



No. 1

RENAULT IS THE WORLD'S LEADING FRENCH AUTOMOTIVE BRAND

1

MAJOR AMBITION, TO ENSURE SUSTAINABLE MOBILITY FOR ALL

5

COMPLEMENTARY VEHICLE BRANDS

134

COUNTRIES

No. 1

IN EUROPE IN THE ELECTRIC UTILITY VEHICLE SEGMENT

Over 3.8 million vehicles sold in 2019; five strong, complementary brands. A presence in 134 countries. Almost 180,000 employees around the world, 40 manufacturing sites and 12,800 sales and after-sales outlets. As the pioneer in electric vehicles, and committed to hybrids, Groupe Renault is today at the forefront of a mobility that is reinventing itself: accessible and agile, for everyone and everywhere. To meet the great technological and environmental challenges, the Group can rely on its electric offensive, on a unique alliance with Nissan and Mitsubishi Motors, on the commitment and passion of its employees. A passion that is demonstrated on the track with an all-Renault team competing in the Formula 1 world championship.

5 BRANDS, 5 STRENGTHS

The complementary nature of our brands makes us strong internationally, with products tailored to many cultures and market segments.



RENAULT

Mobility for life. As wholesale changes take place in mobility, Renault always keeps people as the focus of its concerns by designing its products and services for the lives and uses of its customers. Renault is a warm, welcoming brand that puts the joy of living at the heart of a new, shared, connected and environmentally friendly mobility.



DACIA

Simple and accessible. Dacia makes a new car accessible to everyone by concentrating on the essential for the buyer in the design process to achieve best value for money. Its emblematic Logan, Sandero and Duster vehicles have built its commercial success, with over 6.5 million customers in fifteen years.



ALPINE

The quest for agility. As Groupe Renault's premium sports brand, Alpine provides a unique driving experience. The Alpine A110 is faithful to the brand's timeless principles – lightness, compactness, and agility – with one promise: driving pleasure.



RSM

Elegance and quality. Created in 2000, Renault Samsung Motors is exclusive to the South Korean market. A synonym for luxury and refinement, known especially for its quality of service, the brand is the leader in customer satisfaction, sales and after-sales.



LADA

A new era. The historic leader on the Russian market, the LADA brand has the country's largest dealer network, with over 300 points of sale. With a wholly new design and an evolving network, it has entered a new era. The brand is also represented by official importers in over 20 countries.



Learn more about our brands:
<https://group.renault.com/en/our-company/our-brands/>

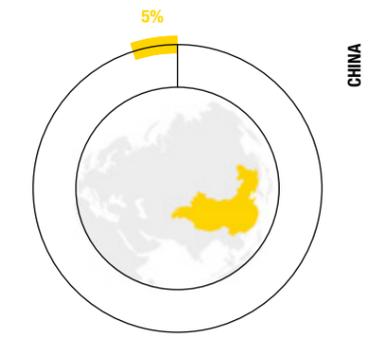
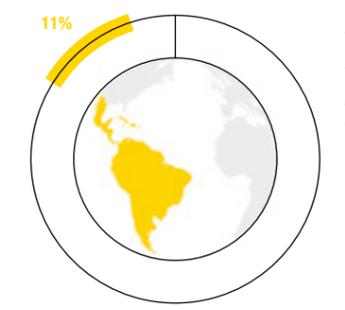
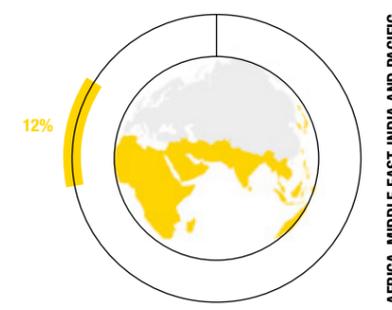
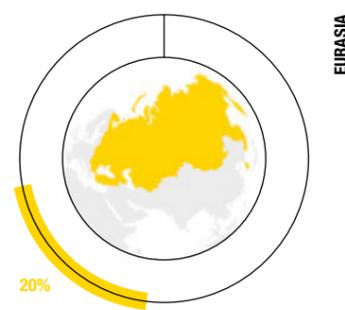
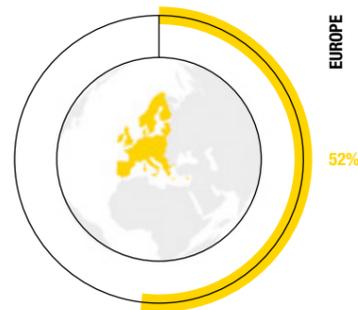
THE PEOPLE'S FAVOURITES, ALL AROUND THE WORLD

Since 2017, half of our sales have been outside Europe.

To anticipate the needs of Indian, Brazilian and Korean consumers and offer vehicles accessible to all, our approach combines the global and the local. With seven design centers around the world, from Brazil to Korea, with production sites close to the markets, as in Russia, alliances with the local leaders, especially in China, each of our vehicles matches the driving habits, special cultural features and climate conditions particular to each region.



BREAKDOWN OF WORLDWIDE SALES by geographical region in 2019



NEW CLIO, PROMISE FOR THE FUTURE

With 15 million units sold since 1990, Clio is the best-selling French car in the world in recent years. In Europe, it is the leader in its segment with a constantly growing market share since 2013. Its main asset: it's a city car with the versatility to handle life on the highway too. A success that goes on and on, thanks also to its revolution inside and its modernized exterior design. The New Clio delivers all of the promises of the Group's strategy.

