

A close-up, artistic photograph of a car battery. The battery cover is dark blue with the word 'BATTERY' embossed in white. The cover has a grid-like pattern of rectangular slots. The battery is set within a yellow and orange frame, possibly part of a car's body. The background is a vibrant, multi-colored gradient of yellow, orange, and blue.

Renault Group

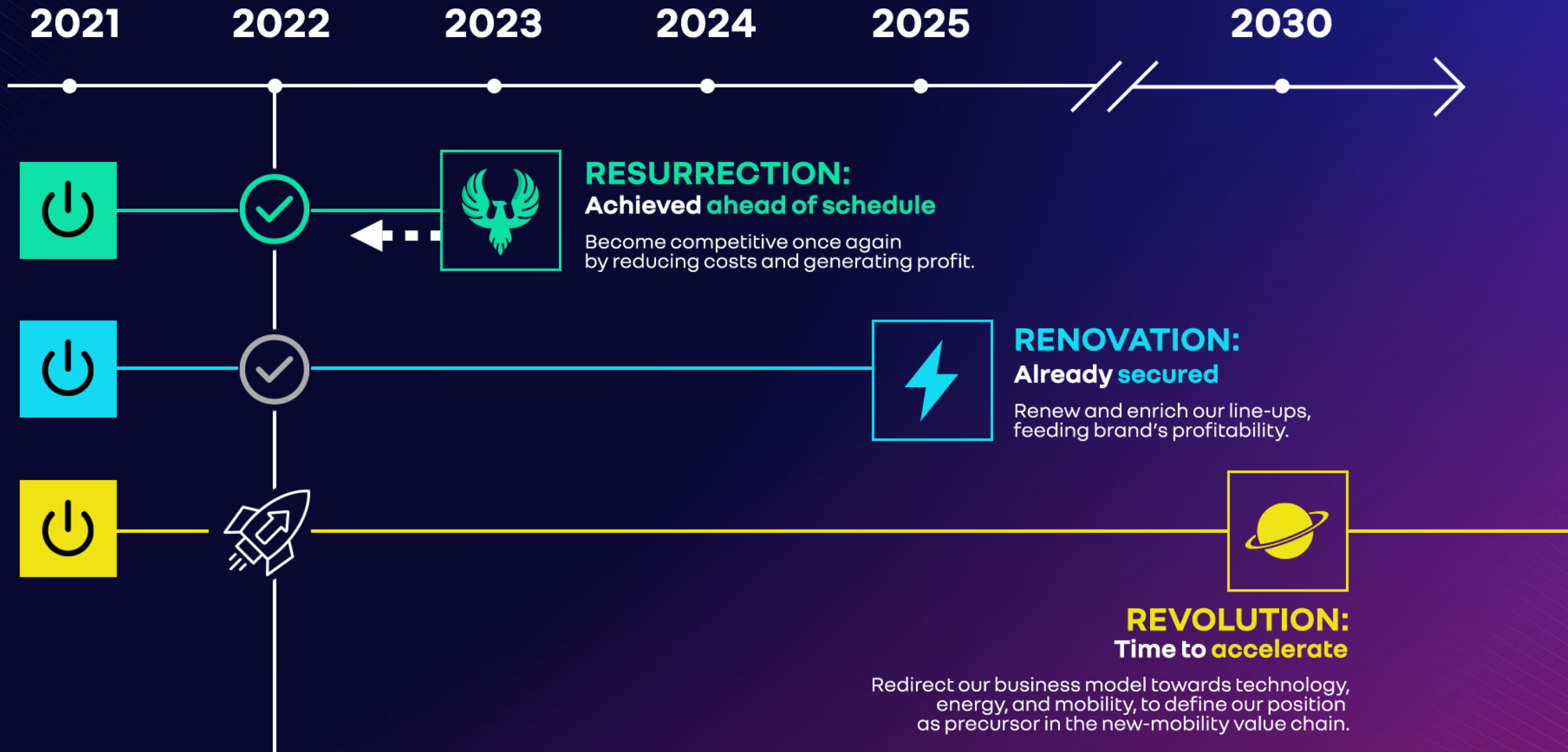
BNPP ESG Conference

SEPTEMBER 24, 2024

Cléa Martinet - VP Sustainability

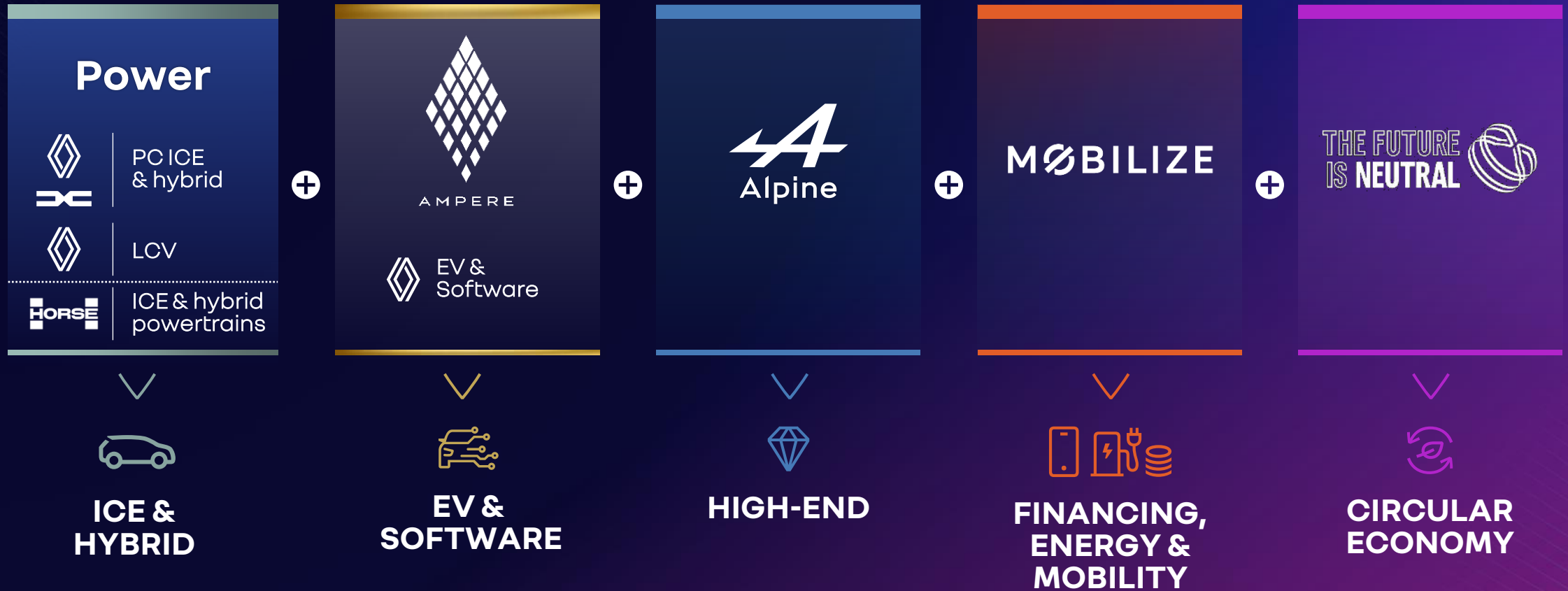


A 3-step plan launched in 2021

