

An aerial photograph of a winding asphalt road at night, illuminated by long-exposure light trails from vehicles. The road curves through a lush green valley with rolling hills. The scene is captured from a high angle, showing the road's path as it winds through the landscape. The light trails are bright yellow and orange, contrasting with the dark night sky and the green of the hills. The overall mood is serene and dynamic, suggesting a journey or a path forward.

Renault  
Group

# GOVERNANCE ROADSHOW

SEPTEMBER 2021

# Disclaimer

Information contained within this document may contain forward looking statements. Although the Company considers that such information and statements are based on reasonable assumptions taken on the date of this report, due to their nature, they can be risky and uncertain (as described in the Renault Registration Document filed with the *French Autorité des Marchés Financiers*). Actual results may differ materially from those projected or implied in these forward looking statements.

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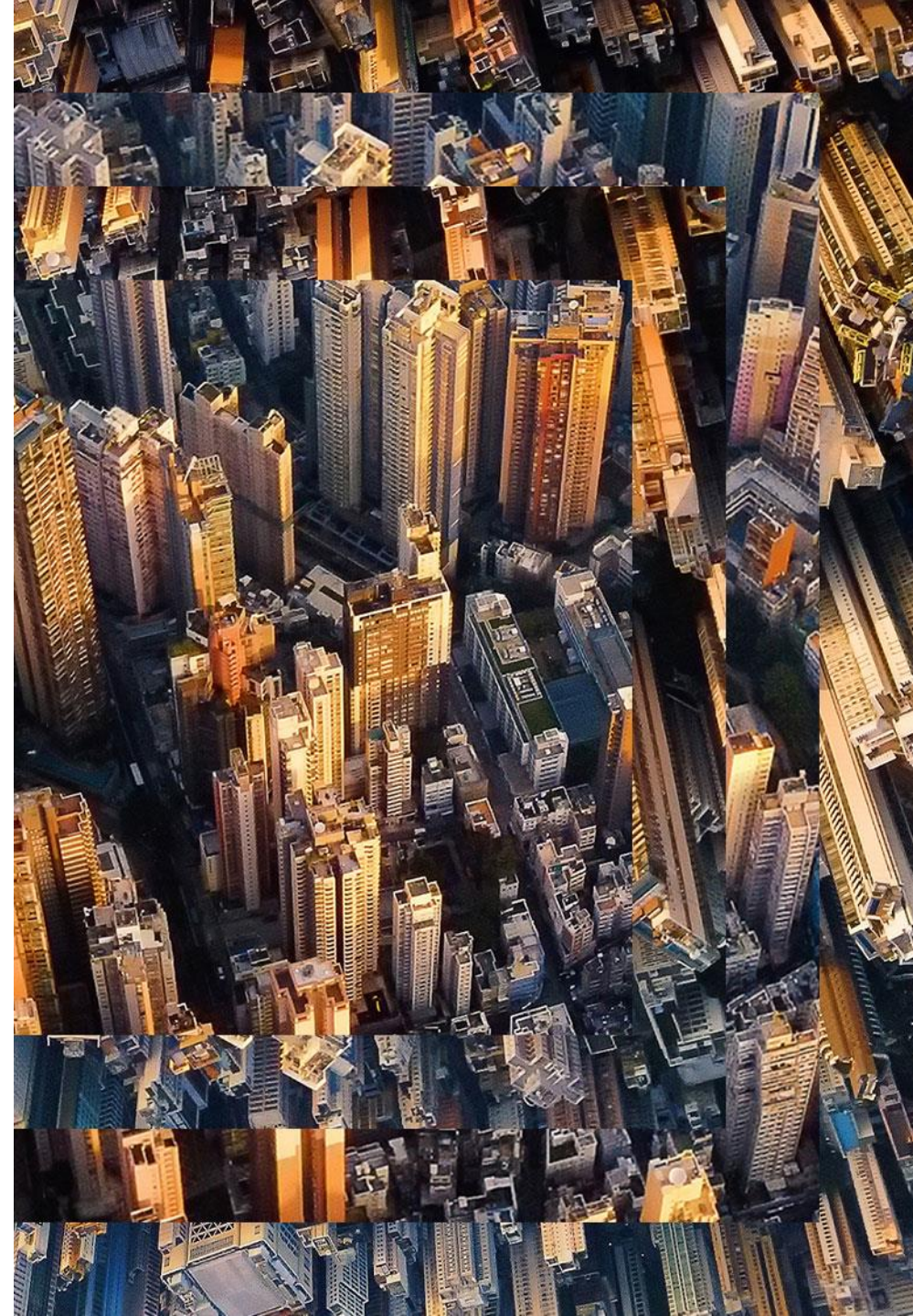
Further information on Renault can be found on Renault's web site ([www.group.renault.com](http://www.group.renault.com)), in the section Finance/Regulated Information.

