

**Renault
Group**

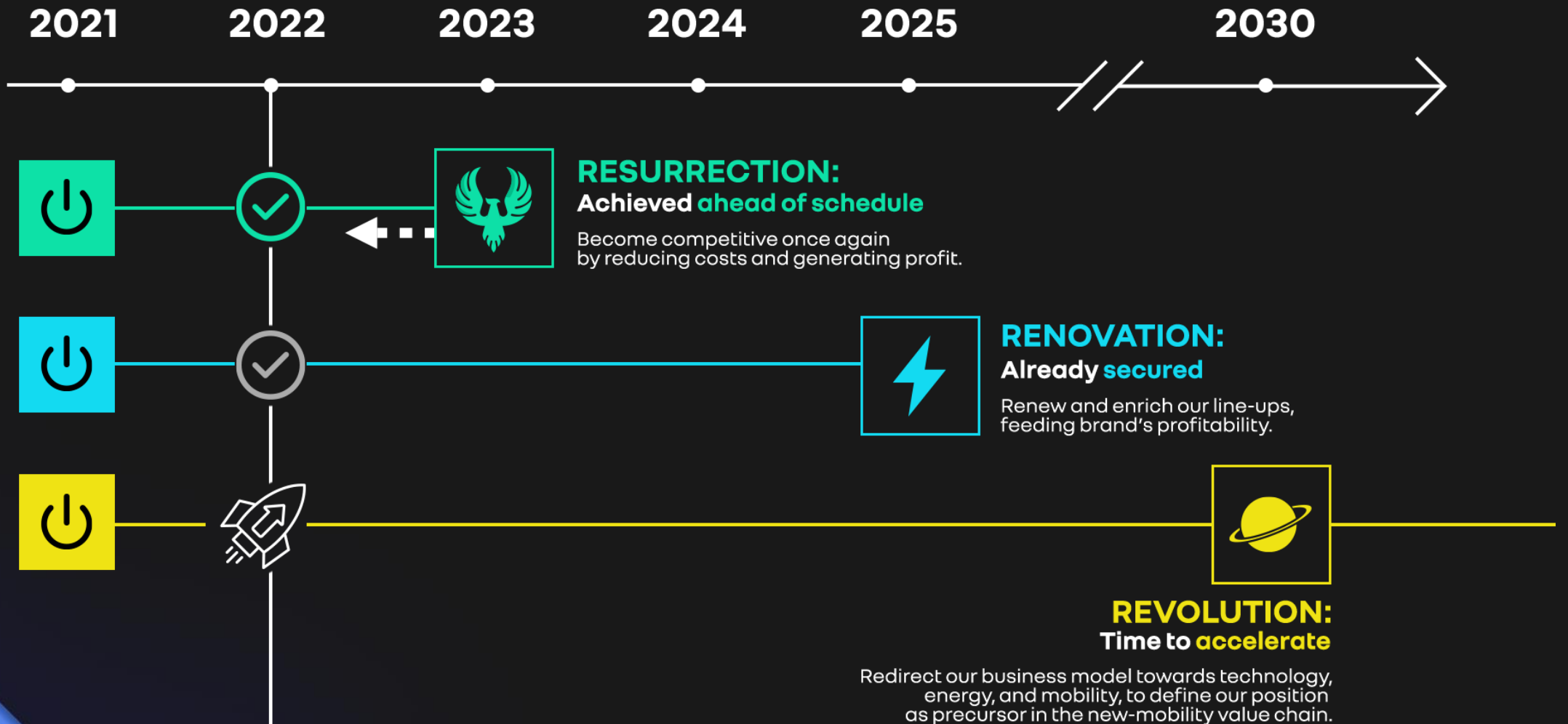
Santander ESG Event

September 14, 2023

