



Daring & caring

Building the next-generation
automotive company

2022 - 2023 INTEGRATED REPORT

**Renault
Group**

Building a **next-generation automotive company** takes more than innovation; it takes the right kind of innovation.

And for Renault Group, the right kind of innovation combines daring and caring.

It also involves making a difference in technological, environmental and social terms.

Joint interview 03

Jean-Dominique Senard, Chairman of the Board of Renault Group, and Luca de Meo, CEO of Renault Group, share their views on the realities facing car manufacturers and explain why the next-generation automotive company will be the culmination of the transformation of Renault Group.

Governance 08

The Board of Directors, which has embedded sustainable development at the centre of the Group's strategy, and the Leadership Team, with its enhanced agility and more cross-disciplinary approach, share their vision.

Strategy & key figures 11

Two years into the Renaulution, which kick-started the most spectacular recovery in the automotive industry, Renault Group is ready for its Revolution, the next step of its strategic plan.

Business model & partnerships 15

The automotive industry has changed; it needs new paradigms to suit the new value chains and vehicle life cycles. Renault Group has therefore revamped its business model, combining its strength as a group with its agility as a multi-specialist. It champions a model of open innovation, bolstered by a full ecosystem of partners.

Sustainable development: a strategy combining daring and caring 18

The nature of this model means sustainable development always factors into strategic decisions. By engaging in dialogue with its stakeholders, particularly through its Purpose Committee, Renault Group is committing to harness the right kind of innovation, combining daring and caring to set no one aside – not our customers, our employees, the industry or the environment.

The new entities and their contribution to sustainable development 29

Each of the newly created entities will contribute, through its own business activities, to creating lasting value – rising to the challenge of global warming and resource scarcity, and providing safe and affordable mobility for all.

Joint interview

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What are the main challenges that Renault Group faces today?

Jean-Dominique Senard: Our main challenge is to make Renault Group a future leader in sustainable mobility. It needs to be able to rise above the storms in the sector and create value, day after day, for all its stakeholders – our teams, our customers, our shareholders, our partners and society at large. And it has to do all that in a tense geopolitical and economic context, amid deglobalisation and inflation, while taking on the challenge of industrial sovereignty.

It will take guts and a lot of heart; we want this transition to be guided by innovation that is fair and takes society and the environment into account. Our approach of daring and caring runs deep in our roots and is central to our company's Purpose.

We have extraordinary strengths that will enable us to deliver on our promise, "our spirit of innovation takes mobility further to bring people closer": our first-rate and dedicated teams, our effective governance, our strong strategic plan and a rebooted Alliance standing on the firmest of foundations.

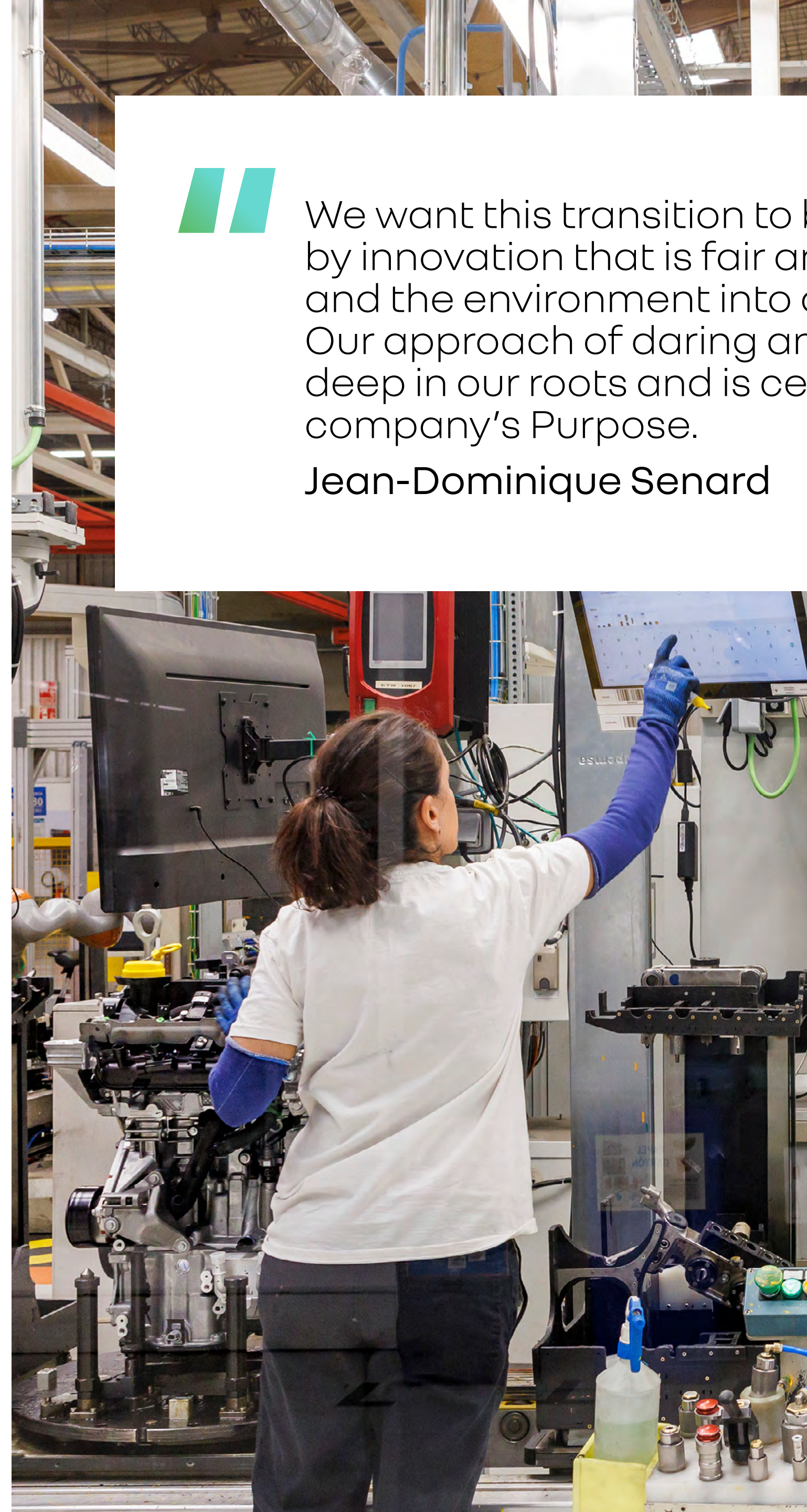
Luca de Meo: The transformation unfolding before our eyes in the automotive sector is like nothing we have ever seen before. The question we have to answer is what business model will work for a car manufacturer in this new world; that is our first challenge. Until recently, things were quite simple: there was one value chain – internal combustion and hybrid engines. It's as though we spent 125 years solely focusing on a single sport. But now new value chains are sprouting up, like new branches growing from a trunk: electric motors, software, new forms of mobility and the circular economy. So we are suddenly learning all these new sports. The drills are different, the rules are different and the skills we need are different. The types of team we need are different, too; we no longer need huge, vaguely defined teams where everyone can do pretty much everything – we need compact teams that focus fully on one sport in particular.

The second big challenge is related to the technological landscape. For over 100 years, we worked in an industry of mature technology and ever-increasing demand, and where what mattered most was scale and efficiency. But we are now stepping into a shifting and volatile landscape. Technology is blazing so many trails at once, and manufacturers need to keep an eye on all of them at the same time. They also have to be ready to move very fast, ready to get out if one trail hits a wall and jump in elsewhere if another opens up. What matters most nowadays is an agile strategy and the ability to innovate at every level in the company – and that is another aspect we have to integrate.



We want this transition to be guided by innovation that is fair and takes society and the environment into account. Our approach of daring and caring runs deep in our roots and is central to our company's Purpose.

Jean-Dominique Senard




How are you going to tackle these challenges?

Luca de Meo: If we navigate these twists and turns properly, the headlong transformation in our sector will be a once-in-a-lifetime opportunity to move back into the lead. To pull that off, we have to transform the company to adapt to the reality in its new playing field. That is what we mean by building the next-generation automotive company: a company that can excel at the sport it has been playing for over a century, as well as the new ones. This is why we are setting up four teams to focus on these new disciplines full time: Ampere for electric vehicles and software; Alpine for premium cars;

Horse is a good example of our horizontal approach. We are combining our strengths and expertise with Geely and Aramco, and looking beyond the traditional logic of efficiency and scale. The next-generation company is an open one; the idea is not to try to do everything ourselves, nor outsource everything to suppliers. We aim to identify the best partners and work together to develop the best solutions with them.

This approach enables us to share risks and investments and operate everywhere at once, throughout the whole value chain, but in an intelligent

 The headlong transformation in our sector will be a once-in-a-lifetime opportunity to move back into the lead.

Luca de Meo

Mobilize for new forms of mobility; and The Future Is NEUTRAL for the circular economy. And, of course, we mustn't forget our traditional trade – which is why we also set up Horse, a leading supplier of internal combustion and hybrid powertrains.

way. It also gives us the ability to change direction whenever we need to and to team up our people with the most pioneering players.

How does the rebooted Alliance fit into Renault Group's new strategic framework?

Jean-Dominique Senard: In the almost 25 years since its inception, the Alliance has accomplished a great deal and emerged as a singular model for three large companies – Renault, Nissan and Mitsubishi Motors – to work together with the utmost respect for each other's identity.

The crises of recent years, however, had challenged our most important asset: trust. We have patiently rebuilt the Alliance, one key step at a time, with new governance and a new way of working, as well as by refocusing on concrete projects. As announced on 6 February, we have rebalanced the Alliance, given it fresh momentum and added flexibility. Each company can now start

up new large-scale projects and develop fresh business opportunities – like the ones we will start working on together in Latin America, India and Europe.

The Alliance, which is also an ecosystem, dovetails very naturally with the more horizontal approach in the next-generation company we are building.

The automotive industry is facing high expectations on the environmental front. How is Renault Group factoring the need to reduce its impact into its business?

Luca de Meo: The overarching goal is sustainable mobility. The challenge is mapping out the journey to get there – and keeping mobility affordable. The next-generation automotive company that we are building is geared for this journey. With Ampere, we are making a decisive move into electric mobility, particularly in Europe. And with Horse, we are addressing the fact that many parts of the world will take longer to gravitate to electric vehicles, so we need to continue to invest in low-emission internal-combustion technologies while improving their performance.

Dacia will be another important player in this transition; it sells affordable internal combustion

and hybrid models and will transition to electric vehicles later on, using its usual approach – and harnessing technologies that Ampere will have amortised by then. Mobilize, which is working on new forms of mobility, aims to find solutions that use energy and other resources more intelligently. And The Future Is NEUTRAL, our circular economy business, is aiming for €2.3 billion in revenue and double-digit margins by 2030. Transforming our plant in Flins into one of Europe's top circular economy complexes is more than a symbolic move – it is our way of placing the journey to sustainable mobility at the centre of our business.

Isn't there a risk that a more holistic structure will undermine unity and cause fragmentation?

Jean-Dominique Senard: Agility and specialisation are both vital to the transformation in our industry. They will make us much more efficient than vertical, monolithic set-ups. But we are talking about working methods here. None of this will affect our Group's unity and unique identity. All Renault Group entities share our Purpose; it is the bedrock we all stand on, the cement that holds us together and what keeps us strong. And we are reinforcing it with policies that we are rolling out across the company – for example regarding training and upskilling.

Agility and specialisation are both vital to the transformation in our industry.
Jean-Dominique Senard



We are updating the Group's tradition for social innovation, with the aim of putting 10% of the company's value in the hands of its life force, the people who work here every day.

Luca de Meo



Luca de Meo: Let me be very clear: the Group is still just that – a group! Our corporate structure is lighter and leaner, provides strategic direction, lends support and coordinates the business side. This is also one of the goals that we are pursuing with innovation. Take, for example, the digital twin of the company that we are creating to manage all our processes, from product development to industrial production and on to our distribution network. It will enable us to tear down silos by harmonising data and freeing it up for use everywhere in the Group, for greater efficiency and transparency. We are investing €1 billion to set up six digital platforms that will enable us to do that. There is nothing quite like this going on anywhere else in the industry.

On another issue, the employee shareholding plan we have put in place is also something I feel very strongly about. We are updating the Group's tradition for social innovation, with the aim of putting 10% of the company's value in the hands of its life force,

the people who work here every day. It is a powerful statement: now more than ever, we are part of the same family, Renault Group.

Incidentally, it is the fact that the members of this family complement one another so well that makes us so strong. We are each focused on one link in the value chain, but we can all rely on one another too. For example, Ampere will harness services developed by Mobilize to ensure users enjoy a hassle-free experience. Likewise, Mobilize will use software-defined-vehicle (SDV) technology developed by Ampere. Meanwhile, Alpine will continue to develop cutting-edge technologies in Formula 1 that Ampere can use later – and these are just a few examples.



What are the next steps?

Luca de Meo: We have started rolling out the Revolution – without easing up on the Resurrection, because the context is still tense and competition is growing fiercer, especially in the electric vehicle segment. At the same time, we need to complete the Renovation projects. They are up and running but we will only see the bulk of the launches in the next couple of years. The goal is to offer the best Renault line-up in 30 years, which will be a formidable asset for the future.

The challenge of the Revolution is huge. In recent years, we had to follow a set of textbook rules to increase resilience and save Renault Group. But now, with the next-generation automotive company, we are the ones writing the rules. That means we are going somewhere nobody has gone before. It's very demanding but at the same extremely exciting for the teams. It's the kind of challenge we see once in a generation!

“

Now, with the next-generation automotive company, we are the ones writing the rules.
Luca de Meo

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An aerial photograph of a lush green forest with a narrow, light-colored path winding through it. The image is partially covered by a solid purple rectangle on the right side, which contains white text.