# Summary

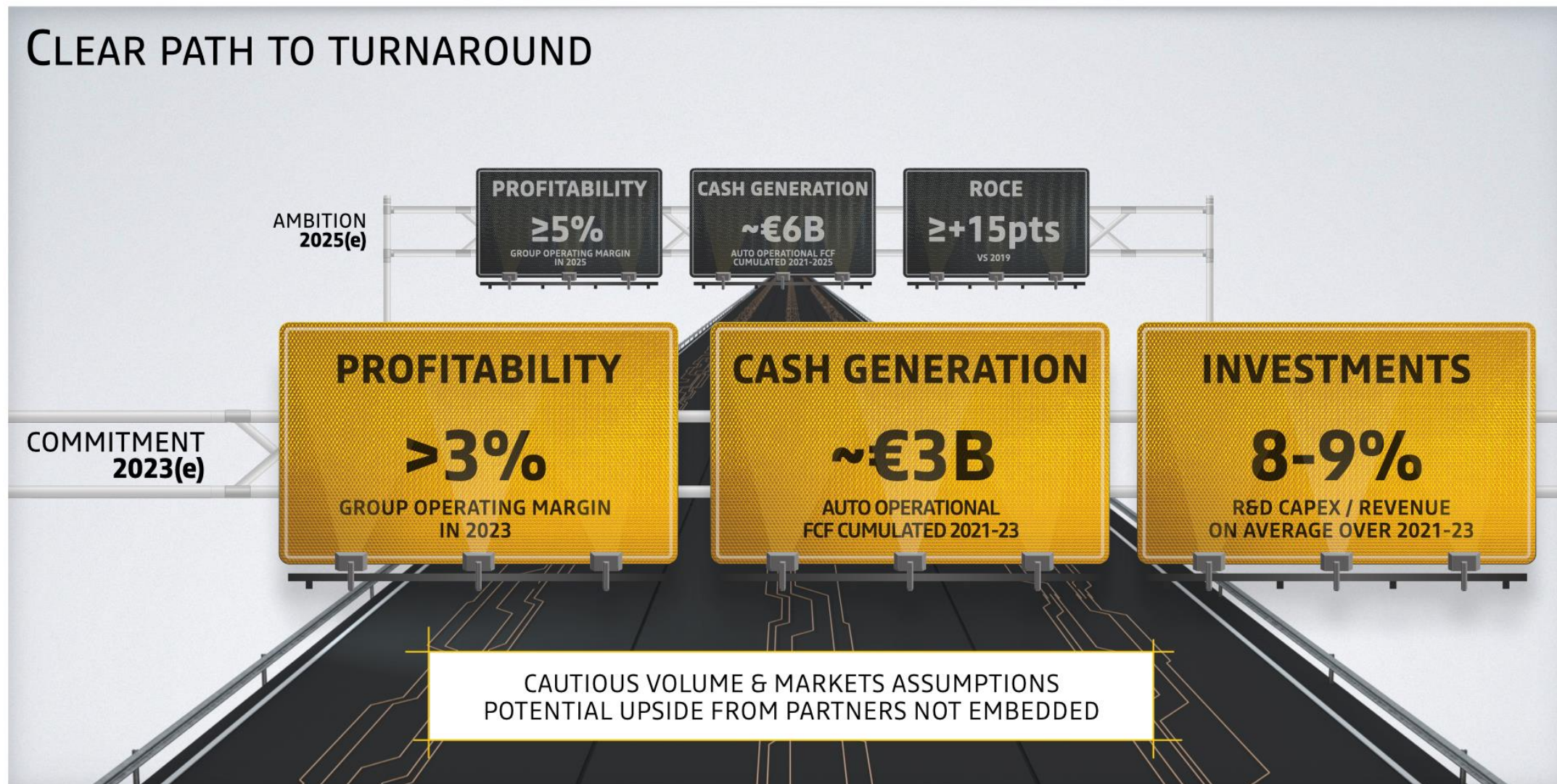
- 01** Renaulution financial targets
- 02** Board's & committees' composition
- 03** Renault's purpose
- 04** Renault's CSR strategy  
Chapter subtitle
- 05** Annex