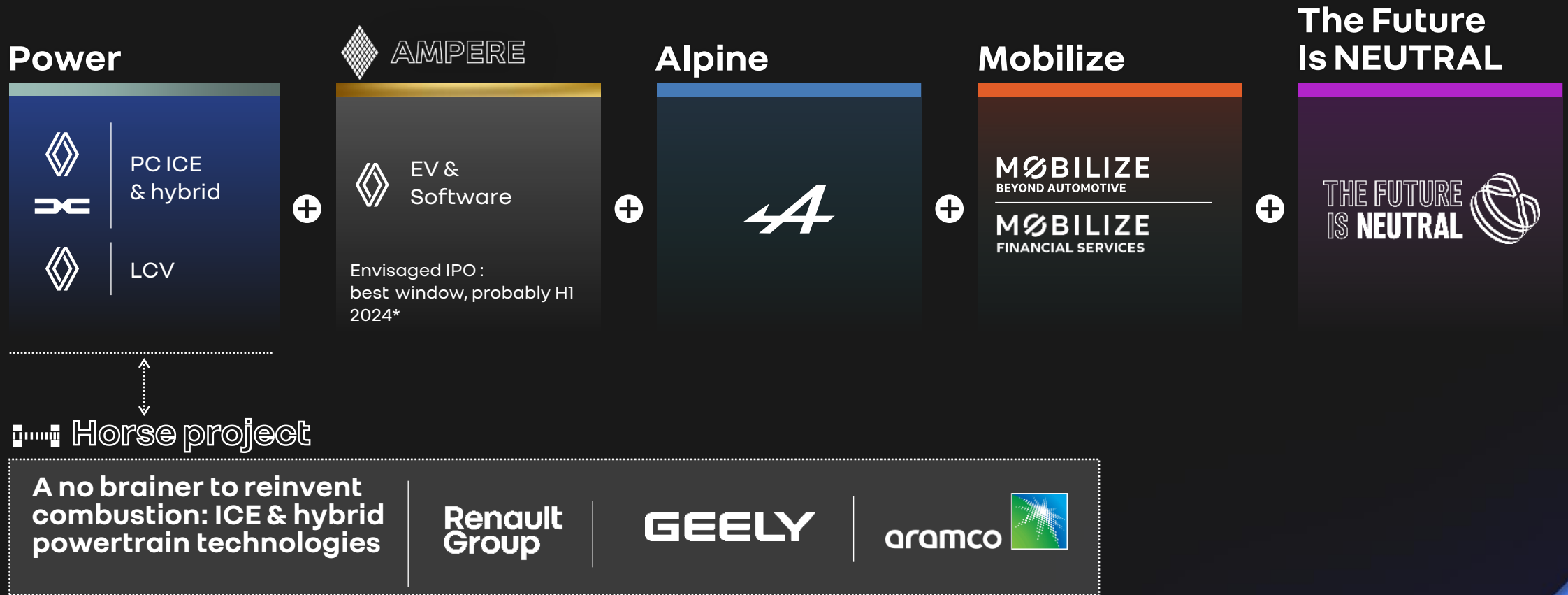
Cléa Martinet
Renault Group VP Sustainability