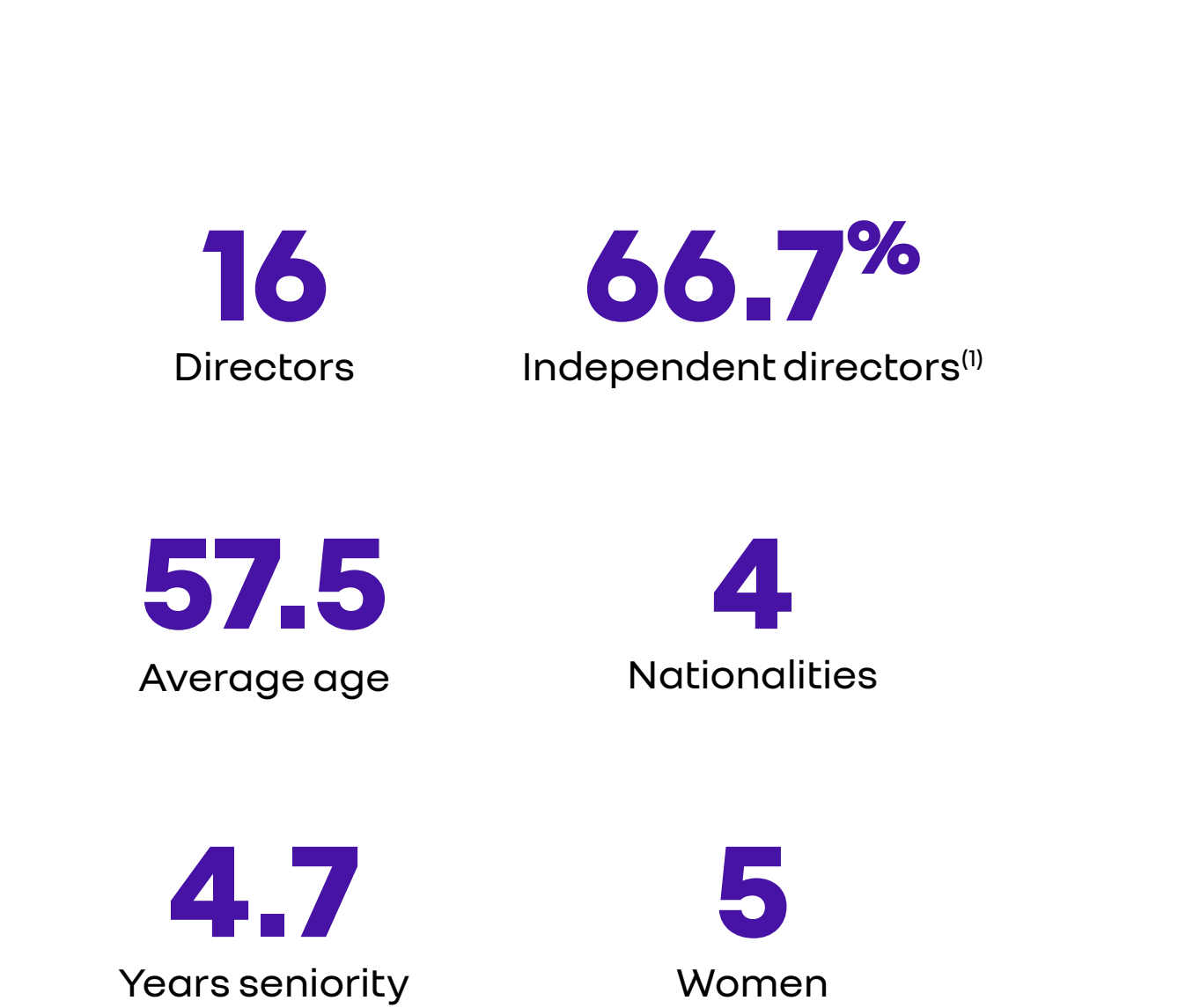
Governance

The Board of Directors, which has embedded sustainable development at the centre of the Group's strategy, and the Leadership Team, with its enhanced agility and more cross disciplinary approach, **share their vision.**

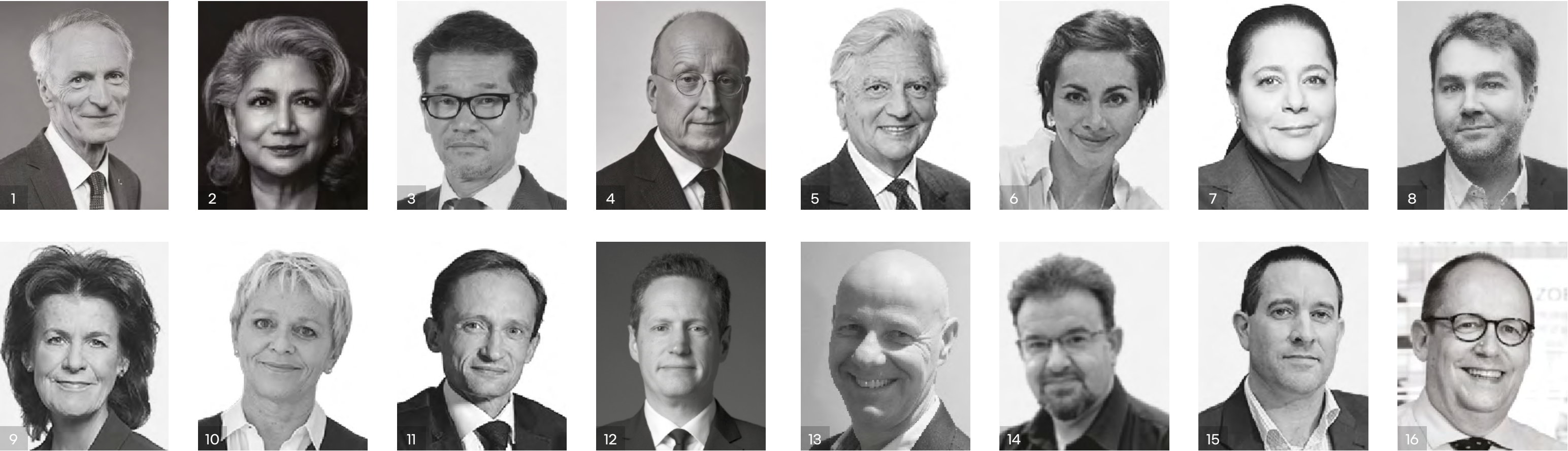
The Board of Directors

Sustainable Development is central to our strategy

Incorporating environment, social and governance-related issues into our strategy will be crucial to our future. The Strategy and Sustainable Development Committee was therefore created in 2019 to bolster the management of these topics within the Board of Directors.



(1) Excluding the directors representing employees and the director representing employee shareholders but including Jean-Dominique Senard.
 (2) Excluding the directors representing employees and the director representing employee shareholders.



- Chairman of the Board of Directors**

1. Jean-Dominique Senard

Directors appointed at the Annual General Meeting upon proposal of Nissan

2. Yu Serizawa
 3. Joji Tagawa
- Independent Directors appointed at the Annual General Meeting**

4. Bernard Delpit
 5. Pierre Fleuriot (Lead independent Director)
 6. Catherine Barba
 7. Miriem Bensalah Chaqroun
 8. Frédéric Mazella
 9. Annette Winkler
 10. Marie-Annick Darmaillac
- Director appointed at the Annual General Meeting, upon proposal of the French State**

11. Thomas Courbe

Director designated by the French State

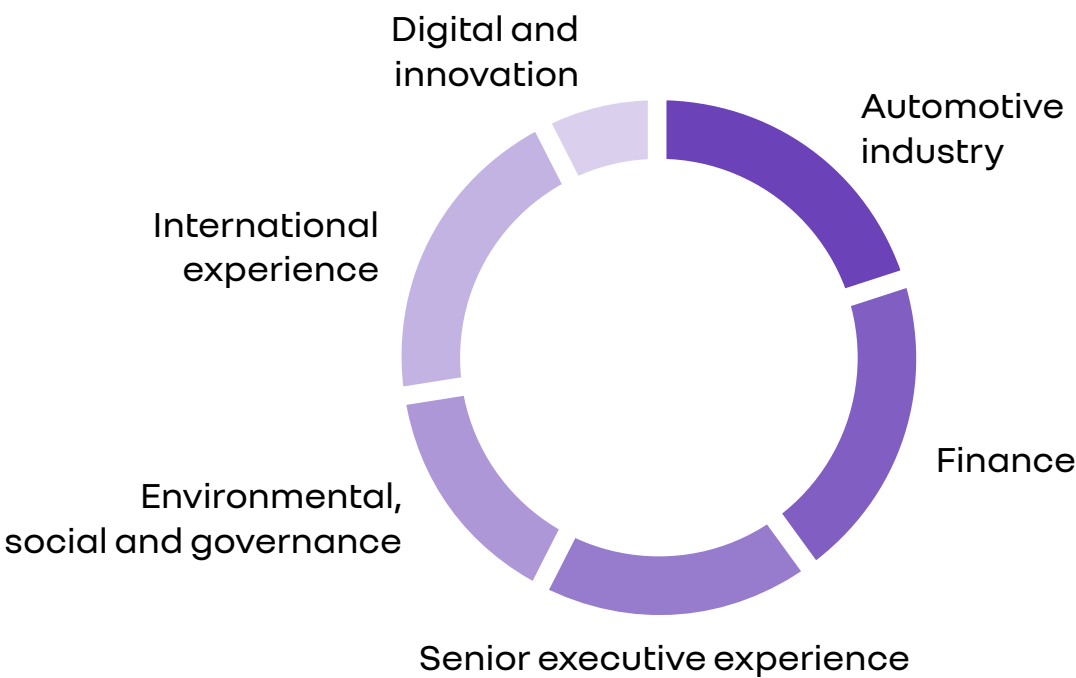
12. Alexis Zajdenweber
- Director representing employee shareholders**

13. Noël Desgrippes

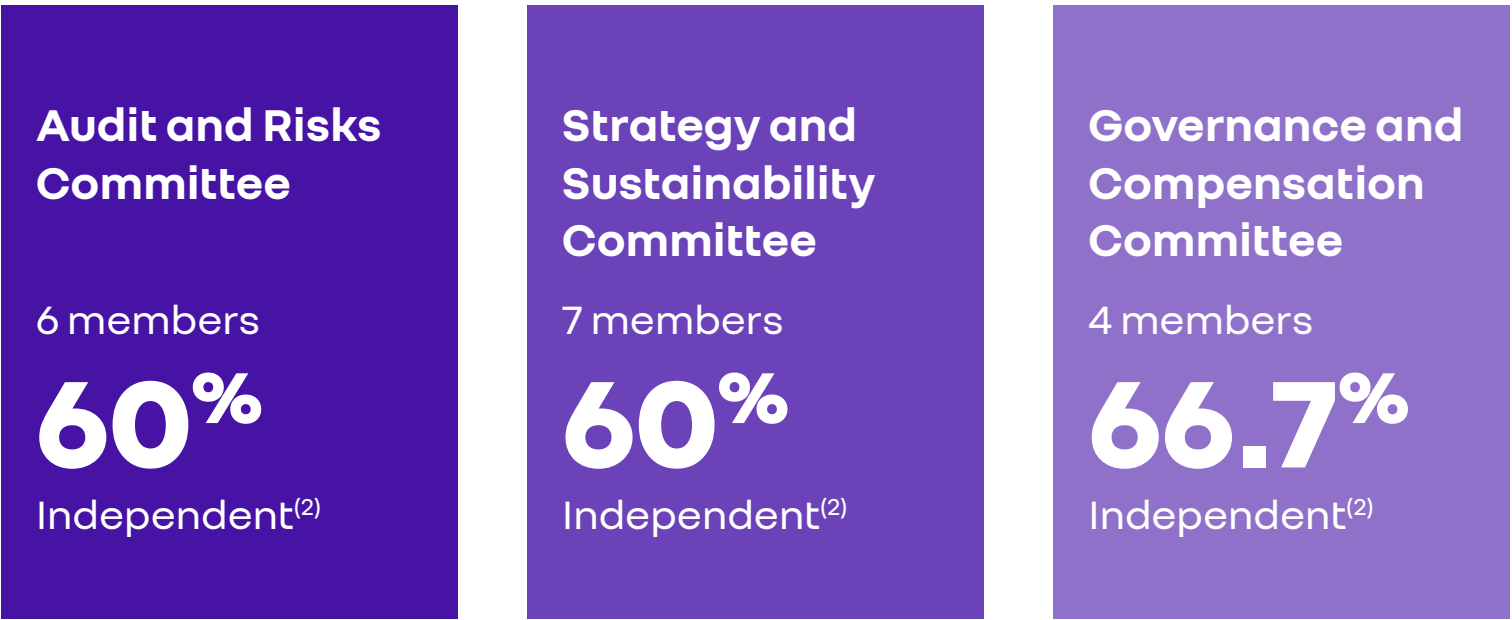
Directors representing employees

14. Frédéric Barrat
 15. Richard Gentil
 16. Eric Personne

The skills on the Board of Directors



Specialised committees



Leadership Team

Greater agility
and a more cross-
disciplinary approach

In early 2023, the Group decided to form a Leadership Team to replace the Board of Management (BoM). This unique new body was created to carry out the strategic and operational management of Renault Group’s activities within the scope of the guidelines set by the Board of Directors. This new and more horizontal form of management was adopted for greater agility and a more cross-disciplinary approach.

20

Members

25%

Of Women

8

Nationalities



1. **Luca de Meo**, CEO, Renault Group, Chief Executive Officer of Renault S.A., Chairman of Renault S.A.S.
2. **Fabrice Cambolive**, CEO, Renault Brand
3. **Thierry Charvet**, Chief Industry/Quality Officer, Renault Group
4. **Gianluca De Ficchy**, CEO, Mobilize, Chairman of the board of directors of RCI Banque S.A.
5. **Quitterie de Pelleport**, Chief Legal Officer, Renault Group
6. **Catherine Gros**, Chief Communications Officer, Renault Group
7. **Guido Haak**, Chief Adv. Product Planning Officer, Renault Group
8. **Joao Miguel Leandro**, CEO, Mobilize Financial Services
9. **Gilles Le Borgne**, Chief Technology Officer, Renault Group
10. **Denis Le Vot**, CEO, Dacia
11. **Thierry Piéton**, Chief Financial Officer, Renault Group
12. **François Provost**, Chief Purchasing, Partnerships and Public Affairs Officer and APO Managing Director, Renault Group
13. **Josep-Maria Recasens**, Chief Strategy Officer, Renault Group
14. **Fedra Ribeiro**, CEO, Mobilize Beyond Automotive
15. **François Roger**, Chief People, Workplace, Organisation Officer, Renault Group
16. **Laurent Rossi**, CEO, Alpine; CEO, Alpine Racing S.A.S.; Chairman of Alpine Racing Ltd
17. **Véronique Sarlat-Depotte**, Chief Alliance Officer
18. **Céleste Thomasson**, Chief Audit and Risks Officer, Renault Group
19. **Laurens Van den Acker**, Chief Design Officer, Renault Group
20. **Frédéric Vincent**, Chief ISIT/Digital Officer, Renault Group

An aerial photograph of a modern building's interior courtyard. The space is characterized by a large, vibrant green wall that curves along one side, filled with various plants and flowers. The floor is a light-colored, paved walkway with several people walking and standing. The ceiling is a complex, geometric structure made of white, angular panels. The overall atmosphere is bright and open.

