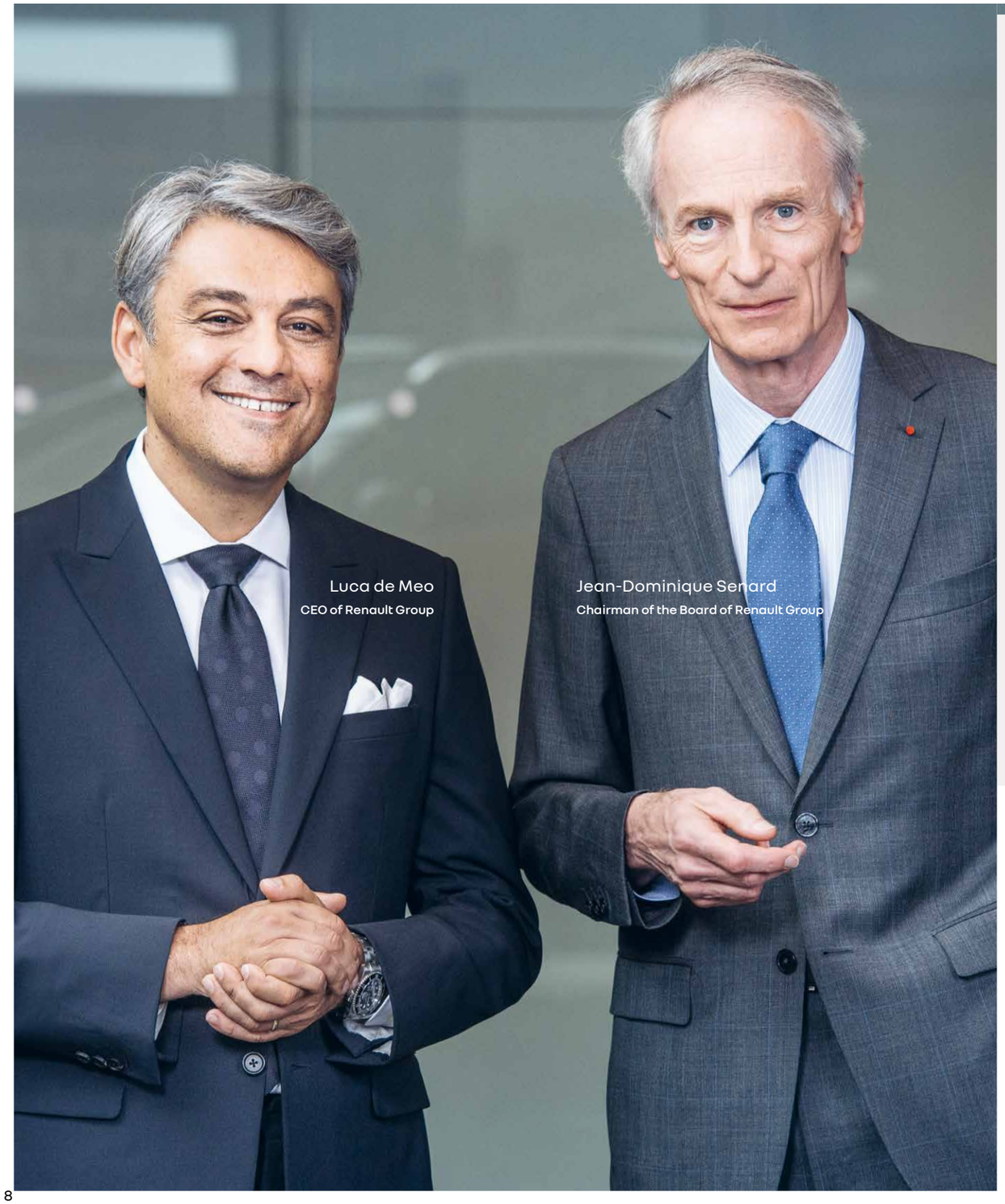
Joint interview



1 Renault Group presented its Purpose a year ago. How is it supporting your position and your ambitions?

Jean-Dominique Senard:

Our Purpose is our compass. It tells us where we are going and how we are going to get there. It states the values that guide us on this journey and is harnessing all of our energy around the same vision. Our Purpose rallies Renault as a whole around its pledge to embrace the spirit of innovation so that mobility brings us closer to one another. It encapsulates the principles that ground us – innovation as the overarching factor in value creation; belief in progress, which enhances our lives while reducing our impact on the climate and resources; passion; audacity; togetherness and diversity; optimism; pride in our French roots and an open attitude to the rest of the world; leveraging the Alliance's strengths to take on the challenges surrounding sustainable mobility. It fills what we do with meaning and energizes us as we go about our day-to-day duties.

Our purpose

"Our spirit of innovation takes mobility further to bring people closer."

2 What has the Renaulution achieved in the year and a half since its launch?

Luca de Meo:

I was surprised how fast we managed to get it off the ground. We achieved our objectives in 2021. We exceeded a few of them. And, in some cases, we reached them two years ahead of schedule!

We got back on an even keel for the short term while staying the course to lasting, sustainable and responsible growth over the long term.
In these 18 months, we have built the foundation to propel Renault into the lead in the technology revolution, sustainable development revolution and new services revolution. A series of projects we kicked off in 2021 have set us on a path to conquer the automotive sector's new value chain. These include the Refactory, which is revamping Flins around the circular economy; the Software Factory; ElectriCity, a center of excellence for the Made-in-France electric vehicle; the creation of the Mobilize brand for shared and decarbonized mobility; the launch of ReKnow University to navigate the sector's transformation inclusively and safeguard employability.

It's true that the turbulence is not over yet. We knew from the start that 2022 would be a particularly tough year, on account of the electronic components crisis and inflation in raw material prices. The conflict in Ukraine then brought on an even more complex episode for Renault.

It is essential, in these uncertain and unstable times, to rally around the Renaulution. It is all about creating economic value along with environmental and social value. Our Renaulution will be sustainable. This is why our sustainable development strategy is synced with it.
The goal for Renault is to become a greener, more tech-intensive group, powered by new businesses. We have already transformed its structure, rebuilding sound fundamentals for Renault and shock-proofing it further.

Joint interview

Luca de Meo | Jean-Dominique Senard

3 The Group has announced that it aims to achieve carbon neutrality in Europe in 2040 and worldwide in 2050: what do these objectives involve, in practice?

Luca de Meo:

These very ambitious objectives go above and beyond regulatory requirements. We feel strongly that carbon neutrality across the board, Groupwide and worldwide, is the only worthwhile target. Current regulations only apply to exhaust emissions. They overlook many of the issues. Hiding the thermometer won't make the patient's fever go away. This reality check is what prompted us to deal with all of our cars' emissions throughout their life cycle.

We are implementing this holistic approach by embedding related KPIs in the Group's governance for the eight years to come. We are decarbonizing our raw materials to reduce our batteries' footprint by 20% by 2025 and 35% by 2030. This is the goal behind the strategic agreements we reached with Terrafame, Vulcan and Verkor to source lower-carbon nickel and lithium. We are also aiming for carbon-neutral factories across France by 2025 and across Europe by 2030. And we will reduce our well-to-wheel emissions in Europe by 65% by 2030, in particular by turning Renault into an all-electric brand by that year.

> "[Thanks to the Alliance] we are stepping up our electrification strategy with plans to **invest €23 billion over the next five years.** [Furthermore] we are preparing a common battery strategy, to increase battery production capacity to **220 GWh by 2030** and to invest in revolutionary solid-state battery technology."

4 What role is the Alliance playing in Renault Group's environmental commitments?

Jean-Dominique Senard:

Pooling the Alliance's strengths and talents puts us in a position to aim higher than any of the three partners could by itself. The Renault-Nissan-Mitsubishi Motors Operating Board, which I am honored to chair, helped the Alliance take a big leap forward when it introduced the Leader/Follower principle. The idea is that a Leader team develops each technology and a Follower team supports it. This way, every Alliance member can tap into every key technology. Building on this principle, we announced momentous decisions, notably regarding our environmental commitments, on January 27, 2022. We are stepping up our electrification strategy with plans to invest €23 billion over the next five years. We are developing the largest range of common platforms for electric vehicles, which will be used in 35 models by 2035, including the new compact electric car that will replace the Nissan Micra and be produced at Renault ElectriCity. We are preparing a common battery strategy, to increase battery production capacity to 220 GWh by 2030 and to invest in revolutionary solid-state battery technology.

5 The mobility value chain is seeing deep changes. How should a carmaker like Renault tackle this transformation?

Luca de Meo:

There are still lots of moving parts in the automotive universe. But we can be sure of one thing: the value chain is becoming more complex and expanding beyond carmakers' traditional business spheres. We are investing in several technologies at the same time – for all-electric, hybrid, hydrocarbon and hydrogen powertrains – and in new markets for mobility, energy and data services. Manufacturers today need to branch out. And we are doing this with an ecosystemic approach. We are teaming up with the partners that have the best technology in each field, to share investments, fast-forward innovation and generate new revenue streams. Our partnership with Envision AESC and Verkor at Douai, for instance, is helping us shrink our batteries' carbon footprint.

You can see this ecosystemic approach in action in our Scenic Vision concept car, which is made of new low-carbon materials, has an electric motor and a hydrogen engine, is more than 70% recycled and is packed with in-vehicle safety technology that can reduce the number of accidents by up to 70%. Renault is also diversifying its sources of revenue. It set up the Mobilize brand and the Refactory to do this. And we have big plans for the circular economy that we will be presenting soon.

6 The Renaulution has radically reshuffled the Group's operations and organization. How has all this impacted employees? What are you doing to see them through to the other side?

Luca de Meo:

Successfully navigating the transformation in the mobility value chain will involve anticipating and providing support. We are investing more than ever before in training and in building the new skills we need, across electrification, data, cybersecurity or the circular economy. ReKnow University, which is initially catering to the Group's employees in France, will upskill about 40% of the people concerned by developments in technology, by 2025. Also importantly, we need to rise to a managerial challenge: building skills in our teams, which need more autonomy. Autonomy in turn boosts engagement and creativity. Management, in other words, has a fundamental role to play, striking the best balance between the teams' need for autonomy and empowerment.

> "We are investing in several technologies at the same time – for **all-electric, hybrid, hydrocarbon and hydrogen** powertrains – and in new markets for **mobility, energy and data services.** (...) And we are doing this with an ecosystemic approach."

The Scenic Vision concept car

A true embodiment of the Renaulution and illustration of Renault's New Wave, the Renault **Scenic Vision concept car** is the culmination of extensive design work and bold aesthetic choices. The realization of our most advanced perspectives in terms of technology, it embodies the three pillars of Renault Group's sustainable development strategy: **environment, safety** and **inclusion.**

CARING FOR RESOURCES

Eco-designed in short-loop production

Seventy percent of all materials used in the vehicle **are recycled** and over **95%** of the vehicle, including the battery, is recyclable. **The floor** is made of agglomerated **scrap plastic** taken from other industries (milk bottles, plastic pipes, etc.). Across the entire vehicle, 30% of plastic is biosourced. The vehicle's main **fittings** are made of **recycled carbon** from the aviation industry. Up to 80% of the most strategic minerals used in the battery are recycled to make new batteries. Short-loop production circuits have also been put in place to better manage strategic materials such as copper, aluminum and steel. The tires are made by a member of the Global Platform for Sustainable Natural Rubber. Leather is no longer used in the car and has been replaced by 100% recycled low-carbon polyester. The fuel cell reservoir is made using carbon fiber from recycled wastepaper.

Improved air quality

INSIDE: located in the driver door, an **air filter** improves the air quality **inside** the vehicle by filtering the **outside** air.

OUTSIDE: black pigments used in the paint are in fact derived from particulate pollution filtered from the atmosphere; the paint therefore contains no synthetic pigments and helps improve air quality.

