

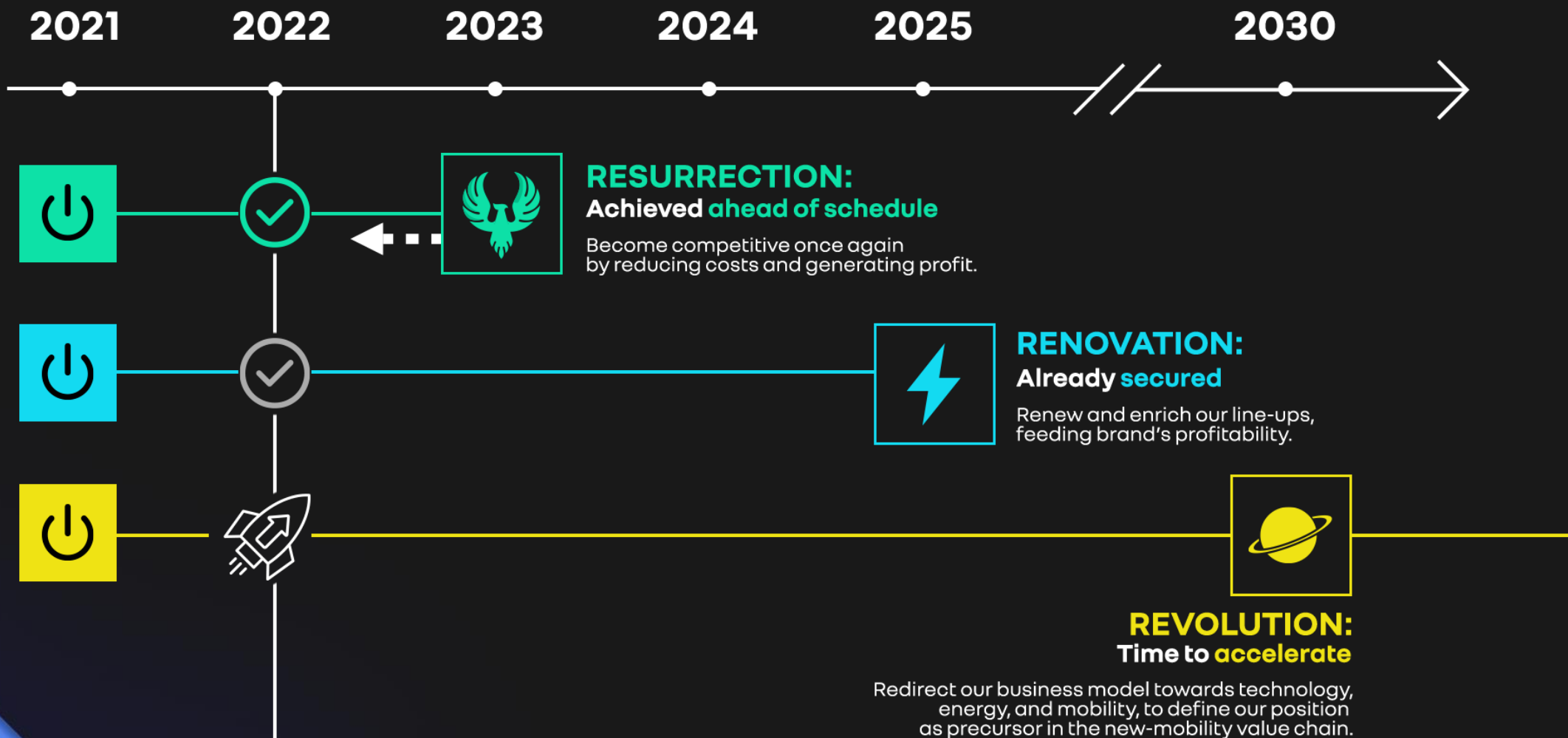
Building a European Battery Industry

BNP Paribas Exane, 16 May 2023

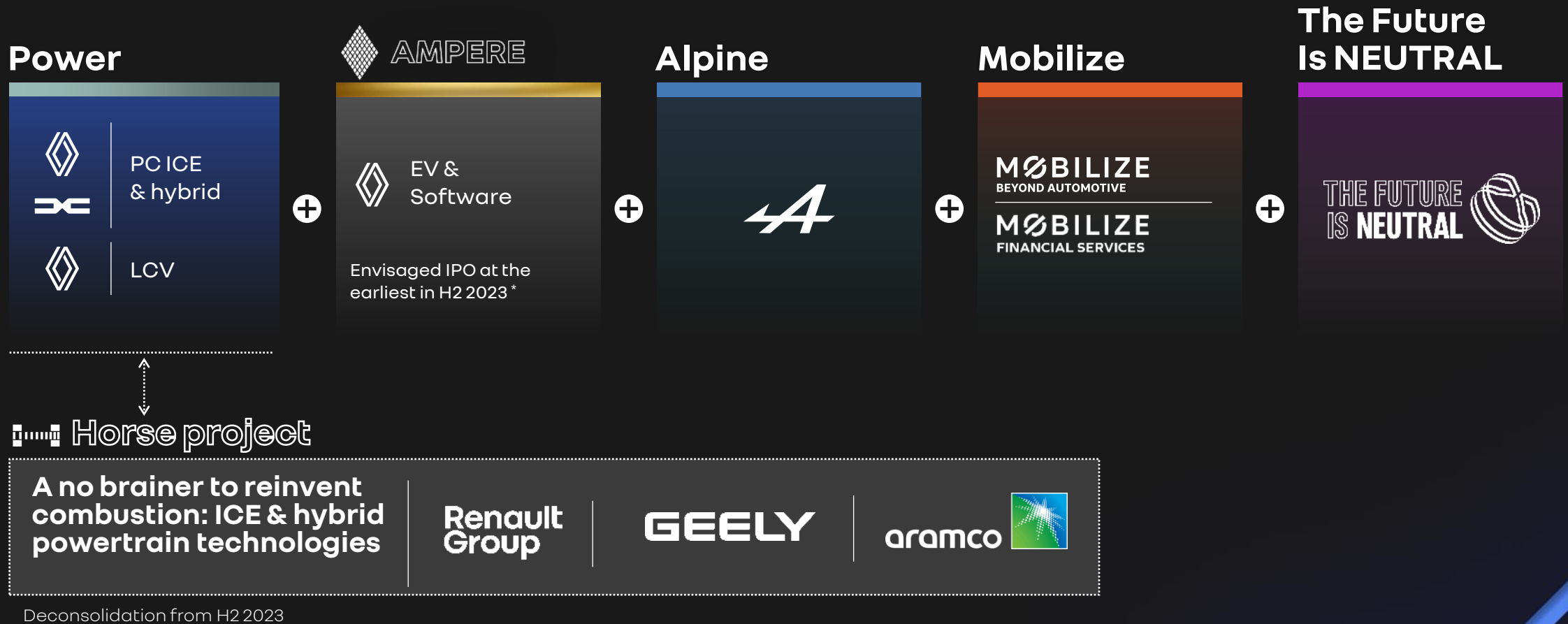
Josep-Maria Recasens
Renault Group Chief Strategy Officer



