

ChangeNOW

25 May 2023

Cléa Martinet

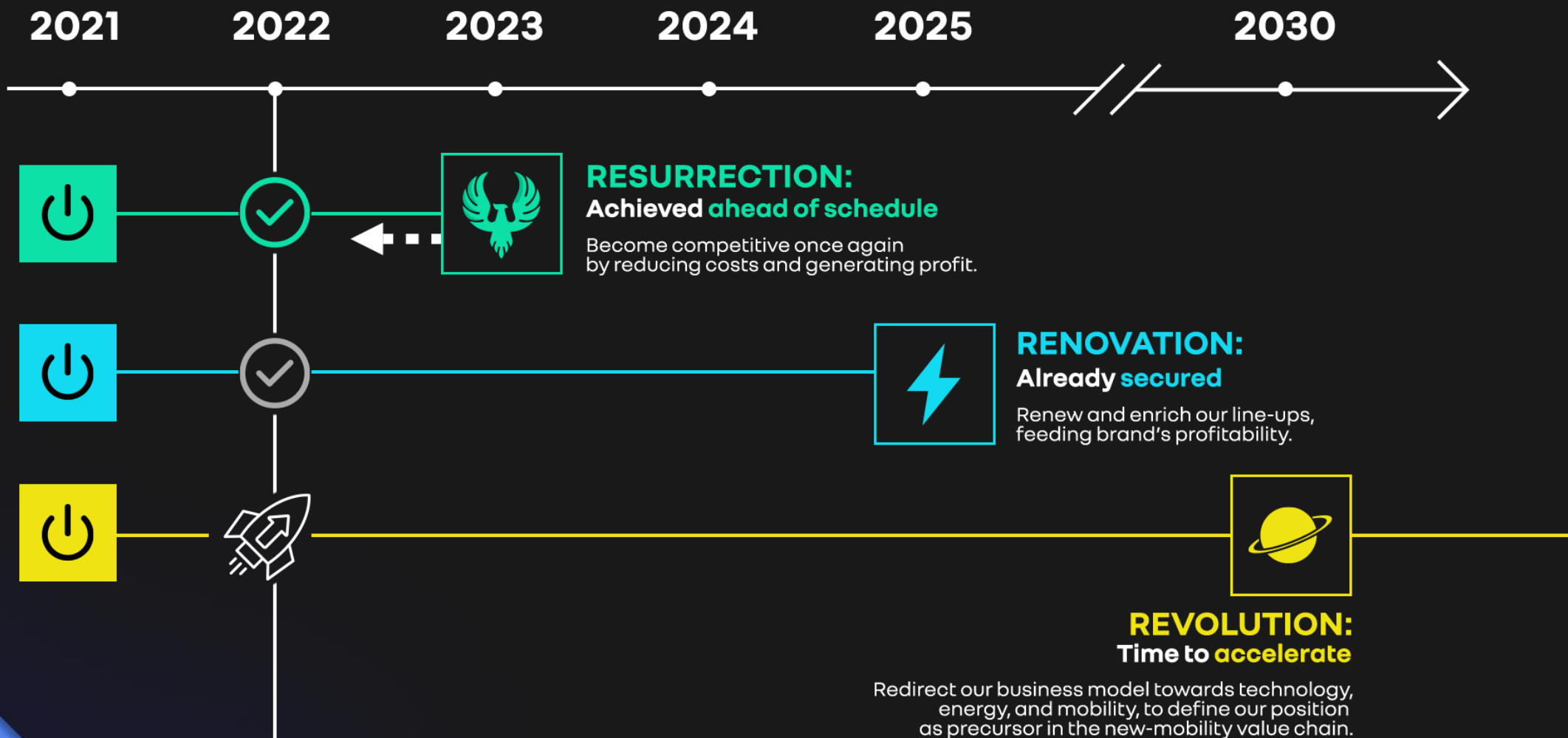
Renault Group VP Sustainability



Agenda

- 01 Renaulution & Group ESG strategy**
- 02 Cradle-to grave decarbonization: electrification
- 03 Cradle-to cradle decarbonization: circular economy
- 04 Leading the transition fairly