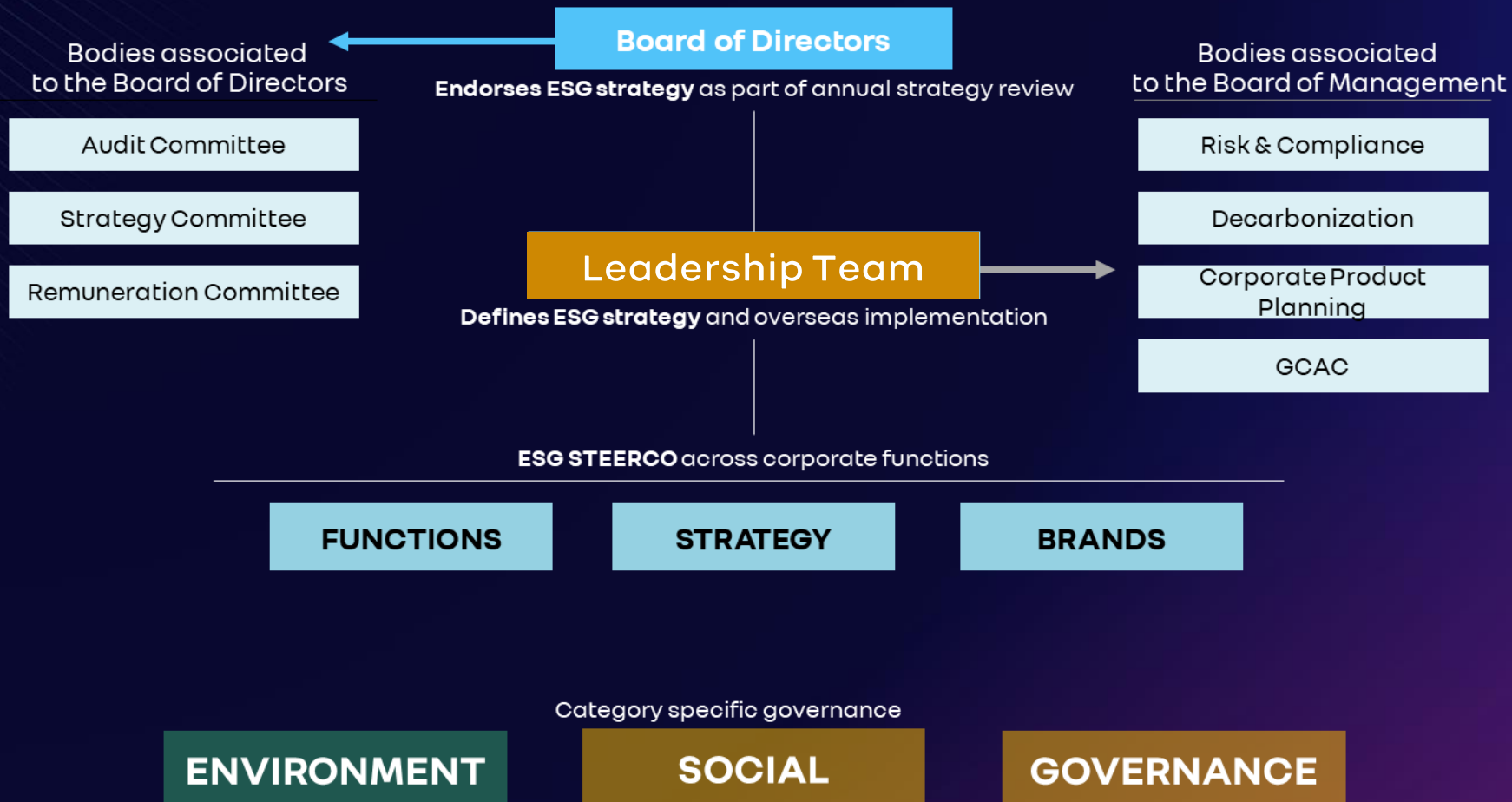


Addressing each value chain

A focused & agile organization



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

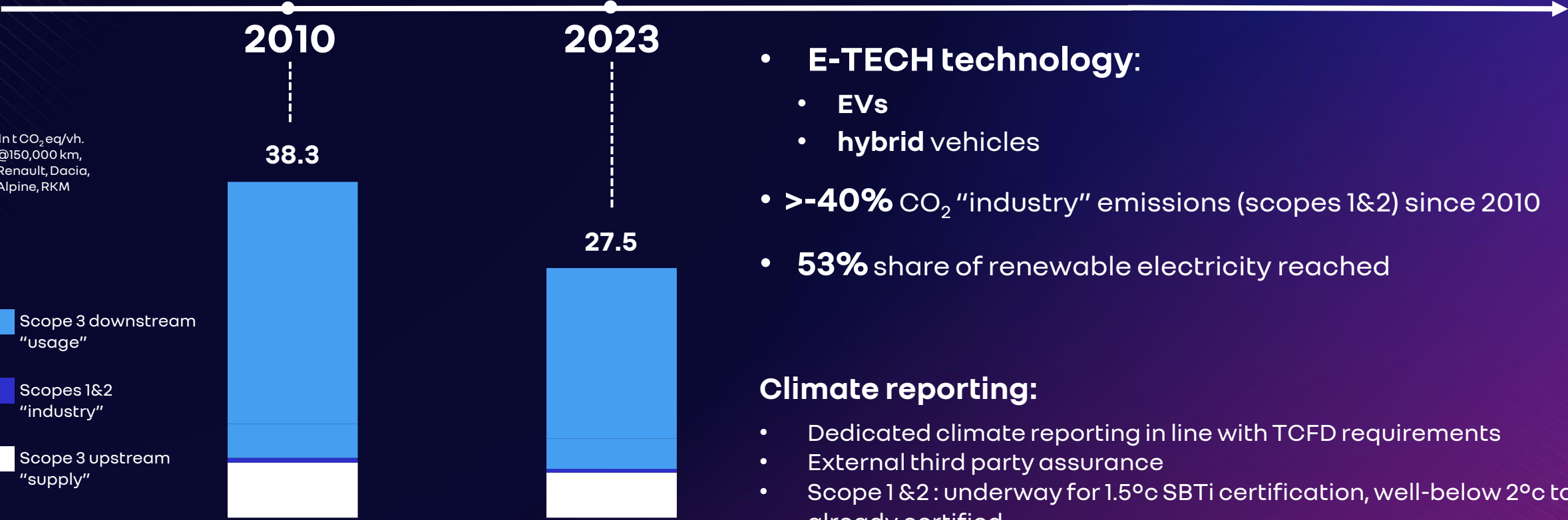
Fair transition to low-carbon & safer mobility for everyone

