

**ANNUAL GENERAL MEETING HELD ON 23 APRIL 2021
ANSWERS TO WRITTEN QUESTIONS FROM SHAREHOLDERS**

I. Questions from the *Forum pour l'Investissement Responsable* – French Social Investment Forum (SIF) association.

Environment

Question No. 1:

What are the CAPEX amounts for 2025 to be in line with the Paris Agreement? How will this CAPEX be distributed across the value chain between maintenance CAPEX and growth CAPEX? What is the geographical distribution?

Answer:

As soon as Regulation (EU) 2020/852 of June 18, 2020 on the establishment of a framework to facilitate sustainable investment (known as the "Taxonomy Regulation") comes into force, Groupe Renault will publish information concerning in particular its CAPEX in accordance with the benchmarks established by these Regulation to determine whether an economic activity is considered environmentally sustainable.

Groupe Renault is committed to achieving carbon neutrality by 2050. It has integrated into its strategic approach the 2030-2040-2050 ambitions set out in the Green Deal for Europe, published in November 2019, which aims to make this territory the first to commit key sectors of activity (including mobility) to a path that is compatible with the objective of limiting warming to 1.5°C.

Thus, the new "Renaulution" strategic plan, presented in January 2021, includes many projects aimed at meeting the challenges of climate change. These include:

- the launch of 10 new electric vehicles by 2025,
- the transformation of the Flins site into the "RE-Factory", the first European circular economy factory dedicated to mobility,
- or the creation of the Mobilize business unit to develop mobility and energy services.

Groupe Renault has also announced the creation of an "Electro-pole" in the north of France which will boast the Group's largest electric vehicle manufacturing capacity in the world. Moreover, it announced the creation of a major hybridisation centre in Spain for its vehicle and engine manufacturing plants. The new roadmap for Spain also includes developing Renault's social and environmental contribution in the country, by implementing a circular economy project in Seville.

Question No. 2:

How are you limiting the impact of biodiversity loss on your future income? Specify the indicators and means you have put in place.

Answer:

Groupe Renault has identified the risk of biodiversity damage in its materiality matrix of the environmental, social/societal and governance (ESG) issues it will face in the next five years (for more details, see Chapter 2.1.4 of the 2020 Universal Registration Document).

In 2018, Groupe Renault joined the Act4Nature initiative (www.act4nature.com) to contribute to the protection, enhancement, and restoration of biodiversity. Further commitments under Act4Nature International will be published in May 2021. These commitments focus on reducing the Group's impact on biodiversity.

Renault has also identified dependencies on ecosystems, mainly water and natural raw materials. In order to limit the impact of these dependencies on future revenue, the Group is pursuing the principles of the circular economy, including short material loops, and is monitoring water consumption and

quality indicators. New improvement targets have been set for 2021 (for more details, see Chapter 2.2.3.D of the 2020 Universal Registration Document).

Furthermore, the year 2020 and the global health crisis have illustrated the link between biodiversity loss and the overall decline in human health. In light of the increased risk of a pandemic, Renault learned in 2020 how to best protect the health of its employees, partners, and customers, while at the same time adapting the business to continue operating, albeit in a different way.

Question No. 3:

How are you preparing for the scarcity of certain natural resources and the difficulties of procuring your strategic resources? How does this affect your business models and how are you securing your supply chains?

Answer:

From the outset, eco-design means studying options (e.g., sizing) with the best environmental impact in order to minimise negative externalities on the climate or resources.

Renault has also set up a specific organisation to map the material risks identified in the short, medium, and long term. A dedicated team monitors and develops tools internally and in partnership with European and national authorities and collaborative platforms.

In the event of any identified risk related to the availability of strategic resources for the Group, solutions need to be adopted according to the specificity of the material or component:

- Substituting the resource as much as possible,
- Reducing / reusing material,
- Recycling with a view to ensuring the creation of a circular economy, in particular through capital links in dedicated entities supervised by the "Renault Environment" Business Unit.

With regard to the risks related to the supply chain, a strategy of procurement from sites as close as possible to the production sites offers greater visibility. In addition, diversifying the supplier portfolio provides a buffer against bottlenecks in the sector. Close cooperation with the supplier network remains at the heart of the Groupe Renault's commitments and ability to adapt in all circumstances.

This strategic axis of foresight and action is a major lever of competitiveness, and therefore of profitability, for Groupe Renault.