Renaulution strategy: time to accelerate the Revolution



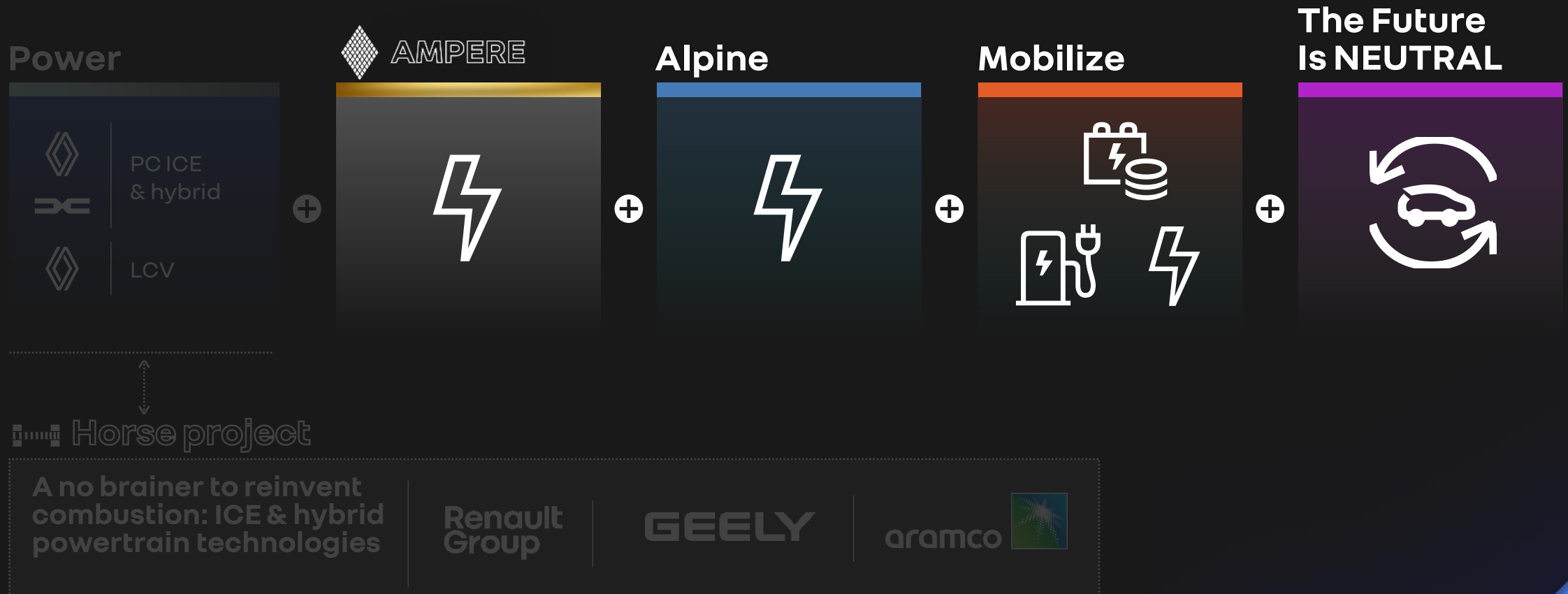
Building a Next Gen automotive company with a simpler & more transparent organization around 5 businesses