RG

Climate: 12 years of continuous progress in decarbonization

-28% commitment achieved

Net zero Carbon*



E-TECH technology:

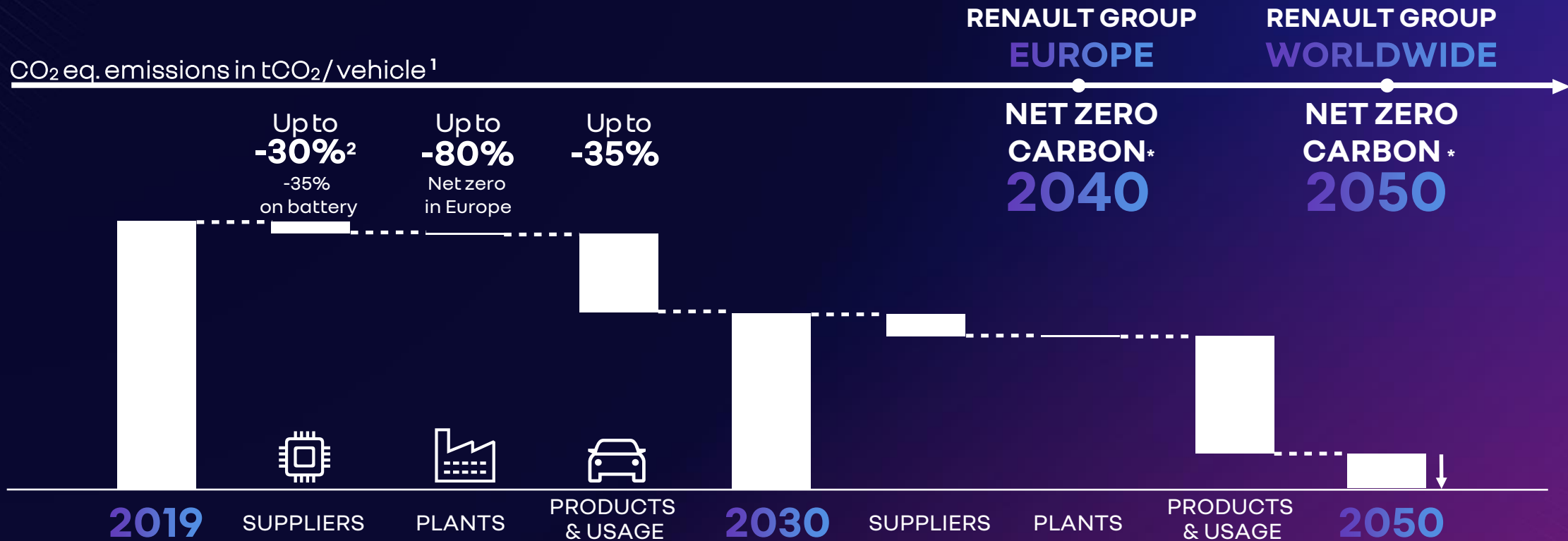
- EVs
- hybrid vehicles
- **>-40%** CO₂ "industry" emissions (scopes 1&2) since 2010
- **53%** share of renewable electricity reached

