



**Renault
Group**

ESG CONFERENCE
Société Générale

March 29, 2023

Agenda

01

Renaulution, financial results, outlook

02

Sustainability at Renault Group





**Renault
Group**

01

Renaultution, Financial results & outlook

Renault Group key figures

4 brands for **>2** million vehicles sold



RENAULT

DACIA

DACIA



ALPINE

MOBILIZE

MOBILIZE

34 plants

3 innovation labs

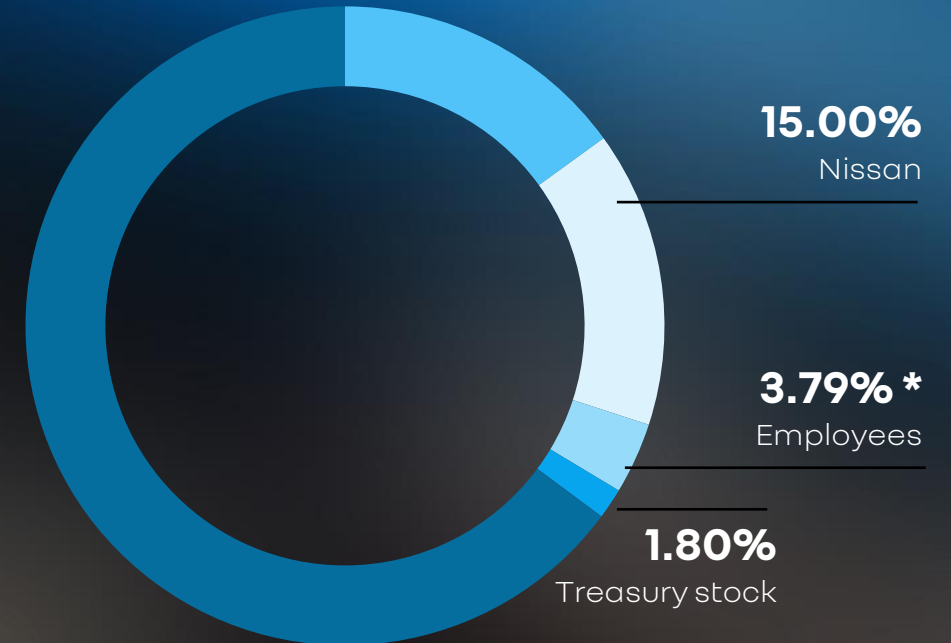
6 technical centers

106,000 employees

Breakdown of capital
as of December 31, 2021

64.40%
Public

15.01%
French State



* 4.7% post Renaultion employee Shareplan

2022 : a new Renaultution milestone achieved

Profitable growth

€46.4bn
Revenue

5.6%
Operating margin

Cash generation

€2.1bn
Free cash flow⁽¹⁾

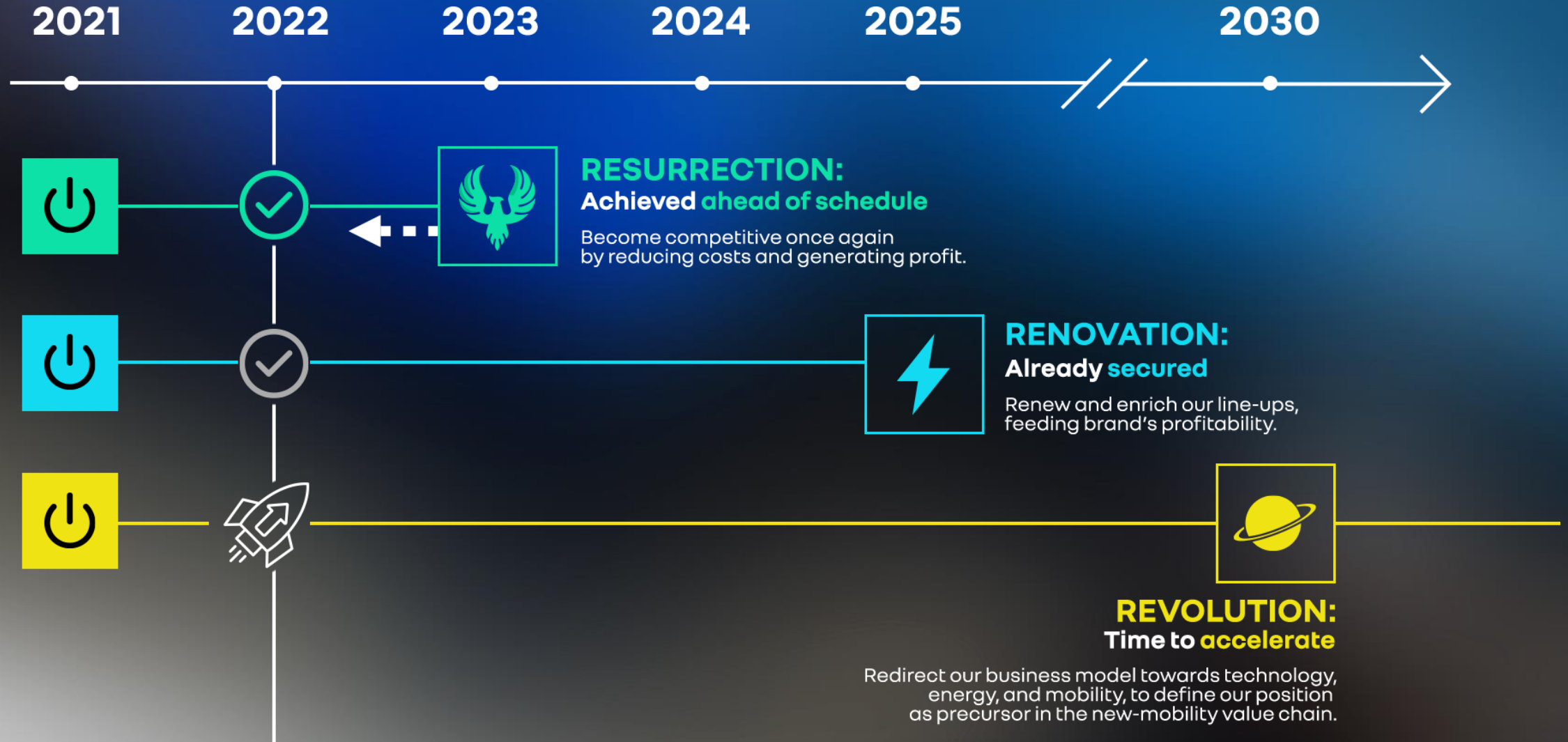
+€549m
Net financial position

Climate

-25%
teq CO₂/véh
vs 2010

