



## SUPPLY CHAIN - BUSINESS SIMULATION

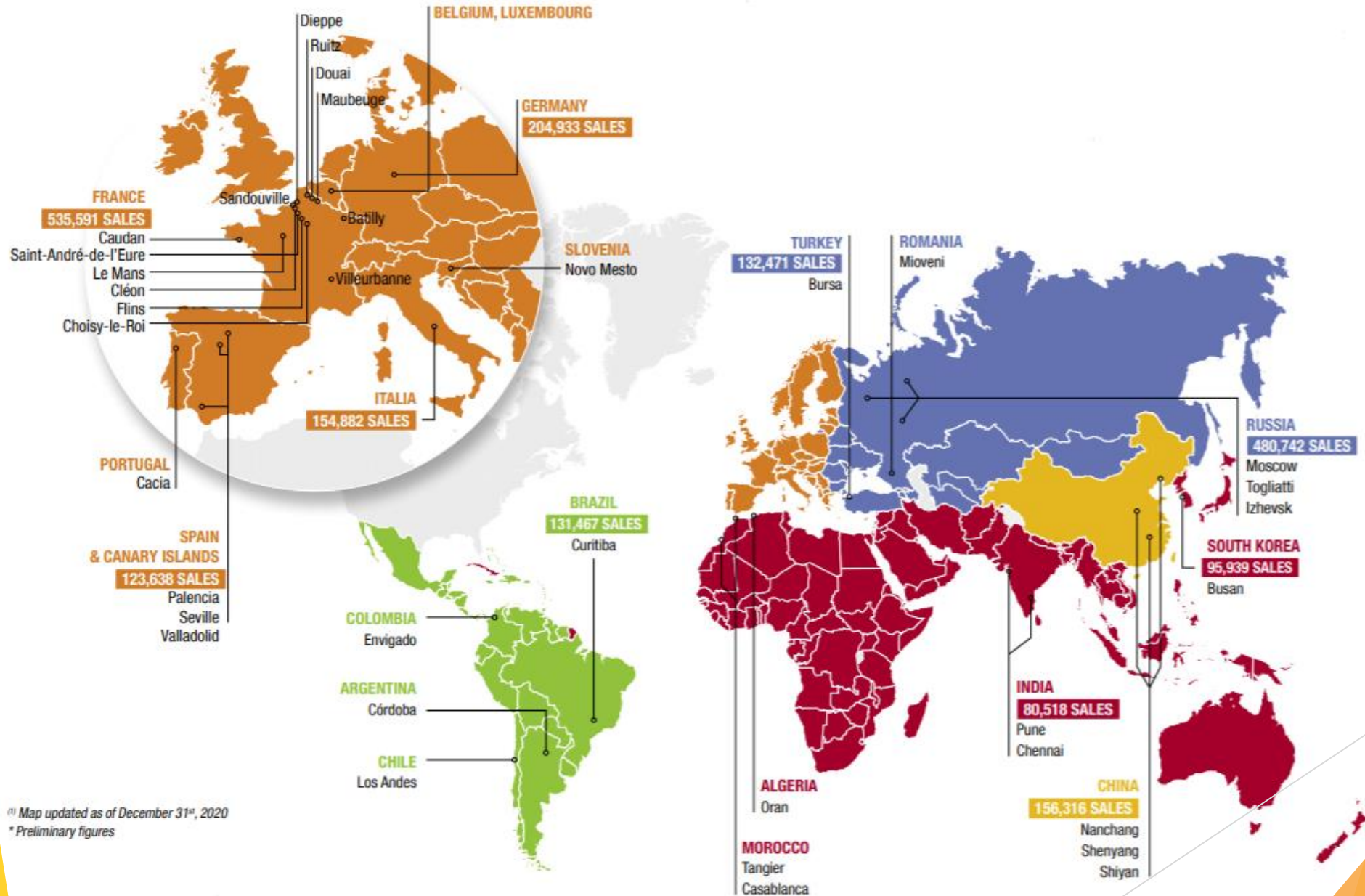
Presented by :

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# Market :

(IN MILLION EUROS - OTHERWISE STATED)	2015	2016	2017	2018	2019
Group revenues	45,327	51,243	58,770	57,419	55,537
Group operating Profit	2,375	3,282	3,854	3,612	2,662
Operating income	2,176	3,283	3,806	2,987	2,105
Net financial income	-221	-323	-504	-353	-442
Associated income from Nissan	1,976	1,741	2,791	1,509	242
Contribution from associated companies	-605	-103	8	31	-432
Pre-tax income	3,326	4,598	6,101	4,174	1,473
Current and deferred tax	-366	-1,055	-891	-723	-1,454
Net income	2,960	3,543	5,210	3,451	19
Net income - non-controlling interests' shares	137	124	96	149	160
Net income - parent-company shareholders' share	2,823	3,419	5,114	3,302	-141
Earnings per share (in Euros)	10.35	12.57	18,87	12.24	-0.52