Climate reporting:

- 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

* Achieved through emission compensation actions (single-digit)

Renault Group road to carbon neutrality



1. cradle-to-grave emissions with 200,000 km lifetime RDE
 2. CO₂e/kg material

Embedded ESG targets for each focused businesses

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



Power

- Affordable mobility
- Up to -70% CO₂ emissions per vehicle by 2030

Ampere

- 100% EV line-up
- ElectriCity Net zero carbon* 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

Launching the product offensive across all our brands

EV PC
for Europe



RENAULT SCENIC E-TECH



RENAULT 5 E-TECH



ALPINE A290*



DACIA NEW SPRING

ICE/HYBRID PC
for Europe



RENAULT RAFALE



RENAULT SYMBIOZ



DACIA ALL-NEW DUSTER



RENAULT CAPTUR (phase II)

ICE/HYBRID PC
for International



RENAULT KARDIAN



RENAULT DUSTER



RENAULT GRAND KOLEOS

LCV



RENAULT MASTER

EV PC
for Europe & International



RENAULT 4 E-TECH*



MOBILIZE DUO/BENTO*



ALPINE C-XO GT
(Europe & international)



RENAULT (international)

ICE/HYBRID PC
For Europe & International



DACIA BIGSTER



RENAULT C-SUV
(international)



RENAULT



2 RENAULT
FACELIFTS

Electric vehicle
(100% electric exclusively or as part of the powertrains proposed for Renault Master)

(*) Visual shown is a showcar

2024

2025

RG

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%

2023-2031 annual
revenue growth¹
(CAGR)

80%

investments made
on the first 4 vehicles²

-40%

cost reduction
on a car-by-car basis⁽³⁾ by 2027/2028
(next generation vs. Megane/Scenic)



Megane
E-Tech electric
June 2022



Scenic
E-Tech Electric
early 2024



Renault 5
H2 2024



Renault 4
2025



Twingo
2026

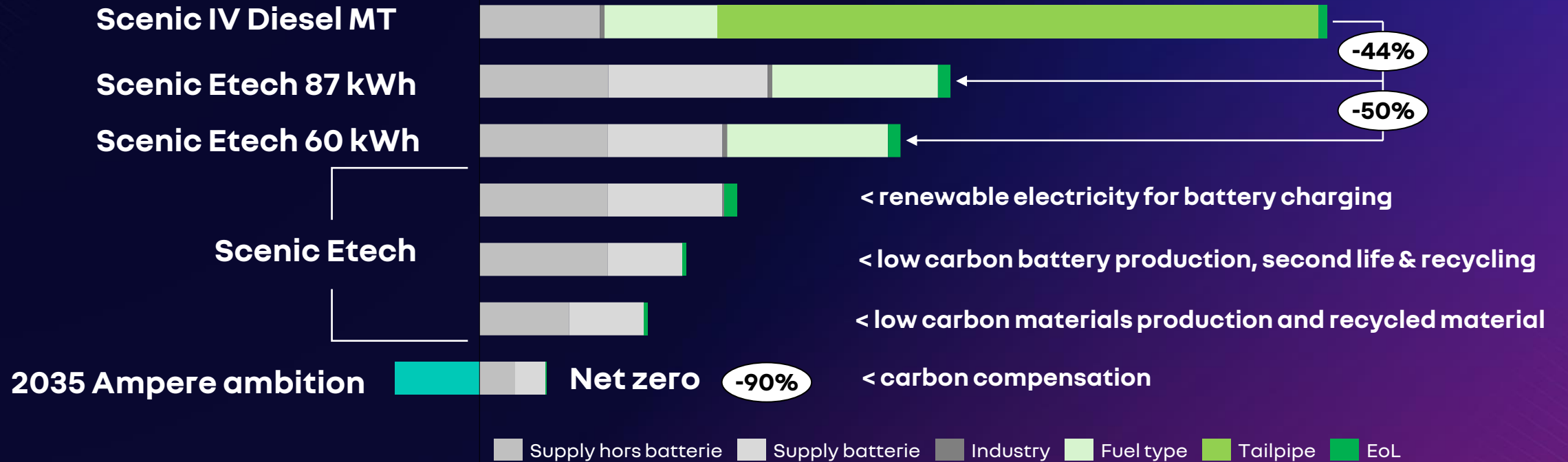


1- target
2- Cash cost, as of 2023 End Of Year
3- Excluding incremental benefits from mix and volume effects