Renaulution strategy: time to accelerate the Revolution



Our sustainability strategy feeds Renault's deployment

CORPORATE
PURPOSE

"Our spirit of innovation takes mobility further to bring people closer"

CORPORATE
STRATEGY



Green company

Tech company

New businesses

ESG
VISION

GREEN AS A BUSINESS

CARING CARS

CARING COMPANY

ESG
CLAIM

"Carmakers, care makers. We make cars while taking care of the people who design and manufacture them, of our customers who use them, of the resources from which they're produced and of the planet on which they run"

FOCUS
AREAS

Circular economy
Decarbonization
for Climate

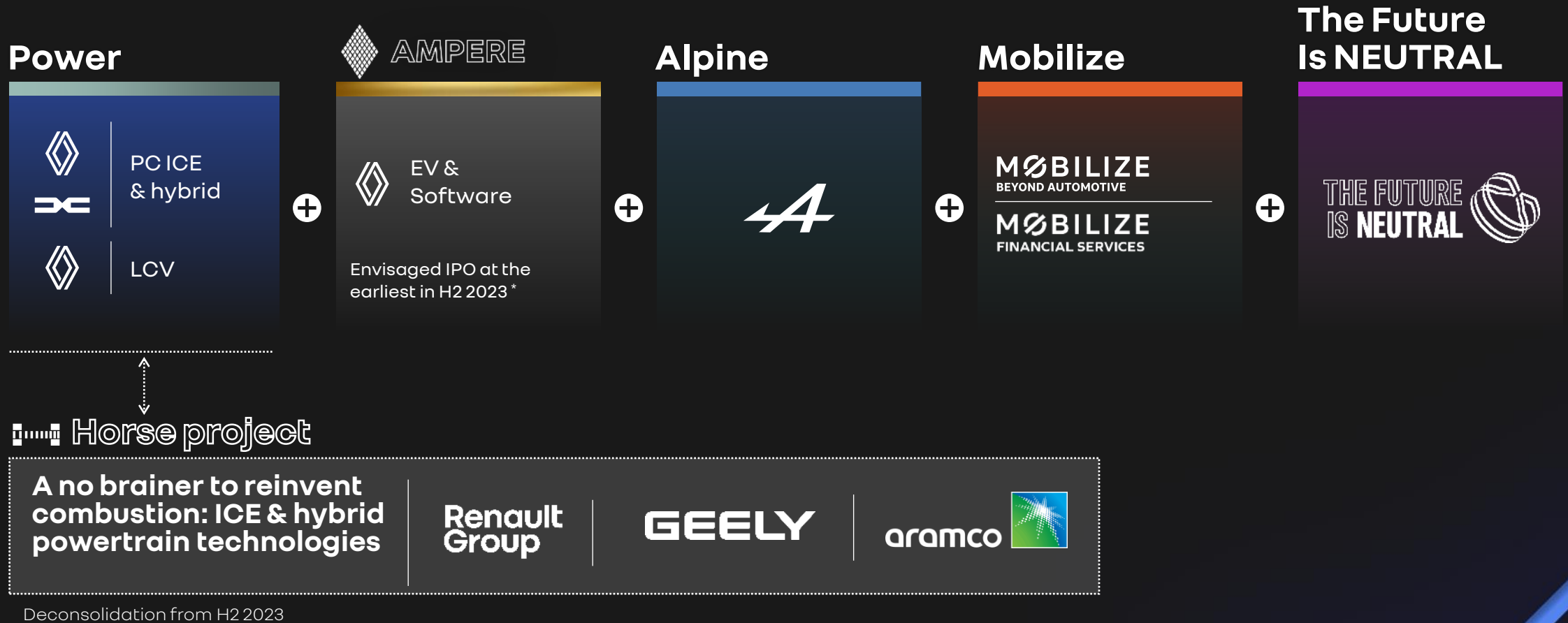
Safe & smart cars

Sustainable
Growth

Safe workplace
Workforce
Transformation

Fair transition to low-carbon & safer mobility for everyone

Revolution: Building a Next Gen automotive company



* Subject to market conditions

■ The Future Is NEUTRAL- Total Scope, sum of the parts - partially non-consolidated

