

REMANUFACTURING



ION

"CARMAKERS, CAREMAKERS"

RENAULTION

RE-THINKING OUR BUSINESS

FOCUSING ON VALUE
DOING MORE WITH LESS



"GREEN AS A BUSINESS"

RE-THINKING OUR INDUSTRY

INJECTING MODERNITY
VIA TECHNOLOGY



"CARING CARS"

RE-THINKING OUR ORGANIZATION

SUPPORTING THE TRANSFORMATION
OF OUR BUSINESS



"GIVING CHANCES"

ENVIRONNEMENT

"GREEN AS A BUSINESS"

Towards carbon neutrality: from sourcing to recycling

Reducing emissions throughout the vehicle lifecycle



~30t CO₂/vehicle sold in 2020

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

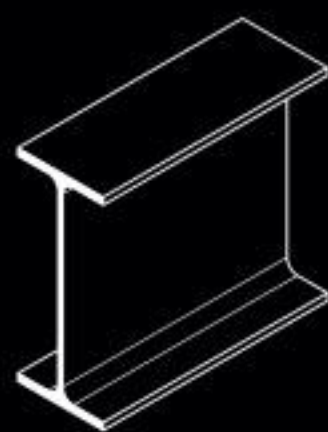
Des engagements à court et moyen terme

Pionnier de l'économie circulaire
de la mobilité



Decarbonization of most emitting materials and commodities

1 Focus on the six commodities that emit the most carbon



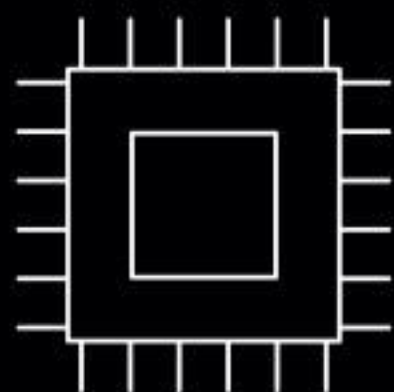
Steel



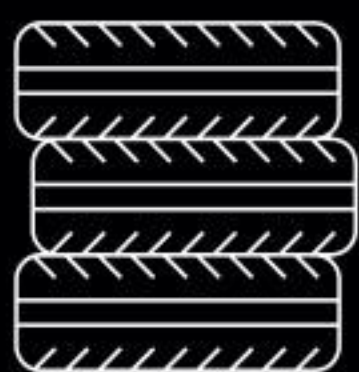
Aluminium



Polymers



Electronic



Tyres

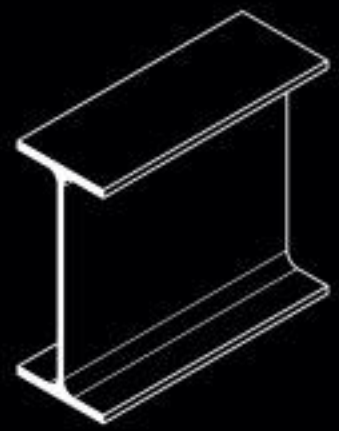


Glass

>90% of suppliers' footprint

Decarbonization of most emitting materials and commodities

1 Focus on the six commodities that emit the most carbon



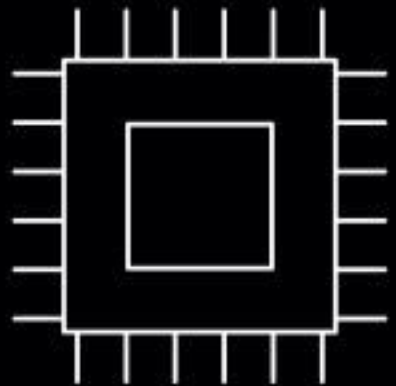
Steel



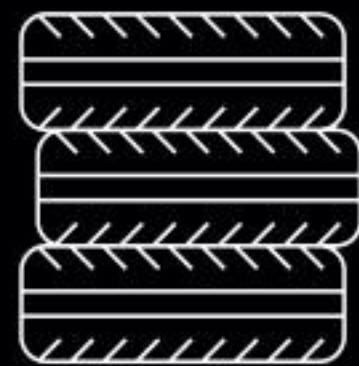
Aluminium



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Electronic



Tyres



Glass

>90% of suppliers' footprint

Reduction of the CO₂ footprint per kg in materials and parts

Base 100 vs 2019

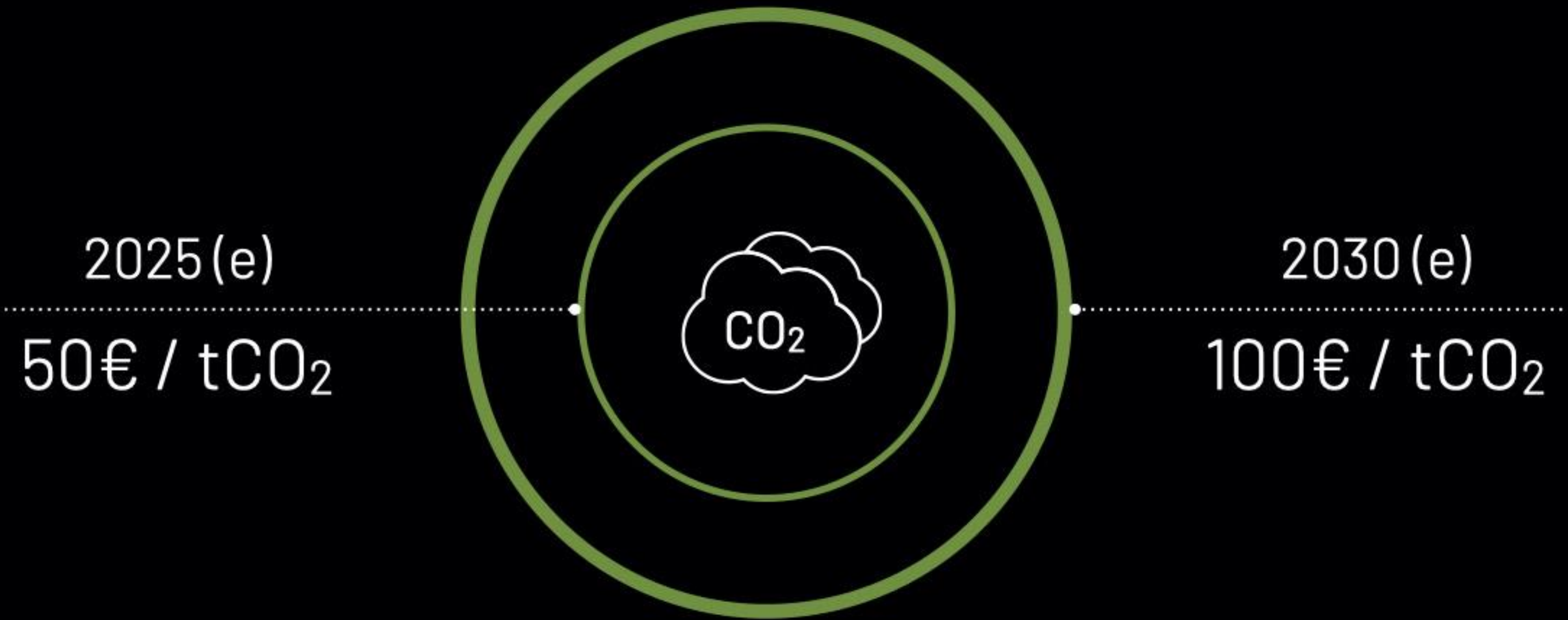


Ambition 2030

-30%

Decarbonization of most emitting materials and commodities

2 Management via an additional cost per ton of CO₂



Reduction of the CO₂ footprint per kg in materials and parts

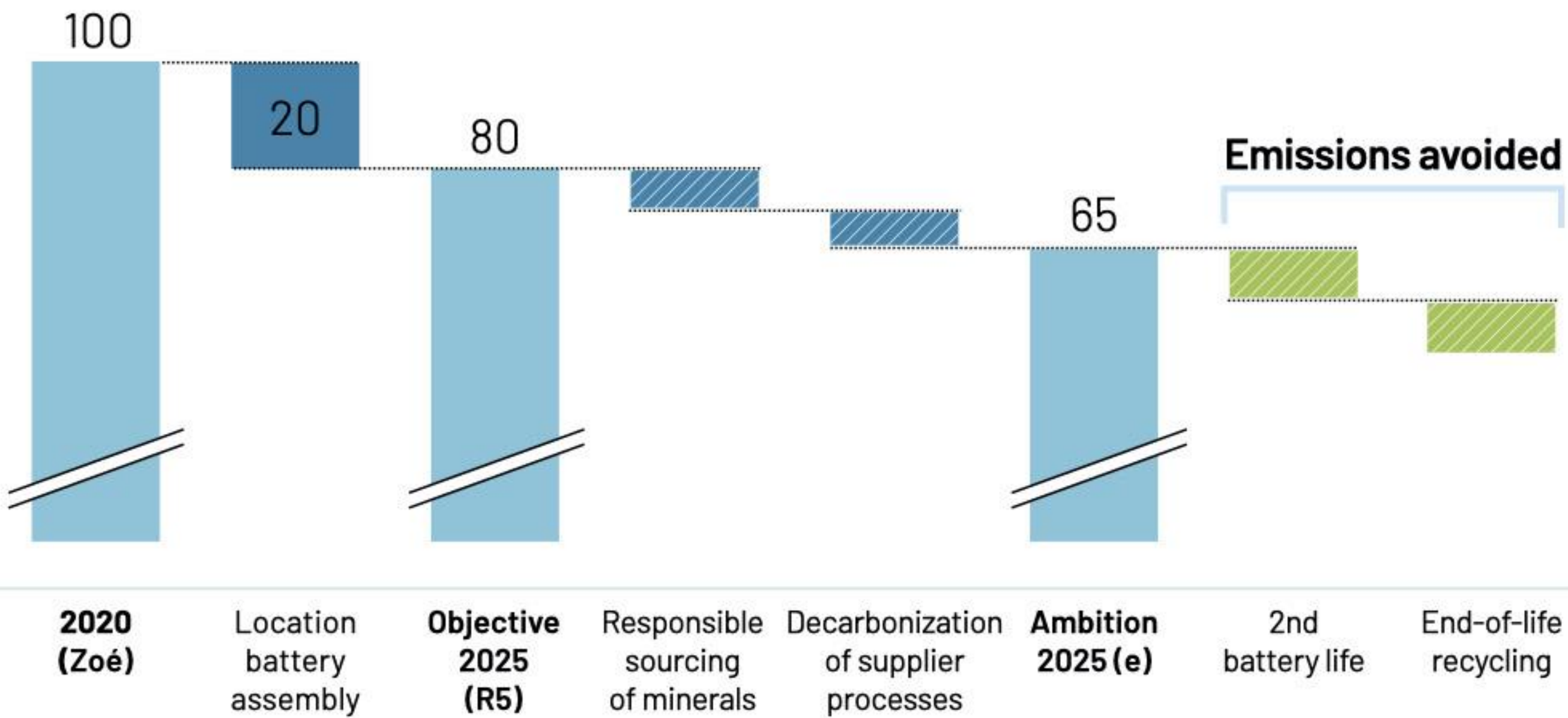
Base 100 vs 2019



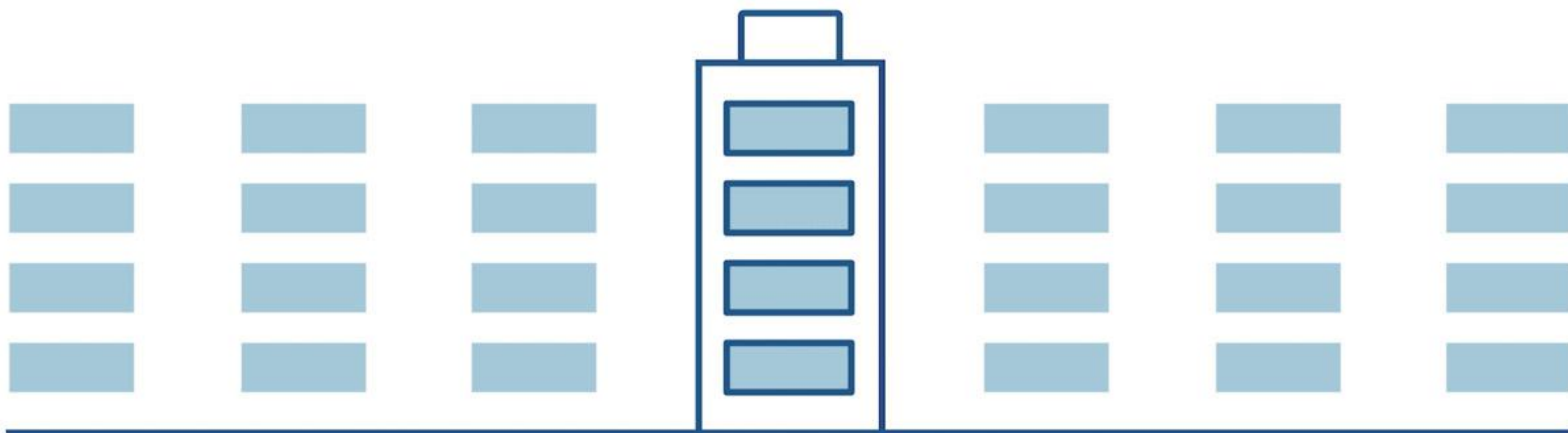
Decarbonization of our batteries throughout the lifecycle

