



**Renault
Group**

**Competitive,
tech &
sustainable
company**

EXANE ESG Conference
September 29, 2022

Agenda

01

Overview of Renault Group

02

Board and committees' composition

03

Sustainability at Renault Group





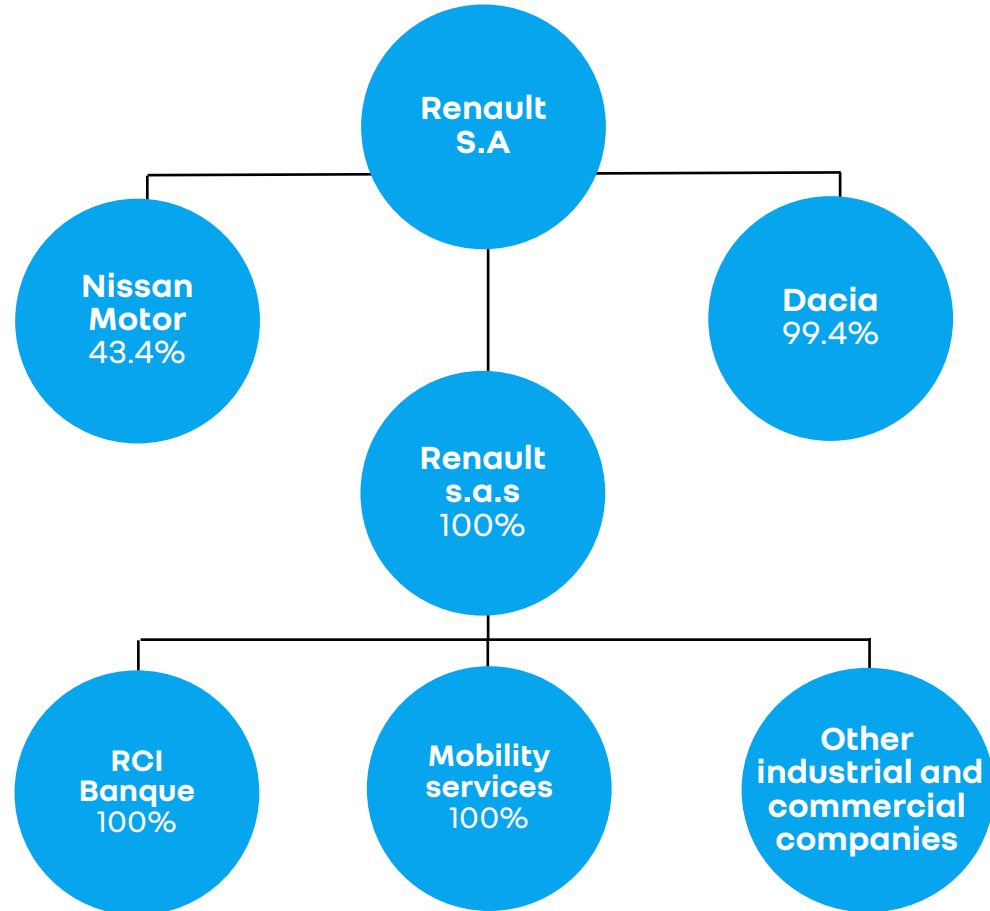
**Renault
Group**

01

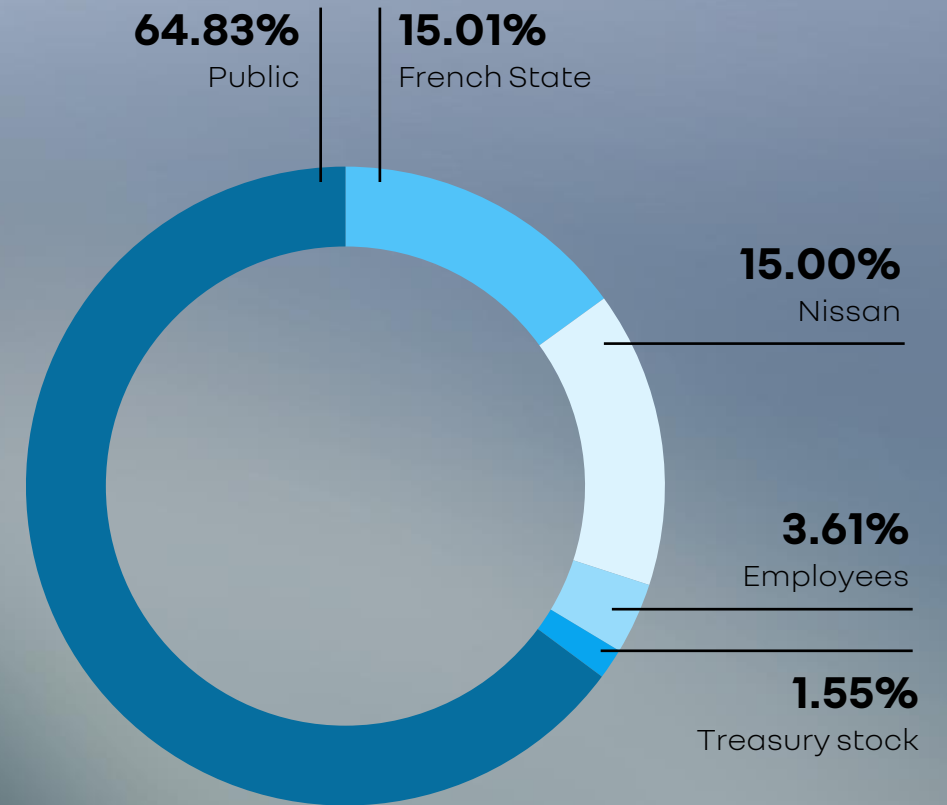
Overview of Renault Group

Capital & structure of Renault Group

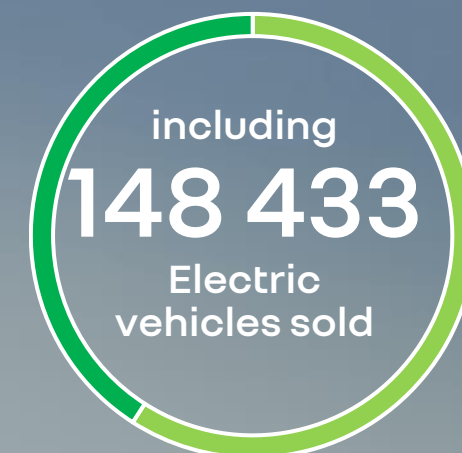
as of June 30, 2022



Breakdown of capital
as of December 31, 2021



Key figures 2021





2021 Achievements at least 1 year in advance

	Profitability ⁽¹⁾	Free cash flow generation ⁽²⁾	Investments ⁽³⁾	Fixed cost savings ⁽⁴⁾	Cash Breakeven point ⁽⁴⁾
Renaultion outlook	>3% in 2023	~€3bn 2021-2023	8-9% 2021-2023	>€2bn reduction by 2022	-30% as of 2023
2021 achievements	3.6% 2 years in advance	€1.3bn	8.5%	>€2bn 1 year in advance	-40% 2 years in advance

(1) Group operating margin

(2) Automotive operational FCF

(3) Group R&D + capex / revenue, 2021 excluding impact of asset sales

(4) versus 2019



2022 H1: a new step in Renault Group recovery

Operating
margin

4.7%
+2.6pts
vs 2021 H1*

Automotive operational
free cash flow

€956m
+€1,470m
vs 2021 H1*

Net debt
June 30, 2022

-€426m
€1,196m
improvement vs Dec. 21
o/w €522m due to Russia exit

... despite strong headwinds

EC crisis

Cost inflation
(incl. raw materials)

Russia

Russia deconsolidation impact