Renaulution strategy: time to accelerate the Revolution



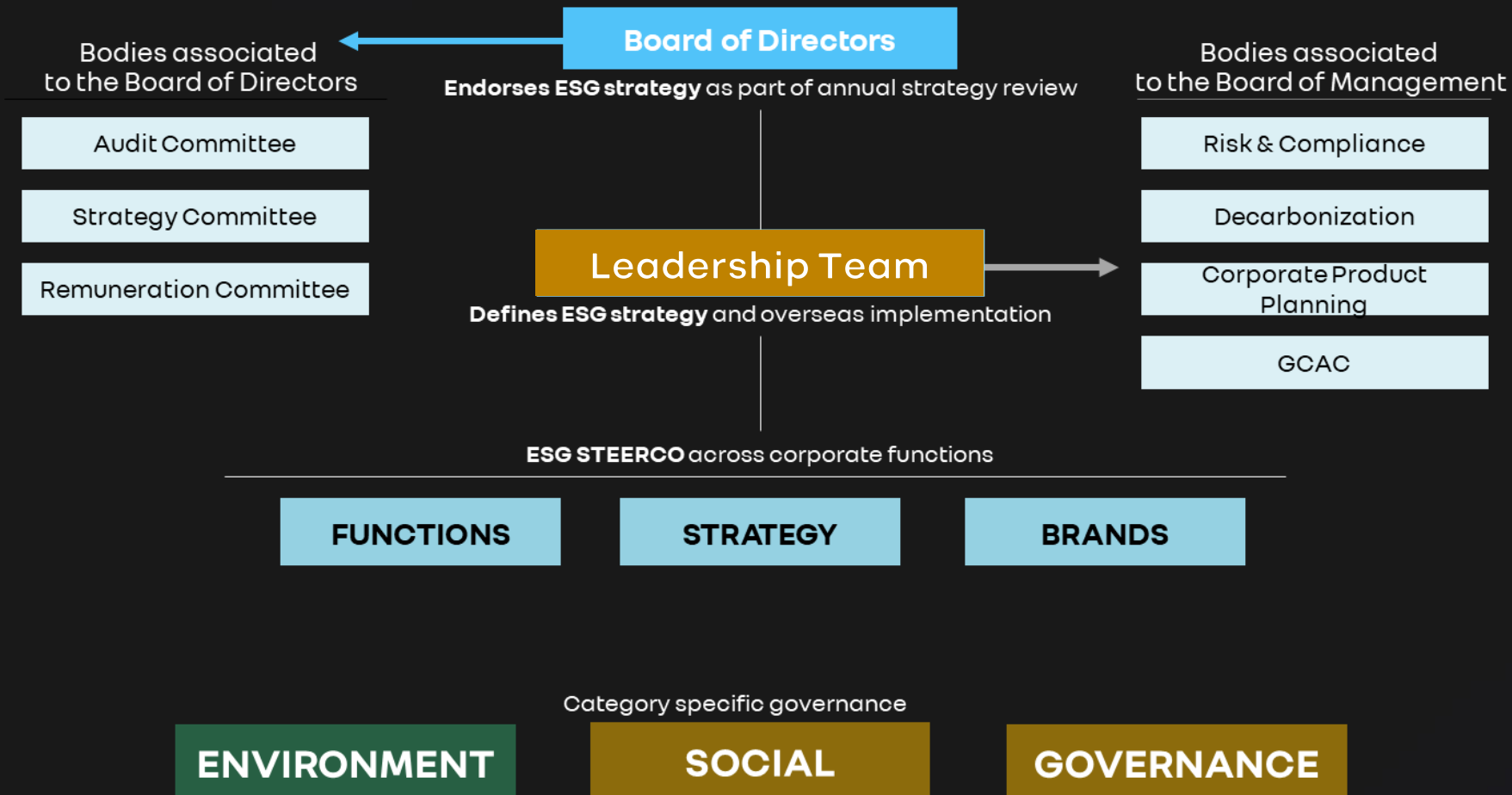
Revolution: Building a Next Gen automotive company



* Subject to market conditions

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

A dedicated governance for ESG



- **Governance is anchored** with the Board of Directors and the Board of Management
- **Ownership & responsibility** to drive actions is anchored in line of business
- A central **ESG steering committee** to coordinate activities
- The Board has committed to **link remuneration** to key ESG targets

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

Climate: 12 years of continuous progress in decarbonization

-25% commitment achieved

Net Zero

2010

38.3

2022

28.5

- **E-TECH technology:**

- **700k EVs** sold since 2010
- **270k hybrid** vehicles sold since 2019

- **-40%** CO₂ "industry" emissions (scopes 1&2) since 2010

- **50%** share of renewable electricity reached

Climate reporting:

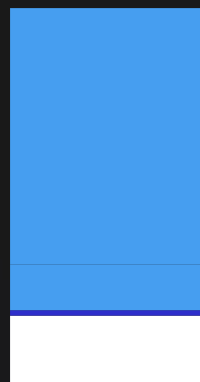
- Annual dedicated climate reporting in line with TCFD requirements
- External third party assurance
- Scope 1 & 2 : underway for 1.5°C SBTi certification, well-below 2°C target already certified