Electric-capable: first model to offer the full hybrid E-TECH engine.
Connected: equipped with the new Renault EASY LINK multimedia system.
Autonomy: aids that will lead to the autonomous driving of tomorrow, in a city car.

IN RUSSIA, ARKANA IS BREAKING THE RULES

With the Arkana, Renault is the first generalist manufacturer to offer an international SUV coupé. The vehicle's distinctive, innovative design turned heads at the Moscow Motor Show when it was unveiled in 2018. Manufactured in Moscow and marketed in Russia since the summer of 2019, it meshes perfectly with the Group's worldwide expansion strategy.

TRIBER IN INDIA, ULTRAMODULAR

Half of Indian households have more than five members. Specially designed for this strategic market, the Renault Triber can comfortably seat up to 7 adults, despite it being less than 4 meters long. The result of a "customer-oriented" approach, the ultramodular, modern Triber offers a value for money never before seen, and it could well conquer other regions around the world.

KWID AND THE CONQUEST OF SOUTH AMERICA

Already available in Brazil and Argentina, Kwid has hit the road in Mexico and Colombia too. Its target: students, first-time buyers or parents whose children have left the nest, are bound to be won over by this city car with an SUV look.

CITY K-ZE: ELECTRIC IN CHINA

With its sporty design, sculpted to pass in silence and without emissions in the major urban centers, Renault City K-ZE is aimed mainly at an active urban public that is open to the new technologies and modern design. Born of a joint venture between the Alliance and the Dongfeng Motor Group Co., Ltd., known as the eGT New Energy Automotive Co., Ltd, it has all the advantages of the Alliance's world leadership in EV technologies and automotive design, and is destined to become a world vehicle.

GOVERNANCE WITH A SPIRIT OF *RESPONSIBILITY*

INTERVIEW WITH
JEAN-DOMINIQUE SENARD
CHAIRMAN OF THE BOARD OF DIRECTORS,
GROUPE RENAULT



Since you were appointed Chairman of the Board of Directors at Groupe Renault, the context in which the company operates has changed dramatically. What's your assessment of the situation?

For some months now we've been going through a major and wholly unique crisis. Groupe Renault has been fully committed from day one to maintaining the Group's business and preparing for the restart, but there is a considerable challenge ahead as we rebuild.

Beyond this crisis, there are underlying trends that also affect our industry: the environment in which car makers operate has become much more complex. The mobility industry has to face up to several simultaneous transformations.

The ways that cars are used are changing, with end customers asking for more flexibility and intermodality. The competitive landscape is changing as a result, with technology companies now offering mobility services and solutions.

At the same time, the green transformation and digitization are changing the rules of the game. Contributing to the energy transition is not only our responsibility, it's also a public health issue and something that our customers expect from us, in a world that is increasingly urbanized and where cities are more and more congested.

2019 was a year of major transition for Groupe Renault and we plan to stay on track. We've taken time out to think and re-focus to meet the challenges of a changing mobility sector. We've steered this transition through some difficult terrain. Economic and regulatory uncertainties, together with volatile markets, have led us to review our objectives in a measured and responsible manner. The crisis unleashed by the Covid-19 epidemic has only exacerbated the situation.

Today, the expected growth on which we based our model has not materialized. We therefore need to rebuild the foundations of our competitiveness and performance.

How is Groupe Renault planning to deal with these challenges?

2020 will be a decisive year for the Group. We will be looking for efficiency everywhere, in all operations and regions.

The Alliance will be an essential asset to our competitiveness and performance. Our commitment to the new operating framework with Nissan and Mitsubishi Motors means we can get the best out of each, for the benefit of all.

We've also been working for several months on a savings plan that's vital for the sustainability of Groupe Renault. We're aiming for a €2 billion reduction in our fixed costs within three years. Our business depends on operational efficiency in the Group: simplification of processes, further standardization of the components that go into the vehicles and a readjustment of our currently oversized industrial capacities. We are laying the bases of a sustainable development by organizing our operations in France around the key strategic activities of the future, such as the electric vehicle, light commercial vehicles and the circular economy.

To meet the considerable challenges ahead of us, we will be able to rely on a new management team. On July 1, 2020, Luca de Meo will be joining the Group as CEO, with Clotilde Delbos at his side to take on the role of Deputy CEO. With the backing of a renewed and strengthened Board of Directors, they will form a high-quality team with proven abilities equal to Groupe Renault's ambitions.

The challenges we face in the future are many, but Groupe Renault has the assets, know-how and people to tackle them. As you will see in this annual report, the Group is already changing, the better to exploit these assets and provide a genuinely sustainable, inclusive mobility for all.

“The challenges we face in the future are many, but Groupe Renault has the assets, know-how and people to tackle them.”

