



**Renault  
Group**

**Competitive,  
tech &  
sustainable  
company**

ODDO ESG Conference  
June, 2022

# Agenda

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Overview of Renault Group

02

Board and committees' composition

03

Sustainability at Renault Group



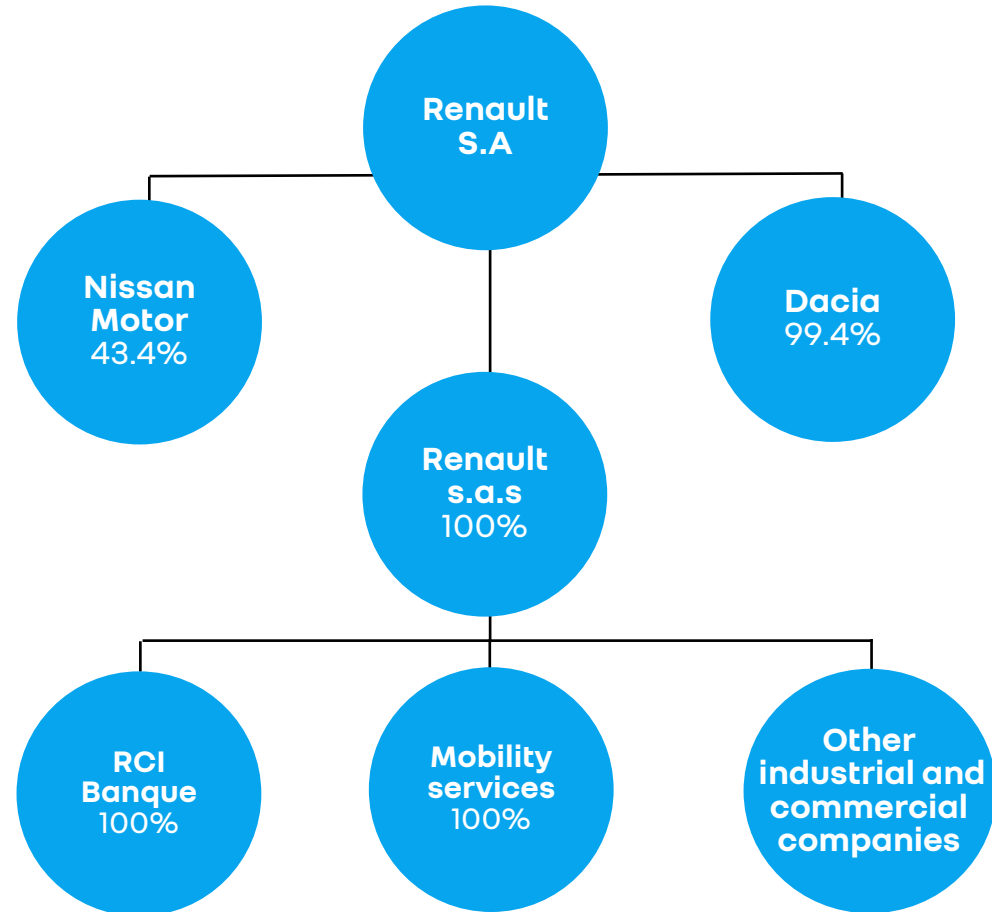


**Renault  
Group**

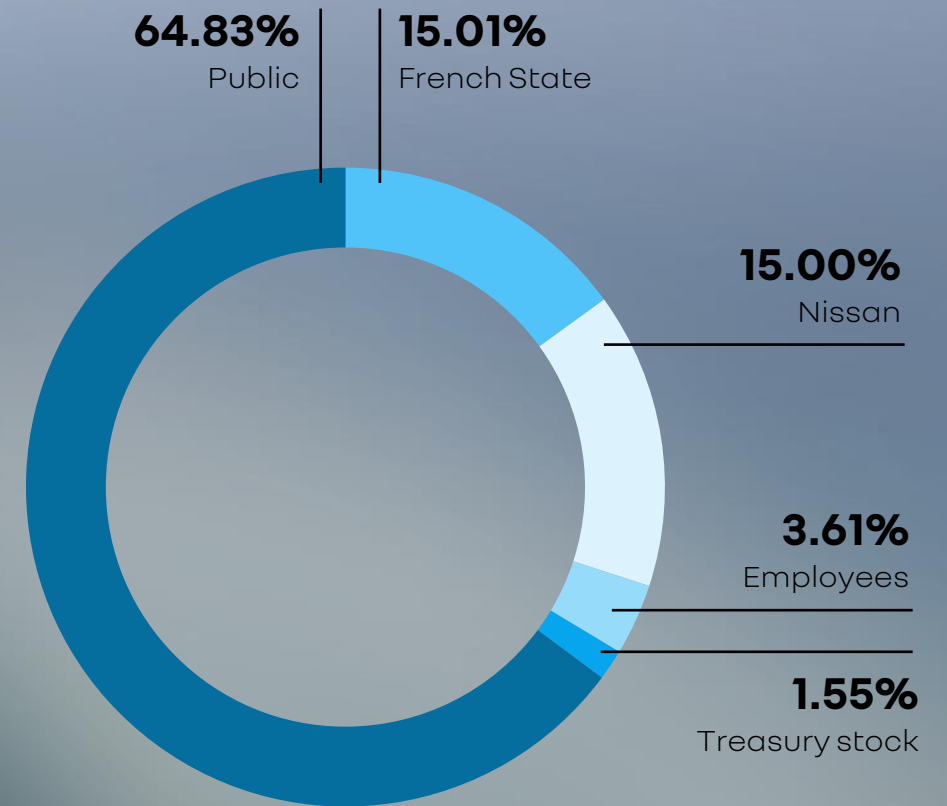
# 01

## Overview of Renault Group

# Capital & structure of Renault Group



Breakdown of capital as of December 31, 2021





## at least 1 year in advance

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

RG

In an environment still impacted by the semiconductor crisis, particularly in the 1<sup>st</sup> half of 2022 (total loss estimated at 