In t CO₂ eq/vh.
@150,000 km,
Renault, Dacia,
Alpine, RKM

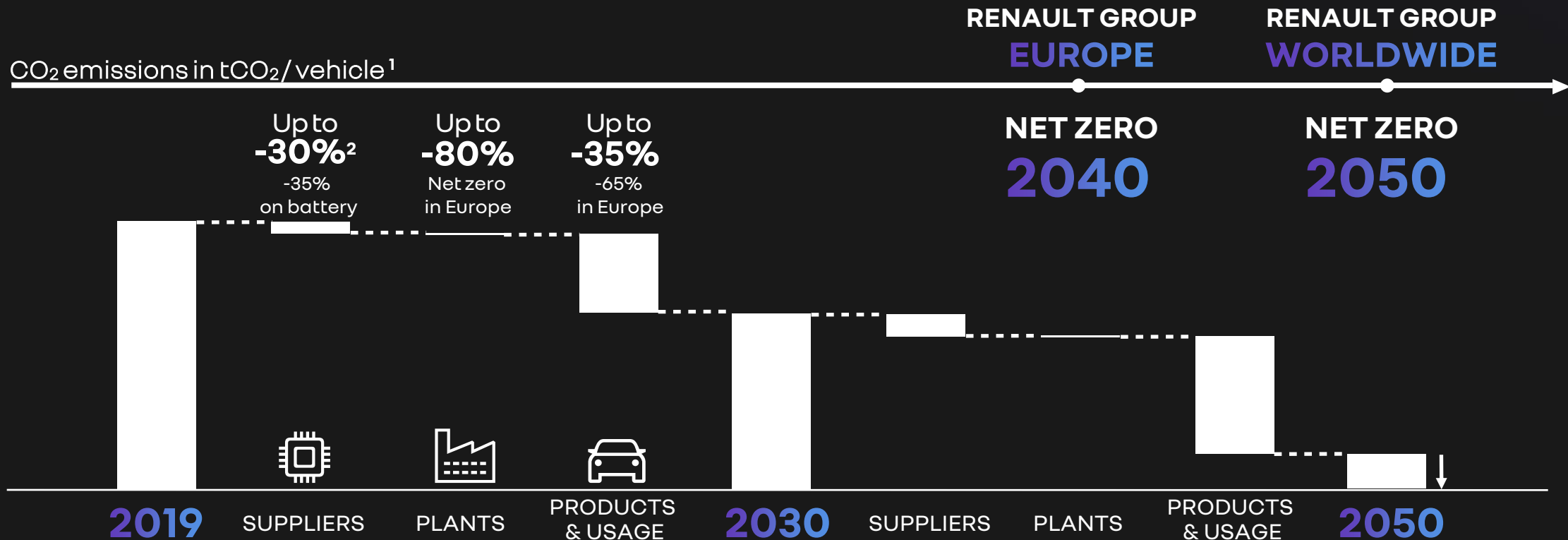
Scope 3 downstream
"usage"

Scopes 1&2
"industry"

Scope 3 upstream
"supply"



Renault Group road to carbon neutrality



1. cradle-to-grave emissions with 150,000 km lifetime
 2. CO₂e/kg material

→ Achieved through emission compensation actions (single-digit)