Board of Directors

Composition of the Board of Directors
as of May 1, 2020

JEAN-DOMINIQUE SENARD
Chairman of the Board of Directors

CATHERINE BARBA
Independent Director

FRÉDÉRIC BARRAT
Director elected by employees

**MIRIEM BENSALAH
CHAQROUN**
Independent Director

THOMAS COURBE
Director appointed upon proposal
of the French State

MARIE-ANNICK DARMAILLAC
Independent Director

THIERRY DEREZ
Independent Director

PIERRE FLEURIOT
Lead Independent Director

RICHARD GENTIL
Director elected by employees

BENOÎT OSTERTAG
Director appointed upon proposal
of the employee shareholders

ÉRIC PERSONNE
Director elected by employees

OLIVIA RONGHONG QIU
Independent Director

YU SERIZAWA
Director appointed upon proposal
of Nissan

PASCALE SOURISSE
Independent Director

JOJI TAGAWA ⁽¹⁾
Director appointed upon proposal
of Nissan

PATRICK THOMAS
Independent Director

MARTIN VIAL
Director designated
by the French State

ANNETTE WINKLER
Independent Director

(1) The Board of Directors' decision of April 29, 2020 to coopt Joji Tagawa is subject to ratification by the General Shareholders' Meeting, to be held on June 19, 2020.

4 specialized committees

Audit, Risks and Compliance Committee

6 members – Main missions: financial information; select and monitor the performance of the Auditors; monitor the effectiveness of internal inspection and internal audit systems and procedures; monitor the effectiveness of systems and procedures used to identify and assess Group risks.

Strategy Committee

8 members – Main missions: regularly review overall Group and Alliance strategy, particularly in respect of: mergers/acquisitions and agreements with a significant impact on Group and Alliance strategy; the product development and technology strategy; the competitiveness of the manufacturing sites and their supplier bases; growth, the financial strategy and the geographical expansion strategy.

Governance and Compensation Committee

5 members – Main missions: select Board members and composition of the Committees; prepare the succession plan for union delegate directors; ensure the correct operation of the Board and management bodies and observance of the governance rules; make recommendations to the Board about the remuneration of employee representatives and other directors.

Ethics and CSR Committee

5 members – Main missions: ensure the correct level of commitment to extra-financial compliance, ethics and social and environmental responsibility; inspect the Group's policies, benchmarks and charters; review and assess the reporting procedures and inspect the non-financial indicators; promote ethics within the Group's entities; inspect the human resources policies.



Learn more about the activity of the Board's specialized committees:
<https://group.renault.com/en/finance-2/corporate-governance/specialized-committees/>

NEW *IMPULSE* FOR THE ALLIANCE



RENAULT NISSAN MITSUBISHI

2019 has been a year of renewal for the Alliance: new governance for the three companies, a new Operating Board, and a new operating framework. Headed by Jean-Dominique Senard, the Alliance Operating Board meets every month in Paris, Yokohama or Tokyo with the three company heads. Together, its members take decisions aimed at reinforcing the Alliance's operational efficiency, essential for strategic growth and the improved competitiveness of each of the three companies. The members of this board have chosen to take a new step in optimizing resources and investments within the Alliance. The new working method they have defined for Renault, Nissan and Mitsubishi Motors will bring out the best of each company. The leader/follower scheme will strengthen the efficiency and competitiveness of the vehicles and technologies that are key to our future, such as electrification, the autonomous vehicle and connectivity. Each Alliance member will become the benchmark in the regions where it has the best strategic advantages, to support and facilitate the competitiveness of the other members. This new way of organizing the Alliance is the cement of Groupe Renault's success. It will allow us to make the investments required to improve efficiency and develop the mobility of the future.

THE ALLIANCE OPERATING BOARD was created on March 12, 2019. Marking a new departure for the world's first automotive alliance, its role is to oversee the operations and governance of Renault, Nissan and Mitsubishi Motors. Chaired by Jean-Dominique Senard, the Board consists of Makoto Uchida, CEO Nissan, Osamu Masuko, CEO Mitsubishi Motors, and Clotilde Delbos,

CEO Renault for an interim period. General Secretary Hadi Zabliti coordinates and facilitates Alliance projects. He reports to the Alliance Operating Board and the managing directors.



GROUP EXECUTIVE COMMITTEE



“Together, we are preparing the mobility of the future.”

Despite an unfavorable context throughout 2019, we were able to stay on course. We achieved the objectives announced in October by relying on the strengths, know-how and expertise of Groupe Renault. We launched a new generation of vehicles with the New Clio and New Captur, which has contributed to our growth in Europe. Buoyed by our launches, we have also strengthened our position in Russia with the Arkana, in Brazil with the Kwid and Sandero, and in India with the Tribler. In the electric vehicle segment, our sales have risen by some 25% over the year, and we have just launched the New ZOE. Lastly, we have achieved a new record for sales of our light utility vehicles, as have Dacia for the 7th consecutive year. These achievements are the result of the efforts made

by all of the Groupe Renault teams, for which I am extremely grateful.

Many challenges remain and much is yet to be done. 2019 put us to the test. And with the Covid-19 crisis, 2020 is proving just as difficult. To meet the challenge, we will rely on our strengths as we take the measures necessary to correct our performance, whilst preparing the future.

