Universal Registration Document 2022

Including the Annual Financial Report 2022

Renault Group

2022

Universal registration document

Including the Annual Financial Report approved
by the Board of Directors on February 15, 2023

This is a translation into English of the Universal registration document of the Company issued in French and it is available on the website of the Company

This document is a reproduction of the official version of the Universal Registration Document including the 2022 Annual Financial Report which has been prepared in XHTML format and is available on the Company's website (www.renaultgroup.com)

AUTORITÉ DES MARCHÉS FINANCIERS
AMF

The Universal registration document was filed on March 16, 2023, with the French financial markets authority (AMF) in its capacity as the competent authority under the provisions of (EU) regulation no. 2017/1129, without prior approval in compliance with article 9 of the aforementioned regulation.

The Universal registration document may be used for the purposes of an offer of securities to the public or the admission of financial securities to trading on a regulated market if it is supplemented by a prospectus and, where appropriate, a summary and all the amendments made to the Universal registration document. These documents are then all approved by the AMF, in compliance with (EU) regulation n. 2017/1129.

"Our spirit of innovation takes mobility further to bring people closer."

Contents

The elements of the annual financial report are identified in the summary using the pictogram. AFR

Message from

Jean-Dominique Senard

Jean-Dominique Senard
Chairman of the Board of Renault S.A

Despite the intensification of the crises, the year 2022 was marked for Renault Group by an impressive momentum, which confirms the relevance of our strategy: focus on value, a conscious choice to intensify our activities in France, acceleration of our electric transition, looking for new sources of growth, such as the circular economy and mobility services. The presentation of our future vehicles at the Paris Motor Show, the renewable electricity supply contract, the ramping up of our strategic partnerships, the label of excellence obtained by the Refactory Campus and the announcement of the reorganization of the Group were some of the highlights of the year, topped off by financial results that exceeded expectations.

For these remarkable achievements, I would like to give my warm thanks and congratulations to the Group's teams, led with the exceptional energy and talent of Luca de Meo, bandmaster of a company that is playing louder and louder, more and more in tune, faster and faster!

When the strategy is clear, when the momentum is strong, risks and hazards can be tackled more effectively. The company has demonstrated this in the face of various crises that have been prolonged (semiconductors, supply, war in Ukraine) or intensified (inflation, energy crisis).

The early weeks of 2023 suggest that these difficult conditions will continue. Our resilience and solidarity will be called upon again. I know I can count on the remarkable work of the board of directors, which Luca now joins, as well as on the commitment and confidence of the teams in the Group's orientations, as evidenced by the recent success of the employee shareholding plan. We will also be driven by the acceleration of our strategic plan. Finally, we will benefit from the new momentum of our Alliance. The agreement we announced on February 6, allows us to open a new chapter on solid foundations. Going forward, hidden agendas and mutual frustrations are a thing of the past, giving way to a reinvigorated Alliance focused on concrete projects offering very high added value.

Four years ago, I agreed to take over the presidency of Renault, in a context of unprecedented economic, political and geopolitical chaos.

In 2019, the priority was to take emergency measures and avoid the implosion and bankruptcy of Renault Group and the Alliance; in 2020, we had to resist and rebuild the fundamentals; in 2021, it was recovery and reconquest; in 2022, the company amplified the strength of its rebound.

As I complete my first term as President and Chief Executive Officer of Renault, I am driven by a dual feeling of pride and gratitude. I would like to express my deepest thanks to the Board of Directors, who worked with remarkable quality and intensity throughout these years, as well as to the Group's teams, whom I have had the pleasure of meeting regularly and who have always given me their warm support. Thanks to the perfect alignment between the board of directors and the management, thanks to the agility and the talents of the teams, we were faster and stronger than imagined by all observers.

On December 15, the Board of Directors proposed my reappointment. If the shareholders approve this proposal at our next AGM on May 11, I will be keen to continue working to ensure that the Group completes its impressive recovery, at the forefront of a fair and sustainable mobility industry.

“Thanks to the perfect alignment between the Board of Directors and the management, and to the agility and the talents of the teams, we were faster and stronger than imagined by all observers.”

Message from
Luca de Meo

Luca de Meo
Renault Group CEO

The year 2022 confirmed all the hopes that the Renaulution plan had raised and even more! After such an existential crisis which had not been experienced for almost 40 years, Renault Group is now out of the woods. This year we completed the restructuring phase of our plan – the Resurrection – almost three years ahead of schedule. With an operating margin of 5.6%, compared with a negative margin only two years ago, we are already achieving the target for 2025. The Group has generated €3.4 billion in free cash flow since 2021, which is already more than we expected by 2023.

Few examples of such a rapid turnaround could be found throughout the automotive industry. This result was achieved in a particularly difficult context marked by the continuing semiconductor crisis, disruptions in global supply chains, the conflict in Ukraine and the generalized inflation which weighs particularly heavily on energy and raw materials. This is the best proof that the fundamentals of the Group have been thoroughly cleaned up, thanks to the reduction of our fixed and variable costs but also thanks to the adoption of a commercial policy centered on value. One indicator reveals, better than any other, the depth of the work accomplished: with a 50% drop in incidents over the first months of 2022, Renault has now reached unprecedented levels of quality, which places it at the reference in the sector, in Europe.

The second phase of the plan, Renovation, which focuses on the product, is largely underway. It is no exaggeration to say that Renault is on the eve of having the best range it has had in 30 years. Of the launches made between 2022 and 2025, 50% will concern vehicles in the C segments and above. Nearly 50% will be electric vehicles. The past year has shown the beginnings of this wave that will carry the Group in the years to come. The launches of Megane and Austral were major commercial successes, while the Group's presence at the Motor Show in October, with no fewer than six launches, symbolized Renault's return.

The announcement on November 8, of the Group's transformation into a next-generation automotive company opens a new stage. We see in the forced transformations that the automobile is undergoing today as well as in the rapid evolution of the technological landscape a unique opportunity to make a new start by adapting the company to the reality of a playing field that is disrupting routines established for decades. A next-generation company, Renault will be able to excel equally in traditional activities – linked to combustion engines and hybrids – and in new activities, from electricity and software to circular economy, to new mobility services.

The financial implications of this transformation are major. Today, Renault achieves approximately 25% of its turnover in activities with either growth or a margin of more than 10%. In 2030, it will achieve 45% in activities whose growth and margin will show such a performance. At that time, the Group itself will show a double-digit margin.

The challenge in 2023 is to roll out this metamorphosis. Renault no longer has to prove its ability to weather storms. Our new frontier is to add to this culture of resilience the mindset of a company that now intends to race ahead. As we have seen in recent months, impossible is not Renault!

“The announcement on November 8 of the Group's transformation into a next-generation automotive company opens a new stage. Our new frontier is to add to this culture of resilience the mindset of a company that now intends to race ahead.”

Governance: Board of Directors and Leadership Team

Overview of the Board of Directors as of March 1, 2023

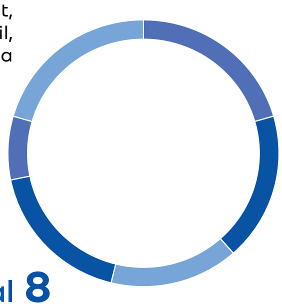
Specialized committees

Audit and Risks Committee	Strategy and Sustainability Committee	Governance and Compensation Committee
6 members	7 members	4 members
60% Independent(2)	60% Independent(2)	66.7% Independent(2)

(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.

Mapping of the skills of the Board of Directors



Automotive industry 8
Ms. Winkler, Messrs. Barrat, Delpit, Desgrippes, Gentil, Personne, Senard, Tagawa

8 Finance
Ms. Winkler,
Messrs. Courbe, Delpit, Fleuriot, Personne, Senard, Tagawa, Zajdenweber

Digital and innovation 3
Ms. Barba
Messrs. Mazzella, Senard

7 Senior executive experience
Ms. Bensalah-Chaqroun, Serizawa, Winkler,
Messrs. Delpit, Fleuriot, Mazzella, Senard

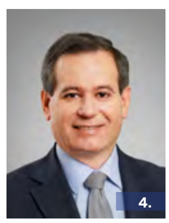
International experience 8
Ms. Barba, Bensalah-Chaqroun, Serizawa, Winkler,
Messrs. Delpit, Mazzella, Senard, Tagawa

6 Environmental, social and governance
Ms. Bensalah-Chaqroun, Darmaillac, Serizawa, Winkler, MM. Senard, Tagawa

Work of the Board of Directors

- Strategy
- Governance
- Compensation
- Finance
- ESG

Overview of the Leadership Team as of March 1, 2023



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 Communication 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. **Freda Ribeiro,** CEO, Mobilize Beyond Automotive
15. **François Roger**, Chief People, Workpace, Organization Officer, Renault Group
16. **Laurent Rossi,** CEO, Alpine, CEO Alpine Racing S.A.S. & Chairman Alpine Racing LTD
17. **Véronique Sarlat-Depotte,** Chief Alliance Officer
18. **Celeste Thomasson,** Chief Audit & Risks Officer, Renault Group
19. **Laurens Van den Acker**, Chief Design Officer, Renault Group
20. **Frédéric Vincent**, Chief ISIT/Digital Officer, Renault Group

Learn more Chapter 3 of this document

Business Model DPEF-A

Our Resources

	See chapter
Human	**2.4.2.2**
105,812 women and men who are contributing to Renault Group's results in more than **130** entities, spread out over **35** countries	

Financial	**5.2.2**
€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	1.4.2.6
€1,983 million spent on R&D (4.3% of turnover)	1.4
14 académies métiers (function academies)	2.4.2.2.2
1 LAB dedicated to road safety	2.4.1.2.1
1 research institute dedicated to sustainable mobility	2.4.1.1

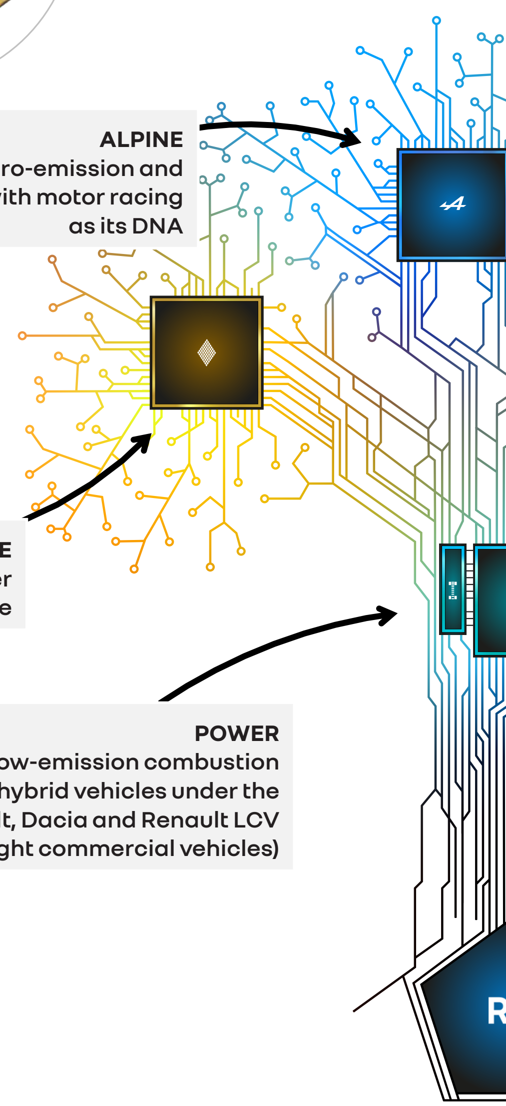
Industrial	
34 production sites	1.2.1.3
Refactory – Europe's first circular economy factory dedicated to mobility	2.3.2.2 2.4.3.7

Social and interpersonal skills	
2,051,174 vehicles sold to customers	1.1.5.2

Data as of December 31, 2022

Backed by our unique expertise in terms of of our 4 brands Renault, Dacia, Alpine and design, develop, produce, distribute and finance our customers.

ALPINE
An exclusive, zero-emission and global brand, with motor racing as its DNA



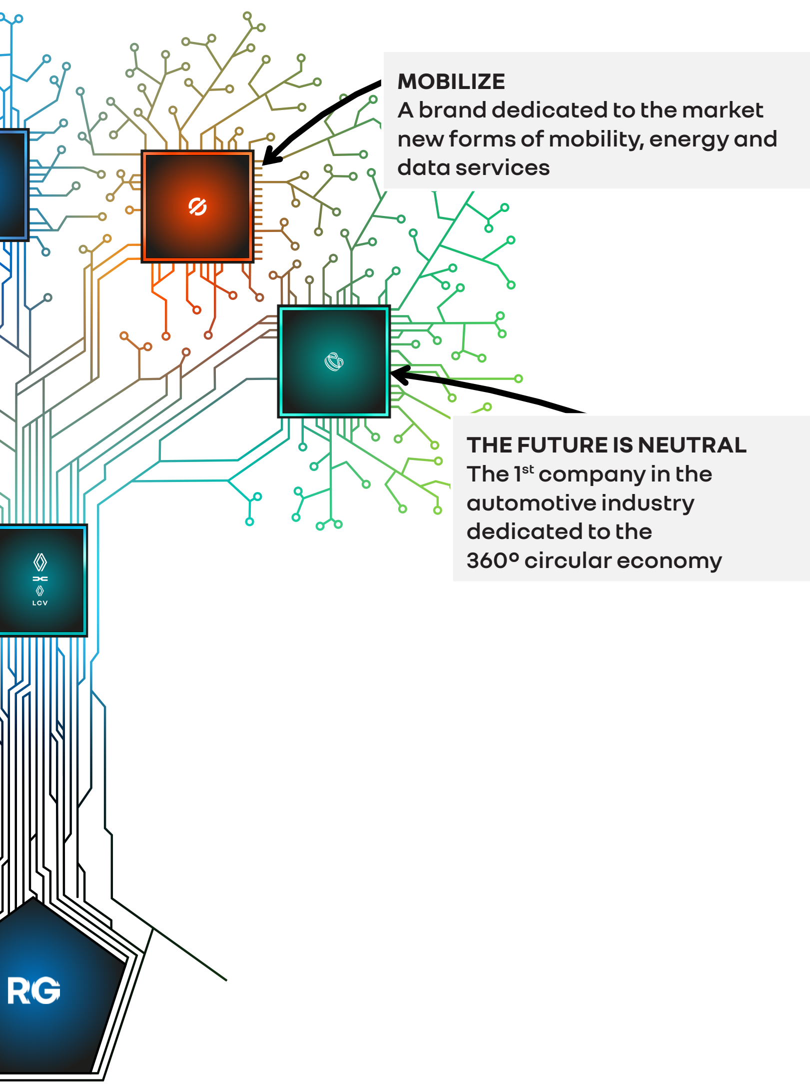
AMPERE
The 1st pure player electrical and software

POWER
Innovative low-emission combustion and hybrid vehicles under the Renault, Dacia and Renault LCV brands (light commercial vehicles)

electrification, we rely on the complementarity Mobilize, organized into Business Units (BU) to sustainable mobility solutions and innovative for

With the Renaulution plan, Renault Group initially changed its organization towards a structure by brand.

At the end of 2022, Renault Group launched the 3rd chapter of its plan to implement a Revolution by concentrating its resources on the value chains that resulting from the transformation of the automotive and mobility industry: electric vehicles (EV), software, new mobility services, circular economy, in addition to thermal and hybrid vehicles.



Our value creation in 2022

See chapter

Leading the way in electric vehicles — 2.4.1.1

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 — 2.3

28.5 teqCO_2 per vehicle produced (-25% compared to 2010)

Decarbonization of french industrial sites with Voltalia (electricity) and ENGIE (geothermal)

CAFE 2022 targets achieved (in WLTP cycle)

Strategic partnership for low-carbon battery (Managem)

21 sites have benefited from biodiversity pre-diagnostics with a design office

Innovations for customers and their safety — 2.4

Presentation of **Renault Scenic Vision H2-Tech** concept car embodying strategic commitments of Renault's sustainable development

Attention paid to employees — 2.4.2

25.5% of women in the top 11,000
21.8% of women in the top 4,0

Target to close the gender pay gap by 2025

7,659 employees trained as part of ReKnow University (a total of 10,261 since 2021)

Workplace accident frequency rate: **1.7**

Severity rate: **0.1**

Positive impact on society — 2.4

7 foundations worldwide

330 "garages solidaires"

2,000 people benefited from a vehicle under the solidarity mobility program for purchase or rental with option to purchase

34 partners supported by the Renault Group Corporate Foundation

2,605 people supported on the theme of integration through employment in France (a total of 15,239 since 2021)

Financial value created — 5.1

€46.4 billion Group turnover (+11.4% vs 2021)

Strategic
Plan

From volume to value creation

A plan structured in three phases that are launched in parallel, which will restore competitiveness by:

- improving the **efficiency of functional divisions** thanks to strict cost control;
- taking advantage of the Group's **industrial strengths** and position as **leader in electric vehicles** throughout Europe;
- drawing on the **Alliance's technological expertise** to boost efficiency;
- exploring even further into the world of **data, mobility and energy services**;
- relying on 5 businesses specializing in new value chains to become a next-generation automotive group. This organization will be effective from 2023.

Resurrection
Through **2023**
Phase one: become competitive once again by reducing costs and generating profit. **Achieved.**

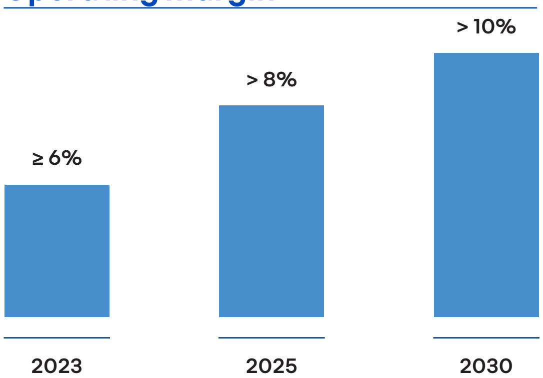
Renovation
Through **2025**
Phase two: renew and enrich our line-ups, feeding brand profitability.

Revolution
As of **2022**
Phase three: enter resources into the value chains emerging from the transformation of the automotive and mobility industry.

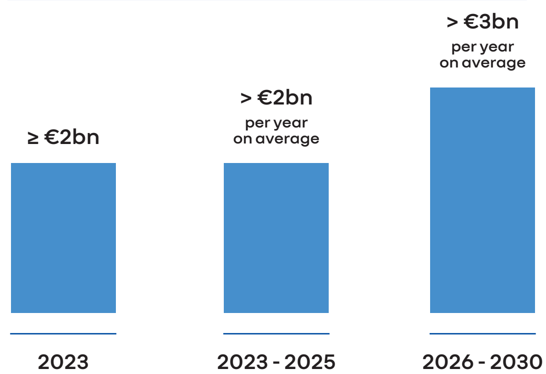
New financial goals*

Financial outlook: to new heights

Operating margin



Free cash flow(1)

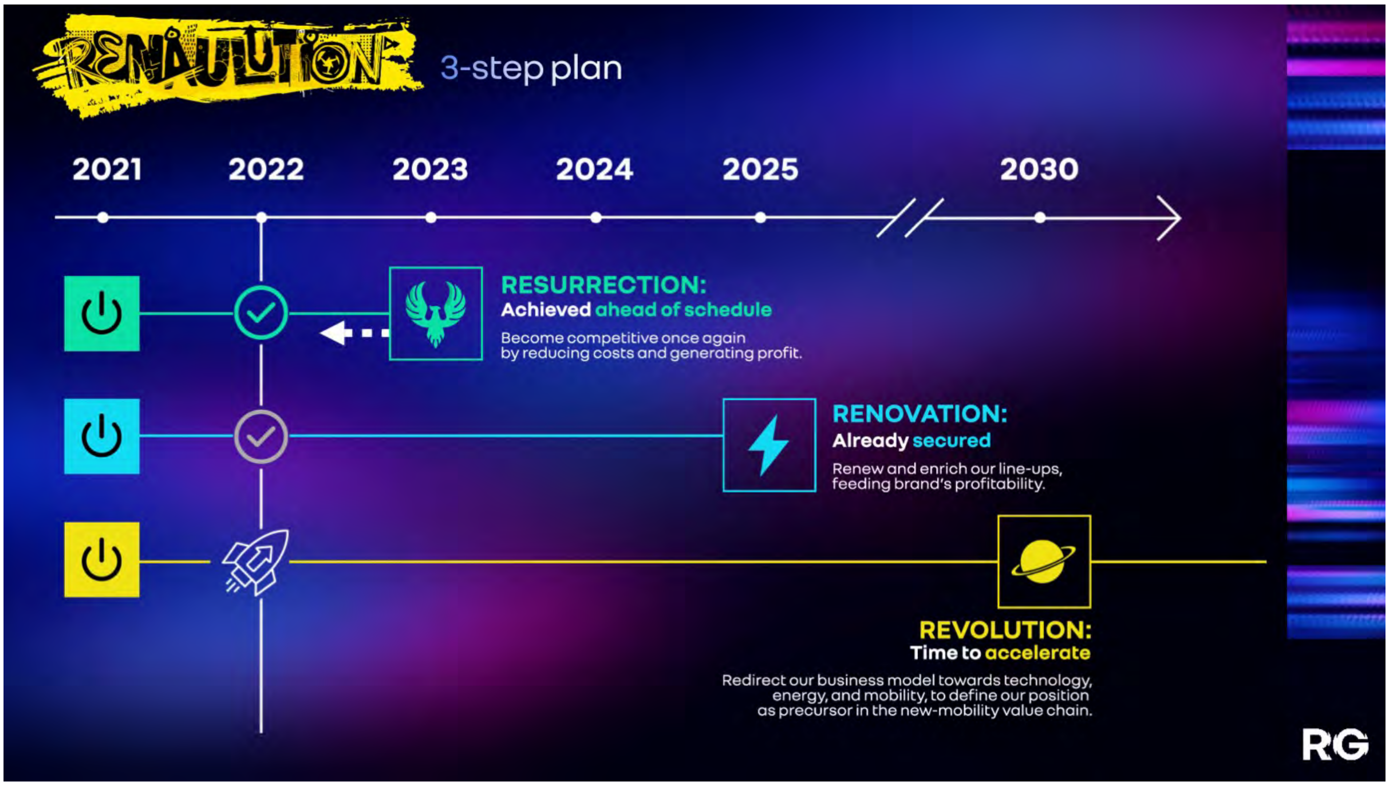


- R&D/Capex <8% of turnover over 2022-2030;
- Mobilize Financial Services: dividend above >€500M p.a average
(subject to regulatory and Mobilize F.S. board approvals)

ROCE(2) (return on capital employed): above 30% by 2025

* The achievement of the results in 2022 is detailed in the activity report in chapter 5.1 of this Document.
Commitment and ambition based on the emission standards known to date.

(1) Automotive operational free cash flow: cash flows after interest and tax (excluding dividends received from publicly listed companies) minus tangible and intangible investments net of disposals +/- change in the working capital requirement.
(2) ROCE= Automotive operating margin (incl. Avtova) * (1- average tax rate) / (PP&E + intangible assets + financial assets - investments in RCI/Nissan/Daimler + WCR).



Resurrection:

The Resurrection phase of our plan is over.

This year, Renault Group met the profitability target initially set for 2025.

Renault Group generated €2.1 billion of cumulative free cash flow in 2022 which represents 3 billion of cumulative free cash flow between 2021 and 2022.

R&D Capex remained below 8% of turnover.

Resurrection
is complete almost 3 years in advance

Initial outlook	**> 5%** Group operating margin in 2025	**~€3bn** Auto operational FCF cumulated 2021-23	**8-9%** R&D CAPEX (% of revenue) over 2021-23
Achievements	**2022** 3 years in advance	**2022** almost 1 year in advance	**8-9%** since 2021

Renovation:

The Renovation phase, which is linked to the launch of a new products range on the market, is now well under way.

Renault Group will launch 25 new vehicles to market between 2022 and 2025, in the most profitable and relevant segments: 50% of these launches will be in the C-segment and above, 50% will be 100% electric vehicles.

Revolution:

Significantly ahead of its initial objectives, Renault Group began the third chapter of the Renaulution plan at the end of 2022 : the Revolution.

The guiding principles of this value and ecosystem-based approach are:

- Strategic focus;
- Efficiency;
- Optimised capital allocation;
- Selection of the best partners;
- "Asset-light"[1] by design.

Renault Group is enacting its own Revolution by creating five targeted businesses, with specialized teams ; each business is built on a homogeneous set of technologies, with its own governance and its own profit and loss account.

These businesses are:

- **Ampere**: the first electric and software pure player born out of the transformation of a traditional car manufacturer;
- **Alpine**: an exclusive, zero-emission and global brand with motor racing in its DNA. A unique asset-light model, combined with proprietary technologies;
- **Mobilize**: built around a leading captive-finance company to target the new-mobility, energy and data-services markets;
- **THE FUTURE IS NEUTRAL**: the automotive industry's first company dedicated to the circular economy: from the closed loop of materials to battery recycling;
- **Power**: Renault Group's traditional core business will continue to develop innovative, low-emission internal combustion and hybrid vehicles under the Renault, Dacia and Renault LCV brands, each with its own dedicated organization and governance.

> **The Renaulution plan ushers in a new era for the Group. It will ensure the company's sustainable profitability and its commitment to be carbon neutral in Europe by 2040 and in the world by 2050. Our ambition: to build the next generation automotive company.**
>
> Luca de Meo

(1) lightweight structure

Renault Group
4 brands on the offensive

Renault
New wave

As an historic brand in terms of mobility and a leader in electric vehicles in Europe, Renault has always developed innovative vehicles. With the "Renaulution" strategic plan, unveiled in January 2021, the brand is mapping out an ambitious and value-generating transformation. It aims to embody modernity and innovation in technology, energy and mobility services - in the automotive industry and beyond.

1,466,729 vehicles sold

including 110,341 electric vehicles

Dacia
Redefining the essential

Dacia is a brand present in 44 countries, mainly in Europe and the Mediterranean region. Born in Romania in 1968, the brand was bought by Renault Group and relaunched in 2004 with Logan. Dacia offers the best value-for-money cars on the market. Thanks to its emblematic models - Logan, Sandero, Duster and Jogger - the brand is a great commercial success. Since 2004, Dacia has sold more than 7.5 million vehicles.

573,837 vehicles sold

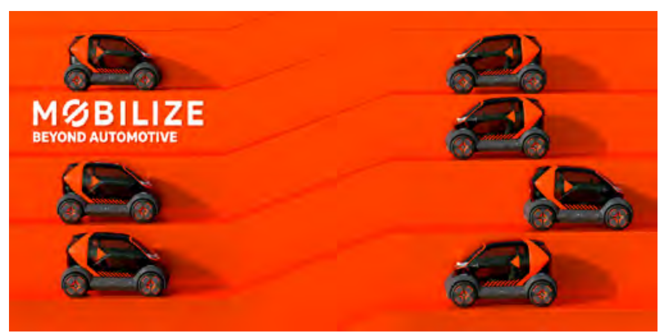
including 48,887 electric vehicles

Alpine
The brand at the forefront of sporting innovation

Founded in 1955 by Jean Rédélé, Alpine has asserted itself over the years with its French-style sports cars. In 2021, the Alpine Business Unit was created and became the Renault Group brand dedicated to motor sport, for production as well as competition cars (Formula 1, Endurance, Rally, etc.). It benefits from the heritage and know-how of its historic Dieppe factory, as well as the engineering expertise of the Alpine Racing and Alpine Cars teams. The brand will soon offer a range of exclusive and sporty 100% electric models.

3,546 vehicles sold

Mobilize
Beyond automotive



Between 2020 and 2030, the value of the mobility and energy services market will grow from €250 billion to €400 billion. Mobilize is taking part in this revolution by placing new mobility at the heart of its model through mobility and energy services. The brand's mission is to invent the mobility of tomorrow through an offer combining dedicated vehicles and services. Mobilize is based on sustainable open ecosystems and forms part of Renault Group's goal of achieving carbon neutrality in Europe by 2040.

260,000 charging points in Europe with Mobilize Charge Pass

6 "ventures" integrated into the Mobilize ecosystem

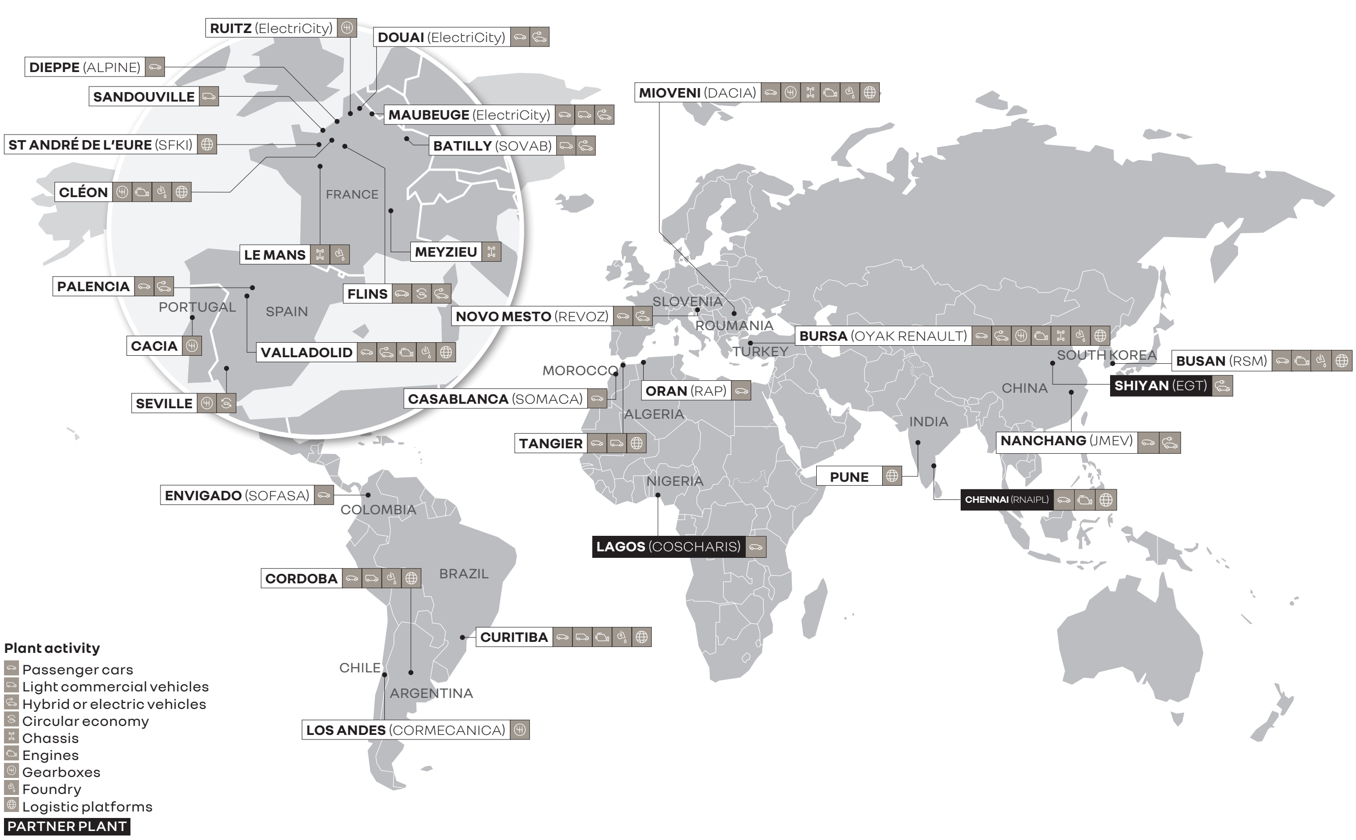
105,812
employees

A presence in
35 countries

10,261
employees trained since 2021
through ReKnow University

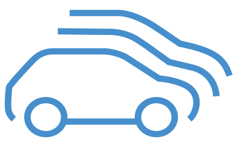
15,000
employees
trained by 2025

Industrial locations : 34 sites worldwide[1]



[1] Renault Group manufacturing sites excluding partners and logistics sites - Map updated as of December 31, 2022.

Key Figures



2,051,174

vehicles sold worldwide
(excluding Lada/Avtovaz)

Group revenues
(in billions of euros)

46.4

Net income from continuing operations
(in billions of euros)

1.6

Group operating margin
(in billions of euros)

2.6 (5.6% of revenues)

Breakdown of revenues by geographical area

Europe	Eurasia	Africa & Middle East	Asia Pacific	Americas
35,685 €M	1,899 €M	1,757 €M	2,699 €M	4,351 €M

Renault Group sales worldwide by geographical area[(1)] (in units)

1,320,875	152,318	129,580	165,265	283,136

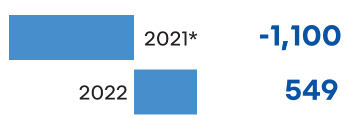
(1) Private and commercial vehicles
Provisional figures.

Evolution of the operating margin

€M

Automotive net cash position

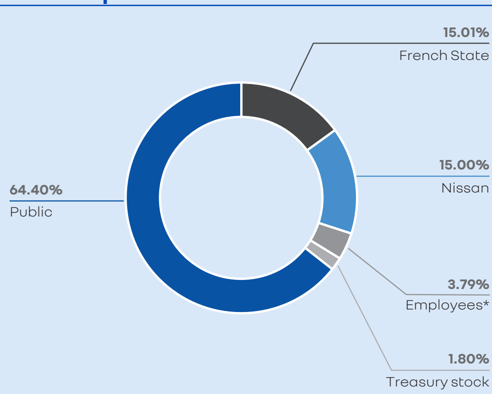
€M as of December 31, 2022



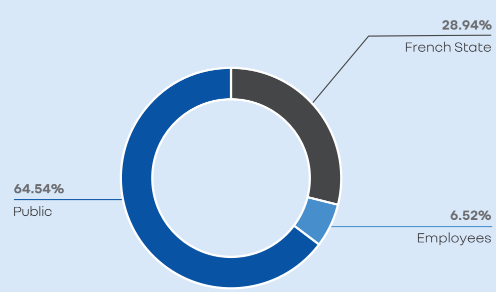
*The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see chapter 5 Note 3)

Renault shareholders at December 31, 2022

Breakdown of capital as %



Breakdown of exercisable voting rights[(1)] as %



(1) See chapter 6.2.6.1.
(*) The share of securities held by employees taken into account in this category corresponds to shares held by employees and former employees in FCPEs as well as registered shares held directly by employees benefiting from free share allocations from the 2016 allocation plan, in accordance with Article L. 225-102 of the French Commercial Code.

Carbon footprint per vehicle [1]
28.5 teq CO_2/veh

-25 %

compared to 2010

Objective of carbon neutrality
in Europe in 2040, worldwide in 2050

CAFE[2] objectives achieved
(in WLTP cycle)*

*These results should be consolidated and formalized by the European Commission in the coming months

software république

5 projects launched and **11** startups incubated since its launch in mid-2021

A European collaborative ecosystem for intelligent, safe and sustainable mobility

A forward-looking industry connected, agile and competitive

65,000 employees

1 billion pieces of data collected and analyzed

8,500 connected devices in our factories

GAIA
ECO RECYCLAGE AUTOMOBILE

COPPER
Tonnage of wire harnesses ELV* collected

1,050
incoming tons

Tonnage of recycled copper produced

430
outgoing tons

*ELV: end-of-life vehicles

Refactory

20,000 vehicles
used refurbished
at the "VO"[3] Factory in Flins

(1) see chapter 2.3.2.1.3. of this document
(2) CAFE : Corporate Average Fuel Economy
(3) used vehicules


RG

1. General presentation of Renault Group

The elements of the annual financial report are identified in the summary using the pictogram. AFR

Renault Group worldwide data at end 2022

+130 entities
35 countries

105,812 employees

46.4 (in billion euros) revenues

1.1 Purpose, strategy and organization

1.1.1 Purpose

"Our spirit of innovation takes mobility further to bring people closer"

In April 2021, Renault Group unveiled its corporate purpose, which expresses the ambition and meaning of the Group's collective project around the world to serve its customers and all its stakeholders.

Our Purpose is the bedrock on which everything lies: our values, our strategic plan and the course we have chosen in terms of social and environmental responsibility.

"A company's Purpose is both its roots and its North Star. The roots are what give the company its stability and depth and the North Star is the desirable future towards which all energies converge".

Jean-Dominique Senard
Chairman of the Board of Directors

We are caring, believing in responsible progress that respects everyone.

Since 1898, our history has been written by passionate people who create innovative vehicles rooted in popular culture to accompany our lives. Because mobility is a source of fulfillment and freedom, we want to contribute to the progress it makes possible. This freedom of movement is compatible with the preservation of the planet. We therefore act to contribute to better living and limit our impact on the climate and resources. We are also committed to making progress, so that safe mobility is better shared.

We are daring, embracing the future with optimism.

With us, everyone can find their place and participate in a collective adventure. We are committed to our diversity as well as our French roots and our international presence gives us a wide opening to the world. We are strengthened by our Alliance and the solid relationships we have built with our partners. We are at the heart of innovation to create value and anticipate mobility needs.

1.1.2 Strategy and objectives

Following the approval by the Board of Directors, chaired by Jean-Dominique Senard, at its meeting on November 7, 2022, Luca de Meo, CEO of Renault Group and Thierry Piéton, CFO of Renault Group, presented the third chapter of the "Renaulution" strategy on November 8, on the occasion of the Capital Market Day.

Until now, car manufacturers have operated in an environment characterised by mature combustion-engine technology and stable customer expectations. Current changes reshaping the automotive industry are leading to the emergence of new value chains: electric vehicles (EV), software, new mobility services and the circular economy.

Today, after Resurrection and Renovation, the first two phases of the Renaulution strategic plan presented on January 14, 2021, Renault Group begins the third chapter and launches its **Revolution** with the ambition of becoming a **next generation automotive group**.

This new organization, which will be implemented gradually from 2023, will enable Renault Group to draw value from all the new profit pools (estimated by external sources at around €220 billion in 2030, compared with €110 billion today). To seize opportunities in these markets and to adapt to the current environment, Renault Group is creating dedicated organizations. It will transform its business portfolio by exploiting value chains that are structurally more profitable. Renault Group will leverage a horizontal and ecosystem approach to co-create, co-finance and scale up strategic initiatives with leading partners.

The five Businesses

These **five businesses** are the following:

1. Power: innovative low-emission internal-combustion and hybrid vehicles

Internal combustion and hybrid vehicles will still account for up to 50% of global passenger car sales even by 2040. The development of efficient technologies in this area is essential for the future of any global car manufacturer. This is why Renault Group is keen to develop its core business, with the launch of an all-new range for Renault ICE & Hybrid (passenger cars), Dacia and LCV - and with the creation of a world-leading supplier of internal combustion and hybrid engine technologies.

Renault Group will combine its internal combustion engine and hybrid technologies (Horse project) with Geely to create a world-class automotive manufacturer

Renault Group and Geely will combine their internal combustion engines in a 50/50 entity. This dedicated business will design, develop, produce and sell components and systems for internal combustion and hybrid engines with advanced technologies. From day one, this entity will generate a turnover of over 15 billion euros with a volume of 5 million units per year. It already has 8 customers who will benefit from increased productivity and synergies.

This fully-fledged entity will have a global presence and activity with:

- 17 plants to supply 130 markets;
- 5 R&D centers in Europe (Spain, Romania and Sweden), China and South America, comprising a total of 3,000 engineers;
- 19,000 employees, in total, on 3 continents.

This entity will offer a comprehensive range of technologies for all components: engine, gearbox, hybridization system (xHEV) and batteries, at the highest level. Through this project, Renault Group will double its size and grow its market coverage from 40% to 80% worldwide. Such growth is driven by geographic expansion with access to North America and China and by product complementarity, thank to which complete low-emission solutions and systems will be offered to car manufacturers. To achieve this, this entity will develop its technology offering in the field of alternative fuels through a strategic cooperation with a potential partner from the energy industry.

Renault ICE & Hybrid: global premiumisation

Despite the steep rise in the EV offer, internal-combustion vehicles will continue to grow, particularly outside Europe. The Renault brand will therefore continue to be present in the internal-combustion and hybrid-vehicle markets, particularly in Latin America, India, South Korea and North Africa. Sales of Renault ICE & Hybrid passenger vehicles will continue to grow by an average of 2% per year over the period 2022-2030.

To move upmarket in all regions, Renault will continue its offensive in the C-segment and between 2022 and 2030 will increase net income by 20% and the margin on variable costs by 30%.

Dacia: from an operating margin of over 10% to 15% in 2030

The Dacia model is unique and based on the winning combination of three main components:

- design-to-cost engineering (cost efficiency) already providing a solid double-digit cost benefit;
- an industrial and supply base with a benchmark cost competitiveness;
- an asset-light distribution model ensuring a cost level comparable to the agency model;
- 85% sales mix to private customers.

As a result, Dacia already generates an operating margin of over 10% and aims to reach 15% in 2030.

To fulfill this goal, Dacia, currently the leader in the B-segment, will boldly set its sights on the C-segment. After Jogger this year, Bigster will embody this move into the C-segment, with two other vehicles to follow, doubling its profit pool coverage.

At the same time, Dacia will continue to reduce its costs and will benefit from the doubling of volumes on the global CMF-B platform, which will reach (all brands combined) 2 million units by 2030.

Dacia will contribute to the reinvention of the internal-combustion value chain through cooperation with the Horse project by developing disruptive powertrains adapted for alternative and synthetic fuels. Dacia will gradually electrify its range in Europe by pioneering the deployment of accessible electric solutions.

LCV business: propelled into the future by 2 disruptive projects

Renault Group's LCV (light commercial vehicle) business is built on solid foundations with a European fleet of over 5 million vehicles, an ecosystem of over 600 Pro+ dealers, four plants and the latest range that will be launched in around 2026.

Renault LCV will develop two disruptive projects to respond to a dynamic and changing market:

- **Hyvia:** Renault Group's joint venture with Plug Power, for mobility with decarbonized hydrogen, which offers solutions covering all needs, from fuel cell vehicles to hydrogen refueling and electrolysis. Hyvia combines Plug Power's hydrogen expertise with the industrial and engineering assets of Renault Group. Hyvia aims to have a 30% of the hydrogen LCV market in 2030 in Europe and a cumulative order book of 1 billion euros by 2026;
- **FlexEVan:** a family of electric, commercial vehicles defined around revolutionary software, which will be launched as of 2026. FlexEVan will be compact for city use thanks to a specially designed electric platform. FlexEVan will benefit from the SDV (Software-Defined Vehicle) developed within Ampere. The vehicle will become a fully connected extension of the warehouse and integrated in the customer's digital ecosystem. It will be the first vehicle to benefit from the application of Renault Group's SDV technology, including real-time end-to-end operations monitoring and data-driven fleet management. FlexEVan will reduce the total lifetime cost of ownership by at least 30% for customers, more than the price of the vehicle. To support the development of FlexEVan, Renault Group intends to create Flexis, a partnership with a major player in the industry with a complementary business. Through this partnership, development costs will be shared, allowing for a significant reduction in costs and customer coverage will be maximized.

2. Ampere: the first electric and software pure player born out of the disruption of a traditional car manufacturer

With Ampere, Renault Group creates an autonomous entity that will be the first electric and software pure player born out of the disruption of a traditional car manufacturer. Ampere will develop, manufacture and sell all-electric passenger cars with advanced SDV technology under the Renault brand. Ampere will combine the best of both worlds: the know-how and assets of Renault Group with the focus and agility of a 100% electric player.

Based in France, Ampere will be a fully-fledged car manufacturer with approximately 10,000 employees. As a technology company, Ampere will favour innovation with approximately 3,500 engineers, half of whom specialize in software.

By 2030, Ampere's range of six electric vehicles will be ideally positioned in the most dynamic segments in Europe covering 80% of the generalists' electric market: in the B-segment with the new Renault 5 Electric and Renault 4 Electric and in the C-segment with Megane E-Tech Electric, Scenic Electric and two other vehicles that are still to come. A large part of the investment for the first four vehicles has already been spent.

Ampere aims to make around 1 million electric vehicles for the Renault brand in 2031. Ampere is set to grow, with a compound annual growth rate of more than 30% over the next 10 years.

Ampere is based on three technological pillars that make it unique in the electric vehicle and software ecosystem:

- **A high-tech and competitive industrial base:** ElectriCity is already one of the largest and most competitive electric-vehicle manufacturing hubs in Europe. In 2025, it will turn out one vehicle in less than 10 hours. With a production capacity of 400,000 units from day one, it will be able to produce up to 1 million vehicles by relying on other Renault Group facilities. ElectriCity also offers a unique local ecosystem with 80% of suppliers located within a radius of 300 kilometers;
- **An European electric-vehicle value chain**: Ampere works with the most relevant players to access know-how, ensure sustainable supplies and gain clarity and control over costs and performance. Through its European supply chain, Ampere will procure the more than 80 GWh of power needed for its vehicles by 2030. From covering 10% of the electric-vehicle value chain in 2020, it now covers more than 30% and will reach 80% by 2030;
- **Revolutionary Software-Defined Vehicle (SDV) technology**: SDV is the future of the automotive industry as it enables a vehicle to be constantly updated throughout its life cycle, while learning from its users and remaining in contact with the manufacturer, from design until end of life. To launch its first open and horizontal SDV in 2026, Renault Group has built strong partnerships with two major tech player;
  - Qualcomm Technologies, to co-develop high-performance computing platforms based on Snapdragon® Digital Chassis™ solutions for the Centralized Electronic Architecture. This includes the System-on-Chip (SoC) and the bottom layers of the software, as well as functionalities, on-board services and applications. Qualcomm Technologies, or one of its subsidiaries, intends to invest in Renault Group's electric and software entity, Ampere;
  - Google, to create an Android platform for the Software-Defined Vehicle, as well as a Cloud system to store the digital twin.

No other company in the industry intends to build an SDV using a horizontal approach. This approach reduces development time and costs. The partnership with Google, to create the open Android platform, allows Ampere to tap into one of the largest global ecosystems of independent application developers. They will create a variety of services that will enrich the customer's experience, while accelerating the development of functionalities throughout the vehicle's life cycle.

These partnerships will enable Renault Group to reduce costs and improve efficiency, flexibility and speed during the development of vehicles. In addition, the value for users will increase thanks to continuous software innovation and regular updates.

3. Alpine: an exclusive, zero-emission and global brand with motor racing in its DNA

Over the past two years, Alpine has undergone a renaissance, capitalising on its iconic A110 sports coupé and its entry into Formula 1, where it aims to become a contender. Today, Alpine is a truly exclusive brand, a fully-fledged, asset-light, technology-focused manufacturer with a team of 2,000 people, 50% of whom are engineers. Being part of the Group gives Alpine access to Ampere's electric and software technology assets. In the future, Alpine will rely on business partnerships and investor support to accelerate its growth and international expansion.

Alpine is developing a brand-new range that will support its growth and international ambitions and will be all-electric as from 2026. In the meantime, Alpine will unveil the next A110 and two new models: a B-segment sedan and a C+ segment crossover. Alpine plans to launch two vehicles equipped with advanced technology in the D- and E-segments to support its international expansion: half of Alpine's growth will come from new markets outside Europe, potentially including North America and China.

4. Mobilize: built around a leading captive-finance company to target the new-mobility, energy and data-services markets

Mobilize is built around one key asset, Mobilize Financial Services (Mobilize F.S.), one of the best captive-finance companies in the market with 4 million customers. Mobilize F.S. will expand its traditional business activities while developing new activities such as subscription, insurance and operational leasing.

Mobilize is poised to become a leading and profitable, dedicated Vehicle-as-a-Service (VaaS) provider, combining financial, mobility, energy and data services supported by purpose-built vehicles. These services, combined in a single solution, will meet the needs of private customers, fleets and mobility operators while generating recurring income. What differentiates Mobilize from any other car brand is that it provides services for the product and not the other way around. Thanks to the VaaS model, Mobilize will generate three times more income over the entire life cycle of the vehicle, in comparison with traditional sales.

5. THE FUTURE IS NEUTRAL: the automotive industry's first company dedicated to the circular economy: from the closed loop of materials to battery recycling

To confirm its commitment to the circular economy and make progress on the path of resource neutrality, Renault Group announced on 13 October 2022, the creation of a new entity: THE FUTURE IS NEUTRAL. By bringing together all the existing expertise of the Group and its partners in this activity, the new entity offers closed-loop recycling solutions at every stage of a vehicle's life: supply of parts and raw materials, production, use and end of life. THE FUTURE IS NEUTRAL currently covers about 50% of the value chain and is aiming for over 90% by 2030. This entity is set to become the European leader in the closed-loop automotive circular economy, on an industrial scale. It will serve Renault Group and the entire industry. In order to accelerate its development and strengthen its leadership, THE FUTURE IS NEUTRAL is making a minority of its capital available to external investors with the aim of co-financing investments of around €500 million until 2030.

ESG (Environment, Social, Governance): a performance lever for Renault Group

The Group's Revolution will see an acceleration of its ESG trajectory, which represents a key lever for the Group's operational and financial performance.

The re-engineering of Renault Group's business will enable it to become a forerunner in the quest for carbon neutrality and an inclusive future.

Regarding the climate, the Group aims to be **carbon neutral in Europe by 2040 and in the world by 2050**, by taking a cradle-to-grave approach. The Group has set interim carbon-footprint reduction targets to mark its path, with specific action plans for each of its activities.

Each business has its own ESG objectives and all contribute to the Group's ESG ambitions:

Power	Ampere	Alpine	Mobilize	THE FUTURE IS NEUTRAL
• Accessible mobility • Up to 70% reduction in CO_2 emissions per vehicle in 2030	• 100% EV range • Carbon neutrality in production in 2025 • Local value chain • Skills enhancement and training	• 100% EV range in 2026 • Carbon neutrality in production in 2030	• 100% EV range • Renewable energy • Second life of the battery	• Closed loops for parts and materials • Battery recycling • >90% coverage of the circular-economy value chain in 2030

In keeping with its tradition of corporate responsibility, Renault Group will support the transition by upskilling and training thousands of people to enter the new value chains of the automotive revolution. For example, with ReKnow University, which is open to the entire industry, 15,000 Renault Group employees and 4,500 students and suppliers will be trained by 2025 in the future skills needed by the automotive industry, in electric mobility, the circular economy, software, cybersecurity and data.

Financial outlook

Renault Group's new organization, based on the five businesses, will be directly reflected in its financial reporting to foster simplicity, accountability and transparency, both internally and externally. The performance of these five businesses will continue to be underpinned by the financial discipline introduced during the Resurrection phase. The Group's levers - a policy focused on value rather than volume, improved competitiveness and capital efficiency - will be further accelerated through its new-product offensive, a strong emphasis on variable costs, the development of a sustainable supplier network and digitalisation, respectively. In addition, an ecosystem approach to partnerships, which is unique, will allow the Group to extend its coverage of key value chains with a low capital commitment.

To meet the challenge posed by the unprecedented transformation of the industry, Renault Group has adopted an approach based on two principles:

- a self-financing plan, secured by the extensive generation of free cash flow from its operations;
- partnerships or external finance to accelerate growth, innovation or competitiveness and to reduce capital requirements.

Ampere: low cash consumption & external financing

Renault Group wishes to accelerate the future development of Ampere and propel the Renault brand towards an electric future by mobilising the Group's financial resources in a disciplined manner. In this context, the Group plans to call on external partners and investors to participate in this adventure with the following assumptions:

- established electric-vehicle player with low cash consumption. Free cash flow above 0 in 2025;
- open to external investors to accelerate R&D and the development of the ecosystem;
- Alliance (Renault Group, Nissan, Mitsubishi Motors): capital participation under consideration;
- initial Public Offering on Euronext Paris envisaged at the earliest in the second half of 2023 (subject to market conditions) with Renault Group retaining a strong majority and the support of potential strategic investors (including Qualcomm Technologies, Inc.).

Horse project: financially optimising the future of internal-combustion and hybrid engines

From a financial perspective, the Horse project aims to generate productivity gains, reduce fixed costs and significantly improve the Group's financial position. Renault Group should retain 50% of the capital of this entity and, as a result, will separate this activity from Renault Group's scope and financial statements as from the second half of 2023.

The impact of this carve-out is estimated as follows:

- €2.5 billion reduction in fixed assets;
- €1.2 billion in fixed-cost variabilization per year on average and €2.4 billion reduction in Capex and R&D, from 2023 to 2030;
- cost competitiveness of engines: €2.5 billion between 2023 and 2030. Positive impact as from 2024;
- dividend corresponding to the share of capital retained by Renault Group;
- future potential capital gain.

Financial profiles by business:

	Power	Ampere	Alpine	Mobilize	THE FUTURE IS NEUTRAL
Value proposition	Cash generation	Profitable growth and innovation with low performance risk	An exclusive brand that is growing internationally	Turnover from recurring services with high margins	Sustainable and profitable growth
Revenues	• +4% CAGR[1] 2022-2027 • - 4% CAGR[1] 2027-2030	• >30% CAGR[1] 2022-2030 • ~1 million vehicles in 2031 • 11% R&D Capex (as a % of revenues, on average over 2022-2030)	• 40% CAGR[1] 2022-2030 • €2 billion of revenues in 2026 • > €8 billion of revenues in 2030	• +8% CAGR[1] 2022-2025 • +14% CAGR[1] 2026-2030	• From €0.8 billion in 2022 to > €2.3 billion of revenues[2] in 2030
Operating margin	• ~+3 points of the Automotive division's operating margin 2022-2025	• Break-even in 2025 • ~10% in 2030	• Break-even in 2026 • >10% in 2030	• MBA[3]: Break-even in 2025 and double-digit margin in 2027 • Mobilize F.S.[3]: high double-digit operating margin	• >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; Mobilize F.S.: Mobilize Financial Services.

Financial outlook of Renault Group

Renault Group aims to fulfil the following objectives:

- an operating margin of more than 8% in 2025 and more than 10% in 2030;
- free cash flow of more than €2 billion per year on average over 2023-2025 and more than €3 billion per year on average over 2026-2030;
- free cash flow will include a Mobilize Financial Services dividend expected to be over €500 million per year on average, subject to approval from regulators and the Mobilize F.S. Board of Directors;
- R&D and Capex: maximum of 8% of revenues over 2022-2030;
- ROCE (Return On Capital Employed): above 30% from 2025;

In addition, Renault Group has exceeded its financial objectives for the year 2022:

- Renault Group operating margin of over 5%;
- automotive operating free cash flow of more than €1.5 billion.

Restoring the dividend

Renault Group plans to reinstate the payment of a dividend as from 2023 (based on the 2022 financial year, subject to approval at the Annual General Meeting). This dividend symbolises a new era. The pay-out ratio will increase gradually and in a disciplined manner to 35% of net income - Group share, in the medium term. To do so, the Group will have to fulfil its first priority, which is to return to an investment grade financial rating.

Capital allocation policy

Renault Group plans to reinvest at least 50% of the surplus cash generated within the Group. In the future, Renault Group would like to be more active in financial investments, in line with its ecosystem approach, but limiting them to a maximum of 15% to 20% of its free cash flow.

For the allocation of the remaining cash and separate from the dividend, the Group wishes to involve employees in its performance in order to foster a common sense of belonging to the project and to nurture a value culture. Through dedicated employee share-ownership plans, the Group aims to increase employee share ownership to 10% of capital by 2030.

Existing bonds will remain under the name, Renault S.A., which is the issuer for the Group's industrial activities. Each business will be able to use financing instruments according to its own needs and strategy.

1.1.3 Key figures

Main consolidated figures over three years

(€ million)	2022	2021[1]	2020
Revenues	46,391	41,659	43,474
Operating margin	2,595	1,153	-337
Share in Nissan Motors net income	526	380	-4,970
Renault net income, Group share	-338	888	-8,008
Earnings per share (€)	-1.24	3.25	-29.51
Capital	1,127	1,127	1,127
Shareholders' equity	29,539	27,894	25,338
Total assets	118,319	113,740	115,737
Dividends (€)	0.25 [4]	0.0 [3]	0.0 [2]
Automotive net cash position	549	-1,100	-3,579
Operational free cash flow	2,119	889	-4,551
Total workforce	105,812	114,489	170,158

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see chapter 5 Note 3).

(2) The Board of Directors meeting of February 18, 2021, proposed to the General Meeting of April 23, 2021 (3rd resolution, which was approved) not to pay a dividend for the 2020 financial year.

(3) The Board of Directors meeting of February 17, 2022, proposed to the General Meeting of May 25, 2022 (3rd resolution, which was approved) not to pay a dividend for the 2021 financial year.

(4) Proposal to be submitted to the AGM on 11 May 2023.

Operating margin by activity

(€ million)	2022	2021[1]	Change
Group operating margin	**2,595**	**1,153**	**+1,442**
% Group revenues	5.6%	2.8%	+2.8 pts
o/w **Automotive**	**1,402**	**-3**	**+1,405**
% of segment revenues	3.3%	-0.0%	+3.3 pts
o/w **Sales Financing**	**1,223**	**1,185**	**+38**
o/w **Mobility Services** [1]	**-30**	**-29**	**-1**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see chapter 5 Note 3).

Revenues by activity

(€ million)	2022	2021[1]	Change (%)
Worldwide registrations [1] (in millions of vehicles)	**2,051,174**	**2,179,562**	**-5.9%**
Group revenues	**46,391**	**41,659**	**+11.4**
o/w Automotive	43,121	38,700	+11.4
o/w Sales Financing	3,235	2,935	+10.2
o/w Mobility Services [2]	35	24	+45.8

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see chapter 5 Note 3).

Total Renault Group sales worldwide by brand

In volume of PC + LCV

	2022	2021[1]	Change (%)
Renault	1,415,646	1,562,162	-9.4
Dacia	573,837	537,093	+6.8
Renault Korea Motors	51,083	57,480	-11.1
Alpine	3,546	2,660	+33.3
Jinbei & Huasong	0	15,999	-100.0
EVeasy	6,987	4,168	+67.6
Mobilize	75	0	+100.0
Renault Group	**2,051,174**	**2,179,562**	**-5.9**

(1) Lada/Avtovaz and Renault Russia are not included in this report.

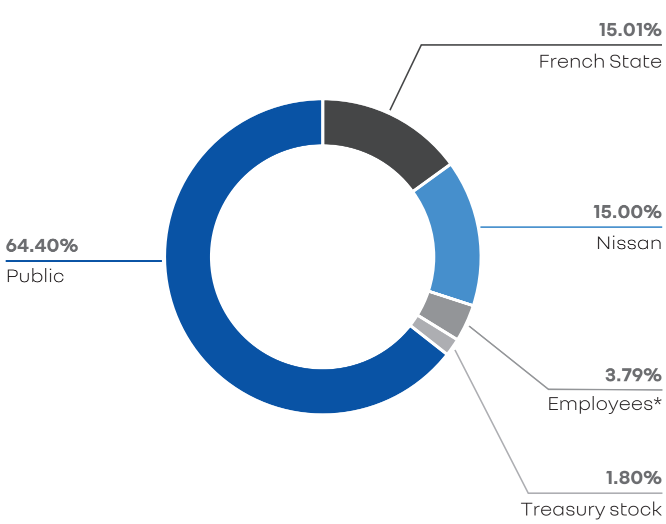
Renault Group's 15 largest markets in 2022

By volume and as % of PC + LCV TAM, including Renault, Dacia, Renault Korea Motors, Alpine, Jinbei & Huasong and EVeasy

		2022	PC/LCV market share (%)
1	France	470,280	25.1
2	Germany	161,146	5.6
3	Italy	141,108	9.6
4	Brazil	135,639	17.3
5	Turkey	126,689	6.5
6	Spain + Canary Islands	103,417	11.1
7	India	87,118	2.0
8	United Kingdom	76,329	4.0
9	Morocco	65,287	40.4
10	South Korea	52,621	3.2
11	Romania	51,851	36.1
12	Colombia	49,521	20.9
13	Poland	48,062	10.0
14	Belgium + Luxembourg	47,329	10.0
15	Argentina	44,696	11.8

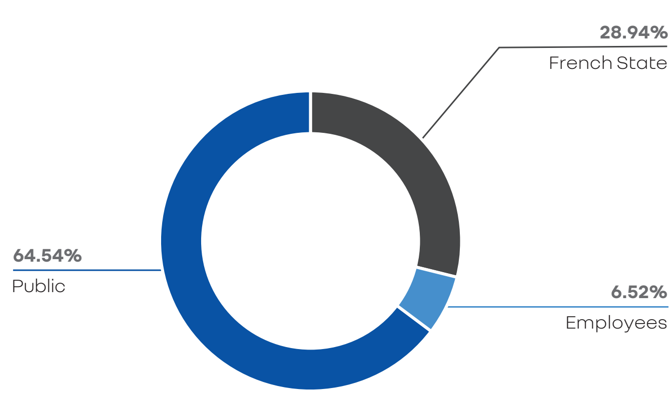
Renault shareholders at December 31, 2022

Breakdown of capital as %



(*) The portion of shares held by employees and former employees that are taken into account in this category corresponds to shares held in the FCPE mutual funds as well as to registered shares directly held by the beneficiaries of free shares as of the 2016 allocation plan.

Breakdown of exercisable voting rights[1] as %



(1) See section 6.2.6.1.

1.1.4 Management bodies

1.1.4.1. The Group Executive Committee: Leadership Team

In the beginning of 2023, the Group has decided to set up a "Leadership Team", to replace the Board of Management (BOM) from February 1, 2023. The BOM has ensured the strategic and operational management of Renault Group activities throughout 2022.

The Leadership Team is responsible for defining and implementing Renault Group's mid-term strategy, within the scope of the guidelines set by the Board of Directors. It is responsible for ensuring the competitiveness of the functions, results and profitability of the brands' operations.

The Leadership Team takes strategic, financial and operational decisions within the limits of the corporate purpose and subject to the powers expressly granted by law to Annual General Meetings and the Board of Directors. These decisions are reflected in the budget, product plan, brand positioning, major investments, strategic plans for sites and partnerships.

Members of the Leadership Team may be invited to attend meetings of the Board of Directors or its specialized committees depending on the topics on the agenda. They meet once a month within a strategic committee in order to outline the major orientations of Renault Group and to take major structural and financial decisions for the Group. The monitoring and implementation of the deployment of these decisions are ensured by the operational committee which meets every fortnight.

Members of the Leadership Team as of **March 1, 2023:**

- the CEO, Renault Group, Chief Executive Officer of Renault S.A., Chairman of Renault S.A.S.;
- the CEO, Renault brand;
- the Chief Industry / Quality Officer, Renault Group;
- the CEO, Mobilize, Chairman of the Board of Directors of RCI Banque S.A.;
- the Chief Legal Officer, Renault Group;
- the Chief Communication Officer, Renault Group;
- the Chief Advanced Product Planning Officer, Renault Group;
- the Chief Technology Officer, Renault Group;
- the CEO, Dacia;
- the CEO, Mobilize Financial Services;
- the Chief Financial Officer, Renault Group;
- the Chief Purchasing, Partnerships and Public Affairs Officer and APO Managing Director, Renault Group;
- the Chief Strategy Officer, Renault Group;
- the CEO Mobilize Beyond Automotive;
- the Chief People, Workplace, Organization Officer, Renault Group;
- the CEO, Alpine, CEO Alpine Racing S.A.S. & Chairman Alpine Racing LTD;
- the Chief Alliance Officer;
- the Chief Audit & Risks Officer, Renault Group;
- the Chief Design Officer, Renault Group;
- the Chief ISIT/Digital Officer, Renault Group.

1.1.4.2. Brand Management Committees (BMC)

The brands are organized into separate Business Units, each with its own Management Committee, known as the Brand Management Committee (BMC), responsible for managing the profitability and performance of its operations.

Representatives from the following functions are included in these committees: Human Resources, IT, sales, marketing, communication, manufacturing and logistics, quality, performance and control, product, engineering and design.

1.1.5 Main Group subsidiaries and detailed organization chart

1.1.5.1. Main subsidiaries

Renault S.A.S.

122/122 bis, avenue du Général Leclerc 92100 Boulogne-Billancourt (France)

Wholly owned subsidiary of Renault.

Business: The corporate purpose of Renault S.A.S. is principally the design, manufacture, sale, repair, maintenance and leasing of motor vehicles (commercial, light commercial and passenger vehicles, tractors, farm machinery and construction equipment) as well as the design and production of parts and equipment used in connection with the manufacturing and operation of vehicles. Also, all types of services relative to such activities and, more generally, all industrial, commercial, financial, investment and real-estate transactions relating directly or indirectly, in whole or in part, to any of the above purposes (see Article 3 of the articles of association).

Revenues at December 31, 2022: €43,220 million.

Workforce at December 31, 2022: 23,429 people.

RCI Banque S.A.

15, rue d'Uzès 75002 Paris (France)

100% owned by Renault S.A.S.

Business: holding company for the sales financing and customer services entities of Renault and Nissan, primarily in Europe. Inventory financing (vehicles and spare parts) for Renault and Nissan Europe.

Net amount financed in 2022: €18.2 billion.

Total balance sheet (consolidated) at December 31, 2022: €60,424 million.

Workforce at December 31, 2022: 4,191 people.

Renault Retail Group (France)

2, avenue Denis Papin 92142 Clamart Cedex (France)

100% owned by Renault S.A.S.

Business: trade, repair, maintenance and leasing of passenger cars and light commercial vehicles. 49 branches in France.

Revenues at December 31, 2022: €3,138 million.

Workforce at December 31, 2022: 3,665 people.

Société de Véhicules Automobiles de Batilly

Zone Industrielle de Batilly BP 4 54980 Batilly (France)

100% stake in Renault Group.

Business: manufacture of Renault vehicles.

Revenue at 31 December 2022: €1,965 million.

Workforce as of December 31, 2022: 1,900 people.

Renault España S.A.

Avda. de Madrid, 72 - 47008 Valladolid (Spain)

99.78% owned by Renault S.A.S.

Business: manufacturing of Renault vehicles.

Plants: Valladolid, Palencia and Seville.

Revenues at December 31, 2022: €6,111 million.

Workforce at December 31, 2022: 9,687 people.

Renault España Comercial S.A.

Avda. de Madrid, 72 - 47008 Valladolid (Spain)

100% owned by Renault Group.

Business: marketing of Renault and Dacia brand vehicles.

Revenues at December 31, 2022: €2,113 million.

Workforce at December 31, 2022: 261 people.

Renault Deutschland AG

Renault-Nissan Strasse 6-10 - 50321 Brühl (Germany)

60% owned by Renault S.A.S. and 40% owned by Renault Group B.V.

Business: marketing of Renault and Dacia brand vehicles.

Revenues at December 31, 2022: €3,219 million.

Workforce at December 31, 2022: 372 people.

Renault Italia S.p.A.

Via Tiburtina 1159 - 00156 Roma (Italy)

100% owned by Renault S.A.S.

Business: marketing of Renault and Dacia brand vehicles.

Revenues at December 31, 2022: €2,641 million.

Workforce at December 31, 2022: 209 people.

Renault Finance S.A.

48, avenue de Rhodanie 1007 Lausanne (Switzerland)

100% owned by Renault S.A.S.

Business: capital market transactions (foreign exchange, interest rates, hedging of industrial metals transactions) for Renault and Nissan; interbank dealing for own account.

Total balance sheet (consolidated) at December 31, 2022: €8,746 million.

Workforce at December 31, 2022: 30 people.

Renault UK Limited

The Rivers Office Park Denham Way Maple Cross WD3 9YS Rickmansworth Hertfordshire (United Kingdom).

100% owned by Renault Group.

Business: marketing of Renault and Dacia brand vehicles.

Revenues at December 31, 2022: €1,772 million.

Workforce at December 31, 2022: 143 people.

Renault do Brasil

1300 av. Renault, Borda do Campo État du Paraná São José dos Pinhais (Brazil)

99.92% owned by Renault Group.

Business: manufacturing and marketing of Renault vehicles.

Revenues at December 31, 2022: €2,536 million.

Workforce at December 31, 2022: 5,662 people

Renault Argentina

Fray Justo Santa Maria de Oro 1744 1414 Buenos Aires (Argentina)

100% owned by Renault Group.

Business: manufacturing and marketing of Renault vehicles.

Revenues at December 31, 2022: €1, 026 million.

Workforce at December 31, 2022: 2,036 people.

Renault Korea Motors

61, Renault Samsung-daero, Gangseo-gu, Busan, 46758 (South Korea)

52.82% owned by Renault Group.

Business: manufacturing and marketing of Renault Samsung Motors vehicles. Plant : Busan.

Revenues at December 31, 2022: €3,530 million.

Workforce at December 31, 2022: 3,638 people.

Renault Tanger Exploitation

Zone Franche Melloussa I 90 000 – Tangier (Morocco)

100% owned by Renault Group.

Business: study and manufacturing of Renault vehicles.

Revenues at December 31, 2022: €3,218 million.

Workforce at December 31, 2022: 6,245 people.

Oyak-Renault Otomobil Fabrikalari

FSM Mah. Balkan Cd. No 47 Umraniye BP 34770 Istanbul (Turkey)

51% owned by Renault Group.

Business: assembly and manufacturing of Renault vehicles. Plant: Bursa.

Revenues at December 31, 2022: €3,313 million.

Workforce at December 31, 2022: 6,258 people.

SC Automobile Dacia SA

Str. Uzinei nr 1 115400 Mioveni, department of Arges (Romania)

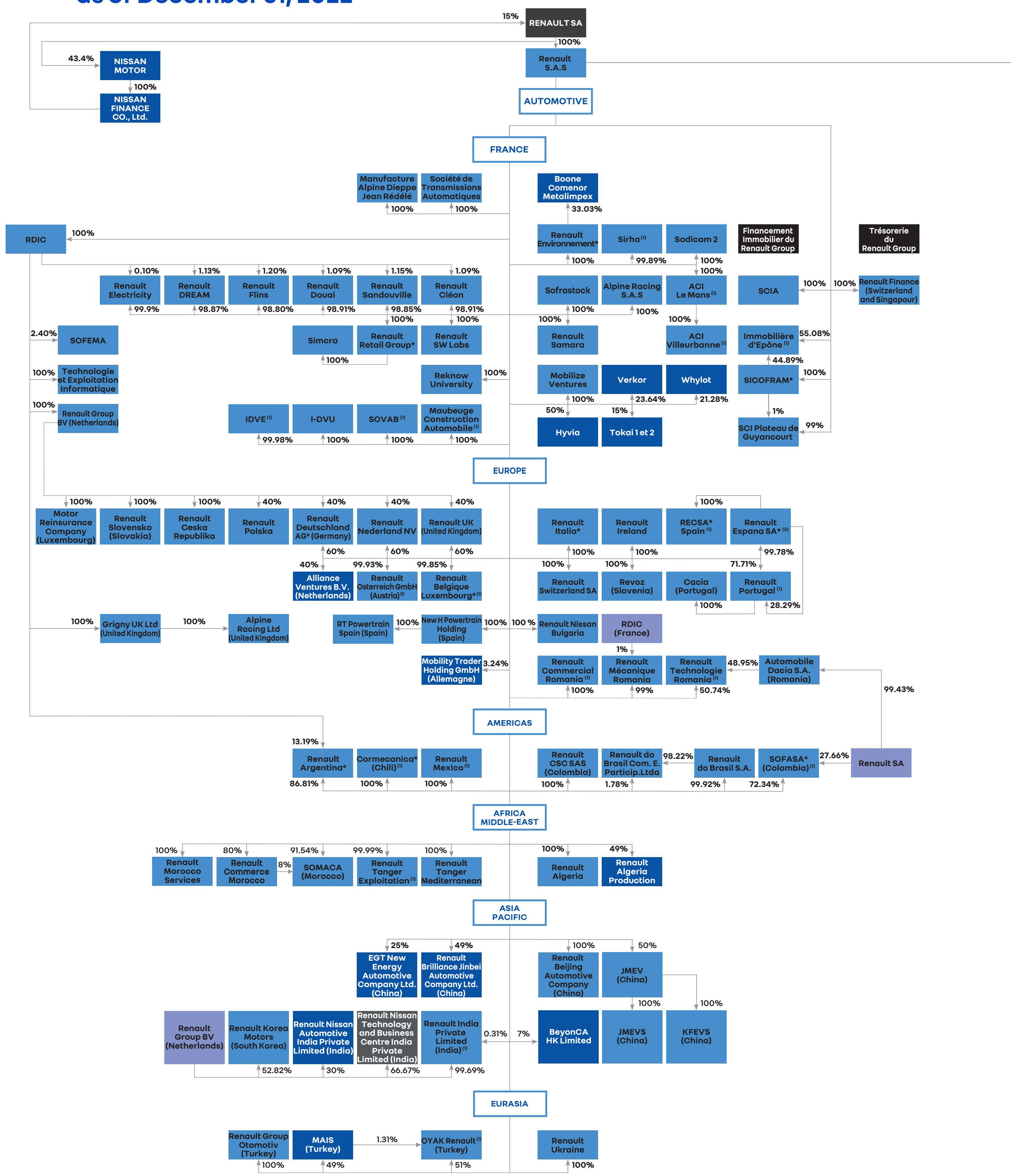
99.43% owned by Renault.

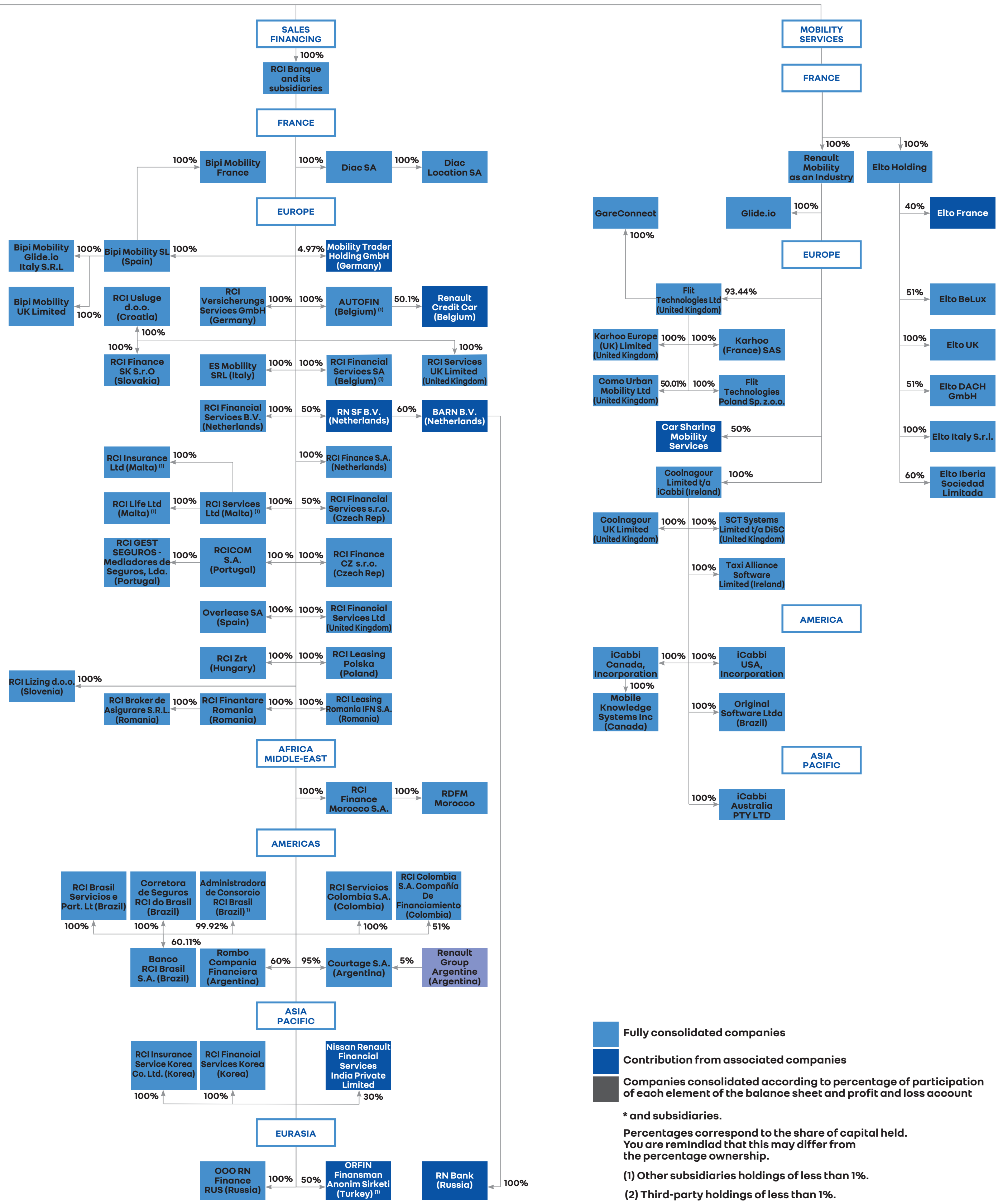
Business: manufacturing and marketing of Renault and Dacia vehicles. Plant: Mioveni.

Revenues at December 31, 2022: €5,175 million.

Workforce at December 31, 2022: 12,293 people.

1.1.5.2. Detailed organization chart of the consolidated Group as of December 31, 2022





Fully consolidated companies

Contribution from associated companies

Companies consolidated according to percentage of participation of each element of the balance sheet and profit and loss account

* and subsidiaries.

Percentages correspond to the share of capital held. You are remIndiad that this may differ from the percentage ownership.

(1) Other subsidiaries holdings of less than 1%.

(2) Third-party holdings of less than 1%.

1.1.6 History of the Group

1898

The Renault Frères company is founded.

1945

The Company is nationalized and becomes the **Régie Nationale des Usines Renault** and concentrates on producingthe 4CV.

1972

Launch of the Renault 5: **one of the Group's best-selling models ever**.

1984

Launch of the Renault Espace: **the first crossover van in the Company's history**.

Novembre 1994

The French government opens Renault **to outside capital,** a first step toward privatization, which takes place in July 1996.

1998

Coinciding with Renault's centenary, the Technocentre is inaugurated in Guyancourt, France. This engineering center is intended **to bring together all the actors involved in designing the brand's new models**.

1999

Renault and Nissan sign an agreement serving as the basis for a **cooperation combining cross-shareholding and industrial collaboration**. Renault acquires a 36.8% stake in Nissan. The Renault-Nissan alliance is born.

2000

After Dacia, Renault acquires a 70.1% stake in **Samsung Motors and thus forms Renault Samsung Motors, which produces and sells vehicles in Korea**.

2003

The year of the Mégane II, with five different bodies added to the two models launched in 2002, **seven models are launched in 17 months and the Mégane becomes the best-selling car in Europe**.

2005-2006

Over these two years, Fernando Alonso takes the world title at the wheel of a Renault. **Thanks to these victories, the Renault F1 Team is named World Constructors' Champion.**

2010

- Unveiled at the **Paris Motor Show, the DeZir concept car marks the resurgence of Renault's design** strategy spearheaded by Laurens van den Acker. It represents the first petal (Love) of the daisy in the life cycle, on which this strategy is based.

- The Alliance and Daimler AG sign a **long-term strategic cooperation agreement**. Daimler holds 3.1% of Renault and Nissan shares, and Renault and Nissan each hold 1.55% of the Daimler shares.

2013

- The **Zoe, an all-electric car**, is launched.

2015

- **Alpine celebrates 60 years** of motorsport passion by unveiling its new Alpine Celebration show car, developed specially for the Le Mans race.

2016

- After DeZir in 2010, Renault unveils **TreZor**, its new concept car.
- Japanese carmaker **Mitsubishi joins the Renault-Nissan alliance**.

2017

- The Group unveils **SYMBIOZ**. This concept car illustrates the vision of Renault Group for the automobile and its place in society between now and 2030.

2018

- **The three robot vehicle concepts, EZ-GO, EZ-PRO and EZ-ULTIMO,** illustrate the Group's vision for urban, shared mobility of the future.
- Renault celebrates its **120 YEARS OF MOBILITY**: a new era dawns in the world of transport but our vision remains steadfast: provide sustainable mobility for all, today and tomorrow.

2019

- **Launch of the New Zoe,** the third generation of Europe's best-selling electric city car, which has extended its range (up to 395 km).
- Launch of the **Triber** in India, a brand new spacious and ultra-modular model that can accommodate up to seven adults in a length of less than four meters, a world first specially designed for the Indian market.
- Arrival of **E- hybrid technology** on the Clio E-Tech Hybrid and the Captur E-Tech Plug-in Hybrid

2020

- New **cooperative business model** for the Alliance.
- Drive to **electrify the range** with Twingo Electric (100% electric) and the E-Tech hybrid engine on the Clio (hybrid), Captur and Mégane (rechargeable hybrid).
- Unveiling of **Dacia Spring**, the least expensive100% electric small city car on the market.
- The Group unveils **Mégane eVision**, the show car based on the Alliance's CMF-EV platform.
- Renault unveils **Morphoz**, a modular electric vehicle for all uses.
- Renault Group launches the **Refactory** project to transform the Flins site into the first European factory dedicated to the circular mobility economy.

2021

- Renault Group unveiled **its strategic plan Renaulution,** an ambitious transformation roadmap, from volume to value.
- Presentation of **Renault 5 Prototype**, the embodiment of Renaulution as a product.
- Alpine's first season in the F1 World Championship: **Esteban Ocon wins** in Hungary and Fernando Alonso takes a podium place in Qatar. Alpine finished the 2021 season in fifth place in the Constructors' Championship.
- Successful launches of **Renault Arkana, Renault Kangoo Van, Dacia Sandero, Dacia Spring and Alpine A110S**.
- Renault sells its entire stake in Daimler AG.
- Creation of **Software République**, a new open ecosystem for intelligent and sustainable mobility, in partnership with Atos, Dassault Systèmes, STMicroelectronics and Thales.
- Renault Group and Plug Power create **Hyvia**, a joint venture dedicated to hydrogen mobility.
- Inauguration of the **UV Factory** in Flins, the first factory specialising in the reconditioning of used vehicles on an industrial scale.
- Renault Group signs a strategic partnership with **Envision AESC** to build a battery gigafactory in Douai, and a memorandum of understanding with the French start-up, **Verkor**, to co-develop and manufacture high-performance batteries. With the ElectriCity hub, the Group makes **France the heart of its industrial strategy for batteries**.

1.2 Activities

The Group's activities are divided into two types of operational activities, in 135 countries:

- **automotive**, with the design, manufacture and distribution of products through its distribution network (including the Renault Retail Group subsidiary):
  - new vehicles, with several ranges (PC, LCV) marketed under four brands: Renault, Dacia, Alpine, Mobilize;
  - used vehicles and spare parts;
  - the Renault powertrain range, sold B2B.
- **sales financing** operated by RCI Banque S.A. and its subsidiaries under the trade name "Mobilize Financial Services" : sales financing, leasing, maintenance and service contracts and **Mobility Services** (Mobilize brand): flexible, sustainable and innovative mobility and energy solutions for the benefit of electric vehicle users.

In addition, an equity investment is to be noted:

- Renault's equity investment in Nissan;

The investment in Nissan is consolidated under the equity method in the Group's financial statements.

The stake in Avtovaz was sold to the NAMI (Central research and development automobile and engine institute) on May 16, 2022. This sale is accompanied by a buyback option in the event that the conditions change during the 6 coming years.

1.2.1 Brands and ranges

Renault Group designs, manufactures and sells passenger cars and light commercial vehicles and innovative services under four automotive brands: Renault, Dacia, Alpine and Mobilize.

Renault: an ingenious "tech" and modern "pop" brand

For more than 120 years, Renault has been the ingenious, popular and modern French automotive brand contributing to social and societal progress.

Renault has constantly innovated to improve the mobility of all individuals and professionals by devising creative solutions adapted to modern life. Bold in its offer, attentive to people, upbeat and brimming with life, the Renault brand has been inventing the future of mobility.

Synonymous with progress, Renault cars have become icons, like Renault 4 and Renault 5, cult vehicles from the 70s and 80s.

Since 2010, Renault has been a pioneer in electric vehicles.

The year 2022 was marked by the major launch of Megane E-Tech Electric (100% electric technology) and Austral (second generation full-hybrid E-Tech technology).

Today, Renault continues to innovate on the latest generation of the "Cars for life and for living" concept that it has invented, for an ever more welcoming, intuitively intelligent, warm and safe experience.

Involved in the challenges of its time, the Renault brand is committed to the development of the electric mobility ecosystem. It uses a circular vision to consider the recyclability of the product, from its design and over its entire life cycle.

In 2022, Renault also continued its internationalization in Latin America with the launch of Kwid phase 2 in all markets and the launch of Kwid E-Tech Electric in Brazil, where the HR13 Turbo engine was also introduced on the new Duster, to the public's delight.

In India, the promotion of the Renault range was based on "model year" promotions on Kwid, Triber and Kiger.

In 2023, promotional activities will also continue outside Europe with the expansion of the marketing of Kwid E-Tech Electric in Latin American markets, the promotion of the range in India and the expansion of Taliant in new markets in the rest of the world.

With Renault E-Tech, pioneer and leader in the electric vehicle market, Renault is continuing its product offensive

Since 2010, Renault, a pioneer in electric vehicles, has been one of the major players in electric mobility in Europe.

Thanks to its Formula 1 innovation laboratory, Renault has developed its E-Tech hybrid powertrain, protected by 150 patents.

Renault E-Tech includes all Renault vehicles able to run on electric traction and have an electric motor. There are hybrid models, plug-in hybrids and 100% electric vehicles.

The E-Tech technology was first used on the Renault brand's Best Sellers and is now being used on new models as soon as they are launched.

Across the brand, electric-powered E-Tech vehicles, all technologies combined, represented 51% of private sales in 2022 in Europe.

Since its launch, with more than 400,000 units, Zoe is one of the best-selling electric vehicle in Europe.

Today, it is an electric revolution that is picking up pace. A dynamic supported by Luca de Meo's "Renaulution" strategic plan. A new era where all Renault brand electric vehicles will be popular and generate value.

To continue the story of its electric revolution, Renault launched the first model of its "generation 2.0" electric vehicles: All-New Megane E-Tech Electric.

All-New Megane E-Tech Electric is both an emotional and a technological breakthrough in Renault's core range. Connected and integrated into the EV ecosystem and the digital ecosystem of its users, it allows Renault to continue its history as the creator of the "Cars for life and for living".

Sporting Renault's new "Nouvel'R" logo, All-New Megane E-Tech Electric embodies the brand's transformation.

To cater to its customers, Renault continues to enhance its vehicles with innovative connected services.

The "technical minute" on E-Tech hybrid :

Hybrid vehicles are equipped with five main components :

- the multi-mode, clutchless smart gearbox resulting from our Formula 1 experience has been developed to reduce energy losses. It has a total of 15 modes: three for electric and five for thermal, which can work together or not. It offers a strong acceleration capacity, intensity in mid-range acceleration and reduced consumption and CO_2 emissions;
- an e-engine, the main electric motor, which starts the vehicle, ensures 100% electric driving, drives the wheels and allows the battery to be recharged;

- a secondary electric motor that acts as a starter and high-voltage generator for the petrol engine. It also acts as a battery regenerator during hybrid driving and as a gear shift stabilizer to avoid jolts and vibrations;
- a battery that stores the energy necessary for vehicle travel and then ensures the autonomy of the vehicle in electric mode (battery size on the second-generation Austral E-Tech full hybrid = 2 kWh);
- a combustion engine specially designed to reduce consumption and CO_2 emissions. It is equipped with a particulate filter and combines economy, efficiency and performance.

These features allow the E-Tech hybrid version to run in 100% electric mode for up to 80% of city driving time.

Passenger cars (PC)

Passenger cars (PC) - EUROPE :

Renault's strategy to reconquest the C-segment:

The C-segment is at the heart of the Renaulution strategic plan. Renault has mobilized to win background in the market's most profitable segment. Arkana began the offensive and has been very successful since its launch in March 2021. Renault continues the offensive in this category with All-New Megane E-Tech Electric and strengthened its position in 2022 with Austral.

Austral:

Renault refreshes its offering in the C-SUV category with a particularly ambitious product Austral. This Renaulution family SUV combines the look of an SUV with comfort worthy of the family minivans that have helped shape the history of Renault. Its elegant design is spiced up by an "Esprit Alpine" finish, a first for Renault. This version offers special design aspects that are inspired by the world of the Alpine brand and are particularly dynamic and attractive.

From a technical perspective, Austral is the first Renault vehicle designed on the CMF-CD3 platform jointly developed within the Renault-Nissan-Mitsubishi Alliance. It benefits from a fully electric engine range, including two mild-hybrid units with 12v or 48v hybridization and a new generation of the E-Tech Hybrid system, developing up to 200 hp with a very low level of consumption and of CO_2 emissions (from 104 g/km and 4.6 l/100 km).

Austral's generous cabin space also offers an enhanced driving experience thanks to high-tech equipment. The openR® HMI* brings together data from the instrument panel with the openRlink® multimedia system all within the same unit. Its two 12-inch large diagonal screens provide an unprecedented, technological on-board experience, in addition to the head-up display system on the windscreen. The openRlink® multimedia system offers Google services. The 32 driver assistance systems provide peace of mind and safety for the driver and the passengers.

Lastly, quality and durability have been at the heart of Renault Austral's technica l specifications, from its development to its production.

*HMI = "Human-Machine-Interface"

Megane E-Tech Electric:

Renault and electric vehicles represent 10 years of unparalleled experience and expertise, as shown by the 10 billion "e-kilometers" already covered by more than 500,000 vehicles sold around the world. Renault Group, an EV pioneer, is continuing its story with a product plan that targets the core market.

This strategy is embodied in the Renault range with Megane E-Tech Electric, which heralds the extension of Renault's 100% electric range into the C-segment, the automotive market's largest segment.

This sleek and elegantly styled sedan exceeds expectations. Thanks to the Alliance-developed CMF-EV platform, it rewrites the rulebook and pushes the boundaries in terms of design, footprint/spaciousness ratio and versatility. The platform fully dedicated to electric vehicles also brings exceptional energy efficiency to Megane E-Tech Electric, which has a range of up to 470 km (WLTP).

Megane E-Tech Electric symbolizes the reinvention of the core market, representing a leap forward in all aspects. It provides unparalleled driving pleasure. It features the all-new openR® HMI*, which merges dashboard data with the openRlink® multimedia system. Its two 12-inch large diagonal screens provide an unprecedented, technological on-board experience.

*HMI = Human-Machine Interface

Megane E-Tech Electric is the first model to be 100% "Made in ElectriCity", Renault Group's new industrial hub and European leader of electric vehicles located in the north of France.

Megane E-Tech made its commercial debut in July 2022 and has already sold 32,000 units in Europe, with a very high proportion of top-of-the-range finishes, thereby testifying to Renault's return to the premium segment. It has been acclaimed by the European press for its dynamism, comfort and efficiency, not to mention its presentation and finish.

Arkana:

By launching its sporty Arkana SUV in Europe in the spring of 2021, Renault has shaken up traditional market codes. It has become the first generalist manufacturer to offer a coupé SUV in Europe, this segment having so far been the prerogative of premium brands.

This new offering, which complements the other models in the compact range, is in line with a very fast-growing global SUV market – particularly in the C-segment. It is a precursor to the renewal of the C-segment in the "Renaulution" plan.

Arkana offers a range of multiple hybrid engines integrating the innovative 145 hp E-Tech hybrid engine and its 1.3 TCe 12v mild-hybrid engines in 140 hp and 160 hp (since October 2021) versions. Arkana, which started the offensive in the C-segment, has been very successful: more than 82,000 units were sold in Europe in 2022.

These volumes expand on those already achieved in South Korea with approximately 20,000 units in 2022, where the model is marketed under the name XM3.

Megane (C-sedan and estate segment):

Following the launch of the Megane E-Tech plug-in hybrid (PHEV) sedan in 2021, in addition to the estate version, Megane achieved in 2022 a mix of 11% of the Megane family's total sales of plug-in hybrids (sedan and estate).

Scenic and Grand Scenic (C-MPV segment):

With its seven seats, 718 L of boot space, 63 L of storage, its modular layout allowing all the seats to be folded down in one click and its numerous driving aids, all combined with a fluid crossover silhouette, Grand Scenic offers a modern vision of the MPV.

In 2022, the Scenic family ranked 5th in the European C-MPV market with 10% of the segment, while being the leader in France.

On the A segment

Twingo:

Launched at the end of 2020, global sales of Twingo totalled more than 45,579 in 2022, its second year on the market, making it an essential player in the EV market. The biggest markets for Twingo Electric are France and Germany, which together account for more than 80% of worldwide Twingo Electric sales. In 2022, there was a general shift from internal-combustion engines to electric engines, with Twingo E-Tech making up 60% of all Twingo models sold.

Twingo Electric benefits from Renault's electric vehicle expertise, notably through Zoe, Europe's leader in electric vehicles for 10 years. Electric vehicle sales have increased to the point of overtaking the petrol versions of the model in some countries.

Sales of Twingo Electric are marked by a significant proportion of top-of-the-range versions. This good distribution of sales allows the model's financial performance to exceed expectations.

The arrival of the new "URBAN NIGHT" trim in the range allowed Twingo to reach a wider audience and satisfy increasingly demanding design and urban-mobility requirements.

Renault continues to market its longstanding internal combustion version in parallel, with registrations reaching 18,433 units during the year 2022.

On the B segment

Zoe:

Competition in the EV market continued to grow throughout 2022 with the arrival of many competitors. In this context, Zoe continued to be one of the leaders in terms of sales with 40,434 vehicles sold in 2022, putting it 5th in the AB segment of EV sales.

Zoe demonstrates again and again Renault's desire to build the future of vehicles thanks to the better autonomy of its segment, its top-level connectivity and its unequaled comfort. Zoe also offers many passive safety features as well as ADAS up to market standards, such as automatic emergency braking with pedestrian and cyclist detection, lane keeping assist and an audible line departure warning.

The biggest markets for Zoe are France, Germany, the United Kingdom and Italy, all of which offer a wide range of products that perfectly match the needs of the market.

Zoe continues to write the Renault electric vehicle story, which makes it a strategic vector for the brand. The model has been successful for 10 years thanks to the many technical, technological and comfort improvements, allowing it to remain the segment's most attractive offering.

Zoe therefore remains an important pillar of the Renault range: the updating of design elements as well as the adding of equipment meant that top-of-the-range versions made up a significant proportion of sales.

Clio:

Overall in 2022, Clio was number 8 in global sales in the B-segment with nearly 213,692 vehicles sold. In a context of scarcity, Renault has given priority to sales to private customers and has thus been able to boost its performance in this market.

In 2022, Clio added a touch of elegance and sportiness to the already recognized qualities of a well-equipped, versatile compact with the launch of its E-Tech Engineered edition in September. This version, with its black and warm titanium tones (F1 blade and wheel rims, radiator grille), is marketed as a full hybrid and highlights its engine with new E-Tech Engineered badges. It is accompanied by a new shale-grey launch colour for an added touch of elegance.

With E-Tech hybrid, Clio was ranked third in the European hybrid B-segment in 2022, with more than 30,000 vehicles sold at the end of December. Clio therefore maintains its position in the hybrid market with technology that is recognized for its simplicity of use and its benefits in terms of fuel consumption and driving pleasure.

Captur:

In 2022, Captur expands its range and arouses emotion with its new version.

E-Tech Engineered and its E-Tech hybrid 145hp and E-Tech Plug-In hybrid 160hp engines were introduced at the end of September. The new version stands out thanks to its gloss-black grille and rear end panel, warm titanium accents on the F1 blade and exhaust pipes, the E-Tech label on the left-hand side and the badge at the rear for added exclusivity. Inside, the same bold style can be found with the E-Tech emblem on the steering wheel and the dashboard with glossy black trim enhanced with warm titanium touches that match the seats. Finally, hybrid technology means drivers can enjoy up to 80% electric driving on city roads and a guaranteed electric start 100% of the time. The E-Tech Hybrid engine also saves on fuel up to 40% (in hybrid mode) and 75% (in Plug-In hybrid mode) compared with an urban-cycle ICE engine equivalent.

Captur also launched a new range of equipment and finishes in Europe with the Equilibre, Evolution, Techno, RS line, E-Tech Engineered and Iconic versions as from September 2022.

The range offers a wide range of engines, unique in its market, to meet all needs. The range comprises a choice of petrol (TCe 90), mild-hybrid petrol (140, 140 EDC, 160 EDC), dual-fuel petrol/LPG (TCe 100 LPG) and hybrid 145 and plug-in hybrid 160 engines.

Technology, comfort, modularity and versatility place Captur at the top of its class.

In a very aggressive competitive environment marked by a shortage of electronic components affecting commercial performance, Captur is defending its place in Europe and ranked number 4, with a 7.5% share of the B-crossover segment at the end of December 2022.

Kangoo, produced in Maubeuge (France), was renewed in the spring of 2021. Kangoo is now available both with internal combustion engines and electric powertrain and is on the podium of the Combispace segment in Europe thanks to an elegant, athletic design, a completely redesigned interior and numerous driver assistance systems.

In 2023, Grand Kangoo will complete the offer in a 7-seater version, available both with internal combustion engines and 100% electric powertrain.

On the D and E segment

Espace:

Espace remains a reference in the European E-segment MPV market, ranking seventh in 2022.

Koleos:

Sold in more than 80 countries, Koleos is the most international of the top-of-the-range vehicles.

Under the name, QM6, in South Korea, it accounts for 66% of sales, with more than 27,000 units sold in 2022. To further strengthen its performance, QM6 will launch a phase 3 and a van version in the first four months of 2023.

Europe and "outside Europe" account for 30% of Koleos sales, with Germany, Australia and Mexico leading these markets. In 2022, a total of 14,000 vehicles were sold.

Trafic:

Trafic Combi carries up to nine people by combining volume with modularity, without compromising on comfort or the number of seats available.

Trafic SpaceClass - designed for transporting VIP customers - provides a real mobile lounge for an improved on-board experience, with features including up to six seats facing each other, individual sliding, swivel and removable seats and a sliding table.

Trafic Spacenomad is the first leisure vehicle in the Renault range. It has been marketed in France, Belgium and Switzerland since the summer of 2022 and is the result of the collaboration of Renault Group with the French specialist Group Pilote.

In its top-of-the-range version, it is fully equipped, including a solar panel as standard.

Passenger cars (PC) - OUTSIDE EUROPE :

On the C segment

New Duster:

The Turbo engine (1.3 T) was introduced in Brazil on the new Duster and was recognised for its versatility in both city and off-road use.

In 2022, the new Duster was modernised in South America with new multimedia that incorporates Wi-Fi replication and two USB sockets for added convenience.

Megane Sedan:

In 2022, Megane Sedan continued its performance with the Ph2, in its local Turkish market as well as in the other countries to which it is exported (30 countries).

Manufactured in Turkey, 70% of Megane Sedan sales are made in this market.

With 29,000 vehicles sold, it reached 3rd place and a 19.7% segment share in Turkey.

More than 37,000 Megane Sedans were sold in 2022 around the world.

Geographical expansion is planned for 2023 with the integration of new markets (Algeria, Kazakhstan, Belarus, Mongolia, Iran, etc.).

Express, manufactured in Tangier (Morocco), also reinforces Renault's position in the Combispace segment in certain markets outside Europe.

On the A and B segment

In the small car segment, Renault continues to offer a wide range of complementary models outside Europe with Kwid, Logan, Sandero, Sandero Stepway, Triber and Kiger.

Kwid, launched in October 2015 on the Indian market, followed by South Africa, Brazil and Argentina in 2017 and along the Pacific coast in Mexico and Colombia in 2019, was renewed in 2022 and continues to be a real success with 58% of segment share in Brazil.

Kwid E-Tech, launched in Brazil in 2022, Kwid E-Tech 100% Electric has already been chosen by **"Car Awards 2023" as the best electric vehicle** in the category of urban electric vehicles up to 300,000 BRL (€54,000).

In India:

Kiger: This dynamic little SUV that offers good interior space thanks to the Triber platform. Kiger was promoted in the 2022 "model year" with new colours and materials that rejuvenated its design.

Triber: Triber was also awarded the 2022 "odel year", which included developments on the exterior as well as changes to the cluster and seats. Triber retains its unique positioning, which contributes significantly to Renault's results in India.

Light Commercial Vehicles (LCVs)

Renault Group is continuing to develop light commercial vehicles, not only under the Renault brand but also through manufacturing partnerships with Nissan-Mitsubishi, Renault Trucks and Mercedes-Benz Group.

In 2022, Renault Group's commercial performance evolves in an economic context that remains as complex as ever, due to the component crisis: 331,439 LCV sales, representing 5.3% of the global market share (excluding North America, China and Russia).

In Europe, the Renault brand ranked in the Top 2 with 14.4% of the LCV market. Renault was also the leader excluding pick-ups in the four largest markets in Latin America.

Renault's LCV range comprises petrol, diesel and electric vehicles from 1.6 to 6.5 metric tons and from 3 to 22 m^3. Renault is on the European podium for sales of electric LCVs with 13.5% LCVs market share.

In the small van segment (weight < 2 metric tons), **Kangoo** remains the undisputed benchmark on the market. Kangoo was elected "Van of the Year 2022" in recognition of its many innovations.

Kangoo Van offers a volume of 3.3 to 3.9 m^3 in the standard version and 4.2 to 4.9 m^3 for the long version, which will be launched in March 2023.

Kangoo Van E-Tech is the leader in Europe, with 31.2% of the small electric van segment. Kangoo Van and Kangoo Van E-Tech are built at the Maubeuge plant (France).

In the van segment (between 2 and 6.5 metric tons), Renault is continuing its offensive with Trafic and Master, with 162,300 units sold in 2022.

All-New Trafic is a multi-purpose van, known for the ease with which it can be converted to meet the multiple expectations of professional customers.

More comfortable and designed to be used as a mobile office by professionals, the Trafic has record dimensions in terms of usable length (4.15 m), with volume ranging from 5.2 to 8.6 m^3. Trafic is available in numerous versions from vans to platform cabs, crew cabs and numerous layout variations of panelwork and windows, lengths or heights.

Trafic is in the Top 3 in Europe in the Compact LCV segment (with a segment share of 13.5%). It is manufactured at the Sandouville plant (France).

Master is a reference in the Large Van market. Its interior cab meets the standards of passenger vehicles.

The Master offers "made-to-measure" features: with a high diversity of versions, four lengths, three heights, vans, combis, platform and chassis cab, front and rear-wheel drive, etc. offering a working volume between 8 and 22m^3.

The Master is manufactured at the Batilly plant (France) and Curitiba plant (Brazil). It is sold in nearly 50 countries. In Europe, the share of the LCV Large Vans segment stood at 16.0% (including sales of Renault Trucks), thus allowing Master to consolidate its third place on the podium. Outside Europe, in 2022, Master positioned itself as a leader in strategic markets, including Brazil (40.3% segment share) and Morocco (23% segment share).

The pick-up market represents a potential for the Group to win new customers outside Europe. **Alaskan** and **Oroch** form the backbone of Renault market offensive.

In Latin America, Alaskan is sold in Argentina and Colombia.

Oroch was renewed in early 2022 and 23,300 units of this vehicle were sold in 2022. Oroch remains the leader of its segment or among the top performers in most countries in Latin America (number 1 in Colombia, number 3 in Mexico, number 4 in Argentina and number 4 in Brazil).

Dacia, the brand that constantly redefines the essentials

Founded in 1968 and launched in 2004 throughout Europe and the Mediterranean basin, Dacia has always offered cars that offer the best value for money, constantly redefining what is essential. A disruptive brand, Dacia designs vehicles that are simple, versatile, reliable and in tune with its customers' lifestyles. Dacia's models have become market benchmarks: Sandero, the best-selling car in Europe; Duster, the most affordable SUV; Jogger, the 5- or 7-seat family model; and Spring, Europe's champion of accessible electric mobility. Dacia is a Renault Group brand, present in 44 countries. Since 2004, it has sold over 8 million vehicles.

In 1999, guided by Louis Schweitzer, Dacia joined Renault Group and opened up to new ambitions.

This turning point in the brand’s history came in 2004 with the launch of Logan, a modern, robust and, above all, affordable family sedan. Initially designed for emerging markets, at an unbeatable price of 5,000 euros, it was a great commercial success, including in Western Europe, where it went on sale in 2005. A new vehicle at a second-hand price, it was a revolution in the automotive market.

2008 saw the arrival of the Sandero, Dacia’s second major launch under Renault Group. It also proved to be its biggest commercial success. Its many advantages – an interior volume worthy of a higher segment, a practical, versatile spirit and an affordable price – have made it the top-selling car for individuals in Europe since 2017.

In 2010, Dacia launched the Duster, an attractive vehicle with true off-road capabilities. It was once again a commercial success, selling more than two million units worldwide.

In 2021, the brand revealed Spring, the brand's first electric model, which is the most affordable on the European market. In 2022, Spring is the third vehicle sold to individuals in Europe.

The latest addition to the range, Dacia Jogger, reinvents the family car. As either a 5- or 7-seater, Jogger perfectly embodies Dacia’s positioning and spirit. With versatility thanks to its record levels of space and modularity and an attractive, rugged design, Jogger is made for adventure. This model reinforces Dacia’s commitment to making mobility accessible to all: a sustainable mobility since it will soon be offered with a hybrid engine. Jogger is the ideal companion for all daily activities or family recreation.

Dacia thus offers a complete range of light vehicles equipped with efficient engines based on Renault Group’s proven technology. Dacia is the European leader in this field, offering dual-fuel vehicles (LPG and petrol) across its entire range.

Dacia today and tomorrow: Dacia will always be Dacia

Dacia continues to write its own script, without ever forgetting what has made it a success: the guarantee of unbeatable value for money on all its vehicles. From design to sales, manufacturing and transport, the brand remains faithful to its strategy of optimizing costs at every step so that its customers pay only for what they need.

In 2022, Dacia started marketing Jogger, the new 5-7-seater wagon available since March. This model takes up the best of each category: the length of a station wagon, the roominess of a MPV and the attributes of an SUV.

From 2023, Dacia will offer its first model with a hybrid version on Jogger: the Hybrid 140 engine developing 140 hp. This technology, mastered within the Renault Group, once again allows Dacia to benefit from proven technical components.

And Dacia will complete the engine range of its Spring electric city car with the arrival of the Electric 65 engine.

In June 2022, Dacia's new visual identity was revealed for all of the brand's vehicles. New Dacia Link emblem, new logotype, new colors... but still the same essentiality.

After the communication media, including digital (mid-2021) and the dealer network, which began to change at the start of 2022, it is the turn of the vehicles to adopt the brand's new identity. Beyond the design changes, this new identity also carries commitments for the future, while capitalizing on the strong values that have made Dacia so successful.

In September 2022, Dacia revealed Manifesto: a concept car that concentrates and reaffirms the brand's values. This essential and cool vehicle is intended for outdoor use, economically and ecologically efficient. It is a laboratory of ideas from which certain innovations will benefit future production models.

The Manifesto concept respects the fundamentals of the Outdoor with a 4-wheel transmission, very generous ground clearance associated with large wheels and a bodywork resistant to the most difficult terrain. With the Manifesto concept, the brand offers a vision of a vehicle that reduces its environmental footprint to a minimum. Compact and lightweight, it limits its energy consumption.

This year, Dacia is reaffirming its 3 brand values:

- Essential but cool

Dacia is ingenious, creative, attractive, with innovations such as Media Control and modular roof bars. This is also true in terms of design, with a cool look... and at no extra cost.

- Robust and outdoor

Reliability and sturdiness are among the attributes on which Dacia has built its success. These attributes make Dacia ideal cars for outdoor activities.

- Eco-smart – economical and ecological

Dacia is committed to reconciling individual interests with those of society as a whole. Eliminating the superfluous thus reduces weight and therefore saves fuel and emits less CO_2.

In 2022, Dacia achieves its higher ever share of European retail market

Up 6.8% on the previous year, Dacia's global volumes reached 573,837 units in 2022 in a bear market (-5.5%), significantly affected by the energy crisis and the electronic-component crisis. Within its sales scope, Dacia increased its market share by +0.5 pt to 4.0%.

Dacia's growth is due, in particular, to the success of its new range with private customers. In 2022, Dacia achieved a record 7.6% (+1.4pt) share of the European passenger-car market, retaining its place as the 3rd best-selling brand in Europe in this channel.

This performance is based on the success of its 4 pillars: Sandero, Duster, Jogger and Spring.

Sandero posts 229,495 sales in 2022 and for the sixth consecutive year, Dacia Sandero is the best-selling model to private customers in Europe.

Duster follows the same trend by being the best-selling SUV to individuals in Europe since 2018. With 197,058 units sold in 2022 in all countries, Duster has exceeded 2 million units on the road since its launch in 2010.

Launched in the spring of 2022, **Jogger** has successfully entered the station wagon market. Jogger sold 56,812 units in its first year on the market and is the second vehicle in the C segment (excluding SUVs) sold to individuals in Europe.

With 5 or 7 seats, Dacia's new family model takes up the best of each category: the length of a station wagon, the roominess of a MPV and the attributes of a SUV.

Launched in 2021, **Spring**, Dacia's 100% electric vehicle, reached 48,887 units sold in 2022, i.e. +75% vs 2021 and has recorded more than 100,000 orders since its launch. It is the 3rd best-selling electric vehicle to individuals in Europe. Designed to democratize access to the electric car for daily travel, Spring is becoming a benchmark city car in many markets and 80% of Spring buyers were not customers of the brand previously.

Designed around customer essentials, the Dacia range remains just as attractive thanks to its better-equipped versions. For example, 84% of Dacia Spring customers opt for the Expression trim, the Stepway versions account for 66% of Sandero sales and 63% of Duster customers opt for the Journey and Extreme versions. Finally, the Up&Go offer, which allows customers to benefit from a fully equipped vehicle delivered more quickly, is favored by 58% of Jogger customers and 24% of Duster customers in the countries where the offer is marketed: France, Germany, Italy, Spain, Romania + (Morocco Duster Only).

Alpine: ambitions driven by success

Alpine is still aiming higher one year after the presentation of the "Renaulution" plan. In January, Luca de Meo, CEO of Renault Group, visited Dieppe, the birthplace of the Alpine brand, accompanied by Bruno Le Maire, French Minister for the Economy, Finance and Recovery. Renamed on this occasion, the historic manufacturing site saw its future confirmed with the announcement of the production of the future 100% electric GT crossover in around 2025, thereby ensuring the long-term future of manufacturing and of its employees.

A true flagship of the Group, Alpine saw its ambitions confirmed once again with the announcement in November of a roll-out on new continents and a further expansion of the range to complement the three electric vehicles of the dream garage. As demonstrated by A110's historic results, Alpine successfully combines technological excellence with a passion for racing, particularly thanks to the bridges created with Formula 1. Driven by a unique commitment to motor sport, vector of a strong and international image, Alpine is aiming for pole position at all levels.

A high-end zero-emission global brand

After the recent Capital Market Day announcements, in late 2022, the Alpine brand is a true high-end brand, a full-fledged OEM, asset-light, tech focused, a team of 2,000 people, of which 50% are engineers. Being part of the Group ensures Alpine access to Ampere EV and Software technological assets. Looking forward, Alpine will leverage commercial partnerships and investors support to accelerate its growth and international expansion.

In addition, Alpine plans to launch two vehicles with advanced technologies in the D and E segments to support its international expansion. Thus, half of Alpine's growth will come from new markets beyond Europe, potentially including North America and China.

Alpine A110, 60 years old and just as much passion

In 2022, Alpine continued its development, expanded its A110 range and multiplied the number of news headlines and partnerships:

- **Alpine A110 Tour de Corse 75** dons the colors of the legendary Berlinette of the 1975 Tour de Corse. With this limited edition of 150 cars, Alpine honors sportiness by celebrating a historic race;

- **Alpine A110 GT J. Rédélé** celebrates the centenary of the birth of its founder, Jean Rédélé, with a limited edition of 100 legendary cars;

- **All-New Alpine A110 R**, the most radical A110 ever built. This extreme, lighter, sharper and even more racing-inspired version tops the A110 range. The ultimate expression of lightness and performance, All-New Alpine A110 R is designed for a unique experience on the racetrack while remaining road-legal;

- **A110 Sastruga** is an original piece of work that places technological and scientific innovation at the heart of artistic creation. This unique piece is the result of a conversation between Alpine and Obvious, a collective that pioneered the use of artificial intelligence in art.

The future of Alpine is being written today

The brand is actively preparing a complete range of 100% electric vehicles. A first for Alpine! This exciting future takes on a sporty look with the **Alpine Alpenglow** concept car. It embodies the renewal of the Alpine brand, in terms of design and technology, for its racing and production models. Alpine Alpenglow is more than a concept car, it is a true statement of the brand, a founding act of its ambitions and strategic plan and a source of inspiration for all future Alpines.

Unveiled at the French Grand Prix, the **A110 E-ternité** prototype also demonstrates Alpine's engineering expertise in electric sports cars. An exciting preparatory model for the Alpine dream garage, coming very soon.

Increasingly competitive

Thanks to the performance of its two drivers and of the entire Franco-English team, the Alpine racing team fulfilled its goal of taking fourth place in the constructors' championship. The team finished the year with 173 points: Esteban Ocon took eighth place in the drivers' championship with 92 points, just ahead of Fernando Alonso, in ninth place with 81 points. In the 2022 season, the team had eleven Top-Ten finishes in both single-seaters.

In the WEC, Alpine Elf Endurance Team and its drivers, Nicolas Lapierre, André Negrão and Matthieu Vaxiviere, were runners-up in 2022, with two wins and two additional podium results. This result also concluded the first chapter of Alpine's return to the top of the discipline. This superb record is crowned by a high-profile third place at the 24 Hours of Le Mans 2021, as well as two victories in the 1000 Miles of Sebring and the 6 Hours of Monza during the exceptional campaign of 2022.

Inclusion and diversity

In addition, 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.

This commitment is reflected in the fact that the Alpine executive committee has already reached gender parity. This program is designed to strengthen equal opportunities through meritocracy, regardless of gender and in all areas of the automotive industry.

Mobilize see chapter 1.2.2 Financing of Mobility Services Sales

1.2.1.1. Internationalization of Renault Group – Sales figures

Group international sales

Sales excluding Europe (%)

Year	2013	2014	2015	2016	2017	2018(2)	2019(3)	2020	2021(1)	2022(1)
Group sales internationally (%)	49	44	40	41	47	46	44	46	35	36
Group sales internationally (volume)	1,279,985	1,193,455	1,129,819	1,305,825	1,771,145	1,749,869	1,591,220	1,299,173	752,662	730,299
TOTAL SALES	2,628,183	2,711,887	2,808,946	3,181,511	3,762,077	3,764,290	3,630,583	2,822,326	2,179,562	2,051,174

(1) Lada/Avtovaz and Renault Russia are excluded from this table only in 2021 and 2022.

(2) Including the Jinbei & Huasong brands from 2018.

(3) Including the EVeasy brand.

Worldwide sales of Renault Group by geographical region in 2022

By PC + LCV volume, 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 WORLDWIDE	**2,051,174**	**2,179,562**

Excluding Lada/Avtovaz and Renault Russia.

Renault Group sales worldwide by brand

In volume of PC + LCV

	2022	2021	Change (%)
Renault			
Passenger cars	1,088,836	1,188,002	-8.3
Light commercial vehicles	326,810	374,160	-12.7
Total Renault	**1,415,646**	**1,562,162**	**-9.4**
Dacia			
Passenger cars	569,208	502,912	13.2
Light commercial vehicles	4,629	34,181	-86.5
Total Dacia	**573,837**	**537,093**	**6.8**
Renault Korea Motors			
Passenger cars	51,083	57,480	-11.1
Alpine			
Passenger cars	3,546	2,660	33.3
Jinbei & Huasong			
Passenger cars	0	39	-100.0
Light commercial vehicles	0	15,960	-100.0
Total Jinbei & Huasong	**0**	**15,999**	**-100.0**
EVeasy			
Passenger cars	6,987	4,168	67.6
Mobilize			
Passenger cars	75	0	
Renault Group			
Passenger cars	1,719,735	1,755,261	-2.0
Light commercial vehicles	331,439	424,301	-21.9
TOTAL RENAULT GROUP	**2,051,174**	**2,179,562**	**-5.9**

Excluding Lada/Avtovaz and Renault Russia.

All-makes market[1]

In volume of PC + LCV

	Main markets	2022	2021	Change (%)
1	China	26,545,974	24,414,505	+8.7
2	USA	13,832,014	15,031,563	-8.0
3	India	4,387,796	3,538,129	24.0
4	Japan	4,121,413	4,361,521	-5.5
5	Germany	2,886,071	2,892,598	-0.2
6	Brazil	1,958,077	1,965,521	-0.4
7	United Kingdom	1,901,582	2,009,539	-5.4
8	France	1,877,106	2,091,635	-10.3
9	South Korea	1,644,902	1,684,151	-2.3
10	Canada	1,546,028	1,660,677	-6.9
11	Italy	1,477,440	1,643,205	-10.1
12	Mexico	1,086,071	1,014,680	+7.0
13	Australia	1,045,646	1,018,902	+2.6
14	Spain + Canaries	932,528	1,011,811	-7.8
15	Indonesia	928,967	813,002	+14.3
16	Thailand	837,308	759,119	+10.3
17	Turkey	783,283	737,379	+6.2
18	Russia	672,000	1,675,611	-59.9
19	Malaysia	607,000	508,911	+19.3
20	Saudi Arabia	604,498	556,559	+8.6
	Other countries	9,741,356	9,887,775	-1.5
	World TAM	**79,417,060**	**79,276,793**	**+0.2**

(1) All-makes market without Iran.

Renault Business Unit sales

Renault brand sales[1]

In volume and as % of PC + LCV TAM

	2022		2021	
Renault principal markets	**Sales**	**Market shares (%)**	**Sales**	**Market shares (%)**
France	335,971	17.9	393,688	18.8
Brazil	126,689	6.5	127,157	6.5
Germany	100,338	3.5	134,146	4.6
Turkey	99,639	12.7	81,280	11.0
India	87,118	2.0	95,878	2.7
Italy	72,442	4.9	89,332	5.4
Spain + Canaries	65,507	7.0	72,708	7.2
Colombia	49,521	20.9	47,606	20.7
United Kingdom	48,728	2.6	50,554	2.5
Argentina	44,696	11.8	35,375	9.9
Mexico	36,598	3.4	28,218	2.8
Belgium + Luxembourg	30,646	6.4	35,028	6.8
Poland	27,303	5.7	30,713	5.9
South Africa + Namibia	27,251	5.4	21,024	4.8
Morocco	26,385	16.3	23,677	13.5
Other countries	236,814		295,778	
TOTAL RENAULT	**1,415,646**	**1.8**	**1,562,162**	**2.0**

(1) By sales volume + Brokers + sales to governments.

Renault Korea Motors brand sales

In volume and as % of PC + LCV TAM

	2022		2021	
RKM market	**Sales**	**Market shares (%)**	**Sales**	**Market shares (%)**
South Korea	51,083	3.5	57,480	3.9
RKM TOTAL	**51,083**	**0.1**	**57,480**	**0.1**

Dacia Business Unit sales

Dacia brand sales[1]

In volume and as % of PC + LCV TAM

Dacia's principal markets	2022 Sales	2022 Market shares (%)	2021 Sales	2021 Market shares (%)
France	132,137	7.0	126,404	6.0
Italy	68,612	4.6	64,825	3.9
Germany	60,505	2.1	42,081	1.5
Romania	40,179	27.9	38,160	27.5
Morocco	38,902	24.1	46,111	26.3
Spain + Canaries	37,804	4.1	42,802	4.2
Turkey	36,000	4.6	34,866	4.7
United Kingdom	27,313	1.4	17,588	0.9
Poland	20,725	4.3	20,217	4.0
Belgium + Luxembourg	16,521	3.5	15,932	3.1
Portugal	10,279	5.7	6,059	3.5
Czech Republic	9,221	4.4	7,525	3.3
Austria	7,760	3.3	7,021	2.4
Switzerland	7,301	2.8	6,359	2.3
DOM[2]	6,828	9.4	7,401	10.0
Other countries	53,750		53,142	
TOTAL DACIA	**573,837**	**0.7**	**537,093**	**0.7**

(1) By sales volume + Brokers.

(2) French overseas departments : Réunion, Martinique, Guadeloupe, French Guiana and Saint-Pierre et Miquelon.

Alpine Business Unit sales

Alpine brand sales

In volume of PC

	2022	2021
France	2,138	1,618
Germany	303	214
United Kingdom	288	202
Japan	238	171
Belgium + Luxembourg	162	130
Switzerland	123	93
Spain + Canaries	65	33
Italy	54	34
Austria	47	25
Poland	34	39
Netherlands	26	25
Singapore	11	20
Sweden	11	8
Portugal	9	11
Hungary	9	4
Other countries	28	33
TOTAL ALPINE	**3,546**	**2,660**

Jinbei & Huasong, EVeasy and Mobilize brand sales

Jinbei & Huasong brand sales

In volume of PC + LCV

	2022	2021
China	0	15,061
South Africa + Namibia	0	427
Egypt	0	399
Bolivia	0	101
Myanmar	0	11
TOTAL JINBEI & HUASONG	**0**	**15,999**

EVeasy brand sales

In volume of PC

	2022	2021
China	6,987	4,168
TOTAL EVEASY	**6,987**	**4,168**

Mobilize brand sales

In volume of PC

	2022	2021
Spain + Canaries	41	0
France	34	0
TOTAL MOBILIZE	**75**	**0**

Renault Group electric vehicle sales

Worldwide electric vehicle sales

In volume PC + LCV

	2022	2021	Change (%)
Renault			
Zoe E-Tech Electric	40,544	77,500	-47.7
Twingo E-Tech Electric	27,146	25,619	+6.0
Kangoo E-Tech Electric	8,655	11,171	-22.5
Master E-Tech Electric	785	474	+65.6
Megane E-Tech Electric	33,211	45	+++
Fluence Electric	110,341	114,809	-3.9
Dacia			
Spring	48,887	27,852	+75.5
EVeasy			
EV3	4,546	3,126	+45.4%
EX5	0	633	-100.0%
GSE	2,266	366	+519.1%
EV2	175	43	+307.0%
Total EVeasy	**6,987**	4,168	**+67.6%**
Mobilize			
Limo	75	0	
Total Mobilize			
TOTAL RENAULT GROUP EVS	**166,215**	**146,829**	**+13.2**

Worldwide Twizy sales

	2022	2021	Change (%)
Twizy	142	435	-67.4

	2022	2021	Change (%)
TOTAL RENAULT GROUP EV + TWIZY	**166,357**	**147,264**	**+13.0**

1.2.1.2. Business - to - business Powertrain activity

The powertrain business provides major manufacturing R&D synergies with the other Alliance members and Renault Group partners. A dedicated department oversees this B-to-B Powertrain activity, both in respect of exchanges of powertrain parts with partners, and for related engineering activities. The aim of these synergies is to pool development costs, absorb fixed production costs, and generate economies of scale in the industrial activities of Renault and its suppliers in order to optimize Renault Group's free cash flow. In addition to the alliance with Nissan and Mitsubishi Motors, which share a common range of products, an industrial system and a supplier network, this activity seeks to promote and offer Renault's powertrain units in the context of automotive cooperation or third-party sales. These operations enable our partners to benefit from Renault technology and give Renault access, where useful, to its partners' developments and manufacturing capacity. This activity also serves to identify and set up one-off cooperation projects and to evaluate our competitiveness and level of quality compared to our competitors.

Strengths

A modern, CO_2-efficient powertrain range: with its internal combustion, hybrid and electric range, Renault has once again demonstrated its commitment to reducing the environmental footprint of vehicles throughout their life cycle. The qualities of the Renault powertrain range have convinced our partners of the advantages of using our engines for their vehicles.

Nissan, Renault's partner in the Alliance, has thus relied on the latest generations of Renault engines to reduce average CO_2 emissions in its range of passenger cars in Europe.

Renault Group is among the most efficient manufacturers in Europe in terms of certified CO_2 emissions (based on 2021 CAFE). For more details, refer to chapter 2.3.2.1.2.3 "Tools and processes in place to manage risks and opportunities".

The organization

In Renault's Strategy, Business Development and Business Management Department, dedicated teams work to detect opportunities, prepare bids and negotiate contracts. Sensitive to the expectations of carmaker customers, these teams allow for optimal responsiveness by interfacing with all Renault Engineering departments.

1.2.1.3. Main manufacturing sites – Production figures

To meet its customers demands, Renault Group relies on an industrial footprint of **34 Manufacturing sites** located around the world as close as possible to the markets in which it sells its brands' vehicles.

All these sites operate under common principles:

- making employee safety a priority;
- making customer satisfaction a priority;
- constantly working to improve the competitiveness of our sites, in particular through convergence towards our industry 4.0 vision (see section 2.4.3.7 "Plants that are transforming");
- integration of the value chain.

The Alliance and Renault Group's strategic partnerships offer opportunities for synergies based on the pooling of production resources and enable us to increase the industrial activity of our sites. Thus:

- the Flins, Batilly, Maubeuge, Sandouville and Cordoba plants produce vehicles for Nissan;
- the Maubeuge plant produces vehicles for Mercedes-Benz Group;
- the Sandouville plant produces commercial vehicles for Renault Trucks;
- finally, Nissan plants in Chennai (India) and Cuernavaca (Mexico) produce vehicles for Renault Group.

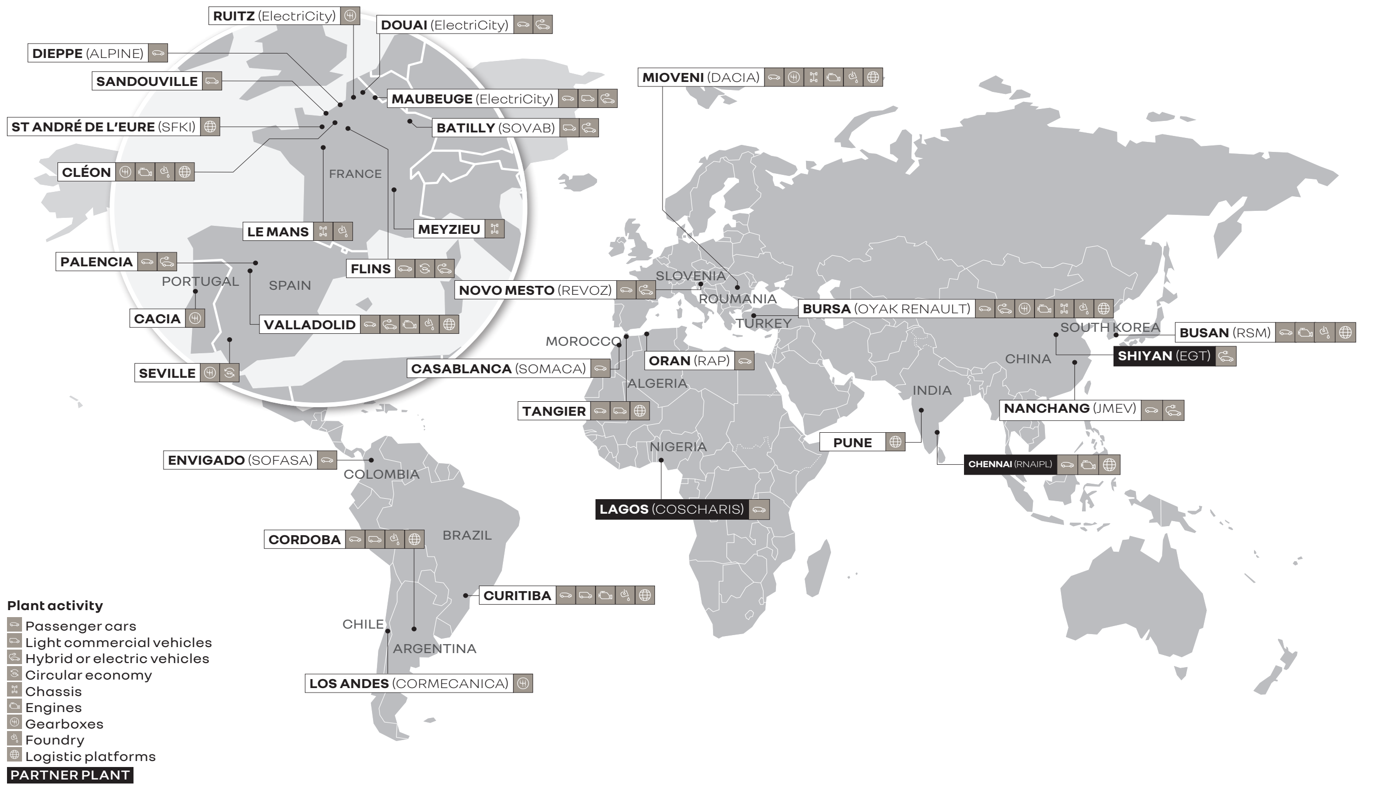
Concerning powertrain parts, the cross-utilization of Alliance plants makes it possible to share investments and optimize the use of our production capacities. Some examples:

- diesel engines are produced for Nissan in Renault Group plants in Cléon and Valladolid, and petrol engines and components in Valladolid and Mioveni;
- gearboxes are assembled for Nissan in Cléon, Pitesti, Seville, Cacia and Los Andes;
- Renault Group Le Mans plant manufactures chassis for Nissan and Mercedes-Benz Group;
- the Cléon foundry produces crankcase blanks for Mercedes-Benz Group and the Valladolid foundry produces crankcase blanks for Nissan;
- Nissan's plants in Yokohama (Japan) and Chennai (India) produce engines (petrol and/or electric) for Renault Group, and Cantabria, Avila (Spain) and Sunderland (UK) produces mechanical components (rotors, cardles/axles) for Renault Group.

Renault Group also relies on partnerships and/or industrial cooperation for the production of vehicles:

- in China: in Shiyan (eGT) for the production of Spring, in Nanchang (JMEV) for the production of vehicles for the Mobilize (Limo) and EV Easy brands;
- in Lagos (Nigeria), Coscharis assembles DKD (Dismantled Knocked Down) vehicles for Dacia.

Map of Renault Group industrial sites: 34 production sites



Production figures 2022

Production by country and by plant		2022
France		
Batilly (Sovab)	Master 3	92,989
	Master 3 E-Tech	788
	Master Hydrogen	42
	Nissan Interstar	8,940
	Other	19,042
Caudan (Fonderie de Bretagne)	Iron foundry (metric tons)	13,555
Choisy-le-Roi	ES gearboxes	5,828
	ES engines	9,221
Cléon	Gearboxes	199,555
	ICE engines	276,003
	Electric engine	317,343
	Aluminum foundry (in metric tons)	13,163
Dieppe	Alpine A110	3,782
Douai (Electricity)	Espace	894
	Scenic	6,298
	Talisman	1,487
	Megane E-Tech	46,722
Flins	Zoe E-Tech	32,600
	Nissan Micra	38,090
Le Mans	Chassis parts	997,543
	Iron foundry (metric tons)	89,416
Maubeuge (Electricity)	Kangoo 2 E-Tech	3,000
	Kangoo 3	32,859
	Kangoo 3 E-Tech	7,870
	Nissan Townstar	11,323
	New Nissan NV250	24,587
Ruitz (Electricity)	Automatic gearboxes	200,063
Sandouville	Trafic 3	88,850
	Nissan Primastar	9,531
	Mitsubishi Express	1,159
	Other	1,327
Villeurbanne/Meyzieu	Chassis parts	134,678

Production by country and by plant		2022
Outside France		
Algeria		
Oran	Logan 2	1,283
	Sandero 2	956
	Clio 4	534
Argentina		
Cordoba	Sandero 2	**16,180**
	Logan 2	6,951
	Kangoo (Dokker)	21,369
	Alaskan	3,862
	Nissan Navara	1,509
	Nissan Frontier	18,022
PFA (Planta de Fundicion de Aluminio)	Aluminum foundry (in metric tons)	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
	Engines	260,779
	Aluminum foundry (in metric tons)	3,847
Chile		
Los Andes (Cormecanica)	Gearboxes	221,999
China		
Nanchang (JMEV)	Limo	186
Shiyan (eGT-NEV) [partner]	Spring / Other	62,438
Colombia		
Envigado (Sofasa)	Logan 2	10,743
	Sandero 2	23,587
	Duster 2	15,531
South Korea		
Busan (Renault Korea Motors)	SM6	4,874
	XM3 / Arkana	118,488
	Koleos / QM6	44,683
	Twizy	577
	Engines	160,744
	Aluminum foundry (in metric tons)	1,659

Production by country and by plant		2022
Spain		
Palencia	Megane 4	46,981
	Kadjar	19,310
	Austral	28,328
	Other	61
Seville	Gearboxes	372,349
Valladolid	Captur 2	162,725
	Other	26
Valladolid Motores	Engines	902,508
	Aluminum foundry (in metric tons)	10,070
India		
Chennai (RNAIPL) [Nissan]	Kwid	**32,320**
	Triber	42,254
	Kiger	41,789
Morocco		
Casablanca (Somaca)	**Logan 2**	**2,322**
	Logan 3	16,658
	Sandero 2	2,727
	Sandero 3	72,817
Tangier	Lodgy	9,397
	Sandero 3	173,649
	New Express	72,448
Mexico		
Cuernavaca [Nissan]	Alaskan	1,573
Nigeria		
Lagos (Coscharis) [partner]	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
	Gearboxes	275,701
	Chassis parts	494,604
	Aluminum foundry (in metric tons)	17,582

Production by country and by plant		2022
Slovenia		
Novo Mesto (Revoz)	Clio 5	19,753
	Twingo / Smart (Mercedes-Benz Group)	20,954
	Twingo ZE / Smart ZE (Mercedes-Benz Group)	27,423
Turkey		
Bursa (Oyak-Renault)	Clio 5	206,019
	Megane 4 Sedan	41,081
	Gearboxes	113,170
	Engines	160,028
	Chassis parts	494,604
	Aluminum foundry (in metric tons)	1,233

* N/A: Not applicable (SKD or DKD assembly, vehicles counted in the original factory).

1.2.1.4. The Renault Group sales network

Organization of the distribution networks

Renault Group distributes vehicles under its brands through both primary and secondary distribution networks.

The primary network is contractually bound to Renault Group brands via a concession agreement (or agency or authorized repair center agreement, depending on the country) and comprises:

- dealers independent of Renault Group;
- establishments belonging to Renault Group through its subsidiary Renault Retail Group (RRG) or branches.

The secondary network includes mainly smaller sites, independent of Renault Group, and bound contractually to the primary network, most often through an agency contract or through an authorized distribution or repair center contract. These are generally smaller sites whose role is to round out the territorial coverage of the primary networks of the Renault Group brands.

In the context of Renaulution presented at the beginning of 2021, the Renault and Dacia brands announced the renewal of their visual identity, the coordinated deployment of which started in 2022. At the same time, in collaboration with the Renault Enlarged Dealership Group (GCRE), Renault Group has redefined the bases of the future contractual relationship with its Renault and Dacia Networks, whose new contracts will enter into force in 2024. Renault Group has thus confirmed its ambition to ensure sustainable and profitable growth for the Manufacturer and for its network by relying on strong independent players who promote the image of Renault Group's brands while optimizing territorial coverage in order to meet customers' expectations.

Customer satisfaction is a core focus of Renault Group's policy. The acceleration of sales of E-Tech vehicles relies on the continuous upgrading of methods, support for networks, the spread of E-Tech services and the necessary skills.

Renault Pro+: the expert network of commercial vehicles for professionals

Since 2009, the Renault Pro+ network has been dedicated to serving and supporting professionals in more than 25 countries.

Nearly 600 Renault Pro+ centers make up this specialized network and apply specific standards that meet the requirements of professionals.

Whether regarding the choice of vehicles, including coach-built and customized light commercial vehicles, or advice from expert, trained teams or after-sales service, everything is done to satisfy the needs of professionals.

Renault Pro+ is always at the side of professionals to guarantee the choice of a work tool adapted to their uses and its maximum availability over time.

	2022		2021		
Number of Renault sites	**Global**	**o/w Europe**	**Global**	**o/w Europe**	**o/w Russia**
Primary network	4,958	2,680	5,152	2,619	156
o/w RRG dealers and branches	111	101	159	147	0
o/w Renault Pro+ specialized dealerships	663	502	667	507	0
Secondary network	4,993	4,744	5,288	5,007	0
TOTAL SITES	**9,951**	**7,424**	**10,440**	**7,626**	**156**

	2022		2021	
Number of Dacia sites	**Global**	**o/w Europe**	**Global**	**o/w Europe**
Primary network	3,088	2,738	2,986	2,626

	2022		2021	
Number of Alpine sites	**Global**	**Europe**	**Global**	**Europe**
Primary network	140	117	100	83

	2022	2021
Number of Renault Korea Motors sites	**Korea**	**Korea**
Primary network	612	670

*2022 data has been reviewed and revised excluding Lada/ Avtovaz.

1.2.1.5. Renault Retail Group (RRG)

A wholly owned subsidiary of the manufacturer, RRG is Renault Group's leading European distributor of vehicle sales and related services and after-sales activities.

RRG's mission is to distribute all of the Alliance's products and services (Renault, Dacia, Alpine and Nissan, in some countries) to professional and individual customers.

Activities cover new vehicles, used vehicles and spare parts and also includes maintenance, mechanics, bodywork, express repairs (Renault Minute), short-term rental (Renault Rent), mobility services (Renault Mobility), financing and brokerage.

RRG has nearly 101 sales and service outlets in six European countries: Germany, Spain, France, Italy, United Kingdom and Switzerland.

In 2022, RRG pursued its plan to change the scope of its operations by selling in France the establishments located in Angers (Group Rouyer), Tours, Loches-Chinon and Le Mans (Group Gemy), Rouen and Le Havre (Group Mary) to reliable and robust buyers who have preserved jobs. Furthermore, RRG moved out of the Courcelles building (Paris 17), which had been rented; activities and staff were allocated to the other sites in Paris. The same applied to Lyon Est, whose operations and staff left the site, which is up for sale, for other sites in Lyon.

Following the same principles, some sales were also made outside France:

- disposal and closure of activities in Poland (4), Czech Republic (1), Belgium (3), Luxembourg (3) and Portugal (2);
- partial disposal of activities in Italy (1) and Spain (8).

The other two highlights in 2022 were:

- a return to profitability with a positive operating margin, reaching €85 million, driven by NV and UV activities which showed strong growth in profitability, thanks to the optimisation of the mix of channels and unit margins;
- the launch of the Tekion project: a new business management system that will enter the test phase in 2023.

2022	**Revenues** (€ billion)	**NV sales**	**UV sales**
Total	6.4	171,000	112,000
France	3.6	92,000	73,000
Europe	2.8	79,000	39,000

	2022	2021
Number of Renault Retail Group sites	**Europe**	**Europe**
o/w RRG dealers and branches	101	147

1.2.1.6. Automotive cash flow management

For Automotive, Renault Group has established a financial organization whose aims are to:

- automate the processing of routine cash inflows and outflows;
- meet the subsidiaries' refinancing requirements and pool surplus cash;
- centralize the handling of euro-denominated and foreign exchange transactions so as to optimize the management of currency, liquidity, interest rate, counterparty and country risk while reducing financial and administrative costs;
- centralize virtually all financing operations, including securities issuance, bank loans and credit agreements, at parent company level.

Within this framework, Renault's Financing and Treasury Department (DFT), which is responsible for cash management and financing for the Group's industrial and commercial activities, has a specialized entity, Renault Finance, which it uses to25

- conduct capital market trading after intra-Group netting: forex, rates, commodities and short-term investments;
- make foreign currency payments for French and European subsidiaries;
- conduct cash pooling in the currencies of certain subsidiaries (United Kingdom, Poland, Switzerland and the Czech Republic).

For the euro zone, cash is centralized through a Renault S.A. IT platform that manages all subsidiaries' euro-denominated transactions and interfaces with the automotive sector's banks.

Outside the euro zone, Renault Finance offers certain subsidiaries access to centralized cash management tools.

Renault Finance

A Swiss company domiciled in Lausanne, Renault Finance is active in the international financial markets, following a set of strict risk management rules. Its arbitrage activity allows it to obtain very competitive quotes for financial products from foreign exchange markets, interest rates or raw materials. This makes it Renault's natural counterparty for most automotive market transactions. By extending this service to the Nissan group, Renault Finance has become the Alliance's trading room.

To optimize the quality of the service provided to the Alliance, Renault Finance is equipped with some of the most advanced tools on the interbank markets and has a wholly owned subsidiary in Singapore, Renault Treasury Services.

1.2.1.7. Partnerships and cooperation

Strategic cooperation between the Renault-Nissan Alliance and Mercedes-Benz AG

Refer to the "Strategic cooperation" paragraph, chapter 1.3.4 of this document.

A horizontal integration strategy:

In order to accelerate its transformation and excel in each of the new value chains (technological, industrial, service, circular, etc.), the Group adopts a collaborative approach whenever possible, with the best players in their field. This active partnership policy enables the Group to co-invest, co-develop, cover a wider range of innovations, and share risks. Depending on the activity, partnerships can take different forms, such as: joint ventures, strategic partnerships for the co-development of a product, supply contracts or equity investments in companies.

Regarding electric vehicles

- 06/25/2021 - **ST Microelectronics**: Strategic cooperation in power electronics to secure the supply and production of advanced power semiconductors for electric and hybrid vehicles as from 2026;
- 06/29/2021 - **Envision AESC:** Strategic partnership to set up a gigafactory in Douai, integrated into the new ElectriCity industrial complex (grouping together the three sites in northern France: Douai, Maubeuge and Ruitz) to produce low-carbon, cost-competitive, state-of-the-art batteries, making electric mobility more accessible in Europe. Envision AESC will invest up to €2 billion and plans to create 2,500 jobs by 2030. For more details, refer to chapter 2.3 of this document;
- 06/29/2021 - **Verkor:** Renault Group took a minority stake (20%) in the French start-up, Verkor, to co-develop and then manufacture a high-performance battery suitable for the C-segment and higher segments of the Renault range, as well as for Alpine models. The partnership also includes the development of a pilot production line in France for battery cells and module prototyping from 2022. In a second step, starting from 2026, Verkor aims to build the first gigafactory for high performance batteries in France, with an initial capacity of 10 GWh for Renault Group, potentially rising to 20 GWh by 2030;
- 08/03/2021 - **Vulcan Energy**: Five-year strategic partnership to secure a supply of lithium for battery manufacturing. With delivery scheduled to begin in 2026, this partnership can be extended by mutual agreement;
- 10/08/2021 - **Terrafame**: Strategic partnership to secure a supply of low-carbon nickel sulphate for battery manufacturing, and to ensure traceability of the entire supply chain;

- 11/23/2021 - **Whylot**: The Group acquired a minority stake in the French start-up, Whylot, based in the département of Lot, which has developed a unique technology in the promising sector of innovative electric motors. This entry into the capital of the French start-up reinforces the existing strategic partnership between the two players. Announced at Eways 2 in June 2021, this partnership with Whylot aims to develop and mass-produce an innovative automotive axial flux e-motor. This technology will be applied to electrified and electric powertrains, with the goal of reducing costs while saving 2.5 g/km CO_2 emissions according to the WLTP standard (for passenger cars of the B/C segments). Renault Group will be the first OEM to produce an axial flux e-motor on a large scale from 2025;
- 02/10/2022 - **Valeo and Valeo Siemens eAutomotive**: Strategic partnership for the design, co-development and production in France of a new-generation, automotive electric engine without a permanent magnet to avoid the need for rare earths;
- 06/01/2022 - **Managem**: Agreement to secure a supply of low-carbon cobalt sulphate, mined and refined in Morocco, over a seven-year period as from 2025. This partner was chosen in particular because of its Corporate Social Responsibility policy. Its production methods are certified and use green energy;
- 06/20/2022 - **Minth Group**: Creation of a joint venture in France, at the Ruitz site (ElectriCity), to produce battery casings for electric vehicles;
- 07/12/2022 - **Vitesco**: Strategic partnership to co-develop and produce new power electronics for our electric and hybrid powertrains;
- 11/30/202 - **Airbus**: Airbus and Renault Group signed a research and development agreement to strengthen cross-functional ties and synergies, and to meet the electrification needs of both companies while improving their respective product range. The joint work will also look at the full life cycle of future batteries, from production to recyclability, in order to prepare the industrialization of these future battery models while assessing their carbon footprint over their entire life cycle.

Regarding connected vehicles

The Software-Defined Vehicle (SDV) is the future of the automotive industry as it enables a vehicle to be constantly updated throughout its life cycle, while learning from its users and remaining in contact with the manufacturer, from design until end of life. To launch its first open and horizontal SDV in 2026, Renault Group has built strong partnerships with two major tech players:

- Renault Group and **Qualcomm Technologies** are strengthening their technological collaboration in 2022 in the development of a centralized electronic architecture dedicated to the future generation of Software-Defined Vehicles. The partners also announced that Qualcomm Technologies, or one of its subsidiaries, intends to invest in Renault Group's electrical and software business, Ampere;
- Renault Group and **Google** announced in November 2022 a new stage in their partnership with the signing of new contracts relating to the design and production of the digital architecture of the Software Defined Vehicle and the strengthening of the Group's digitization.

Regarding internal-combustion and hybrid engines

Renault Group and **Geely** announced on November 8, 2022, their plan to combine their technological, industrial and R&D assets to create a leading supplier of engine technologies.

Regarding autonomous vehicles

In May 2020, the Alliance partners presented a new cooperation business model to improve the competitiveness and profitability of its three member companies. They decided to apply the leader-follower model to enhance the efficiency and competitiveness of vehicles and technologies. In terms of autonomous driving, leadership is provided by Nissan. This new business model will enable member companies to make the most of their expertise and competitiveness, which will strengthen the Alliance as a whole in a changing global automotive environment.

Used vehicles

Renault Group and its subsidiary Mobilize Financial Services, specialized in automotive financing and services, acquired an equity stake in **Mobility Trader Holding GmbH** in December 2021 to contribute to the development of the **Heycar** platform in Europe and with a view to its launch in France.

Founded in 2017 by Mobility Trader Holding GmbH, the Heycar platform has rapidly grown in the European used car market, with an international offering of more than 350,000 certified and guaranteed vehicles, a network of more than 6,000 dealers and a range of value-added services. The main objective of heycar.fr is to create and offer, via an innovative online journey, the best solutions both for used car buyers and for the various players in the automotive industry.

Light commercial vehicles

Renault manages several agreements with Nissan, Renault Trucks and Mercedes-Benz Group.

In the van segment: as part of the strategic cooperation between the Renault-Nissan Alliance and Mercedes-Benz Group announced in 2010, Renault has developed Mercedes-Benz's urban utility vehicle, the Citan, based on the Kangoo. It has been manufactured in the Maubeuge plant and marketed by Mercedes since 2012. In 2019 and 2020, the agreements between Renault and Mercedes-Benz Group were renewed and extended for the manufacture in Maubeuge of its successor and its electric version based on the new Kangoo. Marketing began in 2021 under the names Citan (Van) and T-Class (passenger).

As part of the Renault-Nissan alliance, an agreement has been concluded with Nissan for the manufacture in the Maubeuge plant of a van, developed by Renault on the basis of the Kangoo, the NV250. Production and sale of the vehicle began in late 2019 to replace the NV200. The agreement was renewed for the manufacture in Maubeuge of its successor and its electric version based on the new Kangoo. Marketing started in 2021 under the name Townstar.

As part of the Renault-Nissan alliance, an agreement has been concluded with Nissan for the manufacture in the Sandouville plant of a compact van, developed by Renault on the basis of Trafic, the NV300. Its production and marketing started in 2016.

Trafic is also distributed by the Renault Trucks network under the terms of a sales agreement signed in 2022.

As part of the Renault-Nissan Alliance, an agreement was concluded with Nissan for the manufacture in the Batilly plant of a van, developed by Renault on the basis of the Master, the NV400. Its production and marketing started in 2011.

Master is also distributed by the Renault Trucks network under a commercial agreement signed in 2009.

In the pick-up segment: as part of the Renault-Nissan alliance, Renault concluded an agreement in 2015 with Nissan for the development and production of a Renault pick-up, the Alaskan, based on the Nissan NP300. This vehicle is produced in the Nissan plant in Cuernavaca, Mexico, and was launched commercially in Colombia in 2016. It is also manufactured in the Santa Isabel plant (Argentina) for Nissan and was commercially launched under the name Alaskan on the Argentinian market in November 2020.

In the field of new mobility, Renault Group and Plug Power signed an agreement in 2021 to create a joint venture dedicated to hydrogen mobility. The company Hyvia was founded in June 2021 and will eventually be established in four locations in France. It will offer a complete ecosystem of turnkey solutions: light commercial vehicles with fuel cells, charging stations, supply of decarbonized hydrogen and fleet maintenance.

Regarding innovation for mobility

Renault Group, Atos, Dassault Systèmes, Orange, STMicroelectronics and Thales created in 2021 an open innovation ecosystem for smart, secure and sustainable mobility. Software République enabled the creation and strengthening of partnerships with players from the private sector (start-ups, SMEs, large groups), the public sector (local authorities) and academia (schools, universities). In March 2022, the Software République incubator was launched with a tailor-made support program to accelerate joint projects and to support start-ups. A total of 11 start-ups are being or have been incubated (Angoka, Basemark, CommuniThings, Compredict, CORE for Tech™, Entropy, Geoflex, Neovya, Parcoor, Vianova, Wattpark).

On the other hand, six projects have already materialized:

The Mobilize Powerbox®, a connected, bi-directional and secure charging station for electric vehicles, which was presented at the Paris Motor Show.

The charging station, with a power range of 7 to 22 kW, fulfills several major aims in Europe:

- facilitate access to charging for all users of electric vehicles;
- contribute to the smart management of power grids;
- provide a solution to cybersecurity risks when electric vehicles are connected to charging stations;
- strengthen the industrial and technological sovereignty of this new market segment.

The Mobilize Powerbox® range, which will be marketed in 2023, integrates the expertise of several Software République partners (Renault Group for its expertise in the architecture of electric-vehicle charging systems, Orange, ST Microelectronics, Thales) as well as the expertise of other technological partners, such as IoTecha Corp and Lacroix, in manufacturing, which will take place at the latter's electronic assembly plant, Symbiose, which is located in France.

A "detect & respond" cybersecurity solution

Cybersecurity is one of the major challenges faced by mobility. Orange, through its subsidiary Orange Cyberdefense, Renault Group and Thales, together with the start-up Parcoor, announced the co-development of a solution to detect and analyse potential cyberattacks in order to provide a rapid response, thereby protecting the vehicle. This solution, based on AI and machine learning, will be installed in Renault vehicles as from 2025. The project is supported by BPIFrance.

A tool for the regions to model vehicle flows

The safety and fluidity of road traffic are key challenges for the regions. In this context, Dassault Systèmes, Orange and Renault Group are developing a vehicle-flow modelling tool. An initial pilot was launched with the Corrèze département. This tool provides key data on road traffic flows, the condition of infrastructure and safety to the regions so that the effectiveness of maintenance spending and road development can be improved.

Software République Academy to respond to the challenge concerning cybersecurity skills

In order to meet growing recruitment needs and demand for cybersecurity skills, the six partners launched two training programs starting in September 2022. The first one pools a selection of the partners' cybersecurity training modules for the benefit of the Software République ecosystem. The second, in partnership with Ecole 2600 and EFREI, created two apprenticeship courses for those who have completed three or five years of higher education.

The Bring Your Own Device (BYOD) project

This project aims to improve the experience of drivers and passengers by developing new features thanks to the customer's smartphone or tablet. Under the impetus of its first customer, Dacia, Software République is working with CORE for Tech to develop a unique feature that will enhance Dacia's Media Control application.

These projects were created within the framework of an EIG (Economic Interest Grouping) enabling the development of Software République's activity and the incubation of projects within the collaborative ecosystem.

Accelerating international expansion

International development continues through several partnerships.

In South Korea

In January 2022, Renault Group and Geely Holding Group (Geely Group), China's largest privately-owned car manufacturer, signed an agreement to collaborate on the marketing of vehicles for the South Korean domestic market and for export. The new vehicles will be produced by Renault Korea Motors (RKM) at its Busan plant; production is scheduled to start in 2024.

As part of this agreement, Geely Auto subscribed for 34.02% of the shares of Renault Korea Motors in December 2022 through a capital increase mechanism. RKM retains its other shareholders: Renault Group, which remains the majority shareholder and continues to fully consolidate the entity, and Samsung, through its subsidiary, Samsung Card, a minority shareholder.

In Turkey

Renault Group and Oyak, Turkey's largest occupational pension fund, have been partners for over fifty years in Turkey. Oyak Renault (51% Renault Group, 49% Oyak Group) plays a key role in Renault Group's industrial operations for the production and export of vehicles, engines and gearboxes. MAIS company (51% Oyak Group, 49% Renault Group) manages sales and after-sales operations for vehicles, spare parts and services for the Renault and Dacia brands.

From the second half of 2022, production of Megane Sedan, initially carried out at Oyak Renault, was gradually transferred to Karsan following the signing of a manufacturing agreement.

In China

eGT was created in September 2017 by Renault Group (25%), Nissan (25%) and Dongfeng (50%). The company, based in Shiyan (Hubei Province), is dedicated to the development of K-ZE (China) and Spring (Europe). Since 2021, eGT has produced 113,000 vehicles, which were exported to Europe (Dacia Spring) and marketed in 2022, 45,000 vehicles on the Chinese market under the Dongfeng brand.

Renault Brilliance Jinbei Automotive Company (RBJAC), a joint venture with China Automotive Holding Limited since December 2017, 49% owned by Renault, ceased operating in January 2022.

Alliance Innovation Lab Shanghai (AIL-SH), established in April 2019 by Renault Group and Nissan (50/50), is a Shanghai-based innovation platform. The company is responsible for research and development in connected and autonomous vehicles.

Jiangling Motor Group New Energy Vehicle Company (JMEV) is a joint venture established in 2019 by Renault Group and Jiangling Motors Corporation Group (JMCG) to promote the development of the electric-vehicle industry in China. The company markets vehicles in China under the EV Easy brand and started exporting outside China in 2022 for the Mobilize brand. JMEV is located in Nanchang, the capital of Jiangxi Province.

Renault Group invested in the start-up BeyonCa in 2022 to understand how the Chinese automotive technology ecosystem works.

In Iran

Renault Group maintains its presence in strict compliance with the legal restrictions set by international regulations for the country. As a result, Renault decided to drastically limit its activities in Iran. Accordingly, deliveries of CKD (Completely Knoched Down) parts to Iran ceased on August 6, 2018, and Renault Pars limited its activities to after-sales.

The Iranian business was taken out of the Group's consolidated scope in 2013.

In Algeria

The Oran plant is managed by Renault Algérie Production (RAP), a partnership between Renault (49%), the SNVI (Société Nationale des Véhicules Industriels, 34%) and the FNI (Fonds National d'Investissement, 17%). In 2022, Madar Holding took over SNVI's share (34%) in RAP.

After a year-and-a-half shutdown, the plant has been partially and intermittently operational since the summer of 2021. In 2022, there was a low level of activity based on existing part stocks.

In Russia

In May 2022, Renault Group sold its subsidiary Renault Russia to the city of Moscow.

At the same time, Renault Group sold its 67.69% stake in Avtovaz to NAMI (the Central research and development automobile and engine institute), a branch of the Russian Ministry of Industry. This sale is accompanied by an option by Renault Group to buy back its stake in Avtovaz, exercisable during the three 90-day periods beginning on May 15, 2024, 2026 and 2028, in the event that the conditions change during the next six years. Renault Group remains the leading partner of Avtovaz, in compliance with the international sanctions in force.

In Latin America

Renault Group reconfirms its strategy of a long-lasting and profitable presence in Latin America. In this context, Renault Group has announced a new round of investment in Brazil with the industrialization of a new CMFB platform, a new SUV vehicle and a 1.0 Turbo engine in the Ayrton Senna Industrial Complex in Paraná.

In Argentina, Renault Group is continuing its strategic cooperation with Nissan with the establishment of a second production team at the Cordoba plant.

Renault Group maintained its leadership in the Colombian market (21% market share) and posted a historical record performance of 3.4% market share in Mexico.

The environment

In October 2022, Renault Group announced the creation of THE FUTURE IS NEUTRAL, the first company to operate across the entire automotive circular-economy value chain and whose purpose is to move the automotive industry towards resource neutrality.

More specifically, THE FUTURE IS NEUTRAL relies on its subsidiary, Gaia, whose battery repair, part collection and reuse, and end-of-life vehicle (ELV) material recycling activities are based in Flins. With its leading partner, Suez, the entity is also involved in two joint ventures: Indra, the leader in ELV processing in France with more than 370 approved centers, and Boone Comenor Metalimpex, an expert in the recycling of scrap metal from industry.

Alongside its industrial partners, THE FUTURE IS NEUTRAL aims to become a European leader in closed-loop battery recycling, in line with regulations, and attractive to other car manufacturers by implementing a first-class industrial process reflected in the battery's performance and grade quality to ensure the required level of recycled content in their batteries at the best cost.

For more details, refer to chapter 2.3 of this document.

1.2.2 Sales financing and mobility services

1.2.2.1. Sales financing

In May 2022, RCI Bank and Services reached a new milestone and adopted a new commercial identity, becoming Mobilize Financial Services, the brand reference for all car-related usage-based mobility needs. As a partner who cares for all its customers, Mobilize Financial Services creates innovative financing services to build sustainable mobility for all.

As the automotive industry undergoes major changes, the strengthening of links between Mobilize and Mobilize Financial Services allows Renault Group's strategy to go beyond the automotive industry to a value chain model for mobility services. To support Mobilize's growth, Mobilize Financial Services leverages its 100 years of expertise, its commercial and financial performance, and its regular contact with further 4 million customers, whose satisfaction continues to grow. Mobilize Financial Services offers innovative services and digital journeys that enable customers to reduce their cost of ownership while accessing greener mobility.

1.2.2.1.1. Tailor-made offers for each type of customer

For **Retail** customers, we offer financing solutions and services adapted to their projects and uses, to facilitate, support and enrich their experience throughout their automobile mobility journey. Our solutions and services apply to both new and used vehicles.

For **Professional** customers, we provide a wide range of mobility solutions to free them from the constraints of managing their vehicle fleet and allow them to focus on their core business.

Mobilize FS provide active support to the **Alliance brand dealer networks**[1] by financing inventories (of new vehicles, used vehicles and spare parts), as well as short-term cash requirements.

1 Mobilize Financial Services supports Renault Group brands (Renault, Dacia, Alpine, Renault Korea Motors) worldwide, and Nissan, mainly in Europe, Brazil, Argentina, South Korea and in the form of joint ventures in India, and Mitsubishi Motors in the Netherlands.

1.2.2.1.2. The savings bank business, a pillar of the company's refinancing

Launched in 2012, the savings business is present in seven markets: France, Germany, Austria, the United Kingdom, Brazil, Spain and the Netherlands. The collection of deposits is a lever for diversifying the sources of refinancing for the Group's activity. The amounts collected reached €24.4 billion, or approximately 49% of net assets at the end of December 2022[2].

1.2.2.1.3. Almost 4,000 employees are fully committed to creating sustainable mobility for all

Mobilize Financial Services focuses on three key priorities:

Develop operating lease and car subscription offers

Mobilize Financial Services expects to benefit from operating leasing market growth and intends to roll out subscription offers by leveraging on the skill of Bipi, a company acquired in 2021.

Expand on the used vehicle segment by optimizing its financing through the entire life cycle

Mobilize Financial Services will accelerate its used vehicle financing activity by focusing on the entire life cycle and offering an integrated service, refurbishing, and remarketing journey.

Offer disruptive services focusing on car insurance and payments

To support the shift from ownership to usage, Mobilize Financial Services will expand its range of services around two main areas: innovative auto insurance, leveraging vehicle connectivity to launch usage-based insurance products and a payment ecosystem.

In order to achieve all these objectives, Mobilize Financial Services is developing new working methods based on increased cross-functional working, using collective intelligence.

Relying on nearly 100 years of expertise in automotive financing, our ambition is to develop used vehicle financing as well as subscription and operational leasing offers. These will enable us to eventually have used vehicles that will facilitate the development of our financing and underwriting activity in this niche segment. In this context, exposure to residual value risk will increase.

Business activity[3]

Despite an automotive market still penalized by the semiconductor shortage, Mobilize Financial Services is experiencing 3.3% increase in new financing compared to 2021, driven by higher average amounts financed.

In an automotive market down 4.6%, the volumes of the Alliance brands stood at 1.90 million vehicles in 2022, down 5.7%. The penetration rate amounts to 44.8% down 1.3pt compared to 2021.

Mobilize Financial Services financed 1,195,380 contracts in 2022, down 6.4% compared to 2021. Used Car Financing decreased by 1.2% compared to 2021 with 341,655 financed contracts. Electric vehicle financing reached 82,179 units in 2022, i.e., 6.9% of the number of new financing contracts compared to 6.4% in 2021.

New financings (excluding credit cards and personal loans) stood at €18.0 billion, up 3.3% thanks to the 10.4% increase of the average financed amount.

Average performing assets (APA)[4] related to the Retail Activity totalized €38 billion in 2022. The amount increased by 1.8%, thanks to the progression observed on the new financings.

Average performing assets linked to the Wholesale Activity amounted to €6.4 billion, down 9.8%, due to electronic component shortage and stock optimization policy in the dealer network implemented by Renault Group. Overall, average performing assets totalized €44.7 billion, down slightly 0.1% compared to 2021.

The number of insurance and service contracts sold in 2022 account for 3.8 million down 4.7% compared to 2021 especially due to the fall of registrations and number of new financing contracts.

Europe region remains the main pillar for Mobilize Financial Services activity, with new financings (excluding credit cards and personal loans) totalizing €15.8 billion, up 2.7% compared to 2021, and representing 88% of Mobilize Financial Services new financings. The growth is mostly concentrated in Germany and in the UK.

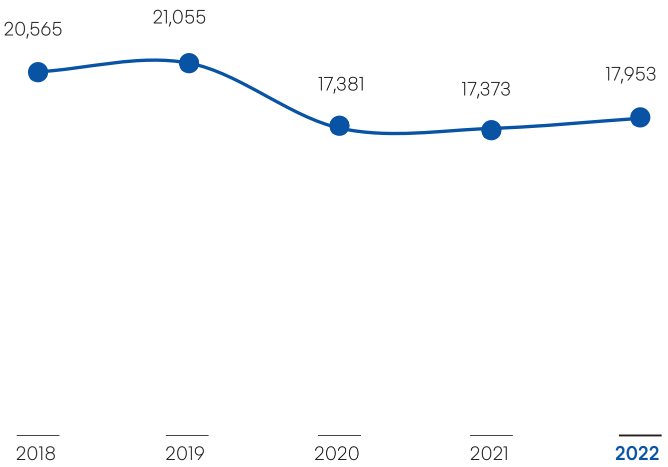
Americas region, strongly impacted by the sanitary crisis in 2021 is back in the black. The new financings are up 23.2% compared to 2021, reaching €1.4 billion. All countries within the region are improving compared to previous year.

New financings for Africa – Middle-East – India and Pacific region amounted to €0.8 billion, down 11.0% compared to 2021. This decrease is mainly due to the decline of Renault Group registrations in Korea.

2 Net assets at year-end: total net outstandings at year-end + operational leasing operations net of depreciation and provisions.
3 Excluding Equity Affiliated Companies. A proforma on 2021 commercial data has been performed.
4 Average Performing Assets: APA correspond to the average performing loans, financial leases and assets arising from operating lease transactions. Average calculated on end of month figures for customer segment and on daily data on dealer financing.

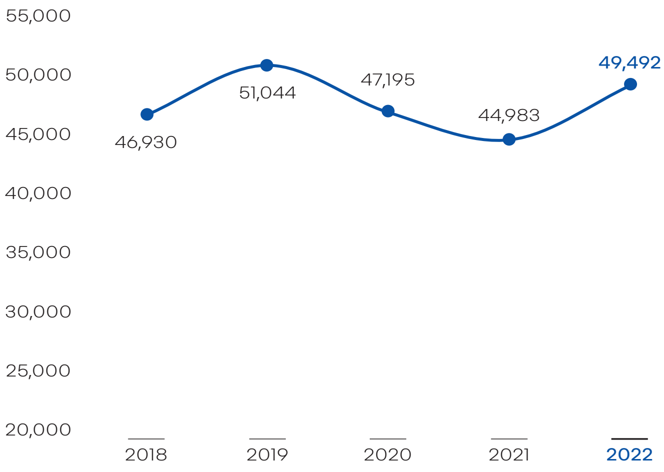
New financing contracts

(excluding personal loans and credit cards)
(€ million)



Ending net assets [1]

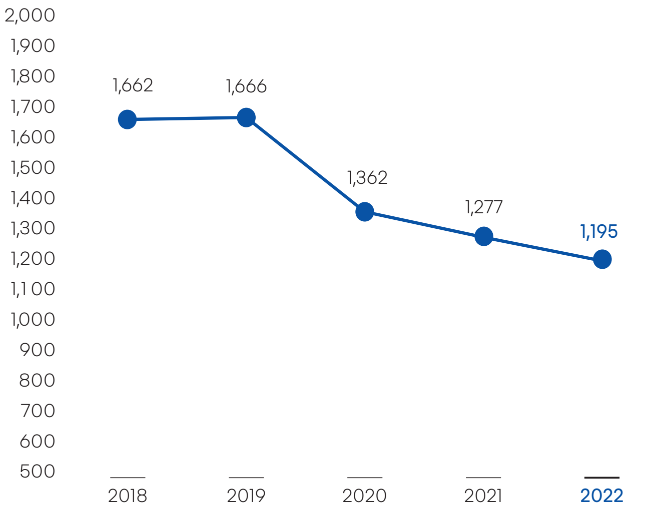
(€ million)



(1) Net assets at year-end: total net outstandings at year-end + operational leasing operations net of depreciation, amortization and provisions.

Total number of vehicle financing contracts

(in thousands)



Results

Net banking income (NBI) amounted to 2,045 million euros, up 11.9% compared with the previous year. This increase is partly explained by a one-off positive impact of 101 million euros related to the valuation of interest rate swaps covering sight deposits in the context of rising interest rates. The contribution to NBI from Services activities represented 32.7%, down slightly by 2.9 points compared with 2021.

Operating expenses amount to 624 million euros, up 54 million euros compared to the end of 2021. They represent 1.39% of NPAs, an increase of 12 basis points compared to 2021. This 12 basis point increase is linked to investments to support the growth of our client finance business and the development of new activities such as car subscription.

The cost of risk on client activity (individual and corporate financing) was 0.55% of net banking income at end-2022, compared with 0.26% of net banking income at end-2021. This is in line with historical trends, after a year of increased provisions for Covid in 2020 and reversals of these provisions in 2021 following the normalization of the health situation. The cost of risk on the network's business (concessionaire financing) was a reversal of -0.33% of NPA at the end of December 2022, versus a reversal of -0.52% at the end of December 2021. The total cost of risk was 0.44% of the APM, or 195 million euros, compared with 0.14%, or 62 million euros at the end of December 2021.

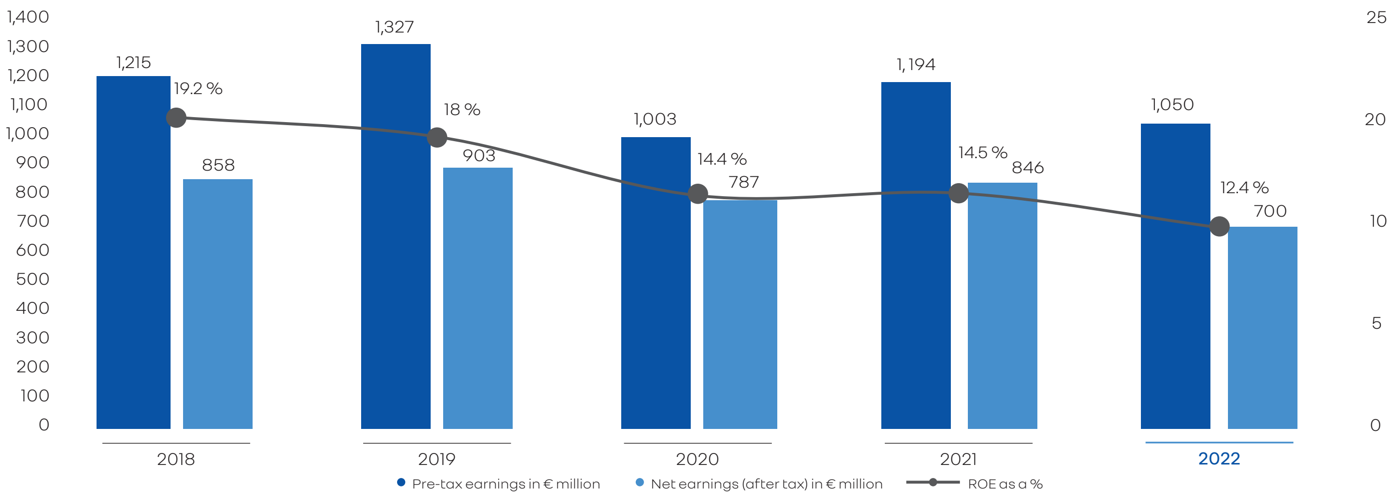
A depreciation of 119 million euros on the equity investment in the Russian JV has been recorded, impacting net income.

Pre-tax income stands at 1,050 million euros compared to 1,194 million euros at the end of December 2021.

Consolidated net income – parent company shareholders' share – was 700 million euros in 2022, compared to 846 million euros at the end of December 2021.

Results

(€ million)



Balance sheet

In 2022, the average performing assets of the Retail Customers business increased thanks to growth in new financing. The Dealer network activity's average productive assets were negatively impacted by the semiconductor shortage as well as the optimization policy for vehicle inventories in the dealer network, implemented by Renault Group brands.

At the end of December 2022, net assets[5] amounted to €49.5 billion, compared to €45 billion at the end of December 2021 (+10.2%).

Consolidated equity amounted to €6,310 million compared with €6,222 million at the end of December 2021 (+1.41%).

Solvency

The overall solvency ratio[6] came to 16.84% (including a CET1 ratio of 14.47%) at end-2022, compared with 17.68% (including a CET1 ratio of 14.76%) at end-December 2021. The decrease in the overall ratio is explained by the increase in RWEA (+€2,008m), largely due to the rise in network business (+€1,542m), and by the inclusion of structural foreign exchange risk in the market risk component[7] (+€1,002m in RWEA). This increase in REA[8] is partially offset by an increase in CET1 capital (+339 M€) due to a reduction in EL/PROV[9] (+257 M€) and to the integration of the half-yearly result deducted from the forecast dividend (+100 M€).

5 Net assets at year-end: net total outstandings + operating lease transactions net of depreciation and impairment.
6 Ratio including interim profits net of forecast dividends, after approval by the regulator in accordance with Article 26 (2) of Regulation (EU) No. 575/2013.
7 Guideline (EBA/GL/2020/09) on structural foreign exchange positions applicable from 1 January 2022.
8 Risk Exposure Amount: RWA (Credit Risk), CVA, Operational Risk and Market Risk.
9 The calculation of EL/PROV deductions at sound or defaulted portfolio level rather than at the contract level as in the previous year (CRR article 159 confirmed by Q&A EBA 2013_573) led to an increase in CET1 capital (+€212m) partially offset by a decrease in T2 (-€113m).

Financial policy

The tightening of the monetary policies of the main central banks (a direct consequence of the increase in inflation following the outbreak of military operations in Ukraine) and the decline in activity in China due to its zero-Covid policy have led to a slowdown in global economic activity.

In the United States, after the contraction in activity in the first half of the year, growth is expected to remain subdued over the coming quarters. The labor market is still robust with an unemployment rate that stays low (3.5% at the end of December). Inflation continues to be very high but is starting to show the first signs of slowing down (6.5% in December compared to 7.1% in November, 7.8% in October, 8.3% in August).

The persistence of a tight labor market and high inflation led the Fed to begin its monetary tightening cycle in March. The Fed Funds rate target was thus raised by 425 bps to reach 4.25-4.50% at the end of December.

The ECB increased its key rate by 250 bps during 2022, raising the marginal deposit rate from -0.50% to 2.00%. It plans to raise interest rates further to ensure a rapid return of inflation to its medium-term target of 2%. The ECB also specified that it will begin to reduce its balance sheet from the beginning of March 2023 (the asset purchase program "APP" portfolio will be reduced by an average of €15 billion per month until the end of the second quarter of 2023, and its subsequent pace will be determined over time).

The Bank of England (BoE), one of the first central banks to have started the monetary tightening cycle, has raised its key rate several times, bringing it to 3.50% from 0.25% at the end of 2021.

Fears of stagflation led to high volatility in the financial markets. In Europe, bond yields rose in the path of US rates. The ten-year German sovereign bond rate rose above the 2% mark to 2.57%, compared to a level of -0.19% at the end of 2021.

Following the slowdown in inflation in the United States and Europe, equities and corporate bonds, which had suffered in the second and third quarters, began to recover at the end of the year. After hitting a -25% decline at the end of September, the Euro Stoxx 50 ended the year at 3,793, down -11.74%. Credit spreads experienced a similar trend: after peaking at 138 bps in July, the IBOXX Corporate Bond Euro index stood at 99 bps at the end of December compared to 61 bps at the end of December 2021.

In this volatile market context, the Group issued the equivalent of €2.8 billion in 2022 and launched its first green bond for €500 million. Proceeds are being used to finance electric vehicles and charging infrastructures. This transaction demonstrates the Group's willingness to support the transition to electric mobility and its commitment to tackling climate change. The Group also returned to the Swiss market, with the placement of a CHF110 million bond with a three-year maturity and extended the maturity of its debt with a €650 million transaction with a six-year maturity. Two issues of €750 million at 3.5 and three years respectively were also carried out.

In the securitization market, the Group placed approximately €700 million in notes backed by auto loans granted by its French subsidiary. The Spanish branch also carried out its first securitization, issuing €1.1 billion in self-subscribed Senior notes, which reinforced the liquidity reserve.

The retail savings activity proved to be particularly dynamic and competitive in terms of funding cost. Deposits allowed to reduce the impact of the increase in the cost of market funding, thus demonstrating the relevance of the financing diversification strategy initiated 10 years ago. Savings deposits received increased by €3.4 billion since the beginning of the year to stand at €24.4 billion.

These resources, to which should be added, on the European scope, €4.4 billion in undrawn confirmed bank lines, €4.6 billion in collateral eligible for Central Bank monetary policy operations, and €5.8 billion in high quality liquid assets (HQLA), enable the Mobilize Financial Services group to maintain the financing granted to its customers for 11 months without access to external liquidity. As of 31 December 2022, the liquidity reserve of the Mobilize Financial Services group (Europe scope) stood at €14.9 billion.

RCI Banque's overall sensitivity to interest rate risk remained below the Group's limit of €70 million.

As of December 31, 2022, a parallel rise in rates would have an impact on the Group's net interest income (NII) of €0.78 million, with the following contribution by currency:

- -€1.6 million in EUR;
- -€0.3 million in BRL;
- -€ 0.1 million in KRW;
- +€ 1.0 million in GBP;
- +€0.1 million in PLN;
- -€ 0.3 million in CHF.

The sum of the absolute values of the sensitivities to a parallel interest rate shock[10] in each currency amounts to €7.0 million.

The group RCI Banque's consolidated transactional foreign exchange position[11] is €12.7 million.

10 Since 2021 and in accordance with EBA (IRRBB Guidelines), the magnitude of interest rate shocks depends on the currency. As of 31 December 2022, the interest rate shocks applied for each currency were: +100 bps for EUR, CHF, DKK and MAD; +150 bps for SEK and GBP; +200 bps for CZK; +250 bps for HUF; +300 bps for RON, COP and PLN; +350 bps for BRL; +500 bps for ARS and RUB.

11 Foreign exchange position excluding holdings in the share capital of subsidiaries.

1.2.2.2. Mobility Services (Mobilize)

Mobilize: a new brand dedicated to mobility, energy and data services

Founded in January 2021, Mobilize is the fourth brand of Renault Group. It offers mobility services for people and goods, for individuals, companies, operators and territories.

Mobilize simplifies access to new mobility through a comprehensive, usage-based offering ranging from mobility solutions to energy and data. It thus encourages the ecological transition and contributes to the achievement of Renault Group's carbon neutrality objectives.

In 2021, Mobilize presented four 100% electric vehicles purpose-designed for service and the user experience at the heart of their design. Their market launch will also be innovative since users will only pay for what they use based on time or mileage.

- **Mobilize Duo:** a shared mobility solution adapted to the needs of cities and operators (compact, connected two-seater with a small footprint;
- **Mobilize Bento:** a solution for the delivery or transport of small-sized goods. The compact Mobilize Bento will facilitate city center access and parking for delivery people and craftspeople;
- **Mobilize Hippo:** a light commercial vehicle designed for last-mile delivery in urban, suburban and Low Emission Mobility Zones (LEZ-m);
- **Mobilize Limo:** a sedan designed for taxi drivers and private-hired vehicle drivers. It is offered on a subscription basis and has been marketed in the form of flexible packages since 2022 in Madrid and Paris.

Mobilize brings together several initiatives and start-ups around mobility and energy ecosystems:

- **Zity by Mobilize**, this self-service, car-sharing service is available in Madrid (since 2017) and in Paris and several nearby municipalities (since 2020) as well as in Lyon and Milan;

Mobilize has also launched several connected services to promote the adoption of electric vehicles:

- **"Mobilize Charge Pass":** this app provides access (location, routing 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;
- **"Mobilize Smart Charge":** this app allows Renault EV owners to optimize the cost of charging their car at home while reducing their carbon footprint and is available in France, the Netherlands and Belgium;
- **"Battery Certificate":** this app allows owners of Renault and Dacia electric vehicles, in France, to create a certificate showing their battery's remaining energy capacity directly on their smartphone or the internet. Objective: to facilitate the sale of used electric vehicles.

Mobilize is committed to carbon neutrality, the circular economy and extending the life cycle of vehicles. Within the Flins Refactory, Mobilize is centralizing initiatives to extend the life cycle of vehicles and batteries. It implements solutions for the reuse of batteries, in particular for energy storage solutions, and thus supports the energy transition.

Mobilize solutions can be combined within the territories to help them achieve carbon neutrality, as is already the case in the Smart Islands, in Europe (Porto-Santo, Belle-Île-en-Mer, Ile d'Yeu, etc.), and in Brazil (Fernando de Noronha).

1.2.2.3. Partnerships and cooperation

Renault Group is committed to the development of **shared mobility services** (Renault Mobility renamed Mobilize Share in 2021, Zity by Mobilize in Madrid, and Paris/Paris region, in partnership with the Ferrovial group), and has made acquisitions and takeovers targeted participation in various start-ups in this field (Karhoo, iCabbi, glide.io and Bipi, a "car subscription" offer platform, which was acquired by Mobilize F.S. in July 2021). The Worldwide Mobility Department with the support of Renault M.A.I (Mobility as an Industry) has made it possible to accelerate synergies since 2020, simplify the decision-making chain, clarify existing offers and create new ones, with the launch on January 14, 2021, of the new Mobilize Business Unit which now brings together all services (financial with Mobilize F.S., Energy, Mobilities).

Together with various partners, Renault Group develops and offers its customers energy-related services so that they benefit from all the advantages of their electric vehicles. For example: Renault Goup created the Elto entity in 2020 in order to offer its professional customers tailor-made charging solutions. These offers are already deployed in 11 countries in Europe with local partners: in France with Solstyce, in Germany with GP Joule, in Belgium with Enersol and in Spain with IBIL.

Renault Group has also entered into a partnership with **Jedlix**, since 2017, a Dutch technology start-up, with which the Group has developed a smart charging mobile application which makes it possible to control the charging of electric vehicles, guaranteeing users carbon-free electricity and savings on their energy bill. This service, operational in the Netherlands, France and Belgium, is intended to be deployed in other European countries. In 2021, Mobilize Ventures strengthened its commitment to Jedlix as part of a capital increase carried out with 2 new energy partners, leaders in their markets: the Japanese group Osaka Gaz and the Norwegian Skagerak.

In France (**Tokai1**) and Germany (**Tokai2**), Renault Group is developing an original and innovative solution called "Advanced Battery Storage". Operational in Douai, Flins and Elverlingsen, this solution consists of using batteries from electric vehicles, in order to support the development of renewable energies and the stabilization of the electricity network while improving battery warranty costs. The Mobility House, Caisse des Dépôts et Consignations, Demeter and Mitsui are the partners in this project.

We should also recall the creation of the start-up **Gireve** in 2013, which developed a reference interoperability service platform for the operation of the charging infrastructure in order to facilitate the electric roaming of drivers in Europe. Renault Group, CNR, Caisse des Dépôts, EDF, Enedis and Demeter are the partners of this company.

In July 2017, Renault Group created **Renault Venture Capital** (renamed **Mobilize Ventures** in 2021), a wholly-owned subsidiary whose purpose is to acquire minority stakes in start-ups. Mobilize Ventures aims to promote Renault's openness to open innovation and to create links with emerging businesses in the fields of the future of automotive products and services.

Mobilize Ventures' portfolio currently includes **Devialet**, **Phrophesee**, **Jedlix** and, since 2022, **Betteries**, which develops and markets a mobile charging solution based on "second life" automotive batteries. The first product of this start-up, the "betterpack", is industrialized by Renault at the Flins Refactory.

1.3 Alliance Renault - Nissan - Mitsubishi

1.3.1 Overview

The Alliance between the Renault and Nissan groups constitutes the most sustainable and productive multicultural strategic collaboration in the automotive industry. For 24 years, this partnership has offered a unique, pragmatic and agile model, always able to evolve and integrate new projects and partners. Extended to Mitsubishi group, it forms the largest automotive alliance in the world.

The Alliance has proven its leadership in electric vehicles and is developing the innovative technologies of tomorrow's autonomous, connected and affordable vehicles.

The Alliance aims to create value for each partner and for all stakeholders (employees, customers, suppliers, etc.).

1.3.2 History

On March 27, 1999, Renault and Nissan Motor Co. Ltd ('Nissan') entered into the founding agreement of the Alliance, the Alliance and Equity Participation Agreement (the 'AEPA'). Under the provisions of the AEPA, Renault acquired a 36.8% stake in Nissan's share capital and subscribed for share subscription warrants that enabled it to increase its stake first to 39.9% and then to 44.4% of Nissan's capital. For its part, Nissan was given the opportunity to acquire a stake in Renault.

Nissan's turnaround and the Alliance's rapid success led the partners to take a new step forward by accelerating the implementation of their financial agreements, and further institutionalizing their commercial and industrial cooperation.

Accordingly, on December 20, 2000, Renault and Nissan entered into the Alliance's second framework agreement, the "Alliance Master Agreement" (the "AMA"), which was reiterated and updated on March 28, 2002, in the "Restated Alliance Master Agreement" (the "RAMA").

Under the AMA and then the RAMA, Renault strengthened its stake in Nissan, and Nissan acquired a 15% stake in Renault's share capital:

- on March 1, 2002, Renault increased its stake in Nissan from 36.8% to 44.4%; on April 6, 2010, a share exchange agreement between Renault, Nissan and Daimler resulted in Renault's stake in Nissan decreasing from 44.4% to 43.4% at the same time as Daimler entered the capital of Renault and Nissan;
- on March 29, 2002, and May 28, 2002, Nissan increased its stake in Renault to 15% through two capital increases reserved to Nissan Finance Co. Ltd., a wholly owned subsidiary of Nissan;

Pursuant to the provisions of Article L. 233-31 of the French Commercial Code, Renault shares held by Nissan Finance Co. Ltd. are not taken into account in the calculation of the quorum, and do not confer voting rights, i.e., the voting rights attached to such shares cannot be exercised at Annual General Meetings.

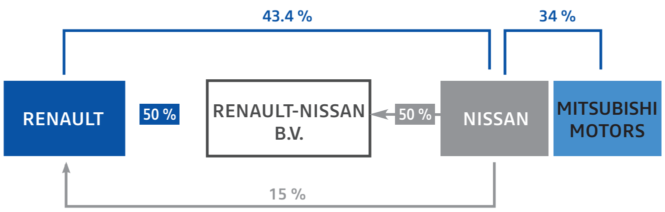
In application of the RAMA, Renault-Nissan B.V. ("RNBV") was incorporated on March 28, 2002. This Amsterdam-based company has been owned equally by Renault and Nissan since 2002. It was designed to coordinate the common activities on a global scale and contribute to the preparation of the Alliance's strategy and mid and long-term planning (see section 1.3.3.3 "Powers of RNBV").

In the context of the increase by the French State's stake in the share capital of Renault in 2015 and then the introduction of double voting rights, the Board of Directors of Renault authorized, on December 11, 2015, the signing of the following agreements, which the Annual General Meeting approved on April 29, 2016:

- a governance agreement entered into on February 4, 2016, between Renault and the French State, aimed at restricting the free exercise of the French State's voting rights for certain decisions submitted to Renault's Annual General Meeting;

  this agreement is described in section 6.2.6.2 "Shareholders" agreements on shares and voting rights of the Company;
- a third amendment to the RAMA, signed on December 11, 2015, between Renault and Nissan that enshrines in particular the constant practice of non-interference of Renault in the governance of Nissan.

On November 2, 2017, the French State sold the 14 million Renault shares acquired in 2015. On that occasion, and in accordance with applicable regulations, Renault bought back 1,400,000 shares (i.e., 10% of the shares sold by the French State) with the aim of implementing an offer reserved for employees and former employees of the Group.



On October 20, 2016, Nissan, which is 43.4% owned by Renault, acquired a 34% stake in Mitsubishi Motors, thus becoming its largest shareholder.

The acquisition of Mitsubishi Motors by Nissan enabled the expanded Alliance to consolidate its industrial position.

On March 12, 2019, Renault, Nissan, and Mitsubishi Motors formed the Alliance Operating Board, the body that oversees operations and, in practice, performs the governance functions of the Alliance, signaling a new beginning for the world's leading automotive alliance.

In 2020, the three partner companies reaffirmed that the Alliance is essential for strategic growth and improving their respective competitiveness. Thus, on May 27, 2020, the Alliance announced the adoption of a new business model for cooperation.

Each member becomes a reference in the regions where it has the best strategic assets, and acts as a facilitator and provider of support for the competitiveness of the others.

The three members build on the Alliance's existing strengths, such as joint purchasing, by leveraging their respective leadership positions and geographic strengths to support their partners' development.

1.3.3 Functioning of the Alliance

1.3.3.1. The Alliance Operating Board

The Alliance Operating Board, created on March 12, 2019, is in charge of operational coordination between Renault Group, Nissan and Mitsubishi Motors and will take new initiatives that will create value for their respective shareholders and employees.

This new Alliance Operating Board comprises four members, appointed by Renault Group (two members, including the Chairman of the Alliance Operating Board), by Nissan (one member), and by Mitsubishi Motors (one member).

As of December 31, 2022, the Alliance Operating Board was composed of Jean-Dominique Senard, Chairman of the Board of Directors of Renault and Chairman of the Alliance Operating Board, Luca de Meo, Chief Executive Officer of Renault, Makoto Uchida, Chief Executive Officer of Nissan, and Takao Kato, Chief Executive Officer of Mitsubishi Motors.

The decisions of the Alliance Operating Board are made by all members by consensus. The Alliance Operating Board meets monthly, and as often as the Alliance's interest requires, in France, in Japan or by videoconference when necessary.

The Alliance Operating Board oversees the operations and performs the governance functions of the Alliance.

The Alliance Operating Board's General Secretary, Véronique Sarlat-Depotte, appointed in April 2021, is tasked with coordinating and facilitating the Alliance's major projects launched to accelerate the operating efficiency of the respective companies. and reports to the Alliance Operating Board.

The Alliance Operating Board is assisted by specific operating committees that make recommendations on new sources of value creation between the three carmakers.

During 2022, Alliance members were always at the forefront of the industry in terms of their performance, products, technologies and markets, while continuing to benefit from joint purchasing and development.

During the 2022 AOBs[12], the Alliance Operational Board met seven times, including twice in Japan and once in France. In addition, a meeting of the Boards of Directors of Renault Group, Nissan and Mitsubishi Motors was also organized in Yokohama in November 2022 in order to share the progress of joint work, and an extraordinary workshop took place in December 2022 in France, in order to accelerate synergies. Strategic plans for platforms, vehicles, powertrains, batteries, electronic architecture and advanced engineering have been reviewed, as every year. The ranges of each company were shared and reviewed in depth, and new synergy projects were studied.

Opportunities were clearly identified, the work plan was established, and technical roadmaps were recognized and shared.

A global product plan for 2025 (ICE + xHEV + BEV), 80% based on common platforms, is being rolled out, as is the BEV-specific product plan, increased to 90% by common platforms (vs. 0% at the end of 2020).

Regarding the future battery strategy, the Alliance is converging towards shared common technology/cost/capacity roadmaps. For a next generation of electric vehicles, the Alliance has selected a single supplier to produce its batteries for Renault Group and Nissan in France, the UK, Japan and China.

12 Both operational and strategic subjects are dealt with in AOB with specific focuses to ensure the development of synergies.

With regard to connectivity, the Alliance plans to market connected vehicles and associated services based on a common electronic equipment packaging, all coupled with an unprecedented launch: GAS (Google Automotive Services), the world's first for a general manufacturer, which will expand more widely in all ranges in the coming years.

The Alliance is also strengthening its regional/local cooperation in certain countries. In Europe, for example, Renault Group is working closely with Mitsubishi Motors on several cross-badging projects in the B-segment with regular follow-up meetings and milestones.

An "Alliance Com" event was held on January 27, 2022, during which Renault Group, Nissan and Mitsubishi Motors announced **a common roadmap for 2030** (described below) dedicated to electric vehicles and smart and connected mobility, sharing investments for the benefit of its three members and their customers.

Alliance vision for 2030

Moving together for the benefit of each

The Alliance members have developed a "smart differentiation" methodology that defines the desired level of commonality for each vehicle, integrating several parameters of possible pooling, such as platforms, production plants, powertrains or vehicle segment. This is supplemented and enhanced by a stricter approach to design and upper-body differentiation. For example, the common platform for the C and D segment carries five models from three brands of the Alliance (Nissan Qashqai and X-Trail, Mitsubishi Outlander, Austral and upcoming Espace). Strengthening this process, the Alliance members will enhance usage of common platforms in the coming years from 60% today to 80% of its combined 90 models in 2026. This will allow each company to deepen their focus on their customers' needs, their best models and core markets, while also extending innovations across the Alliance, at a lower cost.

As part of this, Mitsubishi Motors will reinforce its presence in Europe with two new models, among them the new ASX based on Renault Group best-sellers.

Five common EV platforms: the largest global offer of the industry

Renault Group, Nissan and Mitsubishi Motors have pioneered the EV market, with more than €10 billion already invested in the field of electrification. In the main markets (Europe, Japan, the US, China), 15 Alliance plants already produce parts, motors, batteries for 10 EV models on the streets. More than one million electric cars have been sold to date and 40 billion kilometers driven.

Building on this unique expertise, the Alliance is accelerating with a total €23 billion more investment in the next five years on electrification, leading to 35 new EV models by 2030.

90% of these models will be based on five common EV platforms, covering most markets, in all major regions:

- **CMF-AEV**, the most affordable platform in the world, is the base for the new Dacia Spring;
- **KEI-EV**, (mini vehicle) platform family for ultra-compact EVs;
- **LCV-EV**, family platform family for professional customers, as the base for the Kangoo and Nissan Town Star;
- **CMF-EV, the global, flexible EV platform** is already on the roads as the base for the Nissan Ariya and Megane E-Tech Electric. The CMF-EV platform, with its technological innovations and the potential offered by its modularity, is a benchmark platform for a new generation of electric vehicles for the Alliance partners. The platform has been created to integrate and optimize all the elements specific to a 100% electric powertrain, hosting a new, high-performance motor and an ultra-thin battery. By 2030, more than 15 models will be based on the CMF-EV platform, with up to 1.5 million cars produced on this platform per year;
- **CMF-BEV, the most competitive compact electric platform** in the world, to be launched in 2024. It provides up to 400 km range; its aerodynamics performances are outstanding, helping reduce cost by 33% and power consumption by more than 10% compared with the current Zoe. It will be the base for 250,000 vehicles a year under the Renault, Alpine and Nissan brands. Among the vehicles are the Renault R5 and the new compact EV that will replace the Nissan Micra. Designed by Nissan and engineered by Renault Group, the new model is planned to be manufactured at Renault ElectriCity: the electric industrial center in northern France.

Common battery strategy, breakthrough battery innovations and a planned 220 GWh production capacity: bringing the most attractive offer in the market to all customers

Competitiveness is key, and that has led member companies to a common Alliance battery strategy, especially through the selection of a common battery supplier for Renault Group and Nissan in core markets.

The Alliance is working with common partners to achieve real scale and affordability, enabling a reduction of battery costs by 50% in 2026 and 65% by 2028[13].

By 2030, the Alliance will have a total of 220 GWh battery production capacity around the world.

Beyond that, the Alliance shares a common vision for all-solid-state battery technology (ASSB). Based on its deep expertise and unique experience as a pioneer in battery technology, Nissan will lead innovations in this area that will benefit all Alliance members.

The ASSB technology will double the energy density versus current liquid lithium-ion batteries. Charging time will also be greatly reduced to one third, enabling customers to make longer trips with more comfort.

The aim is to mass produce ASSB technology by mid-2028 and, in the future beyond that, to realize cost parity with ICE vehicles by bringing costs down further to $65 per kWh[13], accelerating the global shift to EVs.

The Alliance also has a state-of-the art battery management system. Unlike others in the industry, the Alliance has chosen to control 100% of its hardware and software, benefiting from very valuable predictive data, allowing for monitoring the state of health of the battery and improving technology.

The Alliance is working with strategic partners to offer the best solutions to customers for public charging. Mobilize Power Solutions provides to B2B customers a complete end-to-end service including project design, installation, maintenance and management of optimized recharging infrastructure and all related services to meet their business needs.

An agreement has been signed with Ionity via the Alliance Emobility Service Provider Plug Surfing, which will allow its customers to access at preferential pricing to the Ionity ultra-fast charging network in Europe.

With more than 10 years' experience in the EV business, Alliance members have deep knowledge that allows them to be ahead of the competition in optimizing battery reuse, notably with second-life battery applications, recycling and achieving efficient and sustainable solutions over the full battery life cycle.

25 million cars connected to the Alliance Cloud by 2026: the best-in-class digital experience for customers

Intelligent and connected mobility are critical areas for increased shared innovation across the Alliance.

With 20 years' experience in ADAS (advanced driver-assistance systems) and autonomous driving, the Alliance keeps improving real-world driving safety, convenience, and enjoyment by delivering innovations in intelligent vehicle and driver-assistance technologies, with an example being Nissan's award-winning ProPILOT system.

With shared platforms and electronics, by 2026 Alliance members expect to have more than 10 million vehicles on the road across 45 Alliance models equipped with autonomous driving systems.

Today, 4 million vehicles are already connected to the Alliance Cloud with ongoing data exchanges.

By 2026, more than 5 million Alliance cloud systems will be delivered per year, with a total of 25 million connected cars on the road. The Alliance is also the first global, mass-market OEM to introduce the Google ecosystem in its cars.

Under Renault Group's leadership, the Alliance is developing a common centralized electrical and electronic architecture converging electronics hardware and software applications to offer maximum benefits and an optimal level of performance.

The Alliance will launch its first full software defined vehicle by 2026. With this technology, the Alliance will improve the performance of its cars 'Over The Air' throughout their life cycle. This will mean greater value added for customers, in particular with the integration of the car into their digital ecosystem to offer them a personalized experience, new enhanced services and reduced maintenance costs. This will also allow Alliance members to boost vehicle resale values. In addition, these vehicles will be able to communicate with connected objects, users, and infrastructure, opening new fields of value for the Alliance companies.

The Alliance's unique digital experience will be the gateway to an unprecedented amount of data, paving the way to the automotive industry's next frontier, with Renault Group, Nissan Motors and Mitsubishi Motors positioned at the forefront of this revolution.

13 These forecasts do not take into account variations in the cost of energy and raw materials, in particular those occurring in 2022.

1.3.3.2. New chapter of the Alliance partnership

Following the approval of the Boards of Directors of Renault Group and Nissan Motor Co, Ltd, the Alliance announced on February 6, 2023, a series of new initiatives to take its partnership to the next level.

A three-dimension program to maximize value creation for all Alliance stakeholders will include:

- high-value-creation operational projects in Latin America, India and Europe;
- enhanced strategic agility with new initiatives that partners can join;
- a rebalanced Renault Group-Nissan cross-shareholding and reinforced Alliance governance.

Renault Group and Nissan have entered into a binding framework agreement regarding the above-mentioned transactions, with a view of reaching definitive agreements by the end of the first quarter of 2023. The transactions contemplated in these definitive agreements would be subject to a limited number of conditions precedent, including regulatory approvals, and completion is expected to occur in the fourth quarter of 2023.

This far-reaching program paves the way for renewing and strengthening the 24-year partnership, creating a new spirit and leveraging the technologies of all three Alliance members. This new partnership will create additional opportunities for growth and improve the operational efficiency of each company to innovate and transform in the rapidly changing automotive and new mobility market.

High-value-creation operational projects

A year after defining the Alliance roadmap to 2030, the companies are announcing key new projects in Latin America, India and Europe that aim to deliver mutually beneficial, large-scale and tangible results to Alliance members along three dimensions: markets, vehicles and technologies. Each company will benefit from these value-creating projects in the medium term, while realizing short-term benefits through cost sharing and optimization.

Latin America

The four projects to be considered in Latin America include:

- a new pickup developed by Renault Group and shared with Nissan in Argentina;
- the successful collaboration on the existing Nissan Frontier/Renault Alaskan pickup family will continue. Renault Group will produce the pickups in Cordoba (Argentina) for Renault Group and Nissan;
- in Mexico, Nissan will produce a new model for Renault Group. For the first time in 20 years, a Renault vehicle would be produced in Mexico;
- in addition, Nissan and Renault Group will market two joint A-segment electric vehicles, both based on the CMF-AEV platform.

India

- For India and export, Renault Group and Nissan will collaborate on several new vehicle projects, including new SUVs, shared by Renault Group and Nissan, and a new Nissan car derived from the Renault Triber.
- In addition, as in Latin America, Nissan and Renault Group are also considering joint A-segment electric vehicles.

Europe

- Renault Group and Mitsubishi Motors will leverage the assets of Renault Captur and Renault Clio to develop two new vehicles with the new ASX and Colt, based on the CMF-B platform.
- Renault Group will launch FlexEVan, its first vehicle to benefit from the application of Software-Defined Vehicle technology, in Europe in 2026 and share it with Nissan.
- For their ranges beyond 2026, Nissan and Renault Group will also explore collaboration on the next generation of C-segment electric vehicles. To ensure optimal charging times, Nissan and Renault Group will continue to share technologies on European vehicles, including the potential use of a common 800-volt architecture.
- These initiatives will reinforce previous commitments, including Nissan's future compact electric vehicle (B-segment), based on the CMF-BEV platform, which will be produced at Renault Group's ElectriCity plant in France from 2026.

Beyond the vehicle: distribution, after-sales services, recharging infrastructure and batteries

In Europe, the scope of collaboration will go beyond the vehicle itself to cover its life cycle: from distribution to the end of the vehicle's life, including use and recycling.

- Distribution, after-sales services and sales financing: Renault Group, Nissan and Mitsubishi Motors are working on joint opportunities within the distribution network to support and increase dealer profitability while reducing their costs:
  - by increasing the number of shared sales outlets in key markets;
  - by developing common strategies on used vehicles, after-sales services and sales financing, capitalizing on Mobilize Financial Services' strong presence in Europe.
- Electric vehicle (EV) charging infrastructure: Renault Group and Nissan will jointly deploy charging infrastructure in Europe at Renault Group and Nissan dealerships (charging@dealer).
- Circular Economy: Renault Group and Nissan plan to select common battery recycling partners for their end-of-life batteries and production scraps.

Enhanced strategic agility with new initiatives that partners can join

In the second area of partnership, all three Alliance companies agreed to build on their existing electrification and low-emission technology strategies by investing and collaborating on partner-specific projects that would add value to each other.

These agile strategic initiatives are designed to strengthen the business plans of member companies, including Nissan Ambition 2030 and Renaulution, by maximizing commonalities and investment opportunities to achieve their respective sustainable growth and decarbonization goals.

The areas of collaboration include:

- Nissan's intention is to invest up to 15% in **Ampere**, Renault Group's EV & Software entity in Europe, with the aim to become a strategic investor. Through this intended investment in Ampere Nissan would enhance and accelerate new business opportunities for Nissan in Europe.
- Mitsubishi Motors is also reportedly considering investing in Ampere.
- Nissan and Mitsubishi Motors would become customers of Renault Group's Horse project, an initiative to achieve further scale and market coverage for its low-emission internal combustion engine (ICE) & hybrid powertrain technologies.

These initiatives would complement ongoing areas of technology collaborations such as All Solid-State Battery (ASSB), Software-Defined Vehicle (SDV) and Advanced Driver Assistance Systems (ADAS) & autonomous driving.

A rebalanced Renault Group-Nissan cross-shareholding and reinforced Alliance governance

As each Alliance member company delivers on its business plans, it was important to put in place a cross-shareholding structure and governance terms aligned to the goals of the next-generation Alliance. Whilst previous Alliance agreements enabled the companies to execute their respective strategies over the last 24 years, a new approach is required to enable the Alliance members to best prepare for future industry opportunities.

Renault Group and Nissan, the founding-members of the Alliance, have therefore agreed to rebalancing their cross-shareholding and governance terms to ensure effectiveness and maximize value creation.

A binding framework agreement defines the principles of a new governance scheme and the rebalancing of the cross-shareholdings between Renault Group and Nissan. The two companies intend to enter into a new Alliance agreement by March 31, 2023 and replace the current agreements governing the Alliance (i.e., the Restated Alliance Master Agreement, the Alliance Equity Participation Agreement and the Memorandum of Understanding of March 12, 2019).

This new Alliance agreement would be put in place for an initial period of 15 years.

Rebalanced cross-shareholdings between Renault Group and Nissan to enable future collaboration

- Nissan and Renault Group would retain a 15% cross-shareholding, with a lock-up obligation, as well as a standstill obligation.
- Renault Group would transfer 28.4% of Nissan shares into a French trust. The entrusted shares would be voted neutrally, except for:
  - the election or dismissal of the directors of Nissan nominated by Renault, (where the trustee would vote as directed by Renault);
  - the election or dismissal of directors who are nominated by the Nissan Nomination Committee, other than the Renault Group nominees (where the trustee should vote in favor of the Nissan Nomination Committee decisions and proposals).
  - shareholder proposals not supported by the Nissan board of directors (where the trustee should abstain).
- Renault Group would continue to fully benefit from the economic rights (dividends and shares' sale proceeds) from the entrusted shares until such shares are sold. The transfer to the trust would trigger no impairment in Renault Group financial statements.
- As a result of the transfer of the 28.4% of Nissan shares to the trust, Nissan would be able to exercise its voting rights attached to its shareholding in Renault Group.
- The voting rights of Renault Group and Nissan would be capped at 15% of the exercisable voting rights, with both companies able to freely exercise their voting rights within such limit.
- Renault Group would instruct the trustee to sell the entrusted Nissan shares if commercially reasonable for Renault Group, but it has no obligation to sell the shares within a specific pre-determined period of time.
- Renault Group would have full flexibility to sell the Nissan shares held in the trust, within a coordinated and orderly process with Nissan, in which Nissan would benefit from a right of first offer, to its or the benefit of a designated third party.

Voting rights & governance

- As a result of the new arrangements, the governance agreement entered into on February 4, 2016, between Renault Group and the French State related to its shareholding in Renault Group would be terminated. This would enable the French State to exercise freely all its voting rights in Renault Group.
- Renault Group would remain entitled to nominate two representatives at Nissan's board of directors, and Nissan would remain entitled to nominate two representatives at Renault Group's Board.
- The Alliance Operating Board would remain the coordination forum for Renault Group, Nissan and Mitsubishi Motors.

1.3.3.3. Renault-Nissan B.V. (RNBV)

Since 2002, under the RAMA, RNBV has had decision-making and recommendation powers concerning strategy and planning at Alliance level.

Furthermore, RNBV is the sole shareholder of Alliance Purchasing Organization (APO), created in April 2001 under the corporate name Renault-Nissan Purchasing Organization (RNPO).

RNBV does not intervene in the operational management of Renault or Nissan and does not share in the profits or bear the associated risks. Operational decisions are made and implemented by each company to the extent that such company is affected by them.

This company is not consolidated due to its non-significant nature in accordance with the accounting principles described in note 2-C of the consolidated financial statements presented in section 5.2.2.6.2.

Powers of RNBV

In accordance with the RAMA, Renault and Nissan had delegated certain powers to RNBV pursuant to a management agreement signed on April 17, 2002, for an initial period of 10 years (the "Management Agreement").

In April 2012, the Management Agreement was renewed for another 10-year period pursuant to an agreement entitled Renewal Agreement of the Management Agreement, the provisions of which are identical to those of the Management Agreement (the "Renewal Agreement of the Management Agreement").

The Management Agreement has expired on April 16, 2022, and has not been renewed. Renault shareholders were informed of this during Renault's General Meeting of May 25, 2022.

As long as the RAMA exists, and until new agreements are reached (see section 1.3.3.2), RNBV will have the decision-making and recommendation powers listed in the RAMA. However, these decisions are no longer directly applicable within Renault s.a.s. and have to be formally ratified by the governance bodies of Renault s.a.s. on a case-by-case basis.

The list of RNBV powers under the RAMA is restrictive and has not changed since the creation of the Alliance.

First and foremost, RNBV has decision-making powers that cover:

- adoption of 3, 5 and 10 years plans (strategic Company projects, with quantified data);
- approval of product plans (phase of strategic projects corresponding to the design, manufacturing and sale of current or future products, vehicles and components);
- decisions concerning the sharing of products and powertrains (such as platforms, vehicles, gearboxes, engines and other components);
- principles of financial policy, including:
  - discount rates used for profitability studies and hurdle rates, applicable to future models and investments;
  - risk management rules and the policy applicable to them;
  - financing and cash management rules;
  - strategy regarding debt-to-equity ratios.
- management of common subsidiaries, and the creation, modification, steering and disbandment of Cross-Company Teams (CCTs) and Functional Task Teams (FTTs). These teams operate in all the main sectors and areas of activity and are tasked with exploring new synergies between the two companies. Team managers report regularly to the Alliance Board on the progress made in their specific area of activity;
- any other subject or project assigned to RNBV on a joint basis by Nissan and Renault.