Embedded ESG targets for each focused businesses

Creating sustainable value chains
Preparing for a carbon-neutral future
Ensuring inclusiveness within the Group



Power

- Affordable mobility
- Up to -70% CO₂ emissions per vehicle by 2030

Ampere

- 100% EV line-up
- Carbon neutrality in production in 2025
- Local value chain
- Upskilling & reskilling

Alpine

- 100% EV line-up by 2026
- Carbon neutrality in production by 2030

Mobilize

- 100% EV line-up
- Renewable energy
- Battery second life

The Future Is NEUTRAL

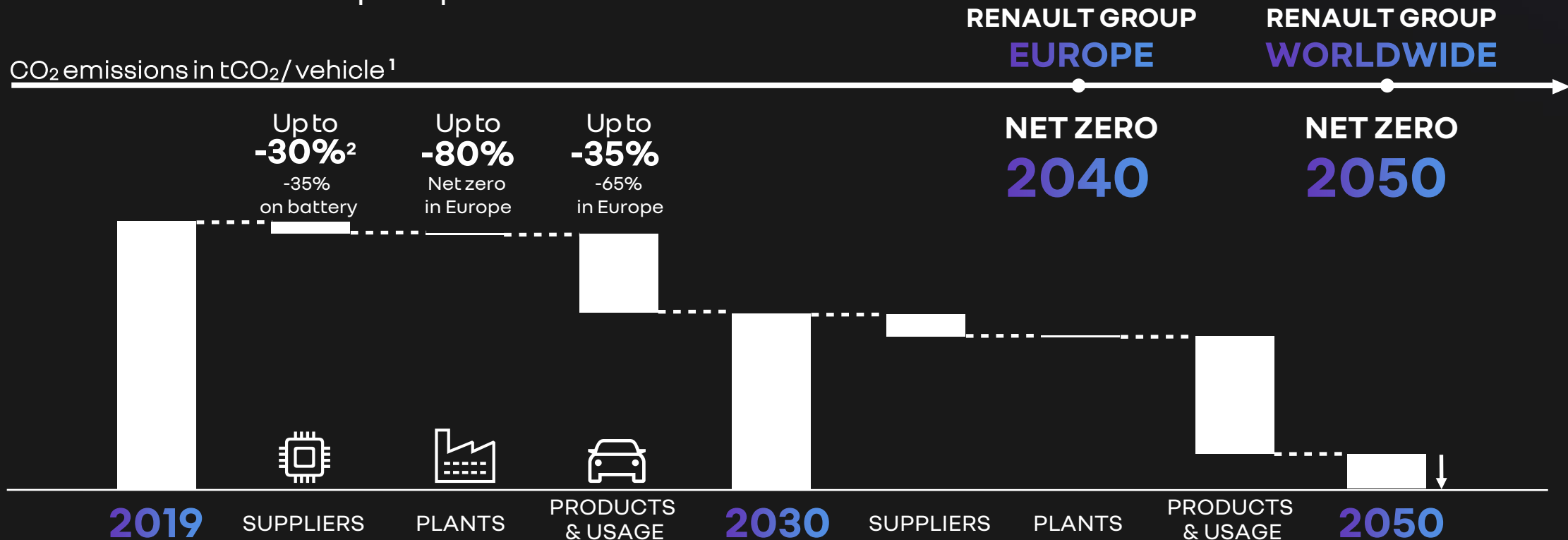
- Car-to-car parts & materials closed loops
- Battery recycling
- >90% coverage of the circular economy value chain by 2030

