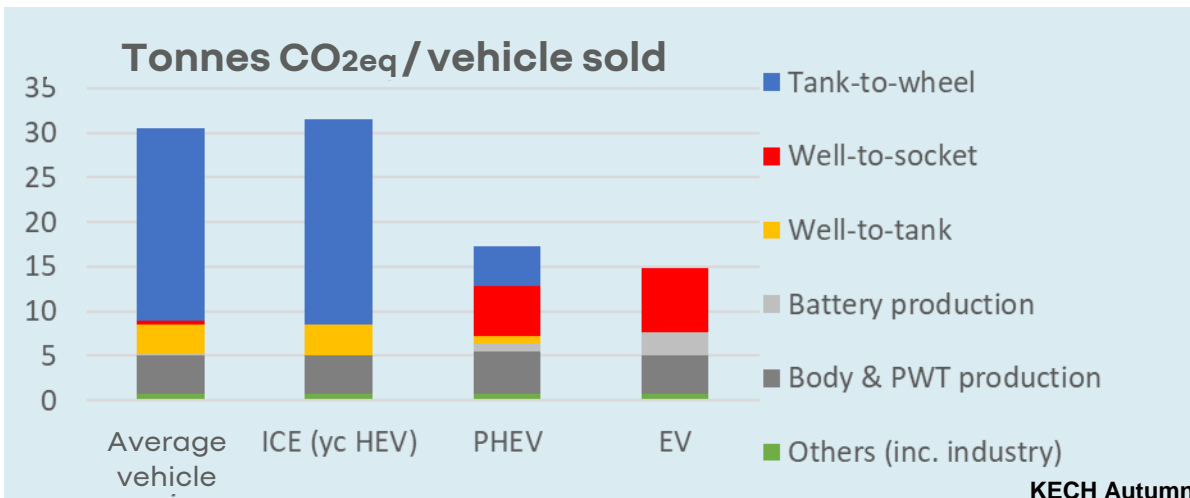
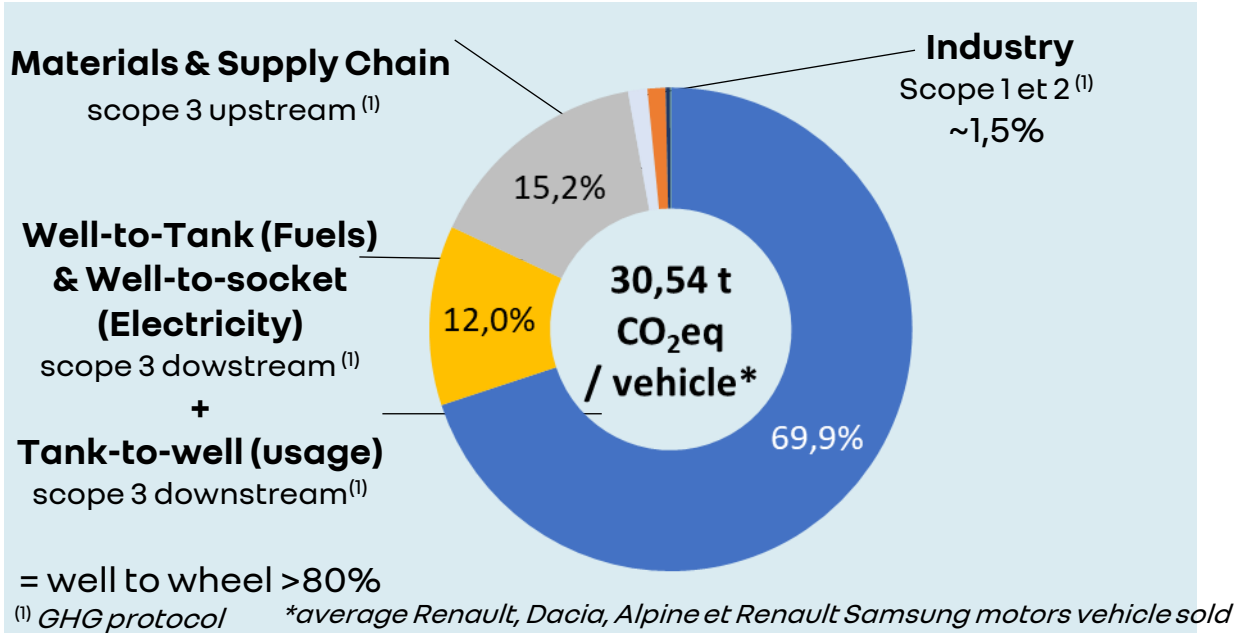
Europe
in 2040



Global
in 2050

Carbon footprint : Green House Gas emissions measures in co2e among life cycle

2020 WORLD WIDE CARBON FOOTPRINT



Towards carbon neutrality: from sourcing to recycling

Reducing emissions throughout the vehicle lifecycle



~30t CO₂/vehicle sold in 2020

Towards Group carbon neutrality



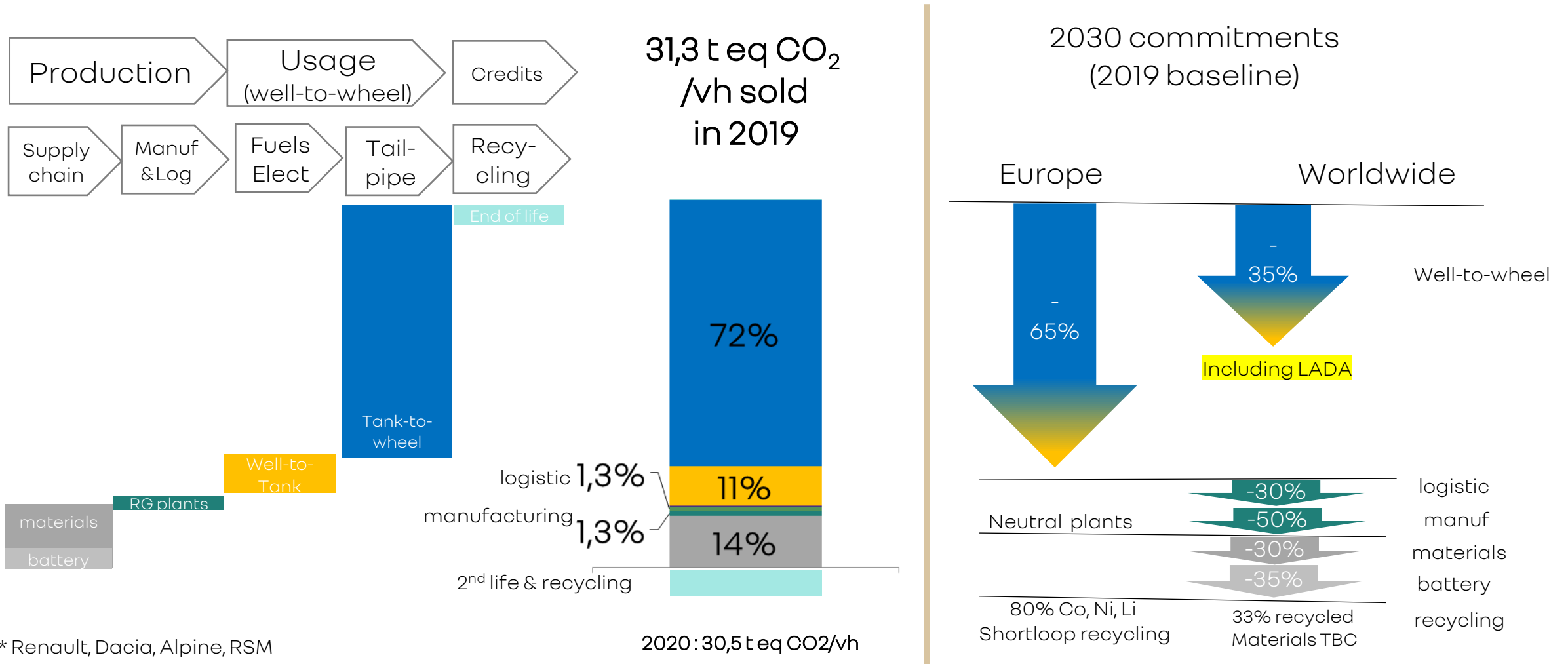
Europe
in 2040



Global
in 2050

April 2021 Renault Group climate roadmap released

Intermediate commitments towards neutrality (2040 in Eu & 2050 WW) have a positive contribution to B2DS scenario (COP21)



* Renault, Dacia, Alpine, RSM

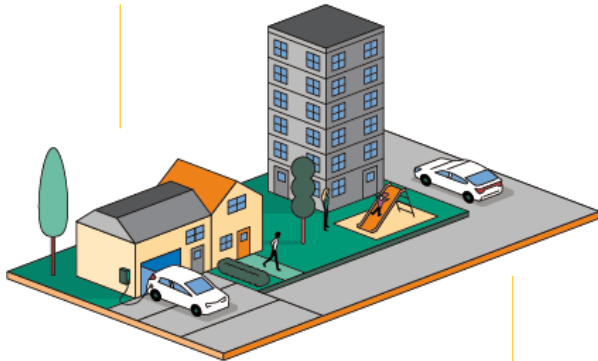
OUR ACTION PLAN FOR SHAPING THE FUTURE

Renault Group's climate project is composed of nine main actions. They will be gradually rolled out across the Group until 2030, an interim milestone toward our ambition of carbon neutrality in Europe by 2040 and worldwide by 2050.