CARING FOR THE CLIMATE

The best in electricity and hydrogen

H2-Tech: fitted with both electric and hydrogen technology, this hybrid vehicle comes equipped with a range extender fuel cell that can fit a battery that is half the weight for the same range, thereby offering the dual advantage of electric and low-carbon mobility.

Building off pre-existing partnerships, the **Scenic Vision concept car** boasts a carbon footprint that is 75% less than other electric vehicles such as the Megane-e. **Its battery has carbon footprint 60% smaller** than a similar battery, thanks to the use of short-loop and low-carbon sourcing of minerals, and because the battery is made and assembled using carbon-free energy.

CARING FOR INCLUSION

A vehicle that adapts to users

A **facial recognition system** is used to open the car door and **adjust the vehicle settings** according to the various drivers' profiles. This system can also be used to adapt the **driving conditions** for people **with special needs.**

Ultra-personalized and inclusive soundscape

Each seat is equipped with **microphones** and **speakers** so each person has their own sound environment (radio, hi-fi, voice-assisted driving) while guaranteeing **optimal communication** between everyone on board. People's voices are picked up by the microphones and played back (with amplification if needed) through the seat-mounted speakers for more fluid communication between the everyone on board, especially handy for the **hearing impaired.**

Greater accessibility

The lack of a central pillar between the front and rear doors and the flat car floor improve access for disabled persons.

CARING FOR PASSENGER SAFETY

Complete transparency and visibility

Built-in cameras at the front of the vehicle increase the driver's **field of vision** by 24% as they display **the car's immediate environment** on a **screen located along the dashboard.** As such, the larger windscreen provides a reassuring 180° view for total visibility and the hood seemingly disappears.

Next generation safety and connected health: Safety Coach

A **risk assessment** interface helps plan ahead for unforeseen stressful situations. It compensates for a possible drop in driver attention and gives **personalized tips** to continuously improve one's driving habits. It also provides drivers with **personalized health advice** by analyzing data collected by connected cameras and sensors placed inside the passenger compartment (heart rate, fatigue, etc.).

RG

1

A business model in motion

Value creation

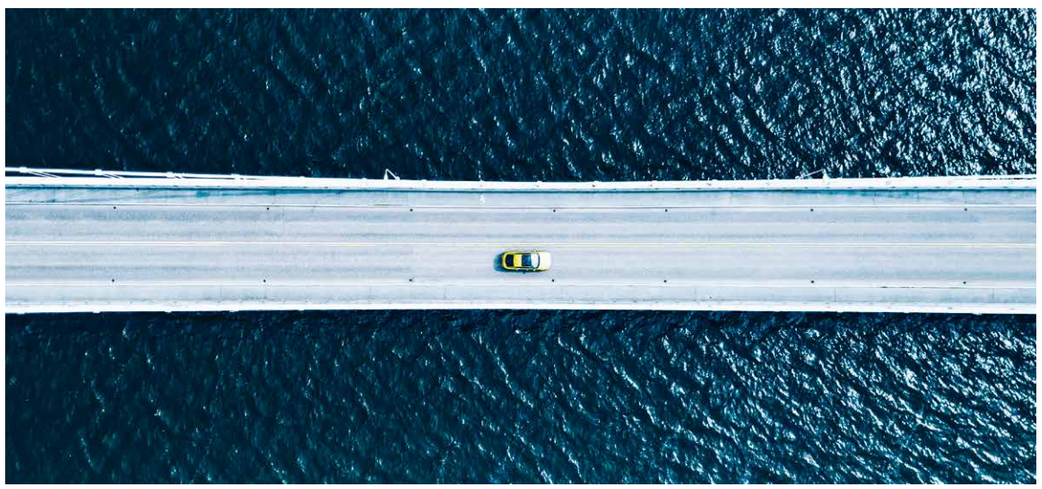
Vision

Emotion

Electric

Collective adventure

Overview of dominant trends



Unprecedented mobilization in the face of accelerating challenges

Climate and environmental issues

Let's go back in time. The year is 2015. At COP 21, 196 countries signed the Paris Agreement, committing themselves to reducing their greenhouse gas (GHG) emissions in order to keep the rise in global temperature below 2 °C. Six years later, the IPCC report states that the 1.5 °C threshold will be exceeded by 2030, confirming the urgency of an already alarming situation. Beyond the climate, we must also face the challenge of pollution and its consequences on health, the collapse of biodiversity and the sealing of soil.

The transportation sector, the world's fourth largest emitter of GHG[1], must engage in in-depth transformation to provide a more sober and low-carbon systemic response to society's mobility needs, while at the same time adapting the production system and supply to the intensification of climate phenomena.

Diminishing resources

The disruptions in the supply chain of electronic components, which were particularly severe in 2020 and 2021, have continued into 2022 and have shown the extent of the impact a scarce resource can have. These supply difficulties raise fundamental questions about the resilience and interdependence of our economies. If industrial activity is to last, its resources must last with it. Thirty raw materials defined as strategic by the European Union are at high risk of shortage. Most of them are essential for the manufacture of electric vehicles. In the longer term, common materials could run out: for example, the world's known reserves of copper will be depleted within 30 years if consumption continues at its current rate.

Sharing, intensification of use, reuse and recycling must therefore be part and parcel of manufacturers' thinking when reassessing their manufacturing methods and their shift to products that are less expensive in terms of materials and parts.

Uncertainty now commonplace

Industry's stagnating share of GDP and France's deindustrialization raise concerns about maintaining employment and purchasing power. They are underscored by questions about the sustainability of companies' business models and supply chains. As a result, the creation of value in our economies appears to be less and less tangible and localized, which contributes to a feeling of insecurity among individuals and economic agents with regard to markets.

Geopolitical crises undermine supply chains

The civilian population is affected. Some national economies are at a standstill. Economic relations between states are damaged. These affect trade and investment flows, but also access to energy, basic goods, raw materials and electronic components. They contribute to resource scarcity, price volatility, and deprive economic actors of their means of production.

"These major trends are moments of truth that accelerate change towards safe, innovative and accessible solutions."

At the beginning of 2022, the conflict in Ukraine and the economic and commercial sanctions progressively imposed against Russia, as well as the counter-sanctions decided by Russia, started to impact the Group's business. On March 23, 2022, Renault Group decided to suspend activity at its Moscow plant. The Group is now assessing its possible options concerning its involvement in AVTOVAZ[2].

Comprehensive regulation ahead

The lack of regulatory coordination at local, national or European levels leads to the multiplication of sometimes contradictory regulations, which in turn increase difficulty and complexity for industry between shortened regulatory cycles and long-term industrial cycles. This makes any large-scale rollout of new technologies extremely complex.

Decompartmentalizing mobility

New era

Intermodality, car-sharing, the digitalization of transportation services and connected vehicles are revolutionizing the uses of mobility and the associated value chains. The market no longer revolves exclusively around vehicles: it now includes previously unexplored parameters of experience and environmental sobriety.

New challenges

Solutions must adapt to new uses and integrate the development of different types of infrastructure, such as roads, electric vehicle charging networks, hydrogen refueling stations and mobile data networks. Anticipating customer needs and adapting to the markets and regions served are crucial factors for success.

New stakeholders

The technological responses to these challenges are provided by new entrants in the fields of digital, electronic and chemical technologies.

The transition of the mobility sector requires concerted, local and global, collective action for a diversified and decarbonized mobility offer accessible to all.

— (1) Source: IPCC.

— (2) On May 16, 2022, the Board of Directors of Renault Group unanimously approved the signing of agreements to sell 100% of Renault Group's shares in Renault Russia to the City of Moscow and its 67.69% stake in AVTOVAZ to NAMI (Russia's central automobile and engine research and development institute).

The priorities of our Sustainable Development strategy

The Sustainable Development strategy is the roadmap of our Purpose. It has three priorities: environment, safety and inclusion, implemented under the Renaulution strategic plan and in consultation with stakeholders.

Green as a business, our strategy

We want to offer the greenest mix of vehicles on the European market and fully assume our role as a major player in the energy transition, aiming for carbon neutrality in Europe by 2040.

Carbon neutrality
worldwide by 2050.

Decarbonizing the entire life cycle

The Group, a pioneer and leader in electrification, is committed to going beyond the decarbonization of exhaust emissions. Industrial sites are reviewing their energy supply and consumption efficiency, aiming for carbon neutrality in northern France by 2025 and in Europe by 2030. We are also reducing emissions associated with the materials and components used in our vehicles, including an aim to reduce our batteries' carbon footprint by 20% by 2025.

Joining the circular economy

In this respect, sound stewardship of resources and the way they are transformed and integrated into the life cycle of our products and services is a major concern. The parts, materials and batteries of end-of-life vehicles will become new resources through recycling, reuse or recovery.

We have a head start in this area. In 2005, Renault was the first manufacturer to implement an integrated circular economy approach throughout its value chain. It was also the first to become financially involved in the recycling industry through the creation of the Renault Environnement subsidiary in 2008. Today, with the Refactory, the first industrial site entirely focused on circular mobility, Renault is creating a new industrial and commercial ecosystem to make the circular economy an economic model.

"The new Sustainable Development Department, reporting to the Strategy Department, positions ESG as a participant in and a contributor to the Renaulution strategic plan. We are becoming a greener, more tech-intensive Group, powered by new businesses. Sustainable Development supports this transformation by aiming for carbon neutrality by 2040 in Europe, by introducing safer and more inclusive on-board technologies, and by ensuring the transformation of skills and team diversity."

Cléa Martinet
Director of Sustainable Development, Renault Group

Caring cars: making the road ever safer

At the heart of the Caring cars strategic vision, the experience and safety of road users inform our vision of tomorrow's mobility and vehicles. This is backed by a long-standing approach based on the observation of accidentology, biomechanics and behavior, in order to design ever safer cars.

Caring company: train to transform

Our employees, through their diversity and career paths, condition our success. Through the Caring company strategic pillar, we are committed to supporting the transformation of their professions, which has become imperative in the era of electrification, the circular economy and the growing importance of data, software and cybersecurity. ReKnow University, created in 2021, is working towards this goal. We want to give everyone the opportunity to build a tailor-made, open and opportunity-rich career in constantly changing environments.

Sharing growth: engaging with our ecosystem

We consider that it is our responsibility to have a positive impact on the regions where we operate. We strive to provide the stability of an industrial company that generates employment, to offer services designed for both urban and rural areas, and for everyone: for example with lease-to-own arrangements including micro-loans for more inclusive mobility.