Strategy & key figures

Two years into the Renaulution, which kick-started the most spectacular recovery in the automotive industry, **Renault Group is ready for its Revolution**, the next step of its strategic plan.

Strategy

Renault Group
is already well on the
way to the Revolution

The Renaultution plan, which launched in 2021, will ensure lasting profit growth for Renault Group and ensure the Group achieves its commitment to carbon neutrality in Europe by 2040 and across the world by 2050. Our aim is to build a next-generation automotive company.

Initially planned to take place until 2023, the first phase of the plan, **Resurrection**, which aimed to help Renault become competitive again by reducing costs and generating profits, was already achieved in late 2022.

The second phase of the plan, **Renovation**, has already begun and will continue until 2025, with the goal of continuing to renew our ranges and contributing to brand profitability.

The third and final phase, **Revolution**, also launched in 2022. It will enable Renault Group to concentrate resources within the new value chains linked to the transformation of the automotive industry by leveraging the know-how of five entities that are experts in their fields.



Our sustainable development strategy is designed to accompany the Group's transformation into a next-generation automotive company. Our commitments – to lowering carbon emissions, keeping people safe in our vehicles, keeping employees safe at work and fostering inclusion – are supporting value creation and performance at every level in the company.



Josep-Maria Recasens
Chief Strategy Officer, Renault Group

2022 key figures

Renault Group worldwide

End-2022

130+

Entities

35

Countries

105,812

Employees

46.4

Group revenue
(in €bn)

1.6

Net income from
continuing operations (in €bn)

2.6

Group operating margin
(in €bn or 5.6% of revenue)

Distribution by geography

	Europe	Eurasia	Africa & Middle East	Asia Pacific	Americas
Revenue (€m)	35,685	1,899	1,757	2,699	4,351
Sales ⁽¹⁾	1,320,875	152,318	129,580	165,265	283,136



Sales

2,051,174

vehicles sold worldwide
(excluding Lada/AvtoVAZ)

Initial targets and achievements

Initial targets

> 5%

Group operating margin
in 2025

~€3bn

Automotive operating FCF⁽²⁾
2021-2023 total

8-9%

R&D Capex (% of revenue)
over 2021-2023

Achievements

2022

3 years in advance

2022

almost 1 year in advance

8-9%

since 2021

⁽¹⁾ Passenger and commercial vehicles.
⁽²⁾ Free cash flow.

Green as a business

Carbon footprint per vehicle

28.5 tCO₂eq/vehicle in 2022

-25%

compared to 2010

Target: carbon neutrality
in Europe by 2040,
worldwide by 2050



COPPER

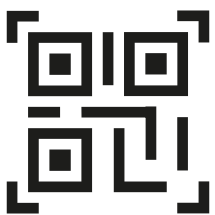
ELV⁽¹⁾ wire
collected

1,050
tonnes in

Recycled copper
produced

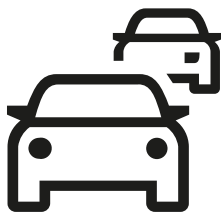
430
tonnes out

Caring Cars



100%

of new Renault 2022 models equipped
with the Rescue Code



415

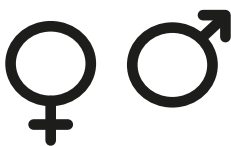
vehicles donated to fire brigades to train crews
in France and elsewhere in Europe

Caring Company



7,659

employees trained in 2022
at ReKnow University



2.4%

Gender pay gap
A 0.7 point improvement (at comparable scope)
between 2021 and 2022

(1) End-of-life vehicles.

Business model & partnerships

Renault
Group

The automotive industry has changed; it needs **new paradigms** to suit the new value chains and vehicle life cycles. Renault Group has therefore **revamped its business model**, combining its **strength as a group with its agility as a multi-specialist**. It champions a model of open innovation, bolstered by a full **ecosystem of partners**.

Business model

The strength of a group, the agility of a multi specialist

The automotive industry has changed; it needs new paradigms to suit the new value chains and vehicle life cycles. Renault Group therefore transformed its business model in November 2022 and affirmed its ambition to **become a next-generation automotive group**. This new configuration, which will be rolled out gradually from 2023, is based on five entities that specialise in these new more structurally profitable activities.

Our Resources

Human

105,812 women and men who are contributing to Renault Group's results in more than 130 entities, in over 35 countries

Financial

€29.5 billion in equity
€64.3 billion of capital borrowed

Breakdown of capital:

1.80% treasury shares
15.01% French State
15.00% Nissan
3.79% employees
64.40% public

Intellectual

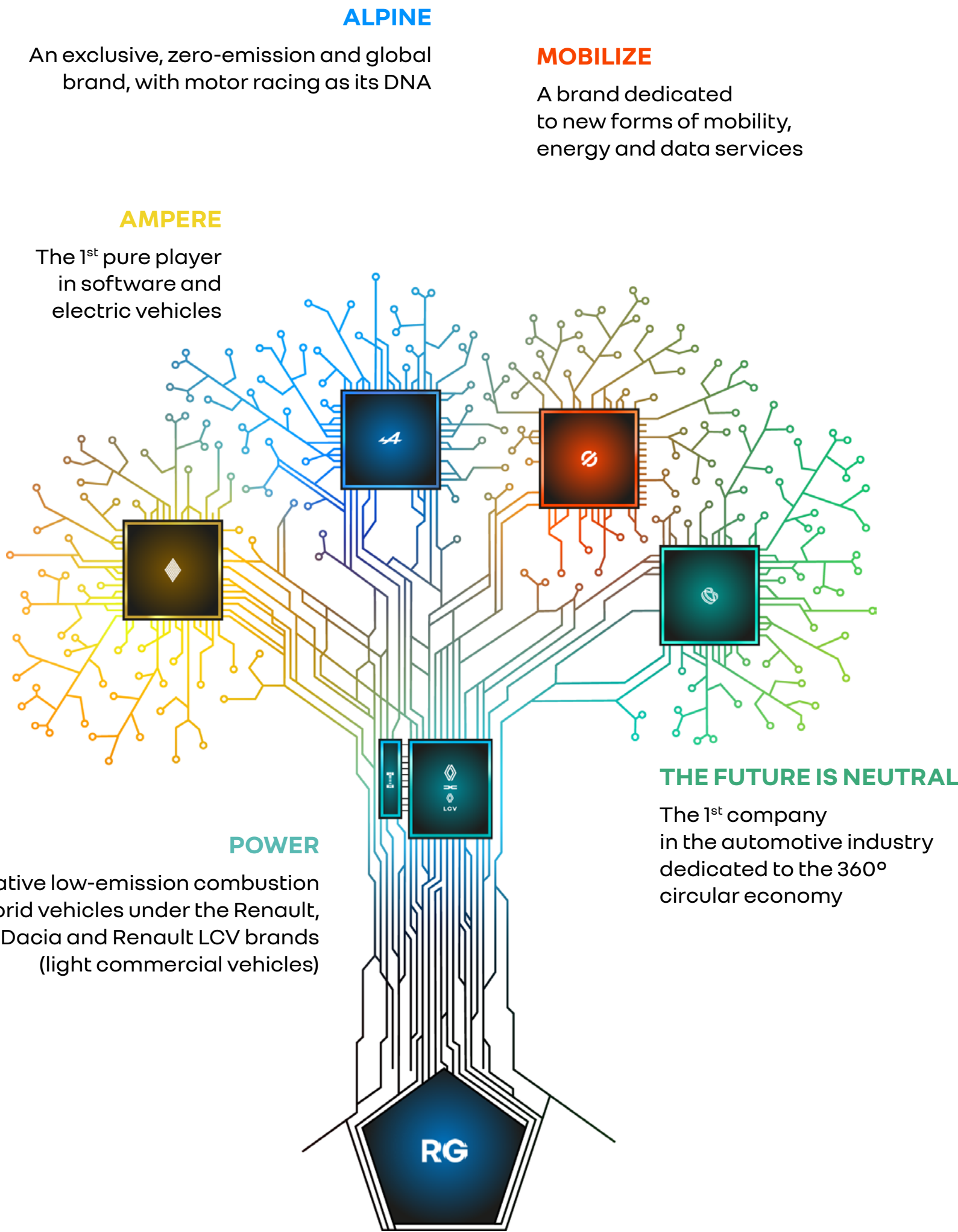
13,950 patents in the portfolio
€1,983 million spent on R&D (4.3% of revenue)
14 académies métiers (function academies)
1 Lab dedicated to road safety
1 research institute dedicated to sustainable mobility

Industrial

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

Social and inter-personal skills

2,179,562 vehicles sold to customers



Our value creation in 2022

Leading the way in electric vehicles

The E-Tech range (electric and hybrid) accounted for 39% of Renault's passenger vehicle sales in Europe 2022
> 300,000 Renault and Dacia electric vehicles sold in 2022

Reduced environmental impact

28.5 teq CO₂ per vehicle produced (-25% less than in 2010)
Decarbonisation of French industrial sites with Voltalia (electricity) and Engie (geothermal)
CAFE 2022 targets achieved (in WLTP cycle)
Strategic partnership for low-carbon battery (Managem)
Preliminary biodiversity assessments by specialist firms at 21 sites

Innovation for customers and their safety

Presentation of the Renault Scenic Vision H2-Tech concept car encapsulating Renault's strategic commitments regarding sustainable development

Caring for employees

25.5% women in the top 11,000
21.8% women in the top 4,000
Target to close the gender pay gap by 2025
7,659 employees trained at ReKnow University (a total of 10,261 since 2021)
Workplace accident frequency rate: 1.7
Severity rate: 0.1

Positive impact on society

7 foundations worldwide
330 "garages solidaires"
2,000 people in vulnerable situations awarded a vehicle on a subsidised rent or rent-to-buy deal
34 partners supported by the Renault Group Corporate Foundation
2,605 people supported on their path to integration through employment in France (a total of 15,239 since 2021)

Financial value created

€46.4 billion Group revenue (up 11.4% on 2021)

Financial perspective

A unique holistic approach

Renault Group has adopted a unique holistic approach of partnership, with the aim of extending the coverage of key value chains while retaining a low capital intensity bias. To tackle the challenge of the unprecedented transformation currently underway in the industry, Renault Group has developed an approach based on two principles:

- A self-financed plan, secured by strong free cash-flow generation from its businesses
- Partnerships or external funding to accelerate growth, innovation and competitiveness, and reduce capital requirements

Renault Group's new structure based on five entities will be directly included in its financial reporting for greater simplicity, accountability and transparency. The Group will continue to step up its policy of value over volume and improve competitiveness and capital efficiency, supported by its new product offensive, a strong focus on variable costs, the development of a sustainable supplier network and digitalisation.

In 2022, Renault Group exceeded its financial targets

- Group operating margin above 5%
- Automotive operating free cash flow of more than €1.5 billion

Dividend reinstatement

From 2023, Renault Group plans to restore dividend payments for the 2022 financial year, subject to approval at the Shareholders' General Meeting.

Capital allocation policy

Renault Group intends to reinvest at least 50% of the surplus cash generated back into the Group.

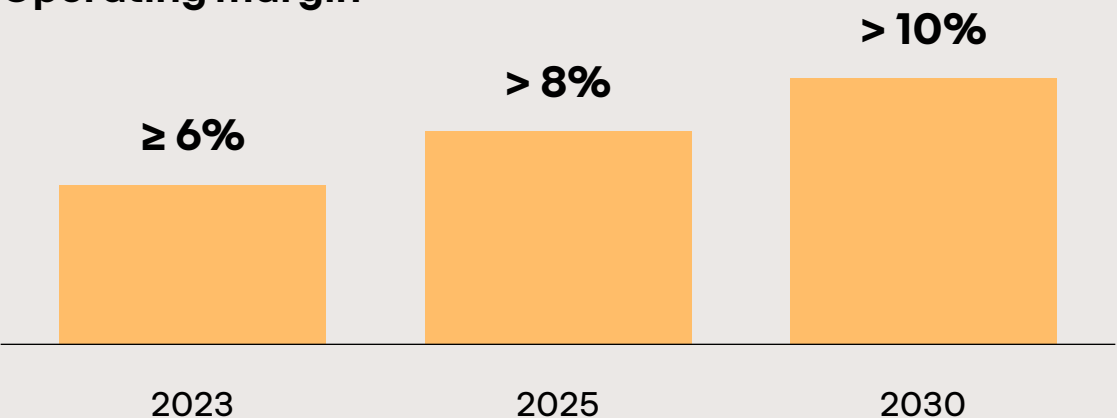
The Group wishes to connect its employees to its performance and foster a shared sense of belonging to a larger project, as well as a culture of value creation.

It therefore aims to bring employee-owned shares to 10% of Group capital by 2030. Group employees now hold 4.7% of capital following the Renaulution Shareplan employee shareholding plan, which was open from 24 November to 12 December 2022.

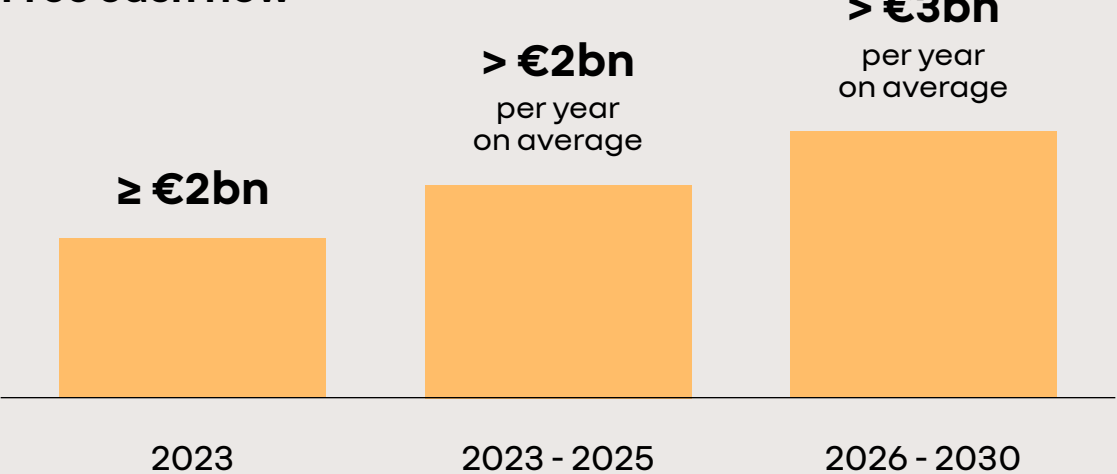
New financial goals

Financial outlook: to new heights

Operating margin



Free cash flow



Renault Group is aiming to achieve the following financial targets:

Group operating margin above 8% in 2025 and above 10% in 2030.