New vehicles battery carbon footprint

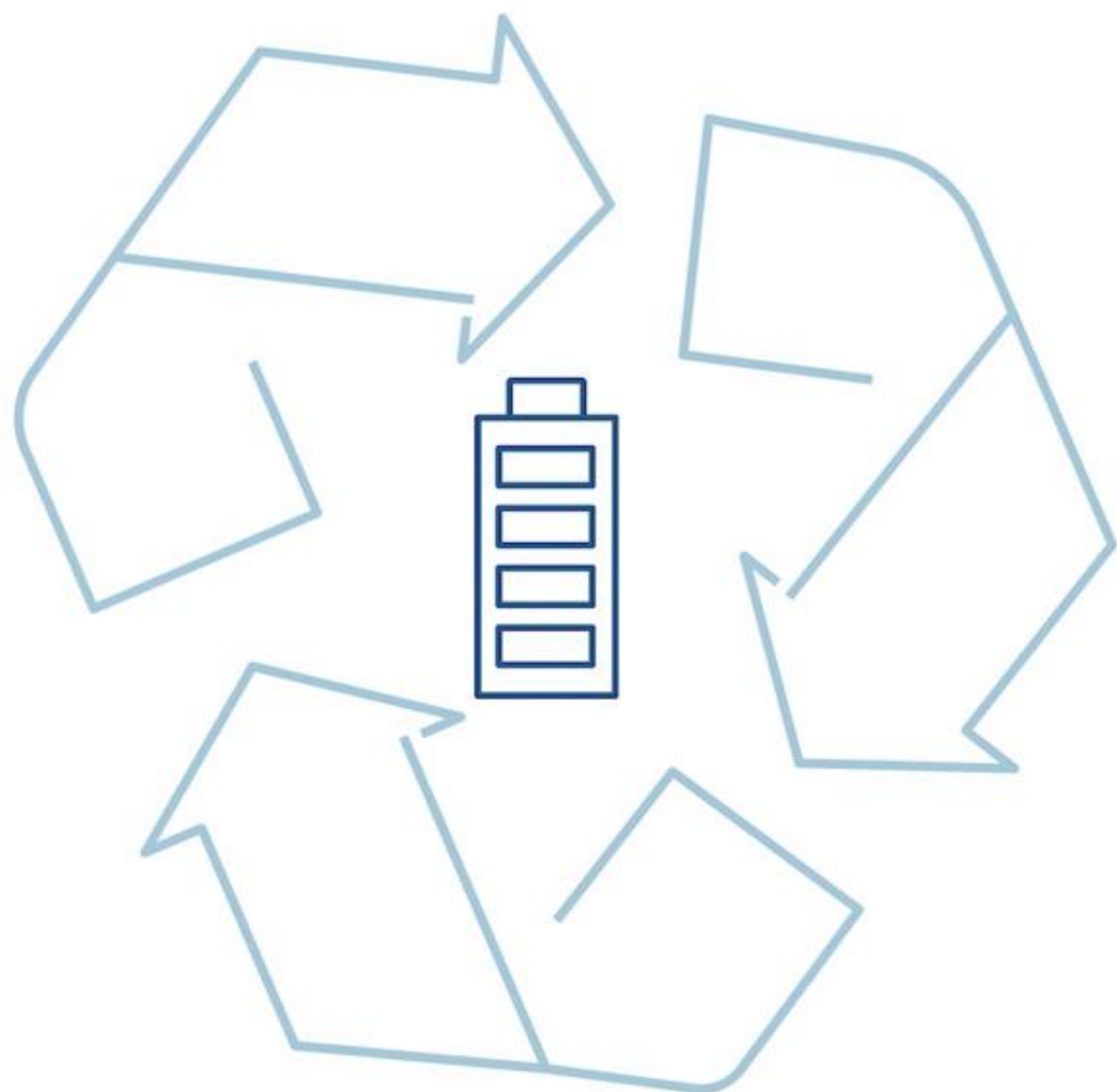
Quantity of CO₂/ battery, base 100



Nos batteries sont utilisées, réutilisées... et recyclées



Nos batteries sont utilisées, réutilisées... et recyclées



Recyclage des métaux stratégiques



 VEOLIA

 SOLVAY
asking more from chemistry®

Decarbonization of our plants 2025

Decarbonization of the Electro-Northpole by 2025

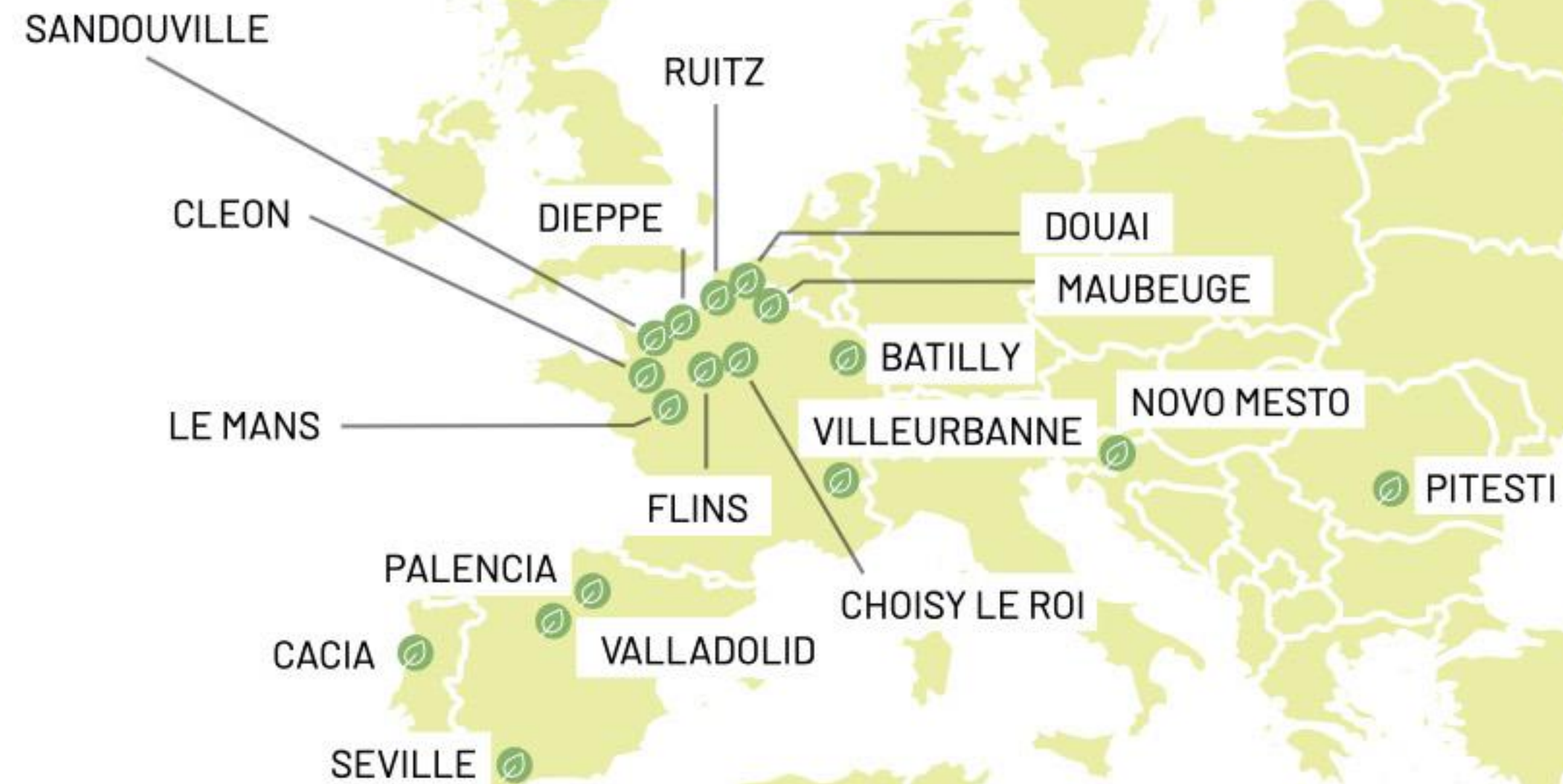


 Carbon neutral (Scope 1 & 2)

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)

Decarbonization of our vehicles in use

Renault, European leader in electrification

% of electrified sales, individual vehicles 



2025 (e)



2030 (e)

(1) BEV: 100% electric vehicle; PHEV: plug-in hybrid vehicle; HEV: hybrid vehicle

Decarbonization of our vehicles in use

Renault, European leader in electrification

% of electrified sales, individual vehicles 



2025 (e)



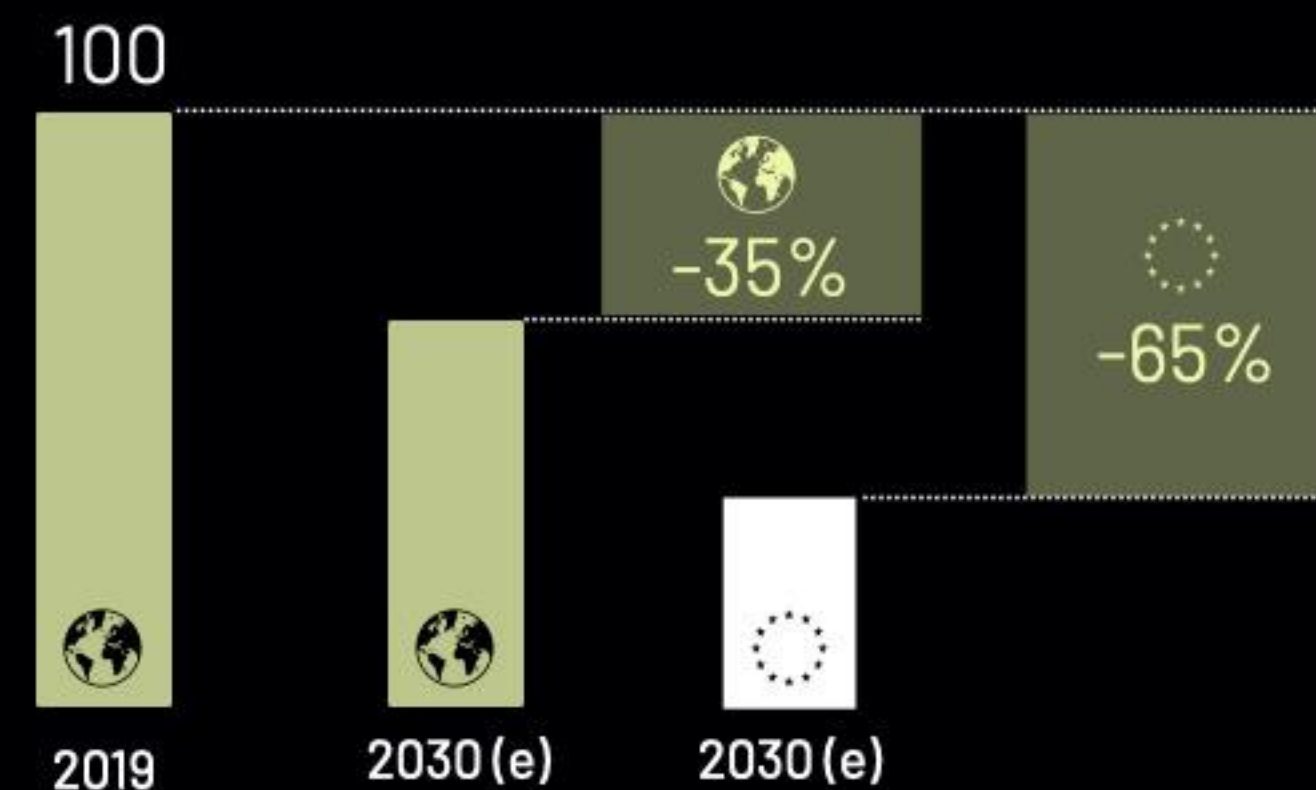
2030 (e)

