

Renault
Group

Climate Report - 2024

Our path to decarbonization



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Until now,
a transversal
approach

Today,
decarbonization
is at the core
of our strategy

Essential facts

Greenhouse gases, carbon offsetting, global warming – terms like these have become part of everyday language. However, the physical mechanisms they refer to are complex and difficult to understand. Here's a closer look to explain why it is so important to take action to limit global warming.

HOW CO₂ EMISSIONS INTENSIFY THE GREENHOUSE EFFECT

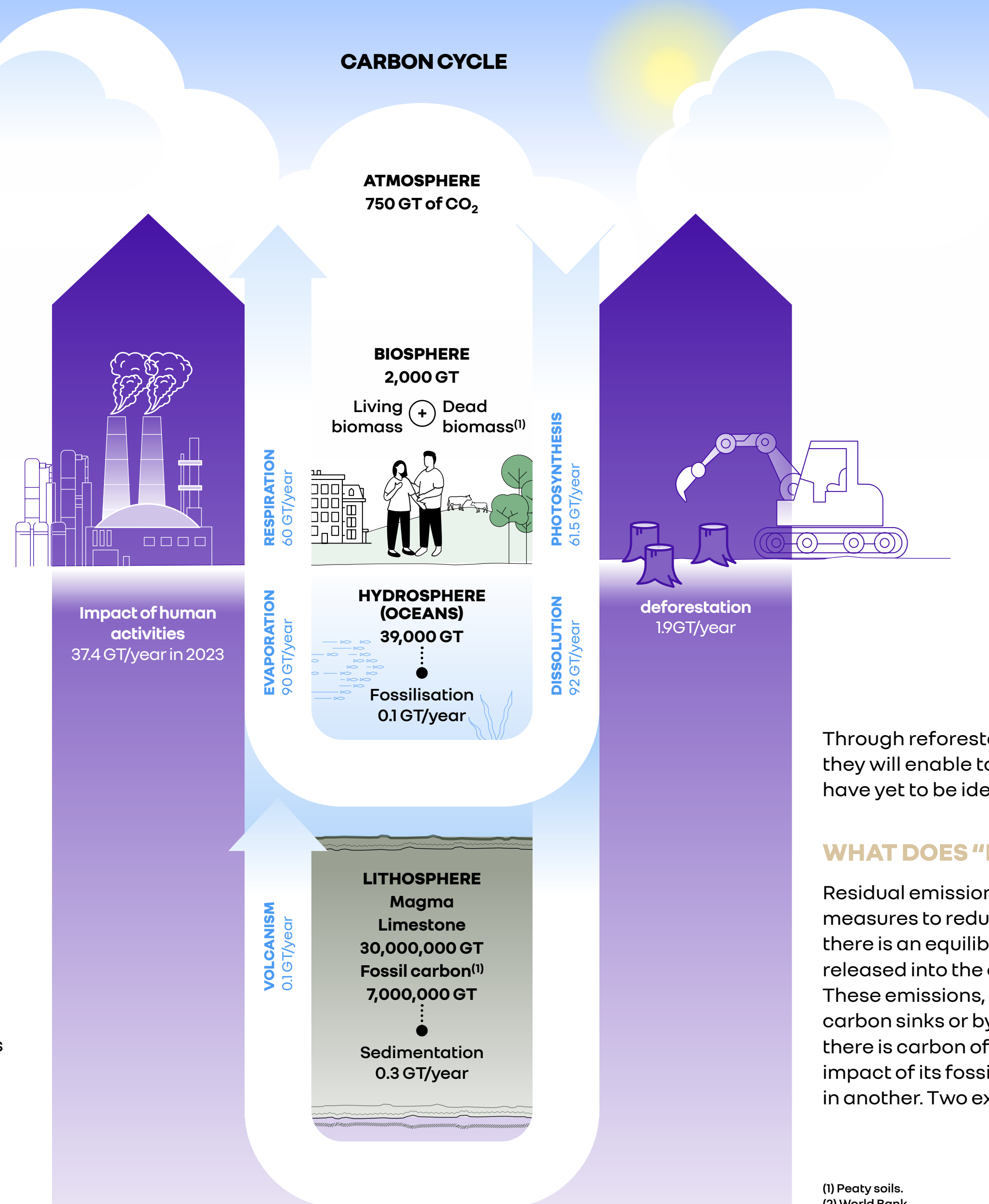
The greenhouse effect is a natural and even necessary phenomenon that has existed since our planet was formed. Certain gases in the atmosphere such as carbon dioxide (CO₂) and methane trap heat that would otherwise be released into outer space. This makes the temperature on Earth livable for all ecosystems. However, the massive production of CO₂ resulting from human activity and population growth has pushed the greenhouse effect to new levels, raising the planet's surface temperature. This is the main cause of climate change, which has made extreme and disastrous environmental events, including floods, storms, forest fires and droughts, more frequent, more severe and longer in duration. The very survival of ecosystems worldwide is thus under threat.

HOW CO₂ EMISSIONS DISRUPT THE CARBON CYCLE

Carbon dioxide emitted through human activities and exhaled by people and animals is absorbed by plants and the oceans, keeping the quantity of carbon at a stable level. But this balance is disrupted by human activities that involve excessive burning of fossil fuels (coal, oil, natural gas), resulting in higher releases of greenhouse gases.

Added to this are aggravating factors like deforestation that destabilize ecosystems, impeding their ability to capture carbon. Recycling, the wider use of renewable energy and opting for low-carbon transport are all ways to counteract this disruption. Absorption capacities can also be increased.

CARBON CYCLE



WHAT PERCENTAGE OF EMISSIONS ARE GENERATED BY THE AUTOMOTIVE INDUSTRY?

TRANSPORT IS RESPONSIBLE FOR 24% OF THE WORLD'S CO₂ EMISSIONS, AND 45% OF THESE ARE FROM PASSENGER ROAD TRANSPORT (11% OF THE TOTAL)⁽²⁾.

Against the backdrop of population growth and new mobility requirements, the automotive industry has an important role to play in respecting these constraints while helping to reduce emissions from the transport sector to counter the effects of global warming.

Through reforestation and by developing other carbon capture solutions they will enable to address residual emissions for which reduction levers have yet to be identified.

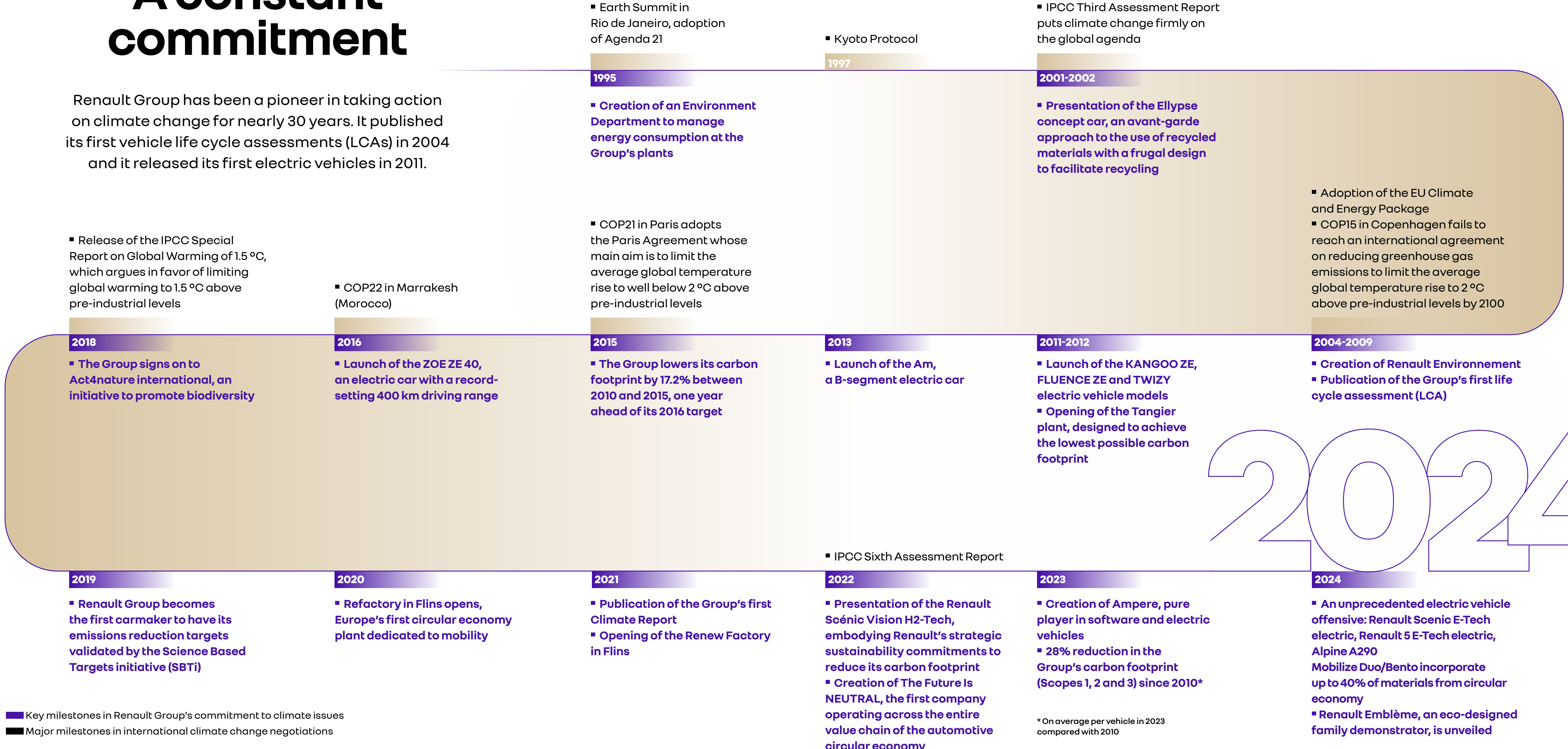
WHAT DOES "NET ZERO" MEAN?

Residual emissions refer to those that remain after an entity has taken measures to reduce them. "Net zero" is a different concept. It means that there is an equilibrium between the volume of greenhouse gas emissions released into the atmosphere and the volume of greenhouse gas removals. These emissions, measured in CO₂ equivalent (CO₂e), are offset by natural carbon sinks or by industrial processes for carbon capture or reuse. Then there is carbon offsetting, which refers to when an entity neutralizes the impact of its fossil fuel emissions in one area by financing new carbon sinks in another. Two examples are reforestation or carbon capture solutions.

⁽¹⁾ Peaty soils.
⁽²⁾ World Bank.

A constant commitment

Renault Group has been a pioneer in taking action on climate change for nearly 30 years. It published its first vehicle life cycle assessments (LCAs) in 2004 and it released its first electric vehicles in 2011.