Free cash flow of more than €2 billion per year on average for 2023-2025, and over €3 billion per year on average for 2026-2030.

Free cash flow will include a Mobilize Financial Services dividend projected at around €500 million per year on average, subject to regulatory and MFS board approval.

R&D and Capex: capped at 8.0% of revenue over 2022-2030.

Return on Capital Employed (ROCE): above 30% from 2025 onwards.

Sustainable development: a strategy combining daring and caring

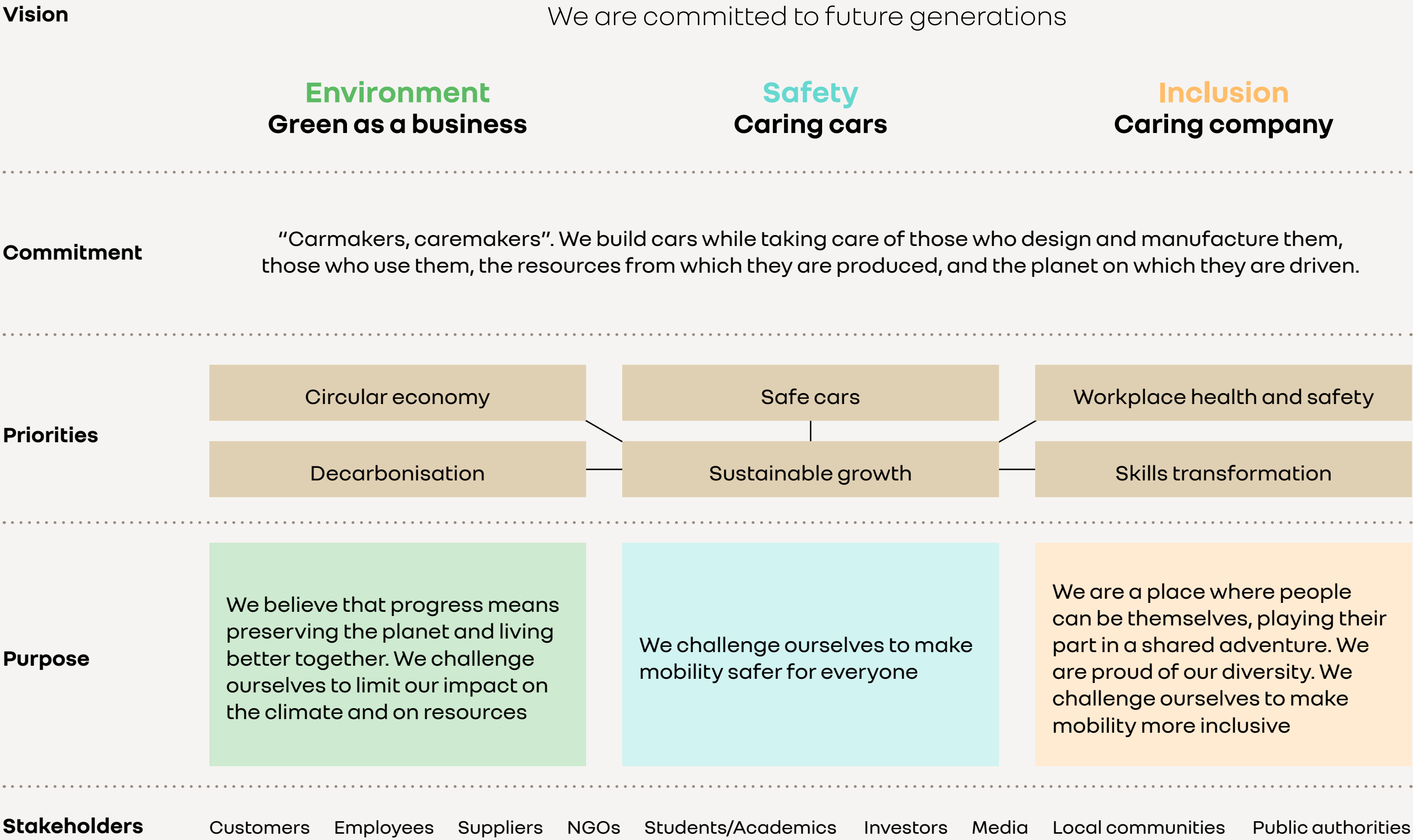
The nature of this model means **sustainable development always factors into strategic decisions**. By engaging in dialogue with its stakeholders, particularly through its Purpose Committee, **Renault Group is committing to harness the right kind of innovation**, combining daring and caring leave nobody behind and nothing out – not our customers, our employees, the industry or the environment.

Sustainable development

Value over volume

Incorporating sustainable development goals into the Group’s strategy

The new business model will enable the Group to **become a front-runner in the quest for carbon neutrality and a more inclusive future**. Renault Group’s Revolution aims to speed up the Group’s sustainable development trajectory, which represents a key driver of the Group’s operational and financial performance. The Group aims to achieve **carbon neutrality in Europe by 2040 and worldwide by 2050** by adopting an approach that covers a vehicle’s entire life cycle. And in line with its tradition of social responsibility, Renault Group will support the transition by upskilling and training thousands of people in the new value chains of the automotive revolution.





Accounting for stakeholders' expectations and our Purpose

The Group's sustainable development strategy is the result of an extensive collaborative and unifying process involving the Company's management bodies, the Group Works Council and all employees worldwide, as well as external stakeholder panels. Renault Group reviewed its sustainable development vision with that of its external stakeholders in order to identify so-called "material" subjects where the company must focus its efforts, as they will have a major impact on its ecosystem and performance in the next five years. This materiality matrix was approved by the Board of Directors in January 2020 and will enable the Group to steer its sustainable development strategy and initiatives.




Renault Group continuously engages in dialogue with its stakeholders, particularly through the Purpose Committee.

Renault Group unveiled its Purpose in April 2021, expressing the ambition and meaning of the Group's collective efforts across the world to serve not only its customers, but also all its other stakeholders. Chaired by Jean-Dominique Senard, the Purpose Committee brings together representatives of most of our stakeholders as well as certain members of the Group's Leadership Team. It aims to provide insight to the Board of Directors on environmental, social and societal issues through its analyses and recommendations. In March 2023, the Committee recommended retaining **a single Purpose in order to unite the five specialised entities of the Group's new configuration around shared values that will guide them towards a just transition.** Each entity will be tasked with defining how it will contribute to the Group's Purpose.

Renault Group’s sustainable development strategy covers the full ESG spectrum (Environment, Society and Governance) so that we can steer our extra-financial performance as a whole. This strategy is supporting the company’s transformation around a fair transition to responsible and safe low-carbon mobility, for the benefit of future generations.



Cléa Martinet
Director of Sustainable Development,
Renault Group

	Area		Ambition/Objective	KPI
 Environment	Decarbonisation	E1	Flagship project: Group carbon neutrality (EU: 2040 - World: 2050)	tCO ₂ eq/vehicle sold
	Extended life cycle	E2	Generate €1 billion of profitable business related to the reuse, reconditioning and recycling of vehicles and batteries by 2030	Revenue
	Waste management	E3	Reduce non-recycled waste by 5% by 2023	kg of non-recycled waste per vehicle produced
	Eco-design	E4	Up to 33% recycled material in vehicles by 2030	% recycled material per vehicle sold
	Air quality	E5	Reduce solvent emissions from assembly factories by 14% by 2023	g of VOC per sqm of painted vehicle surface
	Wastewater	E6	Reduce by 20% the share of toxic metals discharged by factories by 2023	% toxic metals in effluents
	Biodiversity	E7	Meet the act4nature commitments	Number of sites conducting preliminary assessments
 Societal and Social	Inclusion			
	Human rights in the supply chain	S1	Compliant supply chain	Number of suppliers audited for ESG, with corrective action plan in place
	Diversity	S2	30% of corporate executive positions held by women in 2030	% women in the top 11,000
	Employee development	S4	Flagship project: 15,000 employees trained by ReKnow University by the end of 2025	# employees who have undergone further training or retraining
	Community engagement	S5	10,000 beneficiaries of vehicles via microcredit by 2030	# beneficiaries
	Local development	S6	20,000 people helped in their professional integration by 2025	# people helped by the Foundations
	Safety			
	Health and safety of employees	S3	Zero accidents by 2030	# lost-time accidents per million hours worked (FR2)
 Governance	Road user safety	S7	Flagship project: deploy the Safety Coach roadmap by 2030	# functionalities deployed
	Responsible governance	G1	Promote social dialogue	% negotiations resulting in national or worldwide agreements
	Ethics	G2	Deployment of the new Group policy in 2022	% countries with ethics committees; % people trained
	Transparency	G3	Definition of the new Group policy	% progress
	Cybersecurity	G4	Performance level matching that of other vehicle manufacturers	BitSight score
	Sustainable procurement	G5	95% of parts suppliers rated High-CSR by 2030	% suppliers with EcoVadis score > 45
	Extra-financial reporting	G6	Promote ESG performance transparently and within the required regulatory framework	Publication of KPIs and information in accordance with regulatory and stakeholder expectations

Green as a business

The Group announced its sustainable development strategy in 2021, defining two major environmental priorities: **reducing greenhouse gas emissions and stepping up the circular economy.**

The Climate Strategy sets out a 9 step action plan.

The deployment defines 2030 as an intermediate step towards the ambition of carbon neutrality by 2040 in Europe and 2050 globally. **These actions cover the entire value chain, from the supply of materials and components through to vehicles' end of life.**

The Leadership Team will work with the Group's Sustainable Development Committee to roll out environmental objectives. What's more, the compensation policy for the executive corporate officer has incorporated criteria related to protecting the environment since 2013. Renault Group invests around €2.3 billion per year in research and development. A substantial portion of this expenditure is allocated to innovations specifically intended to reduce vehicle emissions, for example by expanding the electric and hydrogen-powered range. Another portion is allocated to developing services provided by batteries (e.g. reuse and smart charging).

Lastly, starting in 1995, Renault has systematically implemented an environmental management approach at its sites, along with a drive for continuous improvement, based on the ISO 14001 international standard. The aim is to reduce the environmental impact of its activities and ensure regulatory compliance. All of Renault Group's industrial sites as well as the nine main engineering and logistics facilities have been ISO 14001-certified since 2008.

Circular economy

To limit the environmental impact of its business, Renault Group has set out on the path to resource neutrality by developing its circular economy initiatives.

These actions cover every step of the vehicle life cycle and aim to plan how materials will be recycled from design, as well as the use of more recycled materials at production. The intention is also to limit waste and enable the recovery of any waste generated at production (such as metal), as well as battery reuse, plus managing the end of the life cycle by recovering materials from end-of-life vehicles.

By creating The Future is NEUTRAL in 2022, a new entity focusing on the circular economy, Renault Group is responding to the challenge of preserving resources while forming an economic asset that will generate revenue and profits. The entity leverages the Refactory facilities in Flins and Seville, providing a comprehensive industrial landscape for recycling and remanufacturing.

Caring cars

Real safety

We have committed to reducing the number of road accidents, and victims of those accidents, and prioritising the safety of vehicle users. Renault Group also incorporates solutions to improve the safety of vehicle occupants into all its design, manufacturing and marketing processes. The Group furthermore works with public authorities, civil society and driving schools to improve road safety.

Innovative safety

Along the same lines as the Eco Score we have already added to our range, new Renault vehicles will come with **Safety Score**, a system that analyses driving habits and offers targeted advice.

The principle is simple: using data from the vehicle's sensors, the system assesses driving in light of clear-cut criteria (based on traffic regulations) and rates safety and behaviour accordingly.

Safety Score was devised in partnership with École de Conduite Française and will soon be available on new vehicles.

In addition, data from the vehicle's sensors and connected systems will be centralised in real time by **Safety Coach**, which will display messages on the car's dashboard and multimedia screen warning the driver of any risks around or ahead of them, and make suggestions accordingly. This feature, combined with the navigation system and maps, will keep the driver informed of any oncoming risks, prompting them to pay extra attention.

Lastly, in some circumstances, **Safe Guardian** will also regulate speed – which is a factor in over one in three fatal accidents – to anticipate and avoid danger.



PREVENT

An Advanced Emergency Braking (AEB) system has been built into all approved vehicles as standard since mid-2022, to reduce the risk of collision if the driver reacts late because they were distracted or did not see danger ahead.

PROTECT

In 2022, two new models (Mégane E-Tech and Austral) were awarded the full five stars on the Euro NCAP tests.

RESCUE

- Fireman Access included as standard in all our electric and plug-in hybrid vehicles
- Every new Renault 2022 model comes with QRescue, a QR code that firefighters can use to instantly access information about the vehicle's structural design – increasing victims' chances of survival by 50%
- 415 vehicles donated to fire brigades to train crews in France and elsewhere in Europe
- Over 5,000 firefighters trained in 19 countries

Caring company

In 2022, 105,812 people contributed to Renault Group's results in 130+ entities across 35 countries. Through their commitment and skills, they are all helping to make mobility sustainable and universally accessible all over the world. Renault Group is committed to sustainable and responsible growth and therefore follows a comprehensive, fair and competitive human resources policy.

Preparing the skills of today and tomorrow

We created **ReKnow University** in 2021. This new corporate university will support the transformation of professions in mobility by providing a connection between initial training and life-long learning. **It is structured around three areas of expertise – electric mobility, the circular economy and data, software and cybersecurity – and trains people in the professions of the mobility of the future.** First focusing on Group employees in France, the university trained 7,659 workers in 2022, and aims to train almost 15,000 by 2025. Its scope will gradually extend to include industrial partners in the sector.