VEHICLE USE

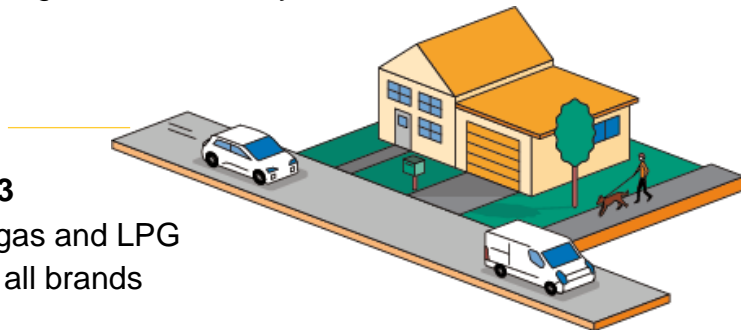
ACTION #1

Electrify all new Renault passenger car models by 2025



ACTION #4

Increase the rate of use of vehicles by at least 20% through shared mobility

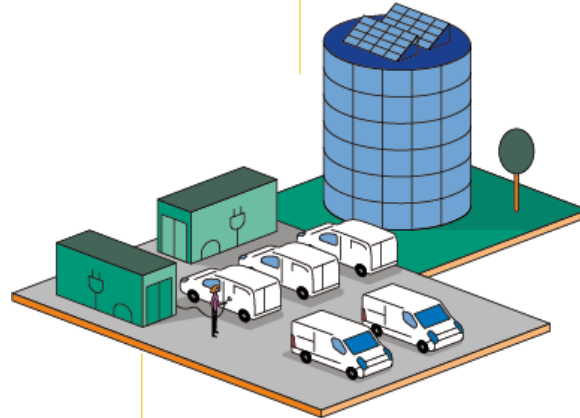


ACTION #3

Deploy hybrid, natural gas and LPG technologies across all brands

ACTION #2

Become the European leader of hydrogen-powered light commercial vehicles by 2025

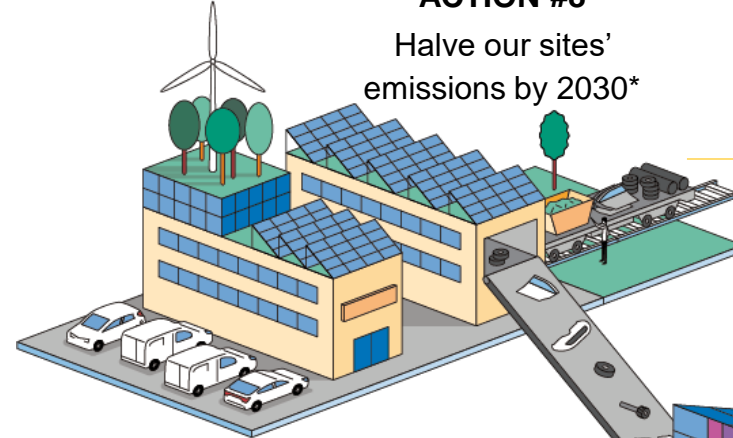


ACTION #5

Accelerate the deployment of higher performing, low carbon and reusable batteries

ACTION #8

Halve our sites' emissions by 2030*



MATERIALS & END OF LIFE

ACTION #9

Reduce emissions from the transportation of parts and vehicles by 30% by 2030*

PRODUCTION

ACTION #6

Engage the entire supply chain

ACTION #7

Strengthen Renault Group's circular economy leadership

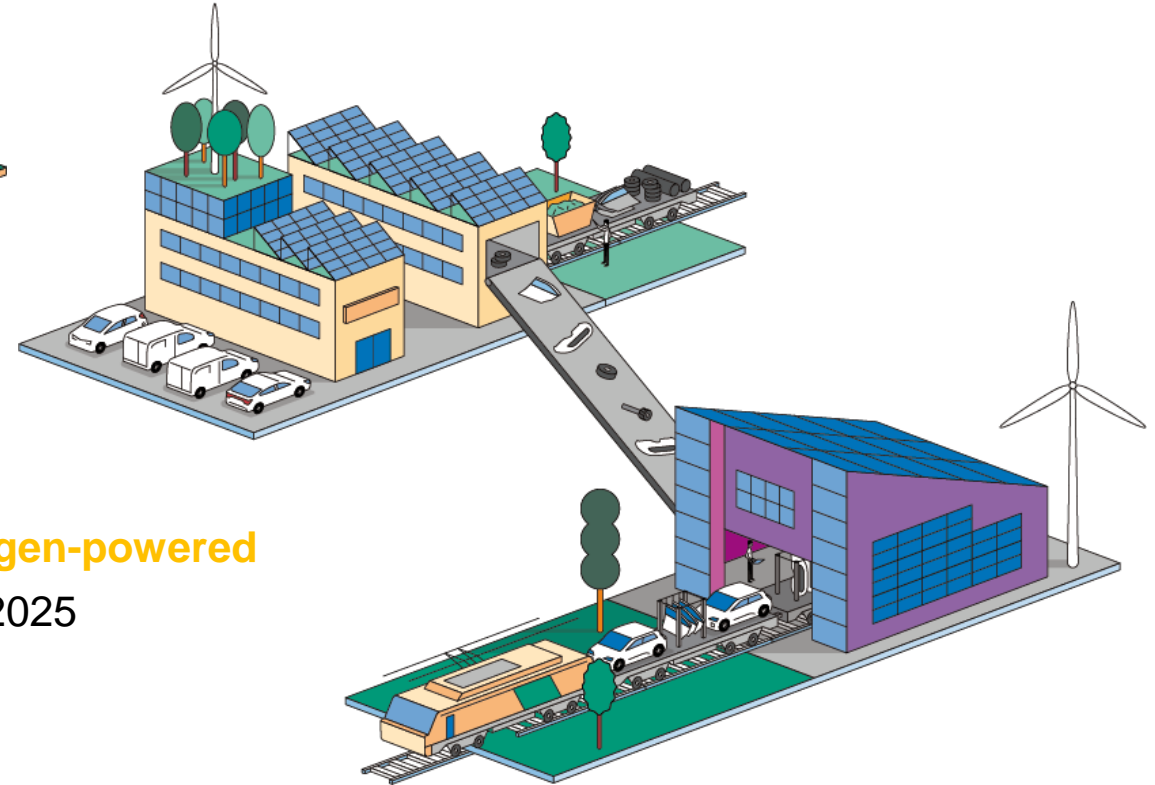
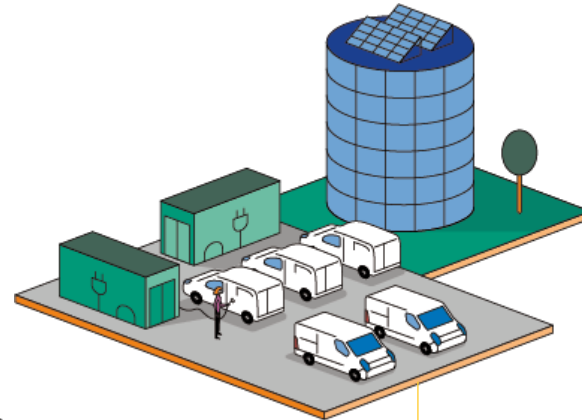
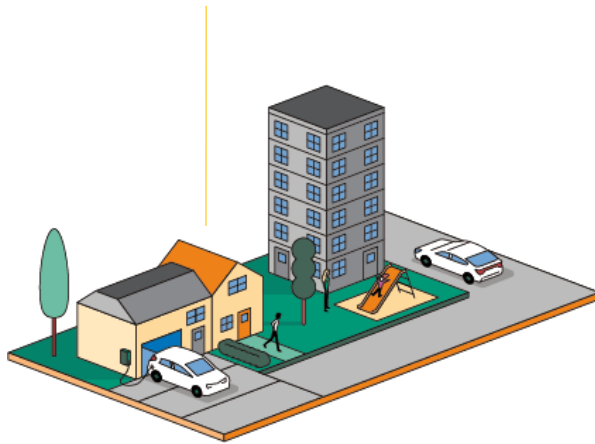
*Compared with 2019

OUR ACTION PLAN FOR SHAPING THE FUTURE

Nine main actions gradually rolled out across the Group until 2030, an interim milestone toward our ambition of carbon neutrality in Europe by 2040 and worldwide by 2050.

ACTION #1

Electrify all new Renault passenger car models by 2025



ACTION #2

Become the European leader of **hydrogen-powered** light commercial vehicles by 2025

VEHICLE USE

ACTION #3

Deploy **hybrid, natural gas and LPG** technologies across all brands



Decarbonization of our vehicles in use

Renault, European leader in electrification

% of electrified sales, individual vehicles 



2025 (e)

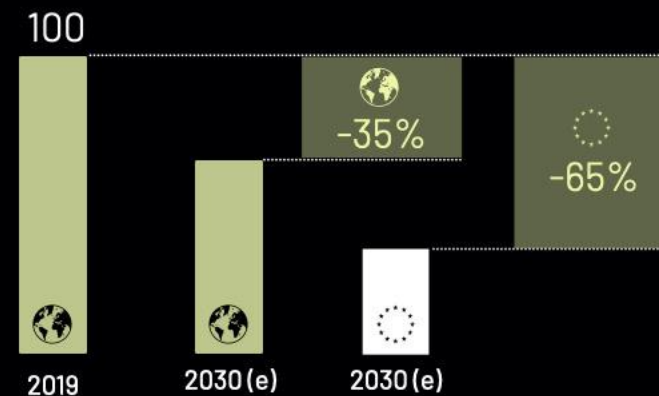


2030 (e)

Development of a light commercial vehicle hydrogen offer
via the JV with Plug-Power 

CO₂ emissions "from well to wheel"

In gCO₂ / km, base 100, Group scope



(1) BEV: véhicule 100% électrique; PHEV: véhicule hybride rechargeable; HEV: véhicule hybride

EV Native: efficiency & driving pleasure



CMF-EV

EV NATIVE



Smart cocoon



Great roominess



Superior vehicle dynamics



Reduced weight



Reduced friction



UP TO **580 km**
RANGE
(WLTP)