Embedded ESG targets for each focused businesses



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

Caring
for the climate

Caring
for the Resources

Caring
for the people

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



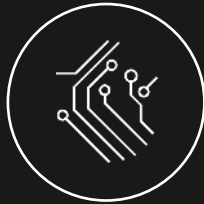
AMPERE

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

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

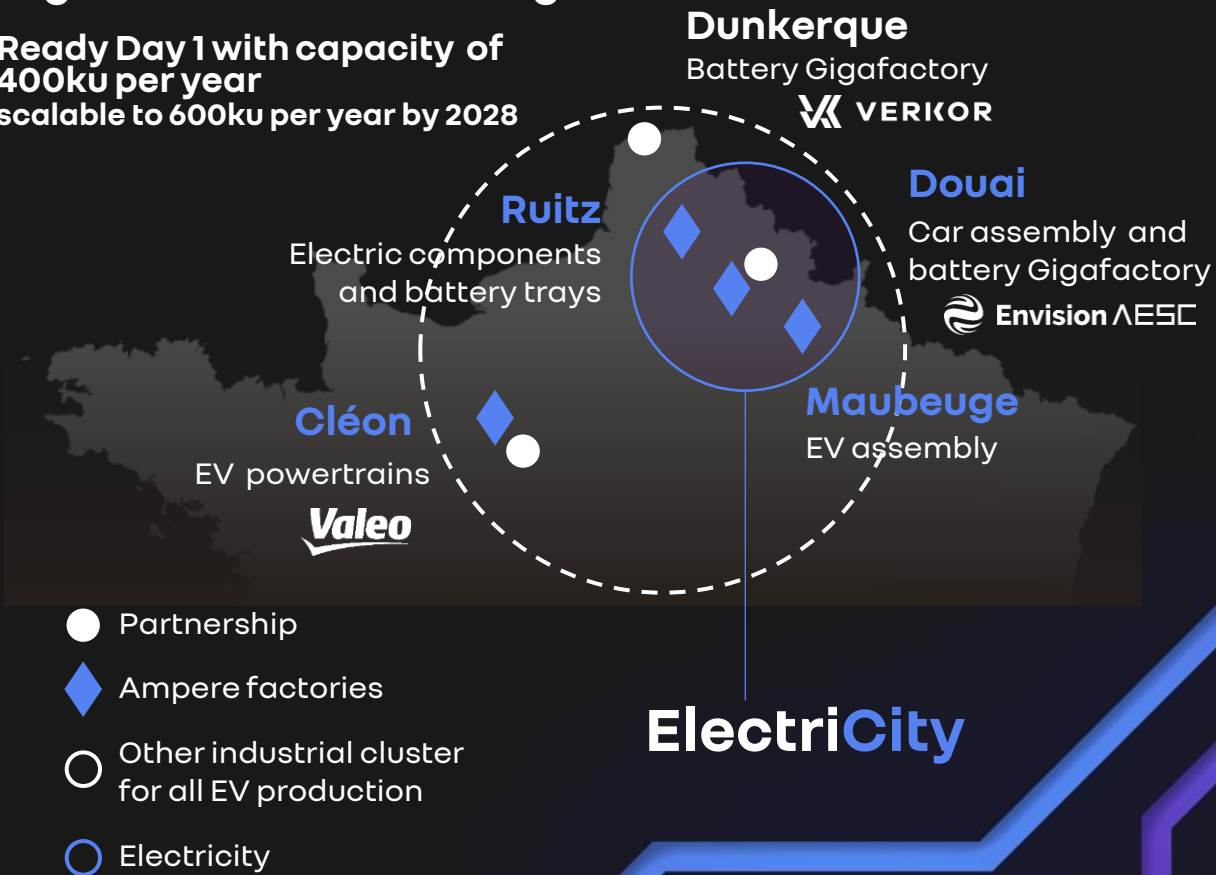
ElectriCity

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



AMPERE

Renault and its partners are currently building 2 GigaFactories in France



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