RNBV also has the exclusive power to propose a set of decisions to Renault and Nissan. Both manufacturers remain free to follow those proposals or not.

These proposals relate to:

- creation and scope of joint subsidiaries;
- supplementary financial incentive schemes for management;
- significant changes in scopes involving total expenditure of $100 million or more;
- strategic investments exceeding $500 million;
- strategic cooperation between Nissan or Renault and third parties.

Governance of RNBV

The functioning of the Management Board of RNBV is described in Articles 14 et seq. of the RNBV articles of association.

A French translation of the RNBV articles of association is available on the Renault website.

The composition of the Management Board of RNBV has always followed a principle of balance in the representation of Renault and Nissan.

Pursuant to the RNBV articles of association and the RAMA, the Management Board comprises 10 members:

- five members are appointed by Renault, the "R Members", including Renault's Chief Executive Officer, who holds the title of "Chairman and CEO", i.e., Chairman of the Management Board of RNBV;
- five members are appointed by Nissan, the "N Members", including Nissan's Chief Executive Officer who holds the title of "Vice-Chairman", i.e., Vice-Chairman of the RNBV Management Board.

The Chairman and the Vice-Chairman of the Management Board of RNBV have four votes each, and the other members of the Management Board have one vote each. In the event of a tie, the Chairman has a casting vote.

All decisions of the Management Board are made by simple majority of the votes of the members present or represented.

Pursuant to the RNBV articles of association, the Management Board has the power to represent RNBV in relation to third parties. Likewise, the Chairman and the Vice-Chairman each have the power to represent RNBV with respect to third parties.

All decisions affecting the Alliance are made in the common interest of Renault and of Nissan. In the event that a member of the Management Board finds itself in a situation where there is a conflict of interest in the decision-making process, he or she shall abstain from taking part in the decision.

The implementation of the orientations defined by RNBV and all of the resulting operational decisions remain within the exclusive competence of Renault, which is represented by its Board of Directors and the executives authorized to represent the Company.

Beyond the areas falling within RNBV's competence, Renault is entirely free to conduct its activities, and all decisions relating to the operational, commercial, financial and social management of the company are made by its management and administrative bodies acting autonomously and independently.

1.3.4 Strategic cooperation

The Alliance has demonstrated its ability to cooperate with various partners. These strategic cooperations make it possible to increase economies of scale, accelerate growth in new regions, gain access to new technologies, share costs and jointly fund research and development of next-generation vehicles and engines. Existing and potential partners of the Alliance especially appreciate its ability to deepen collaboration over several business cycles.

One of the Alliance's strategic collaborations is the one with the premium manufacturer Mercedes in April 2010.

This cooperation is managed by a Cooperation Committee co-chaired by Mr. Jean-Dominique Senard, Chairman of the Alliance Operating Council, and Mr. Ola Källenius, Chairman of the Board of Directors of Mercedes-Benz Group AG, and composed of senior executives from Renault, Nissan, Mitsubishi Motors and Mercedes. This committee oversees the implementation of agreed projects and makes proposals for new projects. No area of collaboration is excluded. When the teams identify projects that could benefit all partners, they initiate feasibility studies. If the executives and board members of all companies agree, the project is approved.

In 2018, Mitsubishi Motors has been fully integrated into the cooperation with Mercedes.

The key projects in which Renault is currently participating are as follows:

- Renault and Mercedes have developed a joint platform for Smart and Twingo. The electric Smart was launched in 2017, followed by the electric Twingo in 2020. The electric motors are built at the Renault plant in Cléon. The battery for the electric Smart is produced by a Mercedes subsidiary, "Deutsche ACCUmotive", in Kamenz, Germany, the battery for the Twingo is produced in Novo Mesto (Slovenia);
- Renault developed a small light commercial vehicle based on Kangoo for Mercedes. This vehicle, named Citan, has been manufactured in the Renault Maubeuge plant since 2012. The successors of Kangoo and Citan in thermal version were launched in 2021, and the electrical version is in development;
- the Alliance and Mercedes have jointly developed a direct-injection turbocharged small gasoline engine family (1 L and 1.3 L). These new, more compact engines feature state-of-the-art technology enabling improvements in fuel economy, as well as significant reductions in emissions. The new engines debuted in Mercedes, Renault and Nissan vehicles in late 2017.

1.3.5 Value of joint operations in 2022

Purchases by Renault Group from Nissan in 2022 totaled approximately €1,564 million (€1,559 million in 2021), comprising around €1,200 million of vehicles (€1,206 million in 2021), €249 million of components (€226 million in 2021), and €115 million of services (€127 million in 2021).

1.3.6 Alliance production sites

Geographical areas	Country	Renault Group		Nissan		Mitsubishi Motors	
		Vehicles	Powertrain	Vehicles	Powertrain	Vehicles	Powertrain
Extended EUROPE	France	x	x				
	England			x	x		
	Spain	x	x		x		
	Portugal		x				
	Slovenia	x					
	Turkey	x	x				
	Romania	x	x				
RUSSIA+CIS	Russia + CIS						
INDIA	India			x	x		
AMI	Algeria	x					
	Morocco	x					
	South Africa			x			
	Iran		x				
	Egypt			x			
JAPAN	Japan			x	x	x	x
CHINA	China	x		x	x	x	x
SE ASIAN	Thailand			x	x	x	x
	Indonesia					x	x
	Australia				x		
	Philippines					x	x
	Vietnam					x	
ASIA other	Korea	x	x				
NAFTA (North American Free Trade Agreement)	USA			x	x		
	Mexico			x	x		
AMERICAS	Argentina	x	x				
	Brazil	x	x	x	x		
	Chile		x				
	Colombia	x					

1.3.7 Alliance Ventures

Established in January 2018, Alliance Ventures is a strategic venture capital fund operated by the Renault-Nissan-Mitsubishi Alliance, a strategic alliance that is among the leaders in the electric vehicle sector and is developing cutting-edge technologies with the ambition of offering advanced autonomous driving and connectivity features on a wide range of affordable vehicles.

The fund, which was launched in 2018 with an initial investment of $200 million, is located in Amsterdam, where it targets innovative technologies and business models in the fields of new mobility, autonomous driving, connected services, electric vehicles and "Enterprise 2.0" throughout the world.

By leveraging the business expertise and opportunities of one of the world's largest automotive alliances, Alliance Ventures aims to support innovation and targets strategic investments, at all stages of development, in start-ups developing disruptive technologies or businesses.

Alliance Ventures has announced investments in a dozen holdings, including:

- Tekion, which has developed the first and fastest online sales platform that seamlessly connects all dealer activities. Initially planned for the Renault network, this system will be offered to dealerships in order to improve the customer experience, thanks to the digitalization of processes and a personalized experience (online and in store), with real-time data exchanges and user interface integration. It enables cost reduction by simplifying integration with existing systems, as well as reducing the portfolio of applications based on obsolete technologies. It also enables faster decision-making and the removal of silos by replacing on-premises hosted applications with a native internet platform, connecting the entire company;
- WeRide.ai, a leader in autonomous driving, aims to achieve a large-scale commercial deployment of fully autonomous (Level 4) vehicles for the general public. The company is committed to using artificial intelligence to better understand the environment to provide safer, more robust and convenient mobility by enabling vehicles to operate without human intervention;
- The Mobility House, which aims to create a 100% electric energy and mobility future, is developing a technology platform that brings together the automotive and energy sectors, integrating vehicle batteries with the electricity grid using smart charging, and storage (V2G, Vehicle to Grid). For the first time on the electricity market in France, in the summer of 2021, TMH set up a storage system, made up of first and second life electric car batteries from Renault Zoe. The Renault plant facility in Douai is designed similarly to the storage facility that TMH and Renault opened in Elverlingsen, North Rhine-Westphalia, in November 2020;
- K-Upstream Security, a cybersecurity player and developer of C4, a Cloud-based cybersecurity platform aimed at new mobility players and carmakers to protect fleets from remote hacking and attempts at fraudulent use;
- Otonomo, a vehicle data marketplace that connects data-consuming companies with historical data or real-time data from service providers, equipment manufacturers, fleets and enables vehicle manufacturers to generate new types of revenue by monetizing data on the platform. Renault Group and Otonomo have signed a partnership, under which Otonomo provides its fleet customers with easier and more economical access to rich and actionable information, based on vehicle data. Otonomo is able to access data directly through Renault's cloud platform, Easy Connect for Fleet, reducing installation and maintenance costs for fleet customers;
- Enevate, which develops fast-charging batteries, with high energy density technology that allows autonomy to be multiplied by five to ten times, compared to conventional batteries, for the same charging time.

1.3.8 Nissan 2022 results

Nissan's financial statements are prepared pursuant to Japanese accounting standards, which differ from the standards used by Renault. The statements include intermediate operating results and some Nissan-specific indicators. In order to measure the contribution to Renault's results, Nissan's financial statements are restated as described in section 5, note 12 to the consolidated financial statements. Nissan's financial year starts on April 1 and ends on March 31 of the following year.

1.3.8.1. Nissan 2022 financial year after nine months

Nissan's net income for the nine months ended December 31, 2022, was a profit of ¥115.0 billion (compared with a profit of ¥201.3 billion for the nine months ended December 31, 2021). Operating margin was ¥289.7 billion for the period, representing a 3.9% margin on net sales of ¥7.5 trillion. Nissan sold 2.4 million vehicles worldwide in the first nine months of fiscal 2022, a decrease of 17% compared to last year.

1.3.8.2. Nissan's contribution to Renault's 2022 consolidated net income

Nissan's contribution to Renault's profit in 2022 was €526 million, compared to a profit of €380 million in 2021, recorded in the financial statements as a share of the net income of companies accounted for by the equity method (see Chapter 5, note 12 of the consolidated financial statements).

1.4 Innovation and Research & Development

	2022	2021	2020	2019	2018
Net R&D costs (in millions of euros) [1]	1,983	1,955	2,383 [2]	3,176 [2]	3,043 [2]
Group revenues (€ million) as published	46,391	41,659	43,474	55,537	57,419
R&D spend ratio	4.3%	4.7%	5.5%	5.7%	5.3%
Renault Group patents	659	650	826	1,040	816
– of which co-owned Renault and Nissan	200	322	352	484	375

(1) = R&D expenses – R&D expenses billed to third parties and others.

(2) Number including Avtovaz.

1.4.1 Advanced Research and Engineering

Innovation within the Renault Group is handled at all levels and involves all stages from design to production of a vehicle. The ability to innovate is supported by levers such as the network of experts or the many partnerships. **Research and Advanced Engineering activities** are managed cross-functionally within the various Engineering sectors via a structured plan shared throughout the company. This global plan covers all vehicle and mechanical applications, products, processes, after-sales and services. The innovations worked on are developed to serve brands, business and customers.

Renault Group identifies the key innovations of tomorrow very early on. It can be a very innovative product concept such as the minivan in 1983 or the first Twizy and Zoe electric vehicles in the early 2010s. A nugget can also be a major technological breakthrough such as the engine to hydrogen. New uses can also give rise to nuggets of high value such as new mobility services, data monetization or even the second life of batteries. Regulatory changes such as the ban on internal combustion vehicles by 2035 in Europe for the sale of new cars are also to be considered.

Research and Advanced Engineering activities are divided into 4 perfectly complementary categories.

The **Research plan** and doctoral theses (under CIFRE agreement for the most part) shed light on the future and prepare for future technological breakthroughs. Their purpose is to identify, anticipate and prepare Renault Group for future trends to be incorporated into developments over a period of 5 to 10 years.

The **Technological plan** makes it possible to prepare innovations with a view to vehicle or component applications by developing new technologies over a period of 3 to 5 years. It materializes the innovations to be introduced in platforms, engines, systems and the vehicle range plan.

These two plans are based on three main pillars: the planet, the territories and the people.

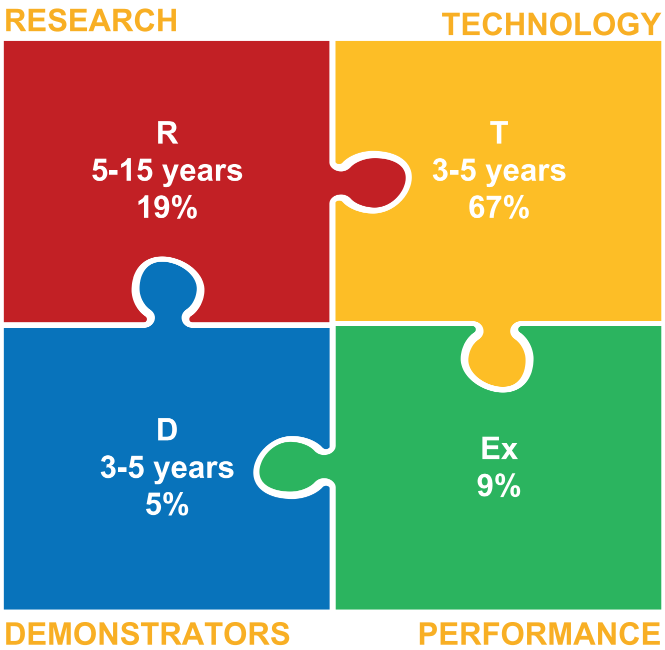
Research and Advanced Engineering are also in charge of the production of numerous demonstrators (**Demonstrator plan**) which aim to inspire the future range plan by allowing a grouping of technological bricks in order to compare innovations with realistic integration into a vehicle, and thus potentially bring out new automotive concepts.

Finally, an essential axis is the development of simulation/validation tools and models through the **Performance Engineering plan**. This plan aims to make breakthroughs in methodologies, expertise and multiple skills (business, process, sales, marketing, organization and management).

The **Research and Advanced Engineering plan is a joint Alliance plan** which is structured around the plans presented above to fully meet the prioritized needs of Product, Design and Engineering. The aim is to develop innovations to serve future customers and to guarantee the competitiveness of the vehicle range by pooling the development capacities of the two companies, where the objectives are common. Cooperation with the Alliance also increases the Renault Group's patent portfolio.

The budget for Research and Advanced Engineering activities in 2022 is distributed across these 4 plans. Engineering is a strong contributor in terms of technologies and innovations through its skills but also through its product and service offerings.

In full mutation, the automotive world will have to face two major challenges: the **energy transition** and the **digital transition**, as well as the **evolution of uses**. To meet these challenges, three priority technical areas guide the distribution of the budget: **tools to improve engineering efficiency, centralized electrical and electronic architecture (Software Defined Vehicle) and electro-mobility (motorization, charges etc.).**



R&AE budget in ratio by Plan

1.4.2 Innovation performance levers

The performance of engineering is assessed by its ability to innovate and anticipate while mastering its diversity through standardization.

1.4.2.1. The network of experts

The changes affecting the world are of a nature and magnitude unprecedented for the planet. They are also for the automotive sector. In the context of two concomitant revolutions (digital and energy transition), the fundamentals of the market as well as the regulatory and technological bases are or will all be called into question. For the company, it is a question of differentiating itself by knowing and listening to our markets – translated into permanent innovation – and of positioning itself in new sectors of activity, with a high degree of scientific and technical knowledge. In this context where the mobilization and transformation of knowledge are becoming strategic, the expertise sector occupies a central place by giving itself the means to identify and then capture the value created by knowledge in order to put it at the service of Renaulution and offer an advantage. competitive to the business. The sector expertise represents 43 areas of strategic expertise such as "Artificial Intelligence", "Electrical and Electronic Architecture", "Immersive Simulation and Virtual Reality", "Manufacturing", "Logistics", etc. This sector is organized into four levels of expertise:

- the **Expert Fellow** responsible for defining and ensuring the consistency of the strategic areas of expertise and coordinates the Experts Leaders network in order to structure production both at the strategic level and the operational level regarding technical or methodological innovations and support for projects under development. The collaborative work carried out during expert workshops contributes to a dynamic of shared progress for the affected business activities as regards the Company's main challenges, which are largely technical (hydrogen, coupling of complex systems, additive manufacturing, etc.). The network of experts can thus be described as an agile organization serving the cross-business and the construction of shared roadmaps up to CEO level for strategic technologies;
- the **43 Seniors Expert,** each reporting to a Department Head, are responsible for their roadmap. Responsible for one of the 50 areas of strategic expertise. They structure and guide their internal network of experts and use an external network consisting of universities, other manufacturers, associations, incubation structures, etc., to enable the Company to work in an 'extended' way;
- the **250 Experts** are in charge of secondary fields of expertise, responsible for benchmarks, identifying relevant partners and investing in the protection of know-how through patents. They are responsible in particular for defining and promoting standards and processes;
- the **500 Specialists** further the state of the art in their practice, developing standards on which the teams can then capitalize.

The organization of the network of experts and its agile mode of operation allow the way ahead to be mapped out using a set of coherent roadmaps, the enhancement of knowledge to be accelerated through innovation and the performance of operations, thus allowing the business activities to excel in their various areas of expertise.

1.4.2.2. Renault Group engineering centers (RTX - Renault Technical Center) around the world

Renault Group engineering centers are located in Spain, Romania, Korea, India and Latin America. Thanks to their knowledge of local and regional markets, they are tasked with adapting vehicles to the customers needs and expectations, local regulatory constraints and national economic situations. Through the application of a skills upgrading policy that continues from year to year, Renault Group continuously increases the responsibility of engineering centers for cross-functional activities and enables them to take charge of vehicle project design at an increasingly early stage in the process. This upskilling also enables the most mature RTX to move from regional to more global responsibilities. The engineering centers will be assigned new responsibilities under the new organization that will be put in place in 2023 through the Horse entity.

1.4.2.3. Open-innovation labs and links with start-ups

Another important lever for the company is the global ecosystem of Renault Group open-innovation laboratories, known as "Labs". The Labs have existed for a decade and are complementary to the other processes and entities of the Renault Group. They allow for unscheduled, rapid innovation, in test mode & learning by "doing it yourself". In France and historically born in the movement of Fab Labs and Maker culture, the Creative Lab has introduced several hundred employees to the use of rapid prototyping means (3D printing, engraving, cutting, thermoforming, etc.). The Creative Lab with thematic Labs (Smart EV Lab, Electronic-Shaker Lab, Car Data Lab, AfterSales Lab, etc.) brings together the community of Group makers. He is able to support project leaders from idea to completion, to help with technological plan projects and to launch challenges for Renault Group brands. The labs make it possible to develop know-how and internal skills on innovation topics. Another example, the Collective Intelligence Laboratory is led by an internal collective of coaches, facilitators and actors of transformation who have consulting activities with other collectives of the company, and synchronization on collective intelligence activities. between these different sectors.

The other Labs are located in strategic areas where the world of automobiles and services is changing rapidly: Israel, China, or even Brazil in order to ensure continuous technological monitoring of emerging trends, increased knowledge of customer needs in closer to the field and also to strengthen the link with technological partners around the world. The Labs also make it possible to test the potential of a partnership with a start-up.

1.4.2.4. Innovation partnerships

The vehicle of tomorrow will be frugal in terms of energy, greatly reduced in weight, connected and able to replace the driver for all or part of their activities, this is a challenge that can only be taken up collectively. For Renault Group, R&D collaboration contracts make it possible to accelerate the development of the technologies necessary to meet these challenges, but also to enrich skills by sharing costs: a key lever for bringing innovations to fruition more quickly in order to introduce them. more in vehicle projects. In the world of competitive industry, performance and frugality, whether with industrial or academic partners, this mode of collaborative innovation is encouraged by public funders at both French and European level. Materialized in the form of public aid (subsidies, repayable advances), it is an additional lever for accelerating innovation. In this context, the participation of the Renault Group in cooperative initiatives has always been a priority in the activities of Research and Advanced Engineering, which is an effective tool in the service of the growth of the "Renaulution" strategic plan. In 2022, Renault managed a portfolio of 60 subsidized projects on average, split equally between French projects and European projects. 21 projects were submitted during the year: 10 were accepted, 6 are still under review, and 5 were refused. In particular, Renault remains very active in the CORAM system (2022 version) (Steering Committee for Automotive Research and Mobility) with 3 ambitious projects submitted (1 refused and 2 under investigation).

Academic partnerships

Renault Group has always worked with leading schools and the best academic partners. In 2022, the CIFRE campaign allowed the collection of 34 thesis subjects.

Below are some examples of theses addressed in 2022:

- self-supervised multi-camera perception for joint situational awareness inside and outside the cabin;
- improvement of oxygen reduction reaction in PEMFC fuel cell;
- modeling and simulation of different architectures of electrical systems with a view to their energy optimization. Application to the electric vehicle;
- all-solid, green, inexpensive and fast-charging battery;
- energy modeling of manufacturing workshops;

The chairs are also an important lever. Below are some examples:

- "Supply Chain of the Future" with Ponts Paristech as well as Michelin, Casino, Louis Vuitton;
- "Theory and methods of innovative design Ph1, Ph2" with Mines Paris Tech and Armand Hatchuel as well as Dassault Systèmes, RATP, Thales and Valourec;
- "CyberSecurity" with Telecom ParisTech, WaveStone, Thales, Nokia, Valeo, ANSSI, Road Safety Delegation, etc.

FOCUS on a flagship collaborative project: NeVeOS to ensure the digital transition

The NEVEOS project (Next gen Vehicle Operating System), filed as part of CORAM 21, is part of the Renault Group's transformation and the repositioning of its engineering skills towards software. The challenge lies in the speed of development of a new electronic architecture of the vehicle of tomorrow and therefore of sovereignty for the French automotive industry by imposing a French standard for software services and the future ecosystem. The project continued in 2022, with in particular the passage of the first Key Stage, during an event bringing together all the project partners and the funder at the Technocentre.

1.4.2.5. Technology Partners

In order to constantly explore new opportunities for innovation, Renault Group joins forces with the best companies on the market in multiple fields.

With regard to battery cells, Renault Group has chosen to partner with **Envision AESC, which will develop a gigafactory in Douai** with a capacity of 9 GWh in 2024 aiming at reaching 24 GWh by 2030. Close to Renault ElectriCity, Renault Group's partner will produce latest technology, cost-competitive, low-carbon and safe batteries for electric models, including the future Renault 5.

Renault Group has also signed a Memorandum of Understanding to become shareholder of the **French start-up Verkor with a stake of over 20%**. The two partners intend to co-develop a high-performance battery suitable for the **C and higher segments** of the Renault range, as well as for the Alpine models. The partnership also includes the development of a pilot production line in France for battery cells and module prototyping from 2022. In a second step, starting from 2026, Verkor aims to build the first **gigafactory** for high performance batteries in France, with an initial capacity of 10 GWh for Renault Group, potentially rising to 20 GWh by 2030.

Renault Group keeps one step ahead of competition by being the first OEM to develop its own e-motor – with no rare earth (no-permanent magnets) and based on **electrically excited synchronous motor (EESM)** technology, along with its own reducer. Having already done most of the investment, the Group has been able to cut the battery cost by two over the past ten years and will divide it by two again in the upcoming decade. Renault Group will gradually embed **new technological improvements from 2024** on its EESM: stator hairpin, glued motor stack, brushless and hollow rotor shafts; lowering costs and improving the efficiency of the motor.

Renault Group has also signed a partnership with the **French start-up Whylot** for **an innovative automotive axial flux e-motor**. This technology will first be applied on hybrid powertrains aiming to reduce the costs by 5% while saving up to 2.5 g CO_2 on WLTP (for B/C-segment passenger car). Renault Group will be **the first OEM to produce axial flux e-motor** on a large scale from 2025.

On Power Electronics, the Group will extend its value chain control by integrating the inverter, DC-DC converter and the on-board charger (OBC) into a unique box produced in-house. With a compact design, this One Box Project will be 800 V compliant, with fewer parts to reduce the cost, and will be used across all platforms and powertrains (BEV, HEV, PHEV) for further scale effect. Power modules for inverter, DC-DC converter and OBC will rely respectively on silicon carbide **(SiC)** and gallium nitride (GaN) thanks to our **strategic partnership signed with STMicroelectronics**.

On top of these new technologies, Renault Group is also working on a **more compact e-powertrain** called the all-in-one system. This e-powertrain consists in integrating the e-motor, the reducer and the power electronics (One Box Project) in a single package: enabling **-45% volume** in total (equivalent to the volume of the current-generation Clio fuel tank), **-30% cost** of the overall powertrain (this saving in value being the equivalent of the e-motor cost), and **-45% on wasted energy** on WLTP giving an extra EV range of up to 20 km.

Other technological partnerships in innovation are presented in **Chapter 1.2.1.7: Partnerships and Cooperation**.

1.4.2.6. Patents Filing

With the challenges posed by climate change and the development of digital technology, mobility is undergoing major changes. This real change of era is opening up new fields, and technological breakthroughs are occurring more and more rapidly in a wide range of areas, and Renault Group is adapting its strategy to position itself as a major player in the sector. Renault Group has always been able to innovate, and the significant acceleration in patent filings in 2022 (+30% vs. 2021) reflects the extent of the technological shift that the company is taking, for example in software or services. For example, further 300 patents have been filed for the New Megane E-Tech Electric vehicle and its CMF-EV platform. This figure demonstrates the vitality of innovation within the Renault Group and its determination to protect its inventions internally or with its partners.

Renault Group also continues to be inventive in its recognized areas of expertise, particularly in terms of engines. The wound rotor technology, resulting from the development of the Zoe and used in the collaboration with Valeo is a very good example. The partnership with Whylot, announced last November, to create a new type of electric motor, is another. The new patents filed under these partnerships cover a range of innovations applicable to the motor, but also to the charging system, the battery, thermal management, architecture and acoustics.

Industrialization solutions are also patented. The ability to integrate new technology on an industrial scale is one of Renault's strong points, and a definite contribution to the partnerships in which Renault Group is involved.

In 2022, the Renault Group patent portfolio will amount to 13,950.

1.4.2.7. Digital transformation

Due to the growing complexity of vehicles (electrification, connected vehicles, driving aids, etc.), the explosion of on-board software and increasing regulatory pressure, Renault Group is strengthening the configuration management and development processes for systems and software as well as their validation through its digital transformation. This transformation will enable the entire company to collaborate securely, seamlessly and efficiently in a single environment. All the players in the design (Process, Purchasing, Costing, Design, Quality, etc.) and validation processes, as well as partners and suppliers, will make the data on the vehicle product accessible around digital twins throughout its life cycle with the aim of reducing costs and lead times.

Renault Group's digital transformation continues with the Renaulution Virtual Twin" program. The Enterprise PLM (Product Life cycle Management) project, renamed Renaulution Virtual Twin', is a major program that aims to transform and bring Renault's design into a new era. This project will provide engineering and all of the company's upstream businesses with a new digital tool for managing its product data and mobility services. Thanks to the extension of the digitalization of Engineering to the company, this tool will offer a lighter governance from design to after-sales.

Following 20 years of collaboration, Renault Group and Dassault Systèmes are strengthening their partnership to contribute to the "Renaulution" strategic plan. In a first-of-a-kind deployment for an industrial company of this scale, Renault Group is adopting the Dassault Systèmes 3DEXPERIENCE platform on the cloud globally to develop programs for new vehicles and mobility services.

This enterprise platform will offer lean governance from design to after-sales in order to reduce costs and vehicle development time. It will provide Renault with a new backbone for sharing, in real time, all product-related data throughout the product life cycle and for managing the digital twins in all the required configurations.

More than 20,000 of Renault Group's employees will benefit from digital twin experiences to improve data sharing and collaboration across the company to reduce costs and vehicle development time.

This program will enable full deployment from design to after-sales, including industrialization, from 2022, with the objective of a completed solution in 2025.

In 2022, more than 2,000 users were trained, a gearbox was entirely developed on Dassault's new 3D Experience platform on the Cloud and a new innovative Renaulution vehicle (platform and upper bodies) was designed with Renaulution Virtual Twin, involving all the upstream departments (product/process/after-sales engineering, purchasing, costing, quality, etc.). The reduction of the cost of vehicles during their production life was also resourced with Dassault Systèmes' data science/AI solutions while connecting the data managed by the legacy systems of the major functions (Engineering, Purchasing, Costing, Manufacturing).

1.4.3 Energy and digital transitions: a challenge for innovation

1.4.3.1. Digital transition

Software will play an increasingly important role in the vehicle of tomorrow, whether for human-machine interfaces, multimedia and connected services, or even driver assistance systems. It is necessary to respond to the growing need for the customer for a service content and services that are enriched as and throughout the life of the vehicle, and this thanks to the software. We must also be able to accommodate the arrival at maturity of new technological solutions for the automobile.

Software Defined Vehicle

To meet such a challenge of digital transition, the company has put itself in working order in order to respond to the necessary changes in the embedded software architecture. The partnership with Google and Qualcomm announced at the end of 2022 will make it possible to develop the connected car of tomorrow. The "Software Defined Vehicle" will bring together the best of the automotive and digital worlds, to offer new on-demand services and enable continuous vehicle updates, building on the existing collaboration around Android Automotive which will be consolidated by Renault Group with its partners in a vehicle operating system (CAR-OS).

The "Software Defined Vehicle" will make it possible to introduce new functionalities and services more and more quickly from development in the Cloud, and carried automatically in the vehicle. This centralization of the architecture has the advantage of reducing costs thanks to the reduction in the number of computers; improving the flow and fluidity of data exchanges as well as allowing better use of data to extend the services offered to customers. The vehicle "defined around the software" thus opens up an immense field of possibilities with new market prospects and technological innovations.

1.4.3.2. Energy transition

Today, the company is going one step further and committing to achieving a zero-CO_2 impact by 2040 in Europe and by 2050 worldwide. By 2030, it aims to reduce its CO_2 emissions by 50% compared with 2010. By 2022, all new models sold will have an electric or electrified version, in a market that in five years' time will see 50% of vehicles sold running on electric or hybrid power.

The battery technology

Since the announcement of its electric-vehicle offensive in place since early 2007, Renault Group has been able to rely on recognized internal expertise (electrochemistry, materials science, thermal modelling, control electronics, high-voltage network, mechanical packaging, etc.) to make the wisest choices in terms of cells, modules and lithium ion (Li-ion) battery packs in order to offer solutions in its electric and hybrid vehicles at the best level in terms of autonomy (energy density), performance over time (durability), reliability, cost and of course safety, which remains a priority objective over all the others. Witness the cumulative 14 billion kilometers traveled by the 600,000 Renault electric vehicles sold in Europe since 2011... without any major battery-related incident (no electric shock, no fire).

This upstream expertise has also extended to taking into account the entire life cycle of Li-ion batteries (from extraction of raw materials to dismantling and recycling): again, Renault Group has chosen to be a pioneer in this global approach and to participate in the development of more virtuous industrial sectors, as well as in the emergence of 'second life' applications for batteries.

This expertise accumulated over time has enabled Renault Group to build up particularly effective cooperation with world-class cell suppliers in order to optimize the performance and cost of its batteries without compromising safety and to carry out – with a view to creating ecosystems – promising collaborations on the various stages of the life cycle or on the emergence of energy services associated with vehicle charging.

The Group's Research and Innovation departments are now continuing their work to push current Li-ion technology to the limits along several lines: energy density (to further increase the vehicle's autonomy or to be able to reduce the volume of the battery pack), but also the charging power or the cost of batteries – depending on the uses and services targeted for each vehicle.

'Post-Li-ion' alternatives are also being looked at, in particular 'all-solid state' technologies ('ASSB' – All Solid State Battery'), or even mixed solid-liquid or gel-type solutions.

Renault Group is the first car manufacturer to act on the entire battery life cycle, from raw materials to recycling and second-life applications. The Renault Group's ambition is also to develop a battery "made in France", green, carbon-free and responsible, thereby helping to reduce the carbon footprint of its batteries by up to 35% by 2030 (reference: Zoe 2019).

Renault Group is also developing "vehicle-to-grid" (V2G) solutions, which send energy back to the electricity grid from the battery of an electric car. These V2G technologies will have a double benefit: economic (for the customer, for the electricity network operator and for Renault), but also technical (support for the development of renewable energies by providing storage capacity).

At the end of their first life in the vehicle, batteries may still contain around two thirds of their capacity and can be reused for a second life. Mobilize is developing new applications around stationary battery storage to manage punctual power needs, mobile electricity storage or generators for use in other industries. Through Mobilize, the Group is pioneering this market and has defined a unique industrial setup to lead this market in Europe:

- the collection of end-of-life batteries with the support of its dealer network;
- the ability to assess their condition, thanks to real-time technical monitoring;
- the industrial capacity to refurbish batteries at competitive prices and repackage the upcoming 250,000 units of Zoe leased batteries.

End of life: through its subsidiary Indra and its long-standing partnership with Veolia, the Group benefits from a robust know-how in EV battery collection and recycling. It has already recycled a cumulative 75 MWh of batteries, half of which in 2020 alone. To go even further, the Group is deploying battery retrofitting, reuse, dismantling and recycling facilities through its Refactory project in Flins with the aim of generating more than €1 billion in revenues from these end-of-life and recycling activities by 2030.

THE FUTURE IS NEUTRAL

To go further in recycling, Renault Group announced on October 13, 2022, the creation of THE FUTURE IS NEUTRAL, the first company to operate across the entire value chain of the automotive circular economy, which aims in particular to become a European leader in closed-loop battery recycling.

Hydrogen

The reduction of CO_2 emissions in the short term and the achievement of carbon neutrality by 2040 (Europe) then 2050 (World) require an in-depth overhaul of mobility technologies and ecosystems. While electrification remains the backbone of Renault Group's strategy, other technologies are being studied so as not to miss any opportunity, even in niche uses.

This is why Renault very early on initiated upstream studies to assess the potential of hydrogen, in a global approach (analysis of the life cycle "from the cradle to the grave").

In January 2021, Renault Group and Plug Power Inc., the world leader in fuel cell systems and hydrogen-related services, signed a memorandum of understanding (MOU), which was formalized in June with the creation of a 50/50 joint venture named **Hyvia**. This new company based in France, with its headquarters and R&D center based in Villiers-Saint-Frederic, aims to achieve a 30% market share of hydrogen-powered light commercial vehicles (LCVs) in Europe by 2030.

Hyvia offers a unique range of services on the market: complete turnkey solutions, including the supply of hydrogen vehicles, recharging stations, refueling, as well as services adapted to these new needs.

In addition to light commercial vehicles, the marketing of which is planned from 2023, Renault Group is also exploring other applications. Through concept cars such as Renault Vision and Alpine Alpenglow, Renault Group confirms its technological excellence and stands ready to make the most of this technology according to the evolution that the global hydrogen ecosystem could take.

1.4.4 Focus on some products and technologies of 2022

New engines, patented innovations, Advanced Driver-Assistance Systems (ADAS), multimedia system... Engineering is at the service of Renault Group and our brands. The selection below is not exhaustive.

1.4.4.1. Renault Austral: the tech SUV

Engines with the best level of consumption and emissions

Austral offers a range of innovative powertrains, with different electrification technologies to cover all uses without changing habits: **a new generation of the E-Tech "Full Hybrid" system** as well as two other petrol engines: a Mild Hybrid Advanced 48V with 130hp and a Mild Hybrid 12V with 140 and 160hp.

The **self-charging E-Tech "Full Hybrid"** engine has been the subject of 200 patent applications. It was designed to propel a higher segment vehicle and generate more performance and driving pleasure while reducing consumption and CO_2 emissions. It receives a new 1.2-litre turbocharged 3-cylinder petrol engine associated with an electric motor, a 2 kWh and 400V lithium-ion battery, and an intelligent automatic multi-mode gearbox with optimized claws. This engine thus displays a combined power of up to 146kW, or 200 horsepower. As with the previous generation of E-Tech Hybrid engines, all starts are 100% electric to provide the driving pleasure specific to electrified vehicles, combining silence and responsiveness. Equipped with this new E-Tech Hybrid engine, Austral displays optimal consumption and CO_2 emissions (from 4.5 l/100km and 102 g/km of CO_2) for the best possible cost of use. Hybrid SUVs (HEV) on the market.

New E-Tech Full Hybrid 200 horsepower engine: power and efficiency.

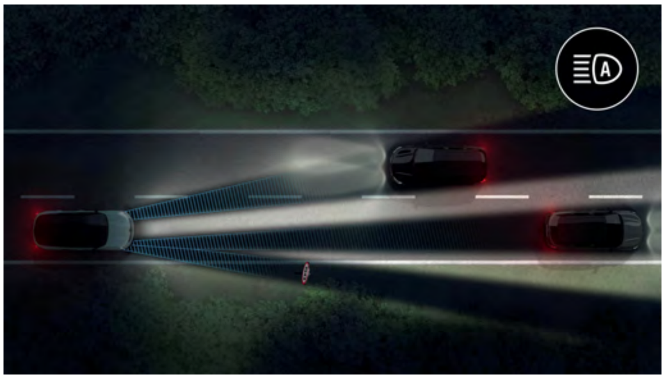
4CONTROL Advanced: a whole world of sensations

Austral inaugurates the third generation of Renault's four-wheel steering system, which has been constantly improved for 15 years: "4CONTROL Advanced". A unique offer in the C-SUV segment, it provides unprecedented comfort, increased agility and unparalleled dynamic performance. Thanks to the addition of a steering actuator on the multi-arm rear axle associated with this equipment, the steering angle of the rear wheels now reaches 5° for an even smaller turning diameter than that of a city car, i.e. 10.1 meters. Associated with the MULTI-SENSE settings, the 4CONTROL Advanced allows you to customize its settings on thirteen levels, compared to three previously.

Smart and proactive driving assistances

Driving, parking and safety: Austral offers 32 ADAS. Among them:

- a new generation 9.3" head-up display, projected into the windscreen;
- Active Driver Assist, a level 2 driving delegation service, which combines adaptive cruise control with "Stop & Go", the lane centering function, geolocation data and specific mapping allowing the vehicle to adapt to the layout of the road;
- 360° vision 3D camera function;
- automatic full parking;
- blind spot warning and lane departure warning in the event of overtaking;
- automatic emergency braking in reverse;
- parking exit warning when reversing;
- secure exit for occupants;
- Matrix LED Vision intelligent lighting.



Matrix LED Vision technology adapts the distribution of light to ensure the comfort and safety of the driver and occupants of surrounding vehicles.

OpenR Link: an adaptative multimedia system that makes the car as intuitive as a smartphone

The centerpiece of Austral's cabin, the OpenR screen is full of technologies to accommodate future updates to the OpenR Link system and offer an experience that is fluid, rich and also scalable. Connected to the cloud, it receives automatic updates through FOTA (Firmware Over-The-Air) technology. Like a smartphone, OpenR Link is operated intuitively and offers many possibilities for customization. In order to enrich its catalog of applications and improve the on-board customer experience, Renault is developing partnerships with publishers. The brand is thus the first in the world to offer Waze directly in the multimedia screen of the vehicle, without activating the smartphone.

1.4.4.2. Renault Megane E-Tech Electric: the high-tech compact car

Ultra-thin battery

Much like its new power train, the Megane E-Tech Electric also has a new 395 kg battery designed to fit perfectly on the CMF-EV platform. At 110 mm (for 1,960 mm length and 1,450 mm width) – 40% smaller than the Zoe battery – it is the thinnest on the market. It contributes to lowering the total height of the vehicle at 1.50 m for better aerodynamism and efficiency. In order to attain such a compact size, engineers had to turn to a new chemical make-up for its batteries with the lithium-ion NMC (Nickel, Manganese, Cobalt) batteries by LG, which have more nickel and less cobalt for greater energy density. Reaching 600 Wh/L, it is 20% more than the Zoe. They also benefit from a new liquid coolant system located in the battery's lower housing unit – a Renault first – that makes the battery more compact and efficient thanks to the extruded aluminum tubes. Measuring only 18 mm high, it makes fitting the battery pack on the platform much easier, leaving more room for overall design and space.

Balanced performance

Megane E-Tech Electric comes with a choice of two battery capacities:

- 40 kWh for a range of 300 km (WLTP cycle);
- 60 kWh for a range up to 470 km (WLTP cycle, depending on each version).

The 40 kWh battery is made of 8 modules of 24 cells each, distributed over a single layer. The 60 kWh battery consists of 12 modules of 24 cells each, spread over two layers. In both cases, the battery's dimensions remain unchanged, including the record height of 110 mm. They come with an 8-year guarantee. In this interval, they will be replaced free of charge if they deteriorate to less than 70% of their nominal capacity.

An ultra-thin battery of only 110 mm.

High energy efficiency

The range of the All-new Megane E-Tech Electric in everyday use is increased in all conditions, in summer and winter. This is thanks to the vehicle's high efficiency. This has been made possible thanks to the many affordable charging possibilities (see below), but also thanks to optimized energy recovery management and heat exchange that harnesses a new, patented, three-part system:

- new generation heat pump that improves the battery's coefficient of performance by 30% (-10 °C) compared with Zoe. It incorporates a completely new heating, ventilation and air conditioning (HVAC) system and now uses electronic valves;
- intelligent system for managing energy lost by the batteries and powertrain, which reuses it to heat the cockpit. This has been made possible by the arrival of a liquid cooling system for the batteries and powertrain (water-cooled oil);
- predictive charging management uses the route on the vehicle's navigation system to set the battery at the appropriate temperature as the car nears a planned charging station. It makes the best use of the specific charging point's capabilities for a faster and/or fuller charge.

With these technologies, a journey between Paris and Lyon, Paris and La Rochelle, Hanover and Copenhagen or Munich and Venice requires only a single short charging stop of 30 min, with an optimized consumption of only 12.8 kWh/100 km (WLTP).

Patented sound cocoon (Soaft Damping Foam)

The innovative "Cocoon Effect Technology", developed and patented by Renault engineers, brings a level of audio comfort while driving that is unparalleled, even for a "naturally" silent electric car. A layer of sound-absorbing foam has been pressed in between the car's floor and across the whole battery. Improvements are best felt above 30 km/h as it creates a sort of sound cocoon most often found on upper segment models so passengers can better enjoy the silence, their music or conversational moments with other passengers even on motorways. Moreover, the "Cocoon Effect Technology" is very lightweight; it weighs 3 kilos less than regular sound proofing. It is enhanced by additional door lining, the sort of "privilege" reserved for more premium models.

1.4.4.3. Dacia Jogger: the 7-seater family car

Family-friendly and versatile, Dacia Jogger seeks the best of each category: the length of a station wagon, the roominess of a leisure activity vehicle and the attributes of an SUV.

Modular roof rails

In the longitudinal position, they contribute to the design without penalizing the vehicle's aerodynamics. In the transverse position, they act as a roof rack that can support up to 80kg (bicycles, skis, roof box, etc.).

This ingenious system is patented. Smart, practical, simple and economical, it embodies the Dacia spirit.

Record spaciousness and modularity

Thanks to its 3 rows, Jogger can carry up to 7 adults. Designed in the spirit of a Swiss army knife car, it offers more than 60 possible configurations. The rear space includes a three-seater folding bench seat with 2/3-1/3 seat and backrest (in row 2) and, in the 7-seater version, two individually folding and removable seats (in row 3).

Jogger has a maximum cargo capacity of up to 2094 liters.

First Dacia model to be equipped with Renault Group hybrid technology

Jogger inaugurates the hybrid engine for the Dacia brand with a combined power of 140 hp, fuel consumption at the highest level and CO_2 emissions from 108 g/km. It is based on technologies that are proven and recognized within the Renault Group, comprising a 90 hp 1.6 liter 4-cylinder petrol engine (HR16), two electric motors (a 50 hp motor and a high-speed starter/generator tension) and an electrified automatic gearbox, equipped with four reports dedicated to the thermal block, as well as two others allocated to the electric. This combined technology is made possible by the absence of a clutch.

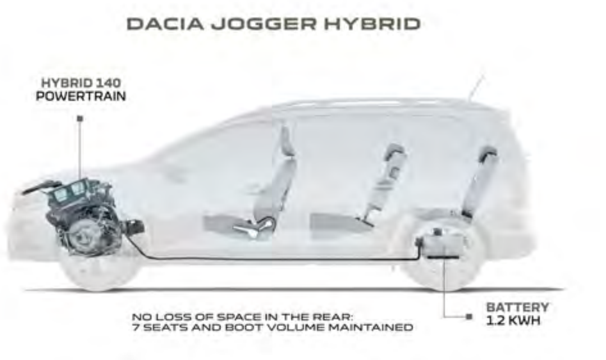
Regenerative braking, combined with the high energy recovery capacity of the 1.2 kWh (230 V) lithium-ion battery and the efficiency of the automatic gearbox, offer:

- up to 80% of driving time in town in all-electric mode;
- fuel consumption savings of up to 40% (compared to an equivalent internal combustion engine in the urban cycle, without changing driving habits).

The 100% electric traction on start-up and the automatic transmission give Jogger comfort and ease of use to optimize driving pleasure and energy performance. The battery recharges while driving thanks to braking and deceleration.

Eco-G: petrol-LPG bi-fuel offer by Dacia

Dacia is the only manufacturer to offer a full range of dual-fuel petrol and LPG vehicles under the ECO-G label. Factory integration of this technology is a guarantee of safety and reliability. The duration of the manufacturer's warranty, the intervals and the cost of maintenance operations, the capacity of the boot are identical to those of a petrol version (the LPG tank is located in place of the spare wheel). The combined consumption of the ECO-G 100 engine in the WLTP cycle starts at 7.7 l/100 km in LPG mode (i.e. 118 g CO_2/km), 6.0 l/100 km in petrol mode (i.e. 135 g CO_2/km). By running on LPG, Dacia Jogger emits on average 10% less CO_2 emissions than an equivalent petrol engine. In addition, it offers more than 1000 km of autonomy thanks to its 2 tanks: 40 l for LPG and 50 l for petrol. With Dacia, LPG combines ease of use, driving pleasure, reduced CO_2 emissions and great autonomy. Depending on the country, bi-fuel petrol/LPG benefits from tax incentives or reductions, a low purchase price at the pump, or the absence of an ecological penalty.



1.4.4.4. Renault Trafic Van: serving professionals for 40 years

Renault Trafic Van offers new safety equipment (automatic emergency braking, blind spot warning, 360° parking assistance, etc.), a modern multimedia system and an expanded and improved range of engines. More modern, more comfortable, better equipped, Trafic Van is at the highest level on the market.

The utility vehicle meets the expectations of craftspeople-traders and company fleets looking for a useful and pleasant work tool.

Still the best cargo capacity

A market reference, Trafic Van always offers the best level in terms of loading length, modularity and customization of the van space. The vehicle is available:

- in 2 lengths (5.08 and 5.48 m) and 2 heights (1.967 m and 2.498 m);
- with a useful volume in the van version ranging from 5.8 to 8.9 m^3;
- cabin floor or not;
- with a flat loading length of up to 3.05 m long; 4.15 meters (in the extended L2 version with the "long load" hatch in the partition).

Modular and customizable to meet all needs

Trafic Van is available with a wide range of options, accessories, made-to-measure transformations (some operated directly in the factory). In addition, there are many conversion possibilities: crew cabin, glazing, partitions, doors, etc. The "cab floor" version of Trafic Van can be adapted in multiple versions: large volume, refrigerated, food-truck, tipper, etc.

Trafic Van E-Tech Electric, first electric model of the bestseller

Revealed in September 2022 at the IAA show in Hanover, the vehicle offers the same diversity and the same level of performance and adaptation to customer needs as the thermal version. Trafic Van E-Tech Electric is equipped with a 90 kW (120 hp) engine with a towing capacity of 750 kg and a load capacity of 1.1 t. The 52 kWh battery has a range of 240 km WLTP.

Renault Trafic Van E-Tech Electric

1.4.4.5. Alpine A110R: lightness, aerodynamics and performance

Entirely made of carbon fiber, the bonnet of the A110 R loses 2.9 kg. The two air ducts optimize the aerodynamics of the sports car.

The Alpine A110 R is the most radical expression of performance and sportiness on the track, but also on the road. At the heart of its genesis: lightness, the chassis and the search for perfect aerodynamics, based on the optimal balance between improving ground support and reducing drag. Inspired by motorsport, many elements have been added or modified on the New Alpine A110 R to optimize its behavior at high speed. In particular, it has benefited from technologies and development tools in the wind tunnel from Formula 1.

The bespoke tuning and tuning of the Alpine A110 R's exclusive chassis, developed to get the best out of performance with its Michelin Pilot Sport Cup2 semi-slick high-performance tyres, make it a car with unprecedented performance, perfect for the circuit and still homologated for the road.

If lightness is in Alpine's DNA, the engineers have gone even further in its expression. Thanks to the intensive use of carbon fiber, the Alpine A110 R weighs only 1082 kg, 34 kg less than the A110 S. With a weight / power ratio lowered to 3.6 kg / hp, this new sports car sprints to 100 km/h in just 3.9 seconds, completes the 1000 m standing start exercise in 21.9 seconds and is thus positioned among the best performing cars in its category.

The New Alpine A110 R stands out for its energy efficiency. By far the lightest in its category and with aerodynamics that combine low drag and significant downforce, this new sports car allows maximum energy efficiency in all driving conditions, which translates into an exceptionally low CO_2 level (1/3 less minimum than the competition) and reduced consumption.

Made in France, at the Manufacture Alpine Dieppe Jean Rédélé, it opens a new chapter in the brand's know-how in terms of sportiness.

1.4.4.6. A110 E-Ternité: a 100% electric prototype at the cutting edge of Alpine innovation

On the occasion of the 60th anniversary of the A110, Alpine has unveiled the A110 E-ternité, an unprecedented prototype loaded with "Made in" Alpine innovations and projecting the brand into the future. A veritable rolling laboratory, the A110 E-ternité is a 100% electric convertible, which manages to retain Alpine's legendary agility with unparalleled lightness for an electric car in this segment!

The A110 E-ternité, 100% electric, is the result of real exploratory work. A link between a prestigious past and a 100% electric future, it illustrates the work that Alpine is currently implementing to develop its range of new models.

Committed to electrics for more than ten years, Renault Group is a pioneer in this area and has acquired rich and valuable experience in all automotive sectors. It is therefore quite natural that the teams began their reflections on the subject very early on. In the "restomod" spirit, the A110 has become the ideal support for this research work with a clear objective: to electrify a myth of sportiness recognized for its lightness and agility, all for a realistic budget. Challenge succeeded with an A110 E-ternité produced in record time and presented in July 2022. A real source of inspiration and lessons for the engineers who are actively preparing the launch of the dream garage from 2024.

1.4.4.7. Mobilize Driver Solutions: an all-in-one offer for taxis and chauffeurs

Innovative in its approach to electric mobility, Mobilize is marketing an unprecedented "Vehicle as a Service" offer. Called "Mobilize Driver Solutions", it consists of flexible subscriptions in terms of duration and mileage and a set of services for Mobilize Limo rental.

The latter is a 100% electric sedan with a range of 450 km in the WLTP cycle. It combines elegance, spaciousness and comfort to fully satisfy its users and their customers. Oriented towards the specific needs of taxi and PHV (private-hired vehicle) professionals, Mobilize Driver Solutions offers peace of mind thanks to a complete offer: a reliable work tool, pleasant to drive, with top-of-the-range services and adapted services. From upfront financing to priority workshop reception and dedicated customer service, it's a complete package they can benefit from. The marketing of "Mobilize Driver Solutions" services began in Madrid in June and in Paris in November 2022. It will extend to other cities in Europe in the coming months.

Mobilize Limo is an elegant 100% electric sedan.

1.5 Regulatory environment

1.5.1 Vehicle manufacturing regulations

1.5.1.1. General framework

Vehicle manufacturing regulations are designed to meet the requirements of States regarding, on the one hand, the need to reduce the number and consequences of accidents to people, whether in vehicles or on public roads (such as pedestrians and cyclists) and on the other hand, the environmental impact of the vehicle fleet (reduction of pollutant emissions, noise or pressure on resources). The Group constantly ensures that it has appropriate tools to enable it to respond to these requirements.

The regulatory framework of the European Union, which is applicable by extension to around 40 countries geographically in or close to Europe, allows approval granted in one European Union country on the basis of a common list of technical regulations to be recognized in another European Union country and registration in all European Union countries without additional technical constraints.

The European framework is historically the pioneer of many national technical regulations around the world. It is based in particular on **Regulation (EU) No. 2018/858 on the approval and market surveillance of motor vehicles and their trailers, and of systems, components and separate technical units intended for such vehicles**, amended by **Regulation (EU) No. 2019/2144 of November 27, 2019, type-approval requirements for motor vehicles and their trailers, and systems, components and separate technical units intended for such vehicles, as regards their general safety and the protection of vehicle occupants and vulnerable road users**, called the 'General Safety Regulation' (GSR), which has reinforced approval checks and production process controls, as well as statistical and continuous oversight of vehicles placed on the market and many passive and active safety technical requirements from 2022.

Carmakers, and more generally the automotive sector, are involved in this continued strengthening of European technical regulations, within the framework of working groups organized by the European Commission and made up of the industries involved in the Member States. The automotive sector is also involved within the broader framework of the UN working groups, made up of around 60 countries and international organizations (including the European Union), to ensure regulatory changes are made while taking into account technical and industrial challenges and opportunities, as well as implementation deadlines.

It should be noted that the health situation experienced in 2020 and extended to 2021 resulted in some delays in the drafting of regulatory texts, but without delaying the adoption dates. Nor has it had any influence on the determination of the levels of regulatory requirements whether in terms of active and passive safety or in terms of emissions and pollutants.

1.5.1.2. Pollutant emissions and CO_2

In the last few years there has been a considerable change in regulatory requirements set out on pollutant emissions by **Regulation (EC) No. 715/2007, amended by (EU) No. 2018/858 on type approval of motor vehicles with respect to emissions from light passenger and commercial vehicles (Euro 5 and Euro 6) and on access to vehicle repair and maintenance information**, supplemented by Commission regulation (EU) No. 2017/1151 of June 1, 2017, amended by (EU) No. 2018/1832.

Since September 1, 2018, the pollutants of all new passenger cars (PC) and light commercial vehicles (LCV) are measured using the Euro 6 and CO_2 limits, during a new cycle that is more representative of use, called the WLTP (Worldwide harmonized Light Duty Test Procedure). The WLTP was implemented one year later for new, heavier LCVs.

In addition to WLTP, which measures pollutants in the laboratory, a procedure known as RDE (Real Driving Emissions) was introduced in two stages. This procedure allows emissions to be checked under real road conditions (driving, road profiles, weather, etc.).

The first interim stage, called Euro 6d TEMP, sets controls for NO_x (nitrogen oxide) emissions using a compliance factor of 2.1 and particulates by number (PN) using a compliance factor of 1.5, taking measurement uncertainties into account. Euro 6d TEMP has been applicable to all new PCs and LCVs since September 1, 2019, and to all heavy LCVs from September 1, 2020.

A second step, known as Euro 6d, reduces this compliance factor to 1.00 for NO_x and PN, and takes into account a measurement uncertainty margin of 0.43 for NO_x and 0.5 for PN, it being specified that the latter factor will be revised each year in the light of progress in the Portable Emissions Measurement System (PEMS) procedure and equipment. Euro 6d has been applicable to new models since 1 January 2020, and to all PCs and LCVs, as well as new heavy LCVs from January 1, 2021, and lastly to all heavy LCVs from January 1, 2022.

In addition to these regulations, which apply to exhaust emissions, evaporative emissions from the fuel systems of gasoline vehicles have also been reduced through a stricter procedure applicable to all new vehicles since September 1, 2019.

The regulation "emissions" (CE) No. 715/2007 is not limited to approval of new products but also requires the inspection of customer vehicles by the manufacturer and by any Member State. This is one of the few industries that produce consumer goods for which vehicle inspection is required at between six months and five years, or 15,000 km and 100,000 km.

Three new intermediate stages called Euro 6e / Eu6bis / Eu6ebis FCM, which consist of corrections and amendments to Euro 6d procedures, WLTP 3rd Act and RDE package 5, were passed on July 5, 2022. Their publication, expected at the end of 2022, will take place in early 2023.

Without changing the Euro6 limits, these new stages introduce more stringent requirements:

- Euro 6e (September 2023 new vehicles / September 2024 all vehicles): reduction of PEMS measurement uncertainties to 0.1 for NO_x and 0.34 for PN;
- Euro 6ebis (January 2025 new vehicles / January 2026 all vehicles): extension of temperature conditions for RDE driving, introduction of an indicator tracking the use of an auxiliary emission-related strategy and reduction of the CO_2 emission calculation factor for PHEVs;
- Euro 6ebis FCM (January 2027 new vehicles / January 2028 all vehicles): second stage of the reduction of the CO_2 emission calculation factor for PHEVs.

The next major regulatory milestone is Euro 7. The European Commission commissioned a consortium of consultants (CLOVE) to develop a substantiated proposal for the Euro 7 technical requirements. The CLOVE consortium issued proposals in April 2021.

The co-decision proposal to be submitted to the Parliament and the Council, expected at the end of 2021, has been repeatedly postponed and has not been taken during 2022. The Commission's ambition is for Euro 7 to be the final step before "zero emissions". *

At the same time, Regulation (EU) 2019/631 setting CO_2 emission performance standards is applicable to new passenger cars and light commercial vehicles. It represents a very important component of climate protection in Europe.

The regulation (EU) 333/2014 had stipulated a limit of 95 g of CO_2/km applicable to 95% of **the passenger car fleet** starting from 2020. Starting from 2021, the regulation (EU) No. 2019/631 defines the targets to be reached by 2030. It stipulates achievement by 2025 of a reduction of 15% compared with a start point calculated in 2021 and, in 2030, a reduction of 37.5% compared with this same start point. These objectives cannot be achieved without a significant increase in the share of hybrid and electric cars in the Renault range. In addition, regulation No. 2019/631 introduces an incentive to exceed a minimum level of zero- or low-emission vehicles (ZLEVs) as a percentage of the range in 2025 and 2030.

Under the new package, Fit for 55, passed in mid-2022, these targets have been raised -55% in 2030, and -100% in 2035, respectively. This represents a total ban on marketing new vehicles that emit CO_2 at the exhaust pipe: internal-combustion engines but also hybrids, whether rechargeable or not. The zero- or low-emission vehicles (ZLEV) incentive for 2030 will also disappear.

The same principles apply to **light commercial vehicles**, with a target of 147 g of CO_2/km in 2020 and ambitions for a reduction of 15% in 2025 and 31% in 2030, compared with a base defined in 2021. Similarly, the Fit for 55 package raises these ambitions to -50% in 2030 and -100% in 2035, with the same consequences as for private vehicles.

While the ambition levels up to 2035 are already defined, some other points of the text were finalized in December 2022.

The health situation did not have a significant impact on regulatory requirements in terms of emissions, either on their content or their timing.

Regulation 2019/631 also stipulates a penalty of €95 per gram of CO_2 and per vehicle sold in the event of failure to achieve the above-mentioned objectives. However, this regulation provides a certain amount of flexibility, such as the possibility of forming a pool between manufacturers or benefiting from gains made through eco-innovations.

This desire to combat global warming is found in other countries where Renault operates, such as China, Brazil and India. In addition, China in particular has comprehensive regulations for electric vehicles (pure and hybrid electric).

*Zero emissions in use: no CO_2 emissions or regulated atmospheric pollutants when driving, in accordance with the WLTP certification cycle, excluding wear parts.

1.5.1.3. Passive safety and active safety

The entry into force of **(EU) regulation No. 2019/2144 on type-approval requirements for motor vehicles and their trailers, and systems, components and separate technical units intended for such vehicles**, will require manufacturers to incorporate an entire series of safety systems and to design the structure of new vehicles taking into account new requirements aimed at minimizing the severity of accidents in head-on, side and rear impact collisions.

1.5.1.3.1. Passive safety

All newly approved PCs and LCVs from July 2022 will have to meet new requirements for head-on, side and rear impact collisions. The requirements will be applicable to all newly registered vehicles in the European Union from July 2024.

Two years after these dates, new requirements for the safety of pedestrians will apply to the front end of these vehicles, in order to extend the protection zones up to the windscreen.

1.5.1.3.2. Active safety

From July 2022, all newly approved PCs and LCVs (classes M_1 and N_1) will be required to be equipped during manufacture with:

- an AEB (Advanced Emergency Braking) system to reduce the risk of collision with other vehicles, whether stationary or in motion;
- an Emergency Lane Keeping system that brings vehicles back into their lane before an involuntary crossing (without indicator signals) of an unbroken line and alerts drivers in the event of an involuntary crossing of a broken line;
- an Intelligent Speed Adaptation system capable of alerting the driver when vehicle speed exceeds the limits;
- a Driver Drowsiness & Attention Warning system, which should be based on analysis of activity at the steering wheel, pedals, etc.

These advanced driver aid systems (ADAS) will become obligatory from July 2024 for all newly registered vehicles in the European Union.

Two years after these dates, new ADAS will become mandatory in turn, such as the AEB system, which takes pedestrians and cyclists into account, and the Advanced Driver Distraction Warning system, which will require technologies that use cameras and image analysis algorithms.

From July 2022, all newly approved PCs and commercial vehicles (LCVs and public transit) must, depending on their PC, public transit, light LCV or heavy LCV category, be equipped with pedestrian and cyclist proximity detection and/or vision systems on the front, side and rear of the vehicle.

These systems will become obligatory from July 2024 for all newly registered vehicles in the European Union.

1.5.1.4. Cybersecurity

Regulation 661/2009 also introduces vehicle cybersecurity requirements (all categories) through the adoption of the new Geneva regulation that codifies this area. These requirements became effective in July 2022 for newly approved vehicles and will come into effect in July 2024 for all newly registered vehicles in the European Union.

These new provisions require manufacturers to put in place a very well-structured cybersecurity governance system to ensure traceability and transparency of all decisions and approvals in respect of the inspection authorities and require all state-of-the-art technical solutions that limit cyber risks to be considered in the design of their vehicles. The system must be accredited by a third party.

Renault's cybersecurity governance system was already "accredited" by UTAC and CNRV at the beginning of 2022, and extensions are currently taking place, notably with the addition of new production sites.

Several countries, including Japan, South Korea, Turkey and Israel, are in the process of adopting or will adopt similar requirements with the same timelines.

Alongside these requirements for setting up a system of governance of the cybersecurity of their products, manufacturers will have to set up a system for managing software developments in order to ensure the traceability of update decisions and vehicle configurations.

The accreditation of Renault's software development management system is scheduled for 2023.

1.5.1.5. Autonomous and/or connected vehicles

Although not a compulsory feature, regulations for vehicles with driverless operation services cover, in the initial stages, systems that help drivers to stay in lane and to drive in congested traffic and on highways (Advanced Lane Keeping Systems).

Extensions to more ambitious use cases should become reality by 2025.

“Driverless” vehicles are a special case that will undoubtedly be handled through testing carried out at the national level, and authorizations issued locally, for public transport and other uses.

In parallel, the rules of the road are gradually beginning to be changed in order to authorize the use of these autonomous driving systems. The amendment to the Vienna Convention on Road Traffic, which was adopted in 2020 and formalized in 2021, thus paves the way for developments in this direction in Germany, France and the UK.

Connectivity is also a special case, insofar as it involves several players outside the automotive sector, which is a real obstacle to the deployment of Intelligent Transport System solutions.

The European Commission is currently working on the introduction of electronic means, which are easier to deploy, of checking the condition of vehicles during the Periodic Technical Inspection, for which vehicle compatibility could be imposed as early as the middle of the decade.

Lastly, the "connected vehicle" poses a significant challenge with regard to data and, in particular, "data access and transfers", whether to or from the vehicle, with substantial monetization and new business possibilities in the background.

The Data Act, currently being drafted by Brussels, aims to regulate this extremely promising data business, in which it is necessary to ensure that manufacturers maintain a balance between free competition and intellectual property, subject to the laws that protect private data (General Data Protection Regulation).

1.5.1.6. Prohibited substances and materials and recycling

The substances regulation governs the registration of all substances and materials present in vehicles and sets out prohibitions and limitations of these substances and materials, with monitoring of each vehicle to avoid distribution on the market of harmful or prohibited products and facilitate recycling of end-of-life vehicles and their batteries.

Global guidelines on regulatory substances and recycling of vehicles and batteries are mainly set by the European Union.

They include:

- the European regulations, REACH (Registration, Evaluation, Authorization and restriction of Chemicals), POP (persistent organic pollutants), and biocidal products for substances;
- the F-GAS regulation on greenhouse gases and the air-conditioning systems directive;
- the ELV (end-of-life vehicle) and recyclability directives on the end-of-life treatment of vehicles with minimum recovery, recyclability and reuse quotas and bans on certain hazardous materials;
- the evolving battery directive on battery recycling.

The European Commission's Green Deal will prompt many vehicle design changes in the coming 5 to 10 years that will affect vehicle design and are expected to lead to:

- **For substances, a ban on them before 2030 as long as they have a short-term or long-term negative effect** on the environment and human and life health in general through an accelerated process of banning by entire families with limited exemptions.

The ban on fluorinated substances (PFAS) started in 2020 and is expected to be gradually extended until 2027 to the entire family of 4,700 substances. This accelerated process applied for the first time to this PFAS family is expected to be extended rapidly to phthalates and all substances and their families since they are endocrine disruptors, persistent organic pollutants (POPs) and to any substance that has a negative effect on the reproduction of living organisms (CMR substances), bioaccumulative and toxic substances, substances that develop respiratory or skin allergies, or immunotoxic or neurotoxic substances.

The European Commission is expected call for any ban on the European Union to be extended worldwide as soon as an international convention of the UN environmental program allows it. This is the case for persistent organic pollutants (POP).

- **For batteries, transformation of the current regulation limited to recovery criteria into a regulation covering their entire life cycle** from the supply of raw materials to the processing of batteries as end-of-life waste, while introducing conditions to facilitate the extension of the life of batteries including the second life of batteries and the re-use of their parts. This new regulation would introduce:
  - technical requirements for performance, durability, carbon footprint, demountability, recyclability and introduction of recycled materials for construction with new batteries;
  - industrial organization requirements imposing on us the implementation of ethical rules throughout the supply chain (due diligence) to be periodically audited by the authorities;
  - a new regulatory framework to facilitate the second life of batteries, including in non-transport sectors;
  - a new obligation to communicate with customers through a digital passport regarding the summary of the technical and environmental performance of each battery;
  - greater involvement in the operation of the collection and recycling channels through the Extended Producer Responsibility (EPR) policy.
- **For vehicles, transforming, like for batteries, the current regulations limited to recovery and recycling into regulations covering their entire life cycle** with requirements on the content of recycled plastic products and ethical requirements on our supply chain. This new regulatory content should be extended to all vehicles including large commercial vehicles.

Other countries such as China, Korea, Japan and India could also adopt specific requirements for the recycling of batteries and vehicles and/or emissions of materials present in vehicles to guarantee passenger cabin air quality.

1.5.1.7. Stronger oversight

The unique legal environment in European Union Member States shows a general trend towards more stringent requirements and oversight of them by regulatory authorities, whether through stricter monitoring of approval tests, maintaining the performance of vehicles throughout their life via engine compliance inspections, maintaining the general condition of the rolling vehicle population via reinforced technical controls, enhanced verification of the compliance of production (COP) and monitoring the compliance of new vehicles put on the market.

For example, through the new EU Regulation 2018/858, the European Union has decided to implement market oversight from September 2020 that consists of requiring each Member State of the European Union to conduct vehicle compliance inspections that include performance of approval tests on a sample of vehicles representative of their national market. Another purpose of market oversight is the monitoring of the functioning of technical services and approval authorities in each European Union Member State to detect and correct malfunctions in the European approval system.

1.5.2 Environmental regulations

As part of its production of automotive vehicles and mechanical equipment and the sale of its products, Renault Group is required, in the various countries where its vehicles and products are located or marketed, to comply with certain regulations that are directly applicable to it, in particular with regard to the sites and installations that operates and the substances used as part of its production process.

Because of its activities, Renault Group is subject to environmental regulations, concerning, among other areas, emissions into the air, waste management and water and soil impacts.

The main regulations applicable to Renault Group's industrial, logistics and commercial activities are described below.

1.5.2.1. Industrial emissions management

Directive No. 2010/75 of November 24, 2010, known as the Industrial Emissions Directive (IED), replaced the Integrated Pollution Prevention and Control (IPPC) Directive and six sector directives, including the large combustion plants directive (2001/80/EC).

The IED strengthens a number of requirements for the prevention and reduction of pollution emitted by industrial installations into the air, water and soil. It also establishes thresholds that are not to be exceeded.

It states that certain industrial facilities must first obtain administrative authorization. This authorization cannot be issued by the competent administrative authority unless certain environmental conditions are met (the operator takes adequate preventive measures against pollution and the facilities at least respect the regulatory thresholds).

One of the guiding principles of this directive is the use of best available techniques (BAT) to prevent pollution of all kinds. Activities that require administrative authorization must meet the BAT standard established, reviewed and updated by the European Commission, which publishes the conclusions in the "BREF" (best available techniques reference document).

Most of the Group's industrial sites depend on the BREF STS (surface treatment using solvents) for automotive paint activities, which has been revised and whose new conclusions were published on 9 December 2020 in Decision (EU) 2020/2009. After submitting the review dossier, the sites concerned will have to put in place BATs by December 2024 to comply with the new thresholds established in this document. In addition, the revision of the BREF SF concerning foundries, and STM, concerning surface treatment activities, also started in 2019 and 2022, respectively. Following the same logic as the BREF STS, this revision will eventually set the future emission limits for these activities.

The IED Directive also requires a "base report" describing the facilities concerned and comprising a soil and groundwater diagnosis before the facility is put into operation or before the first update of the authorization issued. Finally, the Directive redefines the requirement to restore the site upon cessation of activity.

1.5.2.2. Air emissions management

European Directive (EU) 2015/2193 of November 25, 2015, regulates emissions from medium-sized combustion plants. It sets emissions thresholds for sulphur dioxide (SO_2), nitrogen oxides (NO_x) and dust into the atmosphere from combustion plants with a nominal thermal power greater than or equal to 1 MW and less than 50 MW, regardless of the type of fuel that they use. It also establishes rules to monitor carbon monoxide (CO) emissions.

Operators must implement emissions monitoring in accordance with the requirements set out in Annexe III to this directive and periodic measurements in particular. CO measurements are required for all facilities.

European regulation (EU) 517/2014 of April 16, 2014, (F-Gas), which repealed regulation (EC) 842/2006 on January 1, 2015, aims to contain, prevent and reduce emissions of fluorinated greenhouse gases covered by the Kyoto Protocol.

This regulation:

- discourages the use of fluorinated gases with a high impact on the climate and encourages energy efficient and safe substitutes;
- continues to improve the containment and end-of-life treatment of products and equipment containing fluorinated gases;
- promotes consensus on an international agreement under the Montreal Protocol to gradually reduce HFCs, which are the main group of fluorinated gases;
- ensures that the European Union takes into account the latest scientific results obtained at the international level, as recorded in the IPCC fourth Assessment Report, as regards in particular the substances covered by the regulation and their global warming potential (GWP).

The regulation aims to reduce fluorinated greenhouse gas emissions in the European Union by two thirds compared with their current level by 2030.

Renault Group reviewed these obligations and is making the necessary arrangements to minimize the use of these substances and limit their discharge into the atmosphere.

European Directive 2003/87/EC of October 13, 2003, establishing a scheme for greenhouse gas emission allowance trading systems affects 11 Group sites in France, Spain, Slovenia and Romania. Its application for the 4th phase that has started (2021–2030) is mainly governed by Implementing Regulation (EU) 2018/2066 on the monitoring and reporting of greenhouse gas emissions.

This system requires sites subject to the regulation to report their greenhouse gas emissions each year and return a number of "allowances" equivalent to the metric tons of CO_2 emitted. A certain number of allowances is allocated free of charge, and additional allowances may be purchased on the primary or secondary markets.

For the 4th phase, the allocation of free allowances is governed by strict rules, specified in Delegated Regulation (EU) 2019/331. Annual greenhouse gas emissions are verified by an independent accredited third party as described in Implementing Regulation (EU) 2018/2067.

Changes to this regulation, in particular the loss of the "carbon leakage" exposure status since the entry into the 4th phase, has greatly reduced the number of free allowances for sites subject to the regulation.

In Korea, an exchange system was put in place in 2015, by a 2012 law (Act on Allocation and Trading of Greenhouse Gas Emissions Allowances) and an associated decree. The sites in Busan (RSM) and Giheung (since 2021) are subject to this.

1.5.2.3. Water management

Renault Group is subject to applicable European regulations on the use and protection of water since it abstracts, uses, and discharges water during its production processes.

European Directive No. 2000/60/EC of October 23, 2000, known as the Water Framework Directive (WFD), establishes a framework for a community water policy.

The WFD defines a framework for the management and protection of waters by major hydrographic basin at the European level. It plays a strategic and founding role in water policy, setting ambitious objectives for the preservation and restoration of the condition of surface water (freshwater and coastal water) and for groundwater.

The main objectives of the directive are:

- achieving, starting in 2015, a good condition for all of these waters, which means a good ecological and chemical condition for surface water, as well as a good qualitative and quantitative condition for groundwater;
- adopting a combined approach of environmental quality standards (Directive 2008/105/EC of December 16, 2008) through removal of hazardous substances and emission thresholds based on the best available techniques, using the approach leading to the most stringent standards;
- immediately implementing this approach for priority hazardous substances for the Community, i.e., identifying them and establishing emission thresholds and quality standards for them;
- establishing a management plan for each hydrographic basin;
- taking into account the principle of recovering the costs of water-related services, integrating the polluter pays principle established by the Treaty on the Functioning of the European Union;
- increasing public participation, through more and better information and involving the public in decision-making.

Public authorities are also imposing strict regulations on industrial wastewater that may be discharged into collection systems and on treated wastewater and sludge from urban wastewater treatment plants.

The WFD set targets for 2015, but its implementation timetable runs until 2027. Discussions are still underway on the issue of water, and on the reuse of domestic wastewater in particular. Better treatment of this water could significantly increase the use of wastewater, especially for agricultural irrigation.

European Directive (EU) 2020/2184 of December 16, 2020, on the quality of water intended for human consumption aims to ensure high-quality tap water throughout the European Union. This directive is in response to the demands of over 1.8 million Europeans who signed the first-ever successful European Citizens' Initiative, "Right2Water", in support of improving access to safe drinking water for all Europeans.

In 2022, the European Commission drew up a watch list of substances and compounds of concern (2) for water intended for human consumption in accordance with Directive (EU) 2020/2184 of the European Parliament and of the Council. The two substances in question are endocrine disruptors; we will take into account the transposition texts in each of the countries in which Renault operates in order to meet these new requirements. These requirements apply to the owners of the water distribution networks (companies), among others. In addition, we will apply the new drinking-water quality standards. It is worth nothing that the theoretical time frame for transposing this Directive into local law is two years.

Lastly, the scarcity of water resources is a major issue for the coming years. India has already put in place obligations in this regard. In that country, domestic water must be treated and reused in toilets.

1.5.2.4. Waste management

European Directive 2008/98/EC of November 19, 2008, known as the Waste Framework Directive (WFD), defines the rules applicable to the treatment of waste within the European Union. It applies to all objects or substances that the holder discards or that he or she intends or is required to discard. The WFD reaffirms, in the name of the polluter pays principle, the responsibility of a waste producer to manage its waste in a way that does not endanger human health or harm the environment.

The Directive also introduces a requirement for waste producers to limit their impact on the use of resources by preventing and reducing waste with a view to transitioning to a circular economy.

It establishes a hierarchy of waste treatment methods, requiring waste producers to prioritize, in the following order:

- waste prevention;
- preparation for its reuse;
- recycling;
- other forms of recovery, in particular energy recovery;
- disposal.

It also clarifies the concept of recovery, disposal, end of waste status and by-products and requires the establishment of separate collections for paper, metal, plastic, and glass, as a minimum.

The Basel Convention on the control of transboundary movements of waste and its disposal, which was adopted on March 22, 1989, and entered into force on May 5, 1992, regulates and limits transboundary shipments of waste.

It calls on the 187 Parties to observe fundamental principles such as proximity to waste disposal, environmentally sound management, prioritize recovery, and prior informed consent to the importing of potentially hazardous substances, etc.

European Regulation (EC) 1013/2006 of June 14, 2006, on the shipment of waste transposes the principles of the Basel Convention into European law.

It requires the limitation of cross-border shipment of waste through observance of the principles of proximity and prioritization of recovery. To determine if transfer of waste is possible, and the applicable procedure (communication or notification), the following need to be considered:

- the origin of the waste (country of production);
- the destination and route of the waste (transfer inside or outside the EU/EFTA/OECD);
- the type of treatment to be applied to the waste (recovery or disposal);
- the type of waste transferred:
  - non-hazardous waste: green list (Annex III of the regulation);
  - hazardous waste: orange list (Annex IV of the regulation).

Under "extended producer responsibility" (EPR) regimes, producers who place waste-generating products on the market must take responsibility for management of that waste financially and/or operationally. This responsibility can be implemented through individual, shared, or collective systems (eco-organizations).

Several European directives have introduced this type of obligation for certain types of waste (sectors). In light of its activities, Renault Group is particularly concerned by regulations relating to household packaging, batteries and accumulators (particularly for electric-vehicle batteries), end-of-life vehicles and lubricants.

Several new EPR schemes will be set up by 2025, with Renault Group being affected by the EPR scheme for industrial and commercial packaging.

Directive 2006/66/EC of September 6, 2006, on batteries and accumulators as well as battery and accumulator waste prohibits the marketing of certain batteries and accumulators with a mercury or cadmium content above a determined threshold.

In addition, it encourages a high level of collection and recycling for battery and accumulator waste as well as an improvement in the environmental performance of all actors in the life cycle of batteries and accumulators, including during the recycling and disposal of battery and accumulator waste.

This Directive prohibits the landfilling or incineration of industrial and automotive battery and accumulator waste. Only their residues from both treatment and recycling may be landfilled or incinerated.

The net costs of collecting, processing, and recycling industrial and automotive batteries and accumulators must be paid by the producers.

Directive 2000/53/EC of September 18, 2000, on end-of-life vehicles (ELVs) defines the measures to be taken to prevent and limit waste from end-of-life vehicles and their components, and to ensure that they are reused, recycled or recovered.

Vehicle and equipment manufacturers must take into account the dismantling, reuse, and recovery of vehicles in the design and production of their products, limit the use of hazardous substances, and integrate an increasing share of recycled materials into vehicles.

The reuse and recycling rate for end-of-life vehicles must reach a minimum of 85% by weight per vehicle per year on average. The reuse and recovery rate must reach a minimum of 95% by weight per vehicle per year on average.

Producers (manufacturers or importers) must set up ELV collection systems, and owners may drop off their ELVs at authorized treatment facilities only, at no cost to them (unless the vehicle is incomplete).

There is currently no need for producers to contribute to the economic balance of the sector, as the costs of processing ELVs is offset by the sale of stripped vehicles to approved shredders and parts and materials on the used vehicle, renovation and recycling market.

In conclusion, European and global environmental regulations have changed significantly over the last 20 years. Renault Group ensures that the regulations applicable to it are identified as soon as possible and taken into account in its production system. The European Union's Green Deal is a new European roadmap for achieving carbon neutrality by 2050. The policy is aimed notably at the circular economy and the preservation of resources and biodiversity, which are also central to the Group's concerns. Renault Group is therefore preparing to meet the new challenges by being vigilant and continuing to pursue an approach designed to continuously reduce its impact on the environment.

Even though the European Union is still the leader in this area, countries like Korea, China, and India, which are strongly impacted by the scarcity of resources (water in particular) and increasing pollution (air and waste) are beginning to introduce more stringent regulations.

1.5.3 European regulations applicable to the distribution of new vehicles and spare parts

Renault Group is subject to European competition law. Among other things, this law prohibits agreements that prevent, restrict or distort competition. By way of exception, agreements limiting competition (in particular through selection of resellers or provision for exclusive terms for them) are authorized when they may contribute to improving the production and distribution of products or to promote technical or economic progress.

The purpose of **the European Commission's block exemption regulations No. 2022/720 of May 10, 2022, and No. 461/2010 of May 27, 2010**, which are applicable to the distribution of new vehicles and the supply of spare automotive parts and to repair and maintenance services for motor vehicles, respectively, is to exempt from the prohibition of cartels, agreements presumed to improve distribution without eliminating competition.

The criteria for this automatic exemption depend on the market shares of the parties to an agreement (maximum threshold of 30%) and the absence of any marked restrictions on competition. As applied to the automotive sector, this exemption is in principle applicable to the selection by manufacturers of their network of authorized distributors and repairers.

However, the presence of one of the following restrictions may prohibit the exemption from being applied:

- setting the price (fixed or minimum) at which distributors can resell vehicles or spare parts (prohibition of resale price maintenance);
- the distribution of geographic markets or customers between distributors (in particular, the restriction of passive sales in a reserved region or customer group);
- the ban on sourcing by authorized distributors from other authorized distributors (restriction of cross-deliveries);
- the ban on the resale by authorized distributors of spare parts to independent repairers for use in repair or maintenance services;
- the ban on the use by authorized repairers of spare parts of a quality equivalent to original parts for repair

or maintenance services.

Similarly, under regulation No. 461/2010, any restriction concerning access by independent repairers to the technical information necessary for the repair and maintenance of vehicles is presumed to exclude the benefit of exemption from the selection by Renault of its network of authorized repairers.

Regulation 2022/720 replaced Regulation 330/2010 on June 1, 2022. Accompanied by new guidelines, also adopted on May 10, 2022, it contains new provisions on e-commerce and the digital economy and updates the legal framework for distribution networks. The most substantial changes concern the strict control of information exchanges in the context of dual distribution (a system combining direct sales and resales through a network of distributors), the reinforcement of the protection of selective distribution networks and the new flexibility in setting the duration of non-compete obligations. The exemption conditions in Regulation 461/2010 have generally been retained.

Regulation 461/2010 expires on May 31, 2023. Following public consultations held in 2022, the Commission published a new draft of Regulation 461/2010 for a period of five years from June 1, 2023, and new draft guidelines. The main purpose of the updates is to clarify that vehicle-generated data, which is considered essential input for the provision of repair and maintenance services, will be subject to the same rules on access, provision of tools and training as the technical information needed for repair and maintenance covered by the current framework.

1.5.4 Community design regulations

Council regulation (EC) No. 6/2002 of December 12, 2001, on community designs provides for the principle of the repair clause, which excludes the protection of visible spare parts of a vehicle via designs and models (repair clause principle) in order to promote free market competition by allowing any company to manufacture and sell spare parts on the after-sales market.

At the national level, European states remain divided over the transposition of the repair clause into national law. Some countries, such as Poland, Spain and Germany (since January 1, 2020), have transposed this clause. However, other countries such as France, Slovakia and Croatia refuse this deregulation and therefore do not apply the repair clause principle.

Nevertheless, in the long term, it is likely that the repair clause will become applicable to all EU countries. In the summer of 2021, the European Commission launched a public consultation on the overall assessment of the design and model system with questions relating to the repair clause.

The extension of the repair clause to all European Union countries would have a significant economic impact on Renault Group's after-sales market share.

France has just taken a first step towards this liberalization by passing a law that, starting on January 1, 2023:

- removes copyright protection for spare parts;
- reduces the duration of protection of spare parts by designs to 10 years (instead of 25 years);
- allows original equipment manufacturers to manufacture spare parts for replacement without the manufacturer's prior agreement.

1.5.5 Banking regulations

Several banking sector regulations applicable to Renault Group through its subsidiary RCI Banque are likely to have a significant impact on its activities.

Directive 2013/36 of June 26, 2013, on access to the activity of credit institutions and the prudential supervision of credit institutions and investment companies, known as the "CRD IV Directive" was transposed in France by Order 2014/158 and by the Decree of November 3, 2014. These texts have redefined the rules governing the approval conditions for credit institutions, the governance of credit institutions, internal control and senior executive compensation, with the aim of harmonizing the regulations applicable to credit institutions in these areas at European level. They are therefore an essential step towards the achievement of the internal market in the banking sector. Directive 2019/878 amended Directive 2013/36 as regards exempted entities, financial holding companies, mixed financial holding companies, compensation, supervisory measures and powers, and capital conservation measures. This directive was transposed into French law by Order No. 2020-1635 of December 21, 2020, bringing in a number of provisions adapting the legislation to European Union law on financial matters.

European Regulation 575/2013 of June 26, 2013, on prudential requirements for credit institutions and investment companies, known as the "CRD IV Directive", introduced new requirements for capital, liquidity, and leverage ratios. This regulation aims to strengthen the solidity of European banking institutions by improving the qualitative and quantitative aspects of capital. This text was amended by regulation 2019/630 as regards the minimum coverage of losses on non-performing exposures. This new regulation also supplements the existing prudential rules as regards capital with provisions for a deduction from capital if non-performing exposures are not sufficiently covered by provisions or other adjustments. The CRD IV Directive was also amended by Regulation (EU) 2019/876 of May 20, 2019, as regards the leverage ratio, the net stable funding ratio, requirements for own funds and eligible liabilities, counterparty credit risk, market risk, exposures to central counterparties, exposures to collective investment undertakings, large exposures, reporting and disclosure requirements, as well as Regulation (EU) 2020/873 of June 24, 2020, as regards certain adjustments in response to the Covid-19 pandemic.

Directive 2014/59 of May 15, 2014, establishing a framework for the recovery and resolution of credit institutions and investment companies, known as the "BRRD" set out a framework for the recovery and resolution of credit institutions. This text aims to ensure that bankruptcies of European banks are managed in such a way as to preserve financial stability and minimize costs for taxpayers. It gives the competent authorities the means to intervene before difficulties arise and, where necessary, at the start of the resolution process. The directive entered into force on January 1, 2015. These measures were supplemented by regulation 806/2014 of July 15, 2014, which established a single resolution mechanism (SRM) and a single resolution fund (SRF). Finally, this directive was amended by Directive 2019/879 of May 20, 2019, as regards the capacity to absorb losses and recapitalize credit institutions. This directive clarifies the fixing of the MREL (Minimum Requirement for own funds and Eligible Liabilities specific to each establishment) and was transposed into French law via Order No. 2020-1636 of December 21, 2020, on the resolution regime in the banking sector.

Directive 2008/48 of April 23, 2008, on credit agreements for consumers was transposed in France by Law 2010-737 of July 1, 2010, on consumer credit reform. The purpose of these texts is to provide better consumer protection and to harmonize national credit distribution rules. These texts require credit institutions to strengthen consumer information by providing them with a standardized European pre-contractual information sheet. This directive is currently being revised at the European level.

Directive 2018/843 of May 30, 2018, amended **Directive 2015/849 on the prevention of the use of the financial system for the purposes of money laundering or terrorist financing**. This text was transposed in France by Government Order 2020-115 of February 12, 2021. This system:

- strengthens the transparency of complex legal entities and legal structures by broadening access to registers of beneficial owners;
- sets out the enhanced due diligence measures to be implemented with respect to business relationships or transactions involving high-risk third countries;
- sets out the guarantees to be put in place to mitigate high money laundering risks associated with entering into a remote business relationship;
- establishes the principle of consolidated supervision of AML-CFT procedures by banking and insurance groups.

Directive 2016/97 of January 20, 2016, on insurance distribution, transposed in France by Decree 2018-361 of May 16, 2018, aims to ensure better consumer protection and harmonize national rules for the distribution of insurance products. This text requires the establishment of governance procedures for the design and distribution of insurance products and the delivery of a new standardized information document (IPID) to customers.

On February 25, 2019, the European Banking Authority published Outsourcing Guidelines (EBA/GL/2019/02). These guidelines set forth a governance framework for outsourcing operations. Accordingly, they require an evaluation of each subcontractor, the keeping of a register of services outsourced, and the inclusion in contracts with subcontractors of a certain number of clauses to ensure good control of the risks associated with the outsourcing.

On January 18, 2017, the European Banking Authority published guidelines on the application of the definition of default (EBA/GL/2016/07). The purpose of this text is to harmonize the definition of default by providing a detailed clarification of the various reasons for default (including the counting of days in arrears), the conditions for a return to non-default and the associated processes. The text will be applicable starting January 1, 2021.

In addition, the European Commission has adopted the delegated regulation 2018/171 entitled "Final report on materiality threshold for credit obligation past due" (RTS/2016/06). This text introduces a unique methodology for the counting of days in arrears (Day past due counting) based on the application of absolute and relative materiality thresholds.

In its Regulation 2018/1845 of November 21, 2018, the ECB set the absolute threshold at 100 euros for retail exposures and 500 euros for other exposures. These rules are to be complied with as of December 31, 2020.

Finally, the European Banking Authority also published guidelines for estimates of probability of default and estimates of loss given default (EBA-GL-2017-16).

Finally, the European Banking Authority also published guidance on probability of default estimates and loss given default estimates (EBA-GL- 2017-16). The European Banking Authority also published on October 31, 2018 guidance outlining good risk management practices for credit institutions in relation to the management of non-performing exposures (NPEs), renegotiated exposures and foreclosed assets (EBA/GL/2018/06), as well as guidance affecting institutions' internal governance arrangements and procedures in relation to credit granting processes, and associated risk management procedures, in particular creditworthiness assessment (EBA/GL/2020/06).

This guidance is part of the European Banking Authority's broader work to reduce unwarranted variability in internal model results, while preserving the risk sensitivity of capital requirements and loss given default estimates (EBA-GL- 2017-16).

1.6 Post-closing events

Renault-Nissan-Mitsubishi Alliance open a new chapter for their partnership:

Following approval by the Boards of Directors of Renault Group and Nissan Motor Co., Ltd, Renault-Nissan-Mitsubishi Alliance today announced new initiatives to take their partnership to the next level.

A three-dimension program to maximize value creation for all Alliance stakeholders will include:

- High-value-creation operational projects in Latin America, India and Europe;
- Enhanced strategic agility with new initiatives that partners can join;
- A rebalanced Renault Group-Nissan cross-shareholding and reinforced Alliance governance.

Renault Group and Nissan have entered into a binding framework agreement regarding the above-mentioned transactions, with a view of reaching definitive agreements by the end of the first quarter of 2023. The transactions contemplated in these definitive agreements would be subject to a limited number of conditions precedent, including regulatory approvals, and completion is expected to occur in the fourth quarter of 2023.

This far-reaching program paves the way for a renewal and strengthening of the 24-year partnership, creating a new agile spirit and harnessing the pioneering technologies of all three Alliance members. This next level will create more growth opportunities and help secure operating efficiencies for each Alliance company to innovate and transform in the fast-changing market for automotive products and mobility services.

Under it, Renault Group would transfer 28.4% of its Nissan shares into a French trust, where voting rights would be "neutralized" for most decisions, but where economic rights (dividends and proceeds from the sale of shares) would still fully benefit Renault Group until the sale of those shares. Renault Group and Nissan would retain a 15% cross-shareholding, with a retention obligation, as well as an obligation to cap their holdings. They would both be able to freely exercise the voting rights attached to their 15% working interest, with a 15% cap. Renault Group would instruct the trustee to sell these Nissan shares if the economic conditions are reasonable for Renault Group, in an organized and orderly process, but the trustee would have no obligation to sell its shares within a specific predetermined period. The Alliance Operating Board would remain the coordinating body.

This announcement has no impact on the consolidated financial statements as at December 31, 2022.

Aramco signs letter of intent with Geely and Renault Group for new powertrain company to focus on lower emission technologies:

Aramco has signed a letter of intent to potentially become a minority shareholder in the new powertrain company (PWT) to be established by Geely Holding Group (Geely Holding), Geely Automobile Holdings Limited (Geely Auto HK.0175) - collectively referred to above as "Geely" - and Renault Group. The new company will focus on internal combustion and hybrid powertrain technologies.

Aramco's investment would be used to support the company's growth and contribute to research and development, particularly in synthetic fuel solutions and future generation hydrogen engines.

With a global network of 17 powertrain factories and five R&D centers on three continents, the future company will be a full-fledged global supplier with a total capacity of more than 5 million powertrains and engines, hybrids and plug-in hybrids per year to supply further 130 countries and regions.

2. Sustainable Development

The elements of the annual financial report are identified in the summary using the pictogram. AFR

2.1 Creating economic, social and environmental value

2.1.1 Sustainable development strategy

The Group's sustainable development action is based on three pillars. These three pillars support Renaulution's transformation into a greener, more tech-intensive company driven by data, energy and services:

- the first pillar, the environment, involves carbon footprint reduction and optimized use of resources through the development of our circular economy activities;
- the second pillar, safety, by leveraging the technology in our vehicles to improve the safety of users of our vehicles and services on the roads. This pillar also covers the safety of employees in the workplace;
- the third pillar, inclusion: the shift toward the new businesses of electrification, data and the circular economy will be achieved by supporting the transformation of skills and promoting diversity within the Group.

"Carmaker and caremakers": we make cars but also take care of those who design and build them and those who use them while limiting our impact on the planet we rely on to produce them.

This strategy is the result of a major collaborative and unifying process involving the Company's management bodies, the Group Works Council and all employees worldwide (via an open global survey) as well as external stakeholder panels. A study on the company's culture was also carried out at this time. The members of the Ethics & CSR Committee, now the Strategy and Sustainability Committee as well as the Board of Management were regularly informed of the progress of the work.

The key stages of our commitment

Well before the appearance of the concept of sustainable development, Renault Group acted responsibly in relation to the societies and ecosystems within which it operated. We therefore present a non-comprehensive snapshot of the social, societal and environmental actions of the Company.

2019

- ▲ 50 years of the LAB, a collaborationbetween Renault and PSA serving road safety.
- ★ 10 years of the IMD (Institut de la Mobilité Durable - Institute for Sustainable Mobility).
- ★ Renault Group, partner of the World Rescue Challenge, in La Rochelle.
- ● Renault Group, 1st car manufacturer to validate decarbonization objectives with the Sciences Based-Targets initiative (SBTi).

2020

Health crisis (COVID-19)

- ★ €2.3m allocated by the Renault Foundation for associative sponsorship and employee commitment projects.
- ★ New mission for the Renault Foundation focused on integration through employment.
- ● eWays event dedicated to electric mobility (October 2020).
- ● Refactory Flins : the first European circular economy plant dedicated to mobility.

2021

- ★ Announcement of the sustainable development strategy around 3 pillars: the environment, securityand inclusion (April 23, 2021).
- ★ Publication of climate report (April 26, 2021).
- ★ The company targets 30% women in Group key positions in 2030.
- ★ Launch of 'Software république' (April 9, 2021).
- ● Renault Group aims to achieve carbon neutrality in Europe by 2040 and worldwide by 2050.
- ● 1st anniversary of the Refactory and inauguration of the VO Factory in Flins.
- ● Hackathon for the decarbonization of Renault Group plants.
- ● Fondation Renault Group: New 'integration through employment' (16 partnerships).

2018

- ★ Creation of the Renault Foundation Morocco, Renault Foundation Portugal and Renault Foundation Romania.
- ▲ Creation of the Social Business Strategic Area of Expertise in the Group.
- ★ Launch of HeForShe, a UNO movement promoting gender equality, in the Group.
- ★ Three-year partnership with Handicap International.
- ★ Renault Group partner of Paris 2018 Gay Games, an inclusive international sport and cultural event.

2017

- ● New target of a 25% reduction in the carbon footprint(1) by 2022 compared with 2010.
- ▲ New Driver's Charter for the Group.
- ★ Signing of the CAP 2020 Agreement in France – Agreement on work activity for sustainable performance with trade union representatives.

2016

- ● ZOE Z.E. with a record driving range of 400 km(2).
- ● Renault-Nissan Alliance official COP 22 partner in Marrakech (Morocco).
- ★ Renault signatory of the French national call for companies in favor of Road Safety at work.
- ★ 15th anniversary of the Fondation Renault for education.

2015

- ● Renault-Nissan Alliance is a Paris Climate Change Conference (COP 21) partner.
- ● Group Carbon footprint(1) vehicle sold reduced by 17.2% between 2010 and 2015, one year ahead of 2016 target.
- ★ Launch of the Renault Mobilize Solidaire employee savings fund (FCPE).

2022

- ★ Creation of the AUTO ADE-RE association with the Adecco Groupe dedicated to supporting changes in employment in the automotive sector.
- ▲ Starting Reknow University 7,800 learners in 2022.
- ● Signature of an agreement with Managem for a sustainable supply of Moroccan cobalt.
- ● Presentation of Renault Scenic Vision H2-Tech embodying Renault's strategic sustainable development commitments in terms of the environment, safety and inclusion.
- ● Capital Market Day with the announcement of ESG objectives for each entity.
- ● Creation of THE FUTURE IS NEUTRAL, the first company operating on the entire value chain of the automotive circular economy and whose vocation is to engage industry towards resource neutrality.
- ▲★● Publication of the first integrated report.
- ▲★● Obtaining the 1st prize of the 1st edition of the Ethics & Compliance Transparency Award by the Labrador agency.

2010

- ● Renault is a founding partner of the Ellen MacArthur Foundation for the circular economy.

2011

- ● Launch of the electric range: KANGOO Z.E., FLUENCE Z.E., TWIZY.

2012

- ● Tangiers plant, designed on the basis of carbon-neutral technologies and zero industrial effluent discharge.
- ★ Creation of Mobiliz Invest (social enterprise investment fund).

2013

- ● Marketing of ZOE.
- ● Renault's carbon footprint(1) is 10% lower than it was in 2010.
- ▲ Contract for a new dynamic of growth and social development in France.
- ▲ Global Framework Agreement for sustainable growth and development.

2014

- ● Eolab concept car posts consumption of 1 l/100km without any compromise on performance.

2009

- ★ Sustainable Mobility Research Institute, Renault - ParisTech.
- ▲ The 'Crisis-Period Labor Deal' establishes a corporate welfare system to maintain the jobs and pay of employees placed on short-time working.

2008

- ● Creation of Renault Environnement and acquisition of a stake in Indra (automotive recycling).

2007

- ● Launch of the ECO2 label, based on three environmental criteria (manufacturing, emissions and recycling).

2004

- ▲ Signature of the Declaration of Employees' Fundamental Rights and the Diversity Charter.
- ● First Life Cycle Assessment (LCA) of the Scenic II.

2001

- ★ Fondation d'Entreprise Renault for higher education.

1989

- ▲ Signature of the 'Living Agreement' to ensure the ongoing development of Renault and the professional, personal and cultural advancement of employees.

1998

- ● First certification of environmental data by the Statutory Auditors.

1999

- ● First ISO 14001 certified plants.

1999 2004

- ● Renovation and environmental upgrading of the Pitesti plant (Romania) following the acquisition of Dacia.

2000

- ★ Launch of Sécurité Pour Tous (Safety for All), an international road safety program for children.

1987

- ● The Renault VESTA 2 concept car hits record fuel efficiency of 2 l/100 km.

1961 1970

- ▲ industrial hygiene laboratory closely monitors the chemicals used in Renault plants (1962).
- ▲ Fourth week of paid vacation, retirement at 61 for women and 63 for men (1962).
- ▲ First foundation in Spain to fund scholarships for employees' children (1963).
- ★ Accident Analysis and Biomechanics Laboratory Renault/PSA – LAB (1969).
- ● First purification plants on production sites (1970).

1951 1960

- ★ Physiology and Biomechanics Laboratory (1954).
- ▲ Labor deal: payment for public holidays, third week of paid vacation and introduction of a supplementary pension plan (1955).
- ★ Renault Argentina Foundation providing innovative environmental and mobility initiatives (1960).

1900 1950

- ▲ Caisse de secours mutuel (1904).
- ▲ Medical Service (1914).
- ▲ Renault Factory Apprenticeship School (1919).
- ▲ First company to have a Works Council (1944).
- ● Standard exchange activity (renovation of mechanical components) at the plant Choisy-le-Roi (1949).

▲ SOCIAL
● ENVIRONMENTAL
★ SOCIETAL

(1) Carbon footprint per vehicle sold worldwide, throughout the lifecycle of vehicles. See methodological note and scope covered in 2.6.1.2.
(2) Using the standardized NEDC certification cycle, i.e. 300 km of real and suburban use.

The Group's sustainable development pillars and objectives

Sustainable development strategy: from volume to value

VISION	WE ARE COMMITTED TO FUTURE GENERATIONS		
	ENVIRONMENT 'GREEN AS A BUSINESS'	SAFETY 'CARING CARS'	INCLUSION 'CARING COMPANY'
COMMITMENT	"Carmakers, caremakers". We build cars while taking care of those who design and manufacture them, those who use them, the resources from which they are produced, and the planet on which they are driven.		
PRIORITIES	Circular economy	Safe cars	Workplace health and safety
	Decarbonization	Sustainable growth	Skills transformation
PURPOSE	We believe that progress means preserving the planet and living better together. We challenge ourselves to limit our impact on the climate and on resources	We challenge ourselves to make mobility safer for everyone	We are a place where people can be themselves, playing their part in a shared adventure. We're proud of our diversity. We challenge ourselves to make mobility more inclusive

STAKE-HOLDERS	CUSTOMERS	EMPLOYEES	SUPPLIERS	NGOs	INVESTORS	STUDENTS / ACADEMICS	LOCAL COMMUNITIES	PUBLIC AUTHORITIES	MEDIA

Announced at the General Meeting of April 23, 2021, the new sustainable development strategy is rolled out around three pillars: environment, safety and inclusion.

Each of these three pillars is broken down into specific, measurable objectives with timelines to 2025 and 2030. In total, 20 ambitions and objectives have been identified.

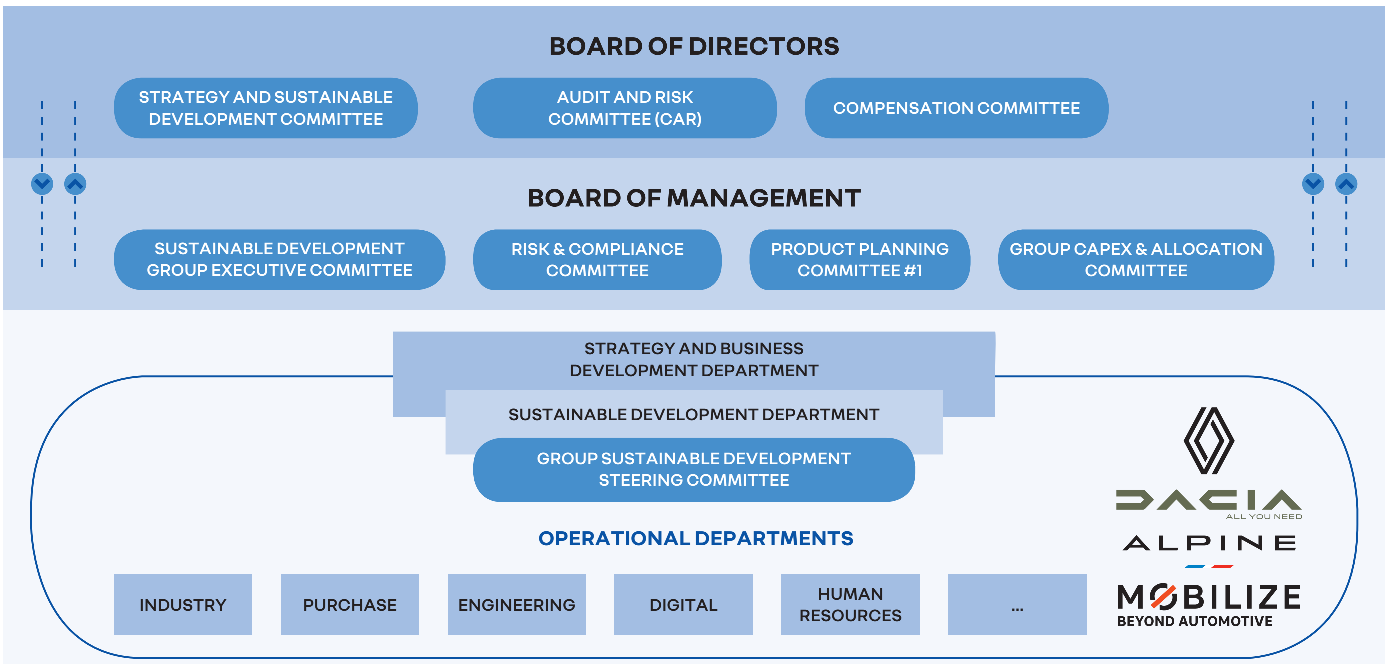
Sustainable development strategy: 20 ambitions, targets & KPIs

Strategic goal		Area		Ambition/Objective	KPI
Environment		Decarbonization	E1	**Flagship project:** Group carbon neutrality (EU: 2040 - World: 2050)	t CO_2e per 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	Turnover
		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 emitted per m² 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 with 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 micro-credit 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	% accidents with work stoppages per million hours worked (FR2)
		Road user safety	S7	**Flagship project:** Deploy the Safety Coach roadmap by 2030	# of functionalities deployed
Governance		Responsible governance	G1	Promote social dialog	% transformation of negotiations into national or global agreemen ts
		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 at the level of other vehicle manufacturers	BitSight score
		Sustainable procurement	G5	95% of parts suppliers to 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

2.1.2 Governance

The Sustainable Development Department reports to the Strategy Department. The 20 ambitions and objectives, divided into the three dimensions of ESG (Environment – Social and Societal – Governance), are steered by identified cross-disciplinary working groups, and a key performance indicator has been defined for each of them.

A dedicated governance



The sustainable development action areas are linked to an Executive Committee member or a Group Management Committee member and are coordinated by the Sustainable Development Department. The main internal entities involved in the deployment of the Group's commitments are:

- the Sustainable Development Department, responsible for an interdisciplinary, partnership-based approach to sustainable development throughout the value chain and environmental and societal actions and innovations. It aims to reduce the footprint and the adverse impacts of activities, products and services over the lifecycle and introduce social and solidarity-based and/or circular economy business models to boost the Company's medium- and long-term competitiveness. This department reports to the Strategy and Business Development Department, whose director is a member of the Renault Group Executive Committee.
- the Human Resources Department is responsible for optimizing allocated resources, skills development, employee involvement, social dialog and health, safety, ergonomics and environmental matters (HSEE), which implements Renault Group's Health and Safety policy. Its aim is to achieve zero accidents and occupational illnesses. The HSEE Department also includes the Environment Department, which implements the reduction of environmental risks and impacts by defining rules, monitoring their application, and leading a network of correspondents;
- the Purchasing Department, in charge of decarbonizing purchased materials and components and implementing the responsible purchasing policy;
- the Engineering Department, which is jointly responsible with the Product Planning Department for the deployment of on-board safety commitments in the Group's vehicles as well as the objectives of electrification and decarbonization of the range;
- the Manufacturing Department, which is responsible in particular for the decarbonization of production sites and more generally for the environmental impact of activities;
- lastly, the management bodies of the brands (Renault, Dacia, Alpine, Mobilize) are also deploying the objectives of the new strategy within their business unit;
- individually or jointly, depending on the cross-functional nature of the subjects, the Sustainable Development Department and these operational departments bring issues relating to strategic orientation before the decision-making bodies at the Chief Executive Officer or Group Executive Committee member level. These departments then roll them out within the Company through the programs, functions and business lines, using internal networks and by developing external partnerships if necessary.

The Sustainable Development Department analyzes the Group's risks, notably those associated with global warming, practices in the supply chain, health and working conditions, and harm to the environment and people in the event of malfunctions in the facilities operated by the Group.

The **Strategy and Sustainability Committee** (see 3.1.6.3) of the Board of Directors has the following main tasks:

- ensuring a high level of commitment in terms of extra-financial compliance, ethics and social and environmental responsibility;
- assessing the Group's policies, guidelines and charters;
- reviewing and assessing the extra-financial indicator reporting and control procedures;
- reviewing the deployment of projects and initiatives

In 2022, it met on a quarterly basis.

2.1.3 Guidelines and standards

Renault Group complies with international standards designed to support or regulate businesses' corporate social responsibility practices. It is committed to respecting the founding principles and promoting the universal values of the Global Compact.

The Group factors these principles into its policies and implements them in accordance with internal guidelines.

The main reference texts are:

- the Universal Declaration of Human Rights;
- the 10 principles of the Global Compact adopted at the initiative of the United Nations and signed by Renault Group on July 26, 2001 (see below);
- the United Nations Declaration on the Rights of Indigenous Peoples 2007;
- the OECD Guidelines for Multinational Enterprises, updated on May 25, 2011; for the first time, Renault Group has published a report according to the SASB Transportation (Sustainability Accounting Standards Board) standard: see 2.6.4.;
- Renault Group's code of ethics in all its forms, approved by the Renault Board of Directors on October 3, 2012 (see paragraph 2.5.1.1);
- the Global Framework Agreement covering social, societal and environmental responsibility, signed on July 2, 2013, and based in particular on ILO standards and ISO 26000, as well as its roll-out to suppliers (see paragraph 2.2.1.1.);
- the Paris Agreement of November 30, 2015, (COP 21): Renault Group has aligned its carbon footprint reduction with the objective of reducing greenhouse gas (GHG) emissions in order to keep the increase in global temperature "well below 2°C and even to continue the action taken to limit the rise in temperatures to 1.5°C";
- the Global Framework Agreement of July 9, 2019, on "Changing life at work" (see paragraph 2.2.1.1.);
- ISO 14001 for environmental management;
- ISO 14040 and 14044 for the lifecycle assessment of vehicles;
- ISO 14021 for the definition of recycled materials and the GHG Protocol for the reporting of greenhouse gas emissions; the ISO 9001 standard (all Renault Group vehicle production sites are ISO 9001 certified);
- IATF 16949, which is the automotive industry's quality management standard. Renault Group is one of the nine founding vehicle manufacturers of the IATF Worldwide (owner of this standard).

WE SUPPORT UN GLOBAL COMPACT

For more than 20 years, Renault S.A.S has been committed to the UN Global Compact corporate responsibility initiative and its 10 principles in the areas of human rights, labor, the environment and anti-corruption.

Today, we reaffirm our commitment to respect and promote the universal values of the Global Compact and to contribute to the achievement of the Sustainable Development Goals.

With our sustainable development strategy unveiled in 2021, we are committed to leading Renaulution, the company's strategic transformation plan, in a bold and responsible way, creating economic, social, societal and environmental value, shared with all our stakeholders. This commitment accelerates with the entry into the third phase of the strategic plan, Revolution, announced on November 8, 2022. For each of the Group's entities, we have defined concrete ESG[1] ambitions relating to climate, resource conservation, renewable energy, and just transition, each representing a key lever for sustainable performance.

Luca de Meo, Chief Executive Officer of Renault Group

1 ESG Environment, Social and Societal, Governance

The 10 principles of the Global Compact

Launched by Kofi Annan, the Secretary-General of the United Nations, in July 2000, the Global Compact is a voluntary commitment framework by which companies, associations and non-governmental organizations are invited to respect 10 universally accepted principles affecting human rights, international labor standards, the environment and the fight against corruption. Each year, members must attest to the effective implementation of these principles in a "progress communication" report, which is posted on the Global Compact's website.

Twenty-two years later, the United Nations Global Compact is the world's largest voluntary corporate sustainability initiative, bringing together more than 13,000 participants in 170 countries. Nearly 70 local networks around the world ensure a close relationship with members and national mobilization.

These 10 principles are inspired by:

- the Universal Declaration of Human Rights;
- the Declaration on Fundamental Principles and Rights at Work;
- the International Labour Organization;
- the Rio Declaration on Environment and Development;
- the United Nations Convention against Corruption.

The Global Compact is also the starting point for any organization seeking to support the 17 Sustainable Development Goals (SDGs), adopted in September 2015 by the UN. These goals offer a universal agenda to be achieved by 2030 to build a more sustainable and inclusive world.

Our contribution to the United Nations Sustainable Development Goals (SDG)

The 2030 Agenda for Sustainable Development, adopted in September 2015 by the Member States of the United Nations, is an action plan designed to eradicate poverty, protect the planet and ensure that all human beings live in peace and prosperity. It is structured around 17 Sustainable Development Goals and 169 targets that take into account the three aspects of sustainable development: the economy, social aspects and the environment. The latter are aimed at all stakeholders: States, local authorities, civil society, and economic and financial actors.

Through its geographical footprint, the diversity of its businesses and its commitment to ESG, Renault Group contributes – to a greater or lesser extent — to the 17 Sustainable Development Goals identified by the United Nations. This contribution is highlighted in the table below based on the targets the company has set and examples of actions. It should be noted that the Group contributes directly to SDGs 3, 5, 8, 9, 11, 12, 13, and 16.

SDG	Targets to which Renault Group contributes	Examples of initiatives implemented
SDG1 **End poverty in all its forms everywhere in the world**	1.3: Implement nationally appropriate social protection systems and measures for all, adapted to national context, including floors, and by 2030 achieve substantial coverage of the poor and vulnerable benefit 1.4: By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance 1.5: By 2030, build resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters 1.b: Create sound policy frameworks at national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions	• Group policy promoting gender equality (diversity and inclusion data collection and internal charter) • The Fondation Renault Group supports 21 organizations dedicated to integration through employment for the most disadvantaged • Actions of the Group's foundations. For example, the Renault Institute in Brazil supports the Borda Viva association by training women in sewing using recycled products from automobiles • Support for economically vulnerable people through the Caremakers program
SDG2 **End hunger, achieve food security and improved nutrition, and promote sustainable agriculture**	2.1: By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations including infants, to safe, nutritious and sufficient food all year round	• The Renault Institute in Brazil supports the Borda Viva association by lending a Master, allowing food to be transported to people in vulnerable situations
SDG3 **Ensure healthy lives and promote well-being for all at all ages**	3.5: Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol 3.6: By 2020, halve the number of global deaths and injuries from road traffic accidents 3.8: Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all 3.9: By 2030, substantially reduce the number of deaths and illnesses from hazardous chemical substances and air, water and soil pollution and contamination	• Fireman access on all of the Group's electric vehicles and plug-in hybrids • Rescue code installed as standard on new models • 13 training courses on new vehicles, including 6 for French firefighters, for a total of 880 trained firefighters • Objective of reducing VOC emissions by 32% per vehicle between 2013 and 2023 to preserve air quality • Reduction of the number of hazardous chemicals used on Group sites by 20% between 2016 and 2022
SDG4 **Quality education: ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**	4.3: By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship 4.5: By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	• Recruitment targets are set for each profession in a proactive approach to fair representation within the Group • Continued support from the Fondation Renault Group to the Fondation Georges Besse, and vocational schools • Internal training and e-learning. Launch of ESG training for all employees • People@Renault: performance assessment policy • Apprenticeships, internships, training • 2nd edition of the Alpine Mechanical Excellence Competition aimed at students registered in the Automotive Maintenance and Automotive After-Sale sectors in France at the BAC and BAC+1 levels • ReKnow University aims at upskilling and reskilling employees of Group and sector employees impacted by the effects of the energy transition • Creation of the "AUTO ADE-RE" association with The Adecco Group, dedicated to supporting the evolutions of employment due to the energy transition and the profound transformations of the sector
SDG5 **Achieve gender equality and empower all women and girls**	5.1: End all forms of discrimination against all women and girls everywhere 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life 5.a: Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	• Support to Emmaus Connect, Initiatives France • Signatory to the WEP (Women Empowerment Principles) of UN France • Women@RenaultGroup: 10 digital "network" meetings since January 2022 • Alpine launches Rac(H)er, an equal opportunities program in the industry and motor sport • Diversity & Inclusion internal charter • HR action plan with more ambitious targets for a higher proportion of women in leadership and management positions

SDG	Targets to which Renault Group contributes	Examples of initiatives implemented
SDG6 **Ensure access to water and sanitation for all and sustainable management of water resources**	6.3: By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally 6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity 6.6: By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes	• Committed to act4nature • Reduce the discharge of heavy metals (nickel and zinc) in plant wastewater by 35% between 2013 and 2023 to preserve the quality of water resources • Reduce the Group's external water supply per vehicle produced by 15% between 2013 and 2023
SDG7 **Ensure access to affordable, reliable, sustainable and modern energy**	7.1: By 2030, ensure universal access to affordable, reliable and modern energy services 7.2: By 2030, substantially increase the share of renewable energy in the global energy mix 7.3: By 2030, double the global rate of improvement in energy efficiency 7.a: By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology	• Achieve 80% renewables in the electricity consumed on Group sites by 2030 • Among global manufacturers, Renault Group plants are among the top three lowest emitters of greenhouse gases • Renault Group is accelerating the decarbonization plan for its factories in France and innovating with new partners Voltalia, ENGIE, and Dalkia
SDG8 **Promote inclusive and sustainable economic growth, employment and decent work for all**	8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services 8.4: Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from damage to the environment, in accordance with the 10-Year Framework of Programs on Sustainable Consumption and Production, with developed countries taking the lead 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value 8.7: Take immediate and effective measures to eradicate forced labor, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labor, including recruitment and use of child soldiers, and by 2025 end child labor in all its forms 8.8: Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	• Partnership in Argentina with the NGO Red Activos for the production of 2,500 mockups of the Renault Torino model by individuals with disabilities • 330 solidarity garages in Metropolitan France, in total, nearly 2,000 people were able to benefit from a vehicle under the solidarity mobility program in purchase or rental with option to purchase • Listing of inclusive offers on "mesaidesverslemploi.fr": the new platform of the French Ministry of Labor, Employment, and Economic Inclusion to identify mobility aids • Responsible purchasing policy: · Responsible buying guide for buyers · Renault-Nissan "Corporate Social Responsibility (CSR)" guidelines for suppliers · Global framework agreement on social, societal, and environmental responsibility (2013) · Renault Group policy on the supply of cobalt and minerals from conflict or high-risk areas · Moratorium on deep-sea mining · Letter sent to suppliers informing them of their access to the whistleblower system • "Ecole des savoirs" (School of Knowledge): 14 migrants are trained in French and business skills (nearly half are offered jobs)
SDG9 **Build resilient infrastructure, promote sustainable industrialization and foster innovation**	9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and fair access for all 9.2: Promote sustainable industrialization that benefits everyone, and significantly increase the contribution of industry to employment and gross domestic product by 2030, depending on the national context, doubling it in the least developed countries 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capacities	• ISO 14001 certification of 100% of Renault Group manufacturing sites • The UV Factory will allow up to 45,000 vehicles to be reconditioned in 2023 • Creation of THE FUTURE IS NEUTRAL, the first company operating across the entire automotive circular economy value chain, with the aim of engaging the automotive industry in moving towards resource neutrality • Tech Industry days: an exhibition on innovation in industry with a focus on energy performance and industry decarbonization for internal and external audiences • Launch of a hackathon in Curitiba around innovation

SDG	Targets to which Renault Group contributes	Examples of initiatives implemented
SDG10 **Reduce inequality within and among countries**	10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 10.3: Ensure equal opportunities and reduce inequalities of outcomes, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard 10.4: Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	• Signing of the United Nations Free and Equal standards to combat discrimination against LGBT+ people • Signing of the Charter of Commitment of L'Autre Cercle in France • Signing of the ILO Disability Charter in France • Signing of the "Charte des 50 ans +" in France
SDG11 **Make cities and human settlements inclusive, safe, resilient and sustainable**	11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and the elderly 11.a: Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning 11.b: By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans toward inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster risk reduction (2015-2030), holistic disaster risk management at all levels 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	• Through its Mobilize brand, Renault Group continues to innovate by providing regions with a range of solutions and contribute to carbon neutrality. Its current focus is to convert Brazilian island Fernando de Noronha into a "smart island" • Carsharing: Zity by Mobilize added in 2022 in Milan and Lyon • Caremakers program
SDG12 **Ensure sustainable consumption and production patterns**	12.4: By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their lifecycle, in accordance with agreed international guiding principles, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment 12.5: By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	• Recycling of 85% to 100% of metallic waste from industrial processes • Refactory in Flins and Seville, European circular economy factories dedicated to mobility • ReTrofit of robots at the Refactory: this new activity responds to the challenges of the ecological transition and the issues of more sustainable consumption • Creation of THE FUTURE IS NEUTRAL, the first company operating across the entire automotive circular economy value chain, with the aim of engaging the automotive industry in moving towards resource neutrality • Partner of the Ellen MacArthur Foundation
SDG13 **Take urgent action to combat climate change and its impacts**	13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	• Ambition of carbon neutrality in Europe in 2040 and worldwide in 2050: strategy of decarbonization throughout the lifecycle of products • Achieve 33% recycled content in new vehicles produced (all materials by mass) by 2030 worldwide
SDG14 **Conserve and sustainably use the oceans, seas and marine resources for sustainable development**	14.1: By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution 14.2: By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans	• Reduce external water supply and discharges of water for industrial use • Closed-loop recycling of water for industrial use in the Tangier plant in Morocco (water-stressed area) • Committed to act4nature • Support the moratorium on deep-sea mining

SDG	Targets to which Renault Group contributes	Examples of initiatives implemented
SDG15 **Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss**	15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements 15.2: By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	• Committed to act4nature • Performance of biodiversity diagnostic surveys at our industrial plants • Production of biodiversity good practice sheets for the Group's sites (e.g. lighting, green spaces, etc.) • Engaged in the Global Platform for Sustainable Natural Rubber (GPSNR) • In 2022, Renault Group published its Sustainable Natural Rubber Policy, a set of commitments aligned with the objectives of the GPSNR • In 2022, Renault Group adopted a strategy for biobased materials
SDG16 **Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**	16.2: End abuse, exploitation, trafficking and all forms of violence against and torture of children 16.5: Fight corruption and bribery in all their forms 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels 16.b: Promote and enforce non-discriminatory laws and policies for sustainable development	• Renault Group code of ethics updated in 2022 and deployed • The fight against counterfeiting, especially in spare parts • Anticorruption code updated in 2021 and implementation of the 8 pillars of the French "Sapin II" act • Global framework agreement on social, societal, and environmental responsibility (2013) • Supplier access to the Renault Group whistleblowing system
SDG17 **Strengthen the means of implementation and revitalize the global partnership for sustainable development**	17.7: Promote the development, transfer and dissemination of environmentally sound technologies to developing countries on favorable terms, including on concessional and preferential terms, as mutually agreed 17.15: Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development 17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries 17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	• Institute of Sustainable Mobility • Member of the UN Global Compact

2.1.4 Stakeholders and Materiality Matrix EFPD-B EFPD14c

Because dialog with our stakeholders enables us to better grasp environmental, social or economic challenges and risks, and makes us more agile in meeting their expectations, we have set up appropriate channels of exchange with each of them, at the global, regional or local level: customers, employees, suppliers, shareholders, investors, local communities, associations and students.

In addition, Renault Group has set up a "Raison d'être" Committee. Chaired by Jean-Dominique Senard and made up of representatives of (most of) our stakeholders and certain members of the Leadership Team (formerly BoM) of Renault Group, the Raison d'être Committee sheds light on matters for the Board of Directors through its analyses and recommendations on environmental, social and societal issues.

Dialog with stakeholders also helped to develop the materiality matrix of ESG challenges.

2.1.4.1. Ongoing dialog with our stakeholders

Stakeholders	Key ESG stakes (materiality matrix)	Main players by degree of closeness	Modes of dialog and communication	Highlights of 2022
Customers	• Giving everyone access to mobility solutions • Contribute to the transformation of urban mobility • Increase passenger and road-user safety and security	• Individuals and businesses • Sales network and importers • Road users/general public • Consumer groups within the framework of social entrepreneurship • Welfare or employment providers	• Services and direct dialog in the sales network • Customer Relations Department (including requirements studies) • Training/awareness-raising initiatives • Certification, product ratings (Euro NCap) • Media • Website • Responses to calls for tender • Commercial events • Personal appraisals • Questionnaires	• Lease-to-own (LTO) program for economically vulnerable people • Expansion of the Zity carsharing offer • Whenever a new Renault or Dacia vehicle is launched, decision-making guides are sent to fire services internationally following verification by a reference group of French fire service personnel • The design of new electric and hybrid vehicles ensures the safety of occupants and first responders by the inclusion of a system for disconnecting the electrics and direct Fireman access to the traction battery (see 2.4.1.2.1 "Rescue") • Reinforcement of the GDPR (General Data Protection Regulation) with the implementation of a Group DPO (Data Protection Officer), one DPO per subsidiary, one Privacy Ambassador per technical department and business line relays in each function, supported by a Legal Adviser

Employees	• Ensure employee fulfillment and development
	• Ensure inclusion of everyone in the company
	• Ensure respect of human and labor rights throughout entire supply chain
		• Employees
		• Employee representative bodies
			• Local management (including annual performance and development review)
			• Policies/guides (environment, health/safety, etc.)
			• Social dialog: establishment, country, Renault Group Works Council
			• Training
			• Internal communications
				• Deployment of online training for local Managers (Onboarding Managers program)
				• Deployment of ESG training online for all employees
				• Training provided through ReKnow University:
				• Circular economy on the Refactory campus since March
				• Cybersecurity: launch of a learning program with Software République in June
				• E-learning training on the protection of personal data consisting of three 5-minute fundamental modules in 11 languages intended for all employees and 8 targeted modules of around ten minutes for the various professions assigned to the employees concerned
				• Electric Mobility: inauguration of the Cléon Megafactory campus
				• Digitization of training programs in the Functional Academies and promotion of our online training courses in all countries
				• Diversity & Inclusion Department:
				  • Launch of Women-Journey courses on women's leadership in cooperation with the Skema Business School
				  • One-hour "together in diversity" training course for all Group managers to combat discrimination
				  • Strengthened communication both on the whistleblowing system and on situations of discrimination and sexism
				• Social dialog in the Group's transformation operations projects
				• Meetings and exchanges between employees and top management to ensure that the Group's strategy is shared
				• Meetings and discussions between the Global Group Works Council members and the BoM members on the Group's strategic priorities
				• Access to information for all employees via digital media: intranet, mobile app and screens
				• 7,957 employees have invested their savings in the FCPE (company mutual fund) Renault Caremakers Solid'Air

Stakeholders	Key ESG stakes (materiality matrix)	Main players by degree of closeness	Modes of dialog and communication	Highlights of 2022
Suppliers	• All issues in the matrix • Ensure respect of human and labor rights throughout entire supply chain	• Diversified suppliers • Industry bodies (CCFA, FIEV) • French automotive industry platform (PFA) • Fonds d'avenir automobile (former Modernization Fund for Automotive Suppliers)	• Circulation of ESG guidelines: • Renault Group Global Framework Agreement on social, societal and environmental responsibility • Responsible purchasing policy • Responsible buying guide for buyers • Renault-Nissan "Corporate Social Responsibility (CSR) Guidelines for Suppliers" • Global framework agreement on social, societal, and environmental responsibility (2013) • Renault Group policy on the supply of cobalt and minerals from conflict or high-risk areas • Moratorium on deep-sea mining • Letter sent to suppliers informing them of their access to the whistleblower system • Presentations by suppliers to Renault operational staff • PFA CSR Charter • PFA CSR Committee	• Traceability interviews with dedicated suppliers
Investors/ shareholders	• All issues in the materiality matrix	• Financial institutions, individual shareholders, employee shareholders • Rating agencies/analysts	• Meetings with investors and analysts at conferences and road shows • Interviews with investors and analysts • Communication of financial and non-financial information • Website and other dedicated publications • Group universal registration document • Renault ACTU magazine • Dedicated e-mail address • Shareholder Consultative Committee since 1996 • Shareholders' Club since 1995	**Events**: • Alliance Day, January 2022 • Mobilize Day, May 2022 • THE FUTURE IS NEUTRAL, October 2022 • Capital Market Day, November 8, 2022 • Investor / analyst meetings with Luca de Meo and Thierry Piéton on March 31, 2022 • Electricity Visit, March 30, 2022 **Investor Visits**: • Change Now exhibition – Scenic Vision concept car • Flins Refactory • Test drive Megane E-tech Electric and Austral, April 21, 2022 • ESG visit to Flins, August 18, 2022 • Test drive Austral, August 19, 2022 • ESG visit to Flins, October 18, 2022 • Analysts' meeting, November 22, 2022, • Shareholder meeting in Bordeaux in November • Visits and conferences of the Shareholders' Club • Meeting with shareholders and Jean Dominique Senard, April 26, 2022 • Paris Motor Show on, October 22, 2022 • Electricity, November 21, 2022
Local communities	• Reduce total carbon footprint • Reduce impact of vehicle use on air quality • Increase passenger and road-user safety and security • Contribute to the transformation of urban mobility • Limit the impact on resources, especially through the circular economy • Foster development of territories where the company operates • Reduce the impact on biodiversity (over the entire lifecycle of the vehicle)	• Local residents • Elected officials and local authorities • Local associations	• Partnership/local sponsorship contracts • Regional development/ revitalization charters and agreements • Dialog with public authorities and local economic actors • Direct dialog and plant tours • Procedures for handling complaints from local residents • Site environmental leaflets, local media relations	• Mobilize encourages shared and electric mobility with the car-sharing services Mobilize Share and Zity by Mobilize, and the "Smart EV Charging Places" service, which makes it possible to analyze a territory and the habits of electric vehicle users to propose the best strategy for the implementation of charging stations • Mobilize Power Solutions also advises territories and supports them in the creation of master plans for charging infrastructures • In addition, with its partner Logiroad, Mobilize offers local authorities two services to reduce road maintenance costs and improve road safety: "Smart Road Monitoring" and Safety Road • At the end of 2022, there are 330 Dacia or Renault "Garages Solidaires" throughout France. • In 2022, road rescue advisers from some 40 departmental fire and rescue services (SDIS) were trained in the special aspects of handling new-technology vehicles (electric batteries, e-call, etc.) • Annual seminar with 300 French and European firefighters at the Technocentre to share the latest developments in new-generation vehicles • In 2022, 415 vehicles were donated to fire brigades in France and several European countries for their vehicle extrication road rescue training

Stakeholders	Key ESG stakes (materiality matrix)	Main players by degree of closeness	Modes of dialog and communication	Highlights of 2022
Public authorities	• All issues in the materiality matrix, and in particular • Guaranteeing robust corporate governance • Proactively ensuring corporate compliance • Embodying ethical values • Communicating about the impacts of public policies on the company	• Governments • National, European and international legislators	• Working groups • Interviews • Meetings • Responses to tenders	• Establishment a committee of stakeholders (prefect, legislators, local elected representatives) to support the E-Lardy project (ReNouveau France agreement) or the redevelopment of the Choisy-le-Roi site following the transfers of activities within the framework of Refactory • Regular interaction with cities and territories on changes in usage and the need to offer the right mobility solutions and infrastructure, particularly for charging (Mobilize) • Hosting of an international delegation on the challenges of transforming the sector (South Korean authorities at the Technocentre, King of Sweden and Swedish authorities at the Flins Refactory) • Under the supervision of the CNDP, preliminary consultation on the Envision AESC battery factory project in Douai (Nord), with the participation of Renault ElectriCity. The preliminary consultation was followed by an ongoing consultation from April to June 2022 • January 2022: event at the Alpine Dieppe Jean Rédélé factory to announce the industrialization of the brand's new GT crossover, in the presence of the Government and local elected representatives • February 2022: the Minister of Transport welcomed at the Cléon factory to visit the electric motor production facilities • March 2022, ElectriCity factory in Douai: first assessment of the Renault ElectriCity recruitment campaign, with the participation of Pôle Emploi, the Hauts-de-France region and the Douai sub-prefecture • May 2022, ElectriCity factory in Douai: launch of Megane E-Tech Electric in the presence of regional elected officials and public authorities • June to December 2022: Renault Group offered to the newly elected members of the National Assembly a visit to the industrial or tertiary sites located in their district (to be continued in 2023) • July, ElectriCity factory in Ruitz: presentation of the joint-venture project between Renault Group and the Minth Group for the production of battery trays for electric vehicles in Ruitz, with the participation of local elected officials and representatives of public authorities • September 2022, ElectriCity factory in Ruitz: visit by the new sub-prefect of Béthune • September 2022: ElectriCity factory in Douai, meeting to present the CIE ERBM (employment initiative contract "Commitment to the renewal of the mining basin") by the chairman of the Nord departmental council and the prefect of Nord, prefect of the Hauts-de-France region • October 2022: members of the national representation and the Government welcomed at the Renault Group stands at the Paris Motor Show • November 2022, Renault Batilly: within the framework of the partnership agreement between Renault Group and the Ministry of the Interior, organization on the site of a day of exchanges with representatives of the gendarmerie and the army on the occasion of the national day of reservists • Last quarter of 2022: invitation for local elected representatives and public authorities to the "Passion Industrie" days organized at all Renault Group industrial sites in France • Collaboration with the Directorate General for Civil Security and Crisis Management (DGSCGC) to jointly draft the new national doctrine guide on vehicle emergency response • Development of the Alpine Mechanical Excellence Competition in partnership with the Ministry of Labor, Employment, and Economic Inclusion and the Ministry of National Education and Youth
Extra-financial rating organizations	• All issues in the materiality matrix	• Extra-financial rating agencies • Rating organizations • Investors • NGOs • Associations • Think tanks	• Responses to agencies • Personal appraisals	• Documentation or information sharing with the main rating agencies (see 2.6.5)

Stakeholders	Key ESG stakes (materiality matrix)	Main players by degree of closeness	Modes of dialog and communication	Highlights of 2022
Institutions and associations	• All issues in the materiality matrix	• Industry bodies (PFA, CCFA, Acea, Anfac, etc.) • Employers' associations (MEDEF, AFEP, Business Europe, etc.) • Independent authorities (CNIL) • NGOs • Associations • Think tanks	• Involvement in working groups created by professional federations • Responses to public consultations • Informal discussions • Sector stakeholder dialog • Studies • Partnerships • Sponsorship • Dialog • Interviews • Meetings	• Active participation in ERMA (European Raw Materials Alliance), in particular in the "Materials for Energy Storage and Conversion" working group • Signing of the moratorium against deep-sea mining • PFA stakeholder interaction on the theme of "acceptability of the energy transition in the automotive sector" (manufacturers, equipment manufacturers, The Shift Project, T&E, RATP, Total, teachers, students, trade unions, FNE, and Transdev)
Students, future employees	• All issues in the materiality matrix	• Interns, apprentices and future employees • Pupils and students • Researchers • Young public	• Company induction • Talks in schools/at Renault sites • Research and education programs • External events (conferences, seminars, forums, etc.)	• HEC hackathon innovation challenge on the theme of just transition • Participation in the Women Engineers Forum on Oct. 12, 2022 • Participation in the WAWE forum on November 17, 2022 • CO_2 Industry Hackathon in Flins • Visit by students and young girls to the Paris Motor Show
Academics, universities & researchers	• All issues in the materiality matrix		• Theses • Partnership contracts (research institutes) • Training	• IMD: Institute of Sustainable Mobility
Media	• All issues in the materiality matrix	• Journalists from the general and specialized press, print and online • Influencers/bloggers	• Direct dialog • Press conferences • Press tests • Plant press visit • Interview • Press releases and press kits • Group media site • Social networks	• Alliance communication: Press/Analysts conference, Alliance 2030 roadmap announcement (January 27, 2022) • Financial communications (publication of quarterly financial results and revenues) • "Renaulution" strategic plan communication: press conference/ Analysts Capital Market Day (November 8, 2022) • Industrial communication: promotion of industrial transformation (press visits to the Cléon, Douai, and Flins factories) • Sustainable Development Communication: press conference for the creation of the entity dedicated to the circular economy "THE FUTURE IS NEUTRAL" (October 18, 2022), presentation of Scenic Vision, a concept car illustrating the strategy (ChangeNOW show in May 2022), keynote at VivaTech (June 10, 2022), press release on energy sobriety (September 1, 2022), press release on exceeding the decarbonization target for freight transport activities (July 21, 2022), and press release on inclusive mobility solutions with CareMakers (February 2, 2022) • Brand communication (conference/press tests): Paris Motor Show in October 2022 (new Dacia brand identity, Renault 4EVER Trophy, Renault Turbo 3E, Renault Kangoo E-Tech Electric, New Trafic Van E-Tech Electric, New Renault Austral, Renault Hippie Caviar Motel, New Trafic SpaceNomad, Dacia Manifesto concept car, Dacia Jogger, Alpineglow concept car, A110R, Mobilize Charge Pass, Mobilize Duo, Mobilize Fast Charge, Mobilize Solo Concept, Mobilize lleo Concept, Mobilize Driver Solutions), RCI Bank and Services becomes Mobilize Financial Services, launch of Qstomize replacing Renault Tech and its strategy on vehicle customization and transformation (April 19, 2022), Master Van H2-TECH press conference by Hyvia (May 2022), launch of the Alpine Mechanical Excellence Competition (December 2021) • Tech communication: announcement of Google and Qualcomm Technologies Inc. partnerships. In connection with the Software Defined Vehicle (October 2022), announcement of Vitesco Technologies partnership on power electronics (July), launch of the start-up incubator by Software République (March) • Corporate communication: creation of Auto ADE-RE with Adecco Group to support the transformation of skills in the automotive industry (October 18, 2022), Luca de Meo's speech at the Paris Automotive Summit (October 18, 2022), announcement of the launch of the electric ReTrofit of commercial vehicles at the Flins Refactory in partnership with Phoenix Mobility (July 18, 2022), signing of the agreement with Managem for sustainable sourcing of Moroccan cobalt (June 1, 2022) • Social France communication: signing of the three-year labor agreement placing France at the heart of the Group's value-creating activities (December 14, 2021)

2.1.4.2. Renault Group materiality matrix: identification of material issues and ESG risks

At the end of 2019 and the beginning of 2020, Renault Group conducted a materiality analysis to identify and prioritize the environmental, social, societal and governance issues it will face over the next five years.

This analysis consists of crossing an internal vision of the importance of ESG (environment, social, societal and governance) topics with the vision of external stakeholders in order to identify the "material" topics, those on which the Company must focus its efforts because they have a major impact on its ecosystem and its performance over the next five years.

This new materiality matrix updates the 2015 matrix and enables the Group to focus its strategy and environmental, social, societal and governance initiatives. Spearheaded by the Sustainable Development Department, a group-wide steering committee supervised the methodological approach and the key stages of the project. This matrix was validated in January 2020 by the Group Executive Committee and by Jean-Dominique Senard, Chairman of the Board of Directors.

Methodological approach

The materiality matrix was defined by management representatives from the Company's main departments/functions, based on internal and external data.

The first stage of the process was to define the comprehensive list of ESG issues to which Renault Group is faced as a car maker and supplier of mobility services. Numerous sources were consulted to prepare this list, particularly the ESG rating criteria, competitors' materiality matrices, press articles and interviews with experts.

All of the issues collected were grouped into 14 coherent macro-issues. The importance of each issue along each axis of the matrix was then assessed.

The y-axis represents the influence on stakeholders' opinions or behavior and classifies the issues according to the ESG expectations of the Group's stakeholders. The importance of issues along this axis was determined from interviews with stakeholder representatives (employees, NGOs, suppliers, car dealerships, start-ups, researchers, public sector, investors) as well as a survey of 3,500 customers in seven countries.

The x-axis illustrates the impact on the Company's sustainable performance and represents the contribution of each theme to long-term value creation. To assess the importance of each issue along this axis, internal interviews took place with the Group's General Management, employees in the main departments/functions and an internal survey with 200 of Renault Group's top managers.

The issues were then refined and placed on the materiality matrix during a collaborative workshop bringing together the representatives of the company's main business lines/functions.

As in 2015, reducing the total carbon footprint and reducing the impact of the use of vehicles on air quality are Renault Group priorities. Internal and external stakeholders expect the Group to continue its efforts to reduce greenhouse gas emissions and air pollution due to road transport. They also assessed the impact of these two issues on Renault's long-term sales performance as critical, notably due to tightened regulations and the decrease in the societal acceptability of vehicle emissions.

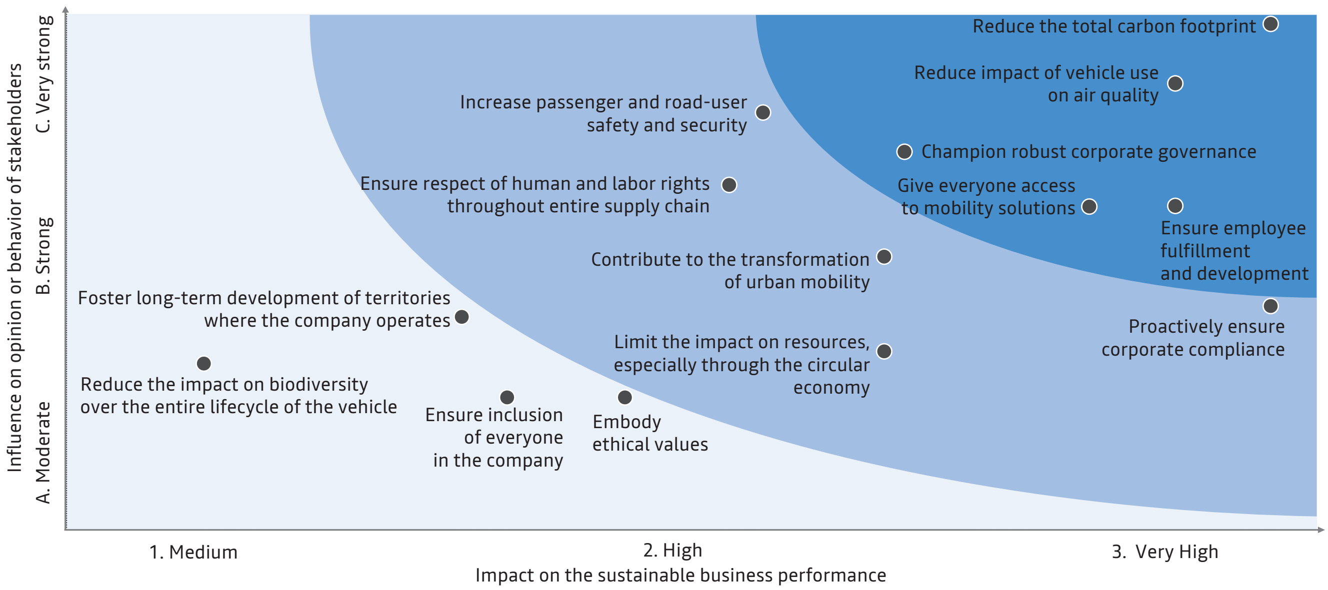
Similarly, Improving passenger and road user safety and Limiting the impact on resources particularly through the circular economy remain two major stakeholder expectations, as well as being important issues to guarantee the Company's performance. These expectations were taken into account in the new sustainability strategy announced in April 2021.

Some issues increased in importance in the 2020 materiality matrix. One of the main changes compared with 2015 concerns stakeholder expectations (particularly for investors and the public sector) on corporate governance. Guaranteeing robust governance was considered to be an essential prerequisite when undertaking any transformation of Renault Group and was, therefore, prioritized both in terms of stakeholder expectations and impact on Company performance.

In a context of changes in skill requirements (related to the electric vehicle, connected and autonomous technologies, etc.) and growing employee expectations in terms of the environment and working methods, Ensuring employee well-being and development is also a growing issue for Renault. This expectation was also taken into account in the new sustainable development strategy with the creation of ReKnow University.

In response to the ongoing transformation of the mobility industry and the growing search for optimization of urban areas, the internal stakeholders expect the contribution of Renault Group to the transformation of urban mobility to have a more significant impact on the Company's performance than in 2015.

Stakeholder expectations concerning the Company's actions on Ensuring respect for human rights and work throughout the supply chain were also reinforced compared with 2015.



Environment | Social | Societal | Customer | Governance, compliance and ethics

Impact challenge	Definition
Reduce the total carbon footprint	Reduce the carbon footprint of the company's mobility offering, sourcing and operations (including manufacturing, logistics, travel, IT servers)
Reduce impact of vehicle use on air quality	Reduce pollutant emissions induced by vehicle use (NOx, particles)
Guarantee robust corporate governance	Foster clear distribution of roles and accountability, clear decision making processes, proper balance of power in company Foster clear long-term company strategy definition and proper execution Foster company transparency Foster reasonable executive remuneration
Ensure employee fulfillment and development	Ensure employee long-term employability through skills development Empower employees and implement responsible management practices Strengthen social ties between employees Adapt company and train employees to new ways of working Maintain employer attractiveness, especially through a clear corporate culture and purpose
Give everyone access to mobility solutions	Ensure company offers mobility solutions to all regardless of personal situation and location (in cities, suburban or rural areas)
Increase passenger and road-user safety and security	Reduce road accidents and improve safety of driver, passengers and road-users in the event of an accident Improve vehicle user experience to reduce safety risks (e.g. reduce stress) Improve passenger and road-user security against external attacks (esp. vehicle hacking) Improve air quality in cabin
Ensure respect of human and labor rights throughout entire supply chain	Ensure respect of human rights throughout the entire supply chain (e.g. banning child labor) Ensure security and safety of employees in all sites Ensure respect of labor rights throughout entire supply chain (e.g. freedom of association)
Contribute to the transformation of urban mobility	Reduce urban congestion Reduce vehicle noise Contribute to an efficient management of mobility infrastructure in cities (e.g. vehicle to grid, multimodal platforms, parking spot optimization etc.)
Proactively ensure corporate compliance	Proactively ensure company compliance with laws and regulations and internal procedures
Limit the impact on resources, especially through the circular economy	Limit impact on all resources (fossils, natural, minerals and water) through an efficient management from vehicle design to end of life (including recycling)
Foster long-term development of territories where the company operates	Promote the long-term economic, social and societal development of the territories in which the company operates Promote the economic stability of suppliers and dealers in the long term
Reduce the impact on biodiversity (over the entire lifecycle of the vehicle)	Reduce the impact of all sites throughout the entire supply chain on soil (including waste linked to vehicle end of life), air and water quality and water consumption (including impact linked to accidents) Limit destruction of primary forests
Ensure inclusion of everyone in the company	Ensure inclusion of all and equal opportunities for all in the company
Embody ethical values	Foster ethical business behavior in relationships with stakeholders Promote ethical behavior of vehicles (esp. autonomous vehicles) Foster ethical exemplarity at all levels within company

2.1.5 Extra-Financial Performance Declaration

Renault Group prepares a detailed analysis of the risks to which the Company may be exposed, including the extra-financial risks that may call into question the Group's ability to maintain its overall performance. The complete approach and comprehensive information on risks in general are presented in chapter 4 this Universal registration document.

2.1.5.1. Extra-financial performance reporting methodology

Regulatory context

In accordance with Order No. 2017-1180 of July 19, 2017, and Decree No. 2017-1265 of August 9, 2017, of the French Commercial Code, Renault Group has established the Extra-Financial Performance Declaration ("EFPD").

Identification of the main social, societal and environmental risks of the Group is based on international standards and norms – such as INERIS (National Institute for the Industrial Environment and Risks) and the GRI (Global Reporting Initiative) – as well as internal mapping (Group major risks, corruption risks, pursuant to the provisions of the French "Sapin II" act, risks relating to the vigilance plan, as well as issues identified in the materiality matrix (see 2.1.4)).

Process of identification of the main extra-financial risks

Identification and summarizing of the principal risks with regard to the expectations of the EFPD were undertaken collaboratively, under the supervision of the Sustainable Development Department and the Risk Management Department, with representatives of the various departments and managers in charge of subjects coming within the scope of the Extra-Financial Performance Declaration, and notably:

- the environment;
- human resources;
- international social relations;
- purchasing and relationships with suppliers and subcontractors;
- health, safety, ergonomics and the environment (HSEE);
- IS/IT;
- road safety;
- the development of new products and services;
- tax;
- legal affairs;
- ethics and compliance.

Renault Group also takes into account the United Nations Sustainable Development Goals (SDG) and market practices identified in its sector.

The Company has also taken into consideration the information listed in Article L. 225-102-1 (III) of the French Commercial Code. Certain topics have not been identified as pertinent principal risks in respect of the Group's activities and shareholders' known expectations, notably those relating to food (food waste, fighting food insecurity, respect for animal welfare and responsible, fair and sustainable food).

This list of risks was reviewed by the Strategy and Sustainability Committee of the Board of Directors.

Reporting principles

This work enabled identification of a list of 31 principal extra-financial risks grouped within the following five areas:

- social;
- societal;
- environmental;
- human rights;
- the fight against corruption and tax evasion.

Policies, procedures and the results of these procedures, including performance indicators, have been established for each of these risks.

The 31 principal risks were categorized as E for the main Environmental risks, S for Social and Societal and G for Governance and related to the issues in the materiality matrix (see table in 2.1.5.2 below).

Data collection process

Each indicator is associated with a coordinator, generally a business-line expert, who has collected, checked and consolidated the data within his/her reporting scope.

The indicators are then initially validated by the manager responsible for producing the indicator within his/her activity, then validated again by the manager of the entity concerned.

All of the data is consolidated by the Sustainable Development Department.

Reporting scope

The EFPD target scope is identical to that of Renault Group's consolidated financial reporting (see section 5.2.2.6, note 31 to the consolidated financial statements), namely Renault S.A., its subsidiaries and controlled entities (within the meaning of Article L. 233-16 of the French Commercial Code). When an indicator does not cover the entire scope, clarifications are provided with the indicator.

Details on the indicators that are included and excluded from the reporting scope can be found in section 2.4.2 and 2.6.1.3.

True and fair and verifiable data

Renault Group has voluntarily asked one of its statutory auditors to certify a selection of the environmental impacts of its main industrial, office and logistics sites since 1999. This verification is carried out with an equivalent level of assurance to the financial data (reasonable assurance within the meaning of the IFAC's ISAE 3000 for extra-financial verification). The indicators covered by the reasonable assurance report are listed in note 2.6.6.

In accordance with Order No. 2017-1180 of July 19, 2017, on the publication of extra-financial information by certain large companies and groups of companies, amended successively by Act No. 2018-771 of September 5, 2018, Act No. 2018-898 of October 23, 2018, and Act No. 2018-938 of October 30, 2018, Decree No. 2017-1265 of August 9, 2017, to implement Order No. 2017-1180 of July 19, 2017, and the decision of September 14, 2018, amending the decision of May 13, 2013, the Group appointed an independent third party to verify the compliance of the EFPD (Extra-Financial Performance Declaration) and the accuracy of the information contained therein. This information is included in the Renault S.A. management report.

2.1.5.2. Risk Mapping EFPD-B

Environmental information

Topic	Principal risks	Coverage of the materiality matrix stakes	Policy	Reasonable diligence procedures	Performance indicators	Section
Climate change	1. Impact of the evolution of regulatory and normative requirements related to environmental performance of vehicles and/or industrial processes and, more broadly, greenhouse gas reduction targets defined in the context of the COP 21 agreement and applied to the automotive sector 2. Risks related to the transition to a low-carbon economy (mismatch between the offer of products/services and market expectations, loss of product competitiveness, increase in production costs, development of know-how) 3. Physical risks: exposure of sites to extreme weather events with potential negative consequences on industrial and logistics activities, supply and insurance premiums	• Reduce total carbon footprint • Contribute to the transformation of urban mobility	• Climate Plan (2021–2030) • Line-up electrification plan • Renault Green Purchasing Guidelines • HSEE 10 Mandatory Rules • 8 Environment Mandatory Rules	• Electric vehicle line-up and associated ecosystem (including smart charging and second-life battery use) • Reduction of fuel consumption and electrification of internal combustion engines • Energy efficiency plan for industrial processes and logistics • New mobility services offer • Eco-driving aids • Acceleration of deployment of more efficient, low-carbon and reusable batteries • Involvement of the whole supply chain • Reinforcement of Renault Group's activities in the circular economy • Reduction of emissions from the transport of parts and vehicles	**Scopes 1 and 2:** • Carbon intensity of Renault Group sites per vehicle produced (target: -80% for 2019-2030) • Share of renewable energy in electricity consumed at Group sites (target: 80% in 2030) • Site neutrality (ElectriCity in 2025 and European sites in 2030) **Scope 3:** • CO_2e emissions per vehicle sold in Europe (target: –65% for 2019-2030) • CO_2e emissions per vehicle worldwide (target: -20% for 2019-2025 and -35% for 2019-2030) • CO_2e/kg of material (target: up to -30% for 2019-2030) • CO_2e emissions related to battery manufacturing (obj. –35% new models 2019–2030) • "Well-to-wheel" CO_2e emissions related to logistics activities: -30% per vehicle 2019–2030	2.3.2.1
Impacts on health	4. Impacts on health due to chemicals, emissions or discharges 5. Inadequate match between scientific and technical developments available to reduce the health impacts and the Group's activities 6. Inadequate match between the Group's products and services offering and the new expectations of customers, users or territories	• Reduce total carbon footprint • Reduce the impact of vehicle use on air quality • Increase passenger and road-user safety and security		• Upstream expertise: anticipation and active monitoring (science, technologies, public policy scenarios, regulation, taxation, traffic limitation/facilitation policies) • Design: deployment of Renault and Alliance standards on substances • Industrial processes: plans to reduce volatile organic compounds (VOCs), SO_2, and NOx • Use phase: reduction of emissions through the electrification of vehicles, new mobility offers and the emissions reduction plan for internal combustion engines • Initiatives carried out on air quality in the passenger compartment	• Renault brand 100% BEV in 2030 • Number of hazardous chemicals on the Group's sites (target: -20% for 2016-2022) • VOC emissions in g/m² painted assembled body (target: -32% for 2013-2023)	2.3.2.1 2.3.2.3

Topic	Principal risks	Coverage of the materiality matrix stakes	Policy	Reasonable diligence procedures	Performance indicators	Section
Resource scarcity	7. Restrictions or even disruptions in access to resources linked to an imbalance between supply and demand (market logic: increase or volatility of prices), a sourcing problem or geopolitical issues (e.g. raw materials, water, etc.) 8. Management of non-recyclable or non-recoverable waste 2.3.2.4 (production waste, end-of-life vehicles	• Limiting the impact on resources, especially through the circular economy	• Flins and Seville Refactory • Climate Plan (2021–2030) • Line-up electrification plan • Renault Green Purchasing Guidelines • HSEE 8 Mandatory Environmental Rules • Vigilance Plan • act4nature commitments (2021) • Sustainable Natural Rubber Strategy (2022) • Deep-sea mining moratorium (2022) • Biobased materials strategy (2022)	• Eco-design standards applied to vehicles and batteries: frugal use of rare materials, use of recycled materials, predisposition for end-of-life, avoidance of the use of minerals sourced from conflict zones, raw material criticality analysis • Development of circular economy projects (new technologies, new channels) • Extension of the reused and remanufactured parts offering • Second-life battery use and recycling of EV batteries • Materials closed-loop recycling • Efficiency plan for industrial processes to optimize the management of resources (including water) and waste (reduce at source and recover)	• Revenues from circular economy activities (target: €1 bn in 2030) • Rate of reuse of strategic materials (Co, Ni, Li) from the recycling industry in new batteries (target: 80% in 2030) • Non-recycled waste in kg per veh. (target: -30% for 2013-2023) • External water supply per veh. (target: -15% for 2013-2023)	2.3.2.2 2.3.2.4
Protection of ecosystems	9. Environmental impacts (air, water, soil, waste) related to the operation of industrial sites 10. Environmental damage related to accidental pollution (air, water, soil, waste) and extreme natural phenomena 11. Damage to biodiversity	• Limiting the impact on resources, especially through the circular economy • Reducing the impact on biodiversity (over the entire lifecycle of the vehicle)		• Industry: Production of biodiversity best practices guides for site environment managers • Industry: Eco-design of industrial processes supported by E&HSE technical rules and cross-cutting tools and standards • Industry: Continuous improvement through ISO 14001 and the environmental management system (including emissions of air pollutants, waste, water consumption and quality, prevention of soil pollution) • Industry: Prevention and management of industrial risks (fire, explosion), natural hazards (extreme weather events, earthquakes, etc.) and associated environmental damage (accidental pollution) • Supply chain: 1/ Rubber: Participation in the GPSNR (Global Platform for Sustainable Natural Rubber) and funding of an agroforestry project in Thailand 2/ Biobased materials: Development and implementation of a Strategy (since 2022) 3/ Seabeds: Signing and implementation of a moratorium	• Performance of preliminary biodiversity assessments on the sites (target: 20 analyses by a specialized engineering center by 2023) • ISO 14001 certification of manufacturing sites (target: 100%) • Toxic metals (nickel, zinc) in liquid effluents per veh. (target: -35% for 2013-2023) • Non-recycled waste in kg per veh. (target: -30 % for 2013-2023) • Hazardous waste in kg per veh. (target -19% for 2013-2023) • Mixed non-hazardous waste in kg per vehicle. (target -26% for 2013-2023) • Waste recovery rate (target 87% in 2023) • Total amount of waste per vehicle • External water supply per veh. (target: -15 % for 2013-2023) • Publication of Lifecycle Assessments of all new models	2.3.1.3 2.3.2.2 2.3.2.3 2.3.2.4

Corporate social data

Topic	Principal risks	Coverage of the materiality matrix stakes	Policy	Reasonable diligence procedures	Performance indicators	Section
Employee health and safety	12. Occupational accidents (frequency and seriousness) 13. Occupational illnesses 14. Health crisis/non-occupational risk affecting work	• Ensure respect of human and labor rights throughout entire supply chain • Ensure employee fulfillment and development • Increase passenger and road-user safety and security	• Application of the Implementation Health and Safety Policy with the goal that "everyone impacted by our activity should return home safely and in good health".	• Project management based on safety by design • Risk assessments including psychosocial risks • Golden rules of safety, industrial hygiene, ergonomics, projects and fire safety in relation to people • Creation, development and implementation of internal HSE standards • Process for identifying and analyzing compliance with applicable regulatory requirements	• Frequency rate of occupational accidents requiring more significant medical intervention than first aid (FR1 rate) for Renault and temporary employees • Lost-time injury frequency rate (FR2) for Renault employees and temporary workers • Severity rate (G1) for Renault employees only • Rate of reported occupational illnesses • Number of accidents on public roads and associated days off work	2.2.3.4
Skills	15. Difficulties in retaining talent, especially female talent	• Ensure employee fulfillment and development • Ensure inclusion of everyone in the company	• Employer Brand and Value Proposition • Employee Experience	• Promote Renault as a leading employer • Develop the Employer Brand and Value Proposition • Measures taken to promote the employment and integration of persons with disabilities • Anti-discrimination policy • Promotion of inclusion • Initiatives to promote diversity (e.g. WoMen@Renault and affinity groups)	• Workforce by gender/age • Rate of women in key positions • Rate of persons with disabilities in the total workforce • Number of recruitments (Group) • Labels or recognition obtained for actions undertaken	2.4.2.2 2.4.2.2.1 2.4.2.2.2 2.4.2.2.4
	16. Insufficiency of skills required to achieve Group objectives, with a possible negative impact on costs of personnel, quality of products and services and innovation, production and distribution capacities of our products, services and solutions		• Skills management policy	Skills management: • Creation and development of business skills reference guides • Use of a cross-functional skills reference guide • Roll-out of training courses thanks to our functional academies and ReKnow University (upgrading of technical skills and professional development paths) • Roll-out of Learning@Alliance and training programs in the different countries	• Training access rate • Average number of training hours per employee • Number of training hours including digital (Group) • Number of people trained within ReKnow University	2.4.2.2.2
Work environment	17. Non-respect of social dialogue bodies	• Ensure employee fulfillment and development • Ensure respect of human and labor rights throughout entire supply chain • Ensure inclusion of everyone in the company	• 2013 Global Framework Agreement • 2019 Global Framework Agreement • 2021 addendum to the 2019 Global Framework Agreement	• Exchange of information and close contact with local HR • Regular meetings with the Renault Group Works Council • Memorandum with stakeholders	• Number of meetings with the Renault Group Works Council, including information and consultation (European body) • Percentage of negotiations resulting in a collective agreement	2.4.2.2.6
	18. Dissatisfactions related to some aspects of life at work: professional relations, inclusion, work life balance, work environment			• Monitoring meetings at local and global level of the application of the Global Framework Agreements • Local social dialog	• Number of meetings related to Global Framework Agreements at the global level	

Topic	Principal risks	Coverage of the materiality matrix stakes	Policy	Reasonable diligence procedures	Performance indicators	Section
Human rights	19. Discrimination in employment and occupation (ILO 111) 20. Equal pay (ILO 100)	• Ensure respect of human and labor rights throughout entire supply chain • Ensure inclusion of everyone in the company	• 2013 Global Framework Agreement • 2019 Global Framework Agreement • Discussions with the ILO for the deployment of training on human rights • Study of proven risks within countries where the Group operates, in partnership with the ILO • Renault Group policy on the supply of cobalt and minerals from conflict or high-risk zones	• As above	• Number of incidents reported by signatory parties to Global Framework Agreements resulting in the implementation of the measures provided for in the 2018 memorandum • Gender pay gap • Percentage of women in key positions	2.2.3.4 2.4.2.2.3 2.4.2.2.4

Societal information

Topic	Principal risks	Coverage of the materiality matrix stakes	Policy	Reasonable diligence procedures	Performance indicators	Section
Local development	21. Insufficient adaptation of products and services to the challenges of the "sustainable territories"	• Increase passenger and road-user safety and security • Contributing to the transformation of urban mobility	• Roadmaps for the solutions portfolio: • EV and ecosystem (energy storage, etc.) • Carsharing and short-term rental of EV: Mobilize Share, Zity	• Create personalized commercial offers • Conclude specific partnership contracts	• Total number of EVs (including Twizy) sold worldwide (since 2010) • EV market share in Europe • Number of EV in car sharing	2.4.1.1 2.4.1.2 2.4.3.1
	22. Insufficient contribution of the Group to the development of the areas where it operates	• Giving everyone access to mobility solutions • Fostering development of territories where the company operates	• Support for access to employment • Support for access to education around the world • Local integration strategy where Renault has industrial sites	• Identify and support local actors working for access to education for all • Promote the emergence of mobility offers adapted to everyone • Support the development of an ecosystem around industrial sites	• Number of philanthropic operations • Number of vulnerable people helped by the Renault Foundation • Number of beneficiaries of the solidarity LOA • Workforce by country • Rate of integration of local suppliers (France)	2.4.3.5 & 2.4.3.6 2.4.3.8 2.4.1.3.2 2.4.2.2.a 2.3.1.3
Road user safety	23. Inappropriate use of vehicles or equipment by the customer 24. Appearance of a new typology of accidents with new technologies	• Increase passenger and road-user safety and security	• Renault's road safety policy: 4 main focuses • Prevent • Protect • Rescue • Correct	• Creating video tutorials to explain the proper use of driving aids • Conceptualizing methods of familiarization with autonomous systems • Creation of AD Scène (a joint venture whose aim is to offer design and validation services for automated vehicles)	• Number of Safety Coach fittings fitted to new models	2.4.1.2
Personal data protection and cybersecurity	25. Breach of protection of data of the Group, its staff, customers or stakeholders and risk of cyberattacks and information system failures	• Proactively ensuring corporate compliance • Increase passenger and road-user safety and security	• Information control policy • Information systems security policy • Vehicle cybersecurity management system • Guides to support the implementation of personal data protection by design • IT charter • Code of conduct for IT	• Organization dedicated to security • Translation of policies into operational procedures • Implementation of actions derived from the framework IT security plan • Security and GDPR annexes inserted into contracts with third parties • Report to the Risks and Internal Control Committee • Mandatory training Regular audits and legal adviser by business line	• Monitoring of average incident resolution time (major and critical) • Monitoring of the rating issued by Bitsight	2.5.4

Governance information

Topic	Principal risk	Coverage of the materiality matrix stakes	Policy	Reasonable diligence procedures	Performance indicators	Section
Anti-corruption	26. Risks related to the Group's international exposure 27. Risks related to transactions with third parties (suppliers, intermediaries and customers) 28. Risks related to transactions with public agents	• Embodying ethical values • Guaranteeing robust corporate governance	• Involvement of the governing body • Method: adaptation of measures to prevent all forms of corruption • Strengthening the anti-corruption program and implementing the 8 pillars of the French "Sapin II" act with the following measures: • Anti-corruption code: 1. Guide for preventing corruption and influence peddling 2. Whistleblowing system 3. Anti-corruption risk mapping 4. Evaluation of customers, suppliers and intermediaries 5. Accounting controls 6. Training 7. Disciplinary measures 8. Internal control and assessment of measures	• Involvement of the General Management, regular review of the system within the Board of Directors, CAR (Audit and Risks Committee) and the ECSRC (Ethics and Corporate Social Responsibility Committee); a Director of Ethics and Compliance in charge of the anticorruption mechanism • Implementation of the corruption prevention program in France and internationally • Third-party evaluation through the Third-Party Integrity Management procedure (TIM) and inclusion of anticorruption clauses in contracts • Organization of the Ethics and Compliance network (Ethics and Compliance correspondents in the countries and central departments) • Organization of the corruption prevention training plan.	• Percentage of countries/ entities setting up an ethics committee • Rate of validated corruption risk maps • Percentage of whistleblowing reports handled • Percentage of employees who have completed anticorruption training • Percentage of at-risk third parties that have undergone a TIM analysis	2.5.1
Supplier relations and procurement	29. Non-compliance with the Group's responsible purchasing policies by suppliers	• Ensure respect of human and labor rights throughout entire supply chain • Embodying ethical values • Fostering development of territories where the company operates	• Renault-Nissan Guidelines on "Corporate Social Responsibility (CSR)" at suppliers • Renault Group Global Framework Agreement • Renault Green Purchasing Guidelines (updated in 2018) • Renault-Nissan Purchasing Way (updated in 2018) • Renault Group policy on the supply of cobalt and minerals from conflict or high-risk zones	• Acceptance of the Renault-Nissan Supplier Social and Environmental Responsibility Guidelines and Global Framework Agreement by our suppliers • Online third-party CSR self-assessment questionnaire • Third-party field audits, including in sensitive supply chains • Active participation in cobalt supply chain initiatives (RMI) • Participation in the GPSNR (Global Platform for Sustainable Natural Rubber)	• Percentage of direct supplier volume covered by a CSR assessment on the Top 200 parts • Percentage of total purchase volume covered by a high or very high grade CSR assessment (3 years) on the Top 200 parts • Number of direct supplier groups covered by a CSR assessment on the Top 200 parts • Number of CSR supplier groups covered by a high or very high CSR assessment (less than 3 years) on the Top 200 parts • Number of on-site audits	2.2.5.4
	30. Use of sensitive supply chains (for social, societal and/ or environmental reasons)					
Fight against tax evasion	31. Uncertainties about the interpretation of regulations or the fulfillment of the company's tax obligations	• Embodying ethical values • Guaranteeing robust corporate governance	• Group tax governance	• Dedicated persons implementing the Group tax policy worldwide • Ongoing tax audits in France and worldwide		2.5.3

2.1.5.3. Correspondence table EFPD

Correspondence tables for the items required by Articles L. 225-102-1 and R. 225-105 and seq. of the French Commercial Code (Act of August 9, 2017)	Pictogram Number	Chapter
The Company's business model	EFPD-A	Introduction (Renault profile)
Principal CSR risks related to the Company's activity	EFPD-B	2.1.4
1) Social information		
a) Employment	**EFPD1**	
Total workforce	EFPD1a	2.4.2.2.1.A.a
Breakdown of employees by gender	EFPD1b	2.4.2.2.4.B.b
Breakdown of employees by age	EFPD1c	2.4.2.2.4.B.d
Breakdown of employees by region	EFPD1d	2.4.2.2.1.A.a
Hires	EFPD1e	2.4.2.2.1.A.b
Redundancies	EFPD1f	2.4.2.2.1.A.c
Payroll expenditure and trends	EFPD1g	2.4.2.2.3.A
b) Organization of work	**EFPD2**	
Organization of work time	EPEF2a	2.4.2.2.4.A
Absenteeism	EFPD2b	2.2.3.4
c) Health and safety	**EPEF3**	
Workplace health and safety conditions	EFPD3a	2.2.3.4
Occupational accidents, notably frequency and severity, and occupational illnesses	EFPD3b	2.2.3.4
d) Industrial relations	**EPEF4**	
Organization of social dialog, in particular procedures relating to notification and consultation of employees and negotiations with employees	EFPD4a	2.4.2.2.6.A
Main collective agreements, in particular on workplace health and safety	EFPD4b	2.4.2.2.6.C
e) Training	**EFPD5a**	
Training policies implemented, in particular those relating to environmental protection	EFPD5b	2.4.2.2.2.B.c
Number of training hours	EFPD5b	2.4.2.2.2.B.c
f) Equal opportunities	**EFPD6**	
Measures taken to promote gender equality	EFPD6a	2.4.2.2.4.B.b
Measures taken to promote the employment and integration of persons with disabilities	EFPD6b	2.4.2.2.4.B.e
Anti-discrimination policy	EFPD6c	2.4.2.2.4.B.c
Promote the practice of physical and sports activities	EFPD6d	2.4.2.2.5

Correspondence tables for the items required by Articles L. 225-102-1 and R. 225-105 and seq. of the French Commercial Code (Act of August 9, 2017)	Pictogram Number	Chapter
2) Environmental information		
a) Overall environmental policy	**EFPD7**	2.3.1.1
Company organization in respect of environmental issues and, where appropriate, environmental assessment and certification processes	EFPD7a	2.3.1.2 / 2.2.1.2
Resources dedicated to preventing environmental risks and pollution	EFPD7b	2.2.4.3 / 2.3.2 / 2.1.6
Amount of provisions and guarantees for environmental risks, subject to this information not being such as to cause prejudice	EFPD7c	Note 20 on provisions in 5.2.2.6.4
b) Pollution	**EFPD8**	
Prevention, reduction and remediation of air, water and soil discharges with a severe environmental impact	EFPD8a	2.3.2.3 / 2.3.2.4.2 / 2.3.2.4.3
Mitigation of all forms of pollution specific to an activity, in particular noise and light	EFPD8b	2.3.2. 3 / 2.3.2.4
c) Circular economy	**EFPD9**	2.3.2.2
d) Waste prevention and management	**EFPD10**	
Waste prevention, recycling, reuse and other forms of recovery and elimination	EFPD10	2.3.2.2
Actions to reduce food waste	N/A	Topics deemed not pertinent in light of the Group's activities
e) Sustainable use of resources	**EFPD11**	
Water consumption and water supply depending on local constraints	EFPD11a	2.3.2.4.2
Raw material consumption and measures taken to improve efficiency in their use	EFPD11b	2.3.2.2
Energy consumption, measures taken to improve energy efficiency and use of renewable energy	EFPD11c	2.3.2.1.2
Land use	EFPD11d	2.3.2.4.3
f) Climate change	**EFPD12**	
Significant items of greenhouse gas emissions generated by the Company's activity, including by the use of the goods and services it produces	EFPD12a	2.3.2.1.3
Measures taken to adapt to the consequences of climate change	EFPD12b	2.3.2.1.2 / 2.3.2.1.4
Medium and long-term reduction targets set voluntarily to reduce greenhouse gas emissions and resources put in place for this	EFPD12c	2.3.2.1.3.1 / 2.3.2.1.2
g) Protection of biodiversity	**EFPD13**	
Measures taken to preserve or restore biodiversity	EFPD13	2.3.2.4

3) Societal information		
a) Societal commitments to promote sustainable development	**EFPD14**	
Impact of the Company's activity in terms of employment and local development	EFPD14a	2.4.1.1 / 2.5.2.3
Impact of the Company's activity on residents and local populations	EFPD14b	2.4.3.2
Relationships maintained with the company's stakeholders and the methods of dialogue with them	EFPD14c	2.1.4 / 2.4.3.1
Partnership and sponsorship initiatives	EFPD14d	2.4.3.5.B
b) Subcontractors and suppliers	**EFPD15**	
Inclusion of social and environmental issues in the purchasing policy	EFPD15a	2.2.5 / 2.5.2
Ensuring that relations with suppliers and subcontractors include their social and environmental responsibility	EFPD15b	2.2.5 / 2.5.2
c) Fair practices	**EFPD16**	
Measures taken in favor of consumer health and safety	EFPD16a	2.3.2.3 / 2.4.1.2.1
Actions to fight against corruption	EFPD16b	2.5.1.3
Actions to fight against tax evasion	EFPD16c	2.5.3

4) Information on actions in favor of human rights		
a) Promotion of and compliance with the provisions of the fundamental principles of the International Labour Organization in respect of:	**EFPD17**	
Freedom of association and the right to collective bargaining	EFPD17a	2.2.1.1 / 2.2.2 / 2.5.2
Elimination of discrimination in employment and occupation	EFPD17b	2.2.1.1 / 2.2.2 / 2.5.2
Elimination of forced or compulsory labor	EFPD17c	2.2.1.1 / 2.2.2 / 2.5.2
Effective abolition of child labor	EFPD17d	2.2.1.1 / 2.2.2 / 2.5.2
b) Other actions implemented to promote human rights	**EFPD18**	2.2.1.1 / 2.2.2 / 2.5.2

2.1.6 Taxonomy EFPD7b

The publication of information about the role that companies will have to play in mitigating and adapting to climate change is currently expected within the framework of the European taxonomy. The Group is responding to these challenges by aiming for net zero by 2040 across Europe and by 2050 worldwide, adopting an approach which covers the entire life cycle of its vehicles.

The most diverse range of electric vehicles

The carbon footprint of vehicles in use accounted for nearly 80% of the Group's carbon footprint in 2022. Thanks to the range of vehicles described below, the Group aims to achieve a reduction of up to -65% in Europe and -35% worldwide for emissions in use (scope 3 downstream). Renault Group has a decade of experience in the design, manufacture, sale, and after-sale service of electric vehicles (EV). More than 30,000 Group employees worldwide have been trained in the considerations specific to electric mobility, including the entire European sales network. Worldwide, there are more than 685,000 electric vehicles are on the road. In just over 10 years, the Group and the Alliance have already invested more than €10 bn in electrification. Thanks to these long-term efforts, the two brands Renault and Dacia have a total of 10 different models, from the Twizy small city car to the Master light commercial vehicle. In 2022, Renault launched Megane E-Tech Electric, the first model of its "generation 2.0" of electric vehicles to benefit from the advantages of the Alliance's CMF-EV platform, 100% "Made in ElectriCity", Renault Group's new industrial hub, one of the most competitive in Europe, located in northern France. In 2021, Dacia unveiled the most affordable electric vehicle on the market: Spring. This movement is accelerating: the Alliance will invest €23 bn over the next five years. Thanks to five common electric platforms covering most segments, the Renault brand aims to become 100% electric for passenger cars in Europe in 2030. In November 2022, Renault Group announced a new organization that will enable it to capture value from all the new profit pools by creating five targeted businesses, with specialized teams, each built on a uniform set of technologies, with its own dedicated governance and profit and loss account income statement:

- Ampere: the first electric and software pure player born out of the disruption of a traditional car manufacturer;
- Alpine: an exclusive, zero-emission, global brand with racing as its DNA. A unique asset-light model combined with proprietary technologies;
- Mobilize: built around a first-class financial captive to address the new mobility, energy, and data services market;
- THE FUTURE IS NEUTRAL: the automotive industry's first company dedicated to the 360° circular economy: from the closed loop of materials to battery recycling. This activity contributes to the objective of the transition to a circular economy of the European Taxonomy, which will be published later;
- Power: Renault Group's traditional core business will continue to develop innovative low-emission combustion and hybrid vehicles under the Renault Dacia and Renault LCV (light commercial vehicles) brands, each with its own dedicated organization and governance.

Ampere: the first EV and software pure player originating from a manufacturer

With Ampere, Renault Group is creating an autonomous entity that will be the first electric and software pure player originating from a vehicle manufacturer. Ampere will develop, manufacture, and sell fully electric passenger cars with advanced SDV (Software Defined Vehicle) technology under the Renault brand. Ampere will bring the best of both worlds: the know-how and assets of Renault Group with the focus and agility of a pure player in electric vehicles.

By 2030, Ampere's range of 6 electric vehicles will be ideally positioned in the most dynamic segments in Europe covering 80% of the non-specialized electric market: in the B segment with the new Renault 5 Electric and Renault 4 Electric and in the C segment with Megane E-Tech Electric, Scenic Electric and 2 other vehicles to come. Much of the investment in the first 4 vehicles has already been spent.

Ampere aims to produce around 1 million EVs for the Renault brand by 2031.

Ampere relies on 3 technological pillars that make it unique in the EV and software ecosystem:

- a high-tech and highly competitive manufacturing footprint: ElectriCity is already one of the largest and most competitive EV production centers in Europe. This involves three industrial sites in the north of France capable of producing and assembling more than 400,000 electric vehicles – expandable to 1 million – including batteries, using other Renault Group facilities. ElectriCity also offers a unique local ecosystem with 80% of suppliers within a 300km radius;
- a European value chain for EVs: Ampere partners with the most relevant players to access know-how, ensure sustainable sourcing and gain visibility and control over costs and performance. Through its European supply chain, Ampere will provide more than 80 GWh needed for its cars by 2030. The value chain coverage of electric vehicles has increased from 10% in 2020 to over 30% and will reach 80% by 2030;
- Revolutionary Software Defined Vehicle (SDV) technology: SDV is the future of the automotive industry, as it allows the car to be constantly upgraded throughout its life cycle, to learn from its users and to remain linked to the manufacturer from the time it leaves the factory to the end of its life. It allows further progress to be made in terms of energy performance: the mass of the vehicle is reduced by transferring many functionalities from the hardware to the software, and the high level of integration allows advanced eco-driving aids to be provided.

Mobilize: Built around a leading financial services company to address the new mobility, energy and data markets

Mobilize is built around one key asset, Mobilize Financial Services (Mobilize F.S.), and is becoming a specialist provider of 100% electric Vehicles as a Service (VaaS), combining financial services mobility services including purpose-built vehicles, energy and data. These services, combined in a one-stop solution, will meet the needs of individuals, fleets and mobility operators.

Mobilize's mission is to make mobility cleaner, shared, more accessible and more affordable.

- Electric vehicles have many advantages that make them not only an ideal choice for personal use, but also the perfect vehicle for car-sharing. Renault has understood this, since nearly 12,000 of the brand's electric vehicles are available for car-sharing every day in some twenty European cities, either on point to point with dedicated parking spaces or free-floating with no pick-up or drop-off points, such as Zity, which was first introduced in Madrid in 2017, in Paris in 2020 and then in Milan and Lyon in 2022.

The Group works across the entire value chain, and its efforts also focus on decarbonizing its supply chain (scope 3 upstream) and production factories (scopes 1 and 2).

A decarbonized industrial value chain

The Group is targeting a reduction of up to 30% in the carbon footprint per kilo of materials purchased by 2030 (scope 3 upstream) through a specific effort on steel, aluminum, tires, polymers and electronic components and up to a 35% reduction in the carbon footprint of its battery.

The upcoming application of an internal carbon price in our purchases of parts and materials will enable us to better manage this effort.

In addition to this responsible sourcing strategy, there are structuring partnerships such as with Envision AESC and Verkor for low-carbon batteries, which will be manufactured in France, with Valeo for rare-earth-free electric motors, also manufactured in France, Plug Power for hydrogen, Terrafame for nickel sourcing from Finland, Vulcan Energy for low-carbon lithium extracted from geothermal resources in Germany, and Managem for low-carbon cobalt sourcing from Morocco.

Partnerships have also been announced to accelerate the decarbonization plan for our production sites (scope 2):

- With Voltalia, the largest green electricity supply contract in France to cover up to 50% of the electricity consumption of its production activities in 2027 through the installation of photovoltaic panels;
- With the ENGIE Group, a first-of-its-kind deep geothermal project in Europe that would replace 70% of the gas needs of the Douai factory by 2025;
- With Dalkia, EDF Group, a partnership to install a biomass boiler to replace 65% of the gas consumption at its Maubeuge plant;

These three strategic partnerships constitute a new step in the Global Climate Plan and will contribute to the net zero carbon objective for the factories of the ElectriCity division in France in 2025, in Europe in 2030 and worldwide in 2050.

Eligible activities aligned with the EU Taxonomy

All of the Group's sustainable development efforts are now developed by Regulation (EU) 2020/852 of the European Parliament and of the Council of June 18, 2020, on the establishment of a framework to facilitate sustainable investment within the European Union, known as "Taxonomy".

For the 2022 financial year, the Group considers that, among its various industrial and service activities, the following activities are eligible for the taxonomy:

- **Low-carbon manufacturing technologies for transport** (taxonomy code 3.3), including activities such as the manufacture, repair, maintenance, adaptation, repurposing, and sale of vehicles
- **Transport by motorbikes, passenger cars and commercial vehicles** (taxonomy code 6.5), including the activities of purchasing, financing, renting, leasing and operating passenger and light commercial vehicles

These eligible activities concern both electric and combustion-engine vehicles; the Group thus complies with the "Commission notice on the interpretation of certain legal provisions of the Disclosures Delegated Act under Article 8 of EU Taxonomy Regulation on the reporting of eligible economic activities and assets" (2022/C 385/01), published on October 6, 2022.

Within this scope, activities are considered to be aligned if they:

- **make a substantial contribution to the objective of climate change mitigation, i.e. those relating to vehicles emitting less than 50 g of CO_2e per kilometer**, also referred to as "low-emission vehicles" in this section
- **do not cause significant harm ("Do Not Significantly Harm" or DNSH)** other environmental objectives: climate change adaptation, protection and sustainable use of water and marine resources, transition to a circular economy, pollution prevention and control, and ecosystem biodiversity protection and restoration
- **respect the Minimum Social Safeguards**.

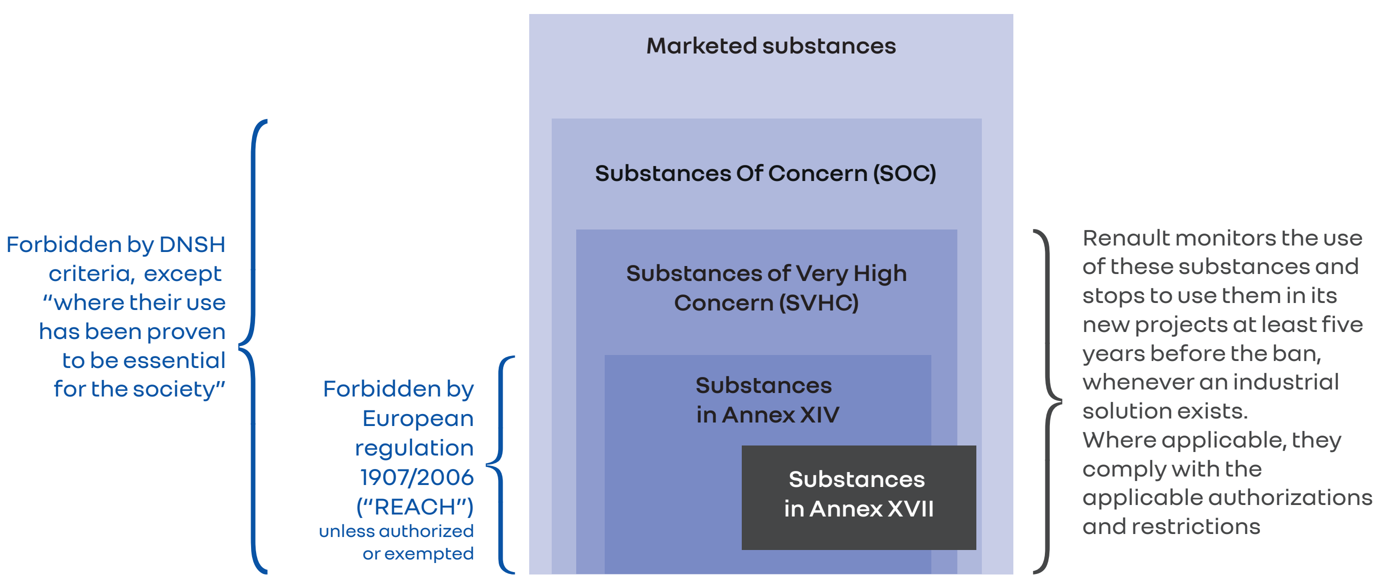
Expanding the scope of the taxonomy to include other environmental objectives will allow Renault Group to further develop its activities. The Group is thus ahead of the curve in terms of the circular economy, with the Refactory in Flins and Seville in terms of battery recycling, reconditioning and electrical retrofitting of vehicles, and the creation of THE FUTURE IS NEUTRAL.

Fulfillment of DNSH criteria

The methods used for the detailed verification of these criteria are described in the methodological note (see 2.6.1.1).

Renault Group complies with European regulation No. 1907/2006, known as "REACH", particularly in the use of chemicals known as "Substances of Very High Concern" (SVHC). The DNSH criteria linked to the Pollution Prevention and Control goal go beyond "REACH" requirements by prohibiting the manufacture, placing on the market and/or use of these substances, and even more generally of all non-regulated substances called "Substances Of Concern" (SOCs), except if their "use has been proven to be essential for the society". Such a requirement has not yet been precisely defined by the European authorities, and a many of these substances are currently needed to produce the majority of manufactured products while complying with current regulations. To date, we are unable to say whether the use of these SVHCs and SOCs is "essential for society", because of both the legal vacuum and the lack of evidence to support the use of SOCs, as there is no official comprehensive list and REACH requirements for them. We hope to be able to reassess our compliance with these DNSH criteria based on the definition of "essential use for the society" that will ultimately be adopted and the subsequent documentation that may be put in place on SOCs.

Sets of substances defined by (CE) no 1907/2006 "REACH" regulation



Compliance with Minimum Social Safeguards

Renault Group implements the procedures and tools necessary to ensure that legislative, regulatory and contractual rules are applied at the level of each group entity and that suppliers and subcontractors undertake to comply with them.

Renault Group is committed to key values, respect for human rights and ethical practices, and it contributes to the United Nations Sustainable Development Goals (SDGs) (see 2.1.3).

In addition, the Group's vigilance plan (see 2.2) implemented pursuant to the law of March 27, 2017, relating to the duty of vigilance of parent companies and ordering companies is based on:

- risk mapping (identification, analysis and prioritization);
- a regular assessment of the situation of the Group and its subsidiaries with regard to the mapping of risks broken down by type of risk;
- the implementation of appropriate actions to mitigate risks or prevent serious harm;
- monitoring implementation measures and evaluating their effectiveness;
- an alert mechanism and collection of reports relating to the existence or occurrence of risks.

Consequently, we consider that the overall policy implemented both as an employer and as a car manufacturer is sufficiently solid so that, in the absence of indications of non-compliance, it is considered that the aforementioned rules are respected.

Renault Group has noted the proposals of the Platform for Sustainable Finance to extend the minimum guarantees to be respected for the determination of alignment to new legal domains. However, given the fact that these are, to date, only recommendations and given the many legal uncertainties attached to them, in particular on the consequences of non-compliance with these new rules, moreover underlined by the Platform in its report, Renault Group chose not to anticipate its implementation and to wait for all the CSRD and CSDDD texts to be definitively adopted.

Key performance indicators for aligned activities

Turnover

The definition of turnover in the EU taxonomy corresponds to turnover as reported in the IFRS consolidated financial statements, which totaled €46.4 bn for the 2022 financial year (see 2.6.1.1).

Of this total:

- €41.7 bn, or 89.8% of the Group's turnover, is attributable to economic activity 3.3 (Low-carbon technologies for transport)
- €3.2 bn, or 7.0% of the Group's turnover, is attributable to economic activity 6.5 (transport by motorbikes, passenger cars, and light commercial vehicles)

and classified as eligible for the taxonomy. This represents a total of €44.9 bn, or 96.8% of the Group's turnover

Of these receipts, €5.2 bn meets the selection criteria used to measure the substantial contribution to climate change mitigation. This includes all revenues generated by our electric vehicles (EV) and plug-in hybrids (PHEV), which account for 11.3% of total Group turnover.

Due to a prudent interpretation of the DNSH requirements relating to the pollution prevention and control objective (see 2.6.1.1), the aligned turnover is declared nil. However, 9% of our sales of low-emission vehicles[2] comply with:

- the European environmental regulations in force, including those covering the use of substances;
- the DNSH criteria concerning the environmental objectives of adaptation to climate change, protection and sustainable use of water and marine resources, transition to a circular economy and protection and restoration of the biodiversity of ecosystems and
- minimum social safeguards.

Investments

According to the definition given by the Taxonomy (see 2.6.1.1), the Group's investments (Capex) amounted to €4,231m for the 2022 financial year.

Of this total, 100% is attributable to economic activity 3.3 (Low-carbon technologies for transport) and classified as eligible for the taxonomy.

Of these Capex, €836m, or 19.8% of the total amount meet the selection criteria used to measure the substantial contribution to climate change mitigation. On this perimeter, are respected:

- European environmental regulations;
- the DNSH criteria concerning the environmental objectives of adaptation to climate change, protection and sustainable use of water and marine resources, transition to a circular economy and protection and restoration of the biodiversity of ecosystems;
- minimum social safeguards.

Taking into account all the DNSH criteria the aligned Capex amounted is €476m, or 11.2% of the Group's total Capex.

2 excluding Dacia Spring

Economic activities	Code	Absolute turnover (billion EUR)	Proportion of turnover	Substantial contribution criteria: Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	DNSH criteria ('Does Not Significantly Harm'): Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy aligned proportion of turnover, year N	Taxonomy aligned proportion of turnover, year N-1
A. TAXONOMY-ELIGIBLE ACTIVITIES		44.9	96.8%															
A.1 Environmentally sustainable activities (Taxonomy-aligned)																		
3.3 Manufacture of low carbon technologies for transport	C29.1	0	0%	100%							Y	Y	Y		Y	Y	0%	N/A
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	H49.32, H49.39, N77.11	0	0%	100%							Y	Y	Y		Y	Y	0%	N/A
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**0**	**0%**	**100%**													**0%**	**N/A**
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																		
3.3 Manufacture of low carbon technologies for transport	C29.1	41.7	89.8%															
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	H49.32, H49.39, N77.11	3.2	7%															
Turnover of taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**44.9**	**96.8%**															
TOTAL (A.1 + A.2)		**44.9**	**96.8%**															
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																		
Turnover of Taxonomy-non-eligible activities (B)		**1.5**	**3.2%**															
TOTAL (A + B)		**46.4**	**100%**															

Economic activities	Code	Absolute Capex (million EUR)	Proportion of Capex	Substantial contribution criteria: Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	DNSH criteria ('Does Not Significantly Harm'): Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy aligned proportion of Capex, year N	Taxonomy aligned proportion of Capex, year N-1
A. TAXONOMY-ELIGIBLE ACTIVITIES		4,231	100%															
A.1 Environmentally sustainable activities (Taxonomy-aligned)																		
3.3 Manufacture of low carbon technologies for transport	C29.1	476	11.2%	100%							Y	Y	Y	Y	Y	Y	11.2%	N/A
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	H49.32, H49.39, N77.11	0	0%	100%							Y	Y	Y	Y	Y	Y	0%	N/A
Capex of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**476**	**11.2%**	**100%**													**11.2%**	**N/A**
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																		
3.3 Manufacture of low carbon technologies for transport	C29.1	3,755	88%															
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	H49.32, H49.39, N77.11	0	0%															
Capex of taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		3,755	88%															
Total (A.1 + A.2)		**4,231**	**100%**															
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																		
Capex of Taxonomy-non-eligible activities (B)		**0**	**0%**															
TOTAL (A + B)		**4,231**	**100%**															

Operating expenditure

According to the definition given by the Taxonomy (see 2.6.1.1), the Group's operating expenses (Opex) amounted to €1,284bn for fiscal year 2022, 100% of which is attributable to economic activity 3.3 (Low Carbon Technologies for Transportation) and classified as eligible under the taxonomy.

Among these Opex, 293 billion euros, or 22.8% of the total amount, meet the selection criteria used to measure the substantial contribution to climate change mitigation. Within this perimeter, the following criteria are:

- the DNSH criteria concerning the environmental objectives of adaptation to climate change, protection and sustainable use of water and marine resources, transition to a circular economy and protection and restoration of the biodiversity of ecosystems;
- minimum social safeguards.

Consideration of all DNSH criteria determines an alignment Opex amount of 259 M€, i.e. 20.2% of the total amount of the Group's Opex.

Economic activities	Code	Absolute Opex (million EUR)	Proportion of Opex	Substantial contribution criteria: Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	DNSH criteria ('Does Not Significantly Harm'): Climate change mitigation	Climate change adaptation	Water and marine resources	Circular economy	Pollution	Biodiversity and ecosystems	Minimum safeguards	Taxonomy aligned proportion of Opex, year N	Taxonomy aligned proportion of Opex, year N-1
A. TAXONOMY-ELIGIBLE ACTIVITIES		1,284	100%															
A.1 Environmentally sustainable activities (Taxonomy-aligned)																		
3.3 Manufacture of low carbon technologies for transport	C29.1	259	20.2%	100%							Y	Y	Y	Y	Y	Y	20.2%	N/A
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	H49.32, H49.39, N77.11	0	0%	100%							Y	Y	Y	Y	Y	Y	0%	N/A
Opex of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**259**	**20.2%**	**100%**													**20.2%**	**N/A**
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																		
3.3 Manufacture of low carbon technologies for transport	C29.1	1,025	79.8%															
6.5 Transport by motorbikes, passenger cars and light commercial vehicles	H49.32, H49.39, N77.11	0	0%															
Opex of taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**1,025**	**79.8%**															
Total (A.1 + A.2)		**1,284**	**100%**															
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																		
Opex of Taxonomy-non-eligible activities (B)		**0**	**0%**															
TOTAL (A + B)		**1,284**	**100%**															

2.2 Vigilance Plan

2.2.1 Ambitions EFPD7a EFPD17 EFPD18

2.2.1.1. Renault Group as an employer

By signing the United Nations Women's Empowerment Principles (WEP) in 2022, Renault Group is reaffirming that the 1948 Universal Declaration of Human Rights must apply equally to women and men.

Health, safety, and working conditions

In accordance with ILO Convention No. 155 on the safety and health of workers of 1981, the Renault Group's Declaration of Employees' Fundamental Rights of October 12, 2004, the Global Framework Agreements of July 2, 2013, and July 9, 2019, and its addendum of April 26, 2021,

- Renault Group reaffirms its commitment to strict compliance with the Group policy set out in the document entitled "Health and Safety at Work Policy" (2021) and with the local agreements signed as part of the implementation of remote working arrangements. Our ambition: zero work-related accidents and illnesses. Our commitment is to provide a safe and healthy workplace for all those involved in our activities. To this end, we proactively apply the principle of continuous improvement with a focus on prevention.

Prohibition of child labor EFPD17d

In accordance with the ILO Minimum Age Convention, 1973 (No. 138), the ILO Worst Forms of Child Labour Convention, 1999 (No. 182), the Renault Group Declaration of Employees' Fundamental Rights of October 12, 2004, the Global Framework Agreements of July 2, 2013, and July 9, 2019, and its addendum of April 26, 2021,

- Renault Group prohibits the use of minors who have not reached the legal minimum age for employment in each country or region and in any case if the minors are under 15 years of age. In addition to rejecting child labor, Renault Group is committed to respecting the rights of children everywhere, as set out in the 1989 International Convention on the Rights of the Child.

Prohibition of forced labor EFPD17c

In accordance with the ILO Forced Labour Convention, 1930 (No. 29), the ILO Abolition of Forced Labour Convention, 1957 (No. 105), the Renault Group Declaration of Employees' Fundamental Rights of October 12, 2004, the Global Framework Agreements of July 2, 2013, and July 9, 2019, and its addendum of April 26, 2021,

- Renault Group prohibits the use of forced labor by ensuring that all work is voluntary and that employees are free to leave their jobs at any time.

Harassment and violence

In accordance with Articles L1152-1 to L1152-6 of the French labor laws on psychological harassment, Article 5 of the Declaration of Human Rights, and the 2019 Global Framework Agreement,

- Renault does not tolerate any form of harassment or violence in the workplace. Renault Group is committed to the strict application of the zero-discrimination policy, including its chapter on harassment, and to taking proportionate measures in the event of a proven breach.
- An investigation procedure has been defined for the Group, deployed and adapted in each country.

In accordance with legal and regulatory requirements wherever the Group operates and with the Renault Group Code of Ethics,

- Disciplinary measures are free from all forms of violence, humiliation and treatment contrary to human dignity.

Compensation

In accordance with the ILO Equal Remuneration Convention, 1951 (No. 100) and the Global Framework Agreement, 2013,

- Renault Group respects internationally recognized workers' rights and complies with all applicable labor laws, in particular with regard to wages, which must be at least equal to the country's minimum wage for equivalent work, the objective being to promote a decent wage, as envisaged by the ILO.

Working time, holiday entitlement, and the right to disconnect

In accordance with the national laws and practices of the countries where Renault Group operates, the Renault Group Declaration of Fundamental Social Rights of October 12, 2004, the Global Framework Agreements of July 2, 2013 and July 9, 2019 and its addendum of April 26, 2021, Renault Group grants its employees the right to paid leave,

- Renault Group limits the normal working hours for employees whose working hours are controlled to 48 hours per week (or less than 48 hours if local law, collective agreements or branch agreements so provide).

- Renault Group reaffirms its commitment to strict compliance with policies on the organization of working time, working hours and rest periods, developed within the framework of national legislation and local conditions for social dialogs.

Renault Group is committed to respecting the right of each employee to choose whether to go online outside of their usual working hours and during their holiday periods. During these same periods, they are not obliged to respond to any e-mails or telephone calls they receive and must ensure that they limit their own e-mails and calls to exceptional emergencies, in particular those that have an impact on the safety of employees and/or customers.

Staff representation (Freedom of association / Collective bargaining) EFPD17a

In accordance with ILO Freedom of Association and Protection of the Right to Organise Convention No. 87 of 1948, ILO Right to Organise and Collective Bargaining Convention No. 98 of 1949, ILO Workers' Representatives Convention No. 135 of 1971 to prevent any form of discrimination on the grounds of trade union involvement, the Renault Group Declaration of Employees' Fundamental Rights of October 12, 2004, the Global Framework Agreements of July 2, 2013, and July 9, 2019, and its addendum of April 26, 2021,

- Renault Group reaffirms its commitment to the strict respect of trade union freedom in terms of membership in and taking on trade union responsibilities for all its employees in each country where Renault Group is established.
- Renault Group is committed to respecting the principles set out in the 1998 International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work: freedom of association and effective recognition of the right to negotiate.

Discrimination EFPD17b

In accordance with the ILO Discrimination (Employment and Occupation) Convention, 1958 (No. 111) and the Global Framework Agreement, 2013,

- Renault Group prohibits and rejects all forms of discrimination. Renault Group is committed to non-discrimination in working relationships on any grounds whatsoever. Anti-discrimination actions apply to all forms of diversity: age, social origin, family status, gender, sexual orientation, disability, political, trade union and religious opinions, actual or assumed membership or non-membership of an ethnic group, nation or racial origin.
- Renault Group has set itself the goal of having no pay gap between women and men by 2025. In 2022, this indicator was -2.4%

Diversity and Inclusion

In accordance with Renault Group's Declaration of Employees' Fundamental Rights of October 12, 2004, the Global Framework Agreements of July 2, 2013, and July 9, 2019, and its addendum of April 26, 2021, and the various external commitments made by the Group (see 2.4.2.2),

- Renault Group considers that diversity within a company is an asset, creates an environment favorable to innovation, and is a performance factor.

Renault Group's ambition is to be the best employer for women in the automotive industry with the objectives of:

- neutralizing the gender pay gap by 2025;
- maintaining our leadership in gender diversity among vehicle manufacturers and increase the presence of women in key positions. Renault Group has implemented action plans to promote inclusion: the Renault Group Diversity and Inclusion Plan (see 2.2.2.3 Human rights and fundamental freedoms, action plans).

Right to Training

In accordance with Renault Group's Declaration of Employees' Fundamental Rights of October 12, 2004, the Global Framework Agreements of July 2, 2013, and July 9, 2019, and its addendum of April 26, 2021,

- Renault Group is committed to promoting the employability of its employees, in particular through ReKnow University, which develops innovative training courses on the skills of tomorrow (electrical, circular economy, data, AI and cybersecurity) in collaboration with industrial and academic partners. Based in France, ReKnow University will develop its activities internationally in the medium term.

2.2.1.2. Renault Group as a vehicle manufacturer EFPD7a

Value chain and partnerships

In accordance with the Renault-Nissan CSR Purchasing Guidelines of 2015, the Global Framework Agreement of July 2013, the Renault Green Purchasing Guidelines of 2018, and the Renault Group policy on the supply of cobalt and minerals from conflicts or high-risk areas of 2019,

- Renault Group asks its suppliers and subcontractors to commit, in writing, to respecting the Group's expectations of its supply chain in terms of safety and quality, human rights and labor law, the environment, compliance, and non-disclosure of information and to deploy them with their own suppliers.
- Renault Group asks its suppliers and subcontractors to commit to the implementation of employees' fundamental rights in their own companies and encourages them to do the same with their own suppliers. If necessary, corrective action plans are put in place with the support of Renault Group.
- Renault Group has incorporated compliance with social and environmental requirements into its supplier selection and relations standards. ESG (Environment, Social, and Governance) assessment of suppliers is therefore included in the selection criteria, alongside quality, financial health, strategy and industrial and logistical capacities.

- Renault Group measures the CSR performance of its suppliers and has published the performance of the top 200 suppliers (which account for approximately 86% of the total purchasing of parts) for several years.
- Renault Group's ambition is to increase the detailed monitoring of the supplier panel and the associated requirements by publishing the performance of the top 500 suppliers in 2023. This will cover more than 95% of the total purchasing of parts.

A clean, safe, accessible mobility offering

Renault Group's ambition is to make clean, safe mobility accessible to as many people as possible in each country where the Group is established (see section 2.4.1.3. of the Renault Group 2021 Universal Registration Document):

- Renault Group, an inclusive company, contributes to removing social, physical, cognitive and financial barriers to mobility so that each individual is able to move freely and thus access a job and develop social ties.
- Safe mobility according to Renault: alongside its suppliers, Renault Group is committed to manufacturing and marketing products that meet or exceed the regulations in force in each country of operation.
- Clean mobility according to Renault: Renault Group is committed to offering innovative mobility solutions while preventing and continuously reducing the environmental footprint of activities, services and products throughout their life cycle. The priority areas of Renault Group's environmental policy are climate, resources, ecosystems, biodiversity and health.

Local communities and indigenous peoples

In accordance with the United Nations Declaration on the Rights of Indigenous Peoples 2007 (UNDRIP) and local regulations in terms of property rights,

- Renault Group works to minimize potential negative impacts and encourage positive impacts of its projects on local communities and indigenous peoples. In particular, the safety of its employees and facilities must not be exercised at the expense of respect for the human rights of local communities and indigenous peoples.
- Renault Group develops activities with a positive impact and involving all stakeholders in the territories, and on each site where the Group has a significant weight and influence on its immediate environment, it aims to establish a development plan for local communities and indigenous populations based on a precise analysis of impacts. In addition, in accordance with the 2019 Global Framework Agreement, employees who wish to become involved with solidarity-based associations and enterprises have specific arrangements, in compliance with local laws, for the time spent on these activities.

2.2.2 Human rights and fundamental freedoms EFPD17 EFPD18

2.2.2.1. Risk mapping: identification, analysis and prioritization

Methodology

As part of its duty of vigilance, Renault Group has drawn up a mapping of the risks that its own activity poses to women and men in terms of human rights.

The methodology adopted is part of the same system as the Group's major risk management system. The last update was in 2022.

Ten risks were identified, analyzed and prioritized by specialists from six departments: Human Resources, Ethics & Compliance, Purchasing, Prevention & Protection, Sustainable Development and Risk Management. This risk map was then presented to the Group Human Resources Department, who validated it and the associated action plan.

This mapping is based on:

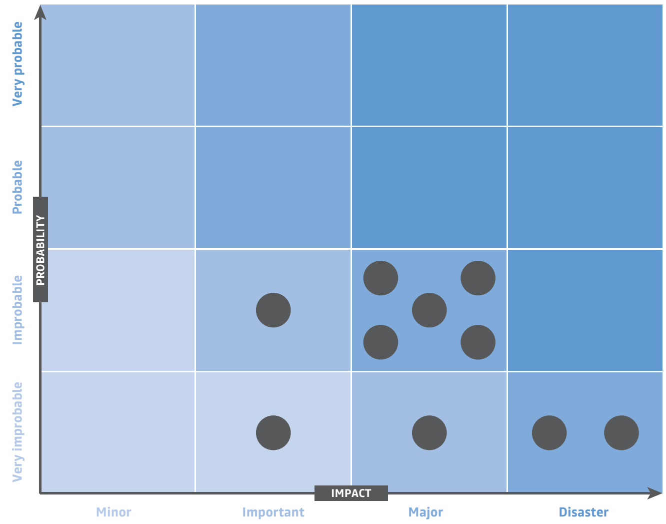
- a list of risks resulting from a benchmark carried out with industrial companies in the automotive, food processing, luxury goods, energy and transport sectors;
- a process for analyzing alerts (see 2.2.6.1 Whistleblowing tool);
- monitoring of the social, economic and regulatory context of the regions in which the sites are located. A watch has been set up on human rights and fundamental freedoms;
- reports published by the ILO, which may go beyond just the rights identified in the global framework agreements.

Results

Identification

Risks
Violation to freedom of unions, association & collective bargaining
Private life violations
Discrimination in recruitments
Discrimination in employment
Slavery and human trafficking
Child labor
Forced labor
Indecent working conditions
Risk related to compensation – living wage
Risk of negative impact on local communities

Analysis and prioritization



2.2.2.2. Procedures for regular assessment of the situation of the Group and its subsidiaries based on the risk mapping

The assessment of the situation of the Group and its subsidiaries in view of the risk mapping is based on two pillars:

- **Local audits to monitor the implementation of the human rights and fundamental freedoms policies defined in the Global Framework Agreements as well as in section 2.2.1. of this document.** 89.6% of the Group's employees are covered by a collective agreement at branch and/or company level. The Internal Audit Department includes knowledge of and compliance with global framework agreements in its local audits of human resources practices. In the event of any application difficulties arising, a memorandum concluded in January 2018 with the signatories of the 2013 framework agreement constitutes a genuine action guide for dealing with them under joint responsibility.
- **In the event of an alert, a formalized handling process (see section 2.2.6.2).** Any alerts are the subject of a specific item at the plenary sessions of the Renault Group Committee (RGC). In 2022, this meeting was held on September 30 with all members of the RGC. The RGC has 40 members, representing 26 countries, and is the preferred forum for open and responsible international social dialogue. In 2022, as in 2021, the Group has not received any feedback from the parties to the global framework agreements.