# 01

## Renaulution financial targets



# Renaulution 2023 & 2025 financial targets

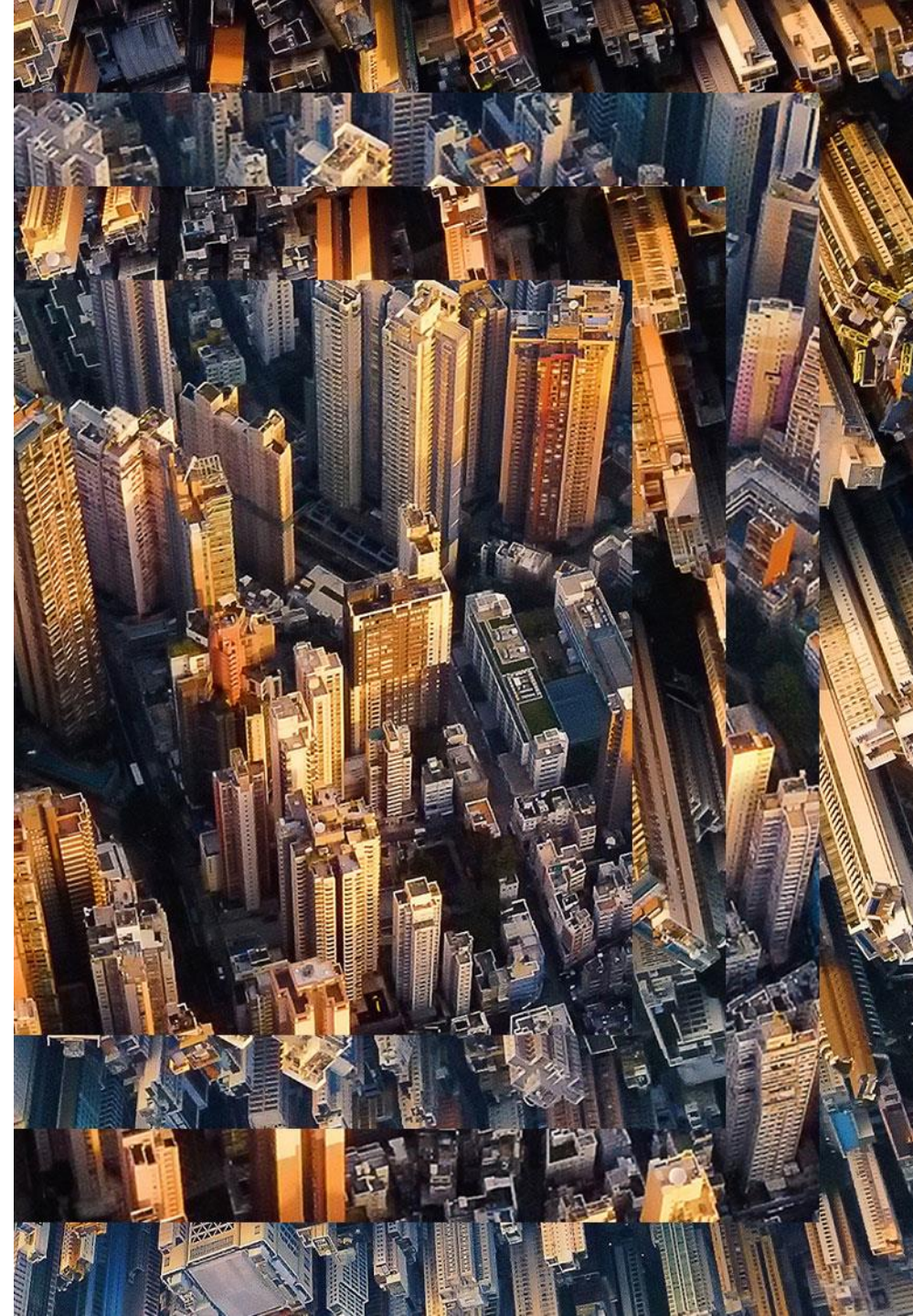


Source: Groupe Renault  
 Note: Commitments & ambitions based on current known emission standards  