■ Release of the IPCC Special Report on Global Warming of 1.5 °C, which argues in favor of limiting global warming to 1.5 °C above pre-industrial levels

■ COP22 in Marrakesh (Morocco)

■ Earth Summit in Rio de Janeiro, adoption of Agenda 21

■ Kyoto Protocol

■ IPCC Third Assessment Report puts climate change firmly on the global agenda

2018

■ The Group signs on to Act4nature international, an initiative to promote biodiversity

2016

■ Launch of the ZOE ZE 40, an electric car with a record-setting 400 km driving range

2015

■ The Group lowers its carbon footprint by 17.2% between 2010 and 2015, one year ahead of its 2016 target

■ COP21 in Paris adopts the Paris Agreement whose main aim is to limit the average global temperature rise to well below 2 °C above pre-industrial levels

2013

■ Launch of the Am, a B-segment electric car

2011-2012

■ Launch of the KANGOO ZE, FLUENCE ZE and TWIZY electric vehicle models
 ■ Opening of the Tangier plant, designed to achieve the lowest possible carbon footprint

2004-2009

■ Creation of Renault Environnement
 ■ Publication of the Group's first life cycle assessment (LCA)

2019

■ Renault Group becomes the first carmaker to have its emissions reduction targets validated by the Science Based Targets initiative (SBTi)

2020

■ Refactory in Flins opens, Europe's first circular economy plant dedicated to mobility

2021

■ Publication of the Group's first Climate Report
 ■ Opening of the Renew Factory in Flins

2022

■ Presentation of the Renault Scenic Vision H2-Tech, embodying Renault's strategic sustainability commitments to reduce its carbon footprint
 ■ Creation of The Future Is NEUTRAL, the first company operating across the entire value chain of the automotive circular economy

■ IPCC Sixth Assessment Report

2023

■ Creation of Ampere, pure player in software and electric vehicles
 ■ 28% reduction in the Group's carbon footprint (Scopes 1, 2 and 3) since 2010*

* On average per vehicle in 2023 compared with 2010

2024

■ An unprecedented electric vehicle offensive: Renault Scenic E-Tech electric, Renault 5 E-Tech electric, Alpine A290
 Mobilize Duo/Bento incorporate up to 40% of materials from circular economy
 ■ Renault Emblème, an eco-designed family demonstrator, is unveiled

2024

■ Key milestones in Renault Group's commitment to climate issues
 ■ Major milestones in international climate change negotiations

Climate as a strategic driver

// We can only begin to solve the climate crisis if all stakeholders work together. Meeting today's key environmental challenges requires broad cooperation.

Renault Group is playing an active role by carrying out actions to protect both the climate and biodiversity while advancing the circular economy. Tackling climate change raises many issues, and not just technological ones. As the EV transition continues, we need to further transform our organization. This means adapting our production system and our approach to our customers, while stepping up our training programs on a scale never seen before. More generally, we are facing a challenge of strategic autonomy, at a time when the processing chain for the raw materials and rare metals needed to produce batteries is dominated by China. We also need to recover the comparative competitive advantage long held by European countries for internal combustion engines (ICEs) in the shift to electric vehicles. Making a success of the EV transition also hinges on resolving various tensions. Firstly,

between EV democratization – which will require government subsidies for a few years – and public finances under pressure. But also between the rapid rise of vehicles for zero-emission driving and the depletion of resources used to manufacture EV batteries. As a topic central to employee and stakeholder engagement, the need for climate action is fostering innovation and social responsibility across the Group. Guided by Renault Group's Purpose and its governance, all of our teams are committed to fighting climate change, in line with the ambitious strategy spearheaded by Luca de Meo, which aims to respond to environmental challenges by creating business opportunities."

Jean-Dominique Senard
Chairman
of Renault Group

Luca de Meo
CEO
of Renault Group



// Renault Group's commitment to tackle climate change has a long history. Always a pioneer, we have never done anything by halves!

We published our first vehicle life cycle assessment in 2004. By launching the ZOE in 2013 we disregarded skepticism and cries of 'it'll never work!' More recently, the Refactory has been yet another illustration of the Renault spirit, combining creativity, daring and innovation. It represents the firm conviction that the best possible way to address environmental issues is to transform them into business opportunities. We were also bold in transforming an emblem of mass

production into a circular economy platform, the first of its kind in Europe. Our ambitions are also reflected in our cars. The R5 is the standard-bearer of our commitment to democratizing electric vehicles, while the Scénic embodies our ESG strategy, with up to 24% of its materials coming from the circular economy, a record for an electric vehicle. Soon the new Twingo – a fully electric, small, quiet and resource-efficient city car – will take this commitment to sustainable mobility even further.

This second Climate Report shows just how far Renault Group has come, with a 28% reduction in emissions over the life cycle of our vehicles in 2023 compared with 2010. But we don't claim full credit because decarbonization is a shared responsibility. Renault Group's ecosystem-based approach expresses the core belief detailed in my recent Letter to Europe: the fight to achieve sustainable mobility is a team sport. It is by building a network of partners with complementary strengths that Renault Group will keep playing its key role in the face of a challenge that affects us all."

A climate-smart business model

RESOURCES⁽¹⁾

HUMAN

- 98,636 people contribute to Renault Group's performance in more than 221 entities across 36 countries
- A Sustainable Development Department and more than 50 experts responsible for the monitoring and implementation of the Group's climate strategy

FINANCIAL

- 13.1% of Group revenue from activities contributing substantially to climate change mitigation under the EU Taxonomy

INTELLECTUAL

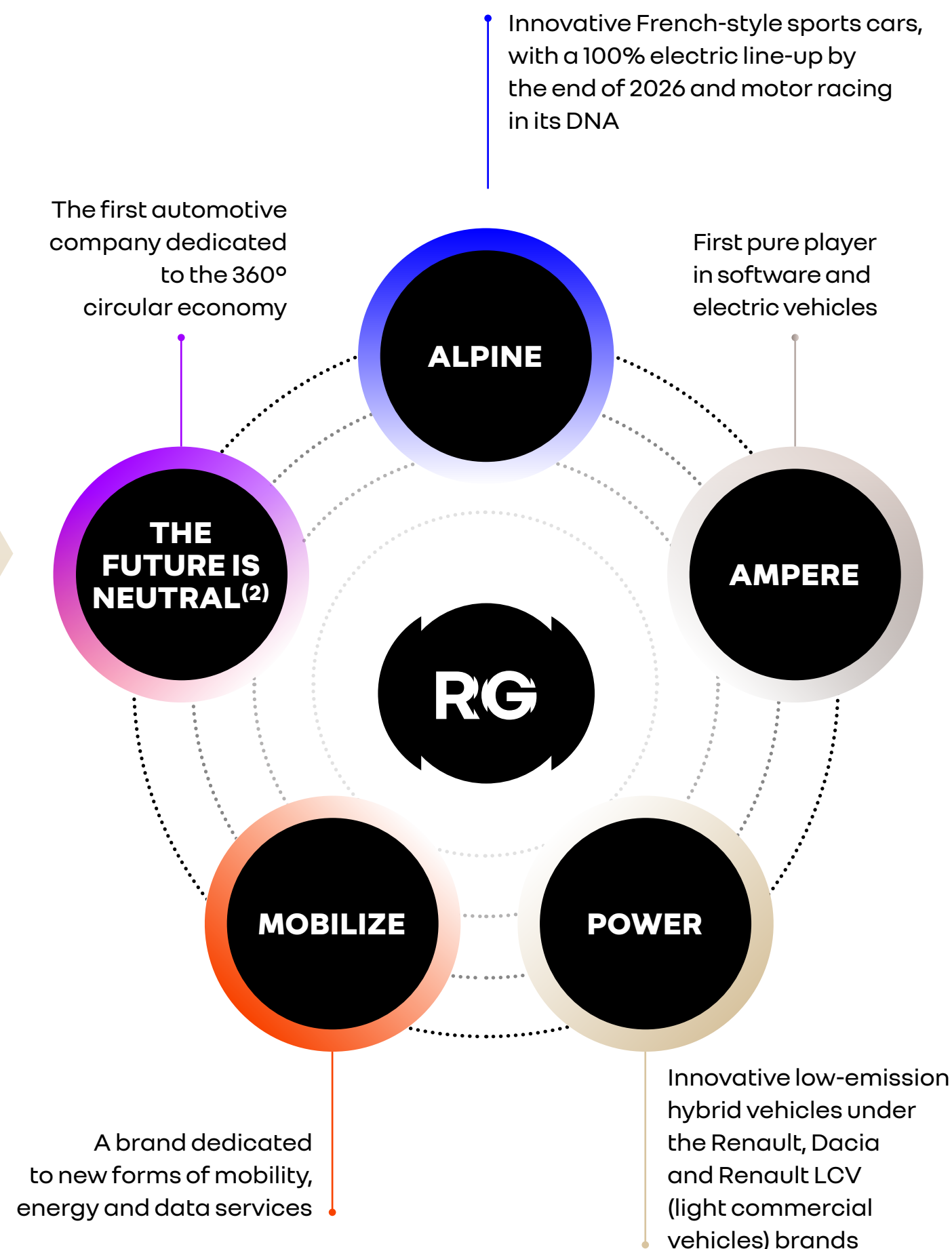
- More than 15,000 patents in the portfolio
 - €2,254 million spent on R&D (4% of revenue)
- 5 new academic partners at ReKnow University, particularly in connection with the E-Mobility Industry Academy
 - 1 lab dedicated to road safety
 - 1 sustainable mobility research institute

INDUSTRIAL

- 25 production sites
- Refactory, Europe's first circular economy factory dedicated to mobility
 - ElectriCity, an EV production hub, bringing together 3 sites in France

SOCIAL AND RELATIONAL

- 2,264,815 vehicles sold to customers



VALUE CREATION

TARGETS UNDER ACHIEVEMENT

- 43 tCO₂e per vehicle sold, for vehicles under the Group's brands in 2024⁽³⁾
 - 2024 CAFE targets achieved for average CO₂ emissions (Europe, in the WLTP driving cycle)
 - 2024 carbon footprint of vehicles sold under Renault brand decreased by 12% vs 2019 (new baseline for Group's climate targets)

REDUCTION OF CARBON FOOTPRINT OF VEHICLES SOLD

- 25.5% of Group sales (+7.5 points vs. 2023) are realized with hybrid vehicles
- 9.0% of Renault Group sales are realized with electric vehicles

OPERATIONAL DECARBONATION LEVERS

- Contracts with green energy providers to decarbonize the energy consumed at Group's sites: Comerc Energia (Brazil), Iberdrola (Spain), Voltalia (France), Green of Africa (Maroc)
- Key partnerships with Arverne, Managem, Terrafame and Vulcan Energy for the supply of low-carbon materials used in batteries (lithium, nickel, cobalt)

INNOVATIONS FOR LOW CARBON PUBLIC TRANSPORT IN CITIES

- In partnership with WeRide, trialling of an all-electric shuttle minibus with L4 autonomy under real traffic conditions during the 2024 French Open tennis tournament at Roland-Garros
- Eco-coach, launched in 2012 for Renault and Dacia brands, allows to decrease of 550 kg CO₂e the carbon footprint for vehicles usage in 2023 and will allow a reduction of 800 kg by 2030
 - In partnership with EasyMile, Mach 2 project in Châteauroux beginning in 2026 to add a fleet of driverless electric minibuses to the public transport network
- Mobilize Power Solutions, an app that provides access to a network of more than 600,000 electric charging stations in Europe

TRAINING ON CLIMATE ISSUES

- Training courses for employees on climate issues and the Group's climate commitments, including the Climate Fresk
 - A training course on climate change developed by AXA Climate School, has been offered by the Group since 2023.



Our industry is facing multiple transformations that are necessary but complex.

Energy transition is one of them. It is at the core of the Revolution. Each brand and each entity have moved the challenge of energy transition to the core of their business model and are contributing to our low-carbon strategy. Ampere and Alpine are leading the way in electric vehicles. Mobilize is developing second and third-life solutions for EVs and their batteries. And The Future Is NEUTRAL is at the forefront of the automotive circular economy. We are turning the challenge of decarbonization into business opportunities on new value chains such as energy, electrification, circular economy."

Josep-Maria Recasens
Chief Strategy Officer, Renault Group

(1) All data reported on this page refer to 2024.

(2) Since October 4, 2024, joint venture between Suez (20%) and Renault Group (80%).

(3) Automotive sector only, scope of Renault, Dacia and Alpine brands.