The electric vehicles ramp-up towards net zero carbon

Global warming potential from life cycle assessment

2024, in tCO₂ eq./vehicle cradle to grave* @200 000 km, real drive emission, 15 years



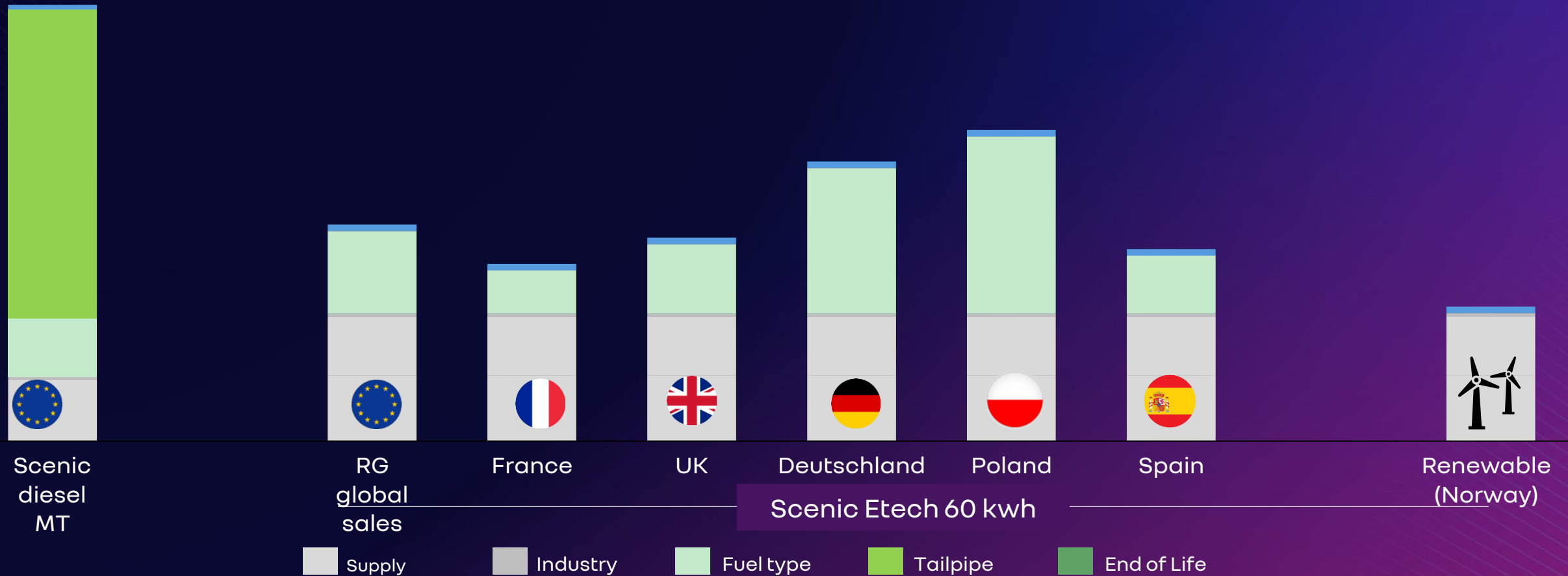
*RG carbon footprint methodology 2024.N model, use phase = WLTP+20%

The CO₂ balance of an electric vehicle depends on the power mix of country's usage