DOUAI

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



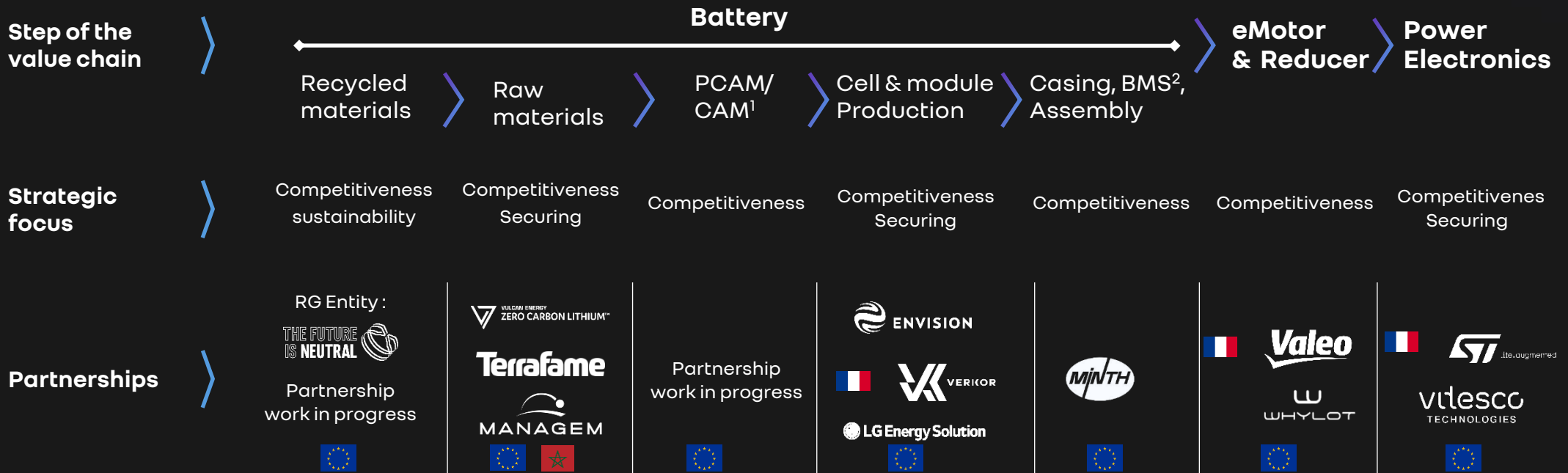
DUNKERQUE

- 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



Extensive coverage of EV value chain to secure supply & competitiveness

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



Towards a low-carbon, responsible and recyclable battery

2nd life and recycling of batteries

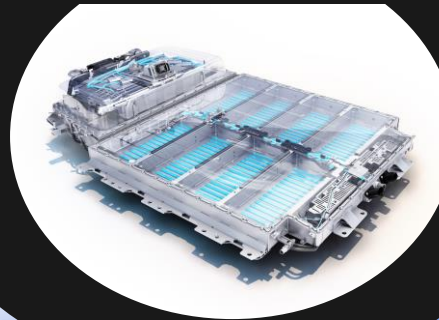
Q **Refactory**
repair & dismantling

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

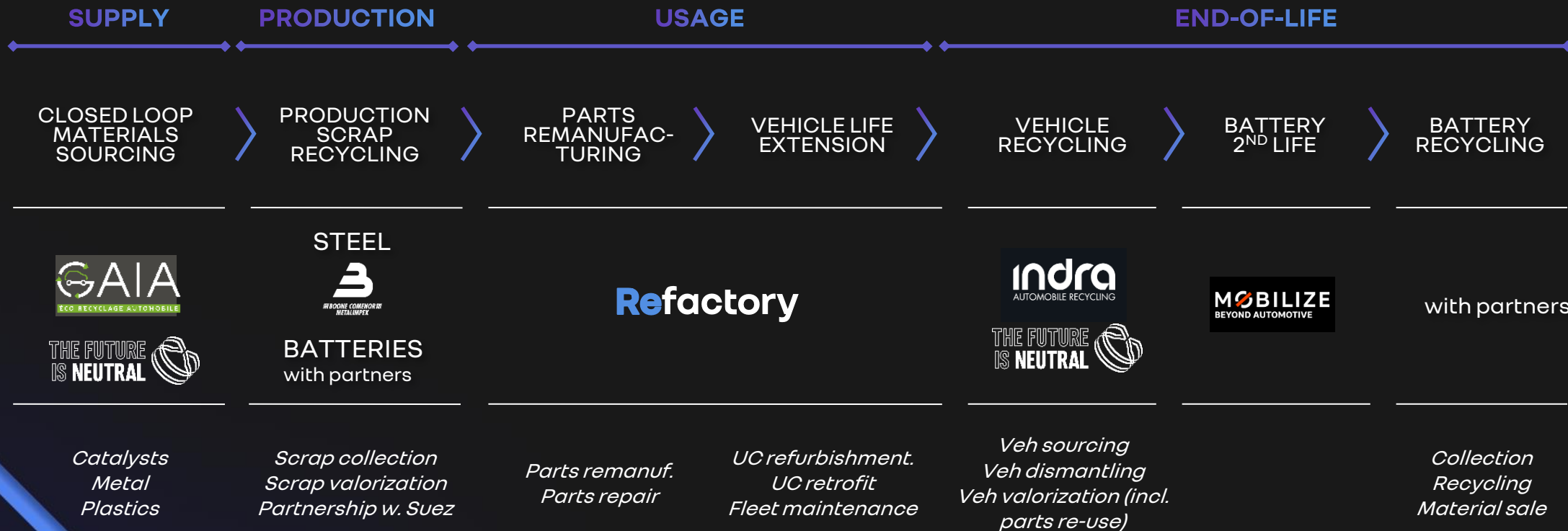
VERIKOR Q
high-performance & sustainable batteries