300,000 vehicles on 2022 production mostly in H1), by cost inflation including raw materials, and following the suspension of its industrial activities in Russia, the Group is aiming to achieve for the full year:

Group operating margin ~ 3%

**Positive** Automotive operational free cash-flow

**Ahead of its mid-term Renaulution objectives,  
the Group will organize a Capital Market Day in the fall of 2022.**

RG

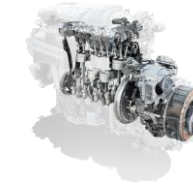
# Strategic studies to tackle automotive challenges

## ⚡ 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



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

 **Noël Desgrippes**

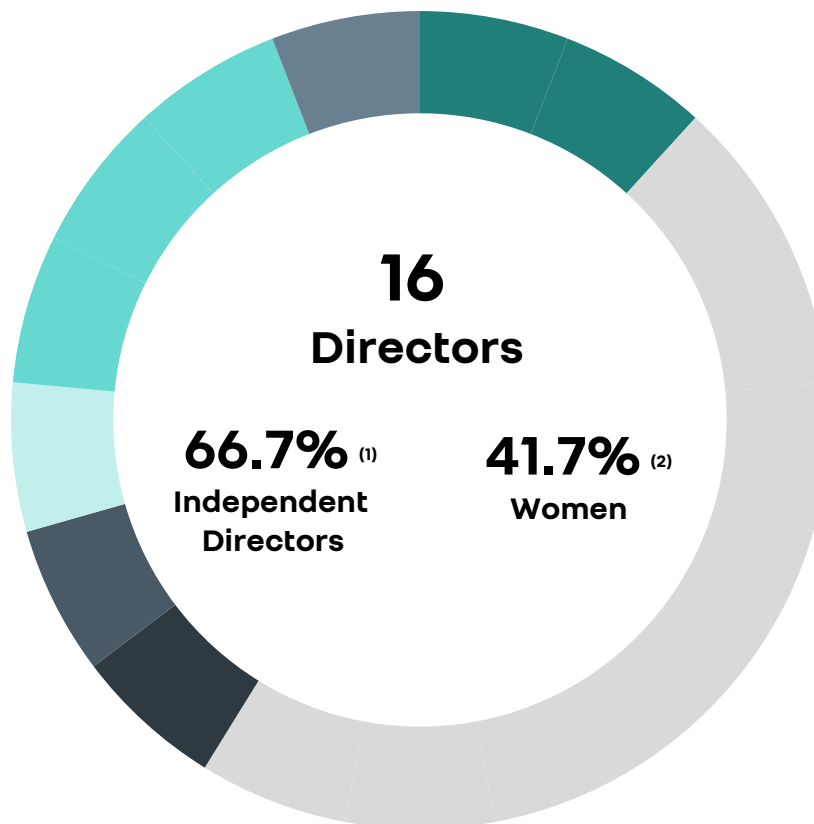
**Director**  
representing employee shareholders