- In May 2022, the Board of Directors unanimously approved the signing of agreements to sell 100% of Renault Group's shares in Renault Russia to Moscow City entity and its 67.69% interest in AVTOVAZ to NAMI (the Central Research and Development Automobile and Engine Institute) : a responsible choice towards our 45,000 employees in Russia, while preserving the Group's performance
- As a consequence,
 - The Russian Automotive activities were **deconsolidated in 2022 H1** and treated as **discontinued operations** with **retroactive effect to January 1, 2022**
 - 2022 H1 impact: **net income of discontinued operations -€2.3bn**
 - 2022 H1 financial aggregates of continuing activities no longer include Russian Automotive activities
 - 2021 was adjusted in line

2022 outlook upgraded

H2 market
outlook



Europe



Eurasia
excluding Russia



Latam

Group operating margin **>5%** vs ~3% previously

Automotive operational free cash-flow **>€1.5bn** vs positive previously

The Group confirms an impact of the semiconductor crisis estimated at 300,000 vehicles in 2022

Ambitious product line-up

to fuel sustainable & profitable growth

Global PC+ LCV

25
Launches



>**50%** on C & above segment for PC

~**50%** BEV

80% electrified vehicles

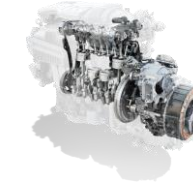
Strategic studies to tackle automotive challenges

⚡ Pure Electric Entity

🔧 ICE & Hybrid Powertrain Entity



Assets



E-TECH



Activities

- 100% EV and Software technologies and activities
- Renault 100% Electric (Europe 2030)
- France Focus

- Engine/transmission activities and technologies for ICE and Hybrid
- Out of France



Partnerships

- Open ecosystem with multiple partnerships (technologies, services...)