Circular economy solutions throughout the car's lifecycle

TODAY
~50%

VALUE CHAIN COVERAGE

2030
>90%



The Future Is NEUTRAL

The 1st 360° automotive circular economy entreprise
that creates high value

THE FUTURE
IS NEUTRAL 



PIONEER
IN AUTOMOTIVE
CLOSED LOOPS



GLOBAL LEADER
IN METAL PROCESS
SCRAP RECYCLING



RECOGNIZED
GLOBAL LEADER
OF VEHICLE
DISMANTLING

BATTERY
RECYCLING

FUTURE LEADER
IN BATTERY
CLOSED LOOPS

Sustainability embedded in our cars

All-new Scenic e-Tech electric



Safety

- Safety coach with safety score
- 30 ADAS and safety features
- QRescue Renault
- Fireman access / SD switch

Inclusion

- Made in France in reskilled/upskilled plant

Range up to 620 km WLTP

Ressources

- Up to 24% of recycled materials.
- More than 90% recyclability
- Battery durability, repairability & recyclability.

Climate

- Zero CO2e in use and production
- Rare earth free e-motor

Caring company, caring cars

Inclusive mobility

- **50% jobseekers** state they have refused training or employment due to a lack of mobility solutions

CareMakers

- Created to propose various personal mobility solutions (new cars, used cars, car maintenance & repair, carsharing...) in close collaboration with social authorities and microcredit specialists
- Already **2,000 people helped in France**, with measured impact on professional status
- More offers to develop, more countries to cover

Advanced safety

- **Still 16,000 road fatalities** In Europe every year



- A holistic approach that puts the driver at the center of everyone's safety:
 - Vehicle
 - Behavior
 - Infrastructure
 - Driving conditions
- 50+ safety features at R&D stage, aiming at being deployed on all models of all brands

Caring cars



Active safety

Passive safety

Focus zone of car assessment programs
(40% of accidents causes covered)

Renault Group Safety strategy

(70% of accidents causes covered)

ReKnow University: support the transition



>10,000 people
already trained

Sector-wide reskilling & upskilling

3 academies for future automotive skills

- Electric mobility
- Circular economy
- Software, cybersecurity & data

2025 ambition

- **15,000** upskilled & reskilled employees
- **4,500** external (students & external companies) trained to future auto industry skills

Renault Group gender diversity

Women representation targets

2022

2025

2028

2030

2040

2050

28.8 % in governing bodies
21.8% in top 4,000
25.5% in top 11,000
20.8% in all RG

30%
In governing
bodies

40%
in governing
bodies

30%
in top 4,000
& top 11,000

40%
in top 4,000
& top 11,000

50%
in top 4,000
& top 11,000

Zero gender pay gap by 2025