Our business model

We design, develop, produce, distribute and finance. 1
We extend our value chain around the electric vehicle to increase the captured value and reduce the carbon footprint 2 and draw the full potential of decarbonized and intelligent mobility. 3
We do all this by actively limiting resource consumption 4 and offering integrated solutions on future. 5

Our resources

Human
156,466 women and men contribute to Renault Group's results in
150 entities, spread out over **38** countries

Financial
€27.9 billion in equity
Breakdown of capital:
1.55% treasury shares
15.01% French State
15.00% Nissan
3.61% employees
64.83% public

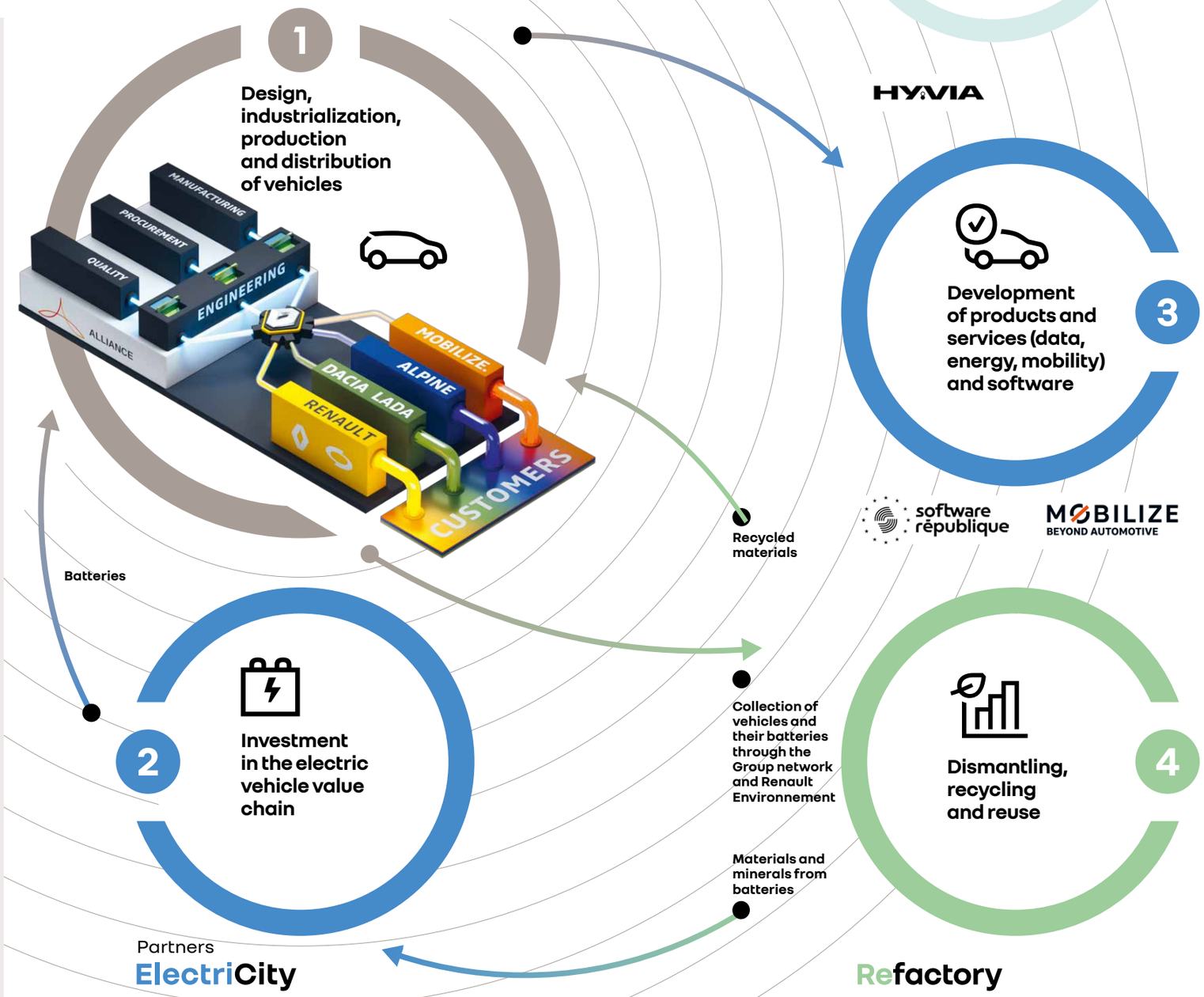
Intellectual
13,439 patents in the portfolio
€2,049 million spent on R&D (4.4% of revenue)
14 Académies Métiers (function academies)
1 LAB dedicated to road safety
1 Research Institute dedicated to Sustainable Mobility

Industrial
40 industrial sites

Refactory – Europe's first circular economy factory dedicated to mobility

Sociale and interpersonal skills
2,696,401 vehicles sold to customers

800 parts and services supplier groups



How we create value

Leading the way in electric vehicles
The E-TECH range (electric and hybrid) accounted for **30%** of Renault's passenger car sales in Europe in 2021

>500,000 Renault and Dacia electric vehicles sold since 2012

Reduced environmental impact
29.8 tCO_2eq per vehicle produced (down 22% compared to 2010)*

Decarbonization of all Spanish industrial sites (representing 8.4% of vehicles produced by the Group)

Objectifs CAFE 2021 atteints (en cycle WLTP)

Strategic partnership agreements for lower-carbon batteries (Terrafame, Vulcan, Verkor)

10 sites have benefited from biodiversity pre-diagnostics with an engineering firm

Innovations for customers and their safety
Launch of the **Safety Coach**

Mainstreaming of the **Rescue Code**

13,150 educational videos published in **17** languages in **22** countries

Customer satisfaction rate: **91%**

Attention paid to employees
21% of women in the Top 4,000
24.7% of women in the Top 11,000

Achievement of gender pay gap reduction targets

>2,600 employees trained at ReKnow University

Occupational accident frequency rate: **1.75**/Severity rate: **0,01**

Positive impact on society
7 foundations worldwide

14 academic chairs supported

347 "Garages Solidaires" in France

450 vehicles registered in 2021 as part of the LOA Solidaire program

27 organizations supported by the Renault Group Foundation

Financial value created
€46.2 billion (up 6.3% c/w 2020): Group revenue

Going the extra mile: creating economic, environmental, social and societal value

OUR OPERATIONAL STRENGTHS	OUR BUSINESSES	OUR ACHIEVEMENTS AND PROJECTS
— **€3.9 billion** net R&D investment and expenditure, excluding disposals in 2021 — Resizing industrial capacity from **4 million units in 2019** to 3.1 million units in 2025 — Nearly **15,000 sites** in the commercial network	1 **Design, industrialization, production and distribution of vehicles**	— **€43.254 million** Automotive revenue (7.1% up on 2020) — **203,000 ventes** E-TECH vehicle sales, or 31% of the European mix of passenger cars — Almost **2.7 million vehicles sold** — Fixed costs cut by more than €2 billion (one year ahead of Renaulution targets)
— **€10 billion** invested at Alliance level for electrification so far, **€23 billion** to be invested in the next 5 years — Partnerships with **Vulcan, Terrafame, Verkor, Whylot** and **STMicroelectronics**	2 **Investment in the electric vehicle value chain**	— Development of the **e-powertrain** electric motor manufactured in France: **30%** drop in costs, and energy efficiency improved by **45%**
— Mobilize acquires start-ups in the field of mobility **(Karhoo, iCabbi, glide.io et Bipi)** — **Software République:** a joint venture with Thales, Dassault Systèmes, Orange and STMicroelectronics to pool efforts around data and software	3 **Development of products and services (data, energy, mobility) and software**	— Launch of **4 vehicles models** specifically for car-sharing — **Mobilize charge pass:** access to a network of over **260,000 charging** points in 25 European countries
— **Refactory in Flins: 700 jobs in 2021*,** opening a second Refactory in Seville — Ownership or co-ownership of **Gaïa, Boone Comenor Metalimpex** and **Indra** — **370 dismantling centers** in the Indra network — Partnerships with **Veolia** and **Solvay** for battery recycling	4 **Dismantling, recycling and reuse**	— **604,000** vehicles dismantled — **100,000** catalytic converters and **500 metric tons** of bumpers recycled — **€587 million** revenue in circular economy business (target: €1 billion by 2030)
— **Hyvia** joint venture co-owned with Plug Power — **Plant dedicated to hydrogen mobility** in Flins for the production of fuel cells and H2 charging stations	5 **Design, development, production and distribution of hydrogen solutions**	— Target **30%** market share for hydrogen-powered light commercial vehicles in France by 2030

— * Including stamping and paint business.

OBJECTIVES	PROGRESS IN 2021	INDICATORS
Lower the break-even point by 30% by 2023 (compared to 2019)	**-40%**	Financial
Achieve Group operating margin of over 3% in 2023 and at least 5% by 2025	**3.6%***	Financial
Reach €3 billion in Automotive operating free cash flow for 2021-2023 and €6 billion in cumulative Automotive operating free cash flow for 2021-2025	**€1.6 billion***	Financial
Eradicate the gender pay gap by 2025	**1.30%**	Human · SDG 5, 10
Achieve zero occupational accidents and illness by 2030	FR2: **1.75** **275** reported occupational illnesses	Human · SDG 3
Attain a target of 50% women in the Top 4,000 and Top 11,000 by 2050 (30% by 2030, 35% by 2035)	**21%**: top 4,000 **24.7%**: top 11,000	Human · SDG 5, 10
Extend car micro-loans to 4,000 beneficiaries by 2025	**450**	Social and interpersonal · SDG 1, 10
Help 20,000 people enter the workforce through our foundations by 2025	**9,044**	Human, Social and interpersonal · SDG 1, 4, 10
Increase the share of recycled strategic materials that Renault Group plans to reintegrate into the production of new batteries (closed loop) to 80% by 2030	Data under construction	Human, Financial · SDG 12
Train 12,000 employees on the Group's new businesses by 2025	**2,600**	Human, Intellectual · SDG 4
Reduce R&D investments and spending to between 8% and 9% of revenue and maintain that percentage	**8.50%**	Industrial, Intellectual · SDG 9
Obtain ISO 14001 certification for all Renault Group manufacturing sites by 2023	**100%**	Industrial, Natural · SDG 7, 9, 13
Decarbonize our plants by achieving carbon neutrality for ElectriCity sites by 2025, then in Europe by 2030, and by reducing the emissions of our sites by 50% worldwide by 2030	Tangier	Industrial, Natural · SDG 7, 13
Reduce the carbon footprint of Renault Group vehicles sold worldwide by an average of 25% by 2022 (compared to 2010)	**-22%**	Natural · SDG 13
Reduce the parts and materials carbon footprint by 30% per vehicle by 2030 (compared to 2019)	Data under construction	Natural · SDG 13
Increase the share of electric vehicles sales for Renault brand to 100% of passenger cars sales in Europe by 2030	**12%**	Natural · SDG 9, 13
Reduce well-to-wheel emissions by 65% in Europe and 35% worldwide by 2030 (compared to 2019)	**-11.4%** Europe **-4.3%** World (incl. Europe)	Natural · SDG 9, 13
Reduce the carbon footprint of batteries by 35% on average by 2030	Data under construction	Natural · SDG 9, 13
Use 33% recycled materials in new vehicles by 2030 (worldwide)	**30%** (Europe)	Natural · SDG 9

Breakdown of value created by type of capital

Human · Financial · Intellectual · Industrial · Social and interpersonal · Natural

— * Ahead of its Renaulution mid-term objectives, the Group will present an update on its financial targets at a Capital Market Day in the fall of 2022.

In a world where resources are becoming scarcer, powertrains are going electric and technology models are transitioning to digital, we invest to create value around our vehicles and beyond them – in mobility, data and energy solutions – to bring about sustainable growth.

Renaulution, **creating sustainable and responsible value**

RESURRECTION

Until 2023

Shift the business model to recover margins and generate cash

INITIAL PHASE OF THE TURNAROUND
Transform our business lines while protecting jobs in a context of calm social dialog.

→ Redeployment of **2,000** people at end-2021 and **10,000** by 2025.

C-SEGMENT OFFENSIVE
Promote an electric or hybrid vehicle for everyday use.

→ Release hybrid versions of **Megane E-TECH** and **Arkana.**

REDUCTION IN THE CONSUMPTION OF VIRGIN MATERIALS
Capitalize on our circular economy know-how to optimize the use of resources, and facilitate their reuse and their recycling.

→ Develop **Gaïa, Indra** and **Renault Environnement.**

RENOVATION

Until 2025

Renew ranges to contribute to brand profitability and gradually set the milestones for entering new markets.

eWAYS: ELECTRIFICATION
Shift our offering to a line-up of mostly electric or hybrid products and bring production of different markets closer together.

→ The greenest mix on the European market in 2025, with over **65% electric and electrified vehicles.**

→ **Relocate** production.