- Industrial and technological partnerships



Skills

- EV Pioneer in Europe

- 120 years experience worldwide



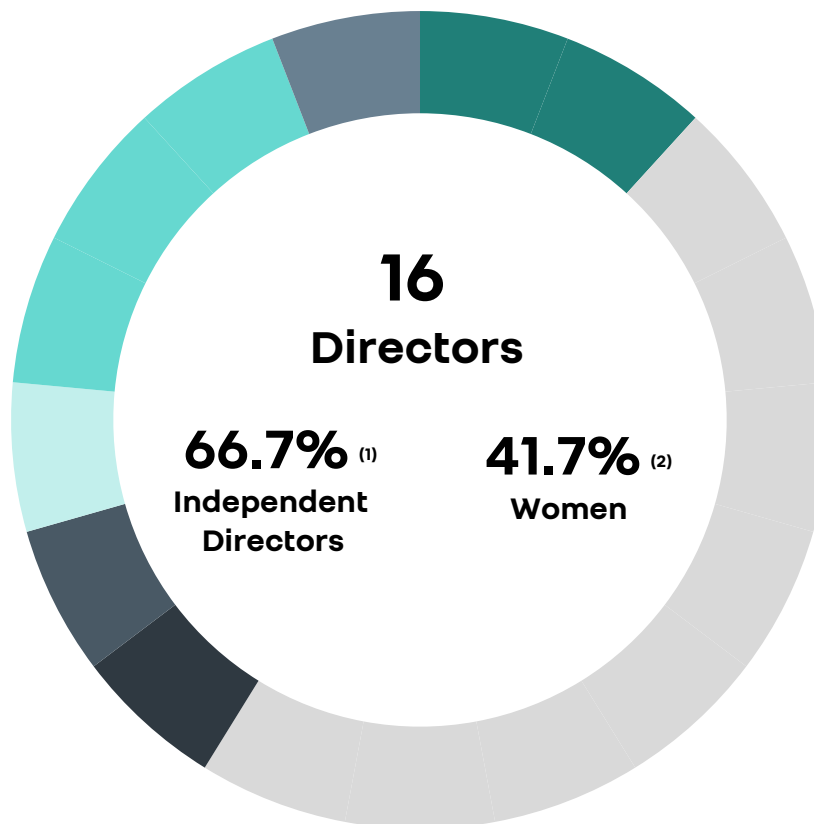
**Renault
Group**

02

Board & committees composition

Current composition of the Board of Directors post 2022 AGM

 **Jean-Dominique Senard**
Chairman of the Board



(1) 50% recommended by the AFEP-MEDEF Code
(2) 40% provided by law



Frédéric Barrat **Richard Gentil** **Eric Personne**
Directors
representing employees



Noël Desgrippes
Director
representing employee shareholders



Vincent Le Biez
Director
designed by order
as representative of the French State



Thomas Courbe
Director
appointed by the AGM
upon proposal of the French State



Yu Serizawa **Joji Tagawa**
Directors

appointed by the AGM upon proposal of Nissan



Pierre Fleuriot*



Miriam Bensalah Chaqroun



Catherine Barba



Bernard Delpit



Marie-Annick Darmaillac



Frédéric Mazella



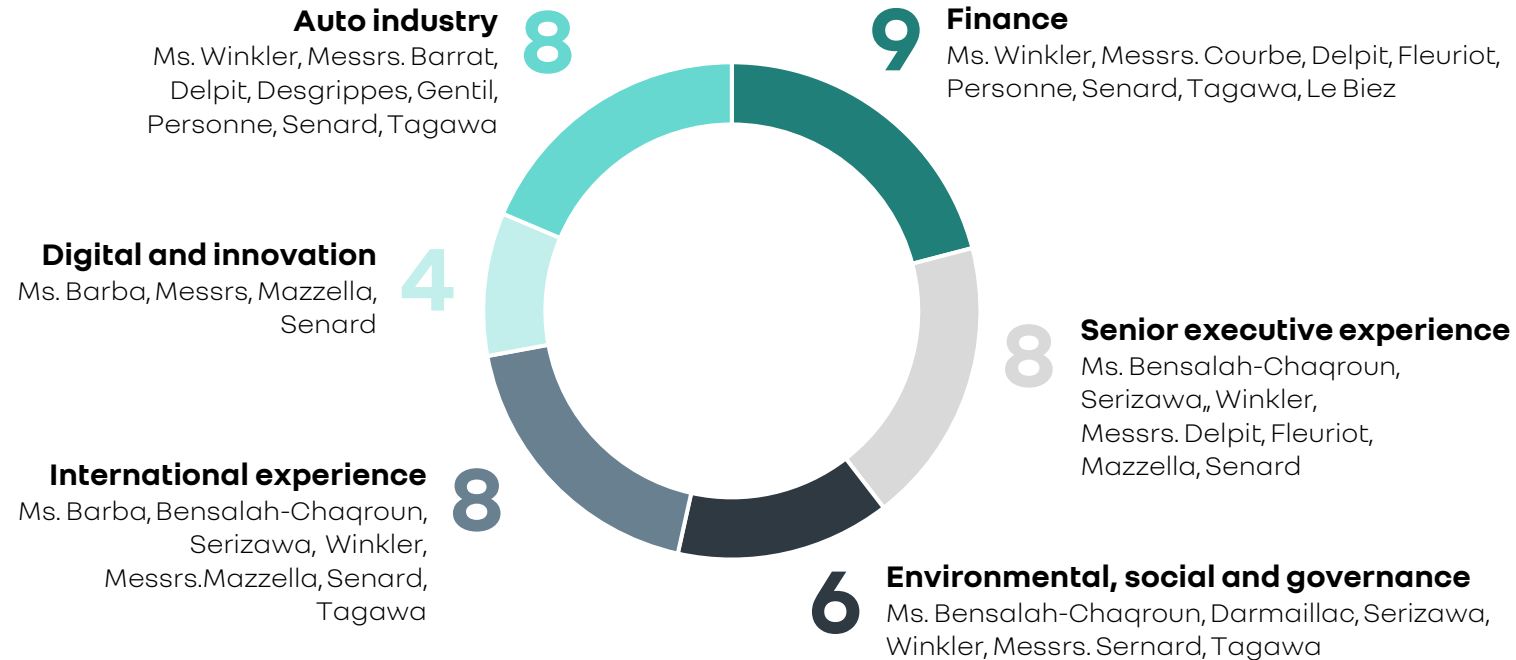
Annette Winkler

Independent Directors
appointed by the AGM

* Lead independent Director.