Development of a light commercial vehicle hydrogen offer

via the JV with Plug-Power 

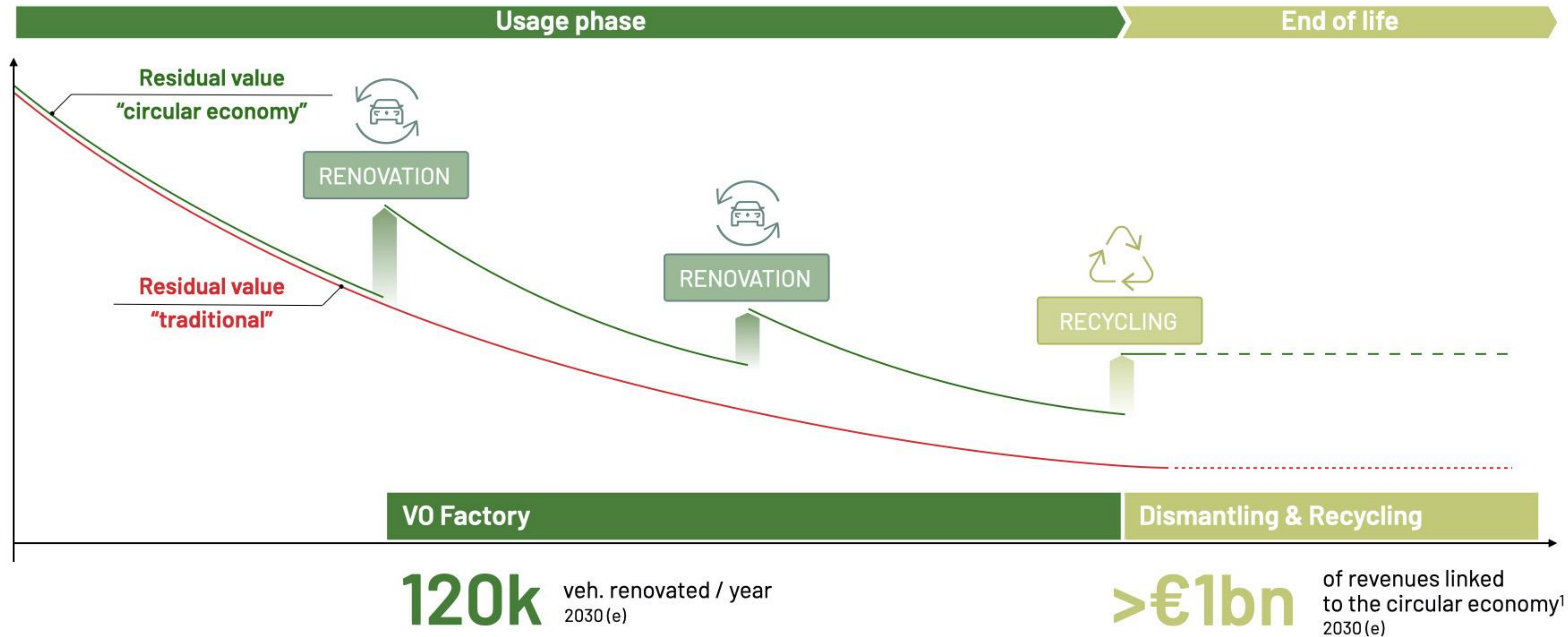
CO₂ emissions "from well to wheel"

In gCO₂ / km, base 100, Group scope



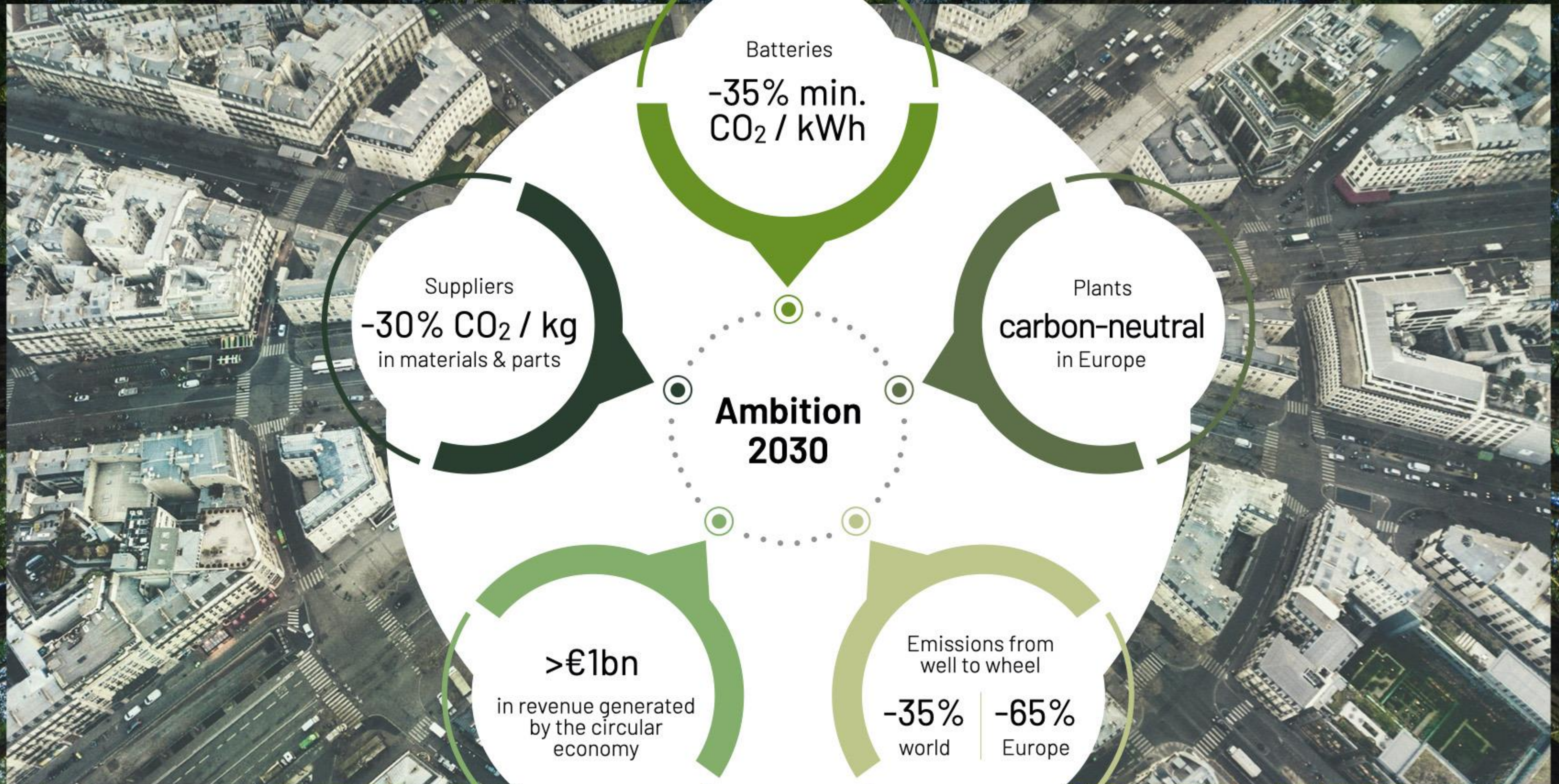
(1) BEV: véhicule 100% électrique; PHEV: véhicule hybride rechargeable; HEV: véhicule hybride

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)

Towards carbon neutrality





LOCK SYSTEM
36%

50%

860

EASY DRIVE
initiated

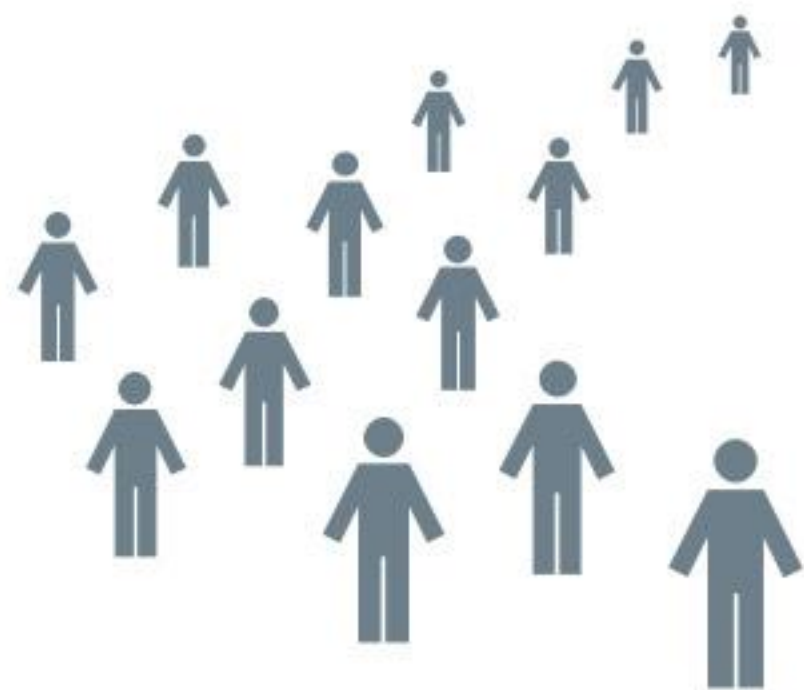
0123

SECURITE

"CARING CARS"

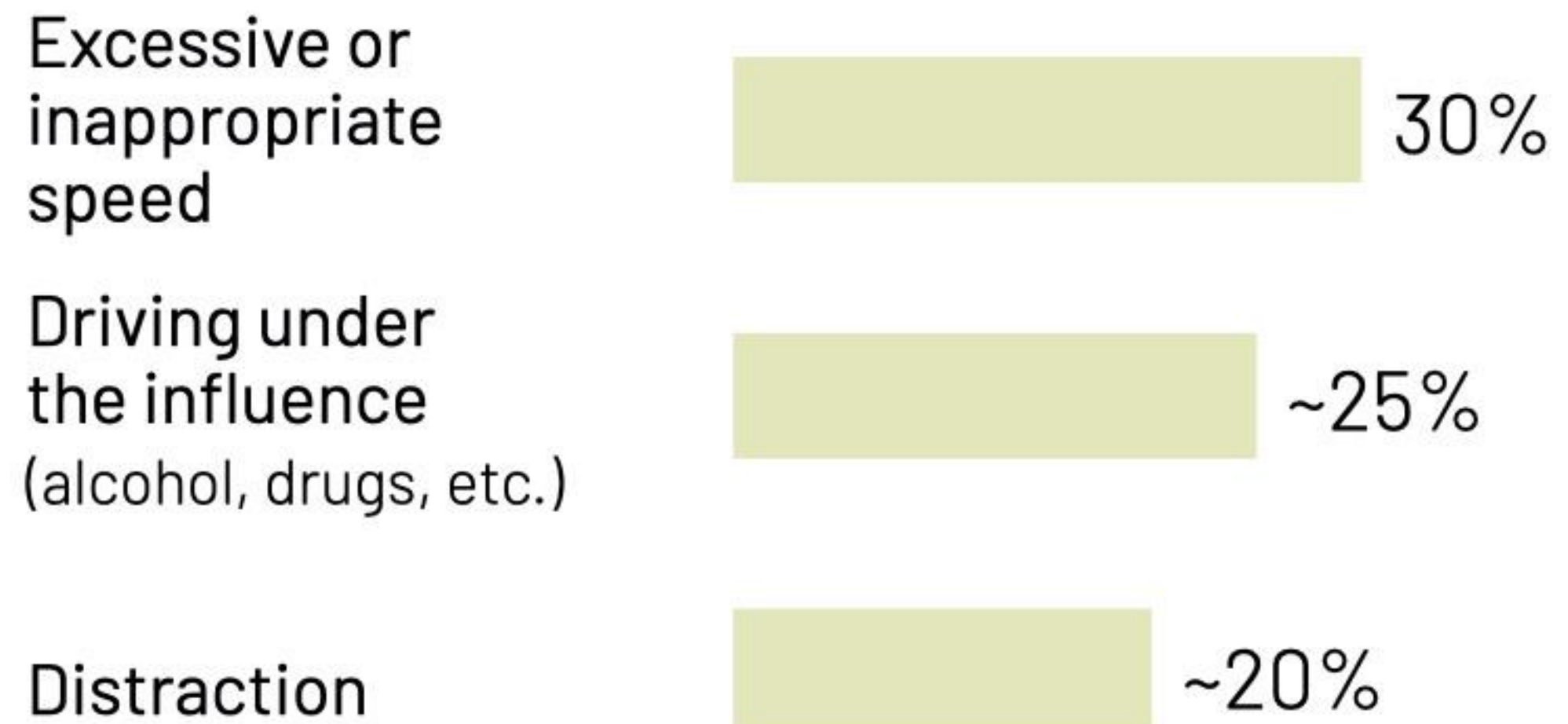
Three causes, three quarters of fatal accidents

Number of road fatalities in Europe (2019)