Our journey



Our journey

Renault Group has undergone a major shift in setting a decarbonization trajectory right from the vehicle design stage. This results in a new paradigm: **decarbonization is now both strategic and operational for the Group**. The trajectory established by the Group is based on the examination of climate scenarios and the identification of risks and opportunities. The goal: to reinforce its strategic orientations.

Analysis of Cléa Martinet

"The drive for decarbonization is shared across the entire Group."



Climate change was once just a concern for experts. It has become a strategic and operational topic for Renault Group.

We have had a solid foundation from the outset, with long-standing commitments and expertise as true pioneers in the area of decarbonization since 2008. The 28% reduction of the Group's carbon footprint over thirteen years is thanks to two initiatives: our mobilization on scopes 1 and 2 emissions; and the electrification of our mix of vehicles. Climate issues are now at the heart of everything we do. We have extended our decarbonization efforts from the design stage throughout the entire lifecycle of our vehicles, including materials and components. In this way, we believe we can **reach net zero emissions by 2040 in Europe and by 2050 in the world.** By placing decarbonization at the center of the Group's operations, we have already achieved significant results through actions taken on scopes 1 and 2.

This broader approach to decarbonization has had effects on all levels of our company.

Members of the Executive Committee and the Board of Directors are personally engaged on this issue. They are becoming knowledgeable about decarbonization through dedicated training sessions. We have put into place an informative and transparent process that includes the roll-out of a tool to calculate the carbon footprint of all our vehicles. Each company employee is identifying his own areas of action. The Group's business lines are now specifically structured around these issues. We have added a sustainable purchasing function and decarbonization specialists on each product and engineering team.

Our climate commitments serve as a key strategic lever for our brands and our partnerships.

The brands contribute to achieving the Group's objectives based on their identity. The Renault brand of cars has reduced its carbon footprint. Dacia is focusing on internal combustion vehicles. Alpine is aiming to have a fully electric line-up by 2026. In order to successfully meet our climate commitments, it is essential that we operate as an ecosystem. We need everyone contributing to our decarbonization goals. This strategy involves seeking out partners

in technologies or areas of expertise that are complementary to our own. Among our actions: we implement low-carbon last mile deliveries with CMA CGM, the global shipping company, and Volvo. We decarbonize the energy used in our plants with Voltalia. And we co-innovate for battery recycling to facilitate the closed-loop system we have created with The Future Is NEUTRAL.

We want to ensure that the decarbonization of the Group's operations is carried out in the fairest way possible.

The energy transition requires us to navigate among several paradoxes. First is moving to electric while safeguarding jobs. In choosing to make France synonymous with EV excellence, we have thus set up a large-scale upskilling plan for our French employees. This is the role served by ReKnow University, which has already trained 37,000 people, including 500 staff from our suppliers. Second is moving to electric while remaining affordable for our customers. This is a challenge since the cost of an electric vehicle can be significantly higher than an ICE vehicle. Ampere's roadmap calls for achieving development costs savings by 40% between the first and second generation of electric vehicles. Third, we must achieve the energy transition without depleting the planet's resources. This is difficult because the steps involved in battery production (extracting, refining) raise major environmental and social concerns. So, we have expanded the scope of monitoring within our supply chain and require that all our partners meet our ESG standards.

Cléa Martinet
Vice-President Sustainable Development,
Renault Group

Climate strategy Our roadmap

Following the Paris Climate Agreement (COP 21), Renault Group has adapted its strategy to reduce greenhouse gas emissions from its activities and help limit global warming to well below 2°C and beyond, to continue its efforts to limit the rise in temperatures to 1.5°C. For 2050, Renault Group's ambition is to converge towards net zero carbon emissions over the entire lifecycle worldwide (and as early as 2040 in Europe).

A STRATEGY OF DECARBONIZATION COVERING THE ENTIRE VEHICLE LIFE CYCLE

In 2024, Renault Group has set new decarbonization targets in absolute terms for 2030 compared with 2019: to reduce scope 1 & 2 emissions by at least 62.5% and scope 3 emissions upstream (value chain) and downstream (vehicle use) by at least 27.5%. And Renault Group is continuing its work plan to reduce emissions from each vehicle, by setting targets for new projects marketed between now and 2030 compared with the vehicles they will replace. These targets are set respectively for the reduction of emissions from the use phase, the production of components (materials, batteries and logistics) and for plant emissions.

-28%
BETWEEN 2010 AND 2023, RENAULT ALREADY REDUCED ITS CARBON FOOTPRINT PER VEHICLE BY 28%

DECARBONIZATION STRATEGY OF RENAULT GROUP

Renault Group publicly commits to reach net zero carbon emissions by 2050. As part of the new regulations on transparency in sustainability reporting (CSRD), Renault Group has switched its climate targets to absolute values (quantity of greenhouse gases) to reflect all business impacts, while retaining its intensity targets (per car) to drive performance internally.



GHG emissions in tCO₂e

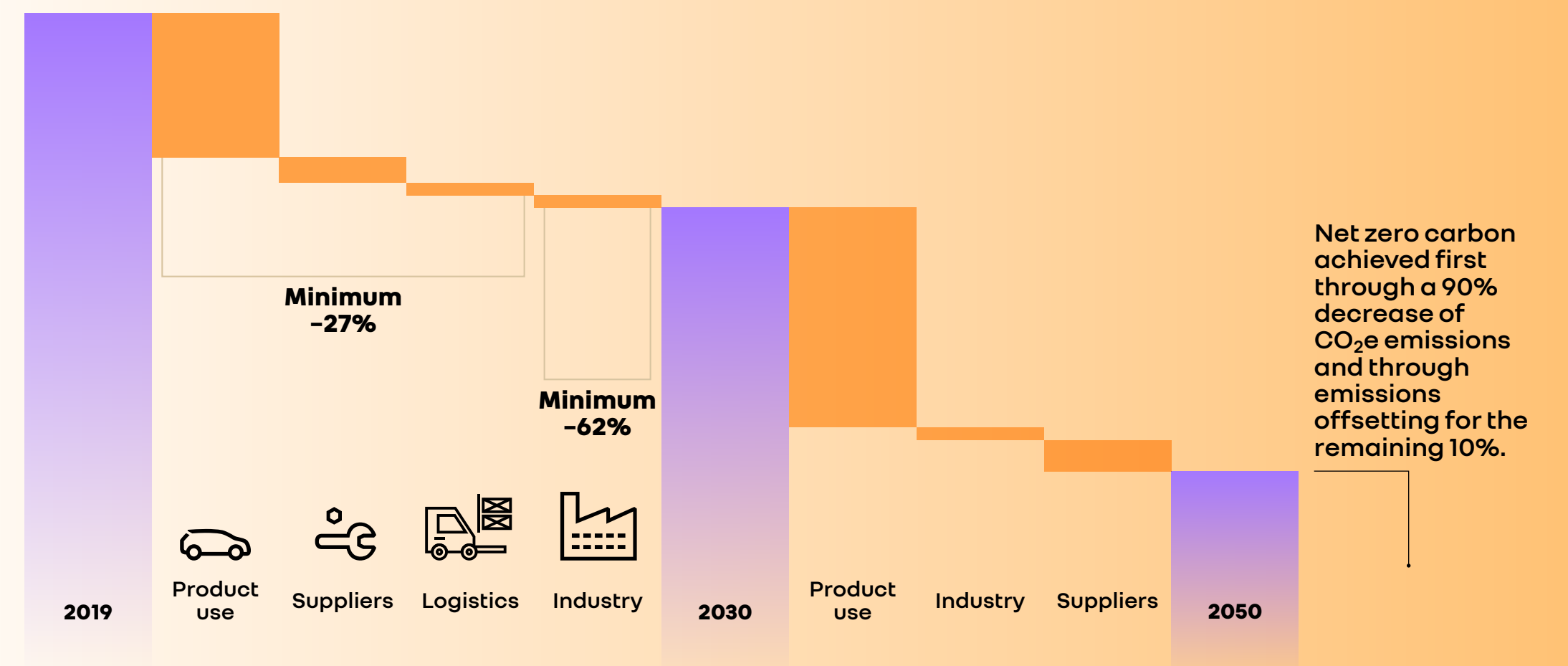
PARIS CLIMATE AGREEMENT
"... LESS THAN 2 °C SCENARIO ..."

RG
Europe

Net zero
CO₂e
in 2040

RG
Worldwide

Net zero
CO₂e
in 2050



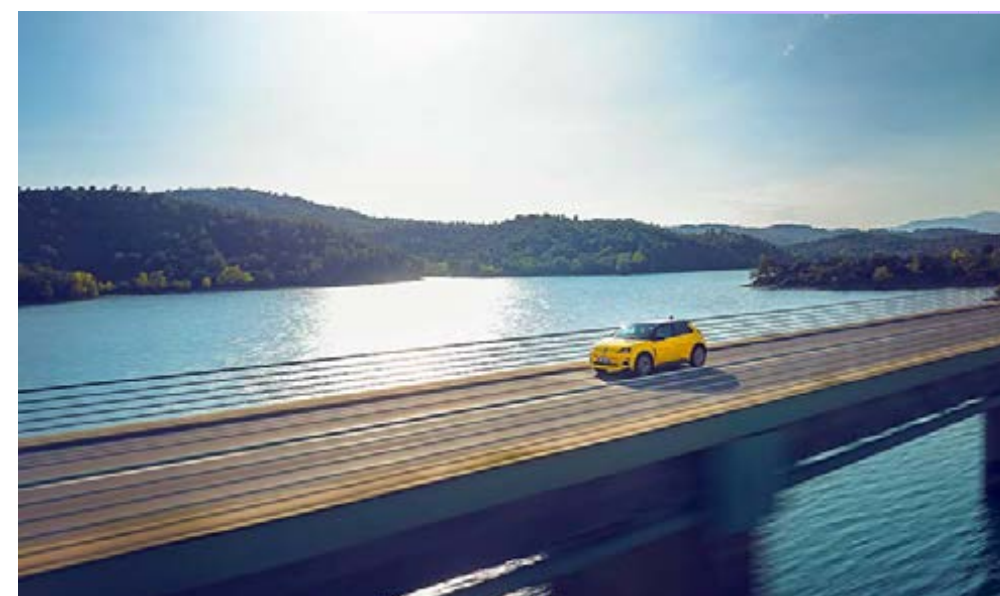
Climate scenarios Guiding the Group's climate journey

Ever since the Group committed to fighting climate change, the analysis of various climate scenarios has been integral to its strategic decision-making processes. The Renaulution strategic plan was built around a scenario of limiting global warming well-below 2 °C (WB2C). The plan recognizes the need to adapt the Group's business activities to address climate change, in particular as reflected in evolving environmental regulations in its operating markets. The plan also compares different climate scenarios in order to guide the Group's strategy and transition plan.

The goal is to strengthen the management of risks and opportunities in the context of its medium and long-term plans and thus solidify its resilience.

ALTERNATIVE NEW GREEN DEAL SCENARIO (1.5 °C)

This scenario aligns with the objective set by the Paris Agreement to limit global warming to 1.5 °C above pre-industrial levels. In this scenario, increasing climate risk awareness among governments, financial institutions and consumers triggers the shift to more sustainable regulations, business models and lifestyles. It is made possible by expanding public-private collaboration worldwide. The main emitting industries are fully involved in the transition to a low-carbon economy. Regarding mobility, multimodal and climate-resilient technologies and services are developed through highly effective public-private collaboration. Further analysis of this scenario has focused on areas where vehicle electrification is seeing very rapid growth, to identify all the related challenges: production capacity, resource availability, technology adaptation in light of regulations or other factors.