This means, first of all, creating the basis for a healthy, sustainable performance. In our 2022 project, we are aiming for a reduction of at least €2 billion in our structural costs within three years. The team spirit within Renault and within the Alliance, and the efforts of all of the stakeholders, will help us to achieve this. The Alliance, with the new impulse given by our Chairman, Jean-Dominique Senard, will play a fundamental part in the correction of our performance. We must also meet the increasing regulatory expectations, beginning with CAFE (Corporate Average Fuel Economy). For this, we will be able to count on our range of electric and electric-capable vehicles with the arrival of the New Clio E-TECH Hybrid, New Captur E-TECH Plug-in Hybrid, New Megane E-TECH Plug-in Hybrid and Twingo Z.E. At the same time, we will continue to improve our price positioning, especially with our new generations of vehicles. Lastly, we can rely on a new top management team, composed of home-grown talents and newcomers, as we welcome the arrival of our future CEO Luca de Meo.

The strengths, expertise and commitment of the men and women at Groupe Renault kept us on course in 2019. They will also ensure our performance in 2020. Together, we are preparing the mobility of the future. I have every confidence in our ability to meet the challenges that await us.

CLOTILDE DELBOS

Chief Executive Officer of Renault SA for an interim period,
Chief Financial Officer of Groupe Renault and Chairman of the Board
of Directors of RCI Banque



PHILIPPE GUÉRIN-BOUTAUD
EVP, Quality and Total Customer Satisfaction
Groupe Renault



DENIS LE VOT
EVP, Regions, Sales and Marketing
Groupe Renault



LAURENS VAN DEN ACKER
EVP, Corporate Design
Groupe Renault



ALI KASSAÏ KOUPAÏ
EVP, Product Planning and Programs
Groupe Renault



FRANÇOIS ROGER
EVP, Human Resources, Group Prevention &
Protection and Real Estate & Facility Management
Groupe Renault



JOSÉ VICENTE DE LOS MOZOS
Deputy Alliance EVP, Manufacturing and Supply
Chain Operations 1 and EVP, Manufacturing
and Supply Chain of Groupe Renault



GILLES LE BORGNE
EVP, Engineering
Groupe Renault



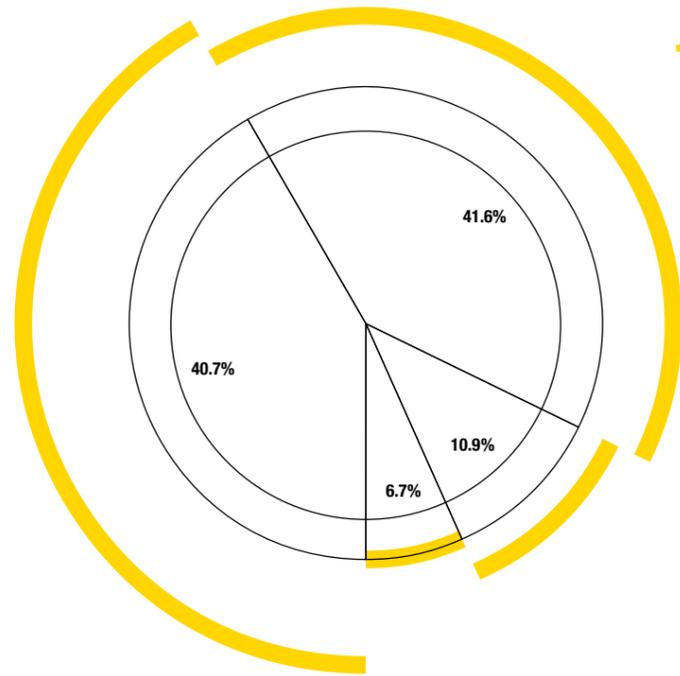
VÉRONIQUE SARLAT-DEPOTTE
Alliance Global EVP, Purchasing Chairman
and Managing Director of the Alliance Purchasing
Organization



FRÉDÉRIC VINCENT
EVP, Information Systems and Transformation
of Groupe Renault and Chairman of Renault Digital

MAIN DATA 2019

INTERNATIONAL TEAMS

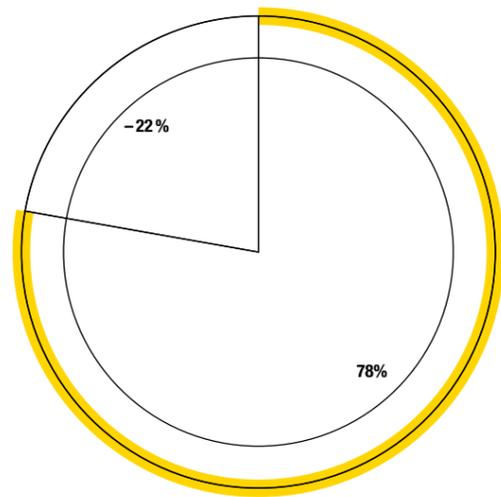


179,565
EMPLOYEES

BREAKDOWN OF EMPLOYEES by geographical region

- 40.7% EUROPE
- 41.6% EURASIA
- 10.9% AFRICA, MIDDLE EAST, INDIA, PACIFIC
- 6.7% AMERICAS
- 0.04% CHINA

COMMITTED EMPLOYEES, PILLAR OF THE COMPANY'S SUCCESS



78%
EMPLOYEE COMMITMENT RATE

RESULTS IN LINE WITH THE REVISED OBJECTIVES

€55,537 M
REVENUES

€2,662 M
OPERATING MARGIN

€19 M
NET INCOME

INDUSTRIAL SITES CLOSE TO OUR MARKETS



Curitiba
At the start of 2020, Renault's Curitiba plant joined the World Economic Forum's international network of benchmark plants. It is the first industrial automotive site in the Americas to be awarded this label, a reward for the plant's 5,500 employees.