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

Skills mapping of the members if the Board of Directors



Automotive industry: automotive industry experience; knowledge of Renault Group business and competitive environment

Finance : experience in financial sector(banks, accounting, financial market), capital management or risk management; in-depth understanding of financial reporting processes and corporate finance

Environmental, Social and Governance: experience in managing ESG issues


Senior Executive experience : experience serving as CEO or senior executive in organization of significant size

International experience: extensive professional experience acquired thanks to activities in multiple regions of the world and in multinational organizations

Digital and innovation: expertise or experience with the development and implementation of technology strategies; experience in companies having a strong technology focus


Current composition of the Committees of the Board of Directors

Governance and Compensation Committee




Pierre Fleuriot


66,67%^(*)
Independence



Marie-Annick Darmaillac



Eric Personne




Vincent Le Biez

**Permanent guest to
the Committees meetings**




Jean-Dominique Senard

Audit and Risks Committee




Bernard Delpit


60%^(*)
Independence




Frédéric Barrat




Miriam Bensalah Chaqroun



Pierre Fleuriot




Joji Tagawa




Vincent Le Biez

Strategy and CSR Committee




Annette Winkler


60%^(*)
Independence




Catherine Barba




Thomas Courbe




Noël Desgrippes



Richard Gentil



Frédéric Mazzella



Yu Serizawa

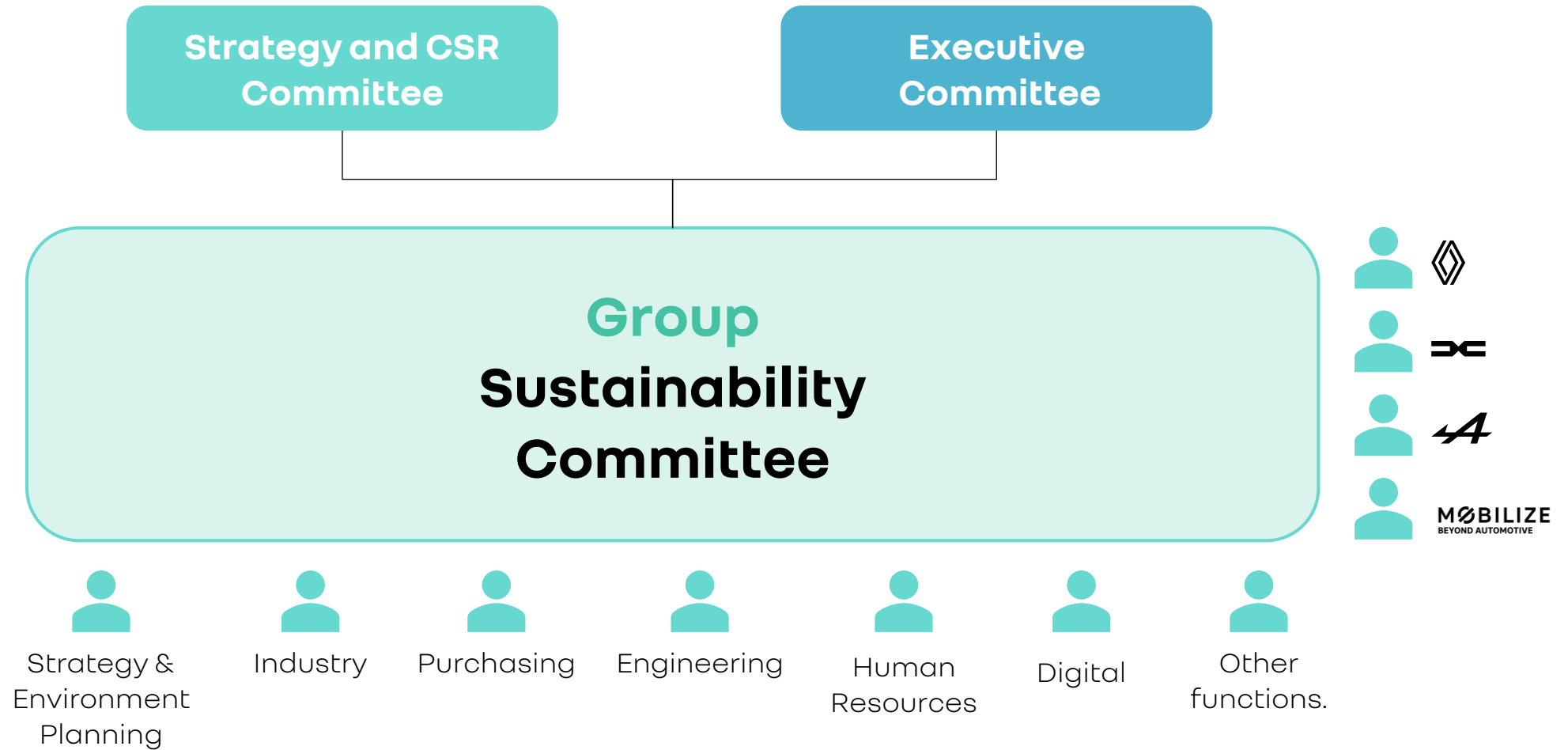
* Excluding directors representing employees and employee shareholders