~23,000 people

Causes of fatal accidents



Three causes, three levels of action

SAFETY OBJECTIVES

**Detect
& Inform**



SAFE SCORE



Analyze driving behaviours

Guide



SAFE COACH



Advise the driver for safer driving

Act







SAFE GUARDIAN



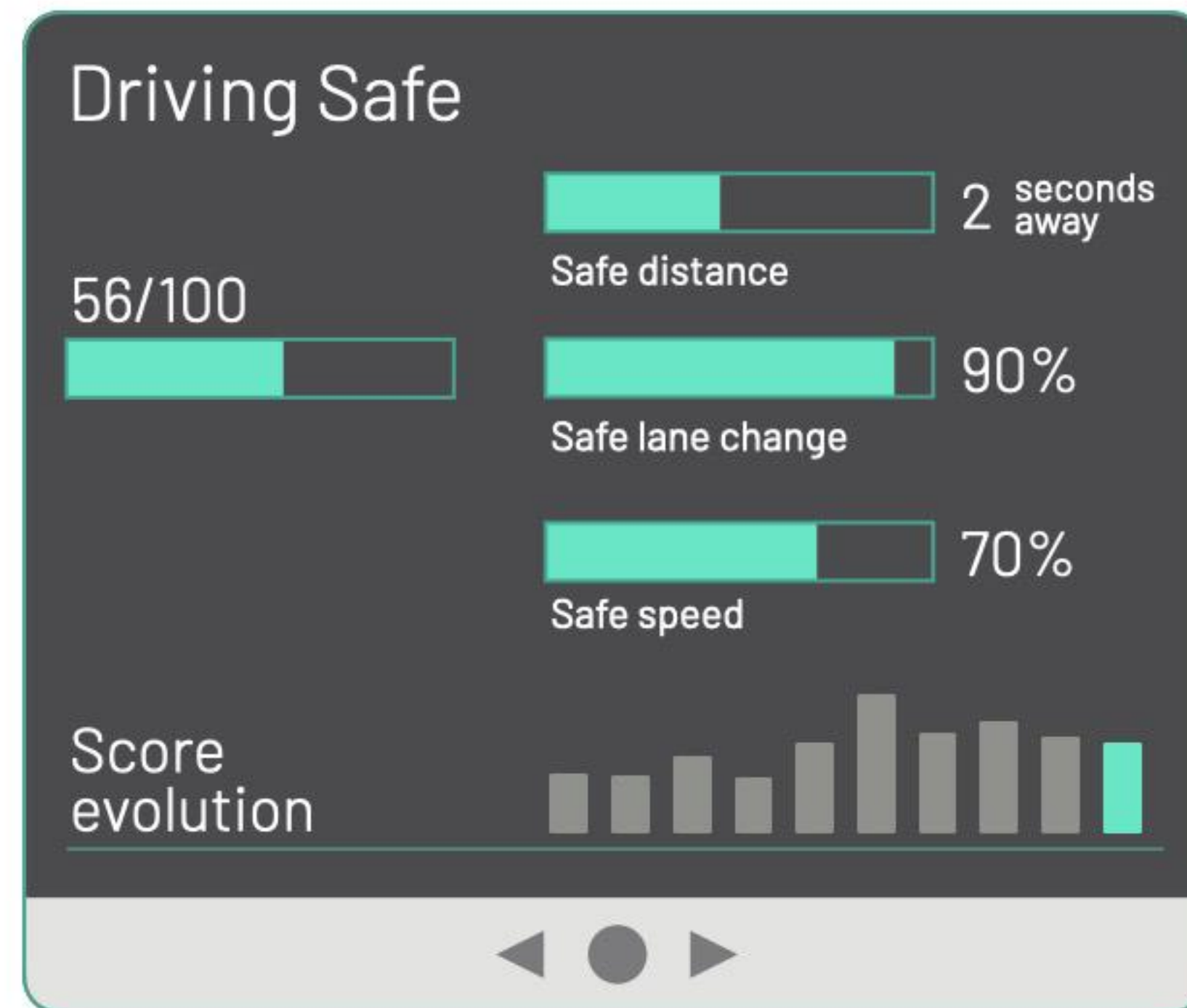
Adjust the vehicle behaviour to anticipate and prevent dangers

Detect & Inform: the SAFE SCORE

Reporting sensor data...

-  Camera
-  Radars
-  Ultrasound sensors
-  Vehicle data

...to evaluate driving safety







...and reduce insurance costs

"You have been driving safely. Your insurance offers you a discount"

Guiding: the SAFE COACH

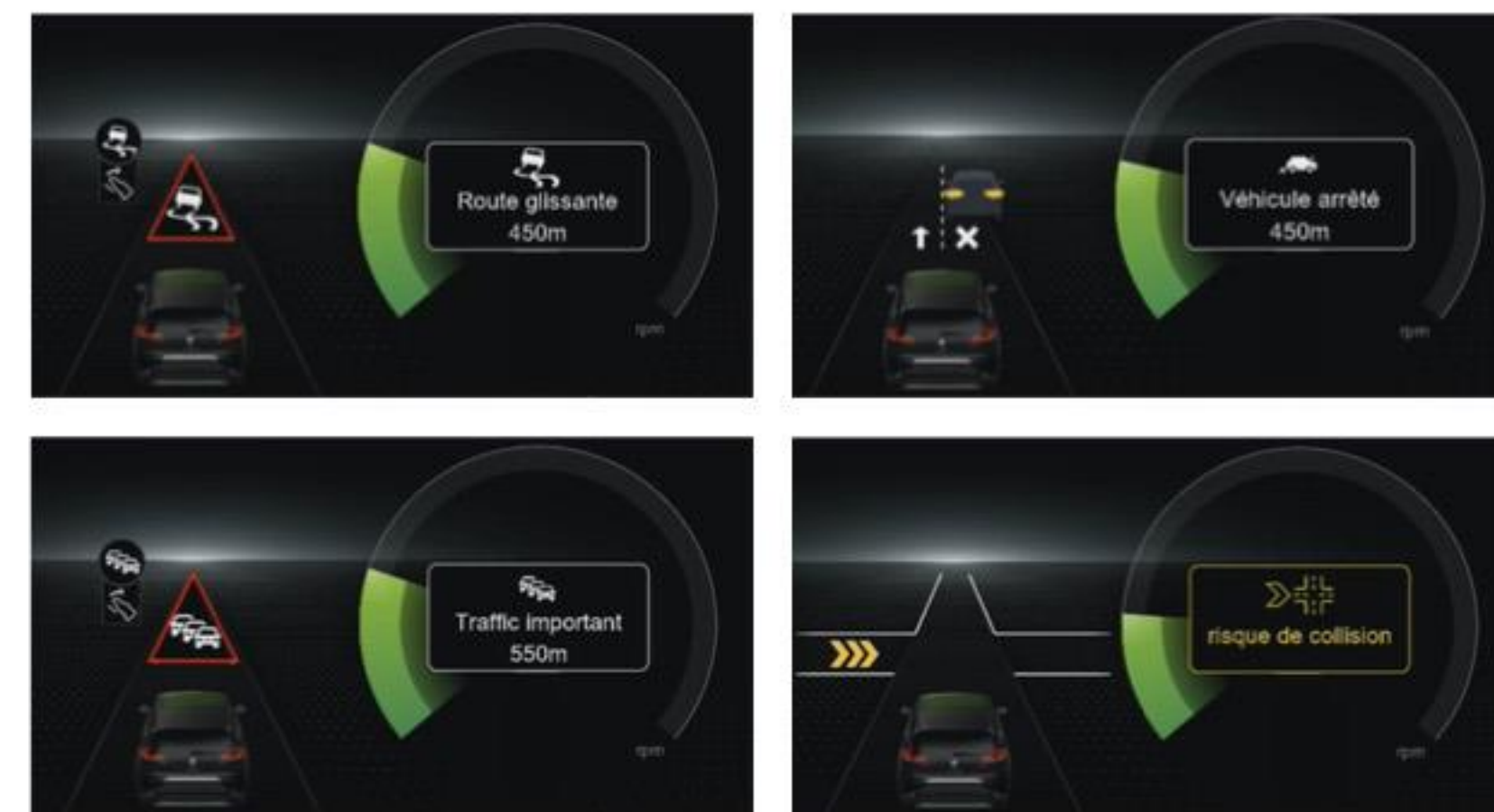
Combining sensor data...

-  Camera
-  Radars
-  Ultrasound sensors
-  Vehicle data

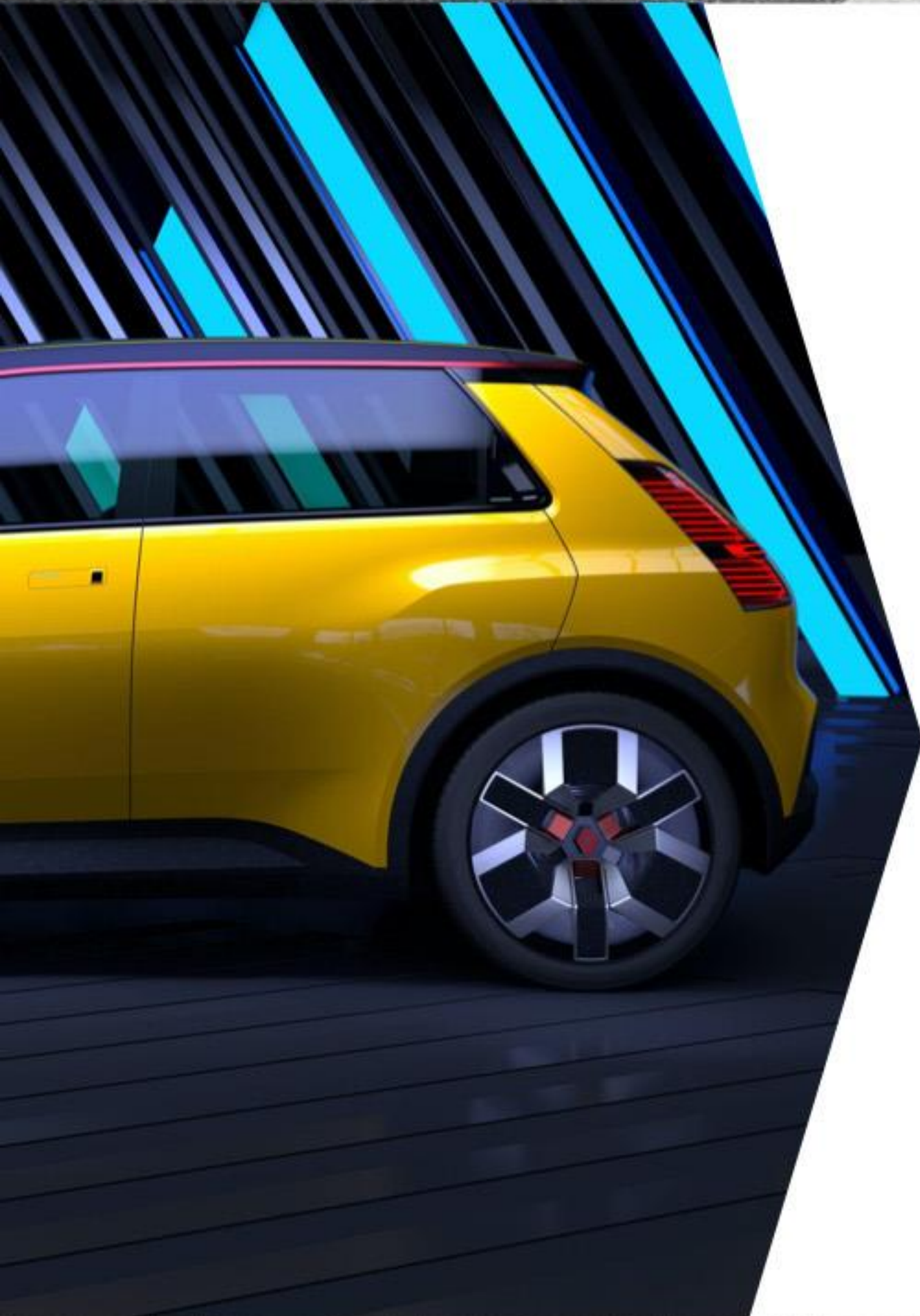
... with navigation and accidentology statistics



... and offering solutions for safer driving



Prevention: the SAFE GUARDIAN



Combining all available data...

Driver behaviour Navigation

Weather Vehicles nearby

Road conditions

Etc.



... to act directly on the vehicle

Automatic adjustment
to regulatory speed

Adjustment of vehicle behaviour
when approaching high-risk areas

Respecting safe distances

Speed limit < 180km per hr

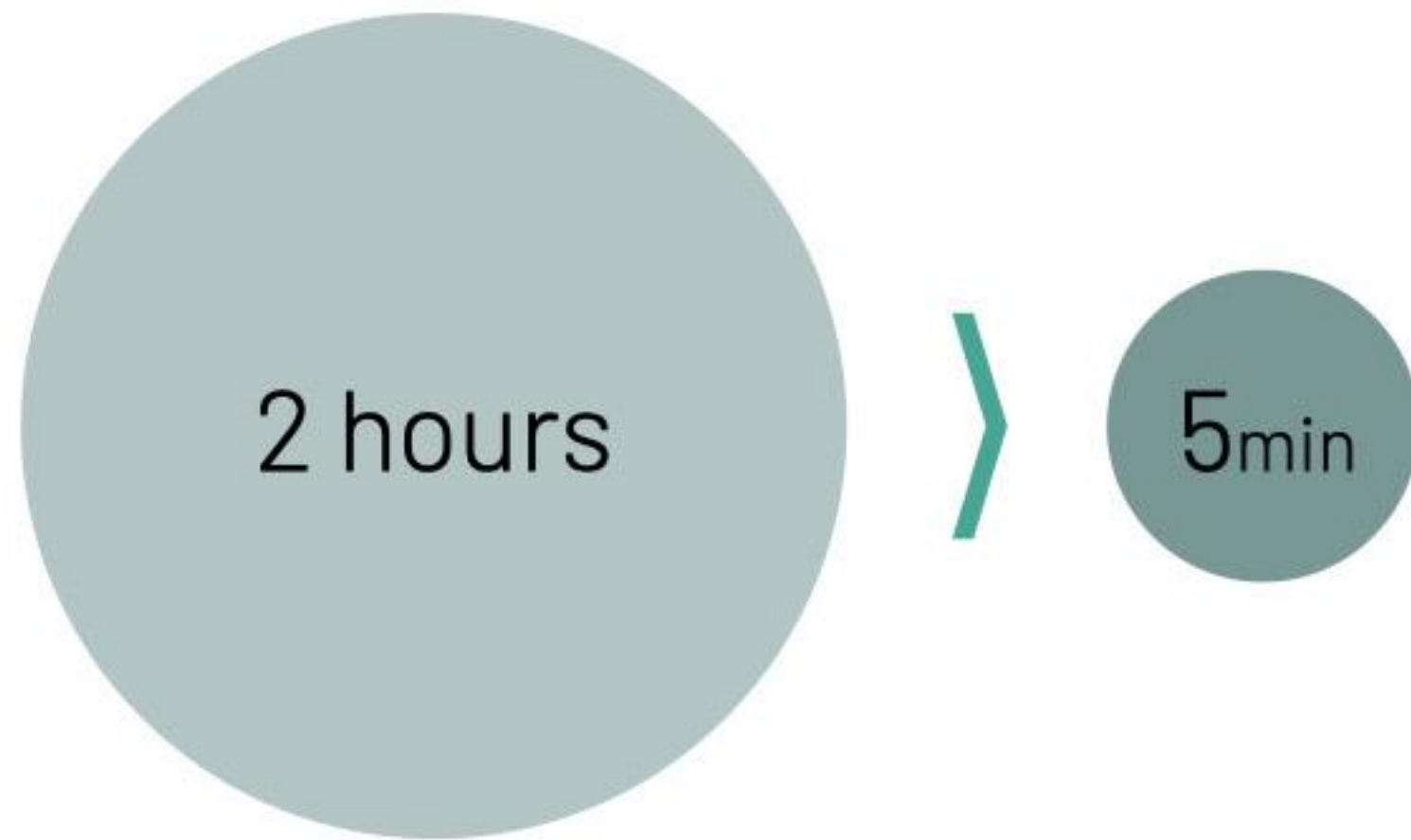
Vehicle put into safety mode
in the event of a driver failure