Social

Question No. 4:

It would appear that solidarity between economic actors, both large and small, is necessary to limit the negative impacts of the current crisis. How is your group adapting its national and international purchasing or sales practices to support its suppliers or customers affected by the crisis? Do you apply differentiated policies for VSE/SME? Has the crisis led you to structurally change your policies in this area?

Answer:

The COVID crisis has deeply affected all stakeholders in the automotive industry. Solidarity is a cardinal value of Groupe Renault.

Solidarity with customers

Groupe Renault has been there for customers in two ways:

- *Growing the Garages Renault Solidaires programme*

Garages Renault Solidaires offers garages in the Renault network the opportunity to volunteer to help low-income groups identified by social development advisors (associations, mobility platforms, social organisations, employment agencies, etc.) by offering them maintenance or repair services at cost price, backed by Groupe Renault's quality of service. More than 1,500 people were referred to this programme in 2020, i.e., almost 10,000 people since its launch.

In addition, since 2018, Groupe Renault has been deploying, in conjunction with Action Tank Entreprise et Pauvreté and several social development partners (at-entreprise-pauvrete.org), a long-term leasing offer with a purchase option backed by a micro-credit facility on new private vehicles and commercial vehicles. These offers are aimed exclusively at people who are not eligible for conventional loans. This operation was offered to almost 4,500 potential beneficiaries in 2020. The results obtained in 2020 show that the programme is reaching its target. The Group's objective is to significantly expand the lease-to-own offer by 2025.

- *The right conditions for distribution networks and customers*

Groupe Renault brands, via its subsidiary RCI Bank & Services, have supported their various customers in the context of the health crisis by taking various proactive actions in France and abroad:

- 3-month extensions have been implemented for all dealers of all makes, in all countries. A 1-year moratorium has also been put in place for the entire network since March/April 2020.
- Measures have also been taken to assist private customers: special offers with 2 to 3 months of free lease payments, no-down-payment special offers, flexible offers, etc..
- Similar measures have benefited large accounts and VSE/SME customers: deferment of direct debits without additional costs, deferment of payment dates by 3 months for all fleet customers, no-down-payment formulas with the first 3 lease payments offered, etc.

Solidarity with suppliers

In the context of its relations with suppliers, Groupe Renault is committed to the "Charter of Commitment on Customer-Supplier Relations in the Automotive Industry", which promotes good practices among industry players. Signed in 2009, this Charter was amended in May 2020 to strengthen the strategic, economic, and contractual relations between its signatories in view of the particular circumstances created by the Covid-19 crisis.

The Charter is subject to a monitoring committee consisting of representatives of all the signatories. This committee pays particular attention to the consequences of the crisis on the entire sector.

More generally, and beyond the current crisis, Groupe Renault is implementing a responsible purchasing policy throughout its supply chain (for further details on the Group's responsible purchasing approach, see chapter 2.5.2 of the 2020 Universal Registration Document).

Question No. 5:

How are you dealing at the group level with the social impacts related to the massive development of teleworking since the beginning of the pandemic? In particular in terms of psychosocial risk management, cost sharing, employee satisfaction surveys, any overriding of personal employee choice, proportion of employees teleworking, etc.

Answer:

On 9 July 2019, Groupe Renault, IndustriALL Global Union, the French trade union federations and the other trade union federations or unions represented on the Groupe Renault Works Council signed a new global framework agreement "Building the world of work together within Groupe Renault". Six months after the signing of this agreement, at the beginning of 2020, as the Covid-19 crisis has led to the widespread use of teleworking throughout the Group for those functions that can do so, Groupe Renault and the signatories of this agreement began negotiating an addendum to the global framework agreement to specify the conditions governing teleworking for Groupe Renault employees (conditions for success, working framework, professional equity, monitoring, etc.). This addendum is expected to be signed by the end of April 2021.

In France within this framework, a joint reflection group was set up with the social partners in February and March and an agreement on the negotiation method was signed on 6 April. Negotiations began on 13 April and should last until mid-May.

In France, from the first lockdown in the spring of 2020, the company sought to prevent the psychosocial risks associated with the unprecedented health situation. Thus, as part of a reinforced support and assistance plan, a network of professionals was mobilised to help employees who so wished: the company's internal facilitators, internal coaches, but also social workers and health professionals, doctors and nurses. External psychologists were also mobilised for employees who felt the need. This psychosocial risk prevention system is still in place today and has been enhanced with training modules for the HR function and managers. Lastly, a health survey was conducted in October 2020; its results allowed action plans to be implemented as close to the ground as possible.