2.2.2.3. Actions to mitigate risks and prevent serious infringements

Risks	Appropriate actions
Risk of slavery and human trafficking	• Implementation of the 2013 Global Framework Agreement (GFA) and ILO Conventions 29 and 105: elimination of all forms of forced and compulsory labor.
Child labor	• Implementation of the 2013 GFA and ILO Conventions 138 and 182: the minimum age defined by Renault Group is 15 years. Beyond 15 years, the regulations of each country apply.
Forced labor	• Implementation of 2013 GFA and ILO Conventions 29 and 105: elimination of all forms of forced or compulsory labor.
Indecent working conditions	• The action plans related to this risk are managed by the HSEE Department and are described in section 2.2.3.3
Violation to freedom of unions, association & collective bargaining	• A Global Group Works Council of 40 members, representing 26 countries, is the special forum for an open and responsible international social dialog. • For career management, implementation of a "People Review" process with the involvement of the HR department. One of the aims is to prevent discrimination against unionized employees.
Private life violations	• Implementation of the Telework Addendum 2021 to the 2019 GFA. • Implementation of mechanisms for the protection of personal data: see section 2.2.3.3 of this document.
Discrimination in recruitments	• Implementation of the 2013 GFA and ILO Conventions 100 and 111.
Discrimination in employment	• Implementation of the 2013 GFA and ILO Conventions 100 and 111. • For career management, implementation of a "People Review" process. • Implementation of a "Diversity and Inclusion" plan: see inset below
Risk related to compensation – living wage	• Implementation of ILO Convention 100 in the 2013 GFA: equal pay for work of equal value. • Application of salary scales validated with the staff representative bodies.
Risk of negative impact on local communities or indigenous peoples	• Prevention: As part of a prevention strategy, wherever the Group is established, it contributes to the revitalization of the employment pool in collaboration with the local authorities. • Revitalization: Where there is a significant impact on employment, revitalization plans are implemented to develop employment. • Implementation of the GFA 2019: employees who wish to commit themselves to solidarity-based associations and companies have specific arrangements, in compliance with local legislation, as the time spent on these activities can be considered as working time.

Training

In 2022, a human rights training and awareness e-learning course was developed in French and English in collaboration with the HR Academy. Its roll-out to employees is scheduled for early 2023.

Diversity and Inclusion

In addition to the risk mitigation and prevention measures listed in this table, Renault Group has set itself ambitious targets for diversity and inclusion.

This Renault Group Diversity and Inclusion Plan is based on four pillars, the last one being specific to gender representation:

- Ensure fair and respectful treatment of all;
- Promote an inclusive work environment;
- Facilitate the integration and development of all in the company;
- Increase the representation of women at all levels, in all professions and in all countries where the company operates. By 2030, Renault Group aims to have 30% women in management positions.

In this context, Renault Group is implementing actions in several areas:

- **Gender diversity:** Renault Group is committed to implementing specific measures regarding the position of women in the company, which results in an evolution of its HR processes in terms of recruitment and career management and in the development of an international network of women;
- **Disability:** Renault Group facilitates the integration of the individuals with disabilities within the Group by implementing specific integration measures, installing adapted workstations, and actions for communication and raising awareness among employees. In 2022, the Group signed the ILO Disability Charter;
- **Origin:** Renault Group promotes cultural and social diversity within its teams in all the countries in which it operates;
- **Age:** Renault Group ensures balance between generations and supports its employees throughout their professional life. It draws on the experience, training and know-how of seniors while providing training and ensuring integration of young people in the workforce. In 2022, Renault Group, along with 30 other companies, signed a charter on the employability of people over 50 years old covering ten key commitments.

2.2.2.4. A system to monitor measures taken and assess their effectiveness

The Duty of Vigilance Steering Committee monitors measures on a monthly basis. A summary is presented to the Ethics and Compliance Committee once a year (see section 2.2.6.2 Governance for details).

The effectiveness of measures is principally determined in light of the number of incidents reported by signatory parties to Global Framework Agreements resulting in the implementation of the measures provided for in the 2018 memorandum. We can note that in 2022, as in 2021, no incident was subject to measurement within the framework of the Renault Group memorandum (RGWC)

The figures below also reflect the effectiveness of measures taken by the Group.

7,659
employees trained in 2022 as part of ReKnow University

2.4 %
Pay gap between women and men

Improvement of 0.7 point (at equivalent scope) between 2021 and 2022

2.2.3 Health, safety and security EFPD2b EFPD3

2.2.3.1. Risk mapping: identification, analysis and prioritization

Methodology

In fulfilling its duty of vigilance, Renault Group mapping covers the scope of human rights for everyone across all activities.

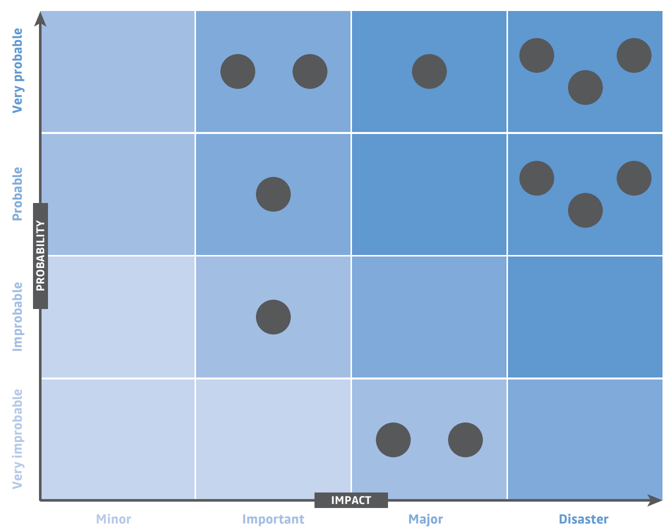
Key risks have been identified, analyzed and prioritized by specialists in four departments: Health, Safety, Ergonomics and Environment (HSEE), Prevention and Protection (D2P), Sustainable Development and Risk Management. The last update was in 2022.

This mapping is based on:
- principally based on external benchmarks;
- statistical analysis of the accidents, occupational illnesses and malicious acts that occurred over the past 10 years at Group sites (see 2.2.3.2. and 2.2.3.4.);
- knowledge of the variety of activities at industrial, tertiary and testing sites;
- monitoring of the social, economic, environmental and safety situation in the Group sites' host regions.

Results

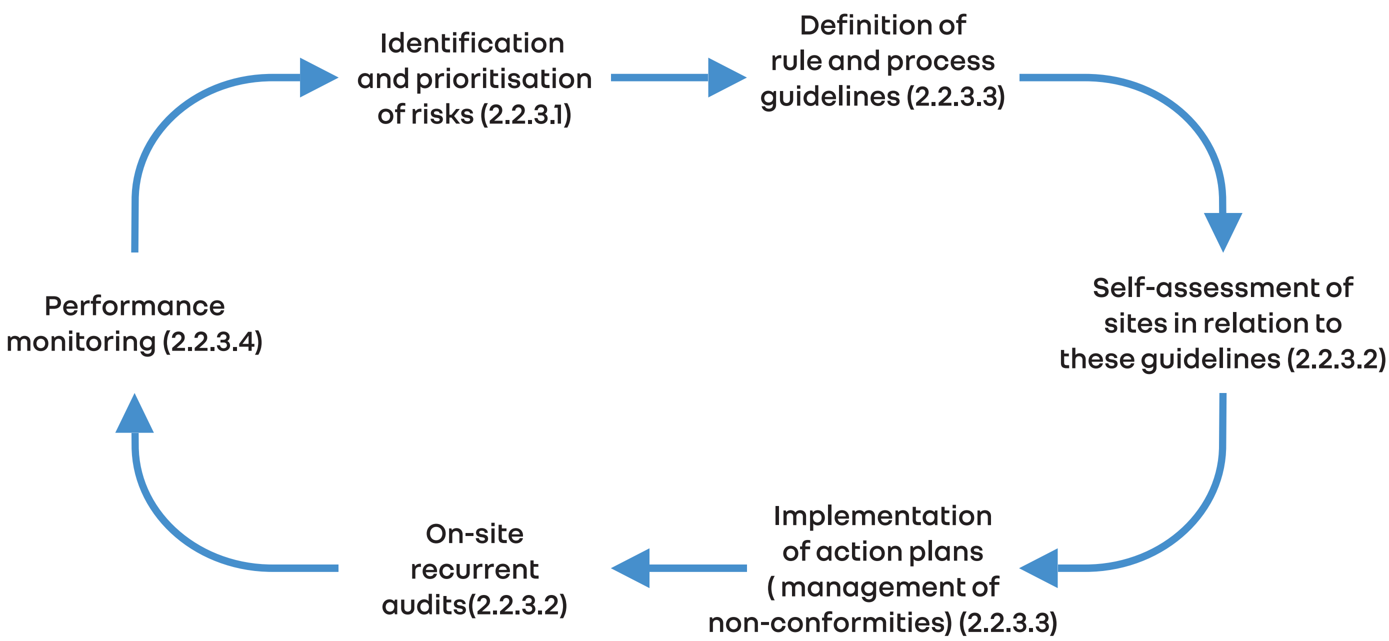
Identification

	Risks
HEALTH	Psychosocial disorders
	Chemical-induced accidents and illnesses
	Musculoskeletal disorders (MSD)
	Physical illness other than MSD
SAFETY	Risks related to logistics and internal traffic activities
	Accidents with machinery
	Burns and asphyxiation and risk related to electrical vehicle
	Handling or lifting of heavy loads
	Working at height
	Slips, trips, and falls
SECURITY	Malicious acts on site
	Malicious acts off site
	Digital malicious acts or threats



The risk prioritization presented in this matrix is the result of comprehensive analysis of risks assessed at each Group site. For example, the risks of malicious acts are highly dependent on the security situation and the socioeconomic ethos surrounding each site, whereas safety risks will vary depending on the type of activities at each site (vehicle assembly, engineering, sales, etc.). To manage these risks, the functional departments HSEE (Health, Safety, Ergonomics and Environment) and D2P (Prevention & Protection Department) utilize amongst other things mappings of each site.

This mapping is updated with PDCA (Plan, Do, Check, Act) loops at least once a year or whenever internal or external developments warrant it:



2.2.3.2. Procedures for regular assessment of the situation of the Group and its subsidiaries based on the risk mapping

2.2.3.2.1. Health, safety and ergonomics:

Each site's situation is assessed based on four pillars:

- coaching on the basis of the Mandatory Rules and associated Key Requirements of the various HSEE areas (HSEE in projects, safety, burn and asphyxiation prevention, ergonomics, industrial hygiene, and environment);
- site self-assessments;
- audits by corporate or by teams composed of members of the HSEE network and members of corporate to align the levels of requirements;
- analyses of the frequency rates of occupational accidents and diseases.

These regular assessments are carried out during field audits and are supplemented by detailed analyses of the results of accidents and occupational diseases.

They feed into the Group's HSEE strategy and allow it to be adapted if necessary.

2.2.3.2.2. Security: risks of malicious acts

A questionnaire to self-assess the security management system is circulated every year to all Group sites. This assessment is part of internal control procedures. The Group began automating these questionnaires in 2022 with a view to optimizing analysis of results.

If an instance of non-compliance is observed, the Group's Prevention and Protection Department helps the relevant site create and implement a corrective action plan.

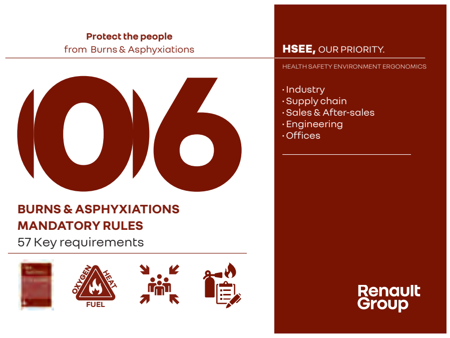
2.2.3.3. Actions to mitigate risks and prevent serious infringements

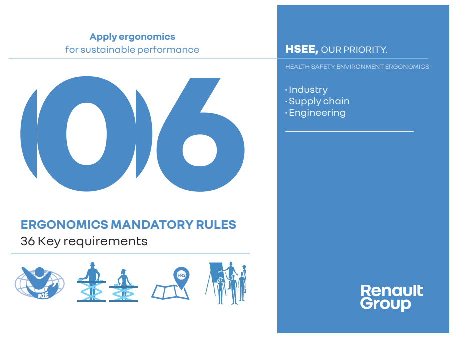
2.2.3.3.1. Internal references used to mitigate risks

	Risks	Action plans
HEALTH	**Musculoskeletal disorders (MSD)**	- Apply the Ergonomics Mandatory Rules and 16 dedicated key requirements.
HEALTH	**Physical illnesses**	- Apply Health Mandatory Rule #8, encompassing 12 Key Requirements.
HEALTH	**Chemical-induced accidents and illnesses**	- Apply Health Mandatory Rules #1, 2, 4, 5 and 6, each encompassing 6 to 9 Key Requirements, implement a substitution policy for the most harmful substances. - To limit chemical risks, any plan to use a new chemical product in the Group involves assessing the related health and environmental risks and ascertaining compliance with regulation and internal standards prior to approval and use. Whenever these chemicals are used, a notice is provided stating the risks and instructions to use them safely.
HEALTH	**Psychosocial disorders**	- Apply Health Mandatory Rule #7, encompassing 6 Key Requirements.
SAFETY	**Accidents with machinery**	- Apply Safety Mandatory Rules #2 and 3, respectively encompassing 11 and 12 Key Requirements.
SAFETY	**Slips, trips, or falls**	- Apply Safety Mandatory Rule #1, encompassing 4 Key Requirements.
SAFETY	**Handling or lifting of heavy loads**	- Apply Safety Mandatory Rule #5, encompassing 6 key requirements and deployment of the standard on the storage of press tools in stamping.
SAFETY	**Risks related to logistics and internal traffic activities**	- Apply Safety Mandatory Rule #4, encompassing 14 Key Requirements. - Traffic memorandum: Safe Site, Safe Vehicle, Safe Driver
SAFETY	**Working at height**	- Apply Safety Mandatory Rule #7, encompassing 4 Key Requirements.
SAFETY	**Burns, asphyxiation and risks related to electrical vehicle**	- Apply from 2022, the 6 Mandatory Rules for "Burns and asphyxiation" - Apply Safety Mandatory Rules #2 (EVs and electrical accidents while work is carried out on a machine and installation) and #3 (accidents during operation).
SECURITY	**Fire**	- Apply the Group's policy on Highly Protected Risk (HPR). HPR audits are carried out every year by auditors from insurance companies. Action plans are mapped out in the event of non-compliance. The Prevention and Protection Department and insurers jointly monitor execution of these action plans.
SECURITY	**Malicious acts on site**	Apply the rules and processes that make up the security management system. Notably, the: - Rules on access control; - Evacuation security plans; - Technical measures relating to site security and protection; - Behavior in the event of a risk of terrorism; - Behavior principles for security rounds on site; - The standards relating to reception, prevention and protection. Specifically regarding the risk of cyberattacks on production machinery that may endanger people: - Implement security policies (e.g. information control policy, information systems security policy, code of conduct for IT) and continuously enhance the process of defining security requirements according to the level of criticality of the applications and the data they handle; - Translate policies into operational procedures; - Deploy an evolving action plan based on a security Master plan and annual risk mapping[3].
SECURITY	**Malicious acts off site**	Maintain an up-to-date map of risks by country and by zone; - Provide security rules for travelers and expatriates to follow based on the level of risk; - Raise awareness of the risks of malicious acts during travel; - Use a digital tool enabling travelers to report their position and receive alerts in the event of an incident.
SECURITY	**Digital malicious acts or threats**	- Renault Group appointed a Data Protection Officer (DPO) in May 2018 in order to comply with the General Data Protection Regulation (GDPR). Since June 2019, this has been a full-time role performed by a dedicated expert who leads and co-ordinates actions to ensure that all of the Group's activities are compliant with these standards[4]. - A new "Charter for the use of resources and digital tools of the Renault Group" has been available in France since 2019. The international deployment started in January 2023. The Charter provides a refresher and discussion on protection of employees' personal data. A document providing general information about the GDPR has also been circulated to employees.

3 Details of the entire cybersecurity risk management system in section 4.2.4.
4 Details of the entire personal data protection system in section 2.5.4.2.

Group mandatory rules visuals





2.2.3.3.2. Policy and Management System

2.2.3.3.2.1. Health, Safety and Ergonomics

As part of Renault Group's commitment to health and safety, **a dedicated department was created in September 2016**, reporting directly to the Executive Committee. The commitment of the HSEE Department and Renault Group was reflected in the signing of a Health and Safety policy by the Group HR Director and CEO.

Our objective is "zero accidents and occupational illnesses" by 2030. We have established a strategic roadmap which shows how we will progress to this ambitious objective.

To address risks, the company has established qualitative references namely Mandatory Rules and Key Requirements which cover health, safety, ergonomics, burns and asphyxiation in projects and serial life.

We are in the planning stages of implementing ISO45001 with 25 HSEE managers already trained by AFNOR and 1 site (Bursa in Turkey) already accredited which we will use as a reference.

The internal control department have implemented a dedicated procedure to check the effectiveness of the health, safety and ergonomics management system.

2.2.3.3.2.2. Security

Regarding the risks of malicious acts, the Group's Prevention and Protection Department (D2P) has built the "SMS" (Security Management System): a set of rules and procedures which are the basis of the mitigation and prevention measures. These documents are updated when and as the assessment of the various risks changes.

2.2.3.3.3. Communication

The HSEE department communicates monthly and widely (to more than 1,000 people of various functions and hierarchical levels) the statistical results and progress of all the approaches within its scope. This communication includes information from the HSEE Department (results, new standards, new technologies, projects, etc.), information from regional HSEE coordinators, and site publications in order to share widely the good practices deployed.

A "club métier" is organized for each of the HSE domain and gathers monthly all the network members to exchange on new initiatives and track their progress, to share good practices…

2.2.3.3.4. Project Management

2.2.3.3.4.1. Health, Safety and Ergonomics

The HSEE project team has developed its 5 Mandatory Rules regarding HSEE in projects and 22 associated Key Requirements (5MRs/22KRs), which have been integrated into the company's quality management system. The contributing business lines have been identified, and training has been carried out to ensure that actor implied in projects knows the 5MRs/22KRs.

2.2.3.3.4.2. Security

Each project is monitored by the Group's Prevention and Protection Department (D2P). At each project milestone, D2P identifies the risks and determines the measures associated with them, along with adequate budgets.

2.2.3.3.5. Training

2.2.3.3.5.1. Health, Safety and Ergonomics

Employee awareness and skills are among the main drivers of the overall HSEE strategy.

To raise awareness of health and safety among employees and to ensure the necessary skills, a three-tiered training program has been defined:

Tier 1 – HSE basics with training such as: SWI (Safety Workstation Induction) training, virtual reality hazard hunt, new hire induction, general introduction to HSEE Mandatory Rules, safety dojo, and accident management.

Tier 2 – established qualifications with external training courses conducted by recognized training organizations such as: NEBOSH and ISO 45001 AFNOR (French standardization committee) on management systems, CMSE® on machine safety and the CNPP for the Fire Safety – Fire Investigation Methodology.

Tier 3 – specific theme-based and/or technical training covering HSEE specific subjects to certain employees may be exposed based on their activity such as LOTO (Lock-Out Tag-Out – identification and blocking of energy), electric vehicles, machine safety, chemical safety, using tackle equipment, operating handling equipment, and ergonomics.

In addition to training provided at corporate level, sites are also very involved in training processes addressing their specific needs.

Video simulations deriving from specific risks identified through some accident investigations are produced to raise awareness. Since 2019, 21 such simulations have been created and shared at various levels of the company. Once the appropriate risk control measures have been identified, they are summarized and shared in a transversal memo, and the deployment of the associated action plans is monitored monthly. To date, 30 transversal memos have been or are being deployed and progress is tracked on a regular basis.

2.2.3.3.5.2. Security

The Group's Prevention and Protection (D2P) Department has a Safety School providing training to Prevention and Protection (D2P) employees and all Renault Group employees. Specific courses are available in use of video surveillance and in the European Agreement concerning the International Carriage of Dangerous Goods by Road (notably the use of dangerous goods to commit malicious acts).

All malicious acts are analyzed by the site teams and D2P experts to provide feedback and, if necessary, training for employees working in security or human resources, communication, general management, etc.

An e-learning course to raise awareness of malicious acts will be rolled out to all Group employees in 2023.

D2P also leads crisis drills to train management committees in methods and best practices to manage this kind of situation.

2.2.3.3.6. Further risk mitigating initiatives

2.2.3.3.6.1. Health, Safety and Ergonomics

Psychosocial disorders

Renault Group clearly affirms its commitment to well-being and mental health in the Health and Safety at Work Policy signed in 2021.

A Mandatory Rule is dedicated to mental health. It was defined in partnership between the HSEE Department, the medical coordinators, and the HR function. Its deployment was initiated in 2022 at industrial and commercial sites. Some ten committees for the promotion of psychological health and well-being at work have been set up. Committee members receive dedicated training to gradually roll out the approach.

Chemical-induced accidents and illnesses

- The industrial hygiene team works on a daily basis to control worker exposure to hazardous substances and chemical compliance covering CLP/GHS/REACH regulations and to reduce the number of the most hazardous chemical substances used at Renault Group sites, including products containing carcinogenic, mutagenic, and reprotoxic substances and endocrine disruptors. Since 2010, we have eliminated or avoided the use of approximately 758 chemicals, including 272 in 2022, in particular many paints containing cumene. This reduction made it possible to achieve the Group's objective of -20% between 2016 and 2022. Following on from the measures to replace the most hazardous substances, we have now committed to reducing their number by 50% by 2030.
- In view of the results of the self-assessments on the 8 Mandatory Rules / 60 associated Key Requirements in Industrial Hygiene of 2021 and the seriousness of the potential consequences for health, a priority action program was established and rolled out incrementally throughout 2022 with a monthly follow-up on their progress and verification of their implementation by the DHSEE, Particular emphasis was placed on the posts where the most toxic substances are handled or emitted with the provision of a training kit to raise the awareness of operators at these workstations both about the risks and about the importance of all the protective measures implemented.
- The first internal audits on these 8 Mandatory Rules were conducted in 2022.
- Training in the regulations on the transport of dangerous goods was also provided, with almost 120 people trained, mainly to support Li-ion battery projects.

Specifically regarding Covid prevention

Even though the risk of Covid is not intrinsically associated with the Group's activities, the Health, Safety, Ergonomics and Environment (HSEE) Division and the medical teams have set up a Covid risk management system for all Group sites. This system, which was certified by AFNOR (French standardization committee) in January 2021, has prevented the formation of large clusters since the beginning of the crisis. It is based on rules and instructions (70 HSE operating standards) dealing with topics such as the correct way of wearing a mask, disinfecting shared equipment, aerating rooms, dealing with people presenting symptoms, the psychosocial aspects of Covid, etc. These rules and instructions are circulated to all sites through regular committee meetings. While the current trend is to ease health measures, the HSEE Department continues to define the pace of relaxing these measures on a weekly basis, country by country, based on the health situation and local regulatory developments.

Musculoskeletal disorders (MSD): Ergonomics

During 2022, the Ergonomics Department supported 19 new vehicle projects with a focus on inherent ergonomics design. In parallel, the new ergonomic management system, which consists of three pillars (Ergonomics memorandum, Ergonomics evaluation method and Ergonomics Mandatory Rules), has been defined and deployed for all industrials sites and engineering.

1. Ergonomics memorandum

The Ergonomic memorandum is a reference guide that encompasses standard ergonomic principles, adapted to all fields of activity. Six specific ergonomics memoranda have been finalized and deployed: bodyshop, assembly shop, paintshop, stamping, logistics, metal bodywork, and sales & aftersales.

2. Ergonomics evaluation method (M2E)

The new workstation ergonomics assessment is now deployed in all industrial sites. The aim is to perform in-depth risk assessments, in order to define action plans to reduce musculoskeletal disorders and thus the number of days lost. Since 2021, a training plan for the network of human factors experts has been deployed. A self-assessment of industrial sites is underway: All supervisors were trained by ergonomics experts in the factory, and 21,983 workstations were evaluated.

3. Ergonomics Mandatory Rules

The key criteria and experience gathered from all previous works have been consolidated into six Mandatory Rules. Each industrial site conducted its self-assessment over the first half of 2022. Formal audits began in the second half of the year with 2 audits in France.

All these specifications are used upstream in projects to avoid the introduction of new ergonomic strains whilst simultaneously applied in production runs to enhance working conditions.

Risks related to logistics and internal traffic activities

- In 2022, the HSEE department, in collaboration with the site and central logistics departments, continued to improve the tools and standards developed previously, including a memorandum on traffic (compilation of applicable rules), a risk assessment method "Safe Site, Safe Vehicle, Safe Driver" (SSSVSD), a pallet truck memorandum and a Safety Compliance Check on vehicle resources.
- The sites conducted out a "Safe Site, Safe Vehicle, and Safe Driver" (SSSVSD) self-assessment allowing them to evaluate their level of compliance with the rules and prioritize their prevention actions.
- Renault is continuing its collaboration with the Association of European Vehicle Logistics (ECG) to reduce the number of accidents when delivering cars. Renault plays an active role in working groups, specifically on accident analysis, safe loading/unloading processes, and delivery site safety.

Accidents with machinery

- Tools and procedures have been developed to identify and mitigate machine-related risks. These include, to name a few, essential safety requirements for suppliers, inspection reports, and the safety compliance check for the approval of new facilities. Tools such as the "machine interaction" application help to move towards safe conditions for interaction with machines.
- The production run machine safety inspection process, launched in 2021, has resulted in 4,403 addition inspections in 2022.
- The monthly workshop managers' meeting initiated in 2020 continues and brings together site health and safety managers and machine maintenance experts. Various more or less technical machine safety topics are covered.
- 6 sites were prioritized in 2022 for inspections and coaching by corporate machine safety specialists.

Burns and asphyxiation

- The HSEE Department and the Prevention and Protection Department have introduced a new procedure to ensure the safety of work involving hot spots (fire permits), such as welding or cutting with a blowtorch. This "fire permit" is established in order to prevent the risk of fire and explosion caused by hot spot work. Feedback on this new procedure has been positive and the number of fires caused by hot-spot work has decreased since then. The fire tracking procedure deployed in mid-2020 ensures this new fire permit is effective.

- In 2022, the network was trained in the "6 Mandatory Rules for preventing burns and/or asphyxiation" and 57 associated Key Requirements. The sites have started their self-assessments. These enable them to assess their level of compliance with the rules and to prioritize the preventive actions to be implemented.

Risk associated with electrical vehicles

- The HSEE dimension has been strengthened in new electric and hybrid vehicle projects from the product and process design stage in order to make the work of factory operators and after-sales technicians safer.
- Safety is integrated upstream in the design of the product by standard solutions like safe design of high voltage batteries, by electrical lockout/tagout procedure for safe assembly and maintenance on each vehicle. All the players involved in these projects have been trained. The safety training program is updated periodically with the support of certified organizations (e.g. APAVE or Bureau Veritas). The theoretical part of the training program was supplemented by several practical exercises. It incorporates more practice with a specific Dojo (safety school) focused on hazard characterization and the implementation of safety rules.
- The new training program is already implemented at several major sites (Douai, Maubeuge, Cléon, Pitesti, Valladolid, and Palencia). Deployment has continued through our Manufacturing Academy and Renault Academy. In Manufacturing, more than 3,000 employees have been trained since 2020, including 1400 in 2022.
- In the scope of transportation and concerning the EV battery, guidelines and training sessions on regulatory requirements for suitable packaging, test of battery before transportation, were implemented by the internal Dangerous Goods Safety Advisor.

Management of safety of external companies and concurrent activities

The deployment of a dedicated contractor management tool (CMT) allows us to manage contractors and contractors' activities working at our sites. Six key elements are integrated in the procedure:

1. Support Renault Business Managers in drafting Prevention Plans;
2. Define a pre-selection process for subcontractors from an HSE perspective;
3. Ensure that the subcontractors involved are trained and competent before they arrive on site and that all the necessary authorizations are available and up to date (administrative, technical, etc.);
4. Assess risks prior to any activity and establish control measures to eliminate or minimize risks;
5. Monitor and supervise the work, report HSE problems that need to be corrected, and evaluate the HSE performance of subcontractors to be included in the pre-selection process (refers to point 3.);
6. Have a constantly updated map of all work for a better view of concurrent activities.

All HSE managers of French sites and their teams (except RRG) have been trained to use the platform. They have started to train their business managers.

2.2.3.3.6.2. Security

Malicious acts on site

The rules on access control were updated in early 2022. The status of persons with the right to access our facilities was reviewed. Regarding cyber risks, the Security Master Plan was updated and presented to the Audit and Risk Committee (CAR) in 2021.

Digital malicious acts or threats

- Training courses in information protection and cyber risks are provided on several platforms including e-learning (a new e-learning course was introduced in 2021), French Home Office information sessions, and targeted training courses.
- In order to raise awareness of personal data protection among all the Group's employees, an e-learning course was rolled out in 11 languages in 2020 required for all new employees.

2.2.3.4. System for monitoring the measures implemented and evaluating their effectiveness

The Duty of Vigilance Steering Committee monitors measures on a monthly basis. A summary is presented to the Ethics and Compliance Committee once a year (see section 2.2.6.2 Governance for details).

2.2.3.4.1. Health, Safety and Ergonomics

HSEE is building its digital expertise

The DHSEE is going digital with a variety of applications managing, for example, the reporting of occupational accidents and illnesses, alerts and analysis of root causes, the management of chemical products, the evaluation of movements and postures, the management of external companies, as well as regulatory monitoring and compliance. Eventually, these tools will cover all aspects of HSEE. Digitalization helps to measure the effectiveness of the measures implemented.

Statistical evaluation to complement field evaluation

To ensure that no aspect of health and safety is overlooked, it is necessary to correlate the results of risk Indicators audited by the independent third party at a reasonable level of assurance for the 2022 financial year assessment in the field (results of audits of the 10 Mandatory Rules on safety) with accident frequency rates. These statistical analyses are all the more important as audit activity has been reduced in recent years due to Covid and the subsequent component crisis. Nevertheless, a total of 26 10MR/74KR audits (including 11 factory audits) were conducted in 2022, bringing the total number of audits conducted since 2017 to 353.

After a significant reduction of the FR1[5], the Group decided to change the main indicator of accidents at work to FR2[5] (lost-time accidents) in 2021. The objective is to rapidly reduce the FR2, while maintaining a stable FR1, thanks to all the HSE measures initiated.

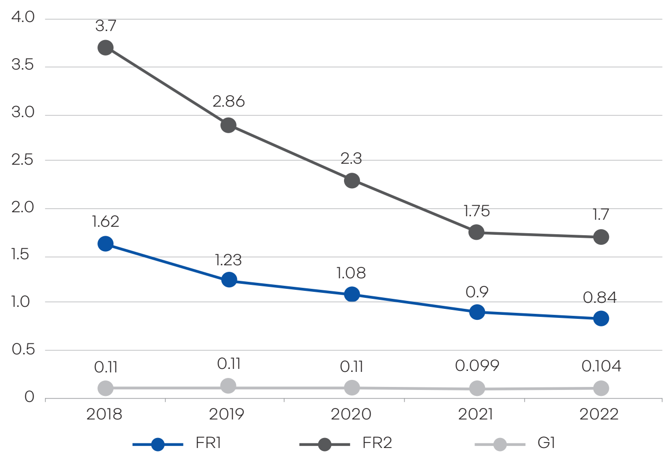
The Group also promotes the reporting of low-severity (first aid) accidents and continues to improve the reporting process, even in countries where reporting is not mandatory. No targets are set to encourage their reporting. They do not appear in the graph below.

The combination of preventive and corrective actions described above has resulted in a reduction of the FR2 from a high of 3.7 in 2018 to 1.70 in 2022. It should be noted that the Group's performance in 2022 was maintained despite the exit of the Russian sites, which significantly affected the FR1 and FR2 statistical results. Their results were significantly weaker than the Group's results.

At the same time, the percentage of compliance with the 10 Mandatory Rules on safety/74 Key Requirements of factories (biggest contributors to accidents and occupational diseases) increased from 57.4% in 2018 to 65.2 at end-2022. These developments demonstrate the effectiveness of the strategy implemented.

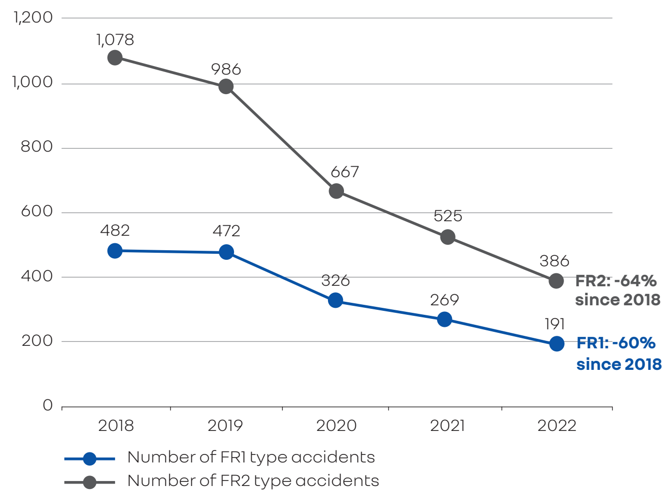
Occupational accidents: Trends[5] EFPD3b

Changes in the frequency and severity of accidents at work (√)



(√) Indicators audited by the independent third party at a reasonable level of assurance for the 2022 financial year.

Evolution of the number of work accidents per year



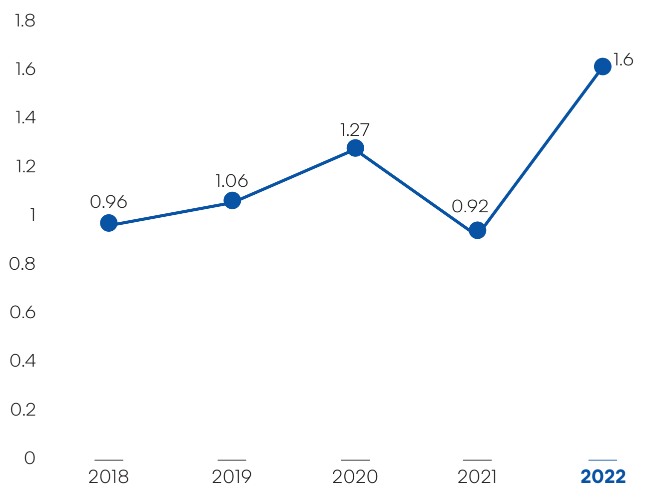
The trend is therefore encouraging and is moving towards the Group's goal of zero lost-time accidents by 2030, with an intermediate step of 1.0 expected in 2025.

It should also be noted that there have been no deaths of Renault employees or temporary workers since 2018 in the current Renault Group scope.

5 Note on methodology 2.6.2

These frequency rates do not include subcontractor accidents at the Group's sites. It is not always easy to obtain information on these accidents, as the injured do not always visit the infirmary of the sites, especially when the injuries are not serious. This is why the DHSEE has defined a threshold of injury severity above which external companies must report accidents to Renault. The number of such accidents has steadily decreased since 2017, with 16 accidents above this threshold for staff from external companies, compared with 3 in 2022.

Occupational illnesses: Trends(✓) EFPD3a



(✓) Indicators audited by the independent third party at a reasonable level of assurance for the 2022 financial year.

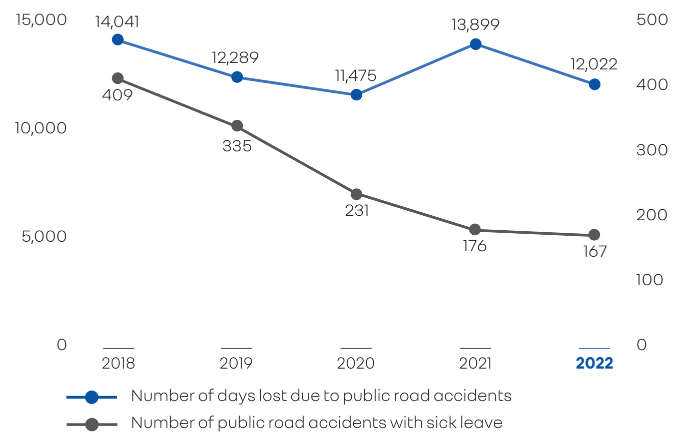
The graph above shows the data on occupational illnesses reported for Renault employees only. After investigation by the authorities, some of these illnesses are not attributed to Renault, but they are not subtracted from the reported data.

The steady downward trend in the occupational disease rate was interrupted in 2020. The process of reporting occupational diseases in Romania, simplified at the end of 2019 and therefore in place throughout 2020, explains the trend reversal. Romania also impacted the Group's results in 2022, as COVID-related hospital access restrictions in 2021 led employees to delay reporting in 2022.

Furthermore, the removal of the Russian sites from the Renault Group scope also negatively affected the indicator because these sites had few occupational illnesses but represented many hours.

About 80% of occupational illnesses are musculoskeletal disorders, and 20% are related to historical exposures. In order to meet the Group's ambition of Zero Occupational Illnesses, a selection of Key Requirements among the Mandatory Rules in ergonomics and health have been prioritized and are subject to reinforced monitoring. These essential key requirements focus on preventive actions to reduce employee exposure and thus ultimately the number of occupational diseases. These requirements include detailed and systematic risk assessments of workplaces, implementation of risk control measures and employee training. An ambitious target for compliance with these requirements has been set for each site.

Traffic accidents(✓) EFPD3b



(✓) Indicators audited by the independent third party at a reasonable level of assurance for the 2022 financial year.

The DHSEE includes in this category of events any lost-time accident occurring on the public highway, for example, between the workplace and home, between the workplace and a supplier's site, or between home and a supplier's site.

Traffic accidents occurring within the geographical coverage of Renault sites are monitored as part of the workplace accident frequency rate.

In countries where information on traffic accidents is passed on to the employer, Renault Group uses such data to draw up action plans, awareness-raising initiatives, training, etc.

These actions include awareness-raising, specific communications, and employee training to reduce the number and severity of commuting accidents, regardless of the means of transport used (car, motorized two-wheelers, bicycle, scooter, pedestrian).

326 traffic accidents were reported in Renault Group in 2022, 167 of which resulted in lost time. Car accidents are in the majority and account for (40%) and two-wheelers (motorized + non-motorized) 29%.

Of the 12,022 days lost due to traffic accidents in 2022, 6907 were due to accidents that occurred in 2022, and the remaining 5,115 were due to accidents that occurred before 2022.

Group absenteeism EFPD2b

The rates vary greatly from one country to another, particularly because of the extent of social security coverage (whether provision is covered by public bodies or not). The rates changed very differently in 2022 compared with 2021, depending on the impact of the health crisis in the different countries. Overall, the increase remains limited, with a rate of 3.39% in 2022 compared with 3.21% in 2021[6].

The absenteeism rate is expressed as a percentage and is calculated on the basis of the average monthly workforce and the yearly theoretical number of working days. The number of days of absence is expressed in working days, excluding days of furloughs, layoffs, strikes, training and leave (including maternity and paternity leave). An explanation of the calculation method is available in appendix 2.6.2.

2.2.3.4.2. Security

Fire hazard

Every outbreak of fire is reported within 24 hours to the Group's Prevention and Protection Department and is analyzed using a cause tree approach. A summary is prepared every month and circulated to all field operations teams. Renault Group pays particular attention to training employees in using fire extinguishers and in evacuating buildings if a fire alarm is sounded.

If the incident may be of interest to other sites, a flash alert (warning) requiring particular vigilance and safety measures is sent out within 72 hours.

It contains 6 boxes: circumstances of the fire, damage and losses, causes, corrective/preventive actions plan, ATEX (explosive atmospheres) risk reminder and recommendations for all sites.

Example of monthly summary

Month summary

XX fires, including:

X

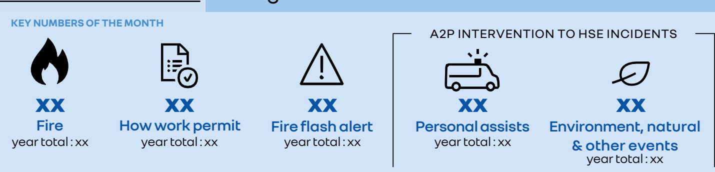
fires due to lack of xxx

Y

fires due to lack of xxx

Z

fires during xxx



Fire emergency drill for intervention teams

In accordance with the emergency organization plan, regular exercises must be carried out to maintain the know-how of the teams. During this emergency response drill, pay attention to:

- The relevance of quick reference guides;
- The response time;
- The organization of the intervention means on the field;
- The intervention tactics adopted with the priority given to rescue and then to firefighting;
- The intervention in optimal safety conditions.

The PRI 023 guide about the emergency response organization, recommends drill once a month for all fire intervention agents and at least once a year with external firefighters.

Risk of a malicious act on site

The Group's Prevention and Protection Department relies on a system to report alerts. Site security managers around the world are required to forward an analysis of each malicious act occurring in their scope, within 24 hours, via a formal tool. Each act is analyzed with D2P and a corrective action plan is implemented when and as required. D2P produces a monthly summary in particular to analyze impacts on people, and to update the risk mapping, rules and processes accordingly. The monthly report is presented to the D2P Director. Specific instructions may be provided, depending on the events, in order to better protect our employees. In the event of a particular risk, a flash alert prescribing particular prevention and protection measures may be sent to the relevant sites.

Risk of a malicious act off site

D2P has digital tools to track travelers and expatriates and send them information in real time. It carries out a thorough analysis of incidents each year, with our medical assistance and international security service provider. No significant incidents affecting people was reported in the past three years.

Digital malicious act or threat

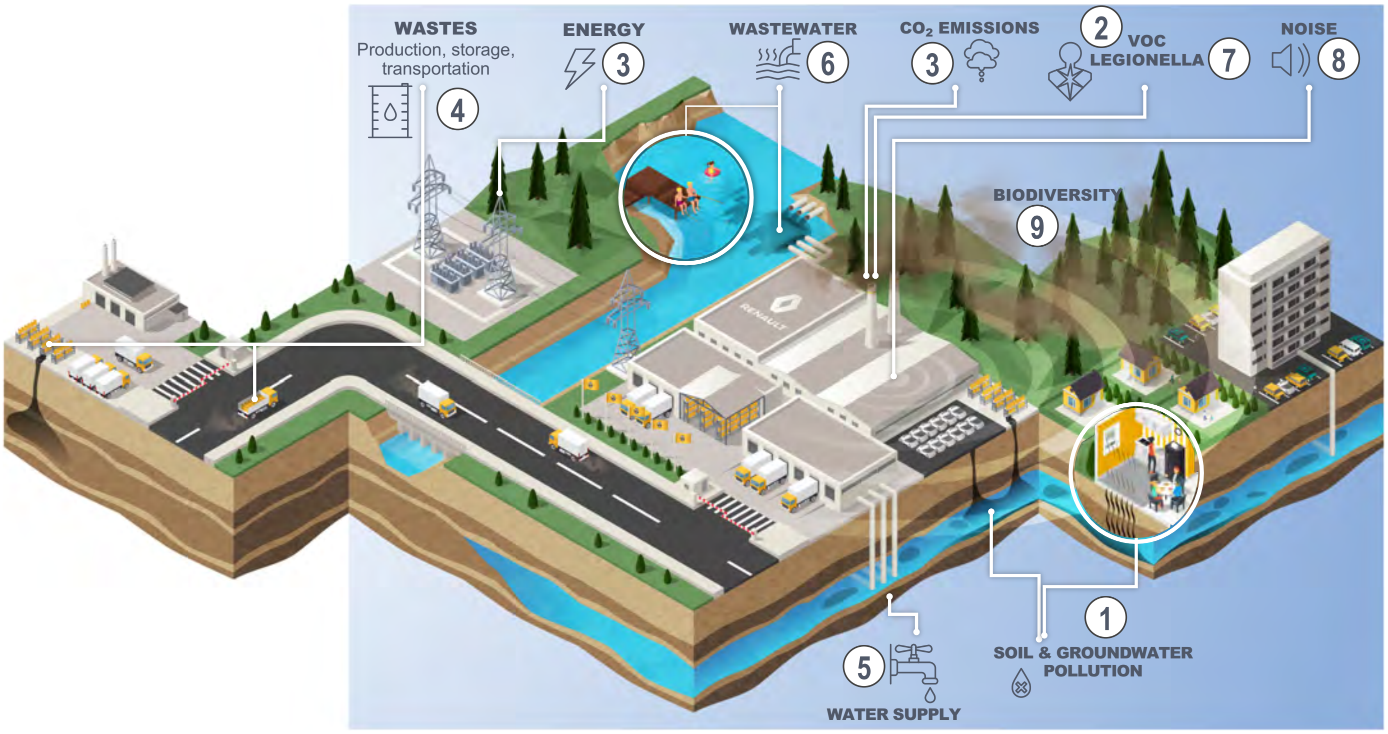
To monitor Renault Group's compliance with regulation on personal data, performance indicators are generated on a monthly basis and on request.

6 2021 rate restated for scope correction, excluding Russia and the Avtovaz Group

2.2.4 Environment

2.2.4.1. Risk mapping: identification, analysis and prioritization

The main environmental risks that may impact ecosystems or human health and that may result from Renault Group's operating sites are shown the graphic below:



1 **Soil and groundwater pollution:** the use of chemical products in processes entails the risk of accidental spillage if the products are not handled properly. Furthermore, at the oldest sites, which were built before environmental regulations and best practices appeared, legacy pollution resulting exclusively from past operations is currently being treated.

2 **Air pollution:** bodywork painting in particular releases of Volatile Organic Compounds (VOC) that may impact health if not controlled.

3 **Greenhouse gas emissions:** these are principally associated with energy consumption at sites and encompass direct emissions from internal facilities that consume gas and indirect emissions from the production of the electricity used. These air emissions have an impact on climate change.

4 **Waste,** and in particular hazardous waste, can have an impact if storage and transportation are inadequate and if it is not recycled and processed in specialist facilities.

5 **Use of water resources:** in 2022, Renault Group consumed 4.7 m^3 of water per vehicle produced. The impacts of water abstraction can be very different from one site to another: in some areas enduring water stress, the impact can be very significant and possibly cause conflicts between users. Pressure on water resources will moreover increase, notably due to climate change.

6 **Wastewater in natural environments:** the water used in production processes and sanitation facilities is treated internally and externally before it is released into natural environments. It may impact the receiving environment in the event of a failure in the water treatment system.

7 **Legionella:** some industrial processes, in particular in cooling towers, may, if operating conditions are not controlled properly, encourage the proliferation of Legionella bacteria, which may then be dispersed in the environment via the released water particles and potentially impact the health of the more vulnerable people living in the surrounding area.

8 **Noise:** this may be generated by logistics and site processes, with a potential impact on the health of the surrounding population if they are excessively exposed.

9 **Biodiversity:** the Group's activities may impact biodiversity in the areas around them, for the reasons listed above, or impact it directly (new construction that involves sealing soil).

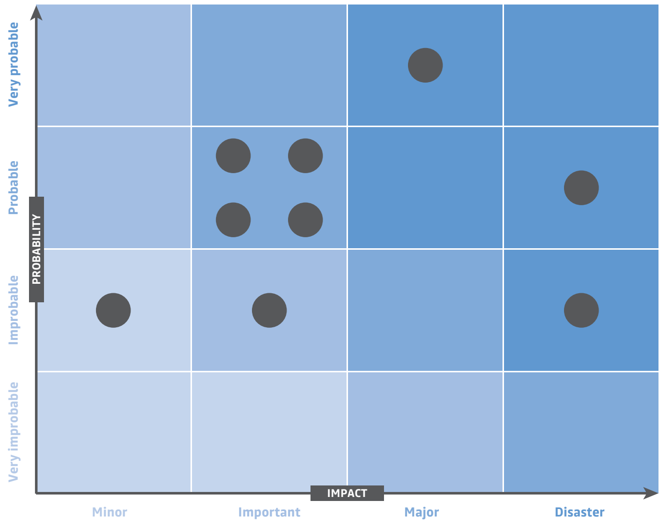
Simplified mapping of risks

The main environmental risks listed above have been prioritized on a Group-wide scale. The last update was in 2022:

Identification

Risks
Soil & groundwater
Air pollution
Greenhouse effect gases
Waste
Use of water resources
Wastewater
Legionella
Noises
Impacts on biodiversity

Analysis and prioritization



Detailed method for mapping environmental risks on sites

The sites with the most significant environmental impacts have an ISO 14001 certified environmental management system.

In this case, the previous assessment is completed with in-depth environmental analysis carried out using Ecorisques, an IT tool. This tool uses a qualitative approach (context, risk potential, level of control over it) and a quantitative approach (noise, natural resources, waste, emissions, wastewater, chemical risks) to assess and organize into a hierarchy the risks and possible impacts arising from the site's activities with a view to taking remedial measures.

Since 2021, a new in-house tool for mapping major risks has reinforced this approach at all of the Group's sites (industrial, logistics, engineering and dealerships): the Mandatory Rules (MR) and the associated Key Requirements.

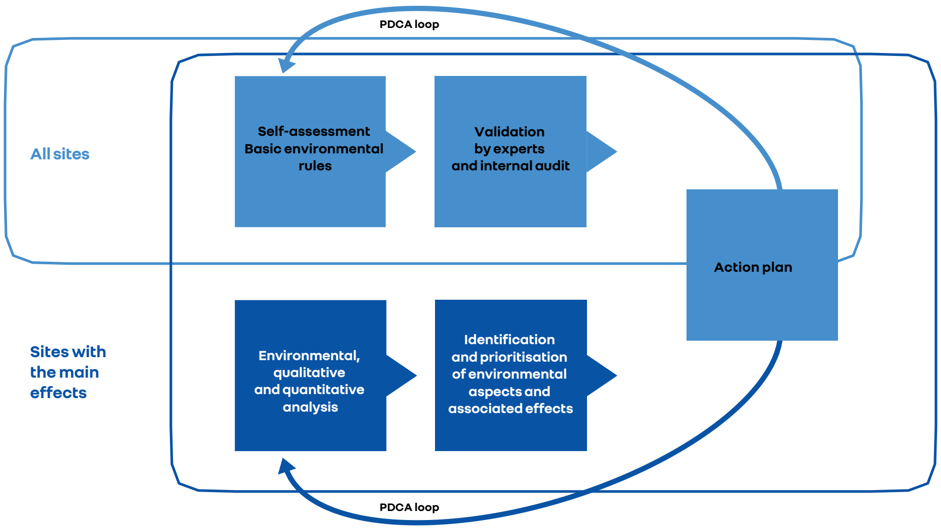
This is a reference system containing all the identified critical risks and providing a key to score each site in relation to these risks, in a prioritized and systematic manner. This in-house reference system developed in 2020 draws on more than 20 years of feedback from experience from experts at the Corporate Environment Department. It covers the main families of risks discussed above and the 50 key risks, providing a precise description of the various levels of criticality associated with each risk, which serve as a basis for each site's self-assessment.

The resulting mapping undergoes a shared approval process and conclusions are shared among Corporate and site management.

2.2.4.2. Procedures for regular assessment of the situation of the Group and its subsidiaries based on the risk mapping

The process to assess the situation of sites on a regular basis in light of the risk mapping discussed in chapter 1 relies on self-evaluations and on-site audits. It is depicted in the flowchart below. The assessment of the situation of all the sites (industrial, logistics, engineering or dealerships) is updated on a regular basis. The objective is to update assessments every year and conduct internal audits at 100% of sites over a 3-year rotating schedule (the cycle started at end-2021). At the sites with the most significant environmental impacts, the in-depth environmental analysis completing this assessment is updated whenever a project that may entail environmental impacts or risks is undertaken, and at least every 3 years.

The mechanism to assess environmental impacts and risks



2.2.4.3. Actions to mitigate risks and prevent serious infringements EFPD7b

At large sites potentially involving more significant environmental impacts, the action plan is a key component of the Environmental Management System and an organization endowed with specific resources is tasked with running and updating the system on a regular basis. Once the impacts and risks are known, these sites roll out an action plan aimed at preventing and reducing the identified potential harm to the environment.

This approach was reinforced in 2021 for all sites by the mapping of major risks developed through the rating of environmental fundamentals or "Mandatory Rules," which makes it possible to classify each site according to its level of deployment of these fundamentals and good practices in terms of environmental protection (A, B, C, D, or E and overall % per site). For each of the 50 identified risks, the system provides a detailed presentation of the actions required to reduce criticality and achieve adequate or optimum status. When building action plans, the priority is to address any critical situations with a view to mitigating the most significant risks and preventing serious infringements.

In addition, specific Group-level action plans are being rolled out across the main families of risks. They are listed in the summary table below:

Risks	Action plans for all sites	Action plans for sites with most significant impact	Specific action plans
1. Soil and groundwater pollution	Apply specific fundamental technical rules: "Mandatory Rules"	Action plans included in the ISO 14001 certified environmental management system	- Roadmap to assess and decontaminate soil in "legacy" sites. - Standard for risk mapping and preventing soil pollution.
4. Air pollution			- Roadmap to treat VOC emissions. - Kaizen plan to reduce VOC emissions.
7. Greenhouse gas emissions			- Group decarbonization plan.
9. Waste			- Objectives to reduce amounts of non-recycled waste (2023) and associated action plans.
11. Use of water resources			- Objectives to reduce water abstraction (2023) and associated action plans.
13. Wastewater			- Objectives to reduce wastewater (2023) and associated action plans. - Shift to nickel-free surface treatment.
16. Legionella			- Policy and standards to prevent the risk of legionella.
18. Noise			- Monitoring of noise.
20. Biodiversity			- act4nature commitments, in particular systematically conducting on-site biodiversity preliminary assessments.

Group mandatory rules visual

Lastly, a networked organization bringing together in-house environmental protection experts in every country (some 200 people), with Club Métier meetings on a regular basis, internal cross audits (one site audits another and vice versa) and in-person forums every 3 years (except during COVID) makes it possible to ensure the cross-functional integration of best practices.

2.2.4.4. System for monitoring the measures implemented and evaluating their effectiveness

The Duty of Vigilance Steering Committee monitors measures on a monthly basis. A summary is presented to the Ethics and Compliance Committee once a year (see section 2.2.6.2 Governance for details).

Several systems are in place to monitor measures taken and ensure they are effective. They are summarized in the table below.

Each site regularly assesses the progress it has made in deploying the "8 Mandatory Rules" on the environment. The resulting score changes in sync with the progress that the site makes in implementing these environmental fundamentals and best practices. The sites' scores are verified in the course of internal audits, updated and published several times a year at every level in the company. Suitable implementation of the action plans specifically targeting each of the risks listed in section 2.2.4.3 is also assessed through this process.

		36 sites (ISO 14001 certified) with the greatest impact	
	Internal and external audit control	Additional monitoring of the measures implemented and evaluation of their effectiveness in the Environmental Management System	Audit reports
Evaluation of the effectiveness of the measures	Certified by an independent body	Environmental footprint accounting and reporting protocol	Results monitored by the Board of Management and published regularly
Monitoring of implemented measures	Internal audit control	Self-assessment of the positioning of the sites with regard to the fundamentals and best practice, "8 Mandatory Rules"	Regular internal publication of site positioning (ABCDE and global)

To measure the effectiveness of the action plans on environmental performance results, the Group has set up a very precise accounting process for its environmental performance. Each site reports its environmental data (quantities of waste, wastewater and air emissions, consumption of water and energy) in a shared system. These statistics are consolidated at Group level and verified once a year by an independent organization. The results are monitored by the company's top management at Leadership Team (formerly BoM) meetings.

Lastly, the sites that have the most significant environmental impacts apply a tighter control mechanism based on their certified environmental management system. This adds two layers of control, with internal and external audits:

- ✓ Internal audits in an environmental management system cover the requirements of ISO 14001 on various topics (soil, water, air, waste, energy, chemicals, legionella, noise and risk prevention) in order to ascertain that the system is effectively dealing with the possible impacts resulting from activities. These internal audits are carried out by teams of two to four Renault auditors from other sites. When it receives the audit report, the audited site maps out its action plan to address each point of non-compliance. The execution and effectiveness of the action plan are verified during the next annual audit.
- ✓ The last level is an external annual audit carried out by an independent accredited body with a view to obtaining ISO 14001 certification.

2.2.5 Suppliers and subcontractors EFPD15a EFPD15b

2.2.5.1. Risk mapping: identification, analysis and prioritization

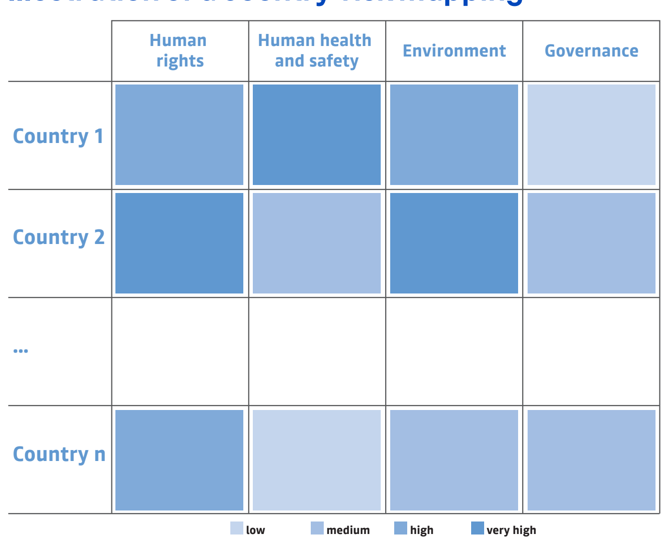
Methodology

Renault Group considers that the risks presented above in sections 2.2.2 to 2.2.4 of the Vigilance Plan are applicable to our suppliers and subcontractors. These risks are therefore addressed[7] as part of the responsible purchasing approach.

- Human rights and fundamental freedoms: 10 risks
- Health and safety: 10 risks
- Environment: 9 risks

To prioritize them, Renault Group relies on an external database, the experience of in-house specialists, and analysis of audit reports over the years. As the nature of the most critical risks hinges heavily on the geographic area, the Group maps risks by country.

Illustration of a country-risk mapping



7 Details of the coverage in 2.2.5.3

This illustrates the mapping of risks associated with suppliers and subcontractors. In addition to the three categories in the Vigilance Plan (i.e. risks of impacts on human rights, human health and safety, and the environment), this mapping includes criteria relating to governance.

This analysis, which is being continuously improved, has made it possible to classify supplier and subcontractor sites based on four levels of criticality: "low", "medium", "high" and "very high".

2.2.5.2. Procedures for regular assessment of the suppliers' and subcontractors' situation with which the Group has an established business relationship, in light of the risk mapping

The assessment of suppliers' situation in light of the risk mapping is based on two pillars:

- assessments via an Internet platform (principally EcoVadis) to assess suppliers' and subcontractors' policies and actions relating to environmental, social and corporate governance;
- on-site audits of suppliers and subcontractors. From 2018 to 2022, the Group commissioned 122 social, safety, health, environmental and ethics audits of supplier sites, performed by outside companies in six countries: Algeria, China, India, Romania, Russia and Turkey.

2.2.5.3. Actions to mitigate risks and prevent serious infringements

In order to prevent serious infringements, under the duty of vigilance, Renault Group:

- applies its responsible purchasing policy, a set of requirements with respect to its suppliers and subcontractors (a);
- regards the commitment to comply with its responsible purchasing policy as a decisive criterion when choosing suppliers and subcontractors (b);
- monitors implementation of corrective action plans prepared following supplier site audits (c);
- relies on a dedicated team, reporting to the Purchasing Department (d).

This action plan includes constant progress updates, which will be reported on at a later date.

a. A responsible purchasing policy, the cornerstone of the supplier relationship

The risks identified in the mapping are addressed in a requirement with respect to our suppliers and subcontractors (see table next page). Renault Group relies on documents that set out principles of responsible contractual relationships with suppliers:

- Renault-Nissan Corporate Social Responsibility Guidelines for Suppliers (2015). Distributed to all Renault Group suppliers and subcontractors, this document summarizes the Group's ESG expectations of suppliers and subcontractors in matters of safety and quality, human and labor rights, environment, compliance and non-disclosure of information; The Group asks its suppliers and subcontractors to commit in writing to comply with these guidelines. They are also requested to use them with their own suppliers;
- Global Framework Agreement on social, societal and environmental responsibility, signed in 2013, with the IndustriALL Global Union and the Group Works Council. In this document, Renault Group undertakes to communicate the Framework Agreement to its suppliers and subcontractors. It asks them to commit to implementing the employees' fundamental rights mentioned in chapter 1 of the Framework Agreement in their own companies and encourages them to do likewise with their own suppliers. If necessary, corrective action plans are put in place with the support of Renault Group;
- Renault Group Green Purchasing Guidelines (2018): this document is distributed to all Group suppliers and describes requirements in matters of environmental management, policies on chemicals and recycling;
- Renault Group policy on the supply of cobalt and minerals from conflict-affected and high-risk areas (2019). This policy provides suppliers and their subcontractors with details of products that may contain such minerals, and the Group's expectations as regards human rights and child labor in the supply chain;
- Renault Group commitments regarding sourcing of sustainable natural rubber (2022).

The purchasing function also has a dedicated code of practice that complements the Code of Ethics. This document is available on the Group's intranet site. It is aimed at all managers and employees in the Purchasing Department and the Alliance Purchasing Organization (APO) and at anyone who is in contact with suppliers and/ or who has an influence on purchasing activities within Renault Group and/or for Renault Group. The code applies to all Renault Group purchasing processes and, in particular, to compliance with Renault's strategy, to selecting suppliers, reviewing performance and, more generally speaking, to any contact or communication with suppliers.

The risks identified in the Vigilance Plan are to a large extent covered by the requirements in the responsible purchasing policy:

Human rights	Coverage by the responsible purchasing policy
Risk of slavery and human trafficking	⊗⊗
Child labor	⊗⊗
Forced labor	⊗⊗
Indecent working conditions	⊗⊗
Violation to freedom of unions, association & collective bargaining	⊗⊗
Private life violations	⊗⊗
Discrimination in recruitments	⊗⊗
Discrimination in employment	⊗⊗
Risk of negative impact on local communities	

Health, safety, and security	Coverage by the responsible purchasing policy
Psychosocial disorders	⊗
Chemical-induced accidents and illnesses	⊗⊗
Musculoskeletal disorders (MSD)	⊗
Physical illness other than MSD	⊗
Risks related to logistics and internal traffic activities	⊗⊗
Accidents with machinery	⊗⊗
Burns and asphyxiation and risks related to the electric vehicle	⊗⊗
Handling, lifting of heavy loads	⊗⊗
Work at height	⊗⊗
Slips, trips and falls	⊗⊗

Environment	Coverage by the responsible purchasing policy
Soil & groundwater	⊗⊗
Air pollution	⊗⊗
Greenhouse effect gases	⊗⊗
Waste	⊗⊗
Use of water resources	⊗⊗
Wastewater	⊗⊗
Legionella	⊗
Noise	⊗
Impacts on biodiversity	⊗

Key	
⊗⊗	Well covered: explicit requirements
⊗	Covered: existence of implicit requirements
	Not covered

Opportunity for improvement: the risks that suppliers' activities entail for local communities are not yet covered by the requirements in the Group's responsible purchasing policy. This could be addressed in future action plans, monitored by the Duty of Vigilance Steering Committee, which was recently created (see section 2.2.6.2).

b. A decisive criterion when choosing suppliers and subcontractors

Renault Group has committed, through its 2013 Global Framework Agreement, to ensuring that respect for fundamental rights is a decisive criterion in the selection of suppliers and subcontractors. This applies to inclusion in the Group of eligible suppliers and subcontractors but also to award of new contracts.

c. Monitoring of corrective action plans following audits at supplier and subcontractor sites

Identified non-compliance is addressed in corrective action plans, which are put in place with the support of the Group. The Responsible Purchasing Department monitors implementation of these plans with the suppliers with the lowest scores, with mandatory re-auditing for these suppliers. Once identified, any uncorrected failure leads to various measures, including Renault Group terminating relations with the company concerned.

d. An ESG-focused purchasing team

For over 10 years, Renault Group has had a dedicated team to prevent serious infringements under the duty of vigilance law. The team reports to the Purchasing Department and has the following objectives:

- Ensuring that suppliers meet standards and comply with laws, regulations and soft laws relating to employment, health, safety, the environment and ethics (e.g. the French law on the duty of vigilance, Sapin II, traceability of conflict minerals or cobalt, OECD/UN/ILO Guidelines, etc.);
- Improving the identification and reduction of ESG risks in the supply chain;
- Strengthening the ESG assessment of suppliers (through an external provider and its online platform);
- Managing external ESG supplier audits, based on requirements set by the Group;

- Monitoring the implementation of appropriate corrective actions by suppliers;
- Coordinating a network of officers within local Purchasing Departments;
- Working on key collaborations and partnerships, e.g. RMI (Responsible Minerals Initiative), GPSNR (Global Platform for Sustainable Natural Rubber) and ERMA (European Raw Materials Alliance).

2.2.5.4. System for monitoring the measures implemented and evaluating their effectiveness

The Duty of Vigilance Steering Committee monitors measures on a monthly basis. A summary is presented to the Ethics and Compliance Committee once a year (see section 2.2.6.2 Governance for details).

As discussed in section 2.2.5.2 of this document, Renault Group uses audits and assessments to track its suppliers' and subcontractors' ESG performance. The Group measures its suppliers' compliance with its ESG criteria through four main topics:

- percentage of direct purchase volume of automotive parts covered by a ESG assessment;
- percentage of total purchase volume of automotive parts covered by a high or very high grade ESG assessment;
- number of parts suppliers subject to a ESG assessment;
- number of parts suppliers whose ESG score reflects high or very high performance.

In 2022, the ESG performance (Group level) of the Top 200 and the Top 500 parts suppliers (representing approximately 87% and 97% respectively of total parts purchases) of Renault Group was as follows:

Parts (Top 200)	Total 2021 (TOP200)	Total 2022 (TOP200)	Total 2022 (TOP500)
Percentage of direct purchase volume covered by a CSR assessment.[1]	98%	**98%**	**97%**
Percentage of high or very high CSR performance in 3 years (% of total purchases).[2]	92%	**94%**	**91%**
Number of direct supplier groups covered by a CSR assessment.	190/200	**193/200**	**431/500**
Number of CSR supplier groups high or very high less than 3 years (number of supplier groups).	167/200	**175/200**	**353/500**

(1) Percentage of direct supplier volume covered by a CSR assessment on the TOP 200/500 parts: the indicator represents the percentage of direct purchase volume on the TOP 200/500 parts for which a valid CSR assessment (EcoVadis assessment or equivalent, less than 3 years) of the supplier is identified. The TOP 200/500 parts are the Top 200/500 suppliers calculated on the basis of 2021 revenue.

(2) Percentage of total purchase volume covered by a high or very high grade CSR assessment (3 years) on the TOP 200/500 parts: The indicator represents the percentages of direct purchase volume on the TOP 200/500 parts for which a valid CSR assessment of the supplier (EcoVadis assessment or equivalent, less than three years) with more than 45 points out of 100 is identified (EcoVadis considers that suppliers with 45 or more points are not at risk). The TOP 200/500 parts are the Top 200/500 suppliers calculated on the basis of 2021 turnover.

Below is the average performance in 202**2** of the **192/429** suppliers of the Renault Group Top 200/**500** parts:

- "Environment":
  - **Top 200: 63.2/100** (61.8 in 2021);
  - **Top 500: 59.7/100**
- "Social & Human Rights:
  - **Top 200: 55.9/100** (55.0/100 in 2021);
  - **Top 500: 54.4/100**
- "Ethics":
  - **Top 200: 52.7/100** (51.0/100 in 2021);
  - **Top 500: 50.6/100**
- "Responsible purchasing" (from our suppliers):
  - **Top 200: 50.3/100** (48.7/100 in 2021);
  - **Top 500: 47.1/100**
- Overall average of
  - **Top 200: 56.7/100** (51.6/100 in 2021);
  - **Top 500: 54.3/100**.

2.2.6 Whistleblowing tool and Governance

2.2.6.1. Whistleblowing tool

The Vigilance Plan includes a whistleblowing tool and system to collect reports relating to risks or events involving serious infringements of human rights, fundamental freedoms, health, safety and the environment.

In accordance with the requirements of the 2016 French "Sapin II" Law on transparency, the fight against corruption and the modernization of economic life, Renault Group very early on set up a whistleblowing tool, WhistleB, which is accessible to Group employees, external or occasional employees and suppliers with which the Group has an established business relationship. Note that the law of March 21, 2022, on the protection of whistleblowers[8], in addition to confirming the parties mentioned above, added shareholders, job applicants and former employees.

WhistleB covers the topics required by the 2017 French law on the duty of vigilance.

This platform is managed by an external service provider and can be accessed at any time, any day of the week, on a professional or personal computer, tablet or smartphone, via the Internet at https://Renault.whistleb.com. A telephone hotline for direct reporting is also available. The global whistleblowing system is available in 14 languages. It ensures confidentiality of communication and therefore allows the whistleblower to remain anonymous subject to local law. Renault Group prohibits and does not practice any form of retaliation against whistleblowers.

During 2022, new awareness-raising initiatives were carried out, notably on the Group's intranet, to remind people how the system works internally. In France, for example: communications on the Group's intranet and at the industrial sites. Renault Group has also reminded all its suppliers and subcontractors of the possibilities available on WhistleB and circulated a detailed user guide. Renault Group has committed to providing this type of reminder every two years.

In 2022, 460 reports were received via the whistleblowing tool worldwide[9]. All reports are examined. Most of the cases are dealt with locally, by the country or subsidiary Ethics and Compliance Correspondent. Reports relating to France and Corporate departments are handled by the Whistleblowing Department and the Whistleblowing Committee (CTA), which is made up of seven members and three experts and is chaired by Renault Group's SVP, Audit, Risk, Ethics and Compliance. In other countries, alerts are handled by the Country Ethics and Compliance Committee (CECP), chaired by the Country Director. detailed report containing statistics on whistleblowing worldwide is presented annually to the Group Ethics and Compliance Committee (CECG) and the Audit and Risk Committee (CAR), a specialist committee of Renault Group's Board of Directors.

In 2022, we worked on upgrading the mechanism to integrate the requirements in the new EU Whistleblowing Directive[10].

The corporate whistleblowing tool presented here is intended to complement other channels to report whistleblowing alerts, namely trade unions, management lines, human resources teams, the Ethics and Compliance Department.

2.2.6.2. Vigilance plan governance

Renault Group set up specific governance arrangements for the Vigilance Plan in 2021. This new governance better defines the various levels in the company that are involved in preparing, approving and effectively implementing the Vigilance Plan:

- the action plan is coordinated and monitored by the Sustainable Development Department via a Steering Committee;
- the Strategy Director, who reports directly to the CEO, is the sponsor of the Vigilance Plan.

8 French Law No. 2022-401 of March 21, 2022, aimed at improving the protection of whistleblowers transposed Directive (EU) 2019/1937 of October 23, 2019.
9 These reports go beyond the scope of the French duty of vigilance law. The deployment of this whistleblowing system also allows Renault Group to comply with the French law of 2016, known as "Sapin 2," on transparency, the fight against corruption and the modernisation of economic life.
10 French Law No. 2022-401 of March 21, 2022, aimed at improving the protection of whistleblowers transposed Directive (EU) 2019/1937 of October 23, 2019.

Duty of Vigilance Steering Committee

Composition

Chair	Head of Sustainable Development
Permanent members	1 representative from each of the following departments: - Sustainable Development Department; - Human Resources Department; - HSEE Department (Health, Safety, Environment, Ergonomics); - Prevention and Protection Department; - Ethics Department; - Risk Management Department; - Responsible Purchasing Department; - Public Affairs Department; - Legal Department.
Specialists as required	

This list is open-ended

Planning and coordination

The Duty of Vigilance Steering Committee meets once a month in normal circumstances.

Before September 2022, a select committee met 9 times for the creation of the body: 4 times in 2021 and 5 times in 2022.

Between September and December 2022, the Duty of Vigilance steering committee met in plenary 4 times.

Responsibilities

Missions	Details of duties
Strategy	- Definition of the strategic priorities for the Vigilance Plan. - Monitor indicators, including the IMCR (indicator tracking maturity with regard to regulatory compliance).
Priorities	- Roadmap decision, direction and progress monitoring. - Prepare interventions in Ethics and Compliance Committee meetings.
Oversight	- Examine action underway and results to date. - Define the next steps.

The results of the Vigilance Plan are presented once a year to the Ethics and Compliance Committee. Salient issues may be referred to the Board of Management (BoM: Group Executive Committee) for information or for decision.

2.3 Our environmental commitment

2.3.1 Management of environmental issues EFPD7 EFPD7a

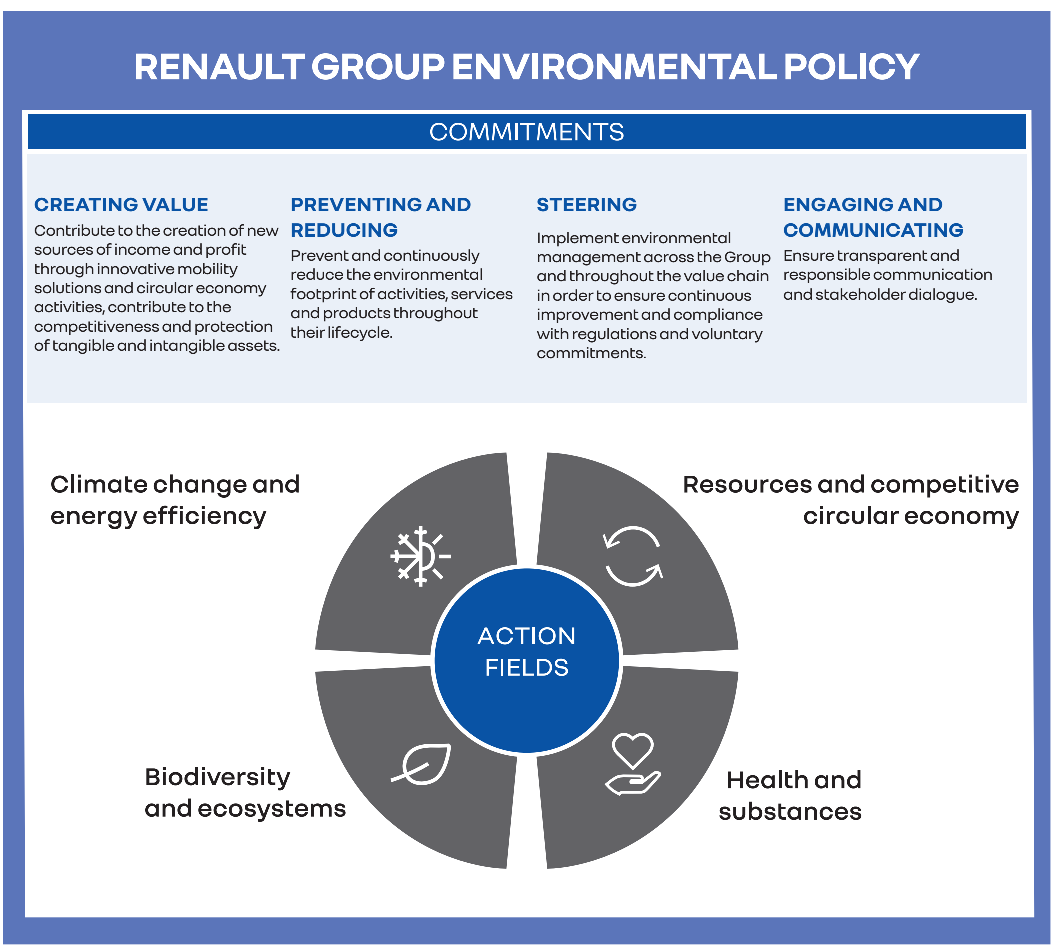
2.3.1.1. Renault Group environmental policy EFPD7

There is now a consensus on the magnitude of environmental challenges and the urgency of finding solutions. These challenges profoundly affect all economic activities and notably mobility. Beyond the expectations of the stakeholders regarding the transport sector, the ability of Renault Group to propose innovative solutions also provides new economic opportunities and boosts competitiveness.

The automotive industry needs to address major environmental issues:

- climate change related to greenhouse gas emissions, for which the Paris COP 21 agreement has plotted an ambitious reduction path;
- resources, the limited availability of which implies changing modes of production and use;
- health, a major concern (particularly in cities), which requires reduction of pollutant emissions;
- global biodiversity loss caused by human-induced pressures on ecosystems.

To meet these challenges, Renault Group has had an environmental policy since the late 1990s. It applies throughout the vehicle lifecycle, from design to end of life, and is fully in line with the company's strategic plan (see figure below).



The **"Renaulution"** strategic plan, launched in January 2021, thus opened a new era for the Group: it will guarantee its sustainable profitability and respect for its new ambition to achieve carbon neutrality in Europe by 2040 and worldwide by 2050.

At the 2021 General Meeting, the Group announced its new sustainability strategy, one of the three pillars of which is the environment, **"Green as a Business"** The strategy defines two major environmental priorities: reducing greenhouse gas emissions and accelerating the circular economy.

The climate strategy, also announced at the 2021 General Meeting, provides for an action plan up to 2030 from upstream to downstream of the value chain, from the supply of materials and components to the end of life of vehicles. As vehicle use is responsible for more than 80% of the Group's carbon footprint, this phase of the product lifecycle is the priority of the climate plan.

For each area of action, the Group has defined monitoring indicators, specific targets and action plans. These are detailed in chapter 2.3.2 of this document.

The restructuring and reorganization announcements of November 8, 2022, will allow the creation of entities each dedicated to an ESG challenge: **Ampere** for decarbonization and the just transition to all-electric, **Power** for decarbonization via alternative fuels and green hydrogen, **THE FUTURE IS NEUTRAL** for conserving resources and creating short auto-to-auto loops.

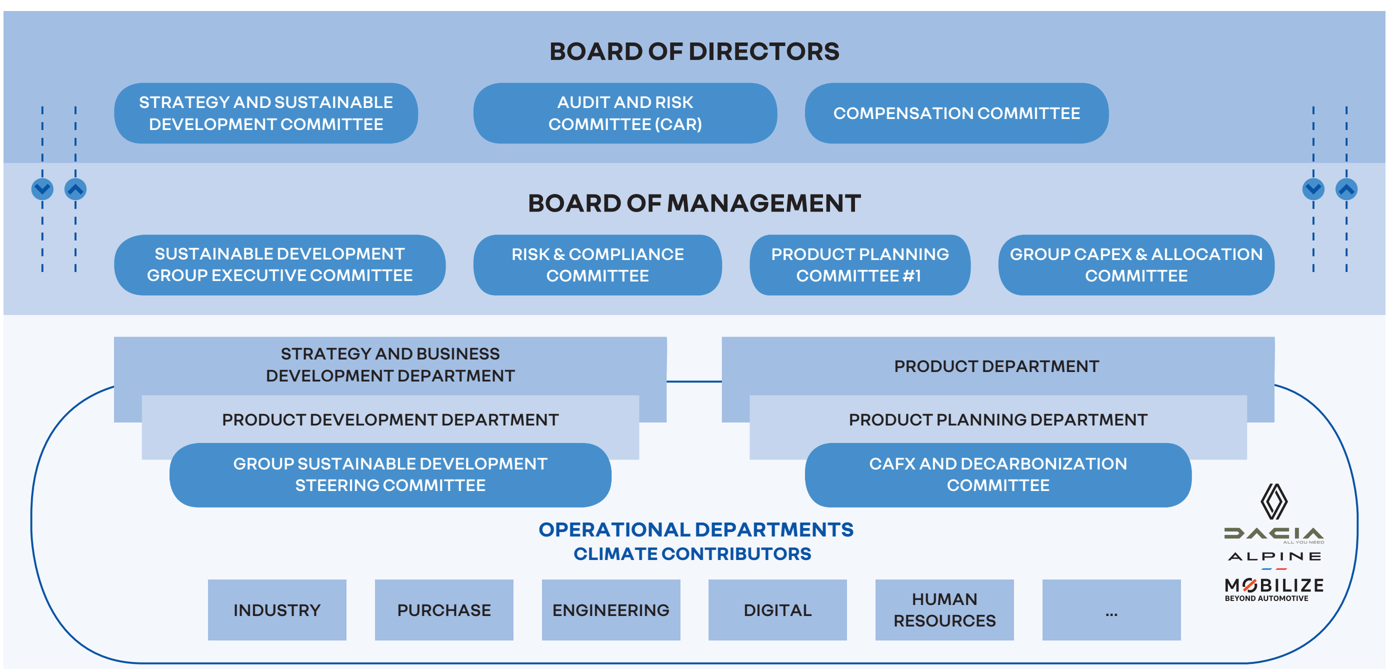
The transformation of the Flins plant into the **Refactory**, Europe's first circular economy plant dedicated to mobility, is emblematic of the Group's vision: to rely on a complete recycling and remanufacturing industrial ecosystem that is both a response to the environmental challenge, particularly for the most strategic or critical materials, and an economic asset that generates revenues and profits.

Lastly, the creation of the **Mobilize** brand, which aims to develop mobility, data and energy services, is another lever for the Group's transformation, creating environmental and societal value through its electric shared-mobility solutions and battery services.

"The Group's environmental policy is a pillar of our engagement and responsible capitalism and is core to its transformation and its raison d'être, which combine economic and environmental performance"

(Jean-Dominique Senard, Chairman, and Luca de Meo, Chief Executive Officer, April 2021).

2.3.1.2. Governance of environmental issues EFPD7a



Supervision of the environmental strategy (including climate) by the Board of Directors

The board of directors oversees the definition and implementation of the Group's environmental strategy and the associated risks and opportunities. Each year, the board examines issues related to climate change, Renault Group's strategy on greenhouse gas emissions, the electrification of its product range and the impact of new regulations on greenhouse gas emissions and pollutants.

In order to strengthen governance on these issues, the board of directors created a specialized committee in 2019 whose duties include conducting an in-depth examination of environmental issues: the Ethics and CSR Committee. In 2021, it was decided to combine this committee with the Strategy Committee, as environmental, social and governance issues are an integral part of the Group's strategy. In 2022, this new Strategy and CSR Committee was renamed the Strategy and Sustainability Committee.

This Strategy and Sustainability Committee is made up of 60% independent directors, in accordance with the recommendations of the AFEP-MEDEF Code. It met five times in 2022, with an attendance rate of 97.1% of its members.

In 2022, the Strategy and Sustainability Committee examined the following topics in particular:

- the Group's strategy in terms of social, societal and environmental responsibility;
- monitoring and implementation of the "Renaulution" Strategic Plan;
- regular monitoring of all the Group's priority strategic projects;
- the strategy and development of the circular economy activity;
- the development of "ReKnow University" to support the development of mobility professions;
- the development of partnerships with Nissan on concrete operational projects covering markets, vehicles and technologies;
- the impact and mitigation plans of the semiconductor crisis;
- the electric vehicle value chain strategy;
- the Group's decarbonization strategy and the review of its climate report;
- the used vehicle strategy;
- commercial vehicle strategy
- strategic trends in Latin America;
- the Alpine brand strategy;
- the performance of partnerships and the Group's new "horizontal strategy" of cooperation with the various players in its ecosystem;
- the objectives in terms of gender diversity in the governing bodies and
- the review of Chapter 2 "Sustainable Development" of the 2021 Universal Registration Document, including the non-financial performance statement (EFPD).

For more details on the activity report of the Strategy and Sustainability Committee, see Chapter 3.1.6.3 of the Company's 2022 Universal Registration Document.

Management of climate objectives by the Board of Management and the Strategy and Business Development Department

The Leadership Team (formerly BoM) and the Strategy and Business Development Department steer the Group's environmental objectives. The focuses of the environmental policy are discussed once a year and arbitrated within the BoM on the proposal of the Director of Strategy and Business Development. For this purpose, the BoM relies on the Group Sustainable Development Committee. The areas of authority of the members of this Committee, particularly in sustainable development, are detailed in section 3.1.3.

The Strategy and Business Development Department is responsible for preparing, deploying and monitoring the implementation of the environmental policy in all sectors of the company throughout its value chain and for each stage in the lifecycle of its vehicles. To do this, it relies on a network of correspondents deployed in all the company's functions, as well as on the areas of expertise. These were created in 2010 within the Group in areas such as "energy, environment and raw materials strategy," "vehicle CO_2" and "air quality and substances." The experts who make up these teams provide in-depth knowledge of strategic issues and an approach recognized internally for its rigor, neutrality and cross-disciplinary nature.

The roll-out of the environmental component of the strategic plan by the Strategy and Business Development Department thus covers all of Renault Group's activities and supports its development of new products and services.

Compensation criteria linked to the achievement of environmental commitments

In light of the importance of climate issues for the Group, the compensation of the executive corporate officer includes, since 2013, a criterion related to respect for the environment and aimed at "leadership in environmental performance: CO_2 emissions of vehicles in Europe, Renault Group carbon footprint." More recently, on the recommendation of the Governance and Compensation Committee, the board of directors proposed a change to the compensation policy for the Chief Executive Officer by adding criteria relating to:

- meeting the European regulatory target for passenger car CO_2 emissions (CAFE standards[1]);
- reducing the carbon footprint of Renault Group passenger cars and utility vehicles registered worldwide.

In 2022 and 2023, the compensation policy regarding the Chief Executive Officer has changed to include new environmental criteria:

- a criterion relating to the number of used vehicles reconditioned at Flins (in the annual variable compensation);
- a criterion relating to the development of the circular economy activity (in the annual variable compensation);
- a criterion related to the Group's electrified passenger vehicle sales mix in Europe over cumulative periods of three years (in the performance action plan);
- a criterion related to the reduction of kg of CO_2 emitted per vehicle produced in Europe over cumulative periods of 3 years (in the co-investment plan).

(For further details on the remuneration elements of the Chief Executive Officer, see chapters 3.2.2.2 and 3.2.4.2 of this Registration Document).

2.3.1.3. Environmental management system EFPD7a EFPD7b

METRICS AND TARGETS		TARGET SET	DEADLINE	TARGET	STATUS AT YEAR-END 2022
Product	Make available on request(1) the life cycle analyzes of each new model marketed in Europe with their critical review by an independent expert	2016	Continuous	100% of new models	LCA of Twingo III, Megane IV, Scenic IV, Kadjar, Talisman, Espace V, Fluence Z.e., Duster II, Zoe and Captur completed with critical review
Manufacturing	Conduct annual audits of 100% of manufacturing sites and the main tertiary and logistic sites of Renault Group on the environment and risk prevention (internal audits)	2003	Continuous	100%	100% (1)
Manufacturing	ISO 14001 certification of 100% of Renault Group manufacturing sites	2012	2023	100%	100% (2)

(1) Form on the page https://www.renaultgroup.com/nos-engagements/respect-de-lenvironnement/

(2) The Meyzieu site (new site in the scope) is in the process of being certified: the internal audit was conducted in 2022, and the external audit is scheduled for the first half of 2023.

2.3.1.3.1. Resources EFPD7b

Renault Group invests about €2.3bn in Research and Development every year[11]. Most of these resources are allocated to the development of new low-emission vehicles, powertrains and batteries. Upstream of new vehicle projects, between €90m and €150m are allocated each year to research and advanced engineering[12]. A significant share of this spending is earmarked for innovations specifically aimed at reducing vehicle emissions (by extending the electric vehicle range), which is a regulatory imperative, particularly in Europe. Another share is allocated to developing services provided by batteries (second-life use and smart charging).

2.3.1.3.2. Life Cycle Assessments

Renault is committed to measuring the environmental impacts of its vehicles throughout their life cycle from one generation to the next. Since 2004, Renault Group has been measuring the environmental impact of its vehicles throughout their life cycle, from the extraction of the raw materials needed to manufacture them to their end of life. Life Cycle Assessments (LCA) are therefore performed:

- prior to the vehicle design process, to analyze the potential environmental impact and benefits of technological innovations;
- after the design process, to confirm and measure the reduction of environmental impacts from one generation of vehicles to another.

At end-2022, 25 models representing 78% of the Group's global passenger car sales under the Renault, Dacia, Alpine and RSM (Renault Samsung Motors) brands were thus subjected to a complete LCA. Starting with the launch of Twingo III in September 2014, all new models are subjected to a comparative LCA with respect to their predecessor. Each of these LCAs is subjected to a critical review by an independent expert following the ISO 14040 and ISO 14044 standards, to evaluate, firstly, the methodology used and, secondly, all of the calculations and interpretations performed. The LCA reports for new models and their critical review are available on request.

For further methodological details, please refer to section 2.6.1.2.

The graph below presents the results of the comparative life cycle analysis of the 1st generation ICE Captur, the 2nd generation ICE Captur and the Captur Plug-in Hybrid "E-Tech," in the form of a norming comparison. Norming consists of measuring the relative weight of the impacts of the vehicles studied in relation to the global environmental impacts in a reference year, relative to a person.

The LCA results illustrate the relevance of the Plug-in hybrid vehicle in terms of the fight against global warming

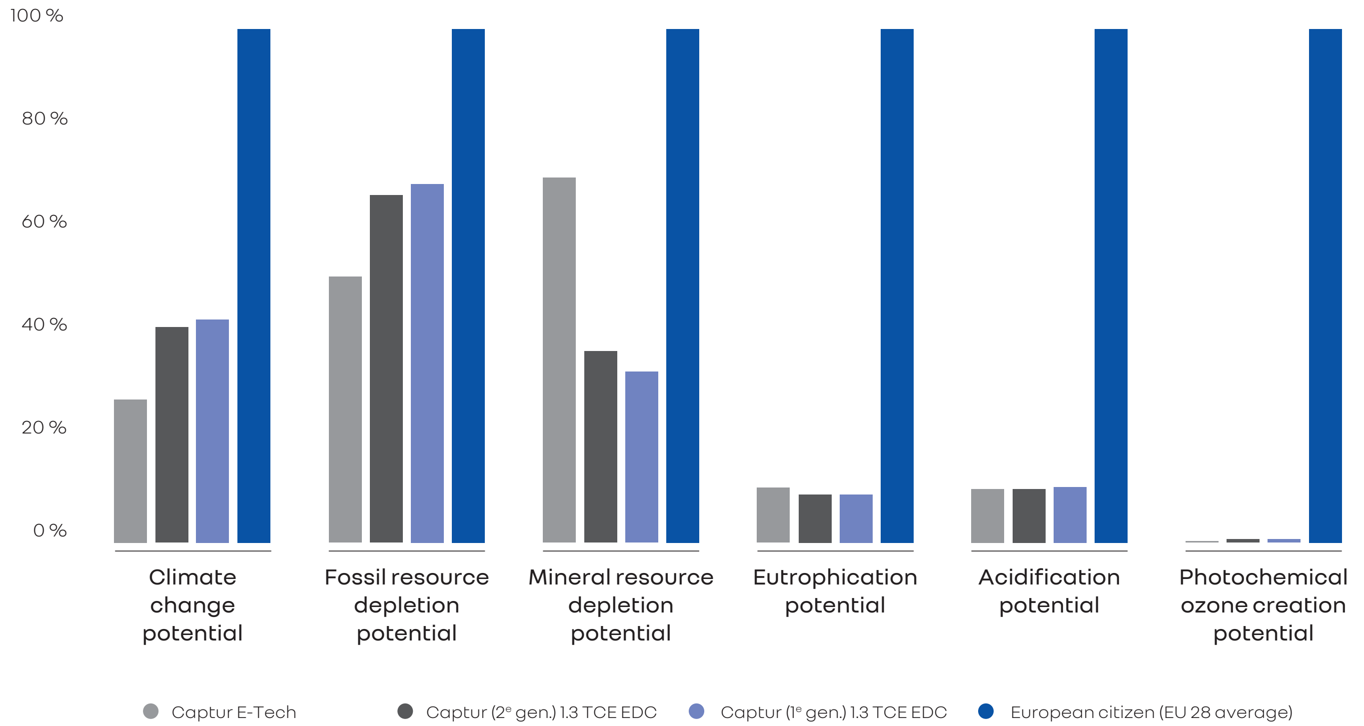
Over the entire life cycle, the reduction in greenhouse gas emissions is 32% for Captur E-Tech compared with 2nd gen. Captur, taking into account an average European electricity mix for battery charging. With the electricity mix in France, the reduction was 53 %. The influence of the electricity mix used for charging on the final result is also notable for the acidification potential indicator, with a reduction of 34% for Captur E-Tech charged with the French electricity mix, compared with Captur E-Tech charged with the average European mix.

Potential depletion of mineral resources

The indicator of potential depletion of mineral resources shows a negative impact related to the manufacture of the electrified vehicle traction battery. To meet this challenge, the Group is investing in the circular economy: participating in the development of new solutions for recycling active battery materials, thus helping to reduce the need for virgin materials (see quantified, dated targets in section 2.3.2.2).

11 See section 5.1, 2022 Earnings Report
12 €95m in 2022

LCA Comparison of CAPTUR 1st Gen, CAPTUR 2nd Gen, and CAPTUR E-Tech



2.3.1.3.3. Action at all stages of the lifecycle

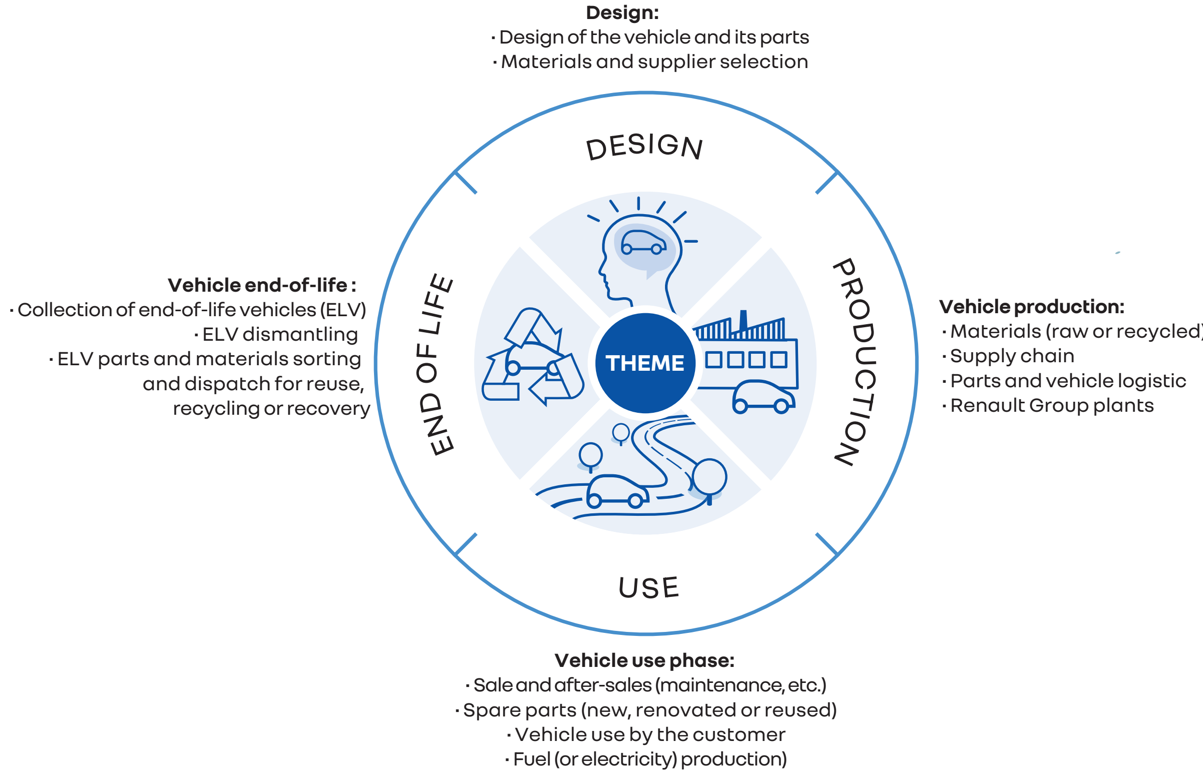
Renault Group's Environmental Management System (EMS) applies to the various stages in a vehicle's lifecycle, from design to end-of-life recycling.

This EMS and the associated actions are detailed in this section and in section 2.3.2.

For easier understanding and reading, the stages of the lifecycle have been divided into four main phases:

- design;
- manufacture;
- use and
- end of life.

Symbols such as the one below will be used in this section and until the end of chapter 2.3 in order to allow the reader to identify visually which of the four lifecycle phases the text is referring to. The topic or impact discussed is indicated in the center of each symbol: EMS, CO_2, materials, waste, water, air, health, soil, noise or biodiversity.



2.3.1.3.4. Environmental skills and training

Plant employees receive workstation training, including environmental aspects, particularly chemical risks arising from handling, storage and spills, and the sorting of waste.

In the majority of plants, this training is done through a specific **Dojo** (workshop) and involves a hands-on approach to waste management practices and the handling of chemical products in day-to-day activities. In addition, educational and awareness-raising activities on environmental protection regularly take place through internal communication channels or through weekly team meetings.

Employees in positions requiring specific environmental expertise have access to training associated with their activity, provided in the form of internal training modules (e.g. training for ISO 14001 auditors or design-for-recycling) or through a specialized external organization if a specific area of expertise is required. Renault employees in France also have access to eco-driving training.

Fresque du Climat

Launched in 2021, the deployment of the "Fresque du Climat" among employees of Renault Group's Ile-de-France sites continued in 2022 with 571 people trained. These educational workshops based on collective intelligence aim to raise awareness of climate change. This training is a permanent Group training opportunity and has been included in the 2023 plan.

2.3.1.3.5. Environmental management system in the plants

In 2022, the industrial environment network will be made up approximately 280 members spread over 12 countries and 42 sites. Environmental management in Renault Group plants is underpinned by four pillars:

1. Continuous improvement based on ISO 14001

Starting in 1995, Renault began systematically implementing an environmental management approach at its sites, along with a drive for continuous improvement, based on ISO 14001. This was done to reduce environmental impact and ensure regulatory compliance. Since 2008, 100% of Renault Group's industrial sites[13] and the nine main engineering and logistics facilities have been ISO 14001-certified.

13 The Meyzieu site (new site in the scope) is in the process of being certified. The internal audit was carried out in 2022 and the external audit is scheduled for the first half of 2023.

2. Group-wide tools and standards

In order to control these main environmental risks, as required by the French vigilance law, Renault Group has developed a tool called "Mandatory Rules Environment." This assessment tool, deployed starting in 2021, can be used to identify and prioritize environmental risks (see 2.2.4.1. "Environment" paragraph).

Industrial standards covering all areas related to the environment define the minimum requirements that apply to the Group's sites (see "Eco-design of industrial processes" paragraph below). These ensure that practices are standardized and reflect and adhere to the Company's policies and objectives in terms of the environment, no matter in which country the plants are located, in particular when the plants are not subject to a binding regulatory framework. The "Mandatory Rules Environment" tool highlights the key points of these standards.

This is particularly important in countries without a stringent regulatory framework. For environmental management and the handling of chemicals, the sites can also rely on the availability of standardized tools managed by expert functions. These tools include:

- an expert system called Écorisques, available worldwide in the main languages used within the Group. The system determines and ranks the environmental impact from activities and potential hazards in relation to the plants' chemical risk and prioritizes them in the plants' environmental action plan;
- a reporting system for environmental impacts and energy consumption (R2E);
- a CHEMIS (Chemical Information System) database, available in the main languages used within the Group, for the management of hazardous substances and the prevention of chemical risks. CHEMIS is the key tool in Renault Group chemical risk management process, which aims, from both environmental and health standpoints, to introduce chemicals safely, to prevent the risks associated with their use, and to anticipate technological and regulatory changes (see 2.3.2.3.2);
- a process to monitor and track compliance with national and EU environmental legislation;
- a documentary database of Environmental standards and best practices, accessible from any Group site.

3. Eco-design of industrial processes

Renault's industrial projects are designed according to a development strategy punctuated by milestones. At these milestones, each business line checks that the project complies with the defined rules and verifies convergence with the other business lines. The HSEE Department is part of this Group approach.

With regard to the environment, the project must be designed in such a way that the site hosting it is able to comply with the mandatory rules described in the Environmental Mandatory Rules. These rules define the minimum requirements applicable to all the Group's sites, bearing in mind that if local regulatory requirements are more demanding, these take precedence. To achieve this objective, the Group also relies on the new methodological tool currently being deployed, the "HSEE in projects" Mandatory Rules described in paragraph 2.2.3.

For example, acoustic emission modeling was carried out for equipment to be installed in 2023 at the Flins site. These models made it possible to take into account the configuration of the planned site (with walls capable of reflecting sounds) and to challenge the supplier to ensure that noise levels towards the neighborhood would be compliant from the first day of operation of the future equipment.

To complement this shared base of minimum requirements applicable to all Group projects, technological innovations may be introduced according to constraints or opportunities related to the local environment. This is the case, for example, of the "Nickel-Free" technological innovation described in paragraph 2.3.2.4.2.

4. Environmental management system audits

Since the end of the 1990s, the Group has used internal environmental audits at all of its industrial facilities as well as its main engineering and logistics facilities in order to monitor the implementation of ISO 14001 requirements, and especially the compliance with its own internal standards for the protection of the environment. These complement the external audits performed annually by a certified independent body.

Internal audits are therefore conducted by members of the industrial environmental network (environmental managers and business specialists), using joint audits that encourage exchanges of best practice between plants and stimulate improvements in environmental performance.

As of end-2022, the network had 53 internal environmental auditors who were specifically trained and qualified in accordance with ISO 14001 and knowledge of the various environmental topics. Each new auditor embarks on a progressive skills development path until eventually becoming an audit manager.

2.3.2 Priority areas for action: strategy and indicators EFPD7a EFPD8 EFPD9 EFPD10 EFPD11 EFPD12 EFPD13 EFPD16a

2.3.2.1. Climate and energy efficiency EFPD11c EFPD12a EFPD12b EFPD12c

2.3.2.1.1. Governance of climate issues

Refer to section 2.3.1.2. The governance of climate issues takes place within the framework of the governance of all environmental issues.

2.3.2.1.2. Strategy and Action Plan EFPD11c EFPD12b EFPD12c

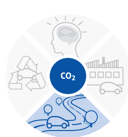
In 2019, Renault Group was the first carmaker to have decarbonization targets validated with the Science Based-Targets (SBTi) initiative.

In April 2021, Renault Group published its Climate Plan. It is broken down into nine major actions over the entire lifecycle of vehicles described below. They will be gradually rolled out across the Group until 2030, an interim milestone toward our ambition of carbon neutrality in Europe by 2040 and worldwide by 2050. In addition to the nine actions, the Group has tools and processes to manage risks and opportunities.

2.3.2.1.2.1. Actions on the vehicle usage phase – Scope 3 Downstream

In 2022, the vehicle usage phase accounts for more than 80% of Renault Group's carbon footprint[14].

Action #1: Electrify 100% of new Renault passenger car models by 2025



An internal combustion engine (ICE) vehicle in Europe emits 3 times more CO_2e in its lifecycle than an electric vehicle[15].

EU Member States must implement national energy and climate plans (NECP) guaranteeing their contribution to achieving the EU's climate and energy goals. As part of this effort, they are phasing out the sale of ICE vehicles (by 2030 for the United Kingdom and by 2040 at the latest for France). Furthermore, the UN predicts that two thirds of the world's population will be urban by 2050, and cities are already increasingly restricting access for ICE cars.

In order to achieve its **target** of electrifying 100% of new models of Renault passenger cars by 2025 in Europe, the company is:

- **Pooling production across three platforms:** CMF-B and CMF-EV (for electric vehicles), CMF-CD;
- **Establishing "Renault ElectriCity"** in northern France, which will be the largest, most competitive electric vehicle production center in Europe;
- **Launching** 7 **electric models** under the Renault brand, including 2 C-segment models. Two electric models were launched in 2022: Megane and Kangoo EV;
- **Accelerating electrification** by shortening the time to develop a new vehicle by 25%.

The Renault brand's ambition is to have electric vehicles represent nearly 90% of its passenger vehicle sales in Europe by 2030.

To support this acceleration, Mobilize Power Solutions, a Renault Group subsidiary specializing in customized recharging solutions for electric and plug-in hybrid vehicles, is simplifying the transition to electric mobility for professionals and private individuals. Today, Mobilize Power Solutions is present in 11 key European electric mobility markets: Spain, Portugal, France, Germany, the United Kingdom, Switzerland, Austria, Belgium, Netherlands, Italy, and Luxembourg.

From advice to installation to the operation and maintenance of charging stations, Mobilize Power Solutions supports its customers for their recharging needs at work, at home, and on the move, including long journeys, thanks to the Mobilize Fast Charge network, developed in partnership with Renault network dealers. By mid-2024, 200 stations are expected to be deployed in Europe.

14 Use and fuels and electricity required for use. See carbon footprint in 2.3.2.1.3.
15 Source: Transport & Environment (T&E) 2020.

Mobilize, the brand dedicated to new mobility and services around vehicles, is also developing many other services to facilitate the adoption of electric mobility:

- Mobilize Smart Charge: optimize charging costs and reduce carbon footprints
- Mobilize Charge Pass: a single card for recharging at more than 260,000 charging points in Europe
- Mobilize Visa Card: finance the installation of a home recharging solution, facilitate recharging on the move and accumulate credit that can be put towards any purchase.

Announcement of the creation of Ampere

With Ampere, Renault Group is creating an autonomous entity that will be the first electric and software pure player from a vehicle manufacturer. Ampere will develop, manufacture, and sell fully electric passenger cars with advanced SDV (Software Defined Vehicle) technology under the Renault brand. Ampere will bring the best of both worlds: the know-how and assets of the Group with the focus and agility of a pure player in electric vehicles (see section 1.1.2).

Action #2: Become a European leader in hydrogen-powered light commercial vehicles by 2025

With models such as Kangoo, Trafic and Master, Renault is a European leader in light commercial vehicles (LCVs).

The very strong growth of this market and the tightening of diesel standards have led the Group to develop electric versions for these models.

Today, the aim is to improve performance in terms of range and charging speed for heavy-duty use.

To extend the range of the electric vehicle without increasing the size of the battery, or even by reducing it, hydrogen fuel cell technology (Dual Power) provides additional zero-emission energy. In addition to charging at electric stations, vehicles can be charged with hydrogen in just a few minutes.

In June 2021, Renault and Plug Power launched a joint venture called Hyvia to offer a global hydrogen solution providing:

- commercial vehicles with a range of 400 kilometers (WLTP standard) and reduced charging time (less than 5 minutes);
- complete turnkey solutions for fuel cell commercial vehicles: charging stations, supply of green hydrogen from decarbonized energy.

HYVIA has set a target of achieving a 30% share of the European hydrogen LCV market by 2030. Its first vehicles have been approved, and major customers have wanted to test the Hydrogen technology with HYVIA's first production vehicles: Chronopost, Engie, Orange, Equans, Alpine F1 Team (in France), Airbus, Port of Hamburg, Packeta, and Maximator Hydrogen GmbH (in Germany).

Through Hyvia, Renault Group plans to continue building strong partnerships in the field of hydrogen. With FOVIA since the end of 2021, the Group has been developing hydrogen tanks for light commercial vehicles. In addition, on the basis of collaborative projects, Renault Group will develop solutions integrating all public and private players in the production and distribution of energy.

In addition to mobility, Hyvia will offer fuel cell and charging solutions, manufactured in Flins, France, to other industries.

Action #3: Deploy hybrid technologies across all brands

Renault Group is developing low-emission engines (E-Tech hybrid and gas) to complement its offer of electric vehicles.

Developed exclusively, the E-Tech hybrid technology reduces the fuel consumption of a hybrid engine by 40% compared with an equivalent internal combustion engine in urban cycle. Its E-Tech plug-in hybrid version delivers a zero-emission mobility solution.

Acceleration of the E-Tech hybrid offering:

- launch of a new hybrid model by the Renault brand in 2022 (Austral) in addition to the three in 2021 (Captur, Arkana, and Megane Saloon);
- target: 35% Renault hybrid vehicle sales in 2025;
- deploying new technologies to further reduce hybrid vehicle emissions: connectivity, eco-driving and a 100% electric mode to enable access to low-emission zones.

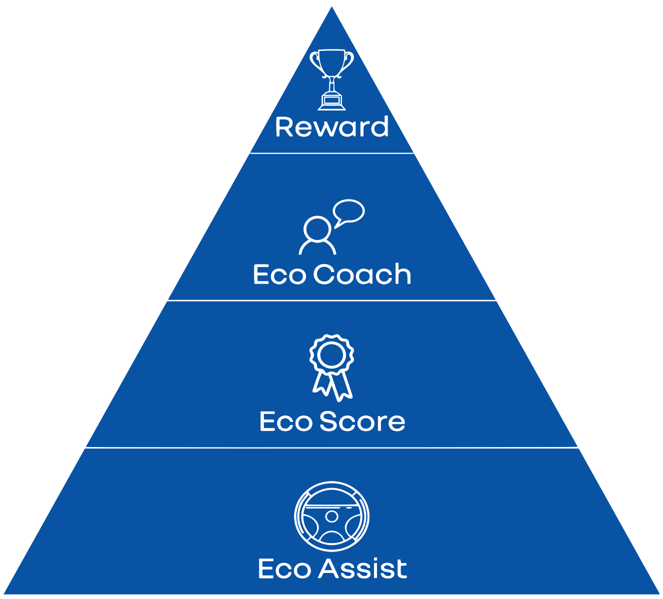
Additional action: Introduce eco-driving aids

Consumption by vehicles is approved according to standardized cycles that are representative of usage but do not cover all driving styles (more or less aggressive) or all real driving conditions (use of heating or air conditioning, urban or rural areas, traffic flow, etc.). For an electric vehicle, the same reasoning can be applied to electricity consumption and range. (See appendix 2.6.1.7 Emission standards applicable to passenger cars in the European Union).

Under favorable driving and temperature conditions, a driver with an economical driving style (an "eco" driver) can achieve the same fuel consumption as a WLTP cycle, which is up to 25% less than an "average" driver. A "dynamic" customer can consume up to 40 % more than the "average" driver and 70 % more than an "eco" driver[16].

16 According to an internal study conducted in 2019 based on data shared by nearly 5,000 customers via telematics.

To help its customers reduce their fuel or electricity consumption in real driving conditions, Renault Group has been offering eco-driving assistance systems since 2012. These fall into two categories: delegative and constructive, adapted to the main driver profiles.



1/ Delegative systems or active assistance.

These systems perform all or part of the driving tasks.

The first two generations of systems, becoming more widespread today, limit consumption by selecting "Eco Mode", which acts on:

- reduction of acceleration capabilities under certain conditions;
- maximum speed limitation for electric vehicles;
- efficient management of thermal comfort.

The third-generation technologies, launched on Megane E-Tech and Austral in 2021, can also take full charge of certain tasks for more energy-efficient driving: eco and predictive cruise control, adjustment to terrain, speed limitations, traffic density, etc.

2/ Participatory systems.

They make drivers active in their "eco-driving" by providing information to help them to consume less fuel or electricity. Renault Group offers several types:

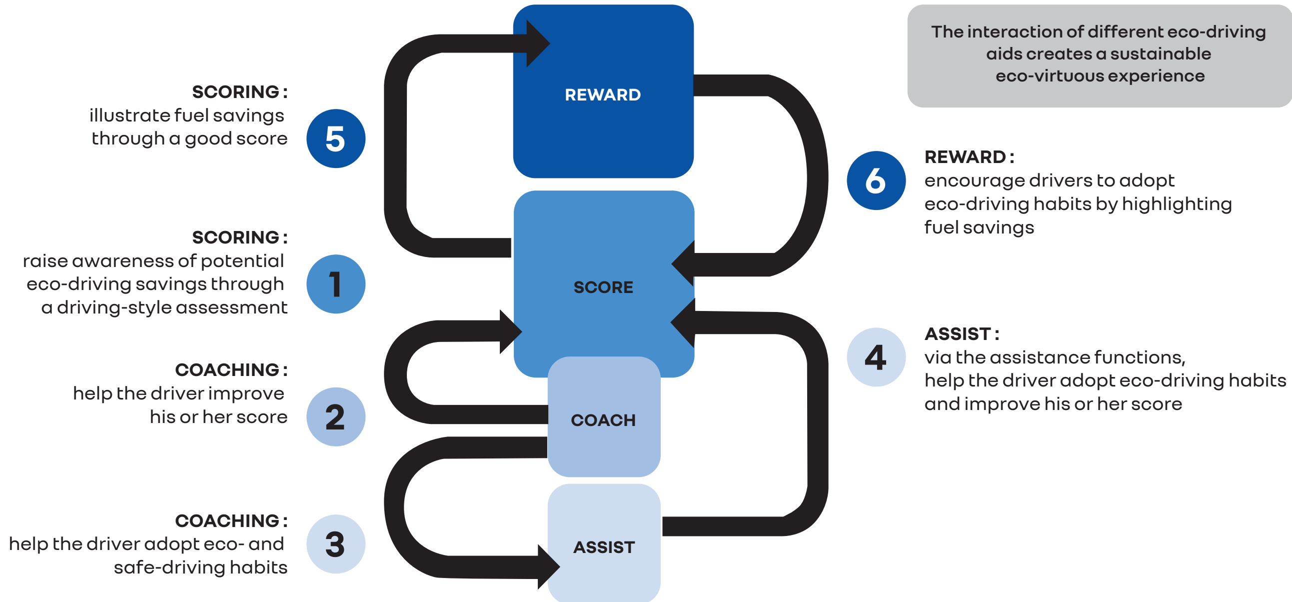
- **"Eco Coach"**: the system displays real-time information on the vehicle's operation on the dashboard (rev counter for internal combustion vehicles, power meter for electric vehicles, instantaneous and average consumption) and eco-driving aids (gear change, lift foot off accelerator to anticipate, optimal speed to reach a green light, etc.);
- **"Eco Score"**: the system evaluates the driving style; drivers become aware of their level of eco-driving and their potential for improvement.

3/ Gamification and rewards

Motivation is essential for sustainable behavioral change, so gamification tools based on challenge and reward are effective levers to encourage users of Renault Group vehicles to adopt eco-driving:

- **"Eco Challenge"** ("Reward"): the system analyses past journeys to generate advice on how to optimize future journeys; the driver can self-assess and compare with others. This function belongs to generation 4 and will be available on smartphones and computers for both private customers and fleet asset managers.

Encouraging behavioral change towards eco-driving



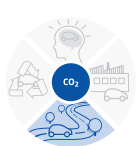
The table below details the content of the various types of eco-driving aids and their evolution over the generations of technologies. Starting in 2023, this content will be supplemented with a simultaneous Safe & Eco feature to guide customers toward safer, more energy-efficient driving.

	Generation 1 2012-2015	**Generation 2 2016-2021**	**Generation 3 2022-2025**
Eco-Assist	Eco mode with limitation of acceleration	Eco mode with limitation of acceleration, speed (EV) and themal comfort	Eco mode with limitation of acceleration, speed (EV), thermal comfort, and eco distribution for cruise control (contextual and adaptive)
Eco-coach	Gear Shift Indicator, Driving Style Indicator	Eco-experience on the dashboard, New Driving Style Indicator	Eco monitor Accel Pedal Off Indicator for thermal vehicles
Eco-score	Multimedia systems: R-Link (top of range), Medianav (entry range)	Multimedia systems: RLink2 then Easy Link	Multimedia system: OpenR Link Consumption history feature
Reward			Eco-challenge for fleets: "Mobilize Fleet Connect"
Energy consumption reduction potential [1]	0-5%	2-6%	3-12%

(1) Depending on the driving style of each customer (economic, dynamic and intermediate styles).

Beyond 2025, generation 4 innovations will complete the range of eco-driving aids.

Action #4: Increase the rate of use of vehicles by at least 20% through shared mobility



A personal car is actually in use only 10% of the time and loses half of its value in just three years. With this knowledge, some users are seeking to reduce the overall cost of their travel and turning to new mobility solutions.

One of these is shared mobility, which optimizes the use of a car and reduces the number of vehicles in circulation, as well as their environmental impact.

With regard to road transport, 25% of greenhouse gases are emitted during the "last mile", i.e. during delivery to the end customer.

Mobilize was created in particular to meet these challenges: to move from the model based on ownership to a model based on use with 100% electric vehicles, designed for a specific use. The brand offers a wide range of vehicle-related services (VaaS, Vehicle as a Service) thanks to an integrated technological platform: financing, insurance, payments, fleet management, energy, maintenance and reconditioning. These services, grouped together in a single offer, meet the needs of individuals, fleets and mobility operators. The car is no longer just an object that allows you to move from point A to point B, but also a service platform.

Vehicles are only available by subscription in a vehicle and associated services package. They are not for sale!

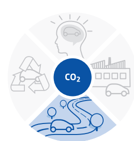
The very first range includes:

- Limo: a sedan for the transport of people and intended for taxis and private-hired vehicle;
- Duo: a quadricycle for the transport of people and intended for individuals and professionals (company fleets, car-sharing and micro-mobility operators);
- Bento, based on Duo, for the transport of small goods and intended for professionals (craftspeople, traders);
- future vehicles for last-mile delivery and intended for professionals.

Based on Mobilize Financial Services and built around open ecosystems (start-ups, etc.), Mobilize promotes a sustainable energy transition and new types of mobility.

2.3.2.1.2.2. Manufacturing actions – Scope 1+2 and Scope 3 Upstream

Action #5: Accelerate the deployment of more efficient, low-carbon, reusable batteries



According to the French agency for ecological transition (ADEME), producing the battery of an electric car accounts for a third of its carbon footprint due to the use of electricity from fossil fuels and the extraction of strategic raw materials such as cobalt and lithium.

Starting in 2024, the European Union will require battery manufacturers to measure this footprint over a battery's lifecycle, from production to recycling. A European draft regulation plans to set a maximum carbon footprint threshold for batteries put on the market by 2027.

Renault Group intends to accelerate the deployment of more efficient, low-carbon, reusable batteries by acting on their entire lifecycle:

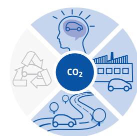
- **Low-carbon battery production:** in association with suppliers, reduce the carbon footprint of battery production by using decarbonized energy and materials. Renault Group aims to reduce the carbon footprint of the new R5's battery by 20% by 2025 compared with the Zoe's battery in 2019. The reduction is expected to reach 35% in 2030. In this respect, Renault Group has signed three agreements with material suppliers since 2021: with Terrafame for sustainable nickel sourcing (low carbon and traceability of the entire supply chain), with Vulcan for less carbon-intensive lithium in 2021 and with Managem for low-carbon cobalt sulfate produced in Morocco in 2022. This is in addition to the agreements with Verkor and Envision-Aesc to produce the batteries in France by 2025.
- **Maintenance:** deployment of battery repair centers during their first life (around a hundred operate as of the end of 2022, including a center of expertise and repair within the Flins Refactory). Launch of an offering of second-hand batteries for the repair of electric vehicles.
- **Second life**: repurposing batteries for the stationary storage of renewable energy, mobile solutions (boats, cooling systems, airport machinery). In 2022, production will start at Flins of stationary systems produced as part of Renault Group's partnership with "Betteries," a start-up specializing in the recovery and use of batteries from electric vehicles. Betteries uses recycled EV batteries to develop transportable electric generators suitable for a variety of purposes (e.g. on construction sites or in food trucks). These systems are assembled at the Flins Refactory. These second-life uses of our batteries make it possible to avoid GHG emissions.
- **Recycling:** closed-loop recycling of strategic materials (cobalt, nickel, lithium) to produce new batteries. For these three materials, Renault Group plans to reach 80% of recycled material reintegrated into the production of new batteries by 2030 (closed loop).

Recycling, maintenance, repair and second-life activities are carried out at the Refactory in Flins, France (see box in section 2.3.2.2).

In addition to these activities, starting from the launch of the R5 model in 2024, vehicle-to-grid (V2G) technology will enable electric vehicles to feed energy into the power grid to regulate peak consumption.

Renault Group in collaborative platforms
Since 2021, the Group has been actively contributing to the methodological work on calculating the carbon footprint of batteries as a member of the Global Battery Alliance (GBA) and Recharge. In particular, this work led to the publication of a methodology commonly accepted by the international members of the GBA: the GHG Rulebook. The work carried out within Recharge, which is still ongoing, is contributing to the development of the first-ever battery regulation with European stakeholders in line with the Paris and Fit for 55% agreements.

Action #6: Engage the entire supply chain



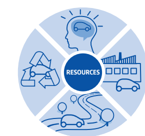
Raw material extraction and parts manufacturing account for 16% of a Group vehicle's carbon footprint in 2022, second only to well-to-wheel emissions. Engaging all its suppliers in active efforts to reduce their own environmental footprint is a priority for Renault Group's climate strategy.

Renault Group has set a target of reducing CO_2e/kg emissions in the parts and materials supply chain by 30% by 2030 compared with 2019. To achieve this, Renault Group is working with its suppliers on six priority areas for improvement:

- **Area 1:** Set up a carbon footprint assessment system using outside surveys conducted by an accredited CDP supply chain organization.
- **Area 2:** Require suppliers to make CSR commitments and have their performance assessed by an outside organization (see 2.2.5).
- **Area 3:** Identify the six highest-emitting commodities (materials and parts) and implement a joint action plan with suppliers to design a lower-GHG process.
- **Area 4:** Co-develop a co-innovation policy to invent new technologies to meet future regulations and consumer expectations.
- **Area 5:** Increase local sourcing for production plants. Partnerships with Verkor and Envision to produce batteries in France, as close as possible to the ElectriCity industrial hub, from 2025.
- **Area 6:** Establish internal carbon pricing for the selection of materials and other procurement decisions (see 2.3.2.1.2.3).

In addition, in 2020, Renault Group became a signatory of the European Raw Materials Alliance (ERMA) to foster a virtuous cycle for the supply of raw materials.

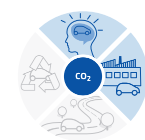
Action #7: Strengthening Renault Group's circular economy leadership



In the fight against climate change, the circular economy is an essential lever because greenhouse gas emissions can be avoided. The circular economy strategy and indicators are set out in chapter 2.3.2.2 of this document ("Resources and circular economies").

This work includes increasing the use of recycled materials in the manufacture of vehicles. Objective: All new vehicles worldwide to be made with 33% recycled materials by 2030.

Action #8: Reduce emissions from our sites by 80% between 2019 and 2030 (scopes 1 and 2)



In addition to the issues related to the constant increase in the price of fossil fuels, the use of low-carbon energy and the reduction of consumption are at the same time major levers for the climate trajectory, levers for competitiveness (energy savings) and levers for energy independence in an increasingly uncertain geopolitical environment.

That is why it is being managed by a dedicated corporate team, via a network of energy managers deployed across all Group sites, according to an organization based on the principles of ISO 50001 outlined in the diagram below. The Group has also embarked on a global roadmap for the certification of its industrial sites, with the first stage covering all French sites in 2023. At end-2022, the certified sites are Bursa, Cléon, Le Mans and Sandouville.

Since 2021, the energy-saving and controlled performance approach has covered tertiary, logistics and distribution sites in addition to industrial sites. For example, the installation of solar panels on the roof of a dealership in Switzerland[17] will avoid the emission of almost 50,000 metric tons of CO_2e per year.

Four drivers:

1. **Industrial footprint:**

More compact sites will lead to a reduction of space to be lit and heated. The sites are continuing their overall compaction trajectory with a target of reducing 750,000 m² of covered buildings by 2025. Of particular note in 2022

17 Retail Renault Group Ecublens

was the reduction of 55,000 m² at the Douai site, 40,000 m² at the Sandouville site and 12,000 m² at the Maubeuge site.

2. **Manufacturing processes:**

Development of more energy-efficient processes, optimization of existing processes and implementation of energy recovery systems.

3. **Energy management 4.0:**

Tools for analysis and management of consumption data, with the commissioning in 2022 of a new EcoGy energy portal connected to a network of more than 10,000 sensors and meters allowing real-time monitoring of electricity consumption, gas, compressed air from all of our sites.

This infrastructure, supported by an Energy Crisis Task Force, made it possible to reduce energy consumption by 15% in 2022 compared with 2021. In terms of energy consumption per vehicle produced, Renault Group's target is a 30% reduction by 2025 compared with 2021 and even a 40% reduction in the French plants.

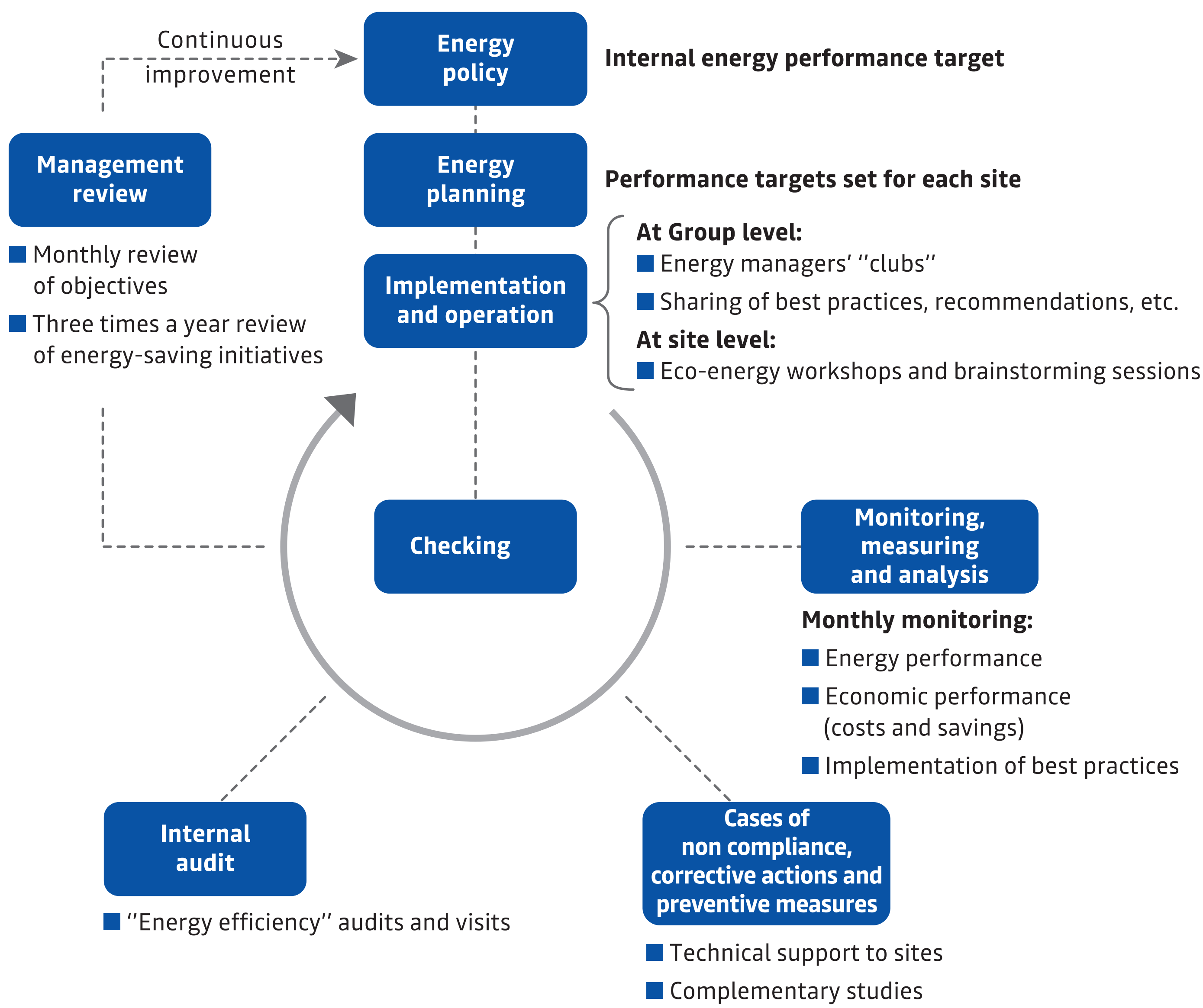
4. **Renewable electricity:**

Target set in 2021 to reach 100% of our sites powered by renewable electricity in France, Spain, Slovenia and Portugal by 2030. The progress is detailed in the box below and in 2.3.2.1.3.

Renault Group thus aims to remain, at least until 2030, among the world's top 3 manufacturers in terms of the lowest greenhouse gas emissions at its industrial sites.

2030 is also the target date for achieving carbon neutrality at all European sites (2025 for sites and activities related to the production of electric vehicles at ElectriCity, France).

Energy management within Renault Group

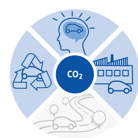


In 2022, actions to reduce energy consumption in all Group plants will have saved around €25m on the annual energy bill[18].

Renault Group is accelerating the decarbonization plan for its factories in France and Spain and innovating with new partners

- **Spain**. In April 2021, Renault Group signed a contract with the energy supplier Iberdrola to cover 100% of its energy consumption in Spain with renewable energy.
- **France**. In November 2022, the Group announced three major partnerships with energy players:
  - With Voltalia, the largest renewable electricity supply contract in France. This contract will enable Renault Group to cover up to 50% of the electricity consumption of its production activities in France in 2027 through the installation of photovoltaic panels.
  - With the ENGIE Group, a first-of-its-kind deep geothermal project in Europe that would replace 70% of the gas needs of the Douai factory by 2025;
  - With Dalkia, EDF Group, a partnership to install a biomass boiler to replace 65% of the gas consumption at its Maubeuge plant

Action #9: Reduce emissions from the transportation of parts and vehicles by 30% between 2019 and 2030



In 2015, Renault Group was one of the first companies to join the FRET21 initiative. It unites the community of shippers in efforts to reduce the carbon footprint of freight. In 2019, the Group was awarded the EVE Trophy by ADEME for the biggest improvement in reducing CO_2e emissions from transport and decided to commit to FRET21 a second time (between 2019 and 2021 on a 2018 baseline). The result of this second commitment was once again positive, with a result of -6.69% CO_2e emissions for a target of -5.5%.

Today, the objective of the supply chain is to work to further reduce the carbon footprint of transportation, logistics platforms and its packaging.

2021-2030 action plan built on 4 pillars across the logistics chain:

- **Deployment of biogas and biofuel trucks** starting in 2021, and continued in 2022, followed by the deployment of electric and hydrogen-powered trucks from 2025. 584 metric tons of CO_2e have already been avoided in inbound logistics thanks to the implementation of 4,650 GAS trucks (bio-CNG and CNG) with three carriers in France. On the vehicle distribution side, 11,350 new vehicles were transported with 1,870 B30 trucks from the carrier Dolotrans, for a reduction of 1,026 metric tons of CO_2e on a France-Romania flow.
- **Scaling up multimodal transportation**, in part by increasing the share of rail freight. The implementation of trains for the distribution of vehicles has enabled 3,250 metric tons of CO_2e to be saved on flows from the Shiyan factory (China) to the port of Shanghai for 18,800 vehicles transported as well as on a Spain/Austria flow with 920 vehicles.
- **Reduction in the number of kilometers traveled per cubic meter of goods** thanks to more optimized and innovative trucks (double-decker trucks, multipurpose trucks, etc.), the integration of a CO_2 transport criterion in new vehicle projects and the optimization of loading. Densification actions for parts and packaging have made it possible to avoid the equivalent of 11,350 trucks, for a reduction of 7,000 metric tons of CO_2e.
- **Rational management of packaging**: reducing its weight, returning used packaging, minimizing waste, increasing the share of recycled material in packaging and eventual elimination of single-use plastics.

Together, these actions have allowed more than 416,000 metric tons of CO_2e emissions to be avoided (cumulative over the 2017-2022 period).

Beyond the 2021–2030 action plan, Renault Group expects to further avoid emissions through the development of packaging recycling channels, both within the Group and with its suppliers.

In addition, Renault Group entered into a partnership in 2018 with NEOLINE, a French start-up developing wind-powered cargo ships. Pilot ships are planned for 2024.

2.3.2.1.2.3. Tools and processes in place to manage risks and opportunities

Monitor the reduction of CO_2e emissions from vehicles: CAFE Control Tower

In 2018, Renault Group created a specific program team called the "CAFE Control Tower" to monitor the results in Europe and oversee the roadmap each year.

Starting in 2019, the Group also developed a tool to forecast CO_2e levels for its registered vehicles in Europe. The CAFE Control Tower reports its results to the Board of Management (BoM) every month.

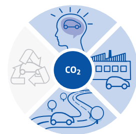
Outside Europe, the Group is subject to regulatory standards similar to those in Europe. In total, around 70% of the Group's sales worldwide are thus subject to CAFE-type regulations.

18 Scope: the reporting scope is described in Annex 2.6.1.3.

The strategy and organization described above enabled the Group to achieve its CAFE Europe targets for passenger cars and light commercial vehicles in 2022[19].

In addition, vehicle CO_2e emissions are closely monitored via the global carbon footprint KPI, and specific product competitiveness targets are set in terms of fuel consumption and CO_2e emissions. The BoM reviews these indicators each year to ensure their alignment with short-, medium- and long-term strategy.

Making strategic choices to manage GHG emissions reduction: Internal Carbon Pricing



The Group uses an **Internal Carbon Pricing (ICP)** mechanism to drive the reduction in its CO_2e emissions and internalize the economic cost of its greenhouse gas emissions.

These internal prices apply to several types of decisions:

- **For new vehicle projects**, two areas of application:
  - decisions concerning the technological building blocks that make it possible to improve the efficiency of vehicles in the use phase. The definition of the ICP integrates, in particular, regulations on in-use emissions such as CAFE (i.e. €95 g CO_2 penalties in Europe); and taxation linked to CO_2.
  - decisions regarding vehicle materials and components throughout the value chain. The definition incorporates future regulatory projects such as the CBAM in Europe (Carbon Border Adjustment Mechanism).
- **For industrial facilities**, the ICP takes into account changes in the energy market and in CO_2e emission allowances. More than half of the Group's direct emissions, i.e. 11 industrial sites, are subject to the **European Union Emissions Trading Scheme (EU-ETS).** The associated financial issues are managed through a specific steering committee. In the context of the European Commission's gradual phasing out of the free allocation of EU ETS allowances, the strategy implemented by Renault Group aims to minimize the financial burden of the allowances in the medium and long term through efforts to reduce energy consumption at the sites (see above) and rigorous forward-looking management. South Korea has also implemented an emissions trading system since 2015, to which the Busan manufacturing site has been subject since then. Thanks to the emission-reduction measures undertaken before the entry into force of these regulations, the Group did not need to acquire additional allowances. Starting in 2021, the Giheung site is also subject to it and has also not resorted to purchasing allowances.

These various ICPs are revised at least once a year and vary between €100/t CO_2e and €200 t/CO_2e to take account of market developments and regional specificities.

19 These results should be consolidated and formalized by the European Commission in the coming months.

2.3.2.1.3. Metrics and targets EFPD12a EFPD12c

2.3.2.1.3.1. Objectives[20] EFPD12c

In 2022, Renault Group reached its primary commitment to reduce its global carbon footprint: -25% versus 2010.

The Group's ambition for 2050 is to achieve carbon neutrality over the entire product lifecycle everywhere in the world (by 2040 in Europe). To align with this goal, new interim milestones to be reached by 2025 and 2030 were set in early 2021 based on results achieved in 2019 (instead of 2010).

Metrics and targets	Starting point	2022 target	Status at year-end 2022
Reduce the carbon footprint of Renault Group vehicles sold worldwide on average	2010	-25%	-25%

See definition, scope and calculation method for Renault Group's carbon footprint in appendix 2.6.1.2.B.

Greenhouse Gas Protocol scopes 1 and 2

Metrics and targets	Starting point	2025 interim target	2030 target	Status at year-end 2022
Reduce carbon intensity [(1)] of Renault Group sites (CO_2e / vehicle produced)	2019	–50%[(2)]	–80%[(3)]	-26%[(2)]
Reduce energy intensity on Group sites (MWh / vehicle produced)	2021	-30% World -40% France		-14% World -7% France
Increase the share of renewables in electricity consumed at Group sites	–	–	80%[(4)]	51%
Increase the share of renewables in the supply of heat to Group sites	–	–	70%	4%
Achieve neutrality (net zero) of Group sites[(5)]	–	Sites of ElectriCity[(6)]	All sites Europe	

(1) Direct and indirect emissions associated with energy consumption of the sites divided by the total number of vehicles produced (see categories scope 1 and scope 2 categories in the table of Renault carbon footprint categories table in 2.6.1.2.B).

(2) 2025 target in absolute value: Scopes 1+2 carbon footprint below 572,000 metric tons of CO_2e

(3) 2030 target in absolute value: Scopes 1+2 carbon footprint below 230,000 metric tons of CO_2e

(4) This is 10% more ambitious than the previous target.

(5) Residual emissions will be offset.

(6) Reference electrical industrial center located in the North of France.

Carbon Footprint Scope 3

Metrics and targets		Starting point	2025 interim target	2030 target	Status at year-end 2022
Well-to-wheel emissions	Reduce CO_2e emissions per vehicle sold in Europe	2019	-35%	-65%	-16%
	Reduce CO_2e emissions per vehicle worldwide, including the Lada brand	2019	-20%	-35%	-12%
Parts and materials	Reduce CO_2e per kilogram of materials	2019	–	-30%	
Batteries	Reduce CO_2e emissions from battery manufacturing	Zoe 2019	-20% New R5	-35% All new models	Currently not applicable
Logistics	Reduce well-to-wheel CO_2e emissions from logistics activities	2019	–	-30% per vehicle	-1%[(1)]

(1) Between 2019 and 2022, the scope for calculating this indicator was expanded. First, in 2021, the Flins used vehicle plant started production, and the Shyan plant in China started exporting vehicles to Europe. Then, in 2022, a new manufacturing site started production in Karsan, Turkey. In addition, the electronic components crisis led to a very significant increase in the need for breakdown services and therefore deliveries by air. On a like-for-like basis in 2019 and excluding the effects of the component crisis, there is a reduction in emissions per vehicle of around 10%. Renault Group remains on track to achieve the 30% reduction target in 2030. Thanks to new technologies that will become available in the next few years (such as 40 T EV or hydrogen trucks, a more massive deployment of sail-powered freighters, greater availability of rail solutions), the decarbonization of logistics activities should accelerate significantly starting in 2025.

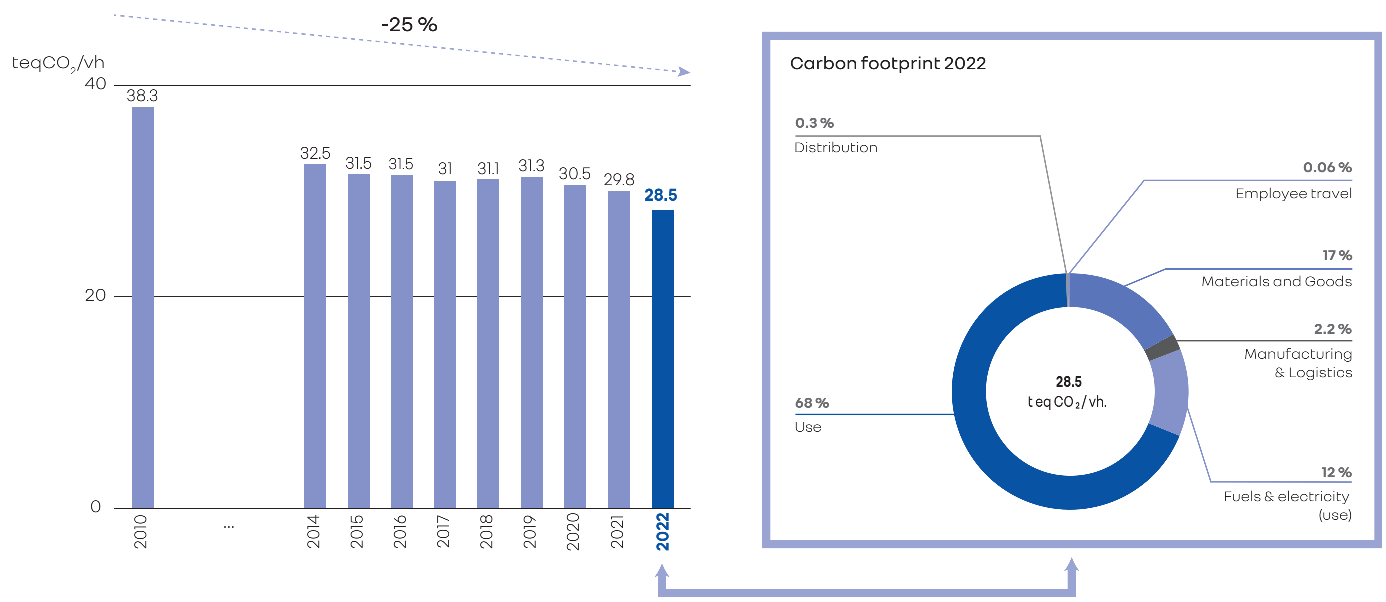
20 Scope of objectives: scope described in appendix 2.6.1.3.

Between 2019 and 2030, Renault Group is committed to reducing by 30% the greenhouse gas emissions associated with the purchase of goods and services, transport and distribution, use and end-of-life treatment of products sold (categories 1, 4, 9, 11 and 12 of the GHG protocol). In absolute terms, on the same scope, Renault Group therefore aims to achieve a carbon footprint of less than 67,000,000 metric tons of CO_2e.

2.3.2.1.3.2. Indicators DPEF12a

Carbon footprint of scopes 1 + 2 + 3

Carbon footprint per vehicle sold within the Renault Group scope



Breakdown of GHG emissions by Greenhouse Gas Protocol category

GHG Protocol categories	Scope	Value (teq. CO_2)
Scope 1	Direct emissions	423,071[√]
Scope 2	Indirect emissions	183,201[√]
Scope 3	Other emissions produced	56,453,090
	Materials and goods (including maintenance and end-of-life treatment)	9,637,087
	Logistics & procurement (upstream & downstream)	666,323
	Daily commuting and business travel	33,969
	Sales and after-sales (distribution)	178,407
	Use of products sold [1] (including fuel and electricity production)	45,937, 304
Total	**Scopes 1 + 2 + 3**	57,059,363

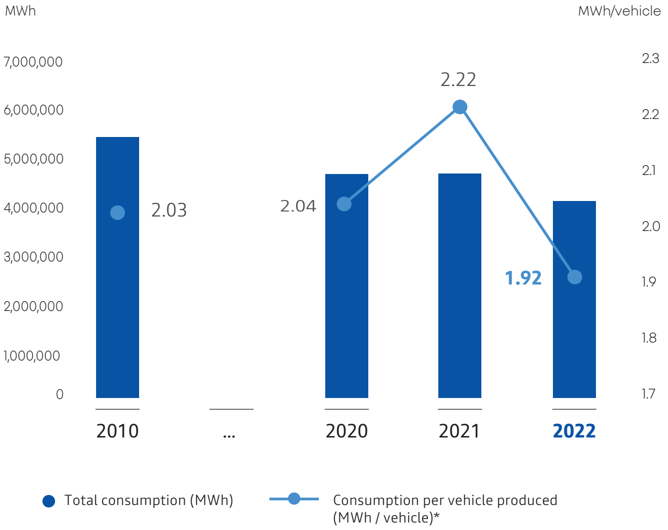
Details of the scopes in appendix 2.6.1.2 and 2.6.1.3.

(1) Well-to wheel, WLTP equivalent. Gains from eco-innovations and eco-driving have been included in this line

(√) Indicators verified by the independent third-party organization at a reasonable level of assurance for the 2022 financial year.

Scopes 1 and 2 [21]

Energy Consumption



* Until 2019, due to the large number of engines and gearboxes produced for the partners, a MWh/veh ratio is applied. For the calculation of this ratio, the consumption of the powertrain plants is adjusted in proportion to the total number of vehicles produced by the Group. However, no adjustment is applied to overall consumption presented in MWh in the chart.

In 2022, in a context of stable activity compared with 2021, Renault Group managed to improve its performance by more than 13% to reach 1.92 MWh / vehicle (14% on the manufacturing scope). This significant progress is explained on the one hand by the implementation of ambitious action plans on all the sites (improvement of the metering plan, new energy portal, technological bricks, etc.) and on the other hand by setting up, for the entire winter period, a task force dedicated to the energy crisis and reinforced management at all sites.

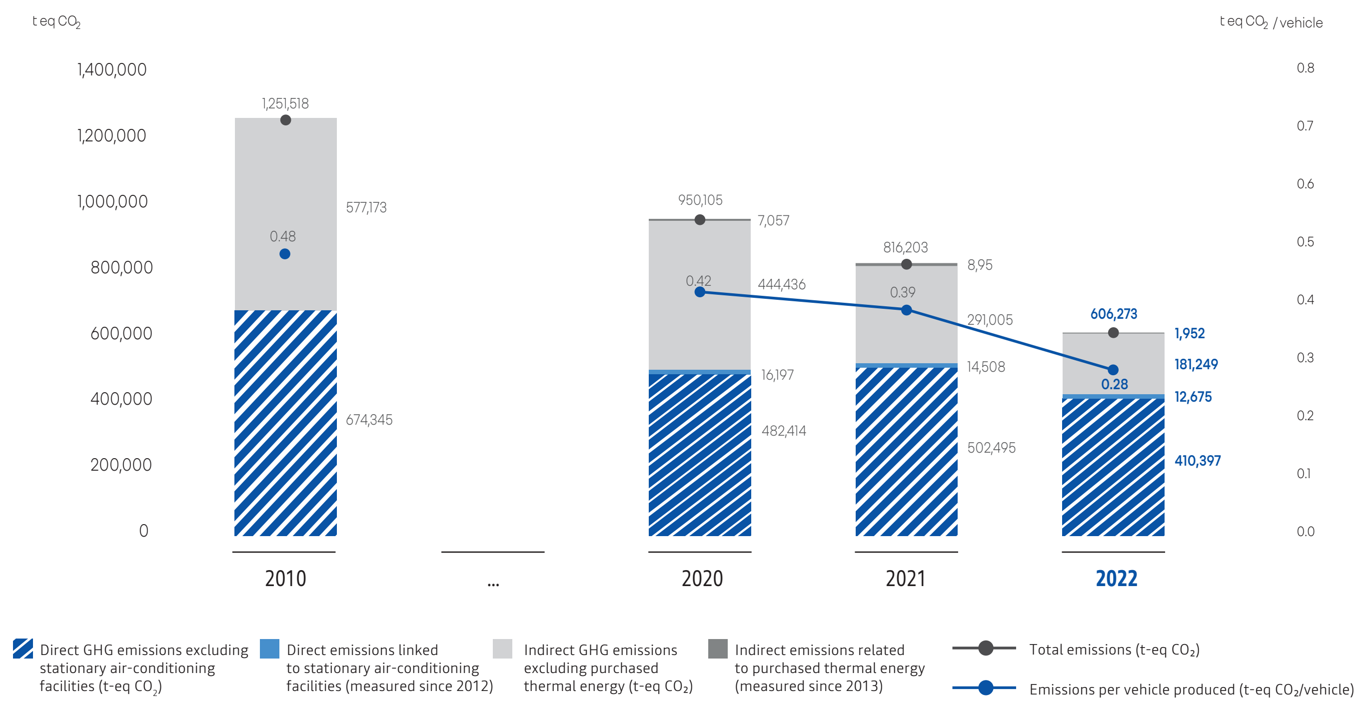
Breakdown of energy consumption by type of energy

	Total consumption	
	%	**MWh**
Electricity	53%	2,165,656
Of which from renewable sources	27%	1,099,376
Natural gas	43%	1,744,040
Thermal energy	3%	126,207
Of which thermal energy produced from renewable sources	2%	76,269
LPG	1%	44,938
Biomass	0.1%	4,589
Heavy fuel oil and domestic fuel oil	0.1%	2,270
TOTAL	100%	4,087,700[√]
Of which energy that is renewable or produced from renewable sources	29%	1,176,005

(√) Indicator audited by the independent third party at a reasonable level of assurance for the 2022 financial year.

21 Scope: all manufacturing sites and main logistics, service and engineering sites of Renault Group, excluding establishments of the RRG sales network. RRG indicators are presented in 2.6.1.5. Details on the scope of environmental reporting in appendix 2.6.1.3.

Greenhouse gas emissions (✓)



(✓) Indicators audited by the independent third party at a reasonable level of assurance for the 2022 financial year.

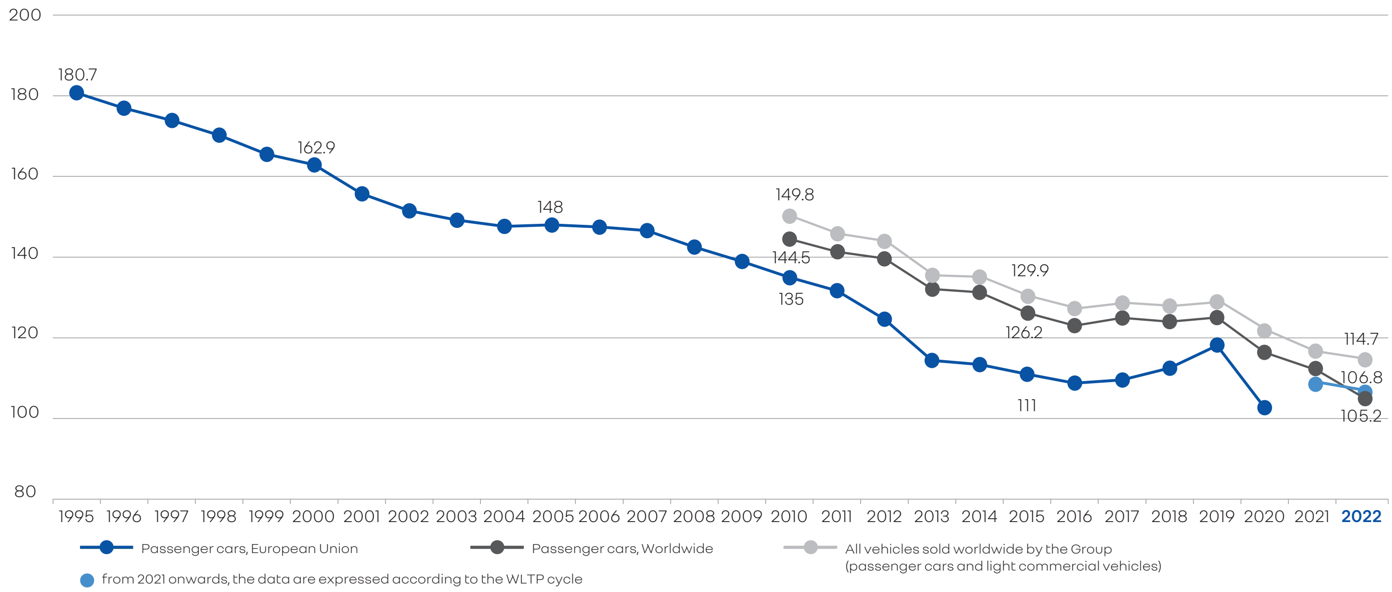
Breakdown of greenhouse gas emissions by type of source

	2022	2021	Measured since
Direct emissions (Scope 1)	70%	63%	
Stationary combustion installations	61%	57%	2003
Filling of air-conditioning systems with refrigerants on produced vehicles	1%	1%	2003
Testing of gear boxes, engines and vehicles on endurance test tracks or roads	1%	1%	2003
Company vehicles (1)	3%	3%	2009
Filling of stationary air-conditioning systems for premises and processes	2%	2%	2012
Melting of cast iron	0.1%		2022
VOC incineration	1%		2022
Indirect emissions (Scope 2)	30%	37%	
Static	30%	36%	2009
Thermal energy	0%	1%	2013

(1) Company vehicles include service vehicles, taxi pool vehicles, shuttles, handling equipment and forklift trucks running on LPG.

Scope 3 downstream

Average CO_2 emissions from the exhaust of vehicles sold by Renault Group (g CO_2/km) – PC Europe, PC worldwide and all vehicles worldwide



Worldwide, passenger cars, and all vehicles:
Average CO_2 emissions from exhaust taken into account in the calculation of the carbon footprint indicator (see description of the covered scope and the data sources in appendix 2.6.1.2, "Use of products sold" line).

The emissions are expressed in the certification standard applicable to each market. For WLTP-certified vehicles, CO_2 emissions are recalculated in NEDC equivalent according to the methodology developed by the European Commission (NEDC back-translation: NEDC-BT) to permit comparison with historical values measured before the WLTP protocol came into force.

European Union, passenger vehicles:
Average CO_2 emissions of passenger vehicles sold in the European Union and without taking into account the subsidies provided for by the CAFE regulation (super credits, eco-innovations, phase-in). The geographical scope corresponds to that of the CAFE regulation: EU27, UK, Iceland (from 2018), Norway (from 2019).

Emissions are expressed in the certification standard used by the European Commission and the United Kingdom to monitor the CAFE regulation:

Until 2020, NEDC. For vehicles certified in WLTP, the CO_2 emissions are converted into NEDC equivalent according to the methodology developed by the European Commission (NEDC back-translation: NEDC-BT).

From 2021: WLTP.

Provisional data for 2021 and 2022, pending validation by the European Commission.

In 2022, based on the data available at the date of publication, CO_2 emissions from Renault Group passenger vehicles in Europe[22] averaged 106.8 g CO_2/km (WLTP)[23]. The Group has achieved its CAFE regulatory targets. These results will be consolidated and formalized by the European Commission in the coming months.

22 EU27, UK, Iceland, Norway.
23 Without taking into account the flexibilities provided for by the CAFE regulation (super credits, eco-innovations, phase-in).

2.3.2.1.4. Risk and opportunity management EFPD12b

2.3.2.1.4.1. Identified climate-related risks and their impact on the business activity

Climate-related risks were analyzed and placed in two categories: transition risks, arising from the shift to a low-carbon economy and all the changes that it implies, and physical risks, along with their potential repercussions on business activity and on supply chains. Short-term (< 2030), medium-term (2030–2040) and long-term (2040–2050) milestones were established for each risk.

Transition risks	Short term (< 2030)	Medium term (2030–2040)	Long term (2040–2050)	Description and impact on the Group's performance
Regulatory and compliance risks	⊗	⊗	⊗	CO_2 emissions regulations for vehicles are frequently updated to apply increasingly stringent standards. In Europe, the CAFE emissions target of 95 g CO_2/km in 2020 was adjusted in 2021 to apply the WLTP standard. In the event of non-compliance, a penalty payment of €95 per excess gram per vehicle sold is due. Based on current sales volumes, each excess gram of CO_2/km would incur a penalty of approximately €120 million. Regulatory changes may also introduce traffic bans or restrictions for certain vehicles. These changes may impact R&D costs and/or production costs, arising from the need to adapt our vehicles to the new standards.
Technology risks	⊗	⊗		The Group is building its offering around lesser-polluting vehicles, in particular by expanding electric vehicle ranges and designing hybrid solutions for internal combustion engines. The introduction of these technologies, which offer different performances in terms of cost, customer service and CO_2e emissions, may not match the market's expectations and pace of growth. CO_2e emissions reduction targets will also entail the adjustment of industrial processes and the roll-out of low-carbon production technologies in the short and medium terms. The necessary modernization of plants to increase their energy efficiency may push up production and R&D costs.
Risks related to market charges	⊗	⊗	⊗	Combined with regulatory changes, the transition to a low-carbon economy may bring about behavioral changes among consumers, such as a shift toward smaller or more energy-efficient vehicles or toward shared mobility, more quickly than anticipated. A mismatch between the product/service offering and consumer expectations would expose the Group to a decline in revenues.
Reputational risks	⊗	⊗		Environmental issues (carbon footprint reduction and impact on air quality) are a concern for all stakeholders (employees, NGOs, users, etc.). A mismatch between the Group's product/service offering and environmental requirements could harm its brand image and negatively influence customer purchasing decisions, leading to a decline in revenues. It could also make the Group less attractive to suppliers. A strong environmental reputation also contributes to attracting talent and increasing employee pride in belonging to the Group. A mismatch could affect employee engagement.
Workforce risks	⊗	⊗		The accelerated pace of technological change will create a need to update know-how by investing in training and acquiring new skills.
Physical risks				
Extreme weather events/ natural disasters		⊗	⊗	Some extreme weather events may disrupt or, in more serious cases, temporarily interrupt the activity of a number of the Group's production and logistics facilities. An increased frequency or intensity of floods, hurricanes or droughts, combined with higher temperatures and sea levels, can push up risk prevention and maintenance costs, as well as insurance premiums.
Resource scarcity	⊗	⊗	⊗	The increasing scarcity of some natural resources, such as water, may directly impact the automotive industry. It may oblige the Group to make investments to reduce its consumption or pay financial compensation to residents living near production facilities or to local communities. Furthermore, the use of certain raw materials such as cobalt may generate upward price pressure as sales of electrified vehicles steadily grow.
Structural geographic and geopolitical changes		⊗	⊗	Climate change may lead to structural and geopolitical changes in certain regions. Because the Group has many sites around the world, this could directly impact its activity. Instability in one region or country could require the Group to adjust its industrial strategy. Regional and geopolitical instability can also create weaknesses in the supply chain ecosystem and oblige the Group to reorganize its value chain, pushing up purchase costs.
Spread of diseases	⊗	⊗	⊗	By forcing the shutdown of production facilities or sales outlets, epidemics and pandemics can have a direct impact on sales and manufacturing, and therefore on revenues.

2.3.2.1.4.2. Identified climate-related opportunities

Renault Group's ability to offer innovative responses to climate risks, exceeding the expectations of transportation sector stakeholders, will also open up new business opportunities and drive competitiveness.

Opportunities	Short term	Medium term	Long term	Description and impact on the Group's performance
	(< 2030)	(2030-2040)	(2040-2050)	
Developing new products and services and accessing new markets	⊗	⊗	⊗	Combined with evolving CO_2 emissions regulations, new consumer preferences for lower-carbon-emission products are a major opportunity to develop new products and enter new markets. As a frontrunner in electric mobility and a leading developer of hybrid technologies and complementary solutions such as fuel cells, Renault Group is well poised to take advantage of these trends. The Group adapts the skills of the workforce by putting in place training sessions about new technology and bolsters its electric vehicle manufacturing capacity with the creation of an "Electro pôle" in France.
Building up the circular economy of mobility	⊗	⊗	⊗	Building up the circular economy is not only a core driver of carbon neutrality for the Group, but it also underpins the Group's development of new products and services, especially through its new Mobilize business unit. By contributing to the circular economy, the Group will meet the needs of consumers who want to switch to more sustainable forms of mobility and, at the same time, extend the lifecycle of its products.
Producing energy for own use at sites	⊗	⊗		To meet carbon footprint reduction targets, the Group must adjust its industrial processes and roll out low-carbon technologies in the short and medium terms. In addition to improving the environmental performance of its production facilities, the Group can use this opportunity to reduce its energy bill and its exposure to future increases in fossil fuel prices.
Strengthening our reputation as a climate change leader	⊗	⊗	⊗	Renault Group's efforts to integrate climate change issues into its strategy are an opportunity to strengthen its reputation as a pacesetter in this area. The Group is the first carmaker to have its greenhouse gas reduction targets validated by the Science-Based Targets initiative. It is one of the top two out of the 30 automotive sector companies in the ranking by the World Benchmarking Alliance (WBA) and CDP published in December 2021[24]. This ranking assesses "how companies integrate climate issues into their strategy, their efforts to reduce greenhouse gas (GHG) emissions and the quality of their management of these emissions". Renault Group is also one of the five companies among those ranked whose GHG reduction targets meet the Paris Agreement alignment criteria established by the International Energy Agency. Although it has already established a positive reputation in this area, the Group's continued efforts to uphold and deepen its commitments can help strengthen the confidence of its stakeholders.

24 This ranking should be updated in 2023.

2.3.2.1.4.3. Climate scenarios

Following the signing of the Paris Climate Agreement (COP 21) in 2015, the Group's product plan and strategy were redesigned to ensure its contribution to limiting global warming to well below 2°C. This central scenario underpins the "Renaulution" strategic plan.

An analysis of alternative climate scenarios was also conducted to inform the Group's risk management strategy up to 2050, with intermediate milestones in 2030 and 2040:

	New Green Deal	Eco-Techno driven	Retreat and fragmentation
	1.5 °C	3 °C	4 °C
Scenario description	In this scenario, the raised awareness of climate risk by all stakeholders around the world (governments, financial institutions and citizen consumers) drives more sustainable regulations, business models and lifestyles. This scenario is enabled by worldwide public-private collaborations. The main emitting industries participate fully in the transition to a low-carbon economy. Through efficient coordination with legislators and robust planning at a global level, new technologies to respond to climate change are developed. This systemic approach to mobility paves the way for the growth of efficient, multimodal services.	In this scenario, the most developed regions maintain worldwide growth. These regions succeed in combining low local levels of emissions with climate-focused economic expansion, through the development of new technologies (including mobility services). Despite this, the lack of worldwide commitment and of coordinated climate policy leads to global warming of about 3 °C, whose physical impacts affect all populations. Carmakers are faced with a wide diversity of usages and demand from one region to another.	Global governance and technologies are lacking, leading to a general economic decline and a retreat from globalization in the aftermath of climate, economic and political crises. Physical risks such as floods, fires and droughts become frequent and uncontrollable, leading to population migration and wider inequalities. Low-tech and low-cost become the norm, including in mobility, and long-distance travel is discouraged.
Highest risk	Transition risks and opportunities	Transition risks Physical risks	Physical risks including structural, geographic and geopolitical changes.

Since 2017, climate scenario analysis has been an integral part of the Group's strategic thinking. These analyses are based on external benchmark data, in particular:

- World Automotive Powertrain Outlook, used by the French automotive industry platform (PFA);
- 1.5TECH and 1.5LIFE scenarios presented by the European Commission on November 28, 2018;
- Energy Technology Perspectives, published by the International Energy Agency (B2DS or "Beyond 2°C" scenario).

In 2020 and 2021, in alignment with the TCFD's recommendations, the Group expanded and deepened its analysis of climate scenarios and the implications of climate risks on its short-, medium- and long-term performance. The three climate scenarios described above were based on this work and on internal scenarios constructed by the R&D Department and the Strategy Department. In 2022, the Group continued its work, including the launch of a comprehensive study of the vulnerability of our industrial and logistics sites to extreme climate scenarios.

2.3.2.1.4.4. Resilience under the different climate scenarios

After identifying climate risks and alternative scenarios, the Group performed an initial analysis to assess the nature and significance of the impacts of each risk on the Group's short-, medium- and long-term performance, in order to prioritize the issues. The impacts of each risk on performance were assessed according to several criteria, each of which was broken down into sub-criteria for a more granular analysis. This impact analysis is fully integrated into the Group's risk management process. For example, the tools used to assess climate risk impacts on performance are also employed to conduct an overall analysis of Renault Group's risks.

The following table is a simplified illustration of an analysis of the climate risk impacts on each business criterion, based on the following scenario.

	1.5 °C Scenario				3 °C Scenario				4 °C Scenario			
Risks and opportunities	Market size and structure	Revenues	Cost of sales	Other costs (Capex, R&D, financing, labor . etc.)	Market size and structure	Revenues	Cost of sales	Other costs (Capex, R&D, financing, labor . etc.)	Market size and structure	Revenues	Cost of sales	Other costs (Capex, R&D, financing, labor . etc.)
Transition risks and opportunities												
Changes to regulations and standards	⊗⊗	⊗⊗	⊗		⊗	⊗	⊗		⊗⊗	⊗	⊗	
Technology changes	⊗		⊗⊗	⊗⊗	⊗		⊗	⊗	⊗		⊗	⊗⊗
Market changes	⊗⊗				⊗				⊗⊗			
Reputational risks & opportunities		⊗		⊗		⊗⊗		⊗		⊗		⊗
Workforce changes		⊗	⊗			⊗		⊗		⊗		⊗
Physical risks and opportunities												
Extreme weather events / Natural disasters			⊗	⊗	⊗	⊗⊗	⊗⊗				⊗	⊗⊗
Resource scarcity			⊗	⊗			⊗	⊗⊗			⊗⊗	⊗⊗
Structural geographic and geopolitical changes		⊗	⊗	⊗	⊗		⊗	⊗	⊗⊗		⊗	⊗
Spread of diseases	⊗		⊗	⊗	⊗		⊗	⊗	⊗		⊗	⊗

Renault Group's strategy for dealing with the risks and opportunities associated with climate change is detailed in section 2.3.2.1.2.

2.3.2.1.4.5. How the Group identifies climate risks

To meet the TCFD's recommendations on climate-related financial disclosures, a working group was created in 2020. Its members represent the various Group departments with strategic added value for the climate project: they include the Head of Risk Management, the Head of Financial Communications, the Strategic Environmental Planning Department and several technical experts. The "Climate" working Group identified the risks related to climate change (including transition and physical risks), built scenarios, assessed the impacts of each risk on Group performance under each scenario and developed action plans.

Starting in 2015, work on a materiality matrix had made it possible to identify "material" issues, i.e. those that will have a major impact on the Group's ecosystem and its performance, on which it will therefore have to focus its efforts. This matrix was updated in 2020 (see section 2.1.4). "Reducing the total carbon footprint" is a top priority for Renault Group. Internal and external stakeholders expect the Group to continue its efforts to reduce greenhouse gas emissions.

2.3.2.1.4.6. How the Group manages climate risks

Identifying and managing risks relating to the environment and to climate change are a part of the Group's global risk management system, which is supervised by the Risk Management Department. The Group's risk management system is detailed in section 4.1.

The risk management method applied by Renault Group is based on identifying and assessing risks of any kind, which are then mapped (as mentioned earlier), and on carrying out action plans to deal with these risks, and specifically their net impact and/or probability of occurrence, by means of elimination, prevention, protection or transfer.

In 2021, the risks related to global warming were introduced as such in the mapping of the Group's major risks in order to strengthen their visibility and the management of the associated action plans (see chapter 4.2 of this document). As such, with regard to physical risks, the actions undertaken in the monitoring of existing risks (e.g. risk of natural disasters or risk to raw materials) were supplemented by cross-cutting initiatives such as the launch of a study of the vulnerability of the industrial and logistics sites in connection with the climate scenarios mentioned above.

Risk management policy is applied at Group level for major risks, but it is also rolled out at operating entity level (countries, commercial and/or industrial subsidiaries), for vehicle programs and corporate functions.

2.3.2.2. Resources and the circular economy EFPD9 EFPD10 EFPD11b DV5a

THE FUTURE IS NEUTRAL

In October 2022, Renault Group announced the creation of THE FUTURE IS NEUTRAL the first company operating across the entire automotive circular economy value chain, with the aim of engaging the automotive industry in moving towards resource neutrality.

Bringing together all the expertise and all the industrial and technological assets linked to the circular economy existing in the Group and its partners, THE FUTURE IS NEUTRAL offers closed-loop recycling solutions at every stage of a vehicle's life: supply of parts and raw materials, production, use, and end of life.

To carry out its activities, THE FUTURE IS NEUTRAL relies on a wide range of technical skills, from advanced engineering and chemistry to the use of data, which it places at the heart of its business model to optimize the economic and environmental performance of its solutions. THE FUTURE IS NEUTRAL also offers the automotive sector a consultancy service, as well as training courses dedicated to the circular economy, with the support of the Industrie Circulaire de la Mobilité (ICM) campus based in Flins as part of the Group's ReKnow University.

The new legal unit THE FUTURE IS NEUTRAL will be implemented between the end of 2022 and 2023.

Metrics and targets(1)		Starting point	Aims	Status at year-end 2022
Product	Develop revenues from circular economy activities(2)	2021	2030: €1bn	€651m(6)
Product	Share of recycled materials in new vehicles (all materials – in mass)		2030: 33% (World)	30% (Europe)(3)
Product	Increase the share of strategic recycled materials that Renault Group plans to re-integrate into the production of new batteries (closed loop)	2021	2030: 80%	Announcement of the creation of the subsidiary THE FUTURE IS NEUTRAL dedicated to the automotive circular economy and in particular battery recycling
Manufacturing	Reduce the amount of non-recycled waste per vehicle produced at the Group's sites (4)	2013	2023: -30%	-33%
	At the manufacturing sites, reduce the amount of hazardous waste generated per vehicle produced	2013	2023: -19%	-15%
	Reduce the amount of mixed non-hazardous waste generated	2013	2023: -26%	-20%
	Achieve 87% waste recovery(5)		2023: 87%	90.5%

(1) Scope of these targets: Environmental reporting scope described in appendix 2.6.1.3.

(2) This target will be reassessed in 2023 following the creation of the new entity THE FUTURE IS NEUTRAL dedicated to the circular economy. More information on the calculation of this KPI in appendix 2.6.1.2.C.

(3) Estimated for vehicles produced in Europe, Turkey and Morocco. The process of reporting and consolidating supplier data on the recycled content of parts and materials used in the production of the Group's vehicles is under construction.

(4) Waste for which the processing network is designated by European processing codes D or R1 (energy recovery), excluding foundry and construction waste.

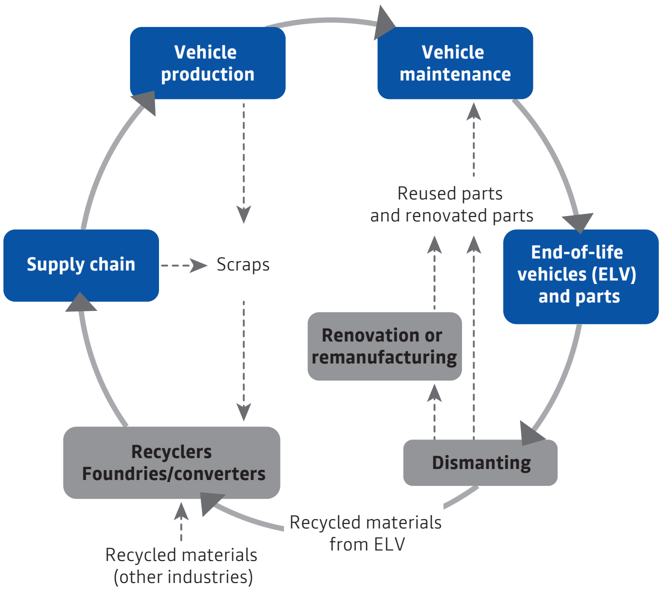
(5) Excluding metallic waste, which is already 100% recycled

(6) This indicator is published on the basis of constant material prices to ensure continuity in the monitoring of performance. See methodological note 2.6.1.2.C

Reducing the consumption of virgin materials is a key objective, both on an ecological and economic level. The extraction and processing of raw materials have negative impacts on ecosystems and reduce their availability for future generations (see 4.2.2. "Risk of failure in supply of raw materials" paragraph). At the same time, the rising trend observed in raw material prices since the beginning of the century and their volatility affects the profitability of the business. Circular economy principles reduce the Group's exposure to resource scarcity and commodity price volatility through:

- eco-design standards for both vehicles and batteries, including frugal use of scarce materials, incorporating recycled materials, preparing vehicles for dismantling and end-of-life recycling;
- projects that aim to develop and implement new technical solutions and industrial channels for collection, reuse, renovation and recycling of parts and materials. These projects make it possible to expand the range of reused or remanufactured parts on offer, second-life use and recycling of electrical vehicle batteries, and setting up recycling closed loops within the automotive sector;
- plans to improve the efficiency of industrial processes allowing resource use to be optimized and waste to be minimized and recovered.

Renault Group also ensures that it adopts a responsible purchasing approach, the first step of which is to draw up a map of human and environmental risks (see 2.2.5 Supplier and subcontractor vigilance plan).



Refactory, the first European circular economy plant dedicated to mobility

In November 2020, Renault Group announced the creation of the Refactory at its site in Flins. This project is part of the Group's transformation strategy and builds on its pioneering commitment to the circular economy. It aims to develop a competitive industrial model for sustainable mobility, based on the value-creation potential generated by a vehicle throughout its life. The roll-out of the new activities, initiated in 2021, will continue until 2025.

The Refactory relies on a large network of multi-sector partners (start-ups, academic partners, major groups, local authorities, etc.) and is structured around four areas of activity.

ReTrofit: This division combines all the activities making it possible to extend the life of vehicles and their uses, in coordination with the Re-Cycle division, to ensure efficient management of the flow of used parts and materials within the company on a single site. Since the end of 2020, it has included a UV Factory for the reconditioning of used vehicles with a capacity of 45,000 vehicles per year, to which a new heavy body shop will be added in 2023 to repair up to 25,000 vehicles involved in an impact per year.

A ReTrofit activity for the conversion of thermal vehicles to other less carbon-intensive energies is also planned, starting with the ReTrofit of electric motors for MASTER commercial vehicles. Announced in mid-July 2022, the **partnership between Renault Group and Tolv (formerly Phoenix Mobility)** is the first collaboration between a non-specialized vehicle manufacturer and a start-up in the ReTrofit sector. The partnership is a proof-of-concept project with the aim of launching a future commercial offering.

This will be supplemented by fleet repair services, particularly for car-sharing.

ReEnergy: The aim of this division is to scale up innovative applications using electric vehicle batteries and new low-carbon energies: assessment and repair of electric vehicle batteries, dismantling of end-of-life batteries and reuse of their components, development of second-life applications such as stationary electric energy storage, industrialization of hydrogen fuel cells and charging infrastructure for low-carbon vehicles.

ReCycle: This division, including the remanufacturing workshops transferred from the Choisy-le-Roi site, will bring together various activities contributing to the efficient management of materials: dismantling of end-of-life vehicles, reuse and renovation of automotive components, closed-loop recycling of materials from the various Refactory divisions and the INDRA network.

ReStart: To promote and develop industrial know-how, but also to accelerate research and innovation in the circular economy, this division will house an incubator as well as a training center dedicated to circular economy professions. It will also include an advanced manufacturing activity with ReTrofit services for industrial robots and production of parts from 3D printers.

Metals and plastics make up more than 85% of the materials in automobiles. In 2022, vehicle production (2.1 million units) at the Group's plants and parts suppliers required approximately 2.7 million metric tons of steel, 185,000 metric tons of cast iron and 270,000 metric tons of aluminum. These estimated figures include offcuts of sheet metal and metal shavings generated during supplier parts manufacturing processes and in Renault's plants. In addition, Renault Group used about 350,000 metric tons of plastic materials, including offcuts, in vehicle manufacturing in 2022.

Among the materials used in the plants in the Europe and North Africa Regions (approximately two thirds of the quantities above), it is estimated that the portion of recycled steel materials ranges from 17% for flat steel to more than 90% for steel bars and cast iron. The recycled materials rate for aluminum varies considerably according to the processes used to manufacture the parts: it is nearly 100% for aluminum foundries and secondary smelting and nearly 40% for pressed aluminum parts manufactured internally.

The average mass of recycled plastics for all vehicles produced in Europe, Turkey and North African in 2022 is approximately 19 kg per vehicle. For new vehicles, put into production in 2022, this same average rises to 23 kg.

Renault is a partner of the Ellen MacArthur Foundation and member of the RECORD network

The Ellen MacArthur Foundation works with businesses, universities and decision makers to promote circular economic models and develop the scientific and managerial knowledge required for their adoption and to advise on the potential for economic and environmental benefits.

As a founding partner of the Ellen MacArthur Foundation, Renault contributes to its funding, supports the work and events coordinated by the Foundation and develops activities based on the principles of the circular economy, such as the Refactory and the activities of Renault Environment.

For more information: https://ellenmacarthurfoundation.org/Renault

In addition, Renault Group has been a founding member of the RECORD network since 1989 and currently holds one of the two vice-chair positions. RECORD is a recognized player in France in applied research in the field of end-of-life product management, waste management and resource efficiency in a circular economy perspective.

For more information: https://record-net.org/

2.3.2.2.1. Designing vehicles that are recyclable and material-efficient

Renault anticipated the European regulatory requirement whereby 95% of vehicle mass should be recyclable or recoverable and implemented it on all models brought to market starting in 2007. In addition, it has been voluntarily applied to all Group vehicles sold worldwide.

Accordingly, since the early 2000s, the design of Renault vehicles has taken dismantling and recycling requirements into account. For example, disassembly is made easier by reducing the number of attachments. For example, dismantling has been made easier by reducing the number of fixing points. Similarly, preference is given to recyclable materials for which recycling systems exist; whenever possible, a single part will not contain materials that cannot be recycled together; and tanks are shaped to allow all fuel and oil to be removed. During the design phase, every new vehicle project is monitored by a recycling specialist.

Renault also participates in research projects aimed at developing new recycled and recyclable materials recyclables (see example of the DECORE Project in the box in paragraph 2.3.2.2.6 Recycling).

The possibility of renovating powertrains or certain of their parts (remanufacturing) is also taken into consideration from the beginning of their design by facilitating the dismantling and assessment of their components.

Renault Group is also working at reducing the amount of materials used in manufacturing its vehicles.

Reducing our dependence on rare earths

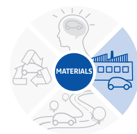
Since permanent magnets often contain rare earths, the Group has moved toward engines that do not contain them where possible. Since 2011, for its 100% electric vehicles, the company has chosen externally excited synchronous motors, a technology without permanent magnets and therefore requiring no rare earths.

In addition, when feasible, the Group chooses materials other than rare earths in its magnets, for example, ferrite for applications such as speakers.

Renault Group is also reducing the use of the most critical rare earths through technological innovations. For example, the Group's consumption of Dysprosium (a heavy rare earth) decreased by 65% between 2011 and 2016. The Group strives to replace heavy rare earths (more critical in terms of supply) with light rare earths when possible.

Lastly, Renault is working on projects to recycle rare earths with the aim of reducing its dependence on the extraction of these minerals even further.

2.3.2.2.2. Reducing at source and recovering waste



In accordance with the principles of the circular economy, Renault has adopted a preventive approach to achieve the maximum reduction in the environmental impacts associated with waste, through the implementation of the following principles, in order of priority:

- **reduce** the quantity of waste generated at source, by first eliminating the source of its creation, where possible: this means that the use of sustainable packaging in the transportation of manufacturing parts is favored over that of single-use packaging, particularly for high-volume parts and short logistical flows (the economic and carbon assessments incorporating the return of empty packaging are not favorable for low volumes transported over long distances).

When the production of waste cannot be avoided, we seek to reduce the amount by separating the portion that is not waste per se. There are several solutions, such as dehydration of sludge from the painting process and water treatment plants, separation of reusable oils from sludge and machining chips, etc.). For example, the installation of a 3rd evapo-concentrator at the Cléon plant in early 2020 made it possible to reduce the tonnage of hazardous waste by around 10%;

- **reuse** spent products, production offcuts and scrap: in assembly plants, excess anti-corrosion protection waxes are recovered after application, filtered and returned to the production system. Following the implementation of regeneration of solvents used to rinse the painting robots on most sites, the reuse of these regenerated solvents in the paint lines is now in place at the Batilly, Maubeuge, Flins, Sandouville (France) and Valladolid (Spain) sites. In Colombia, the Medellin plant has been recycling its paint solvents internally since 2014, enabling the plant to eliminate almost all solvent waste. As regards powertrain manufacturing sites, the Cléon plant collects and regenerates used stamping and hydraulic oils from the Flins plant to use as a substitute for new oils. When they are in good condition, used wood pallets are reused within the Company or resold for the same purpose;
- **recycle** the materials contained in the waste. This form of waste treatment can be applied to most recoverable materials (cardboard, plastic, metal, etc.). In this way, metallic waste, which represents over 70% [25] of the total production waste, is almost 100% recycled. Paper, cardboard and plastics are also systematically sorted for recycling. However, beyond these "traditional" recyclable waste categories, some more complex types of waste that may initially appear of no value can also be recycled through incorporation in the composition of new materials. In 2022, the Group exceeded its 2023 target of reducing non-recycled waste per vehicle[26]. The resumption of production and the improved performance of several high-impact sites led to this strong improvement.
- **recover** energetically:
  - by using waste as an alternative fuel: as an example, the site at Flins, since 2017, has been sending part of its hazardous waste to a facility for the preparation of substitute solid fuel (SSF) supplied to cement works as an alternative to fuel oil for the combustion units;
  - or by recovering energy from its incineration to produce electricity or steam; this in turn can be used to replace natural gas for heating paint drying ovens, as is the case at the Sandouville plant in France and the Busan plant in South Korea;
- **dispose** by burning waste (without energy recovery) in incineration facilities or burying it in landfills. Renault is seeking to minimize the use of this waste management method. Based on a like-for-like scope of operations, Renault reduced the amount of manufacturing waste sent to landfill (except demolition and foundry waste) by 75% from 2022 to 2023). Between 2013 and 2021, this rate was -67%.

To ensure consistency at a Group-wide level, Renault has drafted a waste table (a codified list of waste produced by sites). This makes it possible to standardize the approach to hazardous and non-hazardous waste internationally.

25 Environmental reporting scope described in appendix 2.6.1.3.
26 See table at the beginning of chapter 2.3.2.2

Waste by category and treatment method (metric tons/year) (1)(✓)

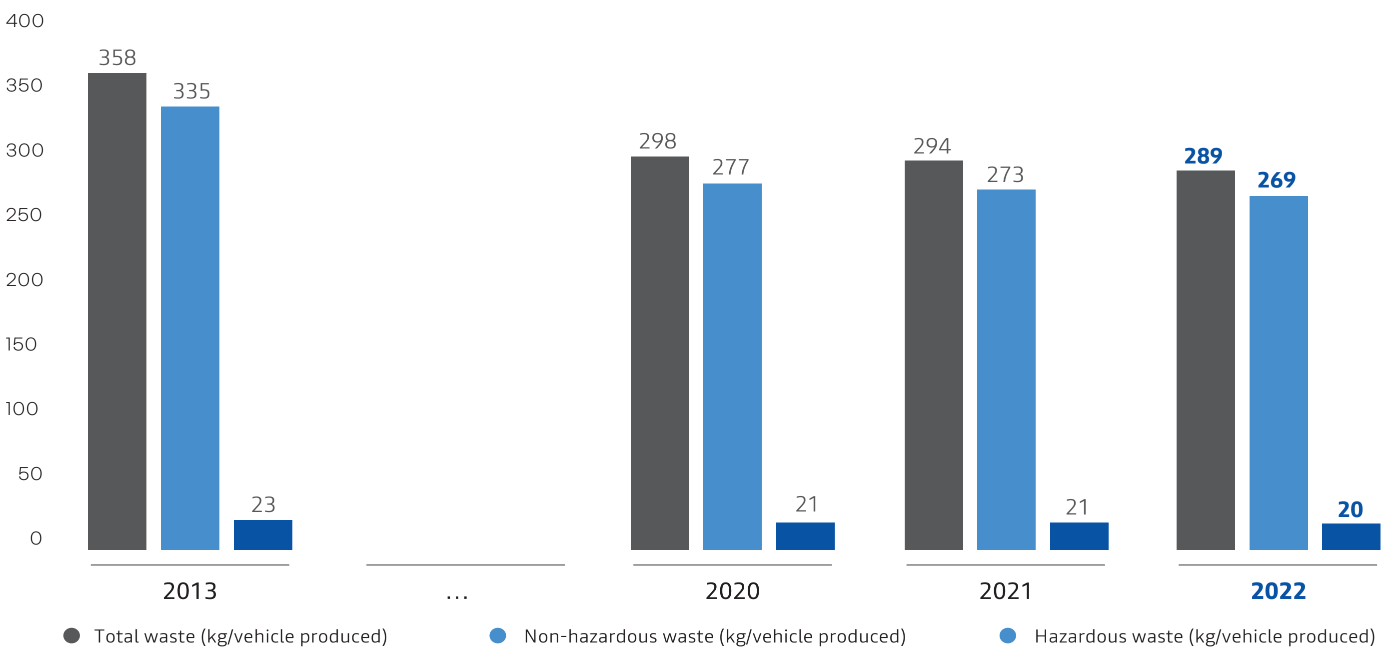
		Total	Recycled	Energy recovery	Incinerated without energy recovery	Other elimination channels
Hazardous waste	**2022**	41,976	18,006	13,525	6,667	3,778
	2021	44,406	17,348	14,284	7,212	5,561
	2020	48,235	18,177	14,790	6,854	8,413
Non-hazardous industrial waste (2)	**2022**	137,456	116,895	13,704	1,311	5,546
	2021	132,336	110,489	13,156	903	7,787
	2020	132,192	108,955	14,525	525	8,186
Metallic waste	**2022**	436,544	434,252	0	20	2,292
	2021	441,757	439,872	0	0	1,886
	2020	498,243	497,420	–	2	821
TOTAL	**2022**	615,976	569,154	27,228	7,978	11,616
	2021	618,499	567,709	27,440	8,116	15,234
	2020	678,669	624,552	29,315	7,382	17,420

(1) Scope: reporting scope described in appendix 2.6.1.3. Quantities of construction waste unrelated to the activity are not included.

(2) Excluding metallic waste.

(✓) Indicator audited by the independent third party at a reasonable level of assurance for the 2022 financial year.

Waste per vehicle produced (kg/vehicle) (1)(✓)



(1) Reporting scope described in appendix 2.6.1.3. Quantities of construction waste, unrelated to the activity, do not appear on the graph.
(✓) Indicator audited by the independent third party at a reasonable level of assurance for the 2022 financial year.

Between 2021 and 2022, the overall amount of waste per vehicle produced remains relatively stable. The slight decrease (-2%) is explained in particular by the decrease in the quantities of metal waste.

2.3.2.2.3. Collect, sort, dismantle, direct

Collection is an essential step in the recycling of end-of-life products. In addition to its regulatory obligations, Renault has chosen to invest directly in the collection and processing networks for ELVs (end-of-life vehicles) in France (45% of the Group's European end-of-life vehicles are located here due to Renault's long-term establishment in the country) in order to retain economic and technical control of material flows.

In 2022, Renault created "THE FUTURE IS NEUTRAL," which aims to bring together all the existing expertise of the Group and its partners in this activity. This new entity offers short-loop recycling solutions at every stage of a vehicle's life: supply of parts and raw materials, production, use, and end of life, with the ambition of taking recycling into a new era and becoming the European leader in the automotive circular economy.

In concrete terms, THE FUTURE IS NEUTRAL relies on its subsidiary Gaia, whose activities in battery repair, collection and reuse of parts, and recycling of materials from end-of-life vehicles (ELV) are based in Flins, but also on INDRA and BOONE COMENOR, experts in the recycling of metal scraps from the industry.

Since 2008, together with its key partner Suez, Renault has held a 50% stake in INDRA, the leading ELV processing company in France, which has a network of 380 approved ELV centers.

INDRA has been active in automotive dismantling for more than 30 years and is now fully aligned with this new era, working at all levels of automotive dismantling through four complementary areas of activity:

- engineering: INDRA designs, develops, produces and markets innovative tools, equipment and processes (refined and tested at their own dismantling site in Romorantin) that deal with ELV decontamination, dismantling and recycling. These tools and methods are intended to be widely disseminated within INDRA's network of ELV Centers, but also internationally INDRA develops and delivers training programs through its AURECA Training Centre created in 2021 (nearly 1,000 people trained by 2022);
- management/distribution of ELV for manufacturers, insurers, governments and even individuals through its 380 authorized ELV centers (+7 between 2021 and 2022);
- dismantling/recycling in its own dismantling centers;
- sale of refurbished parts under warranty: Indra distributes certified, reusable parts dismantled at its sites through its network.

According to data available at the date of publication, around 450,000 end-of-life vehicles were processed in 2022 by Indra's network of authorized ELV Centers or by its own dismantling sites, including more than 25,000 via the goodbye-car.com website, which offers a "turnkey" ELV collection service aimed at retail customers.

Renault Group's investment in these activities through "THE FUTURE IS NEUTRAL" has four objectives:

- to meet Renault's regulatory requirements concerning ELV collection and processing in France;
- to improve the technical and economic performance of the network, thereby achieving in a cost-efficient manner the European goal of 95% vehicle recycling and recovery rate, through the development of new dismantling tools and processes for ELVs, and supporting and training its automotive dismantling network;
- to feed recycling closed loops (see the "Recycling" paragraph below) in order to reduce dependence on and consumption of virgin raw materials;
- THE FUTURE IS NEUTRAL also aims to become a European leader in short-loop battery recycling, in line with regulations, and attractive to other vehicle manufacturers through the operation of a first-class industrial process in terms of efficiency and purity to ensure the required level of recycled content in their batteries at the best cost. To develop Europe's first short-loop battery recycling offer, the entity relies on the largest fleet of electric vehicles and high-content chemistry and capitalizes on INDRA's expanding network to help with battery recycling and Gaia's expertise for their diagnostics.

2.3.2.2.4. Reuse

The subsidiary Gaia collects unused parts in the sales network as well as at the plants and suppliers' facilities, sorts them and, depending on their condition, directs them to reuse, remanufacturing or, failing that, to the most appropriate recycling system.

In France, Renault has offered used body parts (including hoods, wings, headlamp units, etc.) collected and selected from Indra's network of dismantlers since 2012.

To facilitate access to refurbished parts, Indra has also developed the PRECIS system, in partnership with Sidexa. This was put into service in France in 2014 and enables a pooled inventory of premium quality refurbished parts for repairers to be created, supplied by the Indra network demolishers. When pricing the repairs to be carried out on vehicles, repairers are automatically informed by the PRECIS module of Sidexa's Pacte Office software (market leader in calculation software) of the existence of refurbished parts available in the pooled inventory. This reduces the cost of repair while maintaining the same level of guarantees. This offer allows the restoration of vehicles at a lower cost, including those for which repair would not have otherwise been economically viable using new parts alone, thus extending the vehicle life while very significantly reducing the environmental footprint associated with the repairs.

The deployment of PRECIS continued to progress, with all 140 dealers in the Indra network connected. PRECIS is also continuing to penetrate the networks of automotive brands and independent coach builders who use Sidexa's costing solutions.

In 2022, Renault Group strengthened its partnership with PRECIS to facilitate its network's support for the tool and thus contribute to the increased use of reused parts by repairers. This activity still has significant potential for growth, given the continued low penetration of used parts in the repair market.

Lastly, Renault Group also gives a second life to the batteries of its electric vehicles, which can be reused at the end of their first life on the vehicle and before they are recycled: the subsidiary Mobilize develops and implements with its partners numerous non-automotive energy storage applications (see section 2.4.1.1.A).

2.3.2.2.5. Remanufacturing and reconditioning

For more than 70 years, Renault has been **remanufacturing:** the refurbishment of mechanical parts. Used parts are collected in the sales network, sorted and refurbished. Between 1949 and 2022, the renovation of engines and manual gearboxes was carried out at the Choisy-le-Roi (France) factory. In the first half of 2022, the Choisy-le-Roi factory's activities were integrated into the Flins Refactory.

This activity adheres to a strict industrial process: involving complete dismantling, cleaning, sorting, refurbishment and replacement of faulty or worn parts, reassembly and inspection. Parts that cannot be reused during renovation undergo closed-loop recycling in Renault Group foundries.

These renovated "Standard Exchange" parts are sold to Renault and Dacia vehicle owners at a price that is, on average, 30 % lower than that of a new part, while satisfying the same quality requirements. Far from being marginal, the standard exchange parts offering covers powertrain parts mechanical parts, and electronics and is regularly extended to cover new parts categories.

2.3.2.2.6. Recycling: develop new recycling routes, use recycled materials

In accordance with the principles of the circular economy, Renault's objective is to ensure not only that waste from the automotive industry is recycled but, whenever possible, that it is recycled within the automotive industry itself (closed loop). The challenge is to maintain the technical qualities and economic value of materials during recycling.

At end-2022, the short-loop recycling networks set up by Renault included:

- recycling of copper: the wire bought back from the dismantlers of end-of-life vehicles by GAIA is processed to recover the copper. The copper is then resold either to the Fonderie de Bretagne (Renault Group) for the production of pearlitic cast iron or to auto industry suppliers for aluminum processing. The copper recycled by GAIA is of a high-quality, enabling it to meet demanding technical specifications and to replace virgin or post-industrial material;
- recycling of polypropylene (plastic material): GAIA collects bumpers from dismantlers and garages and ensures that they are processed in order to meet the Renault-Nissan Alliance's technical specifications. Seven grades of polypropylene provided by this recycling network have been listed with the Renault Materials Panel, of which three are used for mass production applications and four are currently awaiting approval for new vehicle projects;
- recycling of metallic waste from manufacturing (sheet metal, shavings from machining). Loops between Renault plants or between Renault plants and suppliers of metal parts have been set up in France, Spain and Brazil;
- recycling of platinum-group metals. Gaia collects catalytic converters from end-of-life vehicles from dismantlers, from which it extracts the platinum-group metals. These recycled metals are then sold to an auto industry supplier to be re-used in the manufacturing of catalytic converters.

These closed loops contribute to the achievement of Renault's objectives for the use of recycled materials in new vehicles. The collection and transportation of materials during the recycling process are also optimized to achieve the greatest reduction in the environmental footprint of the recycled materials.

The Group regularly develops new ways of reusing materials from end-of-life vehicles, notably through collaborative research projects bringing together manufacturers, local authorities, public players and universities (see DECORE Project box below for example).

DECORE project (Decarbonization of the Coct and Recycling/Reconditioning)

Led by equipment manufacturer Faurecia and with the participation of Renault as a pioneering manufacturer in the circular economy, the DECORE consortium focuses on three major areas:

- Designing new materials based on recycled and/or bio-sourced materials for the Interior and Seats scope;
- Developing car cockpits made of recycled (or bio-sourced) and recyclable materials;
- Extending the life of vehicles through reconditioning and upgrade solutions.

This consortium aims to provide:

- from 2022, concrete solutions to reduce the carbon footprint and increase the use of recycled and/or biobased materials;
- and, by 2030, cocts with newly developed technologies, with a carbon impact of -85% compared with 2019 and incorporating 40% recycled or biobased materials.

Supported by the government as part of the Investing in the Future Program (PIA), this project benefits from the commitment of the public authorities and the control of BPI France's programs to develop technological expertise in France related to carbon neutrality and the circular economy.

The other members of the consortium are the CEA, a public scientific, technical and industrial research organization, and MTB RECYCLING, an SME recycler and equipment manufacturer since 1981 and an expert in complex waste management.

The consortium also relies on numerous partners, sector and scientific players (Next move, PFA, Collège de France, etc.) who will contribute to transforming vehicle seat and interior modules toward a circular economy.

2.3.2.3. Health and substances EFPD8a EFPD8b EFPD16a DV5a

Environmental objectives		Starting point	Objective	Status at year-end 2022
Manufacturing	Reduce average VOC[(1)] emissions per m² of painted body	2013	2023: -32%	-27%
Manufacturing and product	Reduce the number of hazardous chemicals [(2)] used on Group sites (-68% between 2010 and 2022)	2010	2022: -68%	-68%
		2016	2022: -20%	-20%
		2021[(3)]	2030: -50%	-39%

(1) VOC (volatile organic compounds) emissions of the vehicle body paint workshops (excluding paint for parts such as bumpers made of plastic materials and accessories).

(2) Chemical products classified as "Priority 1" (PR1) by Renault for replacement. This category includes products containing category 1a/1b CMR (carcinogenic, mutagenic and reprotoxic) substances or substances listed in appendices XIV and XVII of the European REACH regulation in concentrations higher than the thresholds defined by Renault standard 00-10-050 on prohibited or restricted substances (see 2.2.2.3.2 "Substance risk management" below).

(3) February 2021.

Renault Group keeps an active and continuous watch on scientific and technical developments relating to health issues. The objective is to identify as soon as possible the solutions available to reduce the potential health impacts of the Group's activities. This monitoring is primarily based on the analysis of environmental and health publications from the scientific community, official national or international bodies and non-governmental organizations. It also uses collaboration with technology and engineering suppliers to identify and evaluate the technological building blocks that may be integrated into future Group products.

2.3.2.3.1. Air quality

2.3.2.3.1.1. Manufacturing

Volatile organic compounds (VOC)

Emissions from volatile organic compounds are monitored, and an action plan to reduce them is in place. This plan involves:

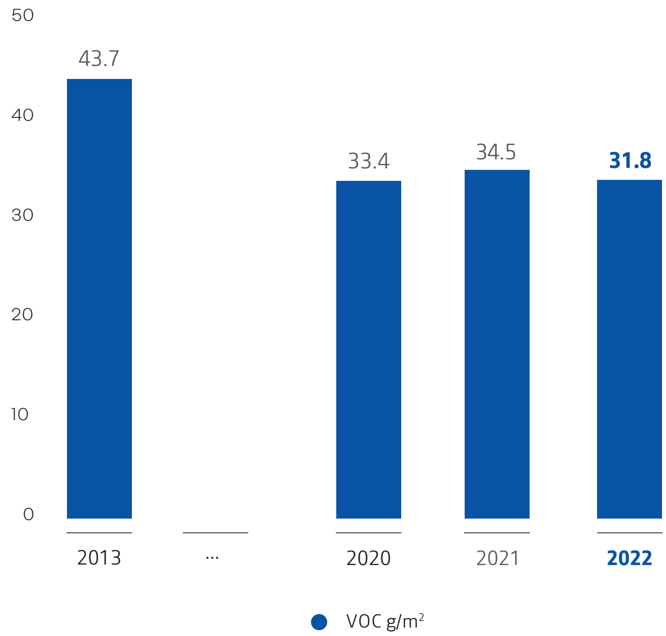
- disseminating the Group's best practices on the reduction in the consumption of solvent paint products and the associated emissions, led by the Group's Paint Engineering Department;
- implementing or replacing VOC-processing incineration facilities where necessary.

In 2022, the continuation of the electronic components crisis weighed on the VOC indicator, with a negative effect due to two main causes: the non-proportionality between the drop in production volumes and solvent consumption and the successive shutdowns/restarts requiring the use of solvents for cleaning and purging facilities. Despite this deterioration in production conditions, the reduction actions made it possible to achieve the expected target. The actions to reduce VOC emissions in the Group's plants during 2022 included:

- installation of robotic equipment for certain bodywork paint and coating tasks, which enables much finer optimization of the quantities of products used;
- introduction of indicators at certain sites to optimize sealant and paint consumption and therefore reduce emissions at source (continuation of the deployment initiated in 2021, with, for example, the optimization of the paint application rate in Cordoba);
- perpetuation of actions undertaken to improve the recovery rate of used solvents (cleaning and purging solvents) at all sites (e.g. installation of manual purge boxes at the Busan site this year).

All of these actions made it possible to achieve a Group emission level of 31.84 g/m² (for a target of 32 g/m²). At end-2022, more than 80% of vehicles produced were painted with water-soluble base (i.e. the solvent in the paint mainly consists of water)[27].

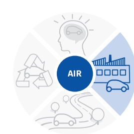
Renault Group VOC emissions(✓)



Scope: all body assembly and mixed Renault Group manufacturing sites (reporting scope described in appendix 2.6.1.3). The emissions measured are those of the vehicle body paint workshops (excluding paint for parts such as bumpers made of plastic materials and accessories).

(✓) Indicators audited by the independent third party at a reasonable level of assurance for the 2022 financial year.

SO_2 and NOx emissions from combustion



During the 2000s, Renault Group completed a large-scale program to replace fuel oil with natural gas in the thermal power stations of its sites to cut emissions of sulfur dioxide (SO_2), nitrogen oxides (NOx) and carbon dioxide (CO_2). In addition, from the 2010s onwards, investments were also made to replace the high-power boilers at the sites with decentralized low-power boilers, close to the production facilities, thereby optimizing the power output and limiting heat losses in the networks. Currently, the main focus is on the modernization of gas boilers and the installation of low NOx-emissions burners. SO_2 emissions decreased from 36 metric tons in 2010 to 4.1 metric tons in 2022. NOx emissions decreased from 597 metric tons in 2010 to 333.8 metric tons in 2022.[28]

27 Environmental reporting scope described in appendix 2.6.1.3.

28 Environmental reporting scope described in appendix 2.6.1.3. Without correction of scope between 2010 and 2021.

2.3.2.3.1.2. Vehicle use

Reduction of pollutant emissions from internal combustion engine vehicles

All vehicles sold by Renault Group worldwide have received appropriate approval from the relevant authorities in accordance with all regulations in force.

Following the widespread deployment of particulate filters for diesel vehicles, as imposed by the Euro 5 standard, the Euro 6x standards lowered the authorized particulate emissions levels for all engines while reducing by more than half, compared with Euro 5, the authorized limits of nitrogen oxides (NOx) emissions during laboratory testing for the approval of diesel vehicles (from 180 to 80 mg/km for diesel), bringing them closer to those allowed for petrol vehicles (60 mg/km). (see appendix 2.6.1.7 for details of thresholds for the various standards)

Such a reduction was made possible by the implementation of post-treatment systems such as NOx traps or SCR (Selective Catalytic Reduction). The NOx trap is a chemical system that traps nitrogen oxides to allow them to be reduced to neutral gases. It has been fitted to certain diesel passenger cars sold by Renault Group in Europe since September 2015. The SCR (Selective Catalytic Reduction) technology works to reduce nitrogen oxides into water and nitrogen by injecting urea.

At the same time, the identification of significant differences between emissions measured in real use and in the laboratory or approval led the European Commission to define a real-use test protocol, introduced with the Euro 6d-temp standard (RDE, Real Driving Emissions protocol). Without waiting for these new standards, Renault Group had, starting in July 2015, studied the implementation of improvements on all of its Euro 6b diesel production aiming to further limit emissions in customer use. These improvements were gradually rolled out from August 2016 on the diesel vehicles in the range.

The roll-out of Euro 6 standards is a major step forward in the reduction of pollutant emissions from internal combustion engine vehicles. As mentioned above, these standards have introduced measurements under real and variable driving conditions (RDE protocol) of the emissions of pollutants such as nitrogen oxides or particles in addition to the measurements made in the laboratory based on the standardized test cycle. By nature, these cannot cover the very wide variety of customer usage: driving and weather conditions, driving style, vehicle load, etc. This is why Renault, for several years, has supported the European approach aiming at implementing measurements under real driving conditions (RDE protocol) in addition to implementing the new WLTP laboratory test procedure, more representative of average customer use and the diversity of vehicle equipment than the NEDC cycle.

The adaptation of Renault Group vehicles to these new standards required an ambitious program of investments and development.

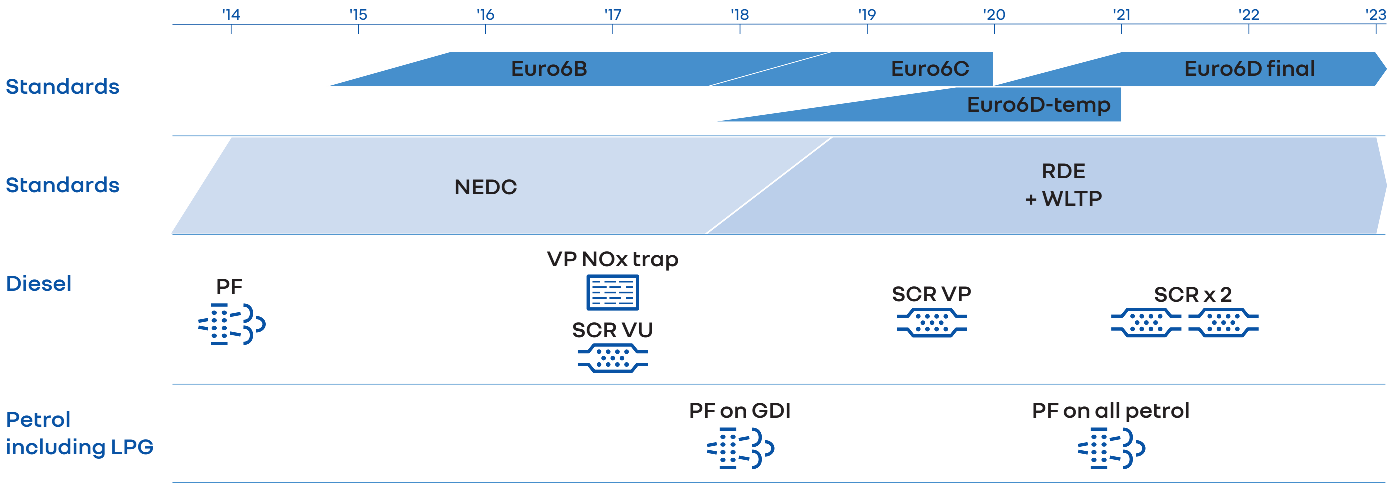
The Euro 6d temp phase has been applicable since September 2017 for new models (new types) and since September 2019 for all new vehicles (all types) (see Appendix 2.6.1.7). The European Commission simultaneously introduced the new laboratory test procedure, WLTP, which has been applicable since September 2017 for new models and since September 2018 for all new vehicles.

The final Euro 6d stage came into force between January 2020 (new types) and January 2021 (all types) for passenger vehicles and in January 2022 for commercial vehicles.

In order to meet Euro 6d temp and Euro6 d final standards, SCR technology, which Renault has used on its TRAFIC and MASTER commercial vehicles since the Euro 6b standards, has been fitted to the entire range of diesel passenger cars in Europe. This SCR technology, more constraining in use, with the installation on the vehicle of a urea tank to be refilled regularly, can nevertheless reduce nitrogen oxides with increased effectiveness over an extended engine operating range. For the final Euro6d stage, the diesel emission treatment system was enhanced with a second SCR system to improve NOx treatment efficiency even more across all engine operating ranges.

For the petrol engines in the range, the tri-functional catalysis system simultaneously treats the oxidation of unburnt hydrocarbons (HC) and carbon monoxide (CO) and the reduction of nitrogen oxides. The various stages of Eurox standards have been achieved by improving the engine settings and the load of precious metals in catalysts. From the Euro 6d-temp stage onwards, direct fuel injection engines have been fitted with a particulate filter. As with diesel, this filter allows a drastic reduction in the number of particles emitted by vehicles. With the Euro6D final stage, all petrol engines have been fitted with a particulate filter.

In other markets, Renault adapts the technical definitions of its powertrains to fit local specifics (fuel quality, climate, dust, etc.) in such a way as to ensure each vehicle's compliance with applicable regulations in the country in which it is sold. In addition to strict regulatory compliance, the Group capitalizes on lessons learned in Europe to fulfill the growing expectations throughout the world, that pollutant emissions during customer use are better taken into account and controlled.