Come close to the car, it will send you a signal. It recognizes and welcomes you. Get in and prepare for a totally new experience: you are in a smart, adaptable vehicle that is pushing back the boundaries. A bespoke vehicle that adapts to every type of use, be it a short, daily run to work or the shops or one of your longer journeys. A personal vehicle that is shared when you aren't using it. A vehicle designed to fit in various ecosystems and encourage interaction. An autonomous vehicle to drive or in which to be driven.

This futuristic vehicle represents Renault's vision of personal, shareable electric mobility in the years beyond 2025. IT'S CALLED "MORPHOZ".



POSITIVE SOLUTIONS ————— IN FAVOR OF THE CLIMATE

As a pioneer in sustainable mobility, we are taking a lead in the face of the environmental and climate situation by proposing concrete solutions that push back the boundaries.

Thanks to the development of innovative technologies, our know-how in EV and the launch of our hybrid E-TECH and E-TECH Plug-in engines, we are taking positive action right now in favor of a decarbonized world. For us, the necessary energy transition is an even better opportunity to steer our customers towards the electric vehicle. We want to contribute to the fight against global warming, to the conservation of natural resources and to the reduction of polluting emissions from vehicles. These three major challenges structure our commitment to a mobility model that is sustainable both for the planet and for its inhabitants.

Electric mobility. Groupe Renault has committed to acting as a pioneer in electric mobility by going far beyond the mere absence of exhaust emissions from its vehicles. Our ambition is to work with the stakeholders in the energy transition to build a true electric mobility ecosystem, by using smart charging networks and giving batteries a second, stationary life, thus speeding up the development of renewable energies.

Circular economy. The Group is also the leader in the deployment of the principles of the circular economy on an industrial scale to reduce the impact on resources, by recycling materials in a short loop within the automotive sector, re-using parts, reconditioning components (engines, electric vehicle batteries, etc.) to prolong service life and by recycling vehicles at the end of their life.

Mobility services. The Group is offering solutions for shared electric mobility that is a perfect fit for urban travel projects designed to reduce congestion, improve air quality and use

resources more efficiently. Europe now has some 11,000 electric vehicles available for car-sharing, about 7,800 of which have been supplied by Renault.

Carbon footprint. These three strategic aims contribute to the decarbonization of the automotive sector. To measure its contribution, the Group has committed to reducing the carbon footprint of its vehicles across their entire life cycle by 25% in twelve years. In parallel, and consistent with the COP21 objectives, it has defined a reduction path for its worldwide CO₂ emissions which was validated by the Science Based Target (SBT) initiative in 2019. It deals not only with the direct and indirect emissions linked to the consumption of the energy needed in production, but also the “well to wheel” emissions related to the use of the vehicle.

Learn more about our commitments at: <https://group.renault.com/en/our-commitments/>

1st

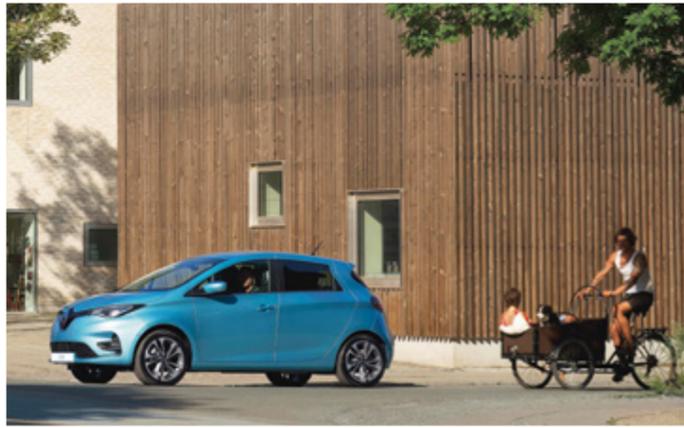
AUTOMOTIVE MANUFACTURER TO COMMIT TO A MEASURABLE REDUCTION IN ITS CARBON FOOTPRINT. IN 2010, WE UNDERTOOK TO CUT THIS BY 25% ACROSS THE ENTIRE LIFE CYCLE OF THE VEHICLE BY 2022

1st

GRUPE RENAULT IS THE NUMBER 1 FOR ELECTRIC MOBILITY IN EUROPE, WITH OVER 250,000 ALL-ELECTRIC VEHICLES ON THE ROADS

+25%

THE INCREASE IN GROUP SALES OF ELECTRIC VEHICLES IN 2019



“Electric performance can be accessible to all, as the New ZOE shows!”

// Élisabeth Delval,
Deputy Director, Renault ZOE Program



SUSTAINABLY *ELECTRIC*...

As electric vehicle pioneers, we are one of the European leaders in the segment. Today, we are capitalizing on this unique expertise to reinforce the electrification of our range, with the aim of making electric mobility accessible to all. How? By developing new hybrid and rechargeable hybrid technologies that will help private and business customers to make a successful transition to electric without changing their driving habits. By launching the New ZOE, with its extended range and more powerful engine. By unveiling the Twingo Z.E., the electric version of our flagship city car. Also by offering new services – carriage of persons, short-term rental, car-sharing – that contribute actively to the mass availability of a decarbonized mobility.



