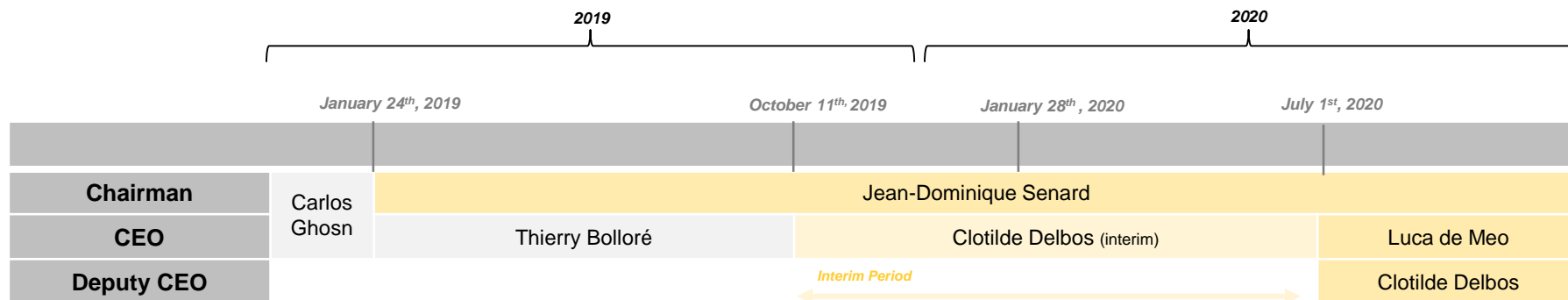


# **GROUPE** RENAULT

## **GOVERNANCE ROADSHOW**

# RENAULT'S GOVERNANCE - EVOLUTION



- Mr. Ghosn resigned from his terms of office as Chairman of the Board and CEO.
- The Board decided to institute a **separation of the functions of Chairman of the Board and CEO**:
  - **Mr. Senard appointed as Chairman of the Board**
  - **Mr. Bolloré appointed as CEO**

*Selection process led by the Governance and Compensation Committee*

- **Mr. de Meo appointed CEO as of July 1<sup>st</sup>, 2020.**
- **Mrs. Delbos appointed Deputy CEO as of July 1<sup>st</sup>, 2020.**

- The Board of Directors decided **to end the mandate of Mr. Bolloré** as CEO with immediate effect.
- The Board of Directors appointed, with immediate effect, **Mrs. Delbos as CEO for an interim period**, until a process is completed to appoint a new CEO.

# A REINFORCED GOVERNANCE



- Separation of Chairman of the Board and CEO roles
- Lead Independent Director role maintained
- Board size reduction
- Creation of an Ethics and CSR Board Committee

# NEW CEO = NEW PARADIGM AT RENAULT



## Luca de Meo's priorities :

- New paradigm : "value over volumes"
- New organization around the brands in 4 autonomous business units: Renault, Dacia, Alpine and New Mobility
- New Strategic Plan to be announced by January 2021
- 2022 Cost Reduction Plan is the first step to re-establish sound foundations

# BALANCED BOARD COMPOSITION

As of November 2020

## 3 Directors representing employees



Eric Personne



Richard Gentil



Frédéric Barrat

## 1 Director representing employee shareholders



Benoît Ostertag

## 1 Director designated by order, as representative of the French State



Martin Viai

## 1 Director appointed by the Annual General Meeting, upon proposal of the French State



Thomas Courbe



Jean-Dominique Senard  
Chairman of the Board

## 2 Directors appointed by the Annual General Meeting upon proposal of Nissan



Yu Serizawa



Jiji Tagawa

## 7 Independent Directors appointed by the Annual General Meeting



Pierre Fleuriot\*



Patrick Thomas



Miriam Bensalah Chaqroun



Catherine Barba



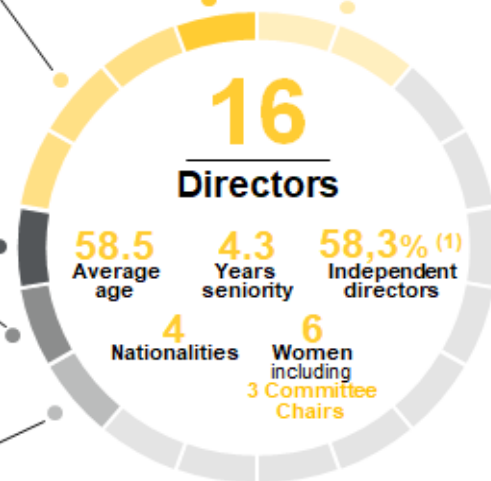
Pascale Sourisse



Annette Winkler



Marie-Annick Darmailiac



<sup>(1)</sup> Excluding the 3 directors representing employees and the director representing employee shareholders.