CO₂ balance*

Electricity trend from IEA/Enerdata

in tCO₂ eq./vehicle @200 000 km



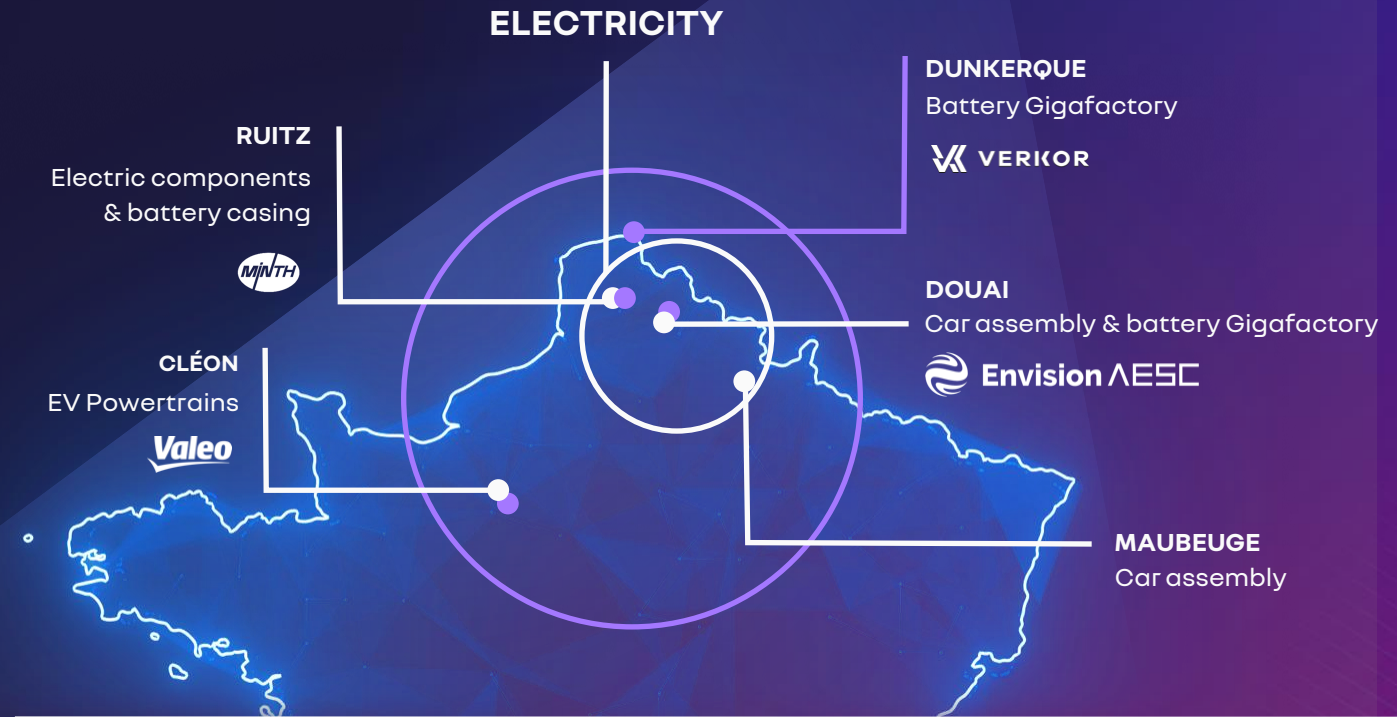
Local-for-local & low-carbon EV industrial footprint in France



- Ready Day 1 with 400ku/y capacity scalable to 620ku/y by 2028
- High-tech manufacturing
- Cost competitiveness on par with Eastern Europe

Electricity
Net zero carbon* by 2025

- **Unique centralized ecosystem**
 - Suppliers (incl. 2 Gigafactories): 80% <300km
 - Customers: 2/3 European market <1,000km
- **3 major partnerships with energy players:** Voltalia / ENGIE group / Dalkia, EDF Group



● Ampere factories

● Partnership

○ Concentrated EV value chain

○ ElectriCity



Extensive coverage of EV value chain to secure supply & competitiveness



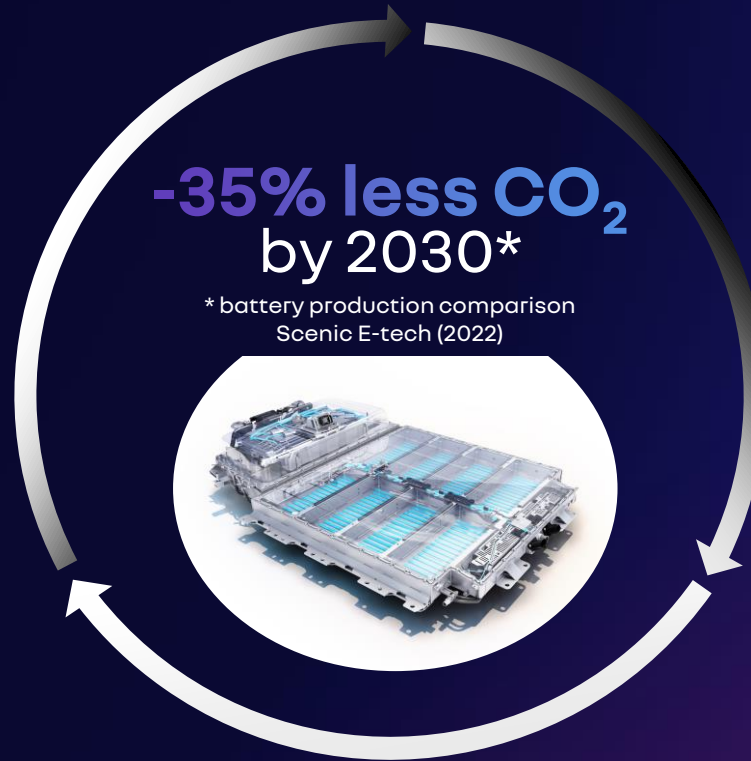
Towards a low-carbon, responsible and recyclable battery