# Sales :



<sup>(1)</sup> Map updated as of December 31<sup>st</sup>, 2020  
\* Preliminary figures

# Main Products :



Zoe



Twingo



Clio E-Tech



Clio E-Tech Hybrid



Megane RS



Espace



Koleos



Duster



Clio Plugin



Talisman



Capture E-Tech



Arkana

Major Products focusing on Electric transmission and Hybrid Vehicles

# Location :



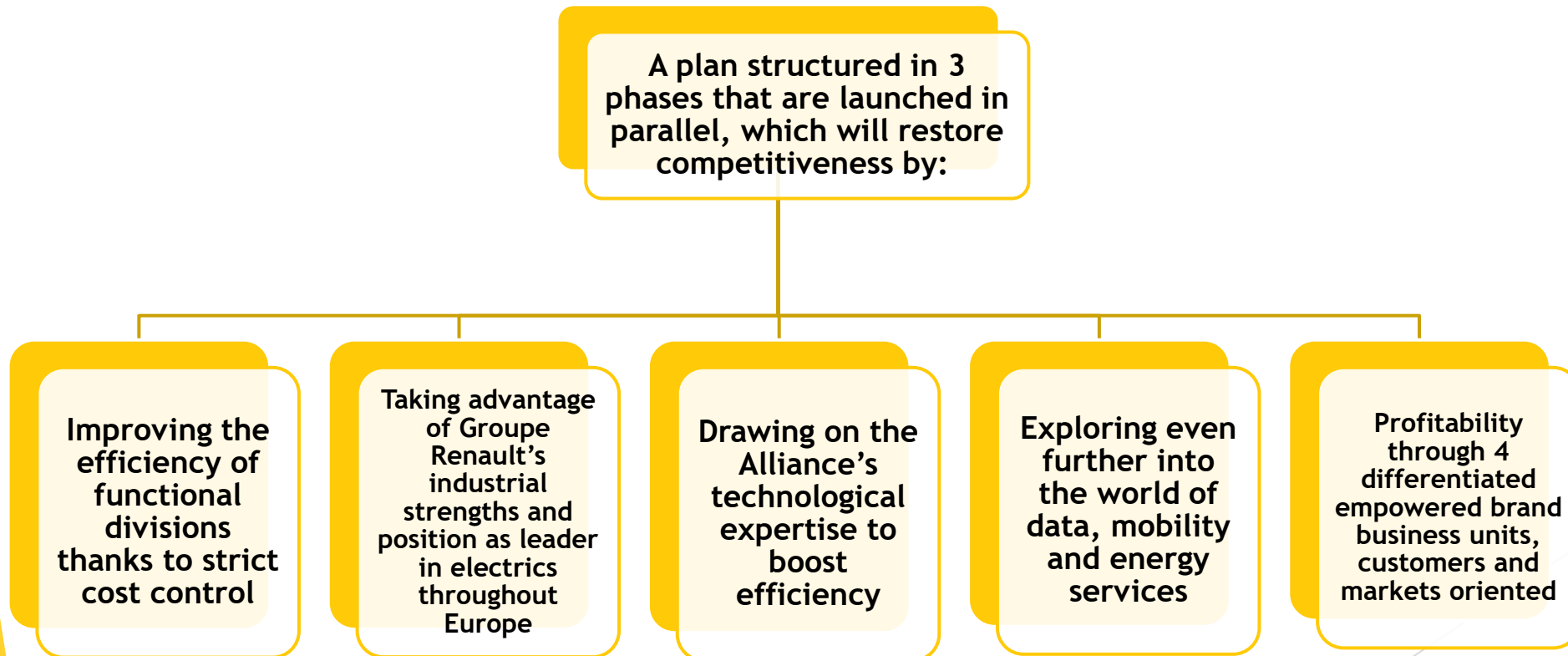
- Industrial locations, technical centers, design centers and innovation lab



