

Société Générale ESG Conference

INVESTOR RELATIONS / SEPTEMBER 17, 2020

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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

- GOVERNANCE / BOARD
- ENVIRONMENTAL STRATEGY
- CIRCULAR ECONOMY
- RESPONSIBLE PURCHASING
- GROUP OVERVIEW
- APPENDIX

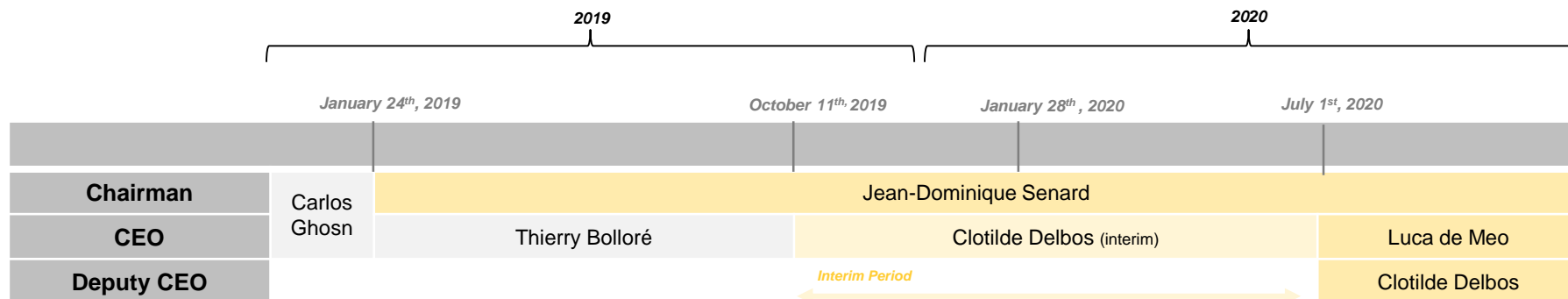
KEY TAKE-AWAYS

CSR AT THE CORE OF GROUP'S STRATEGY:

- ✓ DYNAMIC AND EFFICIENT GOVERNANCE
- ✓ STRONG BOARD OVERSIGHT ON ESG ISSUES
- ✓ STRONG CLIMATE COMMITMENT
- ✓ LEADER IN ELECTRIC VEHICLE
- ✓ FRONT RUNNER IN CIRCULAR ECONOMY

GOVERNANCE BOARD

RENAULT'S GOVERNANCE - EVOLUTION



- Mr. Ghosn resigned from his terms of office as Chairman of the Board and CEO.
- The Board decided to institute a **separation of the functions of Chairman of the Board and CEO**:
 - **Mr. Senard appointed as Chairman of the Board**
 - **Mr. Bolloré appointed as CEO**

Selection process led by the Governance and Compensation Committee

- **Mr. de Meo appointed CEO as of July 1st, 2020.**
- **Mrs. Delbos appointed Deputy CEO as of July 1st, 2020.**

- The Board of Directors decided **to end the mandate of Mr. Bolloré** as CEO with immediate effect.
- The Board of Directors appointed, with immediate effect, **Mrs. Delbos as CEO for an interim period**, until a process is completed to appoint a new CEO.

A REINFORCED GOVERNANCE



- Separation of Chairman of the Board and CEO roles
- Lead Independent Director role maintained
- Board size reduction
- Creation of an Ethics and CSR Board Committee

BALANCED BOARD COMPOSITION

As of November 2020

3 Directors representing employees



Eric Personne



Richard Gentil



Frédéric Barrat

1 Director representing employee shareholders



Benoît Ostertag

1 Director designated by order, as representative of the French State



Martin Viai

1 Director appointed by the Annual General Meeting, upon proposal of the French State



Thomas Courbe



Jean-Dominique Senard
Chairman of the Board

2 Directors appointed by the Annual General Meeting upon proposal of Nissan



Yu Serizawa



Jiji Tagawa

7 Independent Directors appointed by the Annual General Meeting



Pierre Fleuriot*



Patrick Thomas



Miriam Bensalah
Chaqroun



Catherine Barba



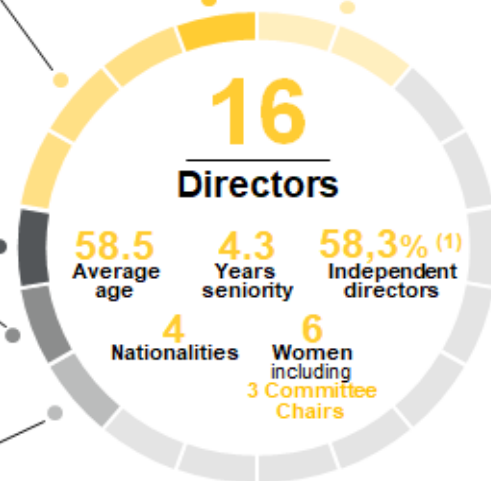
Pascale Sourisse



Annette Winkler



Marie-Annick Darmailiac



⁽¹⁾ Excluding the 3 directors representing employees and the director representing employee shareholders.

*Lead Independent Director

ACTIVITIES OF THE BOARD AND ITS COMMITTEES

Intense activity of the Board and of its Committees

In 2019

14

meetings
of the Board
(vs 7 in 2018)

28

meetings
of the Committees
(vs 22 in 2018)

In 2020

12

meetings
of the Board

19

meetings
of the Committees

NEW CEO = NEW PARADIGM AT RENAULT



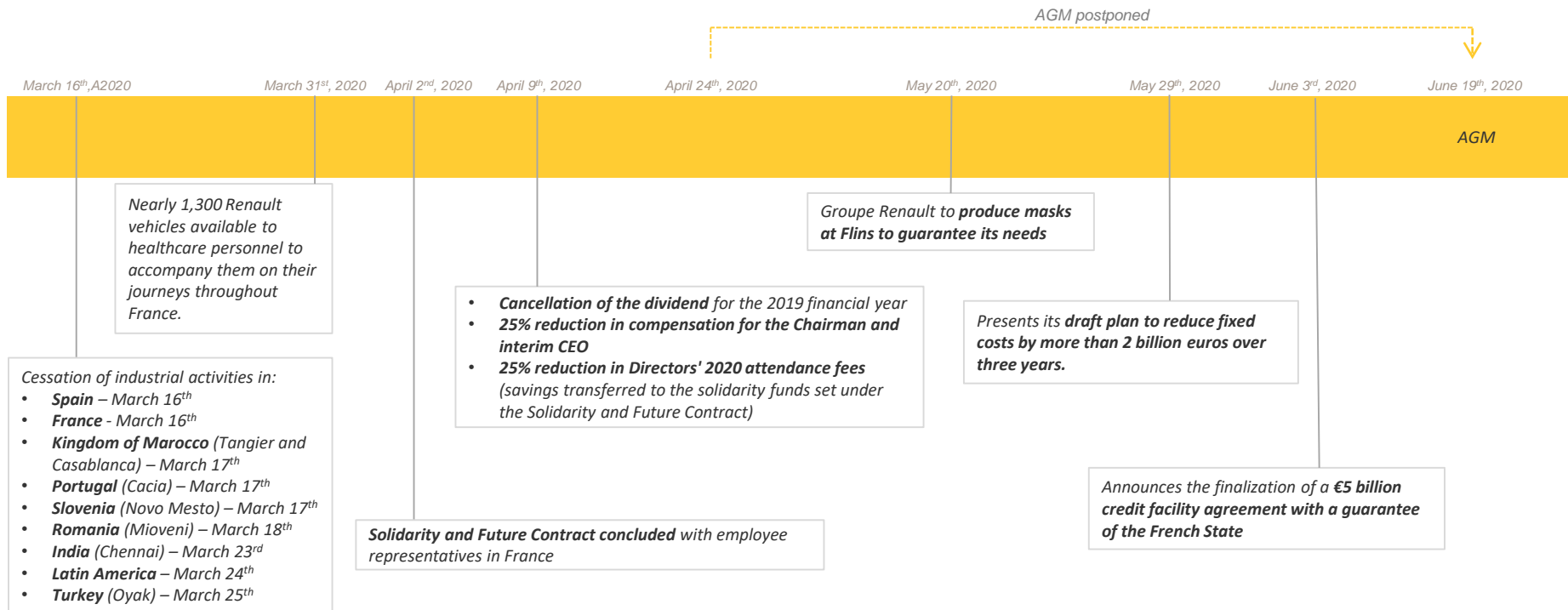
Luca de Meo's priorities :

- New paradigm : "value over volumes"
- New organization around the brands in 4 autonomous business units: Renault, Dacia, Alpine and New Mobility
- New Strategic Plan to be announced by January 2021
- 2022 Cost Reduction Plan is the first step to re-establish sound foundations