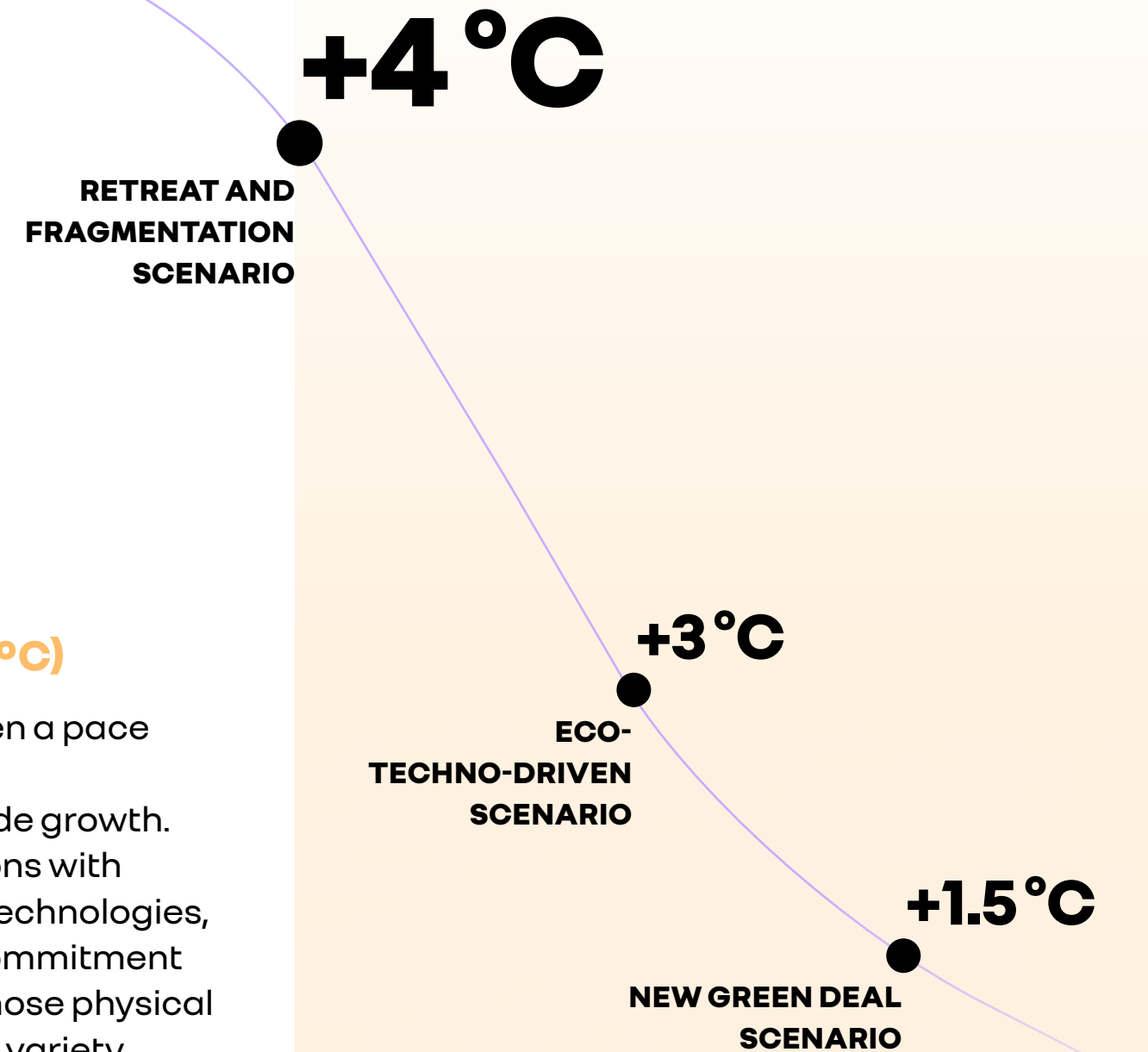


ALTERNATIVE ECO-TECHNO-DRIVEN SCENARIO (3 °C)

This second alternative scenario looks at possible resilience given a pace of electrification less rapid than that anticipated by the IPCC. In this scenario, the most developed countries maintain worldwide growth. These countries succeed in combining low local levels of emissions with economic expansion driven by the development of low-carbon technologies, including mobility services. Despite this, the lack of worldwide commitment and policy coordination lead to global warming of about 3 °C, whose physical impacts affect all populations. Carmakers are faced with a wide variety of uses and levels of demand from one country to the next. The main effects of climate change are reflected in revenue and investments tied to the heightened criticality of physical risks. Regarding transition risks, the varying growth rates across markets means adapting targets to each national or regional context.

ALTERNATIVE RETREAT AND FRAGMENTATION SCENARIO (4 °C)

In this scenario, whereby the Paris Agreement goals are not met, global governance and technologies come up short. This leads to an overall economic downturn and a retreat from globalization in the wake of climate, economic and political crises. Physical risks are heightened, with more frequent and intense events, resulting in population migration and wider inequalities. These heightened risks may impact a number of Group sites, threatening their ability to remain in operation. For example, some sites might face the depletion of water resources and would be highly exposed to the risk of flooding. Low-tech and low-cost solutions become the norm, including for mobility, and long-distance travel is discouraged. The issue of technology adaptation is less relevant, due to slower advances in low-carbon technologies.



Identify risks and opportunities

An important step in developing the Group's strategy

Analysis of the various categories of climate-related risks and opportunities is a key step for the Group's strategy.

By drawing up a precise and comprehensive review of these risks and opportunities, the Group reinforces the robustness and acuity of its strategy.

AN IN-DEPTH STUDY OF RISKS

To strengthen the company's resilience, the Group's climate strategy climate is based on the identification of climate risks. The risks analyzed fall into two categories: those linked to the transition to a low-carbon economy (financial impacts induced by changes in regulations, technologies or markets relating to the ecological transition) and those regarding the physical risks to Group's activities induced by the effects of climate change (fires, heat waves, intense precipitation, etc.). To analyze the criticality of each risk, several dimensions are combined. On the one hand, the measurement of its potential impact: financial, human, reputational, legal, environmental, etc. On the other, the probability of occurrence. Next, the company measures its current level of risk control. This makes it possible to assess the level of net risk.

The analysis of these risks will evolve according to contextual changes and new technological developments that might happen. These developments will bring risks and opportunities for the Group.



PHYSICAL RISKS: AN ENHANCED ANALYSIS

Since 2021, the Group has reinforced its analysis of the development of physical risks affecting its plants. Via the use of forecast scenarios for 2030 and 2050, it has built a specific resilience plan for each site. Furthermore, the management of physical risks has been clarified in each of the scenarios examined, with the New Green Deal scenario identified as the one with the least impact on the Group's sites. In light of the analyses carried out, some sites are seen as susceptible to the depletion of water resources by 2030 and are highly exposed to flooding events. Specific action plans have been put in place to anticipate the management of these risks.

IDENTIFY STRATEGIC OPPORTUNITIES INDUCED BY MANAGEMENT OF CLIMATE CHALLENGES

The Group's responses to the various climate risks it identifies also generate opportunities. For example, the innovative proposals implemented to address the risks associated with emissions standards, extreme weather events and the technological transition to low-carbon technologies are opening up new commercial opportunities for vehicles in the short, medium and long term. These constitute new competitiveness levers for the Group. In addition, changes in transport modal and systems are creating a need for new low-carbon mobility services, to which Renault Group can contribute.



Climate profile

The Group's carbon footprint

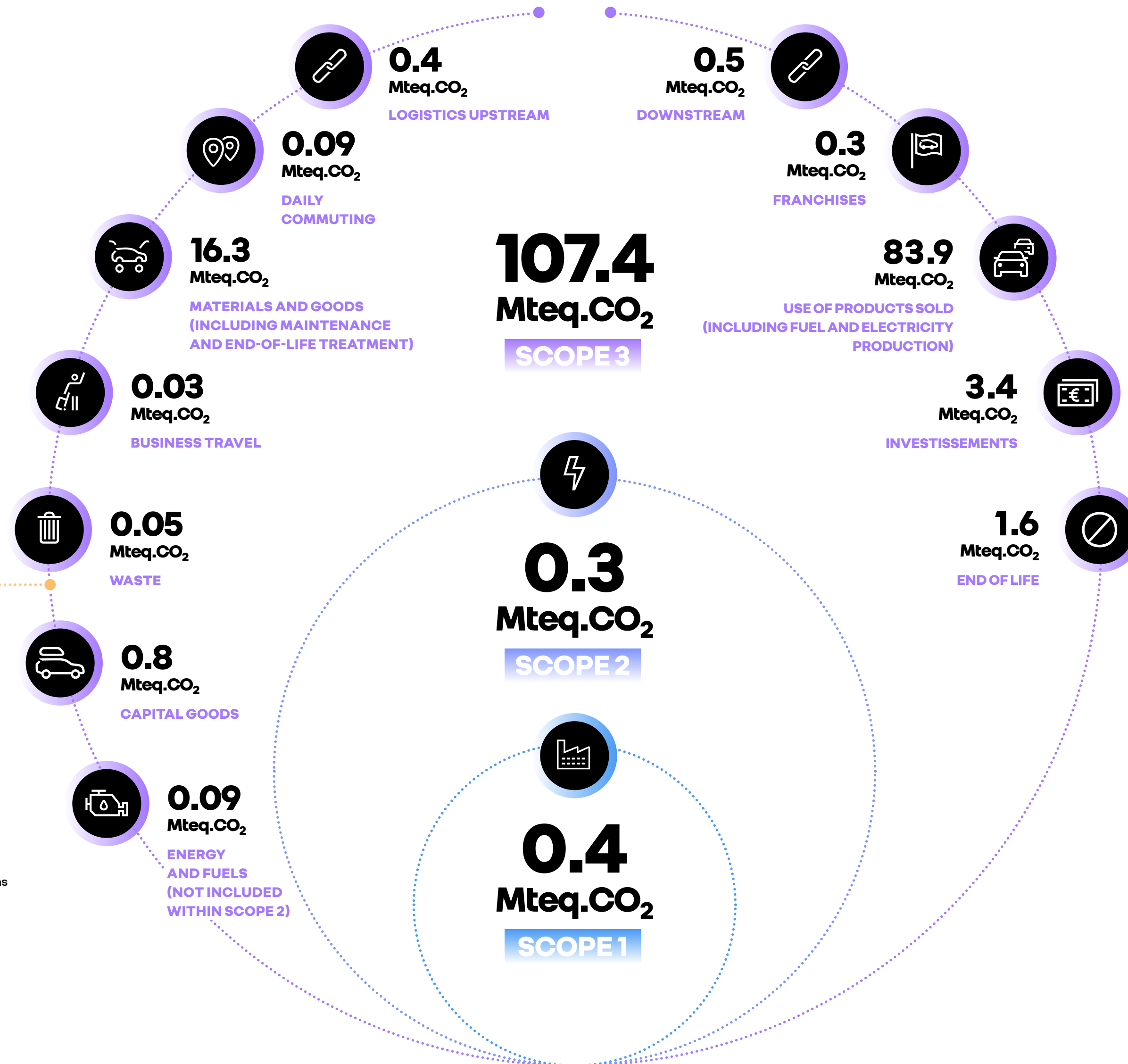
The greenhouse gas (GHG) emissions that make up the company's carbon footprint are categorized into three scopes. Renault Group reports its GHG emissions for each scope, following the Greenhouse Gas Protocol methodology. The graph below presents the breakdown of the Group's emissions for each scope and the main sources of emissions⁽¹⁾.