 **Martin Vial**

**Director**  
designed by order as representative of the French State

 **Thomas Courbe**

**Director**  
appointed by the AGM upon proposal of the French State



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



**Yu Serizawa**   **Joji Tagawa**  
**Directors**

appointed by the AGM upon proposal of Nissan

 **Pierre Fleuriot\***



**Miriam Bensalah Chaqroun**   **Catherine Barba**   **Bernard Delpit**



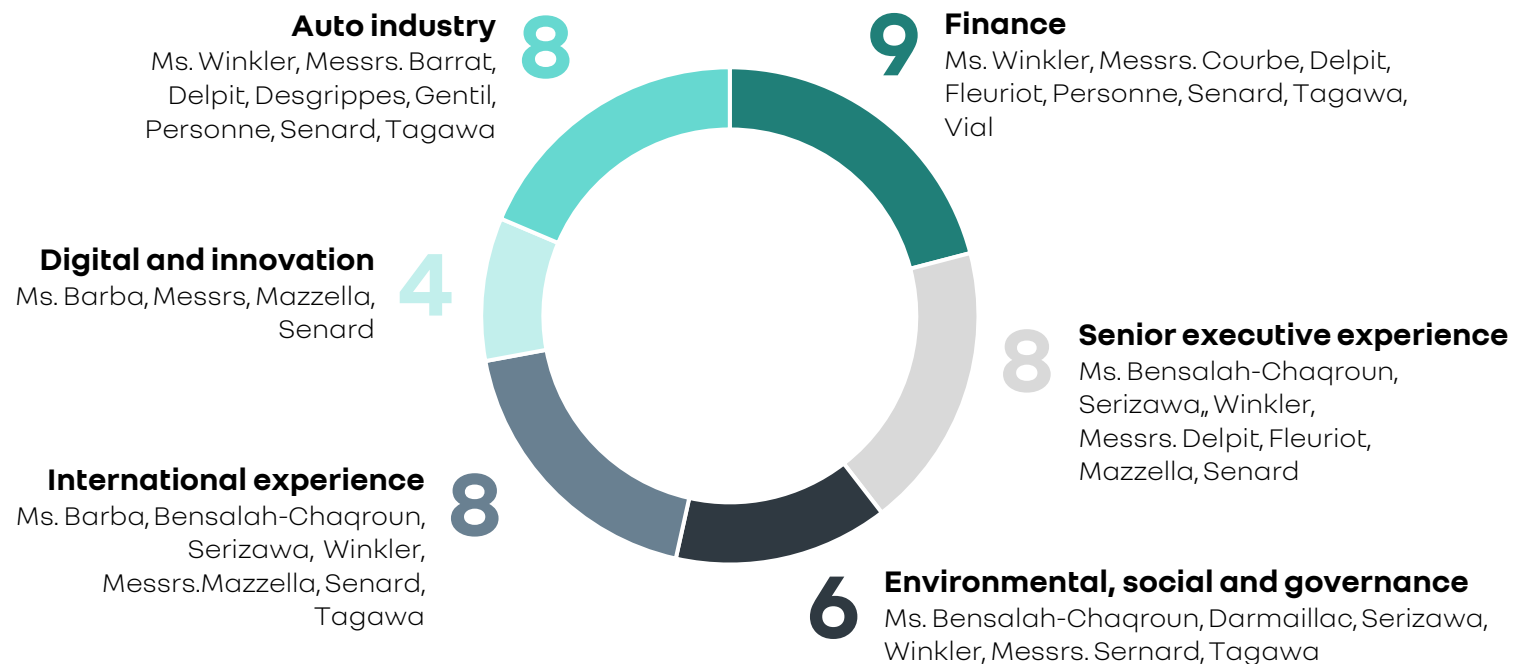
**Marie-Annick Darmaillacq**   **Frédéric Mazella**   **Annette Winkler**