(1) Automotive operational free cash flow

Renaulution: a 3-step plan



Building a Next Gen automotive company



* Subject to market conditions

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

High-value-creation operational projects

Key projects in
Latin America, India,
and **Europe**

3 dimensions:
markets, vehicles,
and **technologies**

Ampere

Nissan to invest as a
strategic shareholder

Mitsubishi Motors
considering to invest

Balanced governance & cross-shareholding

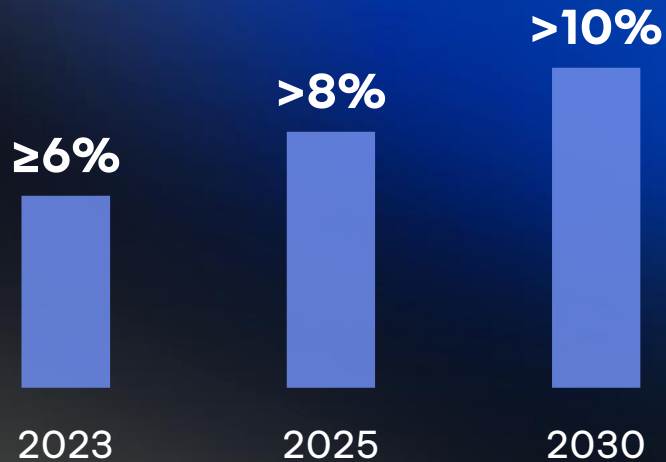
15%

cross-shareholding
with 15% voting rights

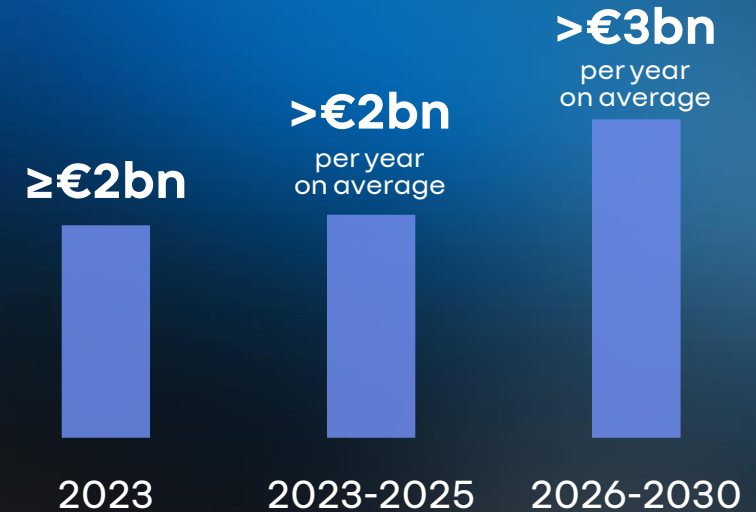
28.4% of Nissan shares
transferred into
a French trust

Financial outlook: new heights

Operating margin



Free cash-flow



- R&D / Capex < 8% of revenue over the period
- Mobilize Financial Services dividend >€500m p.a on average ⁽¹⁾