Inclusive mobility

The Group has been developing alternatives to new parts for a number of years in order to **make repairs accessible to as many customers as possible.** For example:

- in anticipation of the requirements of the regulation on the use of parts for automotive repairs sourced from the circular economy, in 2012 Renault created an after-sales service for

used body parts that have been collected and selected in the Indra subsidiary's network of accredited end-of-life vehicle centres; and

- for over 70 years Renault has provided a Standard Exchange service, which offers the industrial refurbishment of mechanical parts – engines, gearboxes, etc. – as well as, more recently, electronic parts such as multimedia systems.

What's more, the Group is offering **a solidarity-based mobility system** to ensure that people who are not eligible for conventional car finance can also access new vehicles for an affordable price. A total of 2,000 people have therefore benefited and accessed a new vehicle.

The aim of the system is to ensure the most vulnerable members of society can use or buy a car through a microcredit service, so they can get into or stay in employment.

Moreover, for the last decade the Group and its brands Dacia and Renault have given financing and guidance to social enterprises developing inclusive mobility solutions for people with precarious financial situations or disabilities through its social investment company, **Caremakers Invest.**



In 2022

7,659

employees were trained
by ReKnow University

2.4%

Gender pay gap
(a 0.7 point improvement
since 2021)

25.5%

of management
positions were held by
women

Promoting diversity and inclusion

At 31 December 2022, the share of women in the Group's total workforce came to 20.8%, i.e. 0.5 points more than in 2021 (excluding Russia and the AvtoVAZ group). In December 2022, the percentage of management positions in our workforce held by women came to 25.5%. **The Group aims to bring the share of the top 11,000 management positions – i.e., 10% of the Group's positions with the highest levels of responsibility** (excluding Renault Retail Group) – held by women to 30% by 2030, 35% by 2035 and 50% by 2050. This will be achieved through both external recruitment and internal mobility and promotions.

The Group has also undertaken a proactive approach to **combating discrimination**, the Zero Discrimination Policy: a review of alert and inquiry procedures; a shared tracking system for alerts; a comprehensive internal campaign against sexism; a site-specific system to raise awareness and encourage commitment; and the establishment of site-specific Zero Discrimination officers. Renault Group seeks to foster employee development at all ages, particularly by helping young people enter the world of work through various initiatives, while at the same time drawing on the experience of older workers.

The Group has started to coordinate its disability policy internationally by creating a link between initiatives in all its countries, with the aim of encouraging the professional integration of people with disabilities, improving employability through recruitment and retention, challenging preconceptions of disability, ensuring greater accessibility,

adapting workstations and providing training for employees and managers alike. The employment rate for people with disabilities came to 3.01% in 2022 and therefore stable compared to the 3.10% rate in 2021 (excluding Russia and the AvtoVAZ group). Renault Group has confirmed its intention to use **social dialogue** to build up the world of work against the backdrop of a constantly shifting environment. This is reflected in particular by its signature of global framework agreements that reconcile the interests of both the Group and its employees. The Group's first global framework agreement, "Committing together for sustainable growth and development", dates back to 2 July 2013. The Group's second global framework agreement, "Building the world of work together at Renault Group", was signed by Renault Group's Management and the different trade unions represented in the Group Works Council on 9 July 2019. In October 2019, that collective agreement was named the most innovative by Les Assises du Droit Sociale, a conference on labour rights. The aim of the agreement is to better prepare for and handle permanent changes in the automotive sector that create a major impact on the labour market by taking action in five areas:

- A dialogue on the changing working environment
- A collaborative management system
- A lasting commitment to inclusion
- A good work/life balance
- An adaptation of the working environment





Ethics

Renault Group is committed to respecting human rights and ethical practices

Ethics and sustainable development are at the core of our company's strategy. We take action while ensuring consistency with our Purpose, the values we uphold among our employees, and the way in which we carry out our activities with our partners, everywhere we operate. We have therefore created a clear and ambitious roadmap in keeping with our Purpose. It is based on what we have achieved so far, as well as the processes that we have already implemented, and a precise analysis of the risks and challenges we face. This roadmap is managed by a specific committee that reports to the Group's Senior Vice-President for Strategy.

The Code of Ethics lays out Renault Group's commitment to establishing and developing trust and respect among employees, customers, suppliers, shareholders and partners. All employees are expected to draw on it in their everyday work in order to protect themselves, stakeholders and Renault Group's assets while promoting responsible citizenship.

Renault Group

La Fondation

Finding a job can be an uphill battle for the most vulnerable people in society. For this reason, and because Renault Group is a long-established player in the French economy, it has tasked its Foundation with fostering professional integration.

The Foundation launched in 2001 and initially supported charities that worked for integration.

It continues to do so and is devoted to showing solidarity and generosity, two attitudes that have always been embedded in the Group's genes.

The Renault Group Foundation works through local charities, focusing on the Group's employment areas in France and giving employees the opportunity to take part. Group companies in six countries (Argentina, Brazil, Colombia, Morocco, Spain and Romania) run their own locally funded foundations.

The Foundation has helped over 13,000 people back into jobs since 2021. It will reach its target of 20,000 people two years ahead of schedule, at the end of 2023.

The Renault Group Foundation will begin a new five-year cycle in 2024.

Under the supervision of the corporate Foundation, Renault Group has committed to promoting its art collection, which includes several hundred pieces by around 30 prominent artists, and making it available to as many people as possible.





The new entities and their contribution to sustainable development

Each of the **newly created entities will contribute, through its own business activities, to creating lasting value** – rising to the challenge of global warming and resource scarcity, and providing safe and affordable mobility for all.

Contributions

How each new entity contributes to these fundamentals

To take action quickly on all fronts, the Group has opted for an open structure made up of teams focusing on each strategic value chain, working in partnership with the top specialists in each area. Each specialised team therefore works towards its own sustainability objectives, which in turn contribute to the Group’s sustainability ambitions:

- **Power** for decarbonisation through efficient internal combustion and hybrid engines supplied by Horse.
- **Ampere** for decarbonisation and a fair transition towards all-electric mobility.
- **Alpine** is planning a new electric range for sporting prowess combined with a reduction in greenhouse gas emissions.
- **Mobilize** for the development of mobility, data and energy services – another driver of transformation for the Group, creating environmental and societal value through electric shared mobility solutions and battery-based services.
- **The Future Is NEUTRAL** for the protection of resources and the creation of short-loop circuits, from car to car.

Our spirit of innovation takes mobility further to bring people closer

Renaulution: building the next-generation automotive company
Evolve the company’s business model towards technology, energy and mobility to position itself as a long-term pioneer in emerging value chains.

Entity	Power	Ampere	Alpine	Mobilize	The Future Is NEUTRAL
Contribution	<ul style="list-style-type: none">• Accessible mobility• Up to 70% reduction in CO₂ emissions per vehicle in 2030	<ul style="list-style-type: none">• 100% EV range• Carbon-neutral production by 2025• Local value chain• Upskilling, training	<ul style="list-style-type: none">• 100% EV range by 2026• Carbon-neutral production by 2030	<ul style="list-style-type: none">• 100% EV range• Renewable energy• Battery reuse	<ul style="list-style-type: none">• Closed loops for parts and materials• Battery recycling• >90% coverage of the circular-economy value chain in 2030
Value proposition	Cash generation	Profitable growth and innovation with low performance risk	An exclusive brand growing internationally	Revenue from recurring high-margin services	Sustainable and profitable growth
Revenue	<ul style="list-style-type: none">• +4% CAGR⁽¹⁾ over 2022-2027• -4% CAGR⁽¹⁾ over 2027-2030	<ul style="list-style-type: none">• >30% CAGR⁽¹⁾ over 2022-2030• ~1 million vehicles in 2031• 11% R&D Capex (as a % of revenue, on average over 2022-2030)	<ul style="list-style-type: none">• 40% CAGR⁽¹⁾ over 2022-2030• €2 billion in revenue in 2026• > €8 billion in revenue in 2030	<ul style="list-style-type: none">• +8% CAGR⁽¹⁾ over 2022-2025• +14% CAGR⁽¹⁾ over 2026-2030	<ul style="list-style-type: none">• From €0.8 billion in 2022 to > €2.3 billion of revenue⁽²⁾ in 2030
Operating margin	<ul style="list-style-type: none">• ~+3 points of the Automotive division's operating margin over 2022-2025	<ul style="list-style-type: none">• Break-even in 2025• ~10% in 2030	<ul style="list-style-type: none">• Break-even in 2026• >10% in 2030	<ul style="list-style-type: none">• MBA⁽³⁾: Break-even in 2025 and double-digit margin in 2027• MFS⁽³⁾: high double-digit operating margin	<ul style="list-style-type: none">• >10% margin⁽²⁾ in 2030

(1) CAGR: Compound Annual Growth Rate.
(2) Outlook from "The Future Is NEUTRAL": Entire scope, sum of the parts - not fully included in Renault Group's scope of consolidation.
(3) MBA: Mobilize Beyond Automotive; MFS: Mobilize Financial Services.

Power

Pioneering low-emission internal-combustion and hybrid vehicles

Internal combustion and hybrid vehicles will still account for up to 50% of worldwide passenger car sales by 2040. Developing efficient technologies for them is therefore vital for any forward-looking global car manufacturer. That is why Renault Group is keen to develop its core business by launching an all-new line-up for Renault ICE & Hybrid (passenger cars), Dacia and LCVs, and by creating a world-beating supplier of internal combustion and hybrid engine technologies.

Renault ICE & Hybrid: moving upmarket around the world

Demand for vehicles with internal combustion engines will continue to rise, especially outside Europe, despite sharp growth in electric vehicle supply. The Renault brand will therefore continue to market vehicles with internal combustion and hybrid engines, particularly in Latin America, India, South Korea and North Africa. Sales of Renault ICE & Hybrid passenger vehicles are expected to continue to grow 2% a year on average from 2022 to 2030. To move upmarket in all its host regions, Renault will press ahead with its offensive in the C-segment, growing its net revenue by 20% and its margin on variable costs by 30% over the same eight-year period.

Dacia: growing its operating margin from over 10% today to 15% in 2030

Dacia's unique model is based on a winning combination of several components:

- design-to-cost engineering, which equates to efficiency and reduces costs by a solid double-digit factor;
- a market-leading cost-competitive industrial base and supply chain;
- an asset-light distribution model with cost levels in the same neighbourhood as those of agencies and;
- the fact that it sells 85% of its cars to private customers.

The Horse project

Renault Group and Geely will combine their internal combustion and hybrid technologies in a joint venture equally owned by the two partners and set to become a top-tier original equipment manufacturer.

The entity's comprehensive range of best-in-class technologies will include all components – engine, gearbox, hybridisation system (xHEV) and batteries – and be available on every continent. In March 2023, Aramco signed a letter of intent with a view to acquiring a stake in this new venture. Horse's customers will include Nissan and Mitsubishi Motors, Renault Group's partners in the Alliance.



Renault Group's ESG goals

- Accessible mobility
- Up to 70% reduction in CO₂ emissions per vehicle in 2030

Value proposition

- Cash generation

Revenue

- +4% CAGR⁽¹⁾ over 2022-2027
- -4% CAGR⁽¹⁾ over 2027-2030

Operating margin

- ~ +3 points of the Automotive division's operating margin over 2022-2025

Horse project, with Geely

- 17 plants worldwide
- 5 research and development centres
- 19,000 employees on 3 continents

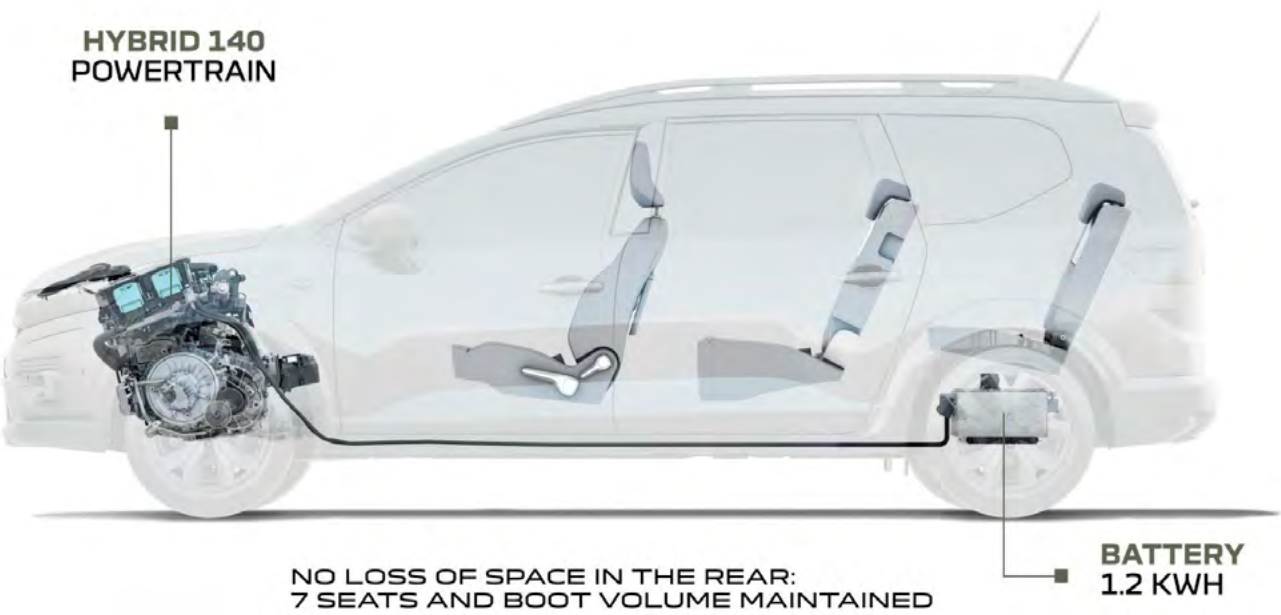
(1) CAGR: Compound Annual Growth Rate.

First Dacia model to be equipped with Renault Group hybrid technology

The Jogger marks the arrival of hybrid engines at Dacia and offers combined power of 140 hp, as well as the best levels of fuel consumption and CO₂ emissions in the Jogger range, from 108 g/km.

The regenerative braking, combined with the 1.2 kWh (230 V) battery’s high levels of energy recovery and the efficiency of the automatic transmission, enable:

- all-electric propulsion for 80% of urban journeys;
- up to 40% greater fuel economy compared with an internal combustion engine in the urban cycle driven in the same way.