LAUNCH OF RENAULUTION CARS
duce the number of road accidents and victims by providing drivers with new on-board safety solutions.

→ Roll out the **Safety Score** and **Safety Coach** programs for all vehicles in the range.

BUSINESS ACTIVITIES HARNESSING THE CIRCULAR ECONOMY
Turn the circular economy into a new revenue stream to create value by reducing GHG emissions and conserving resources.

→ Partnerships with **Solvay** and **Veolia** to optimize batteries and their life cycle.

→ Complete the **Refactory** project.

REVOLUTION

2025

Switch the Group's business model to technology, energy and mobility.

TRANSFORM TOWARDS AN ECOSYSTEM- AND TECHNOLOGY-BASED MODEL
Create the mobility solutions of the future by working with an ecosystem of tech companies.

→ Develop **Software République** and a range of services based on future mobility.

DEVELOP THE ENERGY BUSINESS
Retrain our teams to produce, store and manage green energy at industrial sites or through dedicated solutions.

→ Replicate the **Refactory** model on new markets.

REDUCE OUR CO_2 EMISSIONS
Meet targets set in the Climate Plan to decarbonize our vehicles and services.

→ Attain carbon neutrality in Europe by 2040 and worldwide by 2050.

Green as a business

We reduce greenhouse gas (GHG) emissions throughout the life cycle of the vehicle by applying a circular economy model.

Caring cars

We reduce the number of road accidents and their severity by designing safer and smarter vehicles.

Caring company

We transform our business lines by focusing on employment and inclusion. We believe mobility is essential in enabling people to integrate the workforce.

Sharing growth

Through our businesses, our partnerships and our contributions to society, we help communities and our stakeholders advance.

The New Wave

The Renault brand is the primary driver behind the Group's overall financial results and embodies the generations of acquired vehicle know-how. It is the front-runner of the **Renaulution,** the strategy that prioritizes value over volumes. Recognized and established throughout the world, our brand stands out from the crowd thanks to the level of quality and modernity in its line-up. With the aim of **having all Renault sales being EV models by 2030,** we are spearheading Renault Group's decarbonization strategy, which aims to reach carbon neutrality in Europe by 2040 and worldwide by 2050.

Electric and popular

Our **E-TECH** solution helps make electric vehicles popular by offering low-emission electric and hybrid vehicles, while also significantly helping the Group attain its profitability targets. One of the latest additions to the range, the French-made **Megane E-TECH Electric** made quite a début on the market and marks a major milestone in brand's efforts to win over ground in the **C-segment.** It serves as a fine addition to the line-up alongside the recent Arkana and Captur hybrid versions from 2021 and the upcoming Austral in 2022, while providing extra impetus to the Group's **eWays Electropop** electrification strategy.

Pop culture

Our cars are for life and living, designed with passion, made to meet everyone's needs. We have decided to keep the legacy alive by revamping a true symbol of pop culture. With more than 5 million units sold worldwide, the **Renault 5 will be reborn in 2024** and stand as proof that an **all-electric vehicle** can be both popular and affordable. This commitment to making our **vehicles as widely accessible as possible** is also reflected in the technology we deploy for a connected, inclusive experience. Developed in partnership with Google, **the OpenR screen** now incorporates Google Automotive Services for the first time ever on a Renault vehicle, for a system that is as simple and intuitive as a smartphone.

Responsible enjoyment

By capping the top speed of our vehicles at 180 km/h, we are actively promoting **safer roads,** without compromising on driving pleasure. The particularly low steering ratio paired with a lower center of gravity and a multi-arm rear axle shows how the Megane E-TECH Electric makes **no concessions on feel and safety,** so even the most demanding drivers will enjoy performance levels never before seen on an electric vehicle. The uncompromising approach to design, experience and responsibility is reflected in the philosophy of the **Scenic Vision concept car.** A steadfast champion of inclusion, safety and the environment, it brings our vision of automotives to life.

The Dacia DNA is about being simple and functional. Practical and useful. Ruggedness, reliability and versatility come first. While always staying in sync with the lifestyles of its customers.

Making our best technology accessible

Our fundamental principle is that our cars need to meet customer expectations at an affordable price. That principle has seen the brand carve out its own space in 44 countries with models that have become essential go-to vehicles for many. Sandero and Duster are best-selling passenger cars in retail channels in Europe. In 2021, the brand once again rewrote the rule book for automotives with Spring, the small car that makes EV mobility accessible for all. Then in 2022, Jogger, the 7-seater family car, made headlines with its launch. Every time the brand sends shock waves through the market as each model, in its own right, revolutionizes its segment.

Thrifty innovation

The goal is to do better with less. Be it for design, manufacturing, transportation, through to the final sale, Dacia optimizes costs every step of the way, so customers end up paying a fair price. To achieve this, it leverages the Group's proven technical concepts and components with pared-back designs. This strategy has seen the weight of cars reduced by 10% to 20% and has helped extend their life span. This unique hallmark is what propelled Dacia into pole position in the passenger car market in France and Romania, and into the top five in nine other European markets.

Winning over new markets

The brand does not intend to stop there. In January 2021, for the Renaulution plan launch, it unveiled Bigster Concept, sending a clear message that it was out to win over the C-segment. A style marked by an outdoor spirit, no gaudy bells and whistles, and recycled raw materials for the exterior protective elements. This unique positioning, in line with Dacia's identity, helps to attract an increasingly diverse clientele. The best-equipped versions account for 60% to 90% of sales for the leading models. The rate of new Dacia customers from outside Renault Group is as high as 60%. When Dacia owners are looking to buy a new car, 75% of them choose to buy within the Group because they are pleased with how simple and robust our cars are.

ALPINE

A crowning jewel of French cars, Alpine embodies a long legacy of automotive expertise that can be traced back to Dieppe, France, where the factory was retrofitted in 2017 to kick off production of the legendary A110. Through its unique commitment to motorsport, Alpine is a main driver of progress for the whole of Renault Group.

When it was unveiled in 2021, the Renaulution plan outlined new strategic priorities for Alpine, heralding the beginning of a new era for the brand. In particular, it officially marked the full integration of the Alpine Cars, Renault Sport Cars and Renault Sport Racing business units and the Dieppe factory under a single Alpine banner, placing the Renault Group brand at the forefront of sports innovation with an exceptional line-up.

Measured excitement

The heart of this current revival takes us back to our most favored playground: the racetrack. It was an exciting year for Formula 1, taking out fifth place in the Constructors' World Championship along with Fernando Alonso's podium finish at the Qatar Grand Prix and the season's highlight: Esteban Ocon winning in Hungary. Alpine Academy driver, world F2 champion and previous F3 champion, Oscar Piastri is paving the way for a new generation of motorsport drivers. He will be reserve driver for our 2022 Formula 1 team. Finally, in endurance racing, 43 years after its historic victory in Le Mans, Alpine has once again returned to the Hypercar podium. Alpine also announced its involvement in Le Mans Daytona h – the new crowning category for the discipline – starting in 2024.

Preparing for the future

Fueled by our achievements in racing, the successful expansion of our commercial network has almost doubled vehicle sales in just one year. We also entered into noteworthy partnerships including the fleet of 26 A110 cars for the French National Gendarmerie and the collaboration with Felipe Pantone who redecorated four of our vehicles. As we prepare for the future, we are already working on our "dream garage", which will soon see the arrival of three all-electric vehicles with the spirit of a sport car, demonstrating that EVs too can be high-performance and fun to drive. In the same vein, we are also implementing a plan to reduce the carbon footprint of our Formula 1 business.

Passing on our legacy

We launched the inaugural Alpine Mechanical Excellence Competition, which gives young automotive mechanics students from all over France the opportunity to showcase their skills and knowledge. Exclusively open to students in vocational training programs, it gives those who aren't already studying at specialized motorsport academies the chance to see inside our workshops, so equal opportunities can go hand in hand with excellence.

MOBILIZE
BEYOND AUTOMOTIVE

Tackling challenges facing the automotive industry

New consumer expectations, new regulations and, of course, environmental issues: the future of mobility lies in a democratized, carbon-free and shared range of services. To meet these challenges, Mobilize – the Group's fourth brand – has devised a number of services that shift from an ownership to a usage economy: **an integrated offer of vehicles and related services.**

Achieving both collective and individual benefits

Mobilize aims to facilitate the transition to a new form of mobility; while user-side demand is there, a number of barriers remain especially in terms of EV uptake. Mobilize is there to remove those barriers by providing a one-stop shop of services: from **vehicles** to **financing, energy** services to **maintenance,** they all rely on powerful technology (software, data, etc.). The solutions on offer have been designed for individuals, people – and goods – transportation operators, and last-mile-delivery specialists.

The brand harnesses the strengths of Renault Group (120 years of automotive expertise, innovation, a solid network, etc.) as well as an ecosystem of top-of-the-line corporate partners and start-ups, including Zity by Mobilize, Bipi and others. The objective being to think collectively of those solutions that are best suited to individual needs, and that best address the issues faced by a city or community.

Essential needs, concrete responses

Accelerating the EV transition for chauffeurs

In 2022, Mobilize launched Mobilize Driver Solutions in Spain and France. This turnkey, flexible and economical offer consists of an exclusive all-electric sedan and all-inclusive services (insurance, maintenance, charging, roadside assistance). Mobilize Limo is the ideal electric sedan for professional drivers who need to switch to an electric vehicle due to local government rules and regulations: zero emissions and zero noise with a range of up to 450 km (WLTP cycle) and access to rapid charge stations.

Towards more flexible mobility: car-sharing

Car-sharing is an ideal solution for cities looking to reduce congestion and free up public space. Mobilize is already present on the car-sharing market with Zity by Mobilize and Mobilize Share accounting for more than 800,000 users!

Fostering electric mobility

The primary barriers currently stopping people from switching to electric vehicles are to do with charging and range. Mobilize seeks to remove these obstacles by helping customers throughout their journey be they at home, work or on the open road:

— charging terminals with Mobilize Power Solutions;

— the Charge Pass, a simple solution for accessing a dense network of 260,000 charging points;

— a network of rapid charge terminals currently being developed along highways with our dealerships;

— Smart Charge, a fully connected technology solution based on artificial intelligence to save money and reduce the carbon footprint all while charging the vehicle;

— the battery health certificate makes it easier to sell used electric vehicles, meaning a better sale price for the seller and greater reassurance for the buyer.

A brand based on the Vehicle-as-a-Service (VaaS) model

Mobilize sells services, not vehicles. The brand uses vehicles to then leverage an integrated software ecosystem and offer a full range of services ranging from financing solutions to insurance, energy services and maintenance. The vehicle is no longer a mobility-only product but rather a service platform.

Achievement overview

2021 was a year for renewal within the Group. First, a renewed strategy, with the Renaulution launch. This plan fundamentally changed our business model to focus more heavily on value and usher us into an era centered around technology and the environment. Then, a renewed organization, centered around functions and brands. The initial mid-term objectives of the Renaulution plan were to achieve an operating margin of at least 3% by 2023 and 5% by 2025, a cumulative Automotive operating free cash flow of approximately €3 billion for 2021-2023 and €6 billion for 2021-2025, and to reduce R&D expenses to about 8% of revenue.[1]

More than a year ahead of our financial targets

The Group ended financial year 2021 with an Automotive operating free cash flow of €1.3 billion and an operating margin of 3.6%, thereby reaching its 2023 target two years ahead of schedule. In terms of investments, the Group's net CAPEX and R&D rate (excluding the impact of asset disposals) amounted to 8% to 9% of revenue. The fixed costs were reduced by €2 billion compared with 2019. In reaching this target one year ahead of plan, the break-even point was then lowered by 40% compared to 2019 levels, two years ahead of schedule (the initial target was to lower the break-even point by 30% by 2023).