- 1. Dacia Spring Showcar
- 2. Kango Z.E. Concept
- 3. Renault Master Z.E. Hydrogen



... ON EVERY ROAD!

The electric future arrives tomorrow! Speeding up the availability of electric mobility requires, above all, the ability to meet the diversity of expectations, both of business and private drivers. Armed with its electric offensive product plan, Groupe Renault is announcing other major launches for 2020. The Dacia Spring, a revolution in affordable EVs, is a city car that focuses on the basics and is aimed at private customers and mobility services. On the utility market, the Renault Kangoo Z.E. Hydrogen and Renault Master Z.E. Hydrogen combine an electric engine, a lithium-ion battery and a hydrogen fuel cell. By removing the range brake for certain uses, this combination opens up a new way for business users to access the city center. And with the Renault Kangoo Z.E. Concept, an electric show car unveiled in 2019, a new member of the new Kangoo and Kangoo Z.E. family is on its way, tailored to the changes in the ways that we work and live.





A hybrid offering for all to make the electric experience and its driving pleasure accessible to the greatest number of people.

1



2

1. New Clio E-TECH Hybrid
2. Captur E-TECH Plug-in Hybrid
3. New Megane E-TECH Plug-in Hybrid

HYBRIDIZATION, A STEP TOWARDS MASS ELECTRIFICATION

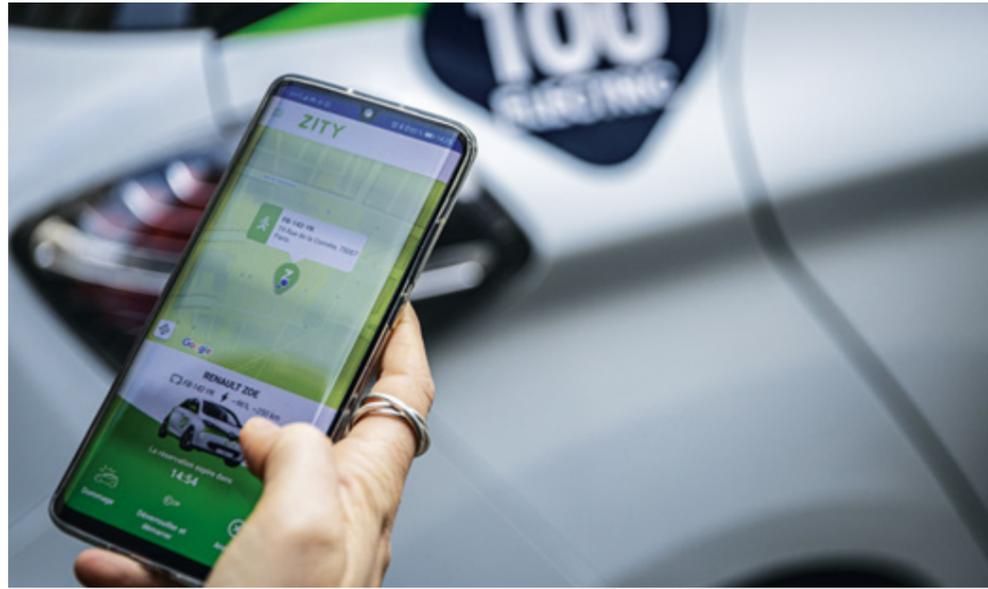
Our ambition is to make the electric experience and its driving pleasure accessible to the greatest number. And we think that this development depends on hybridization. So we chose three of our major models, the Clio, Captur (which represent over 35% of Renault brand sales in Europe) and Megane to form a revolutionary hybridization offer for our customers. These three vehicles are fitted with an E-TECH or E-TECH Plug-in engine. They adapt to our customers' uses (long-distance, city car versatility, etc.) and, depending on the technology chosen, limit their CO₂ emissions and control their fuel consumption, even on long journeys. Developed by Renault Engineering, E-TECH technology is covered by more than 150 patents. It also has the benefit of over ten years' expertise in electric vehicles and of Renault's experience in Formula 1. This allows technologies developed for F1, such as the clutchless dog gearbox, to be shared and adapted for production hybrid vehicles.



"Motor sport and the involvement of Renault in F1 have been at the heart of the development of hybrid engines at Renault."

// Nicolas Espesson,
Performance Optimization Manager,
Renault Sport Racing

Electric experience
and maximum versatility.