PF: Particulate filter
GDI: Gasoline direct injection engines
NEDC: New European Driving Cycle
NOx: Nitrogen oxides
RDE: Real Driving Emissions
SCR: Selective Catalytic Reduction
PC: Passenger Car
LCV: Light Commercial Vehicle
WLTP: Worldwide Harmonized Light Vehicles Test Procedure

Internal governance processes aim to analyze and control discrepancies between the consumption and emissions values certified in the laboratory on a standardized cycle, and values measured during customer use:

- systematic measurement, for all models in the range, of emissions under real driving conditions using the "RDE" protocol (a "customer" driving cycle has also been used internally for many years to evaluate the consumption of our vehicles during use by the customer);
- analysis of differences between the results of these internal measurements, other measurements of the same type taken by third parties (government commissions, NGOs, specialist companies such as Emissions Analytics® in particular) and the emission values certified in the laboratory on a standardized cycle, and cross-checking of this information against feedback gained from customer satisfaction surveys;
- monthly follow-up of the files brought up by market surveillance in a committee in charge of facilitating the treatment of questions relating to the conformity of our vehicles in terms of fuel consumption and polluting emissions. This committee is chaired by two members of the Board of Management: the Director of Corporate Engineering and the Director of Quality and Customer Satisfaction.

Reduction of pollutant emissions from electric vehicles

Electric vehicles form a major strand of the Group's strategy to combat atmospheric pollution. Once they reach a significant proportion of all vehicles on the road, they will contribute to improving air quality in urban areas[29] because they do not generate emissions during use. The Renault brand plans to electrify 100% of new vehicle models by 2025. The action plan to achieve this ambition is detailed in part 2.3.2.1.2.

29 Excluding consumable parts

Cabin air quality

Air in the cabin is a complex blend of air drawn from outside the vehicle, which supplies the heating and air conditioning systems, and emissions from materials within the cabin. Renault Group takes these two components into consideration when designing its vehicles in order to control their impact on the quality of cabin air and to maintain the health and comfort of passengers.

Treatment of external air drawn into the cabin

When driving, the main influence on the quality of cabin air is that of external air, given the fast air renewal flow required for passenger comfort (200 m^3/h on average). Therefore, as soon as it designs its vehicles, Renault ensures that the architecture enables an air treatment system to be fitted. Two types of technical solutions are implemented:

1. **cabin particle filter** (also known as a pollen filter): made of non-woven fibers, it is designed to trap the smallest particles, with an effectiveness of over 85% efficiency from 2.5µm in diameter and 95% for particles above 10µm;

2. **combination cabin filters:** there are pollen filters with a layer of activated charcoal grains added. In addition to particles, the activated charcoal traps gases, including aromatic compounds and nitrogen dioxide. These filters are sized to trap an average of more than 85% of these compounds on the Renault vehicles on which they are fitted.

The technical solutions applied to each vehicle are the result of a compromise between a number of requirements (treatment efficiency, defogging, noise and energy consumption), and vary according to range and equipment level. All passenger cars worldwide sold under the Renault, Dacia, Alpine and Renault Samsung Motors brands are fitted with a cabin particulate filter as standard. Most of the latest passenger car models marketed under the Renault brand in Europe come with combination filters as standard on all versions.

However, any Renault, Dacia or Renault Samsung Motors customer whose vehicle is not initially fitted with a technical air treatment solution from the outset and requiring such a solution will be able to obtain this equipment through additional Renault after-sales service.

Emissions from materials within the cabin

When the vehicle is stationary and exposed to sunlight, the presence of volatile chemical substance emissions from materials in the cabin may become overbearing when compared with the quality of the air outside. Renault has therefore set itself the objective of managing these emissions in order to minimize their impact on passenger health and comfort.

Thus, since 2009, all materials within all internal vehicle parts (cabin and trunk) whose total weight within the vehicle is over 100 g have been subject to specifications deployed to all relevant suppliers, in an effort to manage emissions levels from the main categories of volatile organic compounds.

Renault also ensures that any odors caused by the main contributors to the vehicle's atmosphere are limited. This is assessed by a panel of experts who are specifically trained in Renault's own methods, based on olfactory descriptors and an understanding of odor levels as set out by the methods of IAP-Sentic®, a consultancy firm specializing in odors (and a subsidiary of the Burgeap group).

2.3.2.3.2. Substance risk management

This year, Renault Group achieved its objective of reducing the number of hazardous chemicals[30] used on Group sites by 20% over six years (2016-2022) (and by 68% between 2010 and 2022). The Group has therefore set itself a new target: a 50% reduction between 2021[31] and 2030.

Protecting the health of workers and consumers as well as ecosystems led legislators to impose restrictions on the use of hazardous substances in the workplace and in products. Starting in 2003, the European automotive industry has largely eliminated the use of heavy metals as a result of the End-of-Life Vehicles Directive (2000/53/EC). In the European Union, the introduction of the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH 1907/2006) regulation in 2007 heightened awareness of chemical risks and prompted an increase in the number of restrictions and utilization precautions. Many countries around the world follow the EU with similar regulations. Efforts to improve the protection of human health and the environment are also being promoted at the global level by the United Nations, in particular in connection with the Stockholm Convention on Persistent Organic Pollutants (POP) and the International Panel on Chemical Pollution (IPCP). Other regulations that are less relevant to the automotive sector are also emerging, for example in relation to biocides or cosmetics.

Renault Group has an organization dedicated to the management of dangerous substances, capable of taking into account regulations on substances as well as proactive anticipation policies. The three divisions devoted to this activity support the roll-out of initiatives in Renault Group's day-to-day processes:

- in collaboration with the departments responsible for occupational health and working conditions, **the Industrial Hygiene and Chemical Risks Division** manages workers' exposure to chemical risks at all Renault Group production, engineering and logistics sites around the world. It monitors the chemicals present in the formulations delivered to Renault Group and verifies the classification and labeling of the chemical products used on site and also ensures compliance with the Product Safety Data Sheets provided by suppliers. It provides an initial assessment of the chemical risk in accordance with generic use conditions. In addition, it alerts and coordinates the engineering centers and the sites if products containing priority risk substances are used so that they can look for technical solutions to eliminate them. Finally, it carries out monitoring work on chemicals within the environment through the collection of samples and the analysis of the pollutants present at workstations. This expert division was created in the 1960s;

30 Chemical products classified as "Priority 1" (PR1) by Renault for replacement. This category includes products containing category 1a/1b CMR (carcinogenic, mutagenic and reprotoxic) substances or substances listed in Annexes XIV and XVII of the European REACH regulation in concentrations higher than the thresholds defined by Renault standard 00-10-050 on prohibited or restricted substances.

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- **the Materials Engineering division** controls the use of substances in vehicle design and anticipates the banning of the most substances several years before they are banned by regulation. It monitors substances contained in vehicles based on information declared by suppliers using the IMDS (International Material Data System) system, shared with 35 international carmakers. It enables Renault Group to meet the information and transparency obligations under regulations (REACH, the European directive on waste, and now the financial directives). It steers the search for alternative technical solutions enabling the elimination of priority risk substances by relying on relays within each branch of engineering (vehicle, mechanics, after-sales), and reinforces this approach with its counterparts both within and outside the Renault-Nissan-Mitsubishi Alliance. It defines and steers compliance actions in the concerned entities, anticipates default risks upstream of the supply chains and designs ways to transform regulatory constraints into economic and competitive opportunities;
- the **After-sales Regulatory Compliance Division** checks with suppliers that parts, accessories and other products sold by after-sale teams comply with applicable regulations and make any substitutions, if required.

As part of a preventive and pre-emptive approach, since the 1960s, Renault Group has been replacing substances identified as toxic and hazardous to the environment found in the chemicals used at its plants and, since the early 2000s, those found in materials used. Renault has drawn up two lists of substances prioritized for replacement, for chemicals and materials respectively, which comprise, in particular, CMR (carcinogenic, mutagenic and reprotoxic) substances, substances of very high concern and subject to prior authorization (appendix XIV of the REACH regulations), as well as substances whose use is not yet restricted, but which Renault Group would like to see banned at a global level.

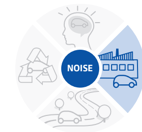
These two lists are respectively described in two separate standards: Renault Group's standard 00-10-050 "Substances" for chemical products and standard RNES-B-0027 common to Renault and Nissan for automotive parts. These standards ban the use of hazardous substances and substances of concern, list substances for which substitution is a priority, and require suppliers to declare the substances used in their parts and preparations. In calls for tenders, Renault Group explicitly asks suppliers to comply with these standards. Their application is enforced by each of the three competent divisions.

In line with regulations, Renault adheres to a policy of transparency toward its professional and private customers.

In addition to standard substances and those with identified risks, Renault Group pays close attention to the potential health effects of innovative materials, such as nanomaterials.

2.3.2.3.3. Noise

Manufacturing



Noise is a complex subject that involves a wide range of factors such as type and power of noise sources by octave band, directivity, the impact of buildings, topography of locations, weather, etc. For the comfort of residents living near its production facilities, Renault takes noise measurements at the property line that exceed regulatory requirements.

The Group makes active efforts to limit and reduce noise pollution from its activities by working to control "noise" at existing and new facilities, right from the project phases, regardless of whether they are linked to a new vehicle or a new building. The Group aims to do this by conducting extensive studies on the impact of noise (3D modeling), by selecting high-performance materials with this goal in mind, and by implementing soundproofing measures. These measures are focused on all types of extraction chimneys, boilers, metal drops and logistics-related activities, which generally constitute the main sources of external noise across our industrial sites.

Vehicle use

All vehicles marketed by Renault in Europe in 2022 have road noise emissions of 72 dB(A) or less[32], in accordance with European regulation 540/2014/EC. The vast majority also comply with the 70 dB(A) by the second phase of this regulation, applicable to all vehicles produced since July 2022. The Group is already preparing for the third phase, which will lower the permissible level for most passenger cars to 68 dB(A) in July 2024. This includes work on improving tire noise, engine acoustic radiation and insulation and exhaust system attenuation.

With a certified noise level well below 68 dB(A) Renault electric vehicles already meet the limits applicable starting in July 2024 nearly two years in advance, thus contributing to the reduction of ambient noise and the quality of life in urban areas. In addition, they produce a net improvement in users' comfort: the noise inside an electric vehicle is approximately 10 dB lower than that of an internal combustion engine vehicle.

At the international level, the regulations concerning vehicle noise are most often based on European regulations, possibly adopted a few years later. The vehicles marketed by Renault Group outside Europe, which have noise levels comparable to their European versions, therefore often anticipate locally applicable regulations by several years.

32 With the exception of certain versions of the Kangoo, Trafic and Master vans, as well as the Alpine A110 and Megane RS sports cars, which are in separate categories from the rest of the range and are subject to specific noise emission limits.

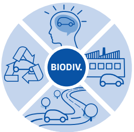
2.3.2.4. Ecosystems and biodiversity EFPD8a EFPD8b EFPD13 DV5a

	Starting point	2023 target[(1)]	Status at year-end 2022
Conduct 20 preliminary biodiversity assessments at the Group's sites	2021	20 preliminary assessments conducted	21
Reduce the Group's external water supply per vehicle produced	2013	-15%	4%
Reduce the quantity of toxic metals (nickel and zinc) in the liquid effluents of the Group's plants[(2)] per vehicle produced	2013	-35%	-21%

(1) Scope: all manufacturing sites and the main tertiary, logistics and engineering sites of Renault Group, excluding establishments in the RRG commercial network (see reporting scope described in appendix 2.6.1.3).

(2) See definition and calculation method in the methodology comments on liquid discharges in section 2.6.1.3. The 2013 value is 1.24 g/vehicle. The 2022 value is 0.98 g/vehicle. Indicator audited by the independent third party at a reasonable level of assurance for the 2022 financial year.

2.3.2.4.1. Biodiversity EFPD13



The 2019 IPBES[33] Global Assessment Report on Biodiversity and Ecosystem Services warned of an unprecedented and increasing rate of species extinction. This report identified and ranked the five direct drivers of change in nature with the largest relative global impacts: (1) changes in land and sea use; (2) direct exploitation of natural resources; (3) climate change; (4) pollution and (5) invasive alien species.

Study of dependencies and impacts

Based on the method of a specialized consulting firm, Renault Group conducted an analysis of the dependencies and impacts of its activities on biodiversity and ecosystems.

Dependencies: Renault Group identified dependencies of its activities on ecosystem services throughout its value chain. The main ecosystem services needed for Renault's business model are the following:

- water, mineral and biotic and abiotic energy supply services;
- climate regulation, water and waste treatment services;
- cultural services.

Impacts: Through its own activities, its value chain and the use of its products, Renault Group contributes, to a greater or lesser extent, to the 5 pressures on global biodiversity identified by the IPBES.

In addition to this first study, in order to better understand the impact of its own activities on biodiversity and ecosystems, the Group set in 2021 the target of having 20 preliminary biodiversity assessments conducted by 2023. These analyses will be entrusted to specialized consulting firms. As of the end of 2022, this target was exceeded: a total of 21 preliminary assessments had been conducted at the sites with the greatest perceived stakes (prioritization of sites located close to natural sites and/or with a large proportion of natural surface within its land area). This work highlighted the ecological sensitivities of each site and identified actions to encourage biodiversity at our sites.

Of these 21 preliminary assessments, 5 highlighted important issues, including the presence of protected species such as the amphibian vole, the marsh epipactis and the brown howler monkey.

Commitments and actions

Renault Group joined the act4nature initiative in 2018 to contribute to the protection, enhancement and restoration of biodiversity. The Group is thus committed to avoiding, reducing and offsetting its impacts, aiming for no net loss or a net gain of biodiversity.

In 2021, Renault Group prepared a positive initial assessment of the progress of its initiatives and stepped up its actions in favor of biodiversity. These new public commitments are S.M.A.R.T. (Specific, Measurable, Additional, Realistic and Time-bound) and are recognized by the act4nature steering committee of companies, business networks, environmental NGOs and scientific bodies.

33 Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services IPBES.

Summary of actions to reduce the Group's impacts on biodiversity and ecosystems

Drivers of biodiversity loss (IPBES)	1. Changes in land and sea use	2. Direct exploitation of natural resources	3. Climate change	4. Pollution	5. Invasive alien species
In our own operations	Reducing at source and recovering waste (see 2.3.2.2) Monitoring the artificial land cover indicator (see 2.3.2.4.3)	Strengthening eco-design and the circular economy (see 2.3.2.2)	Reducing CO_2e emissions from our factories and vehicles (see 2.3.2.1)	Reducing pollutant emissions into ecosystems: air, water, soil (see 2.3.2.3.1, 2.3.2.4.2, and 2.3.2.4.3)	Identifying fauna and flora (21 biodiversity preliminary assessments performed between 2021 and 2022)
On our value chain	Active member of the **Global Platform for Sustainable Natural Rubber** (GPSNR), Signing the global moratorium on seabed mining, Defining a strategy for biobased materials	Reducing the use of virgin materials (see all targets in section 2.3.2.2)	Reducing the carbon footprint of purchased parts and materials (see 2.3.2.1)	Avoiding pollutants in our sourcing Policy: Green purchasing guideline	

In our own operations

To reduce the footprint of its own operations on biodiversity, Renault Group applies specific protection measures.

Industrial projects involving the construction or extension of plants are assessed to measure their impact on existing ecosystems. For example, in 2022, as part of a project to extend the car park at the Maubeuge site (France), a characterization and delimitation of wetlands was launched to assess the feasibility of the project. Biodiversity issues are therefore taken into account in projects, and the Group has integrated biodiversity protection into its internal environmental guidelines applicable to all sites, regardless of local regulations.

At the Curitiba site in Brazil, Renault devotes 37% of its space (2.5 million m^2) to protecting a primary forest area. This virgin forest, made up mainly of araucaria trees, a species of pine threatened with extinction and protected under Brazilian law, is home to more than 170 species of animal.

Regarding the industrial and tertiary sites, the HSEE Department produced guides containing actions that can be deployed at all the sites to protect biodiversity. They are based on lessons learned from preliminary assessments. Roll-out is underway.

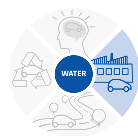
In 2022, 15 of the Biodiversity project pilots completed the "Fresque de la biodiversité" training.

Outside our own operations:

- **Natural rubber:** Since 2019, Renault has been a member of the **Global Platform for Sustainable Natural Rubber** (GPSNR), an initiative aiming to improve the **environmental and socioeconomic performance of the natural rubber sector**, which notably includes actions to fight against deforestation. In 2022, Renault Group:
  - published its Sustainable Natural Rubber Policy, a set of commitments aligned with the objectives of the GPSNR;
  - gained a seat on the platform's executive committee;
  - finances, alongside Michelin, an "Agroforestry Capacity Building Thailand" project. This field project aims to engage, by 2025, 1,000 smallholder farmers producing natural rubber in southern Thailand. The objective is to reduce the environmental impacts of plantations while increasing the economic resilience of farmers, notably improving their food security.
- **Biobased materials:** In 2022, Renault Group has adopted a Biobased Materials Strategy to ensure that the expected gains in terms of carbon footprint reduction do not lead to undesirable effects on humans and ecosystems, such as competition with food, deforestation, loss of marine and terrestrial biodiversity, and pollution. We require potential suppliers to demonstrate that risks have been identified, assessed and controlled. Each proposed material must now be approved by a dedicated internal committee.
- **Strategic ores:** In 2022, Renault Group joined a group of NGOs, scientists, and companies calling for a **global moratorium on deep-sea mining** until it is scientifically proven that it can be done in a sustainable way. The **oceans** and their ecosystems play a crucial role both in climate regulation and in generating livelihoods for women and men, (Details: https://www.noseabedmining.org/).
- Occasional tree-planting actions. For example, in 2022 in Spain, the Renault Foundation collaborated with the Natural Heritage of the Castilla y León Region to organize the planting of more than 2,000 trees near the Valladolid factory. The factory's employees and their families (about 200 people) took part in this reforestation. This action will help to improve the region's plant biodiversity and thus strengthen the existing animal species. In Colombia, efforts are being made to reforest the Salto de Tequendam forests. The "El Granja El Porvenir" project entrusts this task to women from the communities around the sites. By creating a new source of income, the project helps to build the economic resilience of the participants and enables them to acquire new skills while contributing to a local environmental issue.

Beyond these specific measures in our own operations and outside, protecting the biodiversity of species and ecosystems also requires reducing pollutant emissions in ecosystems (air, water, soil: see 2.3.2.3.1, 2.3.2.4.2, and 2.3.2.4.3), reducing pressure on resources and forests, producing less waste (see 2.3.2.2), and reducing greenhouse gas emissions (see 2.3.2.1). Renault's continuous efforts to prevent and mitigate the environmental impact of its activities and products help to combat ecosystem depletion in this way.

2.3.2.4.2. Water consumption and quality EFPD8a EFPD11a



Preserving water resources is an ongoing concern for Renault, both to ensure long-term supply and to reduce its impact on ecosystems. For this reason, the Group has set a goal of minimizing the impact of its activities on this precious resource through the implementation of the following five objectives:

- **reduce** water consumption at source as well as the quantities of wastewater through well-designed processes and optimized management. For example, in vehicle surface treatment, which is one of the major causes of water consumption in an automotive plant, the principle of reverse-cascade rinsing of baths and stopping the rinse water flow between each body (which limits contamination from one bath to the next by carryover) enable a reduction at the source of the quantities of water used as well as the waste to be treated;
- **reuse** water where possible for the same use: cooling in a closed circuit, increasing the lifespan of baths (to reduce the draining frequency), etc.;
- **recycle** water for other compatible uses, with or without additional treatment. For example, the Sofasa plant (Colombia) recycles saline concentrates from reverse osmosis water to the flushing of toilets and the water curtains (air cleaners) of paint pits, which facilitates the reduction of the quantity of water consumed as well as that of waste discharged;
- **minimize the impact** of residual waste on the environment through efficient and strictly controlled treatment processes;
- **control the risk** of accidental pollution of surface water by installing the means needed to confine water from accidental spillages and that used for firefighting. Since late 2015, the Tangier plant, designed not to discharge any industrial waste, has accordingly had a basin that enables it to confine any accidental pollution and avoid its discharge into the environment and to treat rainwater drained on the site by decantation.

Reducing industrial effluents

Among measures used to meet its objectives of reducing water abstraction and the discharge of pollutants into the environment, Renault places a particularly strong emphasis on the recycling of industrial effluents: the wastewater generated by the manufacturing process is treated in a manner that allows this same water to be transformed into a resource of sufficient quality to be re-used in the same process.

In the **powertrain** plants, the recycling of industrial effluents consists in separating the distillate that can then be reintroduced into the process, from the concentrate (loaded with oil) that will be directed to the appropriate waste treatment channel.

In the **body assembly** plants, the recycling technology is more complex because the water used in the manufacturing process (surface treatment and electrocoating) must be of very high quality. The treated waste is subjected to a reverse osmosis process (a membrane-based water demineralization process), then an evapo-concentration process (high concentration of effluent through different evaporation stages), allowing most of the water to be reused in industrial processes and minimizing the quantities of waste generated.

The Tangier body assembly plant in Morocco is equipped with the most advanced technologies available for recycling wastewater from the manufacturing process. Following the additional investments made in 2015 to increase the volume of industrial effluents recycled and thus keep pace with the increase in the site's production rate, the volume of water saved amounted to nearly 280,000 m^3 per year on average. The Tangier site is the plant with the lowest external water supply ratio (at 1.5 m^3 per vehicle produced in 2020) in accordance with the target assigned when it was founded.

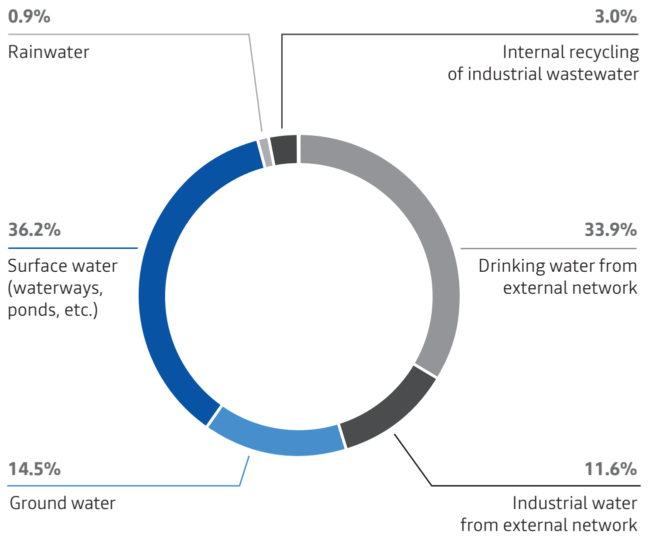
Another lever that has been implemented in the bodywork factories is the modification of vehicle surface treatments in the paint departments. It consists of replacing the products used with products containing fewer toxic metals (removal of nickel). This change has environmental benefits: reduction of Nickel flows discharged outside our sites and reduction of water consumption in the surface treatment process.

Since 2021, two factories have already implemented this change, and a third is planned for 2023.

The ongoing crisis in the supply of parts (including electronic components) continued to weigh on the water consumption indicator per vehicle, with a level of production of vehicles and mechanical components equivalent to 2021. The frequent, and sometimes prolonged, breaks in production activity once again impacted the operation of industrial processes (such as surface treatment and cataphoresis lines), generating a large number of treatment bath emptyings, as well as more frequent cleaning/disinfection of sensitive equipment (air cooling towers, domestic hot water circuits) from a health risk point of view (legionella). With a still significant "heel" effect due to the overcapacity of the Group's industrial sites compared with the volumes produced in 2022, the external water supply indicator per vehicle produced remains at a high level at 4.7 m^3/vehicle.

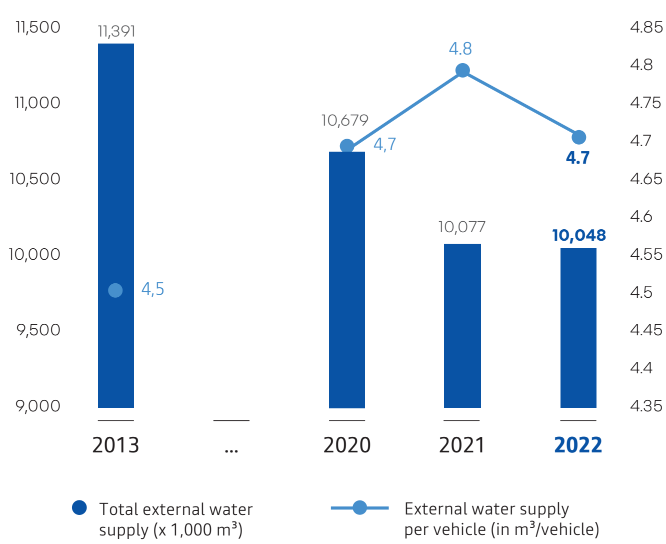
For the second year, the discharges of toxic metals from the Group's industrial activity are monitored by the indicator summing the quantities of Zinc and Nickel reported to the vehicle produced. These two substances are the main metals emitted during surface treatment activities aimed at the anti-corrosion treatment of vehicles. On all industrial vehicle production sites, physicochemical treatment methods are implemented in order to reduce the quantities of metals released. The purification performance of these water treatment facilities is regularly monitored. The change in process mentioned above (modification of the surface treatment) will also contribute to reducing nickel emissions at source.

Breakdown of water supplies by source



Scope: all manufacturing plants and the main Renault Group tertiary, logistics and engineering sites, excluding establishments in the RRG commercial network (reporting scope described in appendix 2.6.1.3).

External water supply(✓)



(✓) Indicators verified by the independent third-party organization at a reasonable level of assurance over fiscal year 2022.

2.3.2.4.3. Soil and water tables EFPD8a EFPD11d

Total surface area for sites and impervious area(1)

	2022	2021	Change over 1 year
Total area (in hectares)	3,848	3,904	-1.43%
Impervious area (in hectares)	1,877	1,915	-1.95%
Impervious areas (as a % of the total surface area)	48.8 %	49.0%	-0.52%

(1) Reporting scope described in appendix 2.6.1.3. No scope correction.

Soil and water tables are environments that can potentially allow pollution from past activities to come into contact with targets to be protected (humans, natural environments, etc.).

Renault has therefore implemented a policy to prevent pollution of these environments and, when past pollution is suspected, implements specific management strategies. This policy is applied to all Group facilities presenting a potential pollution risk, i.e. operational industrial facilities, former industrial facilities converted to other uses, as well as the Renault Retail Group (RRG) commercial network. Renault aims to maintain in-house skills in prevention of soil pollution and remediation.

In 2022, the manufacturing sites, as well as the main engineering, logistics and head office sites of Renault Group[34] represented a total area of 3,848 hectares, of which 48.8% are impervious areas such as buildings, parking lots, roads and paths. Total surface area and the proportion of impervious surfaces did not change significantly from the previous year, at constant scope.

Prevention

The prevention policy at **industrial sites** is based on three key tools. A risk-rating grid is used to assess the level of pollution prevention and reinforce it if necessary by prioritizing required rehabilitation work.

In the case of new production facilities, the soil prevention guide describes the best techniques to implement in each type of facility. Both of these tools are in use across all Renault industrial sites worldwide. The prevention policy ultimately relies on monitoring of the quality of groundwater. This monitoring, which is carried out systematically when regulations so require (all industrial sites in France), is also carried out voluntarily by Renault when potential sources of pollution are identified, to spot any movement of pollutants to sensitive areas and to take appropriate measures as early as possible.

For several years, all sites in the RRG **commercial network** (France and Europe) have been equipped with pollution prevention tools, and oil and fuel are now stored above ground or in double-wall tanks fitted with alarms and retention tanks.

Remediation

The management of past subsoil pollution hinges on a risk assessment based on the source-vector-target concept and aims to ensure the suitability of the subsoil for the planned or identified uses.

There are several stages to the pollution management system:

- a historic and documentary study, including an analysis of the site's vulnerability, was conducted for operational industrial sites, former industrial sites converted to other uses and the RRG commercial network. It is updated as necessary. This study enables the identification of potential sources of pollution and the evaluation of the vulnerability level at the facility and in its immediate surroundings;
- a physical diagnostic analysis of the soils is conducted based on the results of the historic and documentary research;
- if the diagnostic analysis confirms the presence of pollution sources, a quantitative evaluation of the health risks is performed in order to assess the exposure risk for site users and the immediate surroundings (workers, residents, school children, etc.);
- remediation operations may be started depending on the results of the two preceding steps. These operations are carried out by specialized service providers with recognized expertise, under the supervision of the Renault soil specialist.

RRG uses the same assessment method to clean contaminated soils on former oil and fuel storage sites, even when this contamination is due to the former owner.

34 Environmental reporting scope described in appendix 2.6.1.3.

2.4 Our social and societal commitment

2.4.1 Toward sustainable, safe and inclusive mobility EFPD14a EFPD16a

Although access to mobility remains a major aspiration and a necessity for millions of people worldwide, technology and the ways in which vehicles are used are changing rapidly with its electrification and the gradual move from an economy of ownership to an economy of use.

These new forms of mobility are dramatically changing business models and uses. Carmakers alone cannot redefine and shape tomorrow's mobility. This is why Renault Group works closely with various players who also take on the subject: local and regional authorities, start-ups, companies, universities, etc.

Objective: to offer solutions tailored to each individual's needs.

2.4.1.1. A "Made in Renault" and ecosystem innovation for sustainable mobility EFPD14a

Renault Group has been committed to the development of large-scale electric mobility for more than 10 years. A pioneer in Europe, it announced the launch of a complete range of four affordable 100% electric vehicles in 2009. Promise kept from 2011. Since then, it has been renewing and expanding its offering with electrified models whether hybrids, plug-in hybrids or 100% electric. All new models launched in 2022 are either electrically powered or equipped with an electrified (hybrid) engine.

The Group's objective is simple: to make electric mobility accessible to all by meeting everyone's needs.

Electric mobility is the best immediately available response to accelerate the energy transition, fight against climate change and improve air quality in cities.

A. More than 10 billion "e-kilometers" already traveled

Renault and electric vehicles represent more than 10 years of unparalleled experience and expertise, validated by more than 10 billion "e-kilometers" already covered. Renault Group, EV pioneer, currently stands as one of the market leaders in Europe. Today, it is a revolution that is picking up pace. Renault is ready to take part, not only because of its experience in this field, but also as a "long-established vehicle manufacturer." Its know-how in the design and start of sales of vehicles, the experience and density of its network to market with the best advice and to maintain and repair these vehicles, combined with its electrical know-how is a unique blend of the past and the future that allows us to support this acceleration with confidence.

The Renault brand thus offers a complete range of electric vehicles. Renault offers four passenger cars in Europe with E-Tech Electric technology: Twingo, Zoe, Kangoo and Megane. Driving New Megane E-Tech Electric means benefiting from a reinvented experience where, thanks to an agile platform dedicated solely to electric power (the Alliance's CMF-EV platform), a dynamic powertrain (new powertrain offering up to 160 kW of power and 300 Nm of torque). Driving pleasure is omnipresent, in perfect alchemy with comfort. Without compromising safety, range (up to 470 km range according to the WLTP standard) and charging performance thanks to innovative solutions applied to both the 40 and 60 kWh battery packs. Renault Megane E-Tech Electric has had a promising commercial start, with more than 40,000 orders already placed since its launch, 75% of which are for premium versions and 85% for the most powerful engine. The Renault brand's range of electric vehicles will be strengthened in the B segment. The Renault 5 Prototype is a forerunner of a B-segment saloon, which will be launched in 2024. 4EVER trophy, revealed at the 2022 Paris Motor Show, is a forerunner of the B-segment SUV, planned for 2025. These two vehicles will be based on the unprecedented CMF-BEV platform and will enable Renault Group to offer affordable electric vehicles.

In terms of commercial vehicles, Renault also offers a wide range with the Kangoo van and the Trafic and Master vans.

In line with its ambitions to achieve a mix of more than 65% electrified vehicles in the sales mix by 2025, Renault is increasing its share of electrified sales by +9 pts versus 2021. The E-Tech range (electric and hybrid) now represents 39% of Renault passenger vehicle sales in Europe in 2022, while the market average is around 31%

Launched in spring 2021, Dacia SPRING, the Dacia brand's first electric vehicle, brought in almost 100,000 orders. Dacia Spring was the 3rd-most sold 100% electric model in Europe over the first three quarters of 2022.

For Renault Group, the electric vision goes far beyond the car, which is why it created a fourth brand in January 2021: **Mobilize**.

Mobilize's ambition, through a very comprehensive integrated offering, is to contribute to a sustainable world by providing **financial** services, **mobility** services, as well as services related to **energy** and **data**.

Building on partner ecosystems that are complementary to our own, the brand wants to provide concrete solutions to promote ecological transition and develop more accessible mobility for people and goods, whether in complex, congested urban environments or in rural areas.

Mobilize's strength lies in its comprehensive offering of mobility, energy and data. Knowing how to deal with these three subjects means optimizing technological solutions and therefore costs… toward zero carbon.

With Mobilize, Renault Group is positioning itself in the new world of mobility and is committed to achieving carbon neutrality in Europe by 2040.

Examples of Mobilize's contributions:

In the field of **mobility**, Mobilize encourages the transition from ownership to use.

Mobilize is developing two car-sharing solutions with this in mind: **Zity by Mobilize** and **Mobilize Share**.

Zity by Mobilize is a 'free floating' carpooling solution (no need to return to the starting point)

The vehicle fleet is 100% electric.

An app allows you to locate, unlock, and drop off the vehicle and, of course, pay for the rental.

Zity by Mobilize is present in cities with more than 500,000 inhabitants (currently Madrid, Paris, Lyon, and Milan) and is aimed at people who have an immediate need for transport for a short journey (a few minutes/ kilometers).

Mobilize Share is complementary to Zity by Mobilize and addresses different uses that can last longer (up to one month).

Mobilize Share can cover:

- all the mobility needs in the dealership: replacement vehicles, test drives, short-term rental, etc.
- non-concession mobility solutions, such as car-sharing in the city, with a partner or directly within a company.

This car-sharing service is a closed-loop service (the starting and ending points are the same) for small and medium-sized cities. It can start with only two or three vehicles.

Mobilize Share relies on its partner Glide, a start-up in the Mobilize ecosystem providing:

- on-board technology (car-sharing box);
- off-board technology (app and back office);

and an operational team that supports professionals in the deployment of this activity.

The "Mobility 360" project, created with Uber, RATP and BlaBlaCar, brings together experts who intend to use their complementary expertise and coordinate their approach to propose simpler, greener, sustainable and shared mobility solutions for cities and citizens.

- In the field of **energy**, the ambition is to make the electric vehicle part of everyday life.

An electric vehicle can be charged intelligently when electricity is cheapest and least carbon-intensive, and it can also become an energy source. This is the "vehicle-to-grid" (V2G) system.

The energy stored in the car's battery is fed back to the grid when there is a surplus. For example, a vehicle could supply energy to the city grid when the need for electricity is greater than the supply and eventually supply the house with energy.

Mobilize also develops innovative solutions to extend the life of electric vehicle batteries.

Mobilize has entered into an agreement with Betteries, a German start-up with a strong commitment to the circular economy, to develop and assemble a mobile, modular, multi-use energy system consisting of battery modules from electric vehicles. Easily transportable, this system is made up of one to four elements (betterPacks) of 2.3 kWh and can thus reach a capacity of 9.2 kWh, equivalent to the average consumption of a household over a day. It offers the advantage of being zero-emission and silent and points to the energy transition from transportable electric generators to clean and mobile electric systems.

There are multiple uses and applications of this system when connection to the electricity grid is impossible, such as construction sites, food trucks, solar energy storage, filming and events. The manufacture of this innovative storage system began in 2022 at the Flins Refactory.

This plant is where Mobilize is primarily developing energy storage solutions with the Advanced Battery Storage project. It is the largest stationary energy storage device. Ultimately, the project is set to reach a capacity of 70 MWh across France and Germany.

After the plant in Douai (North of France) and Elverlingsen (Germany), Mobilize has chosen to install 480 unused Renault Zoe batteries at the Refactory in Flins (Yvelines, France) for an additional capacity of 15 MWh.

The Group has also formed a partnership with Compagnie Seine Alliance and the integrator GreenVision to electrify a fleet of boats on the Seine using second-life batteries of Renault electric vehicles.

As a pioneer in the development of "Smart Islands", Mobilize innovates to provide territories with a range of solutions and achieve carbon neutrality.

After Belle-Ile-en-Mer (France) and Porto Santo (Portugal), the aim now is to convert the Brazilian island of Fernando de Noronha into a "smart island". With electric cars, charging stations powered by solar panels, and a way for excess energy to be sent back to the grid, Mobilize has implemented an energy management system designed to preserve nature and help the local community.

B. Innovation developed through our strategic partnerships

The automotive industry is undergoing fundamental changes. Customers are moving away from owning a vehicle to using mobility services. Territories are taking the initiative to develop new modes of mobility that are environmentally friendly, efficient and inclusive. Vehicles are increasingly electrified, which creates new needs and constraints for their users. With the creation of the Mobilize brand, Renault Group is fully committed to supporting these changes, with the ambition of simplifying the lives of users of mobility services and being a leading partner for the territories.

According to the UN, in 2050, the global population will reach 9.8 billion people, with almost 70% living in urban areas compared with 55% today, representing 2.5 billion additional city dwellers. This forecast gives an indication of the immense challenges to be faced in terms of quality of life, inclusion, urbanization, housing, transport and healthcare in cities, as well as accessibility to these new forms of mobility outside of cities.

In terms of mobility, new uses and new technologies are spreading, questioning the place and status of individual cars ownership. The market is increasingly being structured according to uses of consumers, who are looking less for ownership of a vehicle, than for a multimodal, innovative, connected, more ecological offering suited to the diversity of their needs.

The city of the future will be smarter, more inclusive, more connected and more collaborative. Vehicles that are clean, silent and shared will travel through it. Personal vehicles will share the road in the cities, as well as in rural areas, with new forms of services based on usage: carsharing, carpooling, on-demand vehicles (private-hire vehicles, taxis, etc.) as well as robot vehicles.

Today in Europe, several car-sharing services operated by Group partners use Renault electric vehicles. Renault Group is the leader in electric car-sharing in Europe. More than 12,000 electric vehicles are available to carsharing users in most European capitals as well as in sparsely populated suburban and rural areas. The Group adapts its offering to the context and offers both free-floating and closed-loop solutions.

The car is already electric and connected: tomorrow it could also be autonomous, with the benefits of smoother, more fluid traffic and improved safety. The development of autonomous cars and shuttles will accelerate the growth of electric, autonomous and shared mobility services. They will promote complementarity between modes of transport, multimodality and make the overall system cleaner, safer, more accessible, more effective and more efficient.

Since 2017, Renault Group has been working with both public and private partners to experiment with Renault Zoe Cab prototypes for on-demand, electric, autonomous, and shared mobility services. The objective of these programs is to learn the needs of users and territories within an ecosystem of mobility services. They are part of France's national SAM project (Safety and Acceptability of Autonomous Driving and Mobility) responding to the EVRA (Experimentation of Autonomous Road Vehicles) call for projects from the ADEME (French Agency for Ecological Transition) in connection with the Investing in the Future (PIA) program.

Following a first phase of lessons learned led by Mobilize and the Research Department, the Paris-Saclay Autonomous Lab experimentation program underwent its second phase in 2022 with an extension of their field of experimentation and an opening up to new uses with optimized Renault Zoe Cabs. User-panelists were able to register, take advantage of this experimentation and share their feedback through a set of evaluations included in the national SAM (Safety and Acceptability of Autonomous Driving and Mobility) program.

C. An innovation designed with public players

The city of tomorrow will be innovative and adaptable while being respectful of the environment. The growth of the urban population comes with countless challenges: developing urban mobility while limiting pollution, providing solutions to climate change and for society's ecological transition, optimizing water and energy management, improving the quality of life of people, contributing to social cohesion, designing, building and renovating buildings and neighborhoods.

Renault Group contributes to collective thinking on sustainable mobility systems in cities and particularly on mobility ecosystems.

Led by the Research Department in cooperation with greater Rouen, the EV4all project aims to offer a package of solutions (existing and/or innovative) to decarbonize the everyday mobility of modest households living in rural areas.

The detailed analysis of these populations led to the conclusion that a small electric vehicle, equipped with a 20-kWh battery, would cover their daily needs, especially since rural housing allows easy access to an electrical outlet.

Beyond technical sizing limited to what is strictly necessary, the challenge is also to devise financial solutions for access to these vehicles without any initial contribution by proving their economic interest for the households concerned and for the "operator". Various schemes involving greater Rouen, employers and the combination of new and second-hand vehicles are being evaluated. The goal is to build attractive proposals before the forthcoming widespread implementation of low-emission zones (ZFE) in French cities.

Renault Group also sponsors a number of academic chairs that fuel this thinking, such as the Urban Logistics Chair with Mines ParisTech, which since 2016 has been focused on inventing innovative and sustainable urban logistics models.

Renault freely shares its expertise in this area via numerous thematic roundtables and seminars.

D. An innovation jointly developed with the academic world

Through the support that it provides for academic research, Renault Group has taken on the challenges of bringing researchers and professionals together to exchange ideas with a view to developing the technological solutions and services of the future and understanding the consumer purchasing decisions of tomorrow.

Renault Group supports higher education institutions through its commitment to academic chairs. Renault experts are currently involved in support for 11 academic chairs in high-value subjects.

	Academic partner	Partners	Creation date
Connected cars and cybersecurity	Fondation Mines Télécom, Télécom ParisTech	Thalès, Valeo, Wavestone, Nokia	2017
Electrified propulsion driving range performance	Institut de Recherche en Communications et Cybernétique (IRCCYN), École Centrale Nantes		2016
Design of use-oriented urban systems (Anthropolis)	Institut de Recherche Technologique SystemX, École Centrale Supelec	SNCF, RATP, GDF Suez, ALSTOM	2015
In-car lighting systems	Institut Supérieur d'Optique, École Supérieure des Techniques Aéronautiques et de Construction Automobile (ESTACA), Strate École de Design	PSA, Valeo automotive lighting	Renewed in 2019
Theory and methods of innovative design	Mines ParisTech	Dassault Systèmes, RATP, Thales, Vallourec	Renewed in 2019
Supply Chain	Ponts Paris Tech	Michelin, Louis Vuitton	2019
Advanced Lattice Boltzman understandings for multiphysics simul. (ALBUMS)	M2P2 Marseille – CERFACS	Airbus, CS group, ECL, Université Aix-Marseille, Sorbonne, Safran, Onera, Cerfcas	2019
Data to maximize value creation	LABEX, Lyon Univ	ENEDIS, Michelin, Eiffage, ACOEM	2021
Futur de l'industrie et du travail	Mines Paritech, Fabrique de l'Industrie, Ecole de Paris du management	Groupe Mäder, Kea partners, Theano Advisors, FaberNovel and "Fabrique de l'Industrie" GRTgaz, Orange, Michelin	2020
Systèmes de systèmes - Energie & prospérité	Institut Louis Bachelier (X, ENSAE, etc.)	AFD, ADEME, SNCF	2021
SIVALAB	UTC, CNRS, Renault		Renewed in 2021

The Institute for Sustainable Mobility (IMD): meeting mobility challenges around the world

In July 2009, Renault Group and six ParisTech schools signed a partnership agreement to create the Institute for Sustainable Mobility (IMD).

Co-directed by Virginie Boutueil (Deputy Director of the Laboratoire Ville Mobilité Transport at the Ecole des Ponts) and Patrick Bastard (Director of Research, Renault Group), the Institute is a dynamic research community and a breeding ground for talent that relies on teams from the following French engineering schools: Ecole des Mines, École Polytechnique, Télécom Paris, Chimie Paris, Arts et Métiers, and École Nationale des Ponts et Chaussées. Each of these prestigious schools contributes the skills of their laboratories and research teams.

The annual budget granted to the IMD by Renault allows theses in four thematic areas to be funded:

- organization of mobility:
  - understanding interactions between territories, infrastructures, and the various modes of transport;
  - identifying emerging systems with high potential;
  - analyzing frugal solutions for essential mobility services.
- mobility business models:
  - specifying the viable economic models in the making (including cohabitation with the current models and all types of transport);
  - snalyzing the evolution of the automotive sector and its governance Innovating within wider ecosystems effectively;
  - innovating within wider ecosystems effectively.
- environment: Industrial, energy, and materials sectors:
  - identifying the international conditions for transforming the current automotive value chain towards alternative energy vehicles and new mobilities;
  - evaluating the impacts of the development of the sectors (including Hydrogen) on the environment (climate, resources) via life-cycle analysis;
  - reinforcing exchanges with partners, communicating, and positioning.
- disruptive technologies:
  - identifying the disruptions linked to technologies (electrification, electricity storage, driving assistance, etc.) and resulting from the requirements of sustainable, responsible, and inclusive development;
  - highlighting how technological developments in infrastructure (physical and internet) can impact the mobility ecosystem.

The IMD's research areas are defined jointly by Renault engineers and researchers from the various laboratories in the academic network.

The research work can take various forms: bilateral contract between Renault and a laboratory, doctoral theses, end-of-study internships (Master's degree, engineer), etc.

Renault's long-term commitment allows it to undertake multi-year research programs, some of which capitalize on real expertise over very long periods. One example is the mobility observatory, which, year after year, accumulates a wealth of information on mobility in major cities around the world. This means that around 100 major cities and thousands of factual data points can be used as a basis for studies on optimizing urban mobility.

In addition to the ongoing studies, here are some concrete examples of studies discussed in 2022:

- EV scale-up comparison: Norway/China;
- European experimental & innovation policies;
- ecosystem learning about mobility/energy, circular economy in Europe;
- conditions for monetizing data with third parties?
- linking the service/hardware/SW cycles to maximize the value/cost ratio for Renault and the company;
- dynamic of spreading innovation, factors of exuberance and enthusiasm in mobility services;
- efficiency of mobility modes: which areas are relevant for cars?
- air quality: supporting local mobility policies;
- EV services and impacts Life Cycle Assessment (LCA);
- simplified LCA tool;
- ESG materials and technology choices;
- improved recharging performance and, in particular, in the case of long distances (technology and user experience).

Some of these studies have already been launched. Others will be launched in 2023.

While IMD has produced many results since its creation, it has also allowed the recruitment of excellent engineers, thus contributing to the transformation of Renault around two strong objectives:

1. from the car to mobility services;
2. towards sustainable and responsible mobility within the territories in our various markets.

VeDeCom Institute – Zero-carbon communicating vehicles

Renault is one of the founding members and an associate donor of VeDeCom, one of the IETs (Institutes for Energy Transition) set up as part of the French government's Investment Plan for the Future (Plan d'investissement d'avenir). It is supported by the NextMove and several local authorities (Yvelines Departmental Council and the Versailles Grand Parc and Saint-Quentin-en-Yvelines city authorities).

VeDeCom is an institute for shared and co-located research into electric, autonomous and connected vehicles and the mobility ecosystem built on infrastructures and services addressing new uses for shared mobility and energy.

VeDeCom has more than 50 members from different industry and service sectors (automotive, aeronautics, systems engineering, electronic components, ITC and numerical simulation, infrastructure management and transport operators, digital networks and energy grid operators), from several research and higher education institutions, and from local authorities, all of whom have agreed to collaborate on pre-competitive and pre-normative research topics.

Such research involves a multidisciplinary effort bringing together physicists and chemists, mechanical, electrical and electronics engineers, computer scientists, as well as sociologists, psychologists, economists and lawyers to study the impacts and acceptability of these new types of use in order to promote suitable ergonomic and regulatory frameworks.

Since 2014, Renault's contribution to the Institute's activities consisted of more than €14m in funding, including the ongoing provision of several experts.

In the coming years, VeDeCom should continue to play a major role in the French sustainable mobility research ecosystem with continued support from Renault through an annual investment of around €1.3m.

2.4.1.2. Innovation and commitment to road safety

Road safety has become one of the three pillars of the sustainable development strategy and feeds into Renault Group's long-term commitment to responsible mobility.

Reducing the number of accidents and casualties on Europe's roads and prioritizing the safety of road users are among our commitments.

The Group's international expansion must be accompanied by the design of vehicles meeting regulations and security requirements in its new markets. Because the causes of accidents and injuries in these new regions differ from the traditional European market, Renault Group is expanding its accident research beyond Europe, transferring its own know-how and gaining expertise from local laboratories and universities as well as other key players in road safety.

In order to fully assume its responsibilities, Renault Group has made a two-fold commitment:

- through its products. Based on an analysis of observed risks, it incorporates solutions and innovations into all its design, manufacturing and marketing processes in order to protect vehicle occupants and others exposed to road risks (pedestrians, 2-wheeler, etc.);
- in society. It participates actively with governments and civil society throughout the world to help improve road safety. Both alone and in collaboration with other organizations, Renault Group works to raise awareness of road safety and facilitate transfer of skills among road users and road safety stakeholders.

Renault Group's road safety policy and actions are based on four main focuses (prevent, correct, protect, and rescue) that allow us to take action before, during, and after an accident:

PREVENT

PREVENT

Prevention involves helping drivers to anticipate risks. Part of the solution consists of helping the driver by assisting with the driving task (driving aids). The remainder lies in encouraging more responsible driving. Drivers need to understand the limits beyond which they will be incapable of controlling their vehicles, and the situations in which they are putting themselves at risk.

CORRECT

CORRECT

The quality of road handling and braking constitutes the fundamental dynamics of the vehicle. They are fundamental to avoiding accidents. Nevertheless, there are situations where technology should intervene to compensate for driver error. This is the purpose of these active safety systems. They intervene in difficult or emergency conditions; however, they do not do entirely replace the driver.

PROTECT

PROTECT

A top priority of Renault Group's road safety strategy is to protect the car's occupants according to the nature and severity of the impact, regardless of their age, size or location in the vehicle, in small and large cars alike. Renault thus equips both the front and rear seats of its vehicles with systems to provide optimal passenger protection. The protection of other road users (pedestrians, cyclists, etc.) is also taken into account.

RESCUE

ASSIST

Renault Group collaborates with French and foreign emergency services to optimize help for accident casualties. These services receive guides and attend information sessions explaining how to perform rescue operations on each new Renault vehicle. They are also provided with late-model vehicles on which they can practice victim extraction methods. Innovative modifications are applied to the brand's vehicles to ensure that emergency firefighter interventions are safer and more effective.

2.4.1.2.1. The Renault Group policy for road safety EFPD16a

Renault Group is committed to safer mobility, both for the occupants of its vehicles and for all road users (pedestrians, cyclists, etc.). Renault Group relies on the research of the LAB (laboratory for accident research and biomechanics) to constantly and concretely improve the safety of its products and services. For more than 50 years, the LAB has provided world-renowned scientific expertise to observe, analyze and anticipate.

Founded in 1969 as an EIG (economic interest grouping) by the two French manufacturers PSA SA and Renault Group, the LAB is the laboratory for accident research, biomechanics and human behavior studies.

Its strength is based on varied, complementary skills in the service of safety: engineers, data scientists, biomechanics experts, physicians, engineering psychology experts and field accident investigators.

In 2022, LAB experts participated in a European collaborative project Horizon 2021 (V4SAFETY), management of a European industrial project (ENOP), and participation in two projects of the Interministerial Delegation for Road Safety (DISR) (USCOMA and THORAX).

The EU-funded[1] **V4SAFETY** (**Vehicles and VRU Virtual eValuation of Road Safety**) project will provide a framework for managing safety measures – from in-vehicle safety technologies, new vehicle types and infrastructure solutions to regulations that influence the behavior of road users. The framework will include methods for projecting results into future scenarios and across EU regions aimed at policy makers, authorities and consumer organizations.

The **ENOP** (**Enable New Occupant seating Position in automated vehicles)** project involves 10 industrial and academic partners (Renault, Stellantis, Toyota, Cellbond, Faurecia Automotive Seating, Autoliv Development AB Bundesanstalt für Straßenwesen (BASt), CEESAR, ICAI-Comillas Pontifical University, LBMC-Gustave Eiffel University). Its purpose is to better understand and model the biomechanical constraints of the occupants, in unusual positions that could be adopted in highly automated vehicles.

The **USCOMA (Use of the Smartphone in Manual and Automated Driving)** and **THORAX (Assessment of the potential for reducing serious lesions to the thorax by taking into account bone fragility related to aging)** projects are funded by the interministerial delegation for road safety. The first is a study of the use of smartphones while driving based on the naturalistic database UDrive. The second aims to integrate age-related changes in bone mineralization into digital models, based on medical imaging. These projects are carried out with academic partners and French start-ups.

(1) https://cordis.europa.eu/project/id/101075068

PREVENT with the Renault Safety Coach

First detect: Following the model of the eco-score already introduced in our range, the new Renault vehicles will offer a **Safety Score** to analyze driving habits and provide driving advice adapted to each individual. The principle is simple: based on data from the vehicle's sensors driving criteria that are easily understandable because they are based on rules from the traffic regulations will be developed in order to establish a driving score from the point of view of safety and behavior. Designed in partnership with the Ecole de Conduite Française and soon to be offered on our new vehicles, the safety score will have the advantage of enabling drivers to identify areas for improvement to help them adopt a more preventive driving style and thus act to reduce driving risks and, as a result, contribute to the improvement of road accident research.

Then guide: in real time, data from the vehicle's sensors and connected systems will alert and advise the driver by signaling surrounding or upcoming risks on the on-board screens (dashboard and multimedia screen). The combination of the navigation system and maps allow the driver to be informed in real time when approaching risk areas to encourage more careful driving as they move closer to them. All of these functionalities, grouped together in the **safety coach**, are designed to advise the driver for safer driving.

Under certain conditions, we will also take action on speed, which accounts for more than one third of fatal accidents. Safe Guardian adapts the vehicle to anticipate and prevent dangers.

All new models approved between mid-2022 and mid-2024 (passenger vehicles and small commercial vehicles) are equipped the following as standard equipment:

- an AEB (Advanced Emergency Braking) system to reduce the risk of a rear-end collision;
- an Emergency Lane Keeping system to alert and correct for unintentional lane departure;
- an Intelligent Speed Assist system to alert the driver if the legal speed limit is exceeded;
- a Driver Drowsiness & Attention Warning system to detect decreased alertness and warn the driver based on an analysis of actions;
- a Reversing Detection system to detect the presence of an object in the rear field of the vehicle.

The maximum speed of the vehicles will also be limited to 180 km/h.

Prevent, correct, protect

The commitment to automotive safety has resulted in the achievement, 26 times, of the maximum rating of 5 stars in Euro NCAP tests, after having been the first vehicle manufacturer to do so in 2001 on the D segment (Laguna II in 2001), then on the C-segment (Megane II in 2002) and lastly on the B-segment (Modus in 2004). This cross-disciplinary approach has been enriched by taking into account new issues related to the compatibility of vehicles in frontal impact and the phenomenon known as submarining, which is now taken into account in certain new NCAP protocols. This year, two new models, Megane E Tech and Austral, were awarded five stars.

The effort in the field of passive safety will continue over the coming years, particularly supporting the tightening of rules for consumer testing around the world.

While efforts in passive safety undertaken by the entire automotive industry have enabled extremely significant improvements to be achieved in terms of reducing the road death toll, recent technological advances, complementing public policy, have heralded a new and very promising area of progress, meaning that it is no longer a case of limiting the consequences of an accident, but rather, of reducing their severity, or even, avoiding them altogether.

This is where primary road safety comes into play, with **ADAS** (Advanced Driver Assistance Systems). These **ADAS** can alert the driver to danger, assist with corrective maneuvers or brake when collision is imminent, supporting the driver if he or she has failed to react. These systems, the most typical today being Automatic Emergency Braking (AEB), will be able to act on one of the recognized causes of accidents to reduce their occurrence and severity: the driver's delayed reaction due to a lack of attention or anticipation.

Renault's ambition is to improve the safety of all its vehicles through driver assistance systems.

In 2015, ESPACE was the first in its range to feature these new functions, which are already to be found in other C and D-segment vehicles: KADJAR, TALISMAN, MEGANE IV and KOLEOS. The preparation of new systems is underway, benefiting from the very rapid progress in the development of sensors and embedded electronics. In 2016, SCENIC unveiled a new generation of even more powerful ADAS systems, including Automatic Emergency Braking with pedestrian detection, which is found on most of our products.

Renault Group makes a total of 13,150 educational videos (17 languages and 22 countries) presenting the functionalities and technologies of Dacia and Alpine brand vehicles, including ADAS, available to customers. This total includes the 5,900 online ADAS tutorial videos (Renault and Dacia BUs), i.e. around 45%.

The website https://www.e-guide.Renault.com/portail/ has received 3.5 million visits since 2017 and the tutorials, available in 17 languages and 22 countries, have been seen nearly 17 million times. Renault is innovating in the way it communicates about ADAS by offering immersive virtual reality tools to explain how research works for the benefit of safety.

PROTECT

PROTECT with the LAB's expertise

Since 1969, PSA and Renault Group have been advancing road safety with the LAB. It is a major contributor of scientific publications in its field. It has made major advances in road safety – knowledge of human behavior and tolerance levels of all sorts of people (age, size, gender, position, etc.) – and is helping manufacturers to design future technologies to increase safety for road users.

Thanks to the LAB, Renault has:

- Reinforced front impact structures and integrated pre-tensioning systems that have made it possible to lower shoulder belt tension and improve the complementary relationship between the belt and airbags to reduce injury risks. Plastic parts that may be in contact with the occupant have been designed to limit the applied forces;
- Reinforced side impact structures and integrated side airbags protecting the chest and head. Plastic parts that may be in contact with the occupant have been designed to limit the applied forces;
- Enhanced seat and headrest behavior to prevent whiplash in a rear impact;
- Improved child protection with Isofix attachments to properly position dedicated child seats;
- Modified the design of the front of vehicles to improve pedestrian protection.

RESCUE

RESCUE with the Rescue Code, Rescue Sheet and Fireman Access

"In a violent accident with severe trauma to the passengers, the 'golden hour' is the critical time after the impact. Every minute counts. Our primary objective as firefighters is to save time in all phases of our interventions." explained Christophe Lenglos.

Formalizing a long-standing relationship with the fire brigade (2010), Renault Group works regularly at the national level with the Department of Civil Security and Crisis Management (DGSCGC) and with the French National Federation of Fire Fighters (FNSPF). As the only manufacturer to be a member of the World Rescue Organisation (WRO), a committed partner of the NGO Pompiers de l'Urgence Internationale (PUI) and involved on a daily basis with the fire brigade in 12 European countries to better understand their needs and facilitate their work in the field, Renault Group has built a unique collaboration. It can be seen in, in addition to other actions, the donation of several hundred overhauled vehicles per year dedicated to road rescue training and the creation of the position of a lieutenant-colonel of firefighters integrated within our staff to support the project teams and to provide dedicated training to fellow firefighters. Renault Group contributed to the drafting of the national road rescue intervention doctrine document.

Fireman Access makes it easier for firefighters to deal with battery fires in electric and plug-in hybrid vehicles. The battery fire is extinguished after five minutes instead of nearly two hours on a high-voltage battery not equipped with it. **Fireman Access** is a heat-meltable part placed on the chassis of an electric vehicle that, in the event of a malicious vehicle fire, allows the jet from the fireman's hose to access the 400-volt battery underneath, which itself is equipped with fireman access next to the chassis fireman access. The aim is to drown the battery by filling it with water, which is the only way to turn off a lithium-ion battery on fire quickly and permanently.

Renault Group is currently the only carmaker to offer this technical solution to firefighters.

The **traction battery disconnection system** (HV) is positioned directly on the battery in order to guarantee complete electrical safety for all those involved, including the emergency services.

The **Rescue Code** on the windscreen and rear window of our vehicles allows firefighters to immediately identify the model a vehicle involved in an impact at the accident site thanks to a QR code that gives access to the rescue sheet providing useful information on the architecture and systems that can impact them in their efforts. In the event of a serious accident, this speeds up passenger assistance by nearly 15 minutes and increases the chances of survival of victims by 50%.

Closer look at actions in 2022:

- implementation of design studies to ensure the best position for the service plug and fireman access on future electric and hybrid vehicles in the Renault range. Emergency service needs are taken into account from the design stage of vehicles. For example, fireman access is already integrated into all our electric and plug-in hybrid vehicles: Zoe, Zoe Long Range, Kangoo Z.E Long Range and Master Z.E, Twingo Electric, Megane Electric and Spring Electric, Captur plug-in hybrid and Megane plug-in hybrid;
- systematic installation in the factory of the Rescue Code on new Renault 2022 models;
- monitoring and ensuring that the Engineering Department takes into account the first rules of design relating to emergency firefighter interventions on our hybrid and electric vehicles;
- systematic verification of the appropriate performance of our electric and hybrid vehicles in the event of fire;
- organization of free training sessions to share our knowledge of alternative energy vehicles with the rescue community; 13 training sessions took place in 2022, including 6 for foreign firefighters, some with the strong support of the countries' subsidiaries. In 2022, 880 firefighter trainers benefited from this sharing of information, which then could then pass on to their colleagues;
- organization of a seminar on electric vehicles dedicated to firefighters, bringing together 300 rescue workers and some 20 engineering specialists to share the latest technical information;
- active participation in the Euro NCAP's consideration of firefighter interventions following accidents in order to define the future Rescue protocol for 2026;
- donation of more than 400 latest-generation vehicles to the firefighter services of France and Europe in 2021 to help improve their road rescue training;
- rescue sheets for each of the Group's new models, in partnership with the road rescue advising firefighters of the Ile-de-France regional group. This unique method ensures that the content of our sheets perfectly meets the needs of emergency services;
- contribution to the organization of the World Rescue Challenge by providing the competing teams with new-generation vehicles.

All vehicles comply with the regulations in force in Europe and outside Europe.

Europe:

- all new passenger car models are equipped with six airbags, seatbelt pretension/restraint in front seats/central rear seats and at least two Isofix cables in the rear. There are also seatbelt reminders for every seat in the 1st and 2nd rows;
- already in place on our fully electric and plug-in hybrid vehicles, Fireman Access will continue to be deployed on all future electric and electrified models to allow firefighters to extinguish a burning EV as quickly as an ICE vehicle (the only OEM to allow this performance);
- rescue Sheet: technical guide for rescue teams; Renault was the first manufacturer to adopt the standardized format for these documents in 2014.

Outside Europe:

- the deployment of standard passive safety elements is underway in line with the renewal of local range plans;
- in terms of active safety, in addition to passive safety devices, we intend to deploy and adapt systems that have already been tried and tested and are recognized for their effectiveness, such as emergency braking assistance, overspeed warning and lane departure warning.

2.4.1.2.2. Integrating new technologies

The vehicle of the future will be zero emission, communicative and driverless. The communicating vehicle is connected to other vehicles, to the road and to the environment. The vehicles exchange information about their location, speed, planned route, etc. They will also act as sensors for other vehicles, indicating traffic, road issues, etc. The information obtained will be used first and foremost to provide safety services (incident warnings for onward route, roads or areas with specific hazards, etc.) as well as traffic services (congestion, alternative real-time itineraries, etc.).

Vehicle autonomy is being phased in, starting with partial or conditional autonomy depending on the driving situations envisaged.

Clearly one of the main challenges is to ensure the safety of all users on roads that are increasingly connected and automated. Renault Group therefore collaborates with the scientific community, industrial partners, and public authorities on all aspects of safety:

- dependability;
- general product safety;
- regulatory compliance (technical and Highway code);
- compliance with the European Statement of Principles on Human-Machine Interface;
- development of international norms and standards;
- definition of possible applications for connectivity and automation services compatible with planned or foreseeable usage, including any potential distractions;
- compliance with the laws on personal data records.

The goal is to demonstrate this safety through six types of testing, to test and validate the performance and safety of the services and associated technical solutions:

- basic operational tests using test facilities and simulations;
- operational tests on test tracks;
- operational tests on open roads with escort vehicles;

- service tests on authorized open roads;
- "large-scale" service tests on authorized open roads;
- pre-marketing pilot tests.

The connected vehicle was rolled out as part of the collaborative SCOOP@F project, which ended in late 2021.

Partially automated Level 2 vehicles are widely deployed in the range with functionalities that aim to improve driving comfort and safety such as contextual cruise control (adapts speed to the legal speed and road geometry).

Renault Group is fully involved in the French collaborative program SAM for Safety and Acceptability of Autonomous Driving and Mobility, which brings together a consortium of industrial and research players and regional partners. This program is in response to the EVRA (Experimentation of Autonomous Road Vehicles) call for projects launched by the ADEME (French Agency for Ecological Transition) in connection with the Investing in the Future (PIA) program in June 2018. The three-year project began in July 2019.

This program enables autonomous vehicle experiments to be carried out and contributes to the creation of a common asset for capitalizing on the driving scenarios necessary for their validation.

2.4.1.2.3. General product safety

In terms of general product safety, Renault Group has defined a general policy to be followed based on:

- A reference database of undesirable customer events considered potentially safety-related by the company. These events are systematically taken into account throughout the life cycle of the car. Operational dependability is taken into account in every project. Technical reviews and audits are organized to ensure the achievement of the target as recommended in ISO 26262. The new ISO 21448 published in 2022 is currently being deployed with the ADAS scope;
- The creation of safety documentation for each project (called risk and security control digital mock-ups), covering engineering, manufacture, sales and after-sales. It is created and validated according to specific rules and processes and signed by the Chief Engineer of the project in question. In 2022, 215 FMRS were signed;
- Managers who, within the main functions concerned (engineering, manufacturing, quality), are responsible for ensuring the compliance of projects in terms of safety;
- Crisis management training sessions are offered to those involved within Renault Group in the tool Learning@Alliance. In 2022, 550 employees were trained, 40% of whom were outside France.

Feedback is provided on customer vehicles. If there are incidents or failures, an incidentology process is applied. It may lead to recall campaigns.

Our experts are internationally recognized and actively participate in the drafting of ISO 26262 and ISO 21448.

2.4.1.3. Making mobility as widely accessible as possible

2.4.1.3.1. Affordability and physical accessibility

Widely accessible spare parts

With regard to service, Renault Group developed a more affordable range of spare parts to make mobility accessible to the greatest number of people.

Starting in 1998, Renault offered a full range of parts equivalent in terms of safety and functionality to the original vehicle parts, whatever the brand. Since then, the offering has evolved to better meet the expectations of customers and markets. Renault offers an alternative service for its models over 4 years old in its network under the VALUE+ brand. This offering, exclusively dedicated to Renault and Dacia vehicles, is the best alternative to the original part with all carmaker services and warranties. As for the Motrio brand, it is adapted to the needs of all makes of vehicles over four years old and currently has 8,500 references divided into 70 different product families.

This range is compatible with 50 automotive brands and more than 500 vehicle models.

Currently, Motrio is present in around 50 countries worldwide and the brand even has its own multi-brand garage chain. Building on this success, Motrio is naturally continuing its international growth, and has committed itself to the crucial digital and e-commerce channels for closer contact with its customers.

For many years, Renault has also been developing alternatives to new parts. In 2012, Renault created an after-sales refurbished parts service. In anticipation of the requirements of the Royal law on the use of parts from the circular economy in automotive repairs (which came into force in 2017), Renault's sales network offers used body parts (hoods, fenders, headlamp units, etc.) in France and mechanical parts in France that have been collected and selected in Indra's approved network of ELV (end-of-life vehicle) centers. This service is particularly of interest to customers whose vehicles are not economically repairable using only new parts.

Finally, for more than 70 years, Renault has offered a standard exchange service, which involves the industrial refurbishment of mechanical parts such as engines, gearboxes, starters, compressors, steering columns, etc. In 2017, the service was extended to electronic parts with a range of refurbished multimedia systems. This new business area is a major development area for the standard exchange service. The refurbishment of electronic parts has been a natural addition to the refurbishment activities and is in line with both technological developments and customer needs. The used parts are collected in the distribution network, sorted and refurbished according to a rigorous industrial process. These renovated ("standard exchange") parts are sold to Renault vehicle owners at a lower price than new parts while satisfying the same quality requirements (see paragraph 2.3.2.2.4).

Renault pays particular attention to adapting its spare parts pricing to the change in the residual value of its vehicles in order to optimize their reparability. Renault initially focused its efforts on the bodywork segment. The cost of repair is an essential criterion for insurers to avoid premature scrapping. Thus, between three and six years after the date of launch, depending on the range, Renault concentrates its price reduction efforts on parts related to passive safety (airbags, seatbelts, dashboard, etc.). Likewise, from the cessation of marketing of vehicles, the price of bodywork parts (bumpers, doors, wings, etc.) and glazing is adjusted each year. Renault is going further by adopting the same approach for mechanical parts. The ambition is the same: to promote repairs by fully integrating the residual value of vehicles into the pricing of parts.

Qstomize: providing custom automotive solutions for everyone

Created in 2009, Renault Tech changed its name to Qstomize in 2022: a name that evokes its core business, namely the customization and transformation of vehicles, with a scope of action beyond the Renault brand and even the Group. At the same time, Qstomize presented its new strategy "Qstomize 2025: new ambitions, together," which focuses on two main areas: the expansion of the product range and the geographical scope.

The Qstomize Business Unit designs, produces and markets conversions for Renault Group, Alliance and partner vehicles, for both professional and private customers, in compliance with Renault Group quality standards. Qstomize is an integral part of Renault Group's After-Sales Business Unit.

For more than 12 years, Qstomize has made people with reduced mobility a core focus of its concerns, offering them a complete range of adaptations to Renault vehicles and enabling them to travel in complete autonomy and safety whether for business or pleasure. Through Qstomize, Renault Group is the only European manufacturer engaged in the design, manufacture and start of sales of vehicles dedicated to transporting people with reduced mobility. Renault has also been a partner of the Fédération Française Handisport (the French disability sports federation) for almost 20 years. https://professionnels.Renault.fr/mobilite-reduite.html

Qstomize is also developing a complete range of conversions for passenger cars (special series, driving school vehicles, etc.) and for commercial vehicles (interior arrangements, vehicle protection, equipment kits, etc.). In addition, there are custom fittings for corporate fleets, specifically adapted to the needs of the customer.

All of these conversions are carried out at 13 sites near Renault Group factories in France, Spain, Slovenia, Turkey, Romania and Morocco.

2.4.1.3.2. A committed, socially responsible player

Although mobility is a key element for the social and professional inclusion of people, millions of them nevertheless remain limited every day in their travel. Penalized by financial, geographical and social hindrances, too many people have to give up a job or a training course quite simply because they cannot get there. According to a 2019 report by the court of auditors, "The main difficulties encountered by beneficiaries in accessing employment stem from the insufficient supply of jobs in the professional sector, a level of qualification that is too low (in almost half of the cases), the **lack of a driving license or vehicle (42%)**, discrimination in accessing employment, and their financial situations…"

In France, among individuals living in a household earning less than €1,000 per month, 54% report that they had given up a job because they had no means to travel (source: "Mobility and access to employment" survey – January 18, 2017).

As a major player in mobility, Renault Group therefore decided to act for more inclusive and socially responsible mobility by setting up a social business program that aims to favor the mobility of the most vulnerable.

1. Develop specific offers intended for people in uncertain situations

This concerns the development, with a viable entrepreneurial approach, of projects that have meaning for the employees of the Group, its customers and its partners, maximizing the social impact rather than the profit.

Caremakers: an inclusive mobility solution through a micro-loan offering

In France, the Caremakers Inclusive Mobility offerings enable economically vulnerable people to access or remain in the job market by providing new vehicles and after-sales services (repair and maintenance) at special prices.

For example, Dacia Sandero Essentiel is available from €45/month for a resident of the Greater Paris metropolis with the conversion premium (or €110/month without the premium) through a lease-to-own arrangement incorporating a micro-loan taken out with one of our partners. In 2022, we opened our offerings to the Dacia Spring, accessible from €40/month (all combined) or €130/month. The Dacia Spring offers a 100% electric driving experience.

These offers are accessible either through a network of influencers (organizations, mobility platforms, social organizations, employment players) or directly on our website:

https://www.caremakersmobility.com/fr

They are valid in the network of Dacia and Renault "Garages Solidaires," which are voluntary members of this program.

In 2022, between 700 and 800 vehicles were ordered and financed under the Caremakers program. On the strength of the satisfaction rate of this program and the initial very positive results of its impact on the improvement of the professional situation of its beneficiaries, Renault Group is committed to developing these offers in France and in other countries and is aiming for 4,000 LOAs in 2025, a tenfold increase in volumes in five years.

2. Financial investment in social businesses

Caremakers Invest S.A.S. has been offering funding and support since 2012 to innovative entrepreneurs developing mobility solutions for people in difficulty. Renault Group contributed €5m to this company's capital.

Caremakers Invest is a certified Solidarity and Social Utility Enterprise company (ESUS). The capital provided by Renault is increased by contributions from the employee savings funds through the **Renault Caremakers Solid'air employee mutual fund.**

The Management and Investment Committee (CDI) is the central governance body of Caremakers Invest S.A.S., newly chaired by Philippe Buros, Senior Vice President, Sales and Marketing. The CDI is composed of 6 members, including an employee representative and an outside specialist in investment and social business.

In ten years, Caremakers Invest S.A.S. has already provided funding (capital or debt) for 16 projects, appointing Renault employees as mentors. The details of the supported companies can be found online at https://www.renaultgroup.com/nos-engagements/notre-strategie-environnementale-et-societale/

The companies supported by Caremakers Invest are asked to measure the social impact of their respective activities. A common framework of nine result and activity indicators, put together with HEC, was deployed in 2018.

According to the impact survey conducted in 2022, thanks to the products and services offered by the companies supported by Caremakers Invest:

- more than 95,000 people, including more than 34,000 people in vulnerable situations, have had better access to mobility;
- more than 5,700 people in a fragile financial situation were able to find or keep their jobs.

All companies are participating in the scheme in this way:

- **France Active Investissement** is an investment company that finances the social and solidarity economy in France. With its 40 territorial associations and its network of economic and social players, France Active supports entrepreneurs who wish to invest in a project with a positive impact in order to create an activity by committing themselves to a territory.
- **Responsage** innovates in the social support of employees on very concrete issues such as housing, budgeting, health, disability or help for elderly relatives. A lack of mobility can aggravate already fragile situations. Responsage has thus become a prescriber for the "Garages Renault solidaires" and seeks to strengthen synergies with Renault Group.

3. Participate in the influence and development of social business within the Company and outside

Renault Group contributes to the HEC Chair, which aims to promote the inclusive economy by supporting research and teaching and by developing concrete projects having an impact on the reduction of poverty.

A Social Business SAE (strategic area of expertise)

In October 2018, the Group created a Social Business Strategic Area of Expertise (SAE) under the Sustainable Development Department with a view to embedding social business into the Company's strategy for the long term alongside other traditional core business areas. Since 2018, training in inclusive business has been organized and completed by the Group's employees.

Flins inclusive campus:

The Flins Refactory project has a training campus for circular economy professions designed to meet the skills needs of Renault and, more broadly, of all companies developing circular economy activities. Renault Group, an inclusive company, is committed to making the campus accessible to people with reduced mobility or with disabilities, to promoting gender parity in its recruitment, and to opening up training to migrants from the labor pool, who are trained in French as a foreign language (FLE) and business skills, within a system specifically built with our partners in the territory, Pôle Emploi and GRETA. This "Ecole des savoirs" (School of Knowledge) has allowed 25 migrants to be trained. Some have even found employment through partnerships with temporary employment agencies.

Renault Group also collaborates with the "Entreprise and pauvreté" action tank, chaired by Martin Hirsch (CEO of AP-HP Assistance Publique des Hôpitaux de Paris) and Emmanuel Faber to share existing knowledge about social business, hold discussions with other businesses committed to this approach and benefit from expert support and advice with the aim of ramping up the project.

"**Collectif des entreprises engagées**": a prescription banking platform

In February 2019, Renault Group joined the "**Collectif des entreprises engagées**" a coalition of companies created at the end of 2018. Thomas Bubberl, CEO of AXA, and Sophie Boissard, CEO of Korian, lead this collective.

BNP Paribas launched a platform facilitating access to goods for its most vulnerable customers, including access to inclusive mobility offers by Caremakers, notably lease-to-own arrangements for a new car.

2.4.2 For a safe, inclusive and learning work environment EFPD1 EFPD2a EFPD4 EFPD5 EFPD6

Methodological note

The social performance indicators respond to the principal risks identified in the Extra-Financial Performance Declaration (EFPD), in line with Order No. 2017-1180 of July 19, 2017, successively amended by Act No. 2018-771 of September 5, 2018, on the freedom to choose one's future career, the anti-fraud Act No. 2018-898 of October 23, 2018, and Act No. 2018-938 of October 30, 2018, to balance trade relationships in the agri-foods sector and provide food that is healthy, sustainable and accessible to all, and Decree No. 2017-1265 of August 9, 2017.

Consolidation scope

The consolidation scope covers the Group's subsidiaries consolidated fully or corresponding to the definitions of a joint operation.

Several scopes are used in this chapter:

- global scope, excluding mobility start-ups, covering 99.8% of the Group's workforce;
- fully consolidated subsidiaries (excluding mobility start-ups), covering 95.66% of the Group's employees; the company that meets the definition of a joint operation is RNTBCI (India) for 66.67%.

Some indicators do not cover 100 % of the consolidated scope notably due to data unavailability. The health and safety indicators cover 100% of the scope with the exception of mobility start-ups, Tandil, the Chinese sites of Nanchang JMEV and Shenyang RBAC, thus covering 99% of the Group's workforce. Compared with the 2021 scope, the following entities have left the reporting scope: Renault Moscow, the Avtovaz Group and its subsidiaries.

Data collection process, definitions and calculation methods for the indicators are set out in the Appendices concerning social commitment 2.6.2.

2.4.2.1. Health, safety, and ergonomics (HSE)

The commitments and actions relating to Health, Safety, and Ergonomics on the Group's sites are detailed in the Renault Group Vigilance Plan, set out in section 2.2 of this document:

1. A mapping of risks, accompanied by methodology information (2.2.3.1);
2. Procedures for regular assessment of the situation of sites based on the risk mapping (2.2.3.2);
3. For each risk, actions to mitigate risks and prevent serious infringements (2.2.3.3);
4. System for monitoring the measures implemented and evaluating their effectiveness (2.2.3.4);
5. A whistleblowing tool (2.2.6.1).

2.4.2.2. Promoting diversity, development and employee commitment

In 2022, Renault Group's human capital comprised 105,812 women and men in the 121 entities and 35 countries in which it operates. Each and every one of them uses their commitment and skills to make mobility sustainable and accessible to all worldwide. Renault Group is committed to sustainable and responsible growth and implements a global, fair and competitive HR policy. HR principles, standards and processes provide a shared frame of reference, which ensures fairness and transparency for all employees. To continue to adapt to transformed roles in the automotive sector and to shape future mobility, the Group has introduced an HR policy with a global vision to ensure that Renault Group as a Company is fast-moving, innovative, effective and eager to learn. This policy is based on high-quality social dialog at both local and global levels, and is focused on five priorities:

- be sustainably competitive, while complying with codes of ethics and regulations to maintain employee health and safety;
- attract and develop all talent;
- implement management approaches that empower their teams;
- promote an inclusive culture;
- engage our employees and enhance their employee experience.

2.4.2.2.1. Ensuring the necessary resources and skills

At a time of digital revolution and the emergence of disruptive technologies at an increasing pace, the skills set needed by the company is changing. All levels of qualification are affected by these transformations. Moreover, identification of talent is taking place in an increasingly competitive market not confined to the automotive sector. To anticipate and adapt to these rapid changes, Renault Group recruits employees with a wide range of profiles and expertise in all the markets where it operates.

A. Optimizing the allocation of resources

2022 was marked by a reduction in the Group's workforce throughout the world. This decline, which can be observed in almost all entities of the Automotive Division, was mainly due to the adaptation of the production workforce to market demand, for each product and region, and to the productivity efforts made at each industrial site.

Optimization plans have also been successful in reducing the indirect workforce, particularly in France, while shoring up the Group's ability to innovate and develop the electric, connected, autonomous and shared vehicles of tomorrow.

a) Breakdown of workforce by country over three years and average headcount EFPD1a EFPD1d

Scope of labor reporting	2020	2021	2022	Percentage in 2022
Group* (permanent + fixed-term)	**122,749**	**111,755**	**105,812**	
Argentina	2,223	2,147	2,122	2.0%
Brazil	6,583	5,693	5,831	5.5%
France	46,250	41,613	38,161	36.1%
India	4,654	4,334	4,569	4.3%
Morocco	9,139	9,059	8,509	8.0%
Romania	16,555	15,494	14,888	14.1%
Slovenia	2,543	2,215	1,493	1.4%
South Korea	4,114	3,738	3,747	3.5%
Spain	12,049	10,396	10,802	10.2%
Turkey	6,894	6,313	6,273	5.9%
Other countries	11,745	10,753	9,417	8.9%
Average Group headcount	126,102	117,252	108,784	

* Expatriates are counted in their home country.

Figures for 2020 and 2021 have been restated; They exclude Russia and the Avtovaz Group.

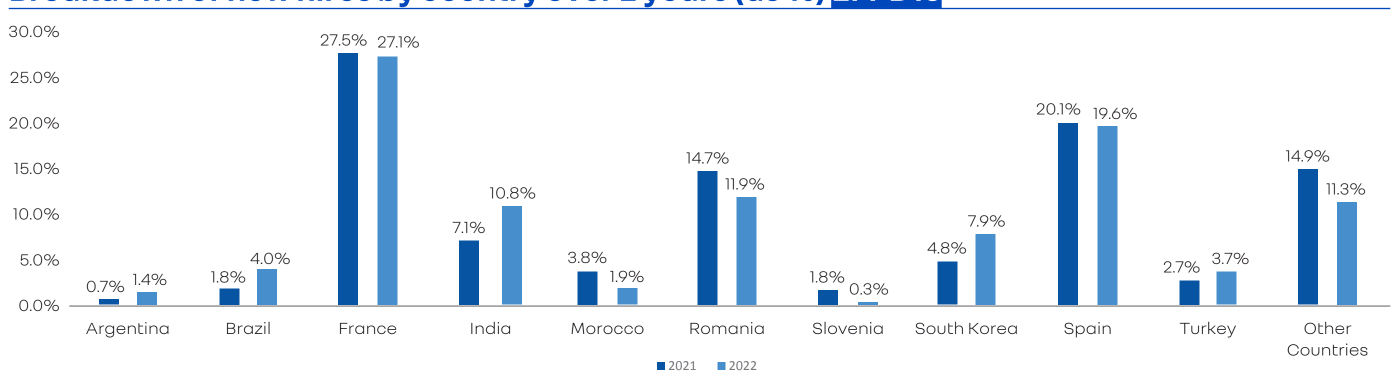
As of December 31, 2022, the Group's workforce (permanent + fixed-term contracts), totaled 105,812 employees, with 101,621 in the Automotive division and 4,191 in the Sales Financing Division.

The Group has employees in 35 countries. The "10 major countries" (Argentina, Brazil, France, India, Morocco, Romania, Slovenia, South Korea, Spain, and Turkey) account for 91.1% of the total number of employees.

b) Breakdown of recruitment EFPD1e

The number of new hires has increased compared with 2021 at 13,716 people (9,421 in 2021 excluding Avtovaz Group and Russia). This level of recruitment has made it possible to adapt the Group to automotive market conditions. These recruitments made it possible to bolster the skills needed to develop the mobility solutions of the future and strengthen the capabilities of the Sales Financing Division to develop new services and adapt to changes in regulations.

Breakdown of new hires by country over 2 years (as %) EFPD1e

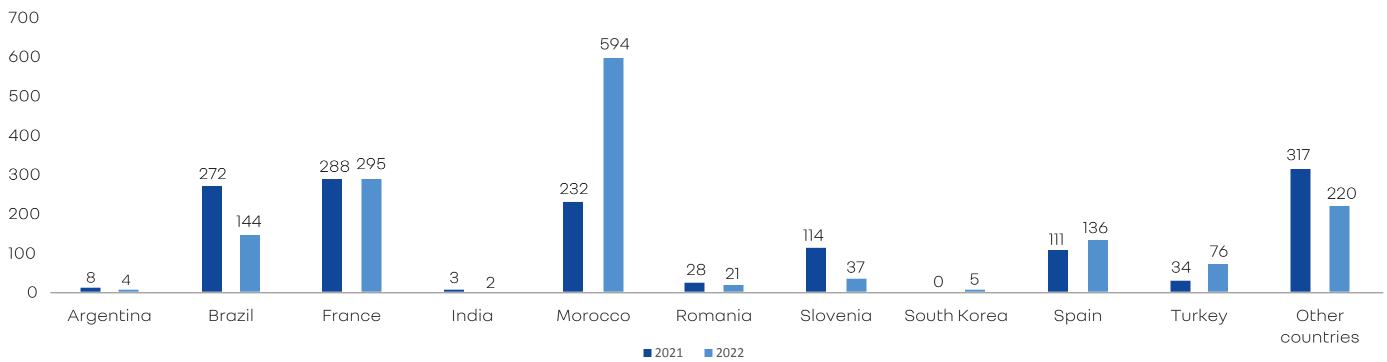


Figures for 2021 have been restated; they exclude Russia and the Avtovaz Group.

c) Breakdown of redundancies EFPD1f

At the same time, the number of redundancies totaled 1,534 people, an increase of 9% compared to 2021 (1,407 people excluding Avtovaz Group and Russia).

Breakdown of redundancies EFPD1f



Figures for 2021 have been restated; they exclude Russia and the Avtovaz Group.

B. Preparing the skills of today and tomorrow

Development of ReKnow University.

The automotive sector is changing, and skills in data analysis and handling, cyber security, electrification, maintenance and recycling of vehicles have become essential.

To support this transformation, we created ReKnow University in 2021.

This new company university supports the transformation of mobility professions by ensuring the link between initial training and lifelong learning and by bringing together various players (industrial, academic, institutional) to design and disseminate innovative training courses.

Structured around five themes (electrical, circular economy, data, software and cybersecurity), this university trains for the mobility professions of the future. Dedicated initially to Group employees in France, it already trained more than 10,000 people since 2021. Our ambition is to train nearly 15,000 employees by 2025. The university's activities are being gradually extended to industrial partners in the sector with whom we share the design and delivery of professional training courses.

For example, by actively participating in the creation of the E-Mobility Industry Academy in France, Renault Group is investing in the development of the skills of its industrial teams through the design of training modules that will enable it to train the people who will work on the electric motor production lines of tomorrow.

ReKnow University works closely with renowned **academic partners** on the co-development of training courses for certification and diplomas to prepare for the future of mobility and our industry. A new campus for professions and qualifications, totally dedicated to the circular mobility industry, was inaugurated in 2022 at the Refactory site in Flins, which will enable its stakeholders and ReKnow University to develop the skills required to address the new challenges associated with the circular economy.

2.4.2.2.2. Ensuring the engagement and development of all talents

A. Supporting employees in their career and development

Supporting and developing employees is part of Renault Group's DNA. To this end, the Group offers a variety of career and development opportunities for all so that everyone, depending on their wishes and the evolution of the company needs, can grow and develop through their experiences and their possibilities for exposure and/or education/training (70/20/10).

a) An annual exchange between employees and their manager: the Career and Development interview

Each year, all employees are encouraged to reflect on their career development wishes and their individual development plan, which they share with their manager as part of the Career and Development conversation. These items are formalized in the People@RenaultGroup tool.

Career development and individual development are also discussed by the HR function and managers, during HR committees and at least once a year in the People and Talent Review. The purpose of these committees is to strengthen the support of employees in their development.

b) Internal mobility: a key lever for development

At Renault Group, the diversity of experience is considered a key lever for development, which is why the internal mobility policy aims to place employees at the wheel of their career and development and give them autonomy in management. of their mobility and their career at Renault.

Compliance with the key principles of this policy, such as a transparent internal job market, optimized job change times and management involved from the definition of the job to the selection of the final candidate, is the guarantee of mobility. agile, streamlined internal organization that embodies diversity and inclusion:

- search for diversity and complementarity of profiles and personalities within the teams and

- non-discrimination in the drafting of internal job advertisements and in the validation of candidates;
- equal opportunities through transparency in the publication of job offers and the priority given to internal candidates.

In concrete terms, any employee with an internal mobility project who has held his or her position for at least two years can apply for a job offer published on the Group's internal career website "JobOpportunities" of People@Renault Group (10,840 positions were published internally in 2022).

In France, in addition to mobility opportunities, the "Optimum" scheme offers short-term temporary assignments that allow employees to develop new skills and discover new areas of the company. It can also be an opportunity to test a new career direction before possibly proceeding with a mobility.

c) Grow@RenaultGroup to guide employees in their career and development

In 2022, Renault was launching a new digital platform "Grow@RenaultGroup" to guide employees in their career and development. In a single space, the employee can find advice, tools, resources to get to know themselves better, think about their future, build their development plan and thus prepare their exchange with their manager. This platform also offers activities and concrete ideas for developing through experience, through others or through access to more formal training (digital modules, articles, books).

d) Digital solutions to support employees in their careers and development: "People@RenaultGroup" and "Learning@Alliance"

Since 2019, the Group has deployed a digital solution called People@Renault (Workday) which offers feedback tools and functionalities to enhance its career, skills and formalize its professional aspirations.

Learning@Alliance is the Group's digital training platform that allows employees to develop thanks to the training modules and e-learning it provides.

B. Training to support skills development EFPD5

Renault Group supports the skills development of its employees to meet its sustainable growth and social responsibility targets. The priorities of the training teams for 2022 mainly focused on:

- Continuously adapting training courses to operational needs;
- Increasing the accessibility of our offered training and improving the learner experience;
- Developing new uses in training and continuing the digitalization of the offered training;
- Strengthening the Learning & Development community (composed of our functional academies, country and Corporate L&D teams).

a) Increasing access to training and improving the learner experience

Numerous training initiatives have been taken in the countries where the Group operates to develop skills and talents, in an uncertain economic and health context. The sustainable increase in the rate of access to training is one of the key indicators that is monitored monthly.

For example, DACIA in Romania has launched a major digital training program for industrial teams as part of an initiative supported by European funds.

In Brazil, the HR team deployed a remote induction program for newcomers to prepare for the integration of employees before their arrival in the Group ("pre-onboarding program").

In addition, the commitment of the community of internal trainers and our function experts enabled us to deliver more than 941,000 hours of training to our teams, representing more than 51,6% of the training hours delivered in 2022 (and tracked in Learning@Alliance).

At the same time, Renault Group continued to develop its training management system (Learning@Alliance) by making it easier to understand the training offer through rapid access to targeted training on important themes issues (such as managing a team remotely and improving language skills) while allowing individualized paths with a choice of training subjects preferred by the employee in question.

Our function academies are strongly involved in the development of quality training content for the benefit of as many people as possible. For example, the Manufacturing Academy has developed a new virtual reality training program for painters, "Eye Paint," which has been deployed at the Group's industrial sites in France.

b) Developing new uses in training and the learning experience

2022 was a year of diversity and inclusion. Renault Group specifically aims to support women at key points in their careers and to become the employer of choice for women in the automotive industry by 2025.

To support this ambition, a new training program ("W-journey") was designed in collaboration by the Group's Talent Management and Training teams with SKEMA Business School to help talented women take on greater responsibilities. This six-month online development program covers topics such as women's leadership, understanding business issues and image and communication management. Group work on an innovative project and collective mentoring round out this ambitious program. This program started in September 2021 has already trained 134 participants from 19 countries and all functions.

Digital training also continued to grow in 2022 thanks to the integration of new autonomous and distance training practices with a major campaign to promote distance language training and the creation of an end-of-year calendar to discover one's learning style.

Access to training from a mobile app available on smartphones is open to the Group's employees to encourage online learning.

333,634 hours of digital training (352,035 hours in 2021) were completed by Renault Group employees, representing 18% of total training hours.

c) Strengthening the Learning & Development community (composed of our functional academies of the country and corporate L&D teams) EFPD5b

These results were achieved by relying on a strong, dynamic Learning & Development community in 17 countries and 14 function academies. This community established a "success plan" to define a common ambition, set priorities for action and coordinate activities between the various parties involved. This collective work made it possible to collectively define the OKRs (Objectives & Key Results) for the Learning & Development community in 2022 and to provide agile support for the development of ReKnow University in France.

In 2022, the total number of training hours undertaken by Group employees (on a permanent or fixed-term contract) as of December 31, 2022, stood at 2,137,182 hours.

The breakdown of training hours by cluster* was as follows:	2022	2021	2020
Americas			142,938
AMI-Pacific			365,928
China			9,030
Eurasia			528,359
Europe (excluding France)	538,590	571,485	667,319
France	555,498	623,725	569,831
LATIN AMERICA	153,473	163,918	
INTERNATIONAL	311,966	466,440	
ASIA	282,695		
BRRUM	294,959	370,442	
TOTAL	2,137,182	2,196,010	2,283,403

(*) The Group's organization changed in 2022 with the sale of activities in Russia; as a reminder, training hours for VAZ amounted to 1,142,416 hours in 2021

Within the 9 major countries, training hours carried out in 2022 broke down as follows:

Breakdown of training hours in the 9 major countries

Training/country	Argentina	Brazil	South Korea	Spain	France	India	Morocco	Romania	Turkey
Total hours 2020	36,549	66,743	67,231	509,790	569,830	192,659	99,232	203,077	263,518
Total hours 2021	36,762	90,263	25,466	403,421	623,725	155,395	99,944	212,784	274,321
Total hours 2022	17,597	89,834	40,190	420,857	555,498	235,979	77,224	217,711	306,635

In 2022, the volume of training hours taken by our employees worldwide remained at a level comparable to 2021 (-2.7%), despite an unfavorable economic climate with the semiconductor crisis, the continued of the pandemic and the exit from the Group's activities in Russia (which represented nearly 35% of total training hours in 2021).

Training actions have been refocused on priority themes in order to prepare for the Group's transformation and the development of activities essential to its technological future, to the training of managers and to digital transformation (cybersecurity, data, etc.).

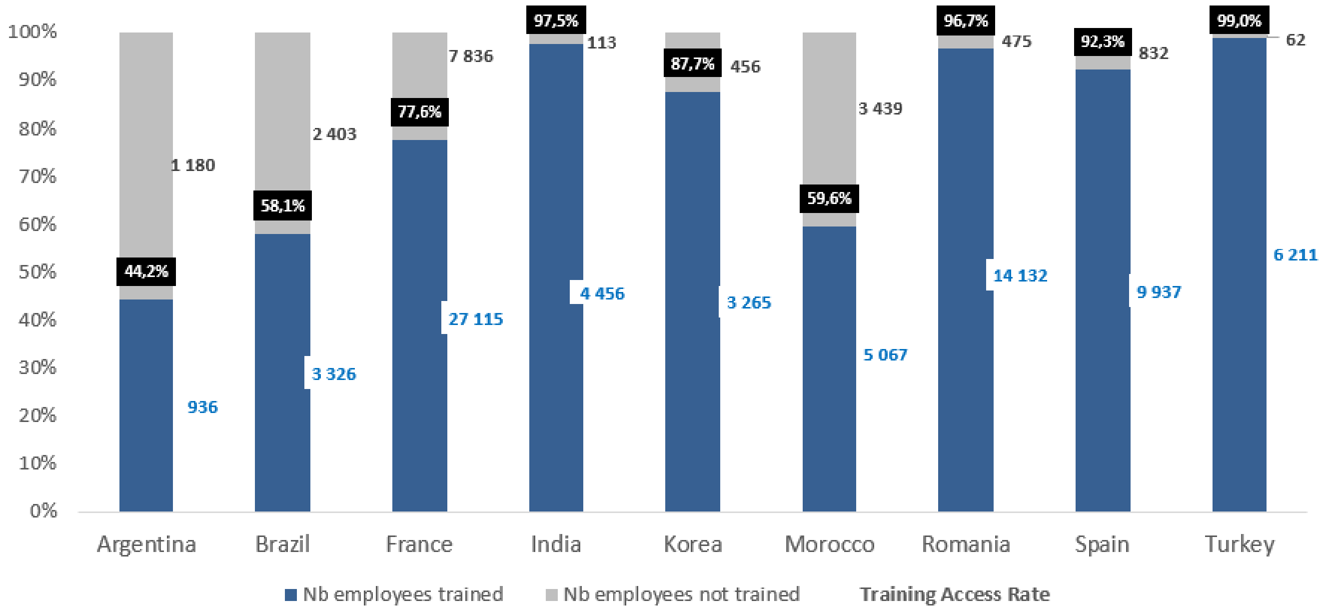
The importance of remote training (with the rise of hybrid work) and the integration of educational innovations in the offer offered to various targets (with the contribution of augmented reality in technical and industrial training) also marks a significant change in our training systems. The contribution of digital training is confirmed, based in particular on a wide range of content made available to learners in Learning@Alliance.

d) Training access rate and average training hours per employee

In 2022, the overall training access rate was 81.2% (82.1% in 2021). The average training time is 19.5 hours per employee (18 hours in 2021).

These indicators are monitored on a monthly basis within the 9 main countries, representing nearly 90% of the registered workforce.

The training access rate in these 9 major countries is 81.6% (82.6% in 2021).



C. Preparing and developing our talent and leaders of tomorrow

a) an international approach to identifying, developing, and retaining talent

To support the Renaulution strategic plan and in a highly competitive labor market, Renault Group is adapting its Human Resources policies to identify key talent, accelerate their development and preparation, and retain them for the Group. The Group has an approach, "Talent Accelerator," deployed in all its countries to:

- take more risk to reveal more talent earlier with a greater variety of profiles in line with the Group's strategic challenges;
- involve and empower managers in identifying and developing talent;
- better address new business needs.

In 2022, more than 5,000 talents identified worldwide, for whom development actions were defined.

To support the development of these talents, in addition to the levers and tools available to all, these employees can benefit from complementary actions locally or globally:

- tools to have a better knowledge of oneself, become aware of one's strengths and boost one's development and impact in the Group;
- participation in cross-functional actions;
- mentoring;
- coaching;
- training in leadership, communication;
- international transfers.

b) A commitment to the advancement of women at all levels of the organization

The Group aims to be an employer of choice for women. To achieve this, Renault has undertaken actions which have made it possible to:

- increase the presence of women in the Group's highest management bodies (BoM, CMC, BMC). This share fell from 22.1% at the end of December 2021 to 28.8% at the end of 2022 thanks to the management of internal appointments and a proactive policy of recruiting women (at least 1 out of 2 recruitments in 2022 of senior executives was a female). The objective is to reach 30% by the end of 2025 and 40% by the end of 2028;
- recruit more women in the Group: overall the Group aims to have 50% of women among all of its recruitments. At least one female candidate must be proposed for any position open to external recruitment;
- reveal more female talent through the new internal talent identification approach. The proportion of women among the talents identified by the Group, who will be supported and developed to enable them to access positions of responsibility in the Group, increased from 26% in 2019 to 32% in 2022;
- support the development of female talents:
  - the Group offers at Corporate level but also at local country level, courses dedicated to women to support their development. At Corporate level, 2 flagship programs are offered each year, made up of a mix of face-to-face sessions, intersessional work, personal development modules, workshops and mentoring;
  - **W-Journey:** is a program, organized with the collaboration of SKEMA Business School, which supports our female talents over 6 months for a transition from manager to leader. 134 talented women have benefited from this program since it was set up in 2021. In 2022, this program received the "Digital Learning Excellence

Awards" prize in the "HR and Management Challenges" category;

- **Be Your Own Leader**: is a program organized with the collaboration of the London Business School to enable talented women to release their leadership potential in order to be able to hold positions of high responsibility in the Group. In this context, they benefit from mentoring with one of the members of the Group's highest management bodies. 70 female leaders have benefited from this program since its creation.

D. Assess individual performance

a) From the focus on results to the inclusion of behaviors

The Renaulution strategy aims to transform the Group to become a technology and services company, which means transforming the managerial culture and strengthening the collective and collaboration.

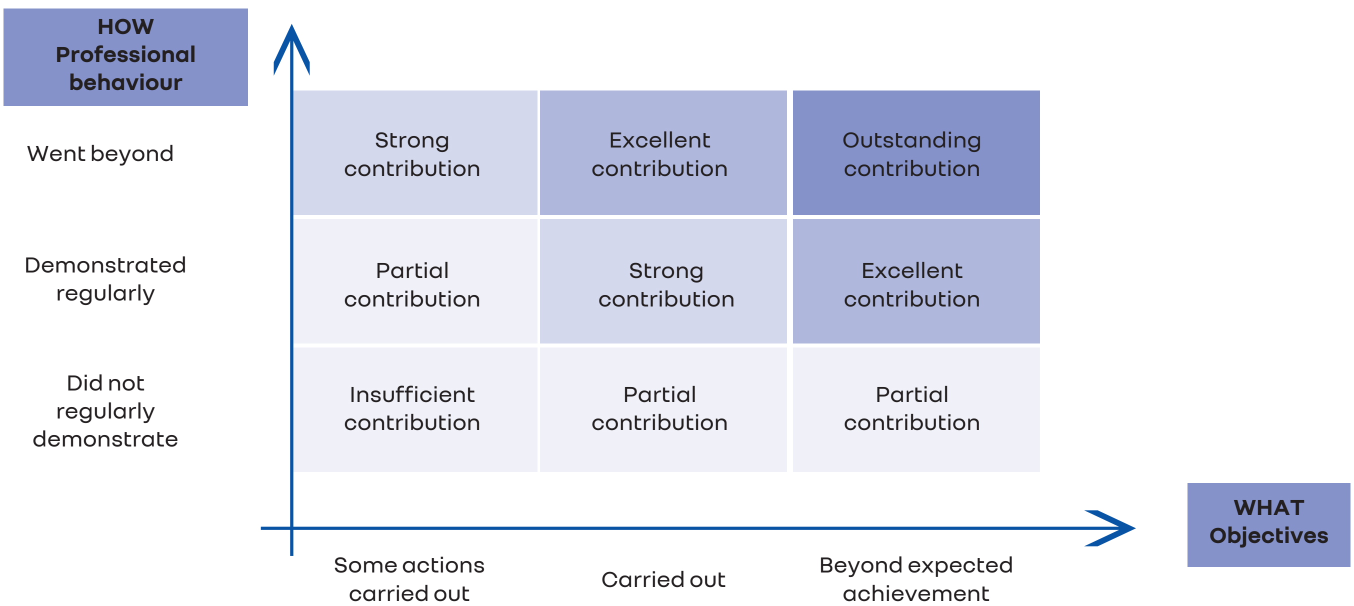
Thus, professional behaviors become as important as the results obtained because they are key to working better together and improving and strengthening the sustainable performance of the company.

The performance appraisal was reviewed in 2021. It is based on three principles: collegiality, shared criteria, and dialogue and feedback throughout the year.

b) Individual contribution: a combination of WHAT and HOW

For Renault, performance and individual contribution result from the combination of the following two criteria:

- **the WHAT or the individual objectives**, i.e. the evaluation of the achievement of the objectives set in the year;
- **the HOW or Professional Behaviors**, i.e. the evaluation of how the results were obtained.



Performance evaluation is conducted by the manager. It is systematically enriched by a collegial assessment, to guarantee greater consistency and fairness within the company during the annual "People Review." It is also fed by the self-assessment that the employee had the opportunity to share before the People Reviews.

In addition, the assessment is based on the exchange and dialogue between manager and employee, during annual interviews on the one hand, but also through regular feedback throughout the year. The annual performance and development review is the opportunity to look at the results of the past year and discuss the employee's contribution to the team's performance. Regular feedback will allow the manager and the employees to discuss the progress of the objectives and the professional behaviors observed.

If results fall short of expectations, an improvement plan is implemented by the manager and employee to restore a dynamic to individual performance.

c) Feedback as a development tool

Renault wishes to encourage the culture of feedback as a key practice for individual development and the improvement of community performance.

Gathering feedback from peers, functional managers and/or team members allows for better visibility into what is going well and what can be improved. Feedback is a useful tool for any employee in his personal development as well as managerial support to stimulate teams and cross-collaboration.

To facilitate the request and collection of feedback, Renault uses the functionalities of the People@RenaultGroup tool.

2.4.2.2.3. A competitive pay policy

A. Recognizing individual contribution and engagement EFPD1g

The compensation of "white-collar" employees is based on:

- **the level of responsibility**. Positions are assessed according to their level of responsibility based on a work analysis method. This method has the advantage of allowing Renault to compare its employee pay with the market to better manage competitiveness and the attractiveness of the compensation policy. The aim is to be able to recruit key skills and pay Renault employees at the right level;
- **the level of individual contribution made to the company**, assessed through the degree of achievement of the objectives set and the behaviors implemented to achieve these objectives;

The variable portion of the compensation, intended for managers and executives, is built around a single scheme recognizing the performance of the employee, their area of activity, and the Group in a spirit of solidarity;

Numerical indicators are used to reflect the levels of achievement set at the collective level.

For 2022, the Group implemented pay increase budgets reflecting some wage moderation in several countries.

However, specific budgets are systematically maintained to reduce the gender pay gap in the countries concerned.

The compensation of senior executives is discussed in chapter 3.2.

B. Sharing collective results and contributing to Renault's development

EMPLOYEE SHAREHOLDING

In 2022, Renault launched Renaulution Shareplan, a large-scale employee shareholding operation. The aim was to involve all employees in the Renaulution strategy and the future performance of the Group.

By making its Revolution and projecting itself into the future, Renault is not forgetting its roots: on the contrary, it is continuing the social laboratory tradition that has made it a unique company but bringing this tradition up to date.

This unprecedented operation offered each eligible Group employee:

- the allocation of 6 bonus Renault shares (offer rolled out in 29 countries), and
- the possibility of acquiring Renault shares on preferential terms (offer rolled out in 21 countries).

Under the subscription offer, eligible employees had the opportunity to subscribe for shares at a 30% discount from the average of the 20 closing stock market prices preceding the date on which the Chief Executive Officer set the subscription price. The subscription price was €22.02. In addition to this 30% discount, Renault Group added an additional 300% contribution, capped at 6 bonus shares.

Renaulution Shareplan 2022 was a great success with the Group's employees: 95,396 employees benefited from the allocation of 6 bonus shares, and 40,307 subscriptions were recorded, i.e. a subscription rate of over 36% at Group level.

The details of Renaulution Shareplan are discussed in chapter 3.2.5.3.

INCENTIVE POLICY

In addition, for employees in France in particular, Renault applies an incentive policy that includes the redistribution of Renault Group profits as well as bonus payments for contributions to site performance.

The agreement of April 14, 2022, signed for 2022 and paid to employees in March 2023, includes, as for previous agreements, two components:

- profit-sharing linked to the Group's operating margin results;
- profit-sharing scheme based on the performance of each establishment.

Over the past three years, profit-sharing and performance-related bonuses at Renault s.a.s. totaled the following amounts:

Year (€ million)	Aggregate amount: financial incentive + performance-related bonuses
2020	121.5
2021	122.4
2022	149.9

C. Control of personnel costs

The Group's personnel costs totaled €5,661m in 2022, of which €5,313m was for the Automotive Division. They are up by 3% compared with 2021. This variation is explained by the Group's actions to adapt to the crisis in the automotive markets, the control of our salary policy and the implementation of an employee shareholding plan. The "10 largest countries" (Argentina, Brazil, South Korea, Spain, France, India, Morocco, Romania, Slovenia, Turkey) represent 87% of the Group's personnel costs.

Personnel costs by country	2020	2021	2022
Group	**5,691.0**	**5,504.7**	**5,661.2**
Argentina	49.8	69.1	86.8
Brazil	175.6	149.8	199.1
France	3,132.7	3,128.8	3,087.1
India	83.5	71.6	88.9
Morocco	148.0	160.1	156.6
Romania	359.6	375.9	425.3
Slovenia	84.9	68.8	63.9
South Korea	250.6	222.6	239.3
Spain	505.3	445.1	482.2
Turkey	106.0	96.0	116.1
Other countries	795.0	716.9	716.0

Figures for 2020 and 2021 have been restated. They exclude Russia and the Avtovaz Group

2.4.2.2.4. A stimulating work environment that promotes diversity

A. A flexible organization of work EFPD2a

Beginning in 2021, Renault Group voluntarily deployed a hybrid work organization that is both flexible and innovative and now concerns most of the white-collar workers. As such, employees around the world are offered the possibility of adopting an arrangement combining a minimum of 2 days per week of remote work and a minimum of 20 % of working time on site. The principles of **hybrid work** were materialized by the unanimous signing on April 26, 2021, of an addendum to the Global Framework Agreement of July 9, 2019.

This agreement is gradually being rolled out worldwide. It provides the general framework and allows for local adaptations to take into account specific aspects related to the activity or culture of the country.

The first step in implementing the principles of the 2021 agreement is to determine eligibility for hybrid work on the basis of objective criteria. Participation in the new hybrid organization is voluntary. For eligible employee categories, the principle is a minimum of two days of teleworking per week and a minimum of in-person work of 20% of monthly working time to maintain and develop the social connection with both the team members and the rest of the company.

On this flexible, simple basis, a very rich social dialog has taken place all over the world and has led to local agreements (e.g. in France, Romania, and Germany) or the publication of new human resources policies (e.g. in India, the United Kingdom, and Brazil).

In 2022, nearly **67 % of eligible employees**, or **more than 26,000 worldwide**, voluntarily adopted a **hybrid organization of work**. This profound change in the organization of work has been accompanied by equally important changes in the way people work.

Renault Group also welcomes the fact that meetings have become more efficient and that time is freed up for oneself and for more concentrated work. Finally, there are positive side effects of the hybrid mode on inclusion, particularly for international teams who have learned to work better together in hybrid mode.

Renault Group's pragmatic approach to hybrid work organization, based on trust and accountability, has become an important element of attractiveness in its employer promise around the world.

In parallel with the roll-out of hybrid working, the Group has put in place a strategy to deploy new Renault workspaces. The aim is to create a unique workspace experience within the Group across all of its tertiary sites.

This experience is based on 5 pillars:

- a corporate strategy serving as a lever of transformation for the Group;
- collective intelligence to strengthen synergies;
- continuous improvement to increase operational excellence;
- financial performance to optimize our resources;
- business experience to develop our attractiveness and support innovation.

These new working environments are intended to be deployed progressively as real estate opportunities arise and are currently deployed in 20% of the target scope.

The implementation of the agreement in **France** has resulted in joint discussions with the social partners (3 meetings) and negotiations, which led to the signing of an agreement on new working methods on June 10, 2021. This agreement sets out the main principles of the global addendum mentioned above. It defines a standard hybrid organization of work formula with two to three days of telework per week. Furthermore, it establishes the principle of the evolution of tertiary sites by gradually putting in place new dynamic workspaces.

Implemented in 2021, the new organization of work will be evaluated both in terms of employee satisfaction and in terms of improved team efficiency. It also opens up opportunities in terms of the real estate footprint and the possibility of redesigning less busy workplaces to make them even more dynamic and collaborative.

Renault Group complies with the legal obligations and collective agreements in terms of working hours of the countries where it has operations.

To preserve jobs and adapt to fluctuations in automotive markets, Renault has instituted a system of flexible work time. It aims to find the best possible balance between the

Company's interests and quality of life in the workplace for the employees in question, through consultations with employee representatives and labor unions. The measures focus in particular on the conditions for reorganizing work time, such as by adding mandatory shifts to meet heavy demand or reducing work time when demand falls, notably by using individual or collective rest days.

At sites in France, for example, the average working week is 35 hours. In the factories, the principle is two alternating eight-hour shifts with, in the event of spiking demand, the possibility to add a fixed night shift team.

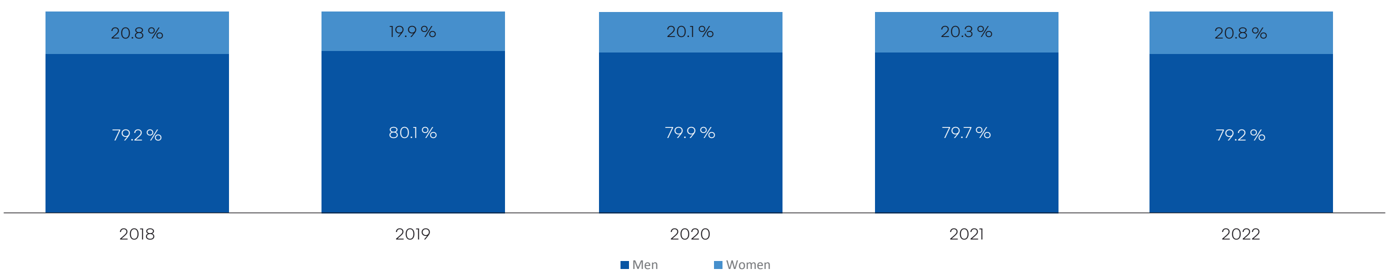
B. A company that promotes diversity and inclusion

a) An approach that fosters community spirit
The Group's diversity and inclusion policy is designed to enable all its employees, regardless of their differences or specific characteristics, to interact and work under the best possible conditions. On July 2, 2013, Renault Group signed a Global Framework Agreement, "Committing together for sustainable growth and development," demonstrating its commitment to promoting all forms of diversity and eliminating discrimination. On July 9, 2019, an additional agreement was signed: "Working together to build a Renault Group working environment" (see chapter 2.4.2.2.6).

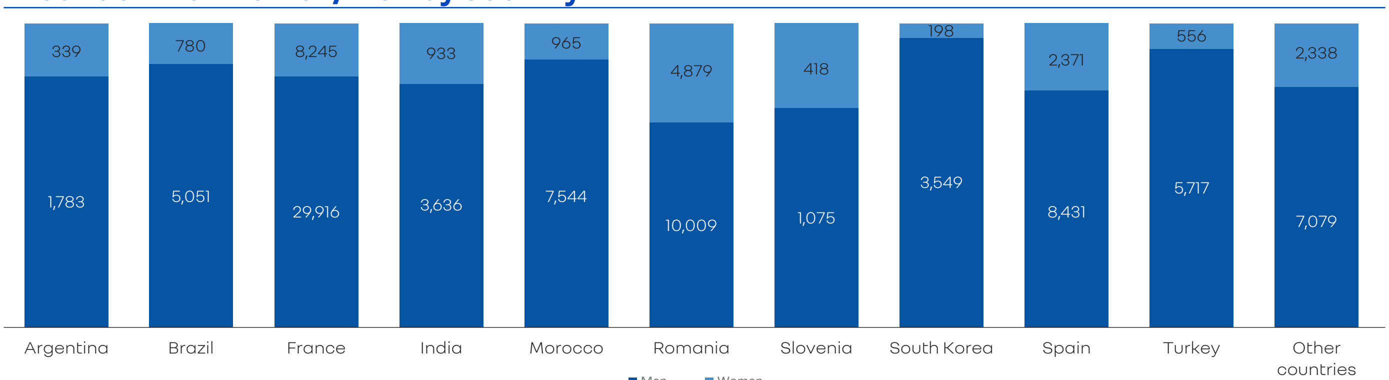
Renault Group's Diversity and Inclusion policy is now steered by a newly created department, the Diversity & Inclusion Department, which reports directly to the Group's Director, Human Resources. It works closely with all the countries, functions, and entities of the Group to steer the diversity and inclusion roadmap and ensure its proper implementation.

b) Gender diversity within the Company EFPD6a
The proportion of women in the Group's total workforce is 20.8% as of December 31, 2022, an increase of 0.5% compared with 2021 (2018 to 2021 are restated, excluding Russia and the Avtovaz Group).

Breakdown of women/men in the workforce over five years EFPD1b



Breakdown of women/men by country



The breakdown between women and men is calculated on the basis of the global scope as of December 31, 2022.

Renault Group's ambition is to be the best employer for women in the automotive industry.

with the objectives of:

- neutralizing the gender pay gap by 2025;
- increasing the presence of women.

In this respect, the Group's ambition is to have 30% women in management positions by 2030, 35% by 2035, and 50% by 2050 (top 11,000, i.e. 10% of the Group's positions with the highest level of responsibility, excluding RRG). We rely on several levers, in particular external recruitment and internal mobility and promotion. All specific HR processes are adapted to help us achieve our objectives, and each country, function and entity has clear objectives, for example, regarding the recruitment of women or the percentage of women among trainees and apprentices.

In December 2022, we had 25.5% women in management positions.

In order to ensure, or even accelerate, their ability to move into these positions, all HR processes aim to ensure they are identified and trained. On this point, the Group offers women a range of tools to assist with their development (mentoring, coaching and specific training schemes), enabling them to fulfill their potential and demonstrate their leadership.

The Group thus offers various development programs dedicated to women (see 2.4.2.2.2.C.b).

c) Anti-discrimination EFPD6c

The Group has a proactive anti-discrimination policy: zero-discrimination policy, review of whistleblowing and investigation procedures, common system for monitoring whistleblowing reports, global internal anti-sexism campaign, awareness-raising and engagement mechanism at each site, and implementation of zero-discrimination advisers at each site.

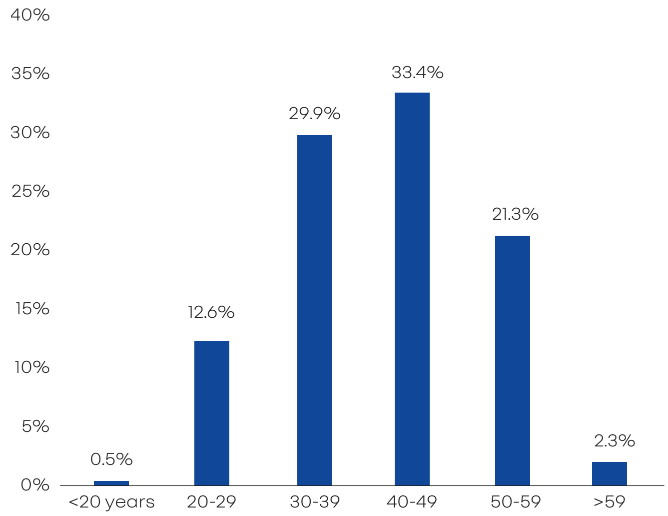
In addition, Renault Group has signed external commitments:

- the #StOpE (Stop Ordinary Sexism in the Workplace) Charter in 2020;
- the UN Women's Empowerment Principles in 2022;
- UN Free & Equal standards against discrimination of LGBT+ people (2020) and, in France, the Charte de l'Autre Cercle (2020) for the inclusion of LGBT+ people in the workplace (2020);
- in France, the #ManifestInclusion Charter to promote the inclusion of individuals with disabilities in economic life (2021);
- in France, the Charte des 50+ for the promotion of employees over 50 (2022);
- the International Labour Organization's Business and Disability Charter (2022).

d) Promoting talent at all ages EFPD1c

Recruitment plans have made it possible to limit the ageing of the workforce and maintain a balanced distribution by age group: 13.1% are under age 30, 29.9% are between 30 and 39, 33.4% are between 40 and 49, and 23.7% are over 50 years old.

Breakdown of workforce by age group



The breakdown by age group is calculated on the global scope as of December 31, 2022.

Renault seeks to develop its employees at all ages, notably helping young people enter the world of work through numerous initiatives (see chapter 2.4.3), while at the same time drawing on the experience of seniors.

e) Integration of individuals with disabilities into the workforce EFPD6d

The Company has embarked on the worldwide coordination of its disability policy, creating a link between all country initiatives. The purpose of this is to encourage the professional integration of individuals with disabilities, to improve their employability (recruitment and retention), challenge preconceptions of disability, ensure greater accessibility, and provide training to raise awareness among employees and managers.

The employment rate for individuals with disabilities was 3.01% in 2022, stable compared with 3.10% in 2021 (the 2021 figure is restated and excludes Russia and the Avtovaz Group).

2.4.2.2.5. Promote the practice of physical and sports activities

Renault Group affirms its commitment to sporting values and associates itself with national and international sporting events. Some examples in 2022: Mobilize, the Renault Group brand dedicated to new forms of mobility, becomes a partner of women's rugby and the main partner of the women's XV de France. On April 28, 2022, Renault becomes a Premium Partner of Roland-Garros for an initial period of 5 years (2022 to 2026 editions).

For Renault Group employees, the CSEs of the establishments offer a wide range of activities, in particular through Renault Sports Agreements, or provide employees with a financial contribution on their annual subscriptions. Sports halls and changing rooms also allow the practice of activities in the workplace, as in the Paris region on the sites of Lardy, Aubevoye, Villiers-Saint-Frédéric, Guyancourt (Technocentre) or Boulogne, but also in the industrial sites, in France and abroad.

Finally, by launching sporting challenges (Call & Care challenge), by participating via the Entente Sportive in solidarity events such as the Course du cœur, or by sponsoring the company's participants during local foot races or races by bike, Renault is committed to supporting its employees in practicing physical activity.

2.4.2.2.6. Social dialog

- Year after year, Renault Group confirms its determination to use social dialog to build a world of work in a constantly shifting environment, be it at the global or local level.
- This determination is reflected in particular in the signature of Global Framework Agreements that make it possible to 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 July 2, 2013. This agreement between the Management of Renault Group, the members of the Group Works Council and IndustriALL Global Union sets out the social, societal and environmental responsibility of the Group. The signatories have committed themselves to five major lines of action:
  - respect for employees' fundamental rights;
  - social responsibility toward employees;
  - corporate social responsibility in the areas where Renault Group operates;
  - purchasing and relationships with suppliers and subcontractors;
  - preservation of the planet through the reduction of the environmental footprint.
- The Group's second Global Framework Agreement, "Working together to build a Renault Group working environment," was entered into on July 9, 2019, between Renault Group's Management, IndustriALL Global Union, the French trade union federations and the other trade union federations or unions represented on the Group Works Council. This agreement, of which the Group Works Council is a stakeholder, and which in October 2019 received the first prize for the most innovative collective agreement awarded by the Assises du Droit Social (ADS), aims to better prepare for and cope with permanent changes in the automotive industry that have a major impact on the labor market, based on five levers:
  - an interaction on the changing working environment;
  - a collaborative management system;
  - a lasting commitment to inclusion;
  - a work/life balance;
  - adaptation of the working environment.
- An addendum to this 2019 Global Framework Agreement specifying the conditions for teleworking for Renault Group employees was signed on April 26, 2021, by Mr. de Meo for Renault Group, the Global Group Works Council and IndustriALL Global Union to provide a framework for the transformation of working methods worldwide. It also responds to the expectations expressed by employees, reinforced since the health crisis, on the possibility of mixing face-to-face and teleworking to improve the balance between private and professional life. This new hybrid organization of work at Renault Group aims to get the best out of face-to-face and teleworking activities and operates on a voluntary basis. It is based on the following principles:
  - more flexibility in personal organization of work: organization of the week between telework and face-to-face work around a minimum of two days of telework per week and maintaining at least 20% of monthly work time in face-to-face work;
  - empowerment and autonomy: based on individual objectives, free organization of work between individual, collaborative and face-to-face meetings with the team;
  - respect for work/life balance: respect for the company's working hours as well as for break and holiday times (right to disconnect).

These two Global Framework Agreements and the addendum constitute structuring social dialog themes.

A. The Worldwide Group Works Council, a forum for responsible social dialog EFPD4a

The Worldwide Group Works Council has 40 members:

- European Economic Area: 31 members;
- other countries: 9 members.

It is the essential forum for social dialog at the international level: its members regularly discuss major changes in the Group and its strategic priorities with the Group's top management and operational departments. When an exceptional proposed decision has transnational consequences likely to significantly affect the interests of employees, the Group Works Council meets as a European Works Council.

2022 was marked by an unfavorable environment due to the various crises faced (COVID-19 pandemic, shortage of semi-conductors, rising raw materials costs, energy crisis, Ukraine-Russia conflict, inflation, etc.).

In this context, maintaining ongoing social dialog was essential to provide employees with appropriate support.

The Group Works Council met 45 times in 2022: 8 internal meetings, 21 meetings of the Select Group Works Council, 5 extraordinary information and consultation sessions, in European formation, concerning the project to outsource certain activities as part of the global project to transform the Human Resources function, the project to change the RRG scope in Europe in 2022 and 2023, the project to sell RRG Belgium and RRG Luxembourg, the project to create a leading electric vehicle entity (Ampere project), and the project to create an entity dedicated to thermal and hybrid powertrain (Horse project), as well as 8 meetings to monitor the Global Framework Agreements.

Given the circumstances, the plenary session of the Group Works Council was held for the second time remotely with all members from 19 different countries on September 29 and 30 and October 4, 2022.

Mr. de Meo gave an introduction on the Group's situation and strategic priorities with significant time for questions and answers. The agenda was established in line with the Group's current organization around the Brands (Renault, Mobilize, Dacia) and functions (engineering, industry, human resources, and P&L statement). The plenary session was also supplemented by 3 presentations related to the monitoring of the Global Framework Agreements on Ethics and Compliance, Health, Safety, Environment and Ergonomics, and Diversity and Inclusion.

"In 2022, the Renault Global Group Works Council made a significant contribution to the transformation of Renault Group. In addition to the 2022 plenary session, the Renault Group Works Council was asked for information and consultation on 5 occasions by the company on the transformation of the Human Resources function, the change in the European scope of Retail Renault Group, the sale of the Belgium and Luxembourg branches, the creation of the Horse entity and the creation of the Ampere entity.

The Renault Group Works Council was able to review the implementation of the 2013 global framework agreement 3 times in 2022 and the 2019 Global Framework Agreement 5 times.

The Renault Group Works Council was regularly informed of the situation in Ukraine and immediately informed of the end of Renault's activities in Russia.

The Group Works Council was regularly informed of the progress of the Horse and Ampere projects through no fewer than 7 meetings between February and November 2022.

The Group Works Council was involved in the deployment of the Renault Group Vigilance Plan through presentations and discussions.

Also, the Select Committee of the Group Works Council was able to meet in person again twice in the fourth quarter of 2022, including once with CEO Luca de Meo.

"Through these extensive, frequent discussions, the Renault Group Works Council's activity once again shows that social dialog is key to Renault Group's performance."

Éric Vidal, Secretary of the Worldwide Group Works Council.

B. Long-term convergence between Group performance and employee quality of life in the workplace

Renault Group endeavors to offer all its employees an environment and working relationships that are favorable to their individual development and improve their quality of life at work.

Working environments are gradually becoming more flexible and, by improving quality of life, enhance the performance of the Company.

Employee feedback is one of the key elements in identifying the focus for improving the quality of life at work. In 2022, Renault Group adopted a new digital tool to collect employee feedback in a faster and more comprehensive way. With simple interfaces, the platform makes it easy for employees to participate in surveys while protecting the confidentiality of responses. Advanced functionalities on the analysis of quantitative and qualitative results allow managers and the HR teams to quickly focus on the issues that need attention, track results, and cross-reference data between the various surveys via the same system. In June and July 2022, a global survey on diversity and inclusion was launched via this new platform. The psychological health survey and the Group employee survey are also planned to be deployed with the help of the tool.

The prevention of psychosocial risks and the promotion of psychological health remain a priority for Renault Group. To provide the best possible support to employees in the context of the health crisis, a support system has been put in place. In France, this relies on occupational health services, facilitators and coaches within the company, and aims to help employees and managers live and organize work as efficiently as possible in this new context.

At the end of 2021, a health survey was sent to all employees. It was constructed based on the COPSOQ (Copenhagen Psychosocial Questionnaire), aimed to identify risk and protection factors within the company. The analysis of the results led to the implementation of appropriate action plans within the various business lines. In addition, the skills transformation agreement, CAR 22, which includes a psychosocial risk support and prevention mechanism, has enabled the deployment of tools in this area, aimed at developing primary, secondary and tertiary risk prevention. In the area of primary prevention, extensive communication has been deployed as well as e-learning training for everyone on awareness of psychosocial risks. With regard to secondary prevention, several training sessions were held for all stakeholders, employees, managers and staff representatives. Lastly, to strengthen tertiary prevention, the support measures were enhanced through an increased use of psychologists as well as the reaffirmed role of our internal facilitators. To measure the effect of all these actions, a flash barometer, partly based on the health survey questionnaire (12 questions), was conducted on the scope of the agreement (3 Flash Barometers over 2022).

C. Ongoing local social dialog EFPD4b EFPD4c

The **social dialog at Renault** in **France** in 2022 was structured around three main topics:

- deployment of the Renouveau France 2025 agreement signed on December 14, 2021;
- consideration of the new metallurgy collective bargaining agreement;
- preparation and anticipation of the Group's organizational changes, in particular with the creation of two separate entities: Horse and Ampere.

These last two issues led to a discussion to define the content, scope and timing of a common social foundation for all Group entities in France.

Signing and deployment of the Renouveau France 2025 agreement

After several months of negotiations, the representative trade unions CFE-CGC, CFDT and FO (75.8% trade union representation) and the Management signed a three-year social agreement entitled Re-Nouveau France 2025 on December 14. The social partners hailed the ambition of the text and the associated measures, which will make it possible to guide the employment and skills of employees towards value-creating activities of the future while supporting Renault Group's activity and sustainable performance in France.

The Re-Nouveau France 2025 agreement places France at the heart of the Group's industrial and research and development activities by situating future value-creating technologies in France. Renault Group confirms its commitment to allocate the manufacture of 9 new models to French factories and will make France the center of its engineering for decarbonized, connected, intelligent vehicle technologies.

To meet the mobility requirements of tomorrow, the roup must acquire new expertise. It is therefore committed to recruiting 2,500 new employees as well as providing 10,000 training and retraining courses across all the business lines, in particular via Re-Know University. The company will also continue to adapt its workforce and will proceed with 1,700 departures in engineering and support functions by the end of the agreement. To adapt skills dynamically over the duration of the agreement, the company is implementing an Employment and Career Management system (GEPP), which will be reviewed each year.

A 1st assessment of this agreement was carried out in October 2022 and showed that all the commitments made, particularly in terms of employment and activity allocation, were being met.

Implementation of the common social foundation

2 major events occurred in 2022:

First, the Group announced that it was considering the creation of two separate entities: one dedicated to electric vehicles and software based in France (Ampere) and the other to combustion and hybrid engines (Horse).

At the same time, after six years of negotiations, the professional sector of almost all the Group's French entities, metallurgy, entered into an agreement that shook up the social standard applied in the company.

This new national metallurgy collective bargaining agreement (CCN) was signed on February 7, 2022, by CFDT, CFE-CGC, FO, and UIMM.

It comes into force on January 1, 2024, except for the social protection theme, which comes into force on January 1, 2023.

The changes that we need to make and that are the most formative for our organization are those relating to classification.

During this transitional period, the companies must deploy the new classification system.

In the framework of the Re-Nouveau agreement, entered into on December 14, 2021, it was agreed to initiate joint discussions on the calendar and arrangements for implementing the new classification. These exchanges were also an opportunity to define the involvement and contribution of the central and local OSRs at key stages of the project.

Several consultation meetings in April 2022 made it possible to share with the trade unions the methodology that would be used for job scoring. This methodology, which allowed for the involvement of all the players in the business lines, HR, and the trade unions, was welcomed by all.

The changes in the Group's organization, coupled with the implementation of the new collective agreement, led to the signing of a method agreement providing the structure for the themes and scope of the future common social foundation on July 27, 2022.

In this context, the process of informing and consulting the bodies took place throughout the year with regular updates on the reorganization project status. Six ESCC meetings were held between February and November 2022 to inform the elected representatives on this project. A key step in the process will be the consultation of the central body on this issue on December 2.

Three major negotiations were also held in the context of the implementation of this common social foundation

- To cope with the historical context in terms of inflation, the signing of a Purchasing Power Agreement on October 11, 2022;
- The implementation of a complementary health insurance agreement, allowing all French entities to benefit from the same health cover. This agreement, signed by all the trade unions, will come into force on January 1, 2023;
- The proposal for a common pension scheme, with negotiations to be completed by December 2023.

Internationally, exchanges with local social partners were intensified, particularly in connection with the Horse and Ampere projects and on purchasing power due to inflation. Several countries (France, Romania, Spain, etc.) have entered into agreements with specific measures on this subject.

2.4.3 For the development and vitality of the territories EFPD14b EFPD14c EFPD14d

2.4.3.1. Contributing to the development and vitality of the territories EFPD14c

Renault Group is a major player in the economic and social development of the territories in which it works. Present in 38 countries, the Company considers that it has a responsibility to make sure that its impact on the regions where it is located is positive and to contribute to their sustainable development. The Group's ambition is to create shared value for the mutual benefit of the Company and all of its stakeholders. It therefore takes care to identify the requirements and expectations of the stakeholders that surround it (see 2.1.4) and to respond to them as far as possible through its core business and setting up innovative solutions.

2.4.3.2. An active participant through its core business activities EFPD14b

It is difficult to truly isolate the Company's contributions within a complex and interdependent socioeconomic fabric. Beyond direct employment generated and the taxes paid by the Company, the other direct and indirect contributions and benefits are shared among the members of a network.

According to the figures published by the ACEA, the association of European automotive manufacturers, 13.0 million people (representing 7.0% of the active population) work in the European automotive sector (direct and indirect jobs – 2020 figures).

The number of direct jobs totaled 2.5 million (2020 figures). This includes automotive manufacturing, equipment and accessories, and coachbuilders. Indirect employment includes other manufacturing fields, vehicle sales, parts and accessories, maintenance, fuel, leasing and transportation, as well as construction and road maintenance and associated activities.

Retail Renault Group

The Humanitarian and Social Aid Fund (FASH) was created by Renault Retail Group in 2003: it arose from a collective agreement signed with the representative labor unions within RRG.

The purpose of this fund is to grant financial aid to the employees of RRG and also to humanitarian action associations.

The FASH continues to provide help and support for education, health, emergency food aid, aid to regain mobility, disability and the environment.

2.4.3.3. Societal actions supported by a global network

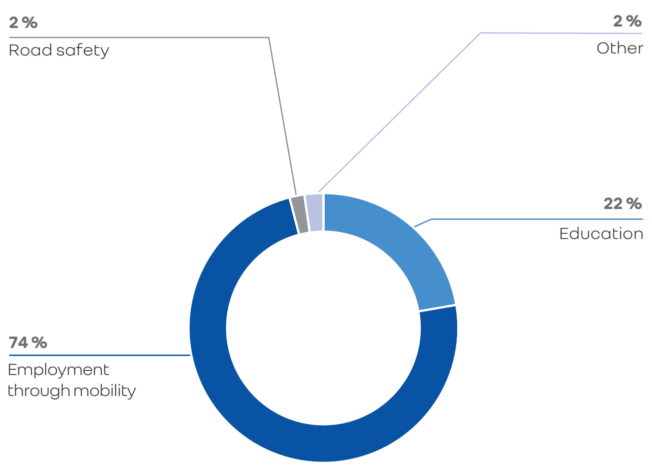
The Sustainable Development Department leads, coordinates and relies on a network of ESG correspondents in the main countries where the Group operates as well as on a newly created dedicated committee.

Since July 2022, the country correspondents have met every two months to share local initiatives and maximize their contributions to the Group's sustainable development strategy.

The Group Sustainable Development Committee consists of representatives from each of the corporate functions and each of the Renault Group brands. Meeting on a monthly basis, this group of Sustainable Development correspondents aims to monitor and deploy the Group's environmental, social, societal and governance commitments.

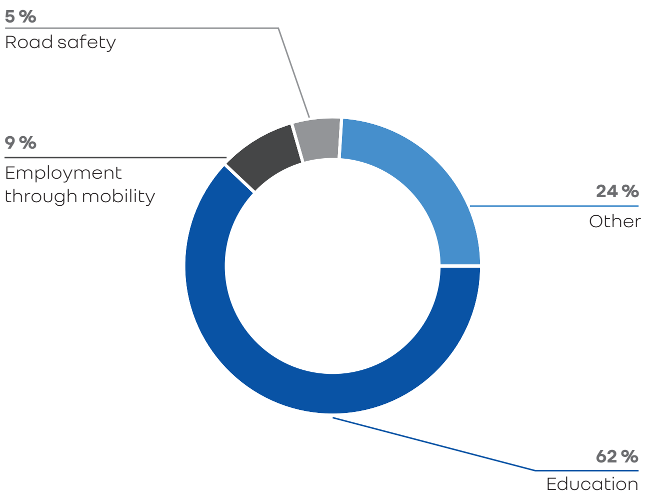
Breakdown of social and societal investments

In value



Breakdown of social and societal actions

By action



Renault's environmental policy is reflected in the core of its industrial strategy, its products and its services (see 2.3.1). The actions identified here correspond to societal initiatives carried out by the countries or sites and campaigns to raise awareness of environmental issues.

Breakdown of social and societal investments by action

Category	Number of actions	Value in euros
Fondation Renault [1] (Corp.)		3,000,000
Education	80	926,039
Employment through mobility	11	65,138
Road user safety	7	74,234
Other	31	94,298
Total	**129**	**4,159,710**

(1) Amount of the Fondation d'Entreprise Renault annual endowment.

2.4.3.4. Passing along knowledge for the future

Education is a top priority within Renault Group. Renault Group recognizes that providing training on the careers of the future and giving the neediest access to knowledge are key to the development of society and also of the Company. Renault therefore continues to deepen its commitments in this area.

2.4.3.5. Bringing schools into the corporate world

Renault Group is committed to developing talent throughout life, especially among young people, by helping them find their place in the world of work. Renault Group develops programs and initiatives to forge links between the worlds of education and employment, and to professionalize and develop their employability, with a particular focus on the promotion of diversity and equal opportunities.

A. In France…

In 2022, Renault maintained its links with schools and young people, in particular:

- as of the end of December, around 1,230 young people were on work-study programs in France (including 1,170 apprenticeship contracts and 57 CIFRE training through research contracts). As part of the "1 young person, 1 solution" plan and its commitment to young people, Renault Group maintained its commitment to take on 5% of work-study students by the end of December. Of the 1,170 apprentices present, 663 were recruited in 2022;
- by hosting 624 young people on work placements;
- some fifty events such as conferences, talks, school forums, coaching sessions and round tables took place in person or virtually this year, led by Renault recruitment officers or ambassadors;
- by participating in the "FIRST – Femmes Ingénieurs" event, a day during which several women engineers from the company went to meet secondary school girls to create motivation for vocations and attract young girls to scientific training;
- around twenty vehicles or parts were given to vocational schools in France so that their students could be trained on recent vehicles;
- by providing financial support to 115 educational institutions and approved organizations through the apprenticeship tax.

B. …but also in other countries where Renault Group operates EFPD14d

Many employees spend some of their work time teaching classes at different schools/universities. These activities are organized either through official partnerships or at schools and universities in countries where Renault Group operates.

In partnership with the local university, **Renault Romania** is developing workshops, run by company employees and aimed at young people to them enter professional life. These workshops help them prepare for job interviews, look for a job, etc. In 2022, more than 80 people participated in 8 workshops.

Renault Foundation Colombia continues to provide support to 25 underprivileged engineering students through its "Renault German Camilo Calle" program; Renault Colombia prepares them for their entry into working world.

In **Romania**, Renault Group, through the "Drive your future" initiative, offers partnerships with various universities including the Polytechnic University of Bucharest, ASE, and the University of Pitesti. In 2022, more than 3,000 students benefited from training or mentoring related to this initiative.

Since 2014, the subsidiary has also supported vocational training and has been involved in the development of future generations of automotive specialists. 368 young people from technological high schools in Mioveni benefited from the "dual education" initiative.

Renault Foundation Spain has also signed several agreements and is involved in various activities. Through its "Renault Graduates" program, Renault Spain is a partner of universities in the Castilla y León region and offers training and internships to 20 young graduates, 50% of whom are women. 75% of program beneficiaries are recruited.

Renault Spain rewarded 7 projects related to sustainable mobility (2 proposed by students, 2 by academic institutions, 2 by companies and 1 by the public administration).

Well aware that knowledge is acquired by the practical application of academic knowledge, Renault Group made **numerous gifts of vehicles and tools to schools for educational purposes:**

- in **France**, many sites make such donations for educational purposes to high school students in the areas where they are located;
- in **Argentina**, Renault Group donates test vehicles to technical institutions to be used for student training. In 2022, 20 vehicles were donated to institutions in the provinces of Buenos Aires and Cordoba. This action has a triple impact: economic, environmental and social;
- in **Spain**, Renault Group regularly donates engines, gearboxes and vehicles to educational centers. This year, the company donated 120 computers to the Government of Castilla y Leon for distribution to schools and training centers in the region, as well as 14 computers to the Mornese Foundation. The subsidiary also donated 18 machines from their engine factory to the Cristo Rey technical school;
- in **Brazil**, Renault Group gives access to Masters to 4 NGOs – Casa do Zezinho, Lar Mãe Maria, ADFP, and Borda Viva Association – to facilitate the mobility of young people and students.

2.4.3.6. Supporting access to education throughout the world EFPD14d

Renault Group carries out numerous actions intended to promote inclusion, access to education and the fight against dropping out of school:

Renault ElectriCity is planning to recruit 700 permanent employees by the end of 2024, as part of a joint initiative with local employment agencies, the Pôle Emploi and all local stakeholders.

Factory visits are also organized with the national education system to develop school/company relations. In 2022, the three Hauts-de-France sites hosted more than 300 students of all profiles (secondary school students, general and vocational high school students, engineering students, etc.). Unprecedented visits to the Maubeuge and Douai factories organized for the families of employees by small electric train were opened to local secondary school students. The Douai director sponsored the INSA Hauts de France (engineering school) class of 2021.

With CORIF (an association with strong roots in the north of France that has been working for 40 years to promote professional equality and gender diversity and to combat stereotypes and sexist representations), ElectriCity is increasing the number of actions and visits to its sites for the benefit of women seeking employment. For the second consecutive year, ElectriCity continues to invest in DuoDay to raise awareness among managers and all employees of the diversity of disability situations at work, but also to give individuals with disabilities the opportunity to discover the industry's professions and enjoy a new experience. This year, six duos were trained in our factories.

Together with the UIMM de Sambre-Avesnois (Union des Industries et des Métiers de la Métallurgie), ElectriCity is a partner of the EDIVAL association, which aims to bring industry and the educational world closer together through personalized educational visits to industrial companies. In this context, the ElectriCity communication team has worked with teachers to develop educational materials for classroom visits (comics, safety animation, and presentation of professions). ElectriCity also supports the Emergence program, the objective of which is to enable talented young people from modest backgrounds to pursue the studies they want (which are often long, selective and/or expensive) and to build a professional future that matches their potential and ambition: at this stage, two pairs (therefore two young people) are being sponsored for €4,000 over five years. Thanks to the participation and involvement of more than a hundred employees in the "Call & Care" sports and solidarity challenge in June 2022, ElectriCity is supporting the Article 1 association (€5,000 donation), which aims to prevent individuals aged 16 to 25 from working-class backgrounds in the Nord department from dropping out of school through guidance, success in higher education, and development of career paths for better professional integration.

Renault ElectriCity is a member of the Fondation du Nord, which supports innovative initiatives for inclusion through employment, support for the most vulnerable people, in particular young people, and the independence of the elderly and individuals with disabilities.

The Le Mans factory also organized 14 visits with schools, and 273 pupils visited the Cléon factory.

Alpine launched the first edition of the Alpine Mechanical Excellence Competition. This competition gives students (high school students, apprentices, higher technician students or professional qualifications, etc.) in the vehicle mechanics engineering section from all over France the opportunity to showcase their skills and know-how and to promote the vehicle mechanics engineering sector by positioning it as a sector of excellence open to all. With 1,111 entries in the first edition, the competition highlighted the interest of young mechanics in participating in such an event. In addition to the experience gained through the trials and the opportunity to work in unique situations and on unique mechanical parts, the moments of exchange with the team's motorists during the regional trials or the finals allowed the candidates to perfect their know-how but also open up their personal and professional outlooks.

For its part, **Renault Argentina** supported the "Neighbors Barrio Reno" community program in 2022 to help 98 beneficiaries from an underprivileged neighborhood near the factory. The aim is to allow these individuals develop their own businesses. Partnerships with local authorities and NGOs such as "Las Omas" and "Innovar Sustentabilidad" are in place to train people in sewing, cooking and carpentry.

Future Generation is another important vocational training program targeting young people in socially vulnerable situations in **Brazil**. This free six-month training course, intended for young people aged 15 to 24 who are still enrolled in secondary school or who have completed their schooling, is designed to prepare them for entry into the labor market. It includes courses in computer science, management, citizenship, behavior and civics. This year, 80 young people finished the program.

Renault Foundation Morocco contributes to improving school conditions in the regions where the Group operates. It encourages the schooling of children, in particular girls, and is fighting to reduce school drop-out rates in rural areas through the supply of school buses. In 2022, 2,100 pupils benefited from the school transport service every day.

The Foundation is renovating a school in a rural area. This year, the school is located in the Tangier region.

Since its launch in 2019, the BIBLIOBUS initiative has established itself in the rural and suburban school environment of the regions of Tangier and Casablanca as an essential educational event to support reading and cultural learning. The project was also selected as a benchmark by the Moroccan national education authorities for its high-impact pedagogical approach with a view to deploying similar initiatives in other regions of the Kingdom.

In partnership with the organization "AlJisr," 30 young people over 18 are now being supported in the framework of a program for IT training and integration into employment in companies.

The Renault Foundation Morocco is also very involved in the prevention of road risks. With the Tkayes school initiative, more than 10,000 children and their families benefited from the road safety education program in 2022.

The **Renault Foundation Romania** offered 15 "Constantin Stroe" scholarships for the 2022 school year. Through the NGO "Salvati Copiii," it helped 102 children from disadvantaged backgrounds to continue their education.

The Foundation launched the website kilometrulbine.ro containing environmental education material, developed in partnership with the NGO Viitor plus.

Training and skills management are the essential drivers for supporting the Group in achieving its objectives. The Company has two main objectives: on the one hand, to adapt its skills to develop its competitive advantage and still better serve its customers, and on the other, to promote development through training in new technologies, notably digital.

Finally, to support the transformation of the automotive sector, in 2021 we created the ReKnow University. This new company university supports the transformation of mobility professions by ensuring the link between initial training and lifelong learning and by bringing together various players (industrial, academic, institutional) to design and disseminate innovative training courses. (see 2.4.2.2.1.B).

2.4.3.7. Plants in transition

With 34 plants worldwide, Renault Group has an industrial system resolutely focused on the future, ready to meet the new challenges of the automotive sector and to customer expectations. New occupations, new know-how, new tools... the industrial metaverse is the driver for a connected, agile and competitive factory, which places humans, i.e. all company employees, at the heart of the system. Our aim is to ensure the satisfaction of our customers by manufacturing and delivering quality vehicles within the announced time frames.

Women and men at the heart of the transformation

The Industry teams include nearly 65,000 employees worldwide. More agile, more reactive and trained in new technologies, employees focus on the highest-value-added interventions and take advantage of these innovations to be relieved of certain operations. They are performing fewer and fewer arduous tasks.

The automotive sector is undergoing rapid change with the ramp-up of electrified vehicles, customization, increasingly connected vehicles, etc. To meet this revolution, the automotive industry must adapt to ensure the reliability and full traceability of its production to ensure its competitiveness.

Renault Group chose to digitalize its industrial system to support all employees, manufacture connected, customized vehicles and reinforce the customer's place in the plant. Through this approach, the Company has two aims: guarantee vehicle quality and the competitiveness of its factories.

In October 2022, Renault Group took a new step in its digital transformation by launching **the first ever industrial Metaverse**. It is built around four dimensions: bulk data collection, digital process twins, connecting the supply chain ecosystem, and a set of advanced technologies. By 2025, the Metaverse will deliver €320 million in savings, plus €260 million in inventory savings, a 60% reduction in vehicle delivery time, a 50 % reduction in the carbon footprint of vehicle manufacturing, and a contribution to the Group's target of 60% reduction in warranty costs.

The supervision offered by the Metaverse through better visibility of the working environment allows the players to gain agility and autonomy in decision-making. Technologies from the gaming world are making user experiences more immersive. This is the case for virtual-reality painting training. AI (Artificial Intelligence) algorithms facilitate employees' ability to anticipate, such as optimization and flow management functionalities for supply chain experts.

Transforming our ecosystem to generate value creation

Several major strategic projects are at the heart of industrial Renaulution:

Refactory: an unprecedented activity in industry

In November 2020, the Group announced the transformation of its site in Flins to create the Refactory, Europe's first circular economy factory dedicated to mobility, with the target of a negative CO_2 balance by 2030. Since then, this transformation plan has been gradually rolled out and will continue until 2024. The site is organized around four areas of activity, each with its own specialty: ReTrofit, ReEnergy, ReCycle and ReStart (see details in 2.3.2.2 "Resources and circular economy").

The Flins Refactory enables Renault Group to benefit from a rapidly growing source of value while reaffirming its industrial footprint in France. Its aim is to encourage initiatives, develop innovation for the circular economy and contribute to Renault Group's ambition to achieve carbon neutrality at its industrial sites in Europe by 2040. A long-lasting, responsible reconversion, both environmentally and socially, based on the many assets of the site and its employees.

In 2022, the Flins Refactory accommodated the renovation activities of Choisy-le-Roi. Support and training measures for employees at Flins and Choisy-Le-Roi were put in place.

Refactory is at the heart of the Group's sustainable development. This activity is intended to be deployed more widely, as with the Seville factory in Spain, which was inaugurated on December 2, 2022.

Renault ElectriCity, the industrial hub and leader in northern France

This major industrial project, Renault ElectriCity, not only aims to produce 480,000 electric vehicles per year by 2025, but also to bring together a complete ecosystem of suppliers and enable Renault Group and its brands to innovate and reduce many costs for greater competitiveness.

Accelerate the decarbonization plan for its industrial sites

As part of its Renaulution strategy, Renault Group announced on November 24, 2022, an acceleration of the decarbonization plan for its industrial sites with three strategic and unprecedented partnerships to achieve its energy transition objectives. This new stage was materialized with Voltalia for the largest green electricity supply contract in France, for the Group's French factories: in Douai, with ENGIE for the first deep geothermal energy project at a European industrial site, and with Dalkia and EDF Group for the installation of a biomass boiler in Maubeuge.

2.4.3.8. Fondation d'entreprise Renault Group EFPD14d

Promote Renault Group as a player in the field of integration and commitment of employees

Through its philanthropic activity, Renault Group supports projects for the common good linked to integration through employment for the most disadvantaged, in particular through the action of its Corporate Foundation and its foundations in the countries (Argentina, Brazil, Colombia, Morocco, Romania and Spain).

Launched in 2001, the Fondation d'entreprise Renault Group supports initiatives to promote professional integration, focusing on Renault Group employment areas in France and giving employees the opportunity to get involved. Its projects, with its partners, aim to restore equal opportunities, to advise and support vulnerable people in their efforts to access or return to employment. Since 2021, the Corporate Foundation and the World Foundations have supported 15,231 people.

Integration through employment

The Renault Group corporate foundation supports the most vulnerable in their professional integration by supporting projects of 34 partners, meaning 26 organizations helped on the following 7 themes:

- driving license assistance;
- post-incarceration integration;
- support for returning to work;
- entrepreneurship support;
- digital divide;
- first-time hiring assistance;
- support for entrepreneurs, following a business failure, in their professional reintegration.

In 2022, The Corporate Renault Group Foundation supported 2,747 people, 52% of whom were women.

Employee engagement

The Fondation Renault Group responds to the quest for meaning among employees who wish to get involved.

In 2021, the Fondation d'entreprise Renault Group has set up a rounding-off program enabling employees who wish to do so to make voluntary donations each month, deducted directly from their pay slips, for the benefit of four associations: Les Restaurants du Cœur, l'Institut de l'Engagement, le Secours Populaire Français and Emmaüs Connect. The measure was maintained in 2022.

The Fondation Renault is committed to supporting them by matching 100% of their donations.

It also proposed that its employees become involved with the Secours Populaire "Les Pères Noël Verts" operation in December 2022 by allowing them to contribute to a Christmas solidarity fund matched by the Foundation.

Employees began to get involved with some of the Foundation's partner organizations (such as Solidarités Nouvelles face au chômage).

Art collection

The Renault Group Art Collection is under the supervision of its Corporate Foundation, whose mission is to promote the Group's Art Collection (more than 500 works by some thirty major artists) and to make it accessible to as many people as possible.

In 2022, the collection was showcased during three events:

- works by Victor Vasarely lent to the Fondation Vasarely in Aix-en-Provence;
- a work by Victor Vasarely and a work by Angela Palmer lent to the Guggenheim Museum Bilbao;
- a sketch by Victor Vasarely for the "L'occhio in gioco" exhibition in Padua.

Renault Group Foundations

Six of the Group's countries (Argentina, Brazil, Colombia, Morocco, Spain and Romania) run their own locally funded foundations.

A strategic link of all the foundations around integration through employment began in 2021 under the leadership and coordination of the Fondation d'entreprise Renault Group. This leadership and coordination continued in 2022.

Renault Group Foundations around the world

Country	Name	Year of creation	Principal activities	Scope of activity	2022 annual budget
Argentina	Fundación Renault Argentina	1960	Integration through employment Support for associations	Local, regional	€40 k
Brazil	Instituto Renault do Brasil	2010	Integration through employment	Local, regional	€220 k
Colombia	Fundación Renault Colombia	2014	Integration through employment	Local	€126 k
Spain	Renault Group Foundation Spain	2012	Integration through employment / Education / Diversity / Environment / Road user safety	National, regional, local	€200 k
France (Corporate)	Fondation d'entreprise Renault Group	2001	Integration through employment	National	€3 M
Morocco	Renault Foundation Morocco	2018	Integration through employment / Education / Road user safety	National	€310 k
Romania	Renault Foundation Romania	2018	Social inclusion through education and employment	National, local	€136 k

2.5 Ethics and governance

2.5.1 Ethics and compliance policy EFPD16b

Within Renault Group, Ethics and Compliance are based on fundamental values of integrity and respect deployed at all levels.

Thanks to an ethic shared by all, Renault Group acts as a responsible company by guaranteeing non-discrimination, fairness, diversity, diversity of backgrounds and profiles, assistance to people with disabilities, dialogue , the quality of life at work.

2.5.1.1. Objectives and guidelines

The Group ethics and compliance policy aims to:

- anchor ethical values in the everyday life of all the Group's activities in order to contribute to its sustainable performance and to protect its image and heritage;
- prevent and detect breaches of ethics and integrity to protect employees, customers, suppliers and shareholders through remediation plans;
- structure the compliance approach, i.e. all processes aimed at implementing and controlling the legal and ethical rules within the Group;
- the ethics and compliance referential include in particular;
- the Ethics Charter, updated in 2022, which reaffirms our collective commitment to act according to values based on trust and respect between employees, customers, suppliers, partners and shareholders. It calls for integrity and vigilance in all our roles and responsibilities. It applies to each and every one of us – executives, managers, employees, apprentices and temporary workers – in Renault Group and its subsidiaries worldwide and specifies, in its introduction signed by the Chairman of the Board of Directors and the CEO, that the executives have a duty to set an example. Its preamble, written jointly by the Chairman of the Board of Directors and the Chief Executive Officer of Renault Group, demonstrates their involvement and reinforces the scope of the document;
- the Anti-Corruption Code of Practice updated in 2021, reaffirms Renault Group's zero-tolerance policy with regard to corruption and influence peddling and materializes its commitments in this area. It applies to anyone bound by a Renault Group employment contract, regardless of their hierarchical level, geographical location or entity. It is an aid to decision-making that illustrates what corruption and influence peddling are as well as their forms and risks. It sets out the actions to be taken and the rules to be followed. Its preamble, written jointly by the Chairman of the Board of Directors and the Chief Executive Officer of Renault Group, demonstrates their involvement and reinforces the scope of the document. Following an analysis of 75 criteria relating to the transparency of public documents of SBF 120 (120 French Stock Exchange Companies), the Renault Group's anti-corruption code of conduct was awarded first prize in the first Transparency Award Ethics & Compliance, in 2022, by the Labrador agency;
- the eight codes of conduct, which detail the rules of good conduct to be applied within the activities that require even stronger ethics;
- the whistleblowing tool This system is accessible from the WhistleB platform WhistleB, Whistleblowing Centre or from the ethics and compliance intranet (via Declic);
- all the procedures for applying ethics and compliance.

The ethics and compliance guidelines are available on the Renault Group Ethics and Compliance intranet. The Ethics Charter and the Anti-Corruption Code of Conduct, translated into 14 languages, are also available on the corporate website www.Renault.com .

2.5.1.2. Contributors and bodies

The Group's Director of Audit, Risks, Ethics and Compliance (DAREC), a member of the Corporate Management Committee (CMC), is responsible for the ethics and compliance system. The DAREC meets regularly with the CEO to discuss its deployment.

The DAREC reports on ethics and compliance actions to the Audit and Risk Committee (CAR), a specialized committee of the Group's Board of Directors.

The duties of the DAREC are as follows:

- define the Group's overall ethics and compliance policy;
- act as an adviser to the Company's management teams;
- ensure that whistleblowing reports are collected and handled;
- chair the Group Ethics and Compliance Committee (CECG);
- verify the ethical and compliance policy implementation in the Group's various business activities (purchasing, manufacturing, sales, engineering, finance, HR, etc.);
- reinforce the Group's ethics and compliance policy;
- deploy the Group's ethics and compliance policy on a global scale.

To complete this mission, the DAREC relies on:

- a team of around sixteen employees;
- ethics and compliance officers appointed in all countries where the Group operates. They ensure the dissemination of guidelines, values and expected behaviors, taking into account local laws and regulations. Within their scope, they manage the

whistleblowing tool and lead the Country Ethics and Compliance Committees (CECP);

- ethics and compliance officers appointed by function. They support the deployment of the ethics and compliance policy within the Group's functions;
- two facilitators dedicated to employees in France. They are in charge of solving conflicts between employees through mediation.

The DAREC can also count on the support of the following bodies:

- the Ethics and Compliance Committee of the Group (CECG), consisting of 29 members representing all functions of the Group. This committee is responsible for validating, evaluating and improving the effectiveness of the ethics and regulatory compliance mechanisms in place. It reinforces the protection of the company and its employees in all countries where Renault Group operates;
- the Whistleblowing Committee (CTA) composed of seven members and three experts. It collectively deals with whistleblowing received reports;
- the Country Ethics and Compliance Committees (CECP). Each CECP is chaired by the country director and coordinated by its ethics and compliance officer. It deals with alerts and ensures the local deployment of the ethics and compliance policy and measures.

2.5.1.3. Highlights of 2022

In 2020, Renault Group underwent an audit of its system for preventing and detecting corruption and influence peddling by the French Anti-Corruption Agency (AFA) under Article 17 of the "Sapin II" law of December 9, 2016. The AFA sent its provisional report in the summer of 2021. Its receipt was followed by a procedure between the two parties, at the end of which Renault Group submitted its written observations, which were analyzed by the AFA before the release of its final report. Renault Group received this final report on February 9, 2022, and has since implemented action plans to address the auditors' recommendations and observations.

In November 2022, the Renault Group Code of Ethics was updated and posted online at Renault.com and the Renault Group intranet. Widely deployed to all Renault Group employees worldwide, through various forms of communication (kits, video, posters), it was drafted following some fifty interviews conducted with numerous organizational levels. It fuels Renault Group's raison d'être and promotes values based on trust and respect between employees, customers, suppliers, partners and shareholders.

A video and a poster on the whistleblowing tool were distributed to all Renault Group factories around the world, as well as to support function sites. They explain how to make a fully confidential whistleblowing report and refer to the WhistleB platform, Whistleblowing Centre via a dedicated QR Code easily downloaded using a smartphone.

The Anti-Corruption e-learning was updated in June 2022. Accessible to all Renault Group employees worldwide, it is posted on the Ethics and Compliance intranet and the Learning@Alliance training module. All Renault Group employees throughout the world have been informed of it.

In November 2022, a new edition of the "Inspiring Ethics" seminar was held under the theme "Good & Evil – two powerful testimonies." The two speakers were: writer Laurence Devillairs, PhD, who spoke on "What does it mean to be a good person in the company?" and Frédéric Pierucci, a former ALSTOM corporate executive accused of corruption in 2013 who shared his experience. Organized by the Ethics and Compliance Department, the event was broadcast live and offline on the Renault Group intranet homepage. Held every year, it is part of a process to raise awareness of ethics and compliance among all Group employees.

Internal tools to promote and share the ethics and compliance policy (internal kits, videos, posters) are updated regularly. They offer clear and accessible information to Renault Group employees worldwide.

The ethics and compliance network

The ethics and compliance network was further strengthened. It is composed of more than 90 Renault Group employees. It has country correspondents whose scope of action covers the countries where the Group is present as well as function and brand advisers. The correspondents and advisers may be assisted by deployment leaders.

The role of the network is to deploy and lead the ethics and compliance policy locally within the country and the business lines.

The Group Ethics and Compliance Department leads the network, in particular via e-conferences, newsletters and an annual seminar

Deployment of the prevention of corruption and influence-peddling plan EFPD16b

Pursuant to the "Sapin II" law of December 9, 2016, on transparency, the fight against corruption and the modernization of economic life, the Group continues to strengthen its overall system for preventing and detecting corruption and influence-peddling. The actions undertaken include but are not limited to:

1. an update in 2022 of the Renault Ethics Charter, which concerns every employee of the Group and commits the top management to the fundamental values of integrity and respect;
2. an in-depth review of the methodology for mapping corruption risks, which takes into account the recommendations of the French Anti-Corruption Agency within a scope that includes the countries, functions and Business Units. It is applied to these entities uniformly. In 2022, all the entities controlled by Renault Group were mapped. The evaluation of corruption risks was formalized in 127 maps and then consolidated into a single Renault Group map;
3. the Third-Party Integrity Management Process has been rolled out in the Group's main subsidiaries. The integration of this process into the DOA (Delegation Of Authority) approval circuit has enabled the inclusion of

an opinion on the integrity of the third parties concerned in more than 350 decisions requiring it;

4. employees and managers have access to online training on the prevention of corruption and influence peddling. More than 36,005 employees have completed this training, representing 94% of the registered population according to the position held in the company. The "Ethics within Renault Group" online training was delivered to more than 28,882 employees, representing 93% of the registered population. This training rate is stable compared with 2021 (44,768 employees, representing 94% of the registered population according to the position held in the company). The "conflicts of interest" e-learning course available since early 2021 was taken by 29,130 employees, representing 94% of the registered population;
5. the global whistleblowing system, available in 14 languages and operational in all the countries, is supported by the local ethics and compliance officers. It allows current and former Group employees as well as external and occasional collaborators, suppliers, job applicants, and shareholders to submit alerts directly to the Group Ethics and Compliance function. In particular, it is accessible confidentially at any time via an external site from a computer, tablet or smartphone, whether professional or personal. At the global level, 460 new alerts were sent in 2022. Of the cases closed, after investigation, 33% were confirmed alerts, the main causes being unethical behavior, moral harassment and fraud;
6. in 2022, the Group Compliance Department continued to carry out a self-assessment on the roll-out of the corruption prevention system in the Group's entities and subsidiaries. This CCQ (Compliance Control Questionnaire) received input from 29 subsidiaries excluding France corporate entities and functions. Compliance tests were conducted on 9 entities to verify the quality of the responses and thus confirm the overall results. Eight audits including a review of local implementation of the corruption prevention policy were conducted in 2022.

Compliance with laws, regulations and corporate rules

Compliance with laws and regulations is a major objective of the Group. The Group Ethics and Compliance Committee (CECG) is responsible for monitoring these systems.

The Group Ethics and Compliance Department is responsible for overseeing regulatory compliance. It is responsible for ensuring that reliable systems are in place with the prescribing departments: Technical Regulations, Legal, Environment, etc. The Legal Department and the Risk Management Department provide support and assistance on this subject.

There is a method to assess existing procedures, validated by the CECG. The Group Ethics and Compliance Department applies this method to a list of regulatory areas selected with the Legal Department. In parallel with this assessment, a rating of the seriousness of the risk of regulatory non-compliance is established with each prescribing department (see "Risk factors", chapter 4.2).

The system as a whole is managed by the internal monitoring procedure for regulatory compliance.

2.5.2 Strengthening the responsible purchasing approach in the supply chain EFPD14a EFPD15 EFPD17 EFPD18

The Group also extends its social, societal and environmental responsibility to its relationships with suppliers. Renault Group implements a responsible purchasing policy along its entire supply chain.

With regard to suppliers with whom the Group has an established commercial relationship, the responsible purchasing approach is detailed in Renault Group's Vigilance Plan, set out in section 2.2 of this document.

1. A mapping of risks, accompanied by methodology information;
2. Procedures for regular assessment of the situation of suppliers in light of the risk mapping, i.e. audit campaigns and evaluations via an Internet platform;
3. Actions to mitigate risks and prevent serious infringements:
   - a responsible purchasing policy establishing the principles of responsible contractual relations with suppliers and covering the risks identified in the mapping;
   - a decisive criterion when choosing suppliers and subcontractors;
   - Monitoring of corrective action plans following audits at supplier sites;
   - an ESG-focused purchasing team;
4. System for monitoring the measures implemented and evaluating their effectiveness;
5. A whistleblowing tool.

2.5.2.1. Specific work in the cobalt/electric batteries sector

Mapping of minerals and materials risks
Renault Group is particularly vigilant as regards to the origin of certain minerals and materials, for which risk mapping is also carried out.

In the light of Renault Group's commitment to human rights and fundamental freedoms, and particularly the fight against child labor in its supply chains of minerals and materials from high-risk countries, Renault Group works in priority since 2017 with the cobalt sector, as this mineral is used in electric batteries.

The Group selected a specialist audit firm in this sector to fully map its supply chain and perform on-site audits for the identified stakeholders.

Specific actions to mitigate risks and prevent claims
In 2019, this specialist firm carried out 17 site audits for certain suppliers and subcontractors in the cobalt supply chain. Audits were conducted at each level of the supply chain, starting with cathode suppliers and even down to some small-scale mines in the Democratic Republic of the Congo (DRC). No critical cases of non-compliance were identified, and corrective action plans are being implemented. In 2020, the monitoring of action plans by cathode suppliers and certain refiners continued.

Based on the lessons learned from the audit campaign, Renault is updating its risk mapping starting from 2021.

Renault Group is also reviewing its approach to risk management and audits, in particular to prepare for the European Battery Regulations that are being put in place. This requires an evolution of the organization and associated governance, as well as continuous improvement in ESG assessments within the supply chain.

Alongside these actions, in 2021 Renault Group also initiated direct partnerships with key raw material suppliers in its battery supply chain.

Following the partnership with VULCAN Energy set up in 2021 to source Lithium[35], Renault Group has also implemented agreements with TERRAFAME[36] for a sustainable supply in nickel and MANAGEM Group for a sustainable supply of cobalt[37]. These partnerships materialize a new step in the development of a more sustainable and transparent battery value chain.

Finally, in a risk anticipation approach, in 2022 Renault Group joined a group of NGOs, scientists and companies calling for a **global moratorium on mining in the seabed**, until it is not scientifically proven that this can be done in a sustainable way. The seabed, rich in minerals necessary for the manufacture of batteries, is essential in climate regulation and for the generation of means of subsistence for women and men.

35 Press release: https://media.Renault.ch/fr/article/21411
36 Press release: https://media.renaultgroup.com/renault-group-to-partner-with-terrafame-for-sustainable-nickel-supply/?lang=eng
37 Press release: https://media.renaultgroup.com/renault-group-and-managem-group-sign-an-agreement-for-a-sustainable-supply-of-moroccan-cobalt/?lang=eng

2.5.2.2. Purchasing contribution to the reduction of greenhouse gas emissions in the supply chain

See section 2.3.2.1, "Climate and energy efficiency"

2.5.2.3. A local integration strategy EFPD14a

Local integration is a major element of Renault Group's purchasing policy because it can improve the Group's competitiveness, reduce its exposure to monetary fluctuations and contribute to the development of the regions where it is located.

A local approach has numerous advantages leading to the reduction of costs. Thus, the local purchasing of parts can reduce transport and customs costs. This proximity also enables the Company to be more responsive, to adapt more quickly to changes in demand from its customers and to participate in local development and notably the local employment pool.

To promote local integration, Renault Group has created dedicated teams in LATAM, Morocco and India. These teams, from purchasing, engineering, cost of goods sold and logistics, launch local calls for tenders to purchase parts that until then were imported.

In addition, Renault Group seeks to locate its suppliers as much as possible during the development phases of new projects.

The localization rate is intrinsically connected with local regulations, currency exchange rates, the Group's industrial activity (launching of new projects) and may vary on a year-to-year basis.

2.5.3 Tax policy EFPD16c

2.5.3.1. Applicable principles

1. In all countries where it is established, Renault Group ensures compliance with tax rules applicable to its activity, in accordance with international conventions and local laws.
2. In its relations with tax authorities, Renault Group aims at strictly complying with tax procedures and endeavors to maintain good relations in order to maintain its reputation. Renault Group endeavors to create a lasting, transparent and professional relationship of trust with tax authorities of different countries and opts for special partnership programs with the tax authorities whenever possible.
3. Renault Group does not encourage or promote tax evasion for itself or for its subsidiaries.
4. Renault Group applies OECD principles for transfer pricing, and intra-Group transactions comply with the arm's-length principle. When local constraints require deviation from OECD methodologies, such local constraints are documented.
5. Renault Group is fully committed to the implementation of regulations aimed at ensuring tax transparency at local, EU or international level.
6. Given the complexity of tax rules, Renault Group may have differences of interpretation with local tax authorities. It then reserves the right to contest any adjustments that are deemed unfounded.

2.5.3.2. Implementation of tax policy

Renault Group's Tax Department is responsible for the Group's tax policy worldwide, including the management of all tax-related risks.

Renault Group's Tax Department, as a support function attached to the Group Finance Department, is independent of the operational functions. It is supported by a local tax network in its mission.

Tax risk management is an integral part of the Group's overall risk management process.

The Group Tax Department ensures the dissemination of tax compliance standards within the Group (Automotive, Sales Financing and Mobility Services) through internal communication channels.

The Group Tax Department takes a responsible approach to managing and controlling tax matters, based on the relevant documentation and rigorous internal control of tax processes.

2.5.4 Cybersecurity and data protection

2.5.4.1. Cybersecurity

To manage risks and protect its data, Renault Group has set up an organization/governance and operational measures in matters of cybersecurity. Details of these measures are given in Chapter 1.5.1.4. Cybersecurity.

2.5.4.2. Personal data protection

Compliance with personal data protection rules opens up a golden opportunity to strengthen trust between Renault s.a.s. and its stakeholders (shareholders, customers, suppliers and employees). Trust is an especially strong value for Renault s.a.s., and personal data protection is one of the main ethical bases for our actions.

Given this commitment, Renault designated a data protection officer (CIL) in 2011 to the French data protection authority (CNIL) with an extended scope. Subsequently, the Group implemented legal, technical and organizational measures to ensure compliance with French data protection law No. 78-17 of January 6, 1978. More recently, in May 2018, Renault Group appointed a Data Protection Officer (DPO) in order to comply with the General Data Protection Regulation (GDPR). Since June 2019, this has been a full-time role performed by a dedicated expert who leads and coordinates actions to ensure that all of the Group's activities are compliant with these standards.

The Data Protection Officer relies (i) on a network of local DPOs, GDPR correspondents ("Privacy Ambassadors"), in each department who are responsible for managing the compliance of personal data processing within their scope, assisted by a network of Privacy Representatives within their department, and (ii) on a legal team dedicated to personal data protection. In addition, multidisciplinary working groups comprising all of Renault's function departments and/or the IT Department and, more specifically, the cybersecurity teams have been set up to intervene both periodically on governance monitoring and also on an ad hoc basis and upstream on the implementation of new projects involving the processing of personal data.

In order to make all Group employees aware of the protection of personal data, an e-learning training offer is offered to all employees. In order to optimize the time and the comfort of the learners as well as the impact of these trainings, the e-learning is composed of:

- 3 fundamental modules lasting 25 minutes, intended for all employees;
- 8 targeted ten-minute modules for different businesses or regions (HR, IT, Marketing, Contractual relations, local specificities China & Korea, International data transfers, autonomous and connected vehicle, R&AE).

The offer is deployed in 11 languages and the different modules are assigned to employees according to their profession and scope. For example, three targeted modules (Contractual Relations, International Data Transfers and Local Specificities) have been assigned to employees of the Alliance Purchasing Organization) in addition to the fundamental modules. A number of documents, frequently asked questions and guides for implementing personal data protection from the design stage are available to the business teams to ensure that all projects involving personal data processing are designed in compliance with the applicable regulations. Lastly, model appendices relating to personal data protection and security are made available to all Group lawyers and the various business lines to enable Renault Group to comply with regulations in its relations with third parties or even with other Group companies.

In order to monitor the Group's compliance with personal data regulations, performance indicators are established each month and on demand as required to continuously monitor compliance and its development on an ongoing basis.

In view of its digital transformation, the development of its activities relating to connectivity and "data" (mobility services, connected vehicles and autonomous vehicles) in order to comply with the General Data Protection Regulation (GDPR), Renault Group launched a program to ensure the implementation of an organization, governance, processes and tools intended to protect the personal data of its employees and its customers/users.

Renault Group is also involved in working groups organized in particular by the Comité des Constructeurs Français d'Automobiles (CCFA) and by the European Automobile Manufacturers' Association on the specific topic of connected services.

Renault Group therefore takes all necessary precautions to ensure that personal data is processed securely and in compliance with regulations.

2.5.5 Lobbying activities

The Group's lobbying activities support its strategy, which is part of the ecological transition and aims to strengthen its industrial and technological activities at all its locations, particularly in France. The ambitions of this strategy take into account the requirements set by the UN Sustainable Development Goals and the Paris Climate Agreement, particularly in terms of combating greenhouse gas emissions.

In its Climate Report[38], published for the first time in 2021, and in its first Integrated Report[39], published in 2022, the Group reaffirms its strong commitments to sustainable mobility that respects its ecosystems.

The Group's ambition is to achieve carbon neutrality in Europe by 2040 and worldwide by 2050.

The Climate Report applies, in particular, the guidelines issued by the Task Force on Climate-Related Financial Disclosures (TCFD), which advises companies on how to evaluate and disclose the risks and opportunities posed by climate change. The Group has supported the TCFD since 2019 and considers its recommendations to be a relevant framework for communicating to stakeholders about on climate issues in the transition to a low-carbon economy.

The Group's lobbying strategy includes a continuous interaction with stakeholders (civil society, NGOs and public authorities). To this end, the Group's proposals take into account impact studies of draft regulations or legislation on a variety of subjects: social, taxes, road safety, and the environment (including the fight against climate change).

In particular, the Group's positions are conveyed to public decision-makers, directly or through associations or unions, to answer their questions or propose adjustments, taking into account the interests of all the Group's stakeholders.

The Group is not politically active and does not fund political parties as part of its public representation. In 2022, the Group was not involved in sponsoring any local, regional or national political campaigns.

The Renault Group Anti-Corruption Code of Practice[40] identifies lobbying activities as a risk situation and, as such, provides a set of rules to be respected by anyone who, in the course of their duties, is involved in a lobbying activity on behalf of Renault Group.

The Group's approach to lobbying is transparent and precisely defined:

1. By an internal system consisting of:

a. the Renault Group Ethics Charter[41] and the Anti-Corruption Code of Practice, which comprise a set of principles and values that form the basis for the behavior of Group employees, both inside and outside the company;

b. the Code of Ethics dedicated to lobbying activities, which constitutes a set of guiding principles based on the Ethical Charter and aimed at promoting common references for anyone involved in these activities.

All lobbying activities are carried out in close coordination with the Public Affairs Department to ensure consistency of approaches in keeping with legal procedures and ethical practices beyond reproach.

2. By national regulations

With regard to France, in compliance with the applicable legal framework, in 2017 the Group was added to the register of lobbyists, which has since been made available online by the High Authority for Transparency in Public Life (HATVP) and is available to the public[42]. In accordance with the applicable regulations, the Group sends an annual summary of its lobbying activities and the resources devoted to these activities to the HATVP. In 2022, without prejudging the declaration that will be made, the main positions defended by the Group through its lobbying activities in France, within the meaning of the HATVP guidelines, included:

- Support for the development of carsharing and new forms of mobility;
- Promotion of incentives and binding targets for the integration of clean vehicles into the fleets of entities;
- Promotion of a balanced ecological tax system that supports the sale of electrified vehicles;
- Support for measures for the decarbonization of sites, their conversion to the new value chains resulting from the transformation of the automotive sector, and the resulting transformation of skills (within the company itself or within the sector);
- Issues related to the management and access to data, communication and connection of vehicles;
- Support for the deployment of public and private charging stations.

38 https://www.Renaultgroup.com/wp-content/uploads/2021/04/220421_rapport-climat-Renault-group_8mb.pdf
39 https://www.Renaultgroup.com/rapport-integre-2021-2022/#page=1
40 https://www.Renaultgroup.com/wp-content/uploads/2021/11/france_code-de-conduite-anticorruption.pdf
41 https://www.Renaultgroup.com/wp-content/uploads/2022/11/charte-ethique-Renault-group_2022_vfr.pdf
42 https://www.hatvp.fr/fiche-organisation/?organisation=780129987

In France, where most of the lobbying is done, six employees were declared as lobbyists according to HATVP criteria.

Lobbying spending in France, which is communicated annually to the HATVP in accordance with the applicable rules, was between €500,000 and €600,000 for 2021, which includes part of the pay of the employees registered as lobbyists according to HATVP criteria, as well as contributions paid to professional associations or organizations, in accordance with HATVP guidelines. Final data for 2022 are not available at the time of writing.

The corresponding amounts are published on the HATVP's open website.

3. By European regulation (European Commission Transparency Register).

Expenditure on lobbying in the EU institutions, which is published annually in the EU Transparency Register[43], jointly managed by the European Parliament, the Council of the European Union and the European Commission in section II "In-house lobbyists," was between €300,000 and €399,000 for 2021, which includes employee pay and operating costs as well as membership fees paid to professional associations or organizations. Final data for 2022 are not available at the time of writing.

The Group is a member of a number of professional Associations and internationally federations, in particular:

- in France: AFEP, AVERE, CCFA, IFRI, Institut Montaigne, PFA;
- in Europe: ACEA and Plateforme pour l'Electromobilité, but also ACAROM in Romania, ANFAC in Spain, GZDBK in Slovenia, and VDIK in Germany;
- in the rest of the world: ADEFA in Argentina, AMICA in Morocco, ANDI in Colombia, ANFAVEA in Brazil, KAMA in Korea, and OSD in Turkey.

43 https://ec.europa.eu/transparencyregister/public/consultation/displaylobbyist.do?id=946343776-69

2.6 Appendices

2.6.1 Environmental appendices

2.6.1.1. Methodological comments on the Taxonomy

For this second year of application of the Delegated Act of Article 8 of the Regulation of the European Parliament and of the Council 2020/852 of June 18, 2020, known as "Taxonomy," Renault Group defined the eligibility of its activities with respect to the climate change mitigation objective on the basis of the description of activities and NACE codes. Renault Group's activities are thus eligible under the following sections:

Environmental objective	Activity covered by the Taxonomy	Description of the Taxonomy activity	Associated NACE codes (for information purposes)	Corresponding Renault Group activities
Climate change mitigation	3.3 Low carbon-intensity manufacturing technology for transport	Manufacturing, repairing, maintaining, repurposing and upgrading low-carbon transportation vehicles, rolling stock and vessels.	C29.1	Vehicle manufacture, repair and sale
	6.5 Transportation by motorcycles, passenger vehicles and light commercial vehicles	The purchase, financing, rental, leasing and operation of vehicles designated as belonging to categories M1 and N1, both of which fall within the scope of Regulation (EC) No 715/2007 of the European Parliament and of the Council, or to category L (two- or three-wheel vehicles and four-wheel vehicles).	H49.32, H49.39 and N77.11	Financing, leasing of vehicles

The scope of eligibility of activities is as follows:

- **Revenues**: sales of Automotive goods, sales of goods to partners as well as rental income from assets and interest income on Sales Financing transactions as described in Note 4 to the Consolidated Financial Statements are eligible under sections 3.3 and 6.5 of the Taxonomy. Other Automotive services, Sales Financing and mobility services were not included;
- **Investments (Capex)**: all acquisitions of intangible and tangible fixed assets, as detailed respectively in Note 10-A1 and Note 10-B to the Consolidated Financial Statements are eligible because they contribute to the design, manufacture, distribution of automotive goods as well as their financing and rental of vehicles;
- **Operational expenses (Opex)**: non-capitalized Research and Development costs, as disclosed in Note 10-A2 to the Consolidated Financial Statements, represent the bulk of eligible activities in addition to, for much smaller amounts, variable, short-term or low-value rental expenses not restated under IFRS 16 Leases, as disclosed in Note 6-C to the Consolidated Financial Statements.

Method used to determine the scope of activities with a substantial contribution

Turnover

To determine the substantial contribution of eligible vehicle-related activities, we analyzed sales figures based on vehicle model and powertrain technology. For spare parts, as we do not have the information system that would allow direct identification of parts fitted to low-emission vehicles, we estimated this turnover in proportion to the "workshop" turnover achieved for low-emission vehicles.

Investments

To determine the substantial contribution of eligible vehicle-related activities, we analyzed the Capex and capitalized R&D expenditure based on vehicle model and powertrain technology in the same way as for turnover. . These investments have been reserved for new low-emission vehicle projects. Capital expenditure common to both electric and internal-combustion vehicles (such as for equipment fitted on multiple models) has been prorated for sales of low-emission vehicles in the medium-term sales plan.

Operational expenditure

The allocation of operational expenditure to economic activities followed the same logic as described for capital expenditure. Wherever possible, non-capitalized research and development costs have been directly allocated to the vehicles. They have been included if the vehicles in question make a substantial contribution to the climate change mitigation objective. We have not included non-capitalized research and development costs directly attributable to vehicles that do not meet the selection criteria. Non-capitalized research and development costs that were not clearly attributable to a particular vehicle project – notably upstream research projects – and other operating costs have been included on a proportional basis using allocation formulas similar to those used for capital expenditure.

Method used to determine the KPIs of aligned activities

Turnover

It was not possible to identify, in a conservative manner, a sub-scope of activity in which the DNSH criteria relating to the prevention and control of pollution are verifiable. Therefore, the aligned turnover is declared zero.

Opex and Capex

DNSH criteria for pollution prevention and control can only be verified on

- Research and Development costs, excluding operations where substances of concern could be used, such as the manufacture of prototypes;
- Capex relating to development and industrialization studies carried out by the suppliers appointed for the manufacture of parts and equipment.

Methods used for checking DNSH criteria

The necessary checks were carried out at vehicle production sites where low-emission passenger cars and light commercial vehicles offered by the Group's various brands are produced. outside China.

The planned in-depth investigations could not, to date, be carried out in China due to the health constraints put in place by the Chinese authorities.

Site	Country	Vehicles produced
Batilly	France	Master ZE
Douai	France	Megane 5 E-Tech Electric
Flins	France	Zoe
Maubeuge	France	Kangoo ZE
Novo Mesto	Slovenia	Twingo ZE
Palencia	Spain	Megane 4 E-Tech (PHEV)
Valladolid	Spain	Twizy

Climate change adaptation

Under the TCFD (see 2.3.2.1.4.3), we carried out a climate risk and vulnerability assessment to identify sites likely to be affected by physical climate risks. The physical climate risks we identified were assessed on the basis of the life of the asset concerned.

Sustainable use and protection of water resources and marine resources

In all of the Group's factories, the water resources needed for vehicle production are used with a view to sustainability and reducing the environmental footprint. In addition to complying with applicable regulations and the ban on using any non-renewable water source, the factories are committed to reducing the quantities of water needed to produce a vehicle (see water section) and to reducing toxic metal emissions that can impact water resources (target of 35 % reduction in Ni and Zn emissions between 2013 and 2023). Strong actions have been implemented, such as:

- in the Douai and Palencia factories, replacement of pre-painting surface treatment technology with nickel-free technology;
- in the Maubeuge or Flins factories: recycling of rainwater.

Transition to a circular economy

The Group's eco-design standards applied to vehicles and batteries, which allow for the frugal use of rare materials, the integration of recycled materials, the predisposition of vehicles to their dismantling and end-of-life recycling (see 2.3.2.2).

95% of the mass of Group vehicles sold worldwide have been recyclable or recoverable (see 2.3.2.2.1) since 2007. All the low-emission vehicles that the Group finances, leases or operates were put on the road after this date.

At the end of the life of the electric vehicles marketed by the Group, their battery is collected and directed to a second life or recycled following a diagnosis of its state of health (see 2.3.2.2).

With regard to waste management, Renault Group and the Group's European factories producing low-emission vehicles prioritize recycling by aiming to minimize any landfill and have set ambitious targets for 2023 (base year 2013):

- reduce the amount of non-recycled waste per vehicle produced by 30%;
- reduce the amount of hazardous waste generated per vehicle produced by 19%;
- reduce the amount of mixed non-hazardous waste generated by 26%;
- achieve 87% waste recovery.

Pollution prevention and control

Renault Group exercises precise control over the chemicals used in industrial processes by carrying out permanent action to reduce the quantity and potential harmfulness of the products used. Thus, between 2010 and 2022, the Group reduced the number of hazardous chemicals used on Group sites by 68% (see 2.3.2.3).

All substances listed in Annexes I and II of the POP (Persistent Organic Pollutants) Regulation are banned from use in the Group (classified as black in internal standard 00-10-050). Our substance standards require that parts do not contain mercury or mercury compounds above the threshold of 0.1% m/m, or substances that deplete the ozone layer. The other REACH hazardous substances used are declared on www.Renault.com and in the SCIP database.

The Group is proactive in banning "SVHC" substances in new vehicle projects when an alternative solution exists. Renault voluntarily agrees not to use "SVHC" substances 7 years ahead of their regulatory ban on average, by contracting the RNES-B-0027 standard with its suppliers. For example, Renault is taking the initiative to replace UV absorbers that have been used to protect plastics from aging in the sun (such as UV 320, 327, 328, 350 benzotriazoles) by banning them now.

By definition, low-emission vehicles meet the emission thresholds for clean light-duty vehicles set out in Table 2 of the Annex to Directive 2009/33/EC of the European Parliament and of the Council.

Specific criteria for activity 6.5 "Transport by motorbikes, passenger cars and light commercial vehicles"

The low-emission vehicles that the Group finances, leases or operates are all equipped with tires in external road noise and resistance classes that comply with the European requirements set out in EC Regulation 661/2009. In 2022, 40 different tire references could be fitted to the electric vehicles produced by the Group: 80% of them are both energy class A or B and noise class A or B, which places them, according to these criteria, in the 7.6% best tire references recorded in the EPREL database. However, the Group does not currently have information relating to the references of the tires currently fitted to the fleet of financed and leased vehicles, and therefore cannot make a robust estimate of the turnover corresponding to this criteria.

With a certified noise level well below 68 dBA, Renault electric vehicles have met, since 2021, the external noise limits applicable starting in 2024, thus contributing to the reduction of ambient noise and the quality of life in urban areas. All vehicles placed on the market by Renault in Europe in 2021 therefore comply with European regulation 540/2014/EC applicable to vehicles certified since July 2016, which require a maximum of 72 dBA (see 2.3.2.3.3)

Protection and restoration of biodiversity and ecosystems

In addition to the environmental impact studies conducted in accordance with national and European regulations, Renault Group is proactive in its defense of biodiversity and ecosystems. (see 2.3.2.4.1).

Verification of Minimum Social Safeguards

In application of Article 18 of the European Taxonomy, Renault Group considers that the minimum safeguards are defined by:

- UN Guiding Principles on Business and Human Rights;
- Core Conventions of the International Labour Organization (ILO);
- OECD Guidelines for Multinational Enterprises and
- Fundamental Rights at Work and the International Bill of Human Rights.

All these initiatives lead to the conclusion that Renault Group meets the requirements of the minimum social safeguards.

UN Guiding Principles on Business and Human Rights

Renault Group adheres to the 10 principles of the United Nations Global Compact (see 2.1.3).

Core Conventions of the International Labour Organization

Renault Group signed the global framework agreement on social, societal and environmental responsibility of July 2, 2013, which is a measure included in the vigilance plan (see 2.2.1).

OECD Guidelines for Multinational Enterprises - Fundamental Rights at Work and the International Bill of Human Rights

The Group's alignment with these principles is assessed through the following initiatives:

- Group Ethics Charter and its variations, approved by the Renault Board of Directors on October 3, 2012, and which is part of the ethics and compliance system (see 2.5.1.1);
- Vigilance plan, covering the activities of Renault S.A. and those of companies controlled directly or indirectly, as well as the activities of subcontractors or suppliers with whom an established commercial relationship is maintained (see 2.2);
- Second Global Framework Agreement “Working together to build a Renault Group working environment” of July 9, 2019;
- Addendum to the 2019 Framework Agreement of April 26, 2021;
- Renault Group Declaration of Employees’ Fundamental Rights of October 12, 2004, which was enriched by the framework agreement mentioned above;
- World Group Committee (see 2.4.2.2.6);
- Group Ethics and Compliance Committee (CECG) (which is a vigilance measure of the Renault Vigilance Plan);

- Global alert system, available in 14 languages (see 2.2.6.1);
- Alert Processing Committee (CTA) (see 2.5.1.2);
- Country Ethics and Compliance Committee (CECP);
- Responsible purchasing policies (see 2.5.2).

The last five points are measures included in the Group's vigilance plan (see 2.2).

Handling of translation discrepancies
The Taxonomy was created by the European Commission to provide investors with a "common language and a clear definition of what is sustainable". Having noted certain discrepancies between the English version and its translation into French, Renault Group has chosen to refer only to the original English version of the Taxonomy regulation, which is the most widely used in our industry, in order to favor the comparability of performance indicators.

2.6.1.2. Methodological comments on a selection of environmental indicators

A. Lifecycle Assessment

Renault Group conducts lifecycle assessments in accordance with ISO 14040 and ISO 14044. Renault uses the GaBi LCA (PE International) software and databases.

The lifecycle inventory describes all the elements that are taken into account in the lifecycle assessment of a vehicle. These data are related to lifecycle stages, from the vehicle's manufacturing to its recycling, and including its usage phase:

- raw materials and manufacturing: thanks to Renault's internal databases, each vehicle is described in terms of the raw materials it contains. These data, coupled with those in the GaBi database, allow all phases of the extraction and processing of raw materials to be incorporated in the inventory. The data on the manufacturing of vehicles integrated in the lifecycle inventory comes from the annual environmental reporting for the industrial sites, which is subjected to verification by an Independent Third Party;
- usage and maintenance phase: the usage phase is calculated over 10 years and 150,000 km. The certified emissions for the regulatory cycle are taken into consideration. Moreover, the impacts associated with the energy consumption of vehicles (diesel, gasoline or electricity) are calculated from "well to wheel", i.e., the emissions associated with the production and transport of the energy used are taken into account. In the usage phase, the maintenance activities performed throughout the life of the vehicle (tire changes, oil changes, brake fluid, etc.) are taken into account;
- end-of-life: emissions related to recycling processes are accounted for. The recycling of materials from vehicles enables the use of virgin material and associated emissions to be avoided. The emissions avoided in this way are deducted from the carbon footprint.

All potential impacts are calculated using the GaBi software.

B. Carbon footprint

The purpose of determining Renault's carbon footprint is to measure and propel the reduction of greenhouse gas emissions in Renault Group. The following methodologies have accordingly been chosen:

- the carbon footprint is compared with the number of vehicles sold;
- in the event of sales or acquisitions, the reference value (2010) is corrected to take into account or subtract the site's emissions at that date in order to measure changes in the Group's carbon footprint in relation to 2010 on a comparable scope of activity;
- if there is an update to the model in the GaBi tool used to calculate the greenhouse gas emissions associated with the materials and parts purchased (see above), the 2010 reference value is recalculated with the new database in order to measure the changes to the indicator on a comparable basis. This happened in 2015 and 2018. In addition, to factor in the environmental performance of suppliers between model updates in the GaBi tool, a carbon performance factor of -2% per year is applied;
- the carbon footprint is calculated for a constant scope of emissions. When the scope is amended, the 2010 benchmark value is recalculated. In 2017, the calculation scope was extended to include: RRG, vehicles bought from and sold to partners, filling of air-conditioning systems (for premises and vehicles), vehicle and engine testing and indirect emissions linked to purchase thermal energy. In 2018 two foundries were integrated into the scope without recalculating the 2010 benchmark value, this being a capacity extension rather than an integration of a pre-existing entity. In 2020, vehicle air-conditioning maintenance was taken into account, with a recalculation of the 2010 reference value. The conversion factors between certification cycles were also updated.

The carbon footprint for Renault does not include a prospective dimension. The value retained for the carbon intensity of fuel and industrial processes is that of the vehicle release year and does not vary during the lifecycle of the vehicle (10 years, 150,000 km).

The table on the next page indicates the scope of emissions covered by the Renault carbon footprint indicator as well as the origin of the data used and the level of external verification applied. To facilitate understanding, the categories of the Renault carbon footprint are matched to those of the Greenhouse Gas Protocol.

GHG Protocol categories	Category of the Renault carbon footprint	Scope	Source of data
Scope 1		**Direct emissions**	
	Plants and other Renault sites	Global Industrial, tertiary and logistics sites under the consolidated environmental scope (see appendix: "Environmental indicators for the sites") Direct emissions linked to the combustion of fuels, the incineration of volatile organic compounds, foundry processes, the filling of air conditioning installations for premises and processes, the filling of air conditioners in the vehicles produced, testing of engines, gearboxes and vehicles, and company vehicles	Primary: annual reporting by the sites – via R2E
Scope 2		**Indirect emissions**	
	Plants and other Renault sites	Global Industrial, tertiary and logistics sites under the consolidated environmental scope (see appendix: "Environmental indicators for the sites") Indirect emissions from purchased electrical and thermal energy	Primary: annual reporting by the sites – via R2E
Scope 3		**Other emissions produced**	
Goods and materials	Materials	Global Cradle-to-gate emissions related to the extraction of materials and fuels, the transformation of materials into parts and the logistics between the extraction and the tier 1 supplier site relative to the number of vehicles sold	Secondary: Thinkstep GaBi LCA database (emissions from the production of materials, spare parts and required processing) Primary: Renault design database (vehicle composition, recycled materials), sales overview by country
	Vehicles	Global Emissions linked to manufacturing of Renault vehicles in plants in which Renault does not hold a majority stake	Primary: sales volumes and annual production of Renault Group vehicles
Logistics and procurement (upstream)	Logistics	Global Emissions from road, sea and rail transport for parts and materials	Primary: reporting on logistics activities
Business travel	Movements	Global Emissions from employee business travel (train, plane)	Primary: reporting from travel agent
Daily transport for employees	Movements	France Emissions from vehicles and public transport for employee commuting Emissions prevented through homeworking are deducted	Primary: information provided by employees
Logistics and distribution (downstream)	Logistics	Global Emissions from road, sea and rail transport for manufactured vehicles	Primary: reporting on logistics activities
Sales and after-sales	Sales and after-sales	Direct and indirect emissions from the Renault sales network	Primary: annual reporting by Renault Retail Group sites Secondary: extrapolation for vehicles sold outside the RRG network
Use of products sold	Usage	Global All vehicles sold (passenger and light commercial) under Renault Group brands "Tank-to-wheel" emissions calculated for a lifecycle of 10 years/150,000 km	Primary: homologation data, technical definitions (for countries with no CO_2 certification), sales overview by country Eco-driving aids: efficiency of eco-driving aid technologies calculated based on internal studies, fitted vehicle rate calculated using engineering data
End-of-life processing of products sold	End of life	Global Emissions linked to the end of vehicle life The recycling of materials from vehicles enables to avoid the use of virgin material and associated emissions The emissions thus avoided are deducted from the carbon footprint. The end-of-life treatment of vehicles depends on the requirements of ISO 22628 and not the actual recyclability and recovery rates of each vehicle (85% recyclability and 95% recovery)	Primary: Renault design database (material composition of vehicles) sales overview by country Secondary: Thinkstep GaBi LCA database (carbon intensity of manufacturing of associated materials, parts and treatments)
Leased assets (downstream)	Usage	Included in the category "Use of products sold" (vehicles under a rental agreement with or without a purchase option)	
Emissions scope 3 Greenhouse Gas Protocol emissions not included in the Renault carbon footprint		Capital goods: Fuel and energy not included in scopes 1 and 2; waste generated; leased assets (upstream); franchises, investments; transformation of products sold (not significant)	
Other indirect emissions included in Renault's carbon footprint (excluding Greenhouse Gas Protocol categories)			
	Fuel	"Well-to-tank" emissions linked to the production of energy consumed by vehicles sold (extraction of oil, transport, refining; production of electricity consumed by electric vehicles) calculated for a 10-year/150,000 km lifespan	Primary: CO_2 data based on CO_2 emissions during vehicle use (certified data), fuel type used/geographic or country plate Secondary: JEC "well-to-tank" report on CO_2 emissions based on the "tank-to-wheel" CO_2 updated annually

C. Revenues from circular economy activities

This indicator is calculated by totaling 2022 revenues regardless of Renault Group's stake in the capital of each entity.

- turnover from the used vehicle reconditioning activity of the Flins Refactory (UV Factory);
- revenue related to sales of remanufactured components ("standard exchange" range);
- turnover of the Gaia, INDRA and Boone Comenor Metalimpex subsidiaries);
- turnover of the Mobilize subsidiary linked to second-life or dynamic storage applications (Advanced Battery Storage) for electric vehicle batteries.

This indicator is published on the basis of constant material prices to ensure continuity in the monitoring of performance. 2019, the year considered representative of the "average" prices of the main materials taken into account in the indicator (steel, copper, platinum, rhodium, palladium and polypropylenes) was chosen as the reference year. As 2022 saw a sharp rise in material prices, the indicator stands at €972m before correction for the price effect, and €651m after correction based on 2019 material prices.

2.6.1.3. Methodological comments on the table "Site environmental indicators for 2022"

Reporting for the environmental indicators was conducted in accordance with the stipulations of the 2022 Environmental Protocol for Renault Sites. The following is an explanation of the main methodological choices of the Protocol. This Protocol is available on request from the Environment Department of the Group's Health, Safety, Environment and Ergonomics Division (DHSEE).

Scope

The "scope" of the reported data covers the industrial subsidiaries (body assembly, final assembly, powertrain and foundry) and the support sites (product and process design, logistics) in the Renault Group financial scope of consolidation.

Compared with the 2021 scope, the following entities have left the reporting scope:

- Togliatti, Izhevsk and Moscow following the sale of the sites on May 16, 2022;
- Choisy: transfer of activity to the Flins Refactory between November 2021 and June 2022;
- ACI Villeurbanne: transfer of activity to the Meyzieu site, ceasing operations on February 28, 2022.

Note: the AlpineF1 Team sites in Viry-Châtillon and Enstone are excluded from the scope of environmental reporting, as the former produces engines exclusively for competition vehicles (Formula 1), and the latter designs and assembles these vehicles. These two sites represent less than 1% of the Group's production and workforce.

Impacts of suppliers or third parties present on site are not included, with the exception of the sites listed under the "Site environmental indicators in 2022" table. All impacts arising from employee catering facilities, CSR activities and social partner activities are included in the data for the Renault sites.

The data for sites included in the scope of reporting in year Y are consolidated with those of other sites only from year Y+1. As such, the information on the Puiseaux site is consolidated for this exercise.

Data from Gaia are taken into account at sites where Gaia operates, except the Flins site (France), where Gaia waste is covered by a specific contract. The waste generated by Gaia at the Flins site represents less than 1% of the total waste generated by the Group.

The drinking water production and Davidesti waste storage activity at the Pitesti site (Dacia) were removed from the reporting scope. For the drinking water activity, consumption is not related to the site activity and represents 2% of the Group total for external water supply and less than 1% for all other indicators. For landfill, the quantities represent less than 1% of the Group total.

Data control and consolidation procedures

Specialized experts from the Group DHSEE check the consistency of data at each site. These checks include a comparison with data from previous years and an analysis of the impact of events occurring on site during the year.

The environmental data presented in the Universal Registration Document have also been subjected to external verification by the independent third party, KPMG. Their conclusions are set out in the report in section 2.6.6.

Vehicle production

The vehicles counted are those that have gone through the fall-off mechanical line manufacturing stage, which is standard for all bodywork/assembly plants. From this counting point, the vehicles leave the assembly line. They can be driven and are considered to be manufactured, even if they have to be reworked and/or tested afterwards.

Water consumption

Water consumption is expressed in thousands of cubic meters (m^3).

Measured volumes include water obtained by pumping (underground and surface water) and/or external networks (drinking water, industrial water). Collected rainwater (Aveiro, Giheung, Guyancourt, Flins, Maubeuge and Medellin) is also included.

Liquid waste

Data on pollutant flows are based on measurements of effluents after they have been treated in the Group's plants and before they are discharged to the outside. Discharges from some plants may subsequently be treated in municipal treatment plants (see plant codes 2.6.1.4).

Under the Reporting Protocol, the frequency of discharge analysis must comply with the regulations applicable to the Renault sites.

The quantity of COD (Chemical Oxygen Demand) represents the flow of organic pollutants discharged. This quantity is expressed in metric tons per year.

The Zn+Ni quantity represents the sum of the zinc and nickel flows discharged. This quantity is expressed in metric tons per year.

The data presented only take into account the discharges relating to metals and Chemical Oxygen Demand (COD), for which concentration and flow must be measured by law, and the discharges from the plants in Bursa (Turkey), Curitiba (Brazil), Santa Isabel de Cordoba (Argentina) and Casablanca (Morocco), for which voluntary controls are taken into account in light of the significant contribution of these discharges to the Group's impacts.

The Moscow, Santa Isabel de Cordoba, Curitiba, Casablanca (SOMACA) and Batilly (Sovab) sites are subject to specific regulatory requirements and receive an exemption on the calculation methodology of the specific flows.

For sites that are not subject to a regulatory requirement to measure pollutant flows or to consolidate voluntary controls at the Group level, the reported value is noted as "NC". Black water discharges, for which there is no regulatory measurement and/or reporting obligation, are not included in the water discharges. This concerns 39% of manufacturing sites (one of which is covered in a partial statement) and 69% of engineering, logistics and support sites.

Air emissions

Greenhouse gas (GHG) discharges include the direct and indirect GHG emissions and are expressed in metric tons of CO_2 equivalent (CO_2e).

Direct greenhouse gas (GHG) emissions are derived from an inventory of GHG sources conducted in 2004 and updated in part in 2021. Following this inventory, Renault modified its guidelines to better reflect the total emissions of Renault Group and to comply with the recommendations of the Greenhouse Gas Protocol (GHG Protocol) and the French protocol developed by Entreprises pour l'Environnement (EPE).

Emissions from the following sources were included:

- combustion of fossil energies transported to the site and those transformed by the site for third parties;
- coolant fill-up of the air-conditioning systems fitted in vehicles produced by the plant. Only HFC 134a fill-up is taken into account. It is not considered pertinent to declare HFO1234yf use under French legislation (Article R. 543-75 of the French Environment Code excludes this gas from coolant fluids) and in view of its negligible impact on fuel combustion emissions during testing of engines, gearboxes, endurance vehicles and on roller benches;
- forklift trucks using compressed natural gas or propane;
- fuel consumption relating to Renault's company vehicles (taxi pools, shuttles, service vehicles, handling equipment, etc.);
- coolant leaks from fixed air conditioning systems for premises and processes with a nominal load of more than 5 $teqCO_2$;
- the oxidation of carbon entering the melting furnaces that is not found in the outgoing cast iron and is therefore released during melting;
- the oxidation of VOCs incinerated by incinerators and resulting in CO_2 emissions.

These emissions make up more than 95% of the direct GHG emissions produced by Renault Group.

The following emission sources have been excluded from the reporting scope, since the corresponding emissions are not significant (less than 1% of total direct GHG emissions).

It is not yet possible to correctly assess certain emissions, so the following are not included in the reporting scope:

- emissions associated with transport on sites not listed above among the emissions counted (particularly the delivery by a road haulier external to Renault Group);
- fugitive emissions occurring when tanks of coolant (for vehicle air conditioning systems) are filled and emptied;
- emissions linked to SF_6-type circuit breaker facilities.

Greenhouse gas (GHG) indirect discharges are related to purchased electricity, steam and hot water. The emission factors used for the 2022 reporting are:

- for electricity, those published directly by suppliers or, if these are not available, those published by the IEA (International Energy Agency) in its publication IEA (2022), Emission Factors;
- for steam and hot water, data calculated on the basis of information provided by suppliers.

Emissions factors used in the calculations of SO_2, NO_x and GHG emissions are taken from the CITEPA's OMINEA National Inventory Report (updated in March 2022) or Regulation (EU) 2018/2066 and are consistent with the recommendations of the Intergovernmental Panel on Climate Change (IPCC).

The emission factor from fixed combustion facilities of low-NO_x natural gas burners was calculated in 2011, based on an internal study of 88% of sites in the scope having low-NO_x burners. The factor thus obtained (0.0266kg/MWh LHV) is the average of the factors obtained at each site weighted by the power of the facilities.

The air emissions of SO_2 and NO_x counted represent the emissions from the combustion of fossil energies in fixed combustion facilities at all sites, excluding on-site transport.

SO_2 and NO_x emissions generated by engine tests are not taken into account, since the SO_2 emissions are insignificant and NO_x emissions are difficult to calculate (unreliable assessment method).

The air emissions of Volatile Organic Compounds (VOC) included in the data are the emissions produced when bodywork is painted (body assembly factories). The application of paint on bumpers and on parts and accessories is not taken into account.

The indicator shown corresponds to the metric tons of VOC emissions and the ratio of VOC emissions per m^2 of painted vehicle surface. The consolidated ratio for the Group corresponds to the total VOC emissions generated by the body assembly plants divided by the total of the painted surfaces.

Waste

The waste reported is the waste that leaves the site's geographical scope; the quantities are expressed in metric tons.

Construction waste from Renault sites is not reported unless a contractual clause explicitly states that the construction company is not responsible for it.

The waste reported includes hazardous waste (HW), non-hazardous waste (NHW), and construction site waste.

For the sake of clarity, non-hazardous waste is presented in two subcategories:

- metallic waste from production processes (scrap metals, machining chips, etc.);
- non-metallic waste (mixed ordinary waste, for example).

Foundry waste is waste specifically related to the foundry process. As such, mixed non-hazardous waste produced by a foundry is not considered foundry waste.

Non-recycled waste is waste for which the treatment network is designated by European treatment codes D or R1 (energy recovery).

Recovered waste is all waste that is recycled (material recovery) or incinerated with energy recovery (energy recovery, treatment code R1).