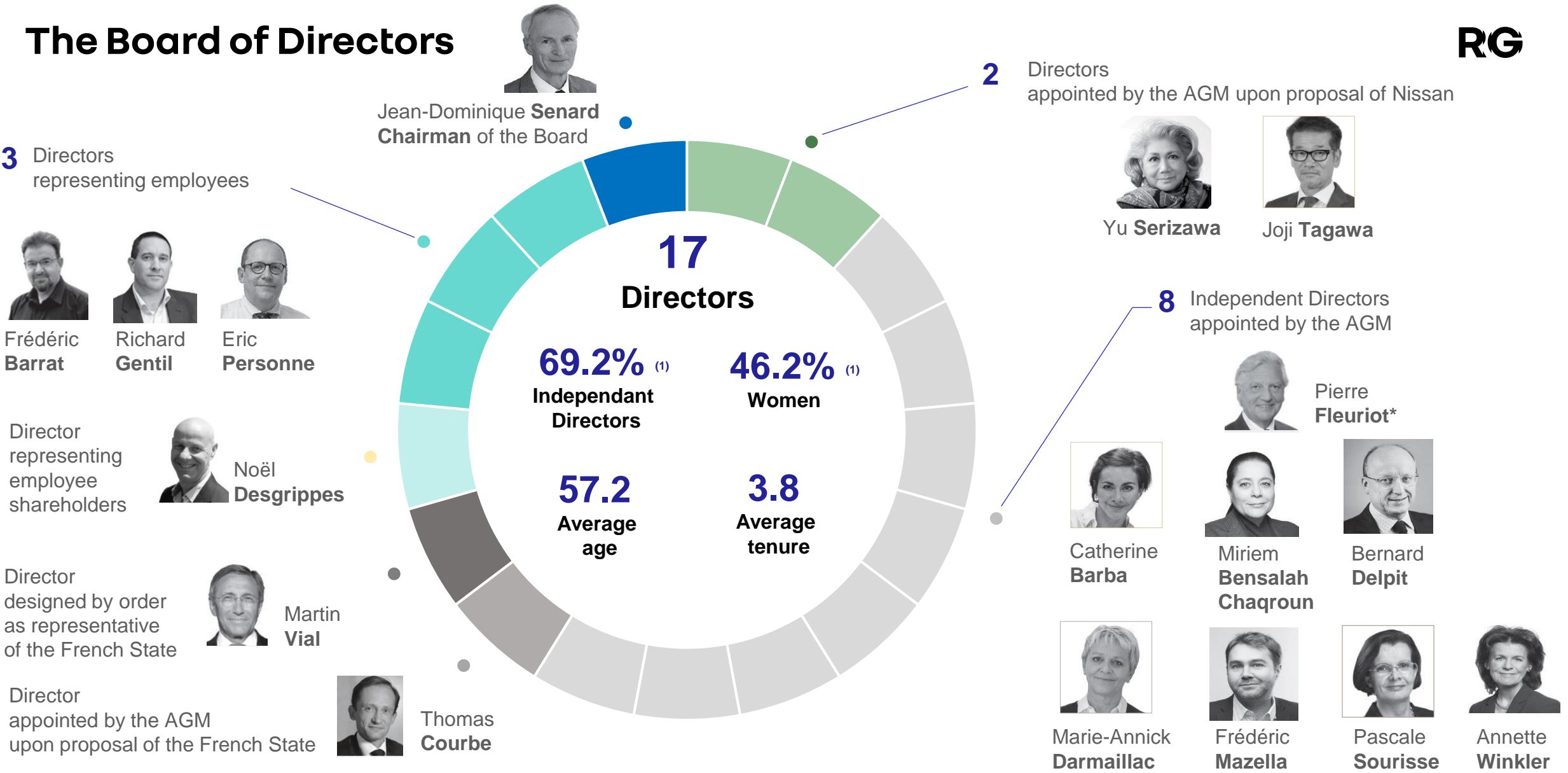
$$ROCE = \frac{\text{Auto Operating Profit (incl. VAZ)} \cdot (1 - \text{average tax rate})}{\text{PP\&E} + \text{intangibles assets} + \text{financial assets} - \text{investments in RCI/Nissan/Daimler+WCR}}$$