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



Marie-Annick Darmaillac



Eric Personne




Martin Vial

**Permanent guest to the Committees meetings**




Jean-Dominique Senard

## Audit and Risks Committee




Bernard Delpit


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




Frédéric Barrat




Miriam Bensalah Chaqroun



Pierre Fleuriot




Joji Tagawa




Martin Vial

## Strategy and CSR Committee



Annette Winkler


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




Catherine Barba




Thomas Courbe



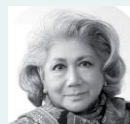
Noël Desgrippes



Richard Gentil



Frédéric Mazzella



Yu Serizawa

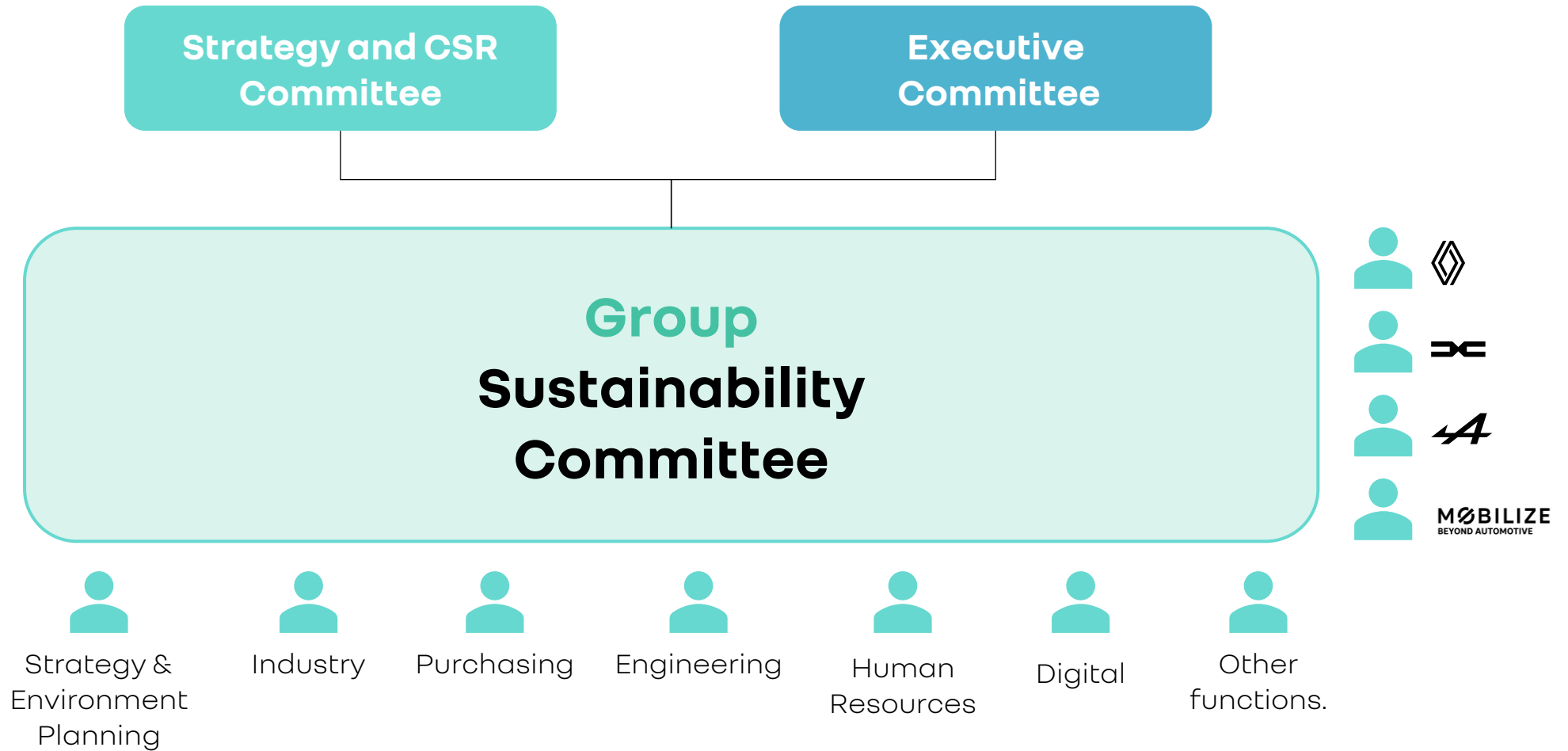
\* Excluding directors representing employees and employee shareholders