SCOPE 1
Direct greenhouse gas emissions from sources that are owned or controlled by the company. In 2024, Scope 1 accounted for 0.4% of Renault Group's carbon footprint and covers emissions directly from production facilities and commercial sites.

SCOPE 2
Indirect greenhouse gas emissions from the generation of energy purchased for business activities (electricity, heating, cooling). In 2024, Scope 2 represented 0.3% of Renault Group's carbon footprint.

SCOPE 3
Indirect greenhouse gas emissions from sources that are not owned or controlled by the company. In 2024, Scope 3 was responsible for 99.4% of Renault Group's carbon footprint. This covers greenhouse gas emissions from the extraction of metals, their processing in the value chain, the production of fuels and electricity consumed while vehicles are in use, vehicle end of life and recycling.



CHANGES IN THE CARBON FOOTPRINT CALCULATION METHODOLOGY

Since 2021, Renault Group has fine-tuned its methodology for calculating its carbon footprint. The assumption for vehicle use was raised from 150,000 km to 200,000 km to better reflect the established lifecycle of the range. A multiplication factor was also introduced to reflect differences between standard and actual driving conditions. Using the new calculation, standard vehicle consumption rates increase by 20%. The methodology also accounts for changes in the carbon footprint of vehicle materials and components, which is adjusted depending on external critical reviews and new regulations. As the Group's 2025 and 2030 decarbonization targets are determined from a 2019 baseline, Renault Group's total carbon footprint for 2019 was also recalculated using the new methodology.

(1) Automotive sector only, scope of Renault, Dacia and Alpine brands.

enrichment

Our engines

Improving the decarbonization of our plants (Scopes 1 and 2) and investing to accelerate the decarbonization of our products (Scope 3): **in four years, climate has become both a strategic driver and an operational objective at every level of the Group and in each business line.** To make this transition possible, Renault Group has taken a cradle to grave approach, enabling it to identify and implement actionable decarbonization solutions across the entire vehicle life cycle.

Group's approach Using life cycle assessments to identify levers of action

Renault Group measures the environmental impacts of its vehicles across their entire life cycle. Since 2004, Renault Group has carried out life cycle assessments to determine its vehicles' environmental impacts affecting ecosystems (air, water, land). One aspect measured by the Group is the global warming potential of its vehicles. It is measured through calculation of their carbon footprint, from the extraction of the raw materials needed for their manufacture to their end of life. Using this overview as a basis, the Group can prioritize decarbonization actions by selecting the most effective operational levers for reducing the Group's carbon footprint and, by extension, its other environmental impacts.

WHEN ARE LIFE CYCLE ASSESSMENTS PERFORMED?

Renault Group performs LCAs at two key phases in the vehicle life cycle:

- Prior to the vehicle design process, to analyse 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 vehicle to another.

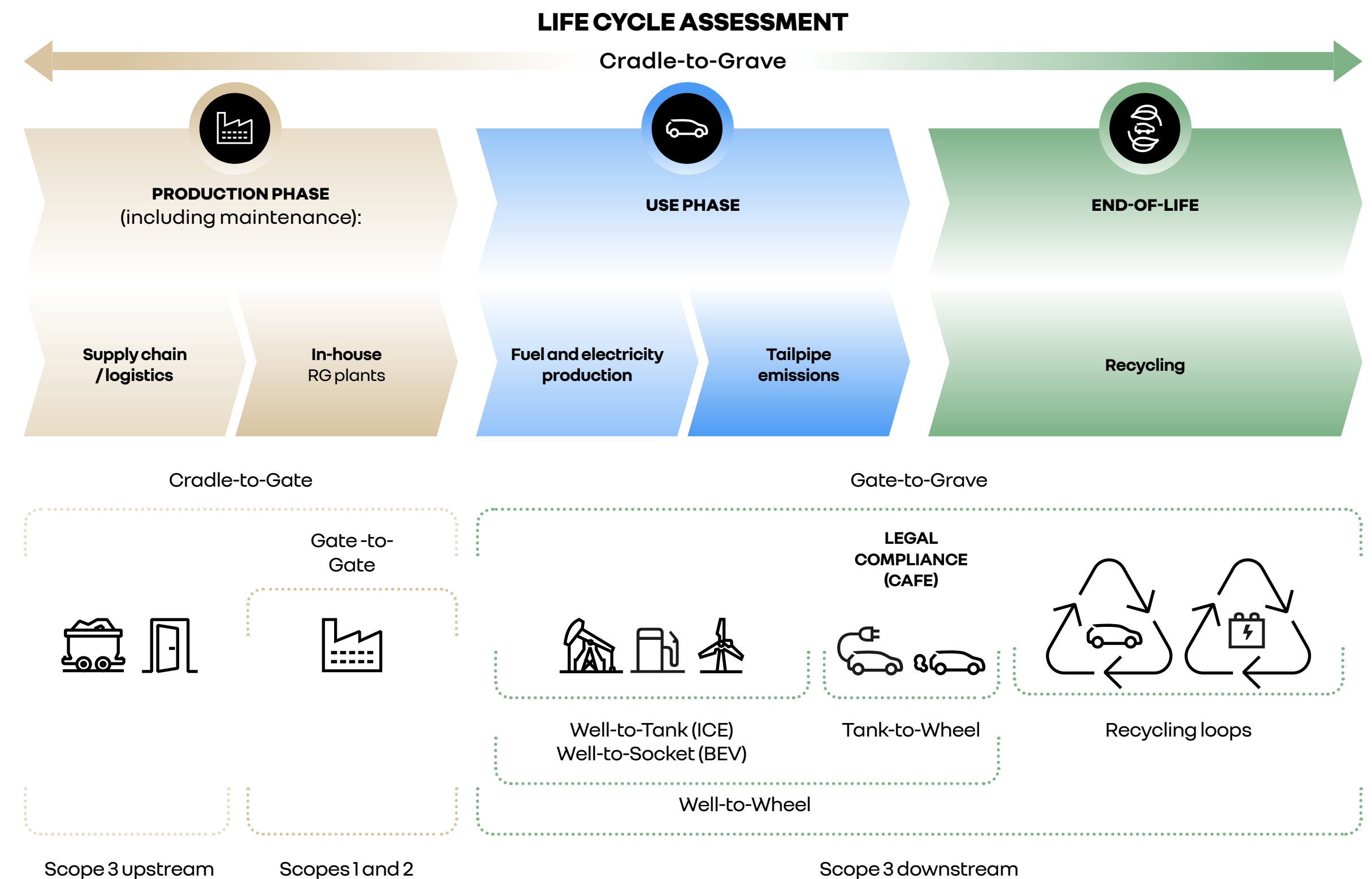
WHICH VEHICLE RANGES ARE COVERED?

At end 2024, 26 models had undergone a complete, representing 78% of the Group's global passenger car sales under the Renault, Dacia, Alpine and RKM (Renault Korea Motors) brands. Since the release of the Twingo III in September 2014, a comparative life cycle assessment has been performed on all new cars. The goal: to ensure that the new version complies with the carbon reduction targets set for it compared with the previous model.

LCAs are critically reviewed by an independent expert following the ISO 14040 and ISO 14044 standards, to evaluate the methodology and all the calculations and interpretations used. The LCA reports on new models and their critical review are available on request, in line with our desire to increase transparency and information sharing.

HOW DO THESE ASSESSMENTS INFORM THE GROUP'S DECARBONIZATION STRATEGY?

For each phase, the LCA identifies all of the operational levers available to reduce the vehicle's environmental footprint.



SCOPE 3 UPSTREAM

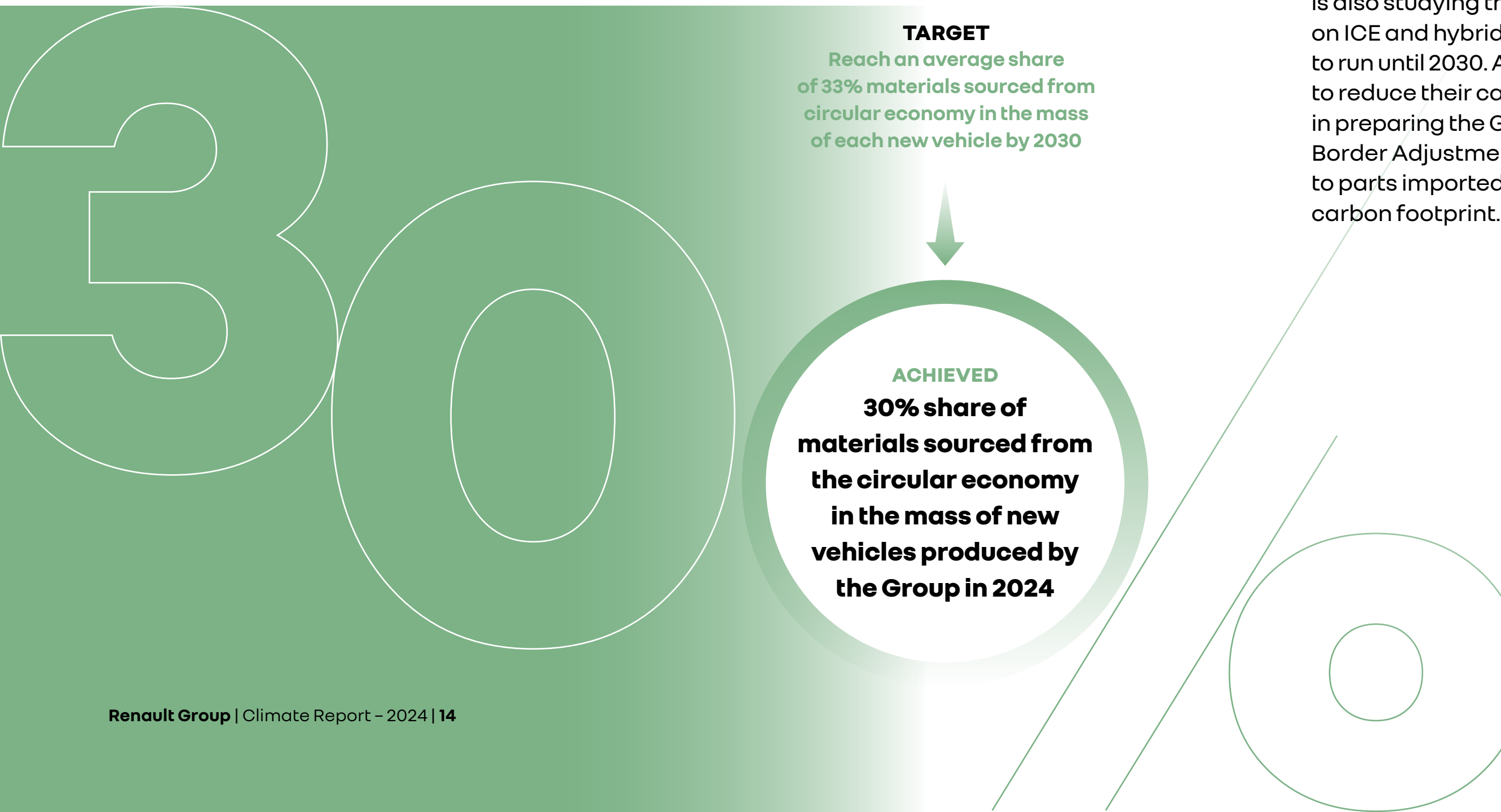
Design Eco-design of vehicles

The materials used to manufacture a vehicle account for 10% to 40% of its carbon footprint. Applying eco-design standards to these materials therefore represents an effective lever for decarbonization. This means using scarce materials more frugally, significantly increasing the proportion of recycled or bio-sourced materials, and anticipating the dismantling and recycling of end-of-life vehicles to increase the potential for reuse of components and materials.