\*Lead Independent Director

# COMPOSITION OF THE SPECIALISED COMMITTEES

As of November 2020

## Audit, Risks and Compliance Committee



**60%<sup>(\*)</sup>**  
Independence

Pascale Sourisse (C)(DRE)

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Pierre Fleuriot (NR)



Benoît Ostertag (DRES)



Joji Tagawa (NR)



Patrick Thomas (NR)



Martin Vial (FSR)

## Ethics and CSR Committee



**66.6%<sup>(\*)</sup>**  
Independence

Marie-Annick Darmaillac (C)(DRE)

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Catherine Barba (DRE)



Frédéric Barrat (DRE)



Éric Personne (DRE)



Yu Serizawa (NR)

DRE: Director representing employees  
DRES: Director representing employee shareholders  
ID: Independent Director

C: Chairperson  
FSR: French State representative  
NR: Nissan representative

## Governance and Compensation Committee



**66.6%<sup>(\*)</sup>**  
Independence

Patrick Thomas (C)(DRE)

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Marie-Annick Darmaillac (DRE)



Éric Personne (DRE)



Martin Vial (FSR)

## Strategy Committee



**75%<sup>(\*)</sup>**  
Independence

Annette Winkler (C)(DRE)

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Catherine Barba (DRE)



Mirem Bensalah Chaqroun (NR)



Thomas Courbe (FSR)



Richard Gentil (DRE)



Benoît Ostertag (DRES)

(\*) : Excluding the director representing employees and the director representing employee shareholders

# ACTIVITIES OF THE BOARD AND ITS COMMITTEES

## Intense activity of the Board and of its Committees

In 2019

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14

meetings  
of the Board  
(vs 7 in 2018)

28

meetings  
of the Committees  
(vs 22 in 2018)

In 2020

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12

meetings  
of the Board

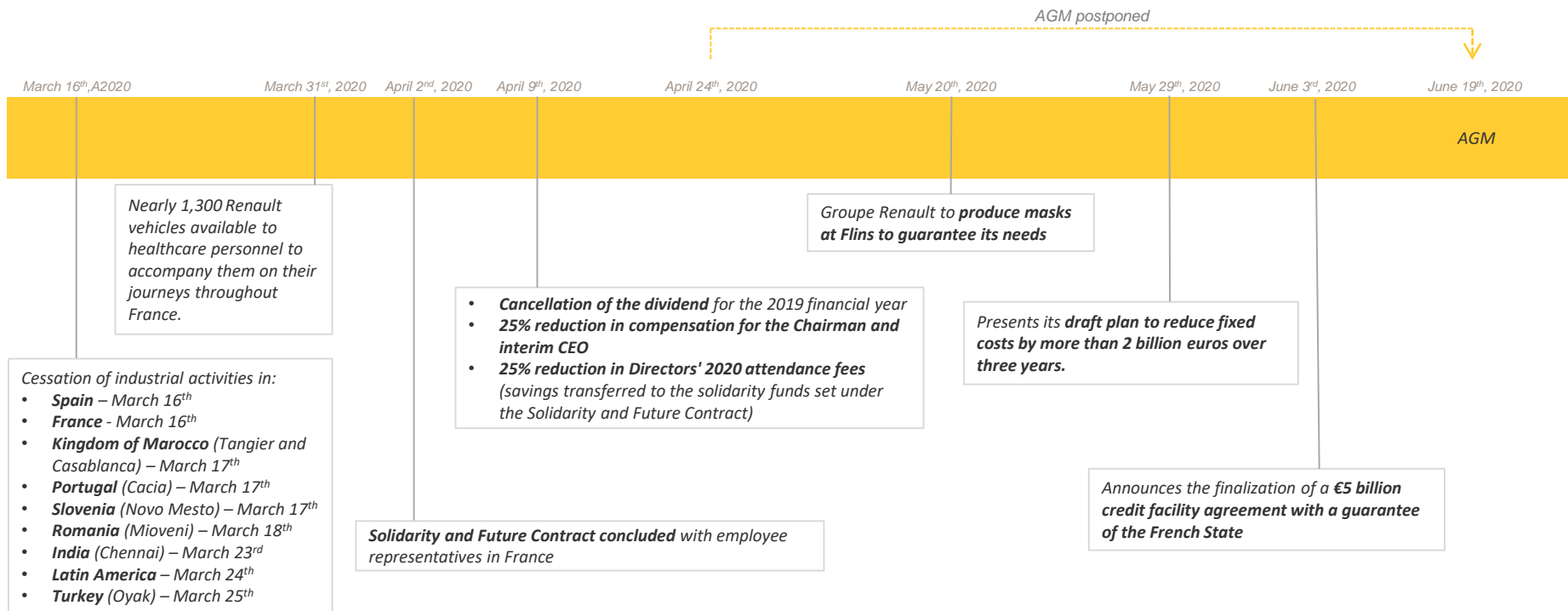
19

meetings  
of the Committees

# COVID-19 COMPANY'S RESPONSE (H1 2020)

- ✓ Reactive management decision
- ✓ Keeping the safety and well-being of employees as top priority

- ✓ Closed monitoring of the situation by the Board (meetings fortnightly from March to May)
- ✓ All Board members equipped since 2019 with a secured I-Pad and a dedicated videoconference app





# CLIMATE AMBITIONS

**GROUPE RENAULT** supports the **TCFD** | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

## Commitments



**Worldwide Carbon Footprint\* :**

**-25% in 2022** vs 2010



**Worldwide Well to Wheel\*:**

**-41% in 2030** vs 2010

validated by



*New :*

**Europe Well to Wheel:**

**-50% in 2030** vs 2010

## Ambition



*New :*

**Europe Carbon Footprint:**

**Net Zero in 2050**

\* Scope: All passenger cars and light commercial vehicles registered under the Renault, Dacia, Alpine and Renault Samsung Motors brands.