(1) Subject to regulatory and MFS board approvals

ROCE >30% from 2025

Value creation shared with our people: employee shareholding plan

Renault Shareplan

>95,000

employees benefitted from

6 free shares

&

>40,000

employees subscribed to **shares**
at a **preferential price**

Employee shareholding⁽¹⁾

4.7%

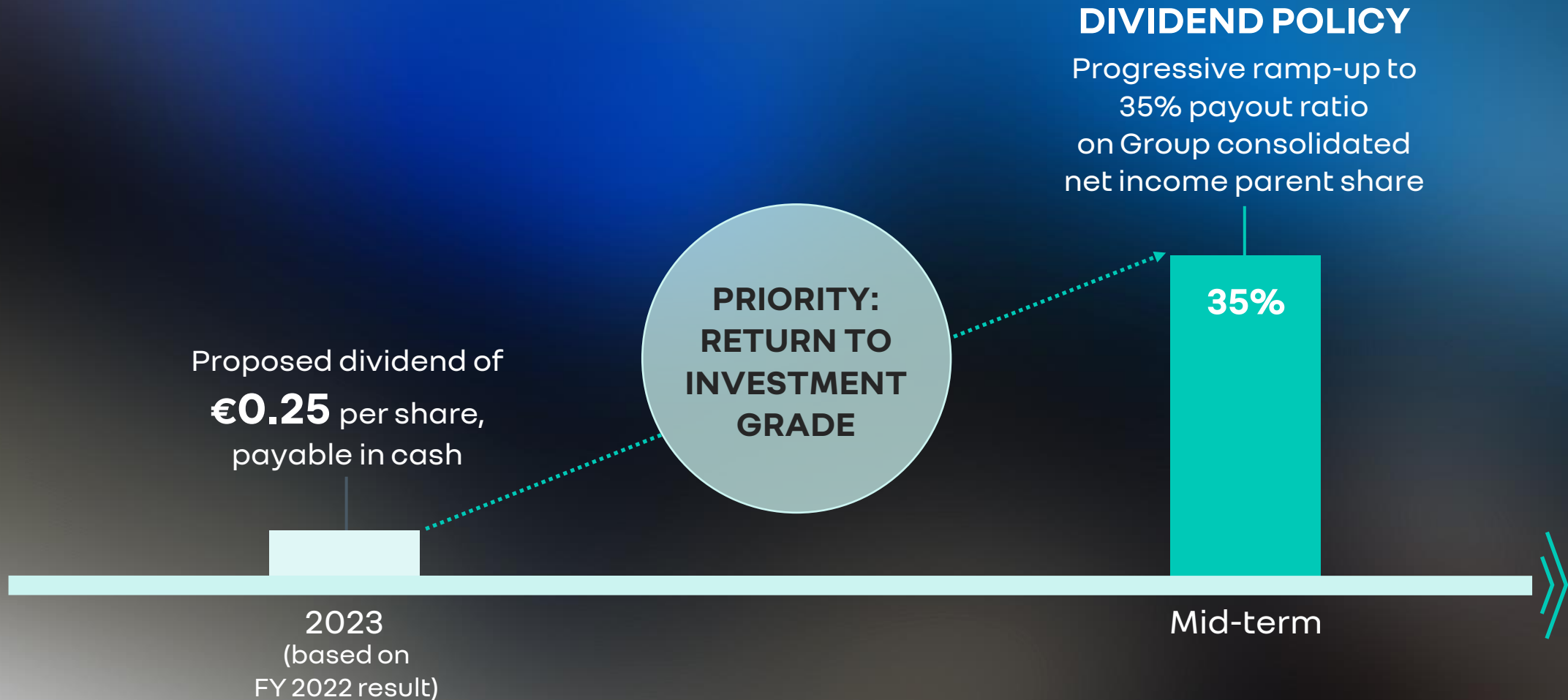
vs. 3.8% as of Dec. 31, 2022

Employee shareholding 2030 ambition

10%

(1) At the end of the *Renault Shareplan* operation on 7 February 2023

Value creation shared with our shareholders : reinstating the dividend





**Renault
Group**

02

Sustainability at Renault Group

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 ESG strategy ensures Renault's sustainable 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