COVID-19 COMPANY'S RESPONSE (H1 2020)

- ✓ Reactive management decision
- ✓ Keeping the safety and well-being of employees as top priority

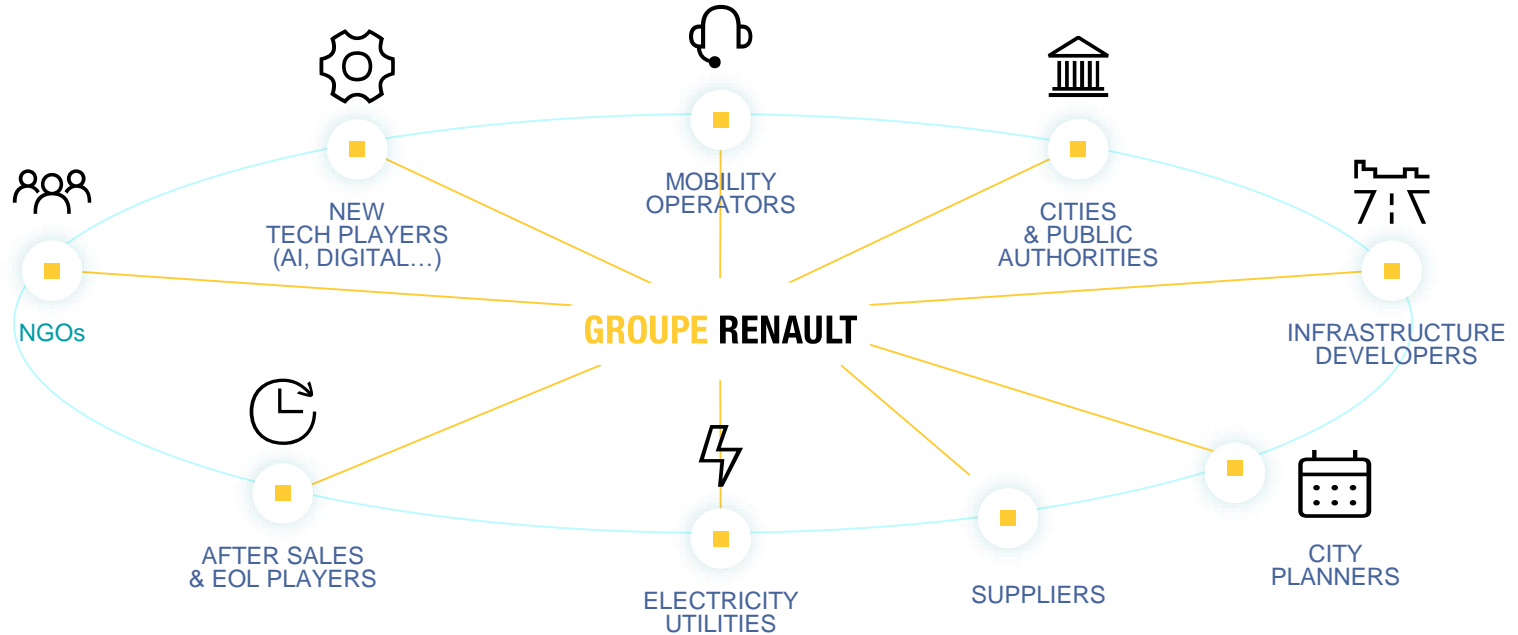
- ✓ Closed monitoring of the situation by the Board (meetings fortnightly from March to May)
- ✓ All Board members equipped since 2019 with a secured I-Pad and a dedicated videoconference app



ENVIRONMENTAL STRATEGY

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

STRATEGIC ENVIRONMENT MUTATION (NEW COMPETITORS, NEW PARTNERS)



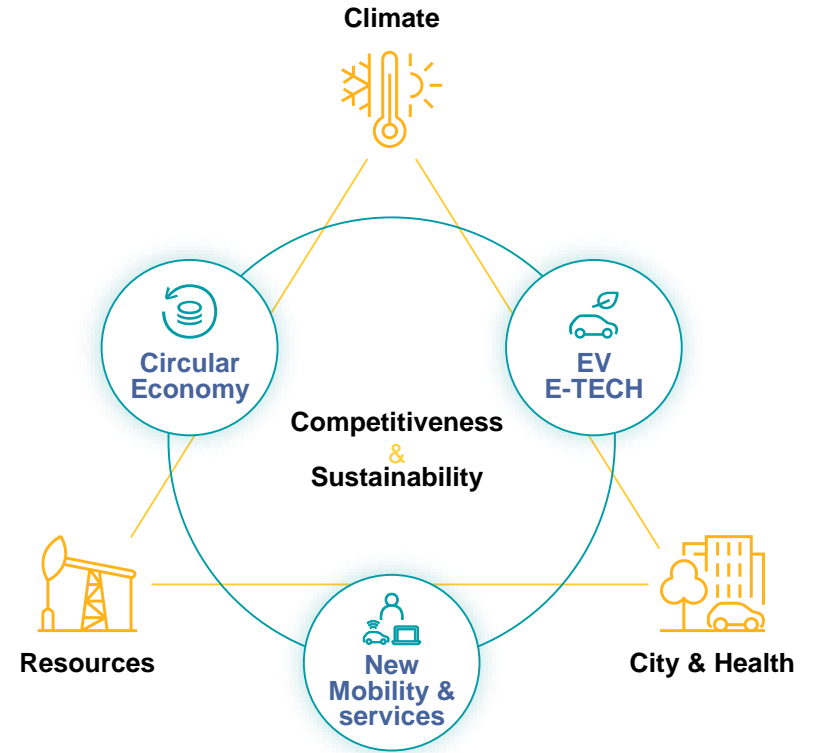
THE 3 ENVIRONMENTAL STAKES ADRESSED THROUGH 3 STRATEGIC LEADERSHIP AMBITIONS FOR COMPETITIVENESS & SUSTAINABILITY

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

ONE KPI to measure progress:

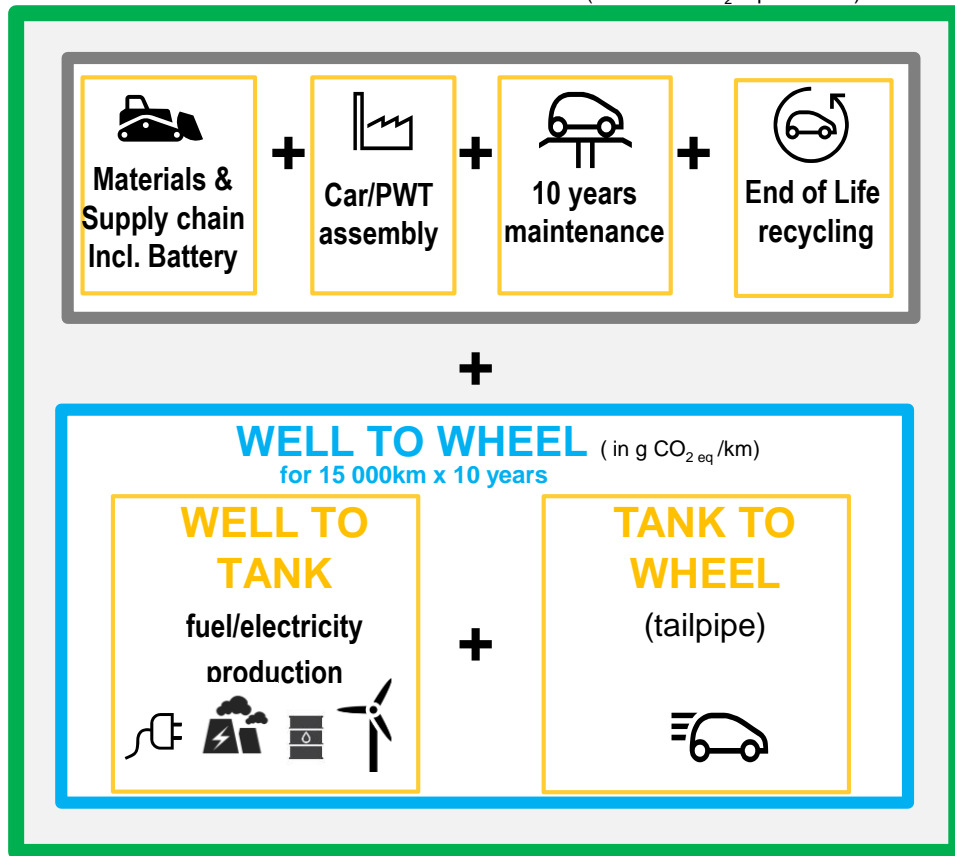
CARBON FOOTPRINT -25%

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

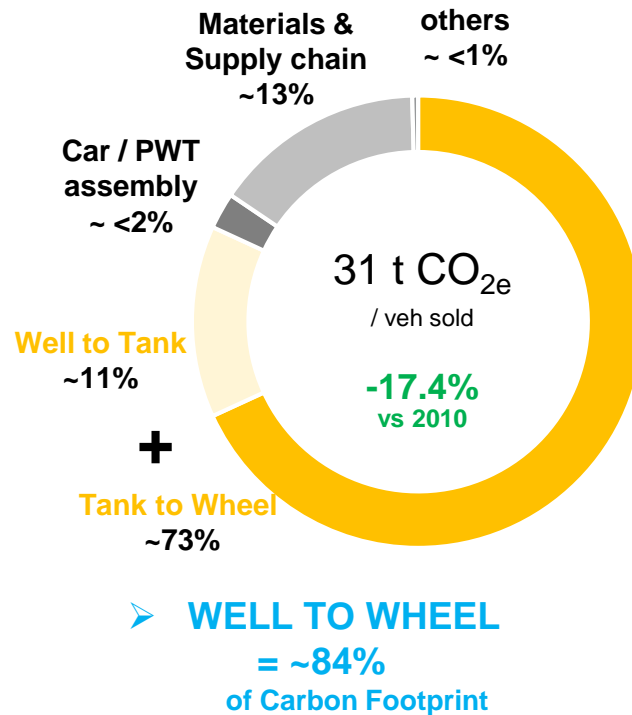


CLIMATE MEASUREMENT SCOPES

CARBON FOOTPRINT (in tons of CO₂ eq/ veh sold)



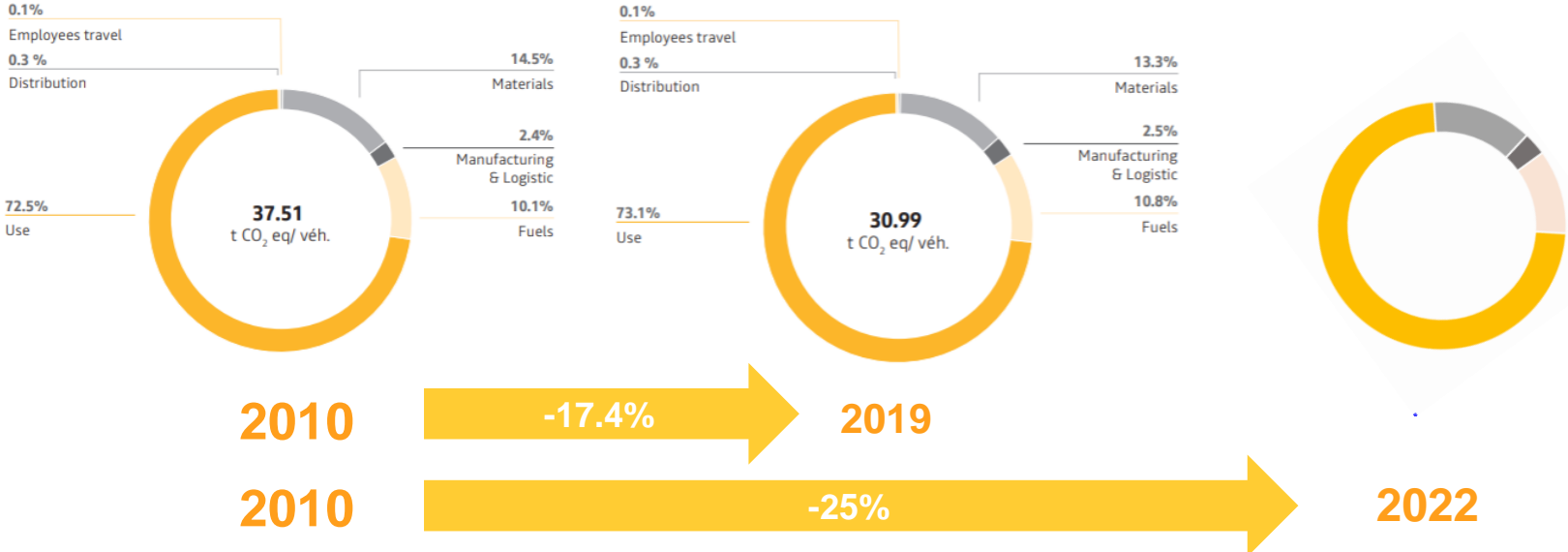
2019 CARBON FOOTPRINT



CARBON FOOTPRINT* : ONE KPI FOR OVERALL GLOBAL PROGRESS

CARBON FOOTPRINT -25%

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



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

CLIMATE COMMITMENTS AND AMBITIONS

GROUPE RENAULT supports the **TCFD** | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

Commitments



Worldwide Carbon Footprint* :

-25% in 2022 vs 2010



Worldwide Well to Wheel* :

-41% in 2030 vs 2010

validated by



New :

Europe Well to Wheel:

-50% in 2030 vs 2010

Ambition



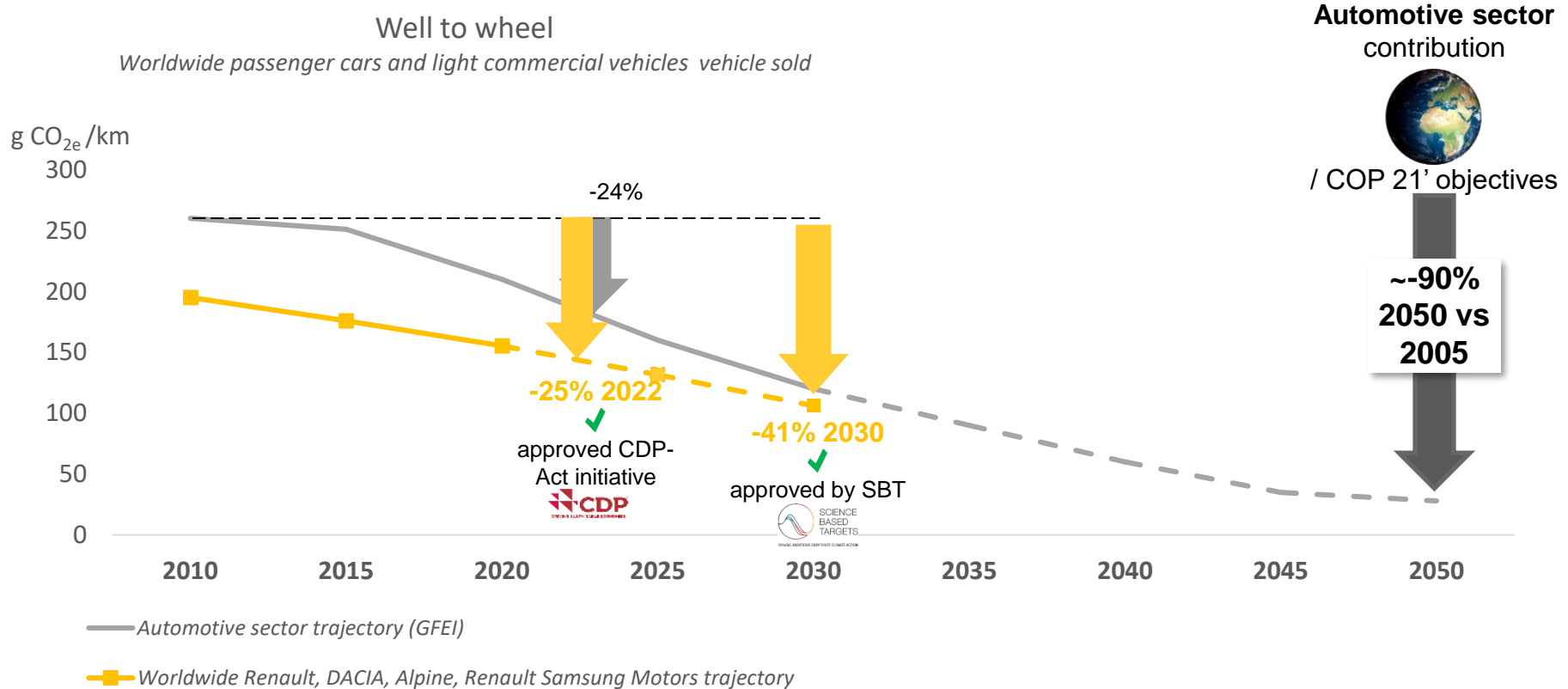
New :

Europe Carbon Footprint:

Net Zero in 2050

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

CONTRIBUTION TO COP21 TARGET ON TRACK



RENAULT : 10 YEARS OF EV EXPERTISE

TECHNICAL EXCELLENCE

Line-up, e-Motor, manufacturing



BATTERY MANAGEMENT

R&D, supply, pack, leasing, repair, 2nd life and recycling



EMPLOYEE EXCELLENCE

30,000 people trained & passionate



DEALER PREPARATION

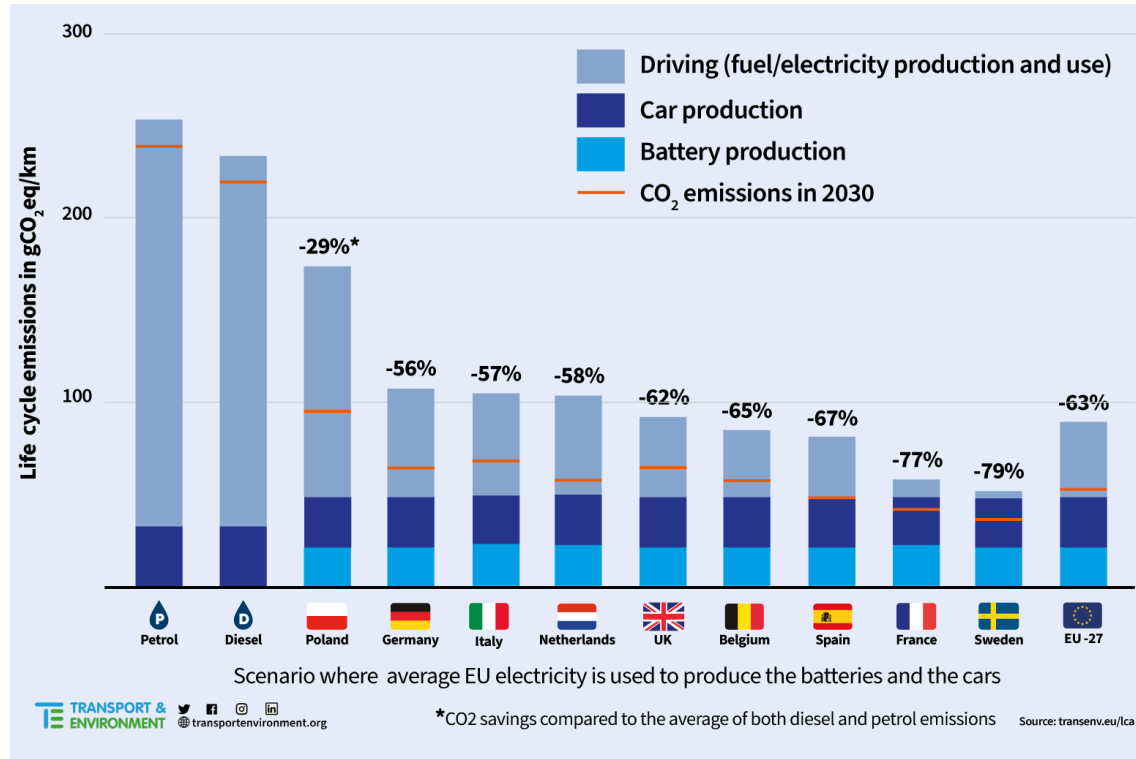
100% network certified



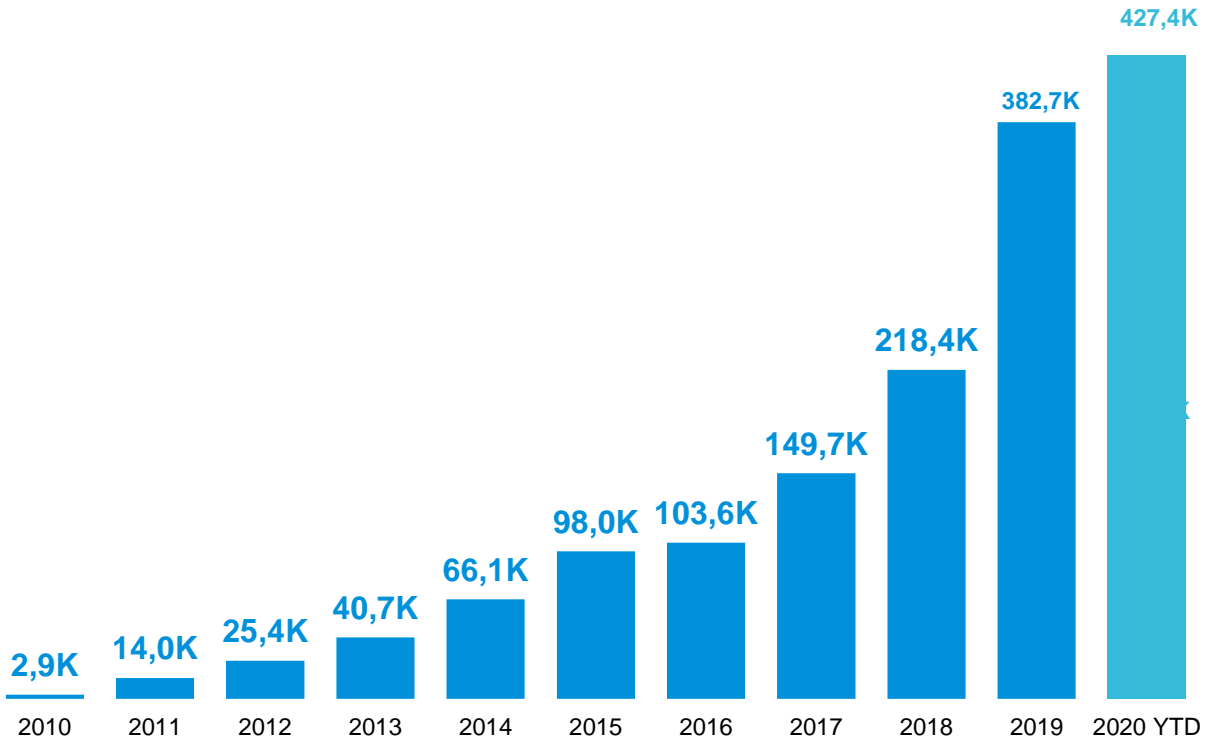
*Total EV cumulated sales since 2010 (@september 2020)

EV CONTRIBUTION TO CLIMATE STAKES IS KEY

In Europe, EV emits at least ~-30% compared to ICE and up to ~-75% in countries with low carbon electricity



CONTINUOUS GROWTH OF EV SALES IN EUROPE

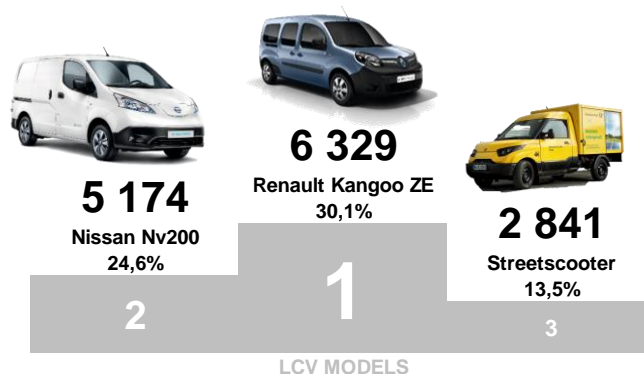
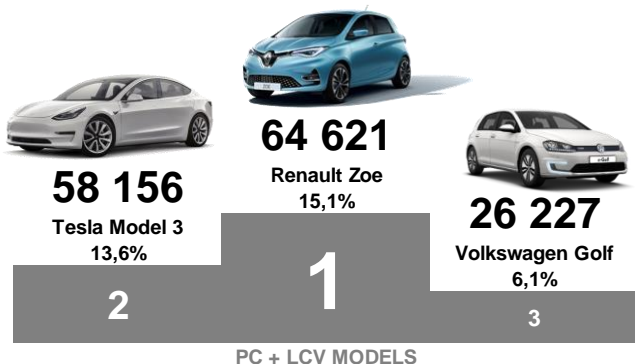
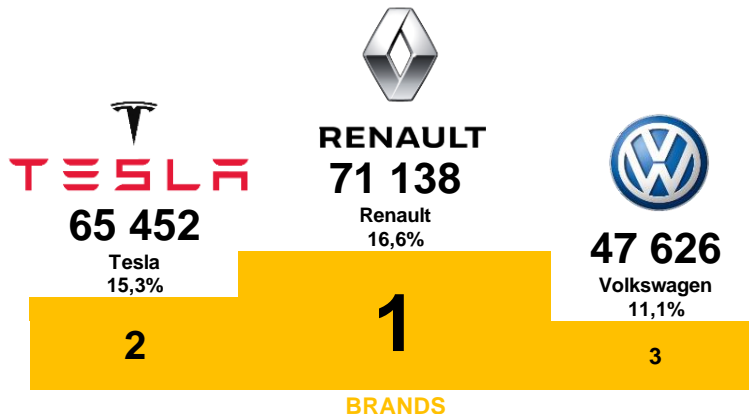


+57,5%
Vs YTD-1 (Sept)