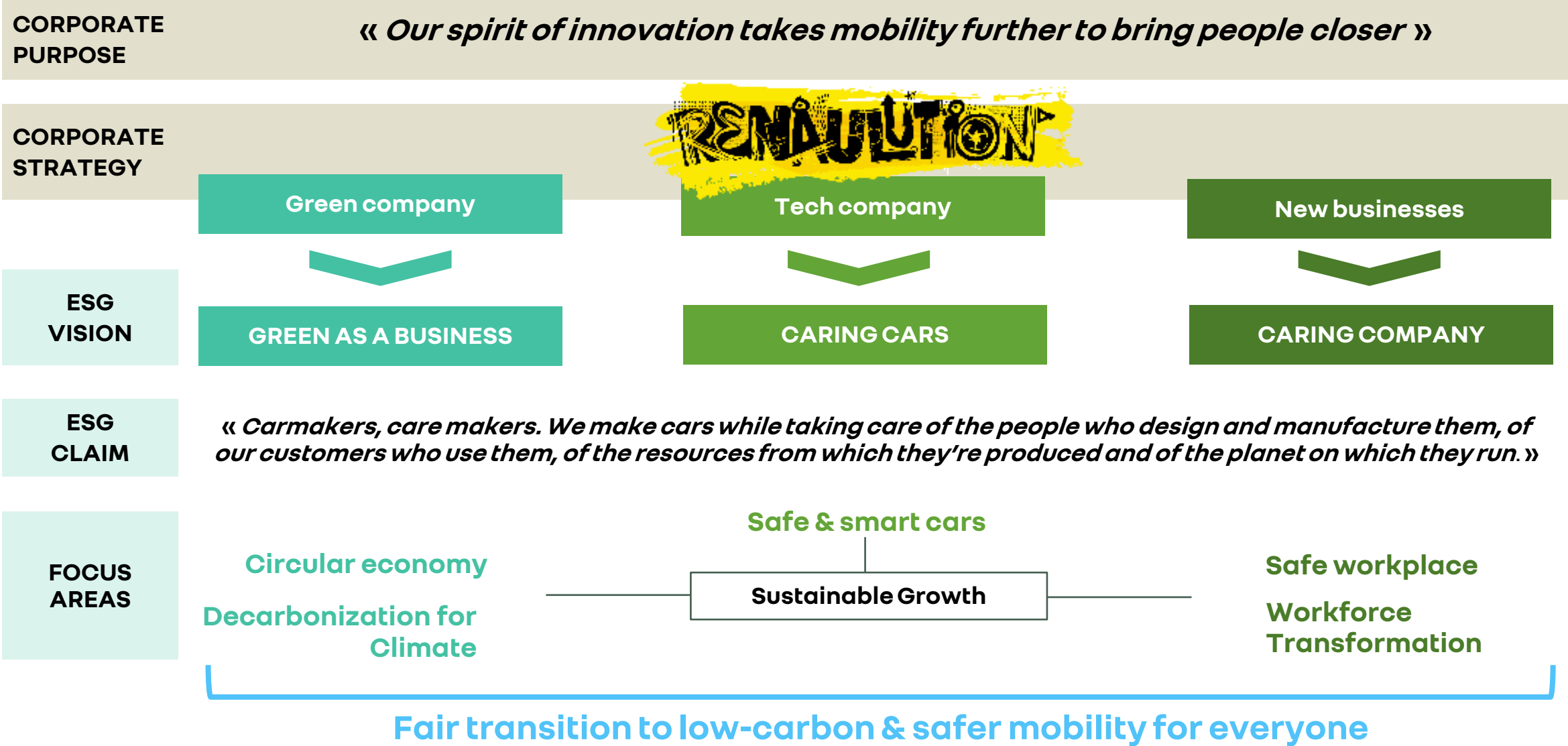
Renault
Group

03 Sustainability at Renault Group

A dedicated governance for ESG



Our ESG strategy ensures Renaulution's sustainable deployment



Strong ambitions & strategic partnerships revealed in 2021

Decarbonization: engaged



Suppliers



RG
2030

-30%
CO₂ materials*
-35%
CO₂ battery*

**Decarbonization
of all European
plants
by 2030**

-65%
well-to-wheel
emissions in
Europe*



New initiatives
& partners

Carbon neutrality
Europe 2040 & **Worldwide 2050**

Circular economy: accelerate



120,000 vehicles
refurbished/year
20,000 batteries
repaired/year

80% of recycled
battery minerals
injected in new
batteries



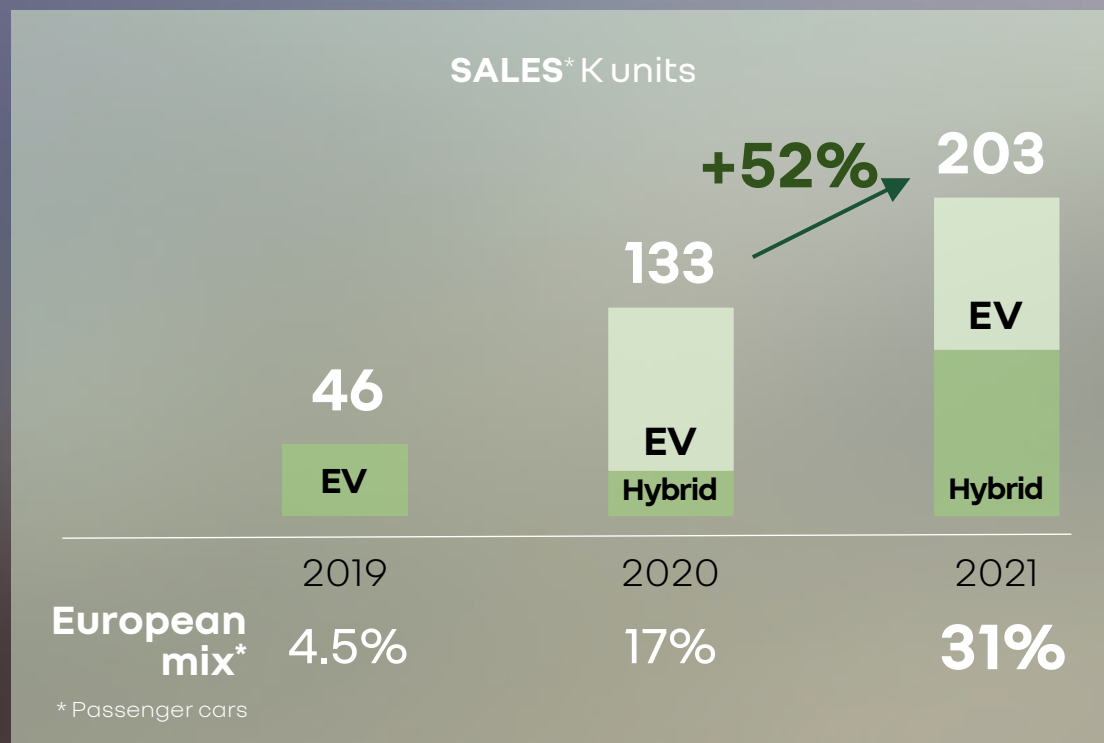