MATERIALS: LEVERS FOR DECARBONIZATION

Over the entire life cycle of an internal combustion engine (ICE) vehicle, 10% of the carbon footprint comes from the materials it is made of. This percentage can be as high as 40% or 50% for electric vehicles (the battery accounting for half of this share). Since 2017, the Group has laid out specific commitments to curb the carbon impact of materials. A carbon target is set for each new vehicle project in the upstream design phase. Each area of expertise involved in design – vehicle aerodynamics, weight, choice of materials, battery size, etc. – identifies and leverages the solutions available for reducing its carbon impact, including eco-designed materials.

To further reduce the carbon footprint of future vehicles, Renault Group is also studying the opportunity of incorporating some of the advances on ICE and hybrid vehicles already on the market whose production is set to run until 2030. As these vehicles are sold in large numbers, finding ways to reduce their carbon impact is essential. This area is also important in preparing the Group to meet future regulations, especially the Carbon Border Adjustment Mechanism (CBAM), which will apply different tariffs to parts imported into the European market depending on their carbon footprint.



EACH OF THE GROUP'S FOUR BRANDS HAS DEFINED AN ECO-DESIGN PROMISE IN RELATION WITH ITS SCOPE OF INFLUENCE

- DC** ADOPT A FRUGAL APPROACH
- ◇** LEAD THE RACE IN LOW-CARBON MATERIALS
- ♻️** MAXIMIZE THE USE OF RECYCLED MATERIALS
- ↔️** AIM TO REDUCE WEIGHT

Design Eco-design of vehicles (continued)

A variety of low-carbon materials – developed through innovation, bio-sourcing or recycling – are used in Renault Group vehicles. Below is a non-exhaustive selection.

RECYCLED ALUMINIUM: A LIGHTWEIGHT ALTERNATIVE

Aluminum and recycled aluminum have about the same technical performance. Yet their carbon footprints differ significantly: 10 kg CO₂e for 1 kg of virgin aluminium compared to less than 2 kg of recycled aluminum. Recycled aluminum is also lightweight, reducing the overall weight of vehicles and their fuel consumption. This offers another way to lower the carbon footprint of vehicles in use. Recycled aluminium accounts for on average 40% of the hoods and doors of the Megane and Scénic. Wheels on the next Clio Esprit Alpine versions will have increased the percentage of recycled materials to 60%. Recycled aluminum also constitutes between 15% and 30% of the EV battery casings.

COPPER: A HIGH-QUALITY RECYCLED METAL

As copper is rarer, more expensive, and unavoidable, its recycling is paramount from economic and environmental standpoints. GAIA, a subsidiary of the Group's entity dedicated to circular economy, The Future Is NEUTRAL, sources cables from vehicle dismantlers, removes the copper wire and recycles it in foundries. The recycled metal is 99.7% pure, aligning it with stringent technical specifications to replace the virgin material.

RECYCLED FABRIC: AN INCREASINGLY VIABLE SOLUTION

The Group developed the first 100% recycled fabric used in the automotive industry, made from plastic bottle fibers and scrap seatbelts. In 2019 it applied this to the ZOE. Since then, various Group vehicles have incorporated recycled fabric. In the new Scénic E-Tech electric, the textile for the upholstery trim on Techno and Esprit Alpine versions is made of 100% recycled fiber, and 87% for the Iconic. These fabrics diminish the carbon footprint from textile materials used for vehicles by 30% without compromising the customer experience and come in different looks and colors.

DECORE PROJECT: DECARBONIZING VEHICLE INTERIORS

Renault Group is a stakeholder in DECORE – Décarbonation du Cockpit et Recyclage/Reconditionnement – a consortium initiated by the automotive supplier Forvia. The goal: to offer concrete solutions to increase the amount of recycled materials in vehicle cabins. The consortium has developed a material for use in door panels, consoles and instrument panels that incorporates 20% recycled polypropylene from end-of-life vehicles. This is a first for this type of visible part, which is subject to very high technical specifications.

RECYCLED PLASTIC: USE IN BUMPERS

After two years in development, Dacia has integrated Starkle®, a plastic containing 20% recycled polypropylene, into the bumpers of its Duster line. This material meets the very high standard of specifications, especially for shock absorption. 20% is also the overall percentage of recycled plastics used for the whole vehicle, a performance unrivaled in the segment of the Duster model.

20%

DACIA EQUIPS DUSTER BUMPERS WITH PLASTIC MADE FROM 20% RECYCLED POLYPROPYLENE

60%

THE WHEELS OF THE NEXT CLIO ESPRIT ALPINE WILL INCORPORATE 60% RECYCLED ALUMINIUM

100%

THE TEXTILE ON THE NEW SCÉNIC E-TECH IS 100% RECYCLED ON THE TECHNO AND ESPRIT ALPINE FINISHES



SCOPE 3 UPSTREAM

Purchasing Bringing our supply chain on board

Another key action lever is procurement. This is critical for emissions reduction, since the supply of raw materials and components accounted for 17% of Group's vehicles' carbon footprint in 2023. Support for vehicle design and assistance to suppliers in their own decarbonization journeys are now an integral part of Renault Group's purchasing policy.

TARGET
Reduce CO₂e/kg emissions from the extraction of raw materials and the manufacture of parts (excluding batteries)⁽¹⁾

ACHIEVED
5% reduction at end 2024 (vs 2019)

(1) Target expressed in carbon intensity.

PURCHASING as a driving force in decarbonization

The first step was to set standards for a common framework. To structure the decarbonization approach for suppliers, the Group included its expected CO₂ reduction targets in its two foundational documents, the *Corporate Social Responsibility Guidelines for Suppliers* and the *Green Procurement Guidelines*, updated in 2024

Leveraging independent verifications

"We asked our 500 main suppliers to complete the Carbon Disclosure Project (CDP Supply Chain) questionnaire. We now have a map covering 75% of our key suppliers, giving us an objective view of the maturity of each of them in terms of their climate trajectory and carbon footprint", explains Ingrid Sauval, head of the Carbon Footprint program, Renault Group Procurement.

In addition to this initial step, the same suppliers were required to submit their GHG emissions reduction targets to the Science Based Targets initiative (SBTi) for validation. The targets of 35% of these 500 suppliers have been approved. For the Group, these efforts are a prerequisite in order to provide its suppliers with the appropriate support as they progress on their decarbonization journey. For these actions of steering of its supply chain, Renault Group received the A- grade from the CDP Supplier Engagement rating.

Starting with the basics

Together, batteries, steel, aluminum, polymers, tires, electronic components and glass account for 90% of the emissions from the production of materials used in a vehicle. Decarbonization efforts therefore focus on these areas. From September 2024, when participating to calls for tenders, suppliers from these 7 sectors will be required to provide the Carbon Footprint Record of their parts (covering scopes 1, 2, 3) and to submit proposals for reduction of such footprint. The document that details these requirements has been elaborated with support from the French Automobile Platform (PFA).

Supporting the design process

To monitor suppliers' progress towards decarbonization - whether for materials, technologies or decarbonized energy - the Purchasing Department works closely with vehicle design teams. Together, they identify the most effective, available and operable levers for action for suppliers, so that they can meet the decarbonization targets set for their vehicle.



BOOSTING SUPPLIES OF RECYCLED ALUMINUM

Partnerships with aluminum product manufacturers enable the Group to reuse aluminum scrap from the Group's stamping workshops for the manufacture of opening panels for its vehicles, such as Mégane E-Tech electric. The subsidiaries of The Future Is NEUTRAL, Indra and GAIA, are also enabled to reuse aluminum from end-of-life vehicles and body parts from garages. Mobilizing the levers of the circular economy contribute to reaching the first milestone in decarbonizing the Group's aluminum supplies.

DECARBONIZED BATTERIES: CREATING A MORE SUSTAINABLE SUPPLY CHAIN

Due to the use of electricity from fossil fuel sources and the extraction of strategic materials such as cobalt, nickel and lithium, battery production accounts for nearly one-third of an electric vehicle's carbon footprint. To accelerate the development of solutions for decarbonizing batteries, Renault Group signed a long-term business partnership with Verkor. As of 2025, the European pioneer in high-performance, low-carbon batteries will supply 12 GWh of batteries for electric vehicles. These components will be produced in the Verkor gigafactory in Dunkirk, in northern France. Another partnership was signed with AESC to build a gigafactory in Douai to produce competitively priced high-tech batteries. Through its partnership with the French group Arverne, Renault Group has secured a low-carbon source of lithium, adding another collaboration to its partnerships already signed with Vulcan Energy - also for lithium - Terrafame for nickel and Managem Group for cobalt. The Group is strengthening and consolidating a more sustainable value chain for batteries.

SCOPES 1 AND 2

Production Reducing emissions at sites

The Group transforms its plants, whose emissions account for 1% of the carbon footprint of its vehicles. By mobilizing two key levers – energy efficiency and the supply of renewable energies and decarbonated heat – the Group is aiming for a more than 62% reduction in emissions from its sites by 2030. This will allow it to achieve a net zero emissions target for its European production sites by 2040, and for all its sites worldwide by 2050.

A 4.0 MANAGEMENT SYSTEM

To optimize energy, each consumption category must be accurately calculated. With the industrial Metaverse created by the Group, innovation enables efficiency. EcoGy, a website connected to a network of more than 10,000 sensors and meters, offers real-time consumption monitoring for electricity, gas and compressed air across all sites. With the support of the “Energy Crisis” Task Force, this infrastructure was used to scale back energy consumption by 15% between 2021 and 2022. Collecting this data will also contribute to building predictive models, to anticipate and react immediately in the event of any discrepancies.

TANGIER: A FACTORY DESIGNED TO ACHIEVE NET ZERO CO₂

Renault Group aimed for innovation and environmental performance for the plant’s design. The painting department was a priority for improving energy efficiency, as it accounts for 58% of thermal energy requirements. Through the energy recovery process, consumption has been lowered by 45% compared to a traditional vehicle painting department.

TARGET: energy efficiency

An operational energy efficiency plan

Three levers are at work. First, make sites more compact, reducing the surface area that needs lighting and heating. By 2023, the Douai, Tangier and Revoz sites had reduced their surface area by a total of 83,500 sq. meters. Second, introduce more energy-efficient manufacturing processes and energy recovery systems. Finally, leverage the 4.0 tools for analysing and managing consumption data. Made available through the Group’s metaverse, these data provide valuable insights for anticipating and optimizing consumption of electricity, gas and compressed air. More than 10,000 sensors monitor consumption in workshops in real time, to ensure precise and rapid intervention in the event of any detected loss of energy performance.

Concrete, innovation-driven actions

Vehicle painting accounts for 40% of a site’s energy consumption. So processes that consume less energy in this phase of production needed to be invented. By working on new technologies, Renault Group has reduced energy consumption per vehicle by 26% since 2021. This is just one of numerous examples of how innovative energy efficiency technologies are being deployed, including enhanced thermal insulation of buildings, variable speed controls and heat recovery. These solutions bring cost savings that quickly offset the investment required to implement them.

TARGET
Reduce CO₂ emissions from Group’s industrial sites (Scopes 1 and 2).

ACHIEVED:
50% reduction in greenhouse gas emissions from sites from 2019 (Scopes 1 and 2)



Our goal is to reduce CO₂ emissions at all our industrial, service, logistics and distribution sites,

between 2019 and 2030. Our key priority is to reduce energy consumption, while at the same time activating the levers of energy transition to low-carbon energies. At Group level, a dedicated team is responsible for overseeing energy management, supported by a network of energy managers deployed at all sites. Each site adopts a roadmap adapted to its specific features and environment, in order to take effective action.”