Etc.

Innovating to save lives

"Fireman access"

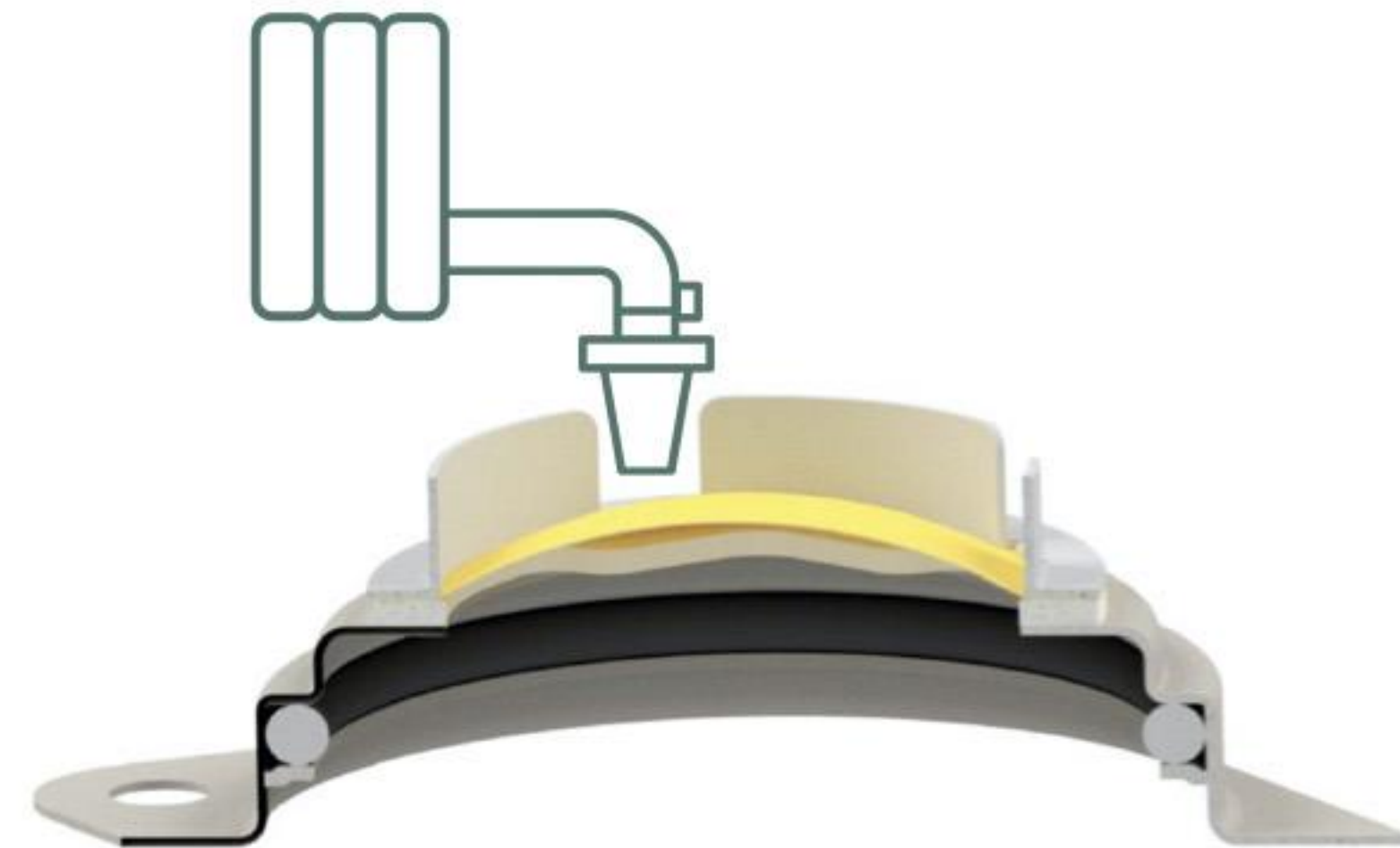
Putting out batteries in the case of an accident



Average time to put out a potential battery fire

Available on all electric and plug-in hybrid
Renault, Dacia, and Alpine vehicles in Europe
from 2022

Fire brigade access on battery pack



Innovating to save lives

The "rescue code"

Saving time, saving lives.



Saving time
in extrication



Chances of survival in the
event of severe traumatic
injury

Deployment on all Group
vehicles in Europe from 2022 & on

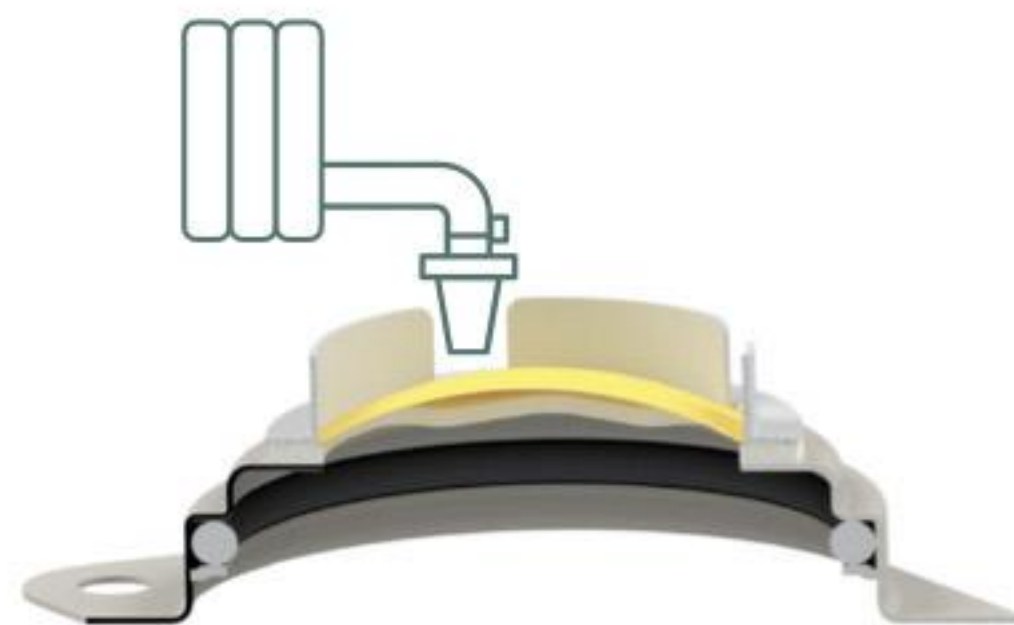


From 2022: safety pack on MEGANE

Default adjustment
to regulatory speed
and limit at 160km/h



Fireman access



Rescue code



Available from 2022 on
MEGANE



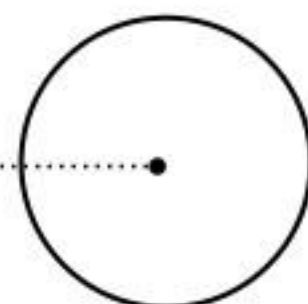
Employees safety and health

AMBITION 2030

SAFETY

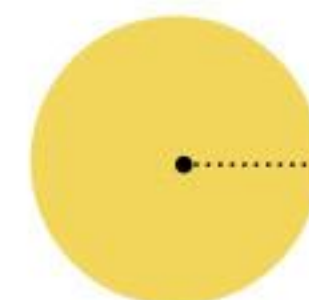
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Occupational illness
and accident



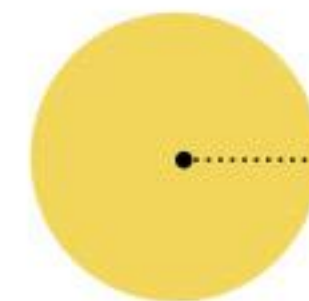
2021(e) 2022(e) 2025(e)

HEALTH: *One health policy, one company*



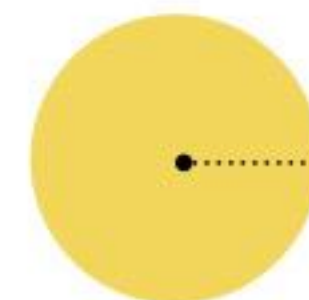
100% employees

Optimum medical coverage



100% salariés

Access to medical e-consultation



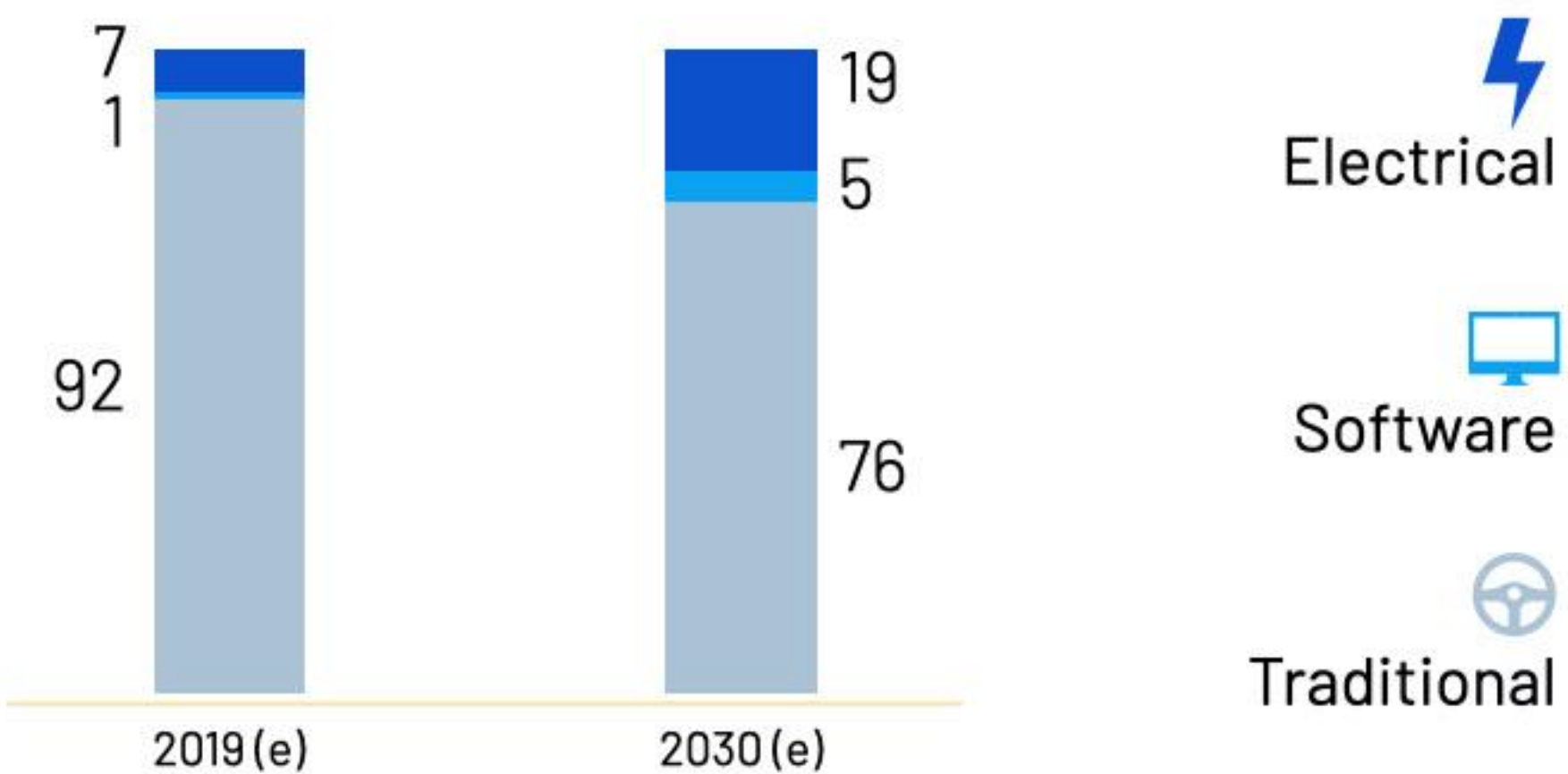
Medical campaigns
to prevent female cancers
and cardiovascular diseases