Renault Group road to carbon neutrality

1st milestone achieved in 2022:

-25% carbon footprint per vehicle vs 2010

CO₂ emissions in tCO₂/vehicle¹



1. cradle-to-grave emissions with 150,000 km lifetime

2. CO₂e/kg material

→ Achieved through emission compensation actions (single-digit)



AMPERE

Ampere is an ESG-born company

Ampere pushes beyond electrification, while preserving resources and ensuring a fair transition



Climate



Cradle-to-grave
decarbonization
beyond
electrification



Circular economy



Cradle-to-cradle
decarbonization:
circular economy



Fair transition



Responsibility and
fairness throughout
the company & its
supply chain

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AMPERE

Ampere, the 1st EV and software pure player born from an OEM disruption

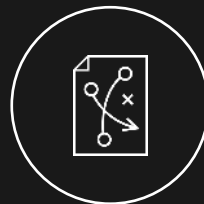
Fully fledged OEM
focused on EV and software



Innovation-driven
tech company:
35% engineers



Owner of its technology
backbone



Agile model with
~10,000 employees



>30%

2022-2030 annual
revenue growth¹
(CAGR)



Megane
E-tech Electric



Renault 5

1 million

vehicles¹ in 2031



Renault 4



Scenic

80%

investments made
on the first 4 vehicles²



1- target
2- Cash cost, as of 2023 End Of Year



Ampere is focused on decarbonization with best-in-class cradle-to-grave vehicle carbon footprint

Efficiency in production: Among the best with 7t CO₂ emissions per EV in the production phase¹

Tank-to-wheel efficiency: Among the lowest CO₂ emissions for usage phase per vehicle, 160-167Wh/km²

Made in France: One of the lowest electricity CO₂ footprints.

Source: Company information

Notes: (1) Estimated emissions for Megane E-Tech in production phase, in t CO₂ including scope 3 upstream emissions. 11t CO₂ for peer A, 12t CO₂ for peer B; (2) Range depends on model specs. Real vehicle consumption 174 Wh/Km for peer B