Manifesto concept car, the brand is emphatically reaffirming its unrivalled vision for an essential, cool, robust, affordable and environmentally efficient car. Manifesto concept car is a lab for ideas and a vehicle that is connected to nature, environmentally friendly and brimming with breakthroughs some of which will be available on future vehicles in Dacia’s range.



Ampere

The first pure player in software and electric vehicles

Renault Group has created an independent entity that will be the first pure player in software and electric vehicles. Ampere will develop, produce and sell all-electric passenger cars kitted out with cutting-edge software-defined-vehicle (SDV) technology under the Renault brand. This new endeavour will combine the best of both worlds – the know-how and strength of Renault Group with the agility of a brand that solely focuses on electric vehicles. Ampere will be a fully-fledged car manufacturer based in France, with around 10,000 employees. And as a tech company, Ampere will drive innovation with around 3,500 engineers, half of whom will be specialised in software.

Ampere is founded on **three technological aspects** that make it unique in the electric vehicle and software landscape:

- **A high-tech and competitive industrial base: ElectriCity**, which is already one of the largest and most competitive electric vehicle production centres in Europe. In 2025, it will be able to produce a vehicle in less than 10 hours. ElectriCity has had a production capacity of 400,000 units from day one, which is scalable to 1 million by leveraging other Renault Group facilities; it also offers a unique local ecosystem, with 80% of suppliers located within a 300 km radius.

- **A European electric vehicle value chain: Ampere** is partnering with the most suitable organisations to access expertise, secure a sustainable supply chain, and gain visibility and control of costs and performance. Thanks to its Europe-based supply chain, Ampere will be able to secure the more than 80 GWh that will be required for its cars by 2030. After starting with 10% coverage of the electric vehicle value chain in 2020, it has now exceeded 30% and is set to reach 80% by 2030.
- **Groundbreaking software-defined-vehicle technology:** a revolution in the automotive industry, SDV refers to the ability to modify a vehicle throughout its lifespan by carrying out updates and installing new applications to add to the features that it offers.

To launch its first open and horizontal SDV in 2026, Renault Group has built strong partnerships with two major players in tech:

- **Qualcomm Technologies**, a chip supplier that in 2022 unveiled its Snapdragon Digital Chassis solution, a set of cloud-connected platforms built on a centralised architecture
- **Google**, which has developed Android Automotive, a variant of its operating system adapted for vehicle dashboards

These partnerships will enable Renault Group to reduce costs and improve the efficiency, flexibility and speed of vehicle development, while increasing value for end users by way of continuous software innovation and regular updates.

At a glance

- Six electric vehicles by 2030
- Around 10,000 people
- 50% of engineers specialised in software

Renault Group's ESG goals

- A 100% EV range
- Carbon-neutral production by 2025
- Local value chain
- Upskilling, training

Value proposition

- Profitable growth and innovation with low performance risk

Revenue

- >30% CAGR⁽¹⁾ over 2022-2030
- ~1 million vehicles in 2031
- 11% R&D Capex (as a % of revenue, on average over 2022-2030)

Operating margin

- Break-even in 2025
- ~10% in 2030

(1) CAGR: Compound Annual Growth Rate.

Mégane E-Tech

The first electric vehicle made at Renault's ElectriCity

The Mégane E-Tech Electric is spearheading the expansion of Renault's all-electric range in the C-segment, the largest segment in the automotive market. Produced at the Douai plant in northern France, it launched in 2022 and is the first 100% electric vehicle from ElectriCity, Europe's new leading electric vehicle manufacturing hub. It was developed using the Alliance's CMF EV platform and is exceptionally energy efficient, offering range of up to 470 km (WLTP). The Mégane E-Tech Electric contains many innovations, with over 300 patents filed for the vehicle and its platform. Connected and integrated into not only the electric ecosystem but also the digital ecosystem of its users, it is powering Renault to continue writing its story with a new generation of voitures à vivre, or cars for living.



ALPINE

An exclusive 100% electric global brand with a racing car soul

Alpine was founded by Jean Rédélé in 1955 and made a name for itself by building sports cars with French class. The Alpine business unit was established in 2021 to take over as Renault Group's motorsport brand, covering both production cars and competition vehicles for Formula 1, endurance racing, rally championships and more. It leverages the heritage and expertise that its plant in Dieppe has built over decades, as well as the Alpine Racing and Alpine Cars teams' engineering expertise.

Alpine has undergone a dramatic transformation over the past two years. It is now capitalising on its iconic A110 sports coupe and its move into Formula 1, where it intends to vie for a championship title. Alpine is now an exclusive brand and a fully-fledged, asset-light, tech-heavy manufacturer with a 2,000-strong team including 1,000 engineers. As it is part of Renault Group, Alpine can also tap into Ampere's electric and software technology. Moving forward, it will enlist business partners and investors to fast-track its growth and international expansion.

Moreover, Alpine is building a brand-new line-up that will support its growth and international ambitions – and be all-electric starting from 2026. Until then, Alpine will unveil the next A110 and two new models: a B-segment saloon and a C+-segment crossover. It also plans to launch two vehicles brimming with state-of-the-art technology in the D- and E-segments to expand in markets outside Europe – where it intends to generate half of its growth – potentially including North America and China.

At a glance

- 3,546 vehicles sold in 2022
- 2,000 employees
- 1,000 engineers

Renault Group's ESG goals

- A 100% EV range by 2026
- Carbon-neutral production by 2030

Value proposition

- An exclusive brand growing internationally

Revenue

- 40% CAGR⁽¹⁾ over 2022-2030
- €2 billion in revenue in 2026
- >€8 billion in revenue in 2030

Operating margin

- Break-even in 2026
- >10% in 2030

(1) CAGR: Compound Annual Growth Rate.



Alpenglow

The Alpenglow concept car gives an exciting preview of Alpine's future models. It embodies the brand's new approach to design and technology for production and racing cars. The future it heralds will be clean, defined by driving pleasure with a sporty edge, and powered by an all-new internal-combustion engine running on hydrogen.

A110 E-Ternité: an all-electric prototype at the cutting edge of Alpine innovation

The all-electric A110 E-Ternité, revealed in 2022, springs from a deep exploratory dive. It forms a link between the brand's prestigious past and its all-electric future, and showcases what Alpine is working on for its new line-up.

Inclusion and diversity

2022 saw the launch of the Rac(h)er program to actively promote inclusion and diversity at all levels of the company, including Formula 1. Alpine's executive committee, for example, has already reached gender parity. This programme is designed to strengthen equal opportunity based on merit, regardless of gender, in all areas of the automotive industry.

MOBILIZE

BEYOND AUTOMOTIVE

A new brand for mobility, energy and data services

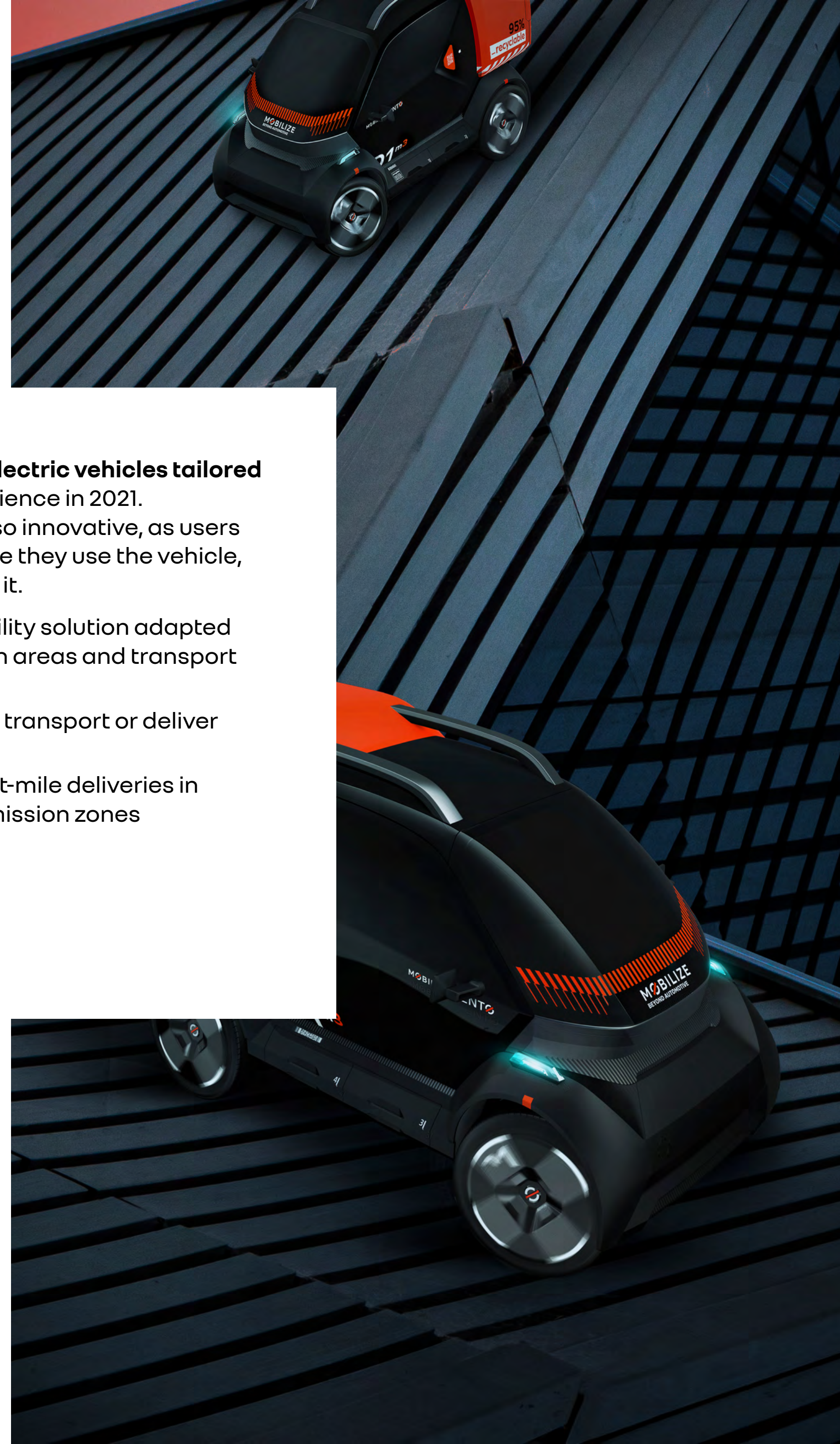
In May 2022, RCI Bank and Services changed its name to Mobilize Financial Services, the benchmark brand for all car-related mobility needs.

These stronger ties between Mobilize and **Mobilize Financial Services** now enable Renault Group to broaden its strategy beyond the automotive industry and reach across the mobility services value chain. Mobilize Financial Services is supporting Mobilize's growth by leveraging the expertise it has amassed over the past 100 years, as well as its business and financial performance and its regular contact with over 4 million customers.

Mobilize combines financial, mobility, energy and data services. But what puts it in a class of its own is that it also offers purpose-built vehicles; it designs products that focus on services, rather than the other way around. These services, combined in a single solution, will meet the needs of private customers, fleet operators and mobility service providers, while generating recurring revenue streams. Its Vehicle-as-a-Service model will generate three times more revenue over a vehicle's full life cycle than a traditional sale. What's more, the mobility and energy services market is poised to grow from €250 billion to €400 billion between 2020 and 2030.

Mobilize presented **three all-electric vehicles tailored** to services and the user experience in 2021. The marketing approach is also innovative, as users only pay for the amount of time they use the vehicle, or the distance that they drive it.

- **Mobilize Duo:** a shared mobility solution adapted to the requirements of urban areas and transport operators
- **Mobilize Bento:** a solution to transport or deliver small parcels
- **Mobilize Hippo:** a van for last-mile deliveries in urban, suburban and low emission zones



At a glance

- 6 ventures integrated into the Mobilize family
- 260,000 charging points in Europe using Mobilize Charge Pass

Renault Group's ESG goals

- A 100% EV range
- Renewable energy
- Battery reuse

Value proposition

- Revenues from recurring high-margin services

Revenue

- +8% CAGR⁽¹⁾ over 2022-2025
- +14% CAGR⁽¹⁾ over 2026-2030

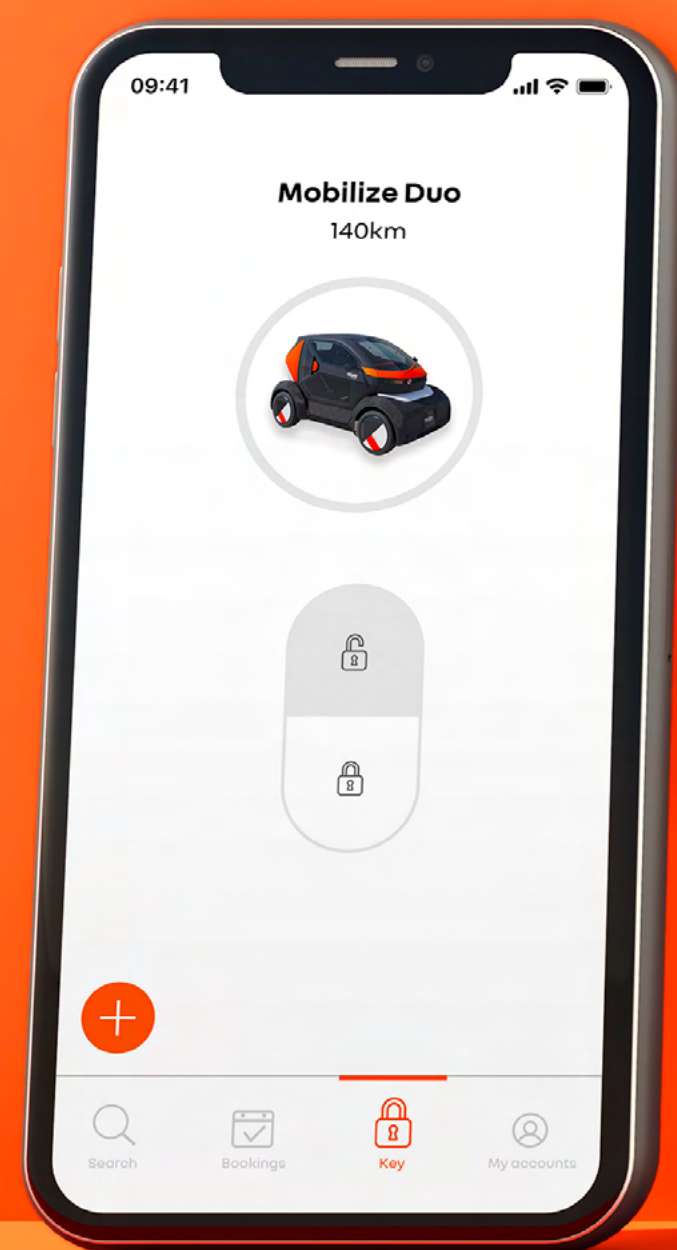
Operating margin

- MBA⁽²⁾: break-even in 2025, double-digit margin in 2027
- MFS⁽³⁾: high double-digit operating margin

(1) CAGR: Compound Annual Growth Rate.