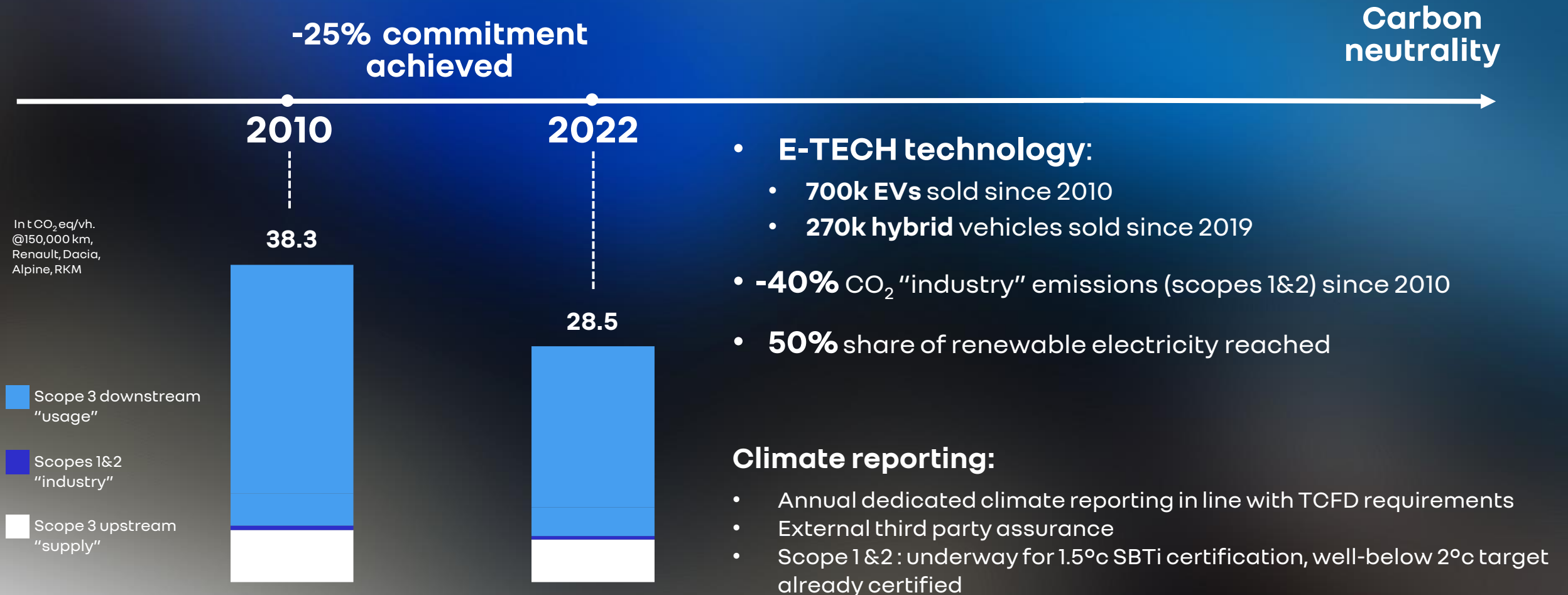
Sustainable Growth

Safe workplace
Workforce
Transformation

Fair transition to low-carbon & safer mobility for everyone

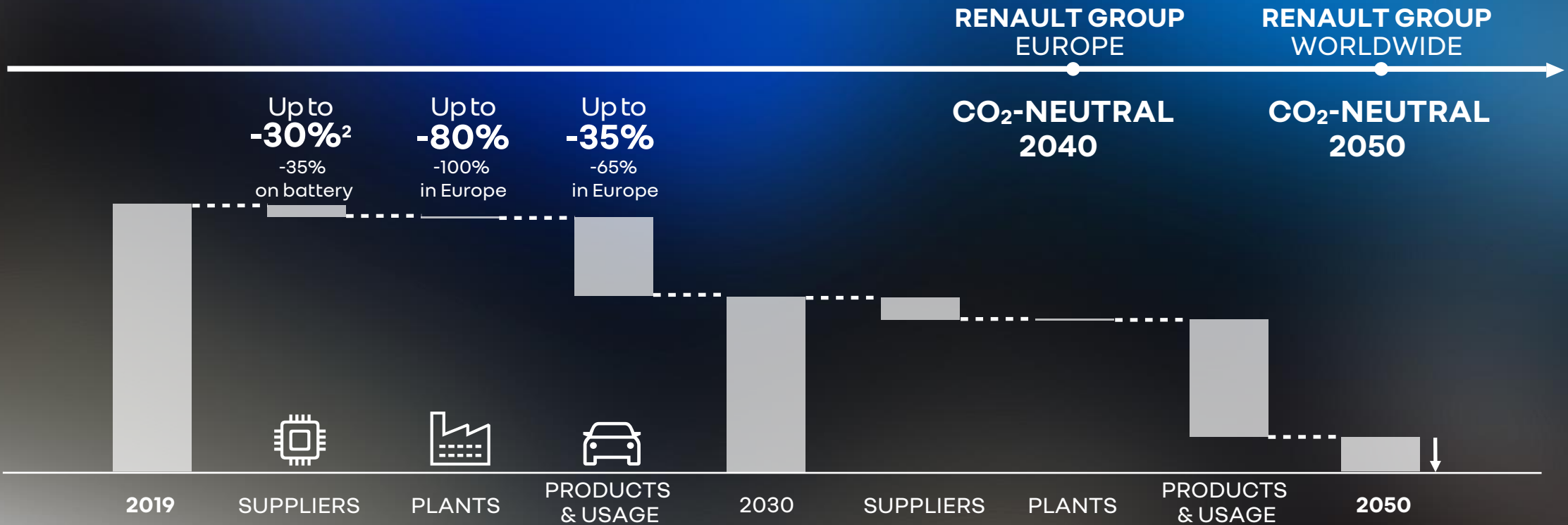
RG

Climate: 12 years of continuous progress in decarbonization



Leading the organization towards carbon neutrality

CO₂ emissions in tCO₂/vehicle
(cradle-to-grave emissions)¹



1. Assumption: 150,000 km lifetime
2. CO₂e/kg material

Focused businesses with embedded ESG targets



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

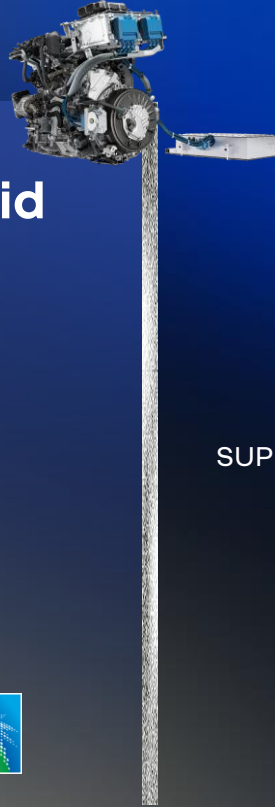
The Future Is NEUTRAL

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



A leading supplier of ICE & hybrid powertrain technologies

POWER



HORSE
#1 ICE & hybrid
powertrain
supplier

Renault
Group

GEELY



SUPPLIES



PC ICE
& hybrid



LCV

SELLS



THIRD PARTIES

HORSE at day 1

€15bn/year
revenue

5m units/year

8 customers

130 countries

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 growth (CAGR)