A top-competitive, low-carbon EV industrial footprint in France: ElectriCity

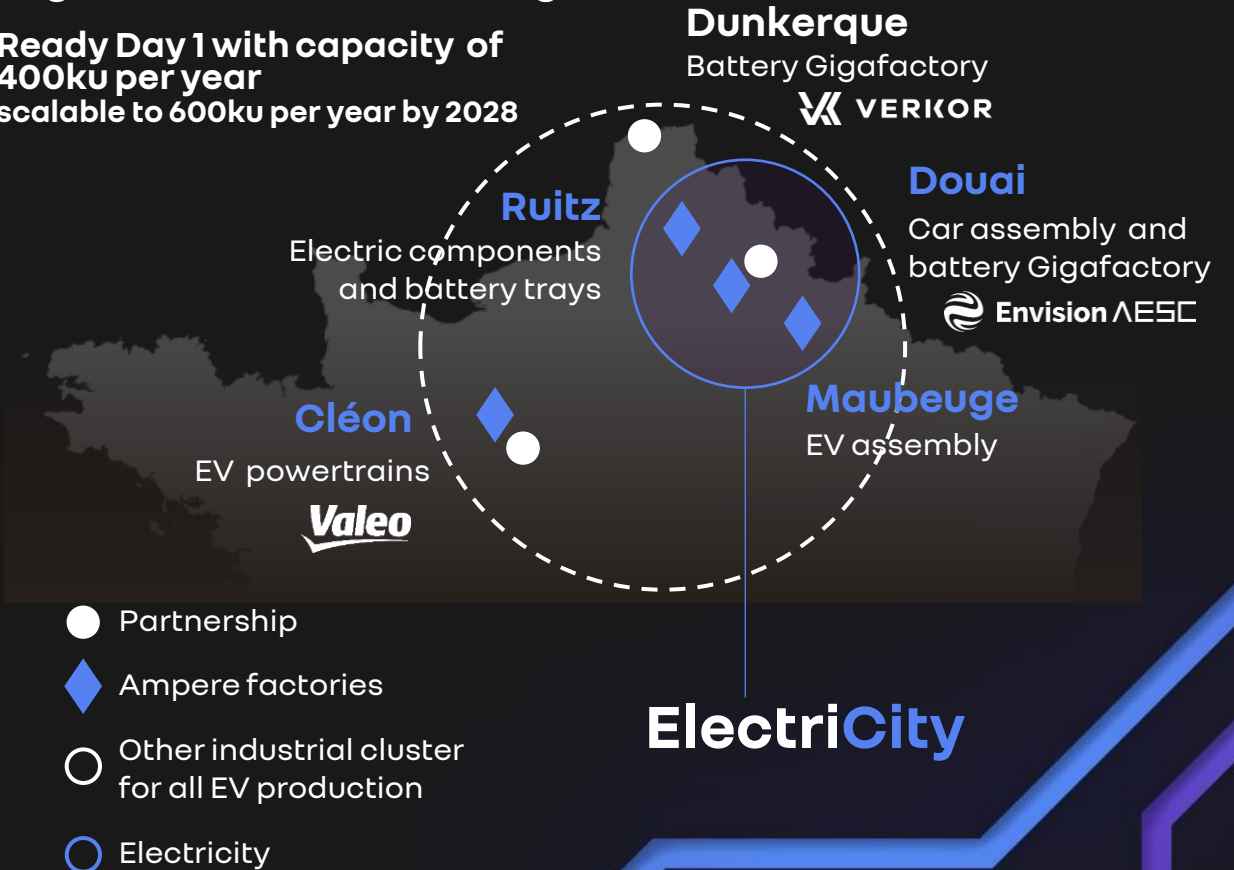
ElectriCity

Carbon neutral hub in 2025

- **Unique centralized ecosystem**
 - Suppliers (incl. 2 Gigafactories): 80% <300km
 - Customers: 2/3 European market <1,000km
- **3 major partnerships with energy players:**
 - **Votalia:** largest green electricity supply contract in France (up to 50% coverage of electricity consumption through solar panels in 2027);
 - **ENGIE group:** geothermal project to replace 70% of the gas needs of Douai in 2025;
 - **Dalkia, EDF Group :** biomass boiler to replace 65% of the gas consumption at Maubeuge in 2025

High-tech manufacturing

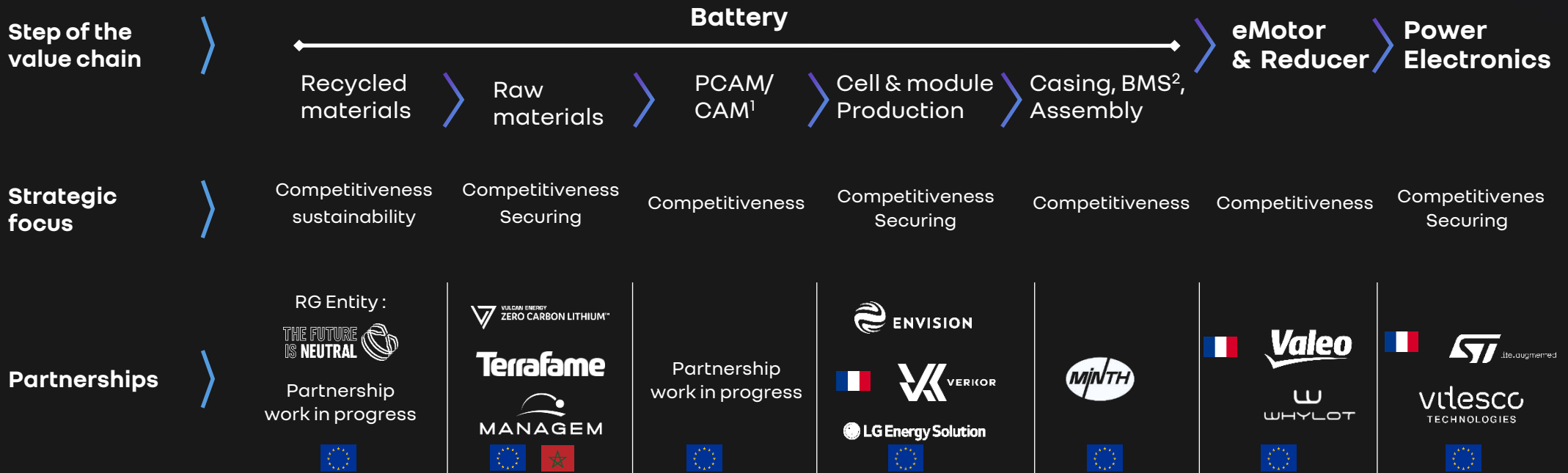
Ready Day 1 with capacity of 400ku per year scalable to 600ku per year by 2028