# 02

## BOARD'S AND COMMITTEES' COMPOSITION



# 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



# The Committees of the Board of Directors

## Governance and Compensation Committee



Pierre Fleuriot

66,67%<sup>(\*)</sup>  
*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%<sup>(\*)</sup>  
*Independence*



Frédéric Barrat



Miriam Bensalah Chaqroun



Bernard Delpit



Pierre Fleuriot



Joji Tagawa



Martin Vial

## Strategy and CSR Committee



Annette Winkler

60%<sup>(\*)</sup>  
*Independence*



Catherine Barba



Thomas Courbe



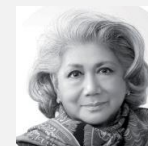
Noël Desgrippes



Richard Gentil



Frédéric Mazzella



Yu Serizawa

\* Excluding directors representing employees and employee shareholders

# 03

## RENAULT'S CORPORATE PURPOSE



# 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.**

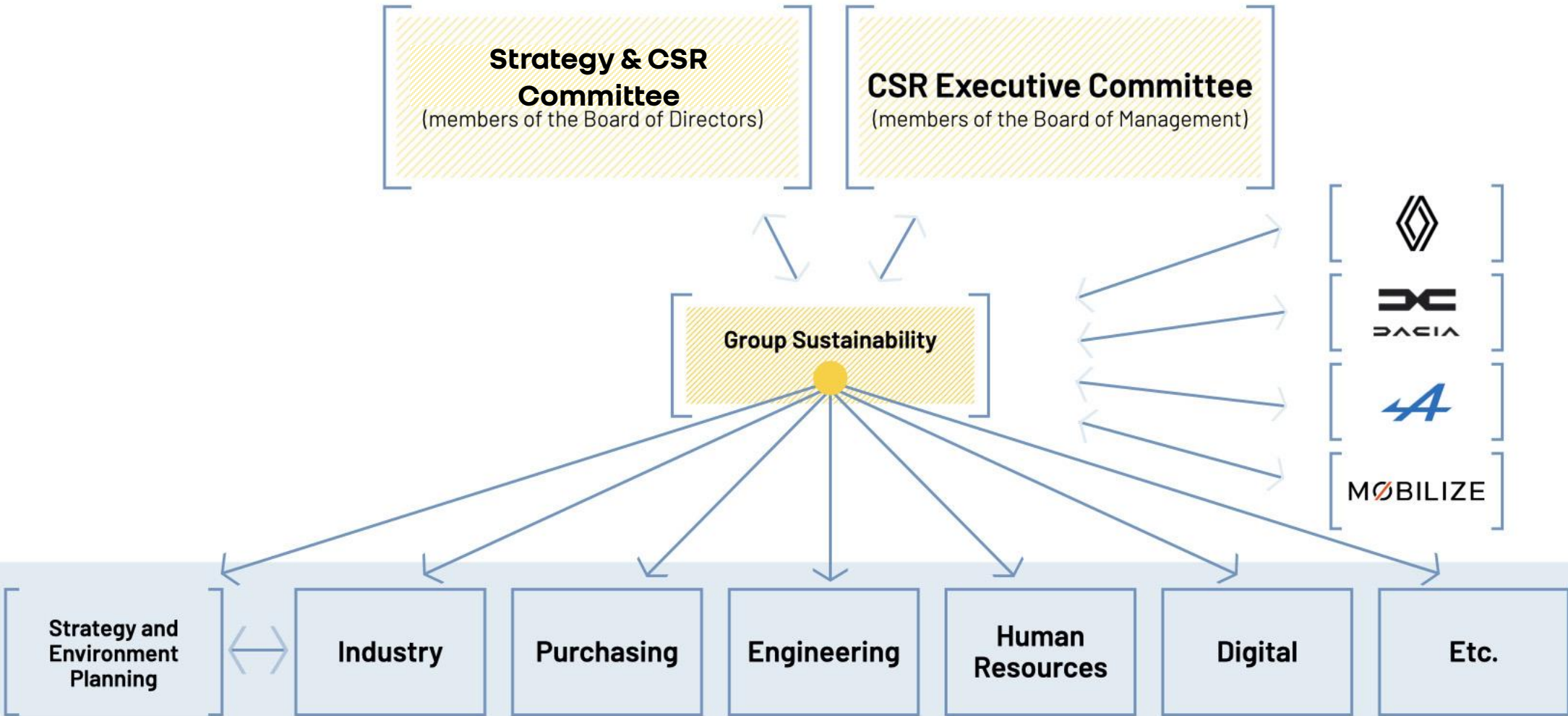
# 04

## RENAULT'S CSR STRATEGY

RENAULT GROUP'S AMBITION



# 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
- Take the lead in circular economy

## SAFETY

*"Caring cars"*

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

## INCLUSION

*"Giving chances"*

- Transform skills set worldwide through ReKnow University
- Zero gender pay gap by 2025
- Inclusive mobility through microcredit

Main commitments