Energy Consumption

This metric represents the quantity of gas, heating oil, LPG (excluding vehicles), biomass, steam, hot water, electricity and solar thermal energy consumed at Renault sites, expressed in MWh LHV (Lower Heating Value). However, the data indicated does not include the propane used by forklift trucks or the fuel consumed by the site (engine and gearbox testing, company vehicles).

The primary or converted energy supplied to third parties is not included. The purpose of the energy consumption indicators is to reflect the energy performance of the Group's manufacturing processes.

The LHVs are consistent with Regulation (EU) 2018/2066 on the monitoring and reporting of carbon dioxide emissions, with the exception of LHV of natural gas from the Spanish plants from the March 2022 (Spanish) national greenhouse gas inventory report. The LHVs are consistent with the emissions reported in the EU Emissions Trading Scheme.

2.6.1.4. Site environmental indicators in 2022[1]

ENVIRONMENTAL INDICATORS 2022			Liquid waste			Air emissions							Waste, excluding waste from construction sites								Energy
	Annual production of vehicles	External water supply (√) in thousands of m³	Treatment plant	COD (√) in metric tons	Zn+Ni (√) in metric tons	Direct GHG in teq CO²	Indirect GHG in teq CO²	Total GHG (√) in teq CO²	VOC (√) in g/m²	VOC (√) in metric tons	SO2 in metric tons	Nox in metric tons	Non-metallic NHW (√) in metric tons	Metallic NHW (√) in metric tons	Total NHW (√) in metric tons	Foundry waste (√) in metric tons	Proportion of non-recycled waste (excl. foundry) (√) in metric tons	Proportion of recycled waste (excl. foundry) %	Non-hazardous waste mixed in metric tons	Share of recovered waste (excluding foundry and metal waste) (√) %	Energy consumption (√) in MWh LHV
Manufacturing sites																					
Body assembly plants																					
Batilly (SOVAB)[2,12]	121,801	264.6	PB	10.8	0.033	25,503	2,525	28,028	37.8	737	0.2	24	2,741	377	1,649	nc	1,558	67.30%	378	88.10%	180,756
Casablanca (SOMACA)[11]	94,525	169.8	PU	56	0.244	6,863	18,234	25,098	60.2	548	0.2	6.2	3,581	581	653	nc	903	81.30%	128	94.30%	54,052
Cordoba Santa Isabel[10]	67,893	204.9	PB	3.5	0.036	16,433	9,798	26,231	62.8	468	0.13	14.7	10,233	3,034	1,091	nc	1,619	88.70%	202	98%	103,771
Dieppe	3,782	7.9	U	nc	nc	2,790	234	3,024	62.7	25	0.02	1.7	539	3	161	nc	251	64.40%	111	99.40%	18,803
Douai[5,12]	55,172	279.5	PB	14.6	0.045	21,469	2,782	24,250	37.6	203	0.19	17	2,727	12,701	1,151	nc	2,410	85.50%	1,226	78.70%	167,692
Maubeuge (MCA)[12]	79,639	183.8	PB	2.1	0.017	20,035	2,325	22,360	28.1	283	0.17	16.3	2,571	15,832	1,214	nc	1,730	91.20%	568	87.40%	147,123
Medellin (SOFASA)	49,863	145.1	PU	46.1	0.012	4,707	4	4,711	52.1	255	0.03	2.4	7,043	205	193	nc	324	95.70%	142	98%	29,099
Novo Mesto[12]	68,130	99.9	PU	30.7	0.007	7,830	7,695	15,525	15.7	87	0.08	6.5	1,818	9,332	814	nc	1,488	87.60%	145	74.10%	69,732
Palencia[7,12]	94,680	270.2	PB	11.6	0.057	12,954	0	12,954	25.1	257	0.21	13.3	2,328	16,586	694	nc	101	99.50%	0	99.90%	113,032
Sandouville[9,12]	100,867	308.6	PB	10.6	0.048	21,368	3,117	24,485	31.3	464	0.18	19.7	2,502	23,242	2,163	nc	2,481	91.10%	496	69.60%	188,575
Tanger	255,494	387.3	PBRU	nc	nc	4,984	0	4,984	20.5	546	0.12	3.3	10,260	57,269	2,750	nc	3,966	94.40%	675	86.90%	213,300
Valladolid Carrosserie[12]	0	103.8	PU	5.4	0.005	5,443	0	5,443	nc	nc	0.05	5.2	1,137	28,394	552	nc	3	100%	0	100%	56,192
Valladolid Montage[12]	162,751	388.5	PU	58	0.149	19,178	0	19,178	20.9	347	0.17	20	4,710	340	1,849	nc	124	98.20%	75	100%	143,659
Powertrain plants																					
Aveiro (CACIA)	nc	84.6	PBU	17	0.002	2,285	11,255	13,541	nc	nc	0.02	1.6	445	8,333	957	nc	813	91.70%	97	61%	76,690
Cléon[12]	nc	967.8	PU	99.3	0.078	12,490	8,287	20,776	nc	nc	0.1	11.4	3,499	17,177	5,306	2,145	3,681	84.60%	1,339	87.20%	257,458
Le Mans[12]	nc	2,016.60	P	35.1	0.026	13,616	5,591	19,207	nc	nc	0.15	9.4	17,191	8,034	2,385	17,832	768	92.20%	155	89.20%	197,951
Los Andes (CORMECANICA)	nc	18.1	U	nc	nc	1,024	4,980	6,004	nc	nc	0.01	0.9	373	1,473	811	nc	918	65.40%	115	22.40%	16,378
Meyzieu (ACI Tooling)	nc	3.4	U	nc	nc	72	38	110	nc	nc	0	0	188	14	4	nc	26	87.60%	22	91.90%	1,091
Ruitz (STA)	nc	19.7	U	3	0.002	3,051	867	3,918	nc	nc	0.03	3.1	884	2,219	443	nc	428	87.90%	249	85.30%	35,856
Séville	nc	72.9	PU	21.8	0.001	2,885	0	2,885	nc	nc	0.02	2.7	469	3,525	664	nc	430	90.80%	46	71.30%	61,524
Valladolid Motores[12]	nc	169.1	PU	20.4	0.053	11,455	0	11,455	nc	nc	0.1	11.4	2,093	8,928	2,681	346	1	100%	85	100%	185,163
Mixed plants																					
Bursa (OYAK)[3]	241,788	450.1	PBU	37.8	0.253	21,028	41,648	62,677	33.8	769	0.18	18.9	7,497	39,374	1,834	57	2,614	94.60%	1,058	99.60%	198,160
Busan (RSM)[4,13]	167,969	460.8	PBU	5.8	0.147	18,663	41,898	60,561	29.2	532	0.21	16.7	9,040	19,675	1,062	322	707	97.60%	1,525	99.90%	177,989
Curitiba Complexe Ayrton Senna	184,644	444.4	PU	228.8	0.104	24,089	0	24,089	43.9	761	0.33	24.4	12,994	27,962	2,004	1,680	1,722	95.80%	473	100%	226,434
DACIA Automobile[8,12]	314,302	1,093.70	PBU	240.6	0.059	61,305	0	61,305	24.4	829	0.47	41.5	10,911	103,229	5,754	757	6,614	94.50%	552	76%	495,545
Flins UCM + Refactory	70,617	868	PB	45.2	0.711	34,270	3,069	37,339	29.9	195	0.3	21.7	3,035	21,094	690	nc	1,633	93.40%	524	94.50%	207,119
Foundries																					
Fonderie de Bretagne	nc	70	PU	0.6	0.002	3,174	2,060	5,235	nc	nc	0.02	2.8	3,135	3,039	75	5,904	126	63.60%	35	58.90%	64,609
Fonderie Cordoba	nc	5.9	-	nc	nc	1,462	776	2,238	nc	nc	0.01	1.5	12	98	935	9	941	9.20%	10	98.70%	9,974
TOTAL	**2,133,917**	**9,558.80**		**1,005.00**	**2,091**	**380,427**	**167,184**	**547,611**	**31.8**	**7,305**	**3.73**	**318.4**	**123,955**	**432,072**	**40,538**	**29,052**	**38,378**	**93.20%**	**10,430**	**90.20%**	**3,697,727**

ENVIRONMENTAL INDICATORS 2022	Annual production of vehicles	External water supply (√) in thousands of m^3	Liquid waste: Treatment plant	Liquid waste: COD (√) in metric tons	Liquid waste: Zn+Ni (√) in metric tons	Air emissions: Direct GHG in teq CO^2	Air emissions: Indirect GHG in teq CO^2	Air emissions: Total GHG (√) in teq CO^2	Air emissions: VOC (√) in g/m^2	Air emissions: VOC (√) in metric tons	Air emissions: SO2 in metric tons	Air emissions: Nox in metric tons	Waste, excluding waste from construction sites: Non-metallic NHW (√) in metric tons	Waste, excluding waste from construction sites: Metallic NHW (√) in metric tons	Waste, excluding waste from construction sites: Total NHW (√) in metric tons	Waste, excluding waste from construction sites: Foundry waste (√) in metric tons	Waste, excluding waste from construction sites: Proportion of non-recycled waste (excl. foundry) (√) in metric tons	Waste, excluding waste from construction sites: Proportion of recycled waste (excl. foundry) %	Waste, excluding waste from construction sites: Non-hazardous waste mixed in metric tons	Waste, excluding waste from construction sites: Share of recovered waste (excluding foundry and metal waste) (√) %	Energy: Energy consumption (√) in MWh LHV
Engineering, logistics and support sites																					
Aubevoye	NC	30.5	U	NC	NC	3,236	738	3,974	NC	NC	0.02	1.1	249	1,107	81	NC	135.5	90.6%	37.8	74.4%	30,054
Boulogne	NC	22.9	U	NC	NC	2,007	542	2,549	NC	NC	0.01	1.2	443	17	30	NC	251.4	48.6%	191.8	90.6%	15,971
Giheung	NC	33.7	U	NC	NC	4,019	6,761	10,780	NC	NC	0.01	0.7	133	221	477	NC	558.5	32.8%	59.3	26.1%	21,647
Guyancourt	NC	180.7	U	67.8	0.038	11,072	2,709	13,782	NC	NC	0.08	4.3	958	430	187	NC	416.2	73.6%	283.1	93%	110,375
Lardy	NC	86.5	U	21.5	0.123	8,939	2,179	11,117	NC	NC	0.07	2.9	220	106	306	NC	241.9	61.7%	55.6	78.1%	83,984
Titu	NC	66.6	U	NC	NC	3,010	0	3,010	NC	NC	0.02	1.0	120	686	54	NC	85.0	90.1%	23.6	54%	29,006
Valladolid Services Centraux	NC	34.3	U	1.0	0.002	4,617	0	4,617	NC	NC	0.07	1.9	578	33	135	NC	4.1	99.5%	9.3	100%	19,555
Villiers-Saint-Frédéric	NC	4.7	U	NC	NC	1,078	372	1,450	NC	NC	0.01	0.4	165	88	60	NC	62.0	80.1%	39.9	92.4%	13,347
Cergy Pontoise	NC	5.8	U	NC	NC	61	2,172	2,234	NC	NC	0	0	1,510	296	46	NC	307.4	83.4%	254.5	98.4%	12,772
Dacia ILN	NC	7.8	U	NC	NC	1,729	0	1,729	NC	NC	0.01	0.7	387	393	0	NC	110.0	85.9%	13.9	71.7%	8,267
Flins CDPA	NC	NC	B	NC	NC	0	169	169	NC	NC	0	0	2,303	791	13	NC	314.2	89.9%	179.5	100%	23,484
Puiseux	NC	2.5	U	NC	NC	549	114	663	NC	NC	0.01	0.3	1,356	0	0	NC	268.0	80.2%	268.0	99.8%	4,951
Saint-André-de-L'Eure (SOFRASTOCK)	NC	5.3	U	NC	NC	761	85	846	NC	NC	0.01	0.3	2,307	0	26	NC	380.2	83.7%	359.9	99.9%	5,202
Villeroy	NC	7.6	U	NC	NC	1,566	174	1,740	NC	NC	0.01	0.7	2,772	304	24	NC	914	70.5%	190	100%	11,355
TOTAL		**488.9**		**90.3**	**0.163**	**42,644**	**16,017**	**58,661**			**0.33**	**15.5**	**13,501**	**4,473**	**1,438**	**0**	**4,048**	**79.1 %**	**1,966**	**93.2 %**	**389,970**
2022 : TOTAL GROUP	**2,133,917**	**10,047.7**		**1,095.3**	**2.255**	**423,071.17**	**183,201**	**606,272**	**31.8**	**7,305**	**4.1**	**333.8**	**137,456**	**436,544**	**41,976**	**29,052**	**42,426**	**92.8 %**	**12,396**	**90.5 %**	**4,087,697**
2021 : TOTAL GROUP	**2 103 568**	**10,076.6**		**1,164.8**	**2.139**	**517,003.14**	**299,200**	**816,203**	**34.5**	**7,814**	**5.5**	**419.7**	**132,336**	**441,757**	**44,406**	**30,138**	**45,535**	**92.3 %**	**11,667**	**88.6 %**	**4,669,415**
Dacia drinking water production site	NC	236.0	U	0.3	0.001	91	0	91	NC	NC	0.001	0.043	NC	NC	NC	NC	NC	NC	NC	NC	1,405
Dacia Davidesti waste storage facility	NC	0.1	NL	0.22	0.0002	0	0	0	NC	NC	0.0	0.0	NC	NC	NC	NC	NC	NC	NC	NC	37

NC : not concerned (see comments on methodology).

NA : not available.

Treatment Plant Codes (means of treatment of liquid discharges) : P : physicochemical, B : biological, U : urban, R : internal recycling.

COD : Chemical Oxygen Demand.

Zn+Ni : Zinc and Nickel.

GHG : greenhouse gases (direct and indirect discharges).

VOC : volatile organic compounds.

NHW : non-hazardous waste.

HW : hazardous waste.

(1) The scope of inclusion for the indicators and the associated methodological choices are detailed in the methodological notes in section 2.6.1.3.

(2) Data from the Batilly (SOVAB) plant includes liquid discharges from the supplier industrial complex (PIF) and the Compagnie d'Affrètement et de Transport (CAT) as well as PIF waste.

(3) Water consumption at the Bursa plant includes that of the supplier industrial complex (PIF).

(4) The Welfare Center of the Busan site is excluded from the scope of accounting of the site impacts.

(5) The liquid discharges from the Douai site include those of the supplier industrial complex (PIF) and all the impacts of the delivery dispatch center (CLE).

(6)Water consumption at the Flins site includes that of the Parts and Accessories Distribution Center (CDPA). The environmental impacts of the company Gaia are also included in the scope of reporting from the site, excluding waste.

(7) Water consumption at the Palencia plant includes that of the supplier industrial complex (PIF).

(8) Liquid discharges at the Pitesti (Dacia) plant include those of the supplier industrial complex (PIF).

(9) Water consumption and liquid discharges at the Sandouville site include those of the supplier industrial complex (PIF). Waste from the supplier industrial complex is excluded.

(10) Liquid discharges from the Santa Isabel Cordoba plant include those of the Compagnie d'Affrètement et de Transport (CAT), the Delivery Dispatch Center (CLE) and the Parts and Accessories Units and the ILN (Logistics center).

(11) Liquid discharges from the Casablanca (SOMACA) plant include those of an industrial complex not operated by Renault and adjacent to the site.

(12) Site subject to the EU Emissions Trading Scheme (EU-ETS).

(13) Site subject to the South Korean Emissions Trading Scheme (KETS).

(√) Indicators audited by the independent third-party organization KPMG with a reasonable level of assurance for the 2022 financial year

2.6.1.5. Retail Renault Group (RRG) environmental indicators

	France	Europe (excluding France)	Principal management and impact reduction measures
Number of facilities [1]	29	34	In France, thirteen sites were sold or closed in 2022. In the rest of Europe, thirty-three sites were sold or closed.
Reporting coverage rate	100%	100%	All establishments report according to the protocol.
Waste (metric tons)	5,603[2]	3,197[2]	The mixed common waste collected by the municipalities was assessed on the basis of a ratio of kg France/hours billed France.
o/w hazardous	1,526[2]	1,337[2]	
o/w non-hazardous	4,077[2]	1,860[2]	
Energy consumption (MWh LHVs)	47,992	38,092	RRG works with Alertéo for better energy consumption management. For the France scope, all the sites are monitored with tracking of consumption and anomalies. Monitoring of consumption via invoices and/or the websites of energy suppliers for the Europe excluding France scope.
Greenhouse gas emissions (teqCO_2)	6,613	8,609	
o/w from combustion	5,568	4,180	
o/w from electricity consumption	1,045	4,229	
o/w from gas coolants	Not available	Not available	
VOC emissions (kg)	30,953[2]		The reliability of the calculation method has been improved.
Water consumption (m^3)	72,425[2]	96,418[2]	Tracking of consumption and anomalies with Alertéo for France. Consumption tracking via invoices for Europe excluding France.
Soil and water tables			Extraction or neutralization of buried single-wall tanks. Preventive equipment (spillage retention trays, double-wall tanks or above-ground tanks). 15 sites decontaminated as of the end of 2022

(1) A site comprises one or more dealerships and vehicle maintenance facilities. Rules for entering and leaving the reporting scope: newly acquired sites enter the reporting scope from the second full year spent under the operational control of RRG. Sites leaving the RRG operational scope are included in the reporting until their transfer date if this is after June 30.

(2) Figures with, for certain sites, estimates prorated to the duration of the activity. In 2022, 1.4% of data from French sites and 0.5% of data from European sites excluded France were estimated.

2.6.1.6. TCFD correspondence table

The Task Force on Climate-related Financial Disclosures (TCFD) published its recommendations on information regarding climate change to be published by companies in June 2017.

The correspondence table below identifies the actions taken by the Group in response to these recommendations. In addition to information published in the Universal registration document, this table also refers to the Group's responses to the CDP "Climate Change" and "Water Security" questionnaires, which have taken into account TCFD's recommendations since 2018. The Group's responses are public and may be accessed at www.cdp.net.

Topic		Recommendations of the TCFD	Renault Group
Governance	Describe the organization's governance around climate-related risks and opportunities.	a/ Describe the Board's oversight of climate-related risks and opportunities.	URD: 4.1, 2.1.5, 2.3.1.2 CDP: C1, W6
		b/ Describe management's role in assessing and managing climate-related risks and opportunities.	URD: 4.1, 2.1.5, 2.3.1.2 CDP: C2, W4
Strategy	Describe the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning where such information is material.	a/ Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	URD: 2.3.2.1.4.1, 2.3.2.1.4.2 CDP: C2, C3, W4
		b/ Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	URD: 2.3.2.1.4.1, 2.3.2.1.4. CDP: C2, W4, W7
		c/ Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2 °C or lower scenario.	URD: 2.3.2.1.4.4 CDP: C2, C3, W7
Risk Management	Describe how the organization identifies, assesses and manages climate-related risks.	a/ Describe the organization's processes for identifying and assessing climate-related risks.	URD: 4.2,1 2.1.5, 2.3.2.1.4.5 CDP: C2, W3
		b/ Describe the organization's processes for managing climate-related risks.	URD: 4.2,1 2.1.5, 2.3.2.1.4.6 CDP: C2, W3
		c/ Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	URD: 4.2,1, 2.1.5, 2.3.2.1.4.6 CDP: C2, W3
Metrics & targets	Describe the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a/ Describe the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	URD: 2.3.2.1.3.2, CDP: C4, W8
		b/ Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks.	URD: 2.3.2.1.3.2, CDP: C6, C7, W8
		c/ Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	URD: 2.3.2.1.3.1 CDP: C4, W8

2.6.1.7. Emission standards applicable to passenger cars in the European Union

	Euro 1	Euro 2	Euro 3	Euro 4	Euro 5	Euro 6b/6c	Euro 6d temp	Euro 6d	% reduction compared with first limit value
Standard and year of introduction (all types)	1993	1997	2001	2006	2011	2015/2018	2019	2021	
Diesel									
Nitrogen oxides (NOx): limit value/compliance factor (1)	–	–	500/-	250/-	180/-	80/-	80/2.1	80/1.5	-84%
Carbon monoxide (CO)	2,720	1,000	640	500	500	500	500	500	-82%
Hydrocarbons and nitrogen oxides (HC + NOx)	970	900	560	300	230	170	170	170	-82%
Particles – by mass (PM)	140	100	50	25	5	4.5	4.5	4.5	-97%
Particles – Number (PN): limit value/compliance factor (1)	–	–	–	–	6×10^{11}/-	6×10^{11}/-	6×10^{11}/1.5 (3)	6×10^{11}/1.5	-
Petrol									
Nitrogen oxides (NOx): limit value/compliance factor (1)	–	–	150/-	80/-	60/-	60/-	60/2.1	60/1.5	-60%
Carbon monoxide (CO)	2,720	2,200	2,200	1,000	1,000	1,000	1,000	1,000	-63%
Hydrocarbons (HC)		–	200	100	100	100	100	100	-50%
Non-methane hydrocarbons (NMHC)	–		–	–	68	68	68	68	-
Particles – by mass (PM)		–	–	–	5	4.5	4.5	4.5	-
Particles – Number (PN): limit value/compliance factor (1)	–	–	–	–	–	6×10^{12} (2)/-	6×10^{11}/1.5 (3)	6×10^{11}/1.5	-

All values are expressed in mg/km except PN, which is expressed in number of particles per km.

(1) Compliance factor: Maximum ratio allowed between emissions measured under real conditions using the RDE protocol, and the emission limit values in the certification cycle.

(2) Regulation No. 459/2012 authorizes direct-injection gasoline cars to emit 6×10^{12} particles until 2017; from then on, they are limited to 6×10^{11} the same as diesel vehicles.

(3) Compliance factor applicable from 2018 for particles by number.

2.6.2 Social appendices

Data collection

Several methods are used to collect employee data:

- in 2022, the HR management system, People@Renault, is deployed in 38 countries. It collects part of the data for the entire scope and ensures the overall consistency of results;
- a questionnaire is sent to the Clusters. This questionnaire includes a number of indicators: headcount by gender and age, number of recruitment and redundancies, absenteeism rate, number and subjects of major collective agreements signed during the year, number of employees covered by a collective bargaining agreement and selected at corporate level from the most relevant agreements, total cumulative training hours in the year, training access rate, average training rate per employee and percentage of employees with disabilities. Each indicator has a specific definition and calculation method that is shared with each of the Clusters. This questionnaire also enables data to be cross-referenced with last year's figures to monitor developments;
- for the data specific to health and safety (number of occupational accidents, commuting accidents and occupational illnesses), a reporting process with monthly consolidation is put in place with the Group entities. Each month, the data is checked at the corporate level, using the protocol, to ensure the quality of their classification. A digital reporting tool is being rolled out, contributing to improving the reliability of data.

A continuous improvement process for these collection methods is in place, taking into account the recommendations of the statutory auditors.

Definitions and calculation methods for labor-related indicators

Total workforce: number of employees holding an employment contract with the entity (permanent or fixed-term). Every employee on the payroll is counted as "one" regardless of his or her contractual working time (or activity rate). All employees on the payroll are counted, even if they are sent to another entity.

Average Group workforce = (Group workforce at December 31 of the previous year + Group workforce at December 31 of the current year)/2.

Average country workforce = (country workforce at December 31 of the previous year + country workforce at December 31 of the current year)/2.

Average active workforce: the average active workforce is equal to the total registered workforce for the entity concerned, excluding "inactive" employees. The active workforce is measured every month. The average active workforce is equal to the average calculated over 12 months.

"Inactive": persons appearing in the entity's workforce but physically absent from the entity for a long period and paid only partially or not at all. This category consists mainly of unworked notice periods, leave of absence unpaid for various reasons including long-term parental leave, sabbatical leave, end of professional career leave including exemptions from activity in France, leave for business creation, parental educational leave, absence due to long-term illness or accident after using up the amount of leave paid by the Company (amount linked to the current work absence), and military service. Persons on sick leave (excluding long-term) and on maternity or paternity leave are not considered as "inactive" employees.

Number of Group redundancies: termination of permanent contract or early termination of fixed-term contract by the employer for one or more reasons that may or may not relate personally to the employee in question, and which may be either collective or individual. Conventional severance, voluntary departure plans, non-continuation at the end of a trial period, and abandonment of post are not considered as redundancy.

Number of Group recruitments: hiring on permanent contract and fixed-term contracts.

Top governing bodies: positions comprising members of the BoM (Board of Management), CMC (Corporate Management Committee) and BMC (Brand Management Committee).

Senior Management Positions: Positions of responsibility: positions reaching a certain level of responsibility according to the Korn Ferry job evaluation methodology. This represents 4,000 positions, within the scope deployed in the People@Renault tool (excluding Avtovaz and RRG).

Management Positions: positions of responsibility: positions reaching a certain level of responsibility according to the Korn Ferry job evaluation methodology. This represents 10% of the Group's positions in the scope defined in the People@Renault tool (excluding Avtovaz and RRG), i.e. 11,000 positions.

Number of hours of training: cumulative number of training hours delivered, whether the training is provided on site by internal/external trainers, outside the company by a training organization, or followed remotely. This indicator measures the overall training effort.

Training access rate: number of employees trained at least once during the year who are still with the Company at the end of the year as a percentage of the active workforce at year-end.

Average training hours per employee: total hours of employee training carried out during the year for employees present at the end of the year, as a percentage of the active workforce at the end of the year.

Employment rate of people with disabilities: percentage of employees with disabilities in the total workforce as of December 31. It should be noted however, that it is difficult to prepare statistics that accurately reflect the number of disabled employees, given the different regulations and the lack of legal reporting requirements in numerous countries.

Absenteeism (absence due to unforeseen circumstances): the absenteeism rate is expressed as a percentage and is calculated on the basis of the average active workforce (permanent + fixed-term contracts) and the theoretical yearly number of working days.

The number of days of absence is expressed in working days, excluding days of furloughs, layoffs, strikes, training and leave (including maternity and paternity leave).

Formula: number of absence days per year/(active workforce x number of theoretical days per year) × 100.

The choice of assumptions for the calculation of theoretical days number is left up to the entities, since local factors may result in minor differences.

Health and safety indicators:

FR1 rate: frequency rate of occupational accidents requiring more significant medical treatment than first aid for Renault and temporary employees. This rate corresponds to a list of injuries of injuries that reach or exceed a certain severity threshold and on which Renault Group intends to prioritize its actions.

FR2 rate: frequency rate of occupational accidents with sick leave involving Renault and temporary employees (several additional exclusions compared with F2).

The FR1 and FR2 rates correspond to the incident rates divided by 1,000,000 hours worked.

Example:

$$\text{FR2} = \frac{\textbf{Number of incidents requiring first aid}}{\text{Number of hours of risks exposure}} \times 1{,}000{,}000$$

Accidents of temporary workers are included in the FR1 and FR2 indicators from 2018.

G1 severity rate: [Number of days of sick leave during the year due to occupational accidents that year or in previous years - number of days of sick leave due to accidents that were contested or where a dispute was won] x 1,000/number of hours of exposure to occupational risks during the year.

Occupational illnesses: rate of occupational illnesses contracted by Renault employees following prolonged exposure to an occupational risk (noise, chemicals, posture, etc.), reported as such to an external body if the regulations in force in the country so provide. Rate of reported occupational illness per 1,000 employees to end-2016. Occupational illness rate reported per million hours of exposure to occupational risks from 2017 onwards. This rate includes occupational illnesses, reported with or without sick leave.

Accidents on public roads: accidents involving Renault employees on public roads while commuting to work or traveling on business.

Group savings plan and group retirement savings (PERCO/PERECO)

Composition		Number of subscribers at December 31, 2022	Assets (€ million)	Perf. 2022 (%)
Actions Renault mutual funds (PEG: group savings plans)				
Renault France Fund [1][3]	Almost 100% Renault shares	31,773	209.34	2.39
Renault International Fund [2]	Almost 100% Renault shares	13,651	34.635	2.39
Renault Shares Fund [2]	Almost 100% Renault shares	NA	NA	NA
Diversified mutual funds (Group savings plans and collective retirement savings plans) (PEG + PERCO)				
Multipar Actions Soc Resp	100% euro zone shares	9,977	73.14	-13.69
CMC CIC Perspective conviction Monde	0 to 40% Money Market or Bonds 60 to 100% Shares	7,244	42.44	-16.43
CMC CIC Perspective certitude	0 to 100% Money Market or Bonds 0 to 100% OECD shares	7,338	24.81	-3.48
Multipar Solidaire Equilibre Soc Resp	50% shares 50% bonds	14,203	179.89	-14.15
Renault Caremakers Solid'air [3]	30% Diversified shares 30% bonds 30% Money Market 10% Solidarity	7,957	30.902	-10.76
Multipar Solidaire Oblig Soc Resp	90/95% Money Market and Bonds 5/10% Solidarity Securities	12,182	74.51	-8.97
Multipar Monétaire Soc Responsable	100% Money Market	26,021	168.78	-0.11
BNP Paribas Perspectives (PERECO) [3][4]				
BNP PARIBAS Perspectives Short Term	Diversified	865	9.66	-6.54
2024	Diversified	945	12.47	-6.88
2027	Diversified	803	8.21	-12.46
2030	Diversified	720	5.85	-15.68
2033	Diversified	655	4.35	-16.80
2036	Diversified	518	2.95	-17.75
2039	Diversified	388	1.71	-18.19
BNP PARIBAS Perspectives Long Term	International shares	1,127	3.08	-18.60

(1) FCPE Actions Renault merged with the FCPE Renault France in 2021. Renault France for French tax residents.

(2) Renault Shares fund merged on 08/17/22 with the SHARE ORIGINAL compartment of FCPE Renault INTERNATIONAL.

(3) Fund open for payments throughout the year.

(4) FCPE mutual fund whose maturity date corresponds to the planned date of the employee's departure.

2.6.3 Societal appendices

2.6.3.1. Methodological comments on key societal reporting figures

The information included in the comprehensive reporting of societal initiatives is collected from a network of correspondents covering all countries in which Renault operates. This information includes:

- actions which are divided into four main areas: education, road safety, integration through employment and "others" (grouping communication around ESG, humanitarian aid, culture, sport, health, etc.);
- the purpose of each initiative determines the category to which it is assigned. For example, donating a vehicle for transporting children to school would be classified under "education";
- actions stemming from Renault S.LA.S. philanthropy (see 2.4.3.8).

The various CSR initiatives undertaken internally by Renault Group employees (disability awareness, etc.) are included in societal investments.

However, donations in kind (donations and loans of vehicles in particular) and the provision of employees (hourly cost) are not counted in societal investments. However, we can indicate for information that the 465 vehicles donated in 2022 by the Engineering Department to firefighters in France and Europe, as well as to the GIGN and RAID give rise to a tax receipt of €2.294m.

2.6.3.2. Organizations supported in 2022 from the Renault Corporate Foundation

Topic	Name
Inclusion	
	60,000 Rebonds
	Arpège insertion
	Article 1
	C'Possible
	Ecoles de production
	Emmaüs Connect
	Emmaüs France
	Entourage
	Entrepreneurs du monde
	Fondation Georges Besse
	Fondation Leopold Bellan
	Fondation Raoul Follereau
	Habitat et Humanisme
	Initiative France
	Institution Nationale des Invalides
	La Croix Rouge Française
	La Table de Cana
	Le Refuge
	Les Restos du Cœur
	Secours Populaire
	Solidarité Nouvelle face au Chômage
	Sortir de prison, intégrer l'entreprise
	Sport dans la Ville
	Territoire Zéro Chômeur de Longue Durée
	Time2Start
	Wave
	Y Croire

2.6.4 Sustainability Accounting Standards Board (SASB) Index

Renault Group decided to adopt the SASB standard from the 2020 financial year.

The SASB is a standard setter that is part of the IFRS Foundation. It defines material standards for reporting on sustainable development by industrial sector mainly for investors (i.e. topics reasonably likely to have a material impact on financial performance).

The SASB has developed a comprehensive set of 77 industry manufacturing standards that were published in November 2018. They identify a minimum set of sustainable development themes and associated indicators that a company characteristic of an industry segment should publish because of their materiality.

Topic	Accounting measure	Category	Unit of measure	Code
Activity metric	Number of vehicles manufactured	Quantitative	2,699,768	TR-AU-000.A
	Number of vehicles sold	Quantitative	2,696,401	TR-AU-000.B

Topic	Accounting measure	Category	Unit of measure	Code	Answer	
Product safety	Percentage of vehicle models assessed by NCAP programs and awarded an overall safety rating of 5 stars, by region	Quantitative	Percentage (%)	TR-AU-250a.1	87% of Renault PC models sold in Europe in 2022 are rated 5* Euro-NCAP with valid quotation (New Austral, New Megane E-Tech, Arkana, Captur, Clio, Koleos, Scenic), 0% of Dacia PC models	
	Number of safety-related defect complaints, percentage investigated [1]	Quantitative	Number Percentage (%)	TR-AU-250a.2	2,174 [2] 100%	
	Number of vehicles recalled [3]	Quantitative	Number	TR-AU-250a.3	166,511	
Working conditions	Percentage of active workforce covered under collective bargaining agreements	Quantitative	Percentage (%)	TR-AU-310a.1	89.59%	
	Number of work stoppages and total days idle	Quantitative	Number of days idle	TR-AU-310a.2	1 day of work stoppage 11 days of inactivity in Brazil	
Fuel economy & use-phase emissions	Sales-weighted average passenger fleet fuel economy	Quantitative	convMpg, L/km, gCO_2/km, km/L	TR-AU-410a.1	Europe, PC: 106.8 g/km (WLTP) Worldwide, PC: 105.2g/km (NEDC)	2.3.2.1.3 , Indicators sections
	Number of zero-emission vehicles (ZEV), hybrid vehicles, and plug-in hybrid vehicles sold	Quantitative	Vehicle units sold	TR-AU-410a.2	Electric [4]: 166,290 Hybrids: 119,102 Plug-in hybrids: 16,270	1.2.1.2 sales figures
	Discussion of strategy for managing fleet fuel economy and emissions risks and opportunities	Discussion and analysis		TR-AU-410a.3	Description supplied	2.3.2.1.4.6 Management of climate related risks and opportunities and 2.3.2.1.2 (Governance of environmental issues)
Materials sourcing	Description of the management of risks associated with the use of critical materials	Discussion and Analysis		TR-AU-440a.1	Description supplied	4.2.2, "Risk of supply chain disruption" section, "Disruption in supply of raw materials" paragraph
Material efficiency & recycling	Total amount of production waste, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	TR-AU-440b.1	615,976 t [5] 92.4% [5]	2.6.1.4, "Site environmental indicators" table
	Weight of end-of-life material recovered, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	TR-AU-440b.2	44,000 t [6] 88.1 % [7]	2.3.2.2.3, "Collect, sort, dismantle" section and
	Average recyclability of vehicles sold, by mass	Quantitative	Percentage (%) by sales-weighted volume	TR-AU-440b.3	>95%	2.3.2.2.1, "Designing vehicles that are recyclable and material-efficient" section

(1) Number of complaints addressed to the Customer Relations department and "classified" by an internal "potentially safety" codification, etc.
(2) Excl. RKM.
(3) Worldwide PC+LCV sales, excluding the Twizy.
(4) For the environmental reporting scope, see definition in 2.6.1.4.
(5) France scope. Data on average mass published by the French authorities (ADEME). The most recent data available are for 2019.
(6) France scope.

2.6.5 Extra-financial ratings and indexes

The development of Socially Responsible Investment (SRI) gives rise to the need for an extra-financial rating. This rates the Company not only on its financial performance but also on its attitude toward the environment, respect for social values, societal commitment and corporate governance.

Each area analyzed produces a rating based on different criteria (transparency, innovation, communication, etc.) and is weighted to obtain a final rating. This serves as a reference for fund managers and investors who wish to invest in companies that perform well in terms of governance and environmental and social responsibility. Some of these rating agencies have developed, most of the time in partnership with providers of equity indexes, some indexes composed of the top-rated companies for environmental, social or governance (ESG) aspects.

Renault Group is evaluated each year by the main international extra-financial rating agencies on the basis of its public and declarative information. These agencies generally reserve access to the results of their assessments for their own customers.

Extra-financial performance

The **CDP** (formerly the Carbon Disclosure Project), founded in 2000, is tasked by a group of institutional investors to enhance understanding of the impacts of climate change on the value of the assets managed by its signatories. It is an independent not-for-profit organization which collates and maintains a large database relating to greenhouse gas emissions.

Since 2002, the CDP has sent annual requests to companies for information in a standard format about their greenhouse gas emissions and policies on climate change. The CDP includes, in particular, members of the FT500 (the 500 largest companies in the world by market capitalization).

Latest results – December 2022: Renault Group obtains an A- score for CDP Climat.
For more information: www.cdp.net

ISS-Corporate Solutions is one of the largest sustainability ratings agencies in the world. It has 2,600 employees, a presence on 35 sites in the United States and internationally and analyzes over 24,000 companies worldwide.

Latest results – October 2022:
For more information see: www.issgovernance.com/esg/

Sustainalytics is one of the global leaders in environmental, social and governance (ESG) research and analysis related to Socially Responsible Investment (SRI). This agency offers extra-financial rating services and advice to institutional investors and asset managers. It is part of the US group Morningstar in July 2020.

Latest results – November 2022:
For more information: www.sustainalytics.com.

MSCI is a leading supplier of investment decision-support tools worldwide. Companies are rated on a scale from AAA to CCC according to the standards and performance of their segment peers. MSCI also manages the MSCI Global Sustainability index series, which includes companies whose MSCI ESG rating is high compared with segment peers in a given region.

Latest results – November 2022:
For more information: www.msci.com

Moody's ESG Solutions is an American financial rating agency that offers analysis of the ESG issues of organizations as well as ESG rating.

Latest results – July 2022:
For more information: www.esg.moodys.io

EcoVadis is a French agency established in France in 2008. It established the first rating platform to assess the social and environmental performance of suppliers worldwide. It covers 75,000 suppliers, 198 business sectors and 155 countries.

Latest results – February 2022: Renault Group's overall score was 72/100.
For more information: www.ecovadis.com

2.6.6 Report by one of the Statutory Auditors, appointed as independent third party, on the verification of the non-financial statement

For the year ended 31 December 2022

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the French Accreditation Committee (COFRAC) under number 3-1884[44] , we have undertaken a limited assurance engagement on the historical financial information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended … (hereinafter, the "Information" and the "Statement" respectively), presented in the Group's management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

At the request of the entity, we conducted works designed to express a reasonable assurance conclusion on the information selected by the entity and identified by the sign ✓.

Limited assurance conclusion

Based on the procedures we have performed, as described under the "Nature and scope of procedures" and the evidence we have obtained, nothing has come to our attention that cause us to believe that the consolidated non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Reasonable assurance conclusion on a selection of non-financial information

Based on the procedures performed, as set out in the "Nature and scope of our work" and "Nature and scope of additional work on the information selected by the entity and identified by the sign ✓" sections of this report, and the evidence collected, the information selected by the entity and identified with the symbol ✓ in the Statement has been prepared, in all material respects, in accordance with the Guidelines.

Preparation of the non-financial performance Statement

The absence of a commonly used generally accepted reporting framework or a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarized in the Statement and available on the Entity's website or on request from its headquarters.

Inherent limitations in preparing the Information

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

Responsibility of the entity

Management of the Entity is responsible for:

- selecting or establishing suitable criteria for preparing the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators, and the information set out in Article 8 of Regulation (EU) 2020/852 (Green Taxonomy);

44 Accreditation Cofrac Inspection, number 3-1884, scope available at www.cofrac.fr

- preparing the Statement by applying the Entity's "Guidelines" as referred above and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by the Board of Directors.

Responsibility of the Statutory Auditor, appointed as independent third party/independent third party

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e., the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information".

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

At the request of the entity and outside of the scope of certification, we may express reasonable assurance that the information selected by the entity, presented in the appendices, and identified by the symbol ✓ has been prepared, in all material respects, in accordance with the Guidelines.

It is not our responsibility to report on:

- the entity's compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the French Duty of care law, and provisions against corruption and tax evasion);
- the fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (GreenTaxonomy);
- the compliance of products and services with the applicable regulations.

Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to such engagement, in particular the professional guidance issued by the Compagnie Nationale des Commissaires aux Comptes, "*Intervention du commissaire aux comptes - Intervention de l'OTI - Déclaration de performance extra-financière*" and our own procedures[45], acting as the verification program, and with the International Standard on Assurance Engagements 3000 (revised)[46].

Our independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

Means and resources

Our work engaged the skills of eight people between November 2022 and February 2023 and took a total of approximately thirty weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted around fifteen interviews with people responsible for preparing the Statement.

Nature and scope of procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:

- we obtained an understanding of the entity's activity, and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector;

45 KPMG France ESG Center of Excellence's procedures relating to the verification as independent third party of the non-financial performance statement
46 ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information

- we verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the main risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with the entity's activity], including where relevant and proportionate, the risks associated with its business relationships, its products or services, as well as its policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented;
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risk[47], our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities[48].
- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the Entity has implemented and assessed the data collection process aimed at ensuring the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out at the entity's head office5 and covers between 30% and 100% of the data relating to the key performance indicators and outcomes selected for these tests.
- we assessed the overall consistency of the Statement based on our knowledge of the entity.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance of the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes); a higher level of assurance would have required us to carry out more extensive procedures.

Nature and extent of additional work on the information selected by the entity and identified by the sign √

With regard to the information selected by the entity, presented in the appendix and identified by the symbol √ in the Statement, we conducted the same work as described in the paragraph "Nature and scope of our work" above for the Information considered to be the most important, but in a more in-depth manner, in particular with regard to the number of tests.

The selected sample accounts for between 51% and 58% of the information identified by the symbol √.

We believe that our work is sufficient to provide a basis for our reasonable assurance opinion on the information selected by the entity and identified by the symbol √.

Paris-La Défense, on 24th February 2023

KPMG S.A.

Bertrand Pruvost	Anne Garans
Partner	ESG Expert

47 Work environment; Local development; Road safety; Personal data protection and cybersecurity; Fight against tax evasion.

48 Environmental Indicators: Brazil (Curitiba); South Korea (Busan); Spain (Valladolid); France (Batilly, Cléon, Flins, Guyancourt-Aubevoye, Maubeuge, DLPA, Le Mans) ; Morocco (Tanger) ; Romania (Pitesti)
Social Indicators : France (Renault SAS) ; Morocco (Renault Morocco)
Health & Safety Indicators : Brazil (Curitiba) ; South Korea (Busan) ; Spain (Valladolid) ; France (Cléon, Flins, Guyancourt-Aubevoye, Maubeuge, DLPA, Le Mans) ; Morocco (Tanger) ; Romania (Pitesti).

Appendix

Qualitative information (actions and results) considered most important

- Result related to the hybrid work organization
- Measures associated with social dialogue bodies
- Measures taken in connection with employees' purchasing power
- Measures implemented about the vulnerability of industrial and logistics sites to extreme weather scenarios
- Measures implemented in relation to European regulations on road noise emissions
- Measures put in place to take biodiversity into account in site extension studies
- Measures associated with the dissemination of tax compliance standards within the Group
- Policies put in place for access to mobility and support for people in precarious financial situations
- Policies in place to promote local integration
- Devices installed in vehicles to ensure road safety for users
- Design studies implemented to ensure the best position of the plug service andfireman access on future electric and hybrid vehicles in the RENAULT range
- Measures taken to rebuild the Renault Group's approach to risk management and audits to prepare for the European regulation on batteries
- Policy implemented for the development of sustainable natural rubber
- Policy implemented for the development of bio-based materials
- Actions taken to ensure that employees are trained in the GDPR regulations

Key performance indicators and other quantitative results considered most important	Level of assurance
Headcount and breakdown (by gender and age)	Limited
Number of recruitments	
Number of redundancies	
Absenteeism rate	
Number of training hours per employee	
Number of training hours including digital training hours (Group)	
Access rate to training	
Rate of disabled employees on total headcount	
Percentage of employees who have received anti-corruption training	
Number of incidents reported at the level of the signatory parties to the global framework agreements that led to the implementation of the measures provided for in the 2018 memorandum	
Percentage of direct purchases covered by a CSR assessment on the top 200 items	
Rate of high or very high CSR performance over 3 years (% of total purchasing mass) on the Top 200 pieces	
Scope 3: CO_2e emissions per vehicle worldwide	
Scopes 1, 2 and 3: Carbon intensity on Renault Group sites as a total and per vehicle	
Scopes 1 and 2: Carbon intensity on Renault Group sites as a total and per vehicle	Reasonable
Total energy consumption	
Total VOC emissions per painted surface	
Total external water supply and per vehicle	
Total tonnage of waste (excluding construction waste) and per vehicle	
Total mixed non-hazardous waste (excluding construction waste) and per vehicle	
Total non-recycled waste (excluding construction and foundry waste) and per vehicle	
Percentage of recovered waste (excluding construction, foundry, and metal waste)	
Water discharges: total chemical oxygen demand (COD) and per vehicle, total zinc and nickel and per vehicle	
Frequency rate of accidents requiring medical intervention beyond first aid (rate FR1) for Renault employees and temporary workers	
Frequency rate of accidents with sick leave (rate FR2) for Renault employees and temporary workers	
Severity rate (G1) for Renault employees only	
rate of occupational illnesses contracted by Renault employees following prolonged exposure to an occupational risk	
Number of accidents on public roads	
Number of days lost from work associated with accidents on public roads	

3. Corporate governance AFR

The elements of the annual financial report are identified in the summary using the pictogram. AFR

Report on corporate governance

Pursuant to the provisions of Article L. 225-37 of the French Commercial Code (Code de commerce), the following developments form the report on corporate governance, notably containing information on:

- the composition of the Board of Directors and the conditions for the preparation and organization of the Board of Directors' work; and
- the compensation of corporate officers.

This report was approved by the Board of Directors during its meeting held on February 15, 2023.

Pursuant to the provisions of Article L. 22-10-10 4° of the French Commercial Code, the Company declares that it has opted to refer to the AFEP-MEDEF Corporate Governance Code of listed companies (hereinafter, the "**AFEP-MEDEF Code**"). The potential recommendations from this code which have not been followed are shown in a section (see chapter 3.1.8 of the Universal registration document).

The AFEP-MEDEF Code is available for consultation on the Company's website.

3.1 Composition, preparation and organization of the Board of Directors

This chapter describes the method for managing and directing Renault SA as a listed company and the parent company of Renault Group. This management method is also applicable to Renault s.a.s, a subsidiary of Renault SA and the umbrella company for Renault Group's automotive and financial businesses.

The operating principles and missions of the Board of Directors are described in the Board Charter, which is available in full on Renault Group's website. The main contents of the Board Charter are reproduced below.

3.1.1 Governance structure

Evolution of the mode of governance

During its meeting of January 24, 2019, the Board of Directors decided to separate the offices of Chairman of the Board of Directors and Chief Executive Officer. The Board of Directors considers that this governance structure remains appropriate to Renault's challenges. It enables the Company to benefit from both the Chairman's stature and expertise in corporate governance and the managerial background and industrial and automotive expertise of the Chief Executive Officer, in charge of the management and the implementation of the Company's mid-term plan.

The office of Chairman of the Board of Directors was entrusted to Mr. Jean-Dominique Senard on January 24, 2019, following his appointment as a Director[1] pursuant to the provisions of Article L. 225-17 par. 3 of the French Commercial Code.

The Board of Directors, at its meeting on January 28, 2020, appointed Mr. Luca de Meo as Chief Executive Officer of Renault SA and Chairman of Renault s.a.s, effective July 1, 2020.

1 This appointment was ratified by the Annual General Meeting held on June 12, 2019.

Powers of the Chairman of the Board of Directors

The Company's articles of association specify that the Board of Directors must appoint one of its members as its Chairman; this must be a natural person, who may be elected for more than one term.

Excerpt of the Board Charter provisions governing the powers of the Chairman of the Board of Directors

The Chairman shall organize and direct the Board of Directors' work, on which he/she shall report to the General Meeting of Shareholders. The Chairman shall determine the schedule and the agenda of and convene the Board meetings.

The Chairman shall chair the meetings of the Board of Directors. If the Chairman is unable to attend, Board meetings shall be chaired (i) by the Lead Independent Director or (ii) if there is no Lead Independent Director, or if he/she is absent or unable to attend, by the Chair of the Governance and Compensation Committee or any other Committee Chairman appointed by mutual agreement between the Committee Chairmen.

Except in specific circumstances, the Chairman is the sole person empowered to communicate on behalf of the Board of Directors, in accordance with the principle of collegiality of the Board.

The Chairman shall ensure that Renault's corporate bodies correctly operate, particularly the Board of Directors and its committees. The Chairman shall ensure that directors receive the information they need to fulfill their duties and, more generally, that they are able to take part in the work of the Board of Directors and its committees.

In addition, the Chairman shall also ensure that members of the Board of Directors take part in the Board of Directors' work effectively, with diligence, expertise and loyalty, and that they take the time necessary to address the issues, including strategic issues, concerning Renault, the Group and the Alliance with Nissan and Mitsubishi (the "Alliance").

The Chairman shall ensure that the work of the Board of Directors is well organized, in a manner conducive to constructive discussion and decision-making. The Chairman shall lead the work of the Board of Directors and coordinate its work with that of the committees, which he/she may consult, at any time, on any matter within their competence. In that respect, the Chairman may add any matter he/she deems relevant to the agenda of any meeting of a committee of the Board of Directors. The Chairman may attend, if he/she so wishes, committee meetings, except where his/her personal situation is being discussed. The Chairman shall have access to the committees' work.

Other duties of the Chairman:

The Chairman shall also have the following duties, which he/she shall perform in liaison with the Chief Executive Officer:

- be the contact person of Nissan and Mitsubishi in respect of any discussion regarding the organization and development of the Alliance;
- propose to the Board of Directors any new agreement or alliance that he/she deems useful for Renault's future; and
- subject to applicable laws and regulations, as well as the provisions of the agreements entered into among Alliance members, be selected as Renault's candidate for appointment to the management or administrative bodies of the Alliance and of its members.

The Chairman shall keep the Board of Directors informed of the performance of his/her duties relating to the Alliance and shall make recommendations on any decisions to be taken on this matter.

In all circumstances, the Chairman shall, together with the Chief Executive Officer, work to ensure the development of the Alliance and to strengthen and secure the relations between Renault, Nissan and Mitsubishi.

Finally, the Chairman shall work to ensure that high-quality relations are maintained with Renault shareholders and shall contribute to promoting Renault's values and image among its staff and partners.

The Chairman shall have access to the Company's corporate functions that he/she needs in order to perform his/her duties. The Chairman may ask the Chief Executive Officer for any information that may be useful for the performance of his/her duties, as well as for the work of the Board of Directors or its committees, including regarding the operation, the organization and the development of the Alliance, strategy, financial reporting, major investment and divestment projects and major financial transactions.

JEAN-DOMINIQUE SENARD

Chairman of the Board of Directors

Birth date:
03/07/1953

Nationality : French

Date of first appointment:
January 2019

Start date of current term of office: January 2019

Current term expires
2023 AGM

Number of registered shares held: 6,690

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Jean-Dominique Senard graduated from France's HEC business school (Hautes Études Commerciales). He also holds a Master's Degree in Law. He began his career in various financial and operations positions with Total, from 1979 to 1987, and then with Saint-Gobain from 1987 to 1996.

From 1996 to 2001, he was Chief Financial Officer of Pechiney and a member of its group executive council. He was also head of Pechiney's Primary Aluminum sector until 2004. As a member of Alcan's Executive Committee, he was in charge of integrating Pechiney and served as Chairman of Pechiney SA.

Jean-Dominique Senard joined Michelin in March 2005 as Chief Financial Officer and a member of the Michelin Group Executive Council.

In May 2007, he was appointed as Managing Partner of the Michelin Group.

On May 13, 2011, Jean-Dominique Senard was appointed as Managing General Partner of the Michelin group alongside Michel Rollier.

From 2012 to 2019, Jean-Dominique Senard was Chief Executive Officer of Michelin.

On January 24, 2019, Jean-Dominique Senard was appointed as Chairman of the Board of Directors of Renault.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Chairman of the Board of Directors of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

Chairman of the Fondation d'entreprise Renault Group (France)

Offices and functions in companies outside of Renault Group:

Listed companies:

Vice-Chairman of the Board of Directors and member of the Appointments Committee of Nissan Motor Co., Ltd. (Japan)

Lead Independent Director and member of the CSR Committee of Saint-Gobain (France)

Non-listed companies:

Member of the Supervisory Board of Fives s.a.s (France)

Other legal entities:

Director of « La Montagne Centre France »

Offices in other companies in the past five years no longer held	Term expired
Chairman of Renault S.A.S. (France)	2020
Chief Executive Officer and General Partner of Michelin (France)	2019
Managing Partner of Compagnie Financière Michelin SCmA (France)	2017

Powers of the Chief Executive Officer

Excerpt of the Board Charter provisions governing the powers of the Chief Executive Officer

The Chief Executive Officer shall direct the Company's activities. In this respect, the Group's operational and functional departments shall report to the Chief Executive Officer.

The Chief Executive Officer shall have the broadest powers to act under all circumstances on behalf of the Company, subject to legal restrictions and limitations imposed by the articles of association and the provisions of this Board Charter.

The Chief Executive Officer shall represent the Company in its relations with third parties.

The Chief Executive Officer shall be appointed by the Board of Directors. If the Chief Executive Officer is not a director, he/she shall be a permanent guest to the meetings of the Board of Directors. In such capacity, he/she may attend all Board meetings without voting rights. However, he/she shall not participate in discussions relating to his/her term of office or compensation.

LUCA DE MEO

Chief Executive Officer

Birth date: 13/06/1967

Nationality: Italian

Date of first appointment: July 2020

Number of registered shares held: 13,629

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Born Milan, Italy, in 1967, Luca de Meo graduated from the Luigi Bocconi Commercial University with a degree in business administration.

Luca de Meo has more than 30 years of experience in the automotive sector. He began his career at Renault before joining Toyota Europe, then the Fiat Group where he managed the Lancia, Fiat, Abarth and Alfa Romeo brands.

In 2009, Luca de Meo joined the Volkswagen Group as Marketing Director, both for Volkswagen brand passenger cars and Volkswagen Group. He then held the position of member of the Board of Directors in charge of Sales and Marketing at AUDI AG in 2012.

From November 1, 2015 until January 2020, Luca de Meo was Chairman of the Executive Committee of SEAT S.A., member of the Supervisory Boards of Ducati and Lamborghini and Chairman of the Board of Directors of the Volkswagen Group in Spain.

Since July 1, 2020, Luca de Meo is Chief Executive Officer of Renault S.A. and Chairman of Renault s.a.s.. and from January 2021 he is also a member of the Renault Group's Board of Management.

From January 2021 until February 2023, Luca de Meo has been CEO, Renault brand.

Since January 2023, Luca de Meo is also President of the European Automobile Manufacturers Association (ACEA)

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Chief Executive Officer of Renault SA (France)

Non-listed companies:

Chairman of Renault s.a.s. (France)

Member of the Supervisory Board of Alliance Ventures B.V. (Netherlands)

Chairman of the Management Board of Renault-Nissan B.V. (Netherlands)

Other legal entities:

Chairman of the European Automobile Manufacturers Association (ACEA)

Offices and functions in companies outside of Renault Group:

Listed companies:

None

Listed companies:

None

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
Director and member of the Nomination and Remuneration Committee of TIM S.p.a. (Italy)	2022
Chairman of the Executive Committee of SEAT (Spain)	2020
Member of the Supervisory Board of Ducati (Italy)	2020
Member of the Supervisory Board of Lamborghini (Italy)	2020
Chairman of the Board of Directors of Volkswagen Italy (Italy)	2020

Limitation on the powers of the Chief Executive Officer

The Board Charter specifies that the Board of Directors is to determine, on the proposal of the Chief Executive Officer, the strategic orientations of the Company's activities and ensure their implementation, in accordance with its corporate interests (intérêt social), taking into account the social and environmental issues of its activities. It shall also take into account the Company's purpose (raison d'être).

In addition, the Board Charter limits the powers of the Chief Executive Officer as follows:

Excerpt of the Board Charter provisions governing the limitations on the powers of the Chief Executive Officer

The Chief Executive Officer must obtain the authorization of the Board of Directors for any external growth transaction and any acquisition or disposal of any ownership in any company, whether existing or to be created, where the amount exceeds €250 million.

The Chief Executive Officer must inform the Board of Directors of any external growth transaction and any acquisition or disposal of any ownership in any company, whether existing or to be created, where the amount exceeds €60 million.

The Board of Directors shall determine every year the total amount of sureties (cautions), endorsements (avals) or guarantees (garanties), which the Chief Executive Officer may provide without requesting the Board's specific authorization.

Chief Executive Officer's obligation to hold shares

Pursuant to the recommendations of the AFEP-MEDEF Code, the Board of Directors decided at its meeting on July 29, 2020, to set the minimum number of registered shares to be held by the Chief Executive Officer until the end of his term of office at 5,000 shares.

This minimum holding obligation complements the obligation for the Chief Executive Officer to retain, until the end of his term of office, 25% of the shares resulting from the free allocation of shares (for more details on the retention obligation, see chapter 3.2.4.2 of the Universal registration document).

The minimum holding requirement ensures that a Chief Executive Officer who does not yet own shares resulting from free allocations of shares is aligned with the interests of shareholders upon taking office.,

3.1.2 Composition of the Board of Directors

The members of the Board of Directors are appointed by the Annual General Meeting, with the exception of the Director designated by the French State pursuant to Article 4 of French Order No. 2014-948 of August 20, 2014, on corporate governance and equity transactions in companies with public shareholding and the Directors representing the employees.

The term of office for Directors is four years. Pursuant to the recommendations of the AFEP-MEDEF Code, these terms of office are staggered, to avoid them all ending and coming up for renewal at the same time.

Excerpt of the Board Charter provisions governing the composition of the Board of Directors

The Board of Directors determines and regularly reviews the desirable balance of its composition, particularly in terms of diversity (representation of women and men, nationalities, age, qualifications and professional experiences.

Procedure for appointing Directors

Pursuant to the Company's articles of association and the legal and regulatory provisions applicable to it, the Board of Directors is composed of:

- **3 to 14 directors appointed by the Annual General Meeting**
  - **Appointment of independent directors**

    In case of a vacancy of one or more offices of the independent directors or when the Board has expressed its desire to expand or change its membership, the Governance and Compensation Committee defines the profile sought with regard to its diversity policy and the required skills that have been identified, in particular during the annual evaluation of the operation of the Board and its committees. The Governance and Compensation Committee appoints a recruitment firm to assist it with the process of selecting future independent directors.

    The Governance and Compensation Committee selects the candidates with the help of the appointed recruitment firm on the basis of criteria relating to their professional experience, skills, independence and ethics, while maintaining a gender balance between men and women and diversity in recruitment in accordance with the international dimension of the Group.

    The Governance and Compensation Committee then presents the selected candidate(s) to the Board of Directors and recommends that the Board co-opt or, as the case may be, propose to the Annual General Meeting that the candidates be appointed.

    The Board of Directors co-opts or, as the case may be, proposes that the Annual General Meeting appoint the selected candidate(s) as independent director(s).
  - **Appointment of directors proposed by Nissan**

    In accordance with the provisions of the Restated Alliance Master Agreement ("RAMA"), which governs the ownership relationship between Renault and Nissan and regulates the governance of the Alliance, two of the members of the Board of Directors of the Company are directors proposed by Nissan.

    The Governance and Compensation Committee, on the proposal of Nissan, recommends that the Board of Directors co-opt or, as the case may be, propose the appointment of the directors representing Nissan to the Annual General Meeting.

    The Board of Directors of the Company co-opts or, as the case may be, proposes that the Annual General Meeting appoint the director(s) proposed by Nissan.
  - **Appointment of the director proposed by the French State**

    Pursuant to the provisions of French Order 2014-948 of August 20, 2014, on the governance and capital transactions of companies with public shareholding, as amended, one of the members of the Board of Directors of the Company is a director nominated by the French State.

    The Governance and Compensation Committee, on the proposal of the French State, recommends that the Board of Directors co-opt or, as the case may be, propose the appointment of said director representing the French State to the Annual General Meeting.

    The Board of Directors of the Company co-opts or, as the case may be, proposes that the Annual General Meeting appoint the director proposed by the French State.
- **1 director appointed by the French State**

Pursuant to the provisions of French Order No. 2014-948 of August 20, 2014, on the governance and capital transactions of companies with public shareholding, as amended, the French State may appoint a representative to the board of directors of companies in which it alone directly holds more than 10% of the share capital. This director is appointed by the Minister for the Economy.

- **3 directors elected by the employees**

Pursuant to the Company's articles of association, three directors are elected directly by the employees of the French subsidiaries, divided into different electorates. One seat is allocated to the "Engineers – Executives and Similar" electorate and two seats to the "Other Employees" electorate.

The candidates or candidate lists may be presented either by one or more representative organizations as defined by the applicable regulations, or by 100 voters.

To be considered eligible, candidates must have an employment contract with, and be actively employed by, the Company or one of its direct or indirect subsidiaries whose registered office is located in France for at least two years prior to the effective date of the term of office of the position for which the election is being held.

The number, place and composition of the polling stations are determined by the Company's establishments and subsidiaries concerned thereby, in accordance with current practices for the election of employee representatives.

- **1 director representing employee shareholders**

Pursuant to the Company's bylaws, a member representing employee shareholders, and an alternate, are elected by the Ordinary General Meeting from among two full candidates and two alternate candidates nominated by employee shareholders.

Each full candidate is designated, respectively, along with his or her alternate, by:

- the Supervisory Boards of company mutual investment funds (FCPE) whose assets are composed of shares of the Company, in accordance with Article L. 214-165 of the French Monetary and Financial Code, and whose unit holders are current or former employees of the Company or of an affiliated company as defined in Article L. 225-180 of the French Commercial Code and
- employees of the Company or of an affiliated company as defined in Article L. 225-180 of the French Commercial Code who directly hold registered shares of the Company (i) following free share allocations made under Article L. 225-197-1 of the French Commercial Code and authorized by a decision of the Extraordinary General Meeting after August 7, 2015, (ii) within the framework of the employee savings plan or (iii) acquired under Article 31-2 of French Order 2014-948 of August 20, 2014, on the governance and capital transactions of companies with public shareholding and Article 11 of Law No. 86-912 of August 6, 1986 on privatization, in the version applicable prior to the entry into force of the above-mentioned Order.

Onboarding and training program for directors

New directors benefit from an onboarding program in the period following their appointment. As part of this program, new directors are given a presentation of the Group, its governance and its various activities during meetings with the Chief Executive Officer, the Chief Financial Officer, the Chief Executive Officers of the Group's brands (Renault, Dacia and Alpine, Mobilize), the managers of the business lines (engineering, manufacturing, quality, legal affairs, human resources, financial services and banking), and the Alliance General Secretary. In addition, the new directors take part in visits to Group sites and factories.

The three directors representing employees and the director representing employee shareholders benefit from in-house training provided by Renault Group employees and training provided by external organizations. This training helps them to fully exercise their office by rapidly acquiring the specific skills required of a company director.

Diversity policy applied to the Board of Directors

Pursuant to Article L. 22-10-10 of the French Commercial Code, the Board, of Directors has defined a diversity policy based on its past practices.

Policy criteria

The composition of the Board of Directors seeks a balance notably in terms of diversity (representation of women and men, nationalities, age, qualifications and professional experience). More specifically:

- regarding the size of the Board of Directors, the number of Board of Directors members must be such as to enable reconciliation of the skills, independence and specificities of Renault's shareholding;
- the Board of Directors, while complying at least with legal requirements and the recommendations of the AFEP-MEDEF Code in terms of gender balance, considers that it benefits from being diverse in its composition (gender, nationality, culture);
- in terms of skills, the Company seeks above all the complementarity of skills, profiles and experiences but also their relevance to the Company's strategy and to the challenges it faces;
- in terms of seniority, the Company seeks a balance between experience within the Board of Directors and progressive renewal of its composition;
- the Board of Directors expects a high level of commitment and ethics from each of its members.

Policy implementation

To implement this diversity policy, the Board of Directors uses annual evaluations of its work (for more details on the Board's evaluation, see section 3.1.7 of the Universal registration document). The progressive and planned renewal of the terms of offices makes it possible to anticipate the skills to be renewed or to evolve according to the evolution of the industry and of the markets in which the Company operates.

Implementation of the diversity policy in 2022:

- the Board of Directors currently includes 16 Directors. This number remains higher than the average for CAC 40 companies, but is explained by the level of representation of the employees and of the reference shareholders in accordance with the law, the articles of association or agreements entered into with Nissan, and the desire to ensure the presence of a majority of Independent Directors. As such, the independence rate of the Board of Directors as of December 31, 2022, was 66.7%[2]
- the number of women on the Board of Directors as of December 31, 2022, stands at five, i.e. a feminization rate of 41.7%[2]. Moreover, one of the Board of Directors' three committees is chaired by a woman;

2 Excluding the directors representing employees and the director representing employee shareholders.

- the Board of Directors includes four different nationalities and half of Directors work or have worked abroad or in international groups;
- three Directors representing employees and one Director representing employee shareholders are fully associated in the work of the Board of Directors and its committees. In addition, their professional background as well as their trade union activity within Renault Group gives them a solid knowledge of the Group's organization and activities;
- the changes in the composition of the Board and of its committees are part of the continuing implementation of this diversity policy of the Board of Directors.

With the exception of the Directors appointed on the proposal of Nissan and the Directors designated by the French State, no contracts or agreements have been concluded with the shareholders, clients, suppliers, or other parties allowing any of these persons or one of their representatives to be selected as a member of the Board or other Senior Management body in the Company, thus mitigating potential or actual conflicts of interest.

Diversity policy applied to Senior Management

The Board of Directors also oversees the deployment of the Group's diversity policy by Senior Management. In light of this, the Board of Directors and the Strategy and Sustainability Committee annually review the Group's diversity and inclusion policy, and more specifically the policy on the balanced representation of women and men on the governing bodies.

At its meeting on February 18, 2021, the Board of Directors, on the proposal of the Executive Management, set a target of 30% representation of women in 2030, 35% in 2035 and 50% in 2050 in the management bodies, including the Leadership Team and the Brand Management Committees, on the one hand, and for employees in management positions, on the other.

At its meeting on February 15, 2023, the Board of Directors was informed of the results achieved during the 2022 financial year and the procedures that the Company has put in place to achieve these objectives.

In addition, to take into account the new objectives introduced by the "Rixain Law" (Law no. 2021-1774 of December 24, 2021, aimed at accelerating economic and professional equality), the Board of Directors, on the proposal of the Executive Management, increased the gender diversity objective within the management bodies to 30% of women by 2025.

Skills mapping of the members of the Board of Directors as of December 31, 2022

		Finance	Senior Executive experience	Automotive Industry	International experience	Digital and Innovation	ESG
Chairman of the Board	Jean-Dominique Senard	✓	✓	✓	✓	✓	✓
Directors representing the shareholders	Thomas Courbe	✓					
	Alexis Zajdenweber	✓					
	Yu Serizawa		✓		✓		✓
	Joji Tagawa	✓		✓	✓		✓
Independent Directors	Catherine Barba				✓	✓	
	Miriem Bensalah-Chaqroun		✓		✓		✓
	Marie-Annick Darmaillac						✓
	Bernard Delpit	✓	✓	✓	✓		
	Pierre Fleuriot	✓	✓				
	Frédéric Mazzella		✓		✓	✓	
	Annette Winkler	✓	✓	✓	✓		✓
Directors representing employees	Noël Desgrippes			✓			
	Frédéric Barrat			✓			
	Richard Gentil			✓			
	Eric Personne	✓		✓			
TOTAL		8	7	8	8	3	6

Finance: experience in the accounting and financial sector (banking, accounting, audit, capital markets, asset management), or a strong understanding of financial reporting processes and corporate finance.

Senior Executive experience: experience serving as CEO or senior executive in organization of significant size.

Automotive industry: automotive industry experience; knowledge of Renault Group business and competitive environment.

International experience: extensive professional experience acquired thanks to activities in multiple regions of the world and in multinational organizations.

Digital and innovation: expertise or experience with the development and implementation of technology strategies; experience in companies having a strong technology focus.

ESG: experience in managing ESG issues .

Changes in the composition of the Board of Directors during the 2022 financial year

Director	Event	Date
Pascale Sourisse	Term expiry	May 25, 2022
Martin Vial	Resignation	June 1, 2022
Vincent Le Biez	Appointment	June 21, 2022
Vincent Le Biez	End of Directorship	November 2, 2022
Alexis Zajdenweber	Appointment	November 2, 2022

Overview of the Board of Directors as of December 31, 2022

Personal information					Position on the Board				Membership in Board Committees		
Director	Sex	Age	Nationality	Number of shares	Independence	Initial date of appointment	Term of office expires	Length of service on the Board	CAR	GCC	SSC
Jean-Dominique Senard	M	69	French	6,690	C	January 2019	2023 AGM	3 years and 11 months	-	-	-
Catherine Barba	F	49	French	100	ID	June 2017	2026 AGM	5 years and 6 months	-	-	m
Frédéric Barrat	M	50	French	206.64 FCPE units	DRE	November 2016	November 2024	6 years and 1 months	m	-	-
Miriem Bensalah-Chaqroun	F	60	Moroccan	250	ID	June 2017	2025 AGM	5 years and 6 months	m	-	-
Thomas Courbe	M	50	French	N/A	FSR	October 2018	2025 AGM	4 years and 2 months	-	-	m
Marie-Annick Darmaillac	F	68	French	500	ID	June 2017	2025 AGM	5 years and 6 months	-	m	-
Bernard Delpit	M	58	French	1,500	ID	April 2021	2025 AGM	1 year and 8 months	c	-	-
Noël Desgrippes	M	52	French	289.55 FCPE units	DRES	April 2021	2025 AGM	1 year and 8 months	-	-	m
Pierre Fleuriot	M	68	French	500	ID	June 2018	2026 AGM	4 years and 6 months	m	c	-
Richard Gentil	M	54	French	15	DRE	November 2012	November 2024	10 years and 1 months	-	-	m
Frédéric Mazzella	M	46	French	250	ID	April 2021	2025 AGM	1 year and 8 months	-	-	m
Éric Personne	M	60	French	100 shares and 151.98 FCPE units	DRE	November 2012	November 2024	10 years and 1 month	-	m	-
Yu Serizawa	F	64	Japanese	100	NR	December 2016	2025 AGM	6 years	-	-	m
Joji Tagawa	M	62	Japanese	0	NR	April 2020	2026 AGM	2 years and 8 months	m	-	-
Annette Winkler	F	63	German	1,000	ID	June 2019	2023 AGM	3 years and 6 months	-	-	c
Alexis Zajdenweber	M	46	French	N/A	FSR	November 2022	N/A	2 months	m	m	-

CAR: Audit and Risks Committee
GCC: Governance and Compensation Committee
SSC: Strategy and Sustainability Committee

C: Chairpersonm: Member
ID: Independent Director
F: Female
M: Male

DRE: Director representing employees
DRES: Director representing employee shareholders
FSR: French State Representative
NR: Nissan representative

As of December 31, 2022

16
DIRECTORS

57.4 AVERAGE AGE

4.7 YEARS SENIORITY

66.7%[1] INDEPENDENT DIRECTORS

4 NATIONALITIES

5 WOMEN

1 Committee Chairwoman

(1) Excluding the directors representing employees and the director representing employee shareholders.

Attendance at meetings of the Board of Directors and its Committees in 2022

Directors as of December 31, 2022	Board of Directors (12 meetings)	Audit and Risks Committee (5 meetings)	Governance and Compensation Committee (7 meetings)	Strategy and Sustainability Committee (5 meetings)
Jean-Dominique Senard	100%	-	-	-
Catherine Barba	83.3%	-	-	80%
Frédéric Barrat	100%	100%	-	-
Miriem Bensalah-Chaqroun	83.3%	80%	-	-
Thomas Courbe	75%	-	-	80%
Marie-Annick Darmaillac	100%	-	100%	-
Bernard Delpit	100%	100%	-	-
Noël Desgrippes	100%	-	-	100%
Pierre Fleuriot	100%	100%	100%	-
Richard Gentil	100%	-	-	100%
Frédéric Mazzella	91.7%	-	-	80%
Éric Personne	100%	-	100%	-
Yu Serizawa	100%	-	-	100%
Joji Tagawa	91.7%	100%	-	-
Annette Winkler	100%	-	-	100%
Alexis Zajdenweber	100%	100%	100%	-

The Board of Directors examined the attendance rates below 100%. On this occasion, the Board ensured that the directors who were unable to participate in all the meetings of the Board or of the Committees of which they are members have taken note of the topics dealt with and of the discussions with the Executive Management and, where applicable, presented their comments and proposals.

Overview of the terms of office of the members of the Board of Directors

Year of expiry	Director	Method of appointment	Date of first appointment
2023 AGM	Jean-Dominique Senard*	Director elected by the Annual General Meeting	January 2019
	Annette Winkler*	Director elected by the Annual General Meeting	June 2019
2024 November	Frédéric Barrat	Director elected by employees	November 2016
	Richard Gentil	Director elected by employees	November 2012
	Éric Personne	Director elected by employees	November 2012
2025 AGM	Marie-Annick Darmaillac*	Director elected by the Annual General Meeting	June 2017
	Bernard Delpit*	Director elected by the Annual General Meeting	April 2021
	Noël Desgrippes	Director elected by the Annual General Meeting proposed by employee shareholders	April 2021
	Frédéric Mazzella*	Director elected by the Annual General Meeting	April 2021
	Yu Serizawa	Director elected by the Annual General Meeting proposed by Nissan	December 2016
2026 AGM	Catherine Barba*	Director elected by the Annual General Meeting	June 2017
	Pierre Fleuriot*	Director elected by the Annual General Meeting	June 2018
	Joji Tagawa	Director elected by the Annual General Meeting proposed by Nissan	April 2020
N/A	Alexis Zajdenweber	Director designated by the French State	November 2022

* Independent Director.

3.1.3 List of offices and functions exercised by the directors

Directors as of December 31, 2022

CATHERINE BARBA

Independent Director

Birth date: 02/28/1973

Nationality: French

Date of first appointment: June 2017

Start date of current term of office: June 2018

Current term expires: 2026 AGM

Number of registered shares held: 100

Member of the Strategy and Sustainability Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Entrepreneur, e-commerce pioneer, expert in retail digital transformation, Catherine Barba is one of the most active female business angels in France and committed to the promotion of diversity for years.

A graduate of ESCP Business School, she created and sold several e-commerce companies. She lived in New York from 2015 to 2020, where she created PEPS Lab to help retail brands accelerate their transformation. She is also the author of several reference books about the future of retail, including "Stores are not dead".

Catherine Barba invests in and serves on the Board of Directors of women-led startups for impact, including Popshop (next generation of e-commerce), Euveka (CES 2018 Innovation Awards Honoree for mannequin technology), Ada Tech School, Green-Got (next generation of green bank).

She was awarded with many distinctions among which that of "Femme en Or" in 2011, "Alumni of the Year" of ESCP Europe in 2012, Women of economic influence in France in 2014, the "Inspiring Fifty" prize in 2015 and 2016 which rewards the 50 most inspiring women of the digital ecosystem in Europe. Catherine Barba is a Director of Etam, Knight of the French National Order of Merit and Knight of the National Order of the Legion of Honor.

In 2022 she cofounded Envi, the Future of Work University, a cohort-based training program to develop the key skills of an entrepreneur and an intrapreneur.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

None

Non-listed companies:

Chairwoman of CB Group (France)

Member of the Supervisory Board of Etam (France)

Director of Popshop Live (United States)

Director of Ada Tech School (France)

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
Director of Reech (France)	2021
Director of RelevanC (France)	2020

FRÉDÉRIC BARRAT

Director elected by employees

Birth date: 09/05/1972

Nationality: French

Date of first appointment: November 2016

Start date of current term of office: November 2020

Current term expires: November 2024

Number of registered shares held: 206.64 FCPE units

Member of the Audit and Risks Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Holder of a BTS in automated manufacturing, Frédéric Barrat joined Renault in 1995 as an assessment and reception leader at the prototype manufacturing center in Guyancourt, the leading operating segment of the Guyancourt Technocentre. In December 1999, he joined the Quality department. His initial role was a quality assessment technician for new product launches, and he later went on to become a Quality Manager for the C and D-segments. During this time, he notably led the quality assessment of the SCENIC II, the first Renault vehicle to be assessed using the new Renault-Nissan Alliance (AVES) rating guidelines.

Since March 2005, he has worked on the Special Requirements operation (vehicle images), where he initially coordinated trial and preparation missions. His current role is leader of processes and planning for Special Requirements.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

None

Non-listed companies:

None

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
None	

MIRIEM BENSALAH-CHAQROUN

Independent Director

Birth date: 11/14/1962

Nationality: Moroccan

Date of first appointment: June 2017

Start date of current term of office: April 2021

Current term expires: 2025 AGM

Number of registered shares held: 250

Member of the Audit and Risks Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Graduate of an MBA in International Management and Finance from the University of Dallas, Texas (USA), Miriem Bensalah-Chaqroun held various positions within the Société Marocaine de Dépôt et de Crédit from 1986 to 1989 before joining the Holmarcom group (her family holding company, among the top five industrial and financial groups in Morocco) in 1989. Since then, she has been Group Director and Vice-President and Chief Executive Officer of Les Eaux Minérales d'Oulmès.

As part of her professional activities, Miriem Bensalah-Chaqroun is also Chairman of the Board of Orangina Morocco and Chief Executive Officer of Oulmès Drinks Development.

From 2012 to 2018, she was President of the Confédération Générale des Entreprises du Maroc, the Moroccan employers' association.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

Vice-President and Chief Executive Officer of Les Eaux Minérales d'Oulmès (Morocco)

Non-listed companies:

Director of Holmarcom (Morocco)

Miriem Bensalah-Chaqroun holds several offices with non-listed subsidiaries and/or participations of Les Eaux Minérales d'Oulmès. For the sake of clarity, these offices are not listed here.

Other legal entities:

Member of the Global Investors for Sustainable Development Alliance – GISD (UN)

Director of Al Akhawayn University (Morocco)

Chairman of the Centre Euro-Méditerranéen d'Arbitrage (Morocco)

Director of Equanim SAS Société de Médiation Internationale (France)

Member of the IE University International Advisory Board (Spain)

Offices in other companies in the past five years no longer held	Term expired
Director of Suez (France)	2022
Member of the Board and Chairman of the Audit Committee of Bank Al Maghrib (Central Bank of Morocco, Morocco)	2020
Chairman of the Confédération Générale des Entreprises du Maroc (Morocco)	2018
Director of Eutelsat (France)	2017

THOMAS COURBE

Director appointed upon proposal of the French State

Birth date: 10/03/1972

Nationality: French

Date of first appointment: October 2018

Start date of current term of office: April 2021

Current term expires: 2025 AGM

Number of registered shares held: N/A

Member of the Strategy and Sustainability Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Thomas Courbe is Ingénieur général de l'Armement and a graduate of the École Supérieure de l'Aéronautique et de l'Espace (SUPAERO).

He began his career in 1995 at the Ministry of Defense as head of fighter aircraft programs then Chief of Staff of the Director of aircraft programs.

He joined the Directorate General of the Treasury in 2002 where he was successively deputy head of the Asia office, head of the Africa -Maghreb office, head of the aeronautical, military and naval business office, Secretary General of the Paris Club and then Deputy Director of bilateral economic relations.

In 2010, he was appointed Chief of Staff of the State Secretary in charge of Foreign Trade (Pierre Lellouche) and Deputy Chief of Staff of the French Minister of Economy, Finance and Industry (Christine Lagarde and then François Baroin).

In 2012, he returned to the Treasury department where he served as Secretary General, then Deputy Director General from 2015 to 2018.

In August 2018, Thomas Courbe was appointed Director General for Entreprises.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

None

Non-listed companies:

Government Representative on the Board of La Poste (France)

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
Censor of Orano SA (France)	2020
Director of Dexia SA (France)	2018
Director of Dexia Crédit Local (France)	2018

MARIE-ANNICK DARMAILLAC

Independent Director

Birth date: 11/24/1954

Nationality: French

Date of first appointment: June 2017

Start date of current term of office: April 2021

Current term expires: 2025 AGM

Number of registered shares held: 500

Member of the Governance and Compensation Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

A magistrate by training, Marie-Annick Darmaillac successively held the positions of judge at the Versailles Court and bureau head at the DGCCRF (the French Directorate-General for Competition, Consumer Affairs and Prevention of Fraud). She was subsequently Deputy Director of Continuing Education at the École Nationale de la Magistrature and Technical Advisor to the French Ministry of Justice.

Marie-Annick Darmaillac also held the position of Deputy of the Mediator of the French Republic, before being appointed Secretary General of the Public Prosecutor's Office of the Court of Appeal of Paris and Deputy-prefect of the City of Paris until October 2005. She then joined the Bolloré group, where, as Deputy General Secretary, she was responsible in particular for oversight of the management of the Group's major talents as well as ethical and sustainable development issues.

In October 2015, Marie-Annick Darmaillac became Director of Internal Talent Promotion and Development for the Canal+ group.

In January 2017, she joined Vivendi as Corporate Social Responsibility (CSR) and Compliance Director until October 2020.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

None

Non-listed companies:

None

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
Permanent Representative of Financière V on the Board of Bolloré (France)	2020
Permanent Representative of Financière V on the Board of Financière de l'Odet (France)	2020
Permanent Representative of Socfrance on the Board of Société Industrielle et Financière de l'Artois (France)	2020
Permanent Representative of the Société des Chemins de Fer & Tramways du Var et du Gard on the Board of Financière Moncey (France)	2020
President of the Société Immobilière Mount Vernon (France)	2020

BERNARD DELPIT

Independent Director

Birth date: 10/26/1964

Nationality: French

Date of first appointment:
April 2021

Start date of current term of office:
April 2021

Current term expires:
2025 AGM

Number of registered shares held: 3,000

Chairman of the Audit and Risks Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Bernard Delpit holds a degree in law and is a graduate of IEP Paris and ENA.

He began his career in 1990 at the French Treasury (Inspection Générale des Finances) and then held various positions at the Ministry of Economy and Finance. In 2000, he joined the PSA Peugeot Citroën Group, where from 2001 he was Deputy CEO of Dongfeng Peugeot Citroën Automobiles in China, then Director of Controlling of the PSA Group in 2004. In 2007, he became economic advisor in the staff of the French President. In 2009, he was appointed Deputy Chief Executive Officer and Chief Financial Officer of La Poste Group and then joined Crédit Agricole Group as Chief Financial Officer in 2011.

He was appointed Chief Financial Officer of the Safran Group in 2015 and was appointed Deputy Chief Executive Officer in January 2021. These functions ended on December 31, 2021.

He is Deputy Chief Executive Officer of Groupe Bruxelles Lambert since January 1, 2022.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)
Chairman of the Audit & Risks Committee

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

Deputy Chief Executive Officer of Groupe Bruxelles Lambert (Belgium)
Director of Imerys (France)

Non-listed companies:

None

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
Member of the Board of Directors of BPI (France)	2021
Member of the Board of Directors of Ariane Group (France)	2021

NOËL DESCRIPPES

Director appointed upon proposal of the employee shareholders

Birth date: 12/22/1970

Nationality: French

Date of first appointment: April 2021

Start date of current term of office: April 2021

Current term expires: 2025 AGM

Number of registered shares held: 289.55 FCPE units

Member of the Strategy and Sustainability Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Noël Desgrippes holds a degree in Electronics-Electrotechnics-Automatics and a DESS in Industrial Control and Quality Management from the University of Clermont Ferrand.

After a year as a firefighter in Paris, he began his career at Renault 25 years ago in the Mechanical Engineering department as Quality Management System pilot, then in 1999 joined the Environmental department where he supervised the implementation of ISO 14001 certification on a worldwide scope of the various factories and engineering centers of the Group. He then joined the Real Estate and General Services department as Technical Secretary. After 12 years of managing a technical team, he is currently a Resident Services Control Manager.

Noël Desgrippes also holds the position of Chairman of the Supervisory Board of the Renault France FCPE.

Elected CFDT, he was secretary of the Social and Economic Council of the Renault Lardy establishment and deputy secretary of the Central Social and Economic Committee of Renault France from 2014 to 2021.

His career reflects his convictions around economic performance associated with Social, Corporate and Environmental responsibility.

OFFICES 5 AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

None

Non-listed companies:

None

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
None	

PIERRE FLEURIOT

Independent Director

Birth date: 01/31/1954

Nationality: French

Date of first appointment: June 2018

Start date of current term of office: June 2018

Current term expires: 2026 AGM

Number of registered shares held: 500

Lead Independent Director

Chairman of the Governance and Compensation Committee

Member of the Audit and Risks Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Graduate of the Institut d'Études Politiques de Paris, Masters' degree in Law and alumni of the École Nationale d'Administration, Pierre Fleuriot started his career as financial auditor, then became General Manager of the Commission des Opérations de Bourse.

In 1997 he joined ABN AMRO, where he held various positions and lastly served as Senior Executive Vice-President of ABN AMRO and Vice-President of Wholesale Clients.

In 2009 he became Chief Executive Officer of Credit Suisse France, in charge of the Investment Banking, Private Banking and Asset Management for France, Belgium and Luxembourg.

Following his departure from the management of Credit Suisse France in 2016, he founded PCF Conseil & Investissement, a consulting firm of which he is the Chairman.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

Director and member of the Audit Committee of Nissan Motor Co., Ltd. (Japan)

Non-listed companies:

Chairman of PCF Conseil & Investissement (France)

Director and Chairman of the Risk Committee of Bank of America Securities Europe SA (France)

Director and Chairman of the Governance, Appointments and Remuneration Committee of the Casablanca Stock Exchange (Morocco)

Other legal entities:

Chairman of Cercle de l'Orchestre de Paris (France)

Chairman of the Fondation de l'Orchestre de Paris (France)

Offices in other companies in the past five years no longer helds	Term expired
None	

RICHARD GENTIL

Director elected by the employees

Birth date: 04/29/1968

Nationality: French

Date of first appointment: November 2012

Start date of current term of office: November 2020

Current term expires: November 2024

Number of registered shares held: 15

Member of the Strategy and Sustainability Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Richard Gentil was hired as a maintenance technician at the Fonderie (foundry) in 1988. He specializes in hydraulics, pneumatics and gas for the whole foundry. Holding electro-technical and electro-mechanical vocational certificates (BEP and CAP) and a Baccalauréat in the maintenance of Automated Mechanical Systems, he speaks and writes English fluently. He is a member of the Solidarity Committee of the Works Council of Renault Cléon.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

None

Non-listed companies:

None

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
None	

FRÉDÉRIC MAZZELLA

Independent Director

Birth date: 03/09/1976

Nationality: French

Date of first appointment: April 2021

Start date of current term of office: April 2021

Current term expires: 2025 AGM

Number of registered shares held: 250

Member of the Strategy and Sustainability Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Frédéric Mazzella is the founding Chairman of BlaBlaCar, and the entrepreneurial co-Chairman of France Digitale, the largest association of start-ups in Europe. After a career combining physics, computer science and music at ENS Ulm, Stanford, INSEAD, NASA and the Conservatoire Supérieur de Paris, Frédéric designed the first version of BlaBlaCar to make the concept of carpooling practical and popular. Once the concept was proven in France, the company enjoyed strong international growth and became the first French "unicorn" and the world leader in its field, bringing together a community of 90 million drivers and passengers in 22 countries. BlaBlaCar now positions itself as a champion of shared, sustainable, accessible and multimodal mobility, by adding to its historic long-distance car-sharing offer, home-work car-sharing and buses. At the same time, since 2018, Frédéric Mazzella has been focusing the energy of the France Digitale association on the themes of technological sovereignty, impact and talent.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

Director of Trivago (Germany)

Non-listed companies:

Chairman and Founder of BlaBlaCar (France)

Other legal entities:

Founding member and entrepreneur co-Chairman of France Digitale (France)

Director of École Polytechnique (France)

Offices in other companies in the past five years no longer held	Term expired
None	

ÉRIC PERSONNE

Director elected by the employees

Birth date: 10/14/1962

Nationality: French

Date of first appointment: November 2012

Start date of current term of office: November 2020

End date of current term of office: November 2024

Number of registered shares held: 100 shares and 151.98 FCPE units

Member of the Governance and Compensation Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

After starting his career as a photographer, Éric Personne became a Renault dealer in 1988 and led a 15-member team selling 250 vehicles per year. In 2002 he joined the Renault Retail Group where he performed a number of roles including head of after-sales and head of ISO certification.

In 2007, Éric Personne became responsible for commercial and quality reporting for Renault Retail Group. On April 1, 2020, he joined the Real Estate and General Services Department as project manager. From 2005 to 2012, he served as a CFE-CGC representative on the Renault Group Works Council, and has built up more than 30 years of experience in employer and employee industrial action in his various professional circles.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

None

Non-listed companies:

None

Other legal entities:

Director of Institut Français des Administrateurs (France)

Offices in other companies in the past five years no longer held	Term expired
None	

YU SERIZAWA

Director appointed upon proposal of Nissan

Birth date: 07/25/1958

Nationality: Japanese

Date of first appointment: December 2016

Start date of current term of office: April 2021

Current term expires: 2025 AGM

Number of registered shares held: 100

Member of the Strategy and Sustainability Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

After a short career as economist and financial analyst at Crédit Lyonnais (Tokyo Branch and Paris head office), Yu Serizawa was involved in the creation of InfoPlus Incorporated in 1985, and then founded Forma Corporation in 1992.

She advises numerous multinational companies in cross-cultural adaptation and international strategy.

She also advises several institutional investors on alternative investment strategies.

Yu Serizawa was Senior Advisor for Japan to the World Economic Forum between 1990 and 2005.

Since 2000, she has also been a Senior Advisor to the President of Mori Building Company Limited, and in 2003, she helped establish the Science and Technology in Society forum, where she currently serves as Director General for International Affairs. She is also serving as Specially Appointed Professor at Kyoto University since April 2020.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

None

Non-listed companies:

President and Chief Executive Officer of Forma Corporation (Japan)

Advisor to the President of Mori Building Company, Limited (Japan)

Other legal entities:

Director General for International Affairs, Science and Technology in Society (STS) Forum (non-profit organization, Japan)

Director of the Japanese Committee of Honour of the Royal Academy of Arts in London (United Kingdom)

Auditor for Daisen-In Temple, Daitokuji (Japan)

Offices in other companies in the past five years no longer held	Term expired
None	

JOJI TAGAWA

Director appointed upon proposal of Nissan

Birth date: 12/07/1960

Nationality: Japanese

Date of first appointment: April 2020

Start date of current term of office: April 2020

Current term expires: 2026 AGM

Number of registered shares held: 0

Member of the Audit and Risks Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Joji Tagawa holds a degree in economics from Keio University in Japan. He joined Nissan Motor Co., Ltd. in 1983. He held various management positions in the Finance division, Global Public Relations and Investor Relations division.

In April 2006, Joji Tagawa was appointed Operating Officer, as Global Treasurer and investor relations. From April 2014, he was Corporate Vice President of Nissan Motor Co., Ltd., responsible for investor relations and Mergers & Acquisitions Support Department.

Joji Tagawa was appointed as Chief Sustainable Officer and Senior Vice-President since December 2019. He is currently responsible for Compliance, Corporate Service, Crisis Management and Security, Environment / Sustainability, Global External & Government affairs and IP promotion.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non-listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group

Listed companies:

Senior Vice-President of Nissan Motor Co., Ltd. (Japan)

Director of Mitsubishi Motors Corporation (Japan)

Non-listed companies:

None

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
None	

ANNETTE WINKLER

Independent Director

Birth date: 09/27/1959

Nationality: German

Date of first appointment: June 2019

Start date of current term of office: June 2019

Current term expires: 2023 AGM

Number of registered shares held: 1,000

Chairwoman of the Strategy and Sustainability Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

Annette Winkler holds a doctorate in economics from the University of Frankfurt (Germany) and was Managing Partner of a medium-sized construction company.

In 1995, she joined the Mercedes-Benz group, where she held various positions, including Director of Public Relations and Communications.

After two years at the head of the Mercedes-Benz sales and service establishment in Brunswick, she became Chief Executive Officer of DaimlerChrysler Belgium and Luxembourg (1999-2005), and, as Vice President Global Business Management & Wholesale Europe (2006-2010), she became responsible for the development of the Mercedes-Benz global dealer network. From 2010 to 2018, she was Chief Executive Officer of Smart (with worldwide responsibility for the brand and also in charge of the Smart plant in Lorraine).

Annette Winkler has been a member of the Board of Directors of the listed company L'Air Liquide since 2014.

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current offices

Offices and functions in Renault Group companies:

Listed companies:

Director of Renault SA (France)

Non Listed companies:

Director of Renault s.a.s (France)

Other legal entities:

None

Offices and functions in companies outside of Renault Group:

Listed companies:

Director, Chairwoman of the Environment and Society Committee and Member of the Appointments and Governance Committee of L'Air Liquide SA (France)

Non-listed companies:

None

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
Member of the Council for Foreign Economic Affairs of the German Ministry for Economics (Germany)	2020
Member of the Supervisory Board of Mercedes-Benz South Africa (South Africa)	2019
Chief Executive Officer of Smart (Germany)	2018

ALEXIS ZAJDENWEBER

Director representing the French State

Birth date: 05/18/1976

Nationality: French

Date of first appointment: September 2022

Start date of current term of office: November 2022

Current term expires: N/A

Number of registered shares held: N/A

Member of the Audit and Risks Committee

Member of the Governance and Compensation Committee

BIOGRAPHY – PROFESSIONAL EXPERIENCE

After graduating from the Ecole Nationale d'Administration (ENA) in April 2003, Alexis Zajdenweber was assigned to the French Ministry of Economy, Finance and Industry as deputy head of the savings and financial markets office of the Treasury Department.

He became deputy head of the financing and business development office of the Treasury and Economic Policy Department in July 2006.

In September 2007, he was appointed to the Economic, Financial and Monetary Affairs Department of the French Permanent Representation to the European Union in Brussels as an advisor (competition and state aid, company law and corporate governance).

He returned to the Treasury Department in September 2009 as head of the banking and payment services office and then became head of the investment, financial crime and sanctions office (2011-2012).

In July 2012, he was appointed advisor in charge of the financial sector in the office of the Minister of Economy and Finance.

He joined the "Agence des participations de l'Etat" in November 2014 as deputy director, in charge of the Energy holdings department.

In May 2017, he joined the French Presidency as Economic, Financial and Industrial Advisor.

On September 14, 2022, Alexis Zajdenweber was appointed, by decree of the French President, "Commissioner for State Holdings"

OFFICES AND OTHER FUNCTIONS IN FRENCH AND INTERNATIONAL COMPANIES

Current Offices

Offices and functions in Renault Group

Listed companies:
Director of Renault s.a.s (France)

Non-Listed companies:

Director of Renault s.a.s (France)

Offices and functions in companies outside of Renault Group

Listed companies:

Director and member of the Strategy Committee and of the Appointments and Compensation Committee of EDF (France)

Non-listed companies:

Director and member of the Audit Committee, Risk Committee and Appointments and Compensation Committee of Bpifrance SA (France)

Director and member of the Audit Committee, Strategy and investment Committee and Appointments and Compensation Committee of SNCF SA (France)

Other legal entities:

None

Offices in other companies in the past five years no longer held	Term expired
None	

The business address of all directors in the context of their duties is that of the Company's head office (see chapter 6.1.1.1 of the Universal registration document).

Changes in the composition of the Board of Directors in 2022

At its meeting on December 15, 2022, the Board of Directors, upon recommendation of the Governance and Compensation Committee, decided to submit the following resolutions on the composition of the Board to the Annual General Meeting of May 11, 2023:

- renewal of Mr. Jean-Dominique Senard's term of office as independent director. The Board of Directors, upon recommendation of the Governance and Compensation Committee, has taken into account in particular his extensive knowledge of the automotive sector, his major role in the work of the Board and his involvement in and contribution to the discussions of the Board and its Committees;
- renewal of Ms. Annette Winkler's term of office as independent director. The Board of Directors, upon recommendation of the Governance and Compensation Committee, has taken into account in particular her significant involvement and contribution to the discussions of the Board of Directors and the Strategy and Sustainability Committee, of which she is the Chairwoman;
- appointment of Mr. Luca de Meo as Director. The Board of Directors, upon recommendation of the Governance and Compensation Committee, has taken into account in particular the major role of Mr. Luca de Meo in the conduct of the Group's strategy.
- The Board of Directors has also took note of the resignation of Mr. Frederic Mazzella as director at the end of the 2023 Annual General Meeting

Following the Annual General Meeting on May 11,2023, and subject to the approval of the resolutions submitted to a vote, the Board of Directors will be composed of 16 members and will have the following features:

	Composition following the 2022 General Meeting	Composition following the 2023 General Meeting
Independence rate	66.7%	58.3%
Feminization rate	41.7%	41.7%
Rate of non-French directors	33.3%	41.7%

Therefore:

- the independence rate of the Board of Directors will remain above that recommended by the AFEP-MEDEF Code; and
- the feminization rate will be above that required by law.

It is reminded that, pursuant to the AFEP-MEDEF Code and legal provisions, the directors representing the employees and the directors representing employee shareholders are not taken into account when calculating the independence rate and the feminization rate.

For the sake of coherence, directors representing the employees and the director representing employee shareholders are not taken into account when calculating the percentage of non-French directors.

3.1.4 Additional information about the directors

3.1.4.1. Rights and obligations of the directors

The Board Charter specifies the rights and obligations of the Company directors with respect to:

- the rules governing the operation of the Board of Directors and its committees;
- the duty of confidentiality;
- the independence and the duty of expression;
- the management of conflicts of interest;
- ethical requirements with respect to financial market transactions and
- holding shares in the Company. Pursuant to the AFEP-MEDEF Code, the Board of Directors' Charter recommends that the directors hold a significant number of shares in registered form in a personal capacity in relation to the compensation received, except for directors who do not personally receive compensation. In this respect, the directors representing the employees and employee shareholders do not personally receive compensation (which is passed on to their respective trade unions); they are therefore not required to hold a significant number of shares in the Company. Furthermore, legislation prohibits directors designated by the French State from personally owning shares.

For the retention obligation applicable to the Chief Executive Officer, see chapter 3.2 of the Universal registration document.

3.1.4.2. No convictions

To the best of the Company's knowledge, none of its current corporate officers has, over the last five years:

- been convicted of fraud;
- taken part as a corporate officer, general partner or founder in bankruptcy, receivership, or liquidation proceedings;
- been the subject of any charge and/or official public sanction pronounced by a statutory or regulatory authority; or
- been prevented by a court from acting as a member of an administrative, management, or supervisory body of an issuer, or from taking part in managing or conducting the business of an issuer.

3.1.4.3. No potential or actual conflicts of interest

To the best of the Company's knowledge, there is no potential or actual conflict of interest between any of the private interests of the Company directors and their duties towards the Company.

There are no family ties between the members of the Board of Directors.

The corporate officers are not bound to the Company or any of its subsidiaries by a service contract providing for any form of benefit to be granted.

3.1.5 Board organization, operation and missions

3.1.5.1. Organization of the Board of Directors

Number of members			Number of meetings		
16	vs	17	**12**	vs	9
2022		2021	2022		2021
Percentage of Independent Directors			**Attendance rate**		
66.7%	vs	69.2%	**95.3%**	vs	98.6%
2022		2021	2022		2021

Independence of the Board of Directors

The Board of Directors is committed to respecting the principle of independence, which is set forth in its Board Charter.

Excerpt of the Board Charter provisions governing the independence of the directors

At least half of the directors, not including any directors elected by the employees (administrateurs élus par le personnel salarié) and the director representing the employee shareholders (administrateur représentant les salariés actionnaires), shall be considered as independent according to the criteria set forth in the AFEP-MEDEF Code.

However, the Board of Directors, on the recommendation of the Governance and Compensation Committee, may consider that a director who meets the criteria set forth in the AFEP-MEDEF Code may not be considered as independent given his/her particular situation or that of the Company. Conversely, the Board may consider that a director who does not meet the aforementioned criteria should nevertheless be considered as independent.

Each year, the Governance and Compensation Committee shall discuss for each director, whether such director should be considered as independent, and the independence of each director shall be examined on a case-by-case basis by the Board of Directors in light of the criteria set forth in the AFEP-MEDEF Code. Upon appointment of a new director or renewal of the terms of office a director, the question of whether such director may be considered as independent should also be discussed.

Pursuant to the Board Charter, the Board of Directors refers to the criteria set forth in the AFEP-MEDEF Code to identify situations that may compromise the exercise of freedom of judgment by directors.

In any event, it is recalled that, pursuant to the AFEP-MEDEF Code and in accordance with the Board Charter, every director is under an obligation to inform the Board of Directors of any potential conflict of interest situation and to refrain from attending the debate and from participating in the vote of the corresponding deliberation.

Each year, the Company sends a questionnaire to each director in order to assess his or her independence in accordance with the criteria of the AFEP-MEDEF Code.

The Governance and Compensation Committee and the Board of Directors shall also review the classification of each director as independent in light of these same criteria.

As part of this review, the Governance and Compensation Committee and the Board of Directors pays particular attention to the assessment of the materiality of the business relationships between the directors and the Company, both from the standpoint of the Group and of the relevant director. This assessment shall be carried out in the light of qualitative criteria, such as the nature of the business relationships, and quantitative criteria, such as the amounts committed under these relationships.

Accordingly, to qualify as independent, the Board of Directors ensures that there were no significant cash flows between the Company and any company of which Company's directors are directors or Executive Officers, in particular by examining the share these companies account for in the Company's revenue.

The table below summarizes the results of the appraisal of the independence of directors as of December 31, 2022 in view of the criteria defined by the AFEP-MEDEF Code.

	Employee or corporate officer (Criterion 1)	Cross-directorships (Criterion 2)	Significant business relationships (Criterion 3)	Family ties (Criterion 4)	Statutory auditor (Criterion 5)	12 years on the Board (Criterion 6)	CEO[1] variable compensation (Criterion 7)	Ties with shareholders (Criterion 8)	Status assigned
Jean-Dominique Senard	Yes	No	No	No	No	No	No	No	Independent
Catherine Barba	No	No	No	No	No	No	N/A	No	Independent
Frédéric Barrat	Yes	No	No	No	No	No	N/A	No	N/A[2]
Miriem Bensalah-Chaqroun	No	No	No	No	No	No	N/A	No	Independent
Thomas Courbe	No	No	No	No	No	No	N/A	Yes	Non independent
Marie-Annick Darmaillac	No	No	No	No	No	No	N/A	No	Independent
Bernard Delpit	No	No	No	No	No	No	N/A	No	Independent
Noël Desgrippes	Yes	No	No	No	No	No	N/A	No	N/A[2]
Pierre Fleuriot	No	No	No	No	No	No	N/A	No	Independent
Richard Gentil	Yes	No	No	No	No	No	N/A	No	N/A[2]
Frédéric Mazzella	No	No	No	No	No	No	N/A	No	Independent
Éric Personne	Yes	No	No	No	No	No	N/A	No	N/A[2]
Yu Serizawa	No	No	No	No	No	No	N/A	Yes	Non independent
Joji Tagawa	No	No	No	No	No	No	N/A	Yes	Non independent
Annette Winkler	No	No	No	No	No	No	N/A	No	Independent
Alexis Zajdenweber	No	No	No	No	No	No	N/A	Yes	Non independent

(1) CEO means "Chief Executive Officer".

(2) The Director representing employee shareholders and the Directors representing employees are not taken into account for the calculation of the independence rate in accordance with the recommendations of the AFEP-MEDEF Code.

At its meeting of February 15, 2023, the Board of Directors examined the situation of Mr. Jean-Dominique Senard with regard to criterion no. 1 of the AFEP-MEDEF Code, given his capacity as director of Nissan and Chairman of Renault s.a.s. for the period from October 11, 2019, to June 30, 2020.

The AFEP-MEDEF Code states that one of the criteria that the Board of Directors must assess to possibly exclude someone from the status of independent director is that of "not being or not having been, during the past five years, an employee, executive offer, or director of a company that the company consolidates." According to the AFEP-MEDEF Code implementation guide, this recommendation also applies when a director holds "an office in a company in which the first company holds a non-controlling but significant stake, or in a sister company".

It is recalled that Nissan is not a company fully consolidated by Renault. Renault has significant influence over Nissan and therefore accounts for its interest in Nissan using the equity method (for more details on Renault's shareholding in Nissan, see note 12 in chapter 5.2.2.6.2 of the Universal registration document).

The Board of Directors, upon recommendation of the Governance and Compensation Committee, held that the appointment of the Chairman of the Board of Directors of Renault to the Board of Directors of Nissan, with a view to developing and strengthening cooperation between the Boards of Directors of the two Alliance partners was not such as to call into question Mr. Jean-Dominique Senard's freedom of judgement and independence with respect to Renault.

Furthermore, should such a situation give rise to any conflict of interest, the provisions of the Board Charter requiring the director in question to abstain from participating in the deliberations and votes of the Board of Directors would apply.

In addition, the Board of Directors, on the recommendation of the Governance and Compensation Committee, considered that the performance by Mr. Jean-Dominique Senard of the duties of Chairman of Renault s.a.s. from October 11, 2019, to June 30, 2020, was of an exceptional and purely temporary nature, during the time required for the Board of Directors to conduct the succession process for the Chief Executive Officer and until the arrival of Mr. Luca de Meo on July 1, 2020. The Board of Directors therefore considered that this exceptional situation was not such as to call into question the independence of Mr. Jean-Dominique Senard at the end of this temporary term of office.

At its meeting of February 15, 2023, the Board of Directors also reviewed Mr. Pierre Fleuriot's situation with regard to criterion no. 1 of the AFEP-MEDEF Code in view of his capacity as director of Nissan.

The Board of Directors, upon recommendation of the Governance and Compensation Committee, held that the appointment of the Lead Independent Director of Renault to the Board of Directors of Nissan, with a view to developing and strengthening cooperation between the Boards of Directors of the two Alliance partners was not such as to call into question Mr. Pierre Fleuriot's freedom of judgment and independence with respect to Renault.

Furthermore, should such a situation give rise to any conflict of interest, the provisions of the Board Charter requiring the director in question to abstain from participating in the deliberations and votes of the Board of Directors would apply.

Following the analysis of the independence of the Directors, on February 15, 2023, the Board of Directors, upon recommendation of the Governance and Compensation Committee and in accordance with the criteria set forth in the AFEP-MEDEF Code, drew up the following list of directors qualifying as independent directors as of December 31, 2022: Ms. Catherine Barba, Ms. Miriem Bensalah-Chaqroun, Ms. Marie-Annick Darmaillac, Ms. Annette Winkler, Mr. Bernard Delpit, Mr. Frédéric Mazzella, Mr. Pierre Fleuriot and Mr. Jean-Dominique Senard.

Accordingly, as of December 31, 2022, the Company's Board of Directors was composed of 16 members, 8 of whom were deemed to be independent. Pursuant to the recommendations of the AFEP-MEDEF Code, the directors representing the employees and the director representing employee shareholders have not been taken into account when calculating the independence rate, which is thus 66.7%.

Lead Independent Director

The Board of Directors has decided to maintain a Lead Independent Director appointed from among the independent directors despite the separation of the functions of Chairman of the Board of Directors and Chief Executive Officer implemented in January 2019.

The position of Lead Independent Director is currently held by Mr. Pierre Fleuriot.

The powers of the Lead Independent Director are set out in the Board Charter.

Excerpt of the Board Charter provisions governing the Lead Independent Director

The Board of Directors may, on the proposal of the Governance and Compensation Committee, appoint a Lead Independent Director from among directors considered to be independent.

If the functions of the Chairman of the Board of Directors and the Chief Executive Officer are combined, the Board of Directors is required to appoint a Lead Independent Director.

The Lead Independent Director shall be appointed for a term that shall not exceed his/her term of office as director. He/she shall be eligible for reappointment as Lead Independent Director. The functions of the Lead Independent Director may be terminated at any time by the Board of Directors.

The Lead Independent Director shall replace the Chairman in the following cases:

- if the Chairman is temporarily unavailable, for the duration of his/her unavailability;
- in the event of the Chairman's death, until the election of a new Chairman.

More generally, the Lead Independent Director shall chair meetings of the Board of Directors in the absence of the Chairman.

The Lead Independent Director shall:

- be consulted by the Chairman regarding the agenda of each meeting of the Board of Directors and the schedule of meetings; the Lead Independent Director may propose to the Chairman additional agenda items for a Board of Directors' meeting or the convening of a Board of Directors' meeting regarding a particular matter, whose importance or urgency would justify holding an extraordinary meeting; convene the Board in exceptional circumstances, after having sought the opinion of all Committees Chairs;
- be appointed by the Board of Directors as Chair or member of one or more Committees of the Board of Directors; in any event, the Lead Independent Director may attend meetings and have access to the work of all committees;
- convene, at least once per year, if the functions of the Chairman and the Chief Executive Officer are combined, a meeting of the Board's members in the absence of the Chairman and Chief Executive Officer and, as the case may be, of the Chief Operating Officer(s). Those meetings shall be convened, in particular, to assess the performance of the Chairman and Chief Executive Officer and, as the case may be, of the Deputy Chief Executive Officer(s), and to examine their respective compensation; the Lead Independent Director shall preside over the debates during such meetings;
- ensure that the Independent Directors liaise with the other members of the Board of Directors and General Management; the Lead Independent Director shall work to ensure that the directors are able to fulfill their duties under the best possible conditions and, in particular, receive comprehensive information prior to the Board of Directors' meetings;
- prevent conflicts of interest, particularly by carrying out prevention and awareness-raising activities among the directors; the Lead Independent Director shall bring to the Chairman's attention any potential conflicts of interest concerning the Chief Executive Officer and the Deputy Chief Executive Officers, as well as members of the Board of Directors he/she may have identified;
- ensure compliance with this Board Charter and
- take note of requests made by directors regarding governance and shall work to ensure that such requests are addressed; the Lead Independent Director shall assist the Chairman or the Chief Executive Officer in responding to shareholders' requests, be available to meet some of them with the approval of the Chairman or the Chief Executive Officer, and inform the Board of shareholders' concerns regarding governance;
- report on the assessment of his/her duties once a year to the Board of Directors; the Lead Independent Director may be invited by the Chairman to report on his/her activities during Annual General Meetings.

Review of the Lead Independent Director's activity in 2022

During the financial year 2022, Mr. Pierre Fleuriot attended all meetings of the Board of Directors, of the Audit and Risks Committee and of the Governance and Compensation Committee that he chairs.

The Lead Independent Director plays a major role in the governance of the Company by fulfilling several missions, which focus on the following areas:

Governance and compensation

As Lead Independent Director and Chairman of the Governance and Compensation Committee, Mr Pierre Fleuriot coordinated the work of this Committee, particularly in the context of the evaluation of the operation of the Board of Directors (for more details on the evaluation of the Board of Directors, see Chapter 3.1.7 of the Universal registration document) and the determination of the compensation elements for the executive officers.

Board of Directors' meetings

The Lead Independent Director was actively involved in preparing the Board of Directors' meetings, in coordination with the Chairman, notably by giving his opinion on meeting agendas and by ensuring the quality of the information given to members of the Board of Directors and its committees.

In 2022, Mr. Pierre Fleuriot asked, among other things, that a number of specific topics be examined by the Board of Directors in light of current events in the Group.

He had regular discussions with all directors, in particular the various committee chairmen.

Discussions with the directors and executive officers

Mr. Pierre Fleuriot had regular discussions with:

- directors, including new directors as part of their onboarding program, as well as independent directors, to ensure that the conditions were actually met for them to be able to fully exercise their mandate and
- the Chairman of the Board of Directors, the Chief Executive Officer, the members of the Group Executive Committee, and the heads of key functions (VP, Group Accounting, General Counsel, Head of Tax, etc.), as well as the statutory auditors.

He also kept himself informed of the latest news of the Group and its competitors.

Relations with shareholders

As part of his office as Lead Independent Director, Mr. Pierre Fleuriot also met with institutional shareholders as part of governance roadshows. On these occasions, Mr. Pierre Fleuriot had the opportunity to discuss the Board of Director's operation and the CEO compensation and listen to the shareholders' main concerns and expectations, that he reported to the Board of Directors.

3.1.5.2. Operation of the Board of Directors

The rules governing the operation of the Board of Directors are specified in the Board Charter. The latest version of the Board of Directors' Charter was adopted by the Board of Directors at its meeting of February 17, 2022, on the basis of the work of the Governance and Compensation Committee.

Excerpt of the Board Charter provisions governing the operation of the Board of Directors

The Board of Directors shall be convened to discuss a specific agenda.

Each director shall be free and shall have the responsibility to request the Chairman to add certain items to the draft agenda if he/she believes that they fall within the competence of the Board of Directors. The Chairman shall inform the Board of this addition.

The Board of Directors may during any meeting, in case of emergency, discuss matters that are not on the agenda which was previously communicated.

The Chairman shall ensure that the directors receive, including from the Chief Executive Officer, any documents and information necessary to perform their duties.

Minutes shall be drawn up for each meeting of the Board of Directors in accordance with applicable laws and provisions of the articles of association.

3.1.5.3. Missions of the Board of Directors

Extract of the Board Charter provisions governing the missions of the Board of Directors

The Board of Directors shall determine, on the proposal of the Chief Executive Officer, the strategic orientations of the Company's activities and ensure their implementation, in accordance with its corporate interests (intérêt social), taking into account the social and environmental issues of its activities. It shall also take into account the Company's purpose (raison d'être).

Subject to the powers expressly granted to shareholders' meetings and within the limits of the Company's corporate purpose, the Board shall address any matter relating to the proper operation of the Company and settle by its deliberations any matters affecting the Company.

In accordance with applicable laws and regulations, and pursuant to the terms and conditions set forth, as the case may be, in this Board Charter, the Board of Directors shall:

- have authority to convene general meetings of the shareholders of the Company and to determine the agenda of such meetings;
- examine and approve the parent company financial and consolidated financial statements, report on its activity in the annual report and approve the statutory and regulatory reports;
- examine the Group's annual budget and medium-term plan presented by the Chief Executive Officer and any modification thereto;
- discuss each year the strategic orientations of the Company and the Alliance, taking into account social and environmental issues;
- examine on a regular basis any opportunities and risks associated with the strategy that it has defined;
- give its opinion on any important decision that is not in line with the Company's strategy;
- determine, on the proposal of the Governance and Compensation Committee, the compensation policy for directors in accordance with applicable legal and regulatory provisions, as well as the provisions of this Board Charter;
- decide to grant stock options and/or performance shares to eligible Group employees and corporate officers in accordance with the authorizations granted to the Board by the Annual General Meeting;
- present to the Annual General Meeting a report on corporate governance;
- monitor the implementation of the system for preventing and detecting bribery and influence peddling;
- monitor the implementation of a non-discrimination and diversity policy applied within the Group and define the objectives in terms of gender balance within the governing bodies;
- define the Company's financial communication policy;
- ensure that shareholders and investors are provided with relevant, balanced and educational information about strategy, the development model, the way in which material extra-financial issues affecting the Company are taken into account and the Company's long-term outlook and
- be alerted by Senior Management, at the earliest opportunity, of the occurrence of any external event or internal developments that significantly affect the Company's outlook or the forecasts that have been presented to the Board of Directors;
- promote long-term value creation by the Company and the Group, taking into account ethical, social and environmental responsibility issues;
- choose the form of exercise of the Senior Management in accordance with Article 17 of the Company's articles of association;
- appoint or dismiss the Chairman, the Chief Executive Officer and, as the case may be, on the proposal of the Chief Executive Officer, the Deputy Chief Executive Officer(s), and determine their compensation;
- determine the powers of the Chief Executive Officer and, as the case may be, in agreement with the Chief Executive Officer, those of the Chief Operating Officer(s);
- decide, on the proposal of the Chairman, to create committees in accordance with applicable law and provisions of the articles of association and this Board Charter;
- determine, on the proposal of the Chairman, the duties assigned to the committees created in accordance with applicable law and provisions of the articles of association and this Board Charter;
- appoint, on the proposal of the Governance and Compensation Committee, the members of the committees created in accordance with applicable law and provisions of the articles of association and the Board Charter;
- determine every year, on the proposal of the Governance and Compensation Committee, the list of directors considered to be independent according to the criteria set forth in the AFEP-MEDEF Code;
- authorize related-party agreements and undertakings governed by Articles L.225-38 et seq. of the French Code de commerce and implement the procedure provided for in Article L.22-10-12 of the French Code de commerce aiming at regularly assessing the agreements entered into in the ordinary course of business and at arm's length terms.

The Board of Directors shall also carry out any controls and verifications it deems appropriate. Each director shall receive any information necessary for the performance of his/her duties.

The Chairman shall periodically, and at least once a year, add to the agenda of a Board meeting a review of the budget, the industrial strategy of the Group, market developments, the competitive environment and the main issues, including concerning ethics and the Group's social and environmental responsibility, the Group's financial strategy and the Company's policy regarding gender equality and equal pay.

The Board of Directors shall meet at least once a year without the presence of senior executive officers. These meetings shall be dedicated, in particular, to the assessment of the performance of the Chief Executive Officer and, as the case may be, the Deputy Chief Executive Officer(s), and the review of their respective compensation

3.1.5.4. Activity of the Board of Directors in 2022

The Board of Directors met 12 times during the 2022 financial year with an average length of meetings of five hours. The Board of Directors also spends at least one full day annually dedicated to strategy and sustainability issues and visits sites.

In addition, as every year, the independent directors participate in meetings held by the Chairman of the Board of Directors, without the members of Senior Management being present. Three meetings were held in 2022.

Moreover, the members of the Board of Directors held four lunch and one dinner meetings with the members of Senior Management.

Finally, the directors representing employees and the director representing employee shareholders participated in two meetings with the Chairman of the Board of Directors and four meetings with members of the Executive Management.

All decisions on the Board of Directors meeting agenda were discussed, the agenda being amended to include items affecting the Company, thus demonstrating the Board of Directors' high degree of agility. In 2022, the attendance rate was 95.3% (for details of attendance rates for each individual director, see chapter 3.1.2 of the Universal registration document).

The main topics dealt with by the Board of Directors during the 2022 financial year were the following:

Sale of the Russian business

Following the Russian offensive in Ukraine, the Board of Directors met urgently and exceptionally on February 24, 2022, to consider the consequences for its employees in both countries and for the Group's activities in Russia.

The Board of Directors then met regularly with the Executive Management to monitor developments and options, while acting responsibly towards the 45,000 employees in Russia in the circumstances, until the decision was taken to sell 100% of Renault Russia and the 67.69% stake in Avtovaz on May 11, 2022.

Alliance

During the 2022 financial year, the Board of Directors followed the discussions with Nissan on the development of the Alliance between Renault, Nissan and Mitsubishi, which led to the framework agreement signed on February 6, 2023. In particular, the Renault Board of Directors held one of its meetings dedicated to the Alliance in Japan during a trip in November 2022.

In addition, two joint meetings of the three Boards of Directors of Renault, Nissan and Mitsubishi were held in 2022: a first meeting by videoconference in January and a second face-to-face meeting in Japan in November 2022.

Group strategy

The Board of Directors examined the implementation and progress of the various projects in the Renaulution strategic plan, as well as the challenges facing the automotive sector in a post-covid context of semiconductor shortages, transition to electrification and inflation.

The Board of Directors was also directly involved, throughout the 2022 financial year, in the thoughts on the Group's strategic orientations, that led to:

- first, the announcement in February 2022 of studies consisting, on the one hand, in bringing together the 100% electric and software activities and technologies within a specific entity in France (Ampère) and, on the other hand, in bringing together the internal combustion and hybrid engines and transmission activities and technologies based outside France within a specific entity (Horse) ;
- then, at the Capital Market Day on November 8, 2022, the announcement of the reorganisation of the Group into five focused businesses (Ampère, Power (including Horse), Alpine, Mobilize and The Future is NEUTRAL) with the ambition of becoming a "Next Gen" automotive group.

Information, follow-up and exchange points with the CEO took place at each Board meeting and two specific Board meetings were dedicated to the strategic plan.

In addition to the meetings on strategic issues, the Board of Directors made site visits:

- The Board went to Douai, to one of the sites of the Electricity center, to visit the factory, and in particular the assembly line of the electric Megane E-Tech, as well as the future site of the Envision AESC battery gigafactory. The Board members were also able to test drive the Megane E-Tech, as well as the Group's other new 2022 models, the Dacia Jogger and the Renault Austral.
- The Board of Directors also spent a day discovering the future vehicles of the Renault Group (line-up of the Renault, Dacia and Alpine brands). The Board first attended an in-depth presentation at the Design Centre (Technocentre in Guyancourt) of the vehicle ranges scheduled for launch in the 2023-2025 period, and then visited the various stands at the Pre-Show organised ahead of the Paris Motor Show to present the new vehicles and concepts to the international press.

Group's social and environmental challenges

As every year, the Board of Directors has placed ESG items, which are an integral part of the strategy, among its major concerns.

Thus, during the 2022 financial year, the Board specifically examined the following topics:

- Review of key indicators for the implementation of the Group's ESG strategy;
- The monitoring of risks and opportunities in terms of social, societal and environmental responsibility;
- The Group's decarbonisation roadmap;
- The climate report;
- The non-discrimination and diversity policy, particularly in terms of the balanced representation of women and men within the management bodies and beyond, as well as the equal pay policy applicable within the Group;
- The new obligations in terms of extra-financial reporting (in particular the taxonomy) and the extra-financial performance declaration.

Governance of the Group

With respect to Governance, the Board of Directors examined, in particular, the following subjects:

- changes in the composition of the Board of Directors with :
  - the end of Mrs Pascale Sourisse's term of office at the end of the Annual General Meeting of May 25, 2022 and her replacement by Mr Bernard Delpit as chair of the Audit and Risks Committee;
  - the change of the French State representative designated by ministerial order following the departure of Mr Martin Vial from the " French State Holding Agency (Agence des participations de l'Etat)" in June 2022, with the successive appointments as director of Mr Vincent Le Biez in June 2022 and then of Mr Alexis Zajdenweber in November 2022;
  - the proposal to submit to the Annual General Meeting to be held on May 11, 2023, the renewal of Mr. Jean-Dominique Senard and Ms. Annette Winkler's term of office and the appointment of Mr. Luca de Meo as a director of the Company.
- compensation of corporate officers and employee shareholding policy, including:
  - the components of the compensations of the Chairman of the Board of Directors, the Chief Executive Officer and the Directors for the 2021 financial year and the compensation policies for the Chairman of the Board of Directors, the Chief Executive Officer and the Directors for the 2022 financial year;
  - the determination of the terms and conditions of the performance share plan and the co-investment plan for 2022;
  - the employee shareholding plan consisting of a free allocation of 6 shares to all group employees worldwide and an offer to acquire shares on preferential conditions, the first step in the ambition to increase employee shareholding to 10% of the capital by 2030.

The Board of Directors also, as every year, examined and approved the list of independent directors, approved the management report and the corporate governance report, approved the agenda and the resolutions submitted to the Annual General Meeting and carried out an evaluation of its operation and its committees (for details of the result of the evaluation, see chapter 3.1.7 of the Universal Registration Document).

Financial statements and budget

During the 2022 financial year, the Board of Directors has in particular:

- approved the consolidated financial statements of the Renault Group and the annual financial statements of the Company and Renault s.a.s for the 2021 financial year;
- approved the management foward-looking accounts of the Company and Renault s.a.s;
- examined the consolidated financial statements for the first half of 2022;
- examined and approved the budget for the 2023 financial year and
- examined the liquidity situation and credit rating of the Group.

Related-party agreements

With respect to related-party agreements and commitments, the Board of Directors has examined the internal procedure for evaluating current agreements concluded under normal conditions and, upon recommendation of the Governance and Compensation Committee, has concluded that this procedure complies with legal provisions and that no changes are necessary (for details of this procedure, see Chapter 3.1.9 of the Universal Registration Document).

The Board of Directors also noted that no agreements and commitments were entered into during the 2022 financial year. The Board of Directors re-examined the related-party agreements entered into and authorized during previous financial years, the performance of which continued during the 2022 financial year;

For further details on the related-party agreements and commitments of Renault S.A., see chapter 5.2.3.2 of the Universal registration document.

Finally, with regards to Renault s.a.s., no related-party agreement or commitments was entered into during the 2022 financial year.

3.1.6 Activity of the specialized committees of the Board of Directors in 2022

In order to carry out an in-depth examination of the specific matters and to prepare the work of the Board of Directors in more detail, three specialized committees had been set up to assist the Board of Directors in its remit and work:

- the Audit & Risks Committee;
- the Governance and Compensation Committee;
- the Strategy and Sustainability Committee.

The work and recommendations of the Committees are presented to the Board in the form of reports given in Board of Directors meetings by their respective Chairs at each meetings.

The general operation rules of the Committees are mainly defined in the Board Charter.

Excerpt of the Board Charter provisions governing committee

The committees shall be solely composed of members of the Board of Directors.

The Board of Directors shall appoint, on the proposal of the Governance and Compensation Committee, the members of the committees, taking into account the skills, experience and availability of the directors, for terms not exceeding their terms of office as members of the Board of Directors.

These members shall be appointed in a personal capacity and may not be represented.

Each committee shall be chaired by an Independent Director appointed by the Board of Directors, on the proposal of the Governance and Compensation Committee, for a maximum term corresponding to his/her term as member of the Board of Directors. The Chair of a committee may be reappointed.

The Chair of each committee shall determine the conditions under which he/she shall report to the Board of Directors on the work of the committee. If he/she is unable to do so, the Chair shall name a committee member to report to the Board of Directors on such committee's work.

Any matter falling within a Committee's area of competence as determined by the Board Charter shall be referred to that Committee.

The Chairman may also refer to a Committee any matter included or to be included on the agenda of the Board of Directors.

Finally, the Board of Directors and the Chairman may also, at any time, refer to a Committee other matters falling within its area of competence.

The Chair of each Committee shall establish the agenda of each meeting and determine its annual program. Where the agenda of a committee meeting includes certain matters that also fall within the area of competence of another committee, the Chair of the first committee shall ensure coordination with the Chair of the second.

Notices of meetings may be issued by any means, including verbally, according to the conditions provided for in respect of each committee.

Committees must be in a position to fully perform their duties. For that purpose, information and documents relating to the agenda of the committee meetings shall be sent, except in case of emergency or where necessary and justified, at least three (3) calendar days prior to the meeting.

Committees shall be held at least two (2) days before the meeting of the Board of Directors during which items examined during committee meetings will be discussed, except in case of emergency or where impossible.

Committees may, in fulfilling their respective remit, hear members of the executive committee of the Group and other senior executives of the Group, and request that external technical studies be conducted, at the Company's expense, after having informed the Chairman or the Board of Directors. If committees resort to the services of external advisors, the committees must ensure that the advisors concerned remain objective.

The committees shall report on the information obtained and the opinions received.

The Chairman of the Board of Directors is a permanent guest at all Committee meetings. The Chief Executive Officer attends meetings of the Strategy and Sustainability Committee.

3.1.6.1. Audit and Risks Committee

Number of members			Number of meetings			Members as of December 31, 2022
6	vs	7	**5**	vs	5	• Mr. Delpit* (Chair) • Mr. Barrat** • Ms. Bensalah-Chaqroun* • Mr. Fleuriot* • Mr. Tagawa • Mr. Zajdenweber
2022		2021	2022		2021	
Percentage of Independent Directors**			**Attendance rate**			* Independent Director. ** The Director representing employee shareholders is not taken into account for the calculation of the independence rate in accordance with the recommendations of the AFEP-MEDEF Code.
60%	vs	66.7%	**98%**	vs	97.1%	
2022		2021	2022		2021	

Composition

The Board Charter lists the principles for the composition of the Audit and Risks Committee.

Excerpt of the Board Charter provisions governing the composition of the Audit and Risks Committee

The Audit and Risks Committee is composed of three (3) to seven (7) members appointed by the Board, and at least two-thirds (2/3) of such members shall be selected from among the Independent Directors. It may not include any senior executive officer. Directors members of the Committee shall hold qualifications or have technical or managerial experience in the financial or accounting fields.

The Committee Chair, selected from among the Independent Directors on the proposal of the Governance and Compensation Committee, shall be appointed or reappointed after a specific examination by the Board.

Upon their appointment, Committee members shall receive information on the Company's specific accounting, financial, extra-financial and operational features.

The Committee meets at least four (4) times a year, before each closing of the annual and half-yearly financial statements. It meets when convened by the Chair of the committee or at the request of half of its members.

The composition of the Audit and Risks Committee has been designed to ensure that all its members have finance and/or accounting skills or appropriate professional experience in the areas within the Audit and Risks Committee's remit (see the biographical information on the directors concerned in chapter 3.1.3 of the Universal registration document).

Mr. Bernard Delpit is Deputy Chief Executive Officer of Groupe Bruxelles Lambert and has extensive experience as head of finance departments of major French groups. He is independent director and was appointed Chairman of the Audit & Risks Committee on May 25, 2022.

Mr. Frédéric Barrat is a director representing the employees. He has received specific training for the role of director, including training covering the accounting and financial aspects of company management. His thorough knowledge of the Company enables him to understand the Committee's matters and actively take part in it.

Ms Bensalah-Chaqroun is Vice-Chairman and Chief Executive Officer of Eaux Minérales d'Oulmès and holds offices in subsidiaries and/or non listed shareholdings of this company.

Mr. Pierre Fleuriot, former General Manager of the Commission des Opérations de Bourse (now French Securities Market Authority), has held various positions at the head of international banking institutions.

Mr. Joji Tagawa, director appointed on the proposal of Nissan, joined the Audit and Risks Committee because of his financial skills acquired since 1983 within Nissan's finance department.

Mr. Alexis Zajdenweber, Head of the French State Holding Agency (Agence des Participations de l'État) since September 14, 2022, held various positions in the Treasury Department of the Ministry of Economy and Finance and has been a director of several companies with public shareholding.

Missions

Excerpt of the Board Charter provisions governing the missions of the Audit and Risks Committee

The Audit and Risks Committee shall monitor issues concerning the preparation and audit of the financial statements and accounting and financial information, as well as the effectiveness of internal audit and risk management systems.

In that respect, the Board assigns the following duties to the Audit and Risks Committee:

- regarding the financial statements:
  - monitor issues relating to the preparation and audit of the financial statements and financial information;
  - carry out a prior examination of the Company's financial statements, particularly the annual and half-year parent corporate and consolidated financial statements, and monitor the statutory audit thereof by the statutory auditors; the examination of the annual financial statements shall be accompanied by a presentation by management describing the exposure to risks, including social and environmental risks and the Company's material off-balance sheet commitments along with accounting options selected;
  - ensure the relevance and constancy of accounting methods used to prepare the parent corporate and consolidated financial statements, particularly in respect of material transactions and in order to prevent any breach of such rules;
  - examine the scope of consolidated companies and, as the case may be, the reasons for which companies have not been included therein;
  - examine, before their publication, draft annual and half-year financial statements, activity reports, results and all financial statements (including forecasts) prepared for the purposes of specific material transactions, and important financial press releases relating thereto before they are published;
  - examine, in financial terms, certain transactions proposed by the Chief Executive Officer and presented to the Board of Directors, such as capital increases, purchases of participations and acquisitions or disposals;
  - be informed annually of the Group's financial strategy and of the terms of the Group's main financial transactions and
  - ensure the quality of procedures implemented to ensure compliance with financial markets regulations.
- regarding external control:
  - oversee the selection procedure for statutory auditors and submit to the Board a recommendation on the statutory auditors proposed for appointment by the general meeting of the shareholders, as well as a recommendation in the event of a renewal of the appointment of one or more statutory auditors;
  - monitor the statutory auditors' performance of their assignments, including by reviewing their audit plan and program of work, the results of their verifications, their recommendations and related next steps;
  - examine each year with the statutory auditors the breakdown of fees invoiced by the statutory auditors between audit services in the strict sense, audit-related services and any other services;
  - approve the provision by the statutory auditors of non-prohibited services, other than the certification of the financial statements, as authorized by applicable regulations;
  - ensure that the statutory auditors meet independence requirements and take necessary measures in accordance with applicable law and
  - mediate, as the case may be, on areas of disagreement between the statutory auditors and Senior Management that may arise in such activities.
- regarding internal control:
  - monitor the effectiveness of the Group's internal control and internal audit systems and procedures, including regulatory and operational compliance;
  - examine with internal audit officers the plans for internal control work and action, the conclusions of such work and action, the resulting recommendations and related outcome;
  - be informed by Senior Management of any complaints by third parties or internal information relating to criticism of the Company's accounting documents or internal control procedures, as well as procedures adopted for that purpose and steps taken to address such complaints or criticism and
  - examine the section relating to internal control and risk management procedures included in the Company's annual management report.
- regarding risks:
  - monitor the effectiveness of systems and procedures for identifying and assessing the Group's risks concerning procedures relating to the preparation and treatment of accounting and financial information;
  - examine material risks and off-balance sheet commitments, assess the importance of failures or weaknesses reported to it and inform, as the case may be, the Board of Directors;
  - examine the financial impacts of the extra-financial risks (environmental, social, societal) and
  - ensure the implementation of a mechanism for the prevention and detection of corruption and influence peddling.
- regarding financial and extra-financial information:
  - ensure that shareholders and investors are provided with relevant, balanced and comprehensive infomation;
  - review reporting, assessment and control systems to ensure that the Company is able to provide reliable extra-financial information.
- regarding the strategy:
  - monitor the financial trajectory associated with the Group's medium and long-term strategy.

The Audit and Risks Committee shall also hear finance, accounting, treasury and internal audit officers. These hearings must be held, if the committee so wishes, without the presence of the Company's Senior Management.

As part of its duties, the Audit and Risks Committee shall hear the statutory auditors, particularly during meetings concerning the examination of the process for preparing financial information and accounting information, in order for the statutory auditors to report on the performance of their duties and the conclusions of their work.

The Audit and Risks Committee shall report to the Board regularly on the performance of its duties. It shall also report on the results of the audit of the financial statements, the way in which such audit contributed to the integrity of financial information and the role it played in this process. It shall inform the Board without delay of any difficulty encountered.

Committee activity

The Audit and Risks Committee met five times in 2022, with an attendance rate of 98% (for details of attendance rate for each individual director, see the table in chapter 3.1.2 of the Universal registration document).

In accordance with the legal and regulatory provisions, the recommendations of the AFEP-MEDEF Code and its missions described above, the Audit and Risk Committee dealt more specifically with the following matters during the 2022 financial year:

- **regarding the financial statements:**
  - the examination the Group's consolidated financial statements, the financial statements of the Company and Renault s.a.s for 2021, the Group's consolidated financial statements for the first half of 2022, and the related financial press releases. The Committee inter alia reviewed the valuation of assets in the operational sector, impairment tests, and trends in the automotive market and their consequences on the Company's financial performance;
  - the review of the accounting and financial impacts of certain Group's partnerships;
  - the monitoring of the 2022 performance with respect to the budget;
  - the Group's liquidity situation and credit rating;
  - the review of the guarantees granted in 2022;
  - the preparation of the 2023 budget;
- **regarding external control:**
  - the external audit plan presented by the statutory auditors as part of their statutory auditing mission;
  - the independence of the statutory auditors;
  - the statutory auditors' fees and the non-audit services provided by them
- **regarding the audit, the internal control and compliance:**
  - the overall presentation of the Group's control environment ;
  - the internal control self-assessment and compliance;
  - the review of the implementation of the 2022 audit plan;
  - the monitoring of the 2022 internal audit plan and presentation of the 2023-2025 internal audit plan;
  - the monitoring of the red-flag audits and of the associated action plans;
  - RCI's bank 2022 audit plan;
  - the action plan following the verifications carried out by the French Anti-Corruption Agency (the AFA);
  - the regulatory compliance system, particularly in relation to the new AFA recommendations of January 2021;
  - the ethical alerts.
- **regarding risks:**
  - the mapping of the Group's major risks;
  - the risk management system;
  - the monitoring of financial risks;
  - the monitoring of risks and the risk management system for cybercrime;
  - the monitoring of the main legal and tax disputes;
  - RCI's governance and risk management system;
  - the review of the new Renault Group Ethic Charter

The following points may be noted:

- the Company's consolidated financial statements and annual financial statements were examined by the Audit and Risks Committee during its meetings, held in due time in accordance with the AFEP-MEDEF Code;
- one of the Audit and Risks Committee's missions is to monitor the effectiveness of the internal control and risk management systems, described in chapter 4.1. As part of this, the examination of the financial statements by the Committee, in the presence of the Chief Financial Officer and of the Head of Audit, Risk and Ethics, is accompanied by a detailed report by the statutory auditors notably describing the key audit matters, their conclusions on the accounting options adopted, and developments in regulations in this area; and
- the Audit and Risks Committee also interviewed the Company's statutory auditors twice, without Senior Management being present.

After each Audit and Risks Committee meeting a report is presented to the next meeting of the Board of Directors. These reports allow the Board of Directors to be fully informed, thus facilitating its deliberations. Furthermore, minutes are drawn up after each Audit and Risks Committee meeting and submitted for the approval of all its members.

3.1.6.2. Governance and Compensation Committee

Number of members			Number of meetings			Members as of December 31, 2022
4 2022	vs	4 2021	7 2022	vs	7 2021	• Mr. Fleuriot* (Chair) • Ms. Darmaillac* • Mr. Personne** • Mr.Zajdenweber
Percentage of Independent Directors**			Attendance rate			
66.7% 2022	vs	66.7% 2021	100% 2022	vs	100% 2021	* Independent Director. ** The Director representing employees is not taken into account for the calculation of the independence rate in accordance with the recommendations of the AFEP-MEDEF Code.

Composition

The Board Charter lists the principles governing the composition of the Governance and Compensation Committee.

Excerpt of the Board Charter provisions governing the composition of the Governance and Compensation Committee

The committee shall consist of three (3) to six (6) members appointed by the Board, the majority of whom shall be selected from among the Independent Directors. The Chair of the committee shall be appointed by the Board, on the proposal of the Governance and Compensation Committee, from among the Independent Directors. A director representing the employees shall be appointed as a member of this committee. The committee may not include any senior executive officer.

Missions

Excerpt of the Board Charter provisions governing the composition of the Governance and Compensation Committee

The Board assigns the following duties to the Governance and Compensation Committee:

- regarding the selection of directors and the composition of committees:
  - assess potential candidates for vacancies on the Board of Directors, particularly in the event of unexpected vacancies or the appointment of additional directors, taking into account the Company's diversity policy;
  - assess the appropriateness of renewing the terms of office of directors that have expired, taking into account the Company's diversity policy;
  - examine any proposal relating to the designation of committee members and Chairs, taking into account the Company's diversity policy, and formulate a recommendation to the Board regarding these proposals and
  - recommend the appointment of a Lead Independent Director.
- regarding the succession of senior executive officers:
  - prepare, when the expiry of their terms of office is approaching, recommendations for the succession of the Chairman and the Chief Executive Officer;
  - establish a succession plan for the Company's senior executive officers; senior executive officers may be involved in the committee's work in performing this mission and
  - be informed of Senior Management's plans relating to the appointment of members of the executive committee of the Group;
  - submit a report on the composition and operation of the Board and on the Board's diversity policy, and issue an opinion on draft resolutions relating thereto which will be submitted to the General Meeting of Shareholders in accordance with applicable laws and regulations.
- regarding the operation of the Board and the governing bodies:
  - ensure that the senior executive officers implement a non-discrimination and diversity policy, particularly regarding balanced representation of women and men within governing bodies;
  - assist the Board in performing its periodic assessments;
  - prepare the process for assessing the Board's members, organization and operation (including that of its committees) and oversee the Board's self-assessment process, in accordance with the recommendations of the AFEP-MEDEF Code;
  - assess the proper operation of governing bodies and subsequently formulate recommendations to the Board;
  - monitor changes in the Company's shareholding structure and how the Company takes such changes into account with a view to monitoring the representation of shareholders (including employee shareholders) in its governance;
  - assess every year whether each director may individually be considered as independent within the meaning of the AFEP-MEDEF Code;
  - be kept informed by the Chairman of the Board each time a director cannot attend or take part in a vote due to a conflict of interest; it shall examine the directors' periodic declarations of conflicts of interest, as the case may be, prepare a list of matters likely to give rise to conflicts of interest and report accordingly to the Board;
  - carry out a prior examination of the terms and conditions of any service agreement that a director or senior executive officer of the Company may wish to enter into and
  - submit to the Board, every year, a draft report on the compensation policy and issue an opinion on draft resolutions relating thereto which will be submitted to the General Meeting of Shareholders in accordance with applicable laws and regulations;

- assess whether governance practices within the Company comply with the AFEP-MEDEF Code and the recommendations of the Autorité des Marchés Financiers and of proxy advisors and ensure their continued compliance therewith and
- highlight deviations from the recommendations of the AFEP-MEDEF Code and prepare related explanations.

- regarding the compensation of senior executive officers:
  - make recommendations to the Board concerning all compensation items, the pension and benefits system, benefits in kind and the various pecuniary rights of the Chairman and the Chief Executive Officer, including, as the case may be, the granting of stock options or free shares in the Company and, in relation thereto, prepare the annual assessment of senior executive officers;
  - ensure that the elements of the Chairman's and the Chief Executive Officer's compensation are closely linked with the implementation and results of the Group's strategy;
  - ensure that the compensation policy, its structure and its elements comply with applicable law and with the recommendations of the AFEP-MEDEF Code;
  - propose to the Board, as the case may be, the amount of the variable portion of the compensation of senior executive officers, after assessing the fulfillment of the related performance criteria.
- regarding director compensation:
  - make recommendations on the overall amount and arrangements for apportioning compensation allotted to directors and
  - examine the section relating to director compensation included in the report on corporate governance.
- regarding compensation of the Group's main executives:
  - be informed of the compensation policy for members of the executive committee of the Group and
  - formulate recommendations on all types of incentive mechanisms for employees of the Company and, more broadly, Group companies, including employee savings plans, supplementary pension plans, reserved issuances of securities giving access to the capital and grants of stock options or free shares.

The Governance and Compensation Committee is also responsible for promoting ethical behavior and overseeing the proper dissemination and application of the related principles and rules within the Group.

Committee activity

The Committee met seven times in 2022. The attendance rate was 100% (for details of attendance rate for each individual director, see chapter 3.1.2 of the Universal registration document).

Its activity included the following:

- determination of the components of the compensations of the Chairman of the Board of Directors, the Chief Executive Officer, the Interim Chief Executive Officer and the Directors for the 2021 financial year;
- determination of the compensation policies for the Chairman of the Board of Directors, the Chief Executive Officer and the directors for the 2022 financial year;
- performance share allocation plans for the 2022 financial year;
- employee share ownership within the Renault Group;
- reviewing the list of independent directors pursuant to the criteria specified in the AFEP-MEDEF Code, in particular the criterion relating to significant business ties;
- the evolution of the composition of the Board of Directors;
- the Board of Directors' evaluation for the 2021 financial year;
- the shareholders' expectations expressed at the Shareholders' General Meeting and the governance roadshows;
- the Executive Management's succession plans;
- the Governance Report published in the 2021 Universal Registration Document;
- the related-party agreements and the internal procedure on the classification of agreements entered into by the Company and allowing to assess agreements on current operations and entered into at arm's lenght (for details on this procedure, see chapter 3.1.9 of the Universal registration document).

3.1.6.3. Strategy and Sustainability Committee

Number of members			Number of meetings (1)			Members as of December 31, 2022
7 (2022)	vs	7 (2021)	5 (2022)	vs	7 (2021)	• Ms. Winkler* (Chair) • Mr. Gentil** • Ms. Barba* • Mr. Mazzella* • Mr. Desgrippes** • Ms. Serizawa • Mr. Courbe
Percentage of Independent Directors*			**Attendance rate**			
60% (2022)	vs	60% (2021)	91% (2022)	vs	97.1% (2021)	* Independent Director. ** The Director representing employee shareholders and the Director representing employees are not taken into account for the calculation of the independence rate in accordance with the recommendations of the AFEP-MEDEF Code.

(1) The Strategy and Sustainability Committee is the result of the merger of the Strategy Committee with the Ethics and CSR Committee, effective as of June 1, 2021. The number of meetings takes into account the number of meetings of the Strategy Committee and of the Ethics and CSR Committee before June 1, 2021, and of the Strategy and Sustainability Committee after June 1, 2021.

Composition

The Board Charter lists the principles governing the composition of the Strategy and Sustainability Committee.

Excerpt of the Board Charter provisions governing the composition of the Strategy and Sustainability Committee

The Strategy and Sustainability Committee shall consist of three (3) to seven (7) members appointed by the Board. The Chair of the Committee shall be appointed by the Board, on the proposal of the Governance and Compensation Committee, from among the Independent Directors. Directors who are members of the committee must have (i) in-depth knowledge of the industrial or digital sector and/or (ii) specific skills in international development and/or in environmental, societal and social issues.

Missions

Excerpt of the Board Charter provisions governing the missions of the Strategy and Sustainability Committee

The Strategy and Sustainability Committee's main duty, as part of the work of the Board of Directors, shall be to regularly review the overall strategy of the Group, including, without this list being exhaustive:

- review the Group's medium and long-term strategy as well as its relationship with the Alliance, its execution including action plans and monitoring by clearly defined key performance indicators;
- review the strategy and actions to be implemented in terms of environmental, social and corporate responsibility of the Company, as well as sustainable development;
- ensure the preparation of extra-financial information in accordance with regulatory and legal requirements and examine the extra-financial communication policy;
- ensure a review of extra-financial ratings;
- review, at the industrial level, mergers, acquisitions, disposals, joint-ventures and the strategic and partnership agreements that have a material impact on the strategy of the Group;
- review the strategy as regards product and technology development;
- examine the competitiveness of production sites and of their supplier base;
- review the Group's geographical presence strategy and
- ensure that the Board of Directors is properly informed and make recommendations to it in order to prepare for decision-making.

Committee activity

The Committee met five times in 2022. The attendance rate was 91% (for details of attendance rate for each individual director, see chapter 3.1.2 of the Universal registration document).

At each meeting, the Strategy and Sustainability Committee examines the dashboards for the key indicators of the Renaulution strategic plan and the Group's ESG strategy. In addition, the Committee dealt with the following main topics in 2022:

- **Regarding the Group Strategy:**
  - the follow-up and implementation of the "Renaulution" strategic plan;
  - the studies relating to the creation of the new Ampère and Horse perimeters;
  - the monitoring of all the Group's strategic priority projects;
  - the development of partnerships with Nissan on operational projects covering markets, vehicles and technologies;
  - the impact and mitigation plans for the semiconductor crisis;
  - the electric vehicle value chain strategy;
  - the Sofware Design Vehicle development;
  - the Used Vehicle Strategy;
  - the commercial vehicle strategy;
  - the strategic trends in Latin America;
  - the Alpine brand strategy;
  - the performance of partnerships and the Group's new "horizontal strategy" of cooperation with the various players in its ecosystem.
- **Regarding the Sustainable Development:**
  - the Group's social, societal and environmental responsibility strategy;
  - the strategy and development of the circular economy business;
  - the development of the ReKnow University to support the evolution of the mobility business;
  - the Group's decarbonisation strategy and the review of its climate report;
  - the Group's compliance plan;
  - the objectives in terms of gender diversity in the management bodies and
  - the review of Chapter 2 "Sustainable Development" of the 2021 Universal Registration Document, including the extra-financial performance declaration (EPR);
  - the Strategy and Sustainability Committee devoted several meetings to the new strategic plan, Renaulution and to the follow-up of its implementation.

3.1.7 Evaluation of the Board of Directors

Each year, the Board of Directors carries out an evaluation of its composition, organization and operation with a view to improving the efficiency of its work and, at least once every three years, a formal evaluation with the assistance of external consultants.

Formal evaluations took place in 2017 and 2020.

The Board of Directors conducted a self-evaluation of its operations and of the operations of its Committees for 2022.

All Board members answered a questionnaire. The conclusions of the evaluation were presented at the Governance and Compensation Committee meeting on February 9, 2023, and then at the Board of Directors meeting on February 15, 2023.

The purpose of the questionnaire and of the interviews with the members of the Board was to evaluate the following themes:

- the composition, role, structure, missions and operation of the Board of Directors and its Committees;
- the relationships between the Board of Directors and Senior Management;
- the directors' contribution and collective efficiency;
- the follow-up on the points for improvement identified in the previous evaluation.

The evaluation provided an opportunity to learn from the experience of recent events, and to reassess the ways in which the Board of Directors and its Committees operate.

In 2022, the evaluation of the Board of Directors and its Committees highlighted the following positive items:

- the strengthening of the bond and the better cohesion of Board members;
- a better understanding of the Renault Group's activities and a strengthening of the dialogue between Directors outside of Board meetings thanks notably to the site visits;
- a trust-based relationship between the Board and the Executive Management;
- the time dedicated to dealing with material matters during the Committee's meeting;

This evaluation identified recommendations and areas for improvement, such as:

- a deeper information on the market evolution and the competitive environment as well as an in-depth analysis of the Group's main competitors strategy;
- a better understanding of opportunities and risks analysis at Board meeting;
- a strengthening of the balance of skills on the Board by seeking profiles with CSR/sustainability, new mobility and new technologies and software expertises;
- the wish to spend more time on certain specific substantive and strategic matters.

3.1.8 Implementation of the “comply or explain” rule

Pursuant to the provisions of Article L. 22-10-10 of the French Commercial Code, the Company refers to the AFEP-MEDEF Code, and follow its recommendations.

Pursuant to the “comply or explain” rule in Article 28.1 of the AFEP-MEDEF Code and the provisions of Article L. 22-10-10 of the French Commercial Code, the recommendations of that Code that have not been followed and the related explanations are summarized in the table below:

Recommendation of the AFEP-MEDEF Code (December 2022 version)	Comments
Proportion of independent directors on the Audit Committee (art. 17.1)	The AFEP-MEDEF Code provides that "at least two thirds of the members of the Audit Committee must be independent directors and the Committee must not include any executive officers". As of December 31, 2022, the Audit, Risks and Compliance Committee had six members, including three independent directors, one director representing the French State, one director representing Nissan and one director representing employee shareholders, meaning that 60% of members were independent directors, which is lower than the rate of two thirds required by the AFEP-MEDEF Code. The Board of Directors considers this composition to be balanced, given the decision to maintain a limited number of members with the presence of representatives of the reference shareholders and employees, while still supporting effective Committee work, which requires a level of financial and accounting expertise.
Director independence criteria (Article 10.5)	At its meeting of February 15, 2023, the Board of Directors examined the situation of Mr. Jean-Dominique Senard with regard to criterion no. 1 of the AFEP-MEDEF Code, given his capacity as director of Nissan and Chairman of Renault s.a.s. for the period from October 11, 2019, to June 30, 2020. The AFEP-MEDEF Code states that one of the criteria that the Board of Directors must assess to possibly exclude someone from the status of independent director is that of "not being or not having been, during the past five years, an employee, executive offer, or director of a company that the company consolidates." According to the AFEP-MEDEF Code implementation guide, this recommendation also applies when a director holds "an office in a company in which the first company holds a non-controlling but significant stake, or in a sister company". It is recalled that Nissan is not a company fully consolidated by Renault. Renault has significant influence over Nissan and therefore accounts for its interest in Nissan using the equity method (for more details on Renault's shareholding in Nissan, see note 12 in chapter 5.2.2.6 of the Universal registration document). The Board of Directors, on the recommendation of the Governance and Compensation Committee, held that the appointment of the Chairman of the Board of Directors of Renault to the Board of Directors of Nissan, with a view to developing and strengthening cooperation between the Boards of Directors of the two Alliance partners was not such as to call into question Mr. Jean-Dominique Senard's freedom of judgement and independence with respect to Renault. Furthermore, should such a situation give rise to any conflict of interest, the provisions of the Board Charter requiring the director in question to abstain from participating in the deliberations and votes of the Board of Directors would apply. In addition, the Board of Directors, on the recommendation of the Governance and Committee, considered that the performance by Mr. Jean-Dominique Senard of the duties of Chairman of Renault s.a.s. from October 11, 2019, to June 30, 2020, was of an exceptional and purely temporary nature, during the time required for the Board of Directors to conduct the succession process for the Chief Executive Officer and until the arrival of Mr. Luca de Meo on July 1, 2020. The Board of Directors therefore considered that this exceptional situation was not such as to call into question the independence of Mr. Jean-Dominique Senard at the end of this temporary term of office. At its meeting of February 15, 2023, the Board of Directors also reviewed Mr. Pierre Fleuriot's situation with regard to criterion no. 1 of the AFEP-MEDEF Code in view of his appointment as director of Nissan. The Board of Directors, on the recommendation of the Governance and Compensation Committee, held that the appointment of the Lead Independent Director of Renault to the Board of Directors of Nissan, with a view to developing and strengthening cooperation between the Boards of Directors of the two Alliance partners was not such as to call into question Mr. Pierre Fleuriot's freedom of judgment and independence with respect to Renault. Furthermore, should such a situation give rise to any conflict of interest, the provisions of the Board Charter requiring the director in question to abstain from participating in the deliberations and votes of the Board of Directors would apply.

3.1.9 Assessment procedure for current agreements concluded under arm's length terms

During its meeting of February 13, 2020, the Board of Directors, upon recommendation of the Governance and Compensation Committee, adopted an internal procedure on the qualification of agreements entered into by the Company and allowing it to assess the agreements covering current operations concluded under arm's length conditions, in accordance with the provisions of Article L. 225-39 of the French Commercial Code (resulting from law No. 2019-486 of May 22, 2019).

The internal procedure approved by Renault's Board of Directors describes the methodology used to qualify the different agreements to which Renault SA is a party as related-party agreements or current agreements. It also recalls the legal related-party control procedures.

This internal procedure is assessed on an annual basis by the Company's Board of Directors, after having been reviewed by the Governance and Compensation Committee, in order, notably, to take into account any legislative or regulatory amendments, changes in best practices and any implementation difficulties during the financial year.

At its meeting of February 15, 2023, the Board of Directors examined the internal procedure for evaluating current agreements concluded under arm's length conditions and, upon recommendation of the Governance and Compensation Committee, concluded that this procedure complies with the legal provisions and that no modification was necessary.

3.1.10 Procedures for shareholders' participation in the Annual General Meeting

Article 21 of the Company's articles of association specifies the procedures for shareholders' participation in the Annual General Meeting. These procedures are set out in chapter 6, entitled "Renault and its shareholders" (see chapter 6.1.2.2 of the Universal registration document).

3.1.11 Factors likely to have an effect in the event of a public offer

Factors that are likely to have an effect in the event of a public offer as defined by Article L. 22-10-11 of the French Commercial Code are detailed in chapter 6.2.6.2 of the Universal registration document.

3.1.12 Summary table of ongoing delegations in respect of capital increases

The summary table of ongoing delegations authorized by the Annual General Meeting of the Company to the Board of Directors with respect to capital increases is presented in chapter 6.2.4.2 of the Universal registration document.

3.2 Compensation of the directors and corporate officers

3.2.1 General principles relating to the compensation of the corporate officers

Once a year, as recommended by the Governance and Compensation Committee, the Board of Directors sets the components of the compensation awarded to the corporate officers.

The Company's compensation policy is regularly reviewed at meetings of the Governance and Compensation Committee, which is composed mainly of Independent Directors and chaired by an Independent Director in accordance with the Board of Directors' charter. In its recommendations, the Governance and Compensation Committee takes into account the balance of the different components of the corporate officers' compensation.

The compensation policy for the non-executive corporate officer is based on a fixed compensation and does not include any variable or exceptional cash compensation, nor compensation for directorship.

The compensation policy for the executive corporate officer is based on six simple, stable, transparent practices:

1. Closely linked to the Company's strategy	• The compensation is closely linked to the implementation and results of the strategy.
2. Performance-oriented	• The variable component of the executive officer's compensation represents a fraction of the total compensation that is consistent with market practice and ensures the interests of the executive officer are aligned with the Company's performance.
3. Focus on long-term performance	• A significant part of the executive officers' compensation depends on multi-year targets being achieved.
4. Close alignment with shareholders	• The number of performance shares allocated to the executive officer is expressed as an absolute number, rather than a percentage of the salary, so that upward and downward fluctuations in the share price affect the corresponding total value. • The executive officer must retain 25% of the shares vested pursuant to performance share plans until the end of his term of office.
5. Competitive compensation	• Competition between corporate officers in the automotive market is intense. It is therefore of prime importance to ensure that the overall compensation of the executive officer is competitive compared to the practices of comparable companies in the Automotive sector in Europe and worldwide.
6. Compensation which does not encourage excessive risk-taking	• The setting of performance targets, a sufficiently long evaluation period, and compensation capping allow excessive short-term risk-taking to be avoided.

These principles are established in compliance with the recommendations of the AFEP-MEDEF Code to which the Company refers pursuant to the provisions of Article L. 22-10-10 of the French Commercial Code.

More generally, the Governance and Compensation Committee regularly ensures that corporate officers' compensation complies with all applicable laws and recommendations in terms of corporate governance.

In addition, the Committee takes into account market best practices regarding the compensation of executive corporate officers:

Best practices that we follow:	Practices we do not follow:
• Use appropriate peer groups (country based and sector based) to inform (but not dictate) compensation policy • Only make modifications to performance criteria when there are material changes to our business strategy and in order to maintain the alignment with shareholders' interests • Clear mention of a cap for all variable elements • Set demanding performance conditions • Include ESG criteria that are significant for the Company's performance and aligned with the corporate strategy • Have a long-term performance criterion linked to shareholder return • Subject long-term compensation plans to minimum three-year vesting conditions • Implement post-mandate vesting policy for long-term incentives • Engage and meet regularly with our shareholders and investors • A Governance and Compensation Committee comprised of a majority of independent Board members	• Pay for failure: pay variable components in the event of poor performance of the Group • Place a disproportionate weight on short-term variable compensation versus long-term variable compensation • Overly weight qualitative criteria in the annual variable compensation • Reward excessive or inappropriate risk-taking • Have extraordinary severance payments in addition to the two-year non-compete indemnity • Provide excessive severance or sign-on arrangements to our executives

To evaluate the corporate officers' compensation in light of market practices with a view to ensure the competitiveness of the compensation, the Governance and Compensation Committee, assisted by a firm of specialized consultants, annually examines the components of compensation due or awarded by comparable companies to their corporate officers. This analysis is based on the practices of comparable multinational organizations in the Automotive sector (Stellantis, General Motors, Ford, Honda, Daimler, BMW, Volkswagen, Volvo and Toyota).

The Governance and Compensation Committee also takes into account the expectations voiced by Renault's shareholders by way of regular meetings.

Compensation structure for the executive corporate officer

The compensation policy for the Chief Executive Officer consists of:

- **a fixed portion**, corresponding to a fixed compensation in cash determined in line with the role, level of responsibility, and experience of the executive corporate officer;
- **a portion subject to performance conditions**, comprising two distinct sub-components:
  - **annual variable compensation**: this aims to ensure that part of the compensation of the executive corporate officer depends on the Company's main operational, financial, and managerial objectives being achieved during the year;
  - **long-term compensation**: this consists of performance shares, designed to strengthen the alignment of the interests of the executive corporate officer with those of shareholders by making their vesting subject to the achievement of performance criteria assessed over a period of three years. In addition to the performance criteria, the vesting of shares is subject to a presence condition of three years following the allocation of the performance shares;
  - a **co-investment plan** based on voluntary investment in Renault shares, with the benefit of a matching contribution of maximum 100% in the form of performance shares, the acquisition of which is subject to the achievement of performance criteria assessed over a cumulative period of 3 years and a 3-year presence condition.

In addition, the Chief Executive Officer may benefit from top-up pension schemes, a termination benefit in the event of dismissal, a non-compete agreement as well as benefits in kind that are customary for this type of position (company cars, health and life insurance schemes, etc.).

Pursuant to the recommendations of the AFEP-MEDEF Code and the recommendations of the French Financial Market Authority (Autorité des Marchés Financiers, AMF), the Chief Executive Officer does not hold an employment contract with the Company or any of its subsidiaries.

3.2.2 Compensation of the directors and corporate officers in 2022

3.2.2.1. Compensation of Mr. Jean-Dominique Senard as Chairman of the Board of Directors in 2022

On the recommendation of the Governance and Compensation Committee, the compensation policy of the Chairman of the Board of Directors for the 2022 financial year was set by the Board of Directors on February 17, 2022, then approved by the Annual General Meeting on May 25, 2022 (thirteen resolution).

This compensation policy for the Chairman of the Board of Directors consists of a fixed compensation and benefits in kind, to the exclusion of any other variable or exceptional compensation, any allocation of stock-based compensation and compensation of the directorship.

For more details on the compensation policy for the Chairman of the Board of Directors for the 2022 financial year, see chapter 3.2.4.1 of the 2021 Universal registration document.

The compensation components of Mr. Jean-Dominique Senard for the 2022 financial year presented in this chapter 3.2.2.1 are part of the information indicated in Article L.22-10-9 I of the French Commercial Code notably including the total compensation and benefits of any kind paid in respect of their corporate office during the 2022 financial year or awarded in respect of the same financial year to all directors and corporate officers. This information will be submitted to a general vote in application of **I** of Article L.22-10-34 of the French Commercial Code during the Annual General Meeting of May 11, 2023.

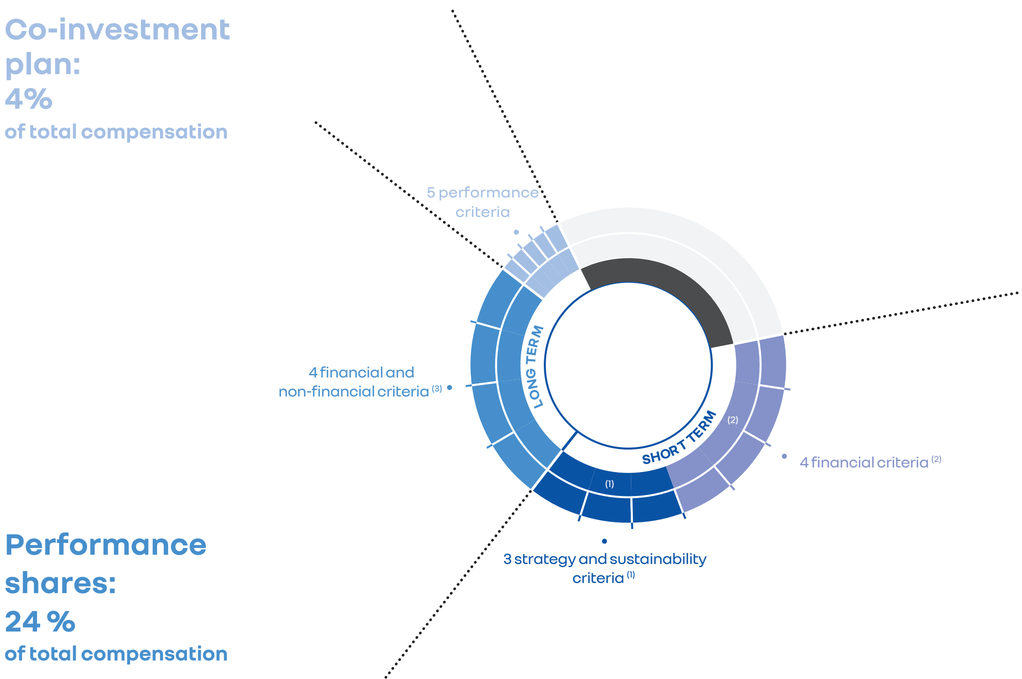
Moreover, in application of **II** of Article L.22-10-34 of the French Commercial Code, the Annual General Meeting of May 11, 2023, will be asked to approve a specific resolution on the total compensation and benefits of any kind paid during the 2022 financial year or awarded in respect of the same financial year to Mr. Jean-Dominique Senard, Chairman of the Board of Directors.

The table below presents the information for the specific vote on the compensation components of Mr. Jean-Dominique Senard, Chairman of the Board of Directors:

Compensation components submitted for approval	Amounts paid during the past financial year	Amounts awarded in respect of the past financial year or book value	Presentation
Fixed compensation 2022	€450.000	€450,000	The Chairman of the Board of Directors receives annual fixed compensation of €450,000 payable in 12 monthly instalments.
Annual variable compensation	N/A	N/A	The Chairman of the Board of Directors does not receive any annual variable compensation.
Multiyear variable compensation	N/A	N/A	The Chairman of the Board of Directors does not receive any multi-year variable compensation.
Exceptional compensation	N/A	N/A	The Chairman of the Board of Directors does not receive any exceptional compensation.
Stock options, performance shares or any other long-term benefit (stock warrants, etc.)		N/A	The Chairman of the Board of Directors does not benefit from any long-term compensation in the form of stock options or performance shares.
Compensation for directorship	N/A	N/A	The Chairman of the Board of Directors does not receive any compensation in respect of his office as director.
Benefits of any kind	€9,086	€9,086	The Chairman benefited from one company and one car with driver. He benefits from the same life insurance and supplementary healthcare schemes as for employees working in France.
Termination benefit	N/A	N/A	The Chairman of the Board of Directors does not benefit from any termination benefit clause.
Top-up pension scheme	N/A	N/A	The Chairman of the Board of Directors does not benefit from any top-up pension scheme.

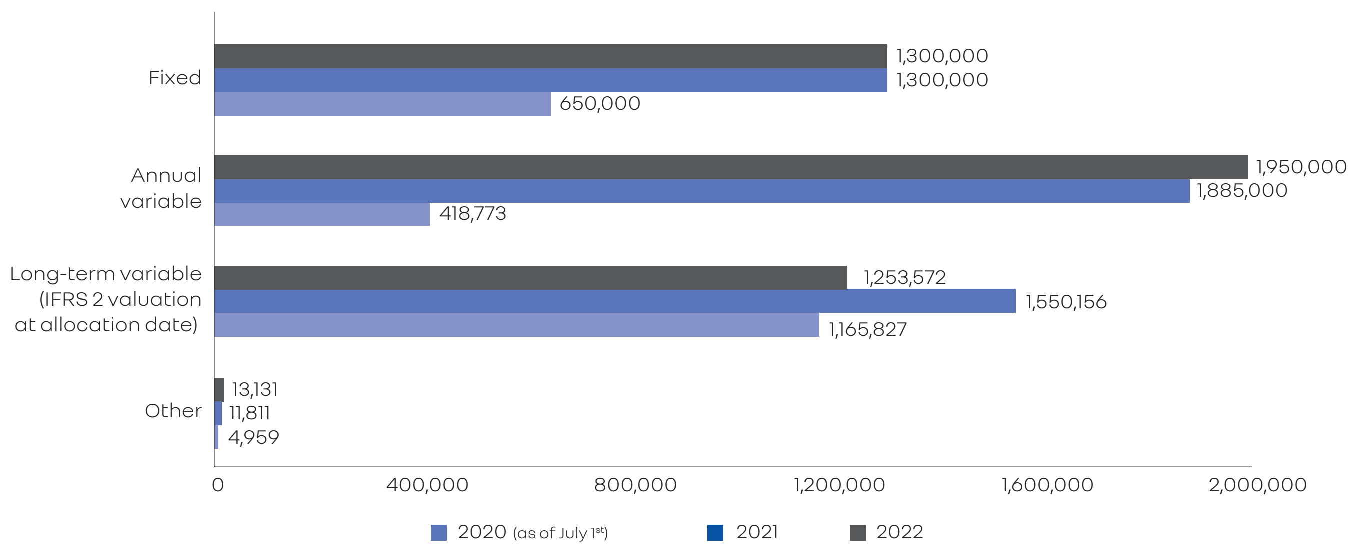
3.2.2.2. Compensation of Mr. Luca de Meo as Chief Executive Officer in 2022

Breakdown of the CEO's 2022 compensation



(1) The strategy and sustainability criteria have a maximum weighting of 60% of the fixed portion.
(2) The financial criteria have a maximum weighting of 90% of the fixed portion (22.5% for each criterion).
(3) Each criterion represents 25% of the total allocation of performance shares.

Evolution of the CEO's compensation



On the recommendation of the Governance and Compensation Committee, the compensation policy of the Chief Executive Officer for the 2022 financial year was set by the Board of Directors on February 17, 2022, then approved by the Annual General Meeting on May 25, 2022 (fourteen resolution).

For more details on the compensation policy of the Chief Executive Officer for the 2022 financial year, see chapter 3.2.4.2 of the 2021 Universal registration document.

The compensation components of Mr. Luca de Meo for the 2022 financial year presented below are part of the information indicated in Article L. 22-10-9 I. of the French Commercial Code notably including the total compensation and benefits of any kind paid during the 2022 financial year or awarded in respect of the same financial year to all directors and corporate officers. This information will be submitted to a general vote in application of **I** of Article L. 22-10-34 of the French Commercial Code during the Annual General Meeting of May 11, 2023.

Moreover, in application of **II** of Article L. 22-10-34 of the French Commercial Code, the Annual General Meeting of May 11, 2023, will be asked to approve a specific resolution on the total compensation and benefits of any kind paid during the 2022 financial year or awarded in respect of the same financial year to Mr. Luca de Meo, Chief Executive Officer.

It is recalled that the payment of the variable compensation to the Chief Executive Officer for the 2022 financial year is subject to the approval by the Annual General Meeting of May 11, 2023 of the components of the overall compensation and of benefits of any kind paid or allocated to the Chief Executive Officer for the 2022 financial year.

The total compensation of the Chief Executive Officer for the 2022 financial year corresponds to the strict implementation of his compensation policy.

The table below presents the information for the specific vote on the compensation components of Mr. Luca de Meo, Chief Executive Officer:

Compensation components submitted for approval	Amounts paid during the past financial year	Amounts awarded in respect of the past financial year or book value	Presentation
Fixed compensation 2022	€1,300,000	€1,300,000	The Chief Executive Officer receives an annual fixed compensation of €1,300,000, payable in twelve monthly instalments.
Annual variable compensation	€1,885,000 (amount paid in 2022, which had been awarded in respect of the 2021 financial year)	€1,950,000 (amount awarded in respect of the 2022 financial year and payable in 2023)	The Chief Executive Officer's annual variable portion fully payable in cash corresponds to a percentage of the fixed portion that may reach 150% if all performance objectives are fully achieved. On February 15, 2023, on the recommendation of the Governance and Compensation Committee, the Board of Directors set the rate of achievement of the performance criteria that determine the amount of annual variable compensation for the Chief Executive Officer in respect of the 2022 financial year.

Achievement rate of the criteria of the annual variable compensation for the 2022 financial year (expressed as a percentage of the annual fixed compensation):

	Maximum %	Achieved %
Financial criteria	**90%**	**90%**
Group operating margin (Group OM)	22.5%	22.5%
Free cash flow (FCF)	22.5%	22.5%
Return on capital employed (ROCE)	22.5%	22.5%
Fixed costs (FC)	22.5%	22.5%
Strategic and sustainability criteria	**60%**	**60%**
Strategic	10%	10%
Sustainability	40%	10%
Customer satisfaction / Quality	10%	10%
TOTAL	**150%**	**150%**

Compensation components submitted for approval	Amounts paid during the past financial year	Amounts awarded in respect of the past financial year or book value	Presentation

Assessment of the achievement of the performance criteria

1. Financial criteria (Quantifiable)

90% (out of a maximum of 90%) of the financial criteria were met, according to the following breakdown:

- Group operating margin (Group OM) criterion : 22.5% (out of a maximum of 22.5%)

  Group OM was 4% in the 2022 budget and amounted to 5.6% for 2022.

- Free cash flow (FCF) criterion22.5% % (out of a maximum of 22.5% %)

  FCF was €1,000 million in the 2022 and amounted to €2,119 million as of December 31st, 2022.

- Return on capital employed (ROCE) criterion : 22.5% (out of a maximum of 22.5%)

  ROCE was 5.3% in the 2022 budget and amounted to 12.6% for 2022.

- Fixed cost (FC) criterion: 22.5% (out of a maximum of 22.5%)

  Fixed Costs in 2022 were 9.9% below the target set in the 2022 budget.

2. Strategic and sustainability criteria

60% (out of a maximum of 60%) of the strategic and sustainability criteria were met, according to the following breakdown:

a) Strategy: 10% (out of a maximum of 10%)

The four indicators related to this performance criterion refer to qualitative targets.

Upon recommendation of the Governance and Compensation Committee, the Board of Directors noted that the four indicators have been met or exceeded.

- Successful launch of Megane E-Tech Electric:

  Successful launch of the Megane E-tech with quality at the expected level after 6 months, which is the best result compared to the last launches of the Group.

- Level of invoicing within the Alliance between Renault, Nissan and Mitsubishi:

  Given the important role of the Alliance in Renault's strategy, the level of invoicing within the Alliance amongst Renault, Nissan and Mitsubishi has been chosen as a performance indicator. This indicator corresponds to the proportion of invoicing in relation to revenues. This percentage is set by the Alliance's exchange committees.

  In 2022, Renault's invoicing targets with the Alliance were exceeded.

- Alignment of the 2026+ product line-up with the Group's 2030 ambitions:

  The internal milestones for the development of the product range to achieve the Group's 2030 objectives ("Line-up 26+") have been passed in accordance with the expected schedule. This Line-up 26+ was presented at the Capital Market Day on November 8, 2022.

- Completion of the studies on the opportunity to bring together, on the one hand, Renault's 100% electric activities and technologies and, on the other hand, its activities and technologies of ICE and hybrid engines and transmissions:

  The studies carried out led to the announcements at the Capital Market Day on November 8th, 2022 presenting Renault Group's ambition to become a "Next Gen" automotive group by relying on 5 businesses focused on the new value chains, with in particular (i) the creation of Ampere, the first EV and software pure player, and (ii) the creation of Horse, a leading global Tier 1 supplier of ICE and hybrid powertrain technologies.

b) Sustainability: 40% (out of a maximum of 40%)

The first three indicators of this performance criterion refer to quantitative targets and the last indicator is qualitative.

Upon recommendation of the Governance and Compensation Committee, the Board of Directors noted that these four indicators were met or exceeded.

- Health and safety (accident frequency rate):

  In 2022, the target was to reduce the FR2 rate (frequency rate of work-related accidents with lost time for Renault employees and temporary workers) to 1.4%. This level has been achieved.

- Launch of the "ReKnow" University (target of 3,000 people trained in 2022):

  7,659 people trained in the ReKnow University in 2022.

- Target of 30,000 used vehicles refurbished in Flins in 2022:

  30,684 vehicles were refurbished in Flins in 2022.

- Development of the circular economy business:

  On October 13th, 2022, Renault Group announced the creation of THE FUTURE IS NEUTRAL, the first company operating across the entire automotive circular economy value chain, aiming at moving the automotive industry towards resource neutrality. Bringing together all the existing expertise of the Group and its partners in this activity, this new entity offers closed-loop recycling solutions at each stage of a vehicle's life: supply of parts and raw materials, production, use and end of life.

c) Customer satisfaction / Quality: 10% (out of a maximum of 10%)

The three indicators of this performance criterion refer to qualitatve targets.

Upon recommendation of the Governance and Compensation Committee, the Board of Directors noted that these three indicators were met or exceeded.

- Reduction of the incident rate (number of incidents on vehicles under warranty after 3 months on the road)

  This indicator, called the "GMF 3MIS WORLD", measures the number of incidents on vehicles after three months on the road. The objective of reducing this rate was achieved, with a 15.6% reduction compared to the previous year, for a reduction target of 12.5%.

  The level reached in 2022 is historic for the Group thanks to significant progress on the vehicles produced in series and a launch at the highest level for Megane E-tech Electric.

- Customer satisfaction level

  In 2022, the level of customer satisfaction is measured by the "dealer e-reputation" indicator, i.e. the reputation of dealers on the internet. The target for this indicator was a significant improvement in 26 out of 35 countries. This target was achieved.

- Launch of the "Safety Coach" program:

  The "Safety Coach" is a system combining driver detection and guidance features for safer driving. Integration of the Safety Coach in new Renault Group vehicles is part of the "Safety" pillar of the Group's ESG strategy.

  The Safety Coach has been integrated into Megane E-Tech Electric launched in 2022.

Accordingly, the Board of Directors noted that the total achievement rate of the performance criteria was 150% for the 2022 financial year and consequently decided to set Mr. Luca de Meo's variable compensation for that financial year at a gross amount of €1,950,000.

Compensation components submitted for approval	Amounts paid during the past financial year	Amounts awarded in respect of the past financial year or book value	Presentation
Multiyear variable compensation	N/A	N/A	The Chief Executive Officer does not receive any multi-year variable compensation.
Exceptional compensation	N/A	N/A	The Chief Executive Officer does not receive any exceptional compensation.
Stock options, performance shares or any other long-term benefit (stock warrants, etc.)		75,000 performance shares = €1,061,718 (book value - IFRS2 valuation at the allocation date)	The Board of Directors of May 25, 2022, allocated 75,000 performance shares in respect of the 2021 financial year to the Chief Executive Officer, in accordance with the compensation policy approved by the Annual General Meeting of May 25, 2022. This allocation of performance shares to the Chief Executive Officer represented 0.0254% of Renault SA's share capital. Out of these 75,000 performance shares, the number of shares definitively vested will depend on achievement of the following performance criteria: • total shareholder return (TSR), for 25% maximum; • free cash flow (FCF), for 25% maximum; • annual increase in the net revenue per vehicle, for 25% maximum; and • sales mix of electrified passenger cars in Europe, for 25% maximum. These performance criteria will be measured over a cumulative three-year period (2022, 2023 and 2024).
Co-investment plan		8,629 co-investment shares = €191, 854 (book value - IFRS2 valuation at the allocation date)	On December 2nd, 2022, the Chief Executive Officer invested €298,004.24 under the 2022 co-investment plan by purchasing 8,629 Renault shares at a stock price of €34.5352. Accordingly, and in accordance with the compensation policy approved by the Annual General Meeting of May 25th, 2022, the Board of Directors on February 15th, 2023, allocated the Chief Executive Officer 8,629 performance shares under the 2022 co-investment plan ("co-investment shares"). This allocation of co-investment shares to the Chief Executive Officer represented 0.003% of the share capital of Renault SA. It is recalled that, out of these 8,629 co-investment shares, the number of shares definitively acquired will depend on the achievement of the following performance criteria: • total shareholder return (TSR), for a maximum of 20% ; • Group's operating margin (Group OM), for a maximum of 20%; • return on capital employed (ROCE), for a maximum of 20%; • reduction in incident rates (GMF 3 MIS World), for a maximum of 20%; and • CO_2 emissions (Kg per vehicle produced in Europe), for a maximum of 20%. These performance criteria will be assessed over a cumulative period of three years (2023, 2024 and 2025). Acquisition of the co-investment shares is also subject to a condition of presence of 3 years and 3 months from the allocation date. Vested shares are subject to a holding period of at least 5 years from the implementation date of the plan.
Compensation for directorship	N/A	N/A	The Chief Executive Officer, as he was not a director, did not receive any compensation in this respect.
Benefits of any kind	€13,131	€13,131 (book value)	The Chief Executive Officer benefited from two company cars and one company car with driver. He also benefited from an international healthcare coverage, as well as the same life insurance and supplementary healthcare schemes as for employees working in France.

Compensation components submitted for approval	Amounts paid during the past financial year	Amounts awarded in respect of the past financial year or book value	Presentation
Termination benefit	€0	€0	The Chief Executive Officer is entitled to a severance payment equal to the average of the last two years' gross fixed and variable annual compensation, payable in one instalment within six months of the departure, in the event of dismissal at the initiative of the Board of Directors and subject to the achievement of performance conditions set by the Board of Directors. This termination benefit will not be paid in the event of dismissal for serious or gross misconduct. The total termination benefit and non-compete indemnity, in the event of implementation of the non-compete agreement (see below), may not exceed two years of annual fixed and variable compensation. At its meeting held on February 13, 2020, the Board of Directors set the performance conditions for payment of the termination benefit. In order to receive this benefit, the following cumulative conditions should be met over the last two financial years preceding the departure (only one financial year in the event of departure during 2021): • a minimum total achievement rate of 80% of the performance criteria for the annual variable compensation of the Chief Executive Officer; • achievement of the Group's free cash flow target.
Non-compete indemnity	€0	€0	At its meeting held on February 13, 2020, the Board of Directors authorized the conclusion of a non-compete agreement with Mr. Luca de Meo. The Board of Directors considered that it is in Renault's interest to enter into this non-compete agreement which protects Renault Group's legitimate interests, given the particularly competitive nature of the automotive market, the importance of the functions and the recognized skills of Mr. Luca de Meo in this market, the means available to him, and the sensitive information he holds and to which he can have access. Under this agreement, Mr. Luca de Meo commits, as of the end of his term of office as Chief Executive Officer, not to engage, directly or indirectly, in an activity that competes with those of the Group, on his own behalf, on behalf of companies in the automotive design, construction and marketing sectors (mainly passenger cars and commercial vehicles), or on behalf of automotive suppliers. Application of this clause is limited to: • a period of twelve (12) months following the date on which Mr. Luca de Meo effectively ceases to exercise his term of office; • the countries of the European continent and Japan, as well as European and Japanese vehicle and equipment manufacturers. As consideration for his non-compete obligation, Mr. Luca de Meo will receive from the Company, during the period of application of the agreement (twelve months) and subject to there being no breach of this agreement, gross financial compensation corresponding to one year of gross annual compensation (fixed compensation and annual variable compensation paid in cash), payable in twelve monthly instalments. The gross annual compensation used for this calculation will be the one paid during the twelve months preceding the date of termination of the corporate office. In accordance with the recommendation of the AFEP-MEDEF Code at the time of Mr. Luca de Meo's departure, the Board of Directors of the Company will decide whether to apply this non-compete agreement and may unilaterally waive it. Furthermore, no compensation will be due in the event of retirement or if Mr. Luca de Meo has reached the age of 65.

Compensation components submitted for approval	Amounts paid during the past financial year	Amounts awarded in respect of the past financial year or book value	Presentation
Top-up pension scheme	€0	€0	During its meeting on February 13, 2020, the Board of Directors authorized a top-up pension scheme for Mr. Luca de Meo. The Board of Directors considered that implementing this scheme to the benefit of Mr. Luca de Meo allows the Company to retain and to promote the Chief Executive Officer's loyalty. The Chief Executive Officer's top-up pension scheme is identical to that arranged for the members of the Group Executive Committee (the so-called "Article 83" and "Article 82"). **a) Mandatory defined-contribution pension scheme (Article 83)** The contributions represent: • 3.5% of the gross annual compensation between four and eight times the French Social Security cap (Band C), paid 2.5% by the Company and 1% by the Chief Executive Officer; • then 8% of the gross annual compensation between eight and sixteen times the French Social Security cap (Band D), paid 5% by the Company and 3% by the Chief Executive Officer. The total amount of the contributions (both Company's and officer's share) is capped at a lump sum equal to 8% of eight times the French Social Security Cap. For the 2022 financial year, the Company's contribution amounted to €16,968.6. **b) Optional defined-contribution pension scheme (Article 82)** The Chief Executive Officer benefits from the new defined-contribution pension scheme (Article 82) which was set up from July 1, 2020 for the benefit of the corporate officers and members of the Group's Executive Committee. This new scheme provides for the payment by the Company to a third-party entity (an insurer) of contributions equal to 12.5% of the gross annual compensation (fixed and variable) actually received. For the 2022 financial year, the Company's contribution to the insurer amounted to €398,125.04 for the benefit of the Chief Executive Officer. The contributions paid in this way do not benefit from any preferential tax or social security regime. For this reason, the Chief Executive Officer receives a lump-sum indemnity equal to the amount of the contribution paid on his behalf to the insurer. Payment of this indemnity to the Chief Executive Officer is concomitant to the payment of the contribution to the insurer and amounted to €398,125.04 for the 2022 financial year. The contributions and lump-sum indemnity amounts will be depend on the Company's performance insofar as the calculation basis includes the variable portion of the compensation which is related to the Group's results.

3.2.2.3. Information on the achievement rate of the performance criteria of the long-term variable compensation of Mr Luca de Meo, Chief Executive Officer, allocated for the 2020 financial year

It is recalled that the Board of Directors of July 29th, 2020, awarded the Chief Executive Officer 75,000 performance shares for the 2020 financial year, in accordance with the compensation policy approved by the Annual General Meeting held on June 19th, 2020.

The number of vested shares is subject to the achievement of the following performance criteria to be assessed over a cumulative period of three years (2020, 2021 and 2022):

- Total Shareholder Return (TSR), for a maximum of 20%
- Free Cash Flow (FCF), for a maximum of 30%
- Percentage of models manufactured on the Alliance platforms, for a maximum of 30%
- Total carbon footprint (reduction of the carbon footprint (CO_2 emissions) for Renault Group passenger cars and light commercial vehicles registered worldwide), for a maximum of 20%.

The Board of Directors of February 17th, 2022 considered it was necessary to propose an adjustment to one of the criteria of the Chief Executive Officer's long-term variable compensation for the 2020 financial year in order to take into account the impact of the Covid crisis on the implementation of compensation policies within the Renault Group.

Indeed, the Board considered that, in the absence of any adjustment, the exceptional situation of the 2020 financial year would result in the loss of all rights under the Free Cash Flow criterion over all the three years of performance, which represents 30% of the Chief Executive Officer's long-term variable compensation.

As a result, and upon the recommendation of the Governance and Compensation Committee, the Board of Directors has exceptionally decided to neutralize the 2020 financial year in the calculation of the FCF criterion assessed over three years and, in return, to reduce the number of share rights pursuant to this criterion by one third in the 2020 performance share plan benefiting the Chief Executive Officer.

The Annual General Meeting held on May 25th, 2022, approved this amendment to the Chief Executive Officer's long-term variable compensation for the financial year 2020. Therefore, the calculation of the FCF criterion for the Chief Executive Officer's 2020 performance share plan relates only to the years 2021 and 2022 and the number of performance shares in the course of vesting has been reduced by 10% (i.e. 1/3 of the 30% weighting of this criterion) to a maximum of 67,500 shares.

On February 15th, 2023, upon the recommendation of the Governance and Compensation Committee, the Board of Directors noted the following achievement rates for the performance criteria of the performance shares granted to the CEO for 2020:

Criteria	**Weighting**	**Payout rates** (as % of allocation)	**Achievement rate**
Total Shareholder Return (TSR)	20%	• 0% if TSR < benchmark. • 9% if TSR = benchmark. • 20% if TSR ≥ benchmark +10%. Linear interpolation if benchmark < TSR < benchmark +10%.	**0%** The TSR for the period 2020-2022 was -25.85%, below the benchmark which reached 10.36% for the same period.
Free Cash Flow * (FCF) * before restructuring expenses	30%	• 0% if FCF < Budget • 21% if FCF = Budget • 30% if FCF ≥ Budget +20% Linear interpolation if Budget < FCF < Budget +20%.	**30%** The cumulative FCF over the 2021-2022 period (after neutralization of the 2020 year) amounted to EUR 4,583 million, exceeding the cumulative amount of EUR 3,144 million set in the budget over the same period.
Percentage of models manufactured on Alliance platforms (CMF)	30%	• 0% if CMF models < mid-term plan indicator • 21% if CMF models = mid-term plan indicator • 30% if CMF models ≥ mid-term plan indicator +5% Linear interpolation if mid-term plan indicator < CMF models < mid-term plan indicator +5%.	**21.67%** The target for models manufactured on Alliance platforms (CMF) for the 2020-2022 period was set at 54% in the mid-term strategic plan. This indicator reached 54.2% over this period.
Total carbon footprint	20%	• 0% if average carbon footprint < Group target • 14% if average carbon footprint = Group target • 20% if average carbon footprint ≤ Group target -2.5 points. Linear interpolation if Group target -2.5 points < average carbon footprint < Group target.	**15.62%** The target was to reduce the Group's carbon footprint of Renault Group's LCV and passenger cars registered worldwide by 25% from 2010 to 2022. At the end of December 2022, the reduction of this carbon footprint was 25.6% compared to 2010.
TOTAL	**100%**		**67.29%**

The Board of Directors thus noted that the total achievement rate of the performance criteria of the Chief Executive Officer's log-term variable compensation for the 2020 financial year amounted to 67.29%. Consequently, a total of 44,421 shares will vest for Mr. Luca de Meo on July 29th, 2023, in accordance with the provisions of the plan rules governing this performance share allocation.

As a reminder, the Chief Executive Officer is subject to an obligation to retain 25% of the vested performance shares in his capacity as executive corporate officer until the end of his term of office, in order to ensure a sufficient level of alignment of the Chief Executive Officer's interests with those of the shareholders.

3.2.2.4. Summary tables of the corporate officers' compensation

The following tables have been drawn up pursuant to the recommendations of the AFEP-MEDEF Code.

Table 1 – Summary of the compensation, options, and shares allocated to the executive corporate officers

(Table No. 1 as per AFEP-MEDEF Code recommendations)

(in euros)	2022	2021	2020 (as from July 1st)
Luca de Meo – Chief Executive Officer			
Compensation allocated for the financial year (details provided in table 2)	3,203,131	3,196,811	1,073,732
Valuation of options allocated during the financial year (details provided in table 4)	None	None	None
Valuation of performance shares allocated during the financial year (details provided in table 6)	1,061,718	1,550,156	1,165,827
Valuation of other long-term compensation plans : co-investment plan (details provided in table 6)	191,854	None	None
TOTAL	**4,516,703**	**4,746,967**	**2,239,559**

Table 2 – Summary of the executive corporate officers' compensation

(Table No. 2 as per AFEP-MEDEF Code recommendations)

	2022 amounts		2021 amounts		2020 amounts (as from July 1st)	
(in euros)	Allocated	Paid	Allocated	Paid	Allocated	Paid
Luca de Meo – Chief Executive Officer						
Fixed compensation	1,300,000	1,300,000	1,300,000	1,300,000	650,000	650,000
Annual variable compensation	1,950,000	1,885,000	1,885,000	418,773	418,773	0
Exceptional compensation	0	0	0	0	0	0
Compensation allocated for directorship	N/A	N/A	N/A	N/A	N/A	N/A
Benefits of any kind	13,131	13,131	11,811	11,811	4,959	4,959
TOTAL	**3,263,131**	**3,198,131**	**3,196,811**	**1,730,584**	**1,073,732**	**654,959**

Table 3 – Summary of benefits for executive corporate officers

(Table No. 11 as per AFEP-MEDEF Code recommendations)

Executive corporate officers	Employment contract	Top-up pension scheme	Payments and benefits due or liable to be due following cessation/change of office	Payments arising from a non-compete agreement	Other compensation
Luca de Meo – Chief Executive Officer	No	Yes	Yes	Yes	No
Start of term: July 2020					
End of term: current					

Table 4 – Stock options allocated during the financial year to each executive corporate officer

(Table No. 4 as per AFEP-MEDEF Code recommendations)

No stock options were allocated to the executive corporate officer during the financial year.

Table 5 – Stock options exercised during the financial year by each executive corporate officer

(Table No. 5 as per AFEP-MEDEF Code recommendations)

Mr. Luca de Meo, the Chief Executive Officer, does not hold any stock options.

Table 6 – Performance shares allocated during the financial year to each executive corporate officer

(Table no. 6 as per AFEP-MEDEF Code recommendations)

	Number and date of the plan	Number of shares	Value of performance shares using the method adopted for consolidated accounts	Vesting date	Availability date	Performance conditions
Luca de Meo - Chief Executive Officer	N° 29 2022/05/25	75,000	€1,061,718	2025/05/25	2025/05/25	Yes (See Chapter 3.2.4.2 of the Company's 2021 Universal Registration Document)
	Co-invest 2022 2023/02/15	8,629	€191,854	2026/03/15	2028/03/15	Yes (See Chapter 3.2.4.2 of the Company's 2021 Universal Registration Document Registration

(1) In accordance with his 2022 compensation policy, the Chief Executive Officer participated in the co-investment plan implemented by Renault Group in 2022 for the benefit of its senior executives. Co-investment shares were thus allocated to him by the Board of Directors on February 15, 2023. For more details, see Chapter 3.2.2.2 of the Company's 2022 Universal Registration Document.

Table 7 – Performance shares allocated to each executive corporate officer which became available during the financial year

(Table No. 7 as per AFEP-MEDEF Code recommendations)

	Number and date of the plan	Number of shares becoming available during the financial year	Vesting conditions
Luca de Meo - Chief Executive Officer	N/A	N/A	N/A

3.2.2.5. Compensation of the directors in 2022

Pursuant to the provisions of Article L. 225-45 of the French Commercial Code, the Combined General Meeting on June 15, 2018 set the annual compensation amount to be divided among the directors for the 2018 financial year and subsequent financial years at €1,500,000, until the Annual General Meeting decides otherwise.

The policy for allocating directors' compensation adopted by the Board of Directors on October 18, 2019 sets a maximum annual amount of directors' compensation for participation in Board of Directors' meetings and meetings of each of the committees, which will include:

- a fixed portion, pro-rated according to the duration of the office over the year; and
- a variable portion, pro-rated according to the attendance rate over the total number for the year.

The variable portion relating to effective attendance at Board of Directors' and Committees' meetings is predominant compared to the fixed portion, in compliance with the recommendation 22.1 of the AFEP-MEDEF Code.

This compensation policy for directors was approved by the Annual General Meeting of May 25th, 2022 (fifteenth resolution).

The table below shows the rules for calculating directors' compensation in 2022:

	Annual fixed portion	Annual variable portion	Total individual amounts	Additional annual fixed portion for Chairmanship	Additional annual fixed portion for Lead Independent Director
Board of Directors	€18,000	€35,000	€53,000	€0	€20,000
Committees	€5,000	€15,000	€20,000	€20,000	-

It is reminded that the Chairman of the Board of Directors does not receive any compensation for his directorship.

It is specified that the three directors representing employees and the director representing employee shareholders hold employment contracts within subsidiaries of the Company and receive in this respect remuneration that is not related to the exercise of their directorship. Therefore, such remuneration will not be disclosed. The other directors currently in office did not receive any compensation or benefit of any kind from Renault SA or the companies it controls other than what is indicated in the table below.

In addition, directors are entitled to reimbursement of expenses incurred by them in the exercise of their office, in particular any travel and accommodation expenses in connection with meetings of the Board of Directors and of committees.

Under the rules set out in of the compensation policy approved by the Annual General Meeting of May 25th, 2022, the total gross amount of compensation attributable to directors for the 2022 financial year amounts to €1,133,750.

The individual amounts of directors' compensation are shown in the table below and will be paid in one lump sum in 2023.

These directors' compensation components are part of the information indicated in Article L.22-10-9 I. of the French Commercial Code and will be submitted to a general vote in application of I of Article L.22-10-34 of the French Commercial Code during the Annual General Meeting of May 11, 2023.

Table on the compensation received by non-executive corporate officers

(Table No. 3 as per AFEP-MEDEF Code recommendations)

The gross amounts are calculated using the calculation and distribution methods for directors' compensation adopted by the Board of Directors and approved by the General Meeting.

	2022 financial year		2021 financial year	
Directors	Amounts allocated for the 2022 financial year (in euros)	Amounts paid during the 2022 financial year (in euros)	Amounts allocated for the 2021 financial year (in euros)	Amounts paid during the 2021 financial year (in euros)
Mr. Senard	0	0	0	0
Ms. Barba	64,167	76,194	76,194	62,250
Mr. Barrat (1)	73,000	77,000	77,000	51,000
Ms. Bensalah-Chaqroun	64,167	73,000	73,000	45,063
Mr. Courbe (2)	61,250	66,000	66,000	42,563
Ms. Darmaillac	73,000	80,361	80,361	69,750
Mr. Delpit (6)	84,667	39,472	39,472	-
Mr. Derez (3)	-	-	-	49,667
Mr. Desgrippes (1) (6)	73,000	36,472	36,472	-
Mr. Fleuriot	133,000	114,667	114,667	69,750
Mr. Gentil (1)	73,000	68,000	68,000	48,813
Mr. Le Biez (2) (8)	29,929	-	-	-
Mr. Mazzella (6)	67,083	36,472	36,472	-
Mr. Ostertag (1) (5)	-	35,778	35,778	64,125
Mr. Personne (1)	73,000	80,083	80,083	62,250
Ms. Qiu (3)	-	-	-	34,667
Ms. Serizawa	73,000	74,000	74,000	51,000
Ms. Sourisse	41,333	93,000	93,000	69,750
Mr. Tagawa (4)	0	0	0	0
Mr. Thomas (5)	-	39,397	39,397	73,500
Mr. Vial (2)	36,452	85,000	85,000	61,625
Mme Winkler	93,000	78,000	78,000	57,875
Mr. Yamauchi (7)	-	-	-	35,750
Mr. Zajdenweber (2) (9)	20,702	-	-	-

* The amounts of compensation awarded to directors in respect of the 2020 financial year and paid in the 2021 financial year, as presented in this table, correspond to the actual amounts awarded and paid, after taking into account the 25% reduction in directors' remuneration decided by the Board of Directors as a gesture of solidarity with all the Group's stakeholders who have made efforts or suffered the effects of the coronavirus crisis.

(1) The compensation payable to the Directors representing the employees and the Director representing the employee shareholders for their corporate office is paid to their respective trade unions.

(2) Director representing the French State. The compensation allocated to Mr. Courbe, Mr Le Biez, Mr. Vial and Mr Zajdenweber in respect of their corporate offices is paid to the French State budget pursuant to Order no. 2014-948 of August 20, 2014.

(3) Director whose office ended on June 19, 2020.

(4) Director co-opted on April 29, 2020. This cooptation was ratified by the General Meeting of June 19, 2020. In accordance with Nissan's internal policy, which provides that its employees serving on Renault's Board of Directors shall waive all compensation for such office, Mr. Joji Tagawa will not receive any compensation for his office as a Director of Renault.

(5) Director whose term of office ended on April 23, 2021.

(6) Director whose term of office started on le April 21, 2021.

(7) Director whose term of office ended on April 23, 2020.

(8) Director representing the French State. Mr. Vincent Le Biez was appointed to replace Mr. Martin Vial by order of the Minister of the Economy dated June 21, 2022, in accordance with the provisions of Ordinance no. 2014-948 of August 20, 2014, relating to the governance and capital transactions of companies with public shareholdings, Decree no. 2014-949 of August 20, 2014, and the Company's bylaws.

(9) Director representing the French State. Mr. Alexis Zajdenweber was appointed to replace Mr. Vincent Le Biez by order of the Minister of the Economy dated November 2, 2022, in accordance with the provisions of Ordinance no. 2014-948 of August 20, 2014, relating to the governance and capital transactions of companies with public shareholdings, Decree no. 2014-949 of August 20, 2014, and the Company's bylaws.

3.2.3 Comparison of compensation levels between corporate officers and employees

In accordance with the provisions of Article L. 22-10-9 of the French Commercial Code, the ratios for measuring the differences between the compensation for the Company's corporate officers and employees are presented in the table below.

These elements are part of the information indicated in Article L. 22-10-9 I. of the French Commercial Code and will be submitted to a general vote pursuant to I of Article L.22-10-34 of the French Commercial Code during the Annual General Meeting of May 11, 2023

Methodology for calculating the ratios

Under the terms of Article L. 22-10-9, the scope to be considered for calculating the indicators is that of the listed company issuing the corporate governance report. However, as Renault SA does not have any employees, the indicators were calculated based on the compensation of the France-based employees of five companies, all being wholly-owned subsidiaries of Renault SA. These are Renault s.a.s, Société de Transmissions Automatiques (STA), Sofrastock, RCI Banque SA and Renault Retail Group (RRG France).

The 33,253 individuals who were employed in 2022 by these five companies represent 87% of the Renault Group's workforce in France as of December 31, 2022.

Compensation presented in the table includes the following components:

- fixed compensation paid during the indicated financial year;
- variable compensation paid during the indicated financial year;
- compensation for directorship, if applicable, paid during the indicated financial year;
- book value of the benefits in kind paid during the indicated financial year;
- performance shares allocated during the indicated financial year (at IFRS value);
- profit-sharing and incentive bonuses paid during the indicated financial year.

Compensation for both employees and corporate officers of Renault s.a.s, Société de Transmissions Automatiques, Sofrastock, RCI Banque SA and RRG France has been annualized.

The relevant corporate officers for this comparison are the Chairman of the Board of Directors, the Chief Executive Officer and the Chairman and Chief Executive Officer, the latter function having existed within the Group up to January 2019.

The compensation presented is related to the function and not to the person, so that a change in executive corporate officer for a same function does not impact the presentation of the information over the five-year period.

Presentation of the ratios

		2022	2021	2020	2019	2018
CHAIRMAN AND CHIEF EXECUTIVE OFFICER	Annual compensation	-	-	-	-	€5,521,258
	Variation (N/N-1) in %					-24%
	Ratio / average compensation of employees	-	-	-	-	92
	Variation (N/N-1) in %					-25%
	Ratio / median compensation of employees	-	-	-	-	115
	Variation (N/N-1) in %					-24%
CHAIRMAN OF THE BOARD OF DIRECTORS	Annual compensation	€459,476	€458,992	€378,975	€453,499	-
	Variation (N/N-1) in %	0%	21%	-16%		
	Ratio / average compensation of employees	6.8	7.6	7	7	-
	Variation (N/N-1) in %	-10.7%	10.7%	-8%		
	Ratio / median compensation of employees	9.3	10.6	8	9	-
	Variation (N/N-1) in %.	-11.6%	25.1%	-9%		
CHIEF EXECUTIVE OFFICER	Annual compensation	€4,445,548	€3,281,129	€2,606,926	€3,401,812	-
	Variation (N/N-1) in %	35%	26%	-23%		
	Ratio / average compensation of employees	66	54	47	56	-
	Variation (N/N-1) in %	21%	16%	-15%		
	Ratio / median compensation of employees	90	76	58	70	-
	(Évolution / N-1)	20%	30%	-17%		
EMPLOYEES	Average compensation	€67,623	€60,312	€55,124	€60,823	€60,324
	Variation (N/N-1) in %	12%	9,40%	-9%	1%	0%
	Median compensation	€49,158	€43,406	€44,851	€48,824	€48,018
	Variation (N/N-1) in %	13%	-3.2%	-8%	2%	0%
GROUP PERFORMANCE	Group operating margin, in %	5.6%	3.6%	-0.8%	4.8%	6.3%
	Variation (N/N-1) in %	55%	550%	-113%	-24%	-2%

Explaining the changes in the ratios for the 2022 financial year

The change in average and median employee compensation in 2022 is mainly due to the payment of higher amounts of variable and profit-sharing portions as compared to those in 2021.

The increase in the CEO's compensation in 2022 is the result of taking into account, for the first time, his variable compensation on the basis of a full financial year (i.e. his 2021 variable compensation paid in 2022).

The changes in the ratios for previous years are explained in the relevant editions of the Company's Universal Registration Document.

3.2.4 Compensation policies for the directors and corporate officers for the 2023 financial year

At its meeting held on February 15, 2023, upon recommendation of the Governance and Compensation Committee, the Board of Directors set the compensation policies for the Chairman of the Board of Directors (chapter 3.2.4.1 below), the Chief Executive Officer (chapter 3.2.4.2 below) and the directors (chapter 3.2.4.3 below) for the 2023 financial year.

Pursuant to the provisions of Article L.22-10-8 of the French Commercial Code, the compensation policies for directors and corporate officers for the 2023 financial year will be submitted for approval to the Company's Annual General Meeting to be held on May 11, 2023.

It should be noted that payment of potential variable compensation component for the 2023 financial year is subject to the subsequent approval, by an Ordinary General Meeting of the Company, of the components of the overall compensation and the benefits of any kind paid or allocated for the 2023 financial year.

3.2.4.1. Compensation policy for the Chairman of the Board of Directors for the 2023 financial year

Resolution submitted to the Annual General Meeting of May 11, 2023, pursuant to Article L. 22-10-8 II. of the French Commercial Code

Twelfth resolution – Approval of the compensation policy of the Chairman of the Board of Directors for the 2023 financial year

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to Article L. 22-10-8 of the French Commercial Code, the compensation policy of the Chairman of the Board of Directors for the 2023 financial year, as set out in Chapter 3.2.4.1 of the Company's 2022 Universal registration document.

Annual fixed compensation

The fixed annual compensation of the Chairman of the Board of Directors reflects the responsibilities and duties assumed and attached to this corporate office, as well as the level of skills, experience and career path of the person holding this position.

The annual fixed compensation for 2023 remains at a gross amount of €450,000 payable in twelve monthly instalments.

In line with his non-executive role and in accordance with best market practice in France, the Chairman of the Board of Directors does not receive any short-term or long-term variable compensation in cash or in the form of performance shares.

Annual variable compensation

The Chairman of the Board of Directors will not receive any annual variable compensation.

Multiyear variable compensation

The Chairman of the Board of Directors will not receive any multiyear variable compensation.

Exceptional compensation

The Chairman of the Board of Directors will not receive any exceptional compensation in respect of the 2023 financial year.

Long-term compensation

The Chairman of the Board of Directors will not receive any long-term compensation.

Compensation for directorship

The Chairman of the Board of Directors will not receive any compensation in respect of his office as director.

Benefits of any kind

The Chairman of the Board of Directors benefits from two company cars, including one with driver. He also benefits from the same life insurance and supplementary healthcare schemes as employees working in France.

Service provision agreements

No service provision agreement will be entered into between the Company and the Chairman of the Board of Directors.

Sign-on bonus

The Chairman of the Board of Directors does not receive any sign-on bonus.

Termination benefits

The Chairman of the Board of Directors does not benefit from any termination benefit, non-compete indemnity or top-up pension scheme.

3.2.4.2. Compensation policy for the Chief Executive Officer for the 2023 financial year

Resolution submitted to the Annual General Meeting of May 11, 2023, pursuant to Article L. 22-10-8 II. of the French Commercial Code

Thirteenth resolution – Approval of the compensation policy for the Chief Executive Officer for the 2023 financial year

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to Article L. 22-10-8 of the French Commercial Code, the compensation policy of the Chief Executive Officer for the 2023 financial year, as set out in chapter 3.2.4.2 of the Company's 2022 Universal registration document.