1 million

vehicles in 2031

80 %

EV profit pool coverage¹

2/3

vehicles in C-segment

80%

investments made
on the first 4 vehicles²



Megane
E-tech Electric



Renault 5



Renault 4



Scenic

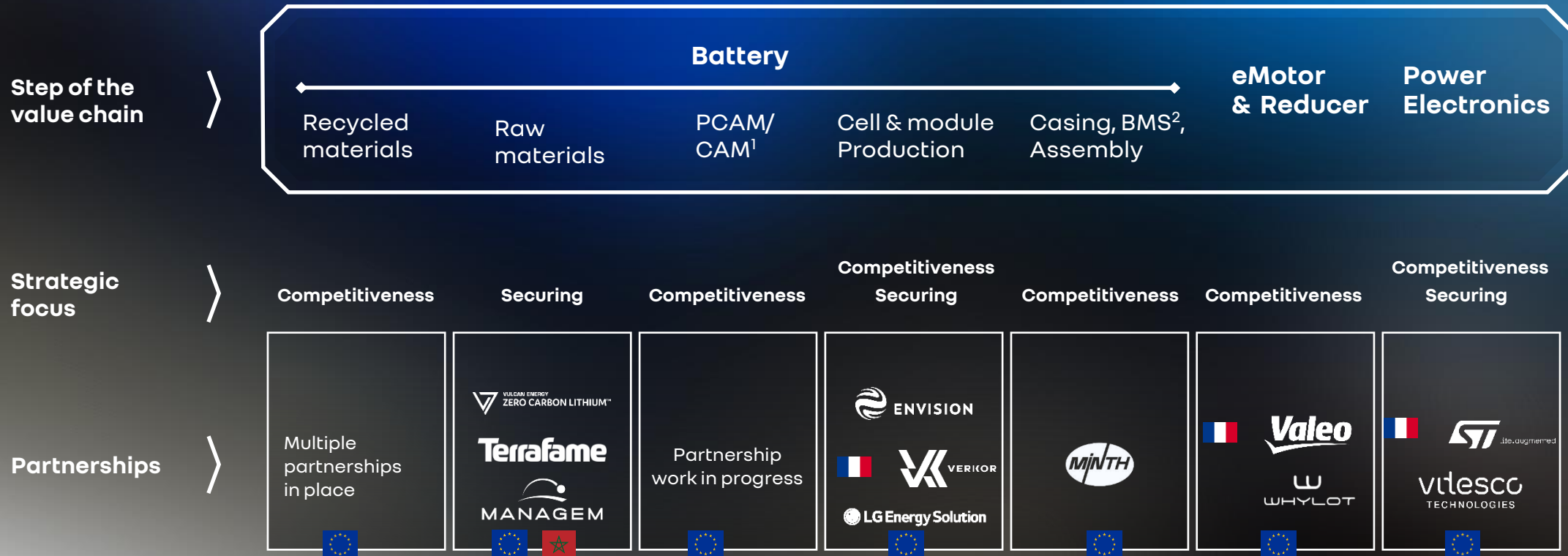


1. % coverage of EU mainstream EV profit pool

2. Cash cost, as of 2023 End Of Year

Extensive coverage of EV value chain to secure supply & competitiveness

**OVER 80 GWH BATTERY NEEDS IN 2030
80% COVERAGE BY 2030**