* Subject to market conditions

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

4 out of 5 entities are directly involved in BEV transition



* Subject to market conditions

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

E-mobility is more than a trend, it is a paradigm shift



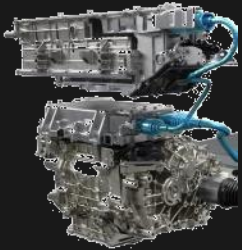
From an
ICE
ecosystem



Common for
ICE and BEV



to a
BEV
world



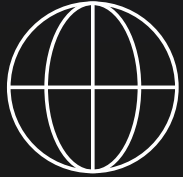


New York 1900
"Spot the car"



New York 1910
"Spot the horse"

BEV and Software create a whole new sport



...a different kind of agility

New entrants without transition challenges

Ever-changing customer preferences

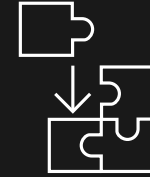
Shortened product cycles



...a different business model

Building a new world requires access to new capital

New commitments needed in raw materials & batteries



...additional capabilities

Lifecycle monetization & digital everything

BEV-native product development

Multi-stakeholder ecosystem

Ampere builds on a unique EV track record with reduced execution risk

From an EV Pioneer...



...to Ampere, EV & Software at scale

10+ years



of preparation to grasp the EV market opportunity

Acceleration & scalability



in the roll-out of 100% passenger vehicles

~ 400ku cumulative BEV sales

since Zoe launch



1mu yearly vehicles sales



target volumes by 2031¹

1 pioneer & blockbuster car

Renault Zoe acknowledged success



6 iconic BEV models



to be launched by 2030, with 80% of the investment made on the first 4 vehicles³

100ku BEVs produced

in 2020



Up to 600ku vehicles



to be produced at Electricity per year²

Traditional revenue streams

traditional financing and aftersales services



New revenue streams

in-car and beyond-the-car services enabled by Software Defined Vehicles



Making the difference thanks to our technology backbones



Tech backbone #1

High-tech manufacturing

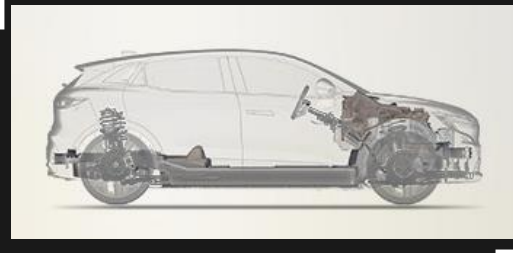