Nicolas Estèbe
Director of Decarbonization and Energy Efficiency for Industry, Renault Group



SCOPES 1 AND 2

Production Amplifying the use of renewable energy

To achieve the goal of net zero emissions for its industrial sites, Renault Group is modifying its energy supply sources and developing partnerships to acquire decarbonized electricity and heat.



JOINING FORCES WITH ENERGY COMPANIES TO DECARBONIZE ACTIVITIES IN FRANCE

To step up the decarbonization of its plants, Renault Group forged new, innovative partnerships in 2022. The Group partnered with Voltalia to cover with solar energy up to half of its electricity needs linked to production activities by 2027. This is the largest green electricity supply contract signed by an industrial group in France.

ROLLING OUT THE PROGRAMME WORLDWIDE

This program is also being implemented at Group sites outside Europe. In Brazil, a partnership was signed in 2023 with Cormec Energia. Renault Group became a self-producer at one of the five solar panel parks in Castilho (São Paulo). The 50 MW capacity will supply 85% of the electricity used by the Curitiba plant. Before this project, in 2021, Renault Group partnered with the energy supplier Iberdrola in Spain. Under the agreement, Renault Group meets 100% of its energy consumption needs in Spain with power from renewable sources. The agreement also covers collaboration on the implementation of solar and wind farm projects.

DEVELOPING THE USE OF RENEWABLE ENERGIES

The use of low-carbon energy provides a way for industrial sites to curb CO₂e emissions from their consumption. Based on their geographical location and the local power supply, each plant works to optimize its energy mix and contribute to meeting the overall target. The Tangier site was designed to minimize its emissions at their source. Renewable energy sources cover 90% of its needs, mainly to power its heating system, thereby avoiding 100,000 tons of CO₂e every year.

TARGET
Increase the part of renewable energy in the electricity mix consumed by Group's sites

ACHIEVED
48%, the share of electricity from renewable sources in Group's sites total consumption in 2024 (+30 points vs. 2019)



Logistics

Decarbonizing logistics transport

LOGISTICS CHAIN: ACCELERATING THE REDUCTION OF THE CARBON FOOTPRINT

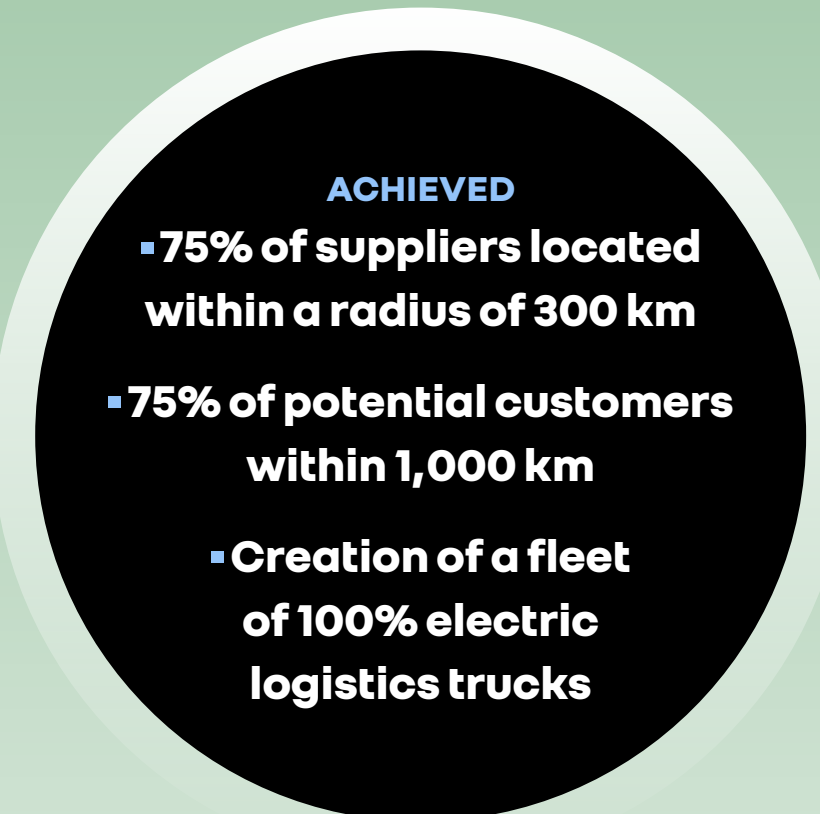
Between 2018 and 2021, Renault Group pared down its freight-related CO₂e emissions by 6.7%, well above its 5.5% reduction target. Its 2019-2030 action plan aims to intensify this effort by implementing four pillars. First, a fleet is being deployed with more than 8,000 biogas trucks and 10,500 biofuel trucks, avoiding 3,100 tons of CO₂e emissions. Second, the Group is increasing its use of rail transport in upstream logistics: the implementation of new trains from Romania, Serbia, Spain and Germany to France has saved 2,093 tons of CO₂e emissions. Trains are also used for vehicle distribution, for example in China and between Spain and Austria. Finally, as part of the ElectriCity manufacturing hub's, a fleet of 100% electric logistics trucks has been operating since June 2024, complementing regional flows with vehicles powered by HVO (hydrotreated vegetable oil) biofuel.

ACTIVATING OPERATIONAL LEVERS TO OPTIMIZE DELIVERY

The introduction of trucks with optimized payloads and digital tools to optimize delivery routes has reduced the number of kilometers travelled per cubic meter of goods. In addition, measures to increase the density of parts and packaging have avoided the use of 8,903 trucks and therefore 4,136 tons of CO₂e. Packaging is also covered in the action plan, based on a policy of frugal management.



TARGET
Reducing the emissions from logistics transport operated by the ElectriCity hub



The Renault Group Supply Chain aims to reduce its CO₂e emissions by leveraging 3 key actions.

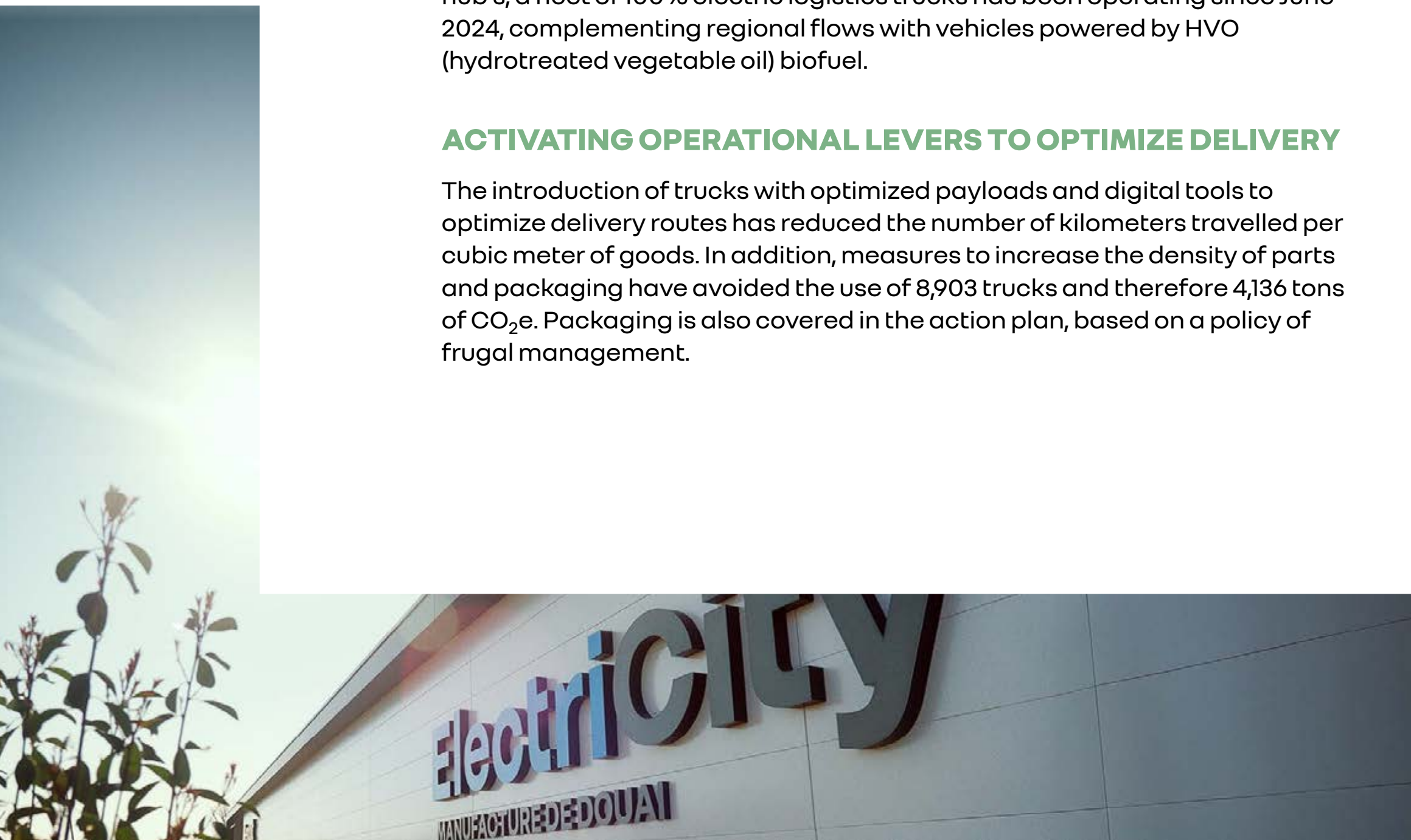
We are changing the energy mix for transporting parts and vehicles, using decarbonized means of transport such as biofuel and biogas in the short term, and electric and hydrogen in the longer term. We opt for multimodal, reducing the share of road transport in favor of rail and sea. Finally, we are optimizing travel distances by reducing distances, bringing suppliers closer to our factories, and we are also filling the rate of our trucks and packaging."

