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These forward looking statements are made as of the date of this presentation. Renault does not undertake to provide updates or revisions, should any new statements and information be available, should any new specific events occur or for any other reason.

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Further information on Renault can be found on Renault’s web site (www.group.renault.com), in the section Finance/Regulated Information.”
AGENDA

01 Building a resilient performance
2022 fixed cost reduction project

02 Alliance as a performance enhancer of Groupe Renault
Zoom on new projects and associated benefits
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01 Building a resilient performance
   2022 fixed cost reduction project

02 Alliance as a performance enhancer of Groupe Renault
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A CHANGE OF PRIORITIES: TOWARDS BETTER PERFORMANCE

**REDUCED FIXED COSTS**
> €2bn by 2022 vs 2019

- **Restore competitiveness**
  Profitability over volume

- **Increase efficiency**
  Trim down diversity

- **Optimize organization**
  Leaner structure

**Customer focused – leverage of Alliance – rigorous approach**

**Performance**

**STRATEGIC FOCUS**

- Fixed costs too high
- Inability to generate cash
- Over-sized structure

- Size
- Innovation
A NEW MINDSET FOR A BETTER RESILIENCE

NEW LEADERSHIP
NEW MINDSET
FACT BASED

SELF-HELP
RESILIENCE
PARADIGM SHIFT AT RENAULT: PROFITABILITY OVER VOLUME
FIRST PRIORITY: REDUCE FIXED COSTS

2022 PLAN FOCUS

-20% 2019 - 2022

FIXED COSTS

LOWER DEPENDENCY ON VOLUMES & IMPROVED COMPETITIVENESS

ENHANCED PROFITABILITY

VARIABLE COSTS

PRICING DISCIPLINE

ON GOING EFFORT
2022 PROJECT: OVER €2bn CASH COST REDUCTION VERSUS 2019

1. Execution of the €2bn reduction plan does not rely on new Alliance projects or external factors like market growth
2. Includes production labor cost savings
ENGINEERING: IMPROVED EFFICIENCY

~€800m
COST REDUCTION in 2022 vs 2019

LINE-UP
- Optimization
- Reduced parts diversity
- Increased commonalization

ORGANIZATION
- Subcontractor base rationalization
- Increase in RTX\(^1\) utilization
- Rationalized structure
- Digitalization of validation

1. Regional Technical Centers
DIVERSITY REDUCTION: VERSIONS, PARTS, POWERTRAINS

PRODUCT DEFINITION

Less part references¹ per vehicle in plant

-25% by 2022 vs 2019

Powertrain commonalization within the Alliance

85% by 2022 +10 pts vs 2019

---

1. Part reference = part number.
FEWER PC¹ PLATFORMS TO DEVELOP IN 2022 & MORE VEHICLES PER PLATFORM BY 2026

DEVELOPMENT COSTS DOWN ➝ VEHICLES PER PLATFORM UP

1. Passenger cars, platforms including partners’ volumes
### SIMPLIFICATION BUT NOT AT THE EXPENSE OF THE PRODUCT CADENCE

<table>
<thead>
<tr>
<th>Year</th>
<th>A/B</th>
<th>C/D</th>
<th>EV</th>
<th>LCV</th>
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<tbody>
<tr>
<td>2019</td>
<td>New Clio</td>
<td>Arkana</td>
<td>Zoe</td>
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<td>2020</td>
<td>New Captur</td>
<td>XM3</td>
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<tr>
<td>2022</td>
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</tbody>
</table>
WORK ORGANIZATION: LEVERAGE REGIONAL FOOTPRINT

ENGINEERING EFFICIENCY

- Skills and resources
- Increased RTx¹ use
- Subcontractor base rationalization

Focus France
Core technologies
High added-value

RTx 2019
40%
RTx 2022
60%

80% of business with
Top 9 subcontractors 2019
Top 4 subcontractors 2022

¹ RTx refers to...
PRODUCTION: CAPACITY RIGHTSIZING, ENHANCED EFFICIENCY

PERFORMANCE & CAPACITY RIGHTSIZING
- Industry 4.0
- Lines/plants rightsizing
- Supply chain efficiency
- Labor savings

PROCESS ENGINEERING
- Performance “best in class”
- Subcontractors rationalization
- Digitalization of prototype process
- Maximization of 3D Printing