(2) MBA: Mobilize Beyond Automotive.

(3) MFS: Mobilize Financial Services.



A complete range of recharging services


The **Mobilize Powerbox®** is a connected, secure, two-way 7 to 22 kW charging station. This breakthrough technology serves several purposes in Europe by:

- simplifying charging for all electric vehicle users;
- contributing to smart power grid management;
- helping to tackle cyberthreats associated with connecting charging stations to the grid;
- strengthening this new market segment's industrial and technological sovereignty.

Several Software République partners pooled their expertise to build the **Mobilize Powerbox®** range, which will be marketed during 2023: Renault Group (for its expertise in EV charging system architecture) along with Orange, ST Microelectronics and Thales, as well as other technology specialists such as IoTecha Corp and Lacroix. The range will be made in France, at Lacroix's electronic assembly plant, Symbiose, and reach markets in 2023.

Mobilize Charge Pass: this app provides access (i.e. location, directions and payment) to a network of more than 260,000 charging stations across 25 European countries. The app is available in Germany, Belgium and Spain.

THE FUTURE IS NEUTRAL



First company operating across the automotive industry's circular economy value chain

On 13 October 2022, Renault Group announced the creation of a new entity, The Future Is NEUTRAL, to deliver on its pledge to move deeper into the circular economy and further on its path to resource neutrality. This new entity combines the Group's and its partners' expertise to provide closed-loop recycling solutions at every stage of a vehicle's life, i.e. from the supply of parts and raw materials through to production, use and end of life.

The Future Is NEUTRAL currently covers about 50% of the value chain and is aiming for more than 90% in 2030.

This entity is set to become the European leader in the automotive industry's closed-loop circular economy, serving not only Renault Group but also the rest of the industry. It is aiming to speed up its development and strengthen its leadership by opening up a minority stake in its capital for outside investors, with a view to jointly financing investments amounting to around €500 million from now to 2030.

In practice, The Future Is NEUTRAL relies on its subsidiary Gaïa, which is based in Flins and repairs batteries, collects parts for reuse and collects materials for recycling from end-of-life vehicles. The Future Is NEUTRAL has also teamed up with Suez, its main partner, on two joint ventures: Indra, a leading end-of-life vehicle recycler operating more than 370 accredited centres in France, and Boone Comenor Metalimpex, an expert in recycling scrap metal from industry.

Alongside its industrial partners, The Future Is NEUTRAL aims to become a European leader in closed-loop battery recycling to regulatory standards, and to attract other car manufactures through its first-class industrial process delivering high-performance, high-grade batteries with the required recycled content at the best cost.

This new entity combines the Group's and its partners' expertise to provide closed-loop recycling solutions at every stage of a vehicle's life.

Key figures

- 1,050 tonnes of end-of-life vehicle wire collected (in)
- 430 tonnes of recycled copper produced (out)

Renault Group's ESG goals

- Closed loops for parts and materials
- Battery recycling
- >90% coverage of the circular economy value chain in 2030

Value proposition

- Sustainable and profitable growth

Revenue

- From €0.8 billion in 2022 to >€2.3 billion in 2030⁽¹⁾

Operating margin

- >10% margin in 2030⁽¹⁾

(1) Outlook for The Future Is NEUTRAL: entire scope, sum of the parts. Not fully included in Renault Group's scope of consolidation.

At end-2022, the short-loop recycling networks set up by Renault and The Future Is NEUTRAL included:

Copper recycling

The wire that Gaïa buys from companies that dismantle end-of-life vehicles is processed to extract the copper. That copper is then sold to some Renault Group sites, which use it to produce pearlitic cast iron, or to automotive industry suppliers, which use it in aluminium processing. The quality of the copper recycled by Gaïa is high enough to meet stringent technical specifications and substitute virgin or post-industrial materials.

Polypropylene recycling (plastic)

Gaïa collects bumpers from dismantlers and garages, and has them processed to the Renault-Nissan Alliance's technical specifications. Seven grades of polypropylene from this recycling channel have been included in Renault's Materials Panel: three are currently used in vehicle production and four are awaiting approval for new vehicle projects.

Production scrap metal recycling (sheet metal, shavings)

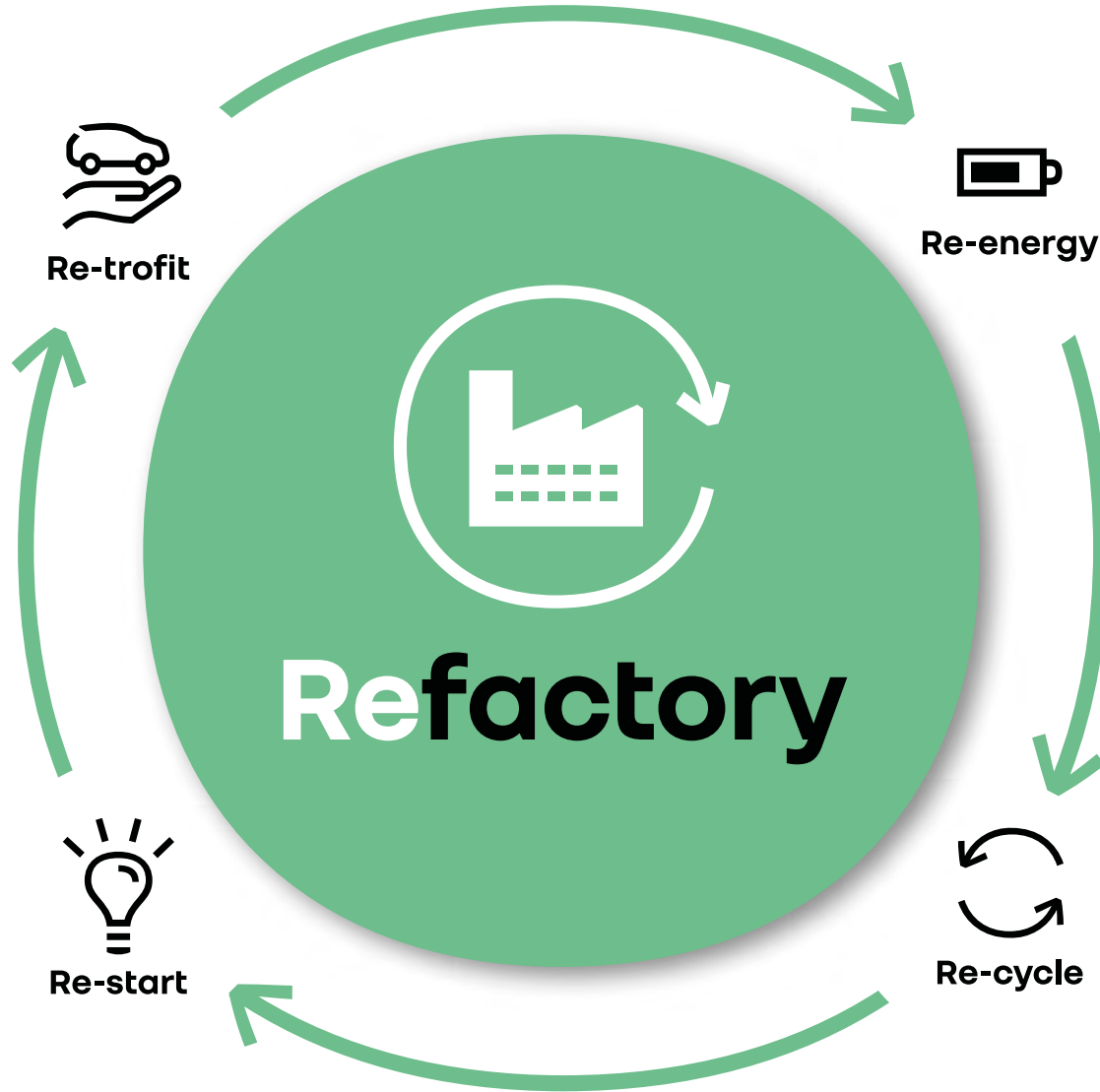
Loops between Renault Group plants as well as between Renault Group plants and metal parts suppliers are now up and running in France, Spain and Brazil.

Platinum-group metal recycling

Gaïa collects catalytic converters from dismantlers to extract platinum-group metals, which it sells to automotive industry suppliers who use them to make new catalytic converters.

These short loops are contributing to Renault's achievement of its objectives for the use of recycled materials in new vehicles.

The Group also regularly develops new ways of reusing materials from end-of-life vehicles, notably through collaborative research projects bringing together manufacturers, local authorities, public-sector players and universities.



Refactory

The move to transform the Flins plant into the Refactory, Europe's first circular economy complex for the mobility sector, perfectly illustrates the Group's vision – combining a full recycling and remanufacturing industrial ecosystem that addresses environmental challenges, particularly as regards the most strategic or critical materials, and a business unit that generates revenue and profits.

Appendices

Appendices

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Production by plant

as of December 31, 2022

Production sites – France

Plant	vehicles	Production
Batilly (Sovab)	Master 3	92,989
	Master 3 E-Tech Electric	788
	Master Hydrogen	42
	Nissan Interstar	8,940
	Others	19,042
Total vehicles Batilly		121,801
Dieppe (Alpine)	Alpine A110	3,782
Total vehicles Dieppe		3,782
Douai (ElectriCity)	Espace 5	894
	Scenic	6,298
	Talisman	1,487
	Megane E-Tech	46,722
Total vehicles Douai		55,401
Flins	ZOE	32,600
	Nissan Micra	38,090
Total vehicles Flins		70,690
Maubeuge (ElectriCity)	Kangoo 2 E-Tech	3,000
	Kangoo 3	32,859
	Kangoo 3 E-Tech	7,870
	Nissan Townstar	11,323
	Others	24,587
Total vehicles Maubeuge		79,639
Sandouville	Trafic 3	88,850
	Nissan Primastar	9,531
	Mitsubishi Express	1,159
	Others	1,327
Total vehicles Sandouville		100,867
Total vehioles France		432,180
Caudan (FdB)	Iron foundry (in metric tons)	13,555
Choisy-le-Roi	ES Gearboxes	5,828
	ES Engines	9,221
Cléon	Gearboxes	199,555
	Combustion engines	276,003
	Electric motors	317,343
	Aluminium foundry (in metric tons)	13,163
Le Mans	Chassis components	997,543
	Iron foundry (in metric tons)	89,416
Ruitz (ElectriCity)	Gearboxes automatiques	200,063
Villeurbanne/Meyzieu	Chassis components	134,678

Production sites – outside France

Plant	vehicles	Production
Algeria		
	Oran (RAP)	
	Logan 2	1,283
	Sandero 2	956
	Clio 4	534
Total vehicles Algeria		2,773
Argentina		
	Córdoba	
	Sandero 2	16,180
	Logan 2	6,951
	Kangoo (Dokker)	21,369
	Alaskan	3,862
	Nissan Navara	1,509
	Nissan Frontier	18,022
Total vehicles Argentina		67,893
Argentina	Aluminium foundry (in metric tons)	
	PFA	2,011
Brazil		
	Curitiba	
	Master 3	11,138
	Duster Oroch	25,730
	Duster 2	32,853
	Sandero 2	10,814
	Logan 2	10,121
	Captur long	2,943
	Kwid	91,044
Total vehicles Brazil		184,643
Brazil		
	Curitiba	
	Engines	260,779
	Aluminium foundry (in metric tons)	3,847
Chile		
	Los Andes (Cormecanica)	
Gearboxes		221,999
China		
	Nanchang (JMEV)	Limo
Shiyan (eGT-NEV)		
	Spring / others	62,438
Total vehicles China		62,624
Colombia		
	Envigado (Sofasa)	
	Logan 2	10,743
	Sandero 2	23,587
	Duster 2	15,531
Total vehicles Colombia		49,861
South Korea		
	Busan (RKM)	
	SM6	4,874
	XM3 / Arkana	118,488
	Koleos / QM6	44,683
	Twizy	577
Total vehicles South Korea		168,622
South Korea		
	Busan (RKM)	
	Engines	160,744
	Aluminium foundry (in metric tons)	1,659
Spain		
	Palencia	
	Megane 4	46,981
	Kadjar	19,310
	Austral	28,328
	Others	61
Total vehicles Palencia		94,680
Valladolid		
	Captur 2	162,725
	Others	26
Total vehicles Valladolid		162,751
Total vehicles Spain		257,431
Spain		
	Sevilla	
	Gearboxes	372,349
	Valladolid Motores	
	Engines	902,508
	Aluminium foundry (in metric tons)	10,070

Plant	vehicles	Production
India		
	Chennai (RNAIPL)	
	Kwid	32,320
	Triber	42,254
	Kiger	41,789
Total vehicles India		116,363
Morocco		
	Casablanca (Somaca)	
	Logan	2,322
	Sandero 2	2,727
	Sandero 3	72,817
	Logan 3	16,658
Total vehicles Casablanca		94,524
Tangier		
	Lodgy	9,397
	Sandero 3	173,649
	New Express	72,448
Total vehicles Tangier		255,494
Total vehicles Morocco		350,018
Mexico		
	Cuernavaca (Nissan)	
Alaskan		1,573
Total vehicles Mexico		1,573
Nigeria		
	Lagos (Coscharis)	
Duster / Logan		N/A*
Portugal		
	Cacia	
Gearboxes		473,270
Romania		
	Mioveni (Dacia)	
	Logan 2	825
	Logan 3	24,390
	Sandero 2	1,446
	Sandero 3	1,461
	Duster 2	214,057
	Jogger	72,049
Total vehicles Romania		314,228
Romania		
	Mioveni (Dacia)	
	Gearboxes	275,701
	Engines	337,777
	Chassis components`	384,126
	Aluminium foundry (in metric tons)	17,582
Slovenia		
Novo mesto (Revaz)		
	Clio 5	19,753
	Twingo / Smart (Daimler)	20,954
	Twingo E-Tech / Smart ZE (Daimler)	27,423
Total vehicles Slovenia		68,130
Turkey		
	Bursa	
	Clio 5	206,019
	Megane 4 Sedan	41,081
Total vehicles Turkey		247,100
Turkey		
	Bursa	
	Gearboxes	113,170
	Engines	160,028
	Chassis components	494,604
	Aluminium foundry (in metric tons)	1,233
Total vehicles outside France		1,891,259
Total vehicles worldwide		2,323,439