2nd life and recycling of batteries

Q **Refactory**
repair & dismantling

Q **MØBILIZE**
BEYOND AUTOMOTIVE
stationary electricity storage

Q **indra**
AUTOMOBILE RECYCLING
collection & dismantling



Battery manufacturing in France

Renault Group
ElectriCity Q
Ready Day 1 with capacity of 400ku per year

Envision AESC Q
latest technology, cost-competitive, low-carbon batteries

VERKOR Q
high-performance & sustainable batteries

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%

Circular economy solutions throughout the car's lifecycle



CLOSED LOOP MATERIALS SOURCING

PRODUCTION SCRAP RECYCLING

PARTS REMANUFACTURING

VEHICLE LIFE EXTENSION

VEHICLE RECYCLING

BATTERY 2ND LIFE

BATTERY RECYCLING



STEEL



Refactory



with partners



BATTERIES with partners



Catalysts
Metal
Plastics

Scrap collection
Scrap valorization
Partnership w. Suez

Parts remanuf.
Parts repair

UC refurbishment.
UC retrofit
Fleet maintenance

Veh sourcing
Veh dismantling
Veh valorization (incl. parts re-use)

Collection
Recycling
Material sale

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

Start of sales: January 2024

> **625kms** WLTP



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

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

THE NEXT URBAN BREAKTHROUGH



- ✓ **Decarbonization driver**
75% less CO₂ emissions
vs. European ICE over its lifecycle
- ✓ **Best-in-class efficiency**
10 kWh/100km
- ✓ **Accessible mobility**
Entry price <€20k (before subsidies)
<€100 per month for our clients
- ✓ **Production in Europe**



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



>25,000 people
already trained since 2021

Sector-wide reskilling & upskilling

3 academies for future automotive skills

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

2025 ambition

35,000

upskilled & reskilled employees and external
(students & external companies)
trained to future auto industry skills

Renault Group gender diversity

Women representation targets

2023

2030

2040

2050



35.6 % in governing bodies
23.6% in top 4,000
27.2% in top 11,000
22% in all RG

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
already achieved
2 years in advance

ESG Ambitions

	KPIs	Geo. scope	Ambition	Date
Green as a Business	GHG emissions reduction (Scopes 1+2+3)	Europe	Net Zero¹	2040
	Net GHG emissions (Scopes 1+2+3)	WW	Net Zero¹	2050
	% of circular economy materials in vehicles	WW	33%	2030
	Reduce external water supply on sites between 2022 and 2025	WW	-30%	2025
Caring Cars	Road accidents covered ² by the "Safety Coach" programme	Europe	70%	2030
	Beneficiaries of inclusive mobility solutions (CareMakers)	Europe	10,000	2030
Caring Company	Workplace accidents	WW	Zero	2030
	Gender pay gap	WW	Zero	2025
	People trained by ReKnow University to the new jobs in the automotive industry	WW	35,000	2025
	Bénéficiaires de la Fondation Renault Group en matière de Sécurité, Soutien et Secours	WW	200,000	2028
Transparent, ethic, responsible	% of suppliers assessed as "High-CSR" by third-party evaluation	WW	95%	2030
	ESG Informations checked annually by external auditors versus 2023	WW	x 20	2024

1) 90% reduction of 1+2+3 scope versus 2019 and comensation of residual emissions through an investment in  sink
2) In addition to an EuroNCAP 4 stars configuration