Florence Ughetto
Sustainable Development & Logistics Expert, Renault Group



2019-2024: RENAULT GROUP'S INITIATIVES TO IMPROVE ITS LOGISTICS AVOIDED 310,000 TONS OF CO₂e

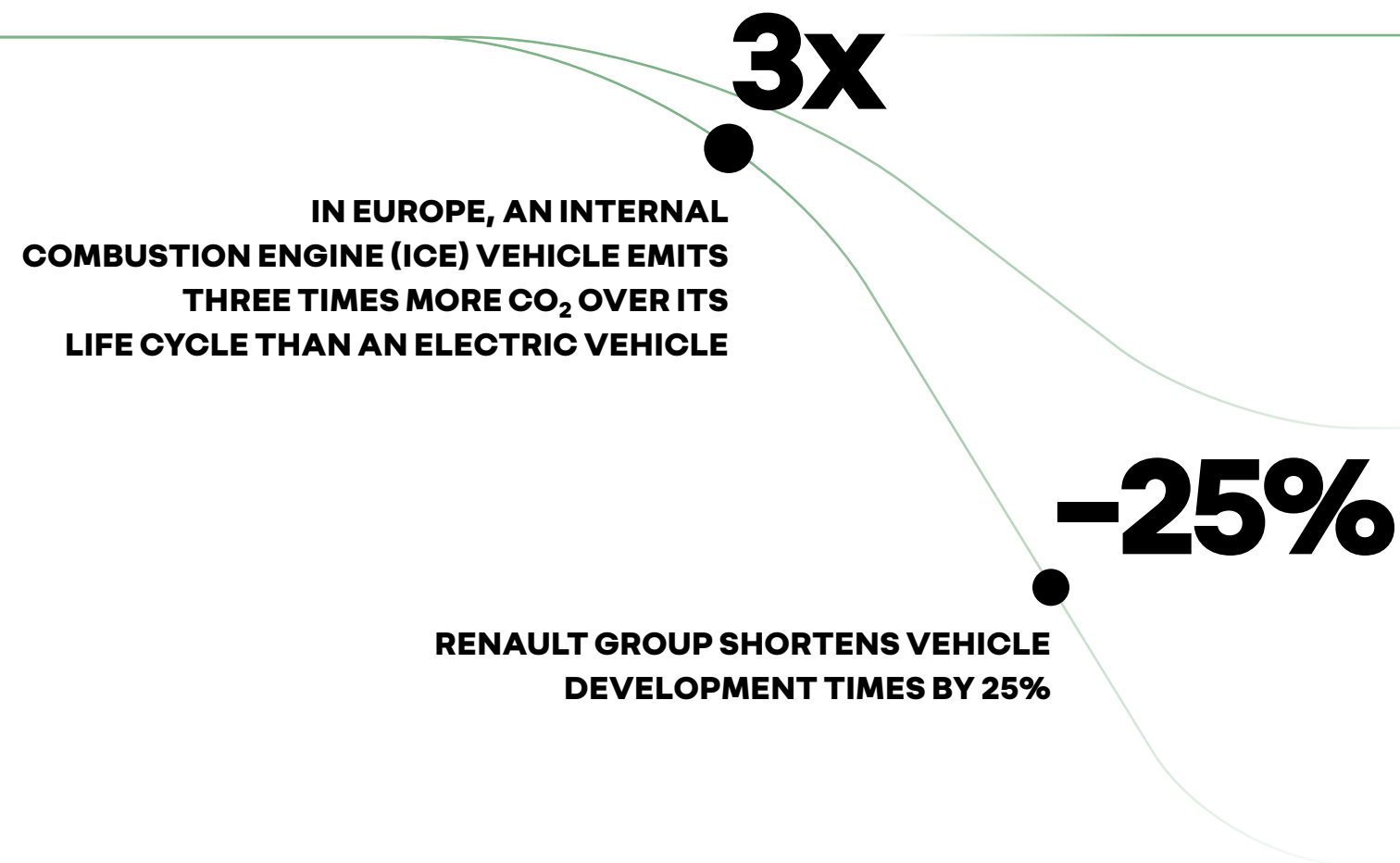
310,000 T



SCOPE 3 DOWNSTREAM

Use phase Electrifying ranges

In 2024 vehicles use accounted to 80% of their carbon footprint. Therefore, electrification is a priority lever for decarbonization for Renault Group, which began it in 2010. The Group is rolling out plans to electrify the ranges of all its brands. 5 new electric models will be launched by Renault by 2025. Ampere will be a new entity dedicated to electric mobility. And Mobilize will work to facilitate the adoption of electric vehicles.



Alpine RACING TOWARDS ZERO EMISSIONS

Benefiting from access to Ampere's electric and software technology assets, Alpine is developing a new 100% electric range by 2030 to support its growth. In July 2024, Alpine marketed its first electric vehicle, the A290, a sporty city car with 180 to 220 hp, depending on version. In 2025, the brand will launch its first fastback sports car, before offering a new electric version of its iconic sports car, the A110, at the end of 2026.

Ampere

EUROPE'S LEADING
EXPERT IN INTELLIGENT ELECTRIC VEHICLES

The pure player in electric vehicles and software, Ampere is an independent entity set up by Renault Group to engineer, manufacture and market 100% electric passenger cars under the Renault brand. To contribute to the democratization of electric vehicles, Ampere is working towards price parity between internal combustion and electric vehicles. The target is a 40% cost reduction between the first and second generations of vehicles designed by the entity. By 2031, Ampere aims to offer a line-up of seven cars in key segments of the European market. To lead the energy transition, Ampere has operational advantages: dedicated electric vehicle platforms, an attractive range of new vehicles, and a production capacity of 400,000 vehicles per year, which will increase to 620,000 vehicles yearly by 2028. Furthermore, it aims for "net zero emissions" by 2035, through decarbonized industrial production, charging vehicles with renewable electricity, and reducing emissions from its supply chain.



SCOPE 3 DOWNSTREAM

Use phase Electrifying ranges

To complete its action on range electrification, Renault Group is also acting on its logistics to decarbonize vehicle transport. Its Mobilize entity offers specific vehicles for electric urban mobility and deploys innovative solutions for recharging electric vehicles.

OPTIMISING BATTERY POTENTIAL WITH MOBILIZE

A pioneer in new uses, Mobilize offers vehicle-to-grid technology, a unique two-way electric vehicle charging solution that can be used to charge private vehicle batteries at home and feed part of the energy back into the grid during peak hours. This service is already available on the new Renault 5 E-Tech electric. On the scale of 30,000 vehicles, the power generated is equivalent to that of a medium-sized thermal power station. Mobilize also reuses lithium-ion batteries when they can no longer power vehicles. The Advanced Battery Storage project repurposes them into a large-scale stationary energy storage system, which injects energy into the national grid to balance out the intermittency of renewables.



TRANSITIONING TO ELECTRIC IN LAST-MILE LOGISTICS

To meet the need for low-carbon last-mile delivery solutions, in March 2024 Renault Group, Volvo Group and CMA CGM Group teamed up in a joint venture, Flexis SAS, combining their expertise to develop a new generation of 100% electric vans with advanced connectivity. To further its progress, the Group joined the New Energies Coalition initiated by CMA CGM Group in 2019, which brings together key international transport and logistics players. These operators are committed to developing innovative, sustainable solutions for the transport industry and applying AI to supply chain management.

MOBILIZE BENTO AND DUO: DEVELOPING ELECTRIC MOBILITY IN CITIES

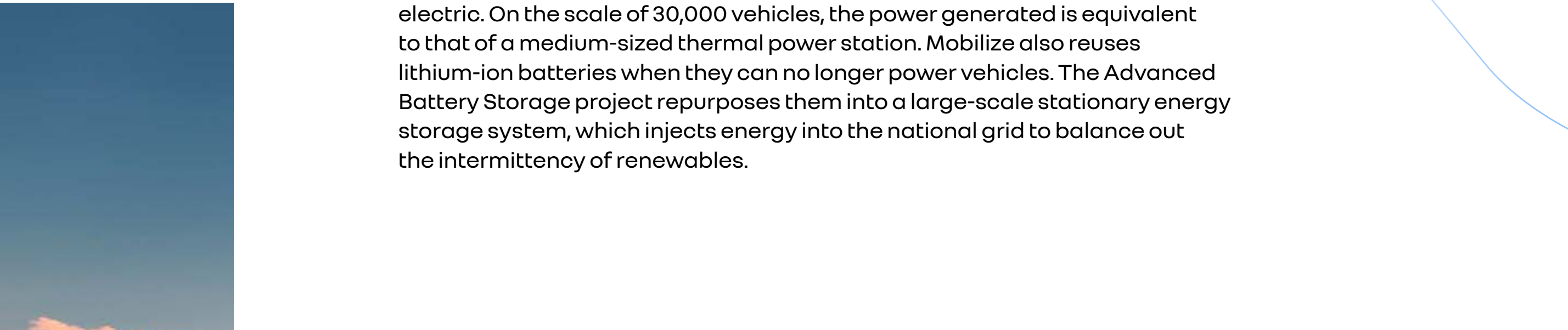
With its two 100% electric models designed for urban mobility, Mobilize addresses private individuals and business customers alike, while preserving air quality in cities. These compact quadricycles make it easier to get around in dense urban environments. With the option of fitting a 700-litre box onto the back of the Bento utility model, they are adaptable to artisans and last-mile delivery professionals. The eco designed Mobilize Duo incorporates 40% of materials from the circular economy and is 95% recyclable at its end of life.

**MOBILIZE PROPOSES
VEHICLE TO GRID,
A RECHARGING
TECHNOLOGY THAT
RETURNS PART OF THE
ENERGY TO THE GRID**

V2G

95%

**RECYCLABILITY IS
THE END-OF-LIFE RATE
OF THE DUO MODEL,
AN ELECTRIC VEHICLE
FOR URBAN MOBILITY**



SCOPE 3 DOWNSTREAM

Use phase

Boosting the performance of low-emission engines

Along with electrifying ranges, Renault Group is advancing to improve low-emission engine technology, an additional solution to decarbonize the vehicle use phase in the short-term. On the Renault Austral launched in 2021 and new Renault Espace in 2023, Jogger and Duster in 2023 and 2024 at Dacia hybrid E-Tech technology reduces the fuel consumption of both their full hybrid and plug-in versions by 40% compared with equivalent internal combustion engines⁽¹⁾.

OUTSIDE EUROPE, DEVELOPING SALES OF HYBRID AND ELECTRIC VEHICLES

With its International Game Plan 2027, Renault Group is structuring its production to reach its target of selling one hybrid or electric model out of three vehicles sold by 2027. This target involves integrating hybrid powertrains into the future range and introducing E-Tech electric models on markets outside Europe. Then, to maximise synergies, Renault Group will adapt its offering through a new modular platform, which can be assembled in Latin America, Turkey, Morocco and India. This platform, which will benefit from the latest generation of electrical and electronic architectures, will be compatible with all current and future regulations.

⁽¹⁾ This performance was calculated as part of the WLTP vehicle type-approval process. WLTP is the procedure used to measure fuel consumption and pollutant emissions under conditions that are more representative of customer use and equipment diversity, over the entire life cycle. It is supplemented by road tests based on the new "RDE" (Real Driving Emissions) protocol.



Dacia

DACIA, MOVING FORWARD IN HYBRID VEHICLES

In 2023, Dacia launched its first hybrid with the Jogger, its emblematic 7-seater family car, and a hybrid version of its new Duster SUV. These two releases illustrate the Group's new emphasis on hybrids. They also feature technologies that reduces emissions even further. Among them: battery recharging during braking and deceleration, automatic switching between electric and combustion engine driving depending on the battery charge level and connectivity and digital instrumentation to facilitate eco-driving. Both the Dacia Jogger Hybrid 140 and Dacia Duster SUV can cover 80% of journeys in electric mode for driving in urban environments, reducing fuel consumption by as much as 40%⁽¹⁾.

HORSE

TOWARDS SUSTAINABLE POWERTRAIN TECHNOLOGY

Bringing together the industrial know-how and assets of Renault Group and Geely in the development, production and supply of new-generation, low-emission combustion and hybrid powertrains, HORSE Powertrain⁽²⁾ is a joint venture created in 2024, with a clear mission: to facilitate the energy transition and work towards highly efficient combustion and hybrid powertrains. HORSE Powertrain's 17 manufacturing plants and 5 R&D centers cover 130 countries. The ambition is to offer more sustainable solutions worldwide, since combustion and hybrid vehicles will still account for over 50% of global sales in 2040.

⁽²⁾ HORSE Powertrain Limited is a joint venture owned 45% by Renault Group, 45% by Geely and 10% by Aramco.

SCOPE 3 DOWNSTREAM

Use phase Exploring new technologies

Low-carbon hydrogen is another lever for decarbonizing vehicle use. Renault Group, in favor of technological neutrality, is a driving force in the development and adoption of this energy source.

HYDROGEN, THE ENERGY OF THE FUTURE

In his *Letter to Europe* sent to key European decision-makers in March 2024, Luca de Meo, CEO of Renault Group, identifies around ten cooperative projects that could enable the region to become more competitive. Among these, hydrogen offers the advantage of providing greater autonomy for the powertrain systems it powers. This energy is particularly advantageous for trucks and buses, and in general for all vehicles that have to cover very long