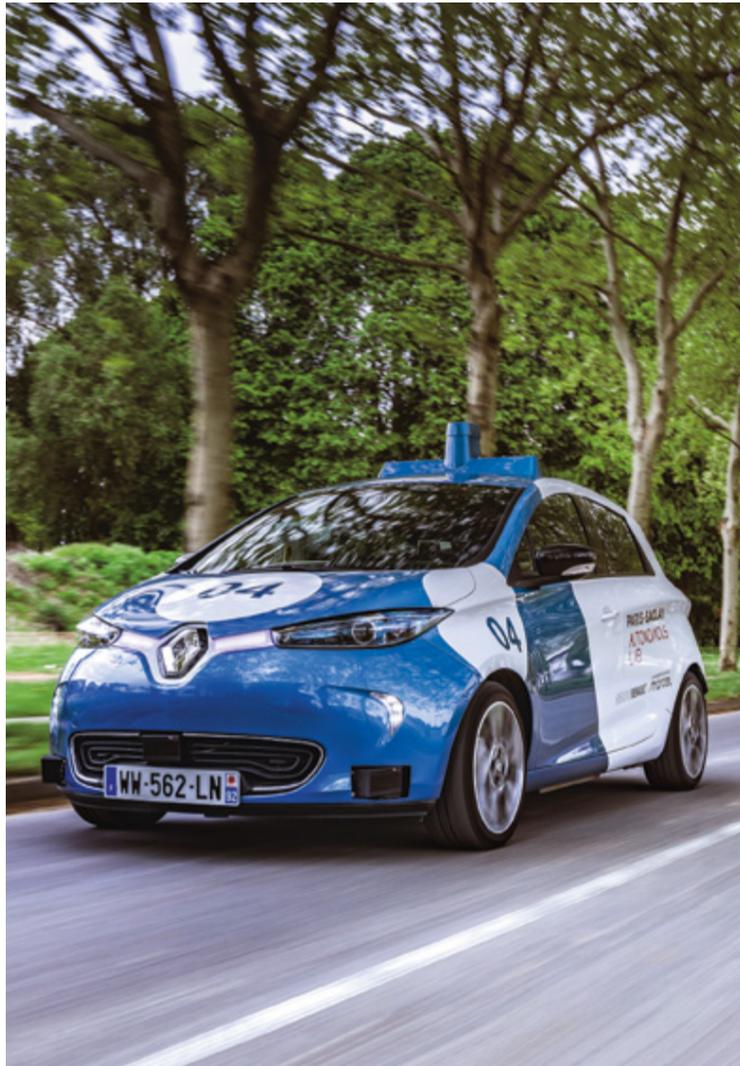


SHARED ELECTRIC

To meet the new uses of the car, we are developing shared mobility services, we are acquiring or taking shareholdings in targeted start-ups and, in 2019, we created a dedicated entity, Renault MAI (Mobility As an Industry).

We are already working on the transformation of urban mobility, both for people and for goods. The EZ-FLEX, our experimental electric utility vehicle, is currently being tested by the French postal service and by the city of Montpellier for last-mile deliveries, before we loan it to other businesses and municipalities in Europe. For the private users, following its success in Madrid, our ZITY electric vehicle sharing service, which was developed in partnership with Ferrovial, will be operating in France in 2020 with a fleet of 500 all-electric Renault ZOE available in Paris on a self-service basis.





“Increasingly, connected technologies and autonomous driving will allow users to choose between driving and being driven. This fact opens the way for new scenarios for mobility. That’s our next revolution.”

// Guillaume Eurin,
Director of Autonomous Vehicle
and ADAS Development

ELECTRIC AT THE HEART OF THE ECOSYSTEM

With a commitment to technological innovation based around autonomous driving, we are contributing to the advent of smart cities. We design our electric vehicles as elements of a complete ecosystem. For example, in 2019, Alliance Ventures, the Renault-Nissan-Mitsubishi venture capital fund, invested in The Mobility House, a technology company that connects the batteries of electric vehicles to the electricity grid via smart energy charging and storage solutions. Whilst we await the day when autonomous technologies are widely used on mass-produced vehicles and on-demand shuttles, which will

free up the time that we spend travelling and contribute to reduced congestion in urban areas, we are increasing the use of advanced driving aids in our vehicles. We are also stimulating research into these subjects. Created in 2009 by Renault, Fondation Renault and ParisTech, the Sustainable Mobility Institute already has some twenty doctoral theses to its credit.

In Saclay and Rouen, the future is already on the road
With the Paris-Saclay Autonomous Lab and the Rouen Normandy Autonomous Lab, we are experimenting on the road in two localities, with complementary autonomous transport systems to the existing mobility offer.

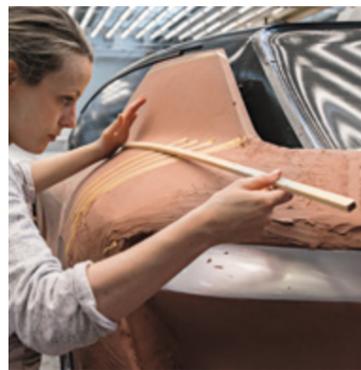
In an exclusive partnership with Waymo and the Île-de-France regional authority, we are testing a driverless vehicle service between the business district of La Défense and Paris Charles-de-Gaulle Airport.

A COMPANY WITH POSITIVE ENERGY

We believe that the inclusion of every diversity is a strength.
That the development of each potential is a requirement.
This is why, as a responsible Group, we are taking action,
including via our Fondation d'entreprise, throughout the world.
For a positive, sustainable impact.

Diversity, a lever for performance

Diversity is a source of richness and performance. The in-house Women@Renault social network has been around for ten years and now has branches in 14 countries. It allows the company to tackle diversity without setting men against women, in liaison with France's UN Women HeForShe movement. In March 2020, the Group won the Trophée Index Égalité salariale Femmes-Hommes (gender equality pay index award) at the first Trophées de la Mixité dans l'auto et la mobilité (diversity awards in the automotive and mobility fields), organised by WAVE (WoMen and Vehicles in Europe).