Following the conflict in Ukraine, the Group announced on March 23, 2022, that it would:

— suspend activity at the Renault Moscow plant and assess its possible options concerning its involvement in AVTOVAZ, while acting responsibly towards its 45,000 employees in Russia,

— revise its financial outlook for 2022 in light of the latest decisions with:
· a Group operating margin of around 3%,
· positive Automotive operating free cash flow.

Ahead of its Renaulution mid-term objectives, Renault Group will ramp up efforts and present an update on its financial objectives at a Capital Market Day in the fall of 2022 as part of its strategy to become a major competitor in terms of technology and responsible business.

An organization geared for a greater competitive edge

These results demonstrate the company's agility in reshuffling its organization to center it around the four brands. Key positions have been boosted with the promotion of 250 people and the recruitment of 30 new talents – 50% of whom were women – for the most strategic functions. At the same time, in order to be more efficient with our operations while adopting a lean philosophy, we reduced management positions in engineering by 30%.

Success in business and technology

Despite a challenging international backdrop tied to the semiconductor shortage, the Group unveiled six new models. By the end of 2021, 60,000 orders had already been placed in Europe for the Renault Arkana since its launch in March 2021. The Renault Kangoo Van was elected 2022 Van of the Year. Between March and December 2021, Dacia Spring received 46,000 orders. Lastly, the latest iteration version of Dacia Sandero is still the number-one passenger car for European distributors, and the Alpine A110S launch was successful.

Renault's electrified and electric vehicles recorded a 52% increase in sales during the year, accounting for 31% of the overall mix in Europe compared with 17% in 2020. The Group continues efforts to reduce diversity for each vehicle (down 38% compared with June 2019). High-end versions accounted for 85% of sales for Arkana, Kiger and Spring. The Group favors sales through retail channels, as they are the most profitable. The combined impact of this success is a price effect increase of 5.7 points compared with 2020.

Lasting performance

Environmental performance is a true strategic lever. In 2021, the Group's carbon footprint decreased by 22% worldwide compared to 2010 levels. The goal is to achieve carbon neutrality in Europe by 2040 and worldwide by 2050.

Transforming the Group into a green, tech-intensive company is achieved by accompanying employees as they acquire new skills. Launched in April 2021, ReKnow University is dedicated to the learning of new skills in electrification, data analysis and cyber-security, and vehicle and battery recycling.

In France, 2,600 people received training in 2021. In addition, we made a concerted effort to reduce the frequency of occupational accidents with lost time involving Renault and temporary employees (FR2), dropping it from 3.7 – when it was at its highest in 2018 – to 1.75 in 2021. Ensuring workplace equality and equal pay for all is also crucial. By 2025, we want to eliminate the pay gap between men and women occupying similar jobs. Our commitment to diversity and gender equality was reflected in the signing of the United Nations' Women's Empowerment Principles in early 2022.

The Group's ESG performance is put to the scrutiny of major international extra-financial rating agencies. In particular, for over 20 years, the Group has adhered to the United Nations Global Compact and its 10 principles on human rights, labor standards, the environment and the fight against corruption.

RATING AGENCY	RATING	RANK WITHIN THE INDUSTRY
SUSTAINALYTICS	Medium risk	18/82 automotive industry (22nd percentile)
MSCI	BBB	-
MOODY'S ESG Solutions	59/100	5/38
QUALITYSCORE 1	C+ PRIME STATUS	1st decile
CDP climate	B	-
CDP water	B	-
ecovadis	68/100	94th percentile

— (1) On May 16, 2022, the Board of Directors of Renault Group unanimously approved the signing of agreements to sell 100% of Renault Group's shares in Renault Russia to the City of Moscow and its 67.69% stake in AVTOVAZ to NAMI (Russia's central automobile and engine research and development institute).

Green as a business

Climate change, planetary limits and changing habits are pushing us to transform our model to make it responsible and resilient. To achieve this, we have made carbon neutrality our priority objective.

For our vehicles, we want to rely on the value offered rather than on the volumes sold. We are strengthening our leadership in electric vehicles, thinking broadly about all stages in the life cycle and reducing our consumption of materials to do more with less.

We are reinventing mobility and rethinking its links with energy. Also, we are capitalizing on our know-how and our capacity to innovate to put technology at the service of smart transportation in line with the low-carbon requirements of our time.

We are doing all this by developing a new business model based on the circular economy, to maximize life span and use, and turn our waste into resources.

Renault Group Climate Plan: towards carbon neutrality by 2040

As a carmaker and mobility player, our role in the fight against climate change is crucial. Launched in 2021, the Renaulution strategic plan marks the start a new era for Renault Group: it will ensure our sustainable profitability and the achievement of carbon neutrality in Europe by 2040 and worldwide by 2050.

To make this transformation possible, we have adapted our governance and factored the fight against global warming into all our operations. Our Climate Plan details all the drivers that will enable us to reduce our levels of greenhouse gas emissions in the short and medium term, with deadlines in 2025 and 2030 (see following pages). It follows on from our 2022 target of reducing our vehicles' carbon footprint by 25% compared to 2010, which we are on course to achieve (down 22% by end-2021). We are restructuring our approach by taking on board the recommendations of the Financial Stability Board's Task Force on Climate-Related Financial Disclosures (TCFD), and by securing certification under the Science Based Targets initiative (SBTi), as of 2019. The Group aligns its capital expenditure plans on its long-term GHG reduction target.

A subject monitored at the highest level...

Supported at the highest level of Renault Group, the climate strategy is an essential part of the Renaulution plan unveiled with the announcement of the new sustainable development strategy. Each year, the Board of Directors examines climate change issues and the associated risks and opportunities. It approves Renault Group's greenhouse gas emissions strategy, the electrification strategy and the impact of new regulations on greenhouse gas emissions and pollutants. In order to strengthen governance on these issues, in 2019, the Board of Directors set up a specialist committee, the Strategy and Sustainable Development Committee, and tasked it with carrying out an in-depth review of environmental issues, among other duties. In 2021, it was decided to combine this committee with the Strategy Committee, as environmental, social, societal and governance issues are all integral to the Group's strategy. In addition, every month, the decarbonization trend – especially the short-term trend – is presented to the Board of Management.

More than 96,000
Renault electric vehicles
sold in Europe in 2021 and 9% of the Group's consolidated revenue derived from vehicles emitting less than 50 grams of CO_2 per km.

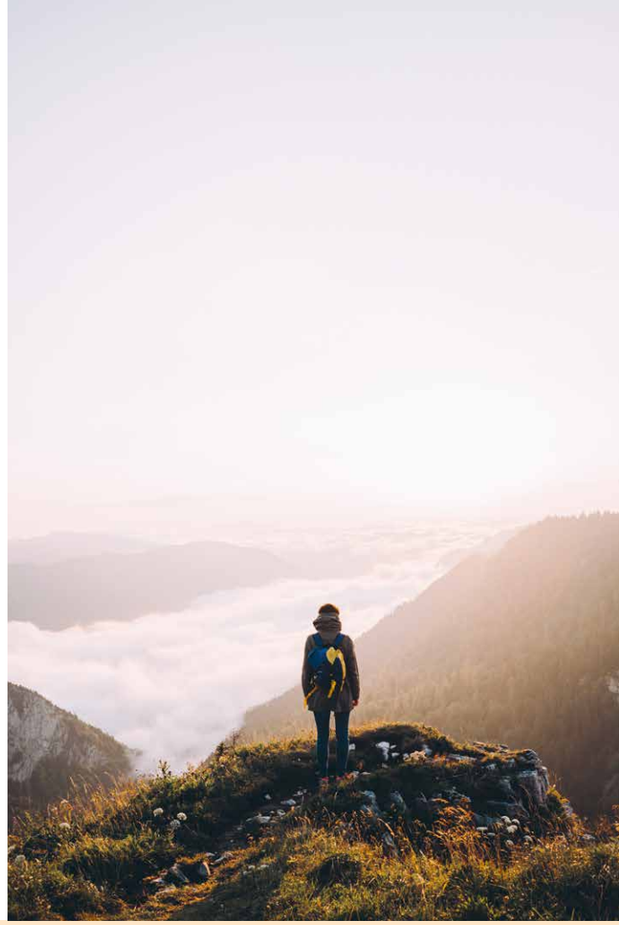
...and supported by top management

The Board of Management (BoM) and the Strategy and Business Development Department oversee the Group's environmental targets. The main lines of the Group's environmental policy are discussed twice a year and arbitrated within the BoM. To implement these guidelines, the BoM relies on the Strategy and Business Development Department, which steers the reduction in the environmental footprint of the businesses, products and services over their life cycle. This link enables the issue of climate change to be meshed with all the Group's strategic and operational issues, whether planned new models, industrial choices or battery chemistry and capacity. A network of contacts oversees the rollout of operational targets in all the Group's business departments. These departments implement the measures set out in the Climate Plan and draw up the associated budgets. These plans are reviewed during strategy meetings led by the Strategy Department. And to guarantee our performance in this area, the remuneration policy for the CEO of Renault Group takes into account carbon footprint criteria based on the share of sales of electrified passenger cars in Europe (as a proportion of total passenger car sales) as well as the carbon footprint of the vehicles produced.

Understanding climate-related risks to guide our actions

In order to provide ourselves with decision-making tools adapted to the challenge of climate change, we have mapped the climate-related risks and opportunities1. Their analysis is divided into two categories: transition risks, linked to the shift towards a low-carbon economy and all the adaptations that this implies; and physical risks with their potential consequences for businesses and supply. We then factor these analyses into the corresponding management systems. The commercial opportunities and associated competitiveness drivers have also been studied. These risks and opportunities have been assessed on the basis of several climate scenarios within short-term (before 2030), medium-term (2030-2040) and long-term (2040-2050) timeframes. In 2021, we introduced global warming-related risks into the Group's map of major risks in order to make them more visible and strengthen management of the associated action plans.

— (1) The risks and opportunities related to Renault Group's environment and their sensitivity to the various scenarios established are described in section 2.2.2.1.4. of the Renault Group Universal Registration Document.



Forward-thinking to build our resilience

The Renaulution strategic plan is geared for a baseline climate scenario of global warming well below 2 °C. However, the analysis of climate-related risks and opportunities requires the development of alternative climate scenarios in order to better measure their potential impacts and prepare appropriate responses. Three alternative scenarios (1.5 °C, 3 °C and 4 °C) are used to simulate the impact of climate-related risks by 2050 with intermediate points in 2030 and 2040.
In the most optimistic scenario from a climate point of view (1.5 °C, New Green Deal), the most significant risks for Renault Group relate to regulation, standards, technology and market development.
The opportunities identified include the development of new products and services, strengthening the circular economy and consolidating the Group's reputation on climate issues. In the other scenarios, the physical risks from extreme climatic events are more marked.
They are aggravating factors for existing risks.
The potential impacts of climate change are therefore gradually being included in how we monitor risks attributable to natural disasters and industrial accidents at our sites and in supply chains, and failures in the supply chain.
Resource shortages and geopolitical risks are additional risks within an extreme 4 °C warming scenario (turning inwards and fragmentation).
These analyses are essential to the resilience of our strategic plan and allow us to foresee the necessary adaptations and adjustments.
Transition risks are managed within the Climate Plan (see next page). Physical risks are, in particular, analyzed in the context of investment requests and in the building maintenance strategy.
In addition, measures are implemented across the board, such as the launch in 2022 of a comprehensive study of the vulnerability to extreme climate scenarios of our industrial and logistics sites.

Renault Group Climate Plan

The Climate Plan has been broken down into **nine major actions.** Their rollout across the entire Group will be staggered through to 2030, marking an intermediate step towards carbon neutrality in Europe by 2040 and worldwide by 2050.