BEV = 4,4%
TIV PC+LCV
IN EUROPE
YTD 2020

RENAULT, LEADING THE EUROPEAN EV MARKET

Europe EV ranking YTD September 2020



CURRENT EV LINE-UP IN EUROPE



The new comer: Twingo electric

190 km WLTP
270 km WLTP City
Fun in the City



Coming very soon: Dacia Spring

225 km WLTP
295 km WLTP City
THE affordable daily EV



MEGANEE Vision Concept

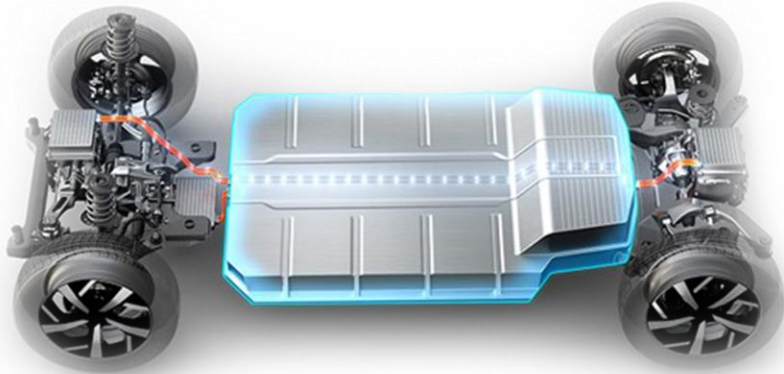
450 km WLTP
No more reason...
...Not to fall in **love** with EV



COMMON EV PLATFORM - ALLIANCE BENEFITS



RENAULT NISSAN MITSUBISHI



NEW ALLIANCE PLATFORM, DEDICATED TO EV

- -40% R&D Entry Ticket
- -30% Manufacturing cost

NEW ALLIANCE E-MOTOR GENERATION

- -20% cost vs current
- 100% shared e-components

NEW BATTERY PACKS, FOR THE ALLIANCE NEEDS

- - 30% in \$/kWh at pack level (2016-22)

LEVERS: ELECTRIFICATION OF OUR RANGE

E-TECH



new CLIO
E-TECH



new CAPTUR
E-TECH plug-in



MEGANE
E-TECH plug-in

LEVERS: ELECTRIFICATION OF OUR RANGE



New vehicle



New version

2019

2020

2021-2022



100% electric

BEV



New ZOE



TWINGO Z.E.