The Chief Executive Officer's compensation is determined on consideration of the responsibilities and missions assumed and attached to his corporate office, as well as the level of his skills, his experience and his track record in this position, while taking into account the competitive environment in which the Company operates.

Thus, the Governance and Compensation Committee takes into account the median of the total compensation within the Company's main international automotive competitors (Stellantis, Volkswagen, Daimler, BMW, Volvo, Toyota, Honda, Ford and General Motors) to determine the compensation of the Chief Executive Officer.

The automotive and mobility industry is currently facing a profound transformation due to the emergence of new value chains such as electric vehicles (EVs), software, new mobility services and circular economy, in addition to ICE and hybrid vehicles. In this highly consolidated sector, with a global reach, there is a strong competition to attract talented executives with a strategic vision for the future of the industry and the required leadership to implement it in the long run.

The "Renaulution" strategy launched by the Chief Executive Officer, Luca de Meo, in January 2021 aims to transform the Group to benefit from the opportunities of the transformation of the automotive sector.

The deployment of "Resurrection", the first phase of the strategic plan, which was completed 3 years ahead of schedule, is already bearing fruit with results above the initial objectives and market expectations:

- Significant improvement in profitability: operating margin at 5.6% in 2022 versus a guidance above 5%, up €1.4 billion compared to 2021[3] (+2.8 points);
- Automotive operating margin per vehicle at a record level;
- Record free cash flow: €2.1 billion versus a guidance above €1.5 billion (+€1.2 billion compared to 2021);
- Strengthening of the financial structure: return to net cash financial position of +€549 million on December 31, 2022 (+€1.6 billion compared to 2021).

This performance is even more remarkable that the Group has faced headwinds due to the disposal of its Russian industrial activities, the semiconductor crisis and cost inflation. The Group's fundamentals have been fully restored, as highlighted by the 2023 financial outlook.

In addition to this performance in 2022, Renault Group also announced on November 8th, 2022, the third phase of the "Renaulution" strategic plan and launched its "Revolution" with the ambition of becoming a "Next Gen" automotive company.

This third phase enables the Group to announce solid financial outlook for 2025-2030:

- Operating margin: above 8% in 2025 and above 10% in 2030; and
- Free cash flow: above €2 billion per year on average over 2023-2025, and above €3 billion per year on average over 2026-2030.

3 The results presented relate to continuing operations (excluding Avtovaz and Renault Russia whose disposals were announced on May 16, 2022).

This value creation is shared with all stakeholders:

- The employees :
  - The "Renaulution Shareplan" employee shareholding operation enabled free allocation of 6 shares to over 95,000 employees worldwide. In addition, over 40,000 employees purchased shares with a 30% discount. The employee shareholding rate was thus increased to 4.7% of the share capital at the end of this transaction, compared with 3.79% at December 31st, 2022. A new employee shareholding plan will be implemented in 2023 in line with the ambition to reach 10% of employee shareholders by 2030.
  - Renault Group also continues to share the fruits of the Group's results with its employees and to recognise collective performance through profit-sharing agreements. In France, for example, profit-sharing amounts to 8.75% of the total wages for all employees covered by the Collective Agreement for Metalworkers.
  - In 2023, the Group is pursuing a global wage policy to support the purchasing power of all its employees, in line with the level of inflation in each country. In France, for example, the budget for overall increases in 2023 is 7.5% of total wages, including salary increases and specific bonuses to support purchasing power.
- The shareholders:
  - The Board of Directors has proposed the payment of a €0.25 dividend to the shareholders in 2023 in respect of the 2022 financial year.
  - The return of dividend payment in 2023 symbolizes this new era and the payout ratio will gradually increase, in a disciplined manner, up to 35% of the Group consolidated net income – parent share, in the mid-term. To do so, the Group shall achieve its first priority, which is to return to an "investment grade" credit rating.

In view of all these elements, the Board of Directors, upon recommendation of the Governance and Compensation Committee, has proposed to raise by 30% the performance shares granted to the Chief Executive Officer and to the senior executives who contribute, by their high level of personal commitment, to the successful creation of this new organisation. This allocation will be made after confirmation of the effective implementation of the steps of the Group's reorganisation scheduled for 2023, a source of value creation for all stakeholders. With this 30% increase in performance shares, the total compensation of the Chief Executive Officer would remain below the median of the benchmark used by the Company.

Annual fixed compensation

The annual fixed compensation of the Chief Executive Officer remains unchanged since July 2020, at a gross annual amount of €1,300,000, payable in twelve monthly instalments.

Annual variable compensation

The amount of annual variable compensation may reach 150% of the fixed compensation paid if all performance criteria are fully achieved. The annual variable compensation will be fully paid in cash.

For the 2023 financial year, the performance criteria set by the Board of Directors include four financial criteria and three strategic and sustainability criteria. The Board of Directors considered that these are key indicators of the performance of the Renault Group and in particular in the implementation of the Renaulution strategic plan.

The criteria and their weighting are shown in the tables below.

Financial criteria for the 2023 financial year (0% to 90% of the fixed compensation)

The "Renaulution" strategic plan has led to a reorientation of the Renault Group's strategy by focusing on value creation rather than on volume. To ensure a close link with the Group's strategy and in line with the 2022 compensation policy, the following four financial criteria are maintained:

- the Group Operating Margin (Group OM);
- the Free Cash Flow (FCF);
- the Return On Capital Employed (ROCE), and
- the Fixed Costs (FC).

Change of reference in the scale of payout rates

In a context of market volatility (geopolitics, raw material prices, energy prices, semiconductor crisis, logistics strains and overall cost inflation), a reference to a budget set at the beginning of the year is no longer adapted to the way business are conducted and to the need for the company to adapt quickly and agilely over the course of the year to market conditions and various contingencies. Indeed, Renault Group wants to manage its performance in a demanding manner and as closely as possible to the operational reality. To do so, it needs to rely on updated rolling forecasts throughout the year without this impacting the objectives linked to compensation. Consequently, upon recommendation of the Governance and Compensation Committee, the Board of Directors decided to establish a payout scale based on threshold, upper and maximum bounds, which is consistent with market practices. The various objectives are still set in a consistent manner with both the budget and the financial outlook communicated to the market, with a level of requirement that will be assessable ex-post.

These financial criteria are all quantifiable criteria.

	Group Operating Margin (Group OM)	Free Cash Flow (FCF)	Return On Capital Employed (ROCE)	Fixed Costs (FC)
Targets	• The operating margin is the key indicator of the Company's profitability.	• A high level of free cash flow demonstrates the use of strict financial discipline within the Company, allowing growth to be funded and the possibility of dividend payments.	• ROCE measures the profitability of capital invested. It reflects value creation.	• This criterion measures the reduction of the Group's fixed costs. It ensures that the Group's "break-even" point is reduced.
Weighting (as a percentage of the fixed compensation)	• 22.5% maximum.	• 22.5% maximum.	• 22.5% maximum.	• 22.5% maximum.
Payout rates	• 0% if the operating margin is lower than or equal to the threshold bound • 18% if the operating margin is equal to the upper bound. • 22.5% if the operating margin is equal to or higher than the maximum bound. Linear interpolation between the bounds.	• 0% if free cash flow is lower than or equal to the threshold bound. • 18% if free cash flow is equal to the upper bound. • 22.5% if free cash flow is equal to or higher than the maximum bound Linear interpolation between the bounds.	• 0% if ROCE is lower than or equal to the threshold bound • 18% if ROCE is equal to the upper bound. • 22.5% if ROCE is equal to or higher than the maximum bound Linear interpolation between the bounds.	• 0% if the amount of fixed costs is higher than or equal to the threshold bound • 18% if the amount of fixed costs is equal to the upper bound. • 22.5% if the amount of fixed costs is equal to or higher than the maximum bound Linear interpolation between the bounds.

For the sake of commercial confidentiality, the Company does not disclose ex-ante the targets for these financial criteria. However, it will disclose ex-post the bounds together with the achievement rates for these criteria.

Strategy and sustainability criteria for the 2023 financial year (0% to 60% of the fixed compensation)

The mix of quantifiable and qualitative sustainability criteria (accidentology, circular economy, up/re-skilling) reflects the three pillars of the Group's sustainability strategy and is in line with the 2022 compensation policy. The details of this strategy are presented in Chapter 2.1.1 of the Company's 2022 Universal registration document.

The strategic criteria have been adapted to the challenges of the 2023 year, including the launch of "Espace", and to the announcements of the "Revolution" phase of the strategic plan including the creation of Horse and Ampere organisations which were presented at the Capital Market Day in November 2022.

	Strategy	Sustainability	Customer satisfaction / Quality
Target	• The success of the "Renaulution" strategic plan is a priority for the Group's sustainability.	• This criterion is reinforced. It aims to strengthen the consideration of stakeholders' interests, thus contributing to the Company's sustained performance	• Product quality and customer satisfaction directly contribute to the Group's performance.
Weighting (as a percentage of the fixed compensation)	• **10%** if on target and maximum	• **40%** if on target and maximum	• **10%** if on target and maximum
Quantifiable Indicators		**Of which 30% quantifiable:** • Health and safety: target of 1.7% in 2023 for the frequency rate of work-related accidents with lost days (FR2) - Pro-forma target depending on Group scope (1/2 of the weighting) • Development of the "ReKnow" University: target of over 3,000 people trained in 2023 (1/2 of the weighting)	
Qualitative Indicators	• Successful launch of the "Espace" (12.5% of the weighting) • Alignment of the 2026+ line-up planning with the Group's ambitions towards 2030 (12.5% of the weighting) • Creation of the Horse and Ampère organisations and appointment of their management teams (75% of the weighting)	**Of which 10% are qualitative:** • Developing the circular economy business: increase the number of used vehicles and mechanical components reconditioned at Flins in 2023 (10%)	• Reduction in incident rates: improvement in the quality and durability of the Group's products measured in number of cases per thousand (K°/°°) (1/2 of the weighting) • Level of customer satisfaction, measured by the "Dealer E-reputation" (or digital reputation of the dealers) (1/2 of the weighting)

It should be noted that pursuant to Article L.22-10-34 of the French Commercial Code, payment of the annual variable compensation to the Chief Executive Officer for the 2023 financial year is subject to its approval by the Annual General Meeting to be held in 2024 to approve the financial statements for the financial year ending December 31, 2023.

Multiyear variable compensation

The Chief Executive Officer will not receive any multiyear variable compensation.

Exceptional compensation

The Chief Executive Officer will not receive any exceptional compensation in respect of the 2023 financial year.

Long-term compensation

Pursuant to the Company's compensation principles, a significant portion of the Chief Executive Officer's compensation consists of long-term compensation, the vesting of which is subject to performance criteria, to ensure alignment of the Chief Executive Officer's compensation with shareholder interests.

Long-term compensation takes the form of performance shares, allocated annually. The number of performance shares allocated to the Chief Executive Officer is expressed as an absolute number, rather than as a percentage of the salary, so that both upward and downward fluctuations in the share price will affect the total value of such long-term compensation.

The Chief Executive Officer receives performance shares under the same criteria as the other executives in the Group, subject to an additional performance criterion (Total Shareholder Return - TSR) applied to him in his capacity as executive corporate officer.

Upon recommendation of the Governance and Compensation Committee, the Board of Directors of February 15th, 2023, decided that 75,000 performance shares would be allocated to the Chief Executive Officer in respect of the 2023 financial year.

In addition, based on the considerations outlined in the introduction, a second allocation of 30% of performance shares may be made in 2023, once it has been established that the steps of the Group's reorganisation scheduled for 2023 have been effectively implemented. This allocation will correspond to:

- 22,500 Renault performance shares; or
- Ampere shares for a value equivalent to these 22,500 Renault shares, should Ampere be listed in 2023 and subject to the decision of the board of directors and the shareholders' meeting of Ampere.

Renault performance shares

For Renault performance shares, performance criteria will be measured over a cumulative three-year period (2023, 2024 and 2025).

Vesting of these performance shares is also subject to an over three-year presence condition starting from the date of the allocation by the Board of Directors.

The number of shares fully vested by the Chief Executive Officer out of the Renault performance shares allocated to him will depend on the achievement of the following performance criteria.

Performance criteria of the Renault performance share plan

Replacement of the free cash flow criterion by the Automotive net financial position criterion

Until now, the free cash flow was a common criterion for both the annual variable compensation and the long-term compensation in the form of performance shares. In order to meet investors' expectations, the Board of Directors decided, upon recommendation of the Governance and Compensation Committee, to use two distinct criteria: the free cash flow for the annual variable compensation and the Automotive net financial position for the long-term compensation. This approach provides two different but complementary ways of assessing the Group's ability to generate cash and to manage its net financial position in an agile manner over the long term.

The Automotive net financial position at the end of the year (net debt or net cash) is one of the three main criteria, together with profitability and cash generation (FCF), followed by the credit rating agencies in assessing the Company. This indicator allows the rating agencies to ascertain the Company's capacity to invest for the future and to pay dividends to shareholders.

As a reminder, the return to an "investment grade" credit rating is one of the Group's priorities and is closely linked to the dividend policy, which is to progressively increase, in a disciplined manner, the payout rate up to 35% of the Group consolidated net income – parent share, in the mid-term.

Alignment of the scale of payout rates for the Total Shareholder Return (TSR) criterion to the other criteria

In order to ensure consistency between all the criteria and to maintain the incentive nature o the TSR criterion while remaining in line with the demanding practices of the market, the Board of Directors, upon recommendation of the Governance and Compensation Committee, decided to align the scale of payout rates for the TSR criterion with the other criteria: 0% below the benchmark, 70% at the benchmark, 100% at the benchmark +10%.

	Total Shareholder Return (TSR)	**Automotive net financial position**	**Increase in the net revenue per vehicle**	**Sales mix of electrified passenger cars in Europe**
Target	• TSR is the market criterion which reflects variations in share prices, and dividends paid. Relative TSR reflects the value delivered to shareholders, compared to the value created by alternative investments to which they have access. • TSR is calculated by reference to a benchmark, which corresponds to the sum of the average TSR Euro Stoxx Auto & Parts index results and the average Euro Stoxx ex Financials index results (both weighted equally).	• This indicator gives the net financial position of the Group's Automotive segment at the end of the year (net debt or net cash). It is a criterion for evaluating and steering the financial balance of the company, its ability to repay its debt and invest for the future.	• This criterion is a key indicator of the Group's ability to improve its profitability.	• This criterion measures the percentage of sales of electrified passenger vehicles (BEVs, HEVs and PHEVs) in Europe as compared to the total sales of passenger vehicles. • This criterion is an important lever in the Group's objective of achieving carbon neutrality in Europe by 2040, since the CO_2 equivalent (*) emissions of vehicles in use currently represent 80% of the total carbon footprint. (*) CO_2 equivalent: emissions of all types of greenhouse gases are converted into equivalent quantities of CO_2.
Weighting (as a percentage of allocation)	• 25%	• 25%	• 25%	• 25%

	Total Shareholder Return (TSR)	Automotive net financial position	Increase in the net revenue per vehicle	Sales mix of electrified passenger cars in Europe
Payout rate	• 0% if the TSR is strictly lower than the Benchmark. • 17.5% if the TSR is equal to the Benchmark. • 25% if the TSR is equal to or higher than the Benchmark +10% Linear interpolation if TSR is between the Benchmark and the Benchmark +10%.	• 0% if the Automotive net financial position is lower than or equal to the threshold bound • 17.5% if the Automotive net financial position is equal to the upper bound • 25% if the Automotive net financial position is equal to or higher than the maximum bound Linear interpolation between the bounds.	• 0% if the increase is lower than or equal to the threshold bound • 17.5% if the increase is equal to the upper bound • 25% if the increase is equal to or higher than the maximum bound Linear interpolation between the bounds.	• 0% if the electrified sales mix is lower than or equal to the threshold bound • 17.5% if the if electrified sales mix is equal to the upper bound • 25% if the electrified sales mix is equal to or higher than the maximum bound Linear interpolation between the bounds.
	This criterion being a relative one, the Company will publish the average figure and the corresponding achievement rate at the end of the performance period.	For reasons of commercial and financial confidentiality, the Company does not disclose ex-ante the targets for these criteria. However, it will publish targets and the achievement rates for these criteria at the end of the performance cycle.		

Ampere performance shares (in case of an IPO of Ampere in 2023)

For Ampere performance shares, the performance criteria will be assessed over a cumulative period of three years (2024, 2025 and 2026).

Vesting of the performance shares would also be subject to a three-year presence condition as from the date of the allocation by the board of directors of Ampere.

Subject to the approval of the shareholders' general meeting and the board of directors of Ampere, the criteria for the Ampere performance share plan will be the operating margin, the net revenues and the TSR performance of Ampere.

Obligation of the Chief Executive Officer to hold and retain shares vested as a result of performance share plans

The Chief Executive Officer is subject to an obligation to retain 25% of the vested performance shares in his capacity as executive corporate officer, until the end of his term of office. The aim of this requirement is to ensure that the Chief Executive Officer's interests are sufficiently aligned with those of shareholders.

Commitment by the Chief Executive Officer not to engage in risk hedging

Pursuant to the AFEP-MEDEF Code recommendations, the Chief Executive Officer will commit, for each performance shares allocation, not to engage in performance share risk hedging.

Consequences of the departure of the Chief Executive Officer on the vesting of performance shares

In the event of departure from Renault Group before the end of the vesting period, the loss or retention of the performance shares allocated to the Chief Executive Officer will depend on the reason for the departure.

Departure reason	Status of the performance shares not yet vested
Dismissal (occuring prior to the last day of the vesting period)	Total loss of the rights to performance shares, in case of a dismissal for serious or gross misconduct. Retention, in all other cases of dismissal, prorated to the vesting period.
Resignation (occuring prior to the last day of the vesting period)	Total loss of the rights to performance shares.
Expiry of the term of office	Retention of the rights to performance shares, pro-rated to the vesting period. Retention of all rights if the Chief Executive Officer becomes an employee of a Renault Group company until the vesting date of the shares.
Compulsory or voluntary retirement	Retention, without acceleration of the vesting period. The conditions of the plans, including the performance conditions, will continue to apply.
Disability/Long-term illness	Retention of the rights. The performance criteria are deemed to be fully met.
Death	Retention of the rights to performance shares for the benefit of heirs or beneficiaries. The performance criteria are deemed to be fully met.
Exceptional circumstances	The Board of Directors, on the recommendation of the Governance and Compensation Committee, may decide to exceptionally maintain the rights. The allocation rate would be pro-rated in order to take into account the actual presence of the Chief Executive Officer within the Group during the vesting period. There will be no acceleration of the vesting period and the conditions of the plans, including the performance criteria, will continue to apply.

Furthermore, there is no acceleration clause on the vesting period of the performance shares in the case of change of control.

Co-investment plan

Since 2022, the Board of Directors has supported the ambition of the Group's management to pursue a strong policy of developing employee shareholding as part of the deployment of the Renaulution strategy. This policy involves regular implementation of various employee shareholding mechanisms, such as:

- free and collective allocations of shares, without performance conditions,
- collective offers to purchase shares under the Group savings plan,
- annual performance share plans, subject to demanding performance conditions,
- co-investment plan in Renault shares offered to key Group managers.

Details of the employee shareholding policy are set out in chapter 3.2.5 of the Company's 2022 Universal Registration Document.

The Chief Executive Officer will be eligible for the co-investment plan which will be offered again in 2023 to the Group's senior executives pursuant to the same terms and conditions summarized below:

- subject to voluntary investment in Renault shares up to a limit of 25% of cash compensation (annual gross fixed + variable compensation) allocated for the 2022 financial year;
- benefiting from a maximum matching contribution of 100% in the form of performance shares, the acquisition of which is subject to the achievement of performance criteria assessed over a cumulative period of 3 years (2024, 2025 and 2026) and to a condition of presence of at least 3 years from the date of allocation;
- with an obligation to retain the shares for at least a 5-year period from the date of the plan's implementation.

In preparation for the 2022 Annual General Meeting, the Chairman of the Board of Directors and the Lead Independent Director held a dialogue with certain investors to discuss, among other topics, the introduction of the co-investment plan in the compensation of Group executives. Following this dialogue and after having analysed the results of the votes at the last Annual General Meeting, in particular the level of shareholder support for the approval of the compensation policy for the Chief Executive Officer for the 2022 financial year, the Board of Directors considers that the Chief Executive Officer's eligibility to the co-investment plan is an essential factor of cohesion within the Group and a positive signal of confidence sent to employees and shareholders. The particularly long-term orientation of this plan, its risk dimension, the moderate impact on the CEO's total compensation, as well as the demanding nature of the performance conditions, are in line with market expectations and best practice. The Board will continue to ensure that the evolution of the CEO's compensation is aligned with the performance of the Company and the experience of its stakeholders.

Performance criteria for the co-investment plan

The purpose of the co-investment plan is to interest the Group's senior executives in the Company's results while aligning their long-term interests with those of the shareholders. The criteria used for this plan allow for the measurement of the Company's financial and non-financial performance over the long term.

Alignment of the scale of payout rates for the Total Shareholder Return (TSR) criterion with that for the other criteria

In order to ensure consistency between all the criteria and to maintain the incentive nature of the TSR criterion while remaining in line with the demanding practices of the market, the Board of Directors, upon recommendation of the Governance and Compensation Committee, decided to align the scale of payout rates for the TSR criterion with that for the other criteria: 0% below the benchmark, 70% at the benchmark, 100% at the benchmark +10%.

	Total Shareholder Return (TSR)	Group Operating Margin (Group OM)	Return On Capital Employed (ROCE)	Incident rate reduction (GMF 3 MIS World)	CO_2 emissions (Kg per vehicle manufactured in Europe)
Target	• TSR is the market criterion which reflects variations in share prices, and dividends paid. Relative TSR reflects the value delivered to shareholders, compared to the value created by alternative investments to which they have access. • TSR is calculated by reference to a benchmark, which corresponds to the sum of the average TSR Euro Stoxx Auto & Parts index results and the average Euro Stoxx ex Financials index results (both weighted equally).	• The operating margin is the key indicator of the Company's profitability.	• ROCE measures the profitability of capital invested. It reflects value creation.	• This indicator, called the "GMF 3MIS WORLD", measures the number of incidents on vehicles after three months on the road. • Incident rate reduction (GMF) will be measured against the incident rate that will be achieved for the year 2023.	• The 2026 targets for reducing the number of kg of CO_2 emitted per vehicle manufactured in Europe have been set in relation to 2022 emissions and are in line with the long-term objectives of the Renault Group's Climate Plan.
Weighting (as % of the allocation)	• 20%	• 20%	• 20%	• 20%	• 20%
Payout rates	• 0% if the TSR is strictly lower than the Benchmark • 14% if the TSR is equal to the Benchmark • 20% if the TSR is equal to or higher than the Benchmark + 10%. Linear interpolation if the TSR is between the Benchmark and the Benchmark +10%.	• 0% if the Group OM is lower than or equal to the threshold bound. • 14% if the Group OM is equal to the upper bound • 20% if the Group OM is equal to or higher than the maximum bound Linear interpolation between the bounds	• 0% if the ROCE is lower than or equal to the threshold bound. • 14% if the ROCE is equal to the upper bound • 20% if the ROCE is equal to or higher than the maximum bound Linear interpolation between the bounds.	• 0% if incident rate reduction (GMF) is higher than or equal to the threshold bound. • 14% if incident rate reduction (GMF) is equal to the upper bound • 20% if incident rate reduction (GMF) is equal to or lower than the maximum bound Linear interpolation between the bounds.	• 0% if CO_2 emissions level is higher than or equal to the threshold bound • 14% if CO_2 emissions level is equal the upper bound • 20% if CO_2 emissions level is equal to or lower than the maximum bound Linear interpolation between the bounds.
	This criterion being a relative one, the Company will publish the average figure and the corresponding achievement rate at the end of the performance period.	For confidentiality reasons, the Company does not disclose the targets for these criteria ex-ante. However, it will disclose the targets and the achievement rates for these criteria at the end of the performance period.			

Compensation for directorship

On its meeting held on December 15, 2022, the Board of Directors decided, upon recommendation of the Governance and Compensation Committee, to propose to the Annual General Meeting to be held on May 11, 2023, the appointment as Director, of Mr. Luca de Meo, Chief Executive Officer, for a four-year term of office.

Mr. Luca de Meo will not perceive any compensation in respect of his directorship.

Benefits of any kind

The Chief Executive Officer benefits from two company cars and one company car with driver. He also benefits from an international healthcare cover and from the same life insurance and supplementary healthcare schemes as for the employees working in France.

Service provision agreement

No service provision agreement will be entered into between the Company and the Chief Executive Officer.

Sign-on bonus

The Chief Executive Officer does not receive any sign-on bonus.

Termination benefit

The Chief Executive Officer is entitled to a severance payment equal to the average of the last two years' gross fixed and variable annual paid compensation, payable in one instalment within six months of the departure, in the event of dismissal at the initiative of the Board of Directors and subject to the achievement of performance conditions set by the Board of Directors.

This termination benefit will not be paid in the event of dismissal for serious or gross misconduct.

The total termination benefit and non-compete indemnity, in the event of the implementation of the non-compete agreement (see below), may not exceed two years of annual fixed and variable compensation.

At its meeting held on February 13, 2020, the Board of Directors set the performance conditions for payment of the termination benefit. In order to receive this benefit, the following cumulative conditions should be met over the last two financial years preceding the departure:

- a minimum total achievement rate of 80% of the performance criteria for the annual variable compensation of the Chief Executive Officer;
- achievement of the Group's free cash flow target.

Non-compete indemnity

At its meeting held on February 13, 2020, the Board of Directors authorized the conclusion of a non-compete agreement with Mr. Luca de Meo.

The Board of Directors considered that it is in Renault's interest to enter into this non-compete agreement which protects Renault Group's legitimate interests, given the particularly competitive nature of the automotive market, the importance of the functions and the recognized skills of Mr. Luca de Meo in this market, the means available to him, and the sensitive information he holds and to which he can have access.

Under this agreement, Mr. Luca de Meo commits, as of the end of his term of office as Chief Executive Officer, not to engage, directly or indirectly, in an activity that competes with those of the Group, on his own behalf, on behalf of companies in the automotive design, construction and marketing sectors (mainly passenger cars and light commercial vehicles), or on behalf of automotive suppliers.

Application of this clause is limited to:

- a period of twelve (12) months following the date on which Mr. Luca de Meo effectively ceases to exercise his term of office;
- the countries of the European continent and in Japan, as well as European and Japanese car and equipment manufacturers.

As consideration for his non-compete obligation, Mr. Luca de Meo will receive from the Company, during the period of application of the agreement (twelve months) and subject to there being no breach of this agreement, gross financial compensation corresponding to one year of gross annual compensation (fixed compensation and annual variable compensation paid in cash), payable in twelve monthly instalments. The gross annual compensation used for this calculation will be the one paid during the twelve months preceding the date of termination of the corporate office.

In accordance with the recommendation of the AFEP-MEDEF Code at the time of Mr. Luca de Meo's departure, the Board of Directors of the Company will decide whether to apply this non-compete agreement, and may unilaterally waive it. Furthermore, no compensation will be due in the event of retirement or if Mr. Luca de Meo has reached the age of 65.

Top-up pension scheme

During its meeting on February 13, 2020, the Board of Directors authorized a top-up pension scheme for Mr. Luca de Meo.

The Board of Directors considered that implementing this scheme to the benefit of Mr. Luca de Meo allows the Company to retain and to promote the Chief Executive Officer's loyalty.

The Chief Executive Officer's top-up pension scheme is identical to that available to members of the Group Executive Committee (the so-called "Article 83" plan and "Article 82" plan).

a) Mandatory defined-contribution pension scheme (Article 83)

The contributions represent:

- 3.5% of the gross annual compensation between four and eight times the social security cap (Band C), paid 2.5% by the Company and 1% by the Chief Executive Officer;
- then 8% of the gross annual compensation between eight and sixteen times the annual French Social Security cap (Band D), paid 5% by the Company and 3% by the Chief Executive Officer.

The total amount of the contributions (both Company's and CEO's share) is capped at a lump sum equal to 8% of eight times the French Social Security cap.

b) Optional defined-contribution pension scheme (Article 82)

The Chief Executive Officer benefits from the new optional defined-contribution pension scheme (Article 82) set up as from May 1, 2020 for the benefit of the corporate officers and members of the Group's Executive Committee.

This new scheme provides for the payment by the Company to a third-party entity (an insurer) of contributions equal to 12.5% of the gross annual compensation (fixed and variable) actually received.

The contributions paid in this way do not benefit from any preferential tax and social security regime. For this reason, the Chief Executive Officer will receive a lump-sum indemnity equal to the amount of the contribution paid on his behalf to the insurer. Payment of this indemnity will be concomitant to the payment of the contribution to the insurer.

The contributions and lump-sum indemnity amounts will be dependent on the Company's performance insofar as the calculation basis includes the variable portion of the compensation which is related to the Group's results.

Adjustment clause in case of exceptional circumstances

On an exceptional basis, the Board of Directors shall have the power to modify one or more of the performance criteria related to the annual variable compensation and/or the long-term compensation (performance share plan and co-investment plan) of the Chief Executive Officer and/or to modify, both upwards (within the limits of the caps provided for in the compensation policy) and downwards, one or more of the criteria underlying parameters (weighting, triggering thresholds, objectives, targets, etc.).

This option may be used by the Board of Directors only in the event that special and exceptional circumstances outside Renault have material consequences on the performance of the Group, which could not have been foreseen at the time the Board of Directors adopted this policy for presentation to the Annual General Meeting.

The purpose of these adjustments or modifications shall be to better reflect the effective performance of the Chief Executive Officer, taking into account the circumstances that led to the use of this option, when applying the compensation policy. In this context, the Board of Directors will be particularly cautious to ensure that any changes made are correlated to the performance of the Group, in light of the circumstances, and to the situation of all stakeholders. The Board of Directors will make its decision on the recommendation of the Governance and Compensation Committee and shall explain and justify its decision with regard to the circumstances that led to the use of this option and the alignment with shareholders' interests. Any use of this option will be communicated to the shareholders.

3.2.4.3. Compensation policy for directors for the 2023 financial year

Resolution submitted to the Annual General Meeting of May 11, 2023, pursuant to Article L. 22-10-8 II. of the French Commercial Code

Fourteenth resolution – Approval of the compensation policy for directors for the 2023 financial year

The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to the provisions of Article L.22-10-8 II. of the French Commercial Code, the compensation policy for directors for the 2023 financial year, as set out in chapter 3.2.4.3 of the Company's 2022 Universal registration document.

Overall budget for directors' compensation

The Annual General Meeting of June 15, 2018, set at €1,500,000 the maximum amount of compensation to be allocated among the directors (seventeenth resolution).

Allocation policy

The new policy for allocating directors' compensation adopted by the Board of Directors for the 2023 financial year consists of setting a maximum annual amount of directors' compensation for participation in Board of Directors' meetings and meetings of each of the committees, which will include:

- a fixed portion, pro-rated according to the duration of the office over the year; and
- a variable portion, pro-rated according to the attendance rate over the total number of meetings for the year.

The variable portion related to attendance at the meetings of the Board of Directors and of committees is preponderant compared to the fixed portion.

The advantages of this allocation policy are that it will prevent the annual maximum amount for directors' compensation from being exceeded, and there will be a strong correlation between compensation and attendance.

The following table sets out the rules for calculating directors' compensation:

	Annual fixed portion	Annual variable portion	Total individual amounts	Additional annual fixed portion for Chairmanship	Additional annual fixed portion for Lead Independent Director
Board of Directors	€18,000	€35,000	€53,000	€0	€20,000
Committees	€5,000	€15,000	€20,000	€20,000	-

It is reminded that the Chairman of the Board of Directors does not receive any compensation for his directorship.

The amount of compensation for each director for the 2023 financial year will be set by the Board of Directors called to approve the financial statements for the 2023 financial year.

Directors' compensation for the 2023 financial year will be paid in one instalment in 2024.

It is specified that the three directors representing employees and the director representing employee shareholders hold employment contracts within subsidiaries of the Company and receive in this respect remuneration that is not related to the exercise of their directorship. Therefore, such remuneration will not be disclosed.

In addition, directors are entitled to reimbursement of expenses incurred by them in the exercise of their office, in particular any travel and accommodation expenses in connection with meetings of the Board of Directors and of committees.

3.2.5 Employee share-based compensation

3.2.5.1. Legal framework

In its twenty-sixth resolution, the Combined General Meeting held on May 25, 2022 authorized the Board of Directors to proceed, on one or more occasions, with free allocations of existing Company shares and/or Company shares to be issued (so-called performance shares) for the benefit of members of staff and/or corporate officers of the Company and/or of French or non-French companies or groups directly or indirectly related to it, or certain categories thereof, pursuant to the terms of Article L. 225-197-2 of the French Commercial Code.

Performance share plans are decided annually by the Board of Directors upon recommendation of the Governance and Compensation Committee.

In accordance with best market practices, the vesting of performance shares is subject to (i) performance conditions set by the Board of Directors assessed over a minimum period of three years and (ii) a minimum vesting period of three years.

The beneficiary of performance shares must be an employee or corporate officer within Renault Group at the vesting date of the shares. In case of departure from Renault Group before the vesting date, the beneficiary loses his/her entitlement to the performance shares granted to him/her, except in the case of compulsory or voluntary early retirement.

In the event of the death, total or partial invalidity, or extended sick leave of the beneficiary, they retain the benefit of the performance shares, and the performance conditions do not apply.

Performance share allocations granted pursuant to the aforementioned authorization are subject to the following caps being observed:

- the total number of performance shares allocated may not exceed 3% of the share capital over three years;
- the total number of performance shares allocated may not exceed 10% of the share capital on the date on which the Board of Directors decides on their allocation;
- the number of performance shares allocated to senior executive officers may not exceed 15% of the total number of shares allocated;
- the number of performance shares allocated to members of the executive committee (also known as Leadership Team) may not exceed 30% of the total number of shares allocated, including performance shares allocated to the Chief Executive Officer.

Pursuant to the twenty-sixth resolution of the Combined General Meeting held on May 25, 2022, performance share allocations do not result in any dilution for the shareholders, as the performance shares allocated are treasury shares.

The authorization granted at the Annual General Meeting of May 25, 2022 to the Board of Directors to allocate performance shares will expire in 2025.

3.2.5.2. Allocation policy for the performance share plans

The Board of Directors approves the performance share plans based on the work and recommendations of the Governance and Compensation Committee. The committee examines the allocation proposals for certain Renault Group employees presented by the Chief Executive Officer, pursuant to the general scheme set by the Annual General Meeting.

The purpose of share allocations

The aim of performance share allocations is primarily to personally associate the worldwide management of Renault Group, in particular the members of management bodies, with the development of the Group's value by allowing them to share ownership of the Company.

It also provides recognition of executives whose outstandingly positive action has contributed to Renault Group's results.

Lastly, it helps to promote loyalty in executives who are of particular value to the Company, notably executives with a high potential for career development. The allocation of shares increases their commitment and motivation to implement growth in the Company.

This scheme has proved to be a factor in strengthening the role of responsibility centers throughout Renault Group worldwide, more particularly in the Automotive sector, sales subsidiaries, vehicle and mechanical engineering, bodywork and power train plant managers, industrial subsidiaries, as well as for all program managers and vehicles or components project managers. It is also applied in sales financing, as well as for the managers of large support functions in Renault Group.

Share allocation policy

Allocation is differentiated according to beneficiaries' level of responsibility and contribution, on the basis of the appraisal of their performance and results, and according to the assessment of their development potential.

Beneficiaries are divided into three categories.

Top management

As of March 1, 2023, the top management team consists of 20 members of the Leadership Team (which replaces the Board of Management and the Corporate Management Committee since February 1, 2023).

The portion of performance shares granted to the Chief Executive Officer and the members of the Leadership Team (including the Chief Executive Officer) does not exceed, respectively, 15% and 30% of the performance shares granted.

Senior executives

Senior executives are beneficiaries and the number of performance shares allocated vary, according to their level of responsibility, performance, and results. Certain senior executives may not be beneficiaries.

Other beneficiary executives

The other beneficiaries are usually senior managers and managers with high professional or managerial development potential or with a high level of expertise. There are numerous complementary systems for assessing and selecting these beneficiaries (level of responsibility, annual appraisal interview, career committees, specific monitoring for high potential executives, etc.); these systems allow various observations which help us to find the most deserving candidates.

Over the past five years, the total number of performance share beneficiaries has been:

- 1,123 under the 2018 plan,
- 1,322 under the 2019 plan,
- 1,421 under the 2020 plan,
- 2,015 under the 2021 plan, and
- 1,663 under the 2022 plan,

3.2.5.3. Employee shareholding policy

In line with the objective of significantly increasing the employee shareholding level by 2030, the Board of Directors of February 17, 2022 supported the principle of a strong policy of developing employee shareholding as part of the deployment of the Renaulution strategy.

This revival of employee shareholding within the Renault Group is included in certain resolutions submitted to shareholders for approval at the Annual General Meeting to be held on May 25, 2022. It forms part of the Renaulution plan and embodies Renault Group's strategic and managerial commitment to give all Renault Group employees a long-term opportunity to share in the fruits of future growth, starting with the strategy's second phase, 'Renovation'.

It will also strengthen collective commitment, thus fuelling the success of the new strategy and aligning the long-term interests of Renault Group employees with those of shareholders, whilst also contributing to the stability of Renault shareholding.

This policy is based on the following strategic orientations:

- Regular implementation of collective employee shareholding offers, which could take the form of an offer to acquire shares under the Group Savings Plan and the International Group Savings Plan, with employees being able to benefit from a maximum discount of 30% on the stock price and a matching contribution, in accordance with the provisions of the French Labor Code. In order to give all Group employees an opportunity to become shareholders, Renault could also make a collective free allocation of shares.
- Long-term variable compensation through annual allocation of performance shares, subject to a minimum three-year presence condition from the allocation date and demanding performance conditions, assessed over at least three consecutive financial years.
- Implementation of a co-investment plan offered to the Group's key executives, including the Chief Executive Officer and the members of the Board of Management and of the Corporate Management Committee, based on each participant's voluntary, personal investment in Renault shares at risk, for a minimum period of five years, and which may give entitlement, subject to compliance with strict attendance and performance conditions, to Renault performance shares. This dynamic plan aims to promote the commitment of key executives to the Group's strategy.

The various mechanisms of this plan will be deployed in as many countries as possible, depending on regulatory and technical constraints, and will enable employees to acquire shares on preferential terms.

Employee share ownership operation - *Renaulution Shareplan 2022*

As part of its new employee shareholding policy, Renault Group launched Renaulution Shareplan 2022, an extensive employee shareholding operation deployed in 29 countries and offered to over 110,000 employees.

The offer reserved for employees was carried out within the framework of Articles L. 3332-18 et seq. of the French Labour Code, as well as the savings plans of Renault Group, DIAC and RRG. In some countries, due to local legal, tax and operational constraints, the offer was implemented outside this legal framework.

This unprecedented operation offered each eligible employee of the Group:

- a free allocation of 6 Renault shares (offer in 29 countries), and
- the possibility of purchasing Renault shares on preferential terms (offer in 21 countries).

Under the subscription offer, eligible employees were offered the opportunity to subscribe shares at a 30% discount to the average of the 20 closing stock market prices preceding the date on which the subscription price was set by the CEO. The subscription price was EUR 22.02. In addition to this 30% discount, Renault Group added an additional contribution of 300%, capped at 6 free shares.

The subscription period ran from November 24 to December 12, 2022 inclusive. Delivery of the shares subscribed for under the operation took place on 7 February 2023. The shares acquired in that operation are held for 5 years (except in exceptional cases of early exit) through a company mutual fund (FCPE) or in some countries directly in a registered account.

Renaulution Shareplan 2022 was a great success with Group employees: 95,396 employees benefited from the free allocation of 6 shares and 40,307 subscriptions were recorded, representing a subscription rate of over 36% at Group level.

The contributions offered by Renault Group in the context of the operation (unilateral matching contribution equivalent to 6 shares and additional matching contribution of 300% capped at 6 shares) amounted to more than €25,565,000.

The total investment by employees was more than €41,520,000, for an average subscription amount per employee of €1,160.

The operation resulted in the transfer to Group employees of approximately 2,698,190 additional shares, representing 0.91% of Renault SA's share capital.

The success of the Renaulution Shareplan 2022 demonstrates the strong commitment of the Group's employees and their confidence in its strategic direction.

It is a further important step in the Group's ambition to reach 10% employee share ownership by 2030.

2022 co-investment operation

In line with its employee share ownership policy, a co-investment plan was offered to members of the Leadership Team (including the CEO) and to nearly 450 key executives of the Renault Group.

The operation was based on a voluntary, personal and risky investment in Renault shares by each participant for a minimum period of five years and gave the right to a matching contribution in the form of a free allocation of Renault performance shares.

Vesting of the performance shares allocated under this operation will take place at the end of a three-year vesting period and subject to fulfillment of strict presence and performance conditions. Once vested, the shares will be subject to a two-year holding period.

With a 60% participation and nearly €7,000,000 invested in Renault shares, the co-investment operation was very well received by eligible employees. On February 15, 2023, the Board of Directors allocated 199,660 performance shares to the 280 participants in the co-investment plan (excluding the CEO).

The success of this co-investment operation shows the strong commitment of Renault Group's key executives who, through their voluntary investment from their own funds, reiterate their trust in the Group's strategy and their commitment to achieving the Group's growth objectives.

3.2.5.4. Summary tables

Past allocations of stock options and performance shares

Plans nos. 25 to nos. 29 are performance share allocation plans in which some of the shares were allocated to the Chief Executive Officer and subject to an additional performance criterion compared to the shares in the plan allocated to other beneficiaries.

The size of the plans outstanding as of December 31, 2022 corresponds to 1.51% of the Company's share capital.

Stock option plans

(Table No. 8 as per AFEP-MEDEF Code recommendations)

Allocation date/ Board of Directors' meeting date	Total number of shares available for purchase	– to the former executive corporate officer	Start date of the exercise period	Expiry date	Purchase Price	Number of options exercised as of 12/31/2022	Total number of cancelled or lapsed options as of 12/31/2022	Outstanding options as of 12/31/2022
Authorization by the Shareholders' Annual General Meeting								
N/A	-	-	-	-	-	-	-	-

The Company has decided not to implement any stock option plan since 2013.

Performance share plans

(Table No. 9 as per AFEP-MEDEF Code recommendations)

Plan n°	Date of the allocation by the Board of Directors	Total number of shares allocated	Vesting date	Availability date	Shares cancelled as of 12/31/2022	Outstanding shares as of 12/31/2022
Authorization by the Annual General Meeting of April 29, 2016						
Plan n° 25 Int.	02/15//2018	311,750	02/15/2022	02/15/2022	57,630	0
Plan n° 25 Fr.	02/15//2018	1,082,200	02/15/2021	02/15/2022	25,391	0
Plan n° 25 CEO	02/15//2018	80,000	02/15/2022	02/15/2022	80,000	0
Authorization by the Annual General Meeting of June 12, 2019						
Plan n° 26	06/12/2019	1,412,030	06/12/2022	06/12/2022	303,078	0
Plan n° 26 CEO	06/12/2019	50,000	06/12/2022	06/12/2022	50,000	0
Plan n° 27	02/13/2020	1,341,115	02/13/2023	02/13/2023	130,425	1,210,690
Plan n° 27 CEO a.i.	02/13/2020	27,500	02/13/2023	02/13/2023	0	27,500
Plan n° 27 CEO	07/29/2020	75,000	07/29/2023	07/29/2023	7,500	67,500
Plan n° 28	04/23/2021	1,529,996	04/23/2024	04/23/2024	109,375	1,420,021
Plan n° 28 CEO	04/23/2021	75,000	04/23/2024	04/23/2024	0	75,000
Authorization by the Annual General Meeting of May 25, 2022						
Plan n° 29	05/25/2022	1,602,750	05/25/2025	05/25/2025	10,150	1,592,600
Plan n° 29 CEO	05/25/2022	75,000	05/25/2025	05/25/2025	0	75,000
Plan n° 29 Hyvia	05/25/2022	5,390	05/25/2025	05/25/2025	0	5,390

Information relating to the top 10 employees (other than corporate officers)

(pursuant to the provisions of Article l. 225-184 of the French Commercial Code)

Overview of stock options allocated and exercised by the 10 employees (other than corporate officers) who received the largest number of options	Total number of options allocated / acquired shares	Exercise price	Plan nº [X]
Options granted by the Comany and any company within the scope of allocation of options, to the 10 employees of the Company and any company within this scope, for whom the number of options thus granted is the highest (aggregated information)	N/A	N/A	N/A
Options held for the Company and companies referred to above, exercised by the 10 employees of the Company and these companies, for whom the number of options thus purchased or subscribed is the highest (aggregated information)	N/A	N/A	N/A

The Company decided not to implement any stock option plan since 2013.

(pursuant to the provisions of Article L. 225-197-4 of the French Commercial Code)

Overview of performance shares granted to the 10 employees (other than corporate officers) receiving the largest number of shares, and the shares vested by them	Total number of shares allocated	Plan nº 25 (1)	Plan nº 26 (2)	Plan nº 27	Plan nº 28	Plan nº 29
Shares allocated by the Company and any company within the scope of allocation to the 10 employees of the Company and any company within this scope, for whom the number of shares thus allocated is the highest (aggregated information)	875,000	97,200	160,000	160,000	160,000	183,000
Shares held for the Company and companies referred to above, vested by the 10 employees of the Company and these companies, for whom the number of shares thus vested is the highest (aggregated information)	203,521	66,433	137,088	0	0	0

(1) On February 18, 2021 , the Board of Directors determined that 68.35% of the performance criteria of the 2018 performance share plan had been achieved.

(2) On May 25, 2022, the Board of Directors determined that 85.68% of the performance criteria of the 2019 performance share plan had been achieved.

3.3 Information concerning securities transactions

Pursuant to Regulation (EU) 596/2014 of April 16, 2014 on market abuse, "Persons Discharging Managerial Responsibilities" (PDMRs) as well as the "persons closely linked to them" have an obligation to declare to the Company and to the French Market Authority (Autorité des Marchés Financiers - AMF) the transactions they carry out, or which are carried out on their behalf, in the Company's shares (or related financial instruments).

In accordance with these regulations and the Renault's Stock Exchange Code of Ethics, the PDMRs of Renault Group are:

- the members of the Board of Directors of Renault S.A.;
- the Chief Executive Officer of Renault S.A.;
- the members of the Group's Executive Committee (Leadership Team).

Transactions carried out by PDMRs or the persons closely linked to them must be reported to the the AMF within three trading days following the date of the transaction.

The AMF publishes the information about each declaration on its website within a few days following the declaration.

To the best of the Company's knowledge, the transactions carried out during the past financial year and until the publication of this 2022 Universal Registration Document by the persons required to make such declarations, were as follows:

Name	Transaction Date	Transaction type	Description of the financial instrument	Number of securities/ instruments	Unit price (in euros)
Bernard Delpit	February 20, 2023	Acquisition	Shares	1,500	42.2150
Joao Leandro	February 20, 2023	Acquisition	Shares	4,528	41.4523
Catherine Gros	February 15, 2023	Acquisition	Performance shares	3,328	0
Denis Le Vot	February 15, 2023	Acquisition	Performance shares	12,479	0
Fabrice Cambolive	February 15, 2023	Acquisition	Performance shares	9,151	0
François Provost	February 15, 2023	Acquisition	Performance shares	10,815	0
Frédéric Vincent	February 15, 2023	Acquisition	Performance shares	12,479	0
François Roger	February 15, 2023	Acquisition	Performance shares	12,479	0
Gilles Le Borgne	February 15, 2023	Acquisition	Performance shares	16,638	0
Joao Leandro	February 15, 2023	Acquisition	Performance shares	4,575	0
Laurens Van Den Acker	February 15, 2023	Acquisition	Performance shares	12,479	0
Thierry Pireton	February 15, 2023	Acquisition	Performance shares	8,319	0
Véronique Sarlat-Depotte	February 15, 2023	Acquisition	Performance shares	12,479	0
Laurent Rossi	February 15, 2023	Acquisition	Performance shares	3,328	0
Thierry Charvet	February 15, 2023	Acquisition	Performance shares	2,496	0
Laurens Van Den Acker	December 14, 2022	Acquisition	Shares	2,203	33.8193
Guido Haak	December 7, 2022	Acquisition	Shares	2,141	34.7936
Frédéric Vincent	December 17, 2022	Acquisition	Shares	970	34.7936
Luca de Meo	December 2, 2022	Acquisition	Shares	8,629	34.5352
Gilles Le Borgne	November 29, 2022	Acquisition	Units of the "Renault Shares" FCPE	2,222.5120	33.7456
Clotilde Delbos	November 29, 2022	Acquisition	Units of the "Renault Shares" FCPE	165.7533	33.7355
Frédéric Vincent	November 29, 2022	Acquisition	Units of the "Renault Shares" FCPE	154.3718	33.7355
Frédéric Vincent	November 28, 2022	Acquisition	Units of the "Renault Shares" FCPE	163.7203	34.2195
Frédéric Vincent	November 25, 2022	Acquisition	Units of the "Renault Shares" FCPE	834.9327	34.2194
Clotilde Delbos	November 24, 2022	Acquisition	Units of the "Renault Shares" FCPE	2,197.1004	33.1767
François Roger	November 24, 2022	Acquisition	Units of the "Renault Shares" FCPE	2,286.6467	33.1767
Gianluca De Ficchy	November 23, 2022	Acquisition	Units of the "Renault Shares" FCPE	626.2859	33.3315
Thierry Pieton	November 22, 2022	Acquisition	Units of the "Renault Shares" FCPE	2,248.7965	33.3565
Denis Le Vot	November 22, 2022	Acquisition	Units of the "Renault Shares" FCPE	2,257.9646	33.3174
Véronique Sarlat-Depotte	November 22, 2022	Acquisition	Units of the "Renault Shares" FCPE	2,254.5537	33.3565
Gianluca De Ficchy	November 21, 2022	Acquisition	Shares	1,627	33.25
Jose Vicente De Los Mozos	November 18, 2022	Sale	Shares	23,104	32.7914
Bernard Delpit	November 09, 2022	Acquisition	Shares	1,000	29.355

Name	Transaction Date	Transaction type	Description of the financial instrument	Number of securities/ instruments	Unit price (in euros)
Pierre Fleuriot	June 16, 2022	Acquisition	Shares	400	23.35
Jose Vicente De Los Mozos	June 12, 2022	Acquisition	Performance shares	12,852	0
Clotilde Delbos	June 12, 2022	Acquisition	Performance shares	17,136	0
Denis Le Vot	June 12, 2022	Acquisition	Performance shares	11,138	0
Thierry Pieton	June 12, 2022	Acquisition	Performance shares	6,854	0
François Roger	June 12, 2022	Acquisition	Performance shares	12,852	0
Véronique Sarlat-Depotte	June 12, 2022	Acquisition	Performance shares	12,852	0
Laurens Van Den Acker	June 12, 2022	Acquisition	Performance shares	12,852	0
Frédéric Vincent	June 12, 2022	Acquisition	Performance shares	12,852	0
Jean-Dominique Senard	March 01, 2022	Acquisition	Shares	1,750	27.35
Jose Vicente De Los Mozos	February 15, 2022	Acquisition	Performance shares	10,252	0

4. Risk and control

The elements of the annual financial report are identified in the summary using the pictogram. AFR

Operating margin
2.6 (in billion of euros)

5.6 %
in revenues

4.1 Control and risk management system

Renault Group has adopted organizational structures and procedures to contain the risks inherent in its activities and to limit their negative impact. The risk management and internal control processes are implemented in all corporate functions and activities. The main objectives are:

- identify and manage risks to which the company is exposed;
- ensure compliance with rules, laws and regulations;
- control quality, cost and delivery times in its activities;
- ensure that financial, accounting and management disclosures are reliable, relevant and of a high standard.

These structures and procedures cannot, however, offer an absolute guarantee that the company's objectives will be achieved. In order to mediate between the opportunities and risks, Renault Group's global risk management system aims to reduce the impact and/or probability of events that may have a significant influence on the control of operations or the fulfilment of objectives. The internal control and risk management systems identify and assess risks by measuring the level of risk factor control and the efficacy of management plans.

The Group comprises the following operating segments: Renault Group's Automotive Division, Mobility Services, which include activities related to new forms of mobility (mainly the holding company Renault MAI and its subsidiaries) and sales financing, Mobilize Financial Services - Mobilize F.S. (trademark of RCI Banque S.A.).

Since 2007, Renault Group has taken into account the reference framework and implementation guidelines of the French Financial Markets Authority (AMF), which were updated in July 2010, and the recommendations of the Audit Committee working group report published in July 2010. This framework applies to the Automotive and Mobility Services segments.

Sales financing, Mobilize Financial Services (Mobilize F.S.), has defined its own internal control and risk management framework, which is described in chapter 4.1.6. - The specificities of Mobilize Financial Services, in accordance with banking and financial regulations. Mobilize F.S. is subject to controls by the French Prudential Supervisory Authority (ACPR) and the European Central Bank (ECB).

4.1.1 Contributors to risk management

Since 2021, Renault Group's Automotive Division has been structured around two main components:

- the "Business Units" for each brand are responsible for margins and customer satisfaction. They drive the organization towards targeted customers and markets;
- the "Corporate Functions" include all other business lines of the company. They define the policies and provide standards, methods and skills appropriate to the activities. First, engineering is directly linked to the brands and bears full responsibility for the timing, costs and performance of product development.

Structuring around three lines of control

In accordance with the general principles of internal control defined by the AMF and in compliance with the principle of segregation of duties, Renault Group's internal control and risk management system is structured around the concept of the three lines of control described below:

First line of control: Operational Management

Operational management, the first line of control, applies and deploys in its area of responsibility the principles and techniques of internal control and risk management defined at the Group level. Operational management is responsible for identifying the risks associated with each activity and implementing actions to reduce their impact.

Employees are therefore required to comply with the internal control system defined for their field of activity, the Group's code of ethics, the guide for preventing corruption and influence peddling, as well as their own dedicated codes of ethics. Operational management is responsible in particular for defining and monitoring the implementation of action plans following assignments conducted by the Internal Audit Department.

Second line of control: Risk Management, Internal Control, Performance and Control

Beyond their role as the first line of control via their employees and managers, the "Corporate" Functions also contribute as a second line of control, as their management is responsible for:

- establishing and circulating standards, reference texts and Group policies;
- regulatory monitoring;
- forming and coordinating an internal and external network of correspondents;
- ensuring that their policies and standards are properly understood and applied;
- performing controls, when necessary, within the operational entities to check that they are being implemented.

They are supported in this process by:

- the Internal Control Department, which provides reasonable assurance on the level of internal control by assessing its maturity and effectiveness. For this purpose, it circulates self-assessment questionnaires and carries out compliance tests. It also ensures that action plans are identified and implemented to correct the shortcomings identified;
- the Risk Management Department, which is responsible for updating the mapping of the Group's major risks and monitoring action plans designed to reduce the impact or probability of the main risks identified and for providing support for the risk mapping of operating entities, corporate functions and projects;
- the Group Performance and Control Department, with its representatives in the entities, which coordinates and steers the process in the field. It ensures that all personnel comply with management rules and assists operational staff in the coordination and monitoring of their action plans.

Third line of control: Internal Audit Department

The Internal Audit Department conducts an independent and objective assessment of the corporate governance, risk management and control processes as defined within the Group. The mission, role, responsibilities and scope of the Internal Audit Department are laid down in an audit charter, the updated version of which was approved by the Audit and Risk Committee (CAR) in September 2022. Through its recommendations, Internal Audit contributes to the improvement of operational security and the optimization of the overall performance of the company. At the end of each assignment, Internal Audit issues a final report and summary note, which are systematically distributed to the auditees, the functions/entities/projects concerned, the Chief Executive Officer and the Group Chairman. The summary report includes an opinion issued by the internal audit department, which is intended to give an overall assessment of the level of control of the audited activities: risk under control (green), moderate risk (yellow), significant risk (orange), major risk (red).

The Internal Audit Department covers all entities and activities of Renault Group's Automotive branch and Mobility Services.

The finance branch (Mobilize Financial Services) has its own internal audit structure (see chapter 4.1.6.). The Internal Audit Department may also audit the functions converged with Nissan. For entities in partnership with Renault Group, the intervention of the internal audit can be done after agreement of the partner. For activities entrusted to third parties, the intervention of internal audit is possible if the audit clause in the contract so provides.

The audit plan is made on an annual basis and covers a rolling three-year period. It is verified by Senior Management and approved by the Audit and Risk Committee (CAR). This audit plan is revised as necessary to take into account additional requests or adjustments required.

Internal Audit assignments make it possible to:

- assess the compliance of processes and their application with the rules, standards, laws and regulations in force;
- assess the effectiveness of processes and the performance of transactions;
- verify the quality of the controls performed by the operational departments and the support and control functions;
- suggest areas for improvement or progress in the form of recommendations;
- fight against fraud and corruption;
- verify the effective implementation of the recommendations.

Following the recommendations made in each audit report, an action plan defined by the auditees is validated by the internal audit. There are three levels of criticality for the recommendations (high, medium, low, identified respectively as A, B and C). The Internal Audit Department ensures that the recommendations are implemented. At least every six months, it prepares a status report on A and B recommendations for the Leadership Team (formerly BOM) and the CAR.

The Internal Audit department is certified by the French Institute of Audit and Internal Control (IFACI)[1]. This certification, in accordance with the standards for the professional practice of internal auditing (référentiel professionnel de l'audit interne – RAI), comprises 25 general requirements divided into 100 detailed requirements across five categories: positioning, steering, audit processes, GRC (governance, risks and compliance) assessment program and professionalism.

Synchronization of activities

In order to have a shared vision of the Group's risks and priority issues, to define a consistent approach, and to have effective follow-up between the second (Risk Management, Internal Control and Performance and Control Department) and third (Internal Audit) lines of control, the Risk Management, Internal Control and Internal Audit departments regularly work together closely. They synchronize their activities and ensure that their combined actions provide reasonable control of risks.

These actions were reinforced since 2021 with, for example, the systematic integration of the findings of internal audits and the annual internal control campaign into the risk management of the Group, operational entities, corporate functions and projects. Improvements to this synchronization were shared with the CAR.

A joint mid-term Risk Management, Internal Control, Internal Audit and Quality Department project was initiated at the end of 2022 with the aim of acquiring a common tool with the best market standards in order to strengthen and optimise risk management within the Group.

4.1.2 Governance of risk management

The first two lines of control report on risk management and internal control to the Risk and Internal Control Committee (CRCI), which is also responsible for validating and regularly assessing the effectiveness of the internal control and risk management systems.

This committee, chaired by the CFO of the Group, consists of 20 members representing the various corporate functions of the company. It meets six times a year and examines, in particular:

- the mapping of the Group's major risks and, in each of these areas, the monitoring of treatment actions;
- the results of the annual internal control self-assessments conducted by the Internal Control Department and the monitoring of the associated action plans;
- proposals for improving the systems.

Following this review, the CRCI may decide on corrective actions or request additional information.

The first two lines of control also report to the Board of Management (BOM) on an ad hoc basis through thematic presentations.

The second and third lines of control present the results of their work to the Audit and Risk Committee (CAR), whose duties are defined in chapter 3.1.6.1.

In the course of their duties, the statutory auditors assess the level of risk management and internal control of the preparation and processing of accounting and financial data as required and, when necessary, issue recommendations.

In the operational entities, functions and projects, the management committee meets regularly to, on the model of the Group CRCI, validate and assess the effectiveness of the control and risk management systems.

1 French Institute for Audit and Internal Control (Institut français de l'Audit et du Contrôle interne).

4.1.3 Risk management system

The Group applies a risk management method based, on the one hand, on the identification and assessment of risks of all kinds, resulting in a risk map, and on the other hand, on the implementation of action plans to deal with these risks, in particular their impact and/or probability of occurrence: elimination, prevention, protection or transfer. The identification of risks is based on evaluations of the residual impact and probability of occurrence (after taking into account the treatment plans), the product of which is criticality. This method is applied at Group level, at entity level, at global function level and at vehicle project level. The mapping of the Group's major risks (top-down and bottom-up approaches) is presented to the CRCI, Leadership Team and CAR, which validate it.

The major risk factors to which the Group is exposed are described in chapter 4.2.

To carry out its duties, the Risk Management Department (DMR) relies, in particular, on two networks:

- one comprising correspondents mainly from the performance and control function for the operating entities (countries, commercial and/or industrial subsidiaries) and the corporate functions, and from the quality assurance function for new vehicle projects. These correspondents are known as Operational Risk Managers (RMO). They work with the Risk Management Department on the operational implementation of risk management processes within the entities, corporate functions and projects;
- the other made up of experts who manage a specific area of risks. These may be risks common to all companies or specific to one of Renault Group's segments of activity. These experts are known as Expert Risk Managers (RME) and consult on the standardized risk management plans in their area of expertise.

To draw up the audit plan for the company's major risks, which is validated by Senior Management and approved by the CAR, the Internal Audit Department uses risks map to identify the most pertinent audit themes and assess risk coverage. Through its auditing task, the Internal Audit Department provides the Risk Management Department with insight on the effective level of control of major risks.

The risk management policy is applied at Group level for major risks. It is rolled out at the operating entity level (countries, commercial and/or industrial subsidiaries), for Corporate Functions and for new vehicle projects.

In 2022, the Risk Management Department focused its activities on:

- updating the mapping of the Group's major risks. This exercise took a top-down approach that involved the Group's 70 main executives, complemented by a bottom-up approach based on the analysis of the risk maps of the entities, corporate functions and new vehicle projects performed at the end of 2021 and in 2022;
- consolidating treatment plans and processes to improve the control of the major risks;
- reinforcing the governance of major risks through regular sharing with the BOM and the CAR;
- assisting the operational entities, corporate functions and new vehicle projects for the implementation of risk maps produced with the operational risk managers concerned and for the monitoring of treatment plans;
- leading the network of operational risk managers and experts and the representatives of the performance and control, internal control and internal audit functions in sharing best practices.

In addition, awareness-raising actions for Group employees about risk culture and the fundamentals of risk management were continued by the Risk Management Department (communication and training, in particular through e-learning modules).

4.1.4 Internal control

The internal control system is based on the various guidelines and tools detailed below.

Group ethics and corporate function guidelines

The "Corporate Functions" define and issue the policies and standards to be deployed, which are then rolled out as procedures and operating methods to ensure that processes at the operational level function in accordance with the principles outlined in the Group's code of ethics, the guide for preventing corruption and influence peddling, and the dedicated codes of ethics.

The Internal Control Department manages internal control issues within the business lines through a methodology that aims, in particular, to:

- work with the business lines to identify the main risks relating to operational processes and likely to have a significant impact on the achievement of objectives;
- formalize the "metarules" to be applied in the activities;
- identify and formalize the key controls aimed at controlling the identified risks.

The Risk and Internal Control Committee validates the metarules and key controls managed by the business lines, which are then included in the internal control self-assessment questionnaire.

The Internal Control Department thus defined a reference system for internal control structured around some thirty key points, known as "risk control factors", and comprising around 200 control points.

These elements are made available to all the Group's employees in an internal control e-book, a digital document that brings together the essentials of internal control. It provides an overview of the internal control system and is an entry point to the various business sites.

This internal control reference document is updated every year to take into account the evolution of identified risks and organizational changes. Recommendations made following internal audits or by the statutory auditors are taken into account during this update.

The Internal Control Department relies on a network of internal control correspondents who are affiliated with the Performance and Control function of the subsidiaries and corporate functions and are the key contacts for internal control issues. They lead and ensure the implementation of internal control objectives within their scope.

Control activity

Once a year, an internal control self-assessment campaign (questionnaires forms) based on these risk control factors is sent to the Group's main entities by the Internal Control Department. The CEOs of the entities validate these self-assessments and commit to defining and implementing action plans to remedy any internal control shortcomings identified. These action plans are subject to regular monitoring by the Internal Control Department.

The results of these self-assessments are presented to the Risk and Internal Control Committee (CRCI) and the CAR once a year.

Compliance tests are conducted based on a sample of entities by the internal controllers of the Internal Control Department to verify the quality of the self-assessments. Any significant deviation from the expectations of the reference document gives rise to an action plan. This internal control system applies to the parent company and all significant entities, fully consolidated companies in particular.

Entities with lower risk levels (entities not fully consolidated or unconsolidated entities) are subject to separate internal control systems. Newly acquired companies are consolidated according to their potential risk impact in the various internal control systems, during the first campaign following their integration. In the first year of self-assessment, the results are not consolidated with the Group results, as the focus is on the action plans.

The work of the Internal Control Department in 2022 included:

- continued action to improve the corruption prevention system and support for the operational staff concerned;
- updating of the "risk control factors" taken into account for the 2022 self-assessment campaign;
- the creation and deployment of a series of e-learning modules for internal control training;
- seven e-learning modules implemented (Introduction to Internal Control, Corporate Governance, Business Process Control, Delegation Of Authority (DOA), Internal Control System, Segregation of Duties and Fraud) in addition to traditional face-to-face training;
- the organization by the Group Internal Control department of quarterly webinars dedicated to leading the network of internal controllers;
- the continuation of preventive and detection controls based on a Data Analytics process.

The "tone at the top" in terms of internal control was reaffirmed by the circulation of an editorial written by the CFO in the introduction to the annual self-assessment questionnaire, but also on the occasion of the release of the internal control e-book, the distribution of which was supported by editorials written by the CEO and the CFO of the Group.

These internal control communication and coordination activities will be continued in 2023 in the context of the new organization. Governance and consideration of the internal control expectations in the new companies will be given priority in 2023.

Internal delegations and separation of offices

In addition to command-line structures, the Group has set up a staff reporting system so that corporate function managers can provide leadership for their function correspondents throughout the Group.

The decision-making process is based on a system of internal delegation that determines in which areas and at which levels operational managers may make decisions. All the rules for delegating decision-making authority are communicated to personnel via the intranet. Decision requests are tracked in a workflow that implements the rules specifying the persons to be involved, in accordance with internal control procedures or documented in the minutes of the committees responsible for making the decision.

The principle of segregation of duties and tasks is required at all hierarchical and functional levels within the Group and within the computer systems to facilitate independent control and to separate tasks and functions corresponding to operations, the protection of property and their booking for accounting purposes.

4.1.5 Quality and reliability of financial, accounting and management disclosures

Senior Management communicates Renault Group's general objectives as part of the multi-year plan and annual budgets, as well as the allocation of resources to the operating segments, brands and functions. Group Management Control develops performance guidelines for each of the operating segments, brands and functions. These include the macroeconomic assumptions to be taken into account (exchange rates, interest rates, inflation rates, commodity prices, etc.), the financial and non-financial indicators to be measured in the following year, the timing and the segmentation of the scope of activity. Each brand is responsible for transmitting its instructions to the subsidiaries within its scope after having completed them with the specificities of the function.

The performance and control function is responsible for managing and measuring economic performance at the various levels of the organization (group, operating segments, brands, functions).

Management control is carried out in a decentralized manner in order to take into account the specific aspects of each function. A framework is provided for its duties, in particular, by the periodic instructions provided by the Group Performance and Control Department.

Under the Group's management plan, its role is to:

- set out the Group's economic objectives and budget;
- participate in the implementation of the internal control system and Renault Group's risk management approach;
- coordinate the Group by measuring the performance of entities, operating segments, brands and functions and, in particular, by monitoring indicators relating to operating margin for all operating segments and free cash flow for the Automotive operating segments;
- analyze proposed management decisions at any level from an economic perspective, check their consistency with standards, plans and budgets, judge their economic relevance and give an opinion and recommendation on them.

For the preparation of accounting and financial information, the Group relies on management reference guidelines indicating the fundamental management principles applicable to the company.

The internal control system for accounting and financial information is based on the AMF reference framework. It covers not only the processes involved in preparing financial information, for closing the accounts, forecasting phases or financial communication but also the upstream operational processes involved in producing this information.

The Group has information systems that allow the simultaneous production of financial statements according to local standards and Group standards. This mechanism thus guarantees the consistency of data in a context of centralization and consolidation of information within a short time frame. Under the functional authority of the VP, Group Accounting (DCGr), responsibility for drawing up the financial statements lies with the Chief Financial Officers of the subsidiaries, who report to the Chairpersons and Chief Executive Officers of these same subsidiaries.

A manual defines the Group's shared standards of presentation and valuation. This manual, which is updated year after year, is made available to all entities via the Group's portal and ensures the consistency of the reported financial information.

Principles applied in preparing the financial statements

Renault Group's consolidated financial statements are prepared in accordance with the International Financial Reporting Standards (IFRS), published by the International Accounting Standards Board (IASB), the adoption regulations of which were published in the Official Journal of the European Union as of the reporting date.

The Group Accounting Department, which is under the direct authority of the Group's Chief Financial Officer, has an "Accounting Standards" unit. It has the authority to effectively enforce the application of the applicable accounting principles. Company employees are regularly informed of changes and updates to IFRS.

Renault Group, which comprises three distinct operating segments, prepares consolidated financial statements using a single consolidation tool, structured according to a single chart of accounts for all entities in the consolidation scope.

It publishes consolidated half-yearly and annual financial statements. These statements are prepared in advance on the basis of two pre-closing dates: 31 May for the June closing and 31 October 31, for the December close. Summary meetings are organized with the statutory auditors and attended by Senior Management as part of their ongoing discussions. The CAR is involved at every key stage of the approval process for financial and accounting disclosures. Consolidated revenues are published quarterly.

Key components of the process for controlling financial and accounting disclosures

Renault Group manages the decentralized operations of the subsidiaries in its three operating segments in France or abroad by relying on the following key strategies to deliver high-quality accounting and financial information while reducing the time needed to prepare the financial statements:

- standardization of operational systems upstream of accounting is systematically sought;
- deployment of the financial and accounting modules of the ERP chosen by the Group in the industrial and/or commercial, engineering and sales financing entities throughout the world.

This software package ensures that processed data are reliable and consistent. In particular, the definition and monitoring of user profiles helps to ensure that the rules of task separation are respected.

Control of basic transactions handled by operational systems, where the initial control takes place, is key to ensuring that accounting and financial data are reliable. The operational systems feed data to the auxiliary accounting systems through interfaces. These interfaces, which are continually monitored to ensure they capture all economic events for each upstream process, then rapidly and regularly send these data to the centralized accounting system.

The accounting teams have worked with IT staff to develop a security process to protect the ERP in the event of a major malfunction. A business continuity plan has been prepared at corporate level. It is deployed in those subsidiaries that use the ERP.

Statutory auditors' charter

In connection with the statutory audit of its accounts, Renault Group took the initiative in 2004 of drafting a charter concerning the tasks and independence of the statutory auditors and signing it with them. This charter governs the relationship between Renault Group (the parent company and the French and foreign subsidiaries) and its statutory auditors. The charter was updated in 2020 as part of the renewal of the Board of Auditors in 2019 to take into account regulatory changes relating to statutory audits.

Financial communication

Renault Group has chosen to entrust all of the Group's financial communication to the Investor Relations Department within the Finance Department and to provide it with the functions necessary to accomplish this mission.

The Investor Relations Department is responsible for:

- communication with the financial markets;
- relations with investors and individual shareholders;
- relations with financial rating agencies;
- relations with analysts and investors specialized in socially responsible investments;
- relations with the regulatory authority (AMF);
- steering the preparation of the annual and half-yearly earnings reports and quarterly information;
- filing the Universal Registration Document with the AMF, produced under the responsibility of the Internal Control Department.

4.1.6 Specificities of Mobilize Financial Services

Mobilize Financial Services (Mobilize F.S.) has a global internal control system which aims to identify, analyze and manage the main risks identified in relation to the company's objectives. The Mobilize F.S. group's Internal Control Committee has validated the general framework for this system, which is described in the Internal Control Charter.

This charter defines the system applicable to all the French and foreign companies over which Mobilize F.S. has effective control and specifies in particular:

- the general arrangements for managing internal control;
- the local arrangements for subsidiaries, branches and joint ventures;
- the special arrangements for various functional areas.

Risk control at Mobilize Financial Services is overseen on three levels by separate functions:

The first line of defense is exercised by the operational functions in charge of day-to-day risk management as part of the activities in their area of expertise. These functions decide and are responsible for taking risks in the conducting of transactions and the objectives assigned to them. They exercise this responsibility in accordance with the management rules and the risk limits defined by the Corporate functional departments.

The Corporate functional departments are in charge of risk definition, rules, management methods, measurement and monitoring at the corporate level. Each department, in its area of expertise, manages and oversees the risk management system via guidelines and country objectives. Risk is monitored by periodic dedicated committees both in the subsidiaries and centrally. These departments rely on local representatives for risk measurement and exposure monitoring and ensure that limits are respected at the Group level.

The second line of defense includes:

- the Internal Control Department of the Risk Management Division and the internal controllers for the Group entities, which control the level of compliance of transactions with the management rules defined in the procedures. More specifically, they verify the relevance of the first line of defense;
- the Risk and Banking Regulations Department of the Risk Management Division, which oversees the deployment of the Group's Risk Governance Policy, verifies the efficiency of risk management by the business divisions, as well as compliance with the limits and warning thresholds set, and reports any overruns to the Risk Committee of the Mobilize F.S. Board of Directors;
- the Compliance Department, which coordinates the compliance measures and ensures their proper implementation throughout the Mobilize F.S..

The third line of defense is the internal audit function, which aims to provide assurance to Mobilize F.S. Board of Directors and Senior Management about the degree of control over transactions and the oversight exercised by the first two lines.

The risk management system covers all the macroprocesses of Mobilize F.S. and includes the following tools:

- a list of the main so-called critical and significant risks for which a pilot, appetite level, alert thresholds and limits are defined (Risk Appetite Framework). For each risk, a detailed analysis is performed, identifying the components of the risk and the management and control principles that will enable the company to be in line with its risk appetite. These elements are reviewed at least once a year in line with the business model and strategy of Mobilize F.S. Group;
- he mapping of operational management rules contributes to risk control; it is deployed in all the consolidated subsidiaries of Mobilize F.S. Group. This map is regularly updated by the central business departments. The level of control of operational management rules is assessed annually by the designated process owners, who are responsible for risk management in their respective areas of competence in line with Group standards, for defining and updating the corresponding procedures and first-level controls;
- a regulatory monitoring system run by the Risk and Banking Regulations Department of the Risk Management Division, in liaison with officers in the Corporate Divisions, with a view to monitoring, analysing and informing operational staff of any regulatory changes affecting Mobilize F.S.;
- the incident collection database, which makes it possible to identify malfunctions corresponding to predefined criteria and to implement the corrective and preventive actions necessary to control risks. This database is used for internal and regulatory reporting purposes. The system sets thresholds requiring immediate communication of incidents to the Mobilize F.S. Executive Committee, the Mobilize F.S. Board of Directors, the Renault Group's Ethics and Compliance Committee (ECC), the Autorité de Contrôle Prudentiel et de Résolution (ACPR) and the European Central Bank.

Bodies and actors involved in internal control and risk management within Mobilize F.S.

The Mobilize Financial Services Board of Directors, as a supervisory body, has the following responsibilities:

- it decides on the bank's business strategy and monitors the implementation, by Executive Directors and the Executive Committee, of supervisory procedures to ensure effective and prudent management;
- it approves and periodically reviews the strategies and policies for taking on, managing, monitoring and reducing ris;
- it examines the governance model, periodically assesses its effectiveness, and ensures that corrective action is taken to remedy any shortcomings;
- it oversees the publication and communication processes and checks the quality and reliability of information due to be published and disclosed by the company.

Within this framework, it devotes at least one annual meeting to reviewing the internal control system and validates the annual report on internal control sent to the ACPR.

In carrying out its tasks, the Board of Directors relies in particular on the work of four specialized committees of the Board:

- the Audit and Accounts Committee meets four times a year. It is responsible for preparing, presenting and monitoring the financial statements, overseeing the statutory audit of the separate and consolidated financial statements, monitoring the independence of the statutory auditors and the definition of their non-auditing services, recommending the appointment of the statutory auditors and monitoring their rotation, verifying the effectiveness of internal control and risk management systems, reviewing the audit plan, analysing the audits carried out and reviewing investments in unconsolidated companies;
- the Risk Committee meets at least four times a year. Its tasks include examining the risk maps and validating their definition, analysing and validating risk limits at Mobilize F.S. level in line with the Board's risk appetite. It assists the Board in terms of control. It is also responsible for analysing action plans in the event that limits or alert thresholds are exceeded and for examining the pricing systems for products and services. In parallel with the Compensation Committee, it also has the task of examining whether the compensation policy is compatible with the company's risk exposure. With a view to advising the Board of Directors, this committee is also responsible for the analysis and approval of the internal control report, compliance with capital (ICAAP) and liquidity (ILAAP) regulations. The recovery plan and significant aspects of the rating and estimating processes derived from the company's internal credit risk models are also concerned;
- the Compensation Committee meets at least twice a year. It examines the compensation policy for company officers and the Head of Risk Management annually and

prepares decisions for the Board of Directors regarding the compensation of individuals who have an impact on risk and risk management;

- the Appointments Committee meets at least twice a year. It has the task of recommending directors to the Board of Directors. It is also in charge of the annual review of the Board of Directors, including its structure, membership, gender diversity and breadth of directors' knowledge, skills and experience. It submits nominations to the Board for Executive Directors, the Chief Executive Officer, Deputy Chief Executive Officers and the holders of key positions.

The Executive Committee, the Group's Senior Management body, directs Mobilize F.S.'s policy and strategy.

Senior Management relies on the following committees to oversee the Group's risk management:

- the Financial Committee, which reviews the following topics: economic analysis and forecasts, cost of funds, liquidity risks, interest rate risk and counterparty risk in the different areas and subsidiaries of the Group. The balance sheet and income statement of holding Mobilize F.S. Holding are also analyzed to make the necessary adjustments to intra-Group transfer pricing;
- the Capital and Liquidity Committee steers the evolution of capital and refinancing needs according to business activity forecasts;
- the Credit Committee, which approves commitments exceeding the authorization limits of subsidiaries and the Group Head of Commitments;
- the Credit Risk Committee, which validates the action plans in the event that the cost of risk levels validated for each country as part of the budget process are exceeded;
- the Performance Committee, which ensures that the risk and cost of capital are taken into account in the profitability analysis by subsidiary and by segment;
- the Regulatory Committee, which reviews major regulatory changes, prudential supervision and action plans, and validates internal rating models and the associated management policy;
- the Internal Control, Operational Risk and Compliance Committee, which oversees the Group's entire internal control system, monitors the results of the 1st, 2nd and 3rd levels controls of the processes of the entire Group, and decides on the necessary adaptations of resources, systems and procedures. It defines, manages and monitors the principles of the operational risk management policy and compliance control system. It also keeps track of action plans. This committee also exists within each Mobilize F.S. Group subsidiary;
- the New Product Committee, which approves new products before they are marketed, by ensuring the compliance of the new products with the Group's commercial policy, the Group's budget requirements, locally applicable legislation and Mobilize F.S. Group risk governance;
- the Sustainability and Climate and Environmental Risk Committee, which monitors the Group's exposure to physical and transition risks, and emission-reduction targets.

The Group Regulatory Compliance Officer for the Mobilize F.S. group reports to the Chief Executive Officer. This Officer is the guarantor of Mobilize F.S. compliance in areas such as the fight against money laundering and terrorist financing, ethics, whistle-blowing, prevention of corruption, legal, tax and regulatory oversight and the related control plan.

The Director of the Internal Control Department (DCI), who reports to the Director of Risk Management, is responsible for the permanent control of the organization and management of the general internal control system throughout the Group. For the management of internal control in the subsidiaries of Mobilize F.S. Group, the ICD relies on the internal controllers who report to him functionally. Similarly, for the management of the internal control system in the departments of the Mobilize F.S. Group, the ICD relies on correspondents within the central business functions.

The Director of the Risk and Banking Regulation Department (DRRB), who reports to the Head of Risk Management, ensures the deployment of the Risk Governance Policy within the Group and ensures its consistency with the Risk Appetite Framework (RAF) defined by the Board of Directors. The DRRB ensures the reliability of risk measurement indicators, the completeness of risk management systems for each risk and the effective exercise of such management. More specifically, the DRRB verifies the effectiveness of the reporting and alert feedback channels from the subsidiaries to the Corporate departments and prepares a summary report on the risks for the management bodies and the Risks Committee of the Board of Directors. Where appropriate, the DRRB verifies the adequacy of the corrective measures developed in the event of failures and their effective implementation by the management functions. The DRRB plays a central role in monitoring the Group's compliance with applicable prudential regulations.

The Director of Audit and Periodic Control of Mobilize F.S. Group reports to the Managing Director. He is independent of the permanent control and intervenes in the various subsidiaries according to a multi-year audit plan validated by the Accounts and Audit Committee. Audits give rise to written reports with recommendations communicated to the Internal Control Committee and the Accounts and Audit Committee. Its findings and recommendations are presented in the Annual report on internal control.

4.2 Renault Group risk factors

Renault Group identifies risk factors to which it is exposed using its formal risk management approach, which is outlined in chapter 4.1 of this Document.

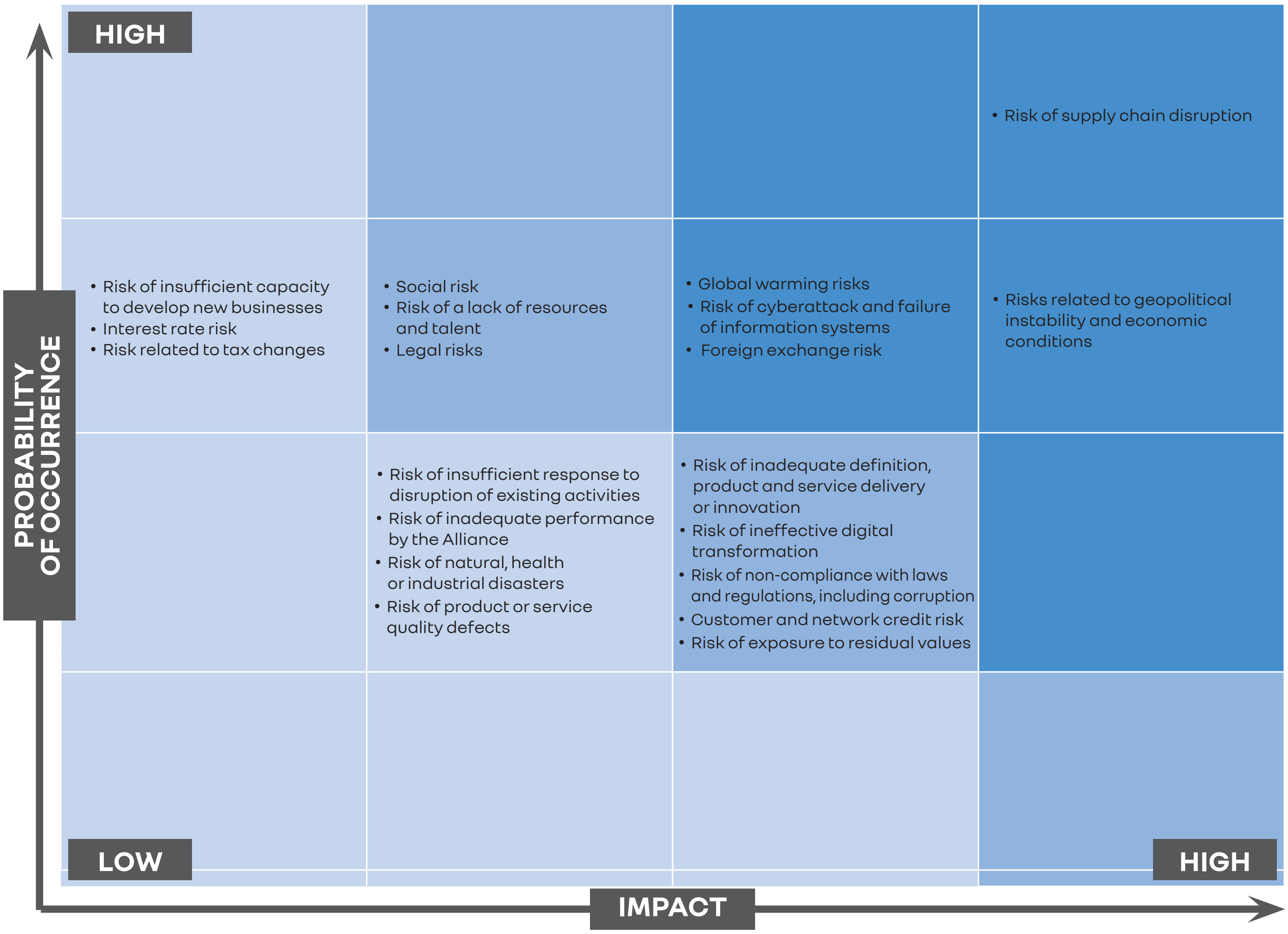
Risk factors presented in this chapter are those identified by the Group as significant factors that could, at the horizon of its medium-term strategic plan, have a negative impact on its image, its assets, the conduct of its activities and the achievement of its objectives, and whose criticality is rated at the highest levels on the Group's risk scale. The risks presented in chapter 2.1.5 "Extra-financial performance" of this Document have been included in this analysis. Depending on their materiality, they fed into the description of certain risk factors. This is the case, for example, with risks related to global warming, the protection of personal data or supplier relations.

However, it cannot be ruled out that other risk factors currently considered insignificant or not identified could adversely affect Renault Group in the future. Also, possible changes in the Group's medium-term strategic plan could result in changes in the nature or relative importance of risk factors. It should be noted that the major risk mapping is updated every year, in close collaboration with the preparatory work and implementation of the strategic plan, so that the plan integrates the appropriate action plans designed to respond to the operational or strategic risks identified.

The major risk factors resulting from the Group's analysis for all of its operating segments are summarized in the following table and presented below with their own level of criticality. In each of the five categories, risk factors with the higher criticality levels are described at the beginning. These same major risk factors are then presented in a two-dimensional matrix (impact and probability of occurrence). The thresholds for moving from one impact category to another were revised in 2022 to allow for a better prioritisation of the risks in the matrix and in the table.

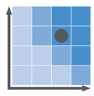
Renault Group risk factors

		CRITICALITY LEVEL		
		LOW	MEDIUM	HIGH
STRATEGY	Global warming risks	■	■	■
	Risk of insufficient response to disruption of existing activities	■		
	Risk of insufficient capacity to develop new businesses	■		
	Risk of inadequate performance by the Alliance	■		
OPERATIONS	Risk of supply chain disruption	■	■	■
	Risks related to geopolitical instability and economic conditions	■	■	■
	Social risk	■	■	
	Risk of natural, health or industrial disasters	■		
PRODUCTS AND SERVICES	Risk of inadequate definition, product and service delivery or innovation	■	■	
	Risk of product or service quality defects	■		
CROSS-GROUP RISKS	Risk of cyberattack and failure of information systems	■	■	■
	Risk of ineffective digital transformation	■	■	
	Risk of a lack of resources and talent	■	■	
	Risk of non-compliance with laws and regulations, including corruption	■	■	
	Legal risks	■	■	
FINANCIAL RISKS	Foreign exchange risk	■	■	■
	Liquidity risk	■	■	
	Customer and network credit risk	■	■	
	Risk of exposure to residual values	■	■	
	Interest rate risk	■		
	Risk related to tax changes	■		


HIGH
PROBABILITY OF OCCURRENCE
• Risk of supply chain disruption
• Risk of insufficient capacity to develop new businesses
• Interest rate risk
• Risk related to tax changes
• Social risk
• Risk of a lack of resources and talent
• Legal risks
• Global warming risks
• Risk of cyberattack and failure of information systems
• Foreign exchange risk
• Risks related to geopolitical instability and economic conditions
• Risk of insufficient response to disruption of existing activities
• Risk of inadequate performance by the Alliance
• Risk of natural, health or industrial disasters
• Risk of product or service quality defects
• Risk of inadequate definition, product and service delivery or innovation
• Risk of ineffective digital transformation
• Risk of non-compliance with laws and regulations, including corruption
• Customer and network credit risk
• Risk of exposure to residual values
LOW
HIGH
IMPACT

4.2.1 Risks related to strategy

Global warning risks



Global warming risks are analyzed under two categories: transition risks and physical risks, which are detailed in section 2.3.2.1.4.1.

Transition risks

These risks are associated with developments towards a low-carbon economy, and all the adaptations that this involves.

The Group is subject to increasingly stringent and restrictive requirements concerning, on the one hand, the level of greenhouse gas emissions during the vehicle use phase: CAFE-type regulations or local or regional restrictions or bans on certain vehicles or engines, and on the other hand, the level of emissions from the supply and production chains.

In addition, as part of its Renaulution strategic plan, the Group has made a commitment to achieve carbon neutrality in Europe by 2040 and worldwide by 2050.

In this context, the risks for the Group are that it will not be able to comply with external constraints or fulfil its own commitments in terms of decarbonization or that the responses provided, particularly with regard to the introduction of electric and hybrid technologies, with varying performance in terms of customer service costs and CO_2 emissions, will prove to be imperfectly adapted to market expectations or will result in additional costs incompatible with profitability requirements.

This risk is also assessed in terms of reputation: a mismatch between the Group's offering and its climate commitments and the expectations of its stakeholders could damage its brand image, reducing its appeal to customers, suppliers and employees.

Lastly, the accelerated pace of technological development associated with this energy transition will create a need to update know-how by investing in training and acquiring new skills.

Risk management

The Group's Climate Strategy, published in April 2021, sets out specific targets with action plans and monitoring indicators, which are detailed in chapter 2.3.2.1 of this Document.

This strategy is based on nine priority actions, covering both the vehicle use phase (scope 3 – Downstream), which accounts for almost 80% of the Group's emissions, and the supply and manufacturing phases (scope 1, 2 and 3 – Upstream).

It is accompanied by strengthened governance as part of the Group's overall Sustainable Development governance (see chapter 2.3.1.2 of this Document), involving all the departments concerned at the highest level, and is supported by the implementation of proven tools and processes such as the "CAFE Control Tower" set up in 2019, which is responsible for steering the Group's CAFE trajectories as well as the carbon footprint over the entire vehicle life cycle, reporting its results to the Leadership Team on a monthly basis.

The Group has also set up internal carbon pricing (ICP) to manage the reduction of its CO_2 emissions by internalizing the economic cost of greenhouse gas emissions in its various areas: new vehicle projects, industrial facilities and procurement of parts and raw materials (section 2.3.2.1.2.3).

Lastly, the management of these transition risks is integrated into the management of other risk factors, notably:

- risks of inadequate definition, product and service delivery or innovation;
- risk of insufficient capacity to develop new businesses;
- risks of supply chain disruption.

Physical risks

These are the consequences of climate change on the Group's activities.

Given the potential impact of extreme weather events (hurricanes, floods, droughts) on the Group's industrial and logistics activities, their increased frequency or intensity, linked to global warming, combined with a rise in temperatures and sea levels, are aggravating factors for these risks and could lead to an increase in prevention and maintenance costs and a rise in insurance premiums.

Similarly, the increasing scarcity of some natural resources, such as water, may impact production conditions in certain countries. The increasing use of certain raw materials necessary for the production of electric vehicles, such as cobalt or lithium, may also create tensions.

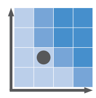
Risk management

As the physical risks associated with climate change are essentially aggravating factors of existing risks, their treatment is incorporated into the corresponding management systems:

- the analysis and monitoring of the risk of natural disasters and industrial accidents on our sites and supply chains are gradually incorporating the potential impacts of climate change. These risks are analyzed especially in the context of investment requests and the building maintenance strategy;
- the impact of global warming on the supply and extraction of certain raw materials is also integrated into the monitoring of the risk of supply chain disruption (see paragraph on raw materials);
- in the longer term, climate change is also a component of the risks associated with geopolitical instability and economic conditions.

In addition, these risks are monitored in the overall governance of sustainable development, environment and climate described in chapter 2.1.5.2, "Risk Mapping (EFPD-B)" of this Document. Actions are implemented across the board, such as, in 2022, a comprehensive study of the vulnerability of our industrial and logistics sites to extreme climate scenarios. This study served to identify the sites that could be the most affected by global warming according to these scenarios, to better qualify and quantify these risks - particularly those that are much more severe compared with the current situation - with a view to launching or reinforcing necessary preventive actions.

Risk of insufficient response to disruption of existing activities



The Group's activities face the risk of major disruptions, such as, for example, the development of digital resources that transform commercial activities and promote disintermediation through the arrival of new players. These developments pose threats in particular to the Group's distribution strategy and after-sales activities.

Distribution strategy

The automotive distribution model faces several challenges that are also risks:

- changing customer needs and concerns, with growing environmental awareness and the need for the network to contribute to the marketing of new personalised mobility offers;
- changes to regulations, particularly European ones, to take account of the changing commercial environment due to the development of online car sales;
- the emergence of new competitors favouring direct distribution to position themselves on the European market, and relying on high-performance digital tools;
- greater profitability and distribution cost-reduction constraints linked to the macro-economic environment.

Management system

The Group's distribution strategy is being transformed to meet these challenges, with the following aims:

- offer the customer a "phygital" customer journey and develop e-commerce;
- manage the vehicle's entire life cycle to secure each activity, maximise profitability and strengthen customer loyalty;
- capitalise on the growth of the used-car market to improve brand and network performance.

Renault Group has chosen to capitalise on its network by integrating it into the new value chains, while at the same time developing the distribution contract to tighten the representation standards of the brands. The new Renault Group European distribution contract will come into force at the beginning of 2024. This contract places the Group's requirements around five inseparable activities: new vehicles, used-vehicle sales under the Renault label, distribution of after-sales products, repair and maintenance services, and financing services and solutions. This flexible contract facilitates the pooling of certain activities and back-office synergies, enabling the Group to strengthen its selectivity criteria and optimise network costs.

After-sales activity

The after-sales activity, which is essential in terms of profit and customer satisfaction, is undergoing a profound transformation with the arrival of new players and new technologies. It faces three types of risks:

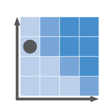
- the increase in the number of electric vehicles shall cause the average cost of maintenance and servicing operations to fall due to the less complex nature of electrical components, and it also favours the arrival of new players;
- connectivity technology opens up new opportunities (remote access to the vehicle, transformation of customer experience), but also reduces the number of accidents and therefore the number of workshop visits;
- the independent aftermarket represents a significant and growing share of the market, and is giving rise to new players, who are focused on intermediation with a strong digital component.

Risk management

To meet after-sales challenges, the Group has implemented an after-sales strategy based on three avenues:

- deliver a best-in-class customer experience in line with each brand's promises, while making use of common and modernised assets (logistics, digitalisation of the customer journey and network tools) to generate more value;
- deliver offers adapted to the entire life cycle of the vehicle, in terms of repairs and customisation, in order to increase customer loyalty, particularly among those who own an old vehicle;
- develop a relevant, qualitative independent aftermarket (IAM) offer based on the manufacturer's experience, both physical and digital, in order to win over new multi-brand customers and win back customers who have left our networks. This offer is supported by the companies, Motrio, Kadensis and Fixter.

Risk of insufficient capacity to develop new businesses



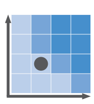
Against a background of deep and sustained transformation in demand and the mobility offerings, in line with societal changes and environmental and climate issues, Renault Group could be faced with an inadequate ability, within a given time frame, to change its business model, to anticipate and adapt to changes and possible disruptions of markets, mobility offers and related value chains, and thus to develop new business. This could lead to lower revenues than the objectives for the affected portions of the Group's commercial offering, as a result of a lack of innovation and inadequate preparation for its future, beyond the deadlines of the current strategic plan.

Risk management

The Group's strategic plan aims to turn this risk into an opportunity by mobilizing (if necessary through the use of new organizations) the resources of the Group, partnerships and targeted acquisitions, so as to structure a strong and innovative sustainable, electric, autonomous and connected mobility offer. These innovative service offerings are housed within the automotive brands, the Mobilize Business Unit created in 2020 and include the following initiatives:

- in May 2022, on the occasion of a capital market day, **Mobilize** presented its missions which are to find solutions to the gap between the use and the cost of vehicles, to respond to the problems of rapid decrease in values and goods, and participate in reducing the environmental impact of the automobile, accompanied by concrete projects and quantified objectives;
- the **Refactory** project in Flins, Europe's first circular-economy plant dedicated to mobility, launched on 25 November 2020, is another example of the ongoing move towards innovative offers. This concept has been developed in other Group entities, for example, in Seville, Spain (announcement of 5 November 2021;
- in October 2022, Renault announced the creation of a new entity, **THE FUTURE IS NEUTRAL**, a specialist in closed-loop recycling that is reliant on the Refactory. It aims to help the entire automotive industry move towards resource neutrality by increasing the proportion of recycled materials in the production of new vehicles;
- in April 2021, Renault Group joined forces with Atos, Dassault Systèmes, STMicroelectronics and Thales to create "**Software République**": a new open ecosystem for intelligent and sustainable mobility. Its aim is to jointly develop and market intelligent mobility systems, enabling an adapted and agile mobility offer. In 2022, Software République launched an incubator and developed projects in the fields of cybersecurity, data management for the regions, smart charging stations, and training.

Risk of inadequate performance by the Alliance



Renault Group's membership in the Renault-Nissan-Mitsubishi Alliance makes a major contribution to the success of the Group and its strategic plan. In the market context of the health crisis and difficulties in the supply of semiconductors and in the deteriorated financial performance of its members, the Alliance companies have focused their strategy on efficiency and unit profitability of vehicles rather than on volumes. This situation could lead to a risk of underperformance due to a lack of prioritization of platforms, technologies and, more generally, of the investments needed to develop product ranges, threatening the future competitiveness of the Group's offer, its revenues and its targeted profits. This risk can also be assessed in reputational terms: insufficient cooperation between the Alliance partners, given the market's potential and expectations, could result in a loss of confidence and a reduced attractiveness of the Group to some of its stakeholders, and negatively impact its development. The transition to the end of diesel and the product cycle could also lead to a decline in business volume between Nissan and Renault. Finally, Nissan's financial situation could limit the distribution of dividends to the Group for this year.

Risk management

The Alliance Operating Board (AOB), created on 12 March 2019, is responsible for operational coordination between Renault, Nissan and Mitsubishi Motors Corporate and for new initiatives creating value for their respective shareholders and employees. On May 27, 2020, the Alliance announced the new "leader/follower" cooperation business model in order to improve the competitiveness and profitability of its three member companies. Alliance members ensure they are always at the forefront of the industry in terms of their performance, products, technologies and markets, while continuing to benefit from joint purchasing and development. In mid-2021, three "Alliance Strategy Days" were organized within the framework of the AOB meetings to take stock of ongoing projects, propose new opportunities and ensure the development of synergies.

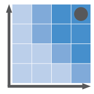
On January 27, 2022, the members of the Alliance announced their actions and projects to build their joint future by 2030, with a focus on the new mobility value chain.

By 2022, as an illustration of this joint work, Megane E-Tech was launched on the common CMF-EV platform also used by Nissan Ariya. Megane E-Tech also inaugurated GAS (Google Automotive Services), based on a common electronic architecture, a world first for a generalist carmaker, which will be extended more widely across all ranges in the years to come. Common electronic architecture, a world first for a mass-market carmaker, which will be extended more widely across all ranges in the years to come.

On February 6, 2023, the Alliance members announced the redesign of the relationship between the 3 companies, for a more efficient, balanced, strong and fast cooperation, with a rebalancing of cross-shareholdings and new operational projects with strong value creation, in technology, products and regions. The Alliance members will ensure that they are always at the top of the industry in terms of performance, products, technologies and markets, by continuing to rely on joint procurement and development.

4.2.2 Risks related to operations

Risk of supply chain disruption



Renault Group's business relies on a complex system of supply and delivery chains, both upstream and downstream of its production sites. Various components of these supply chains may fail, despite the existing control system, the characteristics of which are described below. These failures could lead to technical, planning or economic inefficiencies, or even interruptions in production, transport and/or delivery of vehicles to distribution networks and end customers, with negative consequences for sales, revenues, profits and customer satisfaction. These potential failures may be either internal - due in particular to the underlying interdependence of the Group's industrial network (see chapter 1.1.2 "Strategy" or 1.2.1.2 "The business-to-business Powertrain activity" of this document) - or external, as illustrated by the Covid-19 health crisis or the semiconductor supply crisis, and can be analyzed according to the following typology:

- supplier failure;
- disruption in supply or transport systems;
- disruption in supply of raw materials.

Supplier failure

Renault Group relies on a Tier 1 strategic supplier base comprising more than 800 parts supplier groups and more than 400 service providers, with which it maintains significant business relationships. These suppliers may present risks of disruption in the design and production of compliant quality parts, in meeting delivery deadlines, in providing the necessary production capacity and in the financial, strategic, industrial, social and management, supply chain, sustainable development and compliance fields.

Due to the semiconductor crisis, which lasted longer than expected, sharp rise in the energy and raw-material costs, and the accelerating decline in internal-combustion engines, 2021 and 2022 saw a further weakening of the supplier base in all countries where Renault Group sources its supplies. These factors have contributed to the significant increase in the number of suppliers that are at risk. This proportion, usually between 5% and 10%, was in the range of 20% to 25% at the end of 2022, with a significant proportion of suppliers potentially defaulting within one year despite a vigorous remediation program put in place by Renault Group in 2022.

The elements of structural fragility of the supplier fabric already mentioned, accompanied by unfavorable economic factors, in particular the rise in interest rates, the increased volatility of exchange rates and the increase in the levels of public and private debt, lead to think that the number of business failures will increase in 2023.

In addition, announcements related to the energy transition, including a complete halt to the release of internal combustion engine vehicles on the market within the European Union in 2035, have led to anticipatory behavior on the part of suppliers and their customers. This behavior could result in a reduction in the number of suppliers as well as a necessary restructuring of those whose trades will be impacted (especially in foundry, forging, machining, etc.). It is therefore the entire supplier base that must be considered carefully over the next years.

Risk management

The Group applies a comprehensive risk management system based on various measures:

- a prevention policy designed to make suppliers accountable for their own risks and in particular the compliance and robustness of their own supply chain;
- use of Alliance standards for products in development by suppliers;
- an Alliance capacity reference system process aimed at controlling, within a two-year time frame, supply risks not covered by the existence of available industrial capacities;
- an Alliance process for detecting non-compliance (quality, traceability) of parts delivered;
- monitoring of intrinsic supplier risks: annual multi-criterion ratings, financial and default risks (Alliance grid);
- monitoring of the risks created by the relationship between Renault Group (or other customers) and its suppliers by analyzing indicators such as (i) the proportion represented by Renault Group or the main customer in revenues, (ii) the market share of the supplier in the Group's panel, and (iii) the range's exposure to individual failure. Vigilance is especially reinforced insofar as Renault Group does not have a systematic policy of multi-sourcing;
- implementation of action plans on the detection of non-compliance or supplier risk.

This supplier risk prevention and management system was strengthened in 2022 with, in particular:

- the extension of the visibility given to suppliers on the order book to achieve twelve-month visibility;
- the development of risk control processes based on the good practices implemented to manage the Covid-19 and semiconductor crises, with, in particular, the start of a POC on the sharing of forecasts, and research to gain a better understanding of the supply chains (rank n);
- the implementation of risk control measures with a greater degree of anticipation than in previous processes, which can be up to two years of anticipation;
- consideration of supplier risk on comprehensive parameters from the outset of processing, including industrial, engineering, financial, human, etc. aspects;
- the launch of a cyber-certification project for suppliers (TISAX standard).

The prevention policy concerns both risks under human control such as those listed, and risks outside human control (natural disasters for example). Renault, Nissan and Mitsubishi thus have a business continuity plan program.

In addition, Renault Group has created, in association with The Adecco Group, the 1901 Auto ADE-RE association, the purpose of which is to diagnose needs and support suppliers and their employees in retraining operations in order to anticipate and best manage the impact of decisions related to the shutdown of internal combustion vehicles in 2035 in Europe.

Disruption of supply or transport systems

The risks identified relate to planning, production, transport or delivery interruptions of parts, upstream of vehicle production sites, or vehicles, downstream of these sites, which could impact sales, revenues, profits of the Group or customer satisfaction. Among these risks, we are seeing a steady increase in cybersecurity risk among our logistics suppliers.

Among these risks, we are seeing a steady increase in cybersecurity risk among our logistics suppliers. In 2022, we also saw an increase in transport risks (capacity and cost) due to the shortage of drivers, the impact of new regulations and the energy crisis, connected to the geopolitical context.

These risks, which are assessed in the dual context of the interdependence of the Group's industrial network extended to its global suppliers and the footprint of the distribution network (in particular, see chapter 1.1.5.4 of this document), are subject to a comprehensive prevention and protection system whose robustness is constantly being strengthened.

Risk management

The Covid–19 and electronic-component crises have demonstrated the ability of the supply chain to operate in a short loop to be more responsive to fluctuations in the environment. The "commercial demand vs industrial response" balancing process was able to operate effectively on a weekly basis instead of monthly. This experience has made it possible to validate the effectiveness of our digital tools, to improve their scope and to build new ones. The supply chain crisis management system, deployed for many years, is the central tool for responding to occasional crises and hazards (border blockages, blockage of the Suez Canal, meteorological crises, shortage of means of transport, cybersecurity ...). The supply chain has also actively contributed to multi-business groups for risk assessment and resolution during crises related to electronic components, plastics, steel, etc.

In this context, the supply chain has developed a "Control Tower" program, which is now in the operational start-up phase for upstream logistics. Through the roll-out of digital processes and with an end-to-end vision, it aims to manage risks at the appropriate levels of the organizations and to apply consistent methods between the Group's various regions and business lines. The program, which covers the risks of supplier failures as well as the risks of the supply and transport system, aims to:

- detect demand through an integrated sales and operational planning process and measure the impact of supplier disruption on vehicle diversity;
- manage supply capacity and supplier failures ;
- manage the logistics capacities of transporters, warehouses and fleets : deployment of the parts flow traceability project;
- anticipate risks and manage them operationally.

A cybersecurity audit of supply systems carried out in 2022 made it possible to strengthen the system.

Disruption in supply of raw materials

The risks identified relate to potential supply restrictions (imbalance between supply and demand, sourcing difficulties, geopolitical disturbances in particular), raw material prices, the variations of which may be significant and sudden, as well as non-compliance with ESG criteria (Environment, Social, Governance). Raw materials represent around a third of the total value of the Group's purchases. Three-quarters of raw material purchases are considered strategic because they are likely to have a significant impact on production conditions or present significant imbalances between supply and demand.

In 2022, the sharp rise in energy costs disrupted the production of certain energy-intensive raw materials and created strong tensions on supplies in a context of demand made very volatile by the semiconductor crisis. The geopolitical context and the regionalization of markets has also disrupted existing supply/demand balances, as has the gradual transition to carbon-free materials.

Risk management

Against a backdrop of highly volatile raw material prices and changes in energy mixes (petrol, diesel, electrified vehicles), Renault Group is supplementing its purchasing, technical, monitoring and hedging policies in order to identify and limit supply and cost overrun risks.

For purchasing policies, Renault Group continues to develop multi-sourcing for materials such as steel or cast aluminum so as to optimize costs while securing supplies. The Group is also reinforcing the control of materials contained in parts and components through a panel of approved materials and the performance of detailed analysis of material prices in the costing of parts.

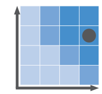
In terms of technical policies, the Group is actively working to reduce the use of, or to substitute, sensitive materials (e.g. palladium, rhodium and rare earths). It continues to also develop the use of recycled materials (precious metals in particular) and the recycling of end-of-life vehicles. The launch of the Refactory in Flins in 2020 and the creation in October 2022 of "THE FUTURE IS NEUTRAL", the new entity dedicated to the circular economy, are further steps in this direction.

With regard to strategic materials for batteries, the Group wants to secure the supply of responsible materials and share control of the value chain with the players in the chain. As a result, agreements for the supply of lithium or low-carbon nickel were signed in 2021 and 2022, and Renault Group plans to extend this type of agreement to materials other than those specific to batteries.

In a forward-looking approach, the Group reassesses its forecasts on a bi-monthly basis for the main indexed and non-indexed items. At the same time, it ensures ongoing monitoring of critical materials markets and suppliers.

Finally, to reduce risks and limit exposure to market fluctuations, Renault Group negotiates annual raw materials supply contracts whenever possible and appropriate. A systematic hedging policy has been put in place for the main indexed commodities.

Risks related to geopolitical instability and economic conditions



Renault Group has industrial and commercial operations in a large number of countries (see chapters 1.1.5 and 1.2.1.4 of this document). Some of these countries may present specific risks that could have an adverse impact on the Group's industrial and commercial operations, sales, revenues, income statement or balance sheet, despite a geographical spread of sales that limits the overall impact of regional contingencies while taking advantage of opportunities. These risks and opportunities may relate to the changing economic related situations, political or regulatory instability, social unrest, protectionism, nationalizations, fluctuating interest rates and exchange rates, lack of foreign currency liquidity or foreign exchange control measures.

Since 2021, automotive markets were impacted by disruptions in the supply of electronic components and raw materials as well as insufficient maritime transport from plants.

This components crisis continued into 2022, and was accompanied by an energy and raw materials crisis linked to the war in Ukraine, leading to the return or acceleration of inflation in most countries and increased volatility of interest rates and exchange rates.

All of these elements contributed to weaken the sector's economic situation. These disruptions were experienced in all markets by most automotive industry actors.

Specific risks

The Group's activities remain heavily dependent on the European market, which in 2022 represents two-third (64%) of the Group's sales (see the Group's worldwide sales in chapter 1.2.1.1 of this document and the breakdown of sales by country).

Outside Europe, the countries or areas that expose the Group most by their weight in sales and/or total production are Russia, Morocco, Turkey and the Americas. The respective weights in the Group's vehicle sales and production are as follows for each of these countries or areas (see chapters 1.2.1.1 and 1.2.1.3 of this document for sales and production figures for 2021): **Morocco** (3%, 15%), **Turkey** (7%, 11%) and the **Americas** (14%, 13%). Despite their limited weight in the Group's vehicle sales and production, **China** and the **Asia-Pacific** region occupy a crucial place in the battery and electric-vehicle value chain.

In Turkey, Renault Group is exposed to geopolitical risk as well as to macroeconomic and regulatory instability. As a result, the market is highly volatile, leading the Group to implement a risk management policy, currently under development, aimed at combining the short-term adaptability of its production system and the preparation of alternative solutions for the main logistics flows. Major political events in 2023 (presidential and parliamentary elections in June, centenary of the Republic of Turkey in October) will receive special attention.

In Morocco, the exposure to risk of non-transfer on imports is limited by the exported production. The potential impact of regional tensions remains to be monitored.

Latin America is gradually returning to pre-COVID-19 levels of GDP and employment, although the repercussions of the health crisis and the war in Ukraine are expected to have lasting consequences for the economies of the region (inflation record of 94.8% in **Argentina** for the year 2022).

In a context marked by recent electoral alternations **(Brazil, Colombia)**, the strong political polarization in most Latin American countries remains a source of tension and instability. Latin America is also exposed to a wide range of natural hazards and is expected to be one of the regions in the world where the effects and impacts of climate change, such as extreme weather events, fires and droughts, and the fall in agricultural yields will be the most intense.

In **Asia,** strategic competition between the **US** and **China** intensified in 2022, and is expected to continue over the long term. In addition to technological and commercial rivalry, geopolitical tension between the two countries is centred around Taiwan. Battery and electric-vehicle supply chains - of all manufacturers - would be particularly exposed in the event of a conflict in the Asia-Pacific region.

Risk management

In terms of industrial location, Renault Group's geographical choices are made taking into account the risks of instability built into a global industrial approach in order to ensure risk diversification. Manufacturing investments represent a major part of the Group's exposure to political risks. Country risk related to manufacturing and financial investment is in principle not hedged, but the risk of non-achievement of objectives is included in the expected profitability calculation. From an operational standpoint, the Group continuously increases the level of local integration in order to reduce the impact of political and foreign exchange risks and make its products more competitive.

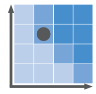
In addition, the Group hedges against the risk of non-payment for most payments originating from high-risk countries. The main exceptions relate to intra-Group sales, sales to industrial partners and to countries for which there is no possible hedging. Residual country risk is regularly monitored.

In order to centrally manage the risk of non-payment and put in place hedges on competitive terms, the Group has designed a "hub and spoke" invoicing system. Manufacturing subsidiaries sell their exported production to Renault S.A.S., which sells it on to commercial subsidiaries and independent importers, granting them supplier credit. The associated risk is managed by the parent company. Some sales between countries covered by customs agreements do not use this system, however.

In the light of the economic situation resulting from the Covid-19 pandemic and the geopolitical context and inflationary shocks, in 2022 the Renault Group continued to manage the reactions to be implemented within the company, with suppliers upstream and the network and customers downstream, in a coordinated manner and as close to the ground as possible, using a multi-business approach. In addition, in 2021 and 2022, Renault Group continued to reduce fixed costs and restructure industrial capacity to lower the company's breakeven point, eliminating unprofitable sales and working on net pricing to offset most of the exogenous impacts. These developments have been an essential asset in managing market and production changes linked to supply disruptions and will be capitalized on for the future. In addition, the global inflationary context is well integrated into the Group's budgetary assumptions and market forecasts, including in the form of a more or less deteriorated scenario. This flexibility, which is as close as possible to market trends, is at the heart of the Renault Group's efforts to protect employees, optimize financial performance and seize every possible opportunity.

As from February 2022, the conflict in Ukraine and its consequences for the Group's activity have been continuously monitored with all the teams concerned, primarily to ensure the physical integrity and safety of employees. As soon as they were published, Renault Group analysed the consequences of the economic and financial sanctions and counter-sanctions that were progressively decided; the Group ensures that they are strictly respected in the context of its activities. On 16 May 2022, Renault Group's Board of Directors unanimously approved the signing of agreements to sell 100% of Renault Group's shares in Renault Russia to the city of Moscow and its 67.69% stake in Avtovaz to NAMI (the Central research and development automobile and engine institute).

Social Risk



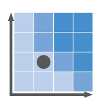
In an unstable economic, environmental and health context, major changes are putting pressure on the company's activity. In this situation, the Renaulution strategic plan entails a transformation that will lead to changes in the organization and new business models, in particular through the creation of new entities and partnerships. Energy transition issues and aggravating external factors such as the shortage of electronic components and rising prices of raw materials could lead the Group to take measures relating to the employment conditions of its people. In addition, an increase in inflation in countries where Renault Group has significant operations could lead to pressure on costs at the local level.

In this environment, the Group runs the risk of being confronted with social movements in the countries where it operates, which could disrupt its activities.

Management system

Building on its global framework agreements of 2013 and 2019, Renault Group has a dynamic of social dialogue both at the global level through its Group Works Council and at the local level with employee representative bodies. Renault Group is committed to dealing with these changes and the associated risks through regular, qualitative social dialogue, allowing global and/or local agreements to be reached and to change these bodies if necessary

Risk of natural, health or industrial disasters



The group's operating sites, whether manufacturing sites, engineering and testing centers, logistics platforms or even commercial sites are exposed to the risk of industrial accidents, fires, explosions and machine breakdowns. In addition, some facilities (see in particular chapter 1.2.1.3. of this document presenting the main industrial sites) are subject to the risk of natural disasters: earthquakes (particularly in Chile, Turkey, Romania, Colombia, Slovenia and Morocco), as well as floods or submersions (particularly in France and Korea). With the latter risks being increased by the higher frequency of external climate events related to global warming.

The occurrence of any of these risks, despite the prevention and resilience policies presented below, could harm people, the environment or the sites concerned and lead to significant disruptions in the ability to operate affected sites – potentially damaging the Group's assets and/or overall performance (sales, revenues, income statement or balance sheet), particularly through industrial interdependencies.

A global pandemic, such as the current Covid-19 pandemic, can result in significant and shifting health threats in countries where the group operates. Such situations may be accompanied by measures imposing restrictions on the free movement of people and goods, disrupting the opening of sales or after-sales outlets in distribution networks and the smooth running of industrial sites. The main impacts of such situations would be on the health and availability of the Group's personnel and its suppliers, as well as on financial performance (revenues, cash flow and cash) and, potentially, the value of certain balance sheet assets. In addition to the direct impact on people and business, the pandemic has collateral effects on the organization of logistics flows and supplies worldwide.

Risk management

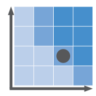
Over the past 30 years, Renault Group has been committed to implementing and developing an ambitious and rigorous prevention policy (safety of people, property and business continuity). More than 94% of the assets (industry, engineering and logistics) covered by the "property damage and business interruption" insurance program were awarded the international "Highly Protected Risk (HPR)" label in 2021, which reflects a level of prevention and protection approved by insurance companies.

In addition, the Group as a whole is working to increase its resilience to natural disasters. In particular, the treatment of seismic risk at the most at-risk sites has been completed in Chile and Turkey, and is being pursued in Romania under a specific multi-year plan: reinforcement of buildings and facilities, staff training, specific communications resources, crisis management systems, business continuity and an appropriate insurance program.

With regard to the health crisis, Renault Group has put in place permanent measures to protect the health of its employees, in conjunction with the public authorities, to preserve its assets and its ability to operate and to adapt to changing situations in the various countries. An ongoing monitoring system makes it possible to track the evolution of the situation and to mobilize the crisis mechanism if necessary. The provisions mainly concern specific work organization, management of work interruptions and resumptions in line with local measures and commercial demand.

4.2.3 Risks related to products and services

Risk of definition, product and service delivery or inadequate innovation



In the fast-changing environment of the automotive markets, regulations, market trends, customer expectations and technologies, linked to societal, environmental and climate issues, Renault Group is exposed to a risk of an insufficient match between its capacity for innovation, its product and services offering and the expectations of the various markets, which could adversely impact its sales, revenues or income statement.

Specific risks have been identified relating to:

- enhancement of the technological content of vehicles and related ecosystems, especially with regard to vehicle connectivity and related services and the development of electrified and, in the longer term, autonomous vehicles and in the fields of electronics and software (see chapter 1.4.1 "Technologies of the future" of this document);
- continual increases in the cost of vehicles resulting from more stringent regulations, the accounting of which through corrective changes in sale prices could prove excessively difficult, thus weakening the economic balance and the future of certain products;
- with regard to the Euro 7 regulations, this risk is reinforced by the significant technical gaps induced by the draft regulations to date, in a tight regulatory schedule with regard to industrial deadlines, which could lead to significant over-investment;
- the Group's specific and resolute ambition regarding electric vehicles, in a context of intense and complex industrial and markets dynamics and with an uncertain time frame, notably conditioned by the development of ecosystems (charging, battery recycling), and by regional regulations (CAFE, for example, in Europe - see chapter 1.5.1.2. "Pollutant and CO_2 emissions"), and increasingly skewed by aid policies or restrictions at all levels (region, country, city) and in many forms (driving restrictions or bans), as well as by the rise in the price of electric technology linked to the energy and raw-material crises;
- the current transition of the powertrain offer, in terms of technologies (petrol, diesel, electrical hybridization of internal combustion engines, electrical) and mix. In particular, the choice of hybridization technology, which is particularly sensitive to costs and also offers differentiated customer and CO_2 performance, could turn out to be imperfectly adapted or paced, depending on the products and markets, thus potentially going against the overall technological and financial optimization defined by the group for its CAFE trajectory;
- preserving the profitability of Renault Group's investments in the context in which the group intends to maintain its R&D investments within a range of 8% to 9% of revenues between 2021 and 2025; this being compared to approximately 10% of revenues in previous years. This necessity could increase the risk weighing on the choices made about innovations and the chances of seeing those innovations match real expectations of customers and therefore generate returns on investment.

Should the reference assumptions used in the Group's product development decisions be strongly called into question, the Group may have to recognize impairment on fixed assets (investment and capitalized development expenses, depreciated over the life of the vehicle) or book a provision to cover the contractual indemnities to be paid, if any, due to the failure to meet a minimum purchase volume.

Risk management

The definition of the group's future products is based on customer studies and analyses of automotive competitors, so that market expectations and developments and industry trends can be identified. It is also increasingly informed, on a global scale, by anticipatory technology watch by all of the group's development stakeholders, of the automotive industry and beyond. The development of new models or components is decided on the basis of this work and an evaluation of the anticipated profitability, calculated over the projected life cycle.

Renault Group has redefined its entire product and technology development portfolio from July 2020 under the leadership of its new CEO. A new brand organization has been set up in early 2021 to ensure that it is as close as possible to consumer expectations. Brand markers have been defined to ensure that product and service content is consistent with the relative positioning of each brand. These brands are able to make the most appropriate choices and trade-offs in order to strengthen their specific identities, and can draw on the expertise of the core businesses and on the bodies and technologies developed at Alliance level or with partners (e.g. Google, see below).

The group can thus develop products that will offer all types of engines (petrol, diesel, electric and electrified, LPG, hydrogen), increased connectivity for its vehicles and the driving aids expected by its customers. For example:

- at the end of 2020, the company launched a major innovation on the hybridization market with the E-Tech hybrid and plug-in hybrid engines, which, in addition to the electric range, make it possible to meet CAFE regulatory requirements;
- Megane E-Tech, launched in 2022, is the first consumer vehicle to integrate the Google automotive platform;
- in the key area of battery technologies, the roadmap presented during the "Renault E-Ways" event on 30 June 2021 highlighted the desire to locate battery sourcing as close as possible to plants, the choice of a dual offer

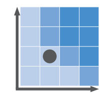
through partnerships with Envision AESC for a cost-competitive battery as well as with the start-up Verkor for a high-performance battery, and lastly the design of a standardized cell architecture able to reduce manufacturing costs and increase battery energy efficiency;

- finally, on the occasion of the Capital Market Day on 8 November 2022, the Group announced the forthcoming creation of two new entities which will be instrumental in this transition:
  - the Horse project, in which Renault Group will combine its internal-combustion and hybrid engine technologies with those of Geely to create a world-leading equipment manufacturer;
  - the creation of Ampere, the first electric and software pure player born out of the disruption of a traditional car manufacturer, which will rely on high-tech partnerships with Google and Qualcomm, in particular.

From a general perspective, to ensure the robustness of the product plan and keep risks under control, the group strives to:

- maximize the distribution of the same model in different markets, which reduces its exposure to possible fluctuations in one of these markets;
- optimize outlay by simultaneously developing cars in the same segment for several brands, combining design differentiation and maximum technical commonality;
- offer a varied, balanced product portfolio that meets customer expectations in different segments and markets, so as to reduce the risk of dependency on a single market, segment or customer type;
- offer a diversified and adaptable engine portfolio (ICE, LPG, hybrid, plug-in hybrid, electric, hydrogen) to meet customer expectations in different markets and enable potential changes in the engine mix to be supported;
- develop, with its Alliance partners, a limited number of standardised technical platforms (for example: CMF EV and CMF-B EV) to maximize economies of scale for component volumes and costs, and facilitate their reuse from one region to another;
- control the robustness of main product development milestones so as to secure the market launch schedule of new products, in particular by strengthening governance through the increased involvement of top management. The upstream phases are thus now more robust due to their level of detail, their 360° business vision and a handover from the "Concept Freeze" milestone to the company's brands and downstream.

Risk of product or service quality defects



The quality of Renault Group's products and services could be considered insufficiently competitive by potential customers in the face of the competition, which would adversely affect the satisfaction of its customers or partners, and negatively affect its sales, revenues, costs or reputation.

This risk is specifically considered within the stringent environment of major changes in the automotive technologies implemented by the group as part of its strategic plan (for current models, see chapter 1.1.5.1., "Automotive: brands and ranges" or 1.3.3 "Innovations in new vehicle and service projects in 2021 for developments" of this Document as well as the chapter 1.3.1 mentionning "Technologies of tomorrow").

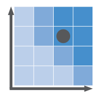
Risk management

Control of this risk has been reinforced by the implementation of a specific Quality plan. It relies in particular on quality assurance systems implemented within the Group's operating activities as well as on functional safety organization and activities and general product safety, aiming to protect against the risks related to the physical integrity of people involved in road use, starting with the users of the Group's products and services.

The Group has also set up a market monitoring system that allows it to become aware of sources of customer dissatisfaction very quickly and to act accordingly. This is done, in particular, through a process for correcting quality issues, which has been strengthened, including a recall process for, as a matter of priority, those problems that could have regulatory or potentially safety-related consequences.

4.2.4 Cross-group risks

Risk of cyberattack and failure of information systems



The conduct of Renault Group's activities depends, continuously and increasingly, on the proper functioning of its IT and information systems. Developments in the group's strategy and its new challenges (cloud strategy, digitization, Industry 4.0, development of connected services or strengthening of the cybersecurity regulatory environment in particular) are tending to increase its exposure to threats and making cybersecurity a major challenge.

The main risks that could adversely affect the Group's activities are related to:

- cybercrime: global computerized attacks or attacks targeting the Group's interests or, as a side effect, national interests. These attacks, in a context of strong growth, may aim to access sensitive data (strategic, product, service or personal data), to steal or alter them, to block services or even all of the Group's information systems;
- incidents that could affect the continuity of services hosted in our infrastructures and those of our partners and suppliers;
- non-compliance with IT standards or practices required by legislation, external authorities or contracts with suppliers or the state of the art.

The materialization of these risks, despite the continuous strengthening of systems aimed at controlling them, could have major financial impacts related to the temporary suspension of the Group's activities – of all types – (revenues, earnings), to penalties or to increased insurance premiums. There could also be adverse impacts on the Group's image and the confidence of third parties and customers in the Group and its brands.

In addition, Renault Group's increased marketing of connected vehicles and services (in particular, see chapters 1.3.1 and 1.3.2) is accompanied by the emergence of risks of a comparable nature, for which insufficiently robust and sustainable management could lead to adverse impacts on safety and the reliability of data, services or vehicles.

Risk management

The general control of these risks is currently provided at the operational level via:

- the deployment of security policies (e.g. controlling information, information system security, vehicle cybersecurity management system, IT charter and IT code of conduct) and the continuous enhancement of the process of defining security requirements according to the level of criticality of the applications and data handled;
- the translation of policies into operational procedures;
- the deployment of an evolving action plan based on a security Master plan and annual risk mapping. The security Master plan is updated and presented on a regular basis to the Audit and Risk Committee (CAR).

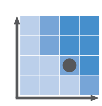
At the organizational and governance level, it is provided in particular by:

- global cybersecurity organization across the company;
- the Risk and Internal Control Committee;
- governance committees monitoring and evaluating the effectiveness of information security processes and measures.

In view of the Group's key strategic priorities, its digitalization and the evolution of threats, the major actions to optimize risk management are currently focused on the following areas:

- monitoring by reviewing performance indicators (e.g. average resolution time for major and critical incidents, Bitsight rating and indicators regarding key obligations under the GDPR);
- a major program to strengthen security at the Group's various plants;
- development of vehicle cybersecurity and associated services in connection with the need to comply with the new regulations (UNECE R155 & R156) on vehicle cybersecurity. In early 2022, Renault Group obtained official certification from UTAC for the management of its cybersecurity (CSMS);
- enhanced supervision (Security Operations Centre – SOC) of systems in all the Group's domains (in particular IS/IT, vehicles, connected services, cloud infrastructure and plants);
- strengthening of awareness, training and skills regarding cybersecurity;
- strengthening of the protection of the Group's systems/ infrastructures (including those that use cloud hosting);
- participation in international and national ecosystem interest groups (e.g. PFA, Cyber Campus, ACEA). PFA, Cyber Campus, ACE).

Risk of ineffective digital transformation

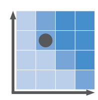


In 2016, the Group initiated a digital transformation that, led by the IT function, aims to allow all the Functions to improve their productivity, reduce their costs and create new sources of value. This transformation involves both organizational and technical changes, including poor governance that could lead to a loss of efficiency and competitiveness of the Group.

Management system

Since 2016, digital transformation has been governed by each function and the Renault Digital subsidiary is accelerating this transformation. In 2022, the Group specified its five-year, medium-term digital plan. A total of eight business areas have been defined as new value chains for the Group: digital development of vehicles, industrial performance, upstream & downstream logistics, sales and customer service, after-sales, support functions, service development, operation of sales and services. Governance of the digital project portfolio is in place in the form of a Control Tower in the functions. For each of the projects, a joint business/IT steering team has been created with the aim of meeting the digital challenges that will enable the expected business results to be achieved, with particular attention given to the resources required and to the correct architecture of the data and digital solutions. Such governance is associated with the steering of projects and the value they generate at Board of Management level. The IT director is a member of the Group's Board of Management, which enables steering to take place at the highest level.

Risk of a lack of resources and talent



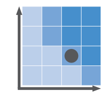
In light of the digital revolution, rapid technological breakthroughs and new needs in terms of mobility services, the Group's aim is to turn itself into a competitive technology and services company. As a result, its skills requirements are evolving at all qualification levels, and the Group must ensure that it has the best professionals in its class. The company must meet the challenge of attracting, retaining and developing talent. Thus, in a highly competitive labour market, which is no longer limited to the automotive sector, the risk for the company is that it will not be able to attract or retain the talent needed to fulfil its strategic ambitions or for its transformation.

Management system

To constantly adapt to transformed roles in the automotive sector and to shape future mobility, the Group has introduced a HR policy to make it fast-moving, innovative, effective and eager to learn, and to support the commitment and motivation of its employees on the basis of the following actions:

- recruitment of staff with a very wide range of profiles and expertise in all the countries in which the Group operates;
- promotion of diversity and inclusion, in particular by strengthening the Group's ambition to be a leader in the automotive sector, and by boosting the growing share of women in management positions;
- employee development and training through an adapted, personalised and modernised training offer, supported by an extended community (ReKnow University, Learning & Development);
- a competitive compensation policy, combined with enhanced performance monitoring and appraisal;
- a solid, international and cross-functional approach to identify, develop and retain talent.

Risk of non-compliance with laws and regulations, including corruption



As a result of its international activities, Renault Group is subject to increasingly numerous, complex and shifting laws and regulations, particularly in the areas of automotive manufacturing, the environment, competition, labor law, new technologies and cybersecurity (in particular, see chapter 1.5 "Regulatory environment" of this document).

The group could therefore find itself exposed to a change in laws or regulations that were insufficiently anticipated or incorrectly taken into account by the existing management system described below. Moreover, the authorities or courts may also change the application or interpretation of existing laws and regulations at any time.

These differences in anticipation or failure to account for such changes in laws or regulations could result, for the group and its senior executives, in possible criminal, administrative or financial penalties, that could also lead, for the group, to a change in its capacity to carry out its operating activities, its revenues, its profits or its image.

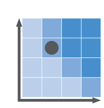
Risk management

Concerning such legal and regulatory changes, Renault Group requires its subsidiaries to comply with the regulations of the countries in which the company conducts its business and takes part in ongoing discussions with the national or regional authorities in charge of the specific regulation of the products in the automotive sector, in order to anticipate changes and guarantee compliance of the Group with laws and regulations.

Renault Group also uses a structured approach to analyse and ensure the robustness of its regulatory compliance in a sustainable and proactive manner, within a scope of major regulated domains including: "competition", "anti-corruption", "environment", "health - safety - working environment", "technical regulations" and "data protection".

This approach is managed by the Ethics and Compliance Department, working closely with the Legal Department, under the supervision of the Ethics and Compliance Committee (CEC). The maturity of the regulatory compliance systems is measured quarterly by an index, a summary of which is presented to the CEC.

Legal risks



Renault Group is exposed to a legal risk, the assessment and potential impacts of which are detailed below. In its criticality analysis, the group uses an overall assessment of these components, presented below in no particular order.

Litigation

Renault Group is unable to assess the impact of ongoing litigation proceedings on the group.

In general, these proceedings could result in the payment of fines or damages that could have a negative impact on the group's operating income and financial position. In this case, these proceedings could also have an effect on the group's reputation among consumers and indirectly reduce the attractiveness of the vehicles that it markets.

Market monitoring

Like any manufacturer, Renault Group is exposed to the risk of non-compliance of the products that it markets and their withdrawal from the market. In a context of particular sensitivity to ecological issues, case-law developments and the tightening of applicable regulations, this risk appears to be higher for internal-combustion engine vehicles marketed by the Group.

Intellectual property

Renault Group's industrial know-how, innovations resulting from research and the products marketed are the subject of patents, trademarks, designs and models filed to protect the group's intellectual property. As such, Renault Group files a significant number of patents, trademarks, designs and models in its area of activity each year (see chapter 1.3 of this document). The major risk facing Renault Group in terms of intellectual property is the risk of counterfeiting, whether innocent or deliberate.

Counterfeiting may be committed by third parties against the products, industrial processes, brands, designs and models protected by Renault Group. From a technological standpoint, given Renault Group's reputation, particularly in the field of hybrid and electric vehicles, the Group could become a prime target for such counterfeiting. Renault Group's E-Tech technology is a significant example. As regards trademarks, designs and models, repercussions can be felt in particular in the replacement market. Renault Group's existing reputation is a key factor in increasing the risk of counterfeiting.

Any such actions could have an immediate unfavorable impact on the group's revenues and earnings, and may harm the reputation and quality image of the technologies and products concerned. Patents, trademarks, designs and models registered by Renault Group in the Group's main automotive markets provide it with an effective weapon in the fight against counterfeiting. In addition, with regard to trademarks, the establishment of customs monitoring in various countries allows the reporting of dubious products, both imports and exports.

So-called deliberate counterfeiting could be an involuntary act by Renault Group, given the risk associated with the period during which patent applications are not made public. Patent applications filed by third parties and known only at the time of publication could force Renault Group to modify a product under development, increasing the project's Research and Development costs, or to negotiate rights to use the patented item. In either case, the project's margin would be affected. This risk is particularly present in the context of connectivity and standard essential patents.

Risk management

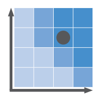
The control of legal risks is in particular based on an internal control system organized around three guiding principles:

- Management of the group's legal function, which is organized around a central function and employees in the group's main countries. These employees report on a hierarchical and/or functional basis;
- Employees of the legal function are proactive in anticipating legal risks upstream and adapting the corresponding procedures (advisory consultations, information from the central legal function, etc.);
- Regulatory monitoring by Renault Group in collaboration with the different countries concerned.

4.2.5 Financial risks

Renault Group is exposed to the following six main risk components of a financial nature, the assessment, potential impacts and principles of control of which are specified below.

Foreign exchange risk



The international expansion of its activities leaves the Group exposed to foreign exchange risk. This risk is related to the fluctuation of the various currencies against the euro and mainly impacts **the Group's Automotive activity**.

The Automotive segment is exposed to foreign exchange risk mainly in terms of its operating margin, and the Group may hedge some of its exposures from time to time. Based on the structure of its earnings and operating cash flows for 2022, a 1% rise in the euro against all currencies would have an unfavorable impact of 11 million euros on the annual operating margin of the Automotive segment after hedging (see note 25-B2 to the consolidated financial statements for details of the impact by currency).

The financial statements of the Group, its share in the profit or loss of associates, its shareholders' equity and its net liquidity position may also be affected by fluctuations in exchange rates against the euro. In particular, the Group has a 43.4% interest in Nissan, and therefore holds net yen assets whose fluctuations impact the value of the shares in assets and the Group's translation reserves in liabilities. For fiscal year 2022, the impact of a 1% rise in the euro against the yen would result in a decrease in Nissan's contribution to Group shareholders' equity of 167 million euros and to Group income from associates of 5 million euros (see notes 12-C and 25-B2 to the consolidated financial statements). In addition, the Group partially hedges the foreign exchange risk associated with its investment in Nissan by borrowing in yen, which impacts its net liquidity position. A 1% rise in the euro against the yen would increase the net liquidity position by 14 million euros.

The **Sales Financing segment** is exposed to a more limited extent to the risk of exchange rate fluctuations, which may nevertheless have a negative impact on its financial position.

Risk management

The foreign exchange risk management policy for the **Automotive segment** is implemented and monitored by the Performance and Control Department and the Financing and Treasury Department.

Any hedging of foreign exchange risk on operating margins must be analyzed in advance by the Performance and Control Department and the Financing and Treasury Department, and then formally authorized by the Finance Department or General Management, as well as reported monthly to the Chief Financial Officer. Where possible, foreign exchange transactions are mainly carried out by the Group's trading room (Renault Finance) for currencies that can be traded on international markets.

In 2022, in order to limit the exposure of its operating margin to currency risk, the Automotive segment has set up currency hedges on the Argentine peso, the Chinese yuan and the Turkish lira.

In addition, in order to avoid any currency-related distortion of financial results, the currency risk associated with financing and investment flows in foreign currencies is systematically minimized. Cash surpluses in countries not centralized at the parent company are generally invested in local currency under the supervision of the Financing and Treasury Department. Financing transactions are carried out in the local currency of each entity, or when they are carried out in foreign currencies, are hedged in the same currency under the control of the Financing and Treasury Department. Any residual exposures (including those relating to Renault Finance operations) are subject to a waiver and are reported to the Chief Financial Officer on a monthly basis.

Equity investments (in currencies other than the euro) are generally not hedged, resulting in translation adjustments, if any, which are recognized in Group shareholders' equity. However, given the size of the investment in Nissan, Renault's share of Nissan's net worth is partially hedged (see note 12-G to the consolidated financial statements). In 2022, the Group amended its management policy whereby the hedging of its net investment in Nissan is limited to its best estimate of the next three years of yen dividends to be received from Nissan. The Group may now hedge a higher amount of its foreign exchange risk exposure on its share of equity in Nissan, subject to the yen share of Nissan's equity and its assessment of the liquidity risk on the yen.

The management of foreign exchange risk by the Sales Financing segment distinguishes between transactional and structural foreign exchange risk. With regard to transactional foreign exchange risk, most Sales financing subsidiaries operate in a single currency and are therefore not exposed to foreign exchange risk. However, some subsidiaries finance assets denominated in different currencies. Their transactional foreign exchange position is subject to limits, and the residual exposure is kept to a marginal level for RCI Banque. At December 31, 2022, the RCI Banque group's consolidated transactional foreign exchange position (excluding investments in subsidiaries) amounted to 1.2 billion euros. These investments are of strategic importance to RCI Banque and are included in the Group's risk management. They generate structural exposure to foreign exchange risk, which is managed with two main objectives: a) to protect the Group's consolidated capital ratios from the impact of changes in foreign exchange rates; b) to comply with local regulatory requirements in terms of capital ratios, with an appropriate cushion. Open positions may result in asset losses (write-downs of equity) if the currency concerned depreciates. RCI Banque has established limits on the maximum loss realized by maintaining these open positions.

For further details of the foreign exchange risk management system, see note 25-B2 to the consolidated financial statements.

Liquidity risk

The Group finances its Automotive and Sales Financing activities through long-term debt issues, bank loans, commercial paper issues, as well as through receivables securitization and deposit-taking activities. In the event of a prolonged market closure or tension in access to credit, the Group is exposed to liquidity risk. If the Group cannot access new sources of financing or if its financing needs increase, insufficient liquidity would be particularly detrimental to its competitiveness, operating results and financial position. Liquidity risk is the risk that the automotive and sales financing segments will have reduced liquidity to repay debts as they mature or to finance balance sheet growth. The Group's liquidity could be significantly affected by factors beyond its control, such as general market disruptions, market perceptions of increased liquidity risk, or speculative pressures in the debt market.

The Automotive and Sales Financing segments are also subject to financial ratings from several agencies. Any downgrading of these ratings could limit and/or increase access to capital markets for these sectors of the Group. Under current market conditions, a possible downgrading of the financial rating of Renault S.A. (automotive sector) by Moody's would lead to a downgrading of the rating of RCI Banque (sales financing sector).

The table of financial ratings for Renault SA is presented below (as of December 31, 2022).

Renault S.A. ratings

Agency	Rating & Outlook	Date of last review
Moody's	Ba2/NP/Stable outlook*	November 2022
S&P	BB+/B/Stable outlook*	February 2023
R&I	A-/Negative outlook	June 2022
JCR	A-/Stable outlook	November 2022

* Change in outlook (from negative to stable).

A detailed schedule of financial liabilities of the Automotive and Sales financing segments is presented in note 23-D to the consolidated financial statements.

For further details on liquidity risk, see note 25-B1 to the consolidated financial statements.

Risk management

Liquidity risk management in the Automotive segment is conducted by the Financing and Treasury Department. This management is based on an internal model, which defines the level of liquidity reserve to be maintained by the Automotive segment in order to finance its activity and development. This level of liquidity reserve is closely monitored on a monthly basis through periodic reviews and reporting to the Chief Financial Officer.

In 2022, Renault S.A. maintained its access to capital markets by issuing a "Samurai" bond. This bond was issued at the end of June 2022 for a nominal amount of 80.7 billion yen and a maturity of three years. Renault S.A. also maintained its access to short-term financing through its NEU CP program.

In addition, in 2022, Renault S.A. prepaid €1 billion of the 4 billion euros initially drawn down in 2020 under the bank credit agreement guaranteed by the French State. As a reminder, this credit agreement for an initial amount of 5 billion euros was put in place in 2020 to finance the liquidity needs generated by the Covid-19 pandemic. The facility, which can be drawn down until December 31, 2020, was drawn down three times in the second half of 2020 for a total amount of 4 billion euros. At December 31, 2022, the outstanding nominal amount under this agreement was 1 billion euros.

The contractual documentation for Renault SA's financing, including bank financing and credit agreements, does not contain any clause that could call into question the maintenance of credit due to changes in the quality of Renault Group's signature or compliance with financial ratios.

At December 31, 2022, the Automotive segment had a liquidity reserve of 17.7 billion euros. This liquidity reserve is significantly above the internal target and enables the Automotive segment to meet its 12-month commitments. It is made up of 14.2 billion euros in cash and cash equivalents, and 3.4 billion euros in confirmed bank credit agreements, which were not used at December 31, 2022.

Liquidity risk management for the Sales Financing segment is based on several indicators or analyses, updated monthly on the basis of the latest forecasts for outstandings and refinancing transactions. Conservative assumptions are made regarding deposit runoff. The Group has limits governing its liquidity risk. RCI Banque must at all times have sufficient financial resources to ensure the continuity of its business and its development. At December 31, 2022, RCI Banque's liquidity reserve (Europe) stood at 14 billion euros. The liquidity reserve remains significantly above internal targets. It is made up of 4.4 billion euros of undrawn confirmed bank lines, 4.6 billion euros of collateral eligible for Central Bank monetary policy operations, 5.8 billion euros of highly liquid assets (HQLA) and 0.2 billion euros of available cash. These assets enable RCI Banque to maintain the financing granted to its customers for further 12 months without access to external liquidity.

For further details see note 25-B1 to the consolidated financial statements.

Customer and network credit risk

In its sales financing business, the Group is exposed to credit risk in respect of its retail and business customers and the dealer network. Credit risk arises from the uncertainty that the customer (debtor) will be able to meet its obligations to repay the debt it has contracted with RCI Banque.

Credit risk can be broken down into the risk of default, i.e. the probability that a client will not meet its obligations to pay, and the risk of loss in the event of default, i.e. the non-repayment of the debt at the time of default. The assessment of these two components of credit risk is linked to the socio-economic and financial elements of the debtor and to the macroeconomic and microeconomic context in which the debtor is found.

Hence, the level of credit risk is expressed in terms of the classification of loans according to their level of risk (classification into three stages in accordance with IFRS9) and in terms of the level of impairment applied to each risk class (stage). Impairment charges on loans and losses are recognized annually and presented in RCI Banque's income statement under the "cost of risk" accounting aggregate. The level of the annual cost of risk thus expresses the marginal increase or decrease in credit risk on the customer loan portfolio.

The cost of risk on the Client and Network activity (individual and corporate financing) is marked by a return to normal after a very low level observed in 2021 in a more favorable economic context. Credit quality at origination has been maintained (tightening of acceptance policies) as has collection performance.

Risk management

RCI Banque's acceptance system is based on statistical models for granting loans, acceptance rules designed to protect our customers against the risk of overindebtedness, the use of external databases to check the overall indebtedness of our customers (except in France, where there is no "positive" file), and measures to combat fraud. In addition, for financing to the dealership network, RCI Banque has an internal methodology for rating each counterparty on a risk scale.

In addition, all acceptance procedures are governed by Group standards transposed by each RCI Banque Group entity. The quality of credit risk at the outset and throughout the life of the loan is constantly monitored, and a specific governance structure has been set up to ensure that the credit risk monitoring system is consistent. Within this framework, provision adjustments are made for fragile customer segments or risk deterioration factors such as inflation that has already occurred.

Lastly, in a forward-looking management approach, RCI Banque makes upward adjustments to the amount of impairment on its outstanding customer loans using the forward looking technique, taking into account unfavorable economic scenarios, and also measures the resilience of its business model and capital adequacy by applying a stress test to its customer loan portfolio.

The total cost of risk at December 31, 2022, was 0.44% of average earning assets compared with 0.14% at December 31, 2021. At December 31, 2022, net assets of customers amounted to 39,063 million euros and net assets of dealers to 10,429 million euros.

For further details on the customer and network credit risk management system, see note 25-B6 to the consolidated financial statements.

Risk of exposure to residual values

A downward trend in the market for used vehicles may result in a risk for the holder of the residual values, who undertakes to take back the vehicles at the end of their financing at a price fixed at the inception of the contracts. This risk could have a negative impact on the company's operating results and financial position due to the recognition of losses not anticipated at the inception of the contract. However, the situation in 2022 is very favorable, with an increase in the market price of used vehicles and an improvement in the residual values of our entire range.

The risk of a decline in residual values is borne by the Group's automotive activities and by Mobilize Financial Services for financing associated with a vehicle trade-in commitment.

At December 31, 2022, the Renault Group's exposure to changes in residual values on the market amounted to 2,816 million euros for Automobile (net book value of vehicles) and 2,506 million euros for Mobilize Financial Services (value of the trade-in commitment in financing contracts). At December 31, 2021, the exposure amounted to 3,121 million euro and 2,110 million euro respectively. The decrease in exposure for the automotive division is explained by the sale of Retail Renault Group car dealerships in France and Europe. The increase in Mobilize Financial Services is attributable to business in the United Kingdom, where contract volumes have increased (better commercial performance) as have vehicle residual values.

Risk management

Developments in the used vehicle market are periodically and thoroughly monitored by the Renault Group Residual Value Committee, which analyzes, among other things, used vehicle sales volumes, their current and future market prices, the sales channel mix and the new sales prices of these same vehicles. The result is an estimate of risk, and provisions may be made on a conservative basis on the loan portfolio when the market values observed have fallen below the level of trade-in commitments, or if specific future risks have been identified in the used car market.

RCI Banque has equivalent governance and benefits from significant synergies with the parent company in terms of tools and information.

Interest rate risk

Exposure to interest rate risk relates mainly to the sales financing segment, where this risk represents the impact of a change in interest rates on the future gross financial margin. RCI Banque's operating results may be affected by changes in market interest rates or in the rates charged on customer deposits.

Risk management

Interest rate risk for the Sales Financing segment is managed on a daily basis: sensitivity is calculated by currency, by management entity and by asset portfolio to ensure that each entity complies with the individual limits set for it. The sensitivity to interest rate risk is measured using a common methodology for all RCI Banque entities. Sensitivity consists of measuring the impact of an increase in interest rates on the value of balance sheet flows for each entity. The magnitude of the increase depends on the currency. It is 100 bp for EUR, CHF, KRW, 15P bp for GBP, 200 bp for PLN, RON, COP, and 300 bp for BRL. The hedging system reduces RCI Banque's overall exposure as well as the exposure of each entity. At December 31, 2022, after hedging, the sum of the absolute values of sensitivities to a parallel rate shock in each currency amounted to 5.7 million euros, below the limit set by the Group (70 million euros).

For the Automotive segment, liquidity reserves are generally built up at variable rates and long-term investments are financed at fixed rates. The Automobile segment's available cash is centralized, as far as possible, at Renault S.A., and placed in short-term bank deposits by Renault Finance.

For further details on the interest rate risk management system, see note 25-B3 to the consolidated financial statements.

Risk related to tax changes

Tax risk is the risk associated with changes in tax laws or regulations, differences in interpretation with local tax authorities and changes in tax jurisprudence.

The Group reserves the right to contest any adjustments that it considers unfounded.

Following the application of IFRIC 23 in April 2019, uncertain tax treatments related to corporate income tax are now presented as tax liabilities in the corporate income tax line in other current operating liabilities.

The main tax audits and disputes in progress are described in chapter 5.2.2.6.3 note 8 of the consolidated financial statements and in section 4.3 "Litigation".

The tax policy is presented in chapter 2, section 4, paragraph 3.

Risk management

Renault Group ensures compliance with the tax rules applicable to its business in all countries where it operates, in accordance with international conventions and local laws.

Renault Group Tax Management is responsible for the Group's worldwide tax policy, including the management of all tax risks.

As a support function attached to the Group Finance Department, the Group Tax Department is independent of the operational functions. It is supported in its mission by the local tax department.

Tax risk management is an integral part of the overall risk management process within the Group.

The Group Tax Department ensures the dissemination of tax compliance standards within the Group (Automotive, Sales Financing and Mobility Services), through internal communication channels.

The Group Tax Department takes a responsible approach to tax management and control, based on rigorous documentation and internal control of tax processes.

4.3 Litigation

4.3.1 Legal disputes

Renault Group is involved in various governmental, legal and arbitration proceedings as a normal part of its activities in France and abroad.

To the best of Renault Group's knowledge, over the last 12 months there have been no disputes or governmental or legal proceedings other than those described below, or any arbitration processes under way or likely to occur and that could have a significant impact on its financial position, activities or results. Each event is reviewed regularly, in particular when the accounts are closed. After seeking the opinion of the appropriate advisers, the group sets aside any provisions deemed necessary to cover the estimated risks (see note 20 "Provisions" to the consolidated financial statements).

Proceedings on emissions

In France

Like several other manufacturers, Renault Group has been the target of a judicial investigation for aggravated deception since 2017. This case follows the investigation conducted by the DGCCRF into the emission of nitrogen oxides (NOx) of a dozen car manufacturers selling diesel vehicles in France. In this case, joined by fewer than 20 complainants, Renault Group was charged with deception on 8 June 2021. As per this status, the company is presumed innocent.

Renault Group denies having committed any offence and points out that its vehicles are not equipped with any rigging software for pollution control devices. The company takes all necessary measures to preserve its rights.

At this stage, Renault Group has had to post a bond of €20 million (€18 million of which will be dedicated to the potential payment of damages and fines) and provide a €60 million bank guarantee dedicated to the potential compensation for losses.

International

Also on the matter of nitrogen oxide (NOx) emissions, Renault Group has been the target of civil actions for damages in various countries for allegedly equipping its vehicles with rigging software for pollution control devices.

In Germany, for example, 44 cases are under way against Renault Group. 21 first-instance decisions and six appeals court decisions have already been handed down. All of them were in Renault Group's favour.

In Austria, seven civil proceedings are under way.

In the UK, threatened class actions brought by three law firms, in which some very preliminary procedural steps have been taken, are currently being brought by two of them (following the withdrawal of the third) against Renault Group and certain authorized dealers.

Lastly, three Dutch foundations have initiated legal proceedings against Renault S.A., Renault S.A.S., Renault Nederland NV, Renault-Nissan BV and Automobile Dacia S.A. in the Netherlands, as well as certain authorized dealers. This case is currently at a preliminary stage.

Antitrust investigations on end-of-life vehicles

On 15 March 2022, the European Commission conducted inspections at the premises of companies and associations active in the automotive sector located in several EU Member States. In parallel, the European Commission has sent out formal requests for information to several companies active in the automotive sector. The investigation concerns possible anticompetitive collusion in relation to the collection, treatment and recovery of end-of-life (ELV) cars and vans, relating in particular to (i) the compensation of ELV collection, treatment, and recovery companies, and (ii) the use of data relating to the recyclability or recoverability of ELVs in advertising materials.

Renault was one of the companies visited on 15 March 2022. In parallel, Renault has received a request for information from the UK Competition and Markets Authority (CMA), which is investigating similar conduct. Renault has replied to the European Commission's and the CMA's requests for information.

4.3.2 Tax disputes

Tax risk is the risk associated with changes in tax laws or regulations, differences in interpretation with local tax authorities and changes in tax jurisprudence.

Each of the known disputes or ongoing proceedings in which the group is involved was reviewed as of the balance sheet date, possibly with the assistance of external advisers, and provisions have been established to cover the estimated risks where appropriate.

There are currently significant disputes with the tax authorities in France, Spain and South Korea, mainly on transfer pricing issues.

The group disputes the arguments put forward by the tax authorities and has initiated dispute proceedings to assert its position.

The group considers that it has a solid case for asserting its rights.

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int("modifier_ob",modifier_ob)
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mirror object to mirror_ob
rror_mod.mirror_object = mirror_ob
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rror_mod.use_z = False
operation == "MIRROR_Y":
rror_mod.use_x = False
rror_mod.use_y = True

5. Financial statements

The elements of the annual financial report are identified in the summary using the pictogram. AFR

5.1 Earnings report - full year 2022

5.1.1 In brief

Key figures

	2022	2021	Change	2021 published
Worldwide Group registrations (1) (Million vehicles)	2.05	2.18	-5.9%	2.70
Group revenue (€ million)	46,391	41,659	+4,732	46,213
Group operating profit (€ million)	2,595	1,153	+1,442	1,663
(% revenues)	5.6%	2.8%	+2.8 pts	3.6%
Group operating income (€ million)	2,216	900	+1,316	1,398
Contribution from associated companies (€ million)	423	515	-92	515
o/w Nissan (€ million)	526	380	+146	380
Net income (€ million)	-700	967	-1,667	967
o/w continuing operations (€ million)	1,620	549	+1,071	N/A
o/w discontinued operations (€ million)	-2,320	418	-2,738	N/A
Net income, Group share (€ million)	-338	888	-1,226	888
o/w continuing operations (€ million)	1,650	524	+1,126	N/A
o/w discontinued operations (€ million)	-1,988	364	-2,352	N/A
Earnings per share (€)	-1.24	3.25	-4.49	3.26
Automotive operational free cash flow (2) (€ million)	+2,119	+889	+1,230	+1,272
Automotive net financial position (€ million)	+549 at Dec. 31, 2022	-1,100 at Dec. 31, 2022	+1,649	-1,622 at Dec. 31, 2022
Sales Financing, average performing assets (€ billion)	44.7	44.8	-0.1%	44.8

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see note 3-B).

(2) Automotive operational free cash flow: cash flows after interest and tax (excluding dividends received from publicly listed companies) minus tangible and intangible investments net of disposals +/- change in the working capital requirement.

Overview

Renault Group delivers: doubled profitability, record free cash flow, resumed dividend & further performance improvement expected in 2023

2022[1] results: exceeded 2022 FY financial outlook (upgraded in July 2022)

- Group revenue at €46.4bn: +11.4% vs 2021;
- Group operating margin at €2.6bn (5.6% of revenue; vs a guidance above 5%): up €1.4bn vs 2021 (+2.8 pts), reaching 6.4% in 2022 H2 (+2.9 pts vs 2021 H2);
- automotive operating margin at €1.4bn (3.3% of revenue): up €1.4bn vs 2021 (+3.3 pts), reaching 4.2% in 2022 H2 (+3.5 pts vs 2021 H2);
- record Automotive operating margin per vehicle;
- Net income from continuing operations at €1.6bn, up €1.1bn compared to 2021;
- Net income from discontinued operations at -€2.3bn due to the non-cash adjustment related to the disposal of the Russian industrial activities announced on May 16, 2022;
- record Automotive operational free cash flow at €2.1bn (including a €800m dividend from Mobilize Financial Services) vs a guidance above €1.5bn: up €1.2bn vs 2021;
- automotive net cash: back to positive at +€549m at December 31, 2022 compared to -€1.1bn at December 31, 2021, ie an improvement of €1.6bn;
- breakeven point lowered by 50% vs 2019;
- 2022 Global carbon footprint[2] reduction target of -25% versus 2010 achieved.

1 The results presented relate to continuing operations (excluding Avtovaz and Renault Russia whose disposals were announced on May 16, 2022).
2 Tons of CO_2 eq/vh. @150 000 km, Renault, Dacia, Alpine, Renault Korea Motors.

Orderbook at record levels and success of new vehicles

- Group orderbook in Europe at record levels: 3.5 months of sales at the end of the year;
- sales mix to retail customers in the 5 main European countries (France, Germany, Spain, Italy, UK): 67% (+9 pts vs 2021, +15 pts vs 2019);
- growing performance of E-Tech[3] sales, representing 39% of Renault brand passenger cars sales in Europe (+9 pts vs 2021). Renault is the 3rd brand on pure EV market and 2nd brand on full-hybrid market in Europe;
- success of models:
  - Renault Arkana recorded 86,000 sales in more than 50 countries in 2022. In Europe, 65% of sales are in E-Tech version, 74% on the highest versions and 56% on the retail channel;
  - Renault Megane E-Tech Electric reached over 33,000 sales in 2022, since its launch at the end of 2022 Q2. It was number 1 EV in France in 2022 H2. As of today, 49,000 orders have been recorded since its launch with more than 70% of these on the highest versions and more than 80% on the most powerful engines;
  - Dacia Sandero, with 229,500 sales, remained the best-selling vehicle to retail customers in Europe since 2017;
  - launched mid-2021, Dacia Spring 100% electric recorded 48,900 sales, up 75% vs 2021 and was number 3 EV sold to retail customers in Europe;
  - Dacia Jogger recorded almost 57,000 sales and was number 2 of C-segment (ex. SUV) sold to retail customers in Europe;
  - Alpine reached a record level of sales, up 33% versus 2021.
- product mix effect of +2.8 pts on the Automotive revenue vs 2021 thanks to new launches (Renault Arkana, Dacia Jogger and Renault Megane E-Tech Electric);
- acceleration of the pricing effect, which reached +9.7 pts on the Automotive revenue vs 2021 (+12.1 pts in 2022 H2 after +7.4 pts in 2022 H1), thanks to the Renaulution commercial policy.

Reminder relative to the impacts of the disposal of Russian automotive activities on financial statements:

In May 2022, the Board of Directors of Renault Group unanimously approved the signing of agreements to sell 100% of Renault Group's shares in Renault Russia to the City of Moscow and its 67.69% stake in Avtovaz to NAMI (the Central Institute for Research and Development of Automobiles and Engines). In addition, the agreement provides for a call option for Renault Group to buy back its stake in Avtovaz, exercisable at certain periods over the next 6 years.

As a result of these agreements :

- the Russian activities were deconsolidated in Renault Group's 2022 financial statements and treated as discontinued operations under IFRS 5 with retroactive effect from January 1st, 2022;
- the financial aggregates of continuing operations for 2022 therefore no longer include the Russian industrial activities and the year 2021 has been adjusted in line with this new scope of activity;
- the result of discontinued operations represents a loss of -€2.3 billion in 2022, mainly due to the impairment of the property, plant and equipment, intangible assets and goodwill of Avtovaz and Renault Russia as well as the impairment of specific assets held by the other entities of the Group and the result of disposals on the Russian entities sold;
- the Automotive net debt was reduced by €0.5 billion from -€1.6 billion to -€1.1 billion at December 31, 2021.

Group revenue reached €46,391 million, up 11.4% compared to 2021. At constant exchange rates[3], it increased by 12.4% (-1 point of negative exchange rates effect).

Automotive revenue stood at €43,121 million, up 11.4% compared to 2021. At constant exchange rates1, it increased by 12.6% (-1.2 points of negative exchange rates effect mainly related to the Turkish lira and Argentinean peso devaluation).

Volume effect stood at +3.4 points thanks to the commercial success of vehicles coupled with an improved availability of EC components. Invoices outperformed sales because of delays in the delivery of vehicles ordered by and invoiced to the independent dealers to answer their customers' demand. These delays were due to outbound logistic tensions at the end of the year.

The price effect, positive by +9.7 points, reflected the continuation of the Group's commercial policy, launched in 2020 Q3, focused on value over volume, as well as price increases to offset cost inflation, and an optimization of commercial discounts. It amounted to +12.1 points in 2022 H2 after +7.4 points in H1.

The success of Renault Megane E-Tech Electric launched at the end of 2022 Q2, Renault Arkana launched in 2021 Q2, as well as Dacia Jogger launched in 2022 Q1, evidenced the renewal and the offensive of Renault and Dacia brands in the C-segment. It generated in 2022 a +2.8 points positive product mix effect.

The impact of sales to partners, negative by -1.4 points, was mainly due to the decrease in production of diesel engines and vehicles for Renault Group's partners (end of contracts of Master for Opel and Traffic for Fiat at the end of 2021).

The "Others" effect, of -1.8 points, was due to a decrease in the contribution of sales from the Renault Retail Group (RRG) network following the disposals of branches and lower sales of used cars, partially offset by strong performance in the aftersales activity.

The **Group** recorded a positive **operating margin** of €2,59 million (5.6% of revenue) versus €1,153 million (2.8% of revenue) in 2021 (+€1,442 million and +2.8 points). It improved sequentially to 6.4% in 2022 H2 versus 4.7% in 2022 H1.

3 E-Tech range: electric and hybrid vehicles.

Automotive operating margin stood at €1,402 million (3.3% of Automotive revenue) versus -€3 million in 2021 (+3.3 points).

The positive mix/price/enrichment effect of +€3,539 million illustrated the success of the commercial policy focused on value over volume. It largely offset the increase in costs which amounted to -€2,288 million. The latter was mainly explained by the impact of inflation on raw materials (-€1,916 million), on purchasing costs, and on manufacturing and logistic costs, despite continuous productivity gains. The volume effect stood at +€199 million.

The contribution of **Mobilize Financial Services** (Sales Financing) to the Group's operating margin reached €1,223 million, up €38 million compared to 2021. It was positively impacted by non-recurring impacts on the swaps valuation mainly coming from the interest rate increase in Europe and by the focus on the most profitable customer channels bringing higher margins.

The 6.4% decrease of the number of new financing contracts in retail business, mainly linked to the evolution of Group's registrations, was more than offset by the 10.4% increase in the average financed amount. Thus, new financings increased by 3.3% versus 2021.

Other operating income and expenses were negative at -€379 million (versus -€253 million in 2021) and were mostly explained by restructuring provisions for -€354 million and impairments for -€257 million mainly related to a Chinese facility, partially offset by asset disposals (+€202 million) related to the sale of several commercial subsidiaries of the Group and branches of RRG, in line with the announced strategy.

After taking into account other operating income and expenses, the **Group's operating income** stood at €2,216 million versus €900 million in 2021 (+€1,316 million versus 2021).

Net financial income and expenses amounted to -€486 million compared to -€295 million in 2021. Most of this deterioration is explained by the accounting impact of hyperinflation in Argentina despite the decrease in financial interests on the net debt.

The **contribution of associated companies** amounted to €423 million compared to €515 million in 2021. This included €526 million related to Nissan's contribution, which more than offset the negative contribution from other associates (-€103 million), notably in connection with the impairment of Renault Nissan Bank shares in Russia.

Current and deferred taxes represented a charge of -€533 million compared to a charge of -€571 million in 2021. The increase linked to the improvement of the pretax income was more than offset by net year-over-year one-offs.

Net income from continuing operations was €1,620 million, up €1,071 million compared to 2021. Net income from continuing operations, Group share, was €1,650 million (or €6.07 per share).

Net income from discontinued operations amounted to -€2,320 million due to the non-cash adjustment related to the disposals of the Russian industrial activities.

Thus, **net income** was -€700 million and net income, Group share, was -€338 million (or -€1.24 per share).

The **cash flow of the Automotive business** reached €4,818 million, up €519 million compared to 2021 (including €800 million of Mobilize Financial Services dividend versus €1,000 million in 2021). This cash flow largely covered the tangible and intangible investments before asset disposals which amounted to €2.5 billion (€2.1 billion net of disposals) and the restructuring expenses (-€590 million).

Excluding the impact of asset disposals, the Group's net CAPEX and R&D amounted to €3,451 million in 2022 (7.4% of revenue) stable compared to 2021 (€3,579 million and 8.6% of revenue).

Automotive operational free cash flow[4] was positive at +€2,119 million taking into account a positive change in working capital requirement of +€7 million.

As of December 31, 2022, **total inventories** of new vehicles (including the independent dealer network) represented 480,000 vehicles compared to 336,000 at the end of December 2021. This increase is explained by higher independent dealers' inventories notably due to outbound logistic tensions at the end of the year. This level of inventories has to be put into perspective with the record level of the orderbook.

The **Automotive financial position** is now positive at +€549 million on December 31, 2022, compared to -€1,100 million adjusted from the operations of Avtovaz and Renault Russia at December 31, 2021, an improvement of €1.6 billion.

In 2022, Renault Group made an early repayment of €1 billion and reimbursed €1 billion for the mandatory annual repayment of the loan of a banking pool benefiting from the guarantee of the French State (PGE). As announced, the entire loan will be reimbursed by the end of 2023 at the latest.

4 In order to analyze the variation in consolidated revenue at constant exchange rates, Renault Group recalculates the revenue for the current period by applying average exchange rates of the previous period.

In 2022, Renault SA issued 2 Samurai bonds:

- €560 million Samurai bond (¥80.7 billion), on June 24, 2022, 3-year maturity with a coupon of 3.50%;
- €1.4 billion Samurai retail bond (¥210 billion), on December 22, 2022, maturity December 2026 with a coupon of 2.80%. This transaction represents Renault Group's first-ever issuance of retail bond targeted to individuals and stands as the second largest public offering of Samurai bond for individuals.

Liquidity reserve at the end of 2022 stood at a high level at €17.7 billion up €1 billion compared to December 31, 2021.

As announced during its Capital Market Day on November 8, 2022, Renault Group is willing to share value creation with its stakeholders through an employee shareholding plan and by reinstating a dividend.

Renaulution Shareplan

Renault Group has started taking steps to increase the share of employees in its capital to reach 10% by 2030.

More than 95,000 employees benefitted from 6 free shares. Among them, more than 40,000 also subscribed to shares at a preferential price of 22.02 euros per share.

In total, with nearly 2.7 million additional shares held by employees, the Renaulution Shareplan operation represents 0.9% of Renault Group's capital and employees hold around 4.7% of the capital after the operation.

Dividend

The proposed dividend for the financial year 2022 is €0.25 per share. It would be paid fully in cash and will be submitted for approval at the Annual General Meeting on May 11, 2023. The ex-dividend date is scheduled on May 17, 2023, and the payment date on May 19, 2023.

As announced during its Capital Market Day, the dividend policy will gradually grow, in a disciplined manner, up to 35% payout ratio of Group consolidated net income – parent share, in the mid-term. To do so, the Group must achieve its first priority: return to an "investment grade" rating.

2023 financial outlook

In a still challenging environment, the Group is aiming to improve its performance in 2023 with:

- a Group operating margin superior or equal to 6%
- an Automotive operational free cash flow superior or equal to €2bn.

Highlights

- **January 7, 2022:** Qualcomm and Renault Group extend their collaboration and bring the latest digital advancements to next generation vehicles with the Snapdragon digital chassis.
- **January 26, 2022:** RRG continues to transform its business model in France. The plan calls for the transfer of eight establishments in France over the next two years to reliable and robust purchasers while preserving jobs.
- **January 27, 2022:** Renault, Nissan & Mitsubishi Motors announce common roadmap Alliance 2030: Best of 3 worlds for a new future.
- **February 10, 2022:** Renault Group, Valeo and Valeo Siemens eAutomotive join forces to develop and manufacture a new-generation automotive electric motor in France.
- **March 8, 2022:** Renault unveils All-New Austral, its new electrified C-segment SUV. High-tech, efficient, and connected which embodies the spirit of the Renaulution plan.
- **March 9, 2022:** Software République (Atos, Dassault Systèmes, Orange, Renault Group, STMicroelectronics, and Thales) launches its startup incubator to accelerate sustainable, secure, and intelligent mobility.
- **March 15, 2022:** Hyvia, Renault Group and Plug Power's joint-venture, inaugurates its plant at Refactory, in France and is ready to start assembly fuel cell modules. By the end of 2022, the plant will also begin assembly of hydrogen refueling stations and the production of low carbon hydrogen.
- **March 23, 2022:** Renault industrial activities in Russia are suspended.
- **April 19, 2022:** Renault Tech, in charge of customization and transformations on the vehicles of the Group's brands, becomes Qstomize. Qstomize reveals its new strategy centered on two main axes: expansion of the product range and geographical scope.
- **May 10, 2022:** During its Capital Market Day, Mobilize sets out its ambitions in services and technology, targeting 20% of Renault Group's turnover in 2030. RCI Bank and Services becomes Mobilize Financial Services, a unique commercial brand to meet all customers car-related and mobility needs.
- **May 10, 2022:** Geely Automobile Holdings to acquire 34.02% of the shares of Renault Korea Motors. A collaboration to launch from 2024 an all-new vehicle lineup of Hybrid Electric Vehicles and Internal Combustion Engine (ICE) models to the South Korean market as well as exploring overseas sales.

- **May 12, 2022:** Renault Group studies the creation of two specialized centers of excellence: an entity dedicated to the development, production and sales of electric vehicles and an entity dedicated to the development and production of new generation E-Tech ICE and hybrid engines and transmissions.
- **May 16, 2022:** Renault Group announces the signature of agreements to sell 100% of Renault Group's shares in Renault Russia to Moscow City entity and its 67.69% interest in Avtovaz to NAMI (the Central Research and Development Automobile and Engine Institute). The agreement provides for an option for Renault Group to buy back its interest in Avtovaz, exercisable at certain times during the next 6 years.
- **May 19, 2022:** At ChangeNow 2022, Renault reveals Scenic Vision which embodies its vision of sustainable development and reflects the brand's plan to decarbonize its entire lifecycle with the aim of becoming carbon neutral in Europe by 2040 and worldwide by 2050.
- **June 1, 2022:** Renault Group and Managem Group sign an agreement for a sustainable supply of Moroccan Cobalt.
- **June 20, 2022:** Renault Group and Minth Group join forces to create a joint venture based in France to produce battery casings for electric vehicles.
- **July 1, 2022:** Renault Group announces that it has implemented a liquidity and market surveillance contract for its ordinary shares with Exane BNP Paribas for a period of one year, with tacit renewal, starting on July 1st, 2022.
- **July 5, 2022:** Renault Group inaugurates a new production line for electric motors at the Cléon plant and further accelerates its electric transformation.
- **July 12, 2022:** Renault Group and Vitesco Technologies join forces for the joint development and the production of power electronics in a so-called "One Box" for electric and hybrid powertrains.
- **July 21, 2022:** Renault Group exceeds its decarbonisation target for its freight transport activities, reducing its carbon emissions in Europe by almost 7% between 2018 and 2021, within the scope defined by FRET 21.
- **September 1, 2022:** Renault Group ahead in reducing energy consumption, reducing the energy consumption of its industrial and tertiary sites in France by almost 10% between 2021 and the first half of 2022.
- **October 10, 2022:** Mobilize Fast Charge: the new ultrafast charging network in Europe. To simplify charging on long drives, Mobilize is partnering with Renault dealerships to launch Mobilize Fast Charge, a network of ultrafast charging stations.
- **October 10, 2022:** Renault Group and Nissan Motor Co are engaged in trustful discussions around several initiatives as part of continued efforts to reinforce the cooperation and the future of the Alliance.
- **October 18, 2022:** Renault Group is creating The Future Is NEUTRAL, the first company operating across the entire automotive circular economy value chain, aiming at moving the automotive industry towards resource neutrality.
- **November 8, 2022:** Renault Group opens the 3rd chapter of its Renaulution plan: Revolution, towards a Next Gen automotive company.
- **November 8, 2022:** Geely and Renault Group sign framework agreement to create the leading powertrain technology company. Geely and Renault Group holding 50% stakes in new company.
- **November 8, 2022:** Qualcomm and Renault Group intend to extend their strategic cooperation to Renault's new electric and software company, Ampere, to co-develop a centralized platform architecture for software-defined electric vehicles powered by the Snapdragon Digital Chassis.
- **November 8, 2022:** Renault Group and Google announced an expanded partnership aimed at designing and delivering the digital architecture for the "Software Defined Vehicle" (SDV) and accelerating the Group's digitalization. The two partners will develop a set of onboard and offboard software components that are dedicated to the SDV and will grow synergies and use cases related to the Group's "Move to Cloud" strategy.
- **November 8, 2022:** Mobilize Financial Services creates Mobilize Insurance to scale its usage-based and mobility car insurance business in Europe in partnership with Accenture.
- **November 14, 2022:** Mobilize launches Mobilize Driver Solutions, its one-stop shop for ride-hailing professionals, in Paris.
- **November 16, 2022:** Renault Group was at the French trade fair for mayors and local communities to present its full range of services and solutions for French communities from Renault Pro+, Mobilize and HYVIA.
- **November 16, 2022:** Renault Group launches a shareholding plan for all its employees.
- **November 23, 2022:** Renault S.A. informs its shareholders that the next Annual General Meeting is scheduled on Thursday, May 11, 2023.
- **November 24, 2022:** Renault Group is accelerating the decarbonisation plan for its plants in France and innovating with new partners: Voltalia, ENGIE, and Dalkia.
- **November 29, 2022:** Thierry Charvet succeeds José Vicente de los Mozos as EVP, Group Industry, Renault Group.
- **November 30, 2022:** Airbus and Renault signed a partnership to help mature technologies associated with next-generation battery systems.

- **December 6, 2022:** Renault, the first brand to integrate Waze directly into its multimedia system.
- **December 7, 2022:** Fedra Ribeiro is appointed CEO of Mobilize Beyond Automotive.
- **December 13, 2022:** Mobilize Financial Services creates Mobilize Lease&Co to accelerate its operating lease offer and meet the new mobility needs. Mobilize Lease&Co's aim is to reach a fleet size of 1 million vehicles by 2030, compared to 350,000 today.
- **December 15, 2022:** the Board of Directors of Renault unanimously decided, upon the recommendation of the Governance and Compensation Committee, to propose to the Shareholders' General Meeting scheduled for May 11, 2023, the renewal the term of office of the Chairman and the appointment of the Chief Executive Officer as a Director.
- **December 22, 2022:** Renault Group successfully issues a ¥210 billion Samurai retail bond.

5.1.2 Sales performance

Overview

- **Renault Group**'s global sales amounted to 2,051,174 vehicles in 2022, down 5.9%[5].
- Renault Group was pursuing its sales policy focused on value creation, which led to an increase in the share of its sales in the most profitable channels. The share of sales to retail customers represented 67% in the five main European countries (France, Germany, Spain, Italy, United Kingdom), up 8.7 points compared to 2021.
- The Group's order book in Europe[6] remained at a record level of 3.5 months of sales as of December 31, 2022.
- The **Renault brand** was successfully developing its sales in value-creating segments in Europe and abroad:
  - In **Europe**, Renault was on the podium of electrification and became the 3rd brand in the electrified market[7] (PC market) with 12% growth compared to 2021 and the 3rd brand on pure EV market. Renault improved its channel mix with more than 1 in 2 sales to private customers in Europe sales (+8 points compared to 2021). Renault sales in the C-segment also increased by 21% compared to 2021, with in particular the successes of Arkana with more than 80,000 sales and Megane E-Tech Electric with 33,000 sales.
  - Outside of Europe, Renault reaffirmed its positions and increased its presence in its key markets: Turkey (+22.6% vs. 2021), Morocco (+11.4% vs. 2021) and Latin America (+7.9% vs. 2021).
- **Dacia** recorded 573,800 sales in 2022, a 6.8% growth compared to 2021. Dacia confirmed its 3rd place on the European podium of sales to private customers with a record market share of 7.6%. A success driven by the 4 models renewed with the new identity of the brand:
  - Sandero, 1st vehicle sold to individuals in Europe since 2017;
  - Duster, 2nd vehicle sold to individuals in Europe and 1st SUV sold to individuals since 2018;
  - Jogger for its first year of marketing, 2nd vehicle in the C segment (excluding SUV) sold to individuals in Europe;
  - Spring, 3rd electric vehicle sold to individuals in Europe.
- **Alpine** confirmed its growth for the 3rd consecutive year with 3,546 units sold in 2022, an increase of 33%, driven by the success of the limited series of the iconic A110 range. At the same time, Alpine pursued its international development with the opening of new markets and the strong growth of its network of +40%.

Renault Group's top fifteen markets

Sales		Volumes 2022 (1) (in units)	PC / LCV market share 2022 (%)	Change in market share on 2021 (point)
1	France	470,280	25.1	+0.1
2	Germany	161,146	5.6	-0.5
3	Italy	141,108	9.6	+0.2
4	Turkey	135,639	17.3	+1.6
5	Brazil	126,689	6.5	+0.0
6	Spain + Canary Islands	103,417	11.1	-0.3
7	India	87,118	2.0	-0.7
8	United Kingdom	76,329	4.0	+0.6
9	Morocco	65,287	40.4	+0.7
10	South Korea	52,621	3.2	-0.4
11	Romania	51,851	36.1	+1.2
12	Colombia	49,521	20.9	+0.1
13	Poland	48,062	10.0	+0.0
14	Belgium + Luxembourg	47,329	10.0	-0.0
15	Argentina	44,696	11.8	+1.8

(1) Preliminary figures.

5 2021 and 2022 excluding Renault Russia and Avtovaz.
6 Excluding importers.
7 Electric, hybrid and plug-in hybrid vehicles, excluding mild hybridization.

5.1.2.1. Automotive

5.1.2.1.1. Group sales worldwide by region, by brand & by type

Passenger cars and light commercial vehicles [3] (Units)	2022 [1]	2021 adjusted [2]	Change (%)	2021	Change (%)
GROUP	**2,051,174**	**2,179,562**	**-5.9**	**2,696,486**	**-23.9**
EUROPE	**1,320,875**	**1,426,900**	**-7.4**	**1,428,495**	**-7.5**
Renault	830,608	982,475	-15.5	982,475	-15.5
Dacia	486,900	441,985	+10.2	441,985	+10.2
Alpine	3,292	2,440	+34.9	2,440	+34.9
Lada			N/A	1,595	-100.0
Mobilize	75		+++		+++
AFRICA MIDDLE-EAST	**129,580**	**147,349**	**-12.1**	**150,817**	**-14.1**
Renault	83,702	90,367	-7.4	90,367	-7.4
Dacia	45,878	56,155	-18.3	56,155	-18.3
Alpine		1	-100.0	1	-100.0
Lada			N/A	3,468	-100.0
Jinbei & Huasong [4]		826	-100.0	826	-100.0
ASIA PACIFIC	**165,265**	**193,987**	**-14.8**	**194,120**	**-14.9**
Renault	106,941	117,048	-8.6	117,048	-8.6
Renault Korea Motors	51,083	57,480	-11.1	57,480	-11.1
Alpine	254	219	+16.0	219	+16.0
Lada			N/A	133	-100.0
Jinbei & Huasong [4]		15,072	-100.0	15,072	-100.0
EVEASY [5]	6,987	4,168	+67.6	4,168	+67.6
EURASIA	**152,318**	**148,806**	**+2.4**	**659,964**	**-76.9**
Renault	111,259	109,853	+1.3	241,403	-53.9
Dacia	41,059	38,953	+5.4	38,953	+5.4
Lada			N/A	379,425	-100.0
Avtovaz			N/A	183	-100.0
LATIN AMERICA	**283,136**	**262,520**	**+7.9**	**263,090**	**+7.6**
Renault	283,136	262,419	+7.9	262,419	+7.9
Lada			N/A	570	-100.0
Jinbei & Huasong [4]		101	-100.0	101	-100.0
BY BRAND					
Renault	1,415,646	1,562,162	-9.4	1,693,712	-16.4
Dacia	573,837	537,093	+6.8	537,093	+6.8
Renault Korea Motors	51,083	57,480	-11.1	57,480	-11.1
Alpine	3,546	2,660	+33.3	2,660	+33.3
Lada			N/A	385,191	-100.0
Avtovaz			N/A	183	-100.0
Jinbei & Huasong [4]		15,999	-100.0	15,999	-100.0
EVEASY [5]	6,987	4,168	+67.6	4,168	+67.6
Mobilize	75		+++		+++
BY VEHICLE TYPE					
Passenger cars	1,719,735	1,755,261	-2.0	2,257,522	-23.8
Light commercial vehicles	331,439	424,301	-21.9	438,964	-24.5

(1) Preliminary figures.

(2) Sales 2021 pro-forma 2022 (without Russia).

(3) Twizy is a quadricycle and therefore not included in Group automotive sales except in Bermuda, Chile, Colombia, South Korea, Guatemala, Ireland, Lebanon, Malaysia and Mexico where Twizy is registered as a passenger car.

(4) Jinbei & Huasong includes the brands Jinbei JV and Huasong.

(5) EVEASY is the JMEV's brand.

Renault and RKM brands

In a context of constrained supply, Renault brand sales amounted to 1,466,729 units, or -9.4% vs 2021.

In **Europe**, Renault reached a market share of 6.4% (-0.7 pts vs 2021) with 832,605 units. As in 2021, the brand showed significant progress in the high value areas – the growing electrified[8] market, the C-segment, the retail market and the LCV business.

In 2022, Renault became the 3rd leading **electrified brand** (PC market) with more than 230,000 vehicles sold (+12% vs 2021). Renault was the 3rd European brand for BEV sales.

Renault has achieved its **retail** target, with more than one out of two vehicles sold to private customers. The retail mix rose by +8 points vs 2021 to reach 51%, which is +7 points vs market average. Therefore, our retail market share improved by +0.3 points vs 2021 to reach 6.1% in Europe.

The **C-segment** growth gained pace: Renault sales grew by 21% with more than 200,000 registrations. The success of Renault Arkana continued, with already more than 80,000 sales in 2022 (double vs 2021 – 41,800 sales).

On the European **LCV** market, Renault reached the 2nd position with a stable 14.4% market share.

Outside of Europe, Renault grew on its key markets. Sales volumes totaled 634,000 units and were stable vs 2021. The share of sales outside Europe reached 43.2% of total brand sales

Dacia brand

Dacia sold 573,800 vehicles in 2022, registering 6.8% growth in a declining market compared with 2021. The brand reached a significant milestone, selling its 8 millionth vehicle since 2004.

Dacia achieved record-breaking market shares, accounting for:

- 3.7% of PC+LCV[9] sales in Europe (up 0.5 points vs 2021);
- 4.2% of PC[2] sales in Europe (up 0.7 points vs 2021);
- 7.6% of **Retail PC**[10] sales (a key contributor to the brand's success) in Europe (up 1.4 points vs 2021), consolidating its number three spot.

This achievement was driven by a robust product plan featuring four key models:

- Dacia **Sandero**: 229,500 units sold, up 1.2% vs 2021; the bestselling vehicle in the European retail market since 2017;
- Dacia **Duster**: 197,100 units sold, up 5.8% vs 2021; the 2nd bestselling vehicle in the European retail market in 2022 and the bestselling SUV in the retail market since 2018;
- Dacia **Jogger**: 56,800 units sold in its 1st year; the 2nd bestselling non-SUV C-segment vehicle in the European retail market;
- Dacia **Spring**: 48,900 units sold, up 75% vs 2021; the 3rd bestselling electric vehicle in the European retail market.

Dacia continued to redefine the essentials, a unique positioning supported by its customers, as demonstrated by the brand's market-leading customer acquisition and retention rates.

Alpine brand

Another record year for Alpine, with registrations up by more than 33% for the whole of 2022.

- With the introduction of new markets, Alpine continued its international development and expanded its network with a sharp increase of +40%;
- A successful **A110** range and an already filled 2023 order portfolio over several months;
- For its 60th year, the Alpine A110 celebrated its anniversary with the arrival of several limited editions, including the A110 R and the 1st electric prototype, the Alpine E-ternité.

8 Includes EV, Hybrid (HEV) and Plug-In Hybrid (PHEV), excludes Mild-Hybrid (MHEV).
9 PC+LCV, PC = Austria, Belgium, Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Finland, France (incl. DOM-TOM), Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Republic of Cyprus, Romania, Slovakia, Slovenia, Spain + Canary Islands, Sweden, Switzerland, United Kingdom.
10 Retail PC = Austria, Belgium, Croatia, Czech Republic, Denmark, Finland, France, Germany, Hungary, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, United Kingdom.

5.1.2.1.2. Sales and production statistics

5.1.2.1.2.1. Group sales worldwide

Consolidated global sales by brand and geographic areas as well as by model are available in the regulated information of the Finance section on Renault Group website.

https://www.renaultgroup.com/en/finance-2/financial-information/key-figures/monthly-sales/

5.1.2.1.2.2. Group worldwide production

Passenger cars and light commercial vehicles (Units)	2022 [2]	**2021 adjusted** [4]	**Change (%)**
Worldwide production Renault Group plants [1]	**2,143,065**	**2,017,089**	**6.2**
o/w produced for partners:			
Nissan	87,415	73,811	+18.4
Mitsubishi	1,185	1,343	-11.8
Mercedes-Benz	26,659	22,942	+16.2
Opel / Vauxhall	0	21,598	-100.0
Fiat	0	15,302	-100.0
Renault Trucks	20,358	18,552	+9.7

Produced by partners for Renault group	2022 [2]	**2021 adjusted** [4]	**Change (%)**
Nissan	117,936	115,114	+2.5
China [3]	62,438	60,420	+3.3

(1) Production data concern the number of vehicles leaving the production line.

(2) Preliminary figures.

(3) Chinese subsidiaries: eGT (25%), RBJAC (49%), JMEV (50%). No production RBJAC in 2022.

(4) 2021 adjusted: excluding Avtovaz and Renault Russia production.

5.1.2.1.3. Geographical organization of the Renault Group by region – countries in each region

At December 31, 2022

EUROPE	AFRICA MIDDLE-EAST		ASIA PACIFIC	EURASIA	LATIN AMERICA
Austria	Abu Dhabi (UAE)	Namibia	Australia	Armenia	Argentina
Belgium	Algeria	Niger	Bhutan	Azerbaijan	Bermuda
Bulgaria	Angola	Nigeria	China	Belarus	Bolivia
Croatia	Bahrain	Sudan	India	Bosnia	Brazil
Czech Republic	Benin	Oman	Indonesia	Georgia	Chile
Denmark	Burkina Faso	Palestine	Japan	Kazakhstan	Colombia
Estonia	Cameroon	Qatar	Malaysia	Kosovo	Costa Rica
Finland	Cape Verde	Congo	Mongolia	Kyrgyzstan	Curacao
France	Dem. Rep. Of the Congo	Rwanda	Nepal	Moldova	Dominican Republic
French Guiana		Saudi Arabia	New Zealand	Montenegro	Ecuador
Germany	Djibouti	Senegal	Singapore	North Macedonia	Guatemala
Greece	Dubai (UAE)	Seychelles	South Korea	Serbia	Mexico
Guadeloupe	Egypt	South Africa		Turkey	Panama
Hungary	Ethiopia	Tanzania		Ukraine	Paraguay
Iceland	Gabon	Togo		Uzbekistan	Peru
Ireland	Ghana	Tunisia			Saint Martin
Italy	Guinea	Uganda			Uruguay
Latvia	Iraq	Zambia			
Lithuania	Israel	Zimbabwe			
Luxembourg	Ivory Coast				
Malta	Jordan				
Martinique	Kenya				
Mayotte	Kuwait				
Netherlands	Lebanon				
New Caledonia	Liberia				
Norway	Madagascar				
Poland	Malawi				
Portugal	Mali				
Republic of Cyprus	Mauritania				
Reunion	Mauritius				
Romania	Morocco				
Saint Pierre and Miquelon	Mozambique				
Slovakia					
Slovenia					
Spain + Canary Islands					
Sweden					
Switzerland					
Tahiti					
United Kingdom					

5.1.2.2. Sales financing

Despite an automotive market still penalized by electronic components shortage, **Mobilize Financial Services** new financings increased by +3.3% compared to 2021.

Mobilize Financial Services financed 1,195,380 contracts in 2022, down 6.4% compared to 2021. **Used Car Financing** represented a 1.2% decrease compared to 2021 with 341,655 financed contracts.

Penetration rate amounted to 44.8% down 1.3 points compared to 2021.

New financings (excluding credit cards and personal loans) stood at €18.0 billion, up 3.3%, thanks to the 10.4% increase of the average financed amount.

Average performing assets (APA) related to the **Retail** Activity totalized €38.3 billion in 2022. They increased by +1.8%, thanks to the progression observed on the new financings.

Average performing assets linked to the **Wholesale** Activity amounted to €6.4 billion, down 9.8%, due to electronic component crisis and stock optimization policy in the dealer network implemented by Renault Group. Overall, average performing assets totalized €44.7 billion, down 0.1% compared to 2021.

Mobilize financial services, financing performance

	2022	2021	Change (%)
Number of financing contracts (Thousands)	**1,195**	**1,277**	**-6.4**
Including Used Vehicles contracts (Thousands)	*342*	*346*	*-1.2*
New financing (€ billion)	**18.0**	**17.4**	**+3.3**
Average performing assets (€ billion)	**44.7**	**44.8**	**-0.1**

Penetration rate by brand

	2022 (%)	2021 (%)	Change (points)
Renault	44.7	46.4	-1.7
Dacia	47.3	48.0	-0.7
Renault Korea Motors	50.1	59.2	-9.1
Nissan	39.9	39.5	+0.3
Mobilize Financial Services	**44.8**	**46.0**	**-1.3**

Data for entities consolidated by global integration only.

Penetration rate by region

	2022 (%)	2021 (%)	Change (points)
Europe	47.7	48.2	-0.5
Latin America	32.4	35.8	-3.4
Africa Middle-East and Asia Pacific	38.5	42.6	-4.0
Mobilize Financial Services	**44.8**	**46.0**	**-1.3**

Data for entities consolidated by global integration only.

The number of insurances and services sold over 2022 account for 3.8 million units down -4.7% compared to 2021 especially due to the fall of registrations and number of new financing contracts.

Mobilize Financial Services, services performance

	2022	2021	Change
Number of services contracts (Thousands)	3,817	4,006	-4.7%
Penetration rate on services	**200.6%**	**198.5%**	**+2.1 pts**

5.1.3 Financial results

Summary

(€ million)	2022	2021 adjusted[1]	Change	2021 published
Group revenue	**46,391**	**41,659**	**+11.4%**	**46,213**
Operating profit	**2,595**	**1,153**	**+1,442**	**1,663**
Operating income	2,216	900	+1,316	1,398
Net financial income & expenses	-486	-295	-191	-350
Contribution from associated companies	**423**	**515**	**-92**	**515**
o/w Nissan	526	380	+146	380
Net income	**-700**	**967**	**-1,667**	**967**
o/w continuing operations	1,620	549	+1,071	N/A
o/w discontinued operations	-2,320	418	-2,738	N/A
Automotive operational free cash flow[2]	**+2,119**	**+889**	**+1,230**	**+1,272**
Automotive net financial position	**+549** at Dec. 31, 2022	**-1,100** at Dec. 31, 2022	**+1,649**	**-1,622** at Dec. 31, 2022
Shareholders' equity	29,539 at Dec. 31, 2022	27,894 at Dec. 31, 2022	+1,645	27,894 at Dec. 31, 2022

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see note 3-B).

(2) Automotive operational Free cash flow: cash flows after interest and tax (excluding dividends received from publicly listed companies) minus tangible and intangible investments net of disposals +/- change in the working capital requirement.

5.1.3.1. Comments on the financial results

5.1.3.1.1. Consolidated income statement

Operating segment contribution to Group revenues

(€ million)	2022 Q1	2022 Q2	2022 Q3	2022 Q4	2022 Year	2021 adjusted[1] Q1	2021 adjusted[1] Q2	2021 adjusted[1] Q3	2021 adjusted[1] Q4	2021 adjusted[1] Year	Change (%) Q1	Change (%) Q2	Change (%) Q3	Change (%) Q4	Change (%) Year
Automotive	8,109	11,465	8,950	14,597	43,121	8,191	11,333	7,355	11,821	38,700	-1.0	+1.2	+21.7	+23.5	+11.4
Sales financing	737	793	823	882	3,235	759	763	759	654	2,935	-2.9	+3.9	+8.4	+34.9	+10.2
Mobility Services*	8	9	9	9	35	5	6	6	7	24	+60.0	+50.0	+50.0	+28.6	+45.8
TOTAL	8,854	12,267	9,782	15,488	46,391	8,955	12,102	8,120	12,482	41,659	-1.1	+1.4	+20.5	+24.1	+11.4

(€ million)	2021 published Q1	Q2	Q3	Q4	Year
Automotive excl. Avtovaz	8,566	11,773	7,685	12,380	40,404
Avtovaz	685	800	537	828	2,850
Sales financing	759	763	759	654	2,935
Mobility Services	5	6	6	7	24
TOTAL	10,015	13,342	8,987	13,869	46,213

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see note 3-B).

Group revenue reached €46,391 million, up 11.4% compared to 2021. At constant exchange rates[11], it increased by 12.4% (-1 point of negative exchange rate effect).

Automotive revenue stood at €43,121 million, up 11.4% compared to 2021. At constant exchange rates[1], it increased by 12.6% (-1.2 points of negative exchange rates effect mainly related to the Turkish lira and Argentinean peso devaluation).

Volume effect stood at +3.4 points thanks to the commercial success of vehicles coupled with an improved availability of EC components. Invoices outperformed sales because of delays in the delivery of vehicles ordered by and invoiced to the independent dealers to answer their customers' demand. These delays were due to outbound logistic tensions at the end of the year.

The price effect, positive by +9.7 points, reflected the continuation of the Group's commercial policy, launched in 2020 Q3, focused on value over volume, as well as price increases to offset cost inflation, and an optimization of commercial discounts. It amounted to +12.1 points in 2022 H2 after +7.4 points in H1.

The success of Renault Megane E-Tech Electric launched at the end of 2022 Q2, Renault Arkana launched in 2021 Q2, as well as Dacia Jogger launched in 2022 Q1, evidenced the renewal of Renault and Dacia brands' offensive in the C-segment. It generated in 2022 a +2.8 points positive product mix effect.

The impact of sales to partners, negative by -1.4 points, was mainly due to the decrease in production of diesel engines and vehicles for Renault Group's partners (end of contracts of Master for Opel and Traffic for Fiat at the end of 2021).

The "Others" effect, of -1.8 points, was due to a decrease in the contribution of sales from the Renault Retail Group (RRG) network following the disposals of branches and lower sales of used cars, partially offset by strong performance in the aftersales activity.

11 In order to analyze the variation in consolidated revenue at constant exchange rates, Renault Group recalculates the revenue for the current period by applying average exchange rates of the previous period.

Operating segment contribution to group operating profit

(€ million)	2022	2021 adjusted[(1)]	Change	2021 published
Automotive	**1,402**	**-3**	**+1,405**	**260**
% of Automotive revenue	3.3%	-0.0%	+3.3 pts	0.6%
Avtovaz				**247**
% of Avtovaz revenue				8.7%
Sales financing	**1,223**	**1,185**	**+38**	**1,185**
Mobility Services	**-30**	**-29**	**-1**	**-29**
TOTAL	**2,595**	**1,153**	**+1,442**	**1,663**
% of Group revenue	*5.6%*	*2.8%*	*+2.8 pts*	*3.6%*

(1) The 2021 financial statements have been restated in application of IFRS 5 due to the discontinued operations in the Russian Federation (see note 3-B).

The **Group** recorded a positive **operating margin** of €2,595 million (5.6% of revenue) versus €1,153 million (2.8% of revenue) in 2021 (+€1,442 million and +2.8 points). It improved sequentially to 6.4% in 2022 H2 versus 4.7% in 2022 H1.

Automotive operating margin stood at €1,402 million (3.3% of Automotive revenue) versus -€3 million in 2021 (+3.3 points).

The positive mix/price/enrichment effect of +€3,539 million illustrated the success of the commercial policy focused on value over volume. It largely offset the increase in costs which amounted to -€2,288 million. The latter was mainly explained by the impact of inflation on raw materials (-€1,916 million), on purchasing costs, and on manufacturing and logistic costs, despite continuous productivity gains. The volume effect stood at +€199 million.

The contribution of **Mobilize Financial Services** (Sales Financing) to the Group's operating margin reached €1,223 million, up €38 million compared to 2021. It was positively impacted by non-recurring impacts on the swaps valuation mainly coming from the interest rate increase in Europe and by the focus on the most profitable customer channels bringing higher margins.

The 6.4% decrease of the number of new financing contracts in retail business, mainly linked to the evolution of Group’s registrations, was more than offset by the 10.4% increase in the average financed amount. Thus, new financings increased by 3.3% versus 2021.

5.1.3.1.2. Automotive operational free cash flow

Automotive operational free cash flow

(€ million)	2022	2021 adjusted[(1)]	Change	2021 published
Cash flow after interest and tax (excluding dividends received from publicly listed companies)	+4,228	+3,697	+531	+4,235
Change in the working capital requirement	+7	-483	+490	-330
Tangible and intangible investments net of disposals	-2,203	-2,107	-96	-2,415
Leased vehicles and batteries	+87	-218	+305	-218
Automotive operational free cash flow	**+2,119**	**+889**	**+1,230**	**+1,272**

(1) The 2021 financial statements have been restated in application of IFRS 5 due to the discontinued operations in the Russian Federation (see note 3-B).

The **Automotive operational free cash flow** was positive at +€2,119 million, resulting from the following elements:

- cash flow after interest and tax (excluding dividends received from publicly listed companies) of +€4,228 million, including €590 million restructuring costs (vs €598 million in 2021 adjusted), and a dividend from Mobilize Financial Services of €800 million (vs. €1,000 million in 2021),
- a positive change in the working capital requirement of +€7 million,
- property, plant and equipment and intangible investments net of disposals of -€2,203 million (4.7% of Group revenue, -0.3 points below 2021), including asset sales for an amount of €408 million (vs €567 million in 2021 adjusted),
- investments related to vehicles with buy-back commitments for +€87 million, versus -€218 million in 2021, due to higher returns than entries of leased vehicles.

5.1.3.1.3. Capex and Research & Development

Tangible and intangible investments net of disposals by operating segment

2022 (€ million)	Tangible investments net of disposals (excluding capitalized leased vehicles and batteries) and intangible (excluding capitalized development costs)	Capitalized development costs	Total
Automotive	1,101	1,102	2,203
Sales Financing	17	0	17
Mobility Services	2	8	10
TOTAL	1,120	1,110	2,230

2021 adjusted[1] (€ million)	Tangible investments net of disposals (excluding capitalized leased vehicles and batteries) and intangible (excluding capitalized development costs)	Capitalized development costs	Total
Automotive	1,088	1,017	2,105
Sales Financing	8	0	8
Mobility Services	1	5	6
TOTAL	1,097	1,022	2,119

(1) The 2021 financial statements have been restated in application of IFRS 5 due to the discontinued operations in the Russian Federation (see note 3-B).

2021 published (€ million)	Tangible investments net of disposals (excluding capitalized leased vehicles and batteries) and intangible (excluding capitalized development costs)	Capitalized development costs	Total
Automotive excluding Avtovaz	1,169	1,016	2,185
Avtovaz	166	63	229
Sales Financing	8	0	8
Mobility Services	1	5	6
TOTAL	1,344	1,084	2,428

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see note 3-B).

Total gross investment in 2022 decreased compared to 2021 published, with Europe accounting for 81% and the rest of the world for 19%.

- **In Europe**, the investments were mainly aimed for renewal and electrification of the C (Austral ICE and HEV), LCV (new Master ICE & EV and Kangoo EV) and EV (Megane E-Tech) ranges as well for hybrid and electric powertrains.
- **Internationally**, the investments were realized mainly for the renewal of the Global Access range in Romania (Jogger ICE & HEV and renewal of the Duster), in Morocco (Sandero) and in Brazil.

Research and development expenses recorded in the income statement

Analysis of research and development costs recorded in the income statement, as follows:

(€ million)	2022	2021 adjusted (1)	Change	2021 published
R&D expenses	-2,259	-2,265	+6	-2,361
Capitalized development expenses	1,110	1,022	+88	1,084
R&D capitalization rate	*49.1%*	*45.1%*	*+4.0 pts*	*45.9%*
Amortization	-976	-1,070	+94	-1,088
Gross R&D expenses recorded in the income statement (2)	**-2,125**	**-2,313**	**+188**	**-2,365**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see note 3-B).

(2) Research and development expenses are reported net of research tax credits for the vehicle development activity (gross R&D expenses: R&D expenses before expenses billed to third parties and others).

In a context of renewal of the line-up, particularly electric, in the C-segment and for commercial vehicle, the moderate decrease in research and development expenses in 2022 was explained by fixed cost reduction actions. The level of capitalization of development costs increased compared to 2021 in connection with the renewal cycle of the line-up.

Amortization of capitalized development costs decreased compared to 2021 and was lower than the capitalization of development costs in 2022, mainly due to the decrease in capitalization in previous years and the extension of the life of some programs.

Net Capex and R&D expenses in % of revenue

(€ million)	2022	2021 adjusted (1)	Change	2021 published
Tangible investments net of disposals (excluding capitalized leased vehicles and batteries) and intangible (excluding capitalized development costs)	1,120	1,097	+23	1,344
CAPEX invoiced to third parties and others	-62	-40	-22	-40
Net industrial and commercial investments excl. R&D (1)	**1,058**	**1,057**	**+1**	**1,304**
% of Group revenue	2.3%	2.5%	-0.3 pts	2.8%
R&D expenses	2,259	2,265	-6	2,361
R&D expenses billed to third parties and others	-276	-310	+34	-312
Net R&D expenses (2)	**1,983**	**1,955**	**+28**	**2,049**
% of Group revenue	4.3%	4.7%	-0.4 pts	4.4%
Net CAPEX and R&D expenses (1) + (2)	**3,041**	**3,012**	**+29**	**3,353**
% of Group revenue	6.6%	7.2%	-0.7 pts	7.3%
Net CAPEX and R&D expenses excluding asset sales	**3,451**	**3,579**	**-128**	**3,927**
% of Group revenue	7.4%	8.6%	-1.2 pts	8.5%

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see note 3-B).

Net Capital expenditures and R&D expenses amounted to 6.6% of Group revenue, down 0.7 points compared to 2021.

Excluding the disposal of assets, amounting €410 million, this rate amounted to 7.4%.

5.1.3.1.4. Automotive net financial position at December 31, 2022

Change in automotive net financial position (€ million)

Automotive net financial position at December 31, 2021	**-1,622**
Adjusted Automotive net financial position at December 31, 2021 (1)	**-1,100**
2022 operational free cash flow	+2,119
Dividends received	+64
Dividends paid to Renault's shareholders and minority shareholders	-29
Financial investments and others	-505
Automotive net financial position at December 31, 2022	**+549**

(1) Net financial position is adjusted from the contribution of Renault Russia and Avtovaz.

The Automotive net debt has been adjusted on 2021-12-31 of the discontinued Russian automotive activities in 2022 for an amount of €522 million.

Beyond the Automotive segment reported positive operational free cash flow at +€2,119 million, the +€1,649 million improvement in the **net financial position** of the Automotive segment compared to December 31, 2021 was due to cash effects of discontinued activities (-€161 million), currency and IFRS16 impacts (-€228 million) as well as financial investments (-€117 million).

Automotive net financial position

(€ million)	Dec. 31, 2022	Dec. 31, 2021 adjusted (1)	Dec. 31, 2021 published
Non-current financial liabilities	-9,845	-11,224	-12,333
Current financial liabilities	-5,191	-4,234	-4,234
Non-current financial assets - other securities, loans and derivatives on financial operations	+121	+90	+90
Current financial assets	+1,237	+977	+978
Cash and cash equivalents	+14,227	+13,291	+13,877
Automotive net financial position	**+549**	**-1,100**	**-1,622**

(1) Net financial position is adjusted from the contribution of Renault Russia and Avtovaz.

The **Automotive** segment's liquidity reserves stood at €17.7 billion as at December 31, 2022. These reserves consisted of:

- €14.23 billion in cash and cash equivalents;
- €3.43 billion in undrawn confirmed credit lines.

At December 31, 2022, **RCI Banque** had available liquidity of €14.9 billion, consisting of:

- €4.37 billion in undrawn confirmed credit lines;
- €4.56 billion in central-bank eligible collateral;
- €5.83 billion in high quality liquid assets (HQLA);
- €0.16 billion in available cash.

5.2 Statutory auditors' report on the financial statements

5.2.1 Statutory auditors' report on the consolidated financial statements

For the year ended December 31, 2022

To the Annual General Meeting of Renault,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of Renault for the year ended December 31, 2022.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2022 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with the report the Audit and Risks Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors for the period from January 1st, 2022 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.823-9 and R.823-7 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Valuation of long-term assets of the Automotive sectors

Risk identified	Intangible and tangible assets and goodwill, of the "Automotive" operating segment amount to 15 566 million euros as of December 31, 2022. The Group carries out impairment tests on assets as soon as an impairment risk indicator has been identified, and at least once a year for assets with infinite useful life, under the approach described in note 2-M of the consolidated financial statements. The test consists in comparing the net book value of assets with their recoverable value, defined as the higher amount between the value in use and the fair value net of exit costs. The value in use is calculated based on discounted future cash flows. When the recoverable amount is less than the net book value, the impairment loss is recognized as a reduction in the assets concerned. For 2022 year-end closing, these impairment tests consider the assumptions used in the update of the Renaulution medium-term plan. In addition, the perpetuity growth rates used in the tests as of December 31, 2022 take into account the impacts of the commitments made by the signatory States of the Paris agreements on climate change. We have considered that the valuation of assets is a key audit matter because of their significance to the financial statements and because of the estimates and judgments required from Management to prepare these tests, particularly in the current context described above.

Our audit response	During our audit of the consolidated financial statements, our procedures mainly consisted in:
	
	• Understanding the analysis performed by Management in order to identify impairment indicators
	• for assets tested:
	  • reconciling the net book value of assets to the consolidated financial statements;
	  • assessing the consistency of the data on projected volumes and margins used in the tests with the latest management estimates presented in the updated Renaulution medium-term plan, which reflects the negative effects due to the component crisis and the impacts of the commitments made by the signatory States of the Paris agreements on climate change;
	  • in particular, verify that these data take into account the separation of certain mechanical activities of Renault Group known as HORSE, as announced at the Capital Market Day on November 8, 2022, the corresponding assets and liabilities of which have been reclassified in the consolidated statement of financial position on December 31, 2022, in accordance with IFRS 5 "Non-current Assets Held for Sale and Discontinued Operations";
	  • assessing, in the context described above, the reasonableness of the main assumptions used through interviews with management and by comparing the assumptions with the data used in the previous impairment tests, with the historical performance or with external market data;
	  • testing the arithmetical accuracy of the discounted cash flows projections prepared by management.;
	  • comparing the discount rate after tax used with external data available;
	  • performing sensitivity analysis on the main assumptions used.