9 ACTIONS to achieve carbon neutrality

DESIGN AND USE | MATERIALS SUPPLY AND END-OF-LIFE | OPERATIONS

1 ELECTRIFY
100% of new passenger car models sold by Renault by 2025

ElectriCity

Actions implemented
—
Pool the production of our vehicles on 3 platforms.
—
Launch 7 Renault-branded electric models by 2025, while stepping up the pace of electrification of future ranges (25% reduction in development time).
—
Create ElectriCity, a new industrial hub for electric vehicles in northern France.

Targets
100% of passenger cars sold by the Renault brand in Europe will be electric by 2030.

2 BECOME THE LEADER
for hydrogen-powered light commercial vehicles in Europe by 2025

HYVIA leading green H2 mobility

Actions implemented
—
Improve the range and charging speed of our vehicles.
—
Launch a joint venture called Hyvia with Plug Power to provide a comprehensive hydrogen solution encompassing vehicles and charging systems (including green hydrogen supply).

Targets
30% market share of hydrogen-powered light commercial vehicles in Europe by 2030.

3 ROLL OUT
hybrid and gas technologies across all brands

Actions implemented
—
Develop E-TECH hybrid technology which reduces hybrid engine fuel consumption by 40% compared to an equivalent internal combustion engine in the urban cycle.
—
Launch 3 hybrid models – Captur, Arkana and Megane Sedan – in 2021 then Austral in 2022.

Targets
35% of vehicles sold by the Renault brand will be hybrid by 2025.

4 INCREASE
the use of cars by at least 20% through shared mobility

MOBILIZE BEYOND AUTOMOTIVE

Actions implemented
—
Mobilize brand launch in 2021:
· Create flexible services around mobility, energy and data in open stakeholder ecosystems.
· Launch a range of modular, robust, all-electric vehicles designed for intensive use to meet new mobility needs: ride-hailing, car-sharing, last-mile deliveries, etc.

Targets
20% increase in the usage rate of vehicles through shared mobility.

5 STEP UP
the rollout of more efficient, low-carbon and reusable batteries

betteries | VEOLIA | Envision | SOLVAY | VERKOR | ST

Actions implemented
—
Production of low-carbon batteries.
—
Roll out repair centers for batteries during their first life, and second-life solutions – stationary (Advanced Battery Storage), mobile or modular energy storage thanks to the partnership with Betteries – at the Refactory in Flins.
—
Closed-loop recycling of strategic materials (cobalt, nickel, lithium) to produce new batteries through the consortium with Veolia and Solvay.

Targets
Reduce battery carbon footprint by 35% on average by 2030.
80% of material recycled back into new battery production in Europe by 2030.

6 INVOLVE
the entire supply chain

Terrafame | VULCAN ENERGY ZERO CARBON LITHIUM™

Actions implemented
—
Introduce a supplier carbon footprint assessment and CSR evaluation system.
—
Implement action plans to reduce emissions for the 6 most carbon-intensive commodities.
—
Eco-design vehicles and co-innovate with our partners.
—
Improve local sourcing for our factories.
—
Implement an internal carbon pricing mechanism for material selection and other procurement decisions.

Targets
30% reduction in CO_2eq emissions per kg in the parts and materials supply chain by 2030, compared with 2019.

7 BOOST
Renault Group's leading position in the circular economy

Refactory | indra AUTOMOBILE RECYCLING | ELLEN MACARTHUR FOUNDATION | Renault Environnement

Actions implemented
—
Increase revenue from circular economy business.

Targets
€1 billion revenue from circular economy business by 2030.
All new vehicles worldwide to be made with **33% recycled materials** by 2030.

8 HALVE
emissions at our sites by 2030

Actions implemented
—
Cut industrial footprint-related emissions by reducing site surface areas, optimizing manufacturing processes and reducing losses (energy recovery and recycling).
—
Introduce AI tools to manage energy consumption at sites.
—
Use renewables to produce electricity and heat.

Targets
50% reduction in greenhouse gas emissions at our sites by 2030 compared with 2019.
Carbon neutral industrial sites across Europe by 2030.

9 CUT
emissions from the transportation of parts and vehicles by 30% by 2030

Actions implemented
—
Introduce biogas and biofuel trucks, and step up multimodal transportation.
—
Reduce the number of kilometers traveled per cubic meter of freight.
—
Frugal management of packaging.

Targets
30% reduction in emissions from the transportation of parts and vehicles by 2030.

Refactory, the circular economy: new industry, new services

We are a pioneer and leader in the circular economy within the automotive sector. We were the first to implement an integrated circular economy system throughout our value chain and to become involved in the recycling industry. Today, we have turned this expertise into a business in its own right.

Turning waste into resources

We use an average of 30% recycled materials in our vehicles produced in Europe and minimize the environmental impact of industrial waste.

This commitment is reflected in our operations: for example, our Cléon plant collects and regenerates used machining oils from French factories for use in its machining processes for mechanical parts. We also recover our metal production waste with Boone Comenor Metalimpex, which is jointly owned with Suez.

Creating new life cycles

We rely on a growing ecosystem of expanding subsidiaries dedicated to the circular economy, to give a second life to materials and components. Our subsidiary Gaïa assesses and recovers vehicles, parts and materials through recycling, repair and reuse channels.

The workshop diagnoses and repairs electric vehicle batteries during their life. Once they are no longer fit for use in automotives, they are assessed and reconditioned for stationary energy storage or for other mobile uses (special vehicles, boats). Their end of life is thus postponed by 5 to 10 years.

"The Group's challenge for Flins is to convert an assembly plant into the first European site specifically for the mobility circular economy."

Jean-Philippe Bahuaud
VP Strategy, Environment and Refactory

Repair and reuse

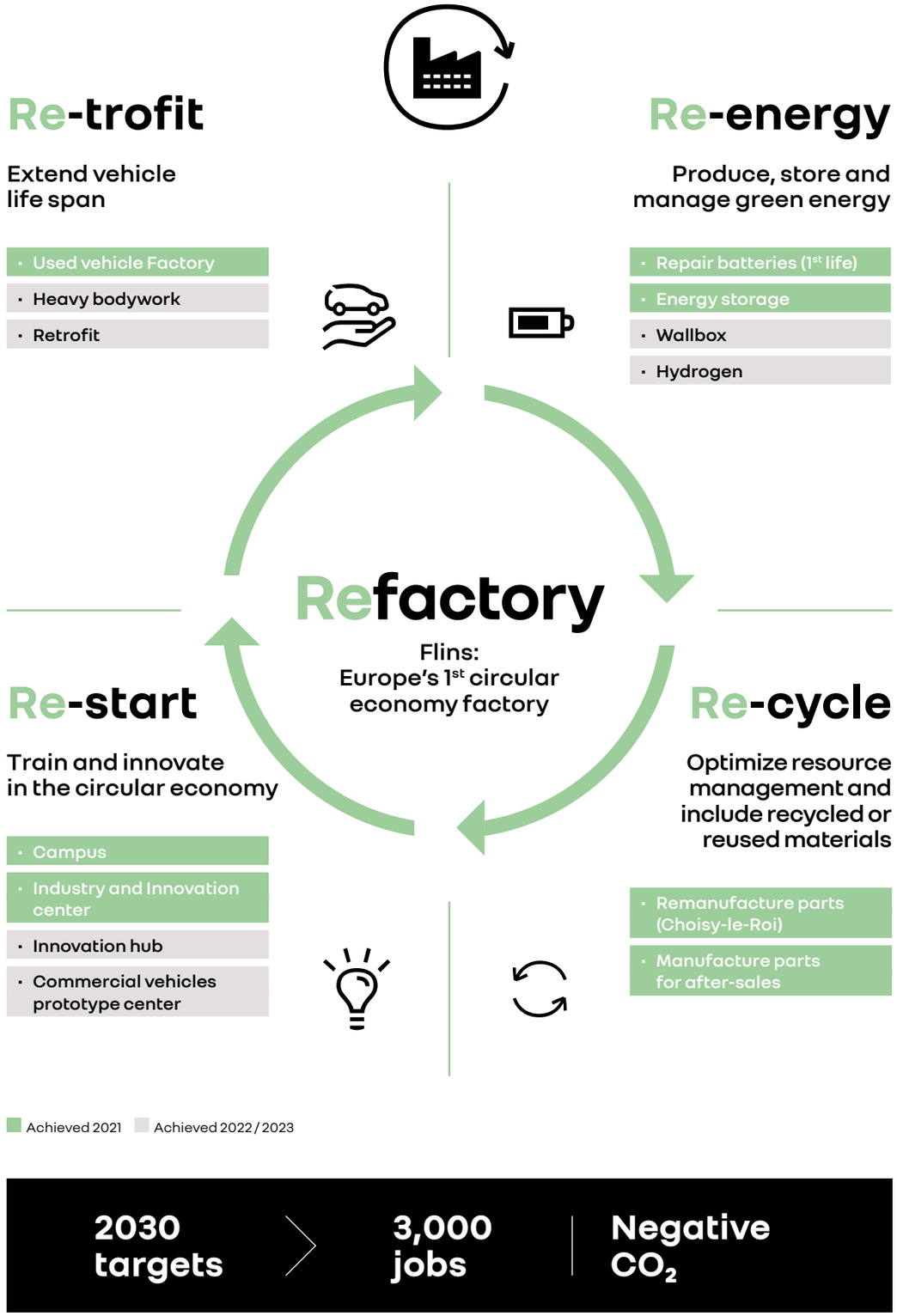
We collect and completely refurbish mechanical components from the Group's after-sales network. This business, which is currently being transferred to the Flins Refactory from its historic site at Choisy-le-Roi, remanufactures mechanical components (engines, gearboxes, etc.), as well as certain mechatronic components, and repairs electronic cards. These products are offered to customers of the Group's brands as part of the Standard Exchange offer. The Flins Refactory aims to achieve 20,000 electric battery repairs by 2030 by expanding the existing expertise and repair center. The project also includes a used vehicle reconditioning factory.