Dacia Spring

1st CMF-EV



Renault E-TECH

PHEV



New CAPTUR
E-TECH plug-in



MEGANE
E-TECH plug-in



HEV



New CLIO
E-TECH



ELECTRIC CARSHARING: A GROWING MARKET IN EUROPE



RENAULT LEADER OF EV CARSHARING IN EUROPE

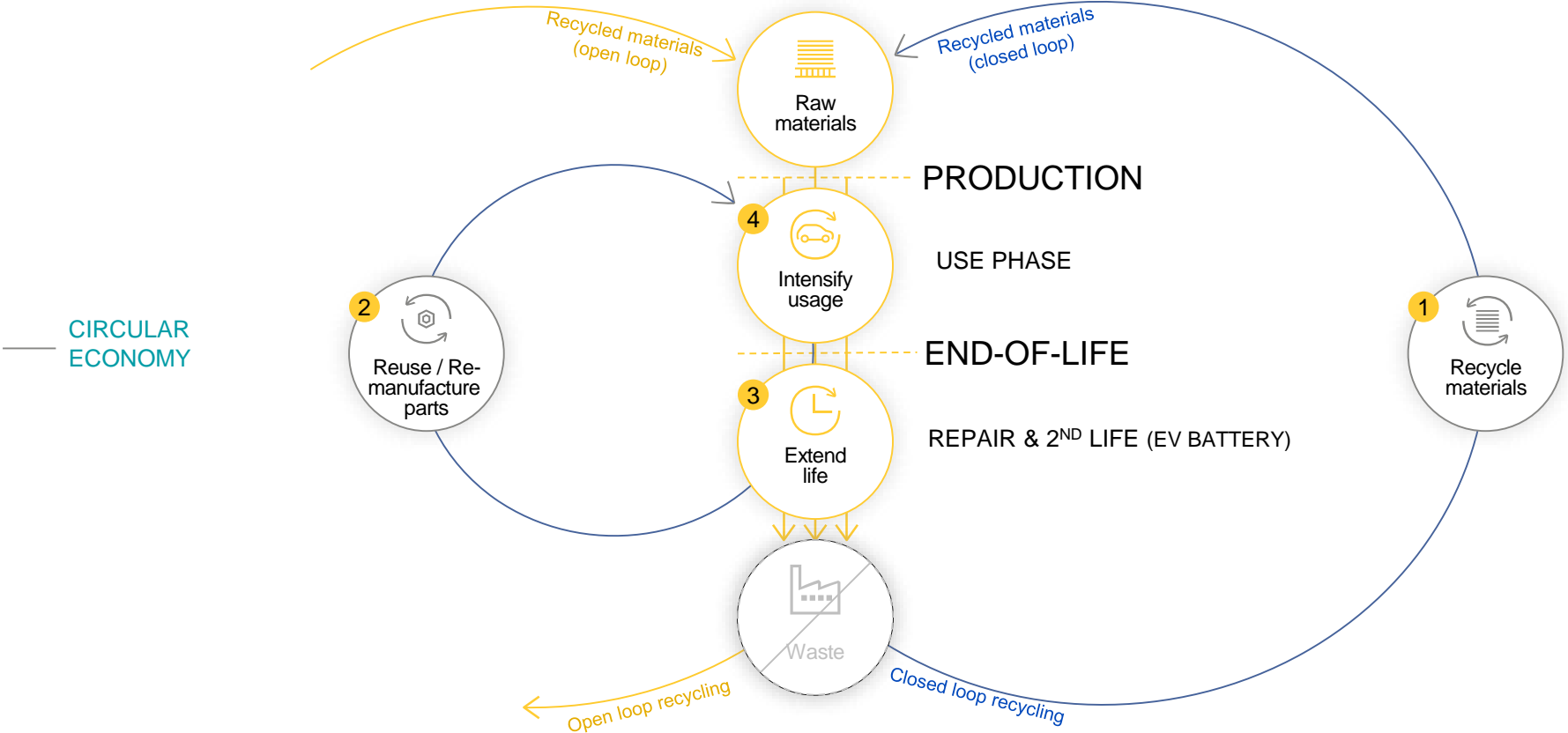
With +7,000 ZOE

With ~9,500 ZOE*

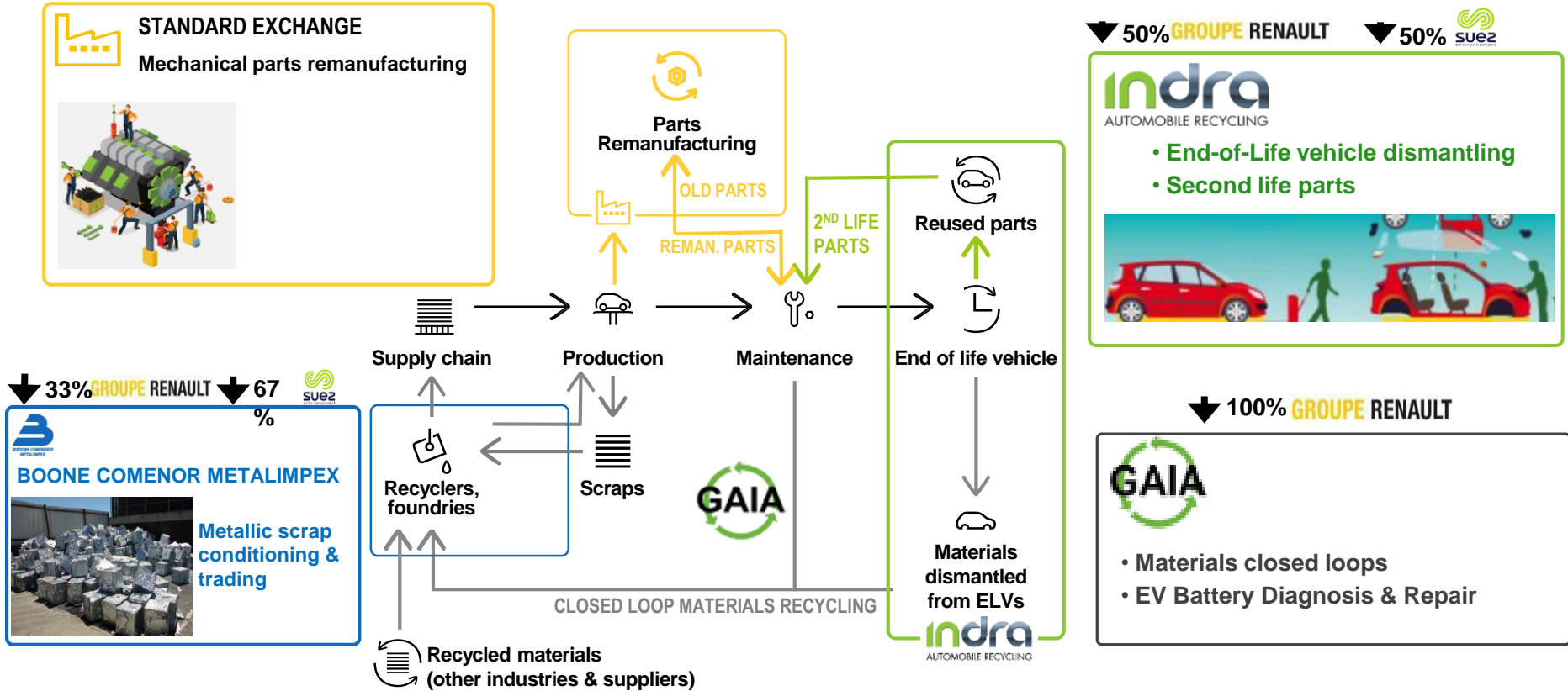
* YTD october

CIRCULAR ECONOMY

FROM A LINEAR TOWARDS A CIRCULAR BUSINESS MODEL



RENAULT PIONEER WITH A UNIQUE CIRCULAR ECONOMY ECOSYSTEM



RENAULT CIRCULAR BUSINESSES & STRATEGY TOWARDS RESOURCE-EFFICIENT MOBILITY

RESOURCE EFFICIENCY AND ADDED VALUE



RECYCLED MATERIAL
USE IN NEW CARS









+50% recycled plastics
used in 2022 vs 2013

LiB-to-LiB recycling of
battery minerals (Co, Ni...)



RECYCLE MATERIALS IN
CLOSED LOOPS

- ●  **Wiring (Copper)**
- ●  **E-Motor (Copper)**
-  **Industrial waste metal loop**
- ●  **Catalytic conv. (PGM)**
- ●  **Bumpers (PP)**
-  **Recycled seat fabric from waste safety belts**



REUSE PARTS



Resell of 2nd life parts



Parts Remanufacturing



EXTEND PRODUCT LIFE



Battery repair



Battery 2nd life



INTENSIFY PRODUCT USE



New mobility services



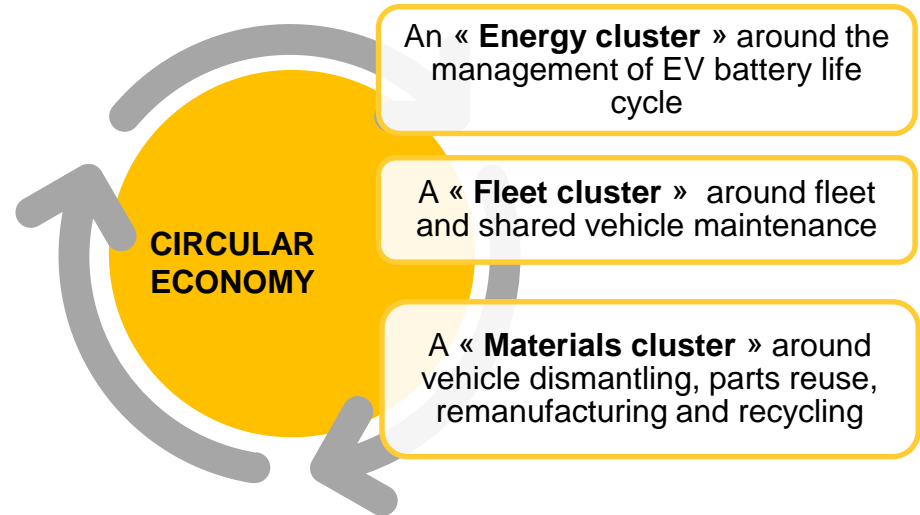
Sharable & regenerative
vehicle

FLINS PLANT RECONVERSION PROJECT

« *We are working on converting our historical plant in Flins into the first regenerative factory in Europe* »

Luca de MEO, Groupe Renault CEO (#RENAULTeWays digital event)

- **At this stage 3 new clusters of activities, fully embedded into the circular economy, emerge :**



GENERATE VALUE THROUGH BATTERY LIFE CYCLE OPTIMIZATION



100% **FIRST LIFE**

Zero emission mobility
+ Energy Storage Services
Vehicule to Grid (V2G)



<40%

RECYCLING



≈70%

SECOND LIFE

Stationary storage
& mobile applications



EU Regulatory framework:








- All batteries must be collected for recycling
- At least **50%** of the mass of battery material must be recycled

Current status:











60 % of the mass of battery materials are currently recycled including **>80% of Cobalt and Nickel**.

CURRENT SECOND LIFE BATTERY APPLICATIONS/PROJECTS AND PARTNERS

Stationary Usage

DOMAIN	ILLUSTRATION	MAIN PARTNERSHIP / CUSTOMERS
<p>Large system (>24 packs) Local grid, Frequency services, ...</p>		 
<p>Small System (>2 packs) Building / Solar / Wind-Turbine</p>		
<p>Storage for end user (few Li-ion modules) Portable energy storage, off grid, craftsman...</p>		

Marine & Mobile Usage

DOMAIN	ILLUSTRATION	MAIN PARTNERSHIP / CUSTOMERS
<p>Mobile Usage Retrofit high value vehicle</p> <ul style="list-style-type: none"> • Airport • eSafari 	 	 
<p>On board energy Refrigerated vehicle Food truck</p>	 	
<p>Marine Hotel load & /or Propulsion</p>		 

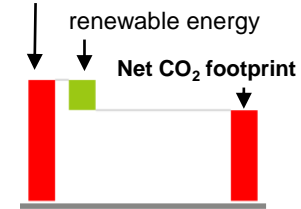
CO2 FOOTPRINT OPTIMIZATION THROUGH BATTERY LIFE CYCLE MANAGEMENT

ILLUSTRATIVE GRAPHICS ONLY (NOT ACTUAL FIGURES)

Battery production

CO₂ footprint

Without renewable energy



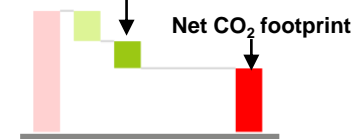
First life

100%

Smart charging & V2G services

CO₂ footprint

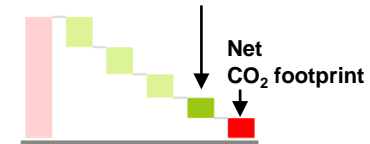
Smart charging & V2G



Battery Recycling

CO₂ footprint

(closed loop) battery recycling



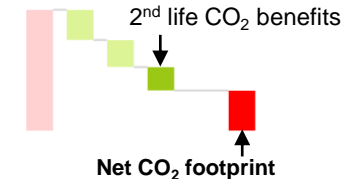
Second life

70-75%

Stationary storage & mobile applications

CO₂ footprint

2nd life CO₂ benefits



EV TCO* OPTIMIZATION THROUGH BATTERY LIFE CYCLE MANAGEMENT

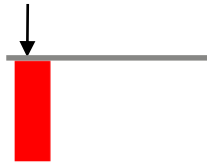
TCO : Total Cost of Ownership

ILLUSTRATIVE GRAPHICS ONLY (NOT ACTUAL FIGURES)