Consolidation method and recoverable value of the equity investment of Renault in Nissan

Risk identified	As of December 31, 2022, the Renault equity investment in Nissan amounts to 17 487 million euros, and Nissan's contribution to Renault's net income corresponds to a gain of 526 million euros. As indicated in note 12 to the consolidated financial statements, Renault has a significant influence over Nissan and accounts for its investment using the equity method. Nissan's accounts used to prepare Renault's financial statements are Nissan's consolidated accounts published in compliance with Japanese accounting standards, adjusted according to IFRS standards for consolidation purposes. In accordance with the approach described in the accounting rules and methods (note 2-M), an impairment test of the investment in Nissan was carried out on December 31, 2022. We have considered that the consolidation method and recoverable value of the equity investment in Nissan is a key audit matter given its magnitude to Renault's consolidated financial statements, and given the following areas of attention: (1) the judgment of management to assess the Alliance governance structure as well as facts and circumstances underlying Renault's significant influence over Nissan, (2) the completeness of adjustments to Nissan's financial statements required to account for Renault's share in the result and equity of this company and their accuracy, (3) the estimates used by management in determining the recoverable value of Renault's investment in Nissan.
Our audit response	Our audit response to the risks identified mainly consisted in: • reading the minutes of the Board of Directors meetings and the related party agreements and commitments register and obtaining confirmation from management that there were no changes in the governance of Nissan and of the Alliance and/or no new contracts structuring the relations between Renault and Nissan which could modify the analysis of the significant influence exercised by Renault over Nissan at closing date; • understanding the conclusions and the audit work performed by the independent auditor of Nissan in accordance with our instructions which detail the procedures to be performed and the conclusion format required for our audit purposes; • understanding the audit work performed by the independent auditor of Nissan over the homogenization adjustments required to Nissan's financial statements to match with Renault accounting policies; • assessing whether there are any identified impairment indicators, the main indicators being significant adverse changes on markets where Nissan operates or a significant and long lasting drop in Nissan stock market value; • examining the relevance of the main assumptions used by Renault in the impairment test performed to assess the recoverable value of its investment in Nissan, by reference to Nissan mid-term plan, historical performance achieved by Nissan as well as the overall perspectives of the Automotive sector; • assessing the appropriateness of the information provided in the notes to the consolidated financial statements.

Calculation of expected credit losses on retail and wholesale receivables in accordance with the new accounting standard IFRS 9

Risk identified	The sales financing activity is managed by RCI Banque with dedicated offers for individuals and companies as well as the financing of dealer networks. RCI Banque sets aside provisions to cover the risk of losses resulting from the inability of its clients to meet their financial commitments. RCI Banque applies the accounting principles of IFRS 9 "Financial Instruments" which defines a provisioning model for expected losses based on three stages of risk: healthy receivables (stage 1), receivables showing higher credit risk since initial recognition (stage 2), and receivables in default (stage 3). The provisions related to IFRS 9 are detailed in Note 15 of the consolidated financial statements and amounts to 1 111 M€ for an outstanding amount of 45 358 M€. We consider the amount of credit loss provisioning as a key point of the audit, due to the significant amount of customer and network loans in the assets of the Group's balance sheet, the use of numerous parameters and assumptions in the calculation models and the use of judgment made by management in estimating expected credit losses. As mentioned in the note 2-B, those assumptions are even more important in the current situation which brings major economic uncertainties in the world for the years to come.
Our audit response	Our procedures, performed with our specialists, mainly consisted in: • assessing the key controls related to the governance established to validate the changes in parameters and key assumptions involved in the calculation of the expected credit loss • assessing the methodologies applied to set the parameters used in the provisioning models and their operational integration in the information systems; • assessing the provisioning adjustments made on expertise at local and Group levels; • examining the documentation supporting the additional provisioning booked; • assessing the models and assumptions used in the determination of the "forward looking" component, in particular the weighting of the various scenarios used; • testing the quality of the application program interfaces that support the calculation and accounting of the expected credit losses; • evaluating the staging process; • ensuring the completeness and the quality of the data used in the estimation of the provisioning; • carrying out analytical procedures on the evolution of outstanding retail customer and dealer network loans and credit risk impairment; • assessing the appropriateness of the information presented in Notes to the consolidated financial statements.

Discontinued operations in relation with Renault Group exit from Russia

Risk identified	As indicated in the notes 2-B "Estimations and judgments", 3-A "Changes in the scope of consolidation" and 3-B "Discontinued operations" the Group sold its affiliate Renault Russia on May 15, 2022 to the city of Moscow, as well as its 67,69 % shareholding of Lada Auto Holding, parent company of AVTOVAZ (hereafter "AVTOVAZ") to NAMI (Central Institute for Research and Development of Automobiles and Engines) for a sale price of 1 ruble for each transaction, with an option for Renault Group to buy back its stake in AVTOVAZ, exercisable at certain periods over the next six years. The signing of these agreements led to the deconsolidation of these entities and their classification as discontinued operations in accordance with IFRS 5 over 2022, with the corresponding restatement of the income statement and cash flow statement for comparative figures relating to 2021. At December 31, 2022, impairment losses recognized on intangible and tangible assets, related to discontinued operations, income for the period from these operations, income from the sale of Renault Russia and AVTOVAZ shares (including the recycling of translation adjustments to P&L) and the effects of these disposals (in particular, the waiver of receivables, the repayment of part of Renault Russia's financial debt and write-downs of inventories dedicated to vehicles marketed in the Russian Federation) have been isolated on the line "Income from discontinued operations", in application of IFRS 5. Sales made by Group companies to Russian entities have also been classified as discontinued operations with corresponding restatement of 2021 data. Consolidated cash flow items from Renault Russia, AVTOVAZ and its subsidiaries, as well as the sales made by Group companies to Russian entities and the impairment of assets located outside the Russian Federation but whose loss of value is the direct consequence of the Group's exit from the Russian Federation, were also classified as discontinued operations. The data related to the 2021 financial years have also been restated accordingly. The result of discontinued operations for 2022 amounts to 2 320 M€ in the Group's consolidated financial statements, including an impairment of property, plant and equipment, intangible assets and goodwill in the Russian Federation of 2 221 M€. Details of this result from discontinued operations are provided in note 3-B to the consolidated financial statements. For the comparative year 2021, net income has been restated by 418 M€ for the full year in respect of discontinued operations. We considered that the accounting treatment of the sale by the Renault Russia Group and its shareholding in Lada Auto Holding is a key audit matter due to its significant nature and the estimates and judgments of management necessary to evaluate all the accounting impacts in terms of impairment and presentation.
Our audit response	In the context of our audit of the Group's consolidated financial statements, our work consisted mainly of: • assessing on the basis of the documents obtained, the Group's analysis of the loss of control of the activities in the Russian Federation; • assessing the appropriateness of the classification of the disposal of Renault Russia and Lada Auto Holding with regard to the provisions of IFRS 5, in particular through interviews with Group management, analysis of the minutes of the Board of Directors and the available documentation, as well as the reasonableness of the main data and assumptions on which the classification as discontinued operations is based; • review the procedures put in place by the Group to identify the impacts of Renault Group's exit from the Russian Federation by interviewing those in charge within the Group and assessing the reasonableness of the assumptions used to determine these impacts; • verify the arithmetical accuracy of the calculations made by the company, in particular to determine the amount of impairment and the result of disposal; • corroborate, on a test basis, the figures for discontinued operations presented in the income statement, the cash flow statement, the consolidated comprehensive income and in the note 3-B with the information used to prepare the consolidated financial statements; • assess the appropriateness of the disclosures in notes 2-B "Estimates and judgments", 3-B "Discontinued operations" and 28-B "Off-balance sheet commitments received, contingent assets and assets received as collateral" to the financial statements concerning the option to repurchase the Avtovaz shares.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L. 225-102-1 of the French Commercial Code (Code de commerce), is included in the Group's information given in the management report, it being specified that, in accordance with the provisions of Article L. 823-10 of this Code, we have verified neither the fair presentation nor the consistency with the consolidated financial statements of the information contained therein and the information must be reported by an independent third party.

Report on Other legal and Regulatory Requirements

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in article L451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of the Renault S.A Chief executive, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

Due to the technical limitations inherent to the block-tagging of the consolidated financial statements according to the European single electronic format, the content of certain tags of the notes may not be rendered identically to the accompanying consolidated financial statements.

Furthermore, we have no responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Renault by the Annual General Meeting held on April 30, 2014 for KPMG S.A. and on June 19, 2020 for MAZARS.

As of December 31, 2022, KPMG S.A. was in the nineth year of total uninterrupted engagement and MAZARS in the third year.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit and Risks Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L.823-10-1 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit and Risks Committee

We submit to the Audit and Risks Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit, Risks Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this audit report.

We also provide the Audit and Risks Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit and Risks Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris La Défense, February 24, 2023

The statutory auditors

French original signed by

KPMG S.A.	MAZARS
Bertrand Pruvost	Loic Wallaert

5.2.2 Consolidated financial statements

5.2.2.1. Consolidated income statement

(€ million)	Notes	2022	2021[1]
Revenues	**4**	**46,391**	**41,659**
Cost of goods and services sold		(37,145)	(33,720)
Research and development expenses	10-A	(2,125)	(2,313)
Selling, general and administrative expenses		(4,526)	(4,473)
Other operating income and expenses	6	(379)	(253)
Other operating income		425	720
Other operating expenses		(804)	(973)
Operating income (loss)		**2,216**	**900**
Cost of net financial indebtedness		(181)	(255)
Cost of gross financial indebtedness		(349)	(301)
Income on cash and financial assets		168	46
Other financial income and expenses		(305)	(40)
Financial income (expenses)	**7**	**(486)**	**(295)**
Share in net income (loss) of associates and joint ventures		**423**	**515**
Nissan	12	526	380
Other associates and joint ventures	13	(103)	135
Pre-tax income		**2,153**	**1,120**
Current and deferred taxes	8	(533)	(571)
Net income from continuing operations		**1,620**	**549**
Net income from continuing operations - parent-company shareholders' share		1,650	524
Net income from continuing operations - non-controlling interests' share		(30)	25
Net income from discontinued operations	**3**	**(2,320)**	**418**
Net income from discontinued operations - parent-company shareholders' share		(1,988)	364
Net income from discontinued operations - non-controlling interests' share		(332)	54
NET INCOME		**(700)**	**967**
Net income – parent company shareholders' share		(338)	888
Net income - non-controlling interests' share		(362)	79
Basic earnings per share [2] (€)		(1.24)	3.25
Basic earnings per share of continuing operations - parent-company shareholders' share (€)		6.07	1.92
Basic earnings per share of discontinued operations - parent-company shareholders' share (€)		(7.31)	1.33
Diluted earnings per share [2] (€)		(1.24)	3.24
Diluted earnings per share of continuing operations - parent-company shareholders' share (€)		6.07	1.91
Diluted earnings per share of discontinued operations - parent-company shareholders' share (€)		(7.31)	1.33
Number of shares outstanding (thousands)			
for basic earnings per share	9	272,097	272,102
for diluted earnings per share	9	274,251	273,868

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) Net income from continuing operations and Net income from discontinued operations – parent-company shareholders' share, divided by the number of shares stated.

5.2.2.2. Consolidated comprehensive income

(€ million)	2022 Gross	2022 Tax effect	2022 Net	2021[1] Gross	2021[1] Tax effect	2021[1] Net
Net income	**(167)**	**(533)**	**(700)**	**1,538**	**(571)**	**967**
Other components of comprehensive income from parent company and subsidiaries						
Items that will not be reclassified subsequently to profit or loss	**320**	**31**	**351**	**327**	**(23)**	**304**
Actuarial gains and losses on defined-benefit pension plans	320	31	351	134	(35)	99
Equity instruments at fair value through equity	-	-	-	193	12	205
Items that have been or will be reclassified to profit or loss in subsequent periods	**878**	**(73)**	**805**	**181**	**(27)**	**154**
Translation adjustments on foreign activities	(10)	-	(10)	30	-	30
Translation adjustments on foreign activities in hyperinflationary economies	71	-	71	21	-	21
Partial hedge of the investment in Nissan	(25)	-	(25)	4	-	4
Fair value adjustments on cash flow hedging instruments[2]	327	(77)	250	65	(28)	37
Debt instruments at fair value through equity[2]	(13)	4	(9)	(5)	1	(4)
Items that have been reclassified to profit or loss from discontinued operations[3]	528	-	528	66	-	66
TOTAL OTHER COMPONENTS OF COMPREHENSIVE INCOME FROM PARENT COMPANY AND SUBSIDIARIES (A)	**1,198**	**(42)**	**1,156**	**508**	**(50)**	**458**
Share of associates and joint ventures in other components of comprehensive income						
Items that will not be reclassified to profit or loss in subsequent periods	**196**	**-**	**196**	**571**	**-**	**571**
Actuarial gains and losses on defined-benefit pension plans	193	-	193	421	-	421
Other	3	-	3	150	-	150
Items that have been or will be reclassified to profit or loss in subsequent periods	**710**	**-**	**710**	**634**	**-**	**634**
Translation adjustments on foreign activities	755	-	755	580	-	580
Other	(45)	-	(45)	54	-	54
TOTAL SHARE OF ASSOCIATES AND JOINT VENTURES IN OTHER COMPONENTS OF COMPREHENSIVE INCOME (B)	**906**	**-**	**906**	**1,205**	**-**	**1,205**
OTHER COMPONENTS OF COMPREHENSIVE INCOME (A) + (B)	**2,104**	**(42)**	**2,062**	**1,713**	**(50)**	**1,663**
COMPREHENSIVE INCOME	**1,937**	**(575)**	**1,362**	**3,251**	**(621)**	**2,630**
Parent company shareholders' share			1,670			2,539
Non-controlling interests' share			(308)			91

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) The figures reclassified to profit and loss in 2022 are presented in Note 18-F.

(3) Items that have been reclassified to profit or loss from discontinued operations in 2022 include the reclassification to profit and loss of translation adjustments of the Russian entities that have been sold (see Note 3-B).

5.2.2.3. Consolidated financial position

(€ million)	Notes	December 31, 2022	December 31, 2021
ASSETS			
Non-current assets			
Intangible assets and goodwill	10-A	4,700	6,398
Property, plant and equipment	10-B	11,705	16,167
Investments in associates and joint ventures		18,210	16,955
Nissan	12	17,487	16,234
Other associates and joint ventures	13	723	721
Non-current financial assets	22	413	373
Deferred tax assets	8	593	550
Other non-current assets	17	938	966
TOTAL NON-CURRENT ASSETS		**36,559**	**41,409**
Current assets			
Inventories	14	5,213	4,792
Sales Financing receivables	15	44,247	39,498
Automotive receivables	16	998	788
Current financial assets	22	1,416	1,380
Current tax assets	17	154	128
Other current assets	17	4,097	3,688
Cash and cash equivalents	22	21,774	21,928
Assets held for sale	3	3,861	129
TOTAL CURRENT ASSETS		**81,760**	**72,331**
TOTAL ASSETS		**118,319**	**113,740**

(€ million)	Notes	December 31, 2022	December 31, 2021
SHAREHOLDERS' EQUITY AND LIABILITIES			
Shareholders' equity			
Share capital		1,127	1,127
Share premium		3,785	3,785
Treasury shares		(208)	(237)
Revaluation of financial instruments		208	5
Translation adjustment		(2,146)	(3,407)
Reserves		26,370	25,159
Net income – parent company shareholders' share		(338)	888
Shareholders' equity – parent company shareholders' share		**28,798**	**27,320**
Shareholders' equity – non-controlling interests' share		741	574
TOTAL SHAREHOLDERS' EQUITY	18	**29,539**	**27,894**
Non-current liabilities			
Deferred tax liabilities	8	1,021	1,009
Provisions for pension and other long-term employee benefit obligations – long-term	19	1,029	1,355
Other provisions – long-term	20	1,341	1,291
Non-current financial liabilities	23	10,738	13,232
Provisions for uncertain tax liabilities – long-term	21	234	217
Other non-current liabilities	21	1,372	1,457
TOTAL NON-CURRENT LIABILITIES		**15,735**	**18,561**
Current liabilities			
Provisions for pension and other long-term employee benefit obligations – short-term	19	45	85
Other provisions – short-term	20	1,087	1,550
Current financial liabilities	23	4,605	3,605
Sales Financing debts	23	48,999	45,123
Trade payables		8,405	7,975
Current tax liabilities	21	312	266
Provisions for uncertain tax liabilities – short-term	21	21	6
Other current liabilities	21	8,698	8,493
Liabilities related to assets held for sale	3	873	182
TOTAL CURRENT LIABILITIES		**73,045**	**67,285**
TOTAL SHAREHOLDERS' EQUITY AND LIABILTIES		**118,319**	**113,740**

5.2.2.4. Changes in consolidated shareholders' equity

(€ million)	Number of shares (thousands)	Share capital	Share premium	Treasury shares	Revaluation of financial instruments	Translation adjustment	Reserves	Net income (parent-company shareholders' share)	Shareholders' equity (parent-company shareholders' share)	Shareholders' equity (non-controlling interests' share)	Total Shareholder' equity
BALANCE AT DECEMBER 31, 2020	**295,722**	**1,127**	**3,785**	**(284)**	**384**	**(4,108)**	**31,876**	**(8,008)**	**24,772**	**566**	**25,338**
2021 net income								888	888	79	967
Other components of comprehensive income					432	701	518		1,651	12	1,663
2021 COMPREHENSIVE INCOME		**-**	**-**	**-**	**432**	**701**	**518**	**888**	**2,539**	**91**	**2,630**
Allocation of 2020 net income							(8,008)	8,008	-		-
Dividends									-	(81)	(81)
(Acquisitions) / disposals of treasury shares and impact of capital increases				47					47		47
Changes in ownership interests							-		-	(2)	(2)
Cost of share-based payments and other					(811)		773		(38)		(38)
BALANCE AT DECEMBER 31, 2021	**295,722**	**1,127**	**3,785**	**(237)**	**5**	**(3,407)**	**25,159**	**888**	**27,320**	**574**	**27,894**
2022 net income								(338)	(338)	(362)	(700)
Other components of comprehensive income (1)					203	1,248	557		2,008	54	2,062
2022 COMPREHENSIVE INCOME		**-**	**-**	**-**	**203**	**1,248**	**557**	**(338)**	**1,670**	**(308)**	**1,362**
Allocation of 2021 net income							888	(888)	-		-
Dividends									-	(41)	(41)
(Acquisitions) / disposals of treasury shares and impact of capital increases				29					29		29
Changes in ownership interests						13	(178)		(165)	516	351
Cost of share-based payments and other (2)					-		(56)		(56)	-	(56)
BALANCE AT DECEMBER 31, 2022	**295,722**	**1,127**	**3,785**	**(208)**	**208**	**(2,146)**	**26,370**	**(338)**	**28,798**	**741**	**29,539**

(1) Changes in the revaluation reserve correspond to the gain on sale of the Daimler shares in 2021 until the date of the sale; changes in reserves mainly correspond to actuarial gains on defined-benefit pension plans recognized during the period.

(2) Including Renault's €554 million gain on sale of the Daimler shares, reclassified in reserves and Nissan's €252 million gain on sale of its Daimler shares, reclassified in reserves.

Details of changes in consolidated shareholders' equity in 2022 are given in Note 18.

5.2.2.5. Consolidated cash flows

(€ million)	Notes	2022	2021[1]
Net income from continuing operations		**1,620**	**549**
Cancellation of income and expenses with no impact on cash			
Depreciation, amortization and impairment		3,532	3,894
Share in net income (loss) of associates and joint ventures		(423)	(515)
Other income and expenses with no impact on cash before interest and tax	26-A	288	240
Dividends received from unlisted associates and joint ventures		23	29
Cash flows before interest and tax [2]		**5,040**	**4,197**
Dividends received from listed companies		**64**	-
Net change in financing for final customers		(1,383)	47
Net change in renewable dealer financing		(3,677)	1,534
Decrease (increase) in Sales Financing receivables		**(5,060)**	**1,581**
Bond issuance by the Sales Financing segment	23-C	3,614	686
Bond redemption by the Sales Financing segment	23-C	(3,588)	(4,342)
Net change in other debts of the Sales Financing segment		4,185	1,073
Net change in other securities and loans of the Sales Financing segment		137	(219)
Net change in financial assets and debts of the Sales Financing segment		**4,348**	**(2,802)**
Change in capitalized leased assets		**(217)**	**(413)**
Change in working capital before tax	26-B	**404**	**(307)**
CASH FLOWS FROM OPERATING ACTIVITIES BEFORE INTEREST AND TAX		4,579	2,256
Interest received		172	45
Interest paid		(345)	(248)
Current taxes (paid) / received		(479)	(335)
CASH FLOWS FROM OPERATING ACTIVITIES OF CONTINUING OPERATIONS		3,927	1,718
CASH FLOWS FROM OPERATING ACTIVITIES OF DISCONTINUED OPERATIONS	3	(314)	691
Property, plant and equipment and intangible investments [3]	26-C	(2,640)	(2,686)
Disposals of property, plant and equipment and intangible assets		410	567
Acquisitions of investments involving gain of control, net of cash acquired		-	(103)
Acquisitions of other investments		(132)	(129)
Disposals of investments involving loss of control, net of cash transferred		(38)	-
Disposals of other investments [4]		47	1,182
Net decrease (increase) in other securities and loans of the Automotive segment		(126)	(142)
CASH FLOWS FROM INVESTING ACTIVITIES OF CONTINUING OPERATIONS		(2,479)	(1,311)
CASH FLOWS FROM INVESTING ACTIVITIES OF DISCONTINUED OPERATIONS	3	(815)	(305)
Dividends paid to parent company shareholders	18-D	-	-
Transactions with non-controlling interests [3]		54	(2)
Dividends paid to non-controlling interests	18-H	(41)	(81)
(Acquisitions) sales of treasury shares		(60)	(36)
Cash flows with shareholders		**(47)**	**(119)**
Bond issuance by the Automotive segment	23-C	2,062	2,239
Bond redemption by the Automotive segment	23-C	(240)	(829)
Net increase (decrease) in other financial liabilities of the Automotive segment		(2,575)	(1,769)
Net change in financial liabilities of the Automotive segment	**23-B**	**(753)**	**(359)**
CASH FLOWS FROM FINANCING ACTIVITIES OF CONTINUING OPERATIONS		(800)	(478)
CASH FLOWS FROM FINANCING ACTIVITIES OF DISCONTINUED OPERATIONS	3	322	(153)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS		(159)	162

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) Cash flows before interest and tax do not include dividends received from listed companies.

(3) Reciprocal and interdependent cash flows corresponding to the Korean company RKM's capital increase subscribed by its minority shareholder Geely in exchange for RKM's concomitant acquisition of a technological licence from Geely for the same amount of 264 billion won (see Note 3-A), approximately €194 million, are presented net in the cash flow statement, to reflect the substance of the operation.

(4) Disposals of other investments include €1,138 million relating to the sale of the Daimler shares in 2021.

(€ million)	2022	2021[1]
Cash and cash equivalents: opening balance	**21,928**	**21,697**
Increase (decrease) in cash and cash equivalents	678	162
Effects of change of scope [2]	(837)	-
Effect of changes in exchange rate and other changes	28	88
Cash generated by discontinued operations and assets held for sale	(23)	(19)
Cash and cash equivalents: closing balance [3]	**21,774**	**21,928**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) The effects of change of scope mainly concern the disposal of Avtovaz for €578 million and Renault Russia for €163 million.

(3) Cash subject to restrictions on use is described in Note 22-C.

5.2.2.6. Notes to the condensed consolidated financial statements

5.2.2.6.1. Information on operating segments and Regions

From January 1, 2022, following the disposal of Renault's investment in Avtovaz, the operating segments used by Renault Group are as follows:

- The **"Automotive"** segment, which comprises the production, sales, and distribution subsidiaries for passenger cars and light commercial vehicles, and the subsidiaries in charge of the segment's cash management. This segment also includes investments in automotive-sector associates and joint ventures, principally Nissan.
- The **"Sales Financing"** segment, which the Group considers as an operating activity in its own right, carried out for the distribution network and final customers by RCI Banque, its subsidiaries and its associates and joint ventures.
- The **"Mobility Services"** segment consisting of services for new mobilities.

The segment previously named Avtovaz, and all the discontinued operations in Russia, are now presented separately as Discontinued operations in the Automotive segment in 2022, in accordance with IFRS 5. The segment information for 2021 has been adjusted according to the same principles.

The segment result regularly reviewed by the Board of Management, identified as the "Chief Operating Decision-Maker", is the operating margin. The definition of this indicator is detailed in the consolidated financial statements at December 31, 2022 (Note 2-D Presentation of the consolidated financial statements). The operating margin excludes restructuring costs.

A. Information by operating segment

A1. Consolidated income statement by operating segment

(€ million)	Automotive	Sales Financing	Mobility Services	Intersegment transactions	Consolidated Total
2022					
External sales	**43,121**	**3,235**	**35**	**-**	**46,391**
Intersegment sales	96	16	3	(115)	-
Sales by segment	**43,217**	**3,251**	**38**	**(115)**	**46,391**
Operating margin [1]	**1,401**	**1,223**	**(30)**	**1**	**2,595**
Operating income	**1,044**	**1,202**	**(31)**	**1**	**2,216**
Financial income (expenses) [2]	**347**	**(31)**	**(2)**	**(800)**	**(486)**
Share in net income (loss) of associates and joint ventures	**557**	**(127)**	**(7)**	**-**	**423**
Pre-tax income	**1,948**	**1,044**	**(40)**	**(799)**	**2,153**
Current and deferred taxes	(203)	(329)	(1)	-	(533)
Net income from continuing operations	**1,745**	**715**	**(41)**	**(799)**	**1,620**
Net income from discontinued operations	**(2,320)**	**-**	**-**	**-**	**(2,320)**
NET INCOME	**(575)**	**715**	**(41)**	**(799)**	**(700)**

(1) Details of amortization, depreciation and impairment are provided in the statement of consolidated cash flows by operating segment.

(2) Dividends paid by the Sales Financing segment to the Automotive segment are included in the Automotive segment's financial income and eliminated in the intersegment transactions. A dividend of €800 million was paid in 2022.

(€ million)	Automotive	Sales Financing	Mobility Services	Intersegment transactions	Consolidated Total
2021 [1]					
External sales	**38,700**	**2,935**	**24**	**-**	**41,659**
Intersegment sales	102	18	2	(122)	-
Sales by segment	**38,802**	**2,953**	**26**	**(122)**	**41,659**
Operating margin [2]	**(5)**	**1,185**	**(29)**	**2**	**1,153**
Operating income	**(227)**	**1,179**	**(54)**	**2**	**900**
Financial income (expenses) [3]	**720**	**(14)**	**(1)**	**(1,000)**	**(295)**
Share in net income (loss) of associates and joint ventures	**501**	**19**	**(5)**	**-**	**515**
Pre-tax income	**994**	**1,184**	**(60)**	**(998)**	**1,120**
Current and deferred taxes	(243)	(327)	(1)	-	(571)
Net income from continuing operations	**751**	**857**	**(61)**	**(998)**	**549**
Net income from discontinued operations	**418**	**-**	**-**	**-**	**418**
NET INCOME	**1,169**	**857**	**(61)**	**(998)**	**967**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) Details of amortization, depreciation and impairment are provided in the statement of consolidated cash flows by operating segment.

(3) Dividends paid by the Sales Financing segment to the Automotive segment are included in the Automotive segment's financial income and eliminated in the intersegment transactions. A dividend of €1,000 million was paid in 2021.

A2. Consolidated financial position by operating segment

(€ million)	Automotive	Sales Financing	Mobility Services	Intersegment transactions	Consolidated Total
December 31, 2022					
ASSETS					
Non-current assets					
Property, plant and equipment, intangible assets and goodwill	15,566	796	43	-	16,405
Investments in associates and joint ventures	18,141	66	3	-	18,210
Non-current financial assets – equity investments	6,313	11	-	(6,261)	63
Non-current financial assets – other securities, loans and derivatives on financing operations of the Automotive segment	350	-	1	(1)	350
Deferred tax assets	354	239	-	-	593
Other non-current assets	831	107	-	-	938
TOTAL NON-CURRENT ASSETS	**41,555**	**1,219**	**47**	**(6,262)**	**36,559**
Current assets					
Inventories	5,188	24	1	-	5,213
Customer receivables	1,009	44,732	8	(504)	45,245
Current financial assets	1,294	980	-	(858)	1,416
Current tax assets and other current assets [1]	6,583	5,798	7	(4,276)	8,112
Cash and cash equivalents	14,227	7,549	17	(19)	21,774
TOTAL CURRENT ASSETS	**28,301**	**59,083**	**33**	**(5,657)**	**81,760**
TOTAL ASSETS	**69,856**	**60,302**	**80**	**(11,919)**	**118,319**
SHAREHOLDERS' EQUITY AND LIABILITIES					
Shareholders' equity	**29,571**	**6,217**	**18**	**(6,267)**	**29,539**
Non-current liabilities					
Long-term provisions	2,039	565	-	-	2,604
Non-current financial liabilities	9,845	886	8	(1)	10,738
Deferred tax liabilities	224	795	2	-	1,021
Other non-current liabilities	1,082	288	2	-	1,372
TOTAL NON-CURRENT LIABILITIES	**13,190**	**2,534**	**12**	**(1)**	**15,735**
Current liabilities					
Short-term provisions	1,103	50	-	-	1,153
Current financial liabilities	5,191	-	36	(622)	4,605
Trade payables and Sales Financing debts	8,487	49,739	8	(830)	57,404
Current tax liabilities and other current liabilities [1]	12,314	1,762	6	(4,199)	9,883
TOTAL CURRENT LIABILITIES	**27,095**	**51,551**	**50**	**(5,651)**	**73,045**
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	**69,856**	**60,302**	**80**	**(11,919)**	**118,319**

(1) Current tax assets and other current assets, and current tax liabilities and other current liabilities, respectively include assets held for sale and liabilities related to those assets.

(€ million)	Automotive	Sales Financing	Mobility Services	Intersegment transactions	Consolidated Total
December 31, 2022					
ASSETS					
Non-current assets					
Property, plant and equipment, intangible assets and goodwill	21,943	581	40	1	22,565
Investments in associates and joint ventures	16,774	176	5	-	16,955
Non-current financial assets – equity investments	6,215	11	1	(6,155)	72
Non-current financial assets – other securities, loans and derivatives on financing operations of the Automotive segment	306	-	-	(5)	301
Deferred tax assets	361	189	-	-	550
Other non-current assets	815	151	-	-	966
Total non-current assets	**46,414**	**1,108**	**46**	**(6,159)**	**41,409**
Current assets					
Inventories	4,768	24	-	-	4,792
Customer receivables	916	40,020	4	(654)	40,286
Current financial assets	1,051	1,187	-	(858)	1,380
Current tax assets and other current assets [1]	2,871	5,733	5	(4,664)	3,945
Cash and cash equivalents	13,877	8,040	14	(3)	21,928
Total current assets	**23,483**	**55,004**	**23**	**(6,179)**	**72,331**
TOTAL ASSETS	**69,897**	**56,112**	**69**	**(12,338)**	**113,740**
SHAREHOLDERS' EQUITY AND LIABILITIES					
Shareholders' equity	**27,913**	**6,134**	**8**	**(6,161)**	**27,894**
Non-current liabilities					
Long-term provisions	2,298	565	-	-	2,863
Non-current financial liabilities	12,333	893	11	(5)	13,232
Deferred tax liabilities	368	640	1	-	1,009
Other non-current liabilities	1,181	276	-	-	1,457
Total non-current liabilities	**16,180**	**2,374**	**12**	**(5)**	**18,561**
Current liabilities					
Short-term provisions	1,606	35	-	-	1,641
Current financial liabilities	4,234	-	35	(664)	3,605
Trade payables and Sales Financing debts	8,094	45,843	5	(844)	53,098
Current tax liabilities and other current liabilities [1]	11,870	1,726	9	(4,664)	8,941
Total current liabilities	**25,804**	**47,604**	**49**	**(6,172)**	**67,285**
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	**69,897**	**56,112**	**69**	**(12,338)**	**113,740**

(1) Current tax assets and other current assets, and current tax liabilities and other current liabilities, respectively include assets held for sale and liabilities related to those assets.

A3. Consolidated cash flows by operating segment

(€ million)	Automotive	Sales Financing	Mobility Services	Intersegment transactions	Consolidated Total
2022					
Net income from continuing operations [1]	**1,745**	**715**	**(41)**	**(799)**	**1,620**
Cancellation of income and expenses with no impact on cash :					
Depreciation, amortization and impairment	3,391	135	6	-	3,532
Share in net (income) loss of associates and joint ventures	(557)	127	7	-	(423)
Other income and expenses with no impact on cash, before interest and tax	(49)	346	2	(11)	288
Dividends received from unlisted associates and joint ventures	23	-	-	-	23
Cash flows before interest and tax	**4,553**	**1,323**	**(26)**	**(810)**	**5,040**
Dividends received from listed companies	**64**	**-**	**-**	**-**	**64**
Decrease (increase) in Sales Financing receivables	-	(5,026)	-	(34)	(5,060)
Net change in financial assets and Sales Financing debts	-	4,370	-	(22)	4,348
Change in capitalized leased assets	87	(304)	-	-	(217)
Change in working capital before tax	**7**	**400**	**(2)**	**(1)**	**404**
CASH FLOWS FROM OPERATING ACTIVITIES BEFORE INTEREST AND TAX	**4,711**	**763**	**(28)**	**(867)**	**4,579**
Interest received	175	-	-	(3)	172
Interest paid	(357)	-	(1)	13	(345)
Current taxes (paid)/received	(143)	(335)	(1)	-	(479)
CASH FLOWS FROM OPERATING ACTIVITIES OF CONTINUING OPERATIONS	**4,386**	**428**	**(30)**	**(857)**	**3,927**
CASH FLOWS FROM OPERATING ACTIVITIES OF DISCONTINUED OPERATIONS	**(315)**	**-**	**-**	**-**	**(315)**
Purchases of intangible assets [2]	(1,216)	(15)	(12)	-	(1,243)
Purchases of property, plant and equipment	(1,395)	(2)	-	-	(1,397)
Disposals of property, plant and equipment and intangibles [3]	408	-	2	-	410
Acquisitions and disposals of investments involving gain or loss of control, net of cash acquired	(38)	-	-	-	(38)
Acquisitions and disposals of other investments and other	(112)	(14)	(6)	47	(85)
Net decrease (increase) in other securities and loans of the Automotive segment	(121)	-	(7)	2	(126)
CASH FLOWS FROM INVESTING ACTIVITIES OF CONTINUING OPERATIONS	**(2,474)**	**(31)**	**(23)**	**49**	**(2,479)**
CASH FLOWS FROM INVESTING ACTIVITIES OF DISCONTINUED OPERATIONS	**(815)**	**-**	**-**	**-**	**(815)**
Cash flows with shareholders [2]	(35)	(812)	48	752	(47)
Net change in financial liabilities of the Automotive segment	(803)	-	10	40	(753)
CASH FLOWS FROM FINANCING ACTIVITIES OF CONTINUING OPERATIONS	**(838)**	**(812)**	**58**	**792**	**(800)**
CASH FLOWS FROM FINANCING ACTIVITIES OF DISCONTINUED OPERATIONS	**323**	**-**	**-**	**-**	**323**
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**267**	**(415)**	**5**	**(16)**	**(159)**
Cash and cash equivalents: opening balance	**13,877**	**8,040**	**14**	**(3)**	**21,928**
Increase (decrease) in cash and cash equivalents	1,105	(416)	5	(16)	678
Effects of change of scope [4]	(838)	1	-	-	(837)
Effect of changes in exchange rate and other changes	106	(76)	(2)	-	28
Cash generated by discontinued operations and assets held for sale	(23)	-	-	-	(23)
Cash and cash equivalents: closing balance	**14,227**	**7,549**	**17**	**(19)**	**21,774**

(1) Dividends paid by the Sales Financing segment to the Automotive segment are included in the net income of the Automotive segment. They amounted to €800 million in 2022.

(2) Reciprocal and interdependent cash flows corresponding to the Korean company RKM's capital increase subscribed by its minority shareholder Geely in exchange for RKM's concomitant acquisition of a technological licence from Geely for the same amount of 264 billion won (see Note 3-A), approximately €194 million, are presented net in the cash flow statement, to reflect the substance of the operation.

(3) The principal gains on disposals of property, plant and equipment and intangibles (€410 million at December 31, 2022) are presented in Note 6-C.

(4) The effects of change of scope mainly concern the disposal of Avtovaz for €578 million and Renault Russia for €163 million.

(€ million)	Automotive	Sales Financing	Mobility Services	Intersegment transactions	Consolidated Total
2021 [1]					
Net income from continuing operations [2]	**751**	**857**	**(61)**	**(998)**	**549**
Cancellation of income and expenses with no impact on cash :					
Depreciation, amortization and impairment	3,710	150	34	-	3,894
Share in net (income) loss of associates and joint ventures	(502)	(18)	5	-	(515)
Other income and expenses with no impact on cash, before interest and tax	(2)	257	1	(16)	240
Dividends received from unlisted associates and joint ventures	29	-	-	-	29
Cash flows before interest and tax	**3,986**	**1,246**	**(21)**	**(1,014)**	**4,197**
Dividends received from listed companies	**-**	**-**	**-**	**-**	**-**
Decrease (increase) in Sales Financing receivables	-	2,228	-	(647)	1,581
Net change in financial assets and Sales Financing debts	-	(2,852)	-	50	(2,802)
Change in capitalized leased assets	(218)	(195)	-	-	(413)
Change in working capital before tax	**(483)**	**181**	**(3)**	**(2)**	**(307)**
CASH FLOWS FROM OPERATING ACTIVITIES BEFORE INTEREST AND TAX	**3,285**	**608**	**(24)**	**(1,613)**	**2,256**
Interest received	45	-	-	-	45
Interest paid	(263)	-	-	15	(248)
Current taxes (paid)/received	(71)	(263)	(1)	-	(335)
CASH FLOWS FROM OPERATING ACTIVITIES OF CONTINUING OPERATIONS	**2,996**	**345**	**(25)**	**(1,598)**	**1,718**
CASH FLOWS FROM OPERATING ACTIVITIES OF DISCONTINUED OPERATIONS	**691**	**-**	**-**	**-**	**691**
Purchases of intangible assets	(1,103)	(6)	(5)	-	(1,114)
Purchases of property, plant and equipment	(1,571)	(1)	-	-	(1,572)
Disposals of property, plant and equipment and intangibles [3]	567	-	-	-	567
Acquisitions and disposals of investments involving gain or loss of control, net of cash acquired	(6)	(97)	-	-	(103)
Acquisitions and disposals of other investments and other [4]	1,043	(4)	(3)	17	1,053
Net decrease (increase) in other securities and loans of the Automotive segment	(162)	-	5	15	(142)
CASH FLOWS FROM INVESTING ACTIVITIES OF CONTINUING OPERATIONS	**(1,232)**	**(108)**	**(3)**	**32**	**(1,311)**
CASH FLOWS FROM INVESTING ACTIVITIES OF DISCONTINUED OPERATIONS	**(305)**	**-**	**-**	**-**	**(305)**
Cash flows with shareholders	(98)	(1,019)	15	983	(119)
Net change in financial liabilities of the Automotive segment	(952)	-	9	584	(359)
CASH FLOWS FROM FINANCING ACTIVITIES OF CONTINUING OPERATIONS	**(1,050)**	**(1,019)**	**24**	**1,567**	**(478)**
CASH FLOWS FROM FINANCING ACTIVITIES OF DISCONTINUED OPERATIONS	**(153)**	**-**	**-**	**-**	**(153)**
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**947**	**(782)**	**(4)**	**1**	**162**
Cash and cash equivalents: opening balance	**12,949**	**8,738**	**15**	**(5)**	**21,697**
Increase (decrease) in cash and cash equivalents	947	(782)	(4)	1	162
Effect of changes in exchange rate and other changes	-	84	3	1	88
Cash generated by discontinued operations and assets held for sale	(19)	-	-	-	(19)
Cash and cash equivalents: closing balance	**13,877**	**8,040**	**14**	**(3)**	**21,928**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) Dividends paid by the Sales Financing segment to the Automotive segment are included in the net income of the Automotive segment. They amounted to €1,000 million in 2021.

(3) The principal gains on disposals of property, plant and equipment and intangibles (€567 million at December 31, 2021) are presented in Note 6-C.

(4) Disposals of other investments include €1,138 million relating to the sale of the Daimler shares.

A4. Other information for the Automotive segment: net cash position (net financial indebtedness), Operational *free cash flow* and ROCE

The net cash position or net financial indebtedness, operational free cash flow and ROCE are only presented for the Automotive segment.

The net cash position or net financial indebtedness includes all non-operating interest-bearing financial liabilities and commitments less cash and cash equivalents and other non-operating financial assets such as marketable securities or the segment's loans.

Net cash position (net financial indebtedness)

(€ million)	December 31, 2022	December 31, 2021 (1)
Non-current financial liabilities	(9,845)	(11,224)
Current financial liabilities	(5,191)	(4,234)
Non-current financial assets – other securities, loans and derivatives on financing operations	121	90
Current financial assets	1,237	977
Cash and cash equivalents	14,227	13,291
Net cash position (net financial indebtedness) of the Automotive segment	**549**	**(1,100)**

(1) For this indicator, the 2021 financial statements have been adjusted due to the discontinued operations in the Russian Federation (see Note 3-B).

Operational free cash flow

(€ million)	2022	2021 (1)
Cash flows (excluding dividends from listed companies) before interest and tax	4,553	3,986
Changes in working capital before tax	7	(483)
Interest received by the Automotive segment	175	45
Interest paid by the Automotive segment	(357)	(263)
Current taxes (paid) / received	(143)	(71)
Acquisitions of property, plant and equipment, and intangible assets net of disposals (2)	(2,203)	(2,107)
Capitalized leased vehicles and batteries	87	(218)
Operational free cash flow of the Automotive segment	**2,119**	**889**
Payments for restructuring expenses	(590)	(598)
Operational free cash flow of the Automotive segment excluding restructuring (3)	**2,709**	**1,487**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) Reciprocal and interdependent cash flows corresponding to the Korean company RKM's capital increase subscribed by its minority shareholder Geely in exchange for RKM's concomitant acquisition of a technological licence from Geely for the same amount of 264 billion won (see Note 3-A), approximately €194 million, are presented net in the cash flow statement, to reflect the substance of the operation.

(3) The amounts included in Restructuring Costs are presented in note 6-A.

ROCE

ROCE (Return On Capital Employed) is an indicator that measures the profitability of capital invested. It is reported for the Automotive segment. The ROCE for 2021, after elimination of items relating to discontinued operations in the Russian Federation, is presented below.

(€ million)	December 31, 2022	December 31, 2021[1]
Operating margin	1,402	(3)
Normative tax rate	28%	28%
Operating margin after tax (A) [2]	**1,009**	**(2)**
Property, plant and equipment, intangible assets and goodwill	15,566	19,749
Investments in associates and joint ventures excluding Nissan	654	529
Non-current financial assets – equity investments excluding RCI Banque SA and Renault M.A.I.	52	60
Working capital	(8,272)	(11,488)
Capital employed (B)	**8,000**	**8,850**
RETURN ON CAPITAL EMPLOYED (ROCE = A/B)	**12.6%**	**(0.0)%**

(1) For this indicator, the 2021 financial statements have been adjusted due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) The approach used to determine ROCE includes a theoretical tax effect based on a normative tax rate of 28%.

(€ million)	December 31, 2021 disclosed	IFRS 5 impact	December 31, 2021 [1]
Operating margin	507	(510)	(3)
Normative tax rate	28%		28%
Operating margin after tax (A) [2]	**365**	**(367)**	**(2)**
Property, plant and equipment, intangible assets and goodwill	21,943	(2,194)	19,749
Investments in associates and joint ventures excluding Nissan	540	(11)	529
Non-current financial assets – equity investments excluding RCI Banque SA and Renault M.A.I.	60	-	60
Working capital	(11,775)	287	(11,488)
Capital employed (B)	**10,768**	**(1,918)**	**8,850**
RETURN ON CAPITAL EMPLOYED (ROCE = A/B)	**3.4%**		**-0.0%**

(1) For this indicator, the 2021 financial statements have been adjusted due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) The approach used to determine ROCE includes a theoretical tax effect based on a normative tax rate of 28%.

Working capital is determined from the following segment reporting items. For this indicator, the 2021 financial statements have been adjusted due to the discontinued operations in the Russian Federation (see Note 3-B).

(€ million)	December 31, 2022	December 31, 2021 [1]
Other non-current assets	831	798
Inventories	5,188	4,318
Customer receivables	1,009	859
Current tax assets and other current assets [2]	6,583	2,546
Other non-current liabilities	(1,082)	(1,176)
Trade payables	(8,487)	(7,449)
Current tax liabilities and other current liabilities [2]	(12,314)	(11,384)
Working capital	**(8,272)**	**(11,488)**

(1) For this indicator, the 2021 financial statements have been adjusted due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) Current tax assets and other current assets, and current tax liabilities and other current liabilities, respectively include assets held for sale and liabilities related to those assets.

(€ million)	December 31, 2021 disclosed	IFRS 5 impact	December 31, 2021 [1]
Other non-current assets	815	(17)	798
Inventories	4,768	(450)	4,318
Customer receivables	916	(57)	859
Current tax assets and other current assets [2]	2,871	(325)	2,546
Other non-current liabilities	(1,181)	5	(1,176)
Trade payables	(8,094)	645	(7,449)
Current tax liabilities and other current liabilities [2]	(11,870)	486	(11,384)
Working capital	**(11,775)**	**287**	**(11,488)**

(1) For this indicator, the 2021 financial statements have been adjusted due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) Current tax assets and other current assets, and current tax liabilities and other current liabilities, respectively include assets held for sale and liabilities related to those assets.

B. Information by Region

Consolidated revenues are presented by location of customers. Property, plant and equipment and intangibles are presented by location of subsidiaries and joint operations.

(€ million)	Europe	Americas	Asia Pacific	Africa & Middle East	Eurasia	Consolidated total
2022						
Revenues	35,685	4,351	2,699	1,757	1,899	**46,391**
Including France	13,814					
Property, plant and equipment and intangible assets	14,230	471	663	663	378	**16,405**
Including France	10,124					
2021						
Revenues [1]	31,972	3,428	2,686	1,553	2,020	**41,659**
Including France	13,139					
Property, plant and equipment and intangible assets	17,806	561	660	770	2,768	**22,565**
Including France	12,857					

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

5.2.2.6.2. Accounting policies and scope of consolidation

Note 1

Approval of the financial statements

Renault Group's consolidated financial statements for 2022 were examined at the Board of Directors' meeting of February 15, 2023 and will be submitted for approval by the shareholders at the General Shareholders' Meeting.

Note 2

Accounting policies

In application of European regulations, the Renault Group's consolidated financial statements for 2022 are prepared under IFRS (International Financial Reporting Standards) as issued by the IASB (International Accounting Standards Board) at December 31, 2022 and adopted by the European Union at the year-end.

2-A. Changes in accounting policies

New amendments and improvements mandatory for 2022

Renault Group applies the accounting standards and amendments that have been published in the Official Journal of the European Union and are mandatory from January 1, 2022.

Amendments to IAS 16	Property, plant and equipment: Proceeds before intended use
Amendments to IFRS 3	Updating a reference to the conceptual framework
Amendments to IAS 37	Onerous contracts – Cost of fulfilling a contract
Annual improvements (2018-2020 cycle)	Annual improvements process

Application of these amendments from January 1, 2022 has no significant impact on the Group's financial statements.

New standards and amendments not applied early by the Group

New IFRS standards and amendments not applied early by the Group		Mandatory application date set by the IASB
IFRS 17 and amendments	Insurance contracts	January 1, 2023
Amendments to IFRS 17	Initial Application of IFRS 17 and IFRS 9 - Comparative Information	January 1, 2023
Amendments to IAS 12	Deferred tax related to assets and liabilities arising from a single transaction	January 1, 2023
Amendments to IAS 1	Disclosure of accounting policies	January 1, 2023
Amendments to IAS 8	Definition of accounting estimates	January 1, 2023

The Group does not at this stage anticipate that application of the amendments to IAS 1, IAS 8 and IAS 12 will have any significant impact on the consolidated financial statements.

IFRS 17 – Insurance Contracts, published on May 18, 2017, and modified by amendments of June 25, 2020, sets out the principles of recognition, measurement, presentation and disclosures for insurance contracts. It replaces IFRS 4, Insurance Contracts, and will be applicable for financial years beginning on or after January 1, 2023.

For the Group, IFRS 17 mainly applies to credit insurance contracts issued and reassurance agreements signed by the Sales Financing segment's insurance companies. Contracts will be valued under the general "building block" approach which comprises: (1) estimated future cash flows discounted under the "bottom-up" approach, with a discount rate determined by adjusting a risk-free yield curve to take account of liquidity characteristics of the insurance contracts portfolio, (2) adjustment for non-financial risks calculated according to the confidence interval method, and (3) the contractual service margin. The contractual service margin will be recognized in the income statement based on the coverage units supplied during the period, i.e. according to the amortization of the insured credit.

The modified retrospective application of IFRS 17 from January 1, 2023, is expected to have a positive effect on equity around €130 million as of January 1, 2022, the transition date. No onerous contracts were identified in the portfolio at the transition date. Calculation of the impact of IFRS 17 on the 2022 income statement is not yet finalized.

Other standards and amendments not yet adopted by the European Union

The IASB has also published the following new standards and amendments that have not yet been adopted by the European Union.

New IFRS standards and amendments not yet adopted by the European Union		Application date set by the IASB
Amendments to IAS 1	Classification of liabilities as current or non-current	January 1, 2024
Amendments to IFRS 16	Lease liability in a sale and leaseback	January 1, 2024

The Group is currently analysing the potential impacts, but does not at this stage anticipate that application of these amendments will have any significant impact on the consolidated financial statements.

IFRS IC interpretation concerning recognition of Targeted Long Term Refinancing Operations (TLTRO) (IFRS 9 and IAS 20)

The IFRS IC decision clarifying analysis and recognition of TLTRO III transactions became final in March 2022. This decision applies to drawings of TLTRO III financing by the Sales Financing segment, to which the Group has opted to apply IFRS 9. More details of these transactions are provided in Note 23-C.

Hyperinflation in Turkey

On March 16, 2022 Turkey was identified by the International Practices Task Force (IPTF) of the Center for Audit Quality as a country that should be considered hyperinflationary for the purposes of 2022 financial statements.

The entities MAIS Motorlu Araclar Imal ve Satis AS and ORFIN Finansman Anonim Sirketi, which are accounted for under the equity method, use the local currency as their functional currency and have applied the hyperinflation adjustment at December 31, 2022. Its effect on their contribution to the Group financial statements is considered non-significant. The fully consolidated entities Oyak Renault and Renault Group Otomotiv prepare their accounts for the Group consolidation using the euro as their functional currency, since most of their business is conducted in euros. Consequently, their accounts do not require adjustment for hyperinflation.

2-B. Estimates and judgements

Specific context of 2022

Renault Group's exit from the Russian Federation

As announced on May 16, 2022, Renault Group has sold its investments in Renault Russia and the Avtovaz Group. Those entities have therefore been deconsolidated. They are treated as discontinued operations in 2022, in compliance with IFRS 5, and the 2021 income statement and cash flow statement figures have been adjusted accordingly. Following this sale, the Avtovaz Group is no longer presented as a separate operating segment for the purposes of segment reporting.

Details of the impacts of this deconsolidation are provided in Note 3-B, Discontinued operations, and Renault Group's option to buy back its investment in Avtovaz is mentioned in Note 28-B. Off-balance sheet commitments received, contingent assets and assets received as collateral.

In the Sales Financing segment, the Group fully consolidates one 100%- owned entity (RNL Leasing) and applies the equity method for RN Bank. Due to uncertainty over its recoverability the equity-accounted value of RN Bank is fully written off at December 31, 2022 (see Note 13), with a negative impact of € 119 million on the net income of associates and joint ventures for the year. The contribution by RNL Leasing to the Group's shareholders' equity remains of low significance (€2 million) and the €19 million shareholder loan is eliminated as an intragroup operation. At December 31, 2022 this entity is classified as Assets held for sale at a book value that does not exceed its recoverable value.

Components supply crisis

Since 2021, the Automotive segment has experienced disruptions in supplies of electronic components that have affected the worldwide automotive sector. The effects of this components crisis continued during 2022, and the principal consequence was lower production output. As a result, after a 4.5% decrease between 2020 and 2021 to 2,696,401 units, sales volumes also declined by 5.9% between 2021 and 2022: 2,051,174 vehicles were sold in 2022, compared to an adjusted volume (excluding sales in Russia) of 2,179,562 vehicles sold in 2021.

External financing

To maintain a sufficient level of liquidity for its operations, in 2022 the Group issued two bonds the Japanese market as part of Renault's Shelf Registration program, for a total of ¥290.7 billion. And the Group made €2,010 million repayment in 2022 of its State-guaranteed credit facility. The outstanding amount of this credit, which initially amounted to €4 billion, is €990 million at December 31, 2022. At the date of publication of these consolidated financial statements, the Group has sufficient cash and sources of financing to ensure continuity of operations for the next twelve months and has demonstrated its capacity to issue debt.

Changes in the Group's organization

Since announcing its Renaulution plan in 2020, Renault Group has worked to transform its business and its organization. At the Capital Market Day held on November 8, 2022, it announced that some of its Horse project powertrain technologies were to be combined into a joint venture. The groups of assets and liabilities concerned were therefore reclassified as assets and liabilities held for sale in the consolidated financial position at December 31, 2022, in accordance with IFRS 5.

The Group also announced at the same Capital Market Day that it was setting up five targeted businesses with specialist teams, each one founded on a homogeneous set of technologies with its own governance and results. The practical results of this announcement will be visible from 2023 as the entities concerned are formed or sold off, and it has no impact on the structure of segment reporting for 2022.

In November 2022, the Group sold 34% of the capital of its Korean subsidiary RKM to the Chinese group Geely, and simultaneously purchased an industrial production licence to make two new vehicles for the Asian market

Employee agreements and employee shareholding

Amid rising inflation, discussions took place between the Management and the Unions about purchasing power concerns in France. An agreement was signed on September 30, 2022, comprising several measures implemented in 2022 (a €500 bonus, a 25% increase in monetized unused leave, etc).

To engage all employees in the Group's new strategy and future performance as in-depth changes are being made, Renault Group launched Renaulution Shareplan, an employee shareholding operation attributing 6 free shares to more than 95,000 employees across 22 countries. In 21 countries, the plan also offers employees the opportunity to buy shares at a 30% discount. As the reference share price in the Renaulution Shareplan is set at €31.46, the discounted share price is €22.02. The cost of this plan has been recognized in the 2022 financial statements.

Principal estimates and judgments in the 2022 context

In the context of the Group's exit from the Russian Federation, workforce reduction plans, the electronic components supply crisis, and inflation, the following items in the Group's consolidated financial statements have been paid particular attention in 2022:

- potential impairment of fixed assets, particularly impairment on specific assets linked to vehicles and goodwill (see Note 11);
- the recoverable value of leased vehicles classified as property, plant and equipment or inventories;
- investments in associates, notably Nissan and RN Bank (see Notes 12 and 13);
- impairment for expected credit losses concerning Sales Financing receivables (see Note 15);
- revenue recognition;
- determination of restructuring provisions (see Notes 6-A and 20);
- determination of risks associated with distressed suppliers;
- determination of compliance with the requirements of IFRS 5 for reclassification of assets or groups of assets and liabilities held for sale and reporting them on specific lines in the balance sheet in the current assets and current liabilities (see Note 3-C);
- estimation of the costs associated with the Renaulution Shareplan employee shareholding plan introduced in December 2022.

Principal estimates and judgments relating to environmental matters and climate issues

The main estimates and judgments relating to climate and environmental questions are the following:

- estimation of the risks associated with the applicable regulations on air pollution and CO_2 emissions (specifically the potential impact of the CAFE "Corporate Average Fuel Economy" regulation, which fines automakers if they exceed the average threshold for CO_2 emissions by European-registered vehicles in each calendar year, see Note 28);
- estimation of the consequences of commitments made in connection with environmental and climate issues for the value of Renault Group assets and their useful lives. At this stage, no impact has been identified on either the useful lives or the recoverable value of our tangible and intangible assets. An analysis of the useful lives of production assets, particularly against the background of changing markets, the growing proportion of electric vehicles and the Group's circular economy decisions (the "Re-factories" at Flins and Seville) is conducted at each annual closing: this had no significant impact on the financial statements for 2022;
- estimation of the consequences of contractual purchase commitments for renewable energy made in connection with environmental and climate issues covering periods of up to 15 years and involving substantial investments; the analysis focused on control of the assets and the financial terms of these contracts, and concluded that they contained no leases or embedded derivatives; information is provided in Note 28-A1 on off-balance sheet commitments (minimum purchase commitments);
- use of a growth rate to infinity for impairment testing of goodwill and intangible assets with an indefinite useful life that incorporates the effects of commitments made by signatory States to the Paris Agreements on climate change. This has no impact, since the recoverable value of the assets concerned remains significantly higher than their book value.

Other important estimates and judgments

Renault Group often has to make estimates and assumptions that affect the book value of certain assets and liabilities, income and expenses, and disclosures made in certain notes to the financial statements. In preparing its financial statements, Renault Group regularly revises its estimates and assessments to take account of past experience and other factors deemed relevant in view of the economic circumstances.

It takes into consideration forecast technological and market developments (commodity costs, changing customer demand, etc) and any other developments that could have a significant impact on the consolidated financial statements in application of IFRS rules. If changes in these assumptions or circumstances are not as anticipated, the figures reported in Renault Group's future consolidated financial statements could differ from the estimates established at the time these financial statements were finalized. The main items in the Group's consolidated financial statements at December 31, 2022 that are dependent on estimates and judgments are the following:

- capitalization of research and development expenses and their amortization period (see Note 10-A);
- the depreciation and amortization periods for fixed assets other than capitalized development expenses (see Note 10);
- recognition of deferred tax assets on tax loss carryforwards (see Note 8);
- provisions, particularly warranty provisions on vehicles and batteries sold (see Note 20), provisions for pensions and other long-term employee benefit obligations (see Note 19), provisions for workforce adjustment measures (see Note 6-A), provisions for legal risks and tax risks (other than income tax risks and provisions for uncertain tax liabilities);
- valuation of lease liabilities, particularly the incremental borrowing rates and the value of renewal and termination options that are reasonably certain to be exercised (see Note 23).

2-C. Consolidation principles

The consolidated financial statements include the financial statements of all companies controlled exclusively by the Group either directly or indirectly (subsidiaries). Jointly controlled companies are accounted for under the equity method when they are classified as joint ventures and consolidated on the basis of the percentage share specific to each balance sheet and income statement item when they are classified as joint operations.

Companies in which the Group exercises significant influence (associates) are included in the financial statements on an equity basis.

Significant intercompany transactions and unrealized internal profits are eliminated.

Put options on non-controlling interests are carried in the consolidated financial position at fair value, and classified in other financial liabilities in the Automotive segment and in other non-current liabilities in the Sales Financing segment, with a corresponding adjustment to equity.

Outstanding price supplements payable to shareholders who have sold shares to the Group are recorded in the financial position, in financial liabilities (Automotive and Mobilities segments) or in other liabilities (Sales Financing segment) to give a better estimation of the obligation. The liability is initially recognized via an adjustment to goodwill (or unconsolidated investments) and subsequently via profit and loss (other financial income and expenses, or the share in net income of associates and joint ventures, depending on the nature of the investment).

2-D. Presentation of the consolidated financial statements

Valuation basis

The consolidated financial statements are established under the historical cost convention, except for certain categories of assets and liabilities, in compliance with IFRS rules. The categories concerned are detailed in the following notes.

Operating income and operating margin

Operating income includes all revenues and costs directly related to the Group's activities, whether recurrent or resulting from non-recurring decisions or operations, such as restructuring costs.

The operating margin, which corresponds to the operating income of an individual segment as defined in IFRS 8, Operating Segments, corresponds to the operating income before other operating income and expenses, which are by nature unusual or significant and could affect comparability of the margin. Other operating income and expenses cover:

- restructuring and workforce adjustment costs and significant costs relating to discontinued activities. A restructuring is a program that is planned and controlled by management and materially changes either: a) the scope of a business undertaken by an entity; or b) the manner in which that business is conducted. The estimated cost of workforce adjustment measures, which for accounting purposes is treated as an employee benefit, is covered by a provision over the estimated residual employment period of the employees concerned. The cost of termination indemnities is recognized as soon as a detailed plan has either been announced or is in progress. The amount recorded is net of existing provisions for pensions;
- gains or losses on partial or total disposal of businesses or operating entities, gains or losses on total or partial disposals of investments in associates and joint ventures,

other gains and losses relating to changes in the scope of consolidation such as acquisitions of control, as defined by IFRS 10, over entities previously accounted for under the equity method and direct acquisition costs for entities that are fully consolidated or consolidated on a line-by-line percentage of interest basis;

- gains or losses on disposal of property, plant and equipment or intangible assets (except leased assets sales);
- impairment on property, plant and equipment or intangible assets and goodwill (excluding goodwill of associates or joint ventures);
- unusual items, i.e. income and charges that are unusual in their frequency, nature or amount, relating to significant litigation or impairment of operating receivables.

With the exception of the tax charge, the share in net income of associates and joint ventures and financial interest on pension and other long-term employee benefit obligations, all income and expenses resulting from the Sales Financing activity are included in operating income and expenses.

Equity method consolidation of associates and joint ventures

The share in net income of associates and joint ventures reported in the Group's consolidated income statement comprises the share in these entities' profits or losses, impairment and recoveries of impairment relating to these entities (see Note 2-M). The impairment booked is limited to the net book value of the investment, unless an additional commitment has been made.

The gain or loss resulting from the sale or loss of significant influence or joint control over associates and joint ventures accounted for under the equity method and the gain or loss on acquisition of control, as defined by IFRS 10, over companies that were already consolidated but not controlled, is reported in other operating income and expenses in the Group's consolidated income statement. This includes transfers of accumulated translation adjustments during the period the entity was accounted for under the equity method.

The Group recognizes a deferred tax liability on dividend distributions for all differences between the book and tax values of its investments in associates and joint ventures (see Note 2-I). This tax is included in current and deferred taxes in the Group's income statement.

Goodwill relating to associates and joint ventures is included in the value of the relevant entities as stated in the assets in the consolidated statement of financial position. In the event of impairment, an impairment loss is booked and included in the consolidated income statement via the share in net income (loss) of associates and joint ventures (see Note 2-J).

Acquisition expenses related to investments in associates and joint ventures are included in the initial acquisition cost for these investments.

Cross-investments between a consolidated entity and an associate are neutralized in measuring the investment in the associate as stated in the assets of the statement of financial position. Nissan's 15% stake in Renault is therefore neutralized in valuing the investment in Nissan shown in the assets of the consolidated statement of financial position (see Note 12).

Dividends received from unlisted associates and joint ventures are included in the Automotive operational free cash flow, while dividends received from listed associates and joint ventures, i.e. Nissan, are excluded from Automotive operational free cash flow.

Reporting by operating segment

The information by operating segment is based on internal reporting to the Board of Management, which is identified as the "Chief Operating Decision-Maker". All Group financial data are assigned to the operating segments. The "Intersegment transactions" column is reserved for transactions between the segments, which are carried out on near-market terms. Dividend payments by the Sales Financing segment are included in net financial income and expenses of the Automotive segment.

The indicator used to evaluate segment performance is the operating margin.

The effects of the French consolidated taxation system are included in the tax expense of the Automotive segment.

Assets and liabilities are specific to each segment. Receivables assigned by the Automotive segment to the Sales Financing companies are treated as operating assets by the assignee when the risks and benefits are substantially transferred. These receivables are mostly receivables on the dealership network.

Vehicles and batteries for which the Automotive segment has a repurchase commitment are included in the segment's assets. When these assets are financed by the Sales Financing segment, the Sales Financing segment recognizes a receivable on the Automotive segment.

Current and non-current assets and liabilities

Sales Financing receivables, other securities, derivatives, loans and financial liabilities of the Sales Financing segment (other than redeemable shares and subordinated loans) are considered as current assets and liabilities, because they are used in this operating segment's normal business cycle.

For the Automotive segment, in addition to items directly related to the business cycle, all assets and liabilities maturing within one year are classified as current.

2-E. Translation of foreign companies' financial statements into the presentation currency and hyperinflation effects

Translation of the accounts of foreign companies

The Group's presentation currency is the euro.

For foreign companies, the functional currency is generally the local currency. In cases where most transactions are carried out in a different currency, that is adopted as the functional currency.

Foreign companies' accounts are established in their functional currency and subsequently translated into the Group's presentation currency as follows:

- financial position items other than components of shareholders' equity, which are stated at historical value, are translated at the closing exchange rate;
- income statement items are translated at the average exchange rate for the period;
- the translation adjustment is one of the other components of comprehensive income and therefore has no impact on net income.

Goodwill generated by a business combination with a foreign company is treated as an asset or liability of the entity acquired, as appropriate. It is therefore expressed in the relevant entity's functional currency and translated into euros at the closing rate.

When a foreign company is sold, the accumulated translation adjustments on its assets and liabilities are transferred to other operating income and expenses in the income statement.

Hyperinflation

To determine whether a country is in hyperinflation, the Group refers to the list published by the International Practices Task Force (IPTF) of the Center for Audit Quality. The financial statements of entities in hyperinflationary economies are translated in accordance with IAS 29 "Financial reporting in hyperinflationary economies". Non-monetary balance sheet items, income statement items, comprehensive income items and cash flow statement items are adjusted for inflation in their original local currency, then all the financial statements are translated at the closing exchange rate for the period. This hyperinflationary accounting leads to recognition of a gain or loss resulting from exposure to hyperinflation, which is classified as other financial income and expenses and thus included in reserves the following year.

The accounts of the Group's subsidiaries in Argentina are consolidated in accordance with the principles of IAS 29, which have been applied since January 1, 2018. The effects of index-based restatement and translation of the shareholders' equity of subsidiaries in Argentina are all included in the translation adjustment in other components of comprehensive income, since restatement based on price indexes is correlated with movements in the exchange rate between the Argentinian peso and the euro and mitigates the effect of the peso's devaluation.

The accounts of equity-accounted companies in Turkey are consolidated in accordance with the principles of IAS 29, applied from January 1, 2022.

2-F. Translation of foreign currency transactions

Transactions undertaken in a currency other than the functional currency of the entity concerned are initially translated to and recorded in the functional currency, using the rate applicable at the transaction date.

For financial reporting purposes, monetary assets and liabilities in currencies other than the functional currency are translated at the closing rate. All resulting foreign exchange differences are recognized in the income statement, except for foreign exchange gains and losses on financial instruments designated as hedges of a net investment in a foreign entity (see Note 2-X).

The following impacts are therefore recorded in net income:

- translation adjustments related to financial operations by the Automotive segment are included in the net financial income;
- other translation adjustments are included in the operating income (operating margin in the information by operating segment).

Derivatives are measured and recorded as described in Note 2-X.

2-G. Revenues and margin

Revenues comprise all proceeds from sales of the Group's automotive goods, services related to these sales and the various Sales Financing products marketed by the Group's companies to their customers.

Sales of goods and services and associated costs of the Automotive segment

Sales and margin recognition

Sales of automotive goods are recognized at the date control is transferred. The transfer of control over automotive goods takes place when the goods are made available to the distribution network in the case of non-Group dealers (at the time they are added to or removed from stock, depending on the contractual arrangements) or upon delivery to the end-user in the case of direct sales.

However, there is no transfer of control in the case of goods sold under an operating lease by a Group finance company, or in the case of goods sold with a buy-back commitment if it is highly likely that they will be returned. In such transactions, the revenues are recognized progressively over the lease period and a used vehicle sale is recorded when control of the used vehicle is transferred. The difference between the price paid by the customer and the buy-back price is treated as rental income and spread over the period the automotive item is at the customer's disposal. The production cost for the new automotive item concerned is recorded in inventories for contracts of less than one year, or included in property, plant and equipment under fixed assets leased to customers when the contracts exceed one year. The forecast resale value takes account of recent known developments on the second-hand automotive market but also future anticipated developments over the period in which the automotive goods will be sold, which may be influenced by factors both external (economic situation, taxation) and internal (changes in the range or the manufacturer's pricing strategy). As soon as a loss is expected on the resale, a provision (if the automotive item is in inventories) or additional depreciation (if the automotive item is included in property, plant and equipment) is recognized to cover the loss.

Sales incentive programs

Sales incentive programs based on the volumes or prices of products sold are deducted from sales when the sales operations concerned are recorded. Any provisions are based on estimates of the most probable amount.

The Group undertakes certain promotional campaigns offering reduced-interest customer credit or discounts on services. Because these are sales incentives, the cost of these operations is recognized as a reduction in sales by the Automotive segment when the vehicle sale takes place and is not spread over the duration of the financing or the services concerned.

Warranty

The Group makes a distinction between insurance-type warranties and service-type warranties. Provisions are established for insurance-type warranties, while service-type warranties give rise to revenue that is spread over the duration of the warranty extension.

The estimated or incurred costs relating to manufacturer's product or part warranties classified as insurance-type warranties are charged to expenses when the sales are recorded. Provisions for costs still to be borne are valued on the basis of observed data for each model and engine regarding the level of costs and their distribution over the periods covered by the manufacturer's warranty. In the event of product recalls following incidents that come to light after the vehicle has been put on the market, provisions are established to cover the costs involved as soon as the decision to undertake the recall campaign has been made. Amounts claimed from suppliers are deducted from the warranty expense when it is considered practically certain they will be recovered.

Services related to sales of automotive products

Revenues from service contracts sold by the Group are recognized on a percentage-of-completion basis. These contracts may be for warranty extensions, maintenance or insurance.

Such service contracts may be sold separately to the final customer or included free of charge in a sale package covering a vehicle and related services. In either case, the Group considers service contracts as a separate service obligation from delivery of the vehicle and allocates a portion of revenue to the service contract.

When the customer makes regular payments for the service contract, the revenue is recognized on a straight-line basis. When the contract is prepaid (for example, when it is paid for by the customer at the time of the vehicle purchase), the amounts received are recorded as deferred income and spread over the duration of the contract, on a straight-line basis for warranty extensions and following an experience curve for maintenance contracts.

Impairment of customer receivables

Impairment is booked in respect of the Automotive segment's customer receivables to reflect the prospective assessment of the credit risk at the inception of the receivable and any deterioration of that risk over time. When there is an incurred credit loss, impairment is recorded individually for each receivable.

Sales Financing revenues

Sales Financing revenues

Sales Financing revenues are generated by financing operations for sales of vehicles to dealers and end-users. These financing operations take the form of loans from the Sales Financing segment companies and are carried in the balance sheet at amortized cost under the effective interest rate method, less any impairment. Income on these contracts is calculated so as to give a constant interest rate over the period and is included in sales revenues.

Sales Financing costs
Sales financing costs are considered as operating expenses and included in the operating income (operating margin in the information by operating segment). They mainly comprise interest incurred by sales financing companies to refinance their customer loan transactions, other costs and revenues directly related to administration of this type of refinancing (temporary investments, hedging and management of exchange and interest rate risks) and the cost of risks related to receivables. Refinancing comes from diversified sources: public and private bond issues, public and private securitization backed by Automotive segment loans, negotiable debt instruments, savings collected and financing from credit institutions and assimilate or the European Central Bank.

Commissions payable to business intermediaries
Commissions are treated as external distribution costs and therefore deferred as contract acquisition costs, so as to give a constant interest rate over the term of the financing contracts.

Classification and impairment of receivables
The impairment method for financial receivables depends on the category concerned. For healthy receivables (stage 1), impairment is equivalent to the 12-month expected credit loss; for receivables on which the credit risk has significantly deteriorated since initial recognition or which received extensions during the lockdown (stage 2), impairment is equivalent to the lifetime expected losses; and for receivables in default (stage 3), impairment is equivalent to the incurred credit loss.

The Sales Financing segment uses an internal scoring system or external ratings to identify any significant deterioration in the credit risk. In addition, this segment has decided to use the assumptions set out in the standard and thus downgrades any receivable outstanding after 30 days to stage 2 and any receivable still outstanding after 90 days to stage 3. Receivables in default (stage 3) are identified by the Sales Financing segment in compliance with the European Banking Authority's EBA/GL/2016/07 guidelines. The Sales Financing segment has opted for the "one step" approach, which consists of applying the new definition of default and adjusting its internal models concurrently for the Dealer portfolio and Customer portfolio.

The Sales Financing segment refers to the current recommendations of the Basel Committee to generate the parameters needed to calculate the probability of default and the loss rates in the event of default on loans and financing, finance lease receivables, irrevocable financing commitments and financial guarantees given to customers and dealers in its principal countries of business (Germany, Brazil, Spain, France, Italy and the United Kingdom for customer and dealer financing, Korea for customer financing only). For other assets, a standard approach based on a simplified methodology is applied.

As the assumptions used are essentially based on observable market data, the calculation of impairment for expected credit losses in the Sales Financing segment also incorporates forward-looking macro-economic data (GDP, long-term rates, etc) to reflect changes in indicators and sector-specific information.

Write-off rules
The gross book value of a financial asset is written off when there are no reasonable expectations of recovery. The asset is derecognized via a loss account and the associated impairment is reversed when the non-recoverability of receivables is confirmed, or at the latest when the Sales Financing segment's rights as creditor are extinguished. Examples of receivables that become non-recoverable and are derecognized are waivers negotiated with customers (notably as part of a recovery plan), time-barred receivables, receivables concerned by an unfavorable legal judgement (when the outcome of a lawsuit or litigation is negative) and receivables owed by a customer that no longer exists

2-H. Financial income (expenses)

The cost of net financial indebtedness comprises the cost of gross financial indebtedness less income associated with cash, cash equivalents and financial assets of the Automotive segment. The cost of gross financial indebtedness consists of income and expenses generated by the Automotive segment's financial indebtedness during the period, including the impact of the effective portion of the related interest rate hedges.

Other financial income and expenses mainly include foreign exchange gains and losses on financial items and related hedges, the gain or loss caused by exposure to hyperinflation (see Note 2-E), the net interest on provisions for pensions and dividends and impairment of companies that are neither controlled nor under significant influence by the Group.

2-I. Income tax

The Group recognizes deferred taxes for all temporary differences between the tax and book values of assets and liabilities in the consolidated statement of financial position. Deferred taxes are calculated at the latest tax rate enacted at the closing date applicable to the period when temporary differences are reversed. Each individual fiscal entity (legal entity, establishment or group of entities that pays tax to the tax administration) that is authorized to offset its current tax assets and liabilities reports deferred tax assets and liabilities net. Recognition of deferred tax assets depends on the probability of future recovery.

For associates and joint ventures, a deferred tax liability on dividend distributions is booked for differences between the book value and tax value of shares held.

Tax credits that can only be used against a taxable profit are recorded as a deduction from the income tax payable. Tax credits that are recoverable regardless of whether the company makes a taxable profit are set against the relevant nature of expense.

To determine the provisions for uncertain tax liabilities, the Group uses a case-by-case method based on the most probable value. In view of their qualitative characteristics these provisions are reported on specific lines in the consolidated financial position.

2-J. Goodwill

Non-controlling interests (commonly called "minority interests") are carried at fair value (the full goodwill method) or at their share in the fair value of assets acquired and liabilities transferred (the partial goodwill method). To date Renault has only recognized goodwill valued under the partial goodwill method. The choice of which method to use is made for each individual case.

Impairment tests of goodwill are carried out at least annually or whenever there is evidence of loss of value. After initial recognition, goodwill is stated at cost less any accumulated impairment.

Goodwill relating to associates and joint ventures is included in the value of the entities concerned as reported in the assets in the statement of financial position. In the event of impairment, an impairment loss is booked and included in the consolidated income statement via the share in net income (loss) of associates and joint ventures.

Acquisitions of additional investments concerning non-controlling interests in companies controlled by the Group are treated as equity transactions. The positive or negative difference between the cost of acquiring shares and the book value of the non-controlling interests acquired is recorded in shareholders' equity.

2-K. Research and development expenses and other intangible assets

Research and development expenses

Development expenses incurred between the decision to begin development and implement production facilities for a new vehicle or component (e.g. engine or gearbox) and the subsequent approval of the design for mass production are capitalized as intangible assets. They are amortized on a straight-line basis from the date of approval for production, over the expected market life of the vehicle or part, which is initially no longer than seven years. Market lives are regularly reviewed and subsequently adjusted if there is a significant difference from the initial estimate. Capitalized development expenses mainly comprise the cost of prototypes, the cost of studies invoiced by external firms, the cost of personnel assigned to the project and a share of overheads dedicated exclusively to development activities.

Borrowing costs directly attributable to the development of a project requiring at least 12 months of preparation before commissioning are included in the gross value of the asset, which is a "qualifying asset". The capitalization rate for borrowing costs is limited such that capitalized borrowing costs do not exceed the total borrowing costs borne during the year. When a project is financed through a specific borrowing, the capitalization rate is equal to the interest rate on the borrowing.

Expenses incurred before the decision to begin product development are recorded as costs in the period they are incurred, in the same way as research expenses. Expenses incurred after the start of mass production are treated as production costs.

Other intangible assets

Other intangible assets comprise patents, leasehold rights, intangible business assets, licences, software, brands and similar rights purchased by the Group. When they have a finite useful life, patents, leasehold rights, licences, brands and similar rights purchased are amortized on a straight-line basis over the period of protection stipulated by the contact or the law, or over the useful life if shorter. Intangible business assets and softwares are amortized over their useful life. The useful life of intangible assets is generally between 3 and 5 years. Intangible assets with an indefinite useful life, are subjected to an impairment test at least once a year and when there is any indication of impairment.

2-L. Property, plant and equipment and right-of-use assets

The gross value of property, plant and equipment corresponds to historical acquisition or production cost.

Design and preparation expenses are included in the asset's production cost.

The production cost for property, plant and equipment also includes financing costs borne during the construction phase, under the same method as for intangible assets. When a project is financed through a specific borrowing, the capitalization rate is equal to the interest rate on the borrowing.

Investment subsidies received are, where relevant, presented as a deduction from the gross value of the assets concerned.

Subsequent expenses for property, plant and equipment, except those incurred to increase productivity or prolong the life of an asset, are charged to expenses as incurred.

Assets leased to customers include vehicles leased for more than one year from a Group finance company with a buy-back commitment by the Group and vehicles sold under an agreement including a clause for buy-back after a minimum one year of use. Assets leased to customers also include vehicles covered by operating leases longer than one year from Group finance companies and batteries leased to electric vehicle users by Group finance companies (see Note 2-G).

Right-of-use assets

The Group's leases are essentially for real estate property.

A contract contains a lease if it gives the lessee the right to use an identified asset for a specified period of time in exchange for payment.

At the contract's commencement date, a lessee recognizes an asset related to the right of use and a financial liability that represents the lease obligation. The right-of-use asset is amortized over the estimated term of the lease. The lease liability is initially recognized at the present value of lease payments over the expected term of the lease. The discount is unwound using the implicit interest rate of the lease agreement if it can be readily determined, or at the incremental borrowing rate otherwise. The incremental borrowing rate, calculated for each monetary zone, corresponds to the risk-free rate applicable in the zone plus the Group's risk premium applicable for the local currency. In the income statement, amortization of the right-of-use asset is recorded in the operating income (operating margin in the information by operating segment) and a financial expense corresponding to the interest on the lease liability is recorded in financial income and expenses. The tax impact of this consolidation adjustment is recognized via deferred taxes. In the cash flow statement, cash flows from operating activities are impacted by interest expenses paid and cash flows from financing activities are impacted by the reimbursed lease liability.

Subsequently, the right-of-use asset is regularly reduced by impairment where relevant (if impairment tests are conducted under the principles presented in Note 2-N) and adjusted on the basis of certain corresponding restatements of the lease obligation.

Lease payments on short-term leases (12 months or less) and leases of low-value assets are treated as operating expenses.

The term of the lease is the non-cancellable period of a lease contract during which the lessee has the right to use the leased asset, extended by any renewal options the Group is reasonably certain to exercise. For French commercial leases, the lease term is generally 9 years. Lease term estimation and consideration of extension and termination options is conducted with the help of the real estate department, considering the types of site and their development plans.

When a lease is renegotiated to shorten the term or reduce the space leased, the Group recognizes the reassessment of the lease obligation and the gain or loss resulting from the partial termination is recognized in the operating income (other operating income and expenses). When the Group revises the exercise value of a purchase, extension or termination option (for example by applying early termination clauses), a corresponding adjustment is made to the book value of the right-of-use asset.

Improvements to leased buildings are depreciated over a duration that is equal to or shorter than the lease term used to estimate the lease liability (if the lessee has neither the intention nor the ability to use them for a longer period).

When a lease contract contains a purchase option the Group is reasonably certain to exercise, it is in substance a purchase rather than a lease. The corresponding liability is considered as a financial liability under IFRS 9 and the asset as a tangible asset in compliance with IAS 16.

Provisions for repairs required contractually by lessors are recognized at the start of the lease, with a corresponding tangible asset.

Sale and leaseback operations

In application of IFRS 16, for a sale and leaseback operation, reference is made to the requirements of IFRS 15 to determine whether the transfer of the asset should be treated as a sale or a financing operation.

If the transfer of an asset does not qualify under IFRS 15 for recognition as a sale, the asset transferred remains in the assets reported in the statement of financial position and a financial liability equal to the proceeds of the transfer is recognized.

If the transfer of an asset is recognized as a sale and the Group then leases back part or all of the asset sold, only the amount of the gain or loss on the rights transferred to the buyer-lessor is recognized and the right-of-use asset is adjusted in proportion to the interest retained in the net book value of the asset transferred.

Depreciation

In the Automotive and Sales Financing segments, depreciation is calculated on a straight-line basis over the following estimated useful lives:

Buildings [1]	15 to 30 years
Specific tools	2 to 7 years
Machinery and other tools (other than press lines)	5 to 15 years
Press lines, stamping and painting installations	20 to 30 years
Other tangible assets [2]	4 to 6 years

(1) Buildings in use before 1987 are depreciated over a period of up to 40 years.

(2) Except for leased batteries, which are depreciated over periods of 8 to 10 years depending on the models.

Useful lives are regularly reviewed and accelerated depreciation is recorded when an asset's useful life becomes shorter than the initially expected period of use, particularly when it is decided to withdraw a vehicle or component from the market.

2-M. Impairment

Impairment of fixed assets

Fixed assets are subjected to impairment tests as soon as there is any indication of a loss of value, such as significant adverse changes in the market in which the company operates, or changes affecting the circumstances and manner of use of the assets.

For the **Automotive segment**, impairment tests are carried out at two levels:

At the level of vehicle-specific assets (including components)
Vehicle-specific assets (including components) consist of capitalized development expenses and tools. Impairment tests are carried out by comparing the net book value of the assets with the recoverable value, calculated based on discounted future cash flows related to the vehicle and its components. These assets may be specific to the model and/or the country of destination.

At the level of cash-generating units
A cash-generating unit is defined as a coherent subset that generates largely independent cash flows. Cash-generating units may represent an economic entity (plant or subsidiary) or the whole Automotive segment. Net fixed assets related to cash-generating units notably include goodwill, specific assets and capacity assets and components of working capital.

For each of the two levels, impairment tests are carried out by comparing the net book value with the recoverable value. Recoverable value is defined as the higher of value in use or fair value less selling costs.

Value in use is the present value of estimated future cash flows expected to arise from the use of an asset. Future cash flows derive from the business plan drawn up and validated by the Management, plus a terminal value based on discounted normative cash flows after application of a growth rate to infinity. They also include a bonus ("excess earnings") paid to the Automotive segment for business referrals to the Sales Financing segment. The assumptions underlying the business plan include estimates of market developments in countries in which the Group operates and its share of those markets, changes in the sale price of products and the prices of purchased components and commodities. The pre-tax discount rate used is the weighted average cost of capital as determined by the company.

When the recoverable value is lower than the net book value, impairment equivalent to the difference is recorded against the assets concerned.

For the **Sales Financing segment**, an impairment test is carried out at least once a year or whenever there is an indication of loss of value, by comparing the book value and recoverable value of assets. Recoverable value is defined as the higher of fair value (less selling costs) and value in use. The value in use is based on a market approach, determined by using multiples for each group of cash-generating units made up of legal entities or groups of legal entities in the same country.

Impairment of investments in associates and joint ventures

Impairment tests of the value of investments in associates and joint ventures are carried out as soon as there is any indication of a loss of value, essentially significant adverse changes in the markets in which the company operates, or a major or long-term decline in stock market value.

Impairment tests are carried out in compliance with IAS 28 and IAS 36, by comparing the book value of the investment in the associate or joint venture with the recoverable value, which is the higher of value in use and fair value, less selling costs. The value in use is equal to the share of the present value of future estimated cash flows expected by the associate or joint venture. If the associate or joint venture is listed, the fair value is its stock market value.

When the recoverable value is lower than the book value, impairment equivalent to the difference is recorded against the relevant investment in an associate or joint venture and included in the Group's income statement via the share in net income (loss) of associates and joint ventures.

2-N. Non-current assets or groups of assets and liabilities held for sale and discontinued operations

Assets and liabilities held for sale are non-current assets or groups of assets and liabilities that are available for immediate sale and are highly likely to be sold within twelve months due to advanced discussions with a known buyer.

Assets and groups of assets and liabilities held for sale are presented separately in the statement of consolidated financial position, in accordance with IFRS 5. They are stated at the lower of net book value and fair value less selling costs. No further depreciation or amortization is recorded on non-current assets that are classified as held for sale (or included in a group of assets and liabilities held for sale).

Discontinued operations, as defined by IFRS 5 – Non-current Assets Held for Sale and Discontinued Operations, are activities or geographical zones that are significant to the Group and are in the process of being sold or are classified as assets held for sale. The income statement and cash flow statement items relating to discontinued operations are presented on specific lines in the consolidated financial statements for all the periods presented.

2-O. Inventories

Inventories are stated at the lower of cost or net realizable value. Cost corresponds to acquisition cost or production cost, which includes direct and indirect production expenses and a share of manufacturing overheads, based on a forecast level of activity and the results of any related hedges. The level of activity is forecast site by site, in order to determine the share of fixed costs to be excluded if the actual level of activity is lower.

Inventories of the Automotive segment and the Sales Financing segment are valued under the FIFO (First In First Out) method.

When the net realizable value is lower than the financial position value, impairment equal to the difference is recorded.

2-P. Assignment of receivables and reverse factoring

Receivables assigned to third parties (through securitization, discounting, or factoring) are removed from Group assets when the associated risks and benefits are also substantially transferred to the third parties in question. Risk analysis principally concerns the credit risk, the risk of late payment and the country risk. The same rule applies in the Automotive segment and the Sales Financing segment.

The Automotive segment sometimes uses reverse-factoring programs. These programs can be used to support a supplier, or to benefit the Group by extending payment deadlines. In the first case, the liability continues to be considered as part of the operating cycle and the amounts concerned remain in trade payables in the financial position.

In the second case, if the reverse factoring contract includes an unconditional commitment by the Group to pay the amount initially due to the supplier to the financial institution that is a party to the contract, the liability is no longer considered as part of the operating cycle and the amounts concerned are reclassified as financial liabilities (this has no impact on the cash flow statement at the reclassification date). If the contract is considered as a financial liability and covers a financing requirement for the group subsidiary involved, the repayments to financial institutions impact cash flows from financing activities in the cash flow statement; otherwise, they are included in cash flows from operating activities.

2-Q. Treasury shares

Treasury shares are shares held for the purposes of stock option plans, performance share plans, other share-based payment arrangements and the liquidity contract.

They are recorded at acquisition cost and deducted from Group shareholders' equity until the date of sale.

When these shares are sold, the sale price is directly included in consolidated shareholders' equity. Consequently, no gain or loss on treasury shares is included in the net income for the period.

2-R. Performance share plans attribution plans and other share-based payment agreements

The Group awards performance shares and other share-based payments made in Renault shares. The grant date is the date at which beneficiaries are informed of the decision to award shares and the terms of the share plan. For plans subject to performance conditions, an estimate of achievement of the conditions is taken into account in determining the number of shares distributed. This estimate is reviewed annually based on changes in the probability of performance condition achievement. The final fair value of services rendered in return for performance shares is measured by reference to the fair value of those shares at their grant date. Entitlements to performance shares are valued based on the share value at the grant date less dividends expected during the vesting period. The share price volatility factor applied is implicit volatility at the grant date. The expected dividend is determined by reference to the dividend payout schedule announced at the time each plan is valued.

The total fair value calculated in this way is spread on a straight-line basis over the entire vesting period. This expense is included in personnel expenses, with a corresponding adjustment to consolidated reserves. When the performance shares vest, the cash amount received by the Group in settlement of the exercise price is booked in cash and cash equivalents, with a corresponding adjustment to consolidated reserves.

2-S. Pensions and other long-term employee benefit obligations

The Group's payments for defined-contribution benefit plans are recorded as expenses for the relevant period.

For defined-benefit plans concerning post-employment benefits, the Group uses the Projected Unit Credit Method to determine the present value of its obligations. Under this method, benefits are attributed to periods of service according to the plan's benefit formula, principally on a straight-line basis over the years of service that earn benefit entitlements.

The future payments for employee benefits are measured on the basis of future salary increases, retirement age, mortality and length of employment with the company and are discounted at a rate determined by reference to yields on long-term high quality corporate bonds of a duration corresponding to the estimated average duration of the benefit plan concerned.

The actuarial gains and losses resulting from revisions of the underlying assumptions and experience-based adjustments are included in other components of comprehensive income.

The net expense for the year, corresponding to the current period service cost plus the past service cost where relevant, is charged to the operating income (operating margin in the information by operating segment). The interest expense on the net defined-benefit liability (asset) is recorded in the net financial income and expenses.

2-T. Workforce adjustment measures

The estimated cost of workforce adjustment measures, which for accounting purposes is treated as an employee benefit, is covered by a provision over the estimated residual employment period of the employees concerned.

The cost of termination indemnities is recognized as soon as a detailed plan has either been announced or is in progress. The amount recorded is net of existing provisions for pensions.

2-U. Financial assets and receivables of the Sales Financing segment

The Group recognizes a financial asset when it becomes a party to the contractual provisions of a financial instrument.

Financial assets comprise investments in non-controlled companies in which Renault does not exercise significant influence, marketable securities, negotiable debt instruments, loans and derivative assets related to financial transactions (see Note 2-X).

These instruments are presented as non-current assets, apart from those maturing within 12 months of the closing date, which are classified as current assets.

Investments in non-controlled companies in which Renault does not have significant influence

Investments in non-controlled companies in which Renault does not have significant influence are classified as equity instruments at fair value through profit and loss. The fair values of such financial assets are determined in priority by reference to the market price. If this is not possible, the Group uses a valuation method that is not based on market data.

Marketable securities and negotiable debt instruments

Short-term investments in the form of marketable securities and negotiable debt instruments are undertaken for the management of cash surpluses, but do not meet the requirements to qualify as cash equivalents. These are debt instruments carried at fair value through other components of comprehensive income, except for shares in investment funds (UCITS) which are carried at fair value through profit and loss.

Impairment equivalent to expected credit losses is booked upon initial recognition of debt instruments carried at fair value through other components of comprehensive income.

Loans

Loans essentially include loans for investment of cash surpluses and loans to associates.

Loans are carried at amortized cost. Impairment equivalent to expected credit losses is recognized upon initial recognition of the financial asset and when there is objective evidence of loss of value caused by an event arising after the initial recognition.

2-V. Cash and cash equivalents

Cash includes cash on hand, current accounts and other demand deposits, with the exception of bank overdrafts, which are included in financial liabilities.

Cash equivalents are investments held for the purpose of meeting short-term cash commitments. For an investment to qualify as a cash equivalent, it must be considered as liquid, be readily convertible for a known amount of cash and be subject to an insignificant risk of change in value.

These instruments are stated at amortized cost except for shares in investment funds (UCITS) which are carried at fair value through profit and loss.

Bank accounts subject to restrictions due to sector-specific regulations (for example, banking or insurance regulations) or bank accounts allocated to increasing credit on securitized receivables are included in cash and cash equivalents.

2-W. Financial liabilities of the Automotive segment and Sales Financing debts

The Group recognizes a financial liability (for the Automotive segment) or a Sales Financing debt when it becomes a party to the contractual provisions of a financial instrument.

Financial liabilities and Sales Financing debts comprise redeemable shares, subordinated debt, bonds, other debts represented by a certificate, borrowings from credit institutions, lease liabilities (see Note 2-L), other interest-bearing borrowings and derivative liabilities related to financial transactions (see Note 2-X).

Redeemable shares of the Automotive segment are listed subordinated debt instruments that earn a variable return indexed on consolidated revenues. They are carried at amortized cost, determined by discounting forecast coupons using the effective interest rate on borrowings. The estimated effective interest rate takes account of indexation and the amortized cost recorded in financial result is re-estimated when there is a significant change in future sales prospects, particularly when medium-term business plans are released.

Financial liabilities not concerned by specific hedge accounting methods (see Note 2-X) are generally recorded at amortized cost using the effective interest rate method. financial expense calculated in this way includes issuance expenses and issuance or redemption premiums, together with the impact of debt renegotiations when the old and new terms are not substantially different.

2-X. Derivatives and hedge accounting

Measurement and presentation

Derivatives are initially stated at fair value. This fair value is subsequently reviewed at each closing date.

- The fair value of forward exchange contracts and currency swaps is determined by discounting future cash flows, using closing-date market rates (exchange and interest rates).
- The fair value of interest rate derivatives is the amount the Group would receive (or pay) to settle outstanding contracts at the closing date, taking into account interest rates forward curves and the quality of the counterparty to each contract at the closing date. This fair value includes accrued interest.
- The fair value of commodity derivatives is based on market conditions.

The Automotive segment's derivatives are reported in the financial position as current if they mature within 12 months and non-current otherwise. All Sales Financing segment derivatives are reported in the financial position as current.

Hedge accounting

The treatment of derivatives designated as hedging instruments depends on the type of hedging relationship:

- fair value hedge;
- cash flow hedge;
- hedge of a net investment in a foreign operation.

The Group identifies the hedging instrument and the hedged item as soon as the hedge is set up and documents the hedging relationship, stating the hedging strategy, the risk hedged and the method used to assess the hedge's effectiveness. The Sales Financing segment documents hedging relationships concerning one or more homogeneous items to cover its risks. This documentation is subsequently updated such that the effectiveness of the designated hedge can be demonstrated.

Hedge accounting uses specific measurement and recognition methods for each category of hedge.

- Fair value hedges: the hedged item is adjusted to fair value up to the risk hedged and the hedging instrument is recorded at fair value. As changes in these items are recorded in the income statement simultaneously, only the ineffective portion of the hedge has an impact on net income. It is recorded in the same income statement item as changes in the fair value of the hedged item and the hedging instrument.
- Cash flow hedges: no adjustment is made to the value of the hedged item; only the hedging instrument is adjusted to fair value. Following this adjustment, the effective portion of the change in fair value attributable to the hedged risk is recorded, net of taxes, in other components of comprehensive income, while the ineffective portion is included in net income. The cumulative amount included in shareholders' equity is transferred to the income statement when the hedged item has an impact on net income.
- Hedge of a net investment in a foreign operation: the hedging instrument is adjusted to fair value. Following this adjustment, the effective portion of the change in fair value attributable to the hedged exchange risk is recorded, net of taxes, in other components of comprehensive income, while the ineffective portion is included in net income. The cumulative amount included in shareholders' equity is transferred to net income at the date of liquidation or sale of the investment. The interest rate component of borrowings in yen used to hedge the investment in Nissan is considered as the ineffective portion and is therefore recorded directly in financial income and expenses.

Derivatives not designated as hedges

Changes in the fair value of derivatives not designated as hedges are recognized directly in financial income, except in the case of derivatives entered into exclusively for reasons closely related to business operations. In this case, changes in the fair value of derivatives are included in the operating income (operating margin in the information by operating segment).

Note 3

Changes in the scope of consolidation and assets and liabilities held for sale

	Automotive	Sales Financing	Mobility Services	Total
Number of companies consolidated at December 31, 2021	**173**	**45**	**19**	**237**
Newly consolidated companies (acquisitions, formations, etc.)	5	6	1	12
Deconsolidated companies (disposals, mergers, liquidations, etc.) [1]	60	-	1	61
Number of companies consolidated at December 31, 2022	**118**	**51**	**19**	**188**

(1) Including Avtovaz segment entities which were sold in May 2022.

3-A. Changes in the scope of consolidation

Automotive

- Starting from the first half-year of 2022, the Group fully consolidates the Turkish-based company Renault Group Otomotiv A.S., which was set up at the end of 2021 for new industrial and commercial projects and is fully-owned by Renault.
- In March 2022 the Group acquired a 13.7% stake in BeyonCa HK Limited, a company in which it exercises significant influence, for the price of €18 million followed by a €29 million capital increase. This company is accounted for under the equity method.
- On 15 May 2022 the Group sold its subsidiary Renault Russia to the city of Moscow and its 67.69% investment in Avtovaz to NAMI (the Central Research and Development Automobile and Engine Institute), each for the sale price of one rouble. The sale agreement gives Renault Group an option to buy back its investment, which can be exercised during certain periods over the next six years. The contribution made by these entities is presented under discontinued operations, in accordance with IFRS 5. The accounting effects are described in Note 3-B below.
- In May 2022, the Group sold the distribution company Renault Nordic AB, which operates in the Swedish and Danish markets, for the price of €37 million of which €14 million will be paid over the next five years.
- In September 2022, the Group sold the distribution companies Renault Nissan Slovenija and Renault Nissan Croatia, for the price of €9 million and €7 million respectively.
- In October 2022, the Group sold the distribution company Renault Hungaria Kft which operates on the Hungarian market, for the sale price of €16 million, €3 million of which will be paid in instalments over the next five years.
- In November 2022, the Group sold its entire investment in its French subsidiary Fonderie de Bretagne to the German group Callista GmbH. Under the terms of the sale, which took place for the symbolic price of €1, Renault Group gave a commitment to provide €57 million funding for a secure recovery plan.
- In November 2022, RKM, a Korean subsidiary owned 80% by the Group, undertook a 34% capital increase for the Geely Group in exchange for the simultaneous acquisition of a technological licence from Geely for the same amount, i.e. 264 billion won (approximately €194 million). Renault Group's percentage interest in RKM was 53% at December 31, 2022.

Sales Financing

- The Group finalized determination of the fair value of assets acquired and liabilities transferred from BI-PI Mobility SL and its subsidiaries, of which it purchased 100% in July 2021 for the price of €67 million. This company specializes in flexible vehicle rentals. The principal adjustments concern the brand, recognized at the value of €8 million and the technology, recognized at the value of €5 million. The final goodwill is calculated at €59 million. BI-PI Mobility SL also formed two new subsidiaries in the UK and the Netherlands in 2022, BI-PI Mobility UK Ltd and BI-PI Mobility Netherlands, both fully-owned and fully-consolidated.

3-B. Discontinued operations

On March 23, 2022, Renault Group announced the suspension of Renault Russia's activities and said it was assessing the available options for its investment in Avtovaz. The Group stated that impairment of its tangible and intangible assets and goodwill in Russia, estimated at €2,195 million at December 31, 2022, would be recognized during the first half-year of 2022. A press release of 12 May 2022 confirmed that this impairment had been booked at March 31, 2022. It was then announced on May 16, 2022 that agreements had been signed to sell 100% of the shares in Renault Russia to the city of Moscow and the 67.69% stake in Lada Auto Holding (the parent company of Avtovaz) to NAMI (the Central Research and Development Automobile and Engine Institute). This led to deconsolidation of Renault Russia and the Avtovaz Group during the first half-year of 2022.

The table below provides details of the income statement for these discontinued operations from January 1 to April 30, 2022, together with the gain on the sale of the shares in Renault Russia and Lada Auto Holding and the effects of the sale (debt waiver, impairment of dedicated inventories, repayment of some of the financial debt of Renault Russia, etc).

As the sales and operating margin of Renault Russia and Avtovaz were not material between May 1 and May 15, 2022, the date of the sale, it has been considered for simplicity's sake that the loss of control took place on April 30, 2022. The results of these two entities are reported as results of discontinued operations, in accordance with IFRS 5.

(€ million)	2022	2021
External sales	1,076	4,554
Operating margin	146	510
Other operating income and expenses (1)	(2,443)	(12)
Operating income (loss)	**(2,297)**	**498**
Financial income (expenses)	**(23)**	**(55)**
Share in net income (loss) of associates and joint ventures	-	-
Pre-tax income	**(2,320)**	**443**
Current and deferred taxes		(25)
NET INCOME FROM DISCONTINUED OPERATIONS	**(2,320)**	**418**

(1) In 2022 this includes €(2,221) million of impairment in respect of goodwill and intangible assets (€1,189 million) and property, plant and equipment (€1,032 million) of Renault Russia and Avtovaz recorded prior to the sale and of other Group companies holding assets specific to the business in the Russian Federation, €110 million corresponding to the gain on sale of the shares in Renault Russia and Avtovaz including translation adjustments transferred to profit and loss and €(234) million of debt waivers.

In application of IFRS 5, the cash flow items of Renault Russia, Avtovaz and its subsidiaries, sales by Group companies to the Russian entities and impairment of assets located outside the Russian Federation that lost value as a direct result of the Group's exit from the Russian Federation, have also been classified as discontinued operations. The statement of consolidated comprehensive net income and the statement of consolidated cash flows for 2021, have been adjusted accordingly.

3-C. Non-current assets (liabilities) held for sale

At the Capital Market Day on November 8, 2022, Renault Group announced the signature of a framework agreement with the Geely Group for creation of a new worldwide entity to develop, manufacture and supply low-emission hybrid engines and powertrains. The framework agreement stipulates that Renault Group and Geely will each hold 50% of the shares in this new venture. The assets and liabilities held for sale, collectively referred to as Horse below, will be deconsolidated in the second half-year of 2023.

In application of its strategic plan "Renaulution", the Group has started to sell certain real estate assets (land, industrial sites), branches (in France) and vehicle distribution subsidiaries (outside France).

At December 31, 2022, the group of assets held for sale consists of €3,861 million of assets and €(873) million of debts and other liabilities. The variation in these amounts between December 31, 2021 and December 31, 2022, i.e. a €3,732 million increase in assets held for sale and a €(691) million increase in the associated liabilities, is mainly explained by the reclassification of "Horse" project assets and liabilities in preparation for the new joint venture dedicated to hybrid and thermal powertrains (see Note 2-B). The Group stopped recording amortization on these tangible and intangible assets from November 8, 2022, the date of their reclassification as assets held for sale.

The reclassification of these assets held for sale and the associated liabilities is reflected in other changes in the relevant notes.

(€ million)	December 31, 2021	Increase		Decrease	December 31, 2022
			Including Horse		
Intangible assets and goodwill	8	795	795	(8)	795
Tangible assets	42	2,522	2,166	(27)	2,537
Inventories	21	418	338	(21)	418
Cash and cash equivalents	15	23	8	(15)	23
Other	43	88	71	(43)	88
TOTAL ASSETS HELD FOR SALE	**129**	**3,846**	**3,378**	**(114)**	**3,861**
TOTAL LIABILITIES ASSOCIATED WITH ASSETS HELD FOR SALE	**(182)**	**(872)**	**(841)**	**181**	**(873)**

5.2.2.6.3. Consolidated income statement

Note 4

Revenues

4-A. Breakdown of revenues

(€ million)	2022	2021 [1]
Sales of goods - Automotive segment	**37,684**	**32,422**
Sales to partners of the Automotive segment	**3,130**	**3,689**
Rental income on leased assets [2]	842	1,198
Sales of other services	1,465	1,391
Sales of services - Automotive segment	**2,307**	**2,589**
Sales of goods - Sales Financing segment	**23**	**39**
Rental income on leased assets [2]	141	113
Interest income on Sales Financing receivables	1,983	1,757
Sales of other services [3]	1,088	1,026
Sales of services - Sales Financing segment	**3,212**	**2,896**
Sales of services - Mobility Services segment	**35**	**24**
TOTAL REVENUES	**46,391**	**41,659**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) Rental income recorded by the Group on vehicle sales with a buy-back commitment or fixed asset rentals.

(3) Mainly income on services comprising insurance, maintenance and replacement vehicles under a financing contract or otherwise.

4-B. 2021 revenues applying 2022 scope and methods

(€ million)	Automotive	Sales Financing	Mobility Services	Total
2021 revenues [1]	**38,700**	**2,935**	**24**	**41,659**
Changes in the scope of consolidation	(198)	32	10	(156)
2021 revenues applying 2022 scope and methods	**38,502**	**2,967**	**34**	**41,503**
2022 revenues	**43,121**	**3,235**	**35**	**46,391**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

Note 5

Other income and expenses included in the operating margin, by nature

5-A. Personnel expenses

Personnel expenses amount to €5,661 million in 2022 (€5,504 million in 2021, adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation).

Details of pensions and other long-term employee benefit expenses are presented in Note 19.

Share-based payments concern performance share plans and other share-based payment arrangements awarded to personnel. They amounted to a personnel expense of €65 million for 2022 (€31 million in 2021).

The plan valuation method is presented in Note 18-G.

5-B. Foreign exchange gains/losses

In 2022, the operating income includes a net foreign exchange expense of €36 million, mainly related to movements in the Argentinian peso and Turkish lira (compared to a net foreign exchange expense of €68 million in 2021 mainly related to movements in the Argentinian peso, Brazilian real and Turkish lira).

5-C. Lease payments

At December 31, 2022, lease payments in the statement of financial position that are not adjusted under IFRS 16 because they relate to non-material or short-term leases are as follows:

(€ million)	December 31, 2022	December 31, 2021 [1]
Lease payments for short-term leases	(8)	(13)
Lease payments for leases of low-value assets	(21)	(26)
Other lease payments including variable lease payments	(64)	(56)

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

Note 6

Other operating income and expenses

(€ million)	2022	2021 [1]
Restructuring and workforce adjustment costs	(354)	(426)
Gains and losses on total or partial disposal of businesses or operating entities and other gains and losses related to changes in the scope of consolidation	(14)	33
Gains and losses on disposal of property, plant and equipment and intangible assets (except leased asset sales)	178	448
Impairment of property, plant and equipment, intangible assets and goodwill (excluding goodwill of associates and joint ventures)	(257)	(139)
Other unusual items	68	(169)
TOTAL	**(379)**	**(253)**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

6-A. Restructuring and workforce adjustment costs

Restructuring and workforce adjustment costs concern restructuring plans, principally in France €(174) million, Germany €(81) million, Romania €(36) million and Spain €(19) million. They relate to the fixed cost reduction plan announced on May 29, 2020, and cover employee departure plans, fees and other expenses relating to the Horse and Ampère projects and the Group's digital transformation.

In 2021, these costs included €(65) million for a work exemption plan in France which eligible employees could join between February 1, 2022 and January 1, 2023, and provisions of €(120) million relating to a new Collective Contractual Separation plan for a maximum 1,153 employee departures. These plans were part of the 3-year trade union agreement "Re-Nouveau France 2025" signed on December 14, 2021. Restructuring and workforce adjustment costs in 2021 also concerned restructuring plans outside France (principally in South Korea, Spain and Romania) undertaken as part of the fixed costs reduction plan announced on May 29, 2020.

6-B. Gains and losses on disposal of businesses or operating entities

In May 2022 the Group recorded a gain of €26 million on the sale of its investment in Renault Nordic AB, the distribution company which operates in the Swedish and Danish markets, to a local importer.

In November 2022, the costs associated with the sale of Fonderie de Bretagne were recognized at the total amount of €(57) million.

In 2021, Renault s.a.s. disposed of its 98% investment in Carizy and booked a gain of €18 million. The Group also recorded a gain of €15 million on the sale of its 40% investment in Renault South Africa.

6-C. Gains and losses on disposal of property, plant and equipment and intangible assets

The Group undertook real estate operations in 2022 that generated a gain of €178 million, principally including the sale of a logistic warehouse and a real estate property in France generating a gain of €97 million and sales of various real estate complexes in France and Europe, generating a gain of €98 million.

In 2021, the Group recognized a €59 million gain on the sale of a storage warehouse in France, a gain of €176 million on the sale of various real estate complexes belonging to the RRG distribution network in France and Germany and a gain of €115 million on the sale of a property in Luxembourg.

6-D. Impairment of fixed assets and goodwill (excluding goodwill of associates and joint ventures)

Impairment amounting to €(257) million net of reversals was recorded in 2022 (€(149) million in 2021). The new impairment was principally recognized on excess production capacity assets in China.

No reversal of impairment was recorded in 2022 or 2021.

The impairment booked in respect of assets relating to Renault Russia et Avtovaz, which were sold during the first half-year of 2022, or attributable to those sales, is included in "Discontinued operations".

In 2022, €(41) million of new impairment concerns intangible assets (€(80) million in 2021) and €(216) million concerns property, plant and equipment (€(69) million in 2021) (Notes 10 and 11).

6-E. Other unusual items

The partial resumption of business activity in Algeria, which had been halted in 2020 following decisions by the Algerian government, led to recovery of €19 million of impairment previously recognized on receivables, inventories, …

In 2021, provisions for clean-up and demolition costs amounting to €(54) million were recognized in respect of sites sold, in compliance with environmental regulations. Provisions of €(65) million for costs resulting from decisions to discontinue businesses, production or developments were also recognized. Other provisions and write-offs of receivables amounting to €(25) million recognized during 2021 mainly concerned Renault Brilliance Jinbei Automotive Company (RBJAC), which was placed in receivership on January 12, 2022.

Note 7

Financial income (expenses)

(€ million)	2022	2021 [1]
Cost of gross financial indebtedness	(349)	(301)
Income on cash and financial assets	168	46
Cost of net financial indebtedness	**(181)**	**(255)**
Dividends received from companies that are neither controlled nor under significant influence	2	4
Foreign exchange gains and losses on financial operations	74	46
Gain/Loss on exposure to hyperinflation [2]	(292)	(69)
Net interest expenses on the defined-benefit liabilities and assets corresponding to pension and other long-term employee benefit obligations	(21)	(11)
Other [3]	(68)	(10)
Other financial income and expenses	**(305)**	**(40)**
FINANCIAL INCOME (EXPENSE)	(486)	(295)

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) The loss on exposure to hyperinflation relates to Group entities in Argentina.

(3) Other items mainly comprise expenses on assignment of receivables, changes in fair value (the investments in FAA and Partech Growth), bank commissions, discounts and late payment interest. At December 31, 2022, other items also included the effects of the €29 million adjustment of the amortized cost of the State-guaranteed credit facility (€23 million in 2021). See Note 23-C.

The net cash position (or net financial indebtedness) of the Automotive segment is presented in the information by operating segment (see section 6.1.A4).

Note 8

Current and deferred taxes

As Renault SA elected to determine French income taxes under the domestic tax consolidation regime when it was formed, this is the regime applicable to the Group in which Renault SA is taxed in France.

The Renault Group also applies other optional tax consolidation systems in Germany, Italy, Spain, Romania, the Netherlands and the UK.

8-A. Current and deferred taxes

(€ million)	2022	2021 [1]
Current income taxes	(561)	(437)
Deferred tax income (charge)	28	(134)
Current and deferred taxes	**(533)**	**(571)**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

In 2022, €(500) million of the current income tax charge comes from foreign entities (€(345) million in 2021). This charge increased in 2022, due to the better taxable income achieved in a more favorable economic context.

The current income tax charge for entities included in the French tax consolidation group amount to €(61) million in 2022 (€(92) million in 2021).

Deferred taxes saw a positive change, generating income of €28 million. This substantial improvement in 2022 was notably driven by reversal of deferred tax liabilities outside France.

The deferred tax charge for 2021 mainly reflected the utilization of tax credits in Turkey.

8-B. Breakdown of the tax charge

(€ million)	2022	2021 [1]
Income before taxes and share in net income of associates and joint ventures	**1,730**	**605**
Statutory income tax rate in France	25.83%	28.41%
Theoretical tax income (charge)	**(447)**	**(172)**
Effect of differences between local tax rates and the French rate [2]	11	30
Tax credits	26	(37)
Distribution taxes	(36)	(29)
Change in unrecognized deferred tax assets	(391)	111
Other impacts [3]	344	(428)
Current and deferred tax income (charge) excluding taxes based on interim taxable profits	**(493)**	**(525)**
Taxes based on interim taxable profits	(40)	(46)
Current and deferred tax income (charge)	**(533)**	**(571)**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) The main contributors to the tax rate differential are Malta, Argentina, Romania, Colombia and Switzerland.

(3) In 2022, other impacts concern mainly the effects on permanent differences and deferred tax assets neutralization due to discontinued operations in the Russian Federation in the French tax consolidation group. This result is presented in discontinued operation line (Note 8-D2).

French tax consolidation group

For the French tax consolidation group, the current tax charge amounts to €(61) million, principally consisting of the business tax Cotisation sur la valeur ajoutée des entreprises(CVAE) and withholding taxes. The deferred tax charge amounts to €(130) million.

Entities not in the French tax consolidation group

The effective tax rate for non-French entities was 17% in 2022 (24% for 2021) due to the higher taxable income achieved in a more favorable economic context and the non-recognition of deferred taxes on tax losses.

8-C. Changes in current tax liabilities, current tax receivables and provisions for uncertain tax liabilities

(€ million)	December 31, 2021	Current taxes in the income statement	Net taxes paid	Translation adjustment and other	December 31, 2022
Current taxes excluding uncertain tax positions		(509)	509		
Provisions for uncertain tax liabilities – short- term	(6)	(21)	6	-	(21)
Provisions for uncertain tax liabilities – long-term	(217)	(31)	17	(3)	(234)
Tax receivables – short-term	128		72	(46)	154
Tax receivables – long-term	19		10	(6)	23
Current tax liabilities – short-term	(266)		(135)	89	(312)
Current tax liabilities – long-term	-		-	-	-
TOTAL	**(342)**	**(561)**	**479**	**34**	**(390)**

8-D. Breakdown of net deferred taxes

8-D1. Change in deferred tax assets and liabilities

(€ million)	December 31, 2021	Income statement	Other components of comprehensive income	Translation adjustments	Other	December 31, 2022
Deferred tax assets	550	60	17	(3)	(31)	593
Deferred tax liabilities	(1,009)	(32)	(59)	(26)	105	(1,021)
Net deferred taxes	**(459)**	**28**	**(42)**	**(29)**	**74**	**(428)**
French tax consolidation group	(723)	(108)	(63)	0	78	(816)
Other entities	264	136	21	(29)	(4)	388

8-D2. Breakdown of net deferred tax assets (liabilities) by nature

(€ million)	2022	2021
Deferred taxes on:		
Investments in associates and joint ventures [(1)]	(147)	(121)
Fixed assets	(1,857)	(2,103)
Provisions and other expenses or valuation allowances deductible upon utilization	477	729
Loss carryforwards [(2)]	5,365	5,231
Other items	296	419
NET DEFERRED TAX ASSETS (LIABILITIES)	**4,134**	**4,155**
Unrecognized deferred tax assets related to tax losses (Note 8-D3)	(4,448)	(4,476)
Other unrecognized deferred tax assets	(114)	(138)
NET DEFERRED TAX ASSETS (LIABILITIES) REPORTED	**(428)**	**(459)**

(1) Including tax on future dividend distributions.

(2) Including €4,802 million for the French tax consolidation group entities and €563 million for other entities at December 31, 2022 (€4,464million and €767 million respectively at December 31, 2021).

The residual unrecognized deferred tax assets of entities included in the French tax consolidation group amounted to €3,909 million (€3,741 million at December 31, 2021). They comprise tax losses that can be carried forward indefinitely to set against future taxable income up to a limit of 50% of that income. €209 million of these unrecognized assets were generated by items booked through shareholders' equity (effects of the partial hedge of the investment in Nissan) and €3,700 million were generated by items affecting the income statement (respectively €321 million and €3,420 million at December 31, 2021). In 2022, the French tax consolidation group's tax loss carryforwards increased, particularly due to the short-term loss of €1.3 billion on the sale of the shares in Lada Auto Holding in May 2022 for the price of one rouble (Note 3-B), partly offset by a short-term tax gain of €0.6 billion on the transfer of certain assets.

For entities not in the French tax consolidation group, unrecognized deferred tax assets totalled €653 million at December 31, 2022 (€873 million at December 31, 2021) principally comprising tax loss carryforwards generated by the Group in Brazil and India.

8-D3. Breakdown of deferred taxes on tax losses by expiry date

Unrecognized loss carryforwards represent a potential tax saving of €4,448 million at December 31, 2022.

(€ million)	December 31, 2022			December 31, 2021		
Deferred taxes on:	**Recognized**	**Unrecognized**	**Total**	**Recognized**	**Unrecognized**	**Total**
Tax losses that can be carried forward indefinitely [1]	899	4,333	5,232	740	4,369	5,109
Tax losses expiring in more than 5 years	-	54	54	-	49	49
Tax losses expiring in between 1 and 5 years	14	51	65	14	54	68
Tax losses expiring within 1 year	4	10	14	1	4	5
TOTAL DEFERRED TAXES ON TAX LOSSES OF THE GROUP	**917**	**4,448**	**5,365**	**755**	**4,476**	**5,231**

(1) Including recognized and unrecognized deferred taxes corresponding to tax loss carryforwards of entities included in the French tax consolidation group which amount to €893 million and €3,909 million respectively at December 31, 2022 (€723 million and €3,741 million respectively at December 31, 2021) (Note 8-D2).

The tax losses presented above do not reflect the consequences of ongoing tax litigation not booked. Contingent liabilities resulting from notified tax reassessments are presented in Note 28-A.

8-E. Global Minimum Corporate Tax

On December 15, 2022, the EU member states formally adopted the directive for EU-level implementation of the minimum taxation component, known as Pillar 2, of the OECD's international taxation reform. This directive has yet to be published in the Official Journal of the European Union. Thereafter, member states shall transpose the directive into their domestic law.

This directive aims to establish a global minimum corporate tax rate of 15% by introducing an additional "top-up tax" for multinationals and large-scale national groups in the EU, thus bringing the global agreement reached in the OECD Inclusive Framework, to address concerns about unequal distribution of the profits and tax contributions of large multinational companies, into application in the EU.

At the date of approval of these financial statements, the Group is currently examining the implementation of these new measures.

Note 9

Basic and diluted earnings per share

(thousands of shares)	2022	2021
Shares in circulation	295,722	295,722
Treasury shares	(4,253)	(4,241)
Shares held by Nissan x Renault's share in Nissan	(19,372)	(19,379)
Number of shares used to calculate basic earnings per share	**272,097**	**272,102**

The number of shares used to calculate the basic earnings per share is the weighted average number of ordinary shares in circulation during the period, i.e. after neutralization of treasury shares and Renault shares held by Nissan.

(thousands of shares)	2022	2021
Number of shares used to calculate basic earnings per share	272,097	272,102
Dilutive effect of stock options, performance share rights and other share-based payments	2,154	1,766
Number of shares used to calculate diluted earnings per share	**274,251**	**273,868**

The number of shares used to calculate the diluted earnings per share is the weighted average number of ordinary shares potentially in circulation during the period, i.e. the number of shares used to calculate the basic earnings per share plus the number of rights to performance shares awarded under plans that have a potential dilutive effect which fulfil the performance conditions at the reporting date when issuance is conditional (Note 18-G).

5.2.2.6.4. Operating assets and liabilities, shareholders' equity

Note 10

Intangible assets and property, plant and equipment

10-A. Intangible assets and goodwill

10-A1. Changes in intangible assets and goodwill

Changes in 2022 in intangible assets were as follows:

(€ million)	December 31, 2021	Acquisitions / (amortization and impairment) [1]	(Disposals) / reversals	Translation adjustment	Change in scope of consolidation and other	December 31, 2022
Capitalized development expenses	14,092	1,137	(1,072)	102	(2,312)	11,947
Goodwill	1,051	-	-	(3)	(745)	303
Other intangible assets	1,290	300	(5)	277	(389)	1,473
Intangible assets, gross	**16,433**	**1,437**	**(1,077)**	**376**	**(3,446)**	**13,723**
Capitalized development expenses	(9,035)	(1,404)	1,070	(122)	1,519	(7,972)
Goodwill	(30)	(730)	-	-	730	(30)
Other intangible assets	(970)	(141)	3	(353)	440	(1,021)
Amortization and impairment	**(10,035)**	**(2,275)**	**1,073**	**(475)**	**2,689**	**(9,023)**
Capitalized development expenses	5,057	(267)	(2)	(20)	(793)	3,975
Goodwill	1,021	(730)	-	(3)	(15)	273
Other intangible assets	320	159	(2)	(76)	51	452
INTANGIBLE ASSETS, NET	**6,398**	**(838)**	**(4)**	**(99)**	**(757)**	**4,700**

(1) Reciprocal and interdependent cash flows corresponding to the Korean company RKM's capital increase subscribed by its minority shareholder Geely in exchange for RKM's concomitant acquisition of a technological licence from Geely for the same amount of 264 billion won (see Note 3-A), approximately €194 million, are presented net in the cash flow statement, to reflect the substance of the operation.

Most goodwill is located in Europe.

Acquisitions of intangible assets in 2022 include €1,137 million of self-produced assets and €300 million of purchased assets (respectively €1,084 million and €93 million in 2021).

In 2022, amortization and impairment of intangible assets include €41 million of impairment concerning vehicles (including components), compared to €80 million of impairment in 2021 (Note 6-D). They also include the impairment of goodwill and intangible assets of Avtovaz and Renault Russia (see Note 3-B).

Disposals mainly concern disinvestment of capitalized developments that are no longer in use.

Changes in 2021 in intangible assets were as follows:

(€ million)	Gross value	Amortization and impairment	Net value
Value at December 31, 2020	**15,152**	**(8,805)**	**6,347**
Acquisitions (Note 26-C) / (amortization and impairment) [1]	1,177	(1,253)	(76)
(Disposals) / reversals	(15)	6	(9)
Translation adjustment	86	(7)	79
Change in scope of consolidation and other	33	24	57
Value at December 31, 2021	**16,433**	**(10,035)**	**6,398**

(1) Including impairment of €(80) million concerning intangible assets.

10-A2. Research and development expenses included in income

(€ million)	2022	2021 [1]
Research and development expenses	(2,259)	(2,265)
Capitalized development expenses	1,110	1,022
Amortization of capitalized development expenses	(976)	(1,070)
TOTAL INCLUDED IN INCOME	**(2,125)**	**(2,313)**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

Research and development expenses are reported net of research tax credits for the vehicle development activity.

The product range, particularly the electric range, is currently being upgraded for the C-segment and commercial vehicles and the moderate decrease in research and development expenses in 2022 is attributable to actions to reduce fixed costs. The level of capitalization of development expenses is higher than in 2021, in keeping with the range renewal cycle.

Amortization of capitalized development expenses was lower than in 2021 and lower than the amount of development expenses capitalized in 2022, principally due to lower capitalization levels in previous years and prolongation of certain programs' lifetimes.

10-B. Property, plant and equipment

Changes in 2022 in property, plant and equipment were as follows:

(€ million)	December 31, 2021	Acquisitions / (depreciation and impairment)	(Disposals) / reversals	Translation adjustment	Change in scope of consolidation and other	December 31, 2022
Land	587	10	(36)	1	(108)	454
Buildings	6,686	63	(285)	97	(1,435)	5,126
Specific tools	19,025	690	(460)	130	(3,700)	15,685
Machinery and other tools	14,518	658	(524)	156	(3,447)	11,361
Fixed assets leased to customers	5,360	1,199	(1,293)	(23)	(23)	5,220
Other tangibles	913	157	(66)	3	(59)	948
Right-of-use assets	894	154	(106)	8	(54)	896
- Land	11	2	(4)	1	(5)	5
- Buildings	825	138	(89)	6	(41)	839
- Other assets	58	14	(13)	1	(8)	52
Construction in progress [1]	1,864	(137)	-	130	(805)	1,052
Gross value	**49,847**	**2,794**	**(2,770)**	**502**	**(9,631)**	**40,742**
Land						
Buildings	(4,610)	(445)	221	(132)	1,074	(3,892)
Specific tools	(16,119)	(898)	454	(147)	3,114	(13,596)
Machinery and other tools	(10,301)	(929)	493	(164)	2,305	(8,596)
Fixed assets leased to customers	(1,476)	(448)	310	3	4	(1,607)
Other tangibles	(846)	(257)	64	(1)	168	(872)
Right-of-use assets	(332)	(148)	63	(4)	26	(395)
- Land	(3)	(4)	-	(2)	6	(3)
- Buildings	(295)	(133)	54	(1)	14	(361)
- Other assets	(34)	(11)	9	(1)	6	(31)
Construction in progress	4	(397)	-	(133)	447	(79)
Depreciation and impairment [2]	**(33,680)**	**(3,522)**	**1,605**	**(578)**	**7,138**	**(29,037)**
Land	587	10	(36)	1	(108)	454
Buildings	2,076	(382)	(64)	(35)	(361)	1,234
Specific tools	2,906	(208)	(6)	(17)	(586)	2,089
Machinery and other tools	4,217	(271)	(31)	(8)	(1,142)	2,765
Fixed assets leased to customers	3,884	751	(983)	(20)	(19)	3,613
Other tangible	67	(100)	(2)	2	109	76
Right-of-use assets	562	6	(43)	4	(28)	501
- Land	8	(2)	(4)	(1)	1	2
- Buildings	530	5	(35)	5	(27)	478
- Other assets	24	3	(4)	-	(2)	21
Construction in progress [1]	1,868	(534)	-	(3)	(358)	973
NET VALUE	**16,167**	**(728)**	**(1,165)**	**(76)**	**(2,493)**	**11,705**

(1) Items classified as "construction in progress" are transferred to completed asset categories via "acquisitions / (depreciation and impairment)".

(2) Depreciation and impairment in 2022 include impairment of €216 million, mainly concerning excess production capacity in China (see Note 6-D).

Changes in property, plant and equipment in 2021 were as follows:

(€ million)	Gross value	Depreciation and impairment	Net value
Value at December 31, 2020	**49,319**	**(32,184)**	**17,135**
Acquisitions / (depreciation and impairment) [1]	3,045	(2,792)	253
(Disposals) / reversals	(2,752)	1,443	(1,309)
Translation adjustments	84	10	94
Change in scope of consolidation and other	151	(157)	(6)
Value at December 31, 2021	**49,847**	**(33,680)**	**16,167**

(1) Including €(69) million of impairment on property, plant and equipment.

Note 11

Impairment tests on fixed assets

The Group carried out impairment tests on its fixed assets under the approach described in the section on accounting policies (Note 2-M).

11-A. Impairment tests on vehicle-specific assets (including components) and the assets of certain entities

Following impairment tests of specific assets dedicated to vehicles (including components) and assets belonging to certain entities, impairment of €(246) million was booked during 2022 (€(78) million in 2021), comprising €(41) million for intangible assets (€(48) million in 2021) and €(205) million for property, plant and equipment (€(30) million in 2021).

A further €(71) million of impairment was also recognized in 2021, notably after decisions to discontinue production or terminate leases.

11-B. Impairment test of the Automotive segment cash-generating unit

The recoverable value used for the purpose of impairment tests for the Automotive segment is the value in use, determined under the discounted future cash flow method on the basis of the following assumptions:

	December 31, 2022	December 31, 2021
Growth rate to infinity	1.0%	1.0%
After-tax discount rate	11.6%	8.9%

The assumptions used for impairment testing at December 31, 2022 are derived from the medium-term plan for the period 2021-2025, which was presented in January 2021 and updated in late 2022. They incorporate assumptions concerning the negative effects of the electronic components supply crisis, inflation and increasing climate risks.

The growth rates to infinity used in the tests at December 31, 2022 and 2021 include the impacts of commitments made by the States that are signatories to the Paris Agreement on climate change.

At December 31, 2022, no impairment was recognized on assets of the Automotive segment as a result of the impairment test and it was considered that a reasonably possible change in the main assumptions used should not result in a recoverable value lower than the book value of the assets tested.

The recoverable value of the assets tested would remain higher than the book value in the event of the following changes in those assumptions:

- a growth rate to infinity of 0%;
- an after-tax discount rate of 12.5%.

Note 12

Investment in Nissan

Renault Group's investment in Nissan in the income statement and financial position:

(€ million)	2022	2021
Consolidated income statement		
Share in net income (loss) of associates accounted for by the equity method	526	380
Consolidated financial position		
Investments in associates accounted for by the equity method	17,487	16,234

12-A. Nissan consolidation method

Renault Group and the Japanese automakers Nissan and Mitsubishi have developed an alliance between their three distinct companies with common interests, uniting forces to achieve optimum performance. The Alliance is organized so as to preserve individual brand identities and respect each company's corporate culture.

Consequently:

- Renault Group is not assured of holding the majority of voting rights in Nissan's Shareholders' Meeting.
- The terms of the Renault Group-Nissan agreements do not entitle Renault Group to appoint the majority of Nissan directors, nor to hold the majority of voting rights at meetings of Nissan's Board of Directors; Renault Group cannot unilaterally appoint the President of Nissan.
- In March 2019, Renault Group, Nissan and Mitsubishi announced the creation of the new Alliance Operating Board (AOB) which oversees Alliance operations and governance. The Alliance Operating Board consists of the Chairman of the Board of Renault Group, the Chief Executive Officer of Renault Group, the Chief Executive Officer of Nissan and the Chief Executive Officer of Mitsubishi Motors. Orientations are taken by consensus. In November 2019, the AOB appointed an Alliance Secretary General, who reports to the AOB and the CEOs of the three alliance companies.
- At December 31, 2022, Renault Group occupied two seats on Nissan's Board of Directors and was represented by Jean-Dominique Senard, Chairman of the Renault Group Board and Pierre Fleuriot, Lead Director in Renault Group.
- Renault Group can neither use nor influence the use of Nissan's assets in the same way as its own assets.
- Renault Group provides no guarantees in respect of Nissan's debt.

In view of this situation, Renault Group is considered to exercise significant influence over Nissan and therefore uses the equity method to include its investment in Nissan in the consolidation.

12-B. Nissan consolidated financial statements included under the equity method in the Renault Group consolidation

The Nissan accounts included under the equity method in Renault Group's financial statements are Nissan's consolidated accounts published in compliance with Japanese accounting standards (as Nissan is listed on the Tokyo Stock Exchange), after adjustments for the requirements of the Renault Group consolidation.

Nissan publishes consolidated financial statements quarterly and annually at March 31. For the purposes of the Renault Group consolidation, Nissan results are included in line with the Renault Group calendar (the results for the period January to December are consolidated in Renault Group's annual financial statements).

Nissan held 0.6% of its own treasury shares at December 31, 2022 (0.6% at December 31, 2021). Consequently, Renault SA's percentage interest in Nissan is 43.7% (43.7% at December 31, 2021). Renault SA holds 43.7% of voting rights in Nissan at September 30, 2022 (43.7% at September 30, 2021).

12-C. Changes in the investment in Nissan as shown in Renault Group's statement of financial position

(€ million)	Share in net assets: Before neutralization	Neutralization proportional to Nissan's investment in Renault [1]	Net	Goodwill	Total
At December 31, 2021	**16,498**	**(974)**	**15,524**	**710**	**16,234**
2022 net income	526	-	526	-	526
Dividend distributed	(64)	-	(64)	-	(64)
Translation adjustment	732	-	732	(52)	680
Other changes [2]	111	-	111	-	111
At December 31, 2022	**17,803**	**(974)**	**16,829**	**658**	**17,487**

(1) Nissan has held 44,358 thousand Renault SA shares since 2002, an ownership interest of about 15%. The neutralization is based on Renault SA's percentage holding in Nissan.

(2) Other changes include the change in actuarial gains and losses on pension obligations, the change in the financial instrument revaluation reserve and the change in Nissan treasury shares.

12-D. Changes in Nissan equity restated for the purposes of the Renault Group consolidation

(¥ billion)	December 31, 2021	2022 net income	Dividends	Translation adjustment	Other changes [1]	December 31, 2022
Shareholders' equity – Parent-company shareholders' share under Japanese GAAP	**4,271**	**129**	**(20)**	**647**	**45**	**5,072**
Restatements for compliance with IFRS:						
Provision for pension and other long-term employee benefit obligations	8	(46)	-	(4)	30	(12)
Capitalization of development expenses	535	63	-	3	(2)	599
Deferred taxes and other restatements	(77)	(5)	-	22	(22)	(82)
Net assets restated for compliance with IFRS	**4,737**	**141**	**(20)**	**668**	**51**	**5,577**
Restatements for Renault Group requirements [2]	188	27	(1)	(41)	(14)	159
Net assets restated for Renault Group requirements	**4,925**	**168**	**(21)**	**627**	**37**	**5,736**
(€ million)						
Net assets restated for Renault Group requirements	**37,768**	**1,205**	**(147)**	**1,677**	**272**	**40,775**
Renault SA's percentage interest	43,7%					43.7%
Renault Group's share (before neutralization effect described below)	16,498	526	(64)	732	111	17,803
Neutralization of Nissan's investment in Renault Group [3]	(974)					(974)
RENAULT GROUP'S SHARE IN THE NET ASSETS OF NISSAN	**15,524**	**526**	**(64)**	**732**	**111**	**16,829**

(1) Other changes include the change in actuarial gains and losses on pension obligations, the change in the financial instrument revaluation reserve and the change in Nissan treasury shares.

(2) Restatements for Renault Group requirements include elimination of Nissan's investment in Renault accounted for under the equity method, elimination in the Nissan financial statements of the impacts of loss of control of the Group's operations in the Russian Federation and historically correspond to revaluation of fixed assets by Renault for the acquisitions undertaken between 1999 and 2002.

(3) Nissan has held 44,358 thousand shares in Renault SA since 2002, an ownership interest of about 15%. The neutralization is based on Renault SA's percentage holding in Nissan.

12-E. Nissan net income under Japanese GAAP

Since Nissan's financial year ends at March 31, the Nissan net income included in the 2022 Renault Group consolidation is the sum of Nissan's net income for the final quarter of its 2021 financial year and the first three quarters of its 2022 financial year.

	January to March 2022		April to June 2022		July to September 2022		October to December 2022		January to December 2022	
	Fourth quarter of Nissan's 2021 financial year		First quarter of Nissan's 2022 financial year		Second quarter of Nissan's 2022 financial year		Third quarter of Nissan's 2022 financial year		Reference period for Renault's consolidated financial statements	
	(¥ billion)	(€ million)	(¥ billion)	(€ million)	(¥ billion)	(€ million)	(¥ billion)	(€ million)	(¥ billion)	(€ million)
Net income – Parent-company shareholders' share	14	109	47	341	17	125	51	351	129	926

12-F. Nissan financial information under IFRS

The table below presents Nissan financial information, restated under IFRS for the purposes of the Renault Group consolidation, for the twelve-month period from January 1 to December 31 of each year. The restatements do not include the fair value adjustments of assets and liabilities applied by Renault Group at the time of the acquisitions in 1999 and 2002, or the elimination of Nissan's investment in Renault Group accounted for under the equity method.

	2022		2021	
	(¥ billion)	(€ million) (1)	(¥ billion)	(€ million) (2)
Revenues	10,220	74,047	8,937	68,820
Net income				
Parent-company shareholders' share	166	1,205	134	1,032
Non-controlling interests' share	(25)	(180)	(22)	(169)
Other components of comprehensive income				
Parent-company shareholders' share	704	5,099	411	3,165
Non-controlling interests' share	88	638	70	539
Comprehensive income				
Parent-company shareholders' share	870	6,303	545	4,197
Non-controlling interests' share	63	458	48	370
Dividends received from Nissan	9	64	-	-

	December 31, 2022		December 31, 2021	
	(¥ billion)	(€ million) (1)	(¥ billion)	(€ million) (2)
Non-current assets	6,775	48,169	6,564	50,345
Current assets	11,133	79,145	10,159	77,918
TOTAL ASSETS	**17,908**	**127,314**	**16,723**	**128,264**
Shareholders' equity				
Parent-company shareholders' share	5,596	39,781	4,756	36,478
Non-controlling interests' share	491	3,490	414	3,175
Non-current liabilities	5,339	37,954	5,430	41,647
Current liabilities	6,482	46,089	6,123	46,963
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	**17,908**	**127,314**	**16,723**	**128,264**

(1) Converted at the average exchange rate for 2022 i.e. 138.01 JPY = 1 EUR for income statement items and at the December 31, 2022 rate i.e. 140.66 JPY = 1 EUR for financial position items.

(2) Converted at the average exchange rate for 2021 i.e. 129.86 JPY = 1 EUR for income statement items and at the December 31, 2021 rate i.e. 130.38 JPY = 1 EUR for financial position items.

12-G. Hedging of the investment in Nissan

The Group has partially hedged the yen/euro exchange risk on its investment in Nissan since 1999. Details of this hedge are given in Note 25-B2.

At December 31, 2022, the corresponding hedging operations totalled ¥199.9 billion (€1,421 million) of private placements in bonds issued directly in yen on the Japanese Samurai bond market.

In 2022 foreign exchange differences generated an unfavorable effect of €25 million (favorable effect of €4 million in 2021).

12-H. Valuation of Renault Group's investment in Nissan at stock market prices

Based on the quoted price at December 31, 2022 of ¥418 per share, Renault Group's investment in Nissan is valued at €5,444 million (€7,812 million at December 31, 2021 based on the price of ¥556 per share).

12-I. Impairment test of the investment in Nissan

At December 31, 2022, the stock market value of the investment was 68.9% lower than the value of Nissan in Renault Group's statement of financial position (51.9% at December 31, 2021).

In application of the approach presented in the note on accounting policies, an impairment test was carried out at December 31, 2022. An after-tax discount rate of 7.73% and a growth rate to infinity (including the effect of inflation) of 1.42% were used to calculate value in use. The terminal value was calculated under profitability assumptions consistent with Nissan's past data and conservative medium and long-term prospects, incorporating new medium-term forecasts for volumes and exchange rates.

The test result did not lead to recognition of any impairment on the investment in Nissan at December 31, 2022, and it is considered that a reasonably possible change in the main assumptions used should not result in a recoverable value lower than the book value of the investment in Nissan.

The same conclusion was reached following the impairment test performed at December 31, 2021, applying an after-tax discount rate of 6.53% and a growth rate to infinity (including the effect of inflation) of 1.47%.

12-J. Operations between Renault Group and the Nissan Group

Renault Group and Nissan follow joint strategies for vehicle and component development, purchasing, production and distribution resources. This cooperation is reflected in synergies that reduce costs.

The Automotive segment is involved in operations with Nissan on two levels:

- Industrial production: cross-over production of vehicles and components in the Alliance's manufacturing plants:
  - sales by Renault Group to the Nissan group in 2022 totalled approximately €2,015 million (€1,763 million in 2021), comprising around €1,443 million for vehicles (€1,065 million in 2021), €427 million for components (€579 million in 2021), and €145 million for services (€119 million in 2021);
  - purchases by Renault Group from the Nissan group in 2022 totalled approximately €1,564 million (€1,559 million in2021), comprising around €1,200 million of vehicles (€1,206 million in 2021), €249 million of components (€226 million in 2021) and €115 million of services (€127 million in 2021);
  - the balance of Renault Group receivables on the Nissan group is €504 million at December 31, 2022 (€424 million at December 31, 2021) and the balance of Renault Group liabilities to the Nissan group is €500 million at December 31, 2022 (€607 million at December 31, 2021).
- Finance: In addition to its activity for Renault Group, Renault Finance acts as the Nissan group's counterparty in financial instrument trading to hedge foreign exchange and interest rate risks. Renault Finance undertook approximately €14.9 billion of forex transactions on the foreign exchange market for Nissan in 2022 (€12.4 billion in 2021). Operations undertaken with Nissan on foreign exchange and interest rate derivatives are recorded at market price and included in the positions managed by Renault Finance. In the balance sheet, the derivative assets on the Nissan group amount to €188 million at December 31, 2022 (€11 million at December 31, 2021) and derivative liabilities amount to €54 million at December 31, 2022 (€34 million at December 31, 2021).

Renault Group's Sales Financing segment helps to attract customers and build loyalty to Nissan brands through a range of financing products and services incorporated into the sales policy, principally in Europe. In 2022, RCI Banque recorded €89 million of service revenues in the form of commission and interest received from Nissan (€75 million in 2021). The balance of sales financing receivables on the Nissan group is €34 million at December 31, 2022 (€32 million at December 31, 2021) and the balance of liabilities is €115 million at December 31, 2022 (€121 million at December 31, 2021).

The Alliance partners also hold investments in associates and joint ventures that manage their cooperation. Details of these entities' activity and location and Renault Group's influence over them, are given in Note 13.

Note 13

Investments in other associates and joint ventures

Details of investments in other associates and joint ventures are as follows in the Group's financial statements:

(€ million)	2022	2021
Consolidated income statement		
Share in net income (loss) of other associates and joint ventures	**(103)**	**135**
Associates accounted for under the equity method [1]	(70)	93
Joint ventures accounted for under the equity method	(33)	42
Consolidated financial position		
Investments in other associates and joint ventures	**723**	**721**
Associates accounted for under the equity method [2]	527	512
Joint ventures accounted for under the equity method	196	209

(1) The net income of associates includes impairment of €(119) million on the assets of RN Bank, a Sales Financing segment company that operates in the Russian Federation.

(2) Including impairment of €51 million on production assets of Renault Nissan Automotive India Private Limited (RNAIPL).

13-A. Information on the principal other associates and joint ventures accounted for under the equity method

Name	Country of location	Main activity	Percentage ownership and voting rights held by the Group		Investments in other associates and joint ventures	
			December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Associates						
Automotive						
Motorlu Araclar Imal ve Satis A.S (MAIS)	Turkey	Automotive sales	49%	49%	151	64
Renault Nissan Automotive India Private Limited (RNAIPL)	India	Vehicle manufacturing	30%	30%	150	135
Boone Comenor	France	Waste management	33%	33%	81	80
EGT	China	Vehicle manufacturing	25%	25%	9	6
Verkor	France	Electric vehicles	24%	24%	25	25
Mobility Trader Holding [1]	Germany	Automotive sales	3%	3%	9	20
Beyonca	China	Electric vehicles	14%		38	-
Sales Financing						
Mobility Trader Holding [1]	Germany	Automotive sales	5%	5%	14	30
RN Bank	Russia	Financing	30%	30%	-	94
Nissan Renault Financial Services India Private Limited	India	Financing	30%	30%	37	36
Joint ventures						
Automotive						
Renault Algeria Production	Algeria	Vehicle manufacturing	49%	49%	0	-
Renault Brilliance Jinbei Automotive Company	China	Vehicle manufacturing	49%	49%	0	-
Alliance Ventures b.v.	Netherlands	Finance for new technology start-ups	40%	40%	154	159
Whylot	France	Electric vehicles	21%	21%	10	10
Hyvia	France	Hydrogen vehicles	50%	50%	0	4
JSC OAT	Russia	Vehicle manufacturing	0%	40%	-	10
Sales Financing						
ORFIN Finansman Anonim Sirketi	Turkey	Financing	50%	50%	15	16
Mobility Services						
Car Sharing Mobility Services SL	Spain	Mobility Services	50%	50%	4	5
Other non-significant associates and joint ventures					26	27
TOTAL					**723**	**721**

(1) The investment in Mobility Trader Holding is jointly held by the Automotive and Sales Financing segments..

The tables below show the total amount of sales and purchases made between Renault Group and the principal other associates and joint ventures accounted for under the equity method, as well as Renault Group's balance sheet positions with those entities.

(€ million)	2022		2021	
In the consolidated income statement	Sales to other associates and joint ventures	Purchases	Sales to other associates and joint ventures	Purchases
Motorlu Araclar Imal ve Satis A.S (MAIS)	1,693	(2)	1,354	(2)
Renault Nissan Automotive India Private Limited (RNAIPL)	10	(545)	7	(461)
Boone Comenor	18	(1)	18	(1)
EGT	17	(713)	7	(208)
Renault Algérie Production	2	(36)	-	(89)

(€ million)	December 31, 2022				
In the consolidated financial position	Financial assets	Automotive receivables	Other assets	Trade payables	Other liabilities
Motorlu Araclar Imal ve Satis A.S (MAIS)	-	52	-	4	-
Renault Nissan Automotive India Private Limited (RNAIPL)	16	85	168	64	-
Boone Comenor	-	9	-	-	3
EGT	-	7	16	120	-
Renault Algérie Production	-	18	-	3	-

(€ million)	December 31, 2021				
In the consolidated financial position	Financial assets	Automotive receivables	Other assets	Trade payables	Other liabilities
Motorlu Araclar Imal ve Satis A.S (MAIS)	-	17	-	2	-
Renault Nissan Automotive India Private Limited (RNAIPL)	-	25	200	59	-
Boone Comenor	-	11	-	-	7
EGT	27	2	1	57	-
Renault Algérie Production	-	4	-	-	-

13-B. Cumulative financial information on other associates accounted for under the equity method

(€ million)	December 31, 2022	December 31, 2021
Investments in associates	527	512
Share in income (loss) of associates	(70)	93
Share of associates in other components of comprehensive income	(212)	(218)
Share of associates in comprehensive income	(282)	(125)

13-C. Cumulative financial information on joint ventures accounted for under the equity method

(€ million)	December 31, 2022	December 31, 2021
Investments in joint ventures	196	209
Share in income (loss) of joint ventures	(33)	42
Share of joint ventures in other components of comprehensive income	(17)	(38)
Share of joint ventures in comprehensive income	(50)	4

Renault-Nissan B.V., which is jointly owned with Nissan, is not consolidated as it is not significant.

Note 14

Inventories

(€ million)	December 31, 2022			December 31, 2021		
	Gross value	Impairment	Net value	Gross value	Impairment	Net value
Raw materials and supplies	1,701	(216)	1,485	1,811	(268)	1,543
Work in progress	252	(7)	245	360	(3)	357
Used vehicles	946	(93)	853	1,065	(114)	951
Finished products and spare parts	2,751	(121)	2,630	2,080	(139)	1,941
TOTAL	5,650	(437)	5,213	5,316	(524)	4,792

Note 15

Sales Financing receivables

15-A. Sales financing receivables by nature

(€ million)	December 31, 2022	December 31, 2021
Dealership receivables	10,003	6,343
Financing for end-customers	23,519	23,159
Leasing and similar operations	11,836	11,024
Gross value	**45,358**	**40,526**
Impairment	(1,111)	(1,028)
Net value	**44,247**	**39,498**

Details of fair value are given in Note 24-A.

15-B. Assignment of Sales financing receivables

(€ million)	December 31, 2022		December 31, 2021	
	Balance sheet value	Fair value	Balance sheet value	Fair value
Assigned receivables carried in the balance sheet	13,650	13,530	12,589	12,541
Associated liabilities	3,319	3,377	3,098	3,113

The Sales Financing segment has undertaken several public securitization operations (in Germany, Spain, France, Italy and the United Kingdom) and several conduit financing operations (France, the United Kingdom and Germany) involving loans to final customers and receivables on the dealership network. Both types of operation are conducted through special purpose vehicles. Some public operations were subscribed by RCI Banque, which makes it possible to have securities eligible as collateral for the European Central Bank.

In 2022, the Sales Financing segment undertook an operation worth approximately €700 million on the securitization market, backed by automotive loans made by its French subsidiary DIAC (comprising €650 million in senior debt and around €50 million of subordinated debt).

The segment also launched its first securitization in Spain, with creation of €1.1 billion of senior bonds entirely retained by the Group. This new program strengthens the Group's liquidity by increasing and diversifying assets eligible for the ECB's monetary policy operations

The receivables assigned through such operations are not derecognized, as all risks are retained by the Group. The associated liabilities correspond to securities resulting from the securitization operations and are recognized in other debts represented by a certificate.

The difference between the receivables assigned and the amount of the associated liabilities corresponds to the higher credit necessary for these operations and the share of securities retained by RCI Banque to form a liquidity reserve.

Securitized assets can no longer be assigned or pledged. Subscribers to debt securities only have claims on the assets assigned.

Assets pledged as guarantees for management of the liquidity reserve are presented in Note 28-A4.

15-C. Sales financing receivables by maturity

(€ million)	December 31, 2022	December 31, 2021
- 1 year	22,280	18,499
1 to 5 years	21,598	20,644
+ 5 years	369	355
TOTAL SALES FINANCING RECEIVABLES – NET VALUE	**44,247**	**39,498**

15-D. Breakdown of sales financing receivables by level of risk

In 2021 the Sales Financing segment finalized its compliance program for the new definition of default for countries whose solvency ratio is calculated by the advanced approach (France, Italy, Spain, Germany, the United Kingdom and South Korea) and the standard approach (Brazil and non-G7 countries).

The provisioning parameters (Probability of Default, Loss Given Default) are now based on methods applicable for the new definition of default (reconstruction of calculation history, adapted days-past-due counter, etc.) Since June 2022, the Loss Given Default has been updated monthly for all countries.

(€ million)	Financing for final customers	Dealer financing	December 31, 2022
Gross value	**35,355**	**10,003**	**45,358**
Healthy receivables	31,283	9,787	41,070
Receivables showing higher credit risk since initial recognition	3,093	167	3,260
Receivables in default	979	49	1,028
% of total receivables in default	2.8%	0.5%	2.3%
Impairment	**(1,063)**	**(48)**	**(1,111)**
Impairment in respect of healthy receivables	(323)	(20)	(343)
Impairment in respect of receivables showing higher credit risk since initial recognition	(179)	(6)	(185)
Impairment in respect of receivables in default	(561)	(22)	(583)
TOTAL NET VALUE	**34,292**	**9,955**	**44,247**

(€ million)	Financing for final customers	Dealer financing	December 31, 2021
Gross value	**34,183**	**6,343**	**40,526**
Healthy receivables	30,067	6,118	36,185
Receivables showing higher credit risk since initial recognition	3,126	165	3,291
Receivables in default	990	60	1,050
% of total receivables in default	2.9%	0.9%	2.6%
Impairment	**(953)**	**(75)**	**(1,028)**
Impairment in respect of healthy receivables	(254)	(37)	(291)
Impairment in respect of receivables showing higher credit risk since initial recognition	(161)	(9)	(170)
Impairment in respect of receivables in default	(538)	(29)	(567)
TOTAL NET VALUE	**33,230**	**6,268**	**39,498**

15-E. Exposure of sales financing to credit risk

The maximum exposure to credit risk for the Sales Financing activity is represented by the net book value of sales financing receivables plus the amount of irrevocable financing commitments for customers reported under off-balance sheet commitments given (Note 28-A). This risk is reduced by guarantees provided by customers, as reported in off-balance sheet commitments received (Note 28-B). In particular, guarantees held in connection with overdue or impaired sales financing receivables amounted to €784 million at December 31, 2022 (€805 million at December 31, 2021).

Customer credit risk is assessed (using a scoring system) and monitored by type of activity (customers and dealers). There is no indication at the year-end that the quality of sales financing receivables not yet due or unimpaired has been adversely affected, nor is there any significant concentration of risks within the sales financing customer base as defined by the regulations.

Note 16

Receivables

Net value of receivables

(€ million)	December 31, 2022	December 31, 2021
Gross value	1,799	1,593
Impairment for incurred credit losses [1]	(795)	(797)
Impairment for expected credit losses	(6)	(8)
NET VALUE	**998**	**788**

(1) Including €(678) million related to Iran at December 31, 2022.

These receivables do not include accounts receivable assigned to the Group's sales financing companies or other non-Group entities when substantially all the risks and benefits associated with ownership of the receivables are transferred. The risk of dilution (essentially the risks of non-settlement after a commercial dispute) is retained by the Group, but is considered negligible. Receivables assigned in this way to Group sales financing companies are included in sales financing receivables, principally dealership receivables.

Furthermore, there is no significant concentration of risks within the customer base of the Automotive and Mobility Services segments and no single external customer accounts for more than 10% of the total revenues of those segments.

The management policy for credit risk is described in Note 25-B6.

The maximum exposure to credit risk for receivables is represented by the net book value of those receivables.

The impairment model for Automotive receivables is presented in Note 2-G.

Details of fair value are given in Note 24-A.

Note 17

Other current and non-current assets

(€ million)	December 31, 2022			December 31, 2021		
	Non-current	Current	Total	Non-current	Current	Total
Prepaid expenses	136	419	**555**	133	351	**484**
Tax receivables (excluding current taxes due)	236	1,325	**1,561**	230	1,387	**1,617**
Tax receivables (on current taxes due)	23	154	**177**	19	128	**147**
Other receivables	441	1,830	**2,271**	488	1,753	**2,241**
Investments and capitalizable advances in controlled unconsolidated entities (1)	102	-	**102**	96	-	**96**
Derivatives on operating transactions of the Automotive segment	-	89	**89**	-	50	**50**
Derivatives on financing transactions of the Sales Financing segment	-	434	**434**	-	147	**147**
Assets held for sale (2)	-	3,861	**3,861**	-	129	**129**
TOTAL	**938**	**8,112**	**9,050**	**966**	**3,945**	**4,911**
Gross value	1,031	14,386	**15,417**	1,080	4,075	**5,155**
Impairment	(93)	(6,274)	**(6,367)**	(114)	(130)	**(244)**

(1) Investments of over €10 million in controlled unconsolidated entities concern Renault Nissan BV, Kadensis and Mobilize Pay s.a.s.

(2) Details of Assets held for sale are given in Note 3-C.

Note 18

Shareholders' equity

18-A. Share capital

The total number of ordinary shares issued and fully paid at December 31, 2022 is 295,722 thousand, with par value of €3.81 per share (unchanged since December 31, 2021).

Treasury shares do not bear dividends. They account for 1.80% of Renault SA's share capital at December 31, 2022 (1.55% at December 31, 2021).

The Nissan Group holds approximately 15% of Renault SA through its wholly-owned subsidiary Nissan Finance Co. Ltd (no voting rights are attached to these shares).

18-B. Capital management

In managing its capital, the Group's objective is to guarantee continuity of business in order to provide returns for shareholders and benefits for other stakeholders and to maintain optimum capital structure in order to optimize its cost. The Group may adjust dividend payments to shareholders, redeem some of the capital or issue new shares.

The Group's objectives are monitored in different ways in the different operating segments.

The Sales Financing segment must comply with regulatory ratios specific to banking operations. The minimum solvency ratio (shareholders' equity including subordinated loans to total weighted risks) is 8%. RCI Banque's Core Tier 1 solvency ratio is 14.47% at December 31, 2022 (14.76% at December 31, 2021).

The Group also partially hedges its investment in Nissan (Notes 12-G and 25-B2).

18-C. Renault treasury shares

In application of decisions approved at General Shareholders' Meetings, Renault treasury shares consist of shares allocated to performance share plans and other share-based payment agreements awarded to Group managers and executives and shares purchased for the purposes of the liquidity agreement signed in May 2022 with investment bank Exane. Under that agreement, Renault SA is progressively making a deposit of a maximum €25 million with BNP and Exane's annual fee for monitoring operations amounts to €80,000. Renault SA has purchased 4,124,709 shares for an average price of €30.63 and sold 4,013,309 shares for the average price of €30.73, in application of this agreement.

(€ million)	Plan	Liquidity contract	December 31, 2022	December 31, 2021
Total value of treasury plans	205	3	**208**	237
Total number of treasury shares	**5,199,461**	**111,500**	**5,310,961**	**4,582,464**

18-D. Distributions

At the General and Extraordinary Shareholders' Meeting of May 25, 2022, it was decided not to distribute dividends (no change compared to 2021).

18-E. Translation adjustment

Details of the change in translation adjustment over the year are as follows:

(€ million)	2022	2021
Change in translation adjustment on the value of the investment in Nissan	680	594
Impact, net of tax, of partial hedging of the investment in Nissan (Note 12-G)	(25)	4
Total change in translation adjustment related to Nissan	**655**	**598**
Changes related to hyperinflationary economies	(80)	21
Other changes in translation adjustment	216	82
TOTAL CHANGE IN TRANSLATION ADJUSTMENT	**791**	**701**

Changes related to hyperinflationary economies consist of changes in the translation adjustment attributable to the Argentinian subsidiaries since January 1, 2018. Other changes in the translation adjustment mostly result from movements in the Japanese yen, Argentina peso and the Brazilian real.

18-F. Financial instrument revaluation reserve

18-F1. Change in the financial instrument revaluation reserve

The figures below are reported net of tax effects.

(€ million)	Cash flow hedges	Equity instruments at fair value	Debt instruments at fair value	Total	Total parent-company shareholders' share
At December 31, 2021	**(27)**	**40**	**(1)**	**12**	**5**
Changes in fair value recorded in shareholders' equity	195	3	(5)	193	197
Transfer from shareholders' equity to profit and loss [1]	9	-	(3)	6	6
At December 31, 2022	**177**	**43**	**(9)**	**211**	**208**

(1) For a breakdown of the amounts related to cash flow hedges transferred from shareholders' equity to profit and loss, see Note F2 below and for the schedule of amounts related to cash flow hedges transferred from shareholder's equity to the income statement, see Note F3 below.

18-F2. Breakdown of the amounts related to cash flow hedges transferred from the financial instrument revaluation reserve to the income statement

(€ million)	2022	2021
Operating margin	6	15
Other operating income and expenses	2	(1)
Current and deferred taxes	1	(5)
TOTAL TRANSFERRED TO THE INCOME STATEMENT FOR CASH FLOW HEDGES	9	9

18-F3. Schedule of amounts related to cash flow hedges transferred from the financial instrument revaluation reserve to the income statement

(€ million)	December 31, 2022	December 31, 2021
Within one year	29	-
After one year	243	21
Revaluation reserve for cash flow hedges excluding associates and joint ventures	**272**	**21**
Revaluation reserve for cash flow hedges – associates and joint ventures	(95)	(48)
TOTAL REVALUATION RESERVE FOR CASH FLOW HEDGES	177	(27)

This schedule is based on the contractual maturities of hedged cash flows.

18-G. Performance share plans and other share-based payments arrangements

The Board of Directors periodically awards performance shares to Group executives and managers, with vesting and minimum holding periods specific to each plan. All plans include performance conditions which determine the number of performance shares granted to beneficiaries. Loss of the benefit of performance shares follows the applicable regulations: all rights are forfeited in the event of resignation or termination and a decision is made for each individual case when an employee leaves at the Company's instigation.

Performance share plan 29 was introduced in 2022, concerning 1,684 thousand shares with initial total value of €79 million. The vesting period for rights to shares is 3 years and there is no minimum holding period.

Share-based payments have been valued by the methods described in the accounting policies (Note 2-R). The main details are as follows:

Plan	Initial value (thousands of €)	Unit fair value	Expense for 2022 (€million)	Expense for 2021 (€million)	Share price at grant date	Interest rate	Duration of option	Dividend per share (€)
Plan 24 [1]	53,646	66.18	-	-	82.79	(0.56)%	3-4 years	2.40 - 2.88
	22,167	66.16	-	(1)	0.00	(0.57)%	4 years	0
Plan 25 [1]	63,533	73.37	-	2	90.64	(0.57)%	3-4 years	3.15 - 3.34
	23,096	69.73	-	(3)	88.93	(0.57)%	4 years	3.15 - 3.34
Plan 26 [1]	49,618	42.50	(7)	(15)	54.99	-	3 years	3.55 - 4.25
Plan 27 [1]	11,062	10.31	(4)	(4)	14.55	(0.54)%	3 years	3.55 - 4.25
Plan 28 [1]	1,736	33.07	(1)	(1)	33.73	(0.61)%	3 years	3.55 - 3.50
	38,678	31.60	(13)	(9)	33.73	(0.61)%	3 years	0
Plan 29 [1]	1,736	22.65	-	-	24.39	(0.02)%	3 years	1.05-1.35
	77,357	21.64	(5)	-	24.39	(0.02)%	3 years	0.65
TOTAL			(30)	(31)				

(1) For these plans, performance shares were awarded at different dates within the stated period. The information reported may correspond to weighted averages based on quantities awarded per grant date.

18-G1. Changes in the share rights held by personnel

Changes in the number of share rights held by personnel were as follows:

	Rights not yet vested at January 1, 2022	Granted	Vested rights	Rights expired and other adjustments	Rights not yet vested at December 31, 2022
Share rights	**4,444,368**	1,683,640	(1,279,253) [1]	(375,054)	**4,473,701**

(1) Performance shares vested were mainly awarded under plan 25 granted in 2018 and plan 26 for French tax residents granted in 2019.

18-G2. Performance shares and shares awarded as variable remuneration

For plan 25, vesting and minimum holding periods are different depending on whether beneficiaries are French tax residents or tax residents of other countries, in order to take account of local tax constraints. The vesting period for shares awarded to French tax residents is three years followed by a holding period of one year. For non-French tax residents, the vesting period is four years and there is no minimum holding period.

As from plan 26, the vesting period is three years with no holding period for French or foreign tax residents.

Plan	Grant date	Share rights awarded at December 31, 2022	Vesting date	Holding period
Plan 25	February 15, 2018	-	February 15, 2021	February 15, 2021–February 15, 2022
	February 15, 2018	-	February 15, 2022	None
Plan 26	June 12, 2019	-	June 12, 2022	None
Plan 27	February 13, 2020	1,305,690	February 13, 2023	None
Plan 28	April 23, 2021	1,495,021	April 23, 2024	None
Plan 29	May 25, 2022	1,672,990	May 25, 2025	None
TOTAL		**4,473,701**		

18-H. Share of non-controlling interests

Entity	Country of location	Percentage of ownership and voting rights held by non-controlling interests		Net income – non-controlling interests' share (€ million)		Shareholders' equity – non-controlling interests' share (€ million)		Dividends paid to non-controlling interests (minority shareholders) (€ million)	
		December 31, 2022	December 31, 2021	2022	2021	December 31, 2022	December 31, 2021	2022	2021
Automotive									
Renault Korea Motors	Korea	47%	20%	26	-	492	176	(2)	-
Oyak Renault Otomobil Fabrikalari	Turkey	48%	48%	59	18	329	304	(21)	(58)
JMEV	China	50%	50%	(134)	(14)	(75)	20	-	-
Other				3	8	13	14	(6)	(2)
Total - Automotive				**(46)**	**12**	**759**	**514**	**(29)**	**(60)**
Sales Financing									
Banco RCI Brasil	Brazil	40%	40%	12	10	-	-	(2)	(16)
Rombo Compania Financiera	Argentina	40%	40%	(2)	(1)	-	-	-	-
RCI Colombia SA	Colombia	49%	49%	8	8	-	-	(7)	(2)
Other				1	3	-	13	(2)	(2)
Total – Sales Financing				**19**	**20**	**-**	**13**	**(11)**	**(20)**
Total Avtovaz		**-**	**32%**	**(335)**	**54**	**-**	**66**	**(1)**	**(1)**
Total Mobility Services				**-**	**(7)**	**(18)**	**(19)**	**-**	**-**
TOTAL				**(362)**	**79**	**741**	**574**	**(41)**	**(81)**

The Group has granted minority shareholders of Banco RCI Brasil, Rombo Compania Financiera, RCI Colombia S.A. and RCI Financial Services, S.r.o. put options to sell their investments. A liability corresponding to these put options is included in other liabilities, amounting to €117 million for the Brazilian subsidiary, €4 million for the Argentinian subsidiary, €16 million for the Czech subsidiary and €49 million for the Colombian subsidiary at December 31, 2022 (€102 million, €4 million, €0 million and €63 million respectively at December 31, 2021). A corresponding charge is made to shareholders' equity, allocated in priority to the non-controlling interests' share with any residual amount allocated to the parent-company shareholders' share. The liability is stated at fair value. Fair value is determined by estimating the potential purchase price, taking into account future results of the financing portfolio as it exists at the closing date and the provisions of the partnership contracts. This is a level 3 fair value, as it uses recognized models but their significant data are not based on observable market data.

Partnership agreements were signed in 2018 with Oyak in Turkey, including put and call options (see Note 28-A3). The Group also holds call options for shares in several entities in the Oyak group (Note 28-B).

There are no significant restrictions on the Group's capacity to access or use its assets and settle its liabilities, other than restrictions that result from the regulatory framework in which the subsidiaries operate. The local supervisory authorities may require banking subsidiaries to keep a certain level of capital and liquidities, limit their exposure to other group parties and comply with other ratios.

Note 19

Provisions for pensions and other long-term employee benefit obligations

19-A. Pension and benefit plans

Pensions and other long-term employee benefit obligations essentially concern active employees. These benefits are covered either by defined-contribution plans or defined-benefit plans.

Defined-contribution plans

The Group makes earnings-related payments, in accordance with local custom, to the national organizations responsible for paying pensions and similar financial benefits. There is no actuarial liability concerning these pension arrangements.

The total expense for defined-contribution plans is €516 million in 2022 (€393 million in 2021).

Defined-benefit plans

The accounting treatment of defined-benefit plans is described in Note 2-S and involves establishment of provisions. These plans concern:

- indemnities payable upon retirement or departure, in application of legislation or agreements in certain countries such as France, Turkey, etc;
- supplementary pensions providing employees with contractual income; the countries applying this type of plan are in Europe (e.g. the United Kingdom, France, Germany, the Netherlands, Switzerland, etc);
- other long-term benefits, chiefly long-service awards and flexible holiday entitlements.

Defined-benefit supplementary pension plans are generally covered by contracts with pension funds or insurance companies. In such cases, the obligations and assets are valued separately. The difference between the obligation and the fair value of the assets held to fund it may indicate underfunding or overfunding. In the event of underfunding, a provision is booked. In the event of overfunding, an asset is recognized subject to certain conditions.

Principal defined-benefit plans of the Group

In France, the Group's retirement indemnities result from agreements negotiated with each French entity and employee representatives. They are based on employees' salaries and length of service; payment is conditional on being in the company's employment at the time of retirement. Retirement benefit obligations for France are entirely covered by provisions and account for most of the Group's liabilities for retirement indemnities.

The Group's most significant supplementary pension plan is in the United Kingdom, where two defined-benefit pension plans are managed as part of a dedicated pension fund comprising two compartments: one concerns Automotive subsidiaries and the other RCI Financial Services Ltd, together covering 1,712 people. This plan has been closed to new members since 2004 and no further rights have been earned under it since December 31, 2019. All employees benefit from a defined-contribution pension plan from January 1, 2020. Underfunding at December 31, 2022 is valued at £38 million for the fund compartment dedicated to the Automotive segment and £5 million for the fund compartment dedicated to RCI Financial Services Ltd.

This pension fund (a trust) is a legal entity. It is administered by a board of Trustees with equal representation for the participating companies and their current and former employees. The fund is governed by local regulations, which set the minimum funding requirements that can lead to additional contributions being made by the Group. After the last three-yearly valuation in 2018, the Group made a commitment to cover the funding shortfall by 2027 through payments amounting to £5 million maximum per year. The asset investment policy is defined for each section of the fund by a supervisory body which examines the performance of investments quarterly. The risks associated with these plans are the usual risks (lower future returns on fund assets, a decline in the equities markets, longer life expectancy for beneficiaries, a rise in inflation, etc).

19-B. Main actuarial assumptions used to calculate provisions and other data for the most significant plans

Main actuarial assumptions and actual data for the Group's retirement indemnities in France	December 31, 2022		December 31, 2021	
	Renault s.a.s.	Other entities	Renault s.a.s.	Other entities
Retirement age	60 to 65	60 to 67	60 to 65	60 to 67
Discount rate (1)	3.74%	2% to 3.3%	0.82%	0.6% to 2%
Salary increase rate	2.4%	1% to 4.7%	2.2%	1% to 2.8%
Duration of plan	13 years	5 to 20 years	13 years	5 to 20 years
Gross obligation	**€678 million**	**€154 million**	**€1,050 million**	**€168 million**

(1) The rates used to value the Group's obligations in France vary between companies depending on the maturities of obligations. The benchmark for the discount rate is the zero-coupon rate plus the average spread curve for issuers rated AA as published by Reuters.

Main actuarial assumptions and actual data for the Group's supplementary pensions in the UK	December 31, 2022		December 31, 2021	
	Automotive	Sales Financing	Automotive	Sales Financing
Financial discount rate (1)	4.90%	4.90%	1.90%	1.90%
Salary increase rate	NA	NA	NA	NA
Duration of plan	15 years	16.5 years	18 years	20 years
Actual return on fund assets	-37.7%	-38.1%	-2.3% to 22.2%	9.3%
Gross obligation	**€255 million**	**€28 million**	**€419 million**	**€49 million**
Fair value of assets invested via pension funds (2)	€213 million	€22 million	€373 million	€38 million

(1) The discount rate was determined by reference to the interest rate curve established by Deloitte based on the iBoxx £ index for AA-rated corporate bonds (DTRB £ AA corporate bond yield curve).

(2) Due to rising interest rates, the investment policy resulted in a decrease in the value of fund assets and the gross commitment in the United Kingdom.

19-C. Net expense for the year

(€ million)	2022	2021
Current service cost	68	85
Past service cost and (gain) / loss on settlement	(7)	-
Net interest on the net liability (asset)	21	11
Effects of workforce adjustment measures	(5)	(5)
Net expense (income) for the year recorded in the income statement	**77**	**91**

19-D. Details of the balance sheet provision

19-D1. Breakdown of the provision

	December 31, 2022			
(€ million)	Present value of the obligation	Fair value of fund assets	Asset ceiling	Net defined-benefit liability (asset)
Retirement and termination indemnities				
France	835	(1)	-	834
Europe (excluding France)	30	-	-	30
Africa & Middle East	1	-	-	1
Americas	1	-	-	1
Asia Pacific	60	-	-	60
Eurasia [1]	4	-	-	4
Total retirement and termination indemnities	**931**	**(1)**	**-**	**930**
Supplementary pensions				
France	79	(75)	-	4
United Kingdom	282	(235)	-	47
Europe (excluding France and the United Kingdom) [2]	281	(238)	2	45
Americas	-	-	-	-
Asia Pacific	3	-	-	3
Africa & Middle East	3	-	-	3
Total supplementary pensions	**648**	**(548)**	**2**	**102**
Other long-term benefits				
France [3]	34	-	-	34
Europe (excluding France)	2	-	-	2
Americas	6	-	-	6
Total other long-term benefits	**42**	**-**	**-**	**42**
TOTAL [4]	**1,621**	**(549)**	**2**	**1,074**

(1) Essentially Romania and Turkey.

(2) Essentially Germany and Switzerland.

(3) Flexible holiday entitlements and long-service awards.

(4) Total net liability due within one year: €45 million; total net liability due after one year: €1,029 million.

19-D2. Schedule of amounts related to net defined-benefit liability

	December 31, 2022				
(€ million)	<1 year	1 to 5 years	5 to 10 years	>10 years	Total
Present value of obligation	66	278	374	903	1,621
Fair value of plan assets	(18)	(66)	(80)	(385)	(549)
Asset ceiling	-	-	-	2	2
Net defined-benefit liability (asset)	**48**	**212**	**294**	**520**	**1,074**

The weighted average duration of plans is 14 years at December 31, 2022 (15 years at December 31, 2021).

19-E. Changes in obligations, fund assets and the provision

(€ million)	Present value of the obligation (A)	Fair value of the fund assets (B)	Asset ceiling (C)	Net defined-benefit liability (A)+(B)+(C)
Balance at December 31, 2021	**2,175**	**(735)**	**-**	**1,440**
Current service cost	68	-	-	68
Past service cost and gain/loss on plan curtailment, modification and settlement	(7)	-	-	(7)
Net interest on the net liability (asset)	31	(10)	-	21
Effects of workforce adjustment measures	(5)	-	-	(5)
Net expense (income) for 2022 recorded in the income statement (Note 19-C)	**87**	**(10)**	**-**	**77**
Actuarial gains and losses on the obligation resulting from changes in demographic assumptions	13	-	-	13
Actuarial gains and losses on the obligation resulting from changes in financial assumptions	(524)	-	-	(524)
Actuarial gains and losses on the obligation resulting from experience effects	20	-	-	20
Net return on fund assets (not included in net interest above)	-	169	-	169
Changes in asset ceiling (excluding part in net interest)	-	-	2	2
Net expense (income) for 2022 recorded in other components of comprehensive income	**(491)**	**169**	**2**	**(320)**
Employer contributions to funds	-	(13)	-	(13)
Employee contributions to funds	-	(3)	-	(3)
Benefits paid under the plan	(150)	31	-	(119)
Effect of changes in exchange rate	(16)	13	-	(3)
Effect of changes in scope of consolidation and other	16	(1)	-	15
Balance at December 31, 2022	**1,621**	**(549)**	**2**	**1,074**

Accumulated actuarial gains and losses, net of tax (excluding the associates' share) recorded in other components of comprehensive income amounted to an expense of €394 million at December 31, 2022 (compared to an expense of €758 million at December 31, 2021).

A 100 base point decrease in the discount rates used for each plan would result in a €272 million increase in the amount of obligations at December 31, 2022 (€537 million at December 31, 2021) and a 100 base point increase in the discount rates used for each plan would result in a €222 million decrease in the amount of obligations at December 31, 2022 (€472 million at December 31, 2021).

19-F. Fair value of fund assets

Details of the assets invested via pension funds and insurance companies are as follows:

(€ million)	December 31, 2022		
	Assets listed on active markets	Unlisted assets	Total
Pension funds			
Cash and cash equivalents	1	-	1
Shares	62	-	62
Bonds	144	-	144
Shares in mutual funds and other	30	-	30
TOTAL – PENSION FUNDS	**237**	**-**	**237**
Insurance companies			
Cash and cash equivalents	2	7	9
Shares	9	1	10
Bonds	197	6	203
Real estate property	24	1	25
Shares in mutual funds and other	33	32	65
TOTAL - INSURANCE COMPANIES	**265**	**47**	**312**
TOTAL	**502**	**47**	**549**

Pension fund assets in bonds mainly relate to plans located in the United Kingdom (46.9%). Insurance contracts in bonds principally concern the Netherlands (21.5%), France (15%), Switzerland (10.8%) and Germany (4.3%). The actual returns on plan assets in the United Kingdom are shown in Note 19-B.

The weighted average actual rate of return on the Group's main funds was (15.7)% in 2022 (5.4% in 2021).

At the date of this report, the best estimate of contributions that will be payable to the funds in 2022 is approximately €13 million.

The Group's pension fund assets do not include Renault Group's financial instruments. Real estate investments do not include real estate properties occupied by the Group.

Note 20

Change in provisions EFPD7c

(€ million)	Restructuring provisions	Warranty provisions	Provisions for litigation and risks concerning other taxes	Provisions for insurance activities [1]	Provisions for commitments given and other	Total
At December 31, 2021	**652**	**1,003**	**143**	**463**	**580**	**2,841**
Increases	157	469	47	48	210	931
Reversals of provisions for application	(318)	(546)	(23)	(52)	(129)	(1,068)
Reversals of unused balance of provisions	(88)	(3)	(8)	-	(75)	(174)
Changes in scope of consolidation	(10)	(63)	(10)	-	(40)	(123)
Translation adjustments and other changes	(24)	14	22	-	9	21
At December 31, 2022 [2]	**369**	**874**	**171**	**459**	**555**	**2,428**

(1) Technical reserves established by the Sales Financing segment's insurance companies.

(2) Short-term portion of provisions: €1,087 million; long-term portion of provisions: €1,341 million.

All known litigation in which Renault or Group companies are involved is examined at each closing. After seeking the opinion of legal advisors, any provisions deemed necessary are set aside to cover the estimated risk. During 2022, the Group recorded no provision in connection with significant new litigation. Information on contingent liabilities is provided in Note 28-A2.

Increases to restructuring provisions essentially comprise the effect of workforce adjustment measures in the Europe Region (Note 6-A).

At December 31, 2022, other provisions include €107 million of provisions established in application of environmental regulations (€98 million at December 31, 2021). These include provisions to cover expenses relating to end-of-life vehicles and used batteries and environmental compliance costs for industrial land in the Europe Region and for industrial sites in the Americas and Eurasia Regions.

Note 21

Other current and non-current liabilities

(€ million)	December 31, 2022			December 31, 2021		
	Non-current	Current	Total	Non-current	Current	Total
Current taxes due	**-**	**312**	**312**	**-**	**266**	**266**
Provisions for uncertain tax liabilities	**234**	**21**	**255**	**217**	**6**	**223**
Tax liabilities (excluding current taxes due)	13	1,219	**1,232**	17	1,201	**1,218**
Social liabilities	24	1,245	**1,269**	26	1,324	**1,350**
Other liabilities	202	4,855	**5,057**	202	4,426	**4,628**
Deferred income	1,133	1,302	**2,435**	1,212	1,456	**2,668**
Derivatives on operating transactions of the Automotive segment	-	77	**77**	-	86	**86**
Liabilities related to assets held for sale	-	873	**873**	-	182	**182**
Total other liabilities	**1,372**	**9,571**	**10,943**	**1,457**	**8,675**	**10,132**
TOTAL	1,606	9,904	11,510	1,674	8,947	10,621

Other current liabilities mainly correspond to asset payables that amounts to €499 million (€597 million at December 31, 2021), amounts payable under sales incentive programs (€2,304 million at December 31, 2022 and €1,731 million at December 31, 2021) and deferred income recorded in connection with sales contracts including a buy-back commitment (€293 million at December 31, 2022 and €370 million at December 31, 2021).

Deferred income includes deferred income on Automotive service contracts such as maintenance and warranty extension contracts and advances received under cooperation contracts with partners. This income concerns payments received under contracts defining a customer payment schedule that does not depend on the group's execution of its performance obligation (advance payment in full, or regular payments due at the end of specified periods). Deferred income is transferred to revenues over the duration of the contracts and breaks down as follows:

(€ million)	Automotive service contracts		Cooperation contracts	
	2022	2021	2022	2021
Deferred income at January 1	**915**	**1,011**	**1,119**	**1,301**
Deferred income received during the period	402	367	273	114
Deferred income recognized in revenues during the period	(438)	(463)	(356)	(299)
Change in scope of consolidation	-	-	-	-
Translation adjustments and other changes	1	-	1	3
Deferred income at December 31	**880**	**915**	**1,037**	**1,119**
To be recognized in revenues - within one year	757	790	1,012	1,092
- in 1 to 3 years	110	113	7	8
- in 3 to 5 years	13	12	18	19

5.2.2.6.5. Financial assets and liabilities, fair value and management of financial risks

Note 22

Financial assets – cash and cash equivalents

22-A. Current / non-current breakdown

(€ million)	December 31, 2022			December 31, 2021		
	Non-current	Current	Total	Non-current	Current	Total
Investments in non-controlled entities	63		63	72		72
Marketable securities and negotiable debt instruments	-	587	587	-	893	893
Derivatives on financing operations by the Automotive segment	85	410	495	56	181	237
Loans and other	265	419	684	245	306	551
TOTAL FINANCIAL ASSETS	413	1,416	1,829	373	1,380	1,753
Gross value	437	1,420	1,857	373	1,383	1,756
Impairment	(24)	(4)	(28)	-	(3)	(3)
Cash equivalents (1)	-	10,713	10,713	-	10,209	10,209
Cash	-	11,061	11,061	-	11,719	11,719
TOTAL CASH AND CASH EQUIVALENTS	-	21,774	21,774	-	21,928	21,928

(1) Cash equivalents mainly consist of short-term bank deposits maturing in 3 months or less and a low risk of change in the interest receivable, totalling €6,377 million (€3,125 million at December 31, 2021) and investment funds with "monetary fund" approval that meet the criteria for classification as cash equivalents, totalling €3,629 million (€6,814 million at December 31, 2021).

Information on the counterparty risks associated with financial assets and cash and cash equivalents is provided in Note 25-B6.

22-B. Investments in non-controlled entities

At December 31, 2022, investments in non-controlled entities include an amount of €33 million (€37 million at December 31, 2021) paid to the Funds for the Future of the Automobile (Fonds Avenir Automobile) under the support plan for automobile industry suppliers introduced by the French authorities and automakers. The outstanding amount payable by Renault Group at December 31, 2022 is €84 million (€88 million at December 31, 2021).-

22-C. Cash not available to the Group

The Group has liquidities in countries where repatriation of funds can be complex for regulatory or political reasons. In most of these countries, such funds are used locally for industrial or sales financing purposes.

Some current bank accounts held by the Sales Financing Securitization Fund are used to increase credit on securitized receivables and consequently act as guarantees in the event of default on payment of receivables (Notes 15-B1 et 28-A4). These current bank accounts amount to €1,169 million at December 31, 2022 (€909 million at December 31, 2021).

Note 23

Financial liabilities and sales financing debts

23-A. Current / non-current breakdown

(€ million)	December 31, 2022			December 31, 2021		
	Non-current	Current	Total	Non-current	Current	Total
Renault SA redeemable shares	253	-	253	247	-	247
Bonds	8,674	1,218	9,892	7,874	254	8,128
Other debts represented by a certificate	-	930	930	-	997	997
Borrowings from credit institutions	300	1,556	1,856	3,464	1,777	5,241
- France	300	1,112	1,412	2,325	1,080	3,405
-Russia	-	-	-	1,087	14	1,101
-Brazil	-	130	130	52	432	484
-Morocco	-	270	270	-	181	181
Lease liabilities	446	107	553	479	124	603
Other financial liabilities [1]	73	373	446	215	252	467
Financial liabilities of the Automotive segment (excluding derivatives)	**9,746**	**4,184**	**13,930**	**12,279**	**3,404**	**15,683**
Derivatives on financing operations of the Automotive segment	99	419	518	54	199	253
Financial liabilities of the Automotive segment	**9,845**	**4,603**	**14,448**	**12,333**	**3,603**	**15,936**
Financial liabilities of the Mobility Services segment [2]	7	2	9	6	2	8
Subordinated loans and Diac redeemable shares [3]	886	-	886	893	-	893
Financial liabilities	**10,738**	**4,605**	**15,343**	**13,232**	**3,605**	**16,837**
Bonds	-	13,570	13,570	-	13,810	13,810
Other debts represented by a certificate	-	4,539	4,539	-	4,161	4,161
Borrowings from credit institutions	-	5,727	5,727	-	5,734	5,734
Other interest-bearing borrowings, including lease liabilities [4]	-	24,810	24,810	-	21,374	21,374
Debts of the Sales Financing segment (excluding derivatives)	**-**	**48,646**	**48,646**	**-**	**45,079**	**45,079**
Derivatives on financing operations of the Sales Financing segment	-	353	353	-	44	44
Sales Financing debts	**-**	**48,999**	**48,999**	**-**	**45,123**	**45,123**
TOTAL FINANCIAL LIABILITIES AND SALES FINANCING DEBTS	**10,738**	**53,604**	**64,342**	**13,232**	**48,728**	**61,960**

(1) The financial liability for leases analysed in substance as purchases, recognized at December 31, 2022 in application of IAS 16, amounts to €16 million (€99 million at December 31, 2021). The financial liability for leases analysed in substance as purchases that relates to assets held for sale (Note 3-C) has been reclassified and amounts to €90 million.

(2) Financial liabilities of Mobility Services segment, including internal financing, amounts to €44 million (6.1.A2).

(3) Including subordinated loans of RCI Banque, amounting to €856 million at December 31, 2022 (€856 million at December 31, 2021).

(4) Including lease liabilities of the Sales Financing segment, amounting to €69 million at December 31, 2022 (€58 million at December 31, 2021).

23-B. Changes in Automotive financial liabilities and derivative assets on financing operations

(€ million)	December 31, 2021	Change in cash flows	Change resulting from acquisition or loss of control over subsidiaries and other operating units	Foreign exchange changes with no effect on cash flows	Other changes with no effect on cash flows	December 31, 2022
Renault SA redeemable shares	247	-	-	-	6	253
Bonds	8,128	1,822	-	(58)	-	9,892
Other debts represented by a certificate	997	(27)	-	(24)	(16)	930
Borrowings from credit institutions	5,241	(2,111)	(1,746)	506	(34)	1,856
Lease liabilities	603	(125)	(42)	9	108	553
Other financial liabilities	467	(314)	(71)	34	330	446
Financial liabilities of the Automotive segment (excluding derivatives)	**15,683**	**(755)**	**(1,859)**	**467**	**394**	**13,930**
Derivatives on financing operations of the Automotive segment	253	195	-	78	(8)	518
Total financial liabilities of the Automotive segment (a)	**15,936**	**(560)**	**(1,859)**	**545**	**386**	**14,448**
Derivative assets on Automotive financing operations (b)	237	203	-	1	54	495
Net change in Automotive financial liabilities in consolidated cash flows by segment (section 2.2.5) (a) – (b)		**(763)**				
Financial liabilities of the Mobility Services segment	**8**	**10**	**(3)**	**(5)**	**(1)**	**9**
NET CHANGE IN AUTOMOTIVE FINANCIAL LIABILITIES IN CONSOLIDATED CASH FLOWS		**(753)**				

23-C. Changes in financial liabilities and sales financing debts

Changes in redeemable shares of the Automotive segment

The redeemable shares issued in October 1983 and April 1984 by Renault SA are subordinated perpetual shares listed on the Paris Stock Exchange. They earn a minimum annual return of 9% comprising a 6.75% fixed portion and a variable portion that depends on consolidated revenues and is calculated based on identical Group structure and methods. The sale of our automotive businesses in Russia thus had no effect on this rate of return.

Redeemable shares are stated at amortized cost, calculated by discounting the forecast interest coupons at the effective interest rate of the borrowing.

These shares traded for €270.58 at December 31, 2022 (€442.00 at December 31, 2021). The financial liability based on the stock market value of the redeemable shares at December 31, 2022 is €216 million (€353 million at December 31, 2021).

Changes in bonds and other debts of the Automotive segment

As part of its Shelf Registration program, Renault SA launched two bonds on the Japanese market on December 22, 2022 for a total of ¥290.7 billion (equivalent to €2 billion). The first bond was launched on July 1, 2022, for a total amount of ¥80.7 billion (equivalent to €561 million), with a 3.5% coupon and 3-year maturity. The second was launched on December 22, 2022 for a total amount of ¥210 billion (equivalent to €1.45 billion), with a 2.8% coupon and 4-year maturity.

In 2022, Renault SA redeemed bonds for a total of €207 million.

Change in State-guaranteed credit facility of the Automotive segment

In 2020, Renault Group opened a credit line with a pool of five banks, for the maximum amount of €5 billion covered by a French State guarantee for up to 90% of the amount borrowed. At December 31, 2020, €4 billion had been drawn on this credit line.

The initial maturity for each drawing was 12 months, extendable by Renault Group for a further three years, with repayment of one third each year. The interest rate on each drawing was indexed on the 12-month Euribor for the first year, then the 6-month Euribor for any extensions. If extended, these credit drawings were repayable in one-third instalments in 2022, 2023 and 2024 on the anniversary dates of the initial drawings, with the possibility of early repayment of outstanding instalments at Renault Group's initiative.

The Group exercised the extension options on all these drawings except for the drawing maturing in August 2021, of which €1 billion was repaid.

As announced on February 18, 2022, the Group made three early repayments in 2022 totalling €1,020 million, corresponding to the final instalments (August, September and December 2024) of the three drawings. The change of intent was treated as a modification of a financial liability in compliance with IFRS 9, paragraph B5.4.6. This led to a decrease in the financial liability with recognition of a corresponding amount of €29 million in financial income at December 31, 2022. After the three repayments made at maturity during the second half-year, totalling €990 million, the outstanding amount of the State-guaranteed credit facility at the year-end is €990 million. The total amount will be repaid in 2023.

Changes in Sales Financing debts

On June 27, 2022 the RCI Group issued a €500 million, 5-year green bond with a 4.75% coupon. The proceeds of this issue were received on July 6, 2022. These funds will be used to finance or refinance electric vehicles and charging infrastructures, to promote the transition to electric mobility and the fight against climate change.

In 2022, RCI Banque group also issued new bonds totalling €2,833 million with maturities between 2024 and 2028 and redeemed bonds for a total of €3,319 million.

The Group had access to the TLTRO III program (targeted long-term refinancing operations) set up by the European Central Bank (ECB). Three drawings were made during 2020 for a total of €1,750 million, maturing in 2023. Two other drawings were made during 2021, for a total of €1,500 million, maturing in 2024.

The IFRS IC decision clarifying analysis and recognition of TLTRO III transactions became final in March 2022. This decision applies to drawings of TLTRO III financing to which the Group has opted to apply IFRS 9.

The maximum interest rate applicable to TLTRO drawings is calculated based on the average deposit facility rate "DFR" of the European Central Bank (ECB). Rate reductions apply based on criteria of growth in loan grants. On June 10, 2022 the Group received confirmation that loan grant targets for the special additional reference period had been met (October 2020 – December 2021) and that consequently it will benefit from an interest rate reduction (June 2021-June 2022). In application of the provisions of IFRS 9, this rate reduction gives rise to a €14 million adjustment to TLTRO liability items.

New savings collected rose by €3,422 million during the year (€1,938 million of sight deposits and € 1,484 million of term deposits) to €24,441 million (€17,661 million of sight deposits and €6,780 million of term deposits) and are classified as other interest-bearing borrowings. These savings are collected in Germany, Austria, Brazil, Spain, France, the United Kingdom and the Netherlands.

To hedge certain floating-rate liabilities (savings collected and TLTRO financing), RCI Banque set up interest rate derivatives that do not qualify as hedging derivatives under IFRS 9. The net operating income was positively affected by a €80 million increase in the value of these swaps due to the current rise in interest rates.

Cash out flows on leases

Cash outflows on leases restated in application of IFRS 16 amounted to €170 million in 2022 (€145 million in 2021). This includes €148 million of repayments of the principal value of lease liabilities (€126 million in 2021) and €22 million of interest (€19 million in 2021).

Cash outflows on leases that were reclassified as purchases in substance in application of IAS 16 amounted to €12 million in 2022 (€11 million in 2021). This amount does not include repayments of interest.

Cash outflows on leases benefiting from the exemption for low-value and very short-term leases amounted to €93 million in 2022 (€95 million in 2021) (see Note 5-C).

The potential future cash outflows resulting from the exercise of extension options and contracts already signed which take effect after the 2022 year-end amount to €12 million.

Changes in financial liabilities of the Mobility Services segment

The financial liabilities of the Mobility Services segment consist of internal Group financing issued by Renault s.a.s. in the form of interest-bearing loans.

23-D. Breakdown by maturity

For financial liabilities including derivatives, contractual flows are similar to the expected flows and correspond to the amounts to be paid.

For floating-rate financial instruments, interest is calculated using interest rates as at December 31, 2022.

No contractual flows are reported for Renault SA and Diac redeemable shares as they have no fixed redemption date.

Financial liabilities of the Automotive segment

	December 31, 2022									
			<1 yr							
(€ million)	Balance sheet value	Total contractual flows	0 to 3 months	3 to 12 months	Total	1 to 2 yrs	2 to 3 yrs	3 to 4 yrs	4 to 5 yrs	>5 yrs
Renault SA bonds 2017	1,500	1,500	-	750	750	-	750	-	-	-
Renault SA bonds 2018	1,580	1,580	-	130	130	700	-	750	-	-
Renault SA bonds 2019	1,550	1,557	-	-	-	57	1,000	-	500	-
Renault SA bonds 2020	1,000	1,000	-	-	-	-	-	1,000	-	-
Renault SA bonds 2021	2,166	2,240	-	304	304	836	-	500	-	600
Renault SA bonds 2022	2,067	2,062	-	-	-	-	569	1,493	-	-
Accrued interest, expenses and premiums	29	29	10	43	53	(10)	(8)	(5)	(1)	-
Total bonds	**9,892**	**9,968**	**10**	**1,227**	**1,237**	**1,583**	**2,311**	**3,738**	**499**	**600**
Other debts represented by a certificate	930	930	890	40	930	-	-	-	-	-
Borrowings from credit institutions	1,856	1,987	93	1,594	1,687	-	190	110	-	-
- France	1,412	1,412	10	1,102	1,112	-	190	110	-	-
- Brazil	130	130	24	106	130	-	-	-	-	-
- Morocco	270	270	16	254	270	-	-	-	-	-
Lease liabilities	553	592	36	76	112	85	66	59	39	231
Other financial liabilities	446	508	271	178	449	19	11	21	6	2
Total other financial liabilities	**3,785**	**4,017**	**1,290**	**1,888**	**3,178**	**104**	**267**	**190**	**45**	**233**
Future interest on bonds and other financial liabilities	-	46	4	18	22	10	8	5	1	-
Redeemable shares	253	251	-	-	-	-	-	-	-	251
Derivatives on financing operations	518	518	202	217	419	47	6	46	-	-
TOTAL FINANCIAL LIABILITIES OF THE AUTOMOTIVE SEGMENT	**14,448**	**14,800**	**1,506**	**3,350**	**4,856**	**1,744**	**2,592**	**3,979**	**545**	**1,084**

Financial liabilities and debts of the Sales Financing segment

(€ million)	December 31, 2022									
	Balance sheet value	Total contractual flows	<1 yr			1 to 2 yrs	2 to 3 yrs	3 to 4 yrs	4 to 5 yrs	>5 yrs
			0 to 3 months	3 to 12 months	Total					
RCI Bank bonds 2016	1,346	1,350	-	1,350	1,350	-	-	-	-	-
RCI Bank bonds 2017	1,690	1,750	-	-	-	1,150	600	-	-	-
RCI Bank bonds 2018	2,119	2,177	750	127	877	-	550	750	-	-
RCI Bank bonds 2019	2,959	3,039	623	807	1,430	959	-	650	-	-
RCI Bank bonds 2020	1,044	1,139	158	165	323	51	15	-	750	-
RCI Bank bonds 2021	682	684	44	153	197	356	109	22	-	-
RCI Bank bonds 2022	3,560	3,587	-	52	52	407	1,871	107	500	650
Accrued interest, expenses and premiums	170	169	46	85	131	21	15	4	(1)	(1)
Total bonds	**13,570**	**13,895**	**1,621**	**2,739**	**4,360**	**2,944**	**3,160**	**1,533**	**1,249**	**649**
Other debts represented by a certificate	4,539	4,529	749	1,377	2,126	1,638	549	228	3	(15)
Borrowings from credit institutions	5,727	5,728	450	2,344	2,794	2,044	277	605	8	-
Lease liabilities	69	68	5	15	20	20	19	4	1	4
Other interest-bearing	24,741	24,744	18,877	2,573	21,450	2,117	761	250	166	-
Total other financial liabilities	**35,076**	**35,069**	**20,081**	**6,309**	**26,390**	**5,819**	**1,606**	**1,087**	**178**	**(11)**
Future interest on bonds and other financial liabilities		1,872	69	501	570	475	342	249	116	120
Subordinated loans and Diac redeemable shares	886									
Derivatives on financing operations	353	(13)	17	(6)	11	(28)	(6)	9	1	-
TOTAL DEBTS AND FINANCIAL LIABILITIES OF THE SALES FINANCING SEGMENT	**49,885**	**50,823**	**21,788**	**9,543**	**31,331**	**9,210**	**5,102**	**2,878**	**1,544**	**758**

Financial liabilities and debts of the Mobility Services segment

(€ million)	December 31, 2022							
	Balance sheet value	Total contractual flows	<1 yr			1 to 2 yrs	2 to 3 yrs	3 to 4 yrs
			0 to 3 months	3 to 12 months	Total			
Other interest-bearing	9	9	-	2	2	6	1	-
Total other financial liabilities	**9**	**9**	**-**	**2**	**2**	**6**	**1**	**-**
Derivatives on financing operations	-	-	-	-	-	-	-	-
TOTAL FINANCIAL LIABILITIES OF THE MOBILITY SERVICES SEGMENT	**9**	**9**	**-**	**2**	**2**	**6**	**1**	**-**

23-E. Financing by assignment of receivables

Automotive segment financing by assignment of receivables

Some of the Automotive segment's external financing comes from assignment of commercial receivables to non-Group financial establishments.

Details of financing by assignment of commercial receivables is as follows:

	December 31, 2022		December 31, 2021	
(€ million)	To non-group entities	To Sales Financing	To non-group entities	To Sales Financing
Assignment of Automotive receivables	1,555	244	1,373	181
Automotive network financing	-	7,662	-	4,876
TOTAL ASSIGNED	1,555	7,906	1,373	5,057

The total amount of tax receivables assigned and derecognized in 2022 is €236 million, comprising €136 million of CIR receivables and €100 million of VAT receivables (€139 million of CIR receivables and €66 million of VAT receivables in 2021).

French tax receivables assigned outside the Group (the "CIR" Research Tax Credit), with transfer of substantially all the risks and benefits associated with ownership of the receivables, are only derecognized if the risk of dilution is deemed to be non-existent. This is notably the case when the assigned receivables have already been subject to a tax inspection or preliminary audit. No assigned tax receivables remained in the balance sheet at December 31, 2022.

The Automotive segment assigns its dealership receivables to the Sales financing segment. The total dealership receivables transferred to the Sales financing segment principally concerns Renault Group. The amounts are presented in Note 15-D.

Note 24

Financial instruments by category, fair value and impact on net income

24-A. Financial instruments by category and fair values by level

IFRS 9 defines three categories of financial instruments:

- financial assets or liabilities at fair value through other components of comprehensive income;
- financial assets or liabilities at fair value through profit or loss;
- loans and receivables carried at amortized cost.

The following breakdown by level of fair value is presented for financial instruments carried in the balance sheet at fair value:

- level 1: instruments whose fair values are derived from quoted prices in an active market; fair value is generally identical to the most recent quoted price;
- level 2: instruments whose fair values are derived from observable market prices and are not included in level 1;
- level 3: instruments whose fair values are derived from unobservable inputs on the market; the fair value of investments in non-controlled entities is generally based on the share of net assets.

Fair values have been determined on the basis of information available at the end of the year and do not therefore take account of subsequent movements.

In 2022, no financial instruments were transferred between level 1 and level 2, or into or out of level 3.

FINANCIAL ASSETS AND OTHER ASSETS (€ million)	Notes	December 31, 2022 Balance sheet value Total	Fair value through profit and loss	Fair value through equity	Amortized cost	Equity instruments valued under the applicable standard	Fair value of financial assets at amortized cost	Fair value level of financial assets at fair value
Sales Financing receivables	15	44,247	-	-	44,247		43,920 (1)	3
Automotive customer receivables	16	998	-	-	998		(2)	
Tax receivables (including current taxes due)	17	1,738	-	-	1,738		(2)	
Other receivables and prepaid expenses	17	2,826	-	-	2,826		(2)	
Derivatives on operating transactions of the Automotive segment	17	89	15	74	-			2
Derivatives on financing operations of the Sales Financing segment	17	434	83	351	-			2
Investments in unconsolidated controlled entities	17	102			-	102		
Investments in non-controlled entities	22	63	63	-	-			3
Marketable securities and negotiable debt instruments	22	587	141	446	-			1
Derivatives on financing operations of the Automotive segment	22	495	490	5	-			2
Loans and other	22	684	-	-	684		(2)	3
Cash and cash equivalents	22	21,774	3,912	164	17,698		(2)	1 & 3
TOTAL FINANCIAL ASSETS AND OTHER ASSETS		**74,037**	**4,704**	**1,040**	**68,191**	**102**	**43,920**	

(1) The fair value of Sales financing receivables is estimated by discounting future cash flows at rates that would be applicable to similar loans (conditions, maturity and debtor quality) at the year-end. Receivables with a term of less than one year are not discounted, as their fair value does not differ significantly from their net book value. This is a level 3 fair value, as it uses recognized models for which certain significant data, such as the credit risk associated with the portfolio of receivables, are not based on observable market data.

(2) The Group does not report the fair value of financial assets such as Automotive customer receivables, tax receivables or cash and cash equivalents because their net book value after impairment is a reasonable approximation of their fair value.

FINANCIAL LIABILITIES AND OTHER LIABILITIES (€ million)	Notes	December 31, 2022 Balance sheet value Total	Fair value through profit and loss	Fair value through equity	Amortized cost	Fair value of financial liabilities at amortized cost	Fair value level of financial liabilities at fair value
Tax liabilities (including current taxes due)	21	1,544			1,544	(1)	
Social liabilities	21	1,269			1,269	(1)	
Other liabilities and deferred income	21	7,492			7,492	(1)	
Trade payables	21	8,405			8,405	(1)	
Derivatives on financing operations of the Automotive segment	21	77	16	61			2
Renault redeemable shares	23	253			253	216 (2)	
Diac redeemable shares	23	15	15				1
Subordinated debts	23	871			871	759 (3)	
Bonds	23	23,462			23,462	23,436 (3)	
Other debts represented by a certificate	23	5,469			5,469	5,469 (3)	
Borrowings from credit institutions	23	7,583			7,583	7,561 (3)	
Lease liabilities in application of IFRS 16	23	622			622	622 (3)	
Other interest-bearing and non-interest-bearing borrowings	23	25,196			25,196	25,196 (3)	
Derivatives on financing operations of the Automotive segment	23	518	562	(44)			2
Derivatives on financing operations of the Sales Financing segment	23	353	318	35			2
TOTAL FINANCIAL LIABILITIES AND OTHER LIABILITIES		**83,129**	**911**	**52**	**82,166**	**63,259**	

(1) The Group does not report the fair value of financial liabilities such as trade payables, tax liabilities and social liabilities, because their book value is a reasonable approximation of their fair value.

(2) The fair value of Renault and DIAC redeemable shares is identical to the stock market price.

(3) The fair value of the Automotive segment's financial liabilities and Sales Financing debts measured at amortized cost is essentially determined by discounting future cash flows at rates offered to Renault Group at December 31, 2022 for loans with similar conditions and maturities. The rates offered to Renault Group result from observable market data such as zero-coupon interest rate curves and secondary market prices for bonds issued by the Group, and consequently this is a level 2 fair value.

24-B. Changes in Level 3 financial instruments

Level 3 financial instruments correspond to Sales Financing receivables (€44,247 million at December 31, 2022, €39,209 million at December 31, 2021), loans and other (€684 million at December 31, 2022, €551 million at December 31, 2021), investments in non-controlled entities (€63 million at December 31, 2022 and €72 million at December 31, 2021) and certain cash equivalents, essentially term deposits (Note 22-A). These financial assets remain at historical cost. Investments in non-controlled entities also remain at historical cost, but in an exception to the general approach, if historical cost is inappropriate they are valued on the basis of the share of net equity or using a method based on non-observable data.

24-C. Impact of financial instruments on net income

	Financial instruments other than derivatives				
(€ million)	Instruments measured at fair value through profit and loss	Instruments measured at fair value through equity	Instruments measured at amortized cost [1]	Derivatives	Total impact on net income
Operating margin	-	-	(90)	15	(75)
Net financial income (expenses)	18	(4)	(109)	(67)	(162)
Impact on net income – Automotive segment	**18**	**(4)**	**(199)**	**(52)**	**(237)**
Operating margin	2	34	845	(190)	691
Impact on net income – Sales Financing segment	**2**	**34**	**845**	**(190)**	**691**
TOTAL GAINS (LOSSES) WITH IMPACT ON NET INCOME	**20**	**30**	**646**	**(242)**	**454**

(1) Including financial liabilities subject to fair value hedges.

For the Automotive segment, the impact of financial instruments on the operating margin mainly corresponds to foreign exchange gains and losses on operating transactions.

24-D. Fair value hedges

(€ million)	December 31, 2022	December 31, 2021
Change in fair value of the hedging instrument	(373)	(128)
Change in fair value of the hedged item	383	122
Net impact on net income of fair value hedges	**10**	**(6)**

Hedge accounting methods are described in Note 2-X.

Note 25

Derivatives and management of financial risks

25-A. Derivatives and netting agreements

25-A1. Fair value of derivatives and hedged notional values

The fair value of derivatives of the Automotive segment corresponds to their balance sheet value:

(€ million)	Balance sheet value			Financial commitment		
December 31, 2022	Assets	Liabilities	Nominal	< 1 yr	1 to 5 yrs	> 5 yrs
Cash flow hedges	2	(2)	225	225	-	-
Fair value hedge	-	-	-	-	-	-
Net investment hedge	-	-	-	-	-	-
Derivatives not designated as hedging instruments	424	495	21,775	19,763	2,012	-
Total foreign exchange risk	**426**	**493**	**22,000**	**19,988**	**2,012**	**-**
Cash flow hedges	5	(46)	-	-	-	-
Fair value hedge	-	-	-	-	-	-
Derivatives not designated as hedging instruments	66	69	3,213	1,544	1,669	-
Total interest rate risk	**71**	**23**	**3,213**	**1,544**	**1,669**	**-**
Cash flow hedges	72	65	958	351	607	-
Fair value hedge	-	-	-	-	-	-
Derivatives not designated as hedging instruments	15	14	305	305	-	-
Total commodity risk	**87**	**79**	**1,263**	**656**	**607**	**-**
TOTAL AUTOMOBILE	**584**	**595**	**26,476**	**22,188**	**4,288**	**-**

The fair value of derivatives of the Sales Financing segment corresponds to their balance sheet value:

(€ million)	Balance sheet value			Financial commitment		
December 31, 2022	Assets	Liabilities	Nominal	< 1 yr	1 to 5 yrs	> 5 yrs
Cash flow hedges	-	-	-	-	-	-
Fair value hedge	-	-	-	-	-	-
Net investment hedge	-	-	26	26	-	-
Derivatives not designated as hedging instruments	14	24	233	96	137	-
Total foreign exchange risk	**14**	**24**	**259**	**122**	**137**	**-**
Cash flow hedges	329	7	9,724	2,874	6,850	-
Fair value hedge	-	317	5,176	565	4,361	250
Derivatives not designated as hedging instruments	91	5	9,150	7,733	1,417	-
Total interest rate risk	**420**	**329**	**24,050**	**11,172**	**12,628**	**250**
TOTAL SALES FINANCING	**434**	**353**	**24,309**	**11,294**	**12,765**	**250**

25-A2. Netting agreements and other similar commitments

Framework agreements for operations on financial futures and similar agreements

The Group negotiates its derivatives contracts in accordance with the framework agreements issued by the International Swaps and Derivatives Association (ISDA) and the FBF (French Banking Federation).