Include and support

The We'R OutStandInG network was set up by employees at the Group in 2012. By its actions and support for LGBT+ employees, it is contributing to the creation of an inclusive working environment, where all are welcome and all can develop, regardless of sexual orientation or gender identity. It can, in particular, support people in transition or victims of discrimination and propose training and talks.

Inclusive University, the class of 2019

On one side, jobseekers looking for professional re-training. On the other, Groupe Renault, with recruitment needs in the digital field. Conceived by three employees at Renault Digital, the Inclusive University is the fruit of these twin requirements. In 2019, it welcomed its first class of 16 jobseekers who will receive 18 months of on and off the job training in Web development. Selected from over 200 candidates, 6 women and 10 men of different ages and educational levels, and with various types of initial training, will soon qualify as web developers, with good careers in prospect.



**jobseekers trained
in web development**

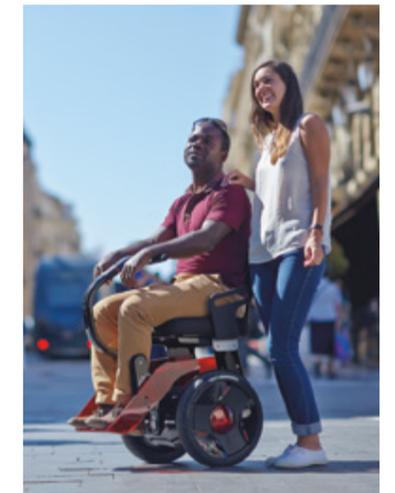


Persons with a disability: removing the barriers to employment

Since 2017, the Fondation Renault has sponsored Handicap International, an NGO recognized for the effectiveness of its actions. The foundation has decided to support the "Emploi et Handicap" project in Morocco, which is also supported by AFD, the French development agency. This project is designed to help persons with disabilities to access employment by providing personalized support (training for work, access to university, social services, etc.). This sponsorship agreement also gives the company access to Handicap International's expertise as the Group rolls out its disability policy around the world. Thus Renault will increase its understanding of the challenges related to the inclusion of persons with disabilities in employment and at work.

At Mantes-la-Jolie, it's children first

This is one of three bids selected by the Fondation Renault sponsorship committee from the 50 proposals received from staff following the 2019 call for projects. Based in Mantes-la-Jolie, near the Renault plant at Flins, EIAPIC has been working for thirty-two years to provide local families with educational, cultural and social support. On the basis of numerous studies of the locality, the charity develops programs to meet the needs of families, especially those residing in priority neighborhoods. It uses a targeted methodology that is tailored to the various audiences and has developed a range of support tools to create paths to success and excellence. The charity has already supported over 21,000 individuals since 1987. Some one hundred young people supported by EIAPIC have gained entry to the Saint-Cyr military college or to the "Internat de la Réussite" education program. Currently, 600 parents and children are able to benefit from its programs related to parenthood and social mobility.



With Nino Robotics, urban mobility really is for everyone

A wheelchair? No, a seated transporter. This is how Pierre Bardina, the founder of the Nino Robotics start-up, defines his Nino, a lovingly designed urban mobility device. The combination of sensors and gyropod technology allows the user – regardless of physical capacities, age or degree of mobility – to go forwards, brake and turn with a simple movement of the chest. This "machine for the community" brings a breath of stylish optimism to any loss of mobility and helps to restore self-esteem. Mobilize Invest, Groupe Renault's funding subsidiary, is partnering the start-up with financial support and expertise.

TOGETHER, CONTRIBUTING TO THE SAFETY OF *EVERYONE*

Safety on the road is a universal concern. Throughout the world, Groupe Renault is committed to practical action, with charities, professionals and players from the automotive industry, to change behaviors and develop the technologies.

The Lab, 50 years of research into safer vehicles

Created in 1969, the Lab (known formally as the Laboratoire d'accidentologie, de biomécanique et d'études du comportement humain) studies accidents, biomechanics and human behavior and is the only example in the world of two car manufacturers, Renault and Peugeot, joining forces to improve road safety. Having made remarkable advances, the Lab celebrated its fiftieth anniversary in 2019, the age of maturity for a body which is a major contributor to scientific knowledge and which is currently tackling new subjects, linked not only to vehicle development, but also to driver and passenger profiles. Vehicle connectivity and the widening use of driving aids open up new fields of research. Moreover, France's population is changing. There are now more older and more overweight people. A change that has led the Lab to turn to digital models for its crash tests that can be configured for age, size and posture.



COMPARED TO A VEHICLE
DESIGNED 20 YEARS AGO, A VEHICLE
MANUFACTURED IN 2019 REDUCES
THE SEVERITY OF ACCIDENTS BY

30%

A DATABASE OF

18,000

VEHICLES INVOLVED IN ACCIDENTS

Young people have the solutions

Every year since 2011, Renault's international educational road safety and sustainable mobility program, Your Ideas Your Initiatives, has rewarded participatory projects carried out by teachers and classes of pupils from 12 to 17 years of age. The aim is to encourage pupils to become active citizens and to propose creative solutions to make the roads safer and mobility more sustainable. In 2019, 79 projects were submitted by schools in 15 countries. The three winning projects came from Turkey, Spain and Romania. The jury also awarded a special prize to a school in India.



Groupe Renault Communications.

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