Battery purchase

Costs & Revenues

Battery purchasing cost



First life

100%

Smart charging & V2G services

Costs & Revenues

V2G revenues



Net battery cost



Battery Recycling

Costs & Revenues

Battery collection & recycling fee



Net battery cost



Second life

70-75%

Stationary storage & mobile applications

Costs & Revenues

2nd life resale value



Net battery cost

RESPONSIBLE PURCHASING

GROUPE RENAULT'S PURCHASING POLICIES

A dedicated web page for the sustainable purchasing @ Renault

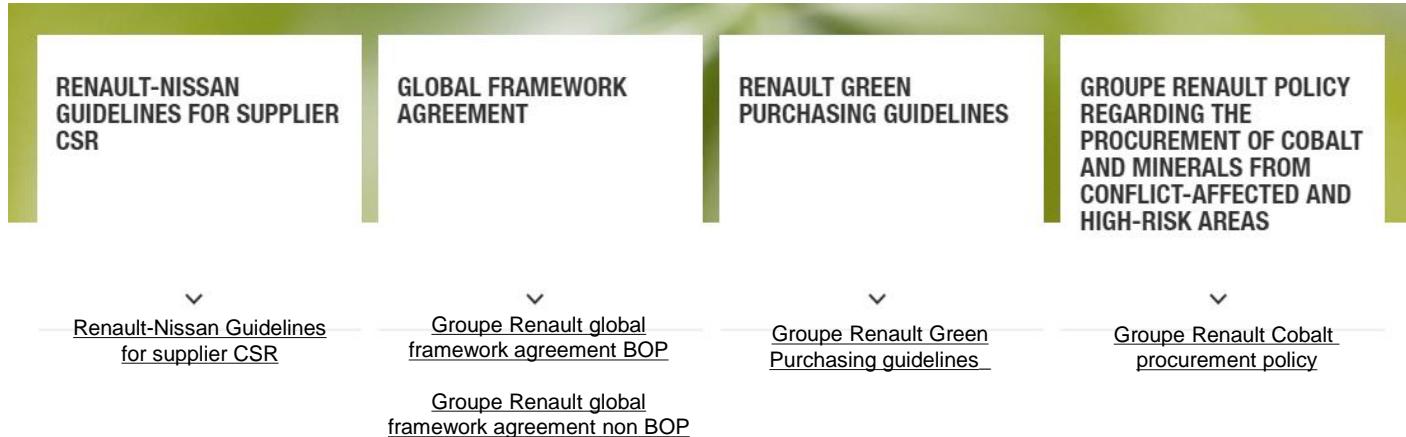
[Groupe Renault Sustainable purchasing web page](#)

RESPONSIBLE PURCHASING

GROUPE RENAULT ENGAGES IN A RESPONSIBLE PURCHASING INITIATIVE



With a public access to the Group's purchasing policies



To address these 4 areas that we believe are of vital importance:

- Human rights and working condition
- Regulatory and ethical compliance
- The environment
- The implementation throughout the entire supply chain

OUR CSR PURCHASING ACTION PLAN

❑ PRODUCTION OF RISK MAPPING BASED ON CSR CRITERIA:

- of suppliers → external firms audit on high-risk supplier sites is then implemented.
- of materials

❑ SUPPLIER CSR ASSESSMENT ON:

- working conditions and basic social rights,
- regulatory and ethical compliance,
- environment and responsible supply chain management.
- potentially high-risk supplier sites: certified external audit firms.

If needed CORRECTIVE ACTION PLANS decided with suppliers

❑ FOLLOW-UP OF CORRECTIVE ACTION PLANS

- To check their implementation by the lowest-ranking suppliers, with mandatory re-auditing required.

❑ INVOLVEMENT IN COLLECTIVE INITIATIVES FOR A GREATER IMPACT

- **RMI** Responsible Minerals Initiative
- **CLP** Child Labour Platform specific program of the **ILO** International Labour Organization



80% of yearly purchase demands covered by CSR assessment

82 supplier sites audited since 2018

COBALT PROCUREMENT

- ❑ SPECIFIC COBALT PROCUREMENT POLICY

- ❑ DISCLOSURE OF THE GROUP'S COBALT SUPPLY CHAIN

- ❑ ON-SITE AUDITS BY SPECIALIZED AUDIT FIRM
 - 17 audits conducted at each level of the supply chain
 - No critical non-conformities
 - tracking of corrective action plans is underway.

- ❑ INVOLVEMENT IN COLLECTIVE INITIATIVES



GRUPE RENAULT OVERVIEW

ONE GROUP, FIVE BRANDS

MORE THAN 3,8 MILLIONS OF VEHICLES SOLD IN 2019



RENAULT

The Group's global brand



DACIA

The Group's regional brand



RSM(1)

The Group's local brand

(1) Renault Samsug Motors



ALPINE

The Group's sport brand



LADA

Leader brand
of the Russian market

GROUPE RENAULT KEY FIGURES

FINANCIAL RESULTS

Revenues In million of euros

	2019	2018
Automotive	52,132	54,211
Sales financing	3,405	3,208
Total Groupe Renault	55,537	57,419

Operating profit

Automotive division excluding AVTOVAZ	1,284	2,204
AVTOVAZ	155	204
Sales financing	1,223	1,204
Total Groupe Renault	2,662	3,612
% of Group revenues	4.8%	6.3%

Net income

Net income	19	3,451
Net income, Group share	-141	3,302

Free cash flow and Automotive net cash position

Automotive operational free cash flow ⁽¹⁾	153	607
Automotive net cash position ⁽²⁾	+ 1,734	+ 3,702
Shareholders' equity	35,331	36,088

Contribution from associated companies

o/w Nissan	242	1,509
o/w Other associated companies	-432	31
Total	-190	1,540

Tangible and intangible investments net of disposals

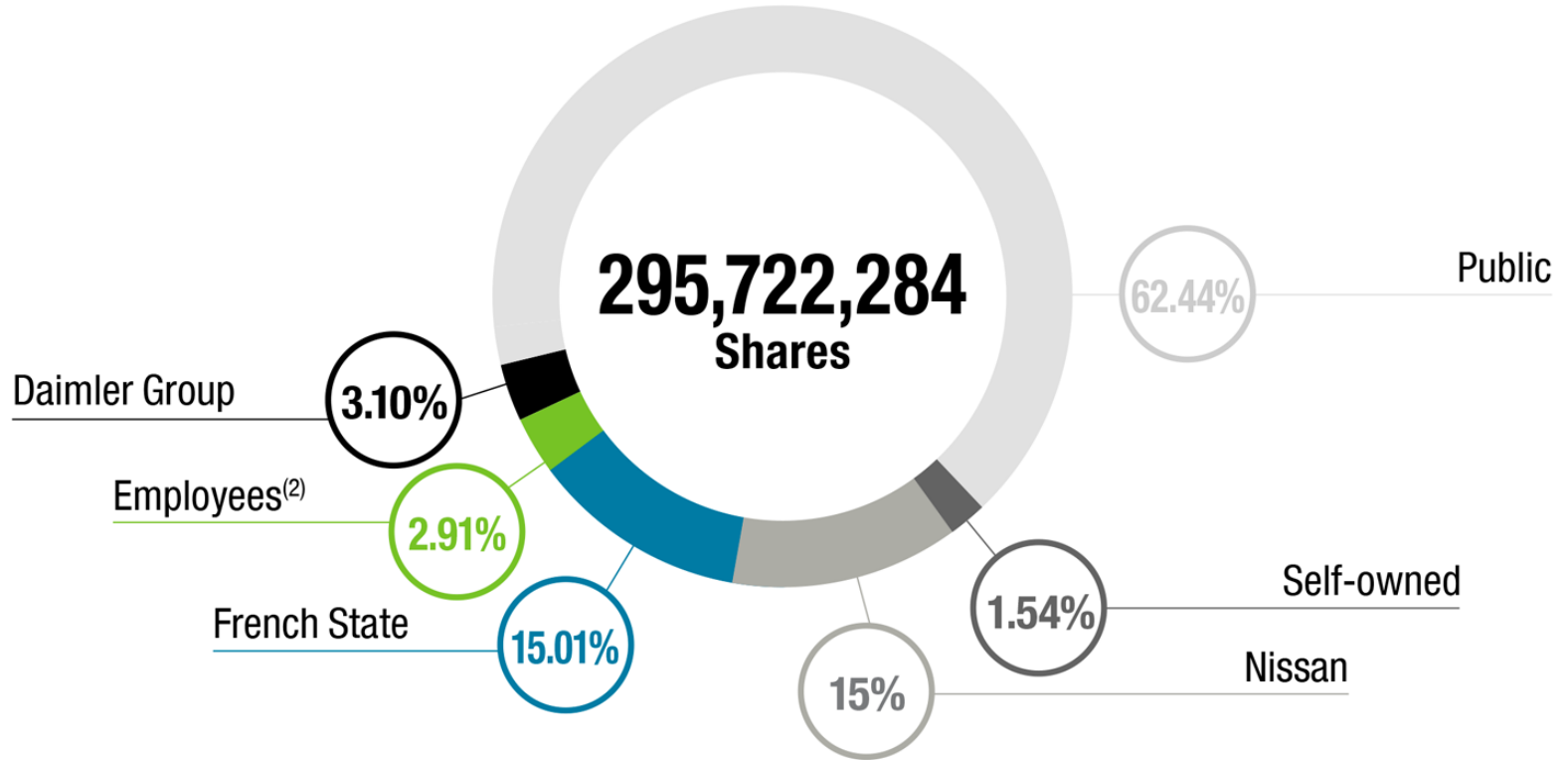
Automotive excluding AVTOVAZ	4,846	4,171
AVTOVAZ	135	84
Sales financing	10	19
Total	4,991	4,274

(1) Automotive operational Free cash flow: cashflow safter interest and tax (excluding dividends received from publicly listed companies) minus tangible and intangible investments net of disposals +/- change in the working capital requirement.