€1bn

Revenue by 2030

* versus 2019



Success of E-TECH technology

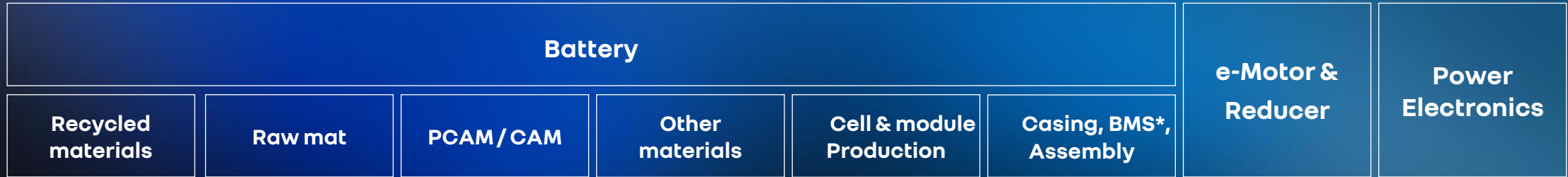


Towards 100% electric
Renault Brand European PC in 2030

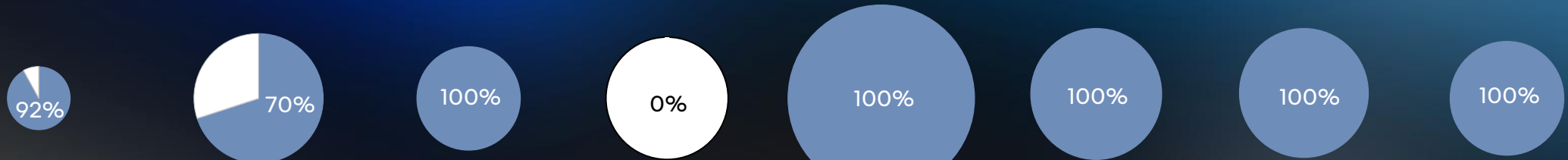
Covered EV Value chain

from 10% in 2020 to 30% in 2022
80% by 2030

Step of the value chain



2030 target coverage



Covered directly by RG battery suppliers

Partnerships



Level of coverage: ■ Covered ■ Not covered

*Battery Management System

Key partnerships

in 2022 H1 to secure the EV value chain

Battery raw materials



Low-carbon cobalt

Produced in Morocco with traceability of supply chain

5,000t/y from 2025 for **7 years** representing an annual battery production capacity of up to 15 GWh