Question No. 6:

Do you have a definition of "living wage" that goes beyond the local legal minimum wage? If so, what is it? How does your company ensure that its employees, but also the employees of its suppliers, receive a decent wage?

Answer:

The Group's salary and benefits policy is to deliver an attractive and competitive level of remuneration in each country. Thus, each Group entity conducts remuneration surveys in order to define its salary scales for recruitment, the recognition of individual and collective performance and the long-term development of employees.

In this context, regular audits and controls are carried out to ensure that no real salary is lower than the legal and collective agreement minimums.

Groupe Renault has no direct leverage to influence the level of wages of its suppliers' employees. Nevertheless, Renault has integrated compliance with social requirements into its selection and supplier relations standards.

Indeed, as part of its "Responsible Purchasing" approach, the Group implements reasonable due diligence (supplier evaluation, field audits by third parties) to ensure that suppliers comply with standards, laws, regulations, and soft laws relating to social, environmental, and ethical issues. Thus, compliance with the minimum wage provided for by the applicable labour laws forms part of the contractual commitments made by the suppliers.

For more details on the Group's responsible purchasing approach, see chapter 2.5.2 of the 2020 Universal Registration Document).

Question No. 7:

Do you consider environmental and social criteria in the profit-sharing agreements of your employees in France? If so:

- What are these criteria? Have they changed since 1 April 2020?
- What is the percentage of these criteria in the profit-sharing formula? Has it changed in the last year?
- What percentage of employees are concerned?

Answer:

A profit-sharing agreement for France was signed on 3 July 2020. It includes a financial criterion based on the operating margin and a non-financial criterion based on the Group's compliance with CO₂ emission reduction standards for new private vehicles sold in Europe (CAFE regulation / CAFE = *Corporate Average Fuel Economy*).

This agreement also provides for the negotiation of site-specific agreements. These "local" agreements include one or more environmental indicators representing between 10% and 20% of all indicators, depending on the site.

Question No. 8:

In the context of employee savings schemes, which funds are actually awarded a responsible certification (CIES, Finansol, Greenfin, SRI)? For each fund offered, what is the name of the certification(s), what is its share as a percentage of outstanding employee savings, and what proportion of employees is it offered to? In addition, what percentage of the group's employees, in France and abroad, have access to other forms of professional savings, particularly for retirement? What percentage of the assets corresponding to these savings is managed in a socially responsible manner and features "quality signs"? Which ones?

Answer:

In France, eight company mutual funds (FCPEs) are available to employees as part of the employee savings scheme. Among these company mutual funds (FCPEs), the "Renault France" fund is almost 100% invested in Renault shares and, as such, does not fall within the criteria for the award of responsible certification. Of the seven remaining company mutual funds (FCPEs), five have been awarded certification as responsible, as shown below:

- Multipar Monétaire SR : ISR, CIES.
- Multipar Obligataire Solidaire : ISR, CIES, Finansol
- Multipar Equilibre Solidaire : ISR, CIES, Finansol
- Multipar Actions : ISR, CIES
- Renault Mobilize Solidaire : ISR, Finansol
- CMCIC Perspective Certitude : No certification
- CMCIC Perspective Monde : No certification.

In addition, the percentage of employees and the amount of assets in each of the company mutual funds (FCPEs) are set out on page 247 of the 2020 Universal Registration Document.

Outside France, two company mutual funds (FCPEs) have been set up at the level of the registered office under the provisions of the Group Savings Plan (PEG) and are virtually 100% invested in Renault shares: the "Renault Shares" and "Renault International" funds. Tax and social security arrangements for savings and pensions vary according to local legislation. Therefore, each country implements its own employee savings policy and ensures compliance. With the exception of the two international company mutual funds (FCPEs) set up by the registered office, the Group is not in a position to publish information on employee savings schemes that may exist in the various countries where its subsidiaries operate.

Governance

Question No. 9:

Do you apply the GRI 207 standard to your public tax reporting?

If so: does this reporting cover all the items listed in this standard and if not, which items have you chosen not to publish and why?

If you do not use this standard: what are the reasons for not using it and do you plan to apply it in the near future (1-2 years)?

What other measures have you introduced or are planning to introduce to meet the growing demand for tax transparency from your stakeholders?