"CREATING OPPORTUNITIES"

In France, the automotive industry is shifting to electric and software

Employment in the automotive industry



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

Re-Know University

Employability & training of future generations

ECOSYSTEM

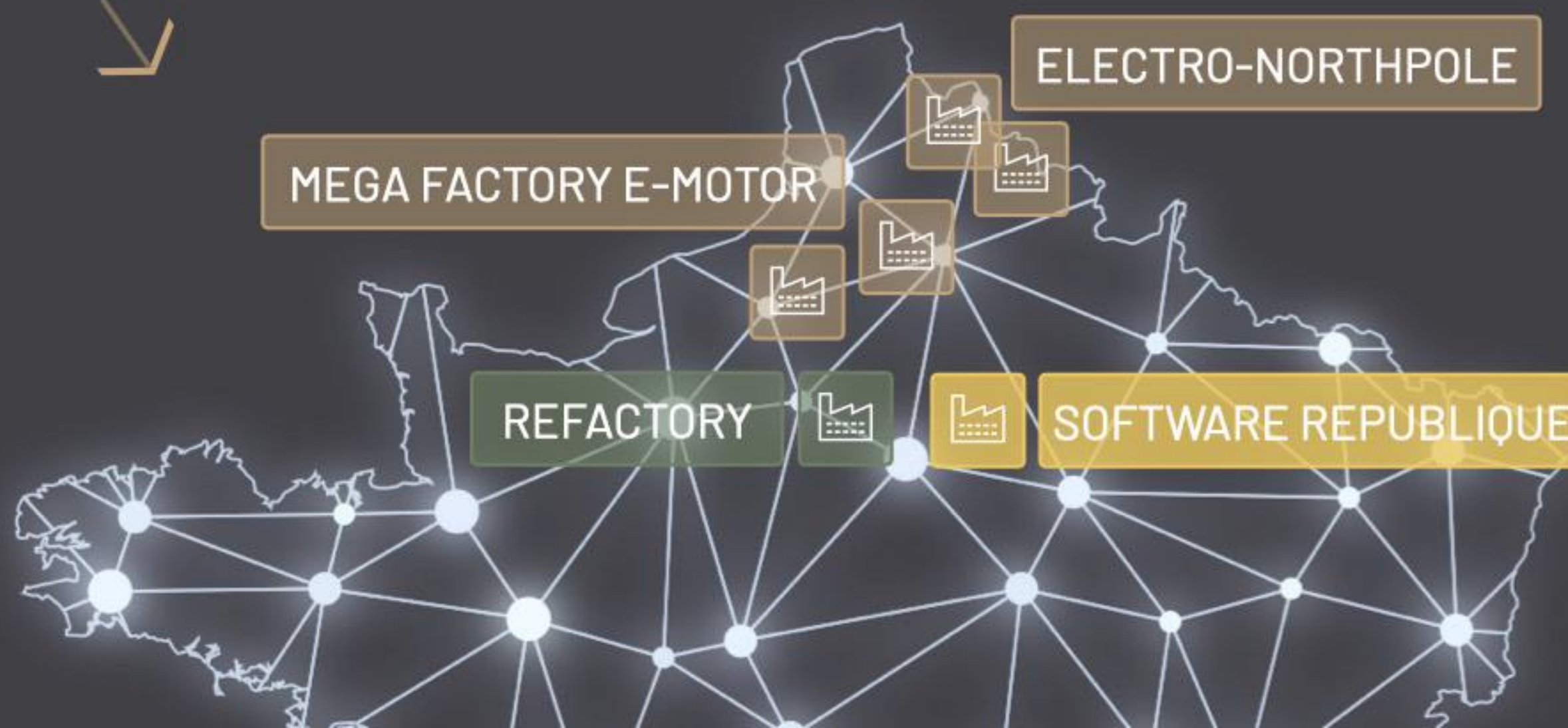
Academic training

Applied research, co-development of certified and qualifying training, promoting apprenticeships

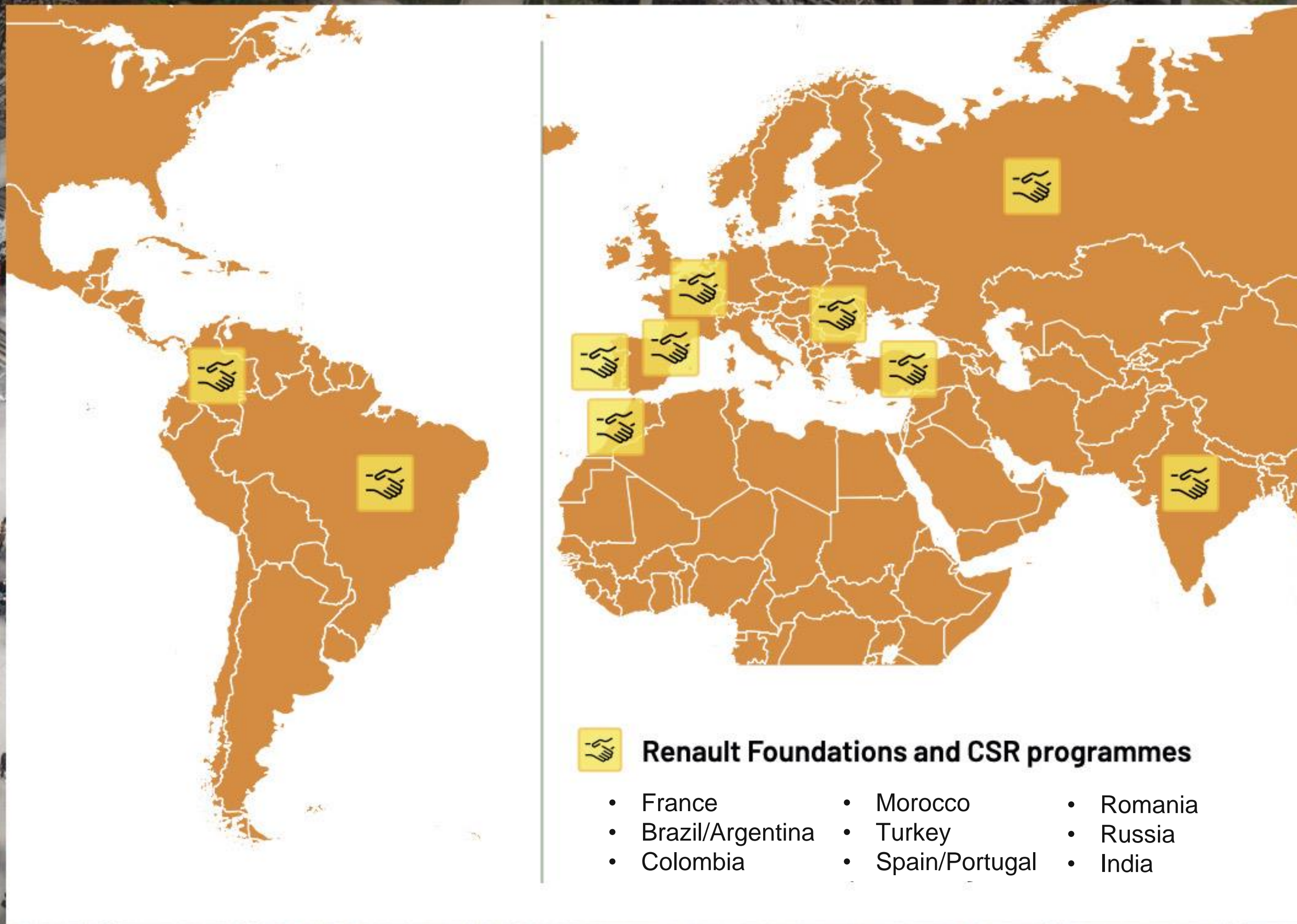


Vocational training

Pooling of design and diffusion of qualifying training programmes



Promoting employability for all



Actions focusing on reintegration and training in school, carried out by the Foundations and Group CSR programmes, 2020