Battery casings



JV creation for battery casings in ElectriCity in France

Capacity of **300,000** battery casings/year by 2025, for electric vehicles

e-Motor



200kW new generation rare-earth free electric motor

Start of production from **2027**

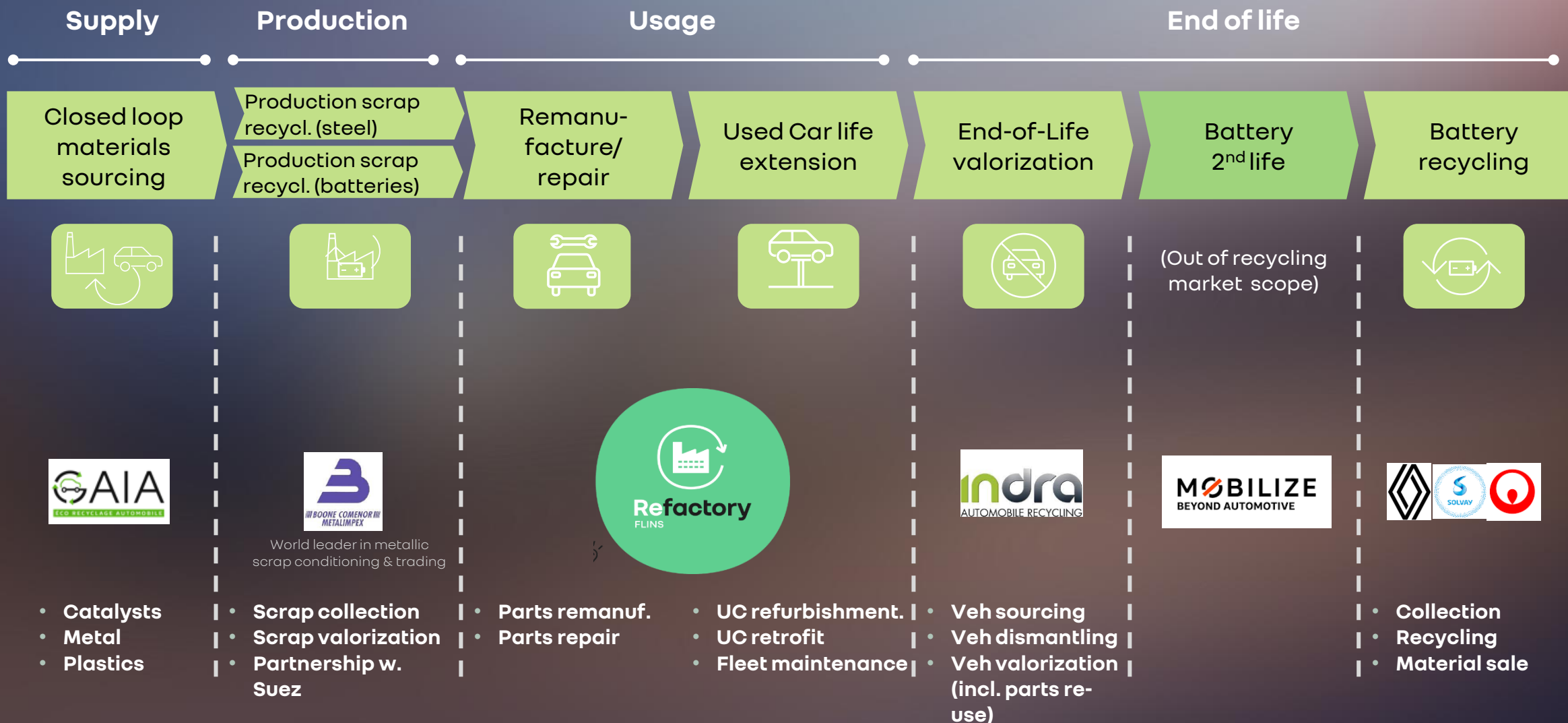
Power electronics



for EV and hybrid powertrains in "One box"

All components* in one housing with start of production from **2026**

Circular economy: an unrivalled value chain for vehicles



Renault Group : towards a low-carbon, responsible and recyclable battery

2nd life and recycling of batteries



Refactory

Repair & dismantling



MØBILIZE BEYOND AUTOMOTIVE

Stationary electricity storage



indra AUTOMOBILE RECYCLING

Collection & dismantling



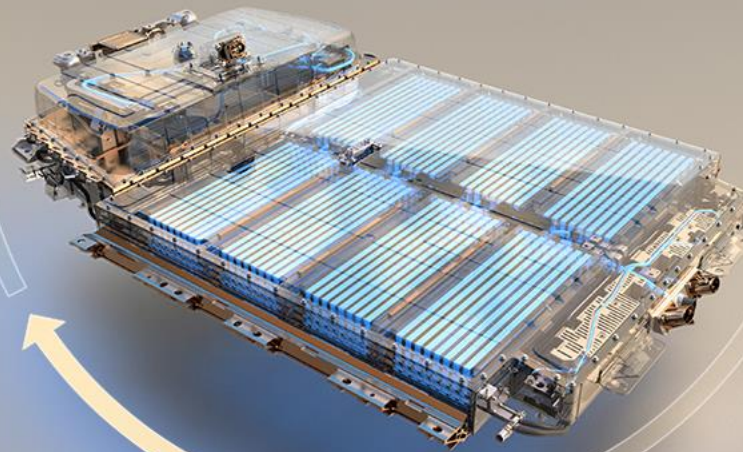
VEOLIA

SOLVAY asking more from chemistry*

Closed-loop recycling of battery metals

-35% less CO₂ by 2030*

* Battery production comparison ZOE (2020)/ New R5 (2030)



Responsible sourcing of raw materials

Terrafame

Low-carbon nickel, in Finland



VULCAN ENERGY ZERO CARBON LITHIUM™

Low-carbon lithium, in Germany



Managem

Low-carbon cobalt, in Morocco

Regulatory incorporation of recycled materials 2030:

- Cobalt 12%
- Nickel 4%
- Lithium 4%

Battery manufacturing in France

Renault Group

ElectriCity

400,000 electric vehicles / year by 2025



Envision AESC

Latest technology, cost-competitive, low-carbon batteries



VERKOR

High-performance & sustainable batteries



Active safety

Passive safety

Focus zone of car assessment programs

Renault Group Safety strategy

A new ambition for sustainability
Scenic Vision concept-car

change**NO**W

Safety

-70% accidents
No-stress tech

Climate

Zero CO₂ in
production & in use

Inclusion

Easy access

Hydrogen

Range extender



95% Recyclable,
incl. the battery

Ressources

70% Recycled

Responsible for the workforce future

Employee health and safety

0% occupational illness and accident by 2030

100% employees with optimum medical coverage and teleconsultation access in 2025

Diversity & equal opportunities

50% women in management positions by 2050

30% in 2030

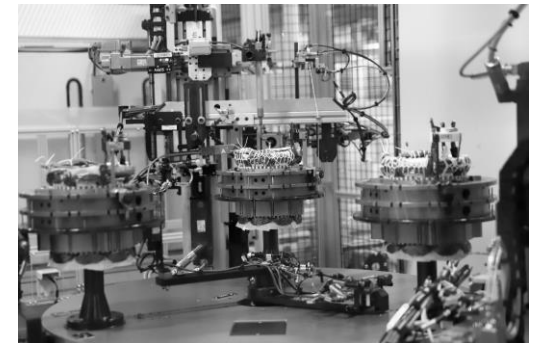
50% female trainees and apprentices by 2025