ElectriCity

Extensive coverage of EV value chain to secure supply & competitiveness

**OVER 80 GWH BATTERY NEEDS IN 2030
END-TO-END COVERAGE BY 2030**



Notes: (1) PCAM/ CAM: Precursor / Cathod Active Material, (2) BMS : Battery Management System



AMPERE

Renault and its partners are currently building 2 GigaFactories in France

 LG Energy Solution



EUROPEAN UNION

- Historical partnership
- Renault Group among the first OEMs to build a relationship with LG, opening the doors of the Auto industry
- Production in Poland



ENVISION



DOUAI

- Start of Production: 2024
- 9GWh – 1,000 hirings
- By 2030
 - 24GWh – 3,000 cumulative hirings
 - Synergies (recycling, training, security...)



VERKOR



DUNKERQUE

- Start of Production: 2025
- Long-term partnership to supply 12 GWh per year
- Upper segments of Renault Group's brands, starting with the future Alpine 100% electric C-Crossover GT



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AMPERE

A strong advance in circular economy

A strong head start, leveraging The Future is Neutral, Mobilize Power Solutions and Battery Repair workshops

Embracing sustainable materials

- ✓ Pioneer in zero-rare-earth e-Powertrain for 10+ years
- ✓ Best-in-class recycled plastics used 12 % - 17%
- ✓ Target to be leather-free from 2024
- ✓ By leveraging The Future is Neutral and partners, Ampere implements several BEV-related short loops including copper from end-of-life vehicles and e-motor production scraps