Answer:

In terms of taxation, Groupe Renault complies with all French and international legal and regulatory obligations, and in particular with the very comprehensive tax transparency requirements (CBCR, DAC6, etc.), but does not apply the GRI 207 standard.

Groupe Renault's tax policy is described on page 234 of the 2020 Universal Registration Document. Groupe Renault's Tax department is responsible for the Group's tax policy worldwide, including the management of all tax-related risks. Tax risk management is an integral part of the Group's overall risk management process. The tax policy and its procedures are monitored by the internal control department.

The Audit, Risks and Compliance Committee (CARC) monitors compliance with the policies and procedures in force. In addition, as part of its review of the Group's corporate and consolidated financial statements, the CARC analyses the evolution of the Group's overall tax cost and, consequently, the changes in domestic taxes that affect the level of this cost.

Therefore, as part of the process of closing the accounts and preparing the management report, the Board of Directors examines both the tax risks and the tax rate of the Group.

As set in its tax policy, Groupe Renault ensures compliance with tax rules applicable to its business in all countries where the Group operates, in compliance with international agreements and local regulations. Groupe Renault does not encourage or promote tax evasion, either for itself or for its subsidiaries.

Groupe Renault is fully committed to the implementation of regulations aimed at ensuring tax transparency at local, European, or international level.

In addition, Groupe Renault fulfils its obligation to file its country-by-country reporting with the French tax authorities, which concerns all Group subsidiaries worldwide. This reporting is then communicated by the French authorities to the tax authorities of other countries.

However, the country-by-country breakdown of taxes is not made publicly available.

Question No. 10:

What is the scope considered for the equity ratios you publish? What is your analysis of the changes in these ratios? Has this analysis led you to adapt your remuneration policies? If so, in what way?

Answer:

The indicators were calculated on the basis of the remuneration of all employees, based in France, of Renault s.a.s., Société de Transmissions Automatiques (STA) and Sofrastock, all wholly-owned subsidiaries of Renault SA, i.e., 31,600 people who were employees in 2020. The scope of these three companies represents 84% of the workforce of Groupe Renault's automotive subsidiaries in France as at 31 December 2020.

Details of the evolution of the ratios over the last five years can be found on pages 320-321 of the 2020 Universal Registration Document.

Question No. 11:

With regard to the implementation of your group's gender equality policy, could you provide us with:

- (i) the agenda and quantified targets - either met or to be met - for the topics related to this policy (career, training, pay, work/life balance, etc.) at all levels of responsibility.
- (ii) whether this equality policy is applied in all the group's companies, both in France and abroad. If not, why not?
- (iii) If so, what specific means do you use to promote gender equality in the countries in which you operate where there are difficulties in establishing this concept?

Answer:

Groupe Renault seeks to be the best employer for women in the automotive industry, both in France and abroad, and has set itself three objectives:

- becoming an employer of choice for women;
- overcoming the gender pay gap by 2025;
- maintaining our leadership in gender diversity among car manufacturers and increasing the presence of women in key positions.

For this last objective, Groupe Renault aspires to reach 30% of women by 2030, 35% by 2035 and 50% by 2050 in governing bodies, Senior Management positions (top 4,000) and Management positions (top 11,000 or 10% of the Group's positions with the highest level of responsibility).

To ensure, or even accelerate, the possibility of women moving into these positions, all HR processes aim to ensure that they are identified and fostered. In this respect, the Group offers women various measures (mentoring, coaching, specific training) to enable them to grow and fully express their potential and leadership abilities.

For more information on the diversity policy applied within the Groupe Renault, see pages 202 and 203 of the 2020 Universal Registration Document.

Question No. 12:

What forms do your lobbying practices take and how do they fit into your group's CSR strategy? Can you describe your company's chain of responsibility for lobbying or institutional relations? In what cases can or should your group's supervisory body (board of directors, supervisory board) be consulted? What information about your lobbying practices do you publish (public positions, allocated budgets, etc.) for each of your global markets?

Answer:

To roll out its strategy and for the smooth running of its activities in the countries in which it operates, Groupe Renault maintains an ongoing dialog with stakeholders: civil society, non-governmental organizations (NGOs) and public sector players. The arguments developed by the Group in this context concern public decisions on various subjects: social, tax, road safety, the environment (including the fight against climate change), in line with the Group's ESG commitments.