0% gender pay gap by 2025



ReKnow University

Upskilling / reskilling **12,000 p** of our industrial ecosystem by 2025



E-Motor assembly training facilities

ReKnow University: ensuring employability and training future generations

Academic training

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

Vocational training

Pooling of design and diffusion of qualifying training courses

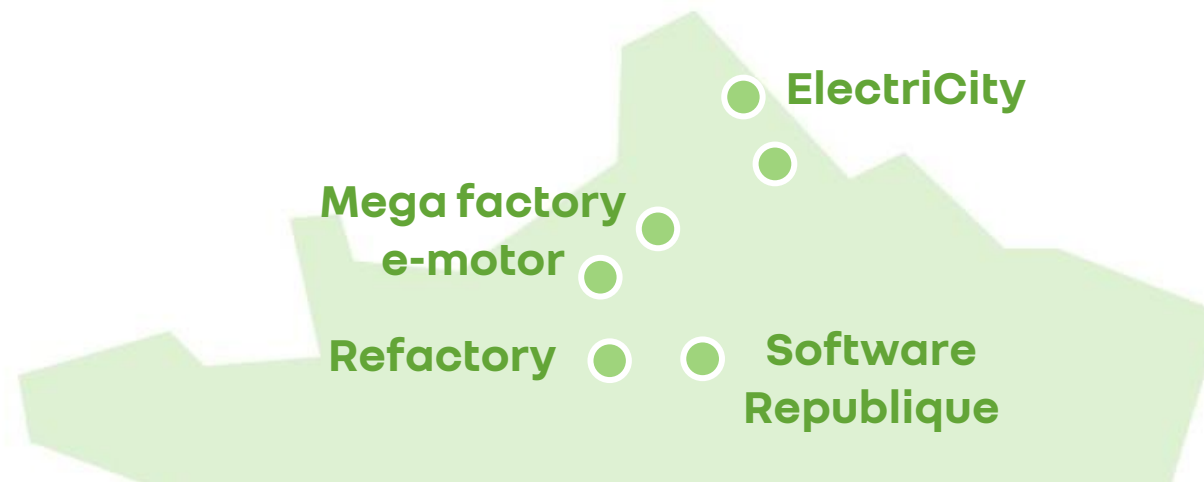
A ECOSYSTEM OF KNOWLEDGE



3 KNOWLEDGE AREAS 5+ CAMPUSES

1 Electric Mobility
Academy

2 Circular Economy
Academy



3 Cybersecurity, Data &
Software Academy

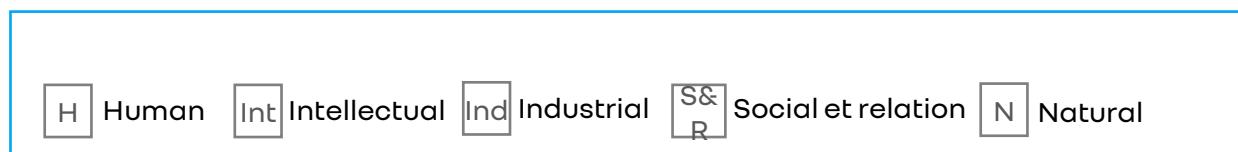
ESG Objectives for value creation aligned on Renaulution Plan

Renovation

until 2025

	2021	
Certify all Renault Group manufacturing sites to ISO 14001 by 2023	100%	Ind N
0% gender pay gap by 2025	1.30%	H
Increase the number of beneficiaries of "microcredit cars" to 4,000 by 2025	450	S&P
help 20,000 people to get back to employment through our foundations by 2025	9,044	H S&P
Training 12,000 employees in the Group's new businesses	2,600	H Int

Value creation per capital



Revolution

From 2025

	2021	
Reduce the carbon footprint of parts & materials by 30% per vehicle by 2030 (compared to 2019)	-	N
Decarbonising our plants by achieving carbon neutrality of sites for ElectriCity in 2025, Europe in 2030 and reducing emissions from our sites worldwide by 50% in 2030	Tangier only	N Ind
Increase the share of electric vehicle sales for the Renault brand to reach 100% of passenger car sales in Europe by 2030	12%	N
Reduce well-to-wheel emissions by 65% in Europe & 35% worldwide by 2030 (compared to 2019)	-11.4% : Europe 4.3% : Worldwide	N
Reduce the carbon footprint of batteries by an average of 35% by 2030	NA today	N
Incorporate 33% recycled material in new vehicles by 2030 (worldwide)	30% (Europe)	N
Circular economy business : €1bn revenue by 2030	€587m	N
Reduce work-related accidents and illnesses to zero by 2030	FR2 : 1.75	H
Achieve a target of 50% women in the Top 4,000/Top 11,000 by 2050 (30% by 2030, 35% by 2035)	20.4% : top 4,000 24.3% : top 11,000	H