Unique commitment to batteries over the full lifecycle

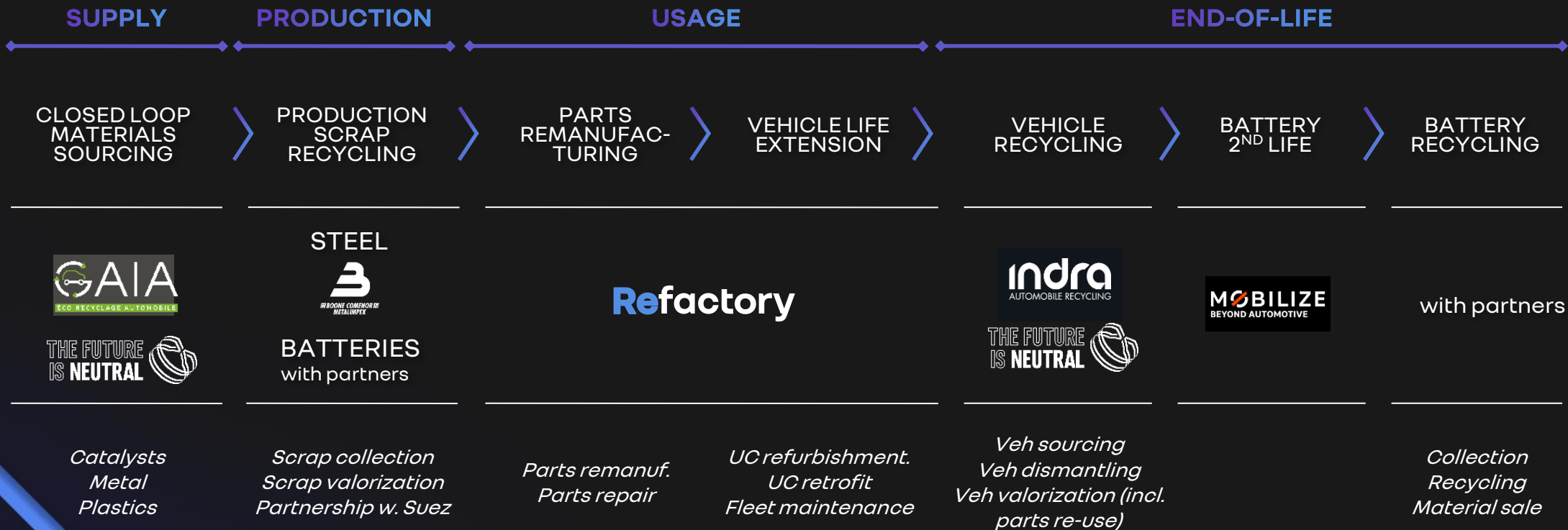
- ✓ 100% battery needs secured until 2026
- ✓ Durability
 - 10+ years track record
- ✓ Repairability
 - 20 battery repair workshops
- ✓ Second life offering
 - 2,000+ batteries repurposed since 2017
- ✓ End-of-life recycling
 - 4,000+ batteries recycled to date
 - Traceable, responsible sourcing of recycled Co, Ni, Li

Circular economy solutions throughout the car's lifecycle

TODAY
~50%

VALUE CHAIN COVERAGE

2030
>90%



Towards a low-carbon, responsible and recyclable battery

2nd life and recycling of batteries

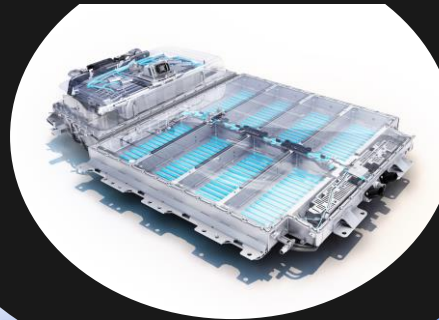
Q **Refactory**
repair & dismantling

Q **MØBILIZE**
BEYOND AUTOMOTIVE
stationary electricity storage

Q **indra**
AUTOMOBILE RECYCLING
collection & dismantling

-35% less CO₂
by 2030*

* battery production comparison ZOE (2020)/ new R5 (2030)



Battery manufacturing in France

Responsible sourcing of raw materials

Terrafame Q
low-carbon nickel, in Finland

VULCAN ENERGIE
ZERO CARBON LITHIUM™ Q
low-carbon lithium, in Germany

Managem Q
low-carbon cobalt, in Morocco

regulatory incorporation of recycled materials 2030:

- cobalt 16%
- nickel 6%
- lithium 6%

Renault Group
ElectriCity Q
Ready Day 1 with capacity of 400ku per year

Envision AESC Q
latest technology, cost-competitive, low-carbon batteries

VERIKOR Q
high-performance & sustainable batteries

Unlike fossil fuels, batteries can be managed in a 100% circular way



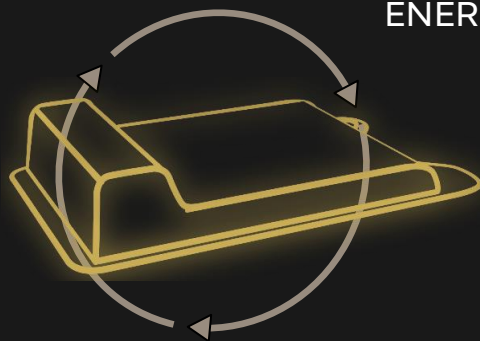
1ST LIFE (e-mobility)