# Brand Strategy :

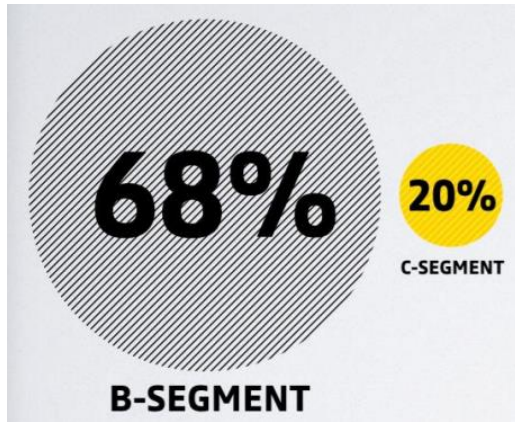
## “FROM VOLUME TO CREATING VALUE”

- ❖ Groupe Renault’s recently unveiled strategy is an ambitious transformative program, moving away from volumes and on to value



# ABC-XYZ Analysis :

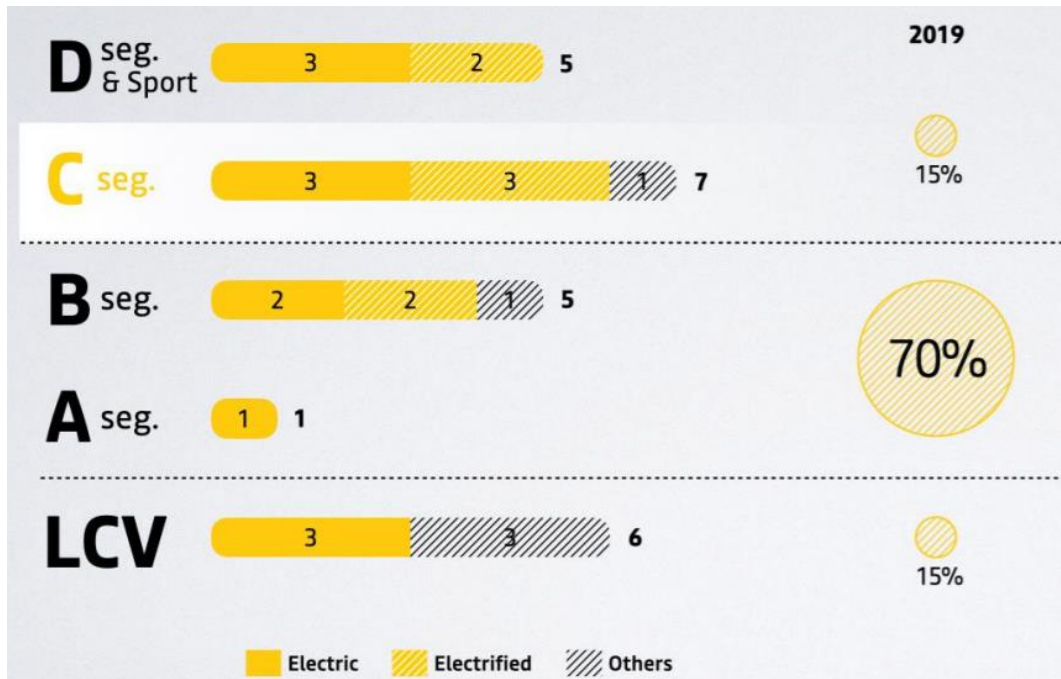
	A	B	C
X	<ul style="list-style-type: none"><li>• High consumption value</li><li>• Even demand</li><li>• Reliable forecasts</li></ul>	<ul style="list-style-type: none"><li>• Medium consumption value</li><li>• Even demand</li><li>• Reliable forecasts</li></ul>	<ul style="list-style-type: none"><li>• Low consumption value</li><li>• Even demand</li><li>• Reliable forecasts</li></ul>
Y	<ul style="list-style-type: none"><li>• High consumption value</li><li>• Predictably variable demand</li><li>• Reliable forecasts</li></ul>	<ul style="list-style-type: none"><li>• Medium consumption value</li><li>• Predictably variable demand</li><li>• Less reliable forecasts</li></ul>	<ul style="list-style-type: none"><li>• Low consumption value</li><li>• Predictably variable demand</li><li>• Less reliable forecasts</li></ul>
Z	<ul style="list-style-type: none"><li>• High consumption value</li><li>• Sporadic, variable demand</li><li>• Forecasting unreliable or impossible</li></ul>	<ul style="list-style-type: none"><li>• Medium consumption value</li><li>• Sporadic, variable demand</li><li>• Forecasting unreliable or impossible</li></ul>	<ul style="list-style-type: none"><li>• Low consumption value</li><li>• Sporadic, variable demand</li><li>• Forecasting unreliable or impossible</li></ul>