COST REDUCTION in 2022 vs 2019
~€650m
INNOVATION: BOOSTING INDUSTRIAL PERFORMANCE

PERFORMANCE GAINS

Competitiveness & Industry 4.0

Digitalization prototype process

Maximization of 3D Printing

2019
80 Veh/employee

+14%

2022
91 Veh/employee
CAPACITY RIGHTSIZING

Groupe Renault capacity evolution
Vehicle production and max capacity (in Million veh)¹

1. including AVTOAZ & JVs, w/o Renault Nissan Automotive India Private Limited
GLOBAL RIGHTSIZING PROJECT

Capacity rightsizing 2019-2024

Potentially impacted locations
ADAPTING OVERALL STRUCTURE TO RESTORE COMPETITIVENESS

~€700m

COST REDUCTION in 2022 vs 2019

FIXED MARKETING EXPENSES
- Digitalization and media efficiency
- Media cost optimization
- Scope adjustments

G&A
- Cross function approach
- Optimization
- Downsizing
- Shared service centers expansion
TIMELINE OF CASH IMPACTS

Ramp-up of Group cash savings & implementation costs

- % of the >€2bn fixed cost gains achieved versus 2019
- €1,2bn cash restructuring costs timing

2020: 30%
2021: 75%
2022: 100%

2020: 30%
2021: 50%
2022: 20%
SCOPE ADJUSTMENTS: CAPITAL ALLOCATION OPTIMIZATION

RRG GROUP
- Assets reduction (real estate and working capital)
- Variable costs vs fixed costs

NEW FOCUS IN CHINA
- Transfer of DRAC shares to Dongfeng
- Re-focusing on EVs and LCVs

Capital allocated to low-return business in 2022 vs 2019

>€500m
PEAK PASSED FOR INVESTMENT BUT NOT FOR DEPRECIATION

RD&CAPEX -2.5 pts

+€0.8bn

in 2022 vs 2019

DEPRECIATION

Capex + R&D in % of Group Revenues


6.0bn 3.7bn 2.9bn 4.7bn

7.9% 10.7% ~8%

Capex & R&D cash spending Amortization and depreciation in COP
WRAP-UP: FIXED COST REDUCTION BY NATURE BY 2022

Labor costs
~ 15,000 positions worldwide potentially impacted

Outsourcing optimization

Marketing & Others
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ALLIANCE NEW COLLABORATION SCOPE BEYOND OUR FIXED COST REDUCTION PLAN

CURRENT ALLIANCE SCOPE

WITHIN 2022 PLAN

PLATFORMS & POWERTRAINS

TECHNOLOGY

PURCHASING

NEW ALLIANCE COLLABORATION SCOPE

BEYOND 2022 PLAN

SCOPE EXTENSION TO FULL VEHICLE

PLATFORMS & POWERTRAINS

TECHNOLOGY

SCOPE EXTENSION

NEW PARTNERSHIPS

INCREASED STANDARDIZATION

PURCHASING

NEW REGIONS

(REFERENCE PLAYER BY REGION)
## SIGNIFICANT BENEFITS FROM NEW COLLABORATION SCOPE

<table>
<thead>
<tr>
<th>EXAMPLE</th>
<th>LEADER</th>
<th>FOLLOWER</th>
<th>EXAMPLE OF BENEFITS</th>
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<tbody>
<tr>
<td>VEHICLE</td>
<td>B-SUV</td>
<td>Renault</td>
<td>Up to -40% Model investment¹</td>
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<td></td>
<td>Nissan</td>
<td>Nissan Development</td>
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<tr>
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<td>Renault Development</td>
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<tr>
<td>AUTOMOTIVE</td>
<td>Autonomous driving</td>
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<td>Under 100$/kWh</td>
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<td>PURCHASING</td>
<td>e-Body architecture²</td>
<td>Renault</td>
<td>New opportunities for Fixed costs gains</td>
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<td>EV Battery Standardization: Geometry &amp; chemistry, design, carry-across</td>
<td>Nissan</td>
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<tr>
<td></td>
<td>Renault reference player Europe, Russia, Latam</td>
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</tbody>
</table>

1. Model investment = R&D + Tooling
2. Core system of electric-electronic
2022
COST REDUCTION PROJECT
MAY 29, 2020