The Group's positions are presented to public decision-makers to answer their questions or propose adjustments, making it possible to reconcile the interests of the Group, its customers, shareholders and employees, and the search for the public interest, defined according to the UN's Sustainable Development Goals. The approach is guided by the "Code of Ethics dedicated to interest representation activities" (an internal guidelines for the implementation of the Group's Charter of Ethics), the European regulations (transparency register) and national regulations.

In France, Renault declares its interest representatives and its actions to the High Authority for Transparency in Public Life (*Haute autorité pour la Transparence de la Vie Publique* - HATVP).

The Group is a member of a number of professional federations in France and internationally, including certain automotive industry associations, as well as the French Association of Private Enterprises (AFEP) and the National Association for the Development of Electric Mobility (AVERE France), which work with public authorities in the collective interest of their members.

Question No. 13:

How, in concrete terms, do you go about involving the social partners, both at group level and locally, to ensure that your company embarks on a just transition? Do you intend to publish their views regarding your vigilance plan? Do you intend to publish their views on your non-financial performance document?

Answer:

Groupe Renault has a single body representing all Groupe Renault employees worldwide ("Groupe Renault Works Council"). Composed of representatives of the Executive Board and 40 employee representatives from the various countries in which Renault operates, this body reflects the geographical, social and professional diversity of Renault worldwide.

As a privileged forum for international, open, and responsible social dialogue, the Groupe Renault Works Council allows Executive Management and employee representatives to discuss the situation and strategic orientations of the group, along with the interests of all its employees, in a way that respects all stakeholders.

The Groupe Renault Works Council is also the monitoring body for two global framework agreements: "Working together for sustainable growth and development", signed in July 2013 by Renault's Executive Management, the Groupe Renault Works Council, and IndustriALL Global Union, and "Building tomorrow's world of work together", signed in July 2019. This latest agreement received, in October 2019, the top prize for the most innovative collective agreement, awarded by the Assises du Droit Social (ADS) and aims to better prepare for and live with the permanent changes in the automotive world that are strongly impacting the world of work.

The Non-Financial Performance Statement ("NFPS") and the Groupe Renault Compliance Plan are presented in chapter 2 of the 2020 Universal Registration Document available on the Group's website. This information is made available to staff representatives in accordance with the law and the collective agreements in force in the company, in particular through the Renault Single Database.

To date, the social partners have not issued a written opinion on the NFPS or the duty of care.

The draft NFPS is also examined by the Ethics & CSR Committee, which includes two directors representing the employees, before being submitted for approval to the Board of Directors, which includes all the directors representing the employees or the employee shareholders, and which is also attended by the representative of the central social and economic committee (CCSE).

In addition, environmental, social, and societal achievements are brought to the attention of employee representative bodies, in particular the Economic and Social Committees (CSE) of Group companies.

Finally, some of these topics are also addressed in global framework agreements, such as "Building the world of work together within Groupe Renault".

II. Question from the association "Initiative Pour un Actionnariat Citoyen" (IPAC)

Question:

Many scientists and associations agree that the current state of knowledge does not allow for an assessment of the environmental risks associated with deep-sea exploration and exploitation. A number of leading companies have already signed up to the scientists', organisations', and public figures' call for a global moratorium on seabed mining and have pledged to exclude deep-sea minerals from all their activities, including their supply chains, until such time as alternatives are properly explored.

Is our Group considering joining this initiative?

Answer:

Groupe Renault is very attentive to the debate on the potential environmental impacts of exploiting sub-sea mineral reserves and is currently considering this topic. No such resources are included in the Group's supply chain at present.

III. Question from the Association of Employee Shareholders of Renault (AASR)

Question:

The RENAULuTion plan is ambitious and visionary, but would it not be even more so if each of its phases, Resurrection - Renovation - Revolution, were combined with an employee shareholding plan, open to all employees, enabling them to make their commitment to the plan a concrete reality and benefit from their participation in its results?

Answer:

Groupe Renault continuously analyses the opportunity to develop employee shareholding in order to strengthen employee commitment and to share in the Group's long-term performance.

Several plans have been implemented in the past. Thus, as of December 31, 2020, employees held 3.48% of the share capital, which is higher than the average for CAC 40 companies.

The latest employee shareholding offering in November 2018 was for 1,400,000 shares which will become fully disposable at the end of the 5-year mandatory holding period ending on May 31, 2023. Following this deadline, a new study will be carried out on the possible launch of a new offering.