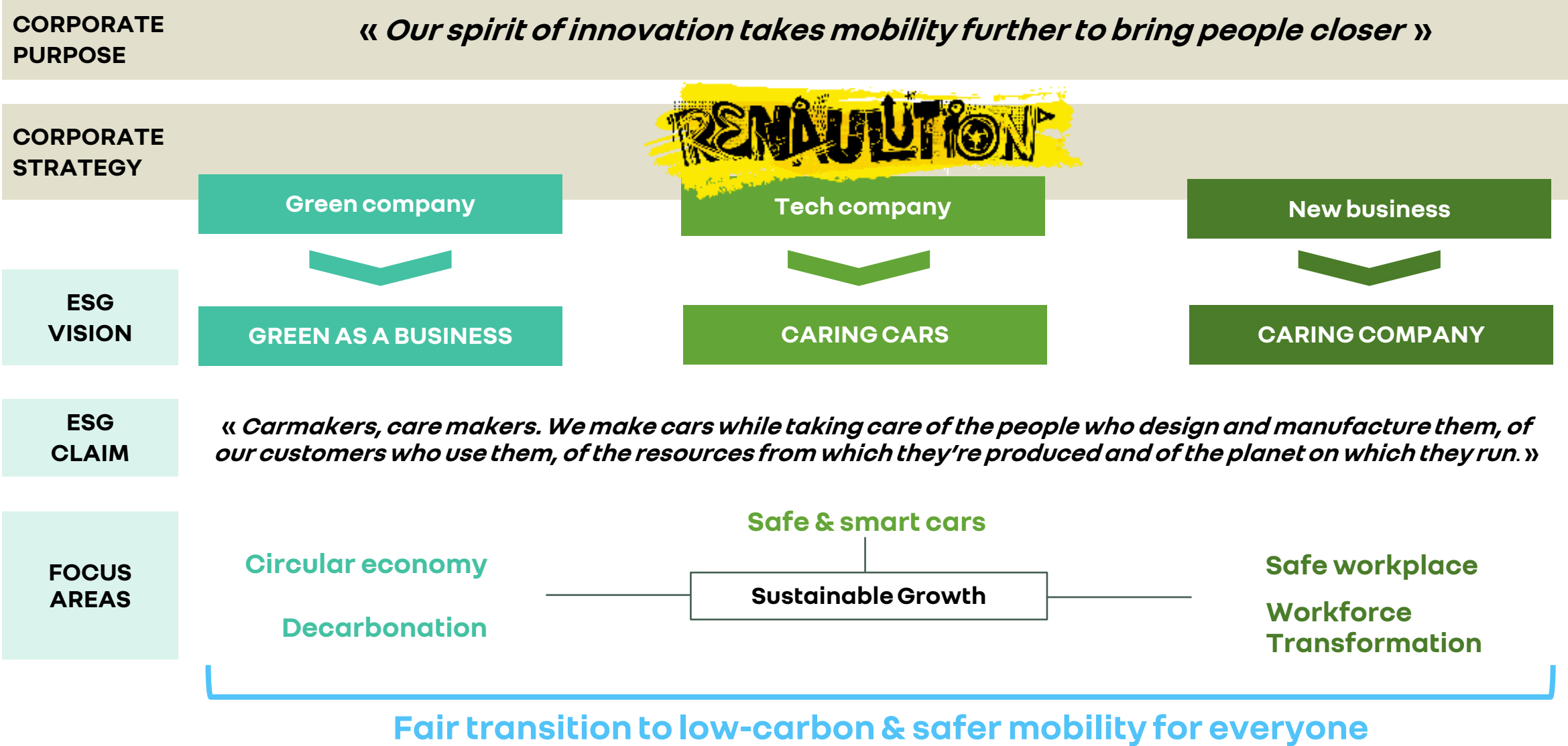
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# 03 Sustainability at Renault Group