(2) 2019 figures include the impacts of the application of IFRS 16 "Leases" from January 1, 2019. The figures for 2018 have not been restated.

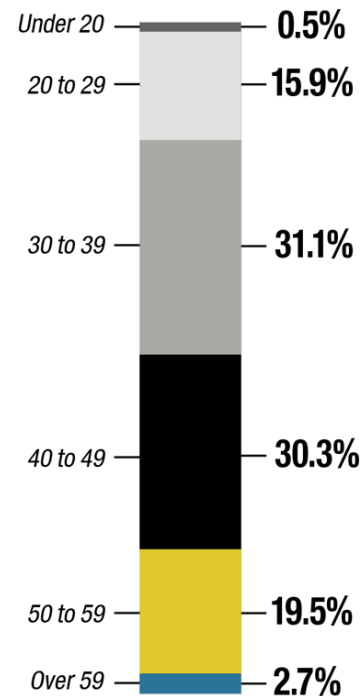
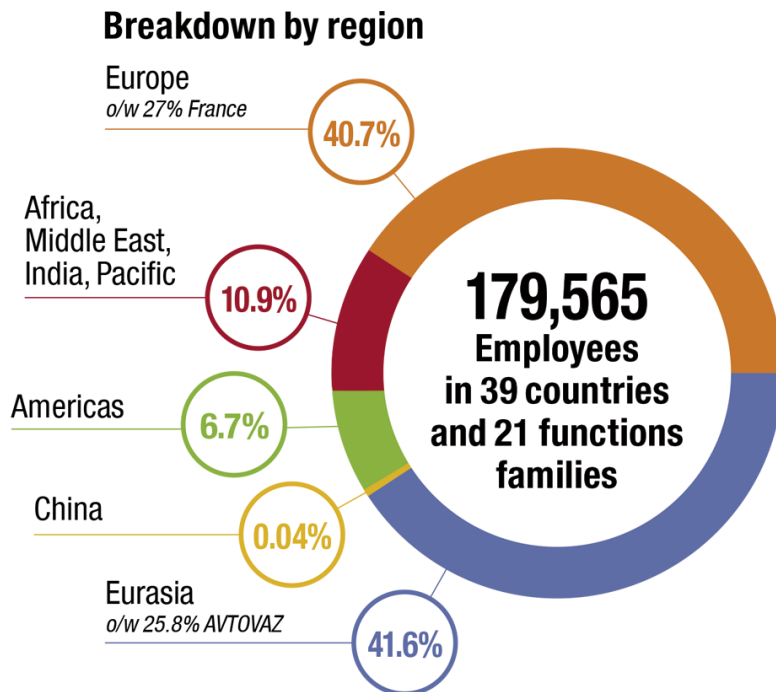
GROUPE RENAULT KEY FIGURES

SHARE CAPITAL



GROUPE RENAULT KEY FIGURES

WORKFORCE



SOCIAL INDICATORS 2019 DATA

Ensuring employee's professional development, employability and engagement



- Create the conditions for employees to succeed in their role & to grow within the Group
Training access rate: 75,5 % [82,6 % excluding AVTOVAZ] / 4 929 869 total numbers of training hours
- Promote teleworking to support new ways of working in the company *[including in the Global Framework Agreement]*
- Maintain long-term engagement
78% in 2019 - Measured by the Employee Feedback Survey

Promoting diversity and equal opportunity



- Reduce gender pay gap
- Be the best in the automotive industry in terms of presence of women in Top positions
26,5 % of women at key positions in 2019

Fostering social dialogue



- Build & maintain a sound global social dialogue to enable the company's transformation
Two Global Framework Agreements
88.61 % of Groupe Renault employees are covered by a collective agreement

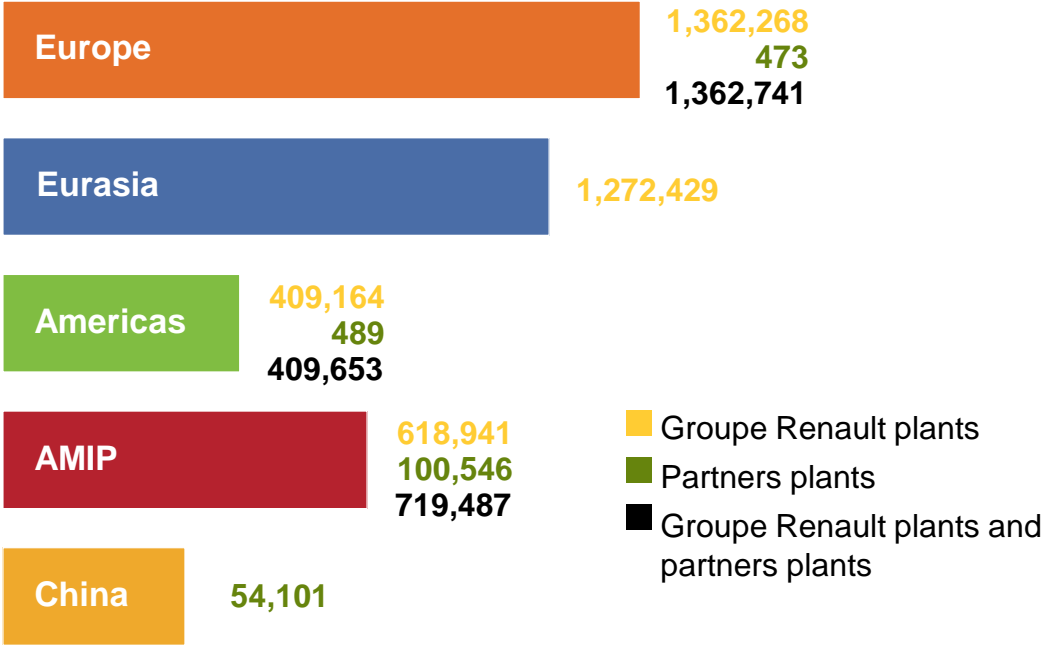
Ensuring the safety & health of our employees



- Reduce the frequency rate of workplace serious accident for Renault employees and temporary workers
Fr1 indicator of accidentology at work: from 1,62 in 2018 to 1,23 in 2019

GROUPE RENAULT KEY FIGURES

SALES



3,818,411
 Vehicles produced worldwide in 2019

APPENDIX

COMPOSITION OF THE SPECIALISED COMMITTEES

As of November 2020

Audit, Risks and Compliance Committee



Pascale Sourisse (C)(D)

60% (*)
Independence



Pierre Fleuriot (D)



Benoît Ostertag (DRES)



Joji Tagawa (NR)



Patrick Thomas (D)



Martin Vial (F-SR)

Ethics and CSR Committee



Marie-Annick Darmaillac (C)(D)

66.6% (*)
Independence



Catherine Barba (D)



Frédéric Barrat (DRE)



Éric Personne (DRES)



Yu Serizawa (NR)

Governance and Compensation Committee



Patrick Thomas (C)(D)

66.6% (*)
Independence



Marie-Annick Darmaillac (D)



Éric Personne (DRES)



Martin Vial (F-SR)

Strategy Committee



Annette Winkler (C)(D)

75% (*)
Independence



Catherine Barba (D)



Mirem Bensalah
Chaqroun (D)



Thomas Courbe (F-SR)



Richard Gentil (DRES)



Benoît Ostertag (DRES)

DRE: Director representing employees
DRES: Director representing employee shareholders
ID: Independent Director

C: Chairperson
FSR: French State representative
NR: Nissan representative

(*): Excluding the director representing employees and the director representing employee shareholders

CEO REMUNERATION POLICY FOR 2020

FIXED COMPENSATION

€1,3 million paid in cash

- **The Board of Directors has considered:**
 - Candidate background and experience
 - Peers practices (automotive industry and CAC40 companies)

VARIABLE COMPENSATION

150% of based salary, paid in cash

- **Quantitative performance objectives:** 100% of base salary
 - Group operating margin: 30%
 - Groupe Revenues: 20%
 - Free cash flow: 30%
 - **C02 emissions (CAFE *): 20%**
- **Qualitative performance objectives:** 50% of base salary
 - Alliance activity: 16,66%
 - Quality of the environmental & CSR commitments: 16,66%
 - **Client Satisfaction / Quality: 16,66%**

LONG-TERM INCENTIVES

Cap set at 75,000 performance shares

subject to 3 years of performance conditions + holding of 25% shares until the end of office

- **Performance objectives:** 100% of target award
 - TSR vs. average of TSR for Euro Stoxx excluding Financials and TSR for Euro Stoxx Automobile & Parts: 20%
 - Free cash flow: 30%
 - Alliance platforms: 30%
 - **Carbon footprint: 20%**

New criteria in 2020

* CAFE : Corporate Average Fuel economy – based on the CAFE standards for passenger vehicles in Europe.



THANK YOU