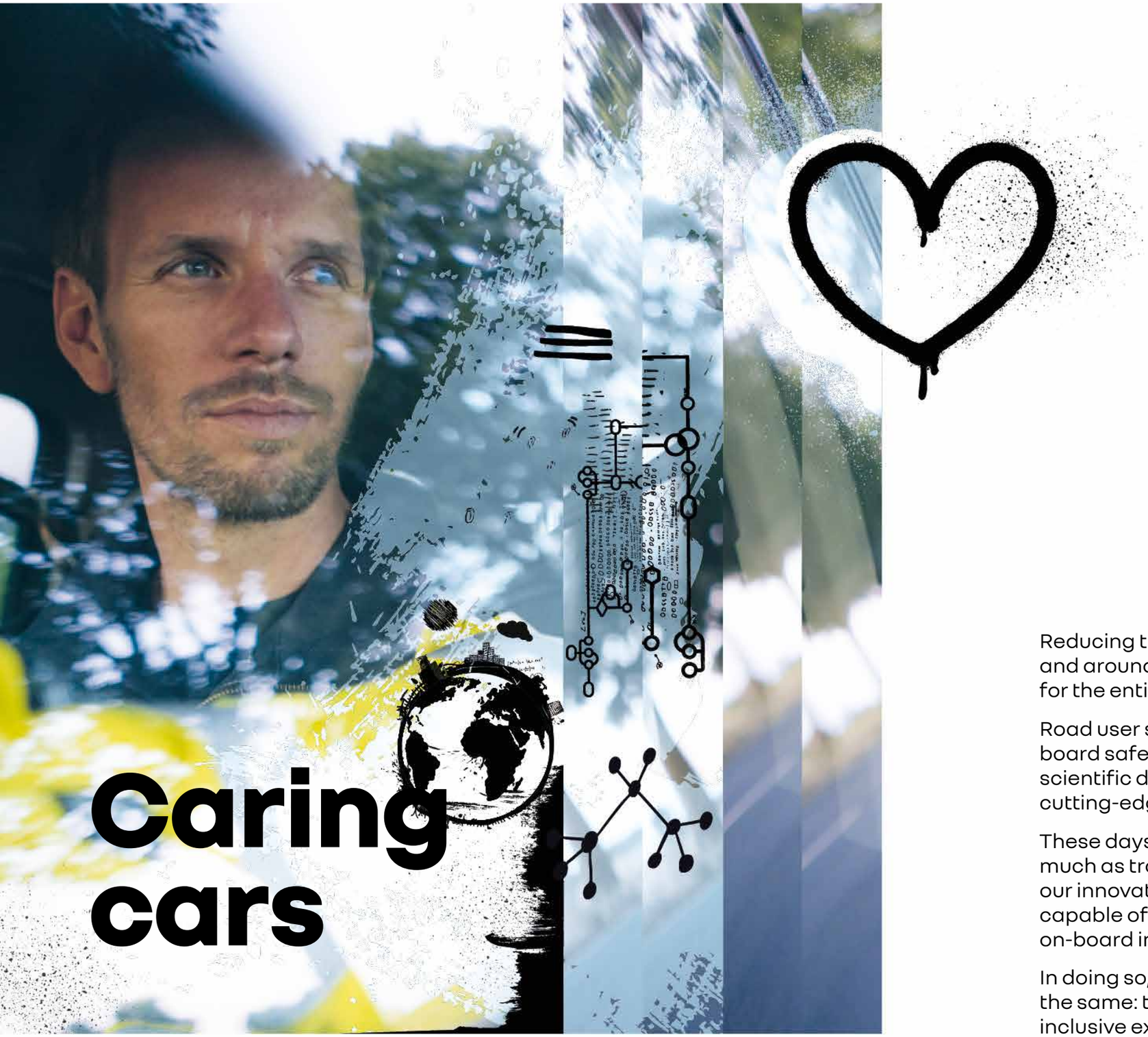
End-of-life recycling

From 2025, the Flins Refactory will be equipped with a dismantling line for end-of-life vehicles, which will supply the Used Vehicle Factory and the after-sales network with top-quality reused parts. This means it will supply secondary raw materials to the Gaïa recycling loops.

The Refactory will become the first dismantling site integrated into an ecosystem that is entirely given over to the circular economy. It will have specific expertise in electric vehicles, thanks in particular to the support of Indra, our subsidiary jointly owned with Suez, which manages all the technical and organizational aspects of dismantling and processing vehicles, as well as marketing materials and used parts.

We recover and transform materials from end-of-life vehicles to supply the production of new vehicles. The consortium formed with Solvay and Veolia organizes closed-loop recycling of strategic materials such as cobalt, nickel and lithium from spent batteries to produce new batteries.





Caring cars

Pioneer
Safety
Software
Tech
People

Reducing the number of road accidents in Europe and around the world is a major societal challenge for the entire automotive industry.

Road user safety is our priority. As a pioneer in on-board safety systems, over the years we have applied scientific data and formed key partnerships to offer cutting-edge innovations.

These days, mobility and vehicles are changing as much as transportation behaviors. That is why we base our innovation model on a technological ecosystem capable of ushering road safety into a new dimension: on-board intelligence.

In doing so, our mobility and driving goals remain the same: to guarantee the user a unique, safe and inclusive experience.

Working towards safer mobility

With over 50 years of experience studying accidents and their causes, we believe it is our responsibility to continue putting resources and efforts into making our vehicles safer and creating a smoother driving experience.

82%

of Renault passenger car models sold in Europe in 2021 are rated 5* in NCAP programs

Our commitment has been substantiated with the maximum 5-star rating in Euro NCAP tests awarded 25 times over (and most recently for Megane E-TECH), having been the first carmaker to do so in 2001 for different model segments, with Laguna II, then Megane II in 2002, and lastly Modus in 2004.

As the causes of accidents and injuries differ from one country to another, we are expanding our accident research beyond Europe. Our international expansion enables us to transfer our know-how and to gain expertise from local research organizations.

50 years of real-world safety

Our experience comes from observing accident situations. We began in 1969, when we co-founded the LAB, the laboratory for accident research, biomechanics and human behavior studies. Its mission is to use scientific knowledge to observe, analyze and anticipate accidents, and to help manufacturers in designing vehicles that can avoid accidents or reduce their severity. The LAB has produced world-renowned scientific expertise and delivered major innovations in road safety, such as the three-point seatbelt, standard use of pretensioning systems and airbags, more rigid vehicle structures, more flexible interior trim parts that may be in contact with the occupant in the event of impact, and development of active safety systems (ADASs). Statistics, the advancement of calculation tools and our strategic choices have made passive safety an essential component in the design of our vehicles.

The shift to new forms of mobility

After spearheading the safety of internal combustion engine vehicles, Renault has now established a leading position in the safety of electric vehicles.

To respond to the diversity of situations, risks and new challenges posed by electric and hybrid vehicles, we analyze statistical data from real-life situations and tests. We also work with an in-house network of experts and representatives grouped into 50 areas of expertise. Based on experience and the application of internal knowledge, engineers can determine the most relevant active, passive or tertiary safety solutions and integrate them into our vehicle ranges. In addition to protection, our new equipment supports drivers, so that they can bring their focus back on safety. We also take initiatives to train emergency services on what makes emergency operations different on an electric or hybrid vehicle.

a word from...

The LAB, where safety is a science

Stéphane Buffat

Director of the laboratory for accident research, biomechanics and human behavior studies (LAB).

What is the LAB's role in Renault Group's road safety policy?

Renault Group applies the LAB's statistics and accident research to constantly and concretely improve the safety of its products and services and to inform its strategic roadmap. Our role is to understand why, how and under what conditions accidents occur on roads, and to provide a meaningful perspective on road safety. Our strength is based on varied, complementary skills in the service of safety: engineers, data scientists, biomechanics experts, physicians, cognitive ergonomics experts and field accident investigators.

The LAB was founded out of a cooperative effort between Renault Group and PSA SA (now Stellantis). How was it organized?

PSA SA and Renault Group, the two French carmakers, created the LAB in 1969 as an EIG (economic interest grouping). At the time, the two groups sought to collaborate on non-competitive issues concerning accident research and biomechanics. More than 50 years later, the collaboration continues. A board of directors, composed of Renault Group and Stellantis executives, meets regularly to make sure that our work is in line with the strategic direction of both groups.

So, apparently, to reduce accidents, strength comes in numbers. Have you formed any specific partnerships?

We need concrete information to analyze what's happening in the real world. We use national and international databases to monitor data on accidents and their causes. We have developed several partnerships to obtain the data we need for our research. We work with CEESAR (an organization that collects accident data), and the French interministerial delegation for road safety, Gustave Eiffel University, CEREMA (a public institution that supports public policy on urban planning and transport), the VeDeCom Institute (a research institute dedicated to sustainable mobility) and the SystemX Institute for Technological Research.

The LAB improves knowledge on accident and injury mechanisms. What concrete improvements has the LAB contributed since 1969?

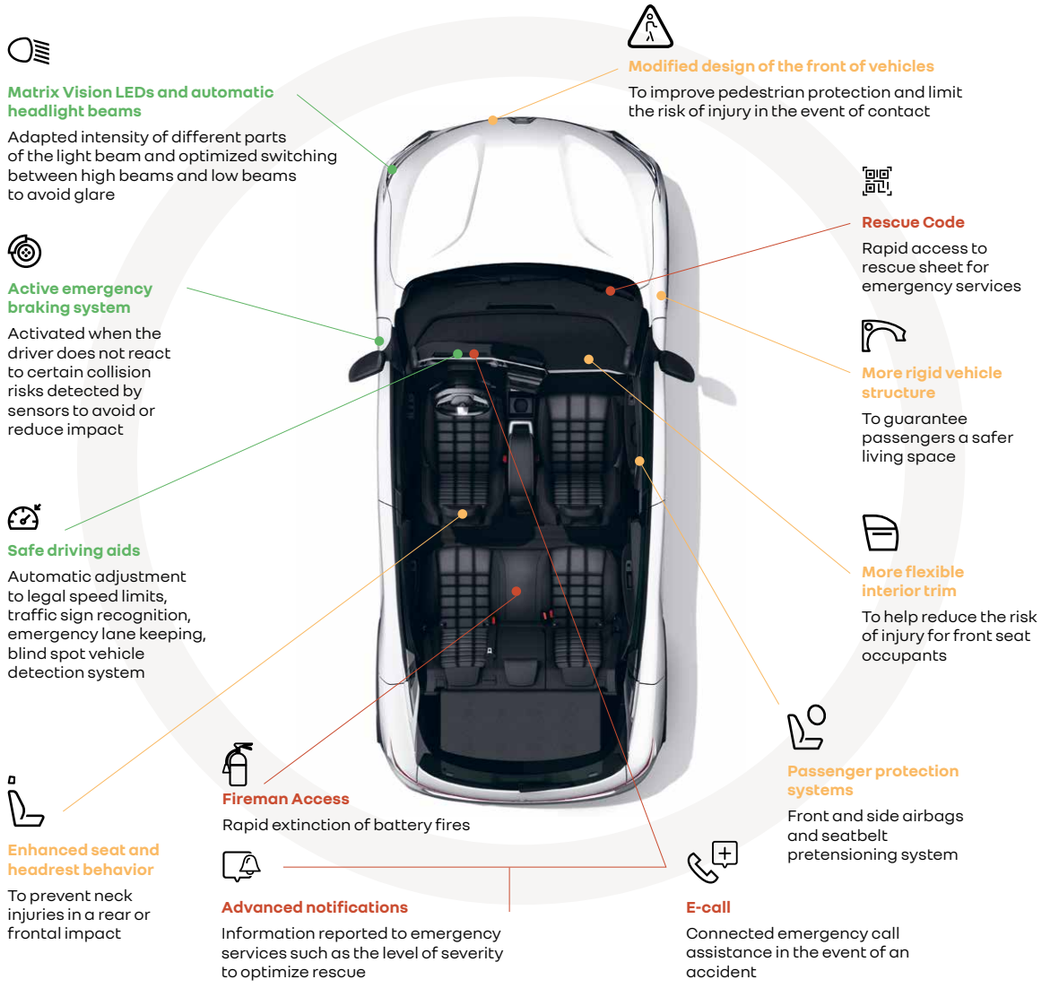
By improving knowledge of human behavior and tolerance levels of all sorts of people, the LAB helps manufacturers to design future technologies to increase safety for road users. Thanks to the LAB's work, Renault Group has reinforced vehicle structures, improved the complementary relationship between the belt and airbags, enhanced seats and child protection, and modified the design of the front of vehicles to improve pedestrian protection.

KEY FACT

In under 50 years, the LAB's world-renowned research has contributed to reducing the number of road deaths by 80%.

A new generation of safer vehicles

Designing safe vehicles that prioritize user safety to reduce the number of accidents and casualties on roads is among our commitments.



Matrix Vision LEDs and automatic headlight beams

Adapted intensity of different parts of the light beam and optimized switching between high beams and low beams to avoid glare

Active emergency braking system

Activated when the driver does not react to certain collision risks detected by sensors to avoid or reduce impact

Safe driving aids

Automatic adjustment to legal speed limits, traffic sign recognition, emergency lane keeping, blind spot vehicle detection system

Enhanced seat and headrest behavior

To prevent neck injuries in a rear or frontal impact

Modified design of the front of vehicles

To improve pedestrian protection and limit the risk of injury in the event of contact

Rescue Code

Rapid access to rescue sheet for emergency services

More rigid vehicle structure

To guarantee passengers a safer living space

More flexible interior trim

To help reduce the risk of injury for front seat occupants

Passenger protection systems

Front and side airbags and seatbelt pretensioning system

Fireman Access

Rapid extinction of battery fires

Advanced notifications

Information reported to emergency services such as the level of severity to optimize rescue

E-call

Connected emergency call assistance in the event of an accident

3 levels of safety

1 Primary

or active, before an accident, to avoid it

2 Secondary

or passive, during an accident, to reduce severity (for passengers and other users such as pedestrians)

3 Tertiary

after an accident, to limit consequences and facilitate emergency rescue operations

The features shown are the ones in Megane E-TECH.