# A dedicated governance for ESG



# Our ESG strategy ensures Renault's sustainable deployment



# Strong ambitions & strategic partnerships revealed in 2021

## Decarbonization: engaged



Suppliers

**-30%**  
CO<sub>2</sub> materials\*  
**-35%**  
CO<sub>2</sub> battery\*



Industry

**Decarbonization of all European plants by 2030**



Well-to-wheel

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



RG  
2030

New initiatives & partners

**Carbon neutrality**  
Europe 2040 & **Worldwide 2050**

\* versus 2019

## Circular economy: accelerate



Renovate

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



Recycle

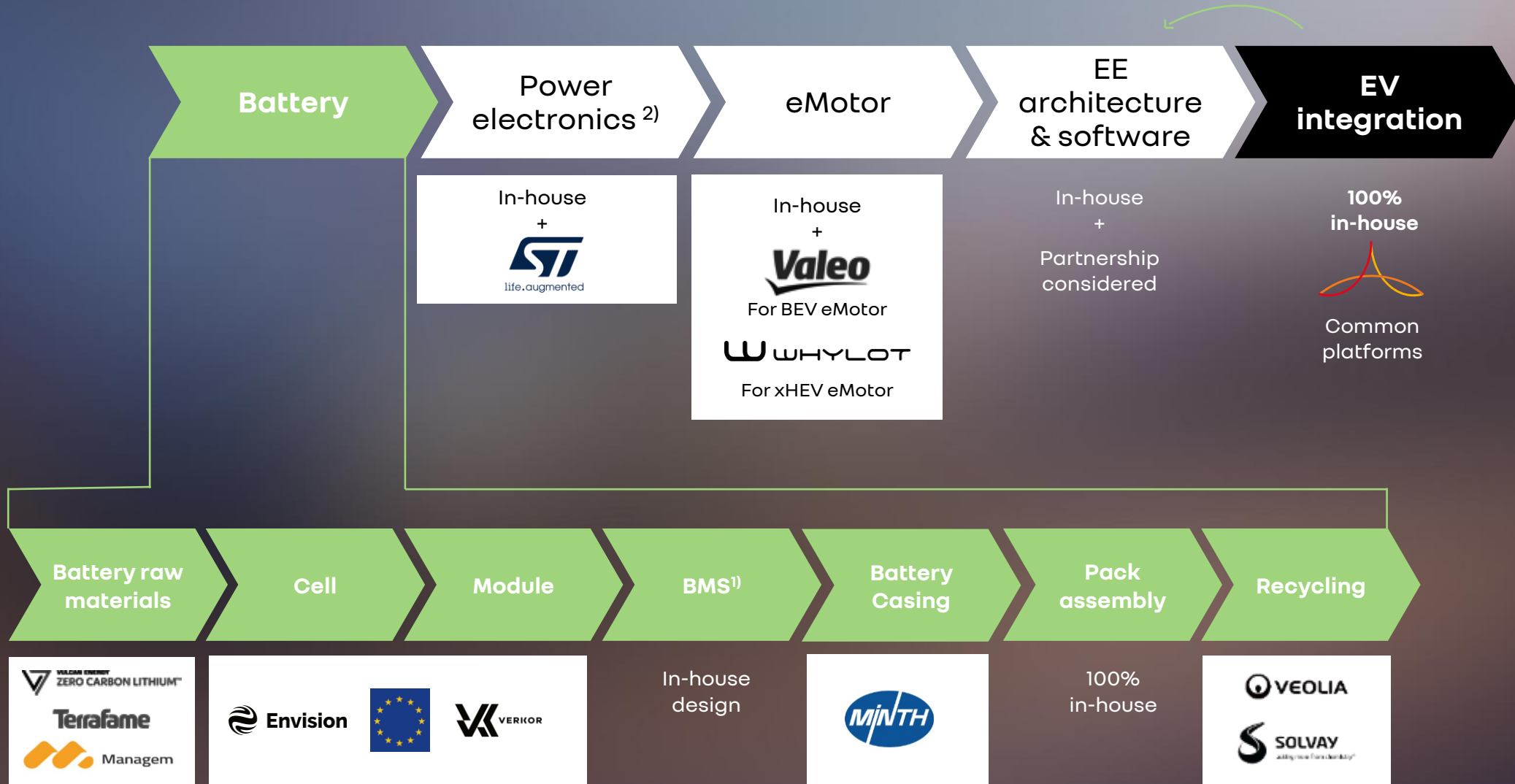
**80%** of recycled battery minerals injected in new batteries