**05**

ANNEX



# Expiring terms of office

Year of expiry	Director	Method of appointment	Date of first appointment
2022 AGM	Catherine Barba	Director elected by the Annual General Meeting	June 2017
	Pierre Fleuriot	Director elected by the Annual General Meeting	June 2018
	Pascale Sourisse	Director elected by the Annual General Meeting	April 2010
	Joji Tagawa	Director elected by the Annual General Meeting, proposed by Nissan	June 2020
2023 AGM	Jean-Dominique Senard	Director elected by the Annual General Meeting	January 2019
	Annette Winkler	Director elected by the Annual General Meeting	June 2019
2025 AGM	Miriam Bensalah Chaqroun	Director elected by the Annual General Meeting	June 2017
	Marie-Annick Darmaillac	Director elected by the Annual General Meeting	June 2017
	Bernard Delpit	Director elected by the Annual General Meeting	April 2021
	Frédéric Mazzella	Director elected by the Annual General Meeting	April 2021
	Thomas Courbe	Director elected by the Annual General Meeting, proposed by the French State	October 2018
	Noël Desgrippes	Director elected by the Annual General Meeting, proposed by the employee shareholders	May 2011
	Yu Serizawa	Director elected by the Annual General Meeting, proposed by Nissan	December 2016
N/A	Martin Vial	Director designated by the French State	September 2015