Innovating to save lives

Improving the safety of road users is in our DNA. We continuously innovate and take a global approach to designing technological advances on our vehicles. This is to minimize the occurrence of accidents and make sure that in the event of an impact, victims are more frightened than hurt.

Detecting risks, guiding the driver, then acting to avoid an accident

What can we do about distracted driving? Drive a car that knows you are not infallible. A car that detects risky behavior and promotes preventive driving. All new Renault vehicles will offer a **Safety Score.** Modeled after the EcoScore, this tool analyzes driving habits and provides driving advice adapted to each individual. The principle is simple: based on the data from the vehicle's sensors, simple driving criteria are developed in order to establish a driving score from the point of view of safety.

A dangerous bend, a road that is statistically responsible for a large number of accidents, emergence of a hazard, etc. The **Safety Coach** system warns drivers of the risks along their journey based on surrounding data via visual, sound and touch interfaces.

Lastly, **Safe Guardian** limits or reduces speed in case of risky events. As of 2022, Megane-e features a system that automatically adjusts speed to the legal limit and roadway geometry. Speed will also be limited to 180 km/h on Renault and Dacia models.

"We are trying to align the DNA of the Renault brand – more human, warm, car for life and for living – [with] the innovations that we select."

Olivier Brosse
VP Engineering of the Renault Brand

"In the future, cars will interact with their environment in real time, via either V2V or V2I data communication, to warn the occupant and users of hazards as soon as possible."

Gilles Le Borgne
EVP Engineering of Renault Group

Rescuing people rapidly by adapting to new electrical risks

New technology can make rescue operations more complex in the event of an accident. Our engineers have come up with safe responses to these new risks with two innovations.

Fireman Access makes it easier for firefighters to deal with battery fires on electric vehicles with a part they can use to pour water into the battery. Using this device, the operation takes only a few minutes instead of two hours. Already added to electric and plug-in hybrid vehicles, Fireman Access will be rolled out on all future plug-in hybrid and electric models from the Renault, Dacia and Alpine ranges.

The **Rescue Code** is a QR code that instantly provides emergency services with all the useful information on the architecture and systems that can impact them in their efforts. That means passenger assistance comes nearly 15 minutes faster.

We are currently the only car manufacturer to offer these technological enhancements to firefighters. To enable them to practice and train for emergency calls on new-generation vehicles, we are donating several hundred vehicles to fire departments in 12 European countries.

Bringing on the future with the Renault-Nissan-Mitsubishi Alliance

Built on the principles of sharing investment and pooling our respective expertise, the Alliance's business model gives us a unique and powerful technological and financial advantage in areas such as electrification, safety, industrialization and user experience. The aim is to amplify synergies to put us on the forefront of future mobility, enhance our competitive edge and bring more value to all our stakeholders.

Leading the electrification challenge together

For our future development, we unite in a shared vision built around the Renault-Nissan-Mitsubishi Alliance. This collaboration allows us to pool costs and expertise and then deploy jointly developed technology on vehicles. By 2026, 80% of the vehicle platforms used by the Alliance will be shared (compared with 60% in 2021). By 2030, 35 EV models, or 90% of all models sold by Alliance members, will use one of the five common EV platforms.

Our battery strategy has led us to make bold standardization choices within the Alliance. All of our BEV launches will feature a standard battery architecture and NMC-based chemistry (nickel, manganese and cobalt), to offer competitive and efficient packs. With these technologies, the Alliance is expected to sell 1 million electric vehicles worldwide by 2030.

Similarly, the roadmap defined to develop standard all-solid-state batteries aims to improve costs and efficiency and achieve an annual production capacity of 220 GWh by 2030. The Alliance has already invested €10 billion in electrification and will invest a further €23 billion over the next five years. A shared strategy is also being adopted for charging stations compatible with all Alliance vehicles, through the support of Mobilize and the partnership with Ionity.

25 million cars connected to the Alliance Cloud by 2026

Data collected from Alliance vehicles provides a unique information base for sharing knowledge. By 2026, 25 million of these vehicles will be connected to a common cloud and will help build our technological future based on the data they provide. This extensive network is already proving useful for our electric vehicles. With 30 billion kilometers driven by Alliance electric vehicles, we have the most comprehensive database of battery usage in the industry.

Stronger and more efficient together

To benefit from economies of scale and facilitate the integration of our joint development, Alliance members are pooling their industrial infrastructure. On a daily basis, 29 plants produce vehicles for the Alliance that share the same platform, powertrain and/or battery.

The Alliance also connects us with a common network of suppliers, empowering us to form original partnerships, such as our agreements with Google or Envision AESC. Our total annual purchases amount to over €100 billion (excluding the COVID-19 period), providing leverage for collaboration with suppliers. And this is an essential component to our strategic vision.

Software République, an ecosystem dedicated to innovation

JOINT INTERVIEW WITH

Luc Julia
AI Expert, Chief Scientific Officer of Renault Group

Éric Feunteun
Chief Operating Officer of Software République

What is Software République?

Luc Julia: Launched with Atos, Dassault Systèmes, STMicroelectronics and Thales, Software République is an ecosystem aimed at innovation in intelligent mobility. The initiative brings together leading companies and innovative start-ups to create solutions and systems that will shape the future of mobility. Software République plans to launch products and services that will be sold to Renault Group and third parties.

How can such different organizations work together?

L. J.: Software République is an economic interest grouping, which incubates projects in the design and preliminary phase. When a project is given the green-light, the most appropriate structure and legal form are selected to support the new business. Each partner has equal decision-making power in handling day-to-day operations, but Renault Group has created an entire team to make sure everything runs smoothly. The leaders of the six groups meet regularly.

Why develop an ecosystem for intelligent mobility?

Éric Feunteun: Never has mobility evolved as fast and as radically as it has in recent years. These tremendous changes are pushing automotive and technology companies to innovate so that they can meet new challenges. Electrification, connectivity and the move from an economy of ownership to an economy of use are disruptions that require more advanced software and increased cooperation within the ecosystem. It was therefore logical to create this ecosystem.

What solutions does Software République aim to develop?

E.F.: By pooling our complementary expertise in artificial intelligence, cybersecurity, on-board systems and so forth, we hope to develop solutions that facilitate the accessibility of regions, enhance the user experience and improve energy management. These offerings include vehicle systems, service platforms and new operating tools. We must also realize that France and Europe urgently need to build a sustainable ecosystem to ensure their sovereignty in this area.

What is the purpose of this type of investment for the Group?

L.J.: Software République is a unique form of cooperation in Europe that meets the Group's needs with speed and agility, and by joining forces with third parties. It supports Renault Group's technological transition towards a tech company model without the Group having to make all the necessary efforts alone. As such, we will be able to capture value.

Have you already successfully launched mobility solutions through Software République?

L.J.: We're working on a project for the next generations of cybersecurity solutions for vehicles. We have also launched our first-generation joint start-up incubator. With a customized program and access to experts from all six groups, start-ups can grow and launch joint projects.

Inclusion
Business transformation
Stakeholders

Caring company

The decarbonization of mobility, new vehicle technology and the advent of an economy of use are driving us to adapt our strategy and reinvent our businesses.

Men and women are our primary asset. That is why we are navigating these transformations with an emphasis on employment and training. For example, we are setting up ambitious organizations to train our employees in these new professions, to guarantee their employability throughout their career and to promote mobility.

We tackle these challenges while taking action for equality and inclusion. These values are carried beyond our walls by helping people enter the workforce through inclusive mobility for society at large.

Reinventing our businesses

The need to develop new skills is growing in the automotive industry. Three clusters are addressing the three challenges – vehicle electrification, the circular economy of mobility and the digital transformation of services – and reflect our capacity to innovate and to open up to our ecosystem. They are also effecting our shift towards a tech-intensive and partnership-based business model.

Electricity cluster: ElectriCity, the leader

Renault ElectriCity is the largest, most competitive electric vehicle production center in Europe. It brings together the three Renault plants in northern France – Douai, Maubeuge and Ruitz – along with the MegaFactory, an electric motor production plant in Normandy. ElectriCity aims to produce 400,000 electric vehicles per year by 2025 and unite an entire ecosystem of suppliers to unleash new opportunities for future mobility. Through the people who are part of it, this hub has all the strengths it needs to become the European leader in terms of expertise and production, across the entire electric car value chain.

Circular economy cluster: the Refactory, a new economic model

The circular economy is one of the main drivers for achieving carbon neutrality and reducing our use of raw materials. With the first production center located in Flins, France, the Refactory is Europe's first circular economy factory dedicated to mobility.

Its project incubator, open to our employees and external partners, develops innovations to support the energy transition. The site features an experimentation area within industrial facilities and will soon be home to the Advanced Manufacturing center of excellence for vehicle prototyping and testing. Employees are supported in moving towards new professions and can develop their skills on the training campus, through new academic and continuing education programs and through partnerships in applied research on the circular economy.

Data, software and cybersecurity cluster: digital technology at the heart of mobility

The standards and practices of technological facilitators such as artificial intelligence, big data and cybersecurity are changing. That means we must have the necessary upskilling capabilities and structure these new skill sets to accelerate the development of these innovations. Our third division relies in particular on the ecosystem organized around Software République to steer our transition towards digital businesses and make Renault Group a key player in this technological sector.

82.1%
training access rate
(excluding AVTOVAZ and 72.6% including AVTOVAZ)

a word from...

Lena Le Reste
Engineer turned Head of the Batteries Department

You have been an engineer at Renault Group for over 18 years. What path has your career followed?

I started with the Group as an engineer specialized in developing lubricants. At the time, I knew nothing about the automotive industry! That experience quickly led me to discover the world of mechanical design. After holding four positions in the Mechanical Engineering Department, I began looking into electrification.

These days, you contribute to the Group's strategic shift towards electric vehicles. How did this transition take place?

In 2017, I wanted a management position within a business line, and I took a job as Head of the Batteries Department. The department is continuously evolving, and 2020 was a pivotal year with further development and market launches. This trend is speeding up with the Renaulution plan, and we currently have 14 projects in development.

How were you supported by the Group through the changes in your job responsibilities?

When I joined the department, I received training on the technical aspects of batteries and on how to manage managers. I was also lucky enough to have dedicated coworkers, who helped bring me up to speed on this new technical field and its jargon, so that I could quickly focus on my position as manager.

Ambroise Sylva
Fitter turned automotive painter

How did your experience at Renault Group lead you to this position?

I have been working at Renault since 2013. I started out as a fitter. Then in 2021, when the Flins plant became the Refactory, there were fewer assembly jobs. So I was offered the job of painter. Lots of people were retrained in other positions. Some former coworkers became painters like me, while others moved on to preparation, mechanics, cosmetics, etc.

What does your current job involve?

I paint vehicle parts, such as doors and bumpers. After protecting the vehicle with tape, we mask it. Then we paint it, apply two coats of gloss, and let it cure until dry. Depending how many parts need to be painted, I can work on up to seven cars a day.

How did Renault support you in your professional retraining?

At first, I didn't know anything about the job. It's very different from assembly. I took a course at the Global Training Center for four months. After the theory classes, we began the practical training to master painting techniques. Painting is like dancing, it's art! And now I love my job.