**€1bn**

Revenue by 2030

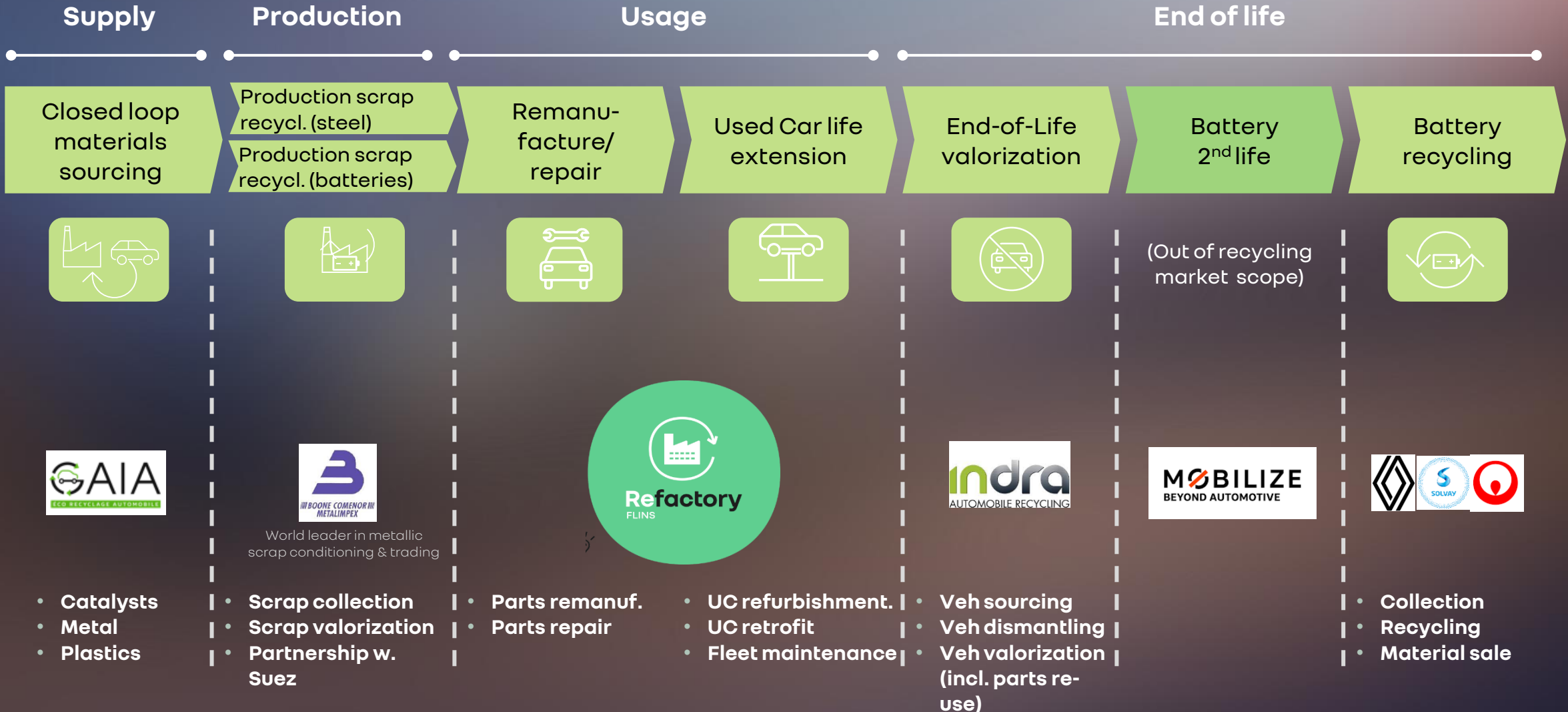
# EV value chain is developed through an ecosystemic approach



1) Battery Management System; 2) On-board charger + Inverter + DCDC



# Circular economy: an unrivalled value chain for vehicles



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

## 2<sup>nd</sup> life and recycling of batteries

**Refactory**  
Repair & dismantling

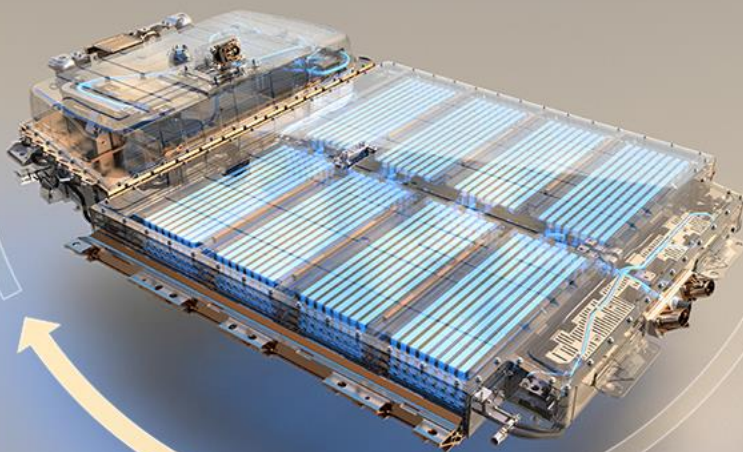
**MØBILIZE**  
BEYOND AUTOMOTIVE  
Stationary electricity storage