Top competitive EV maker within existing facilities:
<10h per unit in 2025



Tech backbone #2

EV value chain

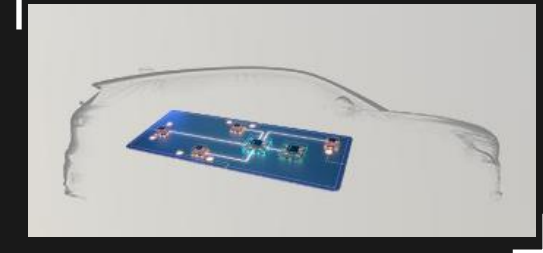


Ecosystem uniqueness with extensive coverage of the value chain



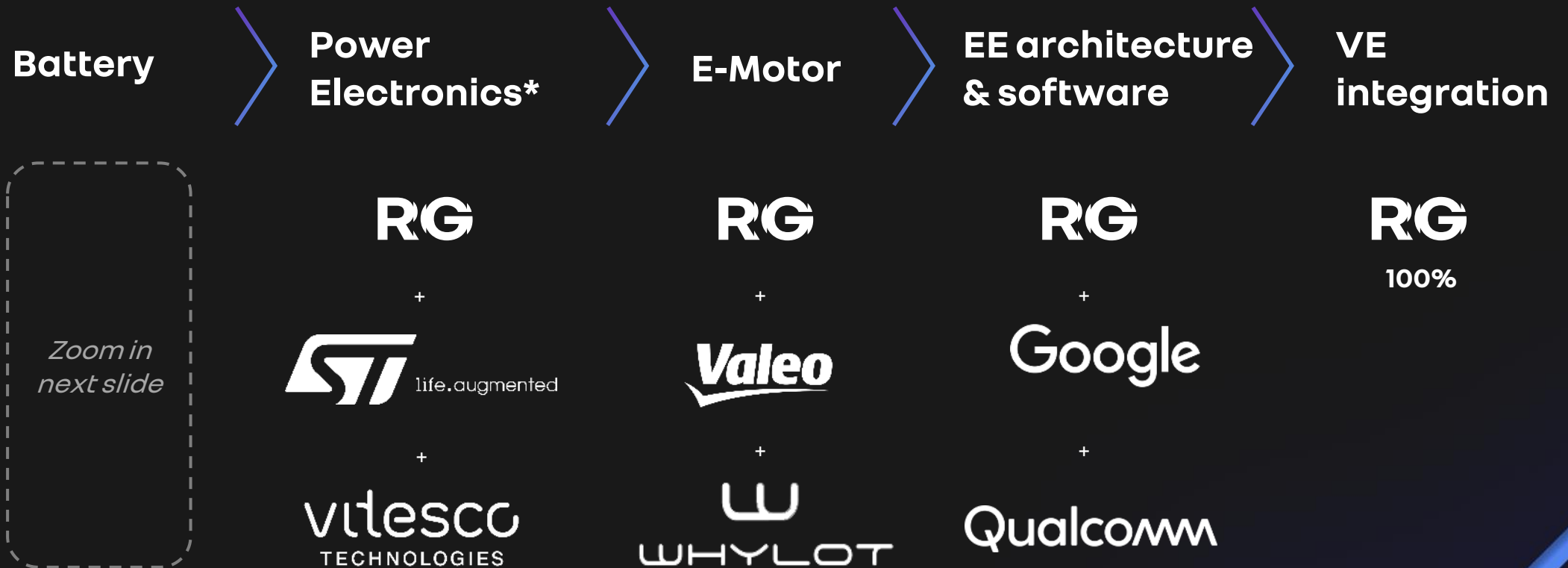
Tech backbone #3

Software Defined Vehicle



Deep partnerships with Google & Qualcomm Tech. to create game-changing technologies

Horizontal approach enabling an extensive coverage of the EV value chain



* On-board charger + Inverter + DCDC

European ecosystem approach ensures unparalleled battery supply security

Battery value chain

Strategic focus

Partnerships

Battery recycling

Competitiveness
Sustainability

RG Entity:
THE FUTURE
IS NEUTRAL



Partnership
work in progress



Raw materials

Competitiveness
Securing

VULCAN ENERGY
ZERO CARBON LITHIUM™



Terrafame

MANAGEM




**PCAM/
CAM¹**

Competitiveness

Partnership
work in progress



**Cell & module
production**

Competitiveness
Securing

ENVISION



VERIKOR



LG Energy Solution




*Zoom in next
slide*

**Casing, BMS²,
assembly**

Competitiveness

MINTH




1) Cathode Active Material & Precursor
2) Battery Management System.

Renault and its partners are currently building 2 GigaFactories in France

 LG Energy Solution



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**



ENVISION



DOUAI

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



VERKOR



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



Going beyond electrification while preserving the resources and ensuring a fair transition



Climate



- **ElectriCity carbon neutral** in 2025
- **Batteries up to -35% Co2 footprint** in 2030



Circular economy



- **Closed loop on BEV strategic materials** (copper, battery minerals)
- **Battery lifecycle management** : repair, reuse, recycle



Fair transition



- 100% **workforce** already reskilled & upskilled
- **Responsibly sourced minerals** (Europe & Morocco)