~2,000

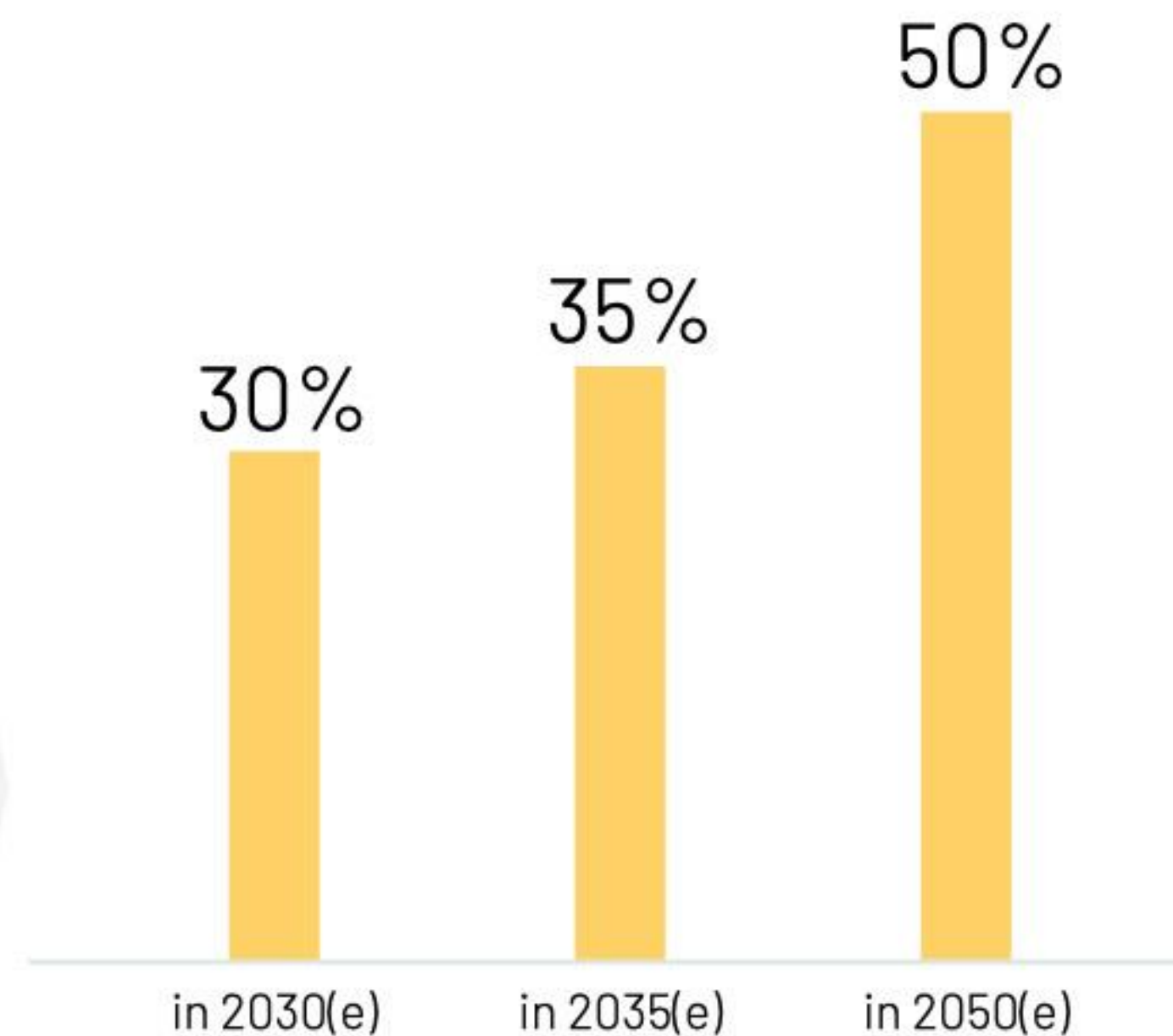
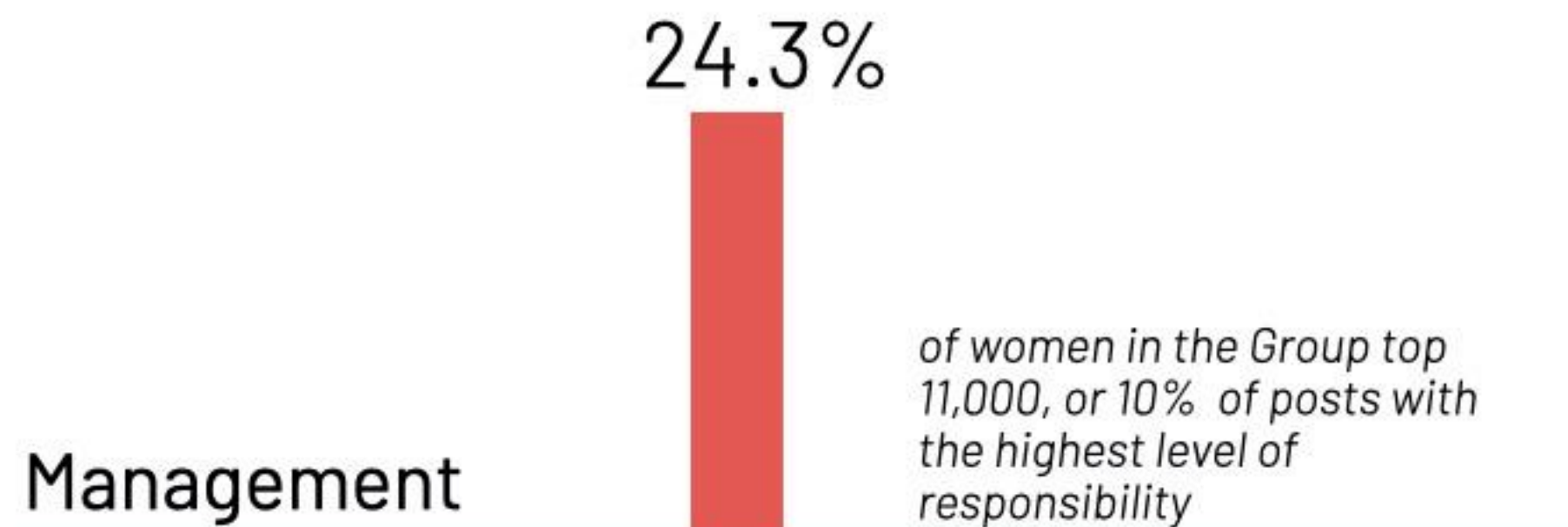
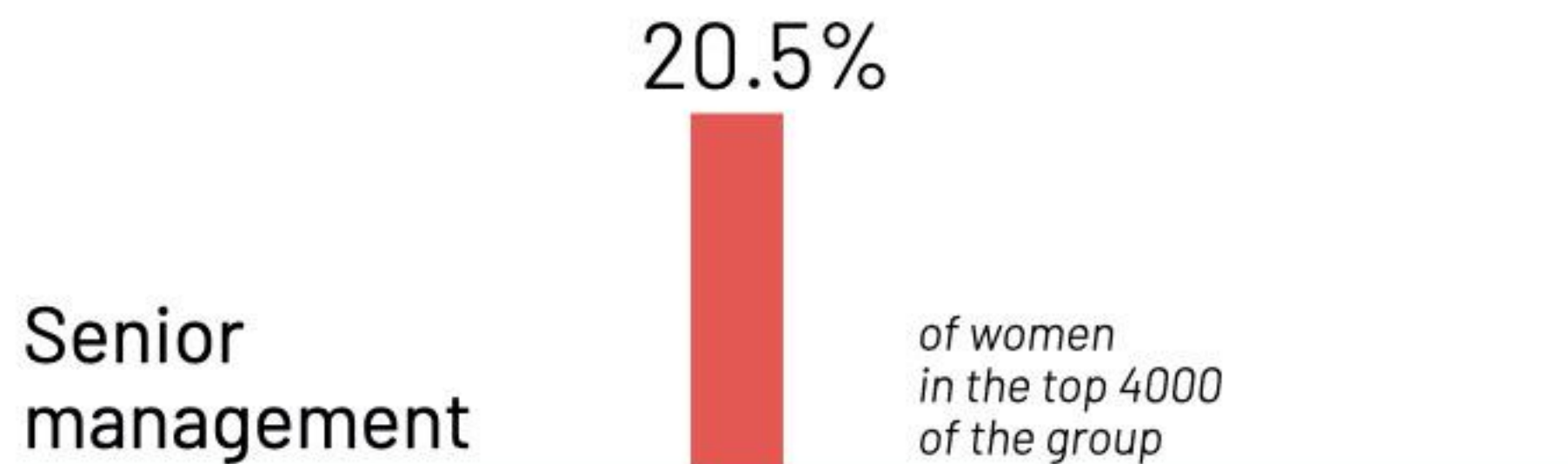
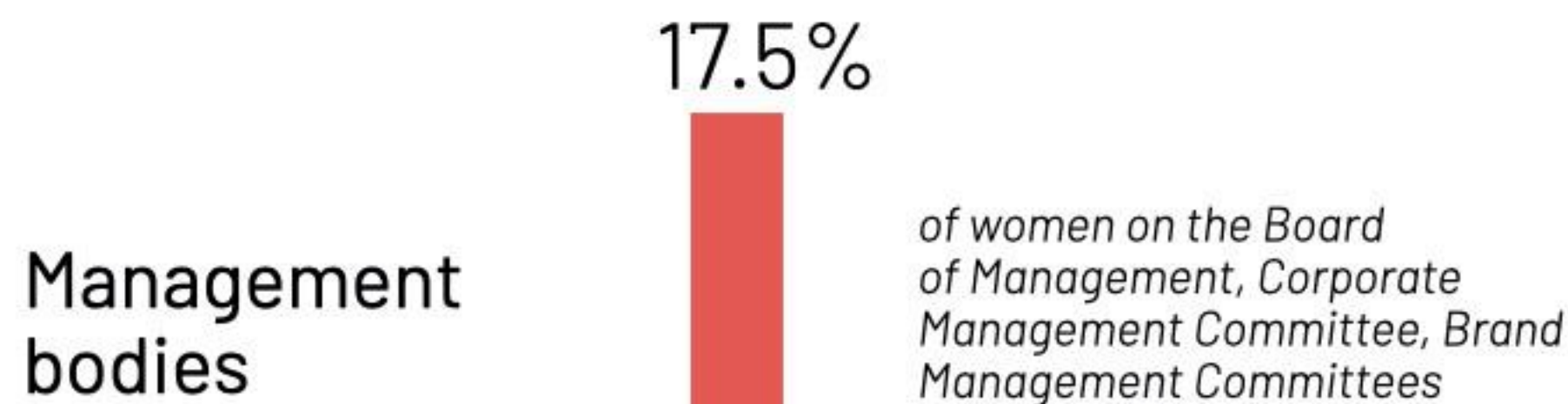
Young people supported and tutored

Objective 2025 (cumulative)

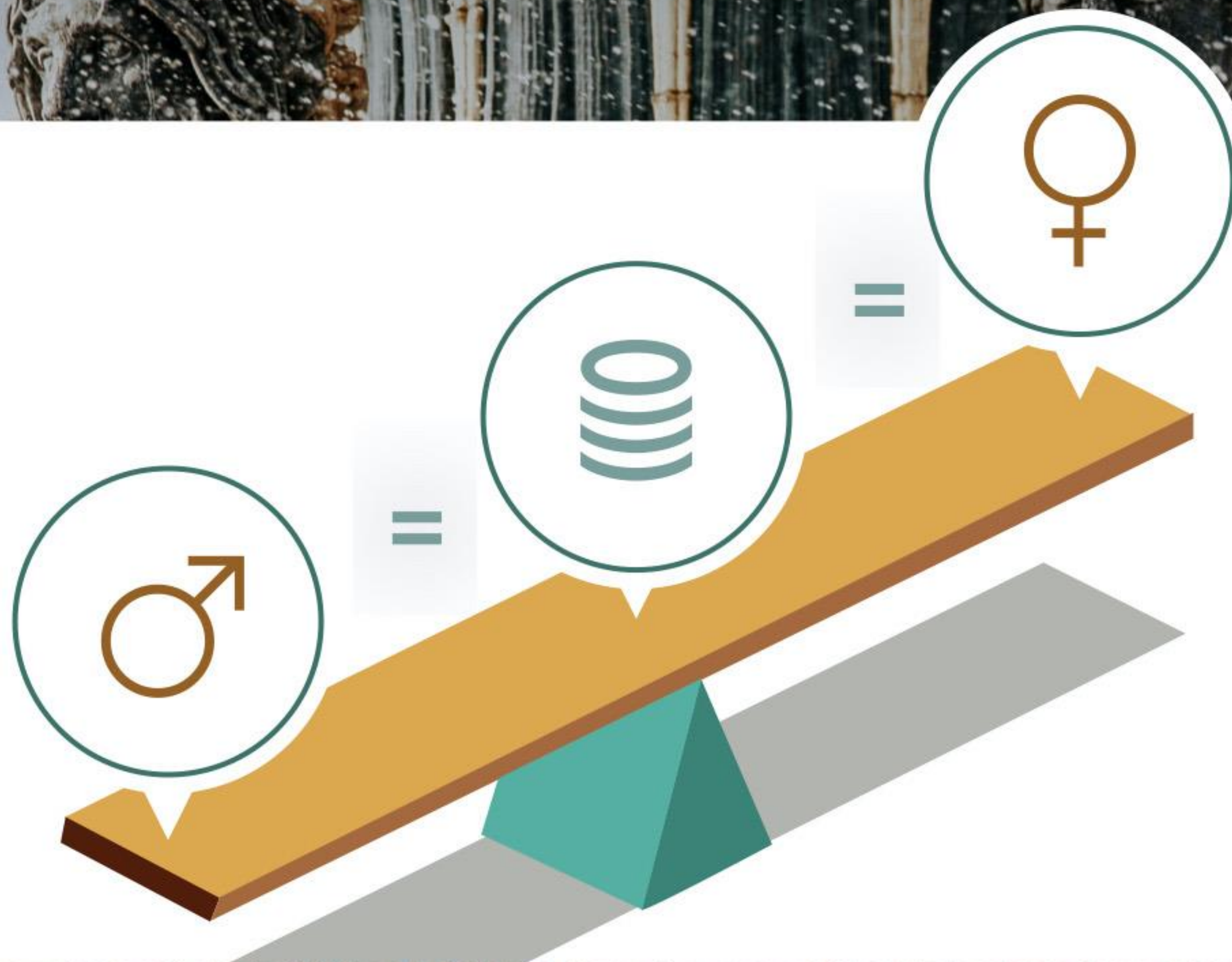
19,000

persons supported, including 9,000 for professional reintegration

Promoting women to key positions

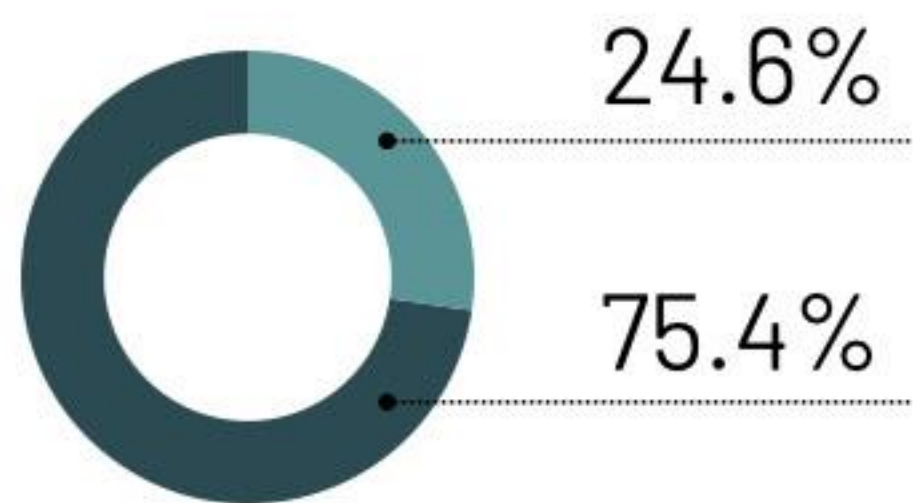


Maintaining leadership on reducing the gender pay gap

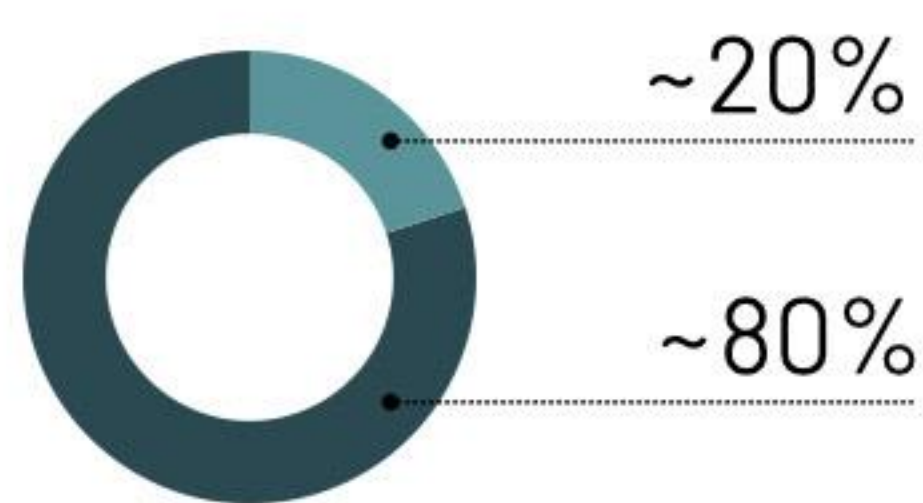


Attracting women to our industry

Groupe Renault employees by gender, world, 2020



Average distribution by gender, sector



■ Hommes ■ Femmes

by 2025

50%
female
trainees
and
apprentices

Inclusive mobility: social as a business

Mobility, **obstacle #1**
to finding a job

50%

Job seekers state they have
refused training or employment
due to lack of mobility solutions