OPTIMIZED DURABILITY,
REPAIRABILITY & USAGES



2ND LIFE

ENERGY STORAGE APPLICATIONS



CLOSED LOOP RECYCLING

OF ACTIVE MATERIALS INTO NEW BATTERIES

STAKES



Carbon Footprint



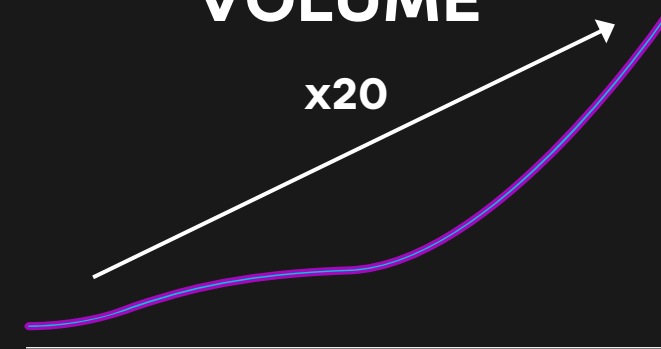
EV competitiveness

VOLUME

x20

2021

2030



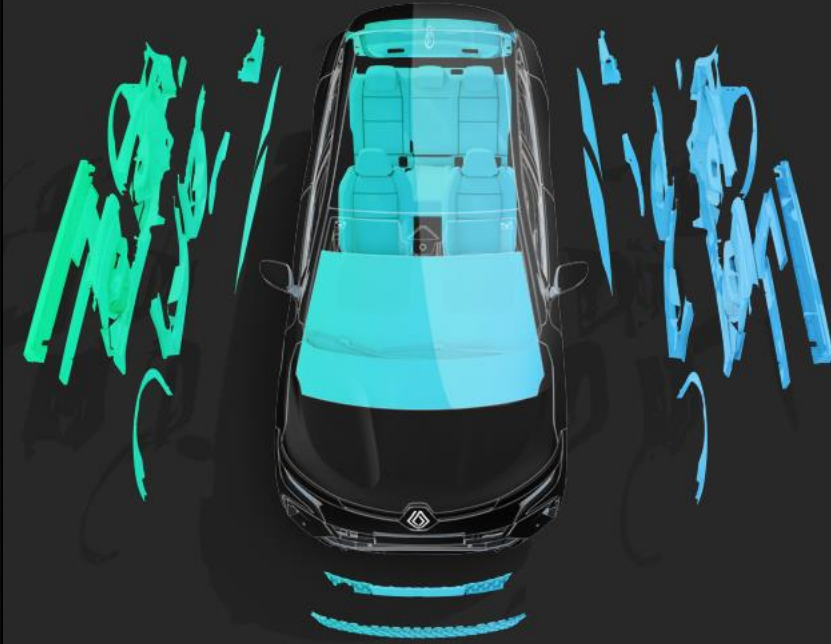
Renault to become a sustainable brand

leather free
end 2024

all renault line up incl. retrofits

global car
33%

recycled materials by 2030



cockpit

recycled & bio-sourced materials

40% by 2030

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Ampere is leading the EV transition fairly

Responsibility and fairness in the supply chain

- ✓ ESG as full pre-selection criteria for all suppliers
 - EcoVadis used for pre-selection
- ✓ Dedicated governance committee for suppliers in breach of compliance
- ✓ Responsible raw material sourcing for batteries



Targeting a transparent and traceable value chain from mine to battery by 2025

Inclusion and future generations focus

- ✓ An inclusive workplace:
 - Zero discrimination policy
 - Targeting >700 social recruitments by 2024 from underprivileged backgrounds
 - Targeting 30% women in Ampere Leadership team from day 1
- ✓ 100% up-and-reskilled workforce from day 1
- ✓ Training for future needs through ReKnow University



100% employees to be trained in ESG and climate transition by 2030