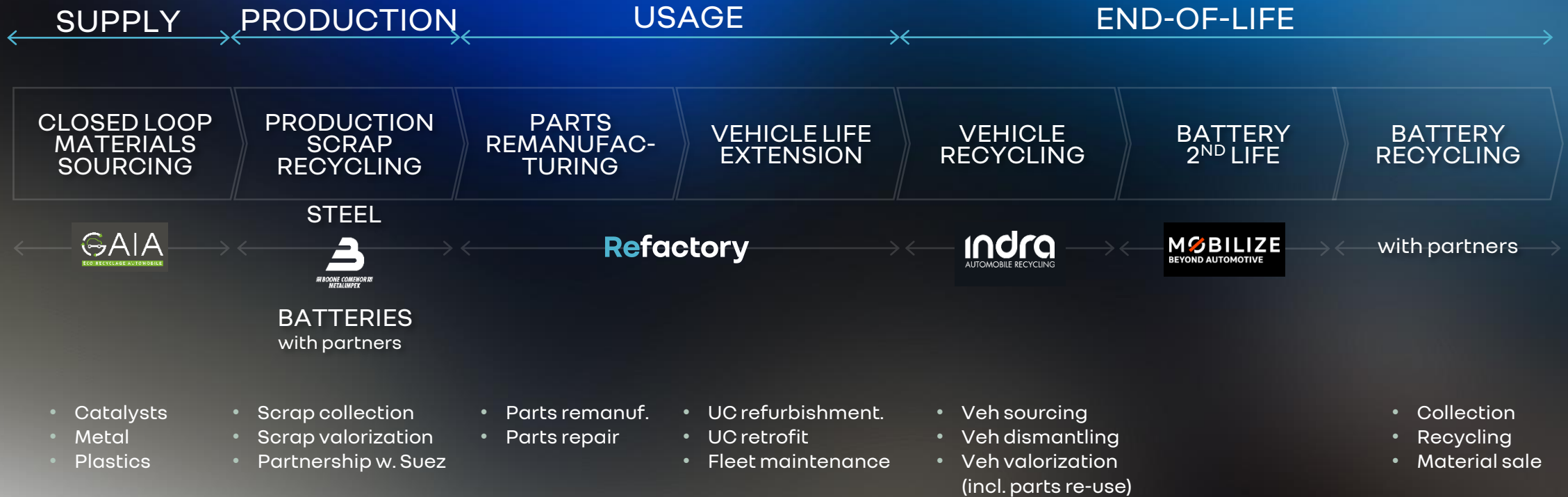
1- PCAM / CAM: Precursor / Cathod Active Material
2- BMS : Battery Management System

Circular economy solutions throughout the car's lifecycle

VALUE CHAIN COVERAGE

TODAY ~ 50%

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

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

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

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)