* N/A : Not applicable

Partner plant

Appendices

Worldwide sales

Total industry volume by country

In volume PC+LCVs	2022	2021
China	26,545,974	24,414,505
United States	13,832,014	15,031,563
India	4,387,796	3,538,129
Japon	4,121,413	4,361,521
Germany	2,886,071	2,892,598
Brazil	1,958,077	1,965,521
United Kingdom	1,901,582	2,009,539
France	1,877,106	2,091,635
South Korea	1,644,902	1,684,151
Canada	1,546,028	1,660,677
Italy	1,477,440	1,643,205
Australia	1,045,646	1,018,902
Mexico	1,086,071	1,014,680
Spain + Canaries	932,528	1,011,811
Indonesia	928,967	813,002
Thailand	837,308	759,119
Turkey	783,283	737,379
Russia	672,000	675,611
Malaysia	607,000	508,911
Saudi Arabia	604,498	556,559
Other countries	9,741,356	9,887,775
TIV Worldwide ⁽¹⁾	79,417,060	79,276,793

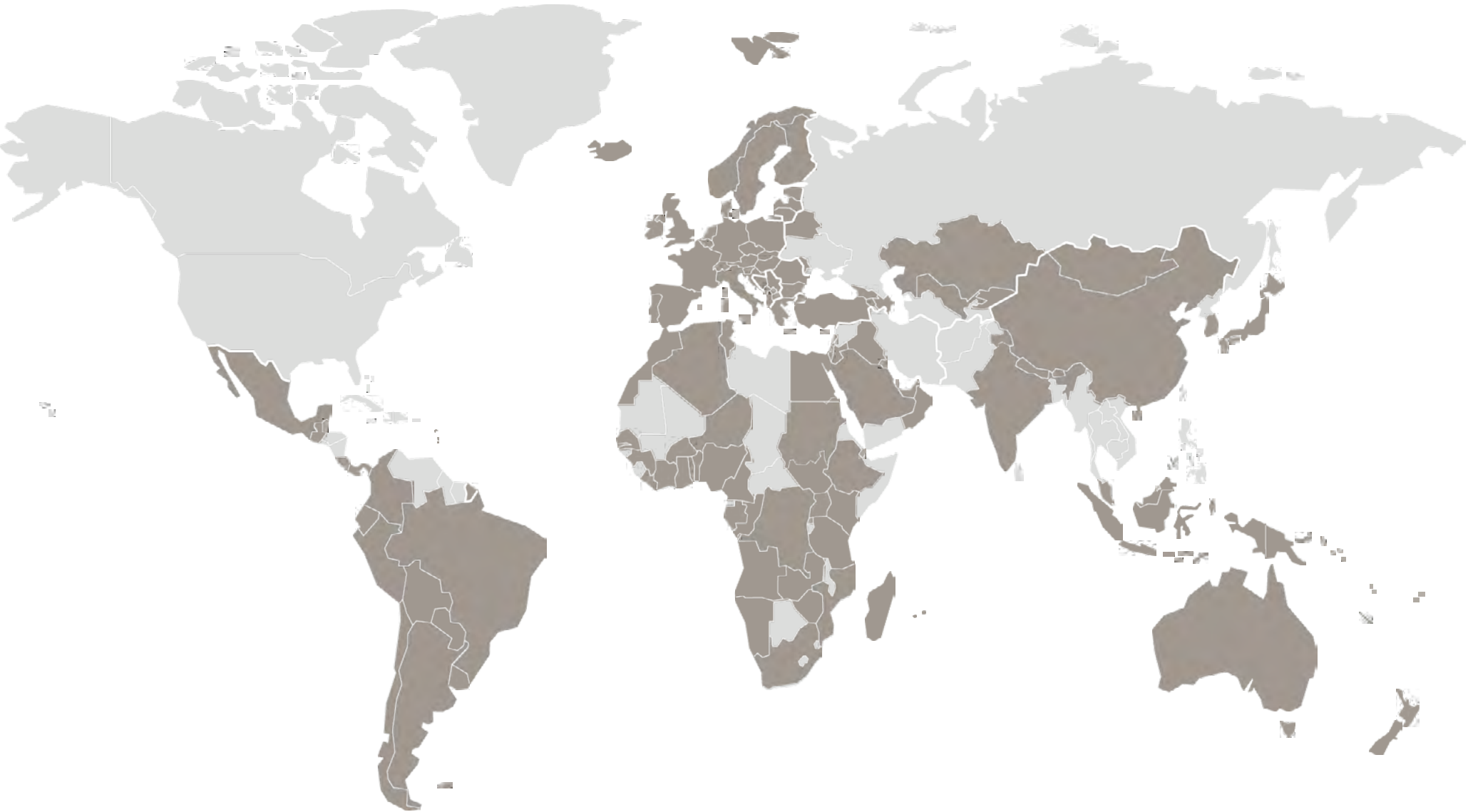
Total industry volume by region

In volume PC+LCVs	2022	2021
Europe	13,025,624	13,886,504
Eurasia	1,912,299	2,940,474
Africa & Middle East	2,512,067	2,472,522
Asia Pacific	41,755,786	38,633,155
Latin America	4,833,242	4,651,898
North America	15,378,042	16,692,240
Total Worldwide	79,417,060	79,276,793

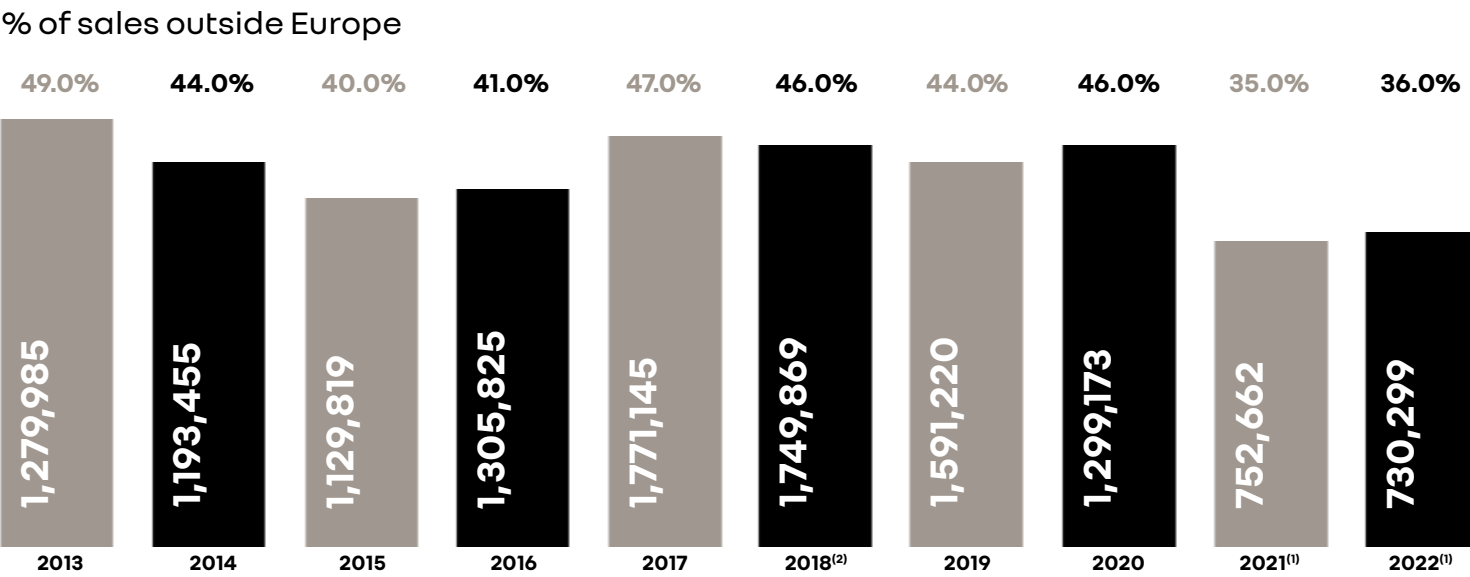
Worldwide sales by region

In volume PC+LCVs, including Renault, Dacia, Renault Korea Motors, Alpine, Jinbei&Huasong, EVeasy and Mobilize	2022	2021
Europe	1 320 875	1 426 900
Eurasia	152 318	148 806
Africa & Middle East	129 580	147 349
Asia Pacific	165 265	193 987
Latin America	283 136	262 520
Total Renault Group	2 051 174	2 179 562

Renault Group sales countries at the end of 2022



Internationalization of Renault Group



(1) LADA/AVTOVAZ and Renault Russia are not included in this report only in 2021 and 2022
(2) including Jinbei&Huasong brands from 2018

Appendices

Worldwide sales

15 largest markets of Renault Group in 2022**

	2022	2021
In volume PC+LCVs, including Renault, Dacia, Renault Korea Motors, Alpine, Jinbei&Huasong, EVeasy and Mobilize		
France	470,280	521,710
Germany	161,146	176,441
Italy	141,108	154,191
Turkey	135,639	116,146
Brazil	126,689	127,157
Spain + Canaries	103,417	115,543
India	87,118	95,878
United Kingdom	76,329	68,344
Morocco	65,287	69,788
South Korea	52,621	61,096
Romania	51,851	48,335
Colombia	49,521	47,606
Poland	48,062	51,569
Belgium + Luxembourg	47,329	51,090
Argentina	44,696	35,375

Renault Group worldwide sales by brand in volume PC+LCVs

Renault	2022	2021
Passenger cars (PC)	1,088,836	1,188,002
Light commercial vehicles (LCV)	326,810	374,160
Total Renault	1,415,646	1,562,162
Dacia		
Passenger cars (PC)	569,208	502,912
Light commercial vehicles (LCV)	4,629	34,181
Total Dacia	573,837	537,093
Renault Korea Motors		
Passenger cars (PC)	51,083	57,480
Alpine		
Passenger cars (PC)	3,546	2,660
Jinbei&Huasong		
Passenger cars (PC)	0	39
Light commercial vehicles (LCV)	0	15,960
Total Jinbei&Huasong	0	15,999
EVeasy		
Passenger cars (PC)	6,987	4,168
Mobilize		
Passenger cars (PC)	75	0

Renault Group		
Passenger cars (PC)	1,719,735	1,755,261
Light commercial vehicles (LCV)	331,439	424,301
Total Renault Group	2,051,174	2,179,562

**Ventes hors Twizy



Renault Group worldwide sales by brand and model in volume PC+LCVs

Passenger cars (PC)		
Renault	2022	2021
Arkana	85,940	44,161
Austral	6,679	0
Captur	148,267	171,613
Captur GA ⁽²⁾	5,812	14,922
Clio	202,825	255,264
Dokker	2,873	1,431
Duster	55,705	63,853
Espace	1,149	2,824
Express	12,495	4,128
Kadjar	22,000	36,741
Kangoo/Kangoo E-Tech Electric	13,546	18,535
Kiger	38,897	32,031
Koleos	14,208	13,862
Kwid	119,931	122,689
Lodgy	103	347
Logan	45,870	37,249
Master	1,581	1,908
Megane E-Tech Electric	33,110	45
Megane/Scenic	85,480	127,309
Sandero	51,448	48,870
Talisman	2,680	6,363
Trafic	12,629	7,107
Triber	40,812	39,994
Twingo	18,407	36,145
Twingo E-Tech Electric	27,049	25,591
ZOE E-Tech Electric	38,535	74,088
Others	805	932
Total PC Renault	1,088,836	1,188,002
Dacia		
Dokker	8	14,236
Duster	194,130	183,049
Jogger	56,636	26
Lodgy	13,141	24,468
Logan	27,398	26,891
Sandero	229,052	226,390
Spring	48,820	27,850
Others	23	2
Total PC Dacia	569,208	502,912
Renault Korea Motors		
Qm6	27,440	37,747
Sm6	4,218	3,198
Xm3	19,425	16,535
Total PC Renault Korea Motors	51,083	57,480
Alpine		
A110	3,546	2,660
Total PC Alpine	3,546	2,660
Jinbei		
F50	0	16
F70	0	23
Total PC Jinbei	0	39
EVeasy		
EV2	175	43
EV3	4,546	3,126
EX5	0	633
GSE	2,266	366
Total PC EVeasy	6,987	4,168
Mobilize		
Limo	75	0
Total PC Mobilize	75	0
Total PC Group	1,719,735	1,755,261

(2) Captur GA or Global Access : Kaptur/Captur except Europe
(1) Including non-registered vehicles.

Light commercial vehicles (LCV)		
Renault	2022	2021
Alaskan	5,862	5,284
Arkana	216	11
Captur	1,032	1,309
Clio	10,867	12,589
Dokker	20,258	15,924
Duster Oroch	23,312	25,874
Express	51,811	27,803
Kadjar	431	223
Kangoo	21,754	58,171
Kangoo E-Tech Electric	8 655	11,169
Master/Master E-Tech Electric	97,430	110,320
Megane/Scenic/Megane E-Tech Electric	3,559	3,844
Twingo/Twingo E-Tech Electric	225	256
Trafic	64,838	82,909
ZOE E-Tech Electric	2,009	3,412
Others	14,551	15,062
Total LCV Renault	326,810	374,160
Dacia		
Dokker	966	30,405
Duster	2,928	3,254
Jogger	176	0
Lodgy	48	52
Logan	0	14
Sandero	443	434
Spring	67	2
Others	1	20
Total LCV Dacia	4,629	34,181
Jinbei		
Granse 15	0	123
Granse 16	0	2,833
Granse 2020	0	7,179
H1	0	5,369
H2	0	456
Total LCV Jinbei	0	15,960
Total LCV Jinbei&Huasong	25,477	15,960
Total LCV Group	331,439	424,301
Total PC + LCV Group	2,051,174	2,179,562

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- Renault Group 2022 universal registration document
- Vigilance plan 2023

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