The Renault solution:
a **new vehicle** via **micro-credit**

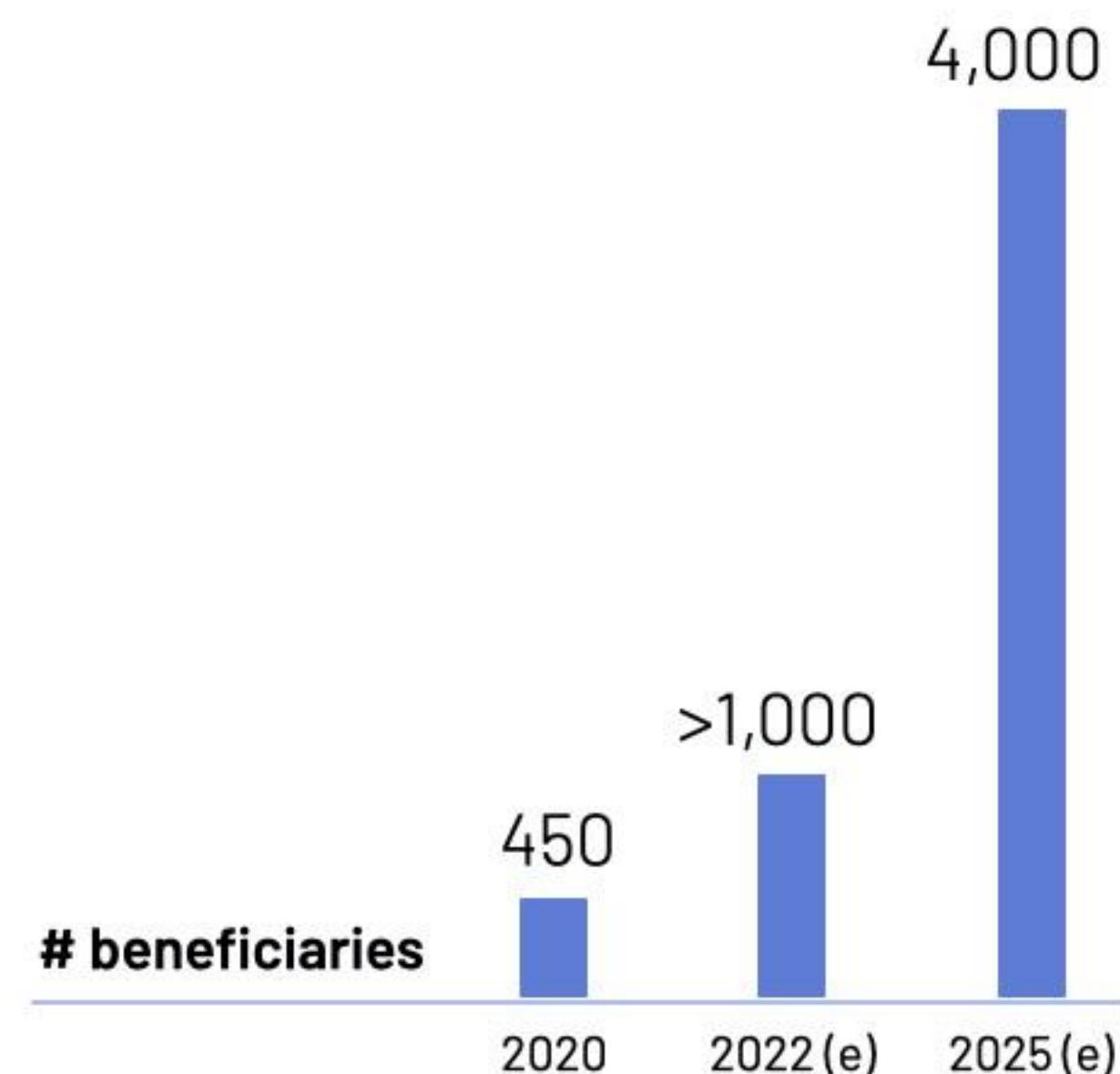


Dacia Sandero



Renault Kangoo

Objective **scale-up**



adie



An aerial photograph of a long, straight road stretching from a lush green landscape on the left to a blue ocean on the right. The road is a single lane with a dashed yellow center line. The green landscape is dense with vegetation, and the ocean is a deep blue with white waves breaking on a sandy beach. The sky is a clear, bright blue with some light clouds. The word "conclusion" is overlaid in the center of the image in a large, white, sans-serif font.

conclusion

A dedicated governance



A strategy driven by the functions

Safety

Accident prevention and rescue

- Safety coach
- Fireman access
- Rescue code

Health and safety of employees

- Zero occupational accident & illness
- One health policy, one company

Inclusion

Employability

- Re-Know University
- Reintegration through employment

Diversity

- Eliminating the gender pay gap
- Promoting women to key positions

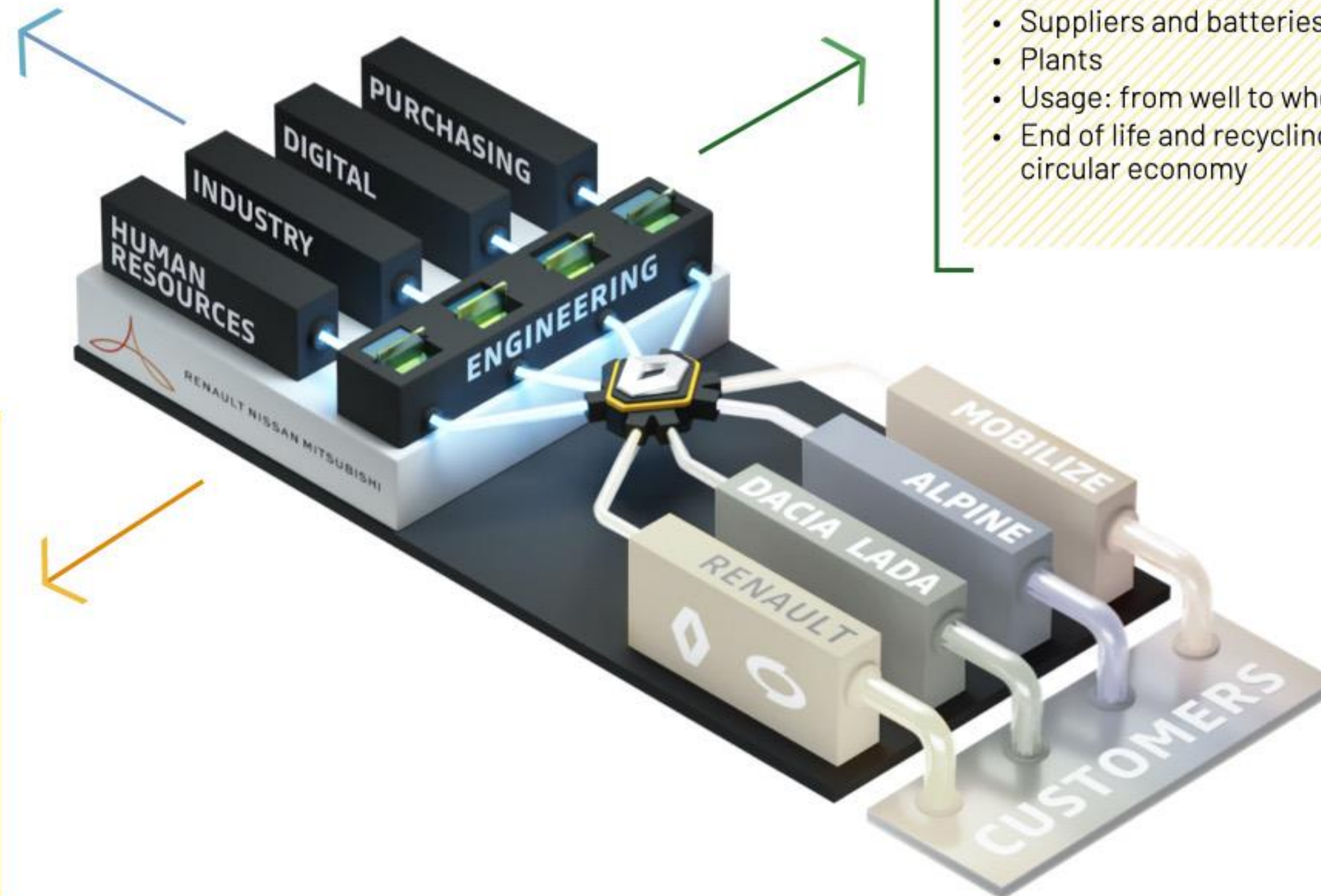
Solidarity

- Inclusive mobility

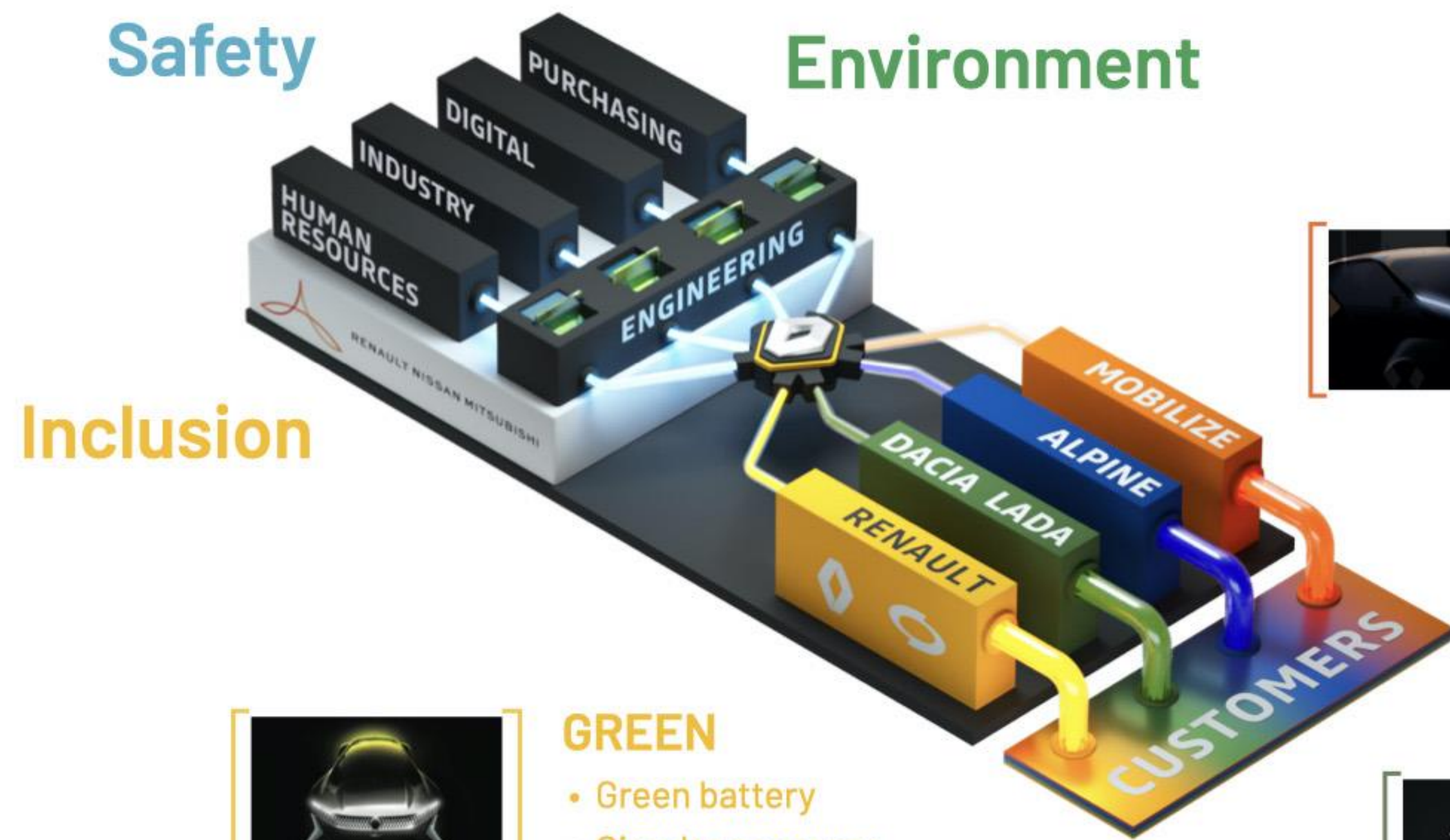
Environment

Towards carbon neutrality:

- Suppliers and batteries
- Plants
- Usage: from well to wheel
- End of life and recycling: circular economy



... and driven by the brands



COMMITTED

- Low-carbon mobility, cities and territories
- Data for good



AVANT-GARDE

- « She races »
- Road safety / F1 → Renault



GREEN

- Green battery
- Circular economy



ESSENTIAL

- Inclusive mobility
- Frugal use of resources