**indra**  
AUTOMOBILE RECYCLING  
Collection & dismantling

**VEOLIA** **SOLVAY**  
asking more from chemistry®  
Closed-loop recycling of battery metals

### -35% less CO<sub>2</sub> 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

**VERIKOR**  
High-performance & sustainable batteries

# CARING CARS



**Active safety**

**Passive safety**

Focus zone of car assessment programs

**Renault Group Safety strategy**

# 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

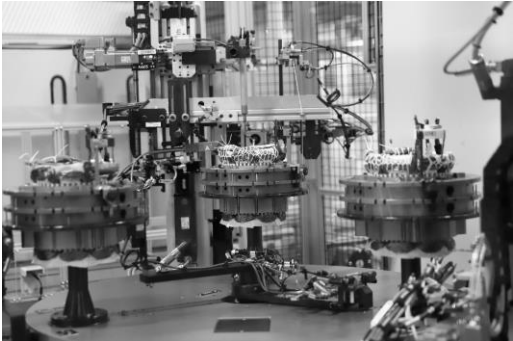
**50%** female trainees and apprentices by 2025

**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

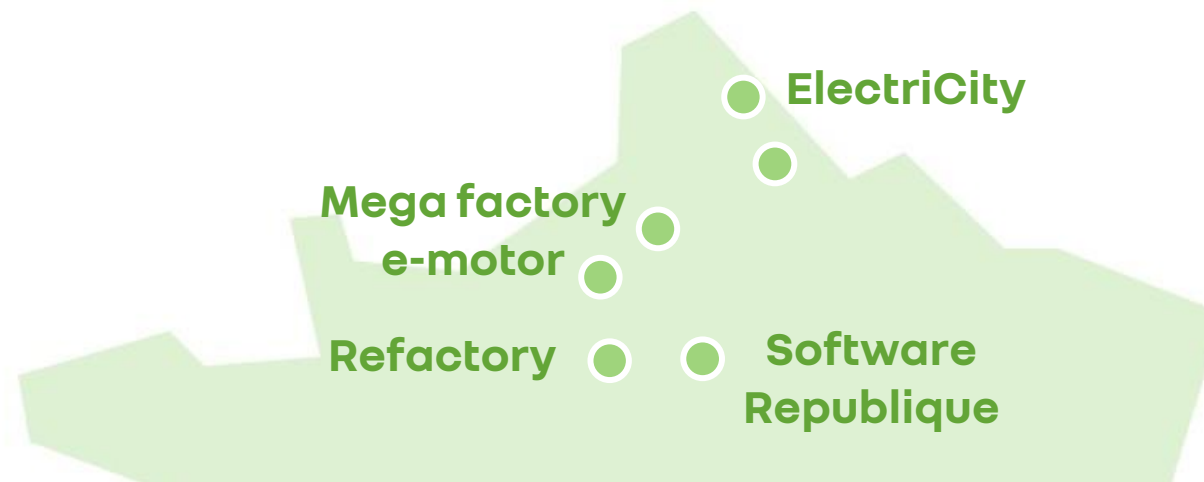


### 3 KNOWLEDGE AREAS 5+ CAMPUSES

**1** Electric Mobility Academy

**2** Circular Economy Academy

**3** Cybersecurity, Data & Software Academy



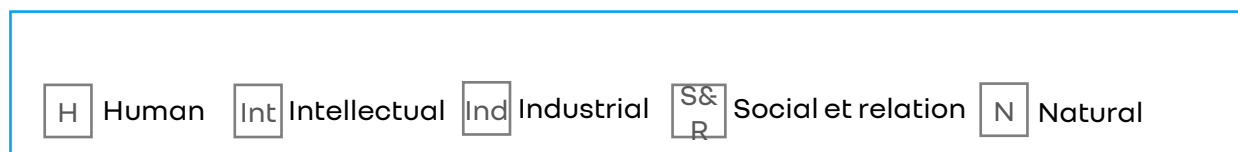
# ESG Objectives for value creation aligned on Renaulution Plan

## 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<br>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<br>24.3% : top 11,000 | H     |



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