In the event of default, the non-defaulting party has the right to suspend execution of its payment obligations and to demand payment or transfer of a termination balance for all terminated transactions.

The ISDA and FBF framework agreements do not meet the requirements for netting in the financial statements. The Group currently has no legally enforceable right to net the reported amounts, except in the case of default or a credit event.

Netting of financial assets and liabilities: summary

December 31, 2022 (€ million)	Amounts in the statement of financial position eligible for netting	Amounts not netted in the statement of financial position: Financial instruments assets/liabilities	Guarantees included in liabilities	Off-balance sheet guarantees	Net amounts
ASSETS					
Derivatives on financing operations of the Automotive segment	495	(333)	-	-	162
Derivatives on financing operations of the Sales Financing segment	434	(334)	-	-	100
Sales Financing receivables dealer (1)	374	-	(189)	-	185
TOTAL ASSETS	**1,303**	**(667)**	**(189)**	**-**	**447**
LIABILITIES					
Derivatives on financing operations of the Automotive segment	518	(333)	-	-	185
Derivatives on financing operations of the Sales Financing segment	353	(334)	-	-	19
TOTAL LIABILITIES	**871**	**(667)**	**-**	**-**	**204**

(1) Sales financing receivables held by Banco RCI Brasil, whose exposure is covered by pledges of "letras de cambio" (bills of exchange) subscribed by dealers and reported under other debts represented by a certificate.

25-B. Management of financial risks

The Group is exposed to the following financial risks:

- Liquidity risk;
- Market risks (foreign exchange, interest rate, equity and commodity risks);
- Bank counterparty risk and credit risk on customer and dealer financing.

Risk management differs depending on the operating segment. The risks described below concern the Automotive segment and the Sales Financing segment. The Mobility Services segment does not have any specific financial risks since it is financed by the Automotive segment.

25-B1. Liquidity risk

The Group must have sufficient financial resources to finance its automotive and sales financing businesses and the investments necessary for their growth. To ensure this is the case, the Automotive and Sales Financing segments borrow on the capital and banking markets to refinance their gross debt and guarantee liquidity. This exposes. them to liquidity risks if markets are closed for long periods or credit is hard to access. The Automotive and Sales Financing segments are also credit-rated by several agencies. Any downgrading of external credit ratings could limit and/or increase the cost of their access to the capital markets.

Liquidity risks – Automotive segment

The Automotive segment's liquidity risk is managed by the Financing and Treasury department. It is founded on an internal model that defines the level of the liquidity reserve the Automotive segment must maintain to finance their operations and development. The liquidity reserve is closely monitored by a monthly review and reported to the Chief Financia l Officer.

Renault SA handles most refinancing for the Automotive segment through long-term resources via the capital markets (bond issues and private placements), short-term financing such as NEU CP (Negotiable European Commercial Paper), or bank financing. Renault SA has several debt programs at December 31, 2022:

- An EMTN bond program with a €10 billion ceiling. This program has been registered with the AMF;
- A Shelf Registration bond program on the Japanese market with a ¥400 billion ceiling. This program has been registered with the Japanese stock market authorities (Kanto Local Finance Bureau);
- A NEU CP program with a €2.5 billion ceiling. This program has been registered with the Bank of France.

Renault SA and its debt programs are credit-rated by several agencies. On March 29, 2022 S&P affirmed the rating of BB+ with a negative outlook. Moody's upgraded the outlook from negative to stable while maintaining the rating at Ba2 on November 18, 2022. The Japanese ratings agencies R&I and JCR affirmed their ratings for Renault SA (R&I: A-, negative outlook on June 3, 2022; JCR: A-, stable outlook on November 22, 2022).

Renault SA maintained its access to the capital markets in 2022 with the issuance of two Samurai bonds. The first of this bonds was issued at the beginning of July 2022 with nominal value of ¥80.7 billion (€561 million) with a 3.5% interest rate and 3-year maturity. The second was issued in December 2022 with nominal value of ¥210 billion (€1.45 billion) with a 2.8% interest rate and 4-year maturity. Renault SA also maintained its access to short-term financing through use of its NEU CP (Negotiable European Commercial Paper) program.

In 2022, Renault SA reimbursed €2,010 million (Note 23-C) of the bank credit facility guaranteed by the French government. This credit facility of an initial €5 billion was set up in 2020 to cover liquidity requirements resulting from the Covid-19 pandemic. It was available until December 31, 2020, and three drawings totalling €4 billion were made on it during the second half-year of 2020. The principal outstanding at December 31, 2022 amounts to €990 million.

Renault SA also has confirmed credit lines opened with banks worth €3,430 million at December 31, 2022 (3,430 million December 31, 2021). These credit lines mature in more than one year and were undrawn at December 31, 2022 (and 2021). They form a liquidity reserve for the Automotive segment. The maturities of the Automotive segment's financial liabilities at December 31, 2022 are presented in Note 23-D.

The contractual documentation for Renault SA's confirmed credit arrangements, bank loans and market financing does not contain any clause that could affect the continued supply of credit as a result of changes in either Renault Group's credit rating or its financial ratios. Certain types of financing, particularly market financing, contain standard clauses (pari passu, negative pledge and cross-default clauses).

At December 31, 2022, the Automotive segment have a liquidity reserve of €17.7 billion, sufficient to cover their commitments over a 12-month horizon. This reserve consists of €14.23 billion of cash and cash equivalents, and €3.43 billion of unused confirmed credit lines.

Liquidity risks –Sales Financing segment

The Sales Financing segment is very attentive to diversification of its sources of liquidity. In recent years Renault Group has diversified widely its sources of financing, moving into new distribution zones in addition to its longstanding base of Euro bond investors.

RCI Banque's liquidity risk management follows the recommendations of the European Banking Authority. It uses several indicators and analyses (static liquidity, liquidity reserve, several stress scenarios), which are updated and reported to RCI Banque's Financial Committee on a monthly basis. The stress scenarios include assumptions concerning deposit leakage, loss of access to new financing, partial unavailability of certain elements of the liquidity reserve and forecasts for issuance of new credit.

The alternation of different maturities and issue formats is part of the Sales Financing segment's diversification strategy for financing sources. This policy has been followed for several years and enables the segment to reach the maximum number of investors.

The Group took advantage of the favorable context early in the year to issue €750 million of debt with a term of 3.5 years as a part of EMTN program (Euro Medium Term Note Program). This operation generated an order book of over €4.5 billion from more than 180 investors. The Group also returned to the Swiss market, placing a CHF 110 million bond with 3-year maturity. In June, the bank successfully completed its first green bond issue, totalling €500 million. The proceeds of this issue will be used to finance or refinance electric vehicles and charging infrastructures. This operation demonstrated the Group's determination to promote the transition to electric mobility and fight climate change. In September, when the markets were still volatile, a €650 million 6-year bond was also issued. In November, when the market was particularly favorable, a €750 million 3-year bond was also issued.

On the securitization market, the Group placed approximately €700 million of securities backed by automotive loans made by its French subsidiary DIAC, and increased its private securitization in England by £100 million.

Against high volatility on the markets, collection of new savings was particularly resilient and competitive in terms of the cost of resources collected compared to market finance sources. Customer deposits increased by €2.1 billion over the year to €23.1 billion.

With these resources, as well as €4.4 billion of undrawn confirmed credit lines with banks, €4.6 billion of collateral eligible for the Central Banks' monetary policy operations, €5.8 billion of highly liquid assets (HQLA), RCI Banque is able to maintain its customer financing for—almost 11 months without access to external liquidities. At December 31, 2022, RCI Banque's liquidity reserve (for the Europe scope) amounts to €14.9 billion (€14.4 billion at December 31, 2021).

The RCI Banque group's issues and programs are credit-rated by several agencies. In 2022, S&P confirmed RCI Banque's rating of BBB- with a stable outlook, while Moody's affirmed its rating of Baa2 but changed the outlook from negative to stable on November 22, 2022.

25-B2. Foreign exchange risk

The Group made no major changes to its foreign exchange risk management policy in 2022.

The Group's exposure to foreign exchange risk principally concerns the Automotive segment.

Foreign exchange risks - Automotive segment

In the Automotive segment, fluctuations in exchange rates can affect the following financial aggregates: operating income (loss), financial income (expenses), share in net income (loss) of associates and joint ventures, shareholders' equity and net cash position.

The Performance and Control Department and the Financing and Treasury Department are in charge of rolling out and monitoring the Automotive segment's foreign exchange risk management policy.

Operating income

The Automotive segment sometimes hedges certain positions. Foreign exchange hedges on operating income and expenses must first be analysed by the Performance and Control Department and the Financing and Treasury Department, and then require formal authorization by the Chief Financial Officer or Chief Executive Officer, with monthly reporting of results to the Chief Finance Officer. Wherever possible, foreign exchange operations are mainly undertaken by the Group's trading room (Renault Finance) for currencies that are negotiable on the international markets.

The principal exposure to foreign exchange risks lies in the operating income (loss). At December 31, 2022 based on the 2022 structure of operating results and cash flows, a 1% rise by the euro against all other currencies would have an unfavorable impact of €11 million on the Automotive segment's annual operating income (loss) after any hedging.

In 2022, to limit the foreign exchange risk exposure of its operating margin, the Automotive segment set up foreign exchange hedges of the Argentinian peso, Chinese yuan, and Turkish lira.

The principal exposure in 2022 concerned the pound sterling and the Chinese yuan, with a unfavorable impact of approximately €(15) million and favrable impact of approximately €11 million respectively in the event of a 1% rise by the euro against these currencies, after eventual hedging. The 10 largest exposures in absolute value and their sensitivities after hedging are presented below in millions of euros:

(€ million)

Currency		Annual net operating items	Impact of a 1% rise in the euro
Pound sterling	GBP	1,475	(15)
Polish zloty	PLN	735	(7)
Argentinian peso	ARS	486	(5)
Swiss Franc	CHF	477	(5)
Moroccan dirham	MAD	464	(5)
Mexican Peso	MXN	462	(5)
Indian Rupee	INR	(355)	4
Romanian leu	RON	(716)	7
Korean won	KRW	(994)	10
Chinese yuan	CNY	(1,355)	11

Financial income (expenses)

To avoid any exchange-related distortion of the net financial income, it is the Automotive segment's policy to minimize the foreign exchange risk affecting financing and investment items in foreign currencies.

All the Automotive segment's exposures to foreign exchange risks on financial income and expense items are aggregated and monitored by the Financing and Treasury Department, with monthly reporting to the Chief Financial Officer.

Intra-group financing flows in foreign currency are hedged in the same currency. If a subsidiary needs external financing in a currency other than the local currency, the parent company monitors the operations closely. Cash surpluses in countries that are not part of the parent company's centralized cash management are generally invested in local currency, under the supervision of the Group's Financing and Treasury Department. The subsidiary Renault Finance can undertake foreign exchange operations on its own behalf, within strictly defined risk limits. Its foreign exchange positions are monitored and valued in real time. This activity is chiefly intended to maintain the Group's expertise on the financial markets. It generates very short exposures and does not exceed a few tens of millions of euros, so that it cannot have a significant impact on Renault Group's consolidated results.

Share in the net income of associates and joint ventures

The share in the net income of associates and joint ventures is exposed to foreign exchange risks. On the basis of its contribution to 2022 net income, a 1% rise in the euro against the Japanese yen would have decreased Nissan's contribution by €5 million. This impact corresponds only to the impact of the euro on the translation of Nissan's contribution to the Renault Group's consolidated statements. It does not reflect the inherent impact of euro fluctuations on Nissan's own accounts, given that Nissan does varying levels of business in the Euro zone and Renault Group has no control over this.

Equity investments

The foreign exchange risk exposure of equity investments (in currencies other than the euro) is not generally hedged. However, due to its importance, the investment in Nissan is subject to a partial foreign exchange hedge amounting to ¥199.9 billion at December 31, 2022 (¥18.3 billion at December 2021) (Note 12-G). In 2022 the Group amended its management rule restricting hedging of its net investment in Nissan to its best estimate of the next three years of dividends in yen to be received from Nissan. The Group can now decide to hedge a higher amount of its exposure to foreign exchange risks through the share of equity held in Nissan than the above estimate, although it cannot exceed the share in yen of Nissan equity and its assessment of the liquidity risk on the yen. This foreign currency hedge is only a limited part of the investment in Nissan.

Net cash position

For the purposes of the partial hedge of the investment in Nissan, some of Renault Group's net financial indebtedness is denominated in yen. At December 31, 2022 a 1% rise in the euro against the yen would increase the net cash position of the Automotive segment by €14 million. This net cash position may also be impacted by changes in exchange rates concerning subsidiaries' financial assets and liabilities in their local currency.

Analysis of financial instruments' sensitivity to foreign exchange risks

This analysis concerns the sensitivity to foreign exchange risks of monetary assets and liabilities (including intra-Group balances) and derivatives denominated in a currency other than the currency of the entity that holds them. However, it does not cover items (hedged assets or liabilities and derivatives) concerned by fair value hedging, for which changes in fair value of the hedged item and the hedging instrument totally offset each other in the income statement.

The impact on shareholders' equity (before tax) of a 1% rise in the euro against other currencies is assessed by converting financial assets, cash flow hedges and the partial hedge of the investment in Nissan. For the Automotive segment, this impact would be a favorable €14 million at December 31, 2022 (€1 million at December 31, 2021), explained by the yen bond issues that make up the partial hedge of the investment in Nissan (see Note 12-G).

The impact on net income of a 1% rise in the euro against other currencies would be an unfavorable impact of €5 million at December 31, 2022 (€2 million at December 31, 2021), mainly attributable to unhedged operating assets and liabilities denominated in a currency that is not the functional currency of the entity that holds them.

Foreign exchange risk - Sales Financing segment

The Sales Financing segment has low exposure to foreign exchange risks due to the management principles applied. No position can be taken under the central management framework for refinancing; the trading room hedges all flows concerned. Residual, temporal positions in foreign currencies related to the time differences in cash flows inherent to multi-currency cash management may still remain. They are monitored daily and the same hedging policy applies. The Sales Financing subsidiaries are obliged to obtain refinancing in their own currency and as a result are not exposed. In exceptional circumstances, limits are assigned to subsidiaries where sales financing activities or refinancing take place in several different currencies, and to subsidiaries authorized to invest some of their cash surpluses in a currency other than their local currency.

At December 31, 2022 RCI Banque group's consolidated foreign exchange position reached €12.7 million.

25-B3. Interest rate risks

The Group made no major changes to its interest rate risk management policy in 2022.

The Group's exposure to interest rate risk principally concerns the Sales Financing segment.

Interest rate risk - Automotive segment

The Automotive segment's net financial income is exposed to a risk of variations in market interest rates affecting its cash surpluses and financial liabilities, and to a lesser degree its shareholders' equity.

The interest rate risk management policy applies the following principles:

- Liquidity reserves are generally established using floating-rate financing. The Automotive segment's available cash is managed centrally by Renault SA as far as possible and invested by Renault Finance in the form of short term bank deposits and mutual funds approved as money market funds and meeting the criteria for classification as cash equivalents
- Long-term investments by the Automotive segment generally use fixed-rate financing.

Interest rate hedging instruments for the Automotive segment are standard interest swaps that are adequately covered by hedged liabilities, such that no ineffectiveness is expected.

Finally, Renault Finance carries out interest rate transactions on its own behalf, within strictly defined risk limits, and positions are monitored and valued in real time.

The risk associated with this arbitrage activity is very limited, and has no significant impact on the Group's consolidated net income.

Interest rate risk – Sales Financing segment

The overall interest rate risk represents the impact of fluctuating rates on the future gross financial margin. RCI Banque's operating results may be affected by movements in market interest rates or interest rates applicable to customer deposits. The Sales Financing segment's aim is to limit these risks as far as possible in order to protect its margin on sales.

To take account of the difficulty of precisely matching the structure of borrowings with the structure of loans, a limited amount of flexibility is allowed in each subsidiary's interest rate hedging. This flexibility is reflected in a sensitivity limit assigned to each subsidiary and validated by the finance committee, in an individual adaptation of part of the limit Renault Group assigns to the Sales Financing segment.

A daily sensitivity calculation by currency, management entity, and asset portfolio is used to ensure that each entity respects its assigned limits. All RCI Banque entities use the same method for this assessment of interest rate sensitivity, which measures the impact of a 100 base point increase in interest rates on the value of balance sheet items for each entity. Sensitivity is calculated daily for each currency and each management entity (central refinancing office, French and foreign sales financing subsidiaries) for the purpose of overall management of interest rate risks across the consolidated scope of the Sales Financing segment.

Each entity's position with regard to its limit is checked daily, and immediate hedging directives are issued to the subsidiaries if circumstances require. The results of the checks are reported monthly to the Sales Financing segment's Finance Committee, which checks that the positions comply with the Group's financial strategy and current procedural instructions.

Analysis of the Sales Financing segment's structural interest rate risk shows the following:

- Virtually all loans to customers by Sales Financing subsidiaries bear interest at a fixed rate and have terms from one to seventy-two months. These loans are hedged by fixed-rate resources with the same structure. They are covered by macro-hedging and only generate a residual interest rate risk. In subsidiaries where the financing bears interest at a floating rate, the interest rate risk is hedged by macro-hedging using interest rate swaps.
- The main activity of the Sales Financing segment's central refinancing department is refinancing the segment's sales subsidiaries. The outstanding credit issued by Sales Financing subsidiaries is backed by fixed-interest resources, some of which are micro-hedged by interest rate swaps, and floating-rate resources. Macro-hedging transactions in the form of interest rate swaps keep the sensitivity of the refinancing holding company below the limit set by the Group (€32 million). These macro-hedging transactions concern floating-rate resources and/or fixed-rate resources converted to floating-rate resources by micro-hedging of swaps.

Analysis of Group financial instruments' sensitivity to interest rate risks

The Automotive and Sales Financing segments are exposed to the following interest rate risks:

- variations in the interest flows on floating-rate financial instruments stated at amortized cost (including fixed-rate instruments swapped to floating rate, and structured products);
- variations in the fair value of fixed-rate financial instruments stated at fair value;
- variations in the fair value of derivatives.

Impacts are estimated by applying a 100 base point rise in interest rates over a one-year period to financial instruments reported in the closing statement of financial position.

For the Sales Financing segment, the impact on shareholders' equity corresponds to the change in fair value before reclassification in profit or loss (section 2) of fixed-rate debt instruments classified as financial assets at fair value through other components of comprehensive income and cash flow hedges after a 100 base point rise in interest rates. All other impacts affect net income.

Calculation of the individual segments' sensitivity to interest rates includes intersegment loans and borrowings.

For the Automotive segment, the impact on net income of a 100 base point rise in interest rates applied to financial instruments exposed to interest rate risks would be a favorable €97.9 million. Shareholders' equity would be unaffected.

For the Sales Financing segment, the overall sensitivity to interest rate risks in 2022 remained below the limit set by the RCI Banque group (€70 million at December 31, 2022). At December 31, 2022, a 100 base point rise in interest rates would have the following impacts on net income and shareholders' equity (before taxes):

- +€1.1 million for items denominated in Moroccan dirham;
- €(0.3) million for items denominated in Swiss francs;
- +€1 million for items denominated in pounds sterling;
- €(0.3) million for items denominated in Russian rouble;
- €(1.6) million for items denominated in euros;
- +€0.3 million for items denominated in Czech koruna;

The sum of the absolute sensitivities in each currency amounts to €7 million.

Fixed rate/floating rate breakdown of the Group's financial assets, after the effect of derivatives

(€ million)	December 31, 2022				December 31, 2021			
	Total	Automotive segment	Mobility Services	Sales Financing	Total	Automotive segment	Mobility Services	Sales Financing
Financial assets before hedging: fixed rate (a)	594	106	1	487	1,072	128	-	944
Financial assets before hedging: floating rate (a')	22,451	14,523	11	7,917	22,300	14,130	12	8,158
Financial assets before hedging	**23,045**	**14,629**	**12**	**8,404**	**23,372**	**14,258**	**12**	**9,102**
Hedges: floating rate / fixed (b)	-	-	-	-	-	-	-	-
Hedges: fixed rate / floating (b')	-	-	-	-	-	-	-	-
Hedges	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Financial assets after hedging: fixed rate (a+b-b')	594	106	1	487	1,072	128	-	944
Financial assets after hedging: floating rate (a'+b'-b)	22,451	14,523	11	7,917	22,300	14,130	12	8,158
FINANCIAL ASSETS AFTER HEDGING	**23,045**	**14,629**	**12**	**8,404**	**23,372**	**14,258**	**12**	**9,102**

Fixed rate/floating rate breakdown of the Group's financial liabilities, after the effect of derivatives

(€ million)	December 31, 2022				December 31, 2021			
	Total	Automotive segment	Mobility Services	Sales Financing	Total	Automotive segment	Mobility Services	Sales Financing
Financial liabilities before hedging: fixed rate (a)	32,583	12,046	7	20,530	31,157	12,503	5	18,649
Financial liabilities before hedging: floating rate (a')	29,737	1,619	2	28,116	29,358	2,925	3	26,430
Financial liabilities before hedging	**62,320**	**13,665**	**9**	**48,646**	**60,515**	**15,428**	**8**	**45,079**
Hedges: floating rate / fixed (b)	-	-	-	-	9,776	-	-	9,776
Hedges: fixed rate / floating (b')	188	188	-	-	6,537	256	-	6,281
Hedges	**188**	**188**	**-**	**-**	**16,313**	**256**	**-**	**16,057**
Financial liabilities after hedging: fixed rate (a+b-b')	32,395	11,858	7	20,530	34,396	12,247	5	22,144
Financial liabilities after hedging: floating rate (a'+b'-b)	29,925	1,807	2	28,116	26,119	3,181	3	22,935
FINANCIAL LIABILITIES AFTER HEDGING	**62,320**	**13,665**	**9**	**48,646**	**60,515**	**15,428**	**8**	**45,079**

25-B4. Equity risk

Since the sale of its shares in Daimler in March 2021, the Group's exposure to equity risks has been marginal.

25-B5. Commodity risk

Management of commodity risk

Commodity purchase prices can change suddenly and significantly, and cannot necessarily be passed on through vehicle sale prices. This may lead Renault Group's Purchases department to hedge part of its commodity risks using financial instruments. These hedges are subject to volume, duration, and price limits. The subsidiary Renault Finance can undertake metal operations on its own behalf, within strictly defined risk limits. Its positions are monitored and valued in real time and do not qualify as hedging. This activity cannot have a significant impact on Renault Group's consolidated results.

In 2022 Renault Group undertook hedging operations on base metals and precious metals, within the limits validated by the CEO of Renault SA.

The operations in progress at December 31, 2022 are classified for accounting purposes as cash flow hedges, and accordingly changes in their fair value are included in other components of comprehensive income to the extent of the effective portion of the hedges.

Analysis of financial instruments' sensitivity to commodity risks

Financial instruments' accounting sensitivity to commodity risks results from derivatives used to hedge the Group's economic exposure to these risks.

A 10% increase in commodity prices for derivatives designated as hedging derivatives would have a positive impact of €96 million on other components of comprehensive income at December 31, 2022.

25-B6. Bank counterparty risk and credit risk on customer and dealer financing

Customer credit risk on Automotive receivables

The Automotive segment's exposure to credit risk is limited because of the assignment of many receivables leading to their deconsolidation, and systematic hedging of risks on export receivables. Non-assigned sales receivables and receivables covered by guarantee are regularly monitored.

Credit risk on customers, dealers and commitments given by the Sales Financing segment

The Sales Financing segment is exposed to customer and dealer credit risk when risk management techniques are insufficient for protection against default on payment by its counterparties.

Credit risk is the risk of losses due to the incapacity of RCI Banque customers to fulfil the terms of a contract signed with the bank. Credit risk is closely linked to macro-economic factors including the unemployment rate, corporate bankruptcies, debt servicing costs, revenue growth, disposable household income, dealership profitability and the price of used vehicles. It has a significant impact on the Sales Financing segment's business.

The level of credit risk on the dealership network is influenced by the dealers' financial health, the quality of guarantees, and the general demand for vehicles.

RCI Banque uses advanced scoring systems and external databases to evaluate the quality of loans made to retail and business customers. It also uses an internal rating system to evaluate lending to dealers. Although RCI Banque is constantly adjusting its acceptance policy in response to market conditions, any increase in the credit risk would increase its cost of risk and its provisions for bad debt. RCI Banque has detailed procedures to recover receivables that are compromised or in default, arranging repossessions and sales of unpaid vehicles. However, there can be no guarantee that the policies of issuing credit, monitoring credit risk, payment recovery action, and repossession of vehicles are, or will be, sufficient to avoid an unfavorable impact on its financial results and position.

An increase in the credit risk would increase the cost of risk and provisions for bad debt, with a direct impact on RCI's financial results and potentially on its internal capital.

Bank counterparty risk

Due to its operations on the financial markets to invest cash surpluses, manage foreign exchange risks and interest risks, and manage payment flows, the Group is exposed to a bank counterparty risk.

This bank counterparty risk affecting Group entities is managed by both the Automotive and Sales Financing segment in a fully-coordinated approach. It is founded on an internal rating system based mainly on counterparties' long-term credit ratings and equity. This system is used by all Renault Group companies exposed to a bank counterparty risk.

Group companies which, due to the nature of their business, are significantly exposed to a bank counterparty risk are monitored daily to ensure that they comply with authorized counterparty limits, in accordance with specific procedures. The Group produces a consolidated monthly report covering all its bank counterparties, organized by credit rating. This report provides a detailed analysis of compliance with limits in terms of amount, maturity and type, as well as a list of the main exposures.

To reduce the bank counterparty risk, most deposits are contracted with large network banks and generally have terms shorter than 90 days, as this allows a good spread of the risk. In the event of volatile macroeconomic situations that may arise in emergent countries and potentially affect their banking systems, the Group introduces an action plan to step up counterparty risk monitoring, and makes adjustments to the counterparty limits if necessary. The exposure on each banking group is assessed monthly on a consolidated basis, with the Automotive and Sales Financing entities. The Group is not subject to any significant risk concentration for its operations on the financial and banking markets.

No losses due to default by a bank counterparty were recorded in 2022. The bank counterparty risk borne by the Group through its shares in investment funds (UCITS) is incorporated into the risk of changes in value for those products, and monitored using specific rules.

Impairment and provisions established to cover counterparty risks

(€ million)	Notes	December 31, 2021	Impairment or net impairment	Reversals: For application	Reversals: Of unused residual amounts	Other changes and reclassifications	December 31, 2022
Impairment of Sales Financing receivables	15	(1,028)	(384)	189	102	10	(1,111)
- impairment of financing for end-customers	15	(953)	(360)	155	83	12	(1,063)
- impairment of dealership financing	15	(75)	(24)	34	19	(2)	(48)
Impairment of receivables of the Automotive Segment [1]	16	(805)	(71)	7	59	9	(801)
Impairment of other receivables	17	(244)	4	-	-	(6,127)	(6,367)
Impairment of other financial assets	22	(3)	(3)	-	-	(22)	(28)
Provisions (commitments given)	20	12	13	(1)	(10)	(2)	12
TOTAL COVERAGE OF COUNTERPARTY RISKS		(2,068)	(441)	195	151	(6,132)	(8,295)

(1) Including €678 million of commercial receivables related to Iran at December 31, 2021 (€678 million at December 31, 2020).

5.2.2.6.6. Cash flows and other information

Note 26

Cash flows

26-A. Other income and expenses with no impact on cash before interest and tax of continuing operations

(€ million)	2022	2021 [1]
Net allocation to provisions	(327)	(130)
Net effects of Sales Financing credit losses	93	(45)
Net (gain) loss on asset disposals	(273)	(464)
Change in fair value of other financial instruments	(28)	(32)
Net financial indebtedness	181	255
Deferred taxes	(28)	134
Current taxes	561	437
Other	109	85
OTHER INCOME AND EXPENSES WITH NO IMPACT ON CASH BEFORE INTEREST AND TAX	288	240

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

26-B. Change in working capital before tax of continuing operations

(€ million)	2022	2021 [1]
Decrease (increase) in net inventories	(1,368)	920
Decrease (increase) in net receivables	(283)	125
Decrease (increase) in other assets	(481)	70
Increase (decrease) in trade payables	1,752	(556)
Increase (decrease) in other liabilities	784	(866)
INCREASE (DECREASE) IN WORKING CAPITAL BEFORE TAX	404	(307)

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

26-C. Capital expenditure of continuing operations

(€ million)	2022	2021 [1]
Purchases of intangible assets [2]	(1,243)	(1,114)
Purchases of property, plant and equipment [3]	(1,441)	(1,350)
Total purchases for the period	**(2,684)**	**(2,464)**
Deferred payments	44	(222)
TOTAL CAPITAL EXPENDITURE	**(2,640)**	**(2,686)**

(1) The 2021 financial statements have been adjusted in application of IFRS 5 due to the discontinued operations in the Russian Federation (see Note 3-B).

(2) Reciprocal and interdependent cash flows corresponding to the Korean company RKM's capital increase subscribed by its minority shareholder Geely in exchange for RKM's concomitant acquisition of a technological licence from Geely for the same amount of 264 billion won (see Note 3-A), approximately €194 million, are presented net in the cash flow statement, to reflect the substance of the operation.

(3) Excluding capitalized leased assets and right-of-use assets.

Note 27

Related parties

27-A. Remuneration of Directors and Executives and Board of Management members

The table below reports the remuneration paid to the Chairman and CEO, the Chairman of the Board of Directors, Directors and Executives and members of the Board of Management (whose mission was unchanged throughout 2022). Amounts are allocated pro rata to expenses of the periods in which the functions were occupied.

(€ million)	2022	2021
Basic salary	7.9	7.7
Variable remuneration	13.5	13.4
Employer's social security charges	13.8	14.3
Complementary pension and retirement indemnities	7.2	2.7
Agreed indemnities and other components of remuneration	8.1	7.0
Total remuneration excluding performance share plans	**50.5**	**45.1**
Performance shares	4.2	4.7
Total remuneration of the Chairman and members of the Board of Management	**54.7**	**49.8**

The maximum possible amount of Directors' fees was €1.5 million in 2022 (€1.5 million in 2021).

27-B. Renault Group's investments in associates

Details of Renault Group's investments in Nissan and in other companies accounted for under the equity method are provided in Notes 12 and 13-A.

27-C. Transactions with the French State and public companies

In the course of its business Renault Group undertakes transactions with the French State and public companies such as UGAP, EDF, and La Poste. These transactions, which take place under normal market conditions, represent sales of €211 million in 2022 (€280 million in 2021), an automotive receivable of €39 million, a sales financing receivable of €96 million and no financing commitment at December 31, 2022 (respectively €58 million, €272 million and €14 million at December 31, 2021).

In 2020 Renault Group benefited from a State-guaranteed credit facility, issued by a pool of banks as described in Note 23-C.

27-D. Transactions with unconsolidated controlled entities

A certain number of controlled entities are not consolidated because their contribution to the consolidated financial statements is considered non-significant (Note 17).

The only company with sales of more than €100 million and/or a balance sheet value of more than €100 million is Renault Nissan Global Management, which manages Renault Group and Nissan expatriates.

In 2022, the Renault Group's expenses with this company amounted to approximately €89 million (€120 million in 2021).

In Renault Group's financial position at December 31, 2022, the balances of transactions between Renault Nissan Global Management and Renault Group consist mainly of operating receivables amounting to €75 million (€80 million at December 31, 2021) and operating payables amounting to €25 million (€45 million at December 31, 2021).

Note 28

Off-balance sheet commitments, contingent assets and liabilities, assets pledged and received as collateral

In the course of its business, Renault enters into a certain number of commitments, and is involved in litigations or subject to investigations by competition and automobile regulation authorities. Any liabilities resulting from these situations (e.g. pensions and other employee benefits, litigation costs, etc.) are covered by provisions. Details of other commitments that constitute off-balance sheet commitments and contingent liabilities are provided below (Note 28-A).

Renault also receives commitments from customers (deposits, mortgages, etc.) and may benefit from credit lines with credit institutions (Note 28-B).

28-A. Off-balance sheet commitments given and contingent liabilities, assets pledged as collateral

28-A1. Ordinary operations

The Group is committed for the following amounts:

(€ million)	2022	2021
Assets pledged as collateral by Sales Financing segment [1]	9,710	7,111
Financing commitments in favour of customers [2]- Sales Financing segment	4,208	3,400
Financial guarantees given by Sales Financing segment [3]	305	29
Other financial guarantees given [4]	425	399
Commitments related to supply contracts [5]	4,280	924
Firm investment orders	1,126	847
Lease commitments [6]	97	90
Other financing commitments [7]	354	48
Other commitments [8]	993	181
Other assets pledged as collateral	43	5

(1) Assets pledged as guarantees by the Sales Financing segment for management of its liquidity reserve are presented in Note 28-A4.

(2) Financing commitments in favour of customers by the Sales Financing segment will give rise to cash outflows mostly during less than 6 months following the year-end.

(3) Financial guarantees given by the Sales Financing segment will give rise to cash outflows amounting to €305 million during the 5 years following the year-end.

(4) Other financial guarantees given mainly concern administrations.

(5) These commitments included minimum payment obligations to suppliers when the Group has made a firm commitment for collection and payment. The principal new commitments in 2022 concern lithium and nickel, and electricity supplies.

(6) Lease commitments comprise commitments relating to leases signed but not yet effective at the year-end which cannot be included in the statement of financial position as assets in progress, leases that are outside the scope of IFRS 16 and leases exempt from the accounting treatment prescribed by IFRS 16 (Note 2-L).

(7) Other financing commitments comprise commitments taken as a part of lithium and nickel supply agreements.

(8) Other commitments include commitments made in contracts signed as part of the new partnership to design and produce the digital architecture for the Software Defined Vehicle, commitments concerning acceleration of the Group's digitization, and share subscription commitments.

Multi-year supply commitments will give rise to cash outflows over a period of 12 years starting from the 2022 year-end. The maximum payable within one year is €485 million at December 31, 2022 (€300 million at December 31, 2021). Irrevocable commitments at December 31, 2022 were essentially made to secure raw material supplies.

28-A2. Contingent liabilities

Group companies are periodically subject to tax inspections in the countries in which they operate. Accepted tax adjustments are recorded as provisions in the financial statements. Contested tax adjustments are recognized on a case-by-case basis, taking into account the risk that the proceedings or appeals undertaken may be unsuccessful. Tax liabilities are recognized via provisions when there are uncertainties over the determination of taxes.

On December 19, 2019 Renault s.a.s. received notification, interrupting the limitation period, of a tax reassessment on transfer prices in 2016, and an additional notification was received on June 24, 2021 concerning the years 2017 and 2018. On December 21, 2022, the French tax authorities issued a proposed reassessment for the year 2019 relating to a further inspection covering the period 2019-2020, also interrupting the relevant limitation period. Renault Group is challenging the most significant amounts of these notifications, and no provision has been recognized in the financial statements at December 31, 2022 in connection with this matter.

RESA (Renault España SA) was notified in late 2020 of a €213 million tax reassessment for transfer prices, which Renault Group is contesting. A procedure for amicable settlement between France and Spain was begun in 2021. No provision has been recognized in connection with this notification, since Renault Group considers that it has good chances of winning its case. A deposit of €213 million was paid to the Spanish tax authorities (€135 million in 2020 and €78 million in 2021), recognized in non-current financial assets and presented in cash flows from investing activities (under Decrease (Increase) in loans of the Automotive segment) in the consolidated cash flow statement. The Spanish tax authorities are currently conducting an inspection of the years 2017 to 2020.

Disposals of subsidiaries or businesses by the Group generally include representations and warranties in the buyer's favour. At December 31, 2022, the Group has not identified any significant risk in connection with these operations.

Group companies are periodically subject to investigations by the authorities in the countries in which they operate. When the resulting financial consequences are accepted, they are recognized in the financial statements via provisions. When they are contested, they are recognized on a case-by-case basis, based on estimates that take into account the risk that the proceedings or appeals undertaken may be unsuccessful.

The main investigations by the competition and automotive regulation authorities in progress at December 31, 2022 concern illegal agreements and the level of vehicle emissions in Europe.

In the ongoing "emissions" affair in France, in which a formal legal investigation was opened on January 12, 2017 at the request of the Paris public prosecution office, Renault s.a.s. was officially placed under investigation for deceit on June 8, 2021.

In July 2021 Renault Group paid bail of €20 million (included in the balance sheet) to guarantee its representation throughout the proceedings and to cover payment of any damages and fines. It also issued a €60 million bank guarantee on October 8, 2021 to cover compensation for any prejudice identified. Renault Group denies having committed any offence. All Renault Group vehicles are, and always have been, type-approved in accordance with applicable laws and regulations. The potential consequences of the next steps in these ongoing proceedings cannot be reliably estimated, and no provision was recognized in connection with this matter at December 31, 2022 (nor at December 31, 2021).

Approximately 80% of the Group's 2022 sales were subject to CO_2 emission regulations, principally in the European Union but also notably in the United Kingdom, South Korea and Brazil.

In 2020,2021 and 2022, the three members of the Alliance - Renault, Nissan and Mitsubishi Motors Corp. – signed agreements to pool their CAFE (Corporate Average Fuel Economy) targets for the European Union. The potential noncompliance penalties payable to the authorities concerned are determined at the level of the group formed by the Alliance's three automakers. Renault did not recognize any provision in connection with the EU CAFE regulation at December 31, 2022 (nor at December 31, 2021 and December 31,2020).

Renault Group confirmed in a press release of January 17, 2022 that it had achieved its CAFE targets for passenger vehicles and light commercial vehicles in 2021 (these results are due to be consolidated and officialized by the European Commission in the next few months). Based on the estimates available for 2022, the 2022 targets should also be met.

A provision of €10 million was recognized for CAFE penalties payable for 2022 in South Korea (€11 million in 2021), raising the total provision for the years 2019 to 2022 to €45 million.

Group companies are also subject to the applicable regulations regarding pollution, notably of soil and ground water. These regulations vary depending on the country of location. Some of the associated environmental liabilities are potential and will only be recognized in the accounts if the activity is discontinued or the site closed. It is also sometimes difficult to determine the amount of the obligation reliably. Provisions are only established for liabilities that correspond to a legal or constructive obligation at the closing date, and can be estimated with reasonable reliability.

The Group establishes provisions for its products recycling under regulatory requirements, when the practical organization of recycling operations is defined. In France, the "AGEC" law of February 10, 2020 to fight waste and promote a circular economy was adopted to extend industrial operators' legal responsibility for management of their waste. Renault Group's obligation was increased by this law and its implementing decree 2022-1495 which applies to all vehicles on the road. A study is in progress to determine the amount of the obligation. No provision was recognized in connection with this matter at December 31, 2022.

On 15 March 2022, the European Commission conducted inspections at the premises of companies and associations active in the automotive sector located in several EU Member States. In parallel, the European Commission has sent out formal requests for information to several companies active in the automotive sector. The investigation concerns possible anticompetitive collusion in relation to the collection, treatment and recovery of end-of-life (ELV) cars and vans, relating in particular to (i) the compensation of ELV collection, treatment, and recovery companies, and (ii) the use of data relating to the recyclability or recoverability of ELVs in advertising materials.

Renault was one of the companies visited on 15 March 2022. In parallel, Renault has received a request for information from the UK Competition and Markets Authority (CMA), which is investigating similar conduct. Renault has replied to the European Commission's and the CMA's requests for information.

The possible consequences of the ongoing investigation cannot be reliably estimated at this stage and no provision in connection with this matter has been recorded at December 31, 2022.

28-A3. Share purchase commitments given

When the Group grants put options to minority shareholders to sell their investments in fully consolidated companies, a liability corresponding to the option is recognized, with a reduction in shareholders' equity – non-controlling interests' share.

Put options granted by the Group to minority shareholders concern Banco RCI Brasil S.A, Rombo Compania Financiera, RCI Colombia S.A and RCI Financial Services s.r.o. The consequences for the financial statements are explained in Note 18-H.

Partnership agreements were signed in 2018 with Oyak in Turkey, including perfectly symmetrical put and call options for non-controlling investments, entitling Renault s.a.s., subject to certain conditions, to purchase Oyak's shares in Oyak Renault (call) and to sell its shares in MAIS (put), and entitling Oyak to sell its shares in Oyak Renault (put) and purchase Renault s.a.s.'s shares in MAIS (call). The exercise price for the put option, if exercised, will be determined by three independent experts who would be appointed at the exercise date. Analysis of the contracts did not identify any circumstances beyond the control of Renault Group that could lead to Oyak's put option exercised without Renault Group being able to object. Consequently, no liability was recognized at December 31, 2021 or December 31, 2022 in connection with these options.

28-A4. Assets pledged as guarantees for management of the liquidity reserve

For management of its liquidity reserve, the Sales Financing segment has access to the monetary policy operations of the European Central Bank (ECB) and the Bank of England (BOE).

To benefit from European Central Bank monetary policy operations, the segment has provided guarantees to the Banque de France (under France's central collateral management system 3G - Gestion Globale des Garanties) in the form of assets with book value of €8,907 million at December 31, 2022 (€7,111 million at December 31, 2021). These assets comprise €7,647 million of shares in securitization vehicles and €1,260 million of sales financing receivables (€6,628 million of shares in securitization vehicles, €3 million of euro bonds and €480 million of sales financing receivables at December 31, 2021). The financing provided by the Banque de France against these guarantees amounts to €3,250 million at December 31, 2022 (€3,738 million at December 31, 2021).

To benefit from Bank of England monetary policy operations, the Sales Financing segment has provided guarantees to the Bank of England's TFSME (Term Funding Scheme for SMEs) in the form of assets with book value of £712 million (€803 million) consisting of a self-subscribed securitization program and a bond. The financing received from the Bank of England against these guarantees amounts to €465 million at December 31, 2022. All assets provided as guarantees to the Banque de France and the Bank of England remain in the balance sheet.

28-B. Off-balance sheet commitments received, contingent assets and assets received as collateral

(€ million)	2022	2021
Buy-back commitments received by the Sales Financing segment (1)	6,506	5,958
Financial guarantees received	3,390	3,001
Including Sales Financing segment (2)	3,250	2,851
Assets received as collateral	2,811	2,763
Including Sales Financing segment (2)	2,736	2,757
Other commitments received	162	94

(1) Commitments received by the Sales Financing segment for dealership sales by Nissan and other entities for repurchase of leased vehicles at the end of the lease.

(2) In the course of its sales financing activity for new or used vehicles, the Sales Financing segment has received financial guarantees from its customers amounting to € 3,250 million and assets pledged by customers as collateral amounting to € 2,736 million at December 31, 2022(€2,851 million and €2,757 million respectively at December 31, 2021) (Note 15-E).

Off-balance sheet commitments received concerning confirmed opened credit lines are presented in Note 25-B1.

Commitments received – share purchase options

The Group has a call option to increase its investment in Whylot to 70% and take control of the company by 2023 (Note 3). This option is conditional on Whylot achieving certain objectives, and is not exercisable at December 31, 2022. No liability is recognized in connection with this commitment.

The Group holds derivative instruments to subscribe to future capital increases by Verkor, without taking control of the company. No liability is recognized in connection with this commitment.

The agreement for the sale by Renault Group of its investments in Renault Russia and the Avtovaz Group, which took place on May 15, 2022, gives Renault Group an option to buy back its investment in Lada Auto holding (the parent company of Avtovaz), exercisable during three 90-day periods starting on May 15, 2024, 2026 and 2028. The exercise price of this option is one rouble, plus a commitment by Renault Group to make a cash contribution to Avtovaz over 4 years, of an amount to be determined at Renault Group's discretion by reference to the sum of non-refundable subsidies received from the Russian State, cash contributions to assets and/or the share capital of Avtovaz, and the accumulated profits of the Avtovaz Group calculated under IFRS between the date of Renault's sale of its investment in Avtovaz and the date at which the repurchase option is exercised.

The amount of this contribution will determine the ownership interest acquired by Renault Group (between 51% and 67.69%). A €400 million contribution will automatically give the Group a 51% investment.

The derivative corresponding to this option has nil value at December 31, 2022.

Note 29

Subsequent events

Renault Group has announced on February, 06th 2023 the signing of a binding framework agreement defining the principles of a new governance structure and the rebalancing of cross-shareholdings between Renault Group and Nissan. The two companies plan to conclude a new agreement by March 31, 2023 that will replace the current agreements governing the Alliance. The new agreement would be effective for an initial period of 15 years.

Renault Group would transfer 28.4% of Nissan shares into a French trust, where the voting rights would be "neutralized" for most of the decisions, but the economic rights (dividends and shares' sale proceeds) would still entirely benefit to Renault Group until such shares are sold. Renault Group and Nissan would retain a 15% cross-shareholding, with a lock-up obligation, as well as a standstill obligation. They would both be able to freely exercise the voting rights attached to their 15% direct shareholding, with a 15% cap. Renault Group would instruct the trustee to sell the entrusted Nissan shares if commercially reasonable for Renault Group in a coordinated and orderly process, but it would have no obligation to sell the shares within a specific pre-determined period of time. The Alliance Operating Board would remain the coordination forum.

This announcement has no impact on the consolidated financial statements as at December 31, 2022.

Note 30

Consolidated companies

30-A. Fully consolidated companies (subsidiaries)

Renault Group's interest (%)	Country	December 31, 2022	December 31, 2021
Renault SA	France	Consolidating company	Consolidating company
AUTOMOTIVE			
France			
Renault s.a.s.	France	100	100
Alpine Racing SAS	France	100	100
Auto Châssis International (ACI Le Mans)	France	100	100
ACI Villeurbanne	France	100	100
Fonderie de Bretagne [(2)]	France	-	100
Ingénierie de la Division des Véhicules Electriques (IDVE)	France	100	100
Ingénierie de la Division des Véhicules Utilitaires (IDVU)	France	100	100
Manufacture Alpine Dieppe Jean Rédélé	France	100	100
Maubeuge Construction Automobile (MCA)	France	100	100
Mobilize Ventures	France	100	100
ReKnow University [(1)]	France	100	100
Renault Développement Industriel et Commercial (RDIC)	France	100	100
Renault DREAM (RDREAM)	France	100	100
Renault ElectriCity	France	100	100
Renault Retail Group et ses filiales	France	100	100
Renault Samara (France)	France	100	100
Renault SW Labs sas	France	100	100
Société Immobilière pour l'Automobile (SCIA)	France	100	100
Société Immobilière de Construction Française pour l'Automobile et la Mécanique (SICOFRAM) et sa filiale	France	100	100
Société Immobilière d'Epône	France	100	100
Société Immobilière Renault Habitation (SIRHA)	France	100	100
Sci Plateau de Guyancourt	France	100	100
SNC Renault Cléon	France	100	100
SNC Renault Douai	France	100	100
SNC Renault Flins	France	100	100
SNC Renault Sandouville	France	100	100
Société de Transmissions Automatiques (STA)	France	100	100
Société de véhicules Automobiles de Batilly (SOVAB)	France	100	100
SODICAM 2	France	100	100
Sofrastock International	France	100	100
Technologie et Exploitation Informatique (TEI)	France	100	100
THE FUTURE IS NEUTRAL (anc. Renault Environnement)	France	100	100
Europe			
Renault Deutschland AG and subsidiaries	Germany	100	100
Renault Österreich GmbH	Austria	100	100
Renault Belgique Luxembourg	Belgium	100	100
Renault Industrie Belgique (RIB)	Belgium	100	100
Renault Nissan Bulgaria EAD	Bulgaria	100	100
Renault Nissan Hrvatska SARL [(2)]	Croatia	-	100
New H Powertrain Holding [(1)]	Spain	100	-
RT Powertrain Spain [(1)]	Spain	100	-
Renault España Comercial SA (RECSA) and subsidiaries	Spain	100	100
Renault España SA	Spain	100	100
Renault Hungária Kft. [(2)]	Hungary	-	100
Renault Irlande	Ireland	100	100
Renault Italia and subsidiary	Italy	100	100
Motor Reinsurance Company	Luxembourg	100	100

Renault Group's interest (%)	Country	December 31, 2022	December 31, 2021
Renault Group b.v.	Netherlands	100	100
Renault Nederland	Netherlands	100	100
Renault Polska	Poland	100	100
Companhia Aveirense de Componentes para a Industria Automovel SA (CACIA)	Portugal	100	100
Renault Portuguesa and subsidiary	Portugal	100	100
Renault Ceska republica	Czech Republic	100	100
Grigny UK Ltd	United Kingdom	100	100
Alpine Racing Ltd.	United Kingdom	100	90
Renault UK	United Kingdom	100	100
Automobile Dacia	Romania	99	99
Renault Commercial Roumanie SRL	Romania	100	100
Renault Mecanique Roumanie SRL	Romania	100	100
Renault Technologie Roumanie SRL	Romania	100	100
Renault Slovensko Spol. S Ro	Slovakia	100	100
Renault Nissan Slovenija DOO [2]	Slovenia	-	100
Revoz D.d.	Slovenia	100	100
Renault Nordic AB and subsidiary [2]	Sweden	-	100
Renault Finance	Switzerland	100	100
Renault Suisse SA	Switzerland	100	100
Africa & Middle East			
Renault Algérie spa	Algeria	100	100
Renault Commerce Maroc	Morocco	80	80
Renault Maroc Services	Morocco	100	100
Renault Tanger Exploitation	Morocco	100	100
Renault Tanger Méditerranée	Morocco	100	100
Société Marocaine de Construction Automobile (SOMACA)	Morocco	98	98
Americas			
Renault Argentina SA and subsidiaries	Argentina	100	100
Renault do Brasil Comercio e Participacoes Ltda.	Brazil	100	100
Renault Do Brasil SA	Brazil	100	100
Industria de Conjuntos Mecanicos Aconcagua SA (Cormecanica)	Chile	100	100
Renault Centro de Servicios Compartidos SAS	Colombia	100	100
Sociedad de Fabricación de Automotores SA (SOFASA)	Colombia	100	100
Renault México SA de CV	Mexico	100	100
Asia Pacific			
Vehicule Distributors Australia Pty Ltd.	Australia	100	100
Jiangxi Jianling Group Electric Vehicule Co., Ltd.	China	50	50
Jiangxi Jianling Group Electric Vehicule Sales Co., Ltd.	China	50	50
Kunming Furui Electric Vehicles Sales Service Co., Ltd.	China	50	50
Renault Beijing Automative Co., Ltd.	China	100	100
Renault Korea Motors Co., Ltd	South Korea	53	80
Renault India Private Ltd.	India	100	100
Renault Treasury Services Pte. Ltd.	Singapore	100	100
Eurasia			
CJSC Renault Russia [2]	Russia	-	100
OYAK Renault Otomobil Fabrikalari	Turkey	52	52
Renault Goup Otomotiv Anonim Sirketi [1]	Turkey	100	-
Renault Ukraine	Ukraine	100	100
SALES FINANCING			
France			
Bipi Mobility France	France	100	100
Diac SA	France	100	100
Diac Location SA	France	100	100
RCI Banque SA	France	100	100
Europe			
RCI Versicherungs-Service GmbH	Germany	100	100

Renault Group's interest (%)	Country	December 31, 2022	December 31, 2021
RCI Financial Services SA	Belgium	100	100
Autofin SA	Belgium	100	100
Bipi Mobility SL	Spain	100	100
Overlease SA	Spain	100	100
RCI ZRT	Hungary	100	100
Bipi Mobility Italy S.R.L	Italy	100	100
ES Mobility S.R.L.	Italy	100	100
RCI Insurance Ltd	Malta	100	100
RCI Life Ltd	Malta	100	100
RCI Services LTD	Malta	100	100
RCI Usluge d.o.o [1]	Croatia	100	-
RCI Financial Services b.v.	Netherlands	100	100
Bipi Mobility Netherlands B.V. [1]	Netherlands	100	-
RCI Leasing Polska Sp. z.o.o.	Poland	100	100
RCI Gest Seguros - Mediadores de Seguros, Lda	Portugal	100	100
RCICOM, SA	Portugal	100	100
RCI Finance SK S.r.O. [1]	Slovakia	100	100
RCI Finance CZ, s.r.o.	Czech Republic	100	100
RCI Financial Services s.r.o.	Czech Republic	50	50
RCI Lizing d.o.o. [1]	Slovénia	100	100
RCI Broker De Asigurare	Romania	100	100
RCI Finantare Romania S.r.L.	Romania	100	100
RCI Leasing Romania IFN SA	Romania	100	100
RCI Financial Services Ltd	United Kingdom	100	100
RCI Bank UK Limited	United Kingdom	100	100
Bipi Mobility UK Limited [1]	United Kingdom	100	100
RCI Finance SA	Switzerland	100	100
Africa & Middle East			
RCI Finance Maroc	Morocco	100	100
RDFM S.A.R.L.	Morocco	100	100
Americas			
Courtage SA	Argentina	100	100
Rombo Compania Financiera SA	Argentina	60	60
Administradora de Consorcio RCI Brasil Ltda	Brazil	100	100
Banco RCI Brasil SA	Brazil	60	60
RCI Brasil Servicios e Participaçoes Ltda	Brazil	100	100
Corretora de Seguros RCI do Brasil SA	Brazil	100	100
RCI Colombia, SA Compania de Financiamento	Colombia	51	51
RCI Servicios Colombia SA	Colombia	100	100
Asia Pacific			
RCI Financial Services Korea CO, Ltd.	South Korea	100	100
RCI Insurance Service Korea Co, Ltd. [1]	South Korea	100	100
Eurasia			
LLC RNL LEASING	Russia	100	100
AVTOVAZ			
Avtovaz and subsidiaries [2]	Russia	-	68
MOBILITY SERVICES			
France			
Class & co sas [2]	France	-	100
Elto Holding	France	100	100
Glide.io	France	100	100
Renault Mobility As an Industry	France	100	100

Renault Group's interest (%)	Country	December 31, 2022	December 31, 2021
Europe			
Elto DACH GmbH	Germany	51	51
Elto BeLux	Belgium	51	51
Elto Iberia Sociedad Limitada	Spain	60	60
Coolnagour Limited t/a iCabbi	Ireland	100	100
Taxi Alliance Software Ltd. (1)	Ireland	97	-
Elto Italy S.r.l.	Italy	100	100
Coolnagour UK Limited	United Kingdom	100	100
Elto UK	United Kingdom	100	100
Flit Technologies Ltd.and subsidiaries	United Kingdom	93	74
SCT Systems Limited t/a DiSC	United Kingdom	100	100
Americas			
Original Software LTDA	Brazil	100	100
iCabbi Canada, Incorporation	Canada	100	100
iCabbi USA, Incorporation	USA	100	100
Asia Pacific			
iCabbi Australia PTY LTD	Australia	100	100

(1) First consolidated in 2022 (Note 3-A)

(2) Sold or merged and deconsolidated in 2022.

30-B. Companies consolidated based on the percentage interest in each balance sheet and income statement item (joint operations)

Renault Group's interest (%)	Country	December 31, 2022	December 31, 2021
Renault Nissan Technology & Business Center India Private Limited (RNTBCI) (1)	India	67	67

(1) The Group holds 50% of the voting rights of the Indian company RNTBCI.

30-C. Companies accounted for under the equity method (associates and joint ventures)

Renault Group's interest (%)	Country	December 31, 2022	December 31, 2021
AUTOMOTIVE			
Renault Algérie Production	Algeria	49	49
Mobility Trader Holding Gmbh	Germany	3	3
ToKai 2 GmbH	Germany	15	15
EGT New Energy Automotive Co, Ltd.	China	25	25
Renault Brilliance Jinbei Automotives Company Ltd.	China	49	49
Boone Comenor Metalimpex	France	33	33
Alliance Mobility Company France (2)	France	-	50
Hyvia	France	50	50
INDRA INVESTISSEMENTS SAS	France	50	50
ToKai 1	France	15	15
Verkor	France	24	24
Whylot	France	21	21
Renault Nissan Automative India Private Limited	India	30	30
Alliance Mobility Company Japan (2)	Japan	-	50
Groupe Nissan	Japan	44	44
BeyonCa HK Limited (1)	Hong Kong	14	-
Alliance Ventures B.V.	Netherlands	40	40
Motorlu Araclar Imal ve Satis AS (MAIS)	Turkey	49	49
SALES FINANCING			
Mobility Trader Holding Gmbh	Germany	5	3
Renault Crédit Car SA	Belgium	50	50
Nissan Renault Financial Services India Private Limited	India	30	30
RN SF b.v.	Netherlands	50	50
Bank Austria Renault Nissan b.v.	Netherlands	30	30
RN Bank	Russia	30	30
ORFIN Finansman Anonim Sirketi	Turkey	50	50
AVTOVAZ			
FerroVaz GmbH (2)	Germany	-	34
CSC Armenia-Lada (2)	Armenia	-	34
JSC OAT (2)	Russia	-	40
MOBILITY SERVICES			
Elto France	France	40	40
Car Sharing Mobility Services SL	Spain	50	50

(1) First consolidated in 2022 (Note 3-A)

(2) Sold and deconsolidated in 2022

In application of regulation 2016-09 of December 2, 2016 issued by the French Accounting Standards Authority (Autorité des Normes Comptables), the Group makes the following information available to third parties on its website group.renault.com, in the "Documents & Presentations" section of the "Finance" pages from the date of publication of the 2022 Universal Registration Document:

- a full list of consolidated companies;
- a list of companies classified as "unconsolidated investments", namely:
  - investments in companies not controlled exclusively by Renault, which are included in non-current financial assets (Note 22);
  - investments in companies that are controlled exclusively by Renault and not consolidated, which are classified as other current assets (Note 17).

5.2.3 Statutory auditors' reports

5.2.3.1. Statutory auditors' report on the financial statements

For the year ended December 31, 2022

To the Annual General Meeting of Renault S.A.,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying financial statements of Renault for the year ended December 31, 2022.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2022 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit and Risks Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Financial Statements"section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors for the period from January 1st, 2022 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.823-9 and R.823-7 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Valuation of equity investments

Risk identified

At December 31, 2022, equity investments are composed by "investments stated at equity" and "other investments", and are accounted for in Renault balance sheet for 14,249 million euros, representing one of the most significant caption of the total assets.

With respect to Renault's investments in fully controlled companies, Renault has opted for the equity method. Their value in the balance sheet is determined on the basis of the share of each of these companies, fully consolidated, in the shareholders' equity determined according to the rules of consolidation, without taking into account the elimination of transactions between group companies. The annual change in the overall share of shareholders' equity corresponding to these interests is recorded in shareholders' equity under "Equity valuation difference". When the "equity valuation difference" becomes negative, a provision for overall depreciation is accounted in the income statement.

Other investments, i.e. investments in non-exclusively controlled companies, are recorded in the balance sheet at acquisition cost, excluding incidental purchase expenses, and mainly concern Renault's investment in Nissan. They are valued at the lower of acquisition cost or book value, taking into account the share of net assets and the profitability prospects. When the book value of the securities is lower than the gross value, a depreciation is recorded for the amount of the difference.

The assessment of the recoverable value of Renault's investment in Nissan requires judgement from management. As stated in note 4.1 of the financial statements, an impairment test was carried out on December 31, 2022, on the basis of profitability assumptions consistent with Nissan's historical data and with future medium and long term prudent assumption taking into account the new medium-term volume and exchange rate forecasts.

In this context, we have considered that the valuation of the investments was a key audit matter due to their importance in the company's financial statements and management's estimates and judgments necessary to determine the value in use of equity interests, particularly with regards to Renault's stake in Nissan.

Our audit response

We have reviewed the methodology used by management to determine the equity value of equity securities of companies controlled exclusively and the value in use of other equity securities and examined the methods for implementing the impairment test as described in notes 2.1 of the annual financial statements.

In order to assess the reasonableness of the value in use of equity investments, we mainly relied on the work performed for the purpose of the consolidated financial statement audit. Our work mainly consisted in:

Regarding Renault's investments in controlled companies:

- Check that the shareholders' equity in each of these investments corresponds to their contribution to the consolidated equity of Renault,
- Check that Renault has performed the necessary adjustments, if any, to take into account potential impairment losses accounted for in the group's consolidated financial statements.

Regarding Renault's investment in Nissan:

- Assessing whether there are any identified impairment indicators, the main indicators being significant adverse changes on markets where Nissan operates or a significant and long lasting drop in Nissan stock market value.
- Examining the relevance of the main assumptions used by Renault in the impairment test performed to assess the recoverable value of its investment in Nissan, by reference to Nissan mid-term plan, historical performance achieved by Nissan as well as the overall perspectives of the Automotive sector.
- Understanding the conclusions and the work performed by the independent auditor of Nissan regarding the impairment test in accordance with our instructions which detail the procedures to be performed.
- Assessing the appropriateness of the information provided in the notes to the individual financial statements.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents with respect to the financial position and the financial statements provided to the Shareholders.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D.441-6 of the French Commercial Code (Code de commerce).

Report on corporate governance

We attest that the Board of Directors report on corporate governance sets out the information required by Articles L.225-37-4, L22-10-10 and L.22-10-9 of the French Commercial Code (code de commerce).

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code (code de commerce) relating to remunerations and benefits received by or awarded to the directors and any other commitments made in their favour, we have verified the consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from controlled companies included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

With respect to the information relating to items that your company considered likely to have an impact in the event of a public takeover bid or exchange offer, provided pursuant to Article L.22-10-11 of the French Commercial Code, we have agreed this information to the source documents communicated to us. Based on these procedures, we have no observations to make on this information.

Other information

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights and the cross-shareholdings has been properly disclosed in the management report.

Report on Other Legal and Regulatory Requirements

Format of presentation of the financial statements intended to be included in the Annual Financial Report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the annual financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of Renault by the Annual General Meeting held on April 30, 2014 for KPMG S.A. and on June 19, 2020 for MAZARS.

As at December 31, 2022, KPMG S.A. was in the nineth year of total uninterrupted engagement and MAZARS in the third year.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit and Risks Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.823-10-1 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit to the Audit and Risks Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit and Risks Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit and Risks Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit and Risks Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris La Défense, February 24, 2023

The statutory auditors

French original signed by

KPMG S.A.	MAZARS
Bertrand Pruvost	Loic Wallaert

5.2.3.2. Statutory auditors' special report on the related party agreements

For the year ended December 31, 2022

To the Annual General Meeting of Renault S.A.,

In our capacity as statutory auditors of your Company, we hereby present to you our report on related party agreements.

We are required to inform you, on the basis of the information provided to us, of the terms and conditions of those agreements indicated to us, or that we may have identified in the performance of our engagement, as well as the reasons justifying why they benefit the Company. We are not required to give our opinion, as to whether they are beneficial or appropriate or to ascertain the existence of other agreements. It is your responsibility, in accordance with Article R. 225-31 of the French Commercial Code (Code de commerce), to assess the relevance of these agreements prior to their approval.

We are also required, where applicable, to inform you in accordance with Article R. 225-31 of the French Commercial Code (Code de commerce) of the continuation of the implementation, during the year ended December 31, 2022, of the agreements previously approved by the Annual General Meeting.

We performed those procedures which we deemed necessary in compliance with professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this type of engagement. These procedures consisted in verifying the consistency of the information provided to us with the relevant source documents.

Agreements submitted for approval to the Annual General Meeting

We hereby inform you that we have not been notified of any agreements authorized during the year ended December 31, 2022 to be submitted to the Annual General Meeting for approval in accordance with Article L. 225-38 of the French Commercial Code (Code de commerce).

Agreements previously approved by the Annual General Meeting

Agreements approved in previous years which continued to be executed during the year under review

In accordance with Article R. 225-30 of the French Commercial Code (Code de commerce), we have been notified that the implementation of the following agreements, which were approved by the Annual General Meeting in prior years, continued during the year ended December 31, 2022.

With the French State, shareholder of your Company

Persons concerned

Mr Thomas Courbe and Mr Alexis Zajdenweber, Board members of your Company representing the French State.

Governance Agreement

Nature and purpose

On December 11, 2015, your Board of Directors authorized the conclusion of a "Governance Agreement" between Renault and the French State which aims to regulate the exercise of voting rights attached to the Renault S.A. shares held by the French State.

Conditions

Pursuant to the authorization granted by your Board of Directors, on February 4, 2016 and by your Annual General Meeting on April 29, 2016, your Company has signed concurrently with the French State a Governance Agreement under which the voting rights attached to the French State's shares exceeding a certain percentage of Renault's total exercisable rights (set at 17.9% in the event of a "usual" quorum, or at 20% in the event of a particularly high quorum) are, in certain cases, exercised in a neutral manner, that is to say in such a way that they do not affect the adoption or rejection of the resolutions concerned by the limitation. The written agreement also describes the conditions for implementing these restrictions with the registrar of Renault S.A.

The restriction to the free exercise of voting rights of the French State notably applies to all decisions which fall within the authority of the Ordinary Annual General Meeting, except for decisions concerning (i) dividend distributions, (ii) the appointment, renewal or removal from office of Board members representing the French State, (iii) the disposal of significant Company's assets, (iv) related-party agreements that are not approved by the representatives of the French State and (v) buybacks of shares from identified shareholders.

However, the French State retains all of its voting rights for decisions which fall within the authority of the Extraordinary Annual General Meeting, except for the most day-to-day decision-making such as (i) the granting or renewal of ongoing delegations to the management bodies of your Company when their conditions comply with the latter's existing practices,

(ii) the granting of stock options, performance shares or shares that give access to the share capital to the benefit of employees and executive corporate officer of the Renault Group, (iii) an amendment to the age limit for the exercise of duties or to the term of office of Board members and executive corporate officer and (iv) a transfer of registered office (unless abroad).

The restrictions to the free exercise of voting rights would cease to apply in exceptional situations such as the amendment or termination of the "Restated Alliance Master Agreement" (see below), the exercise by Nissan Motor Co. Ltd of voting rights in your Company, the announcement of a public offering on your Company's shares, or a shareholder exceeding the threshold of 15% in your Company's capital or voting rights, including Nissan Motor Co. Ltd.

The governance agreement is completed by a technical agreement, describing more precisely conditions of the implementation of these restrictions with the registrar of Renault S.A.

The governance agreement was concluded on April 4, 2016, for a period of 20 years and is renewable by tacit agreement for successive periods of ten years unless it is terminated at least two years before the expiry of the term.

With Nissan Motor Co. Ltd ("Nissan")

Persons concerned

Ms. Yu Serizawa and Mr Joji Tagawa, members of your Company's Board appointed upon proposal of Nissan.

"Restated Alliance Master Agreement"

On March 28, 2002, your Company and Nissan entered into the "Restated Alliance Master Agreement", which governs the share capital relationship between your Company and Nissan and regulates the Alliance's current governance. This agreement specifies the operational terms and conditions of Renault-Nissan B.V. ("RNBV") as the corporate entity involved in defining the Alliance's strategy.

An initial amendment to the "Restated Alliance Master Agreement" was signed on April 29, 2005 and submitted for the approval of the Annual General Meeting of May 4, 2006.

In its meeting of October 3, 2012, your Board of Directors authorized the signature, on November 7, 2012, of a second amendment to the "Restated Alliance Master Agreement", which modifies the composition of the RNBV Executive Board and as a result, the voting arrangements within the Executive Board. This amendment was submitted to the approval of your general meeting of April 30, 2013.

In its meeting on December 11, 2015, your Board of Directors authorized the signature of a governance agreement between your Company and Nissan Motor Co. Ltd. concerning the governance of Nissan Motor Co., which constitutes a third amendment to the "Restated Alliance Master Agreement".

The conditions of this third amendment concern your Company's undertaking (i) to vote in favour of the resolutions proposed by the Board of Directors of Nissan to the Annual General Meeting of Nissan for the appointment, dismissal and compensation of the members of the Board of Directors of Nissan (other than the members appointed upon proposal of your Company, (ii) not to submit a resolution to the Annual General Meeting of Nissan that would not have been approved by the Board of Directors of Nissan , and (iii) not to vote in favour of a resolution that would not be supported by the Board of Directors of Nissan.

For these resolutions, your Company remains free to vote as it sees fit, however, in the event that your Company does not comply with its commitment, Nissan may acquire Renault's shares without the prior approval of your Board of Directors, notwithstanding the provisions of the Restated Alliance Agreement which prevent the parties from increasing, without prior agreement, their respective holdings. The amendment modifies the "Restated Alliance Master Agreement" without altering its term, which remains indefinite. It has been applicable since it was entered into. This agreement has been approved by the Annual General Meeting of April 29, 2016.

With Nissan Motor Co. Ltd ("Nissan"), Daimler AG and Renault-Nissan B.V ("RNBV")

Persons concerned

Ms. Yu Serizawa and Mr Joji Tagawa, members of your Company's Board appointed upon proposal of Nissan.

"Master Cooperation Agreement"

On April 6, 2010, your Company and Nissan, Daimler AG and RNBV. entered into the "Master Cooperation Agreement" which specifies the terms and conditions of the cooperation between these companies.

On December 13, 2013, your Board of Directors authorized the signature of an amendment to the "Master Cooperation Agreement", in order to extend the scope of this cooperation. This amendment has been concluded on December 19, 2013 and has been approved by the Annual General Meeting of April 30, 2014.

In October 2016, Nissan Motor Co. Ltd. acquired 34% of the capital of Mitsubishi Motors Corporation.

At its meeting of June 15, 2018, your Board of Directors authorized the conclusion of a second amendment to the "Master Cooperation Agreement", the subject of which is the accession of Mitsubishi Motors Corporation in the cooperation. The signing of this second amendment on October 3, 2018 was approved by your General Meeting of June 12, 2019.

The Master Cooperation Agreement and its endorsements continue to produce effect between the parties.

Paris La Défense, February 24, 2023

The Statutory Auditors

French original signed by

KPMG S.A.

Bertrand Pruvost

Mazars

Loic Wallaert

5.2.4 Renault S.A. annual financial statements

5.2.4.1. Summary financial statements

Income statement

(in Euro million)	2022	2021
Operating expenses	(55)	(49)
Increases to provisions	(13)	(16)
Net operating expense	**(68)**	**(65)**
Investment income	558	154
Increases to provisions related to investments		
Investment income and expenses (note 5.2.4.2.3)	**558**	**154**
Foreign exchange gains	4	4
Foreign exchange losses	(1)	
Reversals from provisions for exchange risks		
Foreign exchange gains and losses (note 5.2.4.2.4)	**3**	**4**
Interest and equivalent income	1	
Interest and equivalent expenses	(267)	(207)
Reversals of provisions and transfers of charges		
Depreciation and provisions	(11)	(29)
Other financial income and expenses (note 5.2.4.2.5)	**(277)**	**(236)**
Net financial income	**284**	**(78)**
Pre-tax income before exceptional items	**216**	**(143)**
Extraordinary items (note 5.2.4.2.6)	**-**	**558**
Income tax (note 5.2.4.2.7)	**148**	**123**
NET INCOME	**364**	**538**

Balance sheet - Assets

(in Euro million)	2022 Gross	2022 Depreciation, amortisation & provisions	2022 Net	2021 Net
Investments stated at equity	8,020		8,020	8,081
Other investments (note 5.2.4.2.8)	6,229		6,229	6,229
Advances to subsidiaries and affiliates (note 5.2.4.2.9)	19,350		19,350	19,278
Financial assets	**33,598**	-	**33,598**	**33,588**
Total fixed assets	**33,598**	-	**33,598**	**33,588**
Receivables (note 5.2.4.2.11)	**331**	-	**331**	**338**
Marketable securities (note 5.2.4.2.10)	**167**	1	**166**	**190**
Unrealized gains on financial instruments	**10**		**10**	**15**
Cash and cash equivalents	**77**		**77**	**42**
Other assets (note 5.2.4.2.11)	**353**		**353**	**227**
TOTAL ASSETS	**34,536**	1	**34,535**	**34,400**

Balance sheet – Shareholders' equity and liabilities

(in Euro million)	2022	2021
Share capital	1,127	1,127
Share premium	4,782	4,782
Equity valuation difference	2,204	2,265
Legal and tax basis reserves	113	113
Retained earnings	9,647	9,109
Net income	364	538
Shareholders' equity (note 5.2.4.2.12)	**18,236**	**17,934**
Participating shares (note 5.2.4.2.13)	**130**	**129**
Provisions for risks and liabilities (note 5.2.4.2.14)	**193**	**211**
Bonds	10,004	8,163
Borrowings from credit institutions	1,402	3,326
Other loans and financial debts	3,848	3,973
Financial loans and borrowings (note 5.2.4.2.15)	**15,254**	**15,462**
Other liabilities (note 5.2.4.2.16)	**591**	**630**
Unrealized gains on financial instruments (note 5.2.4.2.17)	-	-
Deferred income (note 5.2.4.2.18)	**131**	**34**
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	**34,535**	**34,400**

Statement of changes in cash

(in Euro million)	2022	2021
Cash flow (note II.7.1)	366	(16)
Change in working capital requirements	(100)	(49)
Cash flow from operating activities	**267**	**(65)**
Net decrease / (increase) in other investments		1,143
Net decrease / (increase) in loans	(3)	(1,440)
Net decrease / (increase) in marketable securities	29	47
Cash flow from investing activities	**26**	**(250)**
Bond issues	2,011	2,239
Bond redemptions	(207)	(803)
Net increase / (decrease) in other interest-bearing borrowings	(2,032)	(1,082)
Dividends paid to shareholders		
Bond issuance expenses and redemption premiums	(30)	(21)
Cash flow from financing activities	**(258)**	**333**
Cash and cash equivalents: opening balance	**42**	**24**
Increase / (decrease) in cash and cash equivalents	35	18
Cash and cash equivalents: closing balance	**77**	**42**

5.2.4.2. Notes to the financial statements

The following disclosures constitute the notes to the balance sheet at 31 December 2022, before appropriation of net profit for the year, which shows total assets of €34 535 million and to the income statement for the year then ended, which shows net profit of €364 million.

The financial statements cover the twelve-month period from 1 January to 31 December 2022.

The financial statements for 2022 were approved for issue by the Board of Directors' meeting of Renault S.A. on 15 February 2023.

These financial statements are included in the consolidated financial statements of Group Renault.

5.2.4.2.1. Significant events

Nissan's exercise ended on 31 March 2022 with a net profit of €1,598 million (Y216 billion) and Renault S.A. received €64 million (Y9 billion) dividend from Nissan during 2022.

To maintain a sufficient level of liquidity for its operations, in 2022 the Group issued two bonds the Japanese market as part of Renault's Shelf Registration program, for a total of ¥290.7 billion. And the Group made €2,010 million repayment in 2022 of its State-guaranteed credit facility. At the date of publication of these consolidated financial statements, the Group has sufficient cash and sources of financing to ensure continuity of operations for the next twelve months and has demonstrated its capacity to issue debt.

To engage all employees in the Group's new strategy and future performance as in-depth changes are being made, Renault Group launched Renaulution Shareplan, an employee shareholding operation attributing 6 free shares to more than 95 000 employees across 22 countries. In 21 countries, the plan also offers employees the opportunity to buy shares at a 30% discount. As the reference share price in the Renaulution Shareplan is set at €31.46, the discounted share price is €22.02. The cost of this plan has been recognized in the 2022 financial statements.

At the General Shareholders' Meeting of May 25, 2022, upon the proposal of the Board of Directors, it was decided not to distribute a dividend for 2021.

On 10 July 2022, Renault SA set up a liquidity contract.

5.2.4.2.2. Accounting policies

Renault S.A. has drawn up its annual financial statements in accordance with the provisions of regulations 2014-03 of the ANC (Autorité des Normes Comptables), approved by the ministerial decision of September 8, 2014 concerning the French chart of accounts.

The following methods were applied in valuing balance sheet and income statement items:

- the going concern principle,
- consistency of methods,
- accruals-basis accounting, and applying the general rules for preparation and presentation of annual financial statements.

The basic method used to value items recorded in the accounting records is the historical cost method.

A. Investments

As allowed by CNC (Conseil National de la Comptabilité) notice N°34 (July 1988), as an alternative to the standard valuation method for investments carried in the balance sheet, Renault S.A. has opted to state investments in wholly-controlled companies at equity:

- this method is applied to all companies that are fully consolidated in the Group's financial statements;
- the shareholders' equity of these companies is determined under the accounting policies applied in the consolidated financial statements; as this is a valuation method, intercompany eliminations are not taken into account;
- in valuing a subsidiary, its holdings in companies wholly controlled by the Group are valued in the same way;
- the change during the year in the overall percentage of shareholders' equity corresponding to these interests is not an income or loss item; it is included in shareholders' equity under "Equity valuation difference". This amount cannot be distributed or used to offset losses. When it is negative, a provision for general depreciation is established as a charge against income.

Investments in companies not wholly controlled by Renault S.A. are valued at acquisition cost, less related expenses, or at their book value if this is lower. The book value takes account of the share of net assets and profitability prospects. Provisions are established when the book value of the investments is lower than the gross value.

Loans granted and receivables relating to subsidiaries and affiliates are recorded at historical cost. Impairment is recognized when there is a risk that these advances will not be recovered.

B. Marketable securities

Marketable securities are valued at acquisition cost, excluding related expenses and accrued interest for bonds, or at market value if this is lower.

Treasury shares held for the purposes of free share plans and stock option plans and the liquidity contract are included in marketable securities. These shares are covered by a provision for expenses, corresponding to the difference between the value of the shares (acquisition price or net book value at the date of reallocation) and the exercise price of the options for beneficiaries, when that exercise price is lower than the acquisition cost.

Treasury shares not allocated to a specific plan are also included in marketable securities. Impairment is recorded if the stock market price falls below the book value.

The fair value of securities is determined mainly by reference to market prices.

C. Receivables

Receivables are stated at nominal value. Impairment is recognizsed when their realizable value falls below historical cost, notably based on age and the risk of non-recovery.

D. Translation of foreign currency receivables and liabilities

Receivables and liabilities denominated in foreign currencies are translated as follows:

- all receivables and liabilities in foreign currencies are converted at the year-end exchange rate;
- exchange differences arising between the date of transactions and December 31 are recorded in Other assets and Deferred income (translation adjustment);
- a provision for risk equal to the unrealised exchange losses is established after determining an overall foreign exchange position for each currency (including derivatives).

Unrealized losses affecting Nissan hedge are no longer covered by provisions in the income statement. Under regulation ANC 2015-05, no provisions are recorded in the income statement for unrealized losses on the hedging instrument until the hedged cash flows are realized (date of liquidation or sale of the investment).

E. Redeemable shares

Redeemable shares are recorded in a separate line of shareholders' equity at nominal value with no subsequent revaluation.

F. Loans and financial debts

Loans are stated at their nominal amount. Loan costs, including issuance expenses, and bond redemption premiums, which are recorded in Other Assets, are amortised on a straight-line basis over the corresponding duration.

G. Provisions for risks and liabilities

Provisions for risks and liabilities are defined in accordance with ANC regulation 2014-03. They are established for probable payment obligations existing at the year-end. A contingent liability, in contrast, is an obligation that is neither probable nor definite at the date the financial statements are established, or a probable obligation that cannot be reliably estimated. Provisions are not established for contingent liabilities, but an off-balance sheet commitment is reported where relevant.

H. Derivatives

Changes in the value of hedging derivatives are not recognized in the balance sheet unless partial or total recognition of such changes is relevant to ensure symmetrical treatment to the hedged item .

This symmetrical treatment would involve revaluation of the hedging instrument in a transition account, with a corresponding entry in a Cash Instrument account, in parallel to the translation adjustments booked on the hedged item.

Foreign exchange gains and losses on loans set up for the Nissan hedge have no longer been included in profit and loss since the application of ANC regulation 2015-05 form 1 January 2017. They are recorded in specific accounts under other receivables or other liabilities and the accumulated amounts will be transferred to the income statement at the date of liquidation or sale of the investment.

The value of derivatives in an "Isolated Open Position" is adjusted to market value in the balance sheet at each year-end, via an entry to the translation adjustment account. If the market value indicates an unrealized loss, an equivalent provision is recognized in the income statement.

The positive or negative difference between the spot price and the forward price of the hedge is spread over the duration of the hedge in the financial result.

Assumptions and methods used

Unrealised foreign exchange gains and losses correspond to the difference between the spot price and the year-end price.

I. Net extraordinary items

Exceptional items are revenues and expenses resulting from events or transactions that are clearly distinct from the company's normal business operations, and are not expected to recur on a frequent or regular basis.

5.2.4.2.3. Investment income and expenses

Details are as follows:

(in Euro million)	2022	2021
Dividends received from Nissan Motor Co Ltd	64	
Dividends received from Dacia	301	57
Dividends received from Sofasa	5	
Interest on loans	188	97
Increases provisions related to subsidiaries and affiliates		
TOTAL	**558**	**154**

All interest on loans concerns Group subsidiaries.

5.2.4.2.4. Foreign exchange gains and losses

Foreign exchange gains and losses in 2022 amount to €3 million (€4 million in 2021), and comprise the following:

- A foreign exchange gain of €3,5 million on treasury notes (mainly in US Dollar and Pound).
- A foreign exchange loss of €0,5 million on dividends received from Sofasa.

5.2.4.2.5. Other financial income and expenses

In 2022, the financial income and expenses, amounting to a net loss of €277 million (loss of €236 million in 2021) principally comprise interest paid and similar expenses totaling €267 million, €8 million for impairment on treasury shares.

Details of interest paid and other similar expenses are as follows:

(in Euro million)	2022	2021
Net accrued interest after swaps on bonds (*)	(135)	(104)
Net accrued interest after swaps on borrowings from credit institutions	(35)	(24)
Accrued interest on termination of borrowings from subsidiaries	(37)	(38)
Accrued interest on redeemable shares	(18)	(17)
Other financial expenses	(9)	
Other (treasury notes and brokers commissions)	(33)	(24)
TOTAL	**(267)**	**(207)**

* The net interest on bonds comprises accrued and paid interest amounting to €135 million (€104 million in 2021), there are no accrued and received interest on swaps as in 2022.

In 2022, the €135 million of interest received and paid mainly comprise:

- €24 million on the bond EMTN 57 issued on November 25 2020,
- €15 million on the bond EMTN 53 issued on September 28, 2018,
- €15 million on the bond EMTN 58 issued on April 1, 2021,
- €12.5 million on the bond EMTN 54 issued on June 24, 2019,
- €12.5 million on the bond EMTN 59 issued on December 2, 2021,
- €12 million on the bond Samurai 24 issued on July 6, 2021,
- €10 million on the bond Samurai 25 issued on July 1, 2022,
- €7.5 million on the bond EMTN 49 issued on March 8, 2017,
- €7.5 million on the bond EMTN 51 issued on November 21, 2017,
- €7 million on the bond EMTN 52 issued on April 18, 2018,
- €6 million on the bond EMTN 55 issued on October 04, 2019,
- €3 million on the bond Samurai 23 issued on July 6, 2021,
- €1 million on the bond Samurai 26 issued on December 22, 2022,.

€26 million (€22 million in 2021) of accrued interest on the loan covered by a French State guarantee are included in the accrued interest on borrowing from credit institution.

In 2022, other financial expenses consist of commissions on the assignment of the 2021 Research Tax Credit receivable. There were no other financial expenses recognised in 2021.

5.2.4.2.6. Extraordinary items

In March 2021, Renault SA sold its involvement in Daimler AG for a sum of €1 143 million. The disposal of the shares, with a historical value of €584 million, resulted in an exceptional profit of €558 million.

There are no extraordinary operations in 2022.

5.2.4.2.7. Income tax

As Renault S.A. elected to determine French income taxes under the domestic tax consolidation regime when it was formed, this regime has applied to the group in which Renault S.A. is taxed in France since January 1, 2004. French subsidiaries that are more than 95% owned by Renault S.A. pay their income taxes directly to the company under this regime. Each entity included in the domestic tax consolidation records its theoretical taxes as if it was taxed separately. The tax saving generated by this system is treated as income for Renault S.A., the company heading the group of entities concerned. The Renault tax group, applying the principle of neutrality, Renault S.A. is not obliged to reallocate or reimburse the subsidiaries for the tax savings resulting from utilization of their tax losses.

The maximum allowable amount of losses carried forward against taxable income is €1 million plus 50% of the taxable income above that amount. The balance can be carried forward indefinitely.

These rules are applicable:

- for determining the income/loss of the tax consolidation group;
- by convention, for determining the income/loss of each company included in the tax consolidation serving as a base for their calculation of income tax.

These rules on tax loss carryforwards apply to all losses existing at the year-end, whatever their origin.

In practice, Renault S.A. has not charged deficits for the determination of its 2022 taxable income which amounts to -€1 835 million.

In 2022, the tax consolation group waived the reduced rate on industrial royalties as permitted by article 39 terdecies of the CGI.

The income generated by income taxes in 2022 was €132 million, corresponding to the income tax paid by the subsidiaries of Renault S.A., including any tax adjustments, as if they were taxed separately.

Details of the tax charge related to the year are as follows:

(in Euro million)	Pre-tax income	Taxes					Net income	
		Theoretical	Netting	Credit generated	Tax credit	Net tax due	Theoretical	As booked
Current income subject to normal rate	216	(9)	9			-	225	216
Extraordinary item	-							-
Tax consolidation		(132)				(132)		132
Impairment		(16)				(16)		16
Other								
TOTAL	**216**	**(158)**	**9**	**-**	**-**	**(148)**	**225**	**364**

Details of Renault S.A.'s deferred tax position are as follows:

(in Euro million)	2022		2021		Variations	
	Assets [1]	Liabilities [2]	Assets [1]	Liabilities [2]	Assets [1]	Liabilities [2]
Expenses deducted (or taxed income) not yet recognized for accounting purposes	**33**	**81**	**13**	**53**	**20**	**28**
TOTAL	**33**	**81**	**13**	**53**	**20**	**28**

(1) i.e. future tax credit.

(2) i.e. future tax charge.

At December 31, 2022, Renault S.A. had tax loss carry forwards amounting to €3 056 million.

5.2.4.2.8. Investments and financial assets

Changes during the year were as follows:

(in Euro million)	At start of year	Change over the year	At year-end
Investment in Nissan Motor Co. Ltd.	6,217		,217
Investment in RNBV	12		12
TOTAL BEFORE PROVISIONS	**6,229**		6,229
Impairment	-		-
TOTAL, NET	**6,229**		**6,229**

In 1999, Renault S.A. acquired an investment in Nissan Motor Co. Ltd. At December 31, 2022, this investment comprised 1,831,837,027 shares or 43.40% of the capital of Nissan. These shares are listed on the Tokyo Stock Exchange and have a nominal value of Y50. At December 31, 2022, their stock market price was Y418 (€2,97) per share, giving a total of €5 441 million (Y556 (€4,26) per share and a total of €7 804 million at December 31, 2021).

Based on the Nissan share price at December 31, 2022, 418 yen per share, the Renault Group's investment in Nissan is valued at €5,441 million (€7,804 million at December 31, 2021 based on a share price of 556 yen).

At December 31, 2022, the stock market value of the investment was 12.48% lower than the value of Nissan in Renault Group's statement of financial position.

In application of the approach presented in the Note on accounting policies, an impairment test was carried out at December 31, 2022. An after-tax discount rate of 7.73% and a growth rate to infinity (including the effect of inflation) of 1.42% were used to calculate value in use. The terminal value was calculated under profitability assumptions consistent with Nissan's past data and conservative medium and long-term prospects, incorporating new medium-term forecasts for volumes and exchange rates.

The test result did not lead to recognition of any impairment on the investment in Nissan at December 31, 2022 and it is considered that a reasonably possible change in the main assumptions used should not result in a recoverable value lower than the book value of the investment in Nissan.

5.2.4.2.9. Advances to subsidiaries and affiliates

Changes during the year were as follows:

(in Euro million)	At start of year	Increases	Decreases	At year-end
Dividends receivable *	-	69		69
Loans	19,265	1,482	(1,466)	19,281
Total before provisions (1)	**19,265**	**1,551**	**(1,466)**	**19,350**
Impairment	-	-	-	-
TOTAL NET	**19,265**	**1,551**	**(1,466)**	**19,350**
(1) Current portion (less than one year)	19,254			19,339
Long-term portion (over 1 year)	11			11

* Net of foreign exchange revaluations.

Loans include:

- €10 143 million in short-term investments with Renault Finance (€9 694 million in 2021);
- €8 310 million in current accounts resulting from centralised cash management agreements with Group subsidiaries (€8 702 million in 2021);
- €700 million with RCI under a cash pledge agreement;
- €90 million loan to RTM (€140 million in 2021).

All loans relate to Group subsidiaries.

5.2.4.2.10. Marketable securities

Marketable securities include €166 million for Renault S.A.'s treasury shares.

Changes in treasury shares were as follows:

(in Euro million)	At start of year	Options exercised and awards	Shares purchased		Transfers to other financial assets	Increases	Reversals	At year-end
Number of shares	4,582,464	1,279,003	6,020,809	4,013,309				5,310,961
Shares allocated	187	(75)	34		(8)			138
Shares not allocated	5		21		(2)			24
Shares – liquidity contract			129	(125)				4
Gross Value (in Euro million)	**192**	(75)	184	(125)	(10)			166
Impairment (in Euro million)	(2)				10	(8)	-	-
TOTAL (in Euro million)	**190**	**(75)**	**184**	**(125)**	**-**	**(8)**	**-**	**166**

Options exercized and shares vested principally concern the vesting of 169,622 shares awarded under plan 25 for non-residents and 1,109,158 shares under plan 26.

The impairment booked corresponds to the difference between the purchase price and the average opening price over the last month of the year. It is recognized for shares not allocated to a plan.

Stock option and performance share plans

The Board of Directors periodically awards performance shares to Group executives and managers, with prices and exercise periods specific to each plan. Until 2012, it also periodically granted stock options, each with their own vesting and required holding periods. All plans include performance conditions which determine the number of options or performance shares granted to beneficiaries. Loss of the benefit of stock options or performance shares follows the applicable regulations: all options and rights are forfeited in the event of resignation or termination and a decision is made for each individual case when an employee leaves at the Company's instigation.

New performance share plans were introduced in 2022, concerning 1,684 thousand shares. The vesting period for rights to shares is 3 years, with no minimum holding period and without distinction between residents and non-residents.

A. Changes in the number of stock options and performance share right held by personnel

	Share rights
Options outstanding and rights not yet vested at January 1, 2022	**4,444,368**
Granted	1,683,640
Options exercized or vested rights	(,279,253)
Options and rights expired and other adjustments	(375,054)
Options outstanding and rights not yet vested at December 31, 2022	**4,473,701**

* Performance shares vested were mainly awarded under plan 25 for non-residents in 2018 and plan 26 for residents in 2019.

B. Performance share plans

As from plan 26, the vesting period is 3 years with no holding period for French or foreign tax residents.

Plan	Type of plan	Grant date	Share rights awarded at December 31, 2022	Vesting date	Holding period
Plan 25*	Performance shares	February 15, 2018	-	February 15, 2022	None
Plan 26*	Performance shares	June 12, 2019	-	June 12, 2022	None
Plan 27	Performance shares	February 13, 2020	1,305,690	February 13, 2023	None
Plan 28	Performance shares	April 23, 2021	1,495,021	April 23, 2024	None
Plan 29	Performance shares	May 25, 2020	1,672,990	May 25, 2025	None
TOTAL			**4,473,701**		

* The share rights concerned by this plan expired or vested in 2022.

5.2.4.2.11. Receivables and other assets

Receivables mainly comprise:

- An unbilled receivable of €93 million for performance shares (€127 million in 2021), under the reinvoicing agreement between Renault S.A. and Renault S.A.S. introduced in 2012;
- Tax receivables.

(in Euro million)	At start of year	Increases	Decreases	At year-end
Tax receivables				
Deposit : Income tax	-			-
CIR : Research Tax Credit	122	138	(136)	124
IFF receivables	53		(53)	-
Other tax receivables	36	30		67
TOTAL BEFORE PROVISIONS [1]	**212**	**168**	**(189)**	**191**
Impairment				
CIR : Research Tax Credit	(1)		1	-
TOTAL	**(1)**	-	1	-
TOTAL NET	**161**	**168**	**(188)**	**191**
(1) Current portion (less than one year)	61			67
Long-term portion (over 1 year)	150			124

The increases mainly concern the Research Tax Credit of the year €124 million the complement of the Research Tax Credit 2021 for €14 million.

The decreases principally result from the assignment of €136 million of the 2021 Research Tax Credit receivable, and the payement by subsidiaries of their 2021 IS liabilities for €53 million.

- Income receivable from subsidiaries under the Renaulution Share Plan corresponding to the 30% discount and the capital loss calculated between the reference price and the purchase price of the shares by Renault SA on the market for €47 million.

The major components of Other assets are:

(in Euro million)	At start of year	Increases	Decreases	At year-end
Other assets				
Deferred charges	23	30	(22)	31
Redemption premiums	12		(3)	9
Unrealized losses	192	170	(48)	314
TOTAL [1]	**227**	**200**	**(73)**	**354**
(1) Current portion (less than one year)	207			329
Long-term portion (over 1 year)	20			25

- deferred charges consisting of final payments and issuance expenses on various loans;
- redemption premiums on several long-term bonds (five to seven years);
- unrealized foreign exchange losses corresponding to unrealized losses on borrowings issued in yen, which are covered by a provision, and a €177 million foreign exchange on repayment of borrowings issued in yen used for the Nissan hedge, which is recorded in a cash instrument valuation difference account.

5.2.4.2.12. Shareholders' equity

Changes in shareholders' equity were as follows:

(in Euro million)	Balance at start of year	Allocation of 2021 net income	Dividends	20221 Net income	Other	Balance at year-end
Share capital	1,127					1,127
Share premium	4,782					4,782
Equity valuation difference	2,265				(61)	2,204
Legal and tax basis reserves	113					113
Retained earnings	9,109	538				9,647
Net incomes	538	(538)		364		364
TOTAL	**17,934**	**-**	**-**	**364**	**(61)**	**18,236**

Non-distributable reserves amounted to €2 317 million at December 31, 2022.

The change in equity valuation difference mainly consists of the evolution of the value of Renault s.a.s shares under the equity method for +€94 million, of Dacia shares valued under equity method for -€159 million and of SOFASA shares valued under equity method for +€4 million euros.

Renault S.A.'s ownership structure was as follows at December 31, 2022:

	Ownership structure		Voting rights	
	Number of shares held	% of capital	Number	%
French State	44,387,915	15.01%	88,775,830	28.94%
Employees	7,893,507	2.67%	15,542,770	5.07%
Treasury shares	5,199,461	1.76%		
Nissan	44,358,343	15.00%		
Others	193,883,058	65.56%	202,386,909	65.99%
TOTAL	**295,722,284**	**100%**	**306,705,509**	**100%**

The par value of the Renault S.A. share is €3.81.

5.2.4.2.13. Redeemable shares

These shares, issued in October 1983 and April 1984 by Renault S.A., can be redeemed with a premium on the sole initiative of Renault S.A. They earn a minimum annual return of 9% comprising a fixed portion 6.75% and a variable portion, equal to at least 2.25%, that depends on consolidated revenues and is calculated based on identical structure and methods.

797,659 redeemable shares remained on the market at December 31, 2022, for a total of €130 million including accrued interest. These shares are listed on the Paris Stock Exchange. The market price for redeemable shares with par value of €153 was €270,58 at December 31, 2022 (€442 at December 31, 2021).

The 2022 return on redeemable shares, amounting to €15 million (€15 million in 2021) is included in interest and equivalent expenses.

5.2.4.2.14. Provisions for risks and liabilities

Provisions for risks and liabilities break down as follows:

(in Euro million)	At start of year	Increases	Reversals for application	Reversals without application	At year-end
Foreign exchange losses	-				-
Provisions for expenses*	183	92	(75)	(17)	182
Other provisions for risks	28		(16)		11
TOTAL[(1)]	**211**	**92**	**(91)**	**(17)**	**193**
(1) Current (less than 1 year)	92				100
Long-term (over 1 year)	119				93

A provision of €182 million was booked at December 31, 2022 (€183 million at December 31, 2021) after it was decided to allocate free shares. Under a reinvoicing agreement introduced between Renault S.A. and Renault s.a.s., a €93 million share of this provision is considered as an unbilled receivable on the subsidiary Renault s.a.s (€127 million in 2021). Under the Renaulution Share Plan, a receivable from subsidiaries participating in the plan has been recognised at 31 December 2022.

Each known litigation in which Renault S.A. is involved is examined at year-end. After seeking the opinion of legal and tax advisors, the provisions deemed necessary are, where appropriate, established to cover the estimated risk.

5.2.4.2.15. Financial loans and borrowings

A. Bonds

Bonds amounted to €10 004 million at December 31, 2022 (€8 163 million at December 31, 2021).

The principal changes in bonds over 2022 were as follows:

- issuance on July 1, 2022 of a 3-year bond (Samurai25) with total nominal value of €81 billion (€561 million), and a coupon of 3.5%;
- redemption on July 6, 2020 of a 5-year bond (Samurai 20) issued on July 6, 2017 with nominal value of Y27 billion and a coupon of 0.5%;
- issuance on December 22, 2022 of a 4-year bond (Samurai 26) with total nominal value of Y210 billion (€1 450 million), and a coupon of 2.8%.

Breakdown by maturity

	December 31, 2022						
(in Euro million)	TOTAL	< 1 year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	> 5 years
Nominal value	9,939	1,184	1,593	2,319	3,243	1,000	600
Accrued interest	65	65					
TOTAL	**10,004**	**1,249**	**1,593**	**2,319**	**3,243**	**1,000**	**600**

	December 31, 2021						
(in Euro million)	TOTAL	< 1 year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	> 5 years
Nominal value	8,105	218	1,194	1,593	1,750	1,750	1,600
Accrued interest	58	58					
TOTAL	**8,163**	**276**	**1,194**	**1,593**	**1,750**	**1,750**	**1,600**

Breakdown by currency

	December 31, 2022		December 31, 2021	
(in Euro million)	Before hedging	After hedging	Before hedging	After hedging
Euro	6,606	7,990	6,600	8,023
Yen	3,398	2,014	1,563	140
TOTAL	**10,004**	**10,004**	**8,163**	**8,163**

Breakdown by interest rate type

(in Euro million)	December 31, 2022		December 31, 2021	
	Before hedging	After hedging	Before hedging	After hedging
Fixed Rate	10,004	9,947	8,163	8,105
Floating Rate		57		58
TOTAL	10,004	10,004	8,163	8,163

B. Borrowings from credit institutions

Borrowings from credit institutions stood at €1 400 million at December 31, 2022 (€3 326 million at December 31, 2021) and are mainly contracted on the market.

The principal changes in bonds over 2022 were as follows:

- issuance on February 7, 2022 of a 3-year bond with total nominal value of €60 million,
- early repayment on February 7, 2022 of €340 million of August 5, 2024 maturity of the 1rst drawdown of a bond covered by a French State Guarantee with a nominal value of €2 billion,
- early repayment on March 22, 2022 of €340 million of September 22, 2024 maturity of the 2nd drawdown of a bond covered by a French State Guarantee with a nominal value of €1 billion,
- early repayment on June 23, 2022 of €340 million of December 23, 2024 maturity of the 3rd drawdown of a bond covered by a French State Guarantee with a nominal value of €1 billion,
- redemption on June 28, 2022 of a 3-year bond with a nominal value of €25 million,
- issuance on June 30, 2022 of a 3-year bond with total nominal value of €50 million,
- redemption on August 5, 2022 of €330 million of the 1st drawdown of a bond covered by a French State Guarantee with a nominal value of €2 billion,
- redemption on September 22, 2022 of €330 million of the 2nd drawdown of a bond covered by a French State Guarantee with a nominal value of €1 billion,
- redemption on December 23, 2022 of €330 million of the 3rd drawdown of a bond covered by a French State Guarantee with a nominal value of €1 billion.

Breakdown by maturity

(in Euro million)	December 31, 2022			
	TOTAL	<1 year	1 to 2 years	2 to 3 years
Nominal value	1,390	1,090	190	110
Accrued interest	10	10		
TOTAL	1,400	1,100	190	110

(in Euro million)	December 31, 2021			
	TOTAL	<1 year	1 to 2 years	2 to 3 years
Nominal value	3,315	1,015	1,090	1,210
Accrued interest	11	11		
TOTAL	3,326	1,026	1,090	1,210

Breakdown by currency

(in Euro million)	December 31, 2022		December 31, 2021	
	Before hedging	After hedging	Before hedging	After hedging
Euro	1,400	1,400	3,326	3,326
TOTAL	1,400	1,400	3,326	3,326

Breakdown by interest rate type

(in Euro million)	December 31, 2022		December 31, 2021	
	Before hedging	After hedging	Before hedging	After hedging
Fixed Rate	356	356	3,273	3,273
Floating Rate	1,044	1 044	53	53
TOTAL	1,400	1,400	3,326	3,326

State Guaranteed credit facility of the Automotive segments

In 2020, Renault Group opened a credit line with a pool of five banks, for the maximum amount of €5 billion covered by a French State guarantee for up to 90% of the amount borrowed. At December 31, 2020, €4 billion had been drawn on this credit line.

The initial maturity for each drawing was 12 months, extendable by Renault Group for a further three years, with repayment of one third each year. The interest rate on each drawing was indexed on the 12-month Euribor for the first year, then the 6-month Euribor for any extensions. If extended, these credit drawings were repayable in one-third instalments in 2022, 2023 and 2024 on the anniversary dates of the initial drawings, with the possibility of early repayment of outstanding instalments at Renault Group's initiative.-

The Group exercised the extension options on all these drawings except for the drawing maturing in August 2021, of which €1 billion was repaid.

As announced on February 18, 2022, the Group made three early repayments in 2022 €340 million each, on February 7, March 22 and June 23 corresponding to the final instalments (August, September and December 2024) of the three drawings. After the three repayments made at maturity during the second half-year, totalling €990 million, the outstanding amount of the State-guaranteed credit facility at the year-end is €990 million. The total amount will be repaid in 2023.

C. Other loans and financial debts

Other loans and financial debts amounted to €3 848 million at December 31, 2022 (€3 973 million in 2021), and principally comprise:

- €2,918 million in borrowings from Group subsidiaries with surplus cash;
- €930 million in treasury notes.

No loans or financial debts are secured or have a duration over 1 year.

No loans are secured by security rights.

5.2.4.2.16. Other liabilities

Changes in other liabilities were as follows:

(in Euro million)	At start of year	Variation	At year-end
Trade payables and related accounts	-		-
Social liabilities	3	(1)	2
Tax liabilities *	620	(38)	582
Liabilities related to other assets	5		5
Other liabilities	2		2
TOTAL	630	(39)	591
** Current portion (less than one year)*	215		213
Long-term portion (over 1 year)	415		377

The variation in tax liabilities is mainly due to a €38 million increase in the tax consolidation.

5.2.4.2.17. Unrealized gains on financial instruments

These are unrealized foreign exchange gains on treasury notes in US dollars and borrowings in yen that are no longer part of the Nissan hedge.

5.2.4.2.18. Deferred income

Deferred income comprises unrealized foreign exchange gains on borrowings issued in yen or swapped to yen, and a foreign exchange gain on repayment of borrowings issued in yen used for the Nissan hedge, which is recorded in a cash instrument valuation difference account, amounts to €18 million.

5.2.4.2.19. Financial instruments

Management of exchange and interest rate risk

The corresponding commitments, expressed in terms of notional amount where appropriate, are shown below:

(In Euro million)	2022		2021	
	Notional	Fair value	Notional	Fair valuer
Currency swaps	1,376	(27)	1,423	(9)
Other forward exchange contracts Purchases	736	11	402	16

All the operations are with Renault Finance.

Forward purchases and sales and swap transactions are off-balance sheet.

Foreign exchange risk:
Foreign exchange risk management essentially comprises currency swaps and forward exchange operations to cover Renault's own foreign-currency financing. Renault S.A. also undertakes forward exchange operations to hedge loans and borrowings in foreign currencies with its subsidiaries.

Interest rate risk:
Renault S.A. carries most of the Group's indebtedness. Its interest rate risk management policy applies two basic principles: long-term investments use fixed-rate financing, and investments for liquidity reserves use floating-rate financing. The financing in yen undertaken as part of the hedge of Nissan equity is fixed-rate.

Renault S.A. uses derivatives to implement the above interest rate and exchange risk management policies. These operations are undertaken with Renault Finance, a fully-owned Renault Group subsidiary.

Liquidity risk:
The Group's automotive operating segment needs sufficient financial resources to finance its day-to-day business and the investments necessary for future growth. It therefore regularly borrows on the banking and capital markets to refinance its debt, and this exposes it to a liquidity risk in the event of market closure or tensions over credit availability. As part of its centralised cash management policy, Renault S.A. handles most refinancing for the automotive operating segment via the capital markets through long-term resources (bond issues, private placements) and short-term financing such as treasury notes, or by bank financing.

Renault S.A. also has confirmed credit agreements with banking establishments (see note 5.2.4.2.20).

The contractual documentation for these financing arrangements and credit agreements contains no clause that might adversely affect credit availability as a result of a change in Renault's credit rating or financial ratio compliance.

Given the available cash reserves, confirmed credit lines unused at the year-end, and the prospects for renewal of short-term financing, Renault S.A. has sufficient financial resources to cover its commitments over a 12-month horizon.

5.2.4.2.20. Commitment given and received

Off-balance-sheet commitments are as follows:

(in Euro million)	2022		2021	
	Total	Concerning related companies	Total	Concerning related companies
Commitments received				
Guarantees and deposits				
unused credit lines	3,430		3,430	
TOTAL	**3,430**		**3,430**	
Commitments given				
Guarantees and deposits	705	700	705	700
unused opened credit lines	443	443	446	446
TOTAL	**1,148**	**1,143**	**1,151**	**1,146**

As part of the management of RCI Banque's major risk ratio, Renault S.A. entered into a pledging agreement in 2010 for a deposit of €700 million by Renault S.A. with RCI Banque.

There are no restrictive clauses on credit lines opened but unused.

Contingent liabilities

Group companies are periodically subject to tax inspections in the countries in which they operate. Accepted tax adjustments are recorded as provisions in the financial statements. Contested tax adjustments are recognized on a case-by-case basis, taking into account the risk that the proceedings or appeals undertaken may be unsuccessful. Tax liabilities are recognized via provisions when there are uncertainties over the determination of taxes.

On 19 December 2021, Renault S.A. received a provisional notification of a tax reassessment in respect of transfer pricing for the years 2013 to 2016. Renault Group is challenging the most significant amounts of these notifications, and no provision has been recognized in the financial statements at December 31, 2022 in connection with this matter.

On December 19, 2019 Renault s.a.s received notification, interrupting the limitation period, of a tax reassessment on transfer prices in 2016, and an additional notification was received on June 24, 2021 concerning the years 2017 and 2018. On December 21, 2022, the French tax authorities issued a proposed reassessment for the year 2019 relating to a further inspection covering the period 2019-2020, also interrupting the relevant limitation period. Renault Group is challenging the most significant amounts of these notifications, and no provision has been recognized in the financial statements at December 31, 2022 in connection with this matter.

Group companies are periodically subject to investigations by the authorities in the countries in which they operate. When the resulting financial consequences are accepted, they are recognized in the financial statements via provisions. When they are contested, they are recognized on a case-by-case basis, based on estimates that take into account the risk that the proceedings or appeals undertaken may be unsuccessful.

The main investigations by the competition and automotive regulation authorities in progress at December 31, 2022 concern illegal agreements and the level of vehicle emissions in Europe.

In the ongoing "emissions" affair in France, in which a formal legal investigation was opened on January 12, 2017 at the request of the Paris public prosecution office, Renault s.a.s. was officially placed under investigation for deceit on June 8, 2021.

In July 2021 Renault Group paid bail of €20 million (included in the balance sheet) to guarantee its representation throughout the proceedings and to cover payment of any damages and fines. It also issued a €60 million bank guarantee on October 8, 2021 to cover compensation for any prejudice identified. Renault Group denies having committed any offence. All Renault Group vehicles are, and always have been, type-approved in accordance with applicable laws and regulations.

The potential consequences of the next steps in these ongoing proceedings cannot be reliably estimated, and no provision was recognized in connection with this matter at December 31, 2022 (nor at December 31, 2021).

Other information

5.2.4.2.21. Cash flow

Cash flow is determined as follows:

(in Euro million)	2022	2021
Net income	364	538
Increases to provisions and deferred charges	26	27
Net increase to provisions for risks and liabilities	(14)	(72)
Net increases to impairment	(9)	50
Net profit on assets sold		(559)
TOTAL	366	(16)

5.2.4.2.22. Workforce

Renault S.A. has no employees.

5.2.4.2.23. Directors' fees and compensation of corporate officers

The net amount of Directors' fees to be paid to directors amounts to €915 090 in respect of 2022 (€929 086 paid for 2021).

The Chairman of the Board of Directors does not receive attendance fees for his term as director.

Compensation excluding social security charges recognized in the income statement in 2022, including the provisional variable portion, amounts to €4 million.2.

75 000 performance shares were awarded to corporate officers in 2022.

5.2.4.2.24. Information on supplier and customer invoice payment times

under article L. 441-10 of the French commercial code, as Renault S.A. has no commercial activity this report does not contain details of supplier and customer invoice payment times.

The relevant information can be found in the Renault s.a.s management report.

5.2.4.2.25. Subsidiaries and affiliates

Direct holdings

Companies (in Euro million)	**Share capital**	**Reserves and retained earnings**	**% of capital held**	**Book value of shares owned**
INVESTMENTS				
Renault s.a.s 122-122bis avenue du Général Leclerc 92100 Boulogne-Billancourt	534	3,511	100.00%	7,066
Dacia 1 rue Uzinei 115400 Mioveni ROMANIA (1)	514	484	99.43%	933
Nissan 2 Takara-Cho, Kanagawa-Ku, Yokohama-Shi, Kanagawa-Ken JAPAN (2) *	10,301		43.40%	6,217
RNBV Jachthavenweg 130, 1081KJ Amsterdam NETHERLANDS	6		50.00%	12
Sofasa Carrera 49 N°39 Envigado COLOMBIA (3)	1	42	27,66%	21
TOTAL INVESTMENTS				**14,249**

(1) The exchange rate used for Dacia is 4.9495 Romanian lei = 1 euro.

(2) The exchange rate used for Nissan is 140.66 Yen = 1 euro.

(3) The exchange rate used for Sofasa is 4 167.00 Colombian pesos = 1 euro.

Companies (in Euro million)	**Sales revenues excluding taxes 2022**	**Net income (loss), prior year**	**Dividends received by Renault SA in 2022**
INVESTMENTS			
Renault s.a.s 122-122bis avenue du Général Leclerc 92100 Boulogne-Billancourt	44,672	(961)	
Dacia 1 rue Uzinei 115400 Mioveni ROMANIA (1)	5,213	107	233
Nissan 2 Takara-Cho, Kanagawa-Ku, Yokohama-Shi, Kanagawa-Ken JAPAN (2) *			64
RNBV Jachthavenweg 130, 1081KJ Amsterdam NETHERLANDS			
Sofasa Carrera 49 N°39 Envigado COLOMBIA (3)	722	37	4

(1)The average exchange rate used for Dacia is 4.931562 Romanian lei = 1 euro.

(2) The exchange rate used for Nissan is 138.014073 Yen = 1 euro

(3) The average exchange rate used for Sofasa is 4 468.272288 Colombian pesos = 1 euro.

* For Nissan, this information can be found in note 12 to the Renault Group's 2022 consolidated financial statements in the Renault Group's Universal Registration Document at: www.group.renault.com/finance/informations-financieres/documents-et-publications/

Indirect holdings

The full list of subsidiaries held indirectly by Renault S.A. is contained in the document entitled "Additionnal information on the Group Renault composition" available from the financial information section of the Group's website at:

https://group.renault.com/finance/informations-financieres/documents-et-publications/

Investment under the equity method:

The value of RENAULT s.a.s shares valued under the equity method increased by €94 million in 2022 due to her performance and its subsidiaries.

The value of Dacia shares valued under the equity method decreased by €159 million and the value of Sofasa increased by €4 million.

Acquisition of investments

See Note 5.2.4.2.8

5.2.4.2.26. Five-years financial highlights

(in Euro million)	2018	2019	2020	2021	2022
Year-end financial position					
Share capital	1,127	1,127	1,127	1,127	1,127
Number of shares and investment certificates outstanding	295,722,284	295,722,284	295,722,284	295,722,284	295,722,284
Overall income from operations					
Income before tax, amortisation, depreciation and provisions (1)	1,560	485	(212)	464	186
Income tax	91	80	100	123	148
Income after tax, amortisation, depreciation and provisions	1,726	383	(139)	538	364
Dividends paid	1,035				
Earnings per share in Euros					
Earnings before tax, amortisation, depreciation and provisions (1)	5.27	1.64	(0.72)	1.57	0.63
Earnings after tax, amortisation, depreciation and provisions	5.84	1.30	(0.47)	1.82	1.23
Basic and diluted earnings per share (2)	6.31	1.40	(0.51)	1.98	1.34
Dilutive potential effect	0.47	0.10	(0.04)	0.16	0.11
Net dividend	3.55	0.00	0.00	0.00	0.25
Employees (3)					

(1) Provisions are those recorded during the year, less reversals and applications.

(2) Based on the average number of shares at year end

(3) No employees.

5.2.4.2.27. Subsequent events

Nissan Motor CO Ltd and Renault Group have decided to rebalance the Alliance with a 15% cross-shareholding, with a retention obligation, as well as an obligation to cap their holdings. They will both be able to freely exercise the voting rights attached to their 15% direct shareholding, with a 15% cap.

Renault Group will transfer 28.4% of its Nissan shares into a French trust, where voting rights would be "neutralised" for most decisions, but where economic rights (dividends and proceeds from the sale of the shares) will still fully benefit Renault Group until the sale of those shares.

Renault Group will instruct the trustee to sell these Nissan shares if the economic conditions are reasonable for Renault Group, in an organised and orderly process, but it has no obligation to sell its shares within a specific predetermined timeframe.

The Alliance Operating Board will remain the coordinating body.

This decision has no impact on the valuation of Nissan Motor CO Ltd shares in the Renault S.A. balance sheet at the close of December 31, 2022.

5.2.4.2.28. Consultation of financial statements

The 2022 financial statements, as of 15 March 2023, as well as those for previous years, are included in the Universal Registration Documents available at the following address

https://group.renault.com/finance/informations-financieres/documents-et-publications/

6. Information about the company, capital and share ownership

6.1 General information

6.1.1 Overview

6.1.1.1. Business name and registered office

Business name: Renault.

Registered Office: 122-122 bis avenue du Général Leclerc, 92100 Boulogne-Billancourt, France.

6.1.1.2. Legal form

Organized as a public limited company (*société anonyme*) under French law.

6.1.1.3. Date of incorporation and term of the Company

The Company was founded on January 16, 1945. It will expire on December 31, 2088, except in the case of early dissolution or extension.

6.1.1.4. Summary of the corporate purpose

Renault's corporate purpose is principally the design, manufacture, sale, repair, maintenance and leasing of motor vehicles (commercial, light commercial and passenger vehicles, tractors, farm machinery and construction equipment) as well as the design and production of parts and equipment used in connection with manufacturing and operating vehicles. Also, all types of services relating to such activities and, more generally, all industrial, commercial, financial, investment and real property transactions relating directly or indirectly, in whole or in part, to any of the above purposes (see article 3 of the articles of association).

Further details of the Company's corporate purpose are provided in article 3 of the Bylaws, available at www.renaultgroup.com.

6.1.1.5. Registration and identification numbers

Registration number in the Trade and Companies Register (*Registre du Commerce et des Sociétés* – RCS): 441 639 465 (RCS Nanterre)

APE code: 6420Z

SIRET code of the registered office: 441 639 465 00018

LEI number: 969500F7JLTX36OUI695

6.1.1.6. Access to legal documents

The Company's Bylaws, the Board of Directors' Charter, documents relating to Annual General Meetings, Statutory auditors' reports and all other documents made available to shareholders in accordance with applicable legal provisions may be consulted at the Company's registered office.

6.1.1.7. Financial year

The Company's financial year runs from January 1 to December 31.

6.1.2 Special provisions of the Bylaws

6.1.2.1. Allocation of net profits

Net profits are allocated in compliance with applicable legislation.

Distributable income consists of the current year's income, less previous losses and amounts transferred to the legal reserves, plus retained earnings brought forward from previous years as specified by law. Upon recommendation by the Board of Directors, the Annual General Meeting may then determine portions of this income to be allocated to optional, ordinary, and special reserves or to be carried over. The balance, if any, is divided among the shares in proportion to their paid-up and unamortized value.

In accordance with legal provisions, the Annual General Meeting has the authority to offer shareholders the option of receiving all or part of the dividend payout in cash or in shares.

Requests for the payment of scrip dividends must be submitted within the period established by the Annual General Meeting, without exceeding three months from the date of the meeting. The Board of Directors may choose to suspend this period for up to three months if the share capital is increased.

6.1.2.2. Annual General Meetings

Annual General Meetings are convened in accordance with applicable legal and regulatory provisions. The right to attend Annual General Meetings is evidenced by the registration of the shares in an account in the name of the shareholder or in the name of the registered intermediary acting on his/her behalf, by midnight (zero hours) Paris time on the second working day before the Annual General Meeting, either in the registered share account held by the Company or in the bearer share accounts held by an authorized intermediary. The registration of bearer shares in the share records held by the authorized intermediary is evidenced by a shareholding certificate issued by this intermediary.

6.1.2.3. Shares and voting rights

Shares are registered in an account according to the provisions and terms established by law. Fully paid-up shares are in either registered or bearer form, at the discretion of their owner. However, shares that are not fully paid-up must be in registered form.

Each shareholder has as many votes as he or she owns shares, subject to the provisions below.

Since April 3, 2016, pursuant to Article L. 225-123 of the French Commercial Code, as amended by Law No. 2014-384 of March 29, 2014 (the Florange Law), unless provided otherwise in Renault S.A.'s Bylaws adopted subsequently to the promulgation of the Florange Law, a voting right double to that conferred to other shares is automatically attributed to all fully paid-up shares for which proof of registration is provided for at least two years in the name of the same shareholder.

As of December 31, 2022, 104,899,372 Renault shares held double voting rights, representing around 35.5 % of the share capital and around 68.4 % of the voting rights that may be exercised in Renault's Annual General Meeting.

The double voting right automatically ceases for any share that has been converted to a bearer share or that has undergone a transfer of ownership, subject to any exceptions provided for by law.

Shares resulting from the capital increase, earnings or other paid-in capital are entitled to double voting rights from their date of issue if they are attributed on account of shares already enjoying such rights.

In addition, treasury shares do not carry voting rights.

At December 31, 2022, the theoretical number of voting rights was 400,621,656.

In view of the treasury shares (5,310,961) and the shares held by Nissan Finance Co., Ltd. (44,358,343, see chapter 6.2.6.1 below), all of which are non-voting shares, the total number of exercisable voting rights was 306,705,509 as of December 31, 2022.

6.1.2.4. Identifiable bearer shares

The Company is authorized to make use of the appropriate legal provisions for identifying shareholders having immediate or future voting rights in its own Shareholders' General Meetings.

6.1.2.5. Shareholding disclosures

In addition to the legal requirement for shareholders to inform the Company if they hold certain percentages of its share capital or voting rights, every shareholder or fund management company that comes into possession of a number of shares above 2% of the share capital or voting rights, or a multiple of this percentage representing less than or equal to 5% of the share capital or voting rights, shall inform the Company of the total number of shares held. Such disclosure shall be made by registered letter with return receipt within four (4) business days starting from the date of registration of the shares that brought the shareholder's interest up to or beyond the threshold. Beyond 5%, the aforementioned disclosure requirement applies to fractions of share capital or voting rights of 1%.

For the purposes of determining the thresholds described above, indirectly held shares or equity equivalents held as defined by the provisions of Articles L. 233-7 and L. 233-9 of the French Commercial Code will also be taken into account.

The declarer must certify that this declaration includes all shares held or owned as per the provisions of the preceding paragraph and must indicate the acquisition date(s). The disclosure requirement applies in the same manner if the holding of shares falls below any of the aforementioned thresholds, 2% or 1% as applicable.

If the conditions described above are not complied with, any shares exceeding the fraction that should have been declared shall be deprived of its voting rights at any Shareholders' General Meetings held in a period of two years following the date of due notification, in so far as this is requested at the meeting by one or more shareholders who together hold at least 1% of share capital.

Threshold crossings in 2022

In 2022, the Company received declarations for the crossing of the legal threshold of 5% of the voting rights, alternately upwards and downwards, from Bank of America, acting on behalf of clients and funds under its management. Bank of America's most recent notification, dated September 1, 2022, indicated that it held 1.07% of the Company's share capital and 0.79% of its voting rights.

6.2 Information on the share capital

6.2.1 Share capital

As of December 31, 2022, the share capital amounted to €1,126,701,902.04, consisting of 295,722,284 shares with a nominal value of €3.81 each. The shares are fully subscribed and paid up.

6.2.2 Change in the share capital

The Extraordinary General Meeting may, as specified by law, increase or reduce the share capital and grant delegation to the Board of Directors to carry out such transactions, with the option of subdelegating in accordance with applicable laws.

6.2.3 Changes in the share capital during the past five years

There were no changes in the share capital during the past five years.

6.2.4 Unissued authorized share capital

6.2.4.1. Overall authorizations

The Annual General Meeting of May 25, 2022, authorized the Board of Directors to proceed with various financial transactions to carry out capital increases to the Company's share capital with or without preferential subscription rights.

These authorizations are detailed hereafter.

6.2.4.2. Table of authorizations granted in respect of capital increases

The table hereafter details the delegations remaining in effect granted by the General Meeting of the Company to the Board of Directors with respect to share capital increases:

	Description of the delegation granted to the Board of Directors	Implementation
19th resolution – 2022 AGM	Issuance common stock and/or securities giving access to the share capital with preferential subscription rights for shareholders. Duration of 26 months, i.e. up to the Annual General Meeting called to approve the 2023 financial statements. Maximum cap for capital increases of €350 million (about 30% of the share capital).	None
20th resolution – 2022 AGM	Issuance of common stock and/or securities giving access to the share capital without preferential subscription rights for shareholders, by way of public offer. Duration of 26 months, i.e. up to the Annual General Meeting called to approve the 2023 financial statements. Maximum cap for capital increases of €120 million (about 10% of the share capital).	None
21st resolution – 2022 AGM	Issuance of common stock and/or securities giving access to the share capital without preferential subscription rights for shareholders, by way of private placements referred to in Article L. 411-2-1 of the French Monetary and Financial Code. Duration of 26 months, i.e. up to the Annual General Meeting called to approve the 2023 financial statements. Maximum cap for capital increases of €60 million (about 5% of the share capital).	None
22nd resolution – 2022 AGM	Issuance of common stock and/or securities giving access to the share capital, without preferential subscription rights for shareholders, in the event of an exchange tender offer initiated by the Company. Duration of 26 months, i.e. up to the Annual General Meeting called to approve the 2023 financial statements. Maximum cap for capital increases of €120 million (about 10% of the share capital).	None
23rd resolution – 2022 AGM	Issuance of common stock and/or securities giving access to the Company's share capital, without preferential subscription rights for shareholders, in consideration for contributions in kind to the Company. Duration of 26 months, i.e. up to the Annual General Meeting called to approve the 2023 financial statements. Maximum cap for capital increases of €120 million (about 10% of the share capital).	None
24th resolution – 2022 AGM	Capital increase by incorporation of reserves, profits or premiums. Duration of 26 months, i.e. up to the Annual General Meeting called to approve the 2023 financial statements. Maximum cap for capital increases of €1 billion.	None
25th resolution – 2022 AGM	Capital increase by issuance of shares reserved for employees of the Company or affiliated companies, without preferential subscription rights for shareholders. Duration of 26 months, i.e. up to the Annual General Meeting called to approve the 2023 financial statements. Maximum cap on capital increases set at 1% of the Company's share capital.	None
26th resolution – 2022 AGM	Free allocations of Company's existing shares or shares to be issued to employees and corporate officers of the Company and Renault Group companies, without preferential subscription rights for shareholders. Duration of 38 months, i.e. up to the Annual General Meeting called to approve the 2024 financial statements. Maximum cap on allocation of existing shares or capital increases set at 3% of the Company's share capital.	Use in connection with the free share allocation and employee share ownership plans in 2022.

The total nominal amount of any capital increases that may be carried out by virtue of the nineteenth, twentieth, twenty-first, twenty-second, twenty-third and twenty-fifth resolutions approved by the Annual General Meeting of May 25, 2022, may not exceed €350 million (three hundred and fifty million euros).

6.2.5 Potential share capital

6.2.5.1. Options

The Company has decided to no longer grant any new stock-option plans.

The latest authorization was adopted by the Combined General Meeting of April 29, 2011, for a period of 38 months. There are no plans to request a new authorization from the Annual General Meeting.

6.2.5.2. Performance shares

Pursuant to Article L. 225-197-1 of the French Commercial Code, the Combined General Meeting of May 25, 2022, authorized, for a period of 38 months, the Board of Directors to grant performance shares, either existing or to be issued, to employees of the Company or to certain categories of such employees and employees of the companies and groupings related to it, as provided for in Article L. 225-197-2 of the French Commercial Code. For details regarding grants and shares in circulation, refer to table in chapter 3.2.5.4 of this Universal Registration Document.

6.2.5.3. Share buyback[1]

Pursuant to the provisions of Article L. 225-209-2 of the French Commercial Code, the seventeenth resolution of the Combined General Meeting of May 25, 2022, authorized the Company to trade in its own shares for a maximum of 18 months.

The objectives of the program are to:

i. cancel all or some of the acquired shares, notably to compensate for the dilution arising from the acquisition of performance shares;

ii. use all or some of the acquired shares to implement any performance share allocation plan or any other shareholding plan for former and current employees and senior executives of the Company and its Group;

iii. deliver all or part of the shares acquired on the exercise of rights attached to securities giving right to the allocation of shares in the Company;

iv. stimulate the secondary market or the liquidity of the Renault share through a liquidity contract; and

v. more generally, perform all other transactions currently allowed or that would become authorized or allowed by applicable laws or by the AMF.

Tradings carried out by Renault on its own shares during of the 2022 financial year

1. Stimulation of the secondary market or the liquidity of the Renault shares (liquidity contract)

Renault Group entrusted Exane BNP Paribas with implementing a liquidity and market surveillance contract for its common stock for a period of one year, with tacit renewal, starting on July 1st, 2022.

In 2022, under this liquidity contract, Renault Group acquired 4,124,809 shares at an average stock price of €30.63 for a total of €126,348,890 and sold 4,013,309 shares at an average stock price of €30.73 for a total of €123,325,558.

On January 25, 2023, in compliance with the applicable laws, the Company published the half-year report on the liquidity contract as of December 31, 2022, which is also available on its website: www.renaultgroup.com

2. Coverage of employee share allocations

Renault bought back 1,260,000 shares in June 2022 and 636,000 shares in November 2022 as part of its share buyback program approved by the Annual General Meeting of May 25, 2022.

The 5,199,461 shares held directly or indirectly by Renault as of December 31, 2022 (excluding the liquidity contract) are allocated in their entirety to the coverage of free performance share plans or any other form of allocation, allotment or transfer granted to employees or senior executives of the Company. The shares acquired by the beneficiaries of share-based compensation (Long-Term Incentives) must not have any effect on the share capital structure. Shares acquired under a free performance share allocation will thus come from the share buyback program. The aim is to leave the Company's share capital unchanged.

1 This paragraph includes information that must be given in the description of the program pursuant to Article 241-2 of the AMF General Regulation and information required in compliance with the provisions of Article L. 225-211 of the French Commercial Code.

Trading by Renault in its own shares in 2022 as part of the program authorized by the General Meeting of May 25, 2022

	Total gross flows at December 31, 2022						Long and short positions at December 31, 2022	
	Coverage of share allocations		Liquidity contract		Total			
	Buy	Sell	Buy	Sell	Buy	Sell	Open buy positions	Open sell positions
Number of shares	1,896,000	0	4,124,809	4,013,309	6,020,809	4,013,309	None	None
Average selling, purchase or exercise price, in Euros	29.18	0	30.63	30.73	30.18	30.73	None	None
Amount in Euros	55,331,256		126,348,890	123,325,558	181,680,146	123,325,558		

B- Situation at end of 2022 and allocation by objectives of treasury shares

As of December 31, 2022, the 5,310,961 shares with a nominal value of €3.81 held directly by the Company and representing 1.80% of the capital were allocated as follows:

- 5,199,461 shares allocated to the "employee allocation" objective, representing 1.76% of the capital and a net book value of €162,134,579.47;
- 111,500 shares allocated to the "market stimulation" objective, representing 0.04% of the capital and a net book value of €3,487,852.33;

Percentage of treasury shares held directly or indirectly at December 31, 2022: 1.80%.

Number of shares canceled over the 24 months preceding December 31, 2022: 0.

Number of shares held in the portfolio at December 31, 2022: 5,310,961

Net book value of the portfolio at December 31, 2022: 165,622,431.80 euros.

Portfolio value at December 31, 2022[2]: 166,100,305 euros.

2 Based on a stock market price of €31.275 at December 31, 2022.

Description of the share buyback program submitted for authorization to the Annual General Meeting of May 11, 2023

Pursuant to Articles 241-1 to 241-7 of the French Financial Market Authority (AMF) General Regulation and Article L. 451-3 of the French Monetary and Financial Code, this section describes the objectives and arrangements for the new treasury share buyback program organized by Renault, which will be submitted for approval to the Combined General Meeting of Shareholders of May 11, 2023.

The objectives of the program are to:

i. cancel all or some of the shares acquired, notably to compensate for dilution arising from the exercise of share subscription options or the acquisition of shares allocated free of charge, subject to the approval of sixteenth resolution submitted to this Annual General Meeting;

ii. use all or some of the shares acquired to implement any stock option plan or free share plan, or any other form of assignment, allocation, disposal or transfer to former or current employees and corporate officers of the Company and its Group, and complete any hedging transaction relating to any such transactions, within the terms set by law;

iii. deliver any or all of the shares acquired upon exercise of rights attached to securities giving right, through conversion, exercise, redemption or exchange or any other manner, to shares of the Company, pursuant to applicable regulations;

iv. act on the secondary market or the liquidity of the Renault share through an independent Investment Services Provider pursuant to a liquidity agreement complying with the AMF-approved market practices; and

v. more generally, perform all other transactions currently allowed or that would become authorized or allowed by applicable laws or regulatory provisions or by the AMF.

The acquisition, disposal, transfer or exchange of these shares may be performed by any means, notably on the market or through over-the-counter transactions, including block trading, using derivative financial instruments or bonds or securities granting access to the Company's share capital, or by implementing option strategies, within the bounds of applicable regulations.

The Annual General Meeting sets:

- the maximum purchase price (or the counter-value of this amount on the same date in any other currency), excluding acquisition costs, at €100 per share, and the maximum amount of funds allocated for the completion of the share purchase program at €957.25 million, it being specified that in the event of transactions affecting the share capital (splitting or consolidation of shares or bonus share allocations to shareholders), the price and the maximum amount of funds allocated for the completion of the share purchase program will be adjusted on the basis of a multiplying factor equal to the ratio of the number of securities constituting the share capital prior to the transaction compared with the total number after the transaction;
- the number of shares that may be acquired at 10% of the shares constituting the share capital, it being specified that (a) this limit applies to a given amount of the Company's share capital, to be adjusted if necessary to take into account transactions affecting the share capital subsequent to this Annual General Meeting and (b) if the aim of the share buyback is to enhance share liquidity pursuant to the conditions set out in the AMF General Regulations, the number of shares taken into account to calculate the 10% limit corresponds to the number of shares purchased, minus the number of shares resold during the authorization period.

Within the limits allowed by the applicable regulations, transactions performed by the Board of Directors pursuant to this authorization may take place at any time during the validity of the share buyback program, it being specified that if a public bid for the Company's stocks is made by a third party, the Board of Directors may not implement this authorization, and the Company may not pursue any share purchase program until after the end of the bid period, except in the case of prior authorization by the Annual General Meeting.

Pursuant to the provisions of Article L. 225-210 of the French Commercial Code, the Company may not own more than 10% of the total of its own shares, or more than 10% of any given share category, either directly or through any person acting in their own name on behalf of the Company.

All powers are granted to the Board of Directors, including powers of sub-delegation, to implement this authorization, specify, if necessary, its terms, decide on its conditions and, in particular, place all orders on or off the stock market, assign or reassign the shares acquired to the different purposes pursued in compliance with applicable legal and regulatory conditions, perform all formalities, and, more generally, do all that is required in this respect.

Each year, the Board of Directors shall make a report of the transactions performed pursuant to this resolution to the Annual General Meeting.

This authorization is granted for a maximum period of eighteen (18) months from the date of this Annual General Meeting and renders any previous delegation to the same end null and void for the unused portion.

6.2.6 Renault share ownership

6.2.6.1. Renault shareholders at December 31, 2022

Ownership structure and exercisable voting rights for the last three financial years

	31/12/2022			31/12/2021			31/12/2020		
	Number of shares held	% of capital	% of voting rights	Number of shares held	% of capital	% of voting rights	Number of shares held	% of capital	% of voting rights
French State (1)	44,387,915	15.01%	28.94%	44,387,915	15.01%	29.05%	44,387,915	15.01%	28.57%
Nissan Finance. Co., Ltd.	44,358,343	15.00%	-	44,358,343	15.00%	-	44,358,343	15.00%	-
Daimler Group (2)	-	-	-	-	-	-	9,167,391	3.10%	5.07%
Employees (3)	11,198,833	3.79%	6.52%	10,681,552	3.61%	5.88%	10,286,922	3.48%	5.30%
Treasury stock (4)	5,310,961	1.80%	-	4,582,464	1.55%	-	4,538,199	1.53%	-
Public	190,466,232	64.40%	64.54%	191,712,010	64.83%	65.07%	182,983,514	61.88%	61.06%
Total	**295,722,284**	**100.00%**	**100.00%**	**295,722,284**	100.00%	100.00%	295,722,284	100.00%	100.00%

(1) For information on the change in the voting rights held by the French State, see the explanations in the following paragraphs.

(2) The Mercedes-Benz group (formerly Daimler) sold its entire stake in Renault (3.10% of the capital) on November 15, 2021.

(3) The portion of shares held by employees taken into account in this category corresponds to shares held by current and former employees in the FCPE mutual funds, as well as to registered shares directly held by the employee beneficiaries of performance share allocation as from the 2016 allocation plan, pursuant to Article L. 225-102 of the French Commercial Code.

(4) Including shares held under the liquidity contract implemented by the Company since 1 July 2022.

The share capital amounts to €1,126,701,902.04 divided into 295,722,284 shares. At December 31, 2022, this was distributed as follows:

- the French State held 15.01% of the share capital corresponding to 22.16% of theoretical voting rights and 28.94% of exercisable voting rights in Renault (excluding the application of the restrictions described in chapter 6.2.6.2 of the Universal registration document);
- the Nissan group, through its wholly owned subsidiary Nissan Finance Co., Ltd., held 15.00% of Renault's share capital (unchanged compared with December 31, 2021). However, Nissan Finance Co., Ltd. is not entitled to exercise the voting rights attached to these shares pursuant to the provisions of Article L. 233-31 of the French Commercial Code, owing to Renault's ownership interest in Nissan Motor Co., Ltd., parent company of Nissan Finance Co., Ltd;
- Renault's employees and former employees own 3.79% of the share capital, including 2.92% via FCPE mutual funds under collective management and 0.87% by employee beneficiaries of performance share allocations since the 2016 plan;
- treasury stock represented 1.80% of the share capital. Under French law, such shares do not carry voting rights;
- the free float represented 64.40% of the share capital (compared with 64.83% at December 31, 2021); and
- the members of the Board of Directors together and directly hold less than 0.5% of the Company's share capital.

To the best of the Company's knowledge, aside from The Capital Group Companies, Inc. (5.05%), no other shareholder holds more than 5% of the capital or voting rights, directly or indirectly, alone or in concert, other than the French State or Nissan Finance Co., Ltd.

A survey of Renault SA shareholders was conducted as of December 31, 2022.

This survey gave an estimated breakdown of the public ownership's interest by category of major shareholder. At that date:

- the institutional shareholders owned 48.99% of Renault's share capital, it being stated that:
  - French institutional investors held 11.04% of the share capital;
  - foreign institutional investors held 37.95% of the share capital; and
  - the 10 largest French and foreign institutional investors held approximately 21.62% of the share capital.
- the remaining public ownership in the capital i.e. 15.41% was held primarily by individual shareholders.

6.2.6.2. Shareholder agreements on shares and voting rights of the Company

To the best knowledge of the Company, and as at the date of this Universal Registration Document, there are no shareholder agreement governing relations between the Company's shareholders and no concerted actions.

Restrictions on the free exercise of voting rights attached to shares held by the French State

In the context of the discussions conducted, on the one hand, between Renault and Nissan and on the other between Renault and the French State, to restore the balance between the investments of these two shareholders in Renault, and on this occasion, to ensure the continuity and development of the Alliance, on February 4, 2016, Renault and the French State entered into a governance agreement aimed at restricting the free exercise of the French State's voting rights in respect of certain decisions submitted to Renault's Annual General Meeting.

This limitation varies depending on the quorum reached at the Annual General Meeting:

- if the shareholders attending or represented at the Annual General Meeting in question own maximum 70% of the shares with voting rights (either single or double voting rights), the French State's freely exercisable voting rights are capped at 17.9% of the exercisable voting rights; and
- if the shareholders attending or represented at the Annual General Meeting in question own more than 70% of the shares with voting rights (either single or double voting rights), the French State's freely exercisable voting rights are capped at 20% of the exercisable voting rights.

Beyond this applicable capping threshold, the French State's voting rights are exercised in a neutral way, i.e.:

- at 50% in favor, and 50% against, the adoption of ordinary resolutions;
- at 66⅔% in favor, and 33⅓% against, the adoption of extraordinary resolutions; and
- in full for the adoption of resolutions requiring shareholder unanimity.

The French State's neutralized voting rights do not have an impact on the outcome of the vote for resolutions subject to capping, unlike voting rights that are freely exercisable by the French State and the other shareholders.

The restriction on the free exercise of the French State's voting rights applies to all decisions within the competence of the Ordinary General Meeting, with the exception of the following decisions, for which the French State may freely exercise all of its double voting rights:

- appropriation of income, fixing of the dividend and its payout date;
- the option of receiving all or part of the dividend payout in cash or in shares;
- appointment of directors representing the French State, renewal of their terms of office or ratification of their appointments by the Board of Directors;
- removal of directors representing the French State;
- approval of the sale of significant assets;
- related-party agreements against which the representatives of the French State voted on the Board of Directors; and
- grant of delegation to the Board of Directors to trade in Renault's shares, in the event of a program to buy back one or more blocks of shares from one or more identified shareholders.

For Extraordinary General Meetings, the French State may freely exercise all of its voting rights, with the exception of the following decisions for which the French State's freely exercisable voting rights are capped, namely

- grant or renewal of delegations of authority or powers to the management bodies of Renault whose terms are consistent with the existing practices of Renault as demonstrated over the five years preceding the decision;
- decision or delegation granted to the Board of Directors to award stock options, allocate performance shares or issue shares or securities giving access to the capital to the employees and company officers of the Group;
- modification of the age limit for the exercise of functions or the term of office of directors and senior executive officers; and
- transfer of the head office (except outside of France).

Implementation of restrictions on the free exercise of voting rights attached to shares held by the French state at Annual General Meetings

Accounts	Voting conditions	Percentage of voting rights exercisable		Quorum less than or equal to 70%		Quorum greater than 70%	
				Simple majority	Qualified majority	Simple majority	Qualified majority
Account 7			1/3 (2.87%)	No	No	No	No
Account 6	Postal voting	8.6%	1/6 (1.43%)	No	Yes	No	Yes
Account 5			1/2 (4.3%)	Yes	Yes	Yes	Yes
Account 4			1/3 (0.7%)	No	No	Free	Free
Account 3	Voting by proxy	2.1%	1/6 (0.35%)	No	Yes	Free	Free
Account 2			1/2 (1.05%)	Yes	Yes	Free	Free
Account 1	Postal voting	17.9%	1 (17.9%)	Free	Free	Free	Free

Restrictions on the free exercise of voting rights shall cease to apply if:

- Nissan exercises the voting rights attached to its shares at any Renault Annual General Meeting; and
- the Restated Alliance Master Agreement entered into between Renault and Nissan on March 28, 2002 (as amended on April 29, 2005, November 7, 2012, and December 11, 2015) is amended, and the representatives of the French State did not vote in favor thereof on the Board of Directors, or if this Restated Alliance Master agreement is terminated.

In addition, the restriction is suspended:

- in the event of a public offer on the financial securities of Renault initiated by any person, from the announcement thereof until the expiration of the offer period; and
- as long as a person (with the exception of the French State, but including Nissan), acting alone or in concert, owns, directly or indirectly, immediately or in future, a participation or an economic exposure representing more than 15% of the share capital or voting rights of the Company.

In the event of violation by the French State of its commitments under the corporate governance agreement, Renault may seek conversion into bearer shares of all Renault shares owned by the French State, thus depriving them of the double voting rights for a period of two years.

Uptevia (previously, BNP Paribas Securities Services), the custodian for Renault's shares, assists Renault Group in the implementation of this mechanism through the management of the seven fully registered shareholder accounts in which the Renault shares held by the French State are registered. The terms of its involvement are set out in an agreement for the implementation of the governance agreement, which was signed on February 4, 2016, between Renault, the French State and BNP Paribas Securities Services.

6.3 Information on Renault securities

6.3.1 Renault shares

6.3.1.1. Listing exchange and stock indexes

Renault has been listed on the Paris Stock exchange (Euronext) since November 17, 1994, when the Company was partially privatized. The issue price was FRF165 (€25.15). The Renault share has been included in the CAC 40 index since February 9, 1995.

Listed on Euronext – compartment A, ISIN code FR0000131906, ticker code: RNO, the Renault share qualifies for the deferred settlement account system (Service de règlement différé, SRD) and for inclusion in French equity savings plans (PEA).

The share is also a component of the SBF, Euronext and Euro Stoxx Auto indexes.

Furthermore, Renault receives annual ratings from sustainability agencies for its performance in spheres such as risk management, labor relations, environmental protection, and societal practices (see chapter 2.5.5 of the 2022 Universal Registration Document).

6.3.1.2. Renault share price performance over the last five years

Change in Renault share price and the markets

	2022	2021	2020	2019	2018
Year high (€)	37.18	41.08	42.81	63.87	98.75
Year low (€)	21.31	28.13	14.55	41.20	53.68
Closing price (€)	31.28	30.55	35.76	42.18	54.55
Change during the year (%)	2.4%	-14.58	-15.22	-22.68	-34.99
CAC change during the year (%)	-9.5%	+28.85	-7.14	+26.37	-10.95
DJES Auto change during the year (%)	-20.1%	+25.12	+3.71	+15.09	-28.10
Number of shares exchanged during the year	442,559,006	343,735,550	638,440,377	337,682,451	301,791,893
Market capitalization (€ million)	9,249	9,033	10,575	12,474	16,132

Source: Nasdaq.

The average share price in the last 30 trading days of 2022 was €33.21 (source: Nasdaq).

6.3.2 Renault and Diac participating shares

6.3.2.1. Renault participating shares

Characteristics of the main Renault participating shares

Renault issued a total of 2,000,000 participating shares with a nominal value of FRF1,000/€152.45 in two fungible issues of 1,000,000 shares each in October 1983 and October 1984.

Renault participating shares are listed on Euronext Paris under ISIN code FR0000140014.

The issue prospectus (in French) can be downloaded from the Finance section of the website www.renaultgroup.com or be obtained on request from the Investor Relations department.

Between March and April 2004 Renault made a public repurchase offer for its participating shares at €450 per share. In all, 1,202,341 participating shares, representing 60.12% of the total participating shares, were repurchased and canceled.

The number of participating shares outstanding after the operation was therefore 797,659, unchanged at December 31, 2022.

Remuneration

The gross amount of remuneration on participating shares paid on October 22, 2022, in respect of 2021 was €22.24 (€10.29 for the fixed portion and €11.95 for the variable portion).

The compensation on participating shares for the 2022 financial year, payable on October 24, 2023, is €23.66, comprising €10.29 for the fixed portion and €13.37 for the variable portion (based on consolidated turnover of €46,391 million for 2022 and turnover restated at constant Group structure and consolidation methods of €41,503 million for 2021).

Trading volumes and prices of Renault participating shares over the past three years

	2022	2021	2020
Year high (€)	443.65	475.00	563.00
Year low (€)	265.00	370.10	320.00
Closing price (€)	270.58	442.00	373.65
Number of shares exchanged during the year	70,405	66,607	82,534

6.3.2.2. Diac participating shares

Diac, the French credit subsidiary of RCI Banque, issued 500,000 participating shares with a nominal value of FRF1,000/€152.45 in 1985.

Diac participating shares are listed on Euronext Paris under the ISIN code FR0000047821.

As of December 31, 2022, 60,269 participating shares were outstanding. At the closing price of €260, Diac's participating shares represented a total of €15,669,940 (€9,188,009 at the issue nominal value of €152.45).

In the course of 2022, the share price fluctuated between €250 at its lowest and €293 at its highest.

6.3.3 Dividends

6.3.3.1. Dividend policy

During the presentation of the "Revolution" phase of the Renaulution strategic plan on November 8, 2022, Renault Group announced the reinstatement of a dividend payment from 2023 (for 2022 FY – subject to the Shareholders' General Meeting approval). This dividend symbolizes a new era. The payout ratio will increase gradually and in a disciplined manner up to 35% of net income - Group share, in the mid-term. To do so, the Group must achieve its first priority: return to an investment grade rating.

At its meeting of February 15, 2023, the Board of Directors proposed the payment of a €0.25 dividend for 2022, a proposal that will be submitted to the vote of the Annual General Meeting of May 11, 2023. The dividend would be paid fully in cash with the ex-dividend date scheduled on May 17, 2023 and the payment date on May 19, 2023.

Dividends are paid out at the dates and places specified either by the Annual General Meeting or, failing that, by the Board of Directors

Financial year	No. of shares comprising the share capital at December 31	Dividend per share (€)	Payable date
2017	295,722,284	3.55	June 25, 2018
2018	295,722,284	3.55	June 20, 2019
2019	295,722,284	0.00[1]	–
2020	295,722,284	0.00[2]	–
2021	295,722,284	0.00[3]	–

(1) The Board of Directors of Renault, at its meeting of February 13, 2020, had proposed the payment of a dividend of €1.10 per share for the 2019 financial year. In the context linked to the coronavirus pandemic around the world in 2020 and in a spirit of responsibility towards all of the Group's stakeholders who made efforts or experienced the effects of an unprecedented crisis, , the Board of Directors of Renault decided, at its meeting of April 9, 2020, to no longer propose the payment of a dividend, which was approved by the Annual General Meeting of June 19, 2020 (3rd resolution).

(2) On February 18, 2021, Renault's Board of Directors decided not to propose the distribution of a dividend, which was approved by the General Meeting of April 23, 2021 (3rd resolution).

(3) At its meeting of February 17, 2022, the Board of Directors of Renault decided to not propose to pay a dividend, which was approved by the Annual General Meeting of May 25, 2022 (3rd resolution).

6.3.3.2. Unclaimed dividends

Any dividend which remains unclaimed at the end of the five-year validity period shall lapse, as specified by law. Unclaimed dividends are paid out to the French Treasury.

6.4 Shareholder information policy and financial calendar

6.4.1 Dialog with investors

Renault Group defines its communications with the financial community in strict compliance with Directive 2014/65/EU of the European Parliament and Council of May 15, 2014, on markets in financial instruments (MiFID2), Ruling no. 596/2014 of the European Parliament and Council of April 16, 2014, on market abuse (MAR), Ruling (EU) 2016/679 of the European Parliament and Council of April 27, 2016, on the protection of natural persons with regard to the processing of personal data and on the free movement of such data (GDPR), and more generally, the applicable regulations, notably issued by the AMF.

Since it was listed in November 1994, Renault Group has endeavored to provide its shareholders and investors with clear and transparent information on a regular basis, to enable them to understand the business and strategy and thus leading to a fair assessment of the Company's value by the market. Renault Group conducts an open dialogue with financial and extra-financial analysts, portfolio managers, financial and extra-financial rating agencies and individual shareholders in order to develop long-term relationships based on credibility and trust, in line with the best market practices.

During the year, the CEO, the CFO, and the Investor Relations team went out to meet the financial community during shareholder commitment campaigns, one-on-one and group meetings, conferences, the "Capital Market Day," and field trips.

Governance roadshows are organized prior to the General Meeting to present the draft resolutions to shareholders. Meetings specifically dedicated to the Group's ESG issues are also organized

6.4.2 2023 financial calendar

- **February 16, (before market opening)** — **2022 annual results**
- **April 20, (before market opening)** — **2023 first quarter revenues**
- **May 11, (afternoon)** — **2023 Annual General Meeting**
- **July 27, (before market opening)** — **2023 first half-year results**
- **October 19, (before market opening)** — **2023 third quarter revenues**

6.4.3 Contacts

Investor Relations department

Email: communication.actionnaires@Renault.com

Shareholder hotline within France (free call and service):
0 800 650 650

Shareholder telephone line from other countries:
+33 (0)1 76 84 59 99

Renault Group employee shareholder line:
+33 (0) 1 76 85 50 24

Website: https://www.renaultgroup.com/finance/

Person responsible for the information:
Philippine de Schonen,
VP Investor Relations, Renault Group

philippine.de-schonen@renault.com

Renault shares can be registered with Uptevia:

Relations Actionnaires Renault
(Renault Shareholder Relations)
9, rue du Débarcadère
93761 Pantin Cedex – France

From France: 0 800 10 91 19

From other countries: + 33 (0) 1 40 14 89 25

Renault Group is innovating and strengthening its financial communication tools thanks to a free dedicated application: Invest'R.

The Renault Group Invest'R application allows investors, analysts, individual shareholders, and the media to get information and follow Renault Group's financial news in real time.

Renault Group Invest'R application can be downloaded for free on the App Store (Apple):

https://apps.apple.com/us/app/investr/id1672033380

or Google Play (Android):

https://play.google.com/store/apps/details?id=com.symexeconomics.rno.fr&pli=1

All information is constantly synchronised with the Renault Group website: www.renaultgroup.com

6.4.4 Public documents

The following documents are available in the Finance section of the website www.Renaultgroup.com:

- the Company's bylaws;
- financial press releases;
- the regulated information that is published in its entirety by electronic means (including on the website of the AMF), in accordance with the Transparency Directive, through a primary information provider named on a list published by the AMF. This information includes the Universal Registration Documents filed with the AMF;
- additional information on the composition of the Group established pursuant to regulation No. 2016-09 dated December 2, 2016, of the Autorité des normes comptables françaises.


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7. Annual General Meeting of Renault S.A. on May 11, 2023

7.1 Agenda

Ordinary general meeting:

1. Approval of the annual financial statements for the financial year ended December 31, 2022
2. Approval of the consolidated financial statements for the financial year ended December 31, 2022
3. Allocation of the net result for the financial year ended December 31, 2022, and setting of the dividend
4. Statutory auditors' report on the information used to determine the compensation for participating shares
5. Approval of the related-party agreements and commitments governed by Articles L. 225-38 et seq. of the French Commercial Code
6. Renewal of Mr. Jean-Dominique Senard's term of office as independent director
7. Renewal of Ms. Annette Winkler's term of office as independent director
8. Appointment of Mr. Luca de Meo as director
9. Approval of the information relating to the compensation of directors and corporate officers paid during or awarded for the financial year ended December 31, 2022, mentioned in Article L. 22-10-9 I of the French Commercial Code
10. Approval of the components of the overall compensation and benefits of any kind paid during or awarded for the financial year ended December 31, 2022, to Mr. Jean-Dominique Senard as Chairman of the Board of Directors
11. Approval of the components of the overall compensation and benefits of any kind paid during or awarded for the financial year ended December 31, 2022, to Mr. Luca de Meo as Chief Executive Officer
12. Approval of the compensation policy of the Chairman of the Board of Directors for the 2023 financial year
13. Approval of the compensation policy of the Chief Executive Officer for the 2023 financial year
14. Approval of the compensation policy of the directors for the 2023 financial year
15. Authorization granted to the Board of Directors to perform Company share transactions

Extraordinary general meeting:

16. Authorization granted to the Board of Directors to reduce the Company's share capital by cancelling treasury shares

Ordinary general meeting:

17. Powers to carry out formalities

7.2 Proposed resolutions

Ordinary general meeting

First resolution

(Approval of the annual financial statements for the financial year ended December 31, 2022)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the Board of Directors' reports and the statutory auditors' report on the annual financial statements, approves the annual financial statements for the financial year ended December 31, 2022, as presented, as well as the transactions disclosed in those financial statements and summarized in those reports.

Second resolution

(Approval of the consolidated financial statements for the financial year ended December 31, 2022)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the Board of Directors' reports and the statutory auditors' report on the consolidated financial statements, approves the consolidated financial statements for the financial year ended December 31, 2022, as presented, as well as the transactions disclosed in those financial statements and summarized in those reports.

Third resolution

(Allocation of the financial result for the financial year ended December 31, 2022, and setting of the dividend)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings and on the proposal of the Board of Directors, resolves to allocate the net profit for the financial year ended December 31, 2022, in the amount of € 363,637,277.74 as follows:

Profit for the 2021 financial year	**€ 363,637,277.74**
Allocation to the statutory reserve	-
Retained earnings as of December 31, 2022	€ 9,646,699,097.25
Distributable profit	**€ 10,010,336,374.99**
Dividends drawn from distributable profit	€ 72,602,830.75
Balance of retained earnings after allocation	**€9,937,733,544.24**

The amount of retained earnings includes the amount of dividends not paid to treasury shares (as of December 31, 2022).

In the event of a change in the number of shares entitling the holder to a dividend as of December 31, 2022, the total amount of dividends would be adjusted accordingly and the balance allocated to retained earnings would be determined on the basis of the dividends actually paid.

It is specified, pursuant to the tax legislation currently in force, that the entire dividend of €72,602,830.75 (after deduction of the 5,310,961 treasury shares held on 31 December 2022), which represents a dividend of € 0.25 per share before social security deductions and the flat-rate non-liberal withholding tax provided for in Article 117 quater of the French General Tax Code, is, for individuals who are tax residents, eligible for the 40% deduction mentioned in Article 158 3. 2° of the French General Tax Code in the event of an option to be taxed according to the income tax scale.

The dividend to be distributed shall be detached from the share on May 17, 2023, and shall be paid on May 19, 2023.

The General Meeting resolves that, in accordance with the provisions of Article L. 225-210 of the French Commercial Code, the amount of the dividend corresponding to the shares that the Company would come to hold at the time of payment will be allocated to the "retained earnings" account.

In accordance with legal provisions, the amount of dividends distributed in respect of the previous three financial years and the income eligible for tax deduction referred to in Article 158 3. 2° of the French General Tax Code were set as follows:

	Financial year 2019	Financial year 2020	Financial year 2021
Dividend per share	€0	€0	€0
Amount of income distributed that is eligible for the 40% tax deduction	€0	€0	€0
Amount of income distributed that is not eligible for the 40% tax deduction	-	-	-

Fourth resolution

(Statutory auditors' report on the information used to determine the compensation for participating shares)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, and having reviewed the statutory auditors' report on the information used to determine the compensation of participating shares, deliberating on this report, takes note of the information used to determine the compensation of participating shares.

Fifth resolution

(Approval of the related-party agreements and commitments governed by Articles L. 225-38 et seq. of the French Commercial Code)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the Board of Directors' report and the statutory auditors' special report on the related-party agreements and commitments governed by Articles L. 225-38 et seq. of the French Commercial Code, acknowledges the information on agreements and commitments entered into and authorized during the previous financial years and whose implementation continued during the last financial year, as mentioned therein, and notes that there are no new agreements to be approved.

Sixth resolution

(Renewal of Mr. Jean-Dominique Senard's term of office as independent director)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the Board of Directors' report, renews Mr. Jean-Dominique Senard's term of office as director for a term of four years, i.e. until the Annual General Meeting called to approve the financial statements for the financial year ending on December 31, 2026.

Seventh resolution

(Renewal of Ms. Annette Winkler's term of office as independent director)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the Board of Directors' report, renews Ms. Annette Winkler's term of office as director for a term of four years, i.e. until the Annual General Meeting called to approve the financial statements for the financial year ending on December 31, 2026.

Eighth resolution

(Appointment of Mr. Luca de Meo as director)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the Board of Directors' report, appoints Mr. Luca de Meo as director for a term of four years, i.e. until the Annual General Meeting called to approve the financial statements for the financial year ending on December 31, 2026.

Ninth resolution

(Approval of the information relating to the compensation of directors and corporate officers paid during or awarded for the financial year ended December 31, 2022, mentioned in Article L. 22-10-9 I of the French Commercial Code)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the Board of Directors' report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, pursuant to Article L. 22-10-34 of the French Commercial Code, the information mentioned in Article L. 22-10-9 I of the French Commercial Code disclosed therein, as contained in Chapters 3.2.2 and 3.2.3 of the 2022 Universal registration document.

Tenth resolution

(Approval of the components of the overall compensation and benefits of any kind paid during or awarded for the financial year ended December 31, 2022, to Mr. Jean-Dominique Senard as Chairman of the Board of Directors)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, and having reviewed the Board of Directors' report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, in accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, the fixed, variable and exceptional components of the overall compensation and the benefits of any kind paid during the year ended December 31, 2022, or awarded for that year to Mr. Jean-Dominique Senard as Chairman of the Board of Directors, as contained in Chapter 3.2.2.1 of the Company's 2022 Universal registration document.

Eleventh resolution

(Approval of the components of the overall compensation and benefits of any kind paid during or awarded for the financial year ended December 31, 2022, to Mr. Luca de Meo as Chief Executive Officer)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, and having reviewed the Board of Directors' report on corporate governance referred to in Article L. 225-37 of the French Commercial Code, approves, in accordance with the provisions of Article L. 22-10-34 of the French Commercial Code, the fixed, variable and exceptional components of the overall compensation and the benefits of any kind paid during the year ended December 31, 2022, or awarded for that year to Mr. Luca de Meo as Chief Executive Officer, as contained in Chapter 3.2.2.2 of the Company's 2022 Universal registration document

Twelfth resolution

(Approval of the compensation policy of the Chairman of the Board of Directors for the 2023 financial year)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to Article L. 22-10-8 II. of the French Commercial Code, the compensation policy of the Chairman of the Board of Directors for the 2023 financial year, as set out in Chapter 3.2.4.1 of the Company's 2022 Universal registration document.

Thirteenth resolution

(Approval of the compensation policy of the Chief Executive Officer for the 2023 financial year)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to Article L. 22-10-8 II. of the French Commercial Code, the compensation policy of the Chief Executive Officer for the 2023 financial year, as set out in chapter 3.2.4.2 of the Company's 2022 Universal registration document.

Fourteenth resolution

(Approval of the compensation policy of the directors for the 2023 financial year)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the report on corporate governance referred to in Article L. 225-37 of the French Commercial Code describing the elements of the compensation policy for the directors and corporate officers set by the Board of Directors, approves, pursuant to Article L. 22-10-8 II. of the French Commercial Code, the compensation policy of the directors for the 2023 financial year, as set out in chapter 3.2.4.3 of the Company's 2022 Universal registration document.

Fifteenth resolution

(Authorization granted to the Board of Directors to perform Company shares transactions)
The Annual General Meeting, voting under the conditions of quorum and majority required for ordinary general meetings, having reviewed the Board of Directors' report, authorizes the Board of Directors, with the power to sub-delegate, pursuant to the provisions of Articles L. 22-10-62 et seq. of the French Commercial Code, Articles 241-1 et seq. of the General Regulation of the French Financial Markets Authority ("AMF") and EU regulations on market abuse, particularly Regulation (EU) N°. 596/2014 of April 16, 2014, to perform transactions with the Company shares subject to the conditions and limits specified in the regulations, with a view to the following:

i. cancelling them, notably to compensate for dilution arising from the exercise of share subscription options or the acquisition of shares allocated free of charge, subject to the approval of the sixteenth resolution submitted to this Annual General Meeting;

ii. using all or some of the shares acquired to implement any stock option or free share plans, or any other form of assignment, allocation, disposal, or transfer to former and current employees and corporate officers of the Company and its Group, and completing any hedging transaction relating to any such transactions, within the conditions set by law;

iii. delivering any or all of the shares acquired upon exercise of rights attached to securities giving right, through conversion, exercise, redemption or exchange or any other means, to the allocation of shares of the Company, pursuant to applicable regulations;

iv. acting on the secondary market or the liquidity of the Renault share through an independent investment services provider pursuant to a liquidity agreement complying with AMF-approved market practices; and

v. more generally, performing all other transactions currently allowed, or that would become authorized or allowed, by applicable laws or regulatory provisions or by the AMF.

The acquisition, disposal, transfer, or exchange of these shares may be performed, on one or more occasions, by any means, notably on the market or through over-the-counter transactions (including acquisition or sale through block trade) including with identified shareholders, using derivative financial instruments or bonds or securities granting access to the Company's share capital, or by implementing option strategies, in compliance with applicable regulations.

The Annual General Meeting sets:

- the maximum purchase price (or the counter-value of this amount on the same date in any other currency), excluding acquisition costs, at €100 per share, and the maximum amount of funds allocated for the completion of the share purchase program at €2,957,222,800, it being specified that in the event of transactions affecting the share capital (splitting or consolidation of shares or free share allocations to shareholders), the price and the maximum amount of funds allocated for the completion of the share purchase program will be adjusted on the basis of the ratio of the number of securities constituting the share capital prior to the transaction compared to the total number after the transaction;
- the number of shares which may be acquired at 10% of the shares constituting the share capital, it being specified that (a) this limit applies to a given amount of the Company's share capital to be adjusted, as the case may be, to take into account transactions affecting the share capital subsequent to this Annual General Meeting and (b) if the aim of the share buyback is to enhance share liquidity pursuant to the conditions set out in the AMF General Regulation, the number of shares taken into account to calculate the 10% limit corresponds to the number of shares purchased, minus the number of shares resold during the authorization period.

Within the limits allowed by the applicable regulations, transactions performed by the Board of Directors pursuant to this authorization may take place at any time during the validity of the share buyback program, it being specified that if a public bid for the Company's stocks is made by a third party, the Board of Directors may not implement this authorization and the Company may not pursue any share purchase program until after the end of the bid period, except in the case of prior authorization having been granted by the Annual General Meeting.

Pursuant to the provisions of Article L. 225-210 of the French Commercial Code, the Company may not own more than 10% of the total of its own shares, or more than 10% of any given share category, either directly or through any person acting in their own name on behalf of the Company.

All powers are granted to the Board of Directors, including powers of sub-delegation, to implement this authorization, specify, if necessary, its terms, decide on its conditions and, in particular, place all orders on or off the stock market, assign or re-assign the shares acquired to the different purposes pursued in compliance with applicable legal and regulatory conditions, perform all formalities, and, more generally, do all that is required in this respect.

Each year, the Board of Directors shall make a report of the transactions performed pursuant to this resolution to the Annual General Meeting.

This authorization is granted for a period of eighteen (18) months as from the date of this Annual General Meeting and renders any previous delegation to the same end null and void for the unused portion.

Extraordinary general meeting

Sixteenth resolution

(Authorization granted to the Board of Directors to reduce the Company's share capital by cancelling treasury shares)
The Annual General Meeting, voting under the conditions of quorum and majority required for extraordinary general meetings, and having reviewed the Board of Directors' report and the statutory auditors' special report, authorizes the Board of Directors, with the power to sub-delegate, pursuant to the provisions of Article L. 22-10-62 of the French Commercial Code:

- to proceed, on one or more occasions, in the proportions and at the times determined by the Board, with cancellation of the shares acquired pursuant to any authorization granted by the Ordinary General Meeting of Shareholders pursuant to the provisions of Article L. 22-10-62 of the French Commercial Code, up to 10% of the total number of shares comprising the share capital for each 24-month period (the 10% limit applying to an adjusted number of shares, as the case may be, in line with any transactions affecting the share capital subsequent to this Annual General Meeting) and to reduce the share capital accordingly by recognising the difference between the buyback value of the shares and their nominal value in all reserve or bonus account lines:
- to decide the definitive amount of this share capital reduction (or reductions), determine the terms and record completion thereof and
- to amend the articles of association accordingly, and more generally do all that is required to implement this authorization.

This authorization is granted for a maximum period of eighteen (18) months as of the date of this Annual General Meeting and renders any previous authorization to the same end null and void.

Ordinary general meeting

Seventeenth resolution

(Powers to carry out formalities)
The Annual General Meeting grants all powers to the bearer of the original or a copy or excerpt of the minutes of this Annual General Meeting to carry out all registration formalities specified by law.


Renault
Group
Renault
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8. Additional information

The elements of the annual financial report are identified in the summary using the pictogram. AFR

8.1 Certification by the person responsible for the document

Person responsible for the information:

Luca de Meo, Chief Executive Officer of Renault Group

I hereby declare that the information contained in this Universal Registration Document is, to my knowledge, a true reflection of the facts and does not contain any omissions liable to alter the scope thereof.

I hereby certify, to the best of my knowledge, that the financial statements have been prepared in accordance with applicable accounting standards and give a true and fair view of the assets and liabilities, financial position and profit and loss of the Company and of all the undertakings included in the consolidation taken as a whole, and that the management report, of which the various headings are mentioned in the Cross-reference table appearing in chapter 8 of this Universal Registration Document, presents a true and fair of the business performance, profit and loss and financial position of the Company and of all the undertakings included in the consolidation taken as a whole, as well as a description of the main risks and uncertainties to which they are exposed.

Boulogne-Billancourt, 24 March 2022.

Luca de Meo

Chief Executive Officer of Renault Group

8.2 Historical information on the 2020 and 2021 financial years

Pursuant to Article 19 of Commission regulation (EU) 2017/1129 of June 14, 2017, the following information is incorporated by reference in this 2021 Universal registration document:

8.2.1 For the 2020 financial year

The 2020 Universal Registration Document was filed with the French Financial Markets Authority on March 15, 2021.

The consolidated financial statements appear in Chapter 4, on pages 338 to 415, and the statutory auditors' report on the consolidated financial statements appears in Chapter 4, on page 334-337, of the same document.

The financial information appears in section 1.3.2, on pages 78 to 82, of the same document.

The other parts of this document are either not relevant for the investor or covered elsewhere in the Universal registration document.

8.2.2 For financial year 2021

The 2021 Universal Registration Document was filed with the French Financial Markets Authority on March 16, 2022.

The consolidated financial statements appear in Chapter 5, on pages 393 to 496, and the statutory auditors' report on the consolidated financial statements appears in Chapter, on page 387-386, of the same document.

The financial information appears in chapter 5, on pages 368 to 386, of the same document.

The other parts of this document are either not relevant for the investor or covered elsewhere in the Universal registration document.

8.3 Statutory auditors

KPMG S.A.
represented by Bertrand Pruvost

Tour Eqho
2, avenue Gambetta
92066 Paris-La Défense

KPMG was appointed by the Combined General Meeting of April 30, 2014, for a period of six years; this appointment was renewed by the Combined General Meeting of June 19, 2020, for a period of six years. Its mandate will expire after the Annual General Meeting called to approve the 2025 financial statements.

Mazars
represented by Loïc Wallaert

61, rue Henri Regnault
92075 Paris-La Défense

MAZARS was appointed by the Combined General Meeting of June 19, 2020, for a period of six years. Its mandate will expire after the Annual General Meeting called to approve the 2025 financial statements.

8.3.1 Statutory auditors' fees

Table of fees of the statutory auditors and their network

(in millions of Euros)	MAZARS Amount	MAZARS %	MAZARS Network Amount	MAZARS Network %	Total 2022
Certification of parent company and consolidated financial statements and half-yearly limited review					
• Renault SA and Renault s.a.s.	2.34	7%		0%	2.34
• Fully consolidated subsidiaries	0.741	22%	2.852	97%	3.593
Sub-total A	**3.08**	92%	**2.852**	**97%**	**5.93**
Services other than certification of financial statements required by law and additional services					
• Renault SA and Renault s.a.s.					
• Fully consolidated subsidiaries					
Sun-total B	**0**	**0%**	**0**	**0%**	**0**
Services other than the certification of financial statements provided at the request of the entity					
• Renault SA and Renault s.a.s.	0.27	8%		0%	0.27
• Fully consolidated subsidiaries			0.1	3%	0.1
Sub-total C	**0.27**	**8%**	**0.1**	**3%**	0.37
Services other than the certification of financial statements					
Sub-total D = B + C	**0.27**	**8%**	**0.1**	**3%**	**0.37**
TOTAL E = A + D	**3.35**	**100%**	**2.95**	**100%**	**6.30**

Services other than the certification of financial statements provided by Mazars during the year to your Company and the entities that it controls primarily involve (i) a comfort letter for bond issues and (ii) agreed procedures.

(in millions of Euros)	KPMG SA Amount	KPMG SA %	KPMG Network Amount	KPMG Network %	Total 2022
Certification of parent company and consolidated financial statements and half-yearly limited review					
• Renault SA and Renault s.a.s.	2.34	52%			2.34
• Fully consolidated subsidiaries	1.27	28%	2.95	93%	4.21
Sub-total A	**3.61**	**80%**	**2.95**	**93%**	**6.56**
Services other than the certification of financial statements provided at the request of the entity					
• Renault SA and Renault s.a.s.	0.0	0%			0.0
• Fully consolidated subsidiaries	0.02	0%	0.05	2%	0.07
Sub-total B	**0.02**	**0%**	**0.05**	**2%**	**0.07**
Services other than the certification of financial statements provided at the request of the entity					
• Renault SA and Renault s.a.s.	0.87	19%			0.87
• Fully consolidated subsidiaries	0.04	1%	0.19	6%	0.22
Sub-total C	**0.90**	**20%**	**0.19**	**6%**	**1.09**
Services other than the certification of financial statements					
Sub-total D = B + C	**0.92**	**20%**	**0.24**	**7%**	**1.16**
TOTAL E = A + D	**4.53**	**100%**	**3.19**	**100%**	**7.71**

Services other than the certification of financial statements provided by KPMG Audit during the year to your Company and the entities that it controls primarily involve

(i) comfort letters for bond issues;

(ii) assignments to certify information relating in particular to CSR; and (ii) agreed procedures.

8.4 Cross-reference tables

8.4.1 Headings required by Annex 1 of regulation (EU) no. 2019/980

This Universal registration document includes the components from the annual financial report mentioned in Article L 451-1-2 of the French Monetary and Financial Code as well as Articles 222-3 and 222-9 of the AMF General Regulation. The following cross-reference table facilitates the identification within this Universal registration document of information included in the December 31, 2021, annual financial report. Information required by annexes 1 and 2 of delegated regulation (EU) No. 2019/980 of March 14, 2019, in accordance with the Universal registration document outline.

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	1-2 Declaration by the persons responsible	562	8.1
	1-3 Name, address and qualifications of the persons involved as experts		n/a
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	1-5 Declaration by the competent authority		
2	**Statutory auditors**		
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8.4.2 Cross-reference table for the management report and the report on corporate governance

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1.2	Key financial performance indicators	Article L. 225-100-1, I., 2° of the French Commercial Code	Introductory handbook Chapter 1, section 1.1.3	3 and s.; 26
1.3	Key extra-financial performance indicators relating to the specific activity of the company and the group, in particular information relating to environmental and personnel issues	Article L. 225-100-1, I., 2° of the French Commercial Code	Chapter 2, section 2.2	138
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1.8	Disposal of cross-shareholdings	Articles L. 233-29, L. 233-30 and R. 233-19 of the French Commercial Code	Chapter 1, section 1.1.6	34
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1.13	Amount of inter-company loans granted and statutory auditors' statement	Articles L. 511-6 and R. 511-2-1-3 of the French Monetary and Financial Code	Chapter 5, sections 5.2.4.2.9 and 5.2.4.2.15	521, 525
2	**Internal control and risk management**			
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2.3	Main characteristics of the internal control and risk management procedures implemented by the company and the group relating to the preparation and processing of accounting and financial information	Article L. 22-10-35, 2° of the French Commercial Code	Chapter 4, section 4.1 Chapter 5, section 5.2.2.6.2 Note 2 – X, section 5.2.2.6.5 Note 25	358, 444, 488

Topic		Reference texts	Section	Pages
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2.5	Anti-corruption system	Law No. 2016-1691 of 9 December 2016 known as "Sapin 2"	Chapter 2, sections 2.1.3, 2.1.5, 2.5.1,	110, 122, 241
2.6	Vigilance plan and report on its effective implementation	Article L. 225-102-4 of the French Commercial Code	Chapter 2, section 2.2	138
3	**Report on corporate governance**			
	Compensation information			
3.1	Compensation policy for corporate officers	Article L. 22-10-8, I., paragraph 2 of the French Commercial Code	Chapter 3, section 3.2.4	336
3.2	Compensation and benefits of any kind paid during the financial year or allocated for the financial year to each corporate officer	Article L. 22-10-9, I., 1° of the French Commercial Code	Chapter 3, sections 3.2.2 and 3.2.3, Chapter 5, section 5.2.2.6.6, Note 27–A	321, 334, 495
3.3	Relative proportion of fixed and variable compensation	Article L. 22-10-9, I., 2° of the French Commercial Code	Chapter 3, section 3.2.2	321
3.4	Use of the possibility of requesting the return of variable compensation	Article L. 22-10-9, I., 3° of the French Commercial Code	N/A	
3.5	Commitments of any kind made by the company for the benefit of its corporate officers, corresponding to elements of compensation, indemnities or benefits due or likely to be due as a result of the assumption, termination or change of their duties or after the exercise of these	Article L. 22-10-9, I., 4° of the French Commercial Code	Chapter 3, section 3.2.2	321
3.6	Compensation paid or allocated by a company included in the scope of consolidation within the meaning of Article L. 233-16 of the French Commercial Code	Article L. 22-10-9, I., 5° of the French Commercial Code	Chapter 3, section 3.2.2	321
3.7	Ratios between the level of compensation of each Chief Executive Officer and the average and median compensation of the company's employees	Article L. 22-10-9, I., 6° of the French Commercial Code	Chapter 3, section 3.2.3	334
3.8	Annual change in compensation, company performance, average compensation of company employees and the aforementioned ratios over the five most recent financial years	Article L. 22-10-9, I., 7° of the French Commercial Code	Chapter 3, section 3.2.3	334
3.9	Explanation of the manner in which the total compensation complies with the adopted compensation, including the manner in which it contributes to the long-term performance of the company and how the performance criteria have been applied	Article L. 22-10-9, I., 8° of the French Commercial Code	Chapter 3, section 3.2.2	321
3.10	Method in which the vote of the last ordinary general meeting provided for in I of Article L. 22-10-34 of the French Commercial Code was taken into account	Article L. 22-10-9, I., 9° of the French Commercial Code	N/A	
3.11	Any gap in the implementation procedure of the compensation policy and any exceptions	Article L. 22-10-9, I., 10° of the French Commercial Code	Chapter 3, sections 3.2.2 and 3.2.4.2	321, 337
3.12	Application of the provisions of the second paragraph of Article L. 225-45 of the French Commercial Code (suspension of payment of directors' compensation in the event of non-compliance with the gender balance of the Board of Directors).	Article L. 22-10-9, I., 11° of the French Commercial Code	Chapter 3, section 3.1.2	276
3.13	Allocation and retention of options by corporate officers	Article L. 225-185 of the French Commercial Code	Chapter 3, section 3.2.2.5, Chapter 5 sections 5.2.2.6.2 Note 2 – R, 5.2.2.6.4 note 18 – G and 5.2.4.2.10	332, 430, 470, 522
3.14	Allocation of free shares to Chief Executive Officers and retention thereof	Articles L. 225-197-1 and L. 22-10-59 of the French Commercial Code	Chapter 3, sections 3.2.2.5 and 3.2.4, chapter 5, sections 5.2.2.6.2 Note 2 – R, 5.2.2.6.4 note 18 – G and 5.2.4.2.10	332, 336, 442, 470, 522

Topic		Reference texts	Section	Pages
	Governance information			
3.15	List of all offices and positions exercised in any company by each of the corporate officers during the financial year	Article L. 225-37-4, 1° of the French Commercial Code	Chapter 3, section 3.1.3	284
3.16	Agreements entered into between a senior executive or a significant shareholder and a subsidiary	Article L. 225-37-4, 2° of the French Commercial Code	Chapter 3, section 3.1.4.3	300
3.17	Summary table of current delegations of authority granted by the annual general meeting relating to capital increases	Article L. 225-37-4, 3° of the French Commercial Code	Chapter 6, section 6.2.4.2	539
3.18	Senior management procedures	Article L. 225-37-4, 4° of the French Commercial Code	Chapter 3, section 3.1.1	272
3.19	Composition of the Board and conditions for the preparation and organization of its work	Article L. 22-10-10, 1° of the French Commercial Code	Chapter 3, section 3.1	272
3.20	Application of the principle of balanced representation of women and men on the Board	Article L. 22-10-10, 2° of the French Commercial Code	Chapter 3, section 3.1.2	276
3.21	Any limitations that the Board places on the powers of the Chief Executive Officer	Article L. 22-10-10, 3° of the French Commercial Code	Chapter 3, section 3.1.1	272
3.22	Reference to a corporate governance code and application of the "comply or explain" principle	Article L. 22-10-10, 4° of the French Commercial Code	Chapter 3, section 3.1.8	316
3.23	Special conditions for shareholders to attend the annual general meeting	Article L. 22-10-10, 5° of the French Commercial Code	Chapter 3, section 3.1.10, Chapter 6, section 6.1.2.2	318, 537
3.24	Procedure for evaluating current agreements – Implementation	Article L. 22-10-10, 6° of the French Commercial Code	Chapter 3, section 3.1.9	318
3.25	Information with the potential to affect public takeover bids or share exchange offers: company share capital structure; statutory restrictions on the exercise of voting rights and share transfers, or clauses in agreements brought to the attention of the company pursuant to Article L. 233-11; direct or indirect holdings in the company's share capital of which it is aware by virtue of Articles L. 233-7 and L. 233-12; list of holders of any securities with special control rights and a description of these – control mechanisms provided for in a possible employee shareholding system, when the control rights are not exercised by the latter; agreements between shareholders of which the company is aware and which may result in restrictions on the transfer of shares and the exercise of voting rights; rules applicable to the appointment and replacement of members of the Board of Directors and the amendment of the company's articles of association; powers of the Board of Directors, in particular with regard to the issue or buyback of shares; agreements entered into by the company that are amended or terminated in the event of a change in control of the company, unless such disclosure, excluding cases with a legal obligation to disclose, would seriously harm its interests; agreements providing for compensation for members of the Board of Directors or employees, if they resign or are dismissed without real and serious cause or if their employment is terminated due to a public takeover bid or exchange offer.	Article L. 22-10-11 of the French Commercial Code	Chapter 3, sections 3.1.10 and 3.1.2, chapter 6, sections 6.1.2 and 6.2	318, 276, 536, 538

Topic		Reference texts	Section	Pages
4	**Shareholders and capital**			
4.1	Structure, change in the company's share capital and crossing of thresholds	Article L. 233-13 of the French Commercial Code	Chapter 6, sections 6.1.2.5 and 6.2.6.1	537, 543
4.2	Purchase and sale by the company of its treasury shares	L. 225-211 of the French Commercial Code	Chapter 6, sections 6.2.5.2 and 6.2.5.3	540
4.3	Statement of employee shareholding on the last day of the financial year (proportion of capital represented)	Article L. 225-102, paragraph 1 of the French Commercial Code	Chapter 6, section 6.2.6.1	543
4.4	Mention of potential adjustments for securities giving access to the share capital in the event of share buybacks or financial transactions	Articles R. 228-90 and R. 228-91 of the French Commercial Code	N/A	
4.5	Information on transactions by senior executives and related persons on the company's securities	Article L. 621-18-2 of the French Monetary and Financial Code	Chapter 3, section 3.3	354
4.6	Amounts of dividends distributed in respect of the three previous financial years	Article 243 bis of the French General Tax Code	Chapter 6, section 6.3.3	548
5	**Extra-Financial Performance Declaration (EFPD)**			
5.1	Business model (or commercial model)	Articles L. 225-102-1 and R. 225-105, I of the French Commercial Code	Content	10
5.2	Description of the main risks related to the business of the company or group, including, where relevant and proportionate, risks created by business relationships, products or services	Articles L. 225-102-1 and R. 225-105, I. 1° of the French Commercial Code	Chapter 2, section 2.1.4 and 2.1.5	116, 122
5.3	Information on the way in which the company or group takes into account the social and environmental consequences of its activity, and the effects of this activity in terms of respect for human rights and the fight against corruption (description of the policies applied and due diligence procedures implemented to prevent, identify and mitigate the main risks related to the business of the company or group)	Articles L. 225-102-1, III, R. 225-104 and R. 225-105, I. 2° of the French Commercial Code	Chapter 2, sections 2.1.4, 2.1.5, 2.2., 2.3, 2.4	116, 122, 138, 164, 207
5.4	Results of policies applied by the company or group, including key performance indicators	Articles L. 225-102-1 and R. 225-105, I. 3° of the French Commercial Code	Chapter 2 section 2.1.5	122
5.5	Corporate social information (employment, work organization, health and safety, labor relations, training, equal treatment, promotion of physical activities and sports practice)	Articles L. 225-102-1 and R. 225-105, II. A. 1° of the French Commercial Code	Chapter 2, sections 2.2.3 and 2.4.2	144, 221
5.6	Environmental information (general environmental policy, pollution, circular economy, climate change)	Articles L. 225-102-1 and R. 225-105, II. A. 2° of the French Commercial Code	Chapter 2, section 2.1 et 2.4	106, 207
5.7	Societal information (societal commitments in favor of sustainable development, subcontracting and suppliers, fair practices)	Articles L. 225-102-1 and R. 225-105, II. A. 3° of the French Commercial Code	Chapter 2, section 2.4.1 and 2.4.3	207, 235
5.8	Anti-corruption information	Articles L. 225-102-1 and R. 225-105, II. B. 1° of the French Commercial Code	Chapter 2, section 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.6.1, 2.5.1	109, 110, 116, 122, 249, 241
5.9	Information on actions in favor of human rights	Articles L. 225-102-1 and R. 225-105, II. B. 2° of the French Commercial Code	Chapter 2, sections 2.1.3, 2.3	110, 164
5.10	Specific information: the company's policy to prevent the risk of technological accidents; the company's ability to cover its civil liability in respect of property and persons as a result of the operation of such facilities; resources planned by the company to ensure the compensation of victims in the event of a technological accident involving its liability.	Article L. 225-102-2 of the French Commercial Code	Chapter 2, section 2.2	138
5.11	Collective agreements signed within the company and their impact on the company's business performance as well as employee working conditions	Articles L. 225-102-1, III and R. 225-105 of the French Commercial Code	Chapter 2, section 2.4.2.2	221
5.12	Statement by the independent third party on the information contained in the EFPD	Articles L. 225-102-1, III and R. 225-105-2 of the French Commercial Code	Chapter 2, section 2.6.6	266

Topic		Reference texts	Section	Pages
6	**Other information**			
6.1	Additional tax information (total amount of certain expenses not fiscally deductible)	Articles 223 quater and 223 quinquies of the French General Tax Code	N/A	
6.2	Injunctions or monetary fines for anti-competitive practices	Article L. 5.4.2 of the French Commercial Code	N/A	
6.3	Earnings for the financial year and their proposed appropriation	Articles 223 quater and 39-4 of the French General Tax Code; Articles 223 quinquies and 39-5	Chapter 7, section 7.1	554
6.4	Information on the use of the CICE	CGI, Article 244 quater C	N/A	
6.5	Options granted, subscribed or purchased during the financial year by the corporate officers and each of the top ten employees of the company who are not corporate officers, and options granted to all beneficiary employees, by category	Article L. 225-184 of the French Commercial Code	Chapter 3, sections 3.2.2.5 and 3.2.5.4	332, 352

8.4.3 Cross-reference table of the annual financial report

To facilitate the reading of this document, the cross-reference table below makes it possible to identify, in this Universal registration document, the information constituting the annual financial report (as of December 31, 2021) to be published by listed companies in accordance with Articles L. 451-1-2 of the French Monetary and Financial Code and 222-3 of the AMF General Regulation.

Topic		Chapter No.	Page No.
1	Financial statements	5.2.4	514
2	Consolidated financial statements	5.2.2	416
3	Management report (minimum information within the meaning of Article 222-3 of the AMF General Regulation)	See cross-reference table in the management report	574
4	Declaration by the persons responsible for the annual financial report	8.1	562
5	Statutory auditors' report on the parent company and consolidated financial statements	5.2.1. and 5.2.3	409, 507

Glossary

A

Alliance: Renault, Nissan, and Mitsubishi Motors are part of the Alliance (legal structure described in chapter 1.2 of this document)

APA: Average Performing Assets correspond to the average performing loans, financial lease and assets arising from operating lease transactions. Average calculated on end of month figures for customer segment and on daily data on dealer financing

AVES: Alliance Vehicle Evaluation System: a system of quality checks conducted on new vehicles as they come off the assembly lines. AVES applies a detailed method comprising a static/visual component and a dynamic component to detect defects.

Avtovaz: Russian company, manufacturer of the Lada brand in which Renault has a controlling interest, via a joint venture, fully consolidated in Renault's financial statements since the end of 2016.

B

BOM: Board of Management, which was in charge of the company's strategic orientations and decisions, was replaced by the Leadership Team on February 1, 2023.

C

CAFE: Corporate Average Fuel Economy, which represents the average level of fuel consumption or CO_2 emissions for all passenger vehicles sold by a carmaker.

CCT: Cross-Company Team, a team comprised of Renault and Nissan representatives who, as part of the Alliance, explore synergy possibilities for the two companies.

CET1: (Common Equity Tier 1) this ratio is a regulatory indicator of banks' financial soundness, derived from Basel 3. It makes it possible to measure performance in terms of capital consumption.

CKD (Completely Knocked Down): Supply chain principle whereby basic bodywork components and sets of assembly parts are shipped unassembled to faraway plants. The shell is then assembled in the body shop, paint shop and trim & chassis shop.

CMF: Common Module Family, a sharing principle, via a series of shared platforms of the Alliance, based on a modular system of architecture that enables a wide range of vehicles to be built from a smaller pool of parts, creating higher added value for the Group's customers.

CVT: Continuously Variable Transmission. A gearbox technology that enables the vehicle to run at optimum power. A CVT delivers better fuel economy than a conventional automatic transmission. It provides a smoother, more comfortable driving experience by shifting seamlessly through gear ratios with no break in acceleration.

D

DKD (Dismantled Knocked Down): Supply chain principle whereby vehicles are assembled in-plant and then partially disassembled for shipping (front and rear frames, cylinder block and other parts according to customs duties).

Downsizing: reduction of engine capacity. Optimizing combustion-powered engines remains one of the most economical ways of limiting fuel consumption and, as such, reducing greenhouse gas emissions. Downsizing involves reducing the capacity of the engines – and thus fuel consumption and CO_2 emissions – while maintaining performance.

E

EBA: Emergency Brake Assist. A system that detects emergency braking situations and instantaneously increases braking pressure to shorten the distance the vehicle takes to stop.

ElectriCity: Renault Group created in 2021 "**Renault ElectriCity**", an industrial hub in the north of France (manufacturers in in Douai, Maubeuge and Ruitz) that has the Group's largest electric vehicle manufacturing capacity in the world.

Equity: The Group manages the capital of the Automotive segment excluding Avtovaz using a ratio equal to the net debt of the Automotive segment excluding Avtovaz divided by the amount of equity. The **net financial indebtedness** includes all non-operating interest-bearing financial liabilities and commitments less cash and cash equivalents and other non-operating financial assets such as marketable securities or the segment's loans. Equity is the amount shown in the Group's financial statement.

Euro NCAP: safety standards for crash tests.

Euro NCAP conducts crash tests to provide consumers with accurate information on the safety performances of their cars. Since 2009, Euro NCAP has given an overall rating to each vehicle tested with assessments of "Adult occupant protection", "Child protection", "Pedestrian protection" and "Safety assist". Euro NCAP publishes information about ESC fitment and the results of rear impact (whiplash) tests in terms of seat design.

Euro 5 and Euro 6: the Euro 5 emission standards are part of the Euro emission standards, which set the maximum pollutant emission limits, excluding CO_2, for cars and other vehicles. The Euro 5 emission standard came into effect in September 2009 for new car certifications and covers all new cars since January 2011. In 2014, Euro 6, which focuses mainly on NO_x emissions, took its place.

F

FC: fuel cell. Consisting of a nucleus and a single electron, hydrogen is the simplest and lightest of the elements. It is 14 times lighter than air. In a fuel cell, hydrogen and oxygen are brought into contact on either side of a polymer electrolyte membrane.
They combine to produce water, the only "emission" of the engine, which generates electricity and heat. It is this electrical energy that powers the vehicle's electric engine.

Free cash flow is the amount of cash generated by a company after interest payments, tax and net investments. FCF is used to:

- reduce the Net Financial Debt of Automotive;
- pay dividends;
- buy back the company's own shares and minority interests;
- carry out external growth operations: acquire companies or holdings in associated companies.

The FCF indicator for the automotive sectors is an indicator defined and calculated based on accounting data in the cash flow statement. However, this indicator is neither defined nor required in IFRS.

The Group has chosen to calculate this indicator on the basis of the Automotive segments, excluding all items from the sales financing segment, with the exception of dividends paid and capital increases in sales financing.

Free cash flow is therefore obtained from the items in the statement of cash flows of the automotive sectors by adding the following items:

Cash flow (excluding dividends received from listed companies and including dividends received from sales finance)

+ change in the working capital requirement

+ physical and intangible investments net of disposals

+ change in capitalized leased assets (vehicles and batteries)

– subscription to Sales Financing capital increases

= **operational free cash flow of the automotive sectors**

FTT: Functional Task Team: a team made up of Renault and Nissan representatives who, within the framework of the Alliance, provide their respective expertise on management processes, standards and tools.

G

GEC: The Group's Executive Committee is responsible for the company's strategic guidance and decisions. Renamed Board of Management (BoM) since January 2021.

H

HSE: Renault created an HSE division (Health, Safety, Environment) on September 1, 2016. Its task is to converge policies on working conditions, health, safety and the environment. The mission of this new entity is to ensure the Group's HSE governance by defining, in collaboration with the business lines concerned, an overall policy and ambitious progress objectives concerning safety and working conditions, ergonomics, industrial hygiene and the environment.

Hyvia: In June 2021, Renault Group and Plug Power signed an agreement to create a joint venture dedicated to hydrogen mobility. The company Hyvia will offer a complete ecosystem of turnkey solutions, including light commercial vehicles with fuel cells, and charging stations.

K

KPI: Key Performance Indicators. KPIs are used to measure the Company's performance. They provide an overview of the Group's performance, which is reported monthly to the GEC. KPIs are the main tool for performance management in each geographical region or business line.

L

LAB: the accident analysis, biomechanics and human behavior laboratory known as the desire to improve road safety, drawing on a number of scientific disciplines where physics and human sciences converge. Accident analysis and research into driver behavior probe the causes and consequences of road accidents with a view to improving prevention. Biomechanics endeavors to increase protection for vehicle occupants.

Leadership Team: The Leadership Team is in charge of the company's strategic orientations and decisions. Replaces the BOM (Board of Management) on February 1, 2023.

M

Materiality matrix: the materiality matrix is a tool which enables prioritization of extra-financial stakes with strategic reach. By conducting a materiality analysis, the Company works on the subjects that have a (potentially) extensive and significant impact on its business model, and then translate these (as far as possible) into indicators. The methodology used must be comprehensible, reproducible and transparent.

N

NEDC: The New European Driving Cycle is a standardized driving cycle and test procedure used to measure the emission levels and fuel economy of all types of vehicles in Europe. The NEDC is thus an objective criterion for assessing the performance of models by different manufacturers. The vehicle is put on a roller bench and driven three times through the same urban cycle (ECE-15), followed by one "extra-urban" cycle. The average of the four cycles is the average fuel economy.

O

Open Innovation Lab: the creation of Open Innovation Labs is part of the Renault-Nissan Alliance's innovation culture and strategy: they enable innovation opportunities to be cultivated based on an open ecosystem comprising start-ups, universities and investors and a local economy such as local authorities, associations, customers and markets. These laboratories bring together in one place the three pillars of Open Innovation: the socialization of knowledge (events, conferences, think tank, meetups), creativity and innovative design methods (design thinking, fab lab) and the levers of the new economy (acceleration of start-ups, collaborative and open mode, as well as platforms). Since March 2017, there are three around the world (Silicon Valley, Tel Aviv and Paris).

Operating income: includes all revenues and costs directly related to the Group's activities, whether recurrent or resulting from non-recurring decisions or operations, such as restructuring costs (see operating margin).

Operating margin: the operating margin corresponds to the operating income before taking into account other operating income and expenses which by nature or exception have a significant and unusual character and may affect margin comparisons. Other operating income and expenses mainly include:

- restructuring provisions associated with activity stoppages and the costs of workforce adjustment measures';
- income from disposals of activities or operational investments (total or partial), the income from disposals of investments in associates and joint ventures (total or partial), other income from changes in scope such as takeovers under IFRS 10 of entities previously consolidated under the equity method and the direct acquisition costs of companies consolidated by full consolidation or according to the percentage share specific to each balance sheet and income statement item;
- gains or losses on disposal of property, plant and equipment or intangible assets (except leased assets sales);
- impairment on property, plant and equipment or intangible assets and goodwill (excluding goodwill of associates or joint ventures);
- income and expenses that are unusual in their frequency, nature or amount, in respect of disputes or impairment on significant operating receivables.

The **Monozukuri** is the indicator that measures performance growth for the Purchasing, Warranty, R&D, Production and Logistics business activities over the current year versus the previous year. It is calculated excluding changes in raw materials, mix effects, enrichment, volume and currencies.

OYAK Renault: Renault's manufacturing partner in Turkey.

P

PF: particulate filter; a particulate filter clears the exhaust gases of the particulates they contain, retaining them in a microporous honeycomb structure. It is automatically regenerated every 500 km.

PGE: State-guaranteed loan (Prêt garanti par l'État)

R

R&AE: Research and Advanced Engineering. R&AE activities are managed across the company's Engineering departments using a shared, structured plan. The plan covers all vehicle, powertrain, product, process and service applications.

REACH: Registration, Evaluation and Authorisation of CHemicals is a regulation adopted in 2006 by the European Parliament and Council. It has enabled the creation of a Community system for the registration, evaluation and authorization of chemical substances managed by the new European Chemicals Agency (ECHA) based in Helsinki.

The implementation of REACH is the result of three main intentions: to expand knowledge of the health and environmental risks of over 30,000 chemical substances, to implement a substitution policy for the most harmful substances and to entrust manufacturing and exporting companies with the evaluation and management of risks linked to these substances.

Refactory: in November 2020, Renault Group announced the transformation of its site in Flins to create the Refactory, Europe's first circular economy factory dedicated to mobility, with the target of a negative CO_2 balance by 2030.

Renaulution: strategic plan presented on January 14, 2021, which aims to redirect Renault Group's strategy from volume to value creation. It is structured in three phases launched in parallel:

- the 'Resurrection' phase, running until 2023, will focus on margin recovery and cash generation;
- the "Renovation" phase, running until 2025, will bring renewal and enrichment to the ranges, contributing to brand profitability;
- the "Revolution" phase, which will start in 2025, will pivot the Group's business model to tech, energy and mobility, making Renault Group a frontrunner in the value chain of new mobility.

Renault Group: Renault Group is at the cutting-edge of mobility that is going through a reinvention process. Thanks to its alliance with Nissan and Mitsubishi Motors, and its unique electrification expertise, Renault Group draws on the complementary nature of its four brands – Renault – Dacia – Alpine and Mobilize – and offers sustainable and innovative mobility solutions to its customers. Established in more than 130 countries, the Group has sold 2.69 million vehicles in 2021. It employs 156,466 people who embody its Purpose every day so that mobility brings people closer. Ready to pursue challenges both on the road and in competition, Renault Group is committed to an ambitious transformation that will generate value. This is centered on the development of new technologies and services, and a new range of even more competitive, balanced and electrified vehicles. In line with environmental challenges, the Group's ambition is to achieve carbon neutrality in Europe by 2040.

Revenues: revenues include all receipts resulting from Group automotive product sales, net of discounts on services related to these sales and various sales financing products, to customers by Group companies.

RNPO: Renault-Nissan Purchasing Organization: Shared Renault and Nissan division, created in 2001, responsible for purchasing parts and all other activities for the two companies.

ROCE (Return On Capital Employed): is an indicator that measures the profitability of invested capital.

RWA: (Risks Weighted Assets) that correspond to the minimum amount of capital required within a bank according to their level of risk (value of the exposure multiplied by its weighting ratio).

S

SKD (Semi-Knocked Down): Supply chain principle whereby the fully assembled body of a vehicle is shipped along with unassembled or partially assembled parts, depending on the plant's production rate (low or very low).

Software République: a new ecosystem for innovation in intelligent mobility, announced on April 9, 2021, by Elie Girard, Bernard Charlès, Luca de Meo, Jean-Marc Chéry and Patrice Caine, respectively the heads of Atos, Dassault Systèmes, Renault Group, STMicroelectronics and Thales. Their intention is to join forces to pool their complementary expertise. The partners plan to work together to develop and market systems and software for an enhanced, sustainable mobility offer for territories, companies and citizens.

Artificial intelligence, cybersecurity, connectivity, embedded electronics and digital twins will contribute to the excellence of these new products and services.

T

TAM: Total Automotive Market. The TAM is an aggregate figure representing new registrations of all automotive brands in the same market. TAM is frequently used in conjunction with Market Share (MS).

TCe: Turbo control efficiency. TCe engines are equipped with a low inertia turbo that ensures minimal lag, thanks to its small-diameter turbine and compressor. The marriage of small capacity and low inertia turbo ensures lively response from low revs.

W

WLTP: Worldwide harmonised Light Vehicles Test Procedure. In the vehicle approval process, WLTP is the new procedure for measuring CO_2 emissions and pollutant consumption and emissions under conditions more representative of customer use and the diverse nature of vehicle equipment. It has gradually been replacing the NEDC procedure since September 1, 2017. In line with the Euro 6d standard, which has gradually been implemented since September 1, 2017, this standard laboratory test procedure is supplemented by road tests that use the new Real Driving Emissions (RDE) protocol.

Initials and acronyms

A

AAA: French automobile manufacturers' association (Association auxiliaire automobile)

ABS: Anti-lock Braking System

ADEME: Environment and energy management agency (Agence de l'environnement et de la maîtrise de l'énergie)

AM: Asset Management

ANFI: Auto Net Financial Indebtedness

APO: Alliance Purchasing Organization

APP: EU Agency for the Protection of Programs

ARC: French accounting regulation committee (Comité de la réglementation comptable)

ASFE: Alliance for Synthetic Fuels in Europe

AVES: Alliance Vehicle Evaluation System

Avtovaz: Renault's subsidiary in Russia

AV: Autonomous vehicle

B

BOP: Bottom of the Pyramid

BOT: Build Operate Transfer Agreements

BPU: Single Personnel Database (Base Personnel Unique)

C

CAE: Computer-assisted engineering

CAFE: Corporate Average Fuel Economy (indicator)

CARC: Audit, Risks and Compliance Committee

CARE: Audit, Risks and Ethics Committee

CASA: Ceasing of activity by older employees

CCI: Chamber of Commerce and Industry

CCT: Cross-Company Team

CDC: Caisse des depôts et consignations

CDP: Carbon Disclosure Project

CECC: Country Ethics and Compliance Committee

CMF: Board of financial markets (Conseil des marchés financiers)

CMS: Constant maturity swap

CNC: National audit office (Conseil national de la comptabilité)

CNG: Compressed natural gas

COP 21: 21st Conference of parties

CPI: Concrete progress idea

CSR: Corporate Social Responsability

CV: Commercial Vehicle

CVT: Continuously Variable Transmission

D

DOA: Delegation Of Authority

Drire: Regional directorate for industry, research and the environment (Direction régionale de l'industre, de la recherche et de l'environnement) directorate for industry, research and the environment (Direction régionale de l'industrie, de la recherche et de l'environnement)

E

EBA: Emergency Brake Assist

Ebit: Earnings before interest and taxes

ECB: European Central Bank

EFPD: Extra Financial Performance Declaration

EIB: European Investment Bank

EIG: Economic Interest Grouping

ELV: End-of-life vehicles

EMU: Economic and Monetary Union

EONIA: Euro Over Night Index Average (interest rate)

EPE: Association of environmentally concerned companies (Entreprises pour l'Environnement)

ESG: Environment, Social & Societal, Governance

ESP: Electronic stability program. Trajectory control

EU: European Union

EV: Electric vehicle

F

Fed: US Federal Reserve

G

GDPR: General Data Protection Regulation

GEC: Group Executive Committee

GHG: Greenhouse gases

GmbH: Limited liability company in German-speaking countries (Gesellschaft mit beschränkter Haftung)

GNP: Gross National Product

GPSNR: Global Platform for Sustainable Natural Rubber

H

HR: Human resources

I

IASB: International Accounting Standards Board

IBS: Identifiable Bearer Securities

ICPE: In France, environmentally sensitive facilities that must undergo regular inspections (installations classées pour la protection de l'environnement)

ICV: International Corporate Volunteer

IFA: French minimum turnover tax (imposition forfaitaire annuelle)

IFRS: International Financial Reporting Standards

ILO: International Labour Organization

IPBES: Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services

ISMP: Information Security Management Policy

ISO 9000: Standard

ISSP: Information Systems Security Policy

J

JV: Joint-venture

L

LCA: Life-Cycle Assessment

LCV: Light commercial vehicles

Libor: London Interbank Offered Rate

LLT: Long-term leasing

M

MCS: Public infrastructure investment agency (Caisse des dépôts et consignations)

MCV: Multi-Convivial Vehicle

MMI: Man-machine interface

MOS: Mail-order selling

MoU: Memorandum of Understanding

MPV: Multi-Purpose Vehicle

N

NFDA: Net Financial Debt in Automotive

NGO: Non-Governmental Organization

NGV: Natural gas for vehicles

NOx: Nitrogen oxides

NRE Law: New Economic Regulations Act of 2001, requiring listed companies to include environmental impact data in their annual reports (loi sur les nouvelles régulations économiques)

NV: New vehicles

O

OaO: Overall Opinion

OBSAR: Warrant bond (obligation à bons de souscription d'actions remboursables)

OECD: Organization for Economic Cooperation and Development

ONERA: French aerospace research agency (Office national d'études et de recherches aérospatiales)

OOIE: Other operating income and expenses

OSCE: Organisation for Security and Cooperation in Europe

P

PC: Passenger cars

PDCA: Plan, Do, Check, Act

PEA: Equity investment plan (plan d'épargne en actions)

PEE: Company savings plan (plan d'épargne entreprise)

PEG: Group Employee Savings Plan (plan d'épargne Groupe)

PEL: Homebuyers' savings plan (plan d'épargne-logement)

PEO: Public Exchange Offer

PERP: Retirement savings plan (plan d'épargne retraite personnalisé)

R

Retail price: Parts Per Million

RCS: French business register (Registre du commerce et des sociétés)

REACH: Registration, Evaluation and Authorization of Chemicals

R&D: Research and Development

RGWC: Renault Group Committee

RIA: Recyclability Index for Automobiles

ROCE: Return on capital employed

ROE: Return on equity

S

SA: Statutory Auditors

SAM: Extra-financial rating agency

SASB: Sustainability Accounting Standard Board

SDG: Sustainable Development Goals

SOC: Security Operations Centre

SRI: Socially Responsible Investing

SRP: Renault System for Restraint and Protection

SUV: Sport Utility Vehicle

T

TACE: Activity rate excluding holidays (taux d'activité congés exclus)

TB: Takeover bid

TCFD: Task Force on Climate-Related Financial Disclosures

teq CO_2: metric tons of CO_2 equivalent

TFI: International French-language proficiency test (test de français international)

TIM: Third-Party Integrity Management process

TPAM: Third-Party Application Maintenance

U

UCITS: Undertakings for Collective Investment in Transferable Securities

UV: Used vehicle

V

VAR: Value at Risk

W

WEF: World Economic Forum

WTO: World Trade Organization

Z

Z.E.: zero emission

DISCOVER

the digital version of the 2022 Universal Registration Document on the finance page of our website:

www.renaultgroup.com/finance/

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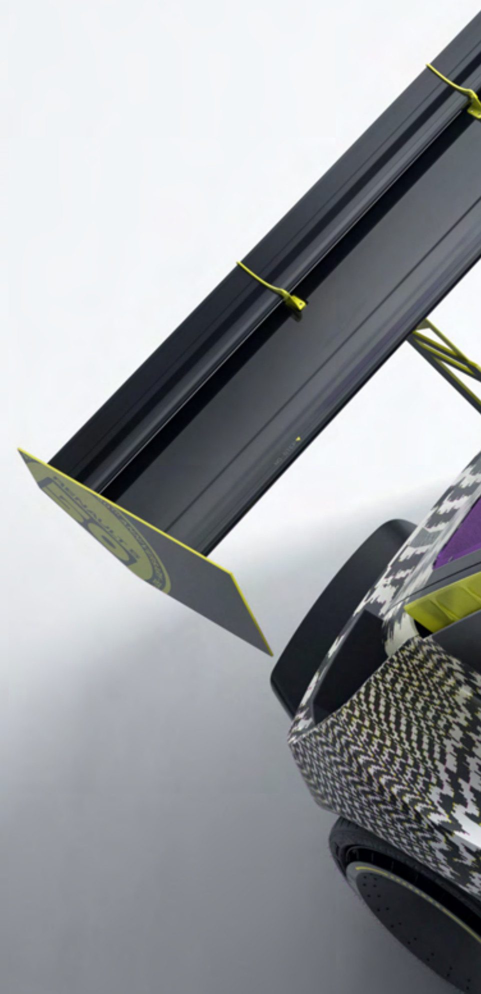

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