ABC Segmentation Sales Percentage



ABC Segmentation Revenue Percentage



Sales in thousands

Revenue Contribution

**Europe:**  
 ~75% of profits  
 in 30 countries  
 (~50% of volumes)

**International:**  
 ~25% of profits  
 in 100+ countries  
 (~50% of volumes)



# RENAULT ZOE SCM NETWORK :



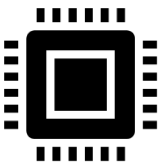
Battery : LG Chem



Motors : Flins Factory



Chassis : Flins Factory



Software : Vulog

Suppliers



The Renault Zoe helped the segment grow 34% in the half

Model	Sales H1 2020	% change H1 2019
1. Renault Zoe	36,573	53%
2. Tesla Model 3	31,949	-14%
3. VW e-Golf	17,535	39%
4. Peugeot e-208	13,304	New
5. Nissan Leaf	12,629	-21%
6. Audi e-tron	12,449	90%
7. Hyundai Kona	11,414	2.2%
8. Kia e-Niro	8,455	38%
9. BMW i3	8,339	-47%
10. VW e-Up	7,298	509%
SEGMENT TOTAL	217,495	34%

✓ **Verify**

✓ **Trace**

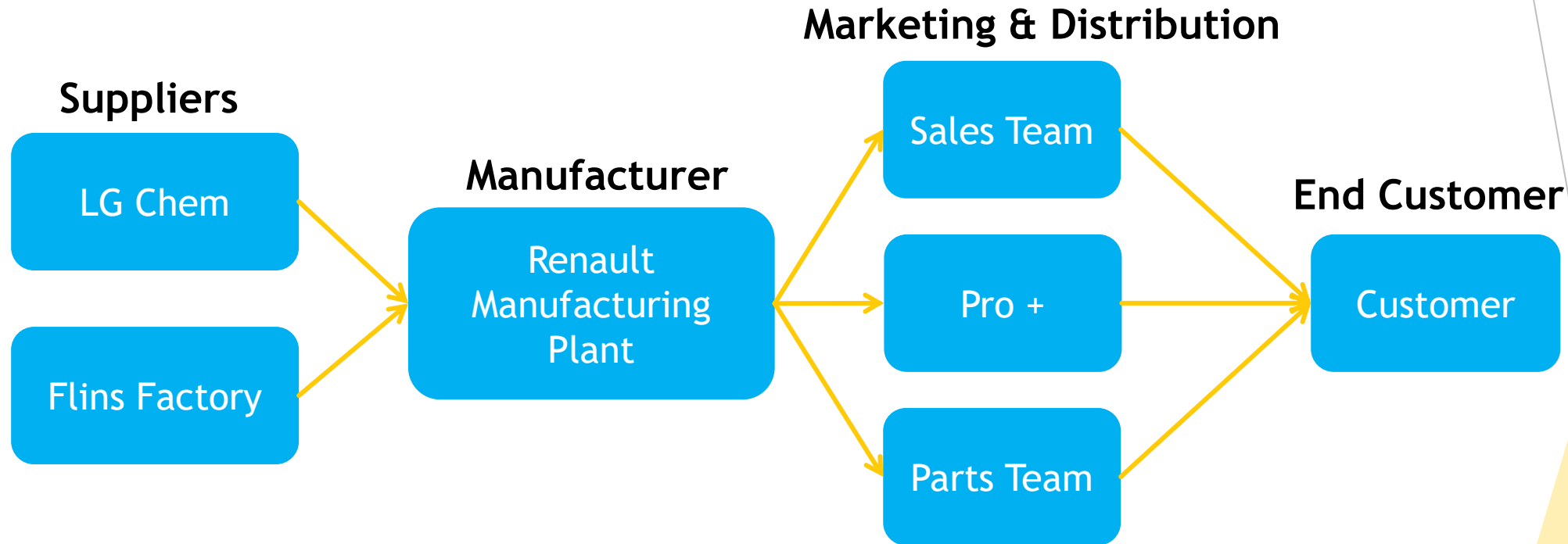
✓ **Share**

Renault values its sustainability risk management.

Its core requirements for all its suppliers are:

1. Identifying risks.
2. Conduct self-assessment.
3. Conducting assessments and audits.

# RENAULT ZOE SCM NETWORK :

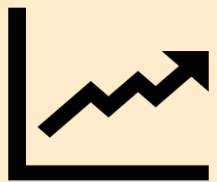




# PROVEMENTS FOR FUTURE :



Strong connection with the suppliers



Demand-driven planning and business operating mode



Embed sustainability into supply chain operations

# RENAULTION



**2020-2023**

Focus on margin & cash



**2023-2025**

New products, stronger brands



**2025+**

Leading mobility & tech player







THANK YOU