CMF-BEV: Affordability for everyone

CMF-BEV



—————→
HIGHLY
COMPETITIVE
COST
STRUCTURE

-33%
at vehicle level
compared to ZOE¹

~50%
components
in common with CMF-B²

—————→
HIGH
MODULARITY



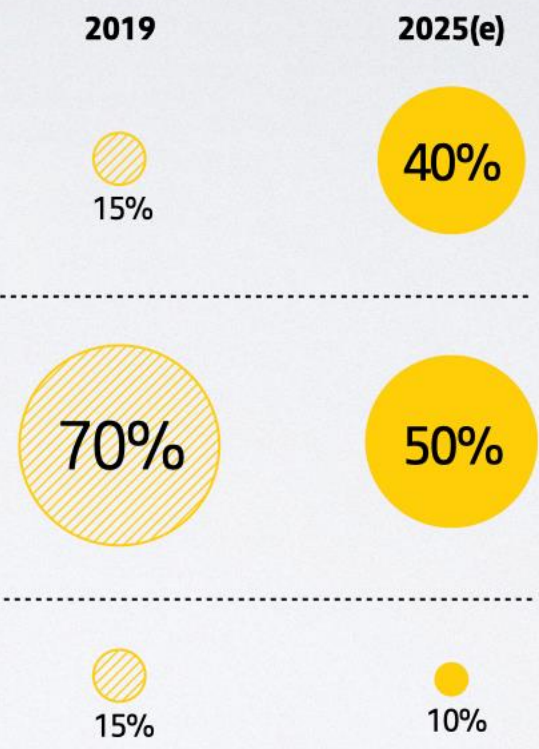
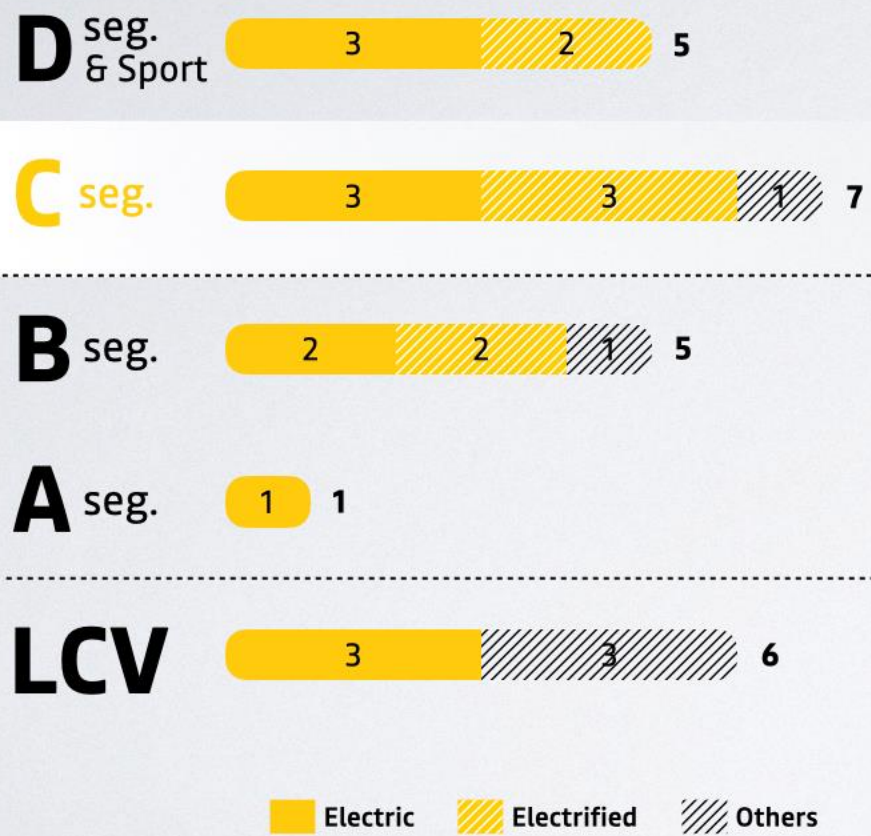
On body type
& design

Note: ¹ Current generation / ² used by current generation of Clio, Captur, Nissan Juke

PROFITABLE AND REBALANCED PORTFOLIO

Nb of new models launched by 2025^{1,2}

% of Group's contribution margin in €¹



- 24** Launches by 2025
- 1 in 2** In C/D segments
- >10** Electric Vehicles launched
- ~8-9%** Controlled R&D Capex / Revenue

Source: Groupe Renault
 1. Contribution margin = margin on variable cost; Excluding VAZ
 2. Excluding models already revealed (Logan/Sandero family, Arkana, Spring)

Electrification at Renault Group



RENAULT
2021 BEV AND
E-TECH RANGE

**MEGANE
E-TECH PLUG-IN
HYBRID**
SOS Q2 2021

**CAPTUR
E-TECH HYBRID**
SOS Q2 2021

**ARKANA
E-TECH HYBRID**
SOS Q2 2021



DACIA
SPRING ELECTRIC
SOS Q1 2021

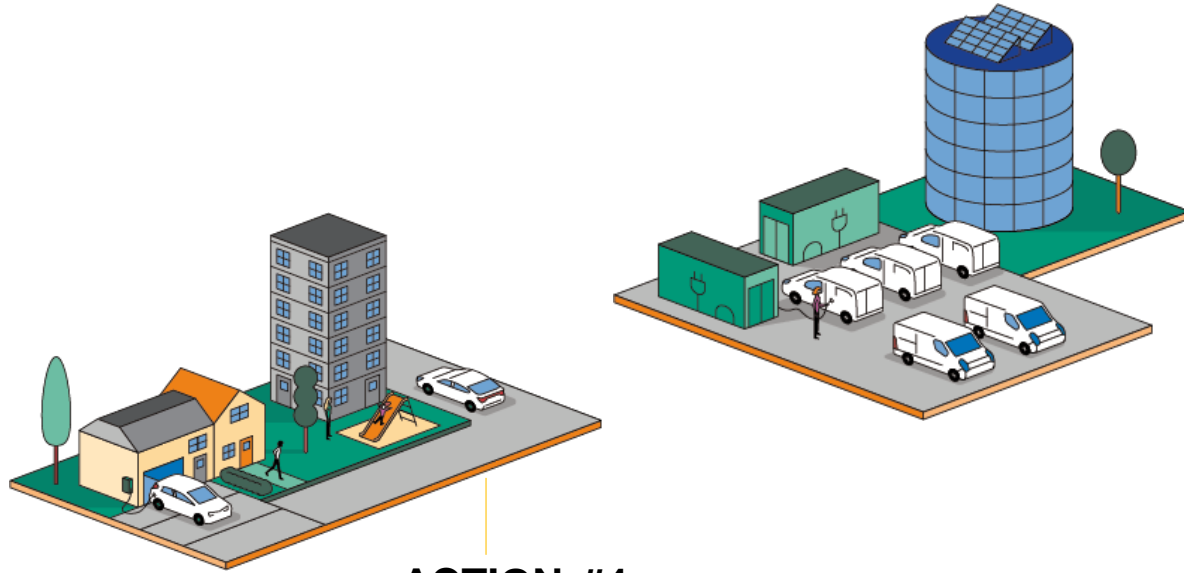


New MEGANE E-TECH ELECTRIC in 2022



OUR ACTION PLAN FOR SHAPING THE FUTURE

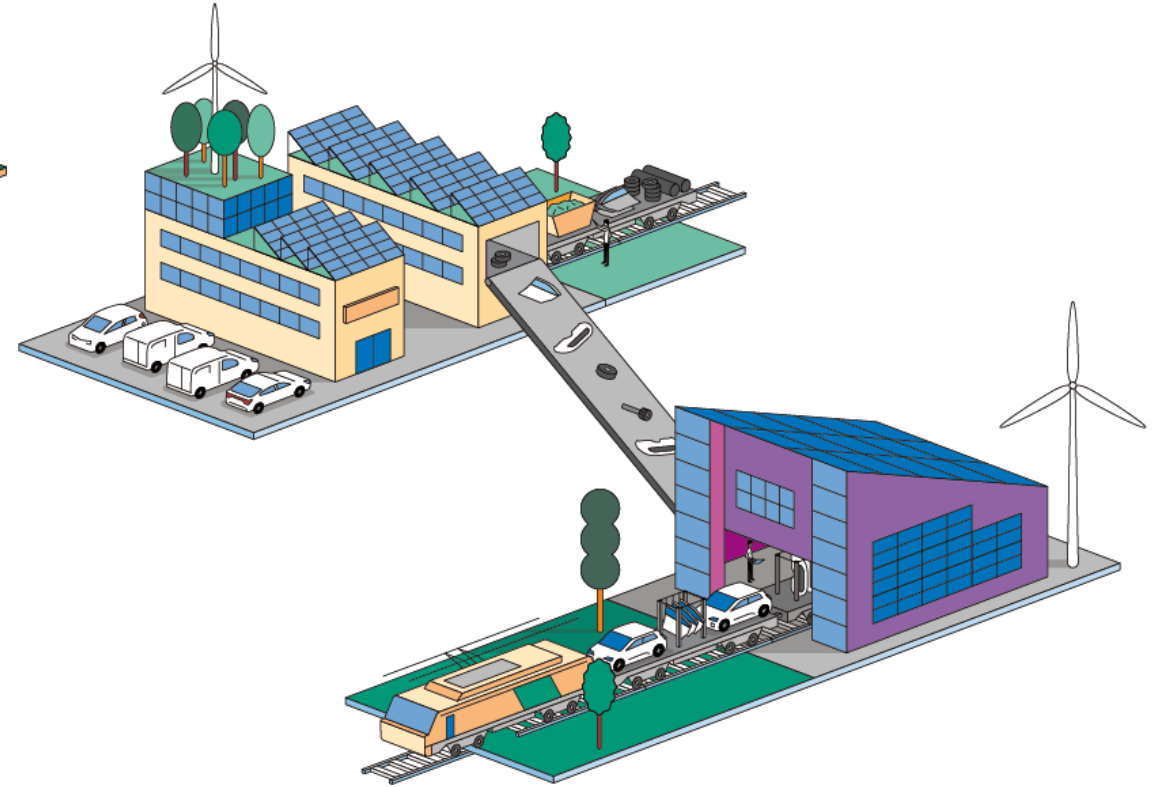
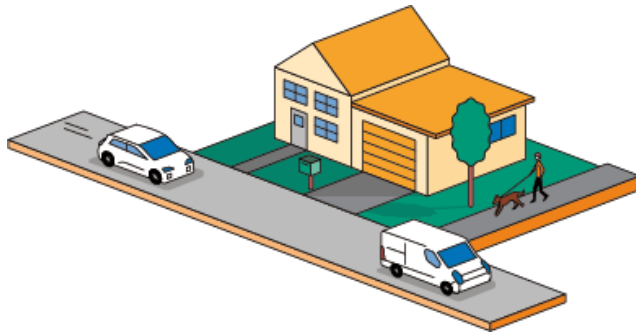
Nine main actions gradually rolled out across the Group until 2030, an interim milestone toward our ambition of carbon neutrality in Europe by 2040 and worldwide by 2050.



ACTION #4

Increase the **rate of use** of vehicles by at least 20% through shared mobility

VEHICLE USE

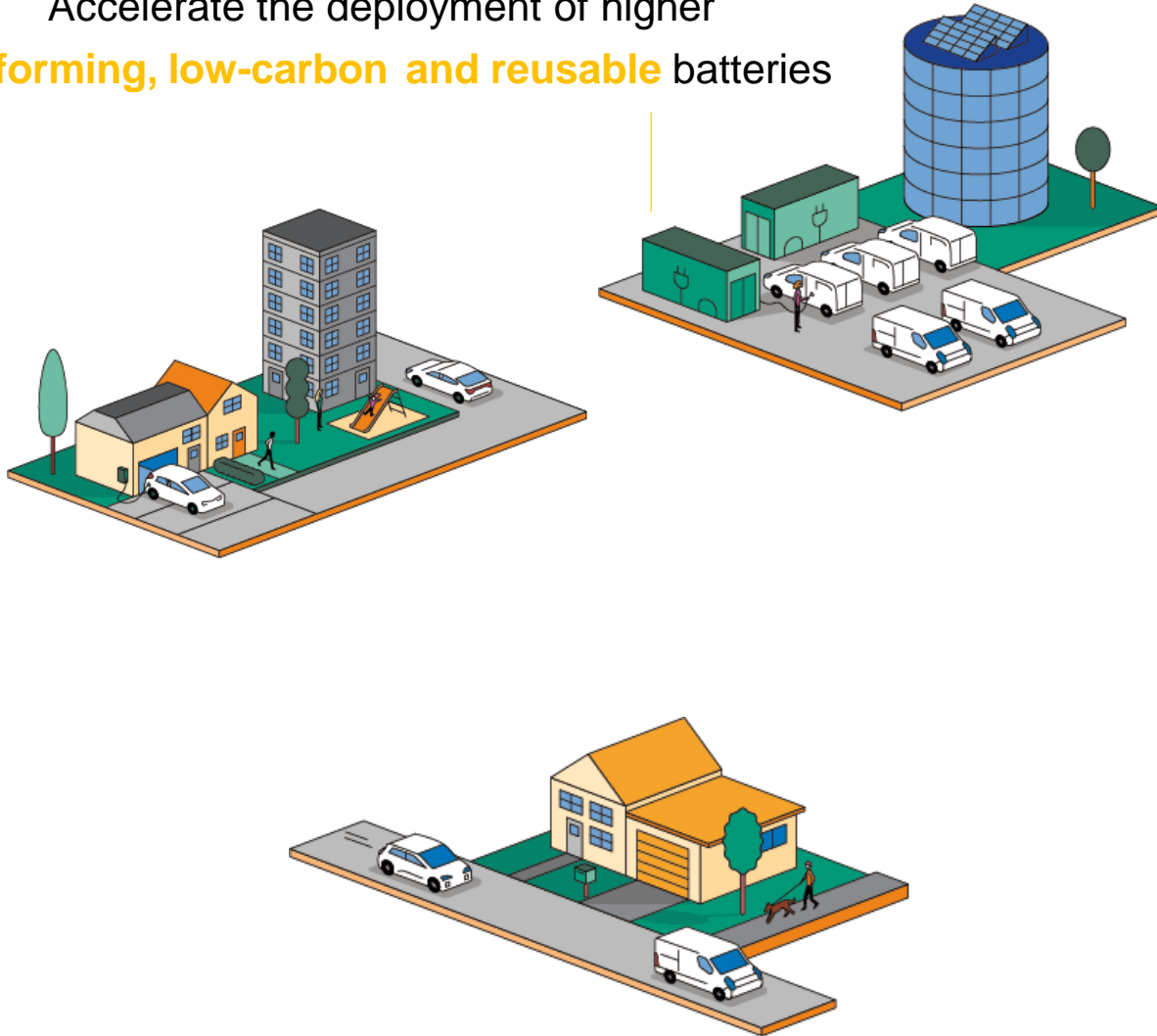


OUR ACTION PLAN FOR SHAPING THE FUTURE

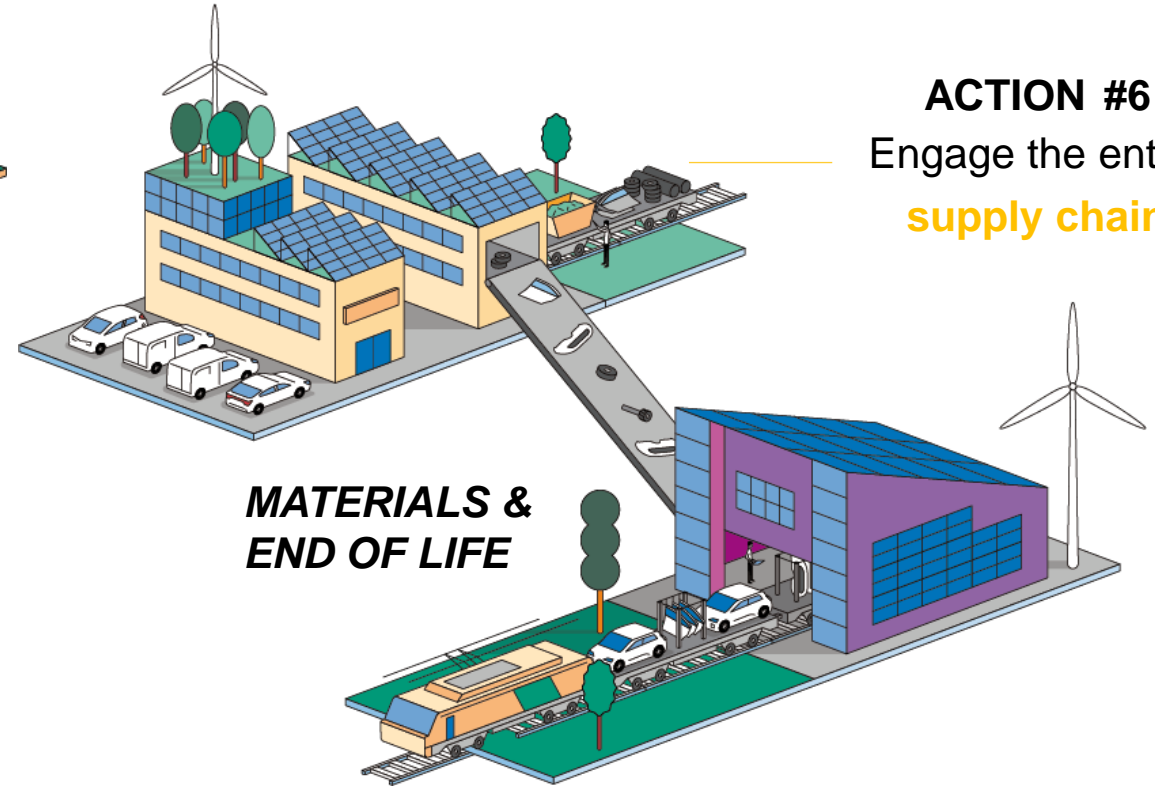
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ACTION #5

Accelerate the deployment of higher performing, low-carbon and reusable batteries



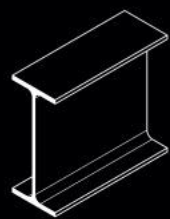
ACTION #6
Engage the entire supply chain



**MATERIALS &
END OF LIFE**

Decarbonization of most emitting materials and commodities

1 | Focus on the six commodities that emit the most carbon



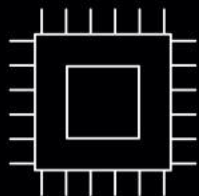
Steel



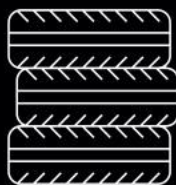
Aluminium



Polymers



Electronic



Tyres



Glass

>90% of suppliers' footprint

Reduction of the CO₂ footprint per kg in materials and parts

Base 100 vs 2019



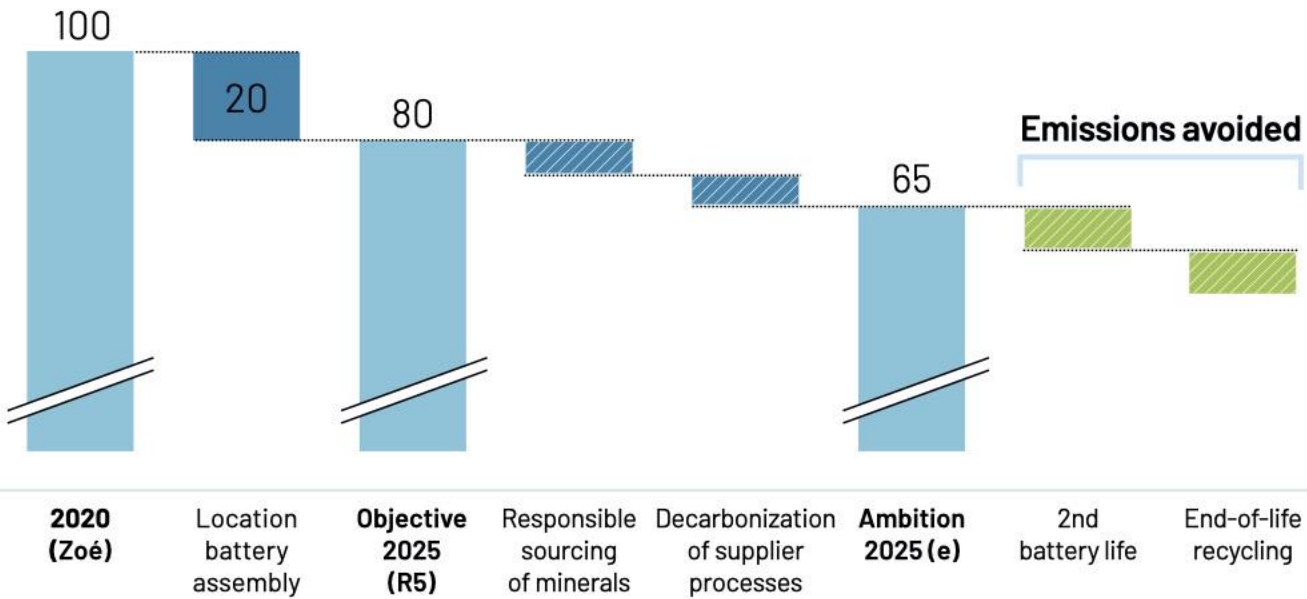
Ambition 2030

-30%

Decarbonization of our batteries throughout the lifecycle

New vehicles battery carbon footprint

Quantity of CO₂ / battery, base 100



Lifecycle approach to improve battery value over lifecycle



Improved
battery cost
and revenues
over lifecycle



1st life

400€/YEAR value for Renault
and user generated through V2G¹



2nd life

500€ INCREMENTAL VALUE
on each EV battery through
2nd life businesses



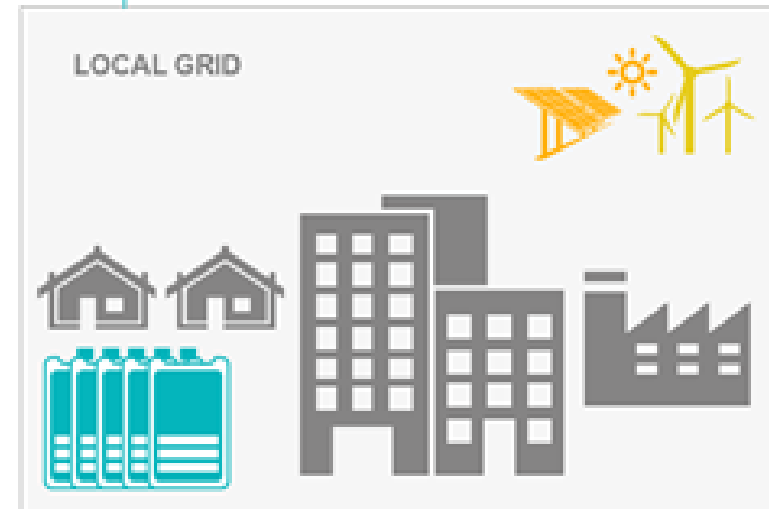
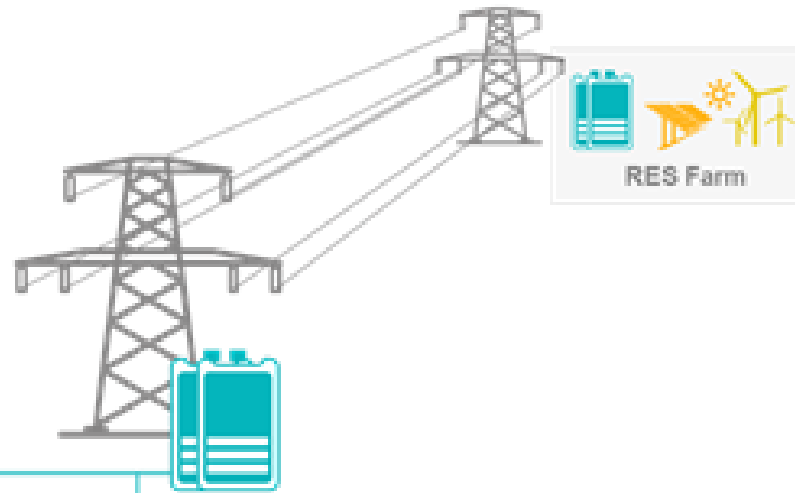
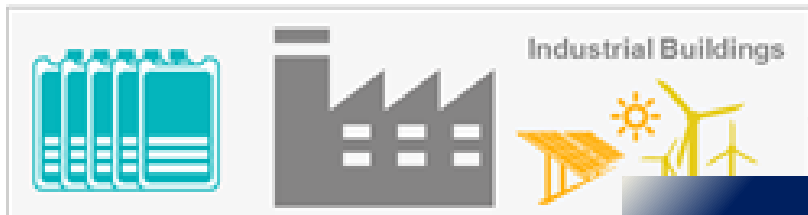
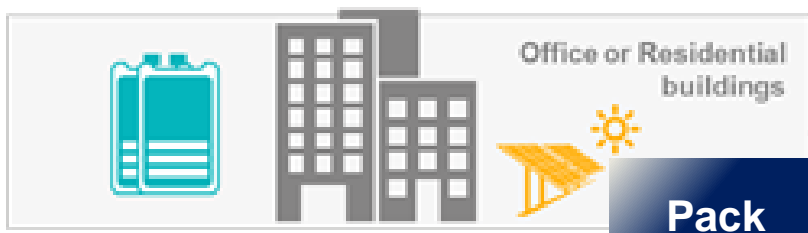
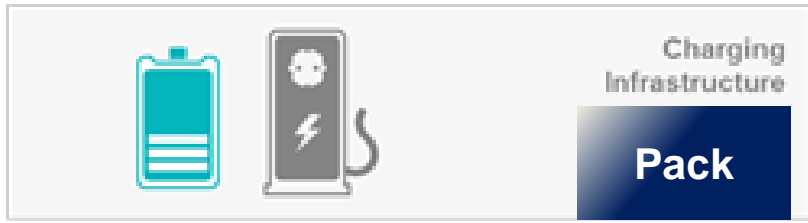
Recycling

Cost of battery recycling
DIVIDED BY 3 by 2030

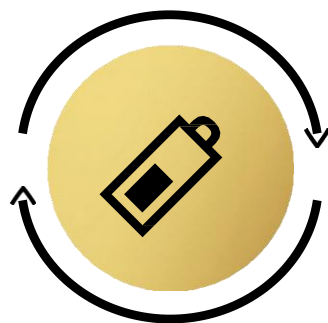


Note: ¹ Mostly through V2G and partially through V1G services

Second life battery stationary storage main use cases (ELSA european project)



Cost of battery recycling divided by 3



2021
~ 1,000€
PER BATTERY



2030
COST OF
BATTERY RECYCLING
divided by /3



- Recycling of 95% of batteries' metallic contents
- Battery-grade quality for recovered materials¹

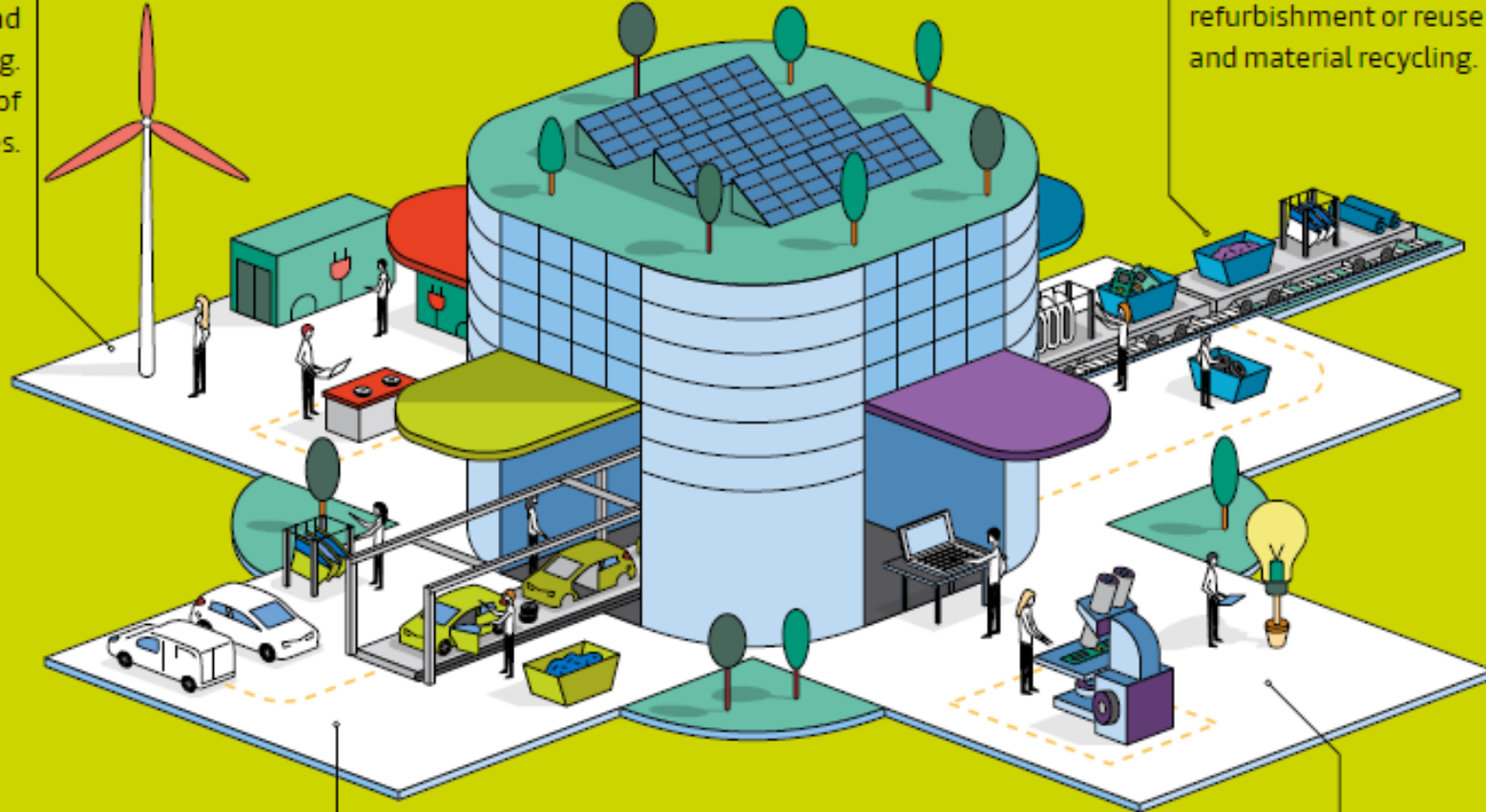


Note: ¹To serve in new cars' battery production

In 2021, Renault Group began transforming its Flins site to create the Re-Factory, an open ecosystem whose aim is to become the European leader in the circular economy dedicated to mobility. Re-Factory is structured around four areas of activity that interact to amplify the action taken and its measurable results.

Flins Re-Factory

RE-ENERGY
Optimizing battery use, second life and recycling.
Management of renewable energies.

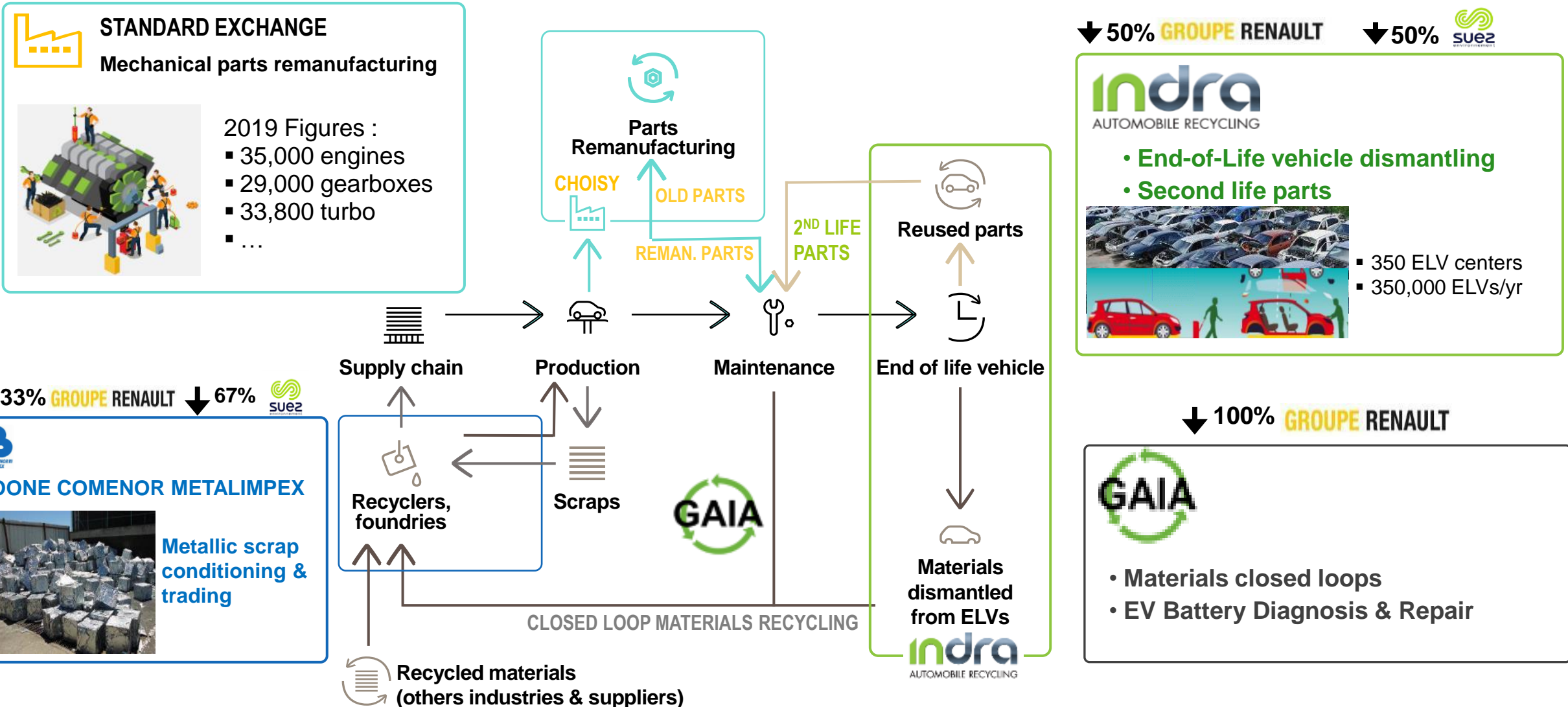


RE-CYCLE
Development of the dismantling industry for end-of-life vehicles, refurbishment or reuse of parts and material recycling.

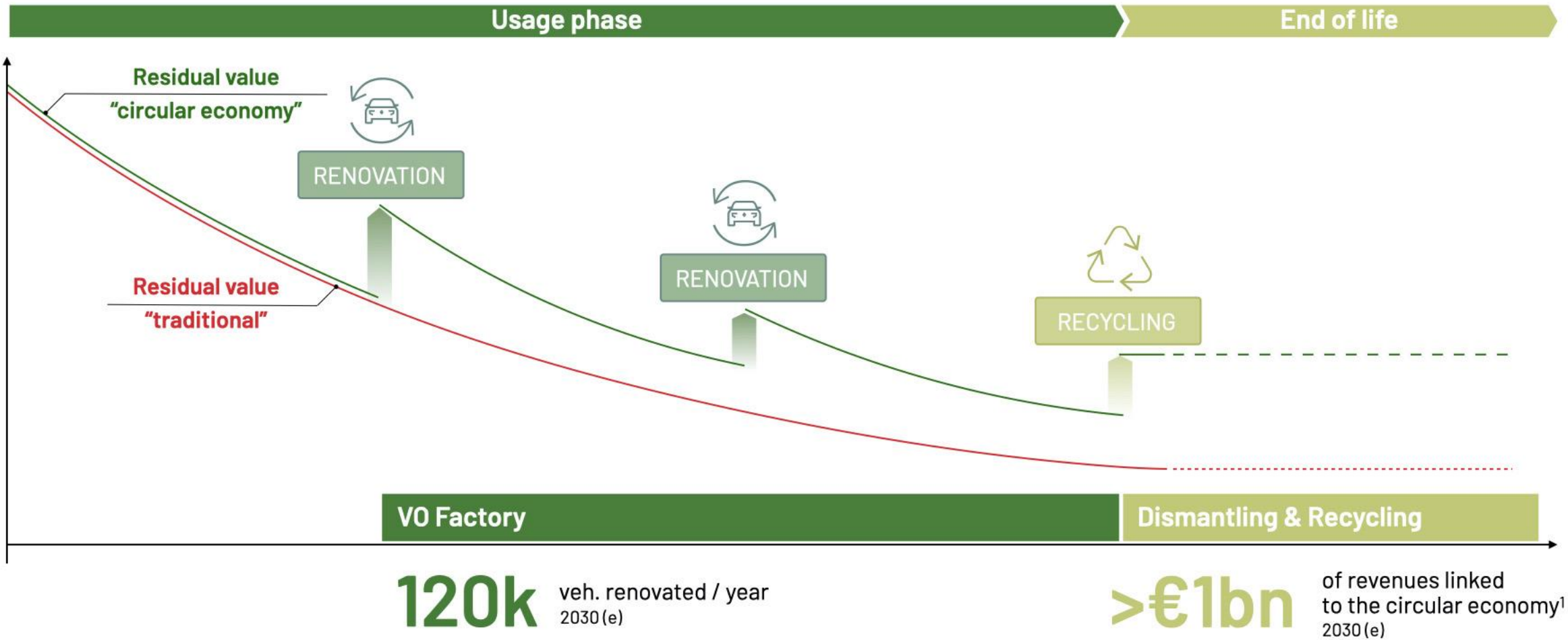
RE-TROFIT
Reconditioning of used vehicles, fleet maintenance (Zity), conversion of ICE vehicles to electric or biogas and battery repair.

RE-START
Research, training and innovation in the circular economy.

Renault Group circular economy: a unique business and industrial approach



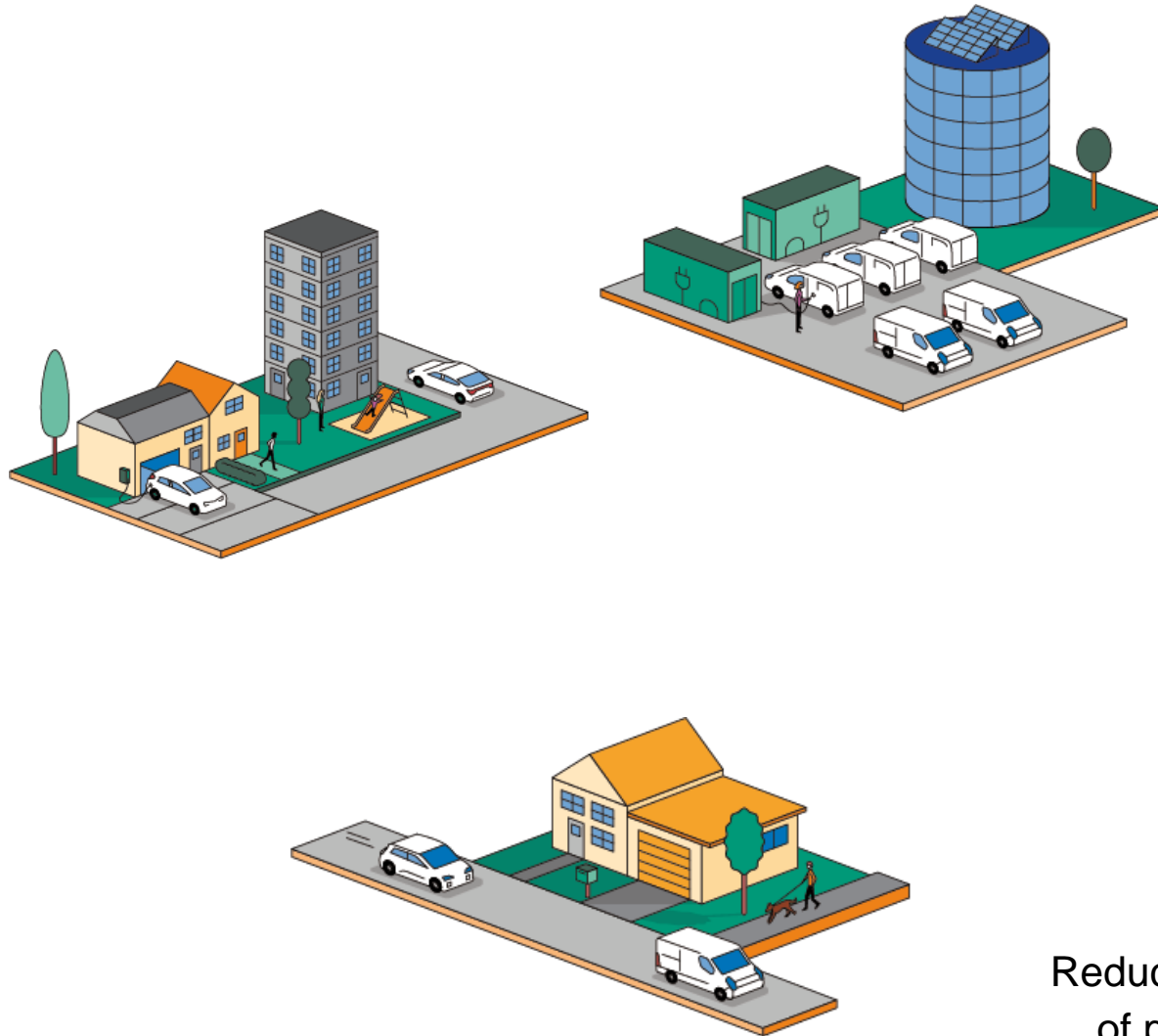
Circular economy: giving value to our vehicles throughout their lifecycle



(1) Volume of business linked to activities in the Renault Environnement ecosystem, including the entities in which Renault is not the major shareholder (Boone-Comenor Metalimpex and Indra)

OUR ACTION PLAN FOR SHAPING THE FUTURE

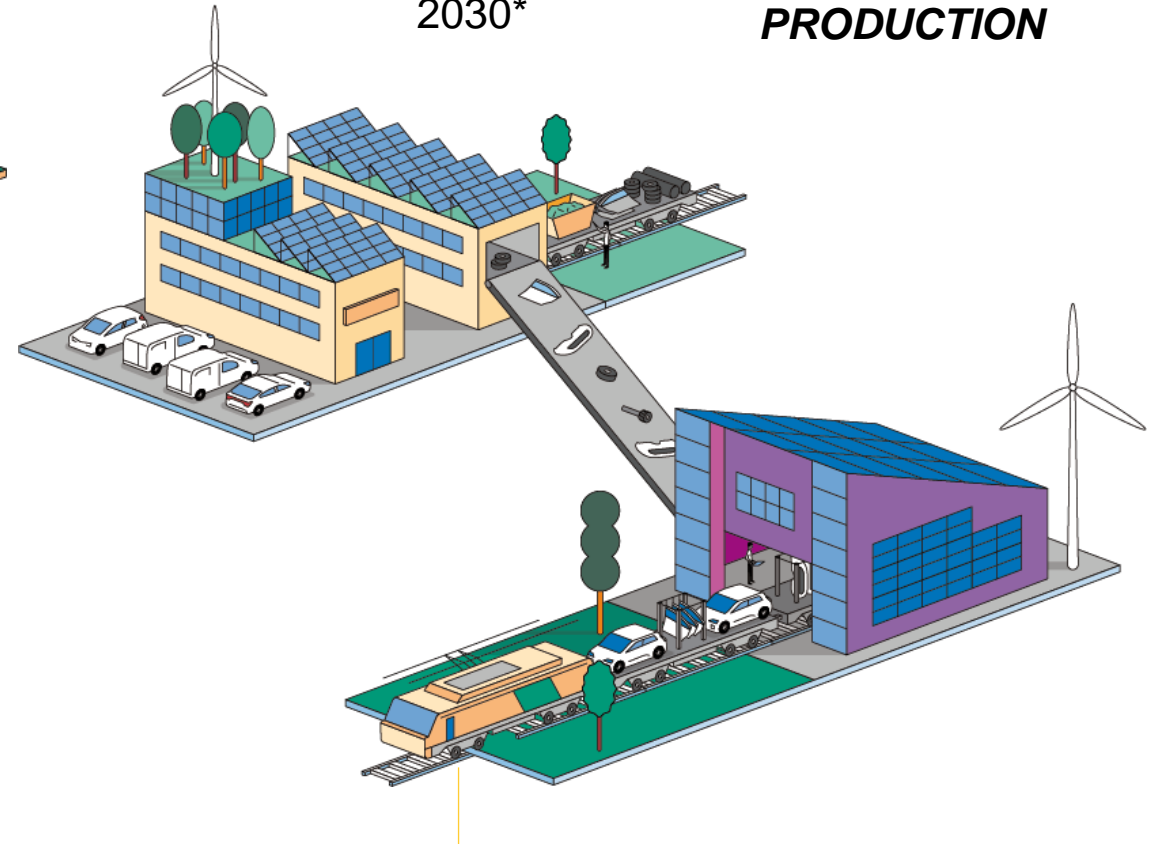
Nine main actions gradually rolled out across the Group until 2030, an interim milestone toward our ambition of carbon neutrality in Europe by 2040 and worldwide by 2050.



ACTION #8

Halve our **sites' emissions** by
2030*

PRODUCTION



ACTION #9

Reduce emissions from **the transportation**
of parts and vehicles by 30% by 2030*

Decarbonization of our plants 2025

Decarbonization of the Electro-Northpole by 2025

 Carbon neutral (Scope 1 & 2)

CLÉON

RUITZ

DOUAI

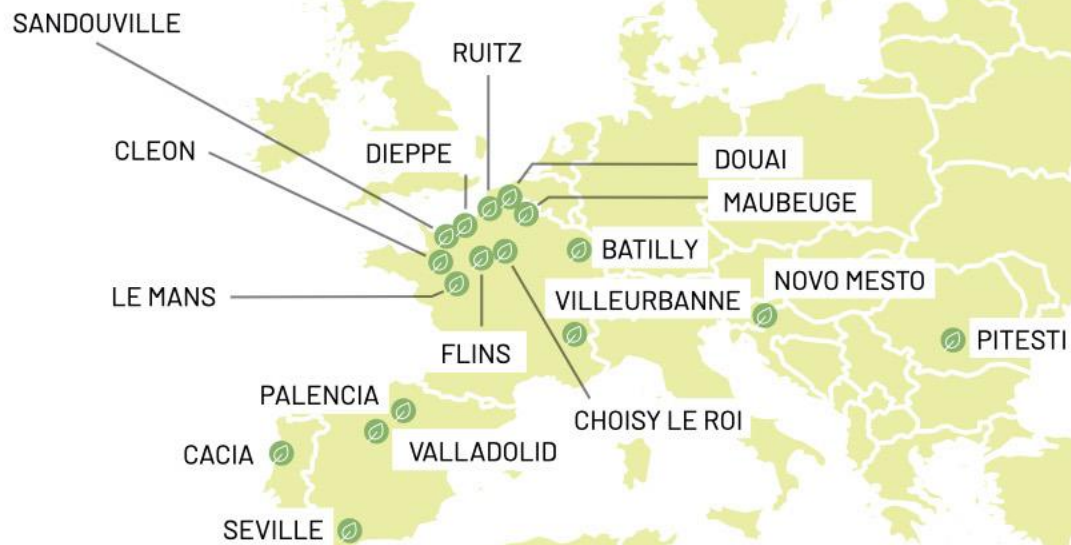
MAUBEUGE

ELECTRO-NORTHPOLE

Decarbonization of our plants 2030

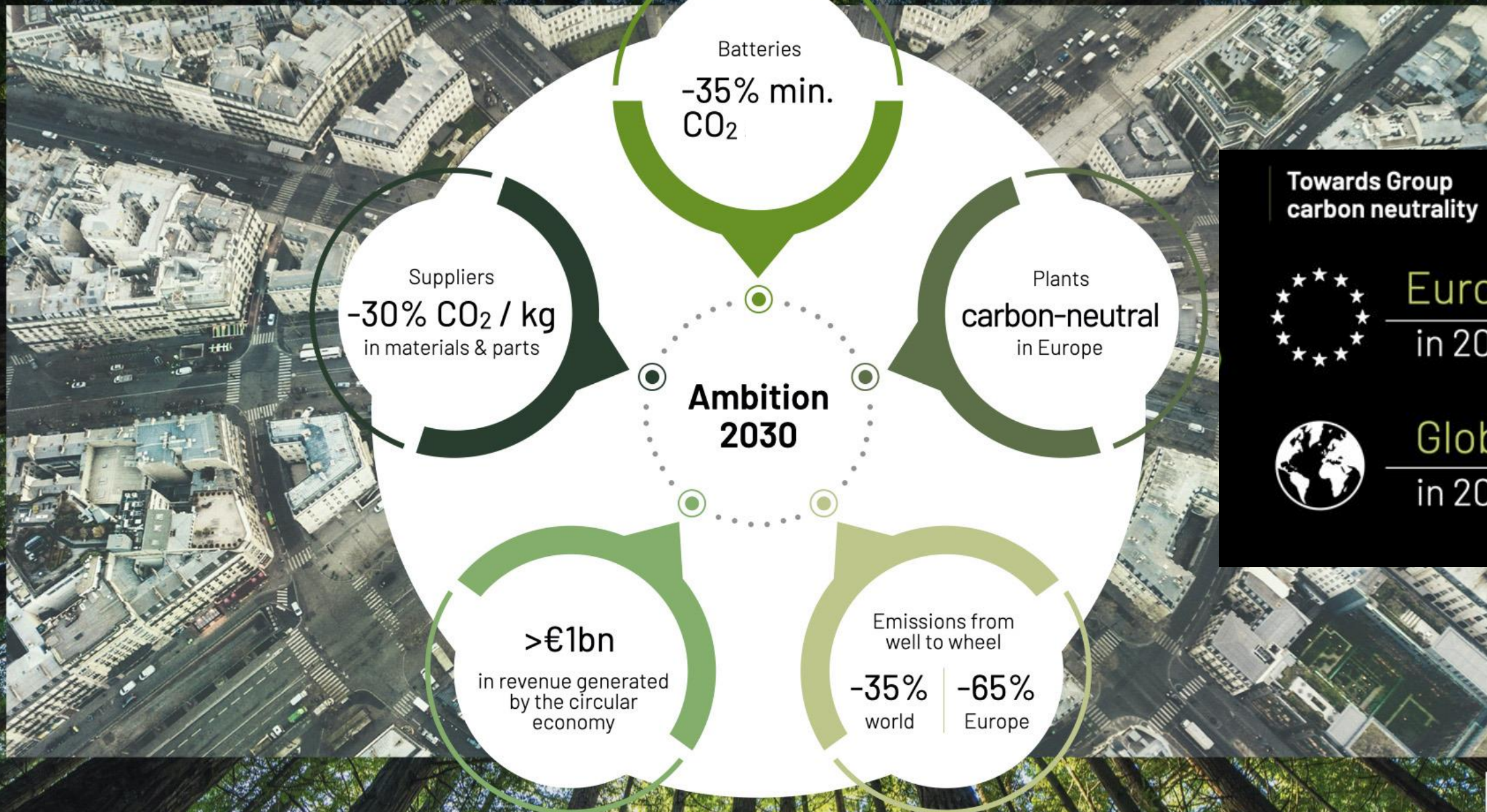
Decarbonization of all European plants by 2030

Top 3 manufacturers
Less CO₂ emitted per vehicle produced





 Carbon neutral (Scope 1 & 2)

Towards carbon neutrality



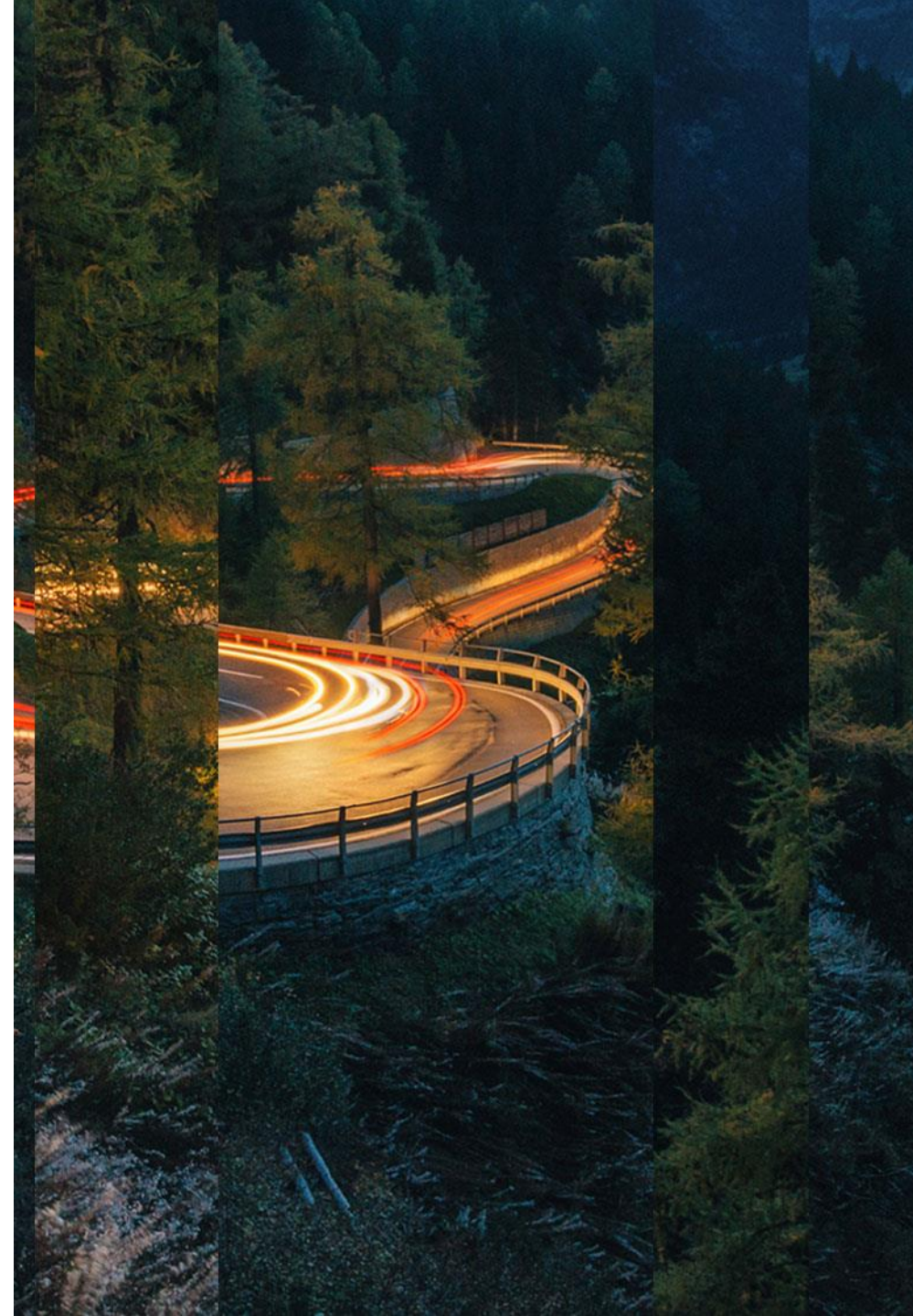
Towards Group carbon neutrality

 **Europe**
in 2040

 **Global**
in 2050

04

SECURITY AND INCLUSION AMBITIONS



Safety

"Caring cars, caring company"

$\Sigma = 9$

CARING CARS

- 11 **Safe Score** – creation & deployment by 2023
- 12 **Safe Coach**– creation & deployment by 2022
- 13 **Safe Guardian** – creation & deployment by 2023
- 14 **Fireman Access** – creation & deployment 'ASAP'
- 15 **Rescue Code** – creation & deployment 'ASAP'

ONE HEALTH, ONE COMPANY

- 16 Zero occupational **accidents & illness** by 2030
- 17 Optimum **medical coverage** for all by 2025
- 18 **Medical teleconsultation** access for all by 2022
- 19 **Medical prevention campaigns** on feminine cancers and cardio-vascular diseases by 2021

Inclusion

"Giving chances"

$\Sigma = 7$

EMPLOYABILITY

- 20 >10k people trained by **ReKnow University** by 2025
- 21 Training of all Group employees to **CSR principles** starting end of 2021/ beginning 2022
- 22 20k people helped in their **professional insertion** through our foundations by 2025

WOMEN

- 23 Eradication of **gender pay gap** by 2025
- 24 50% of **women in Top 4,000/Top 11,000/ gov. bodies** by 2050 (30% in 2030 & 35% in 2035)
- 25 50% of **women within interns and apprentices** by 2025

INCLUSIVE MOBILITY

- 26 4,000 beneficiaries of '**Microcredit cars**' by 2025

Re-Know University

Preparing for tomorrow's jobs

1



Electric department

2



Circular economy department

3



Data, software and cybersecurity department

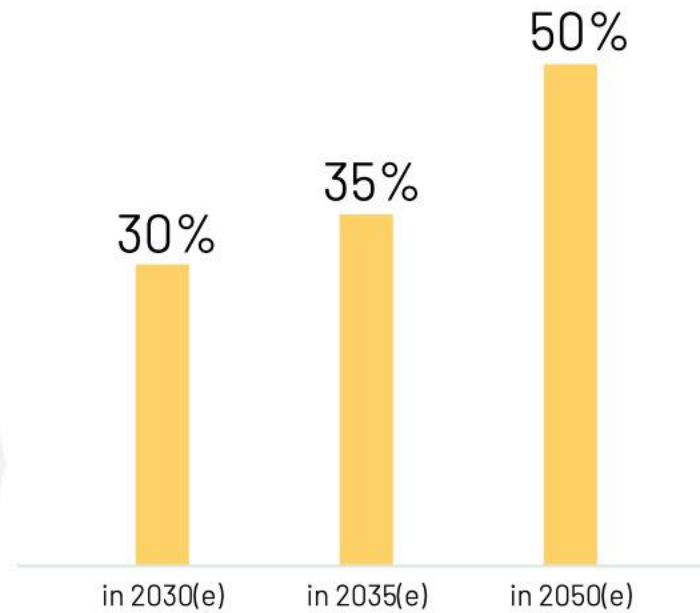
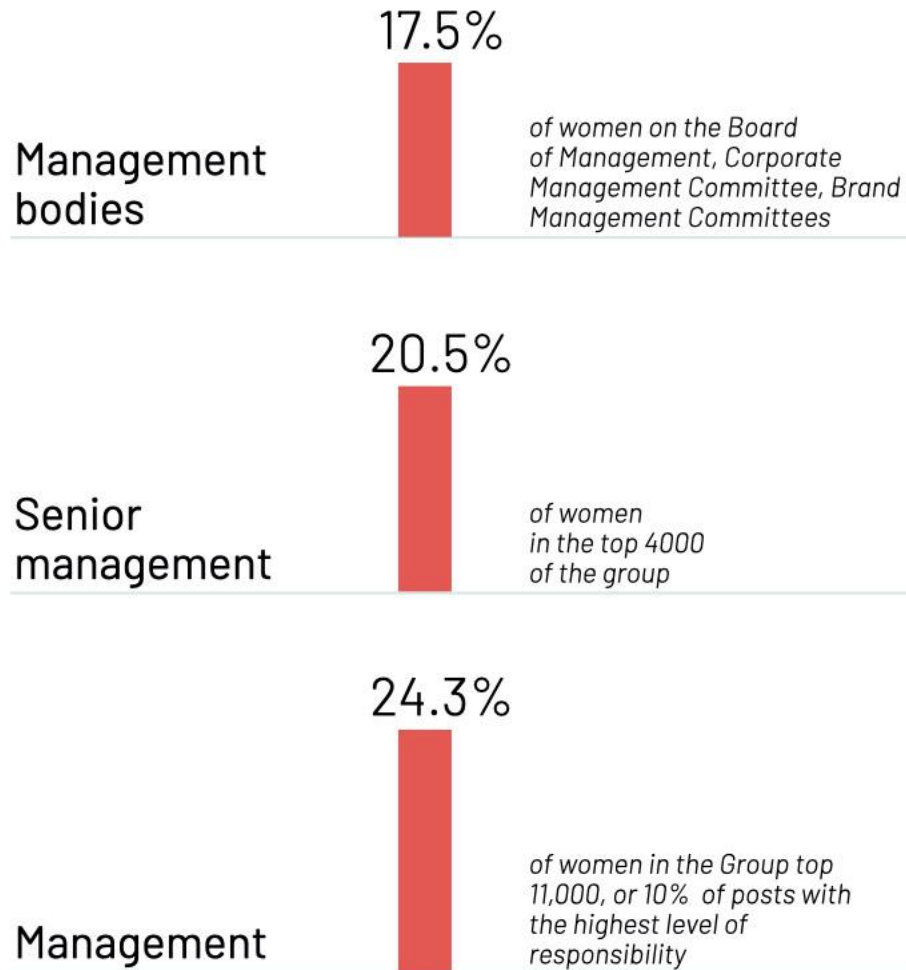


almost **2,000**
by the end of 2021



almost **10,000**
by 2025

Promoting women to key positions



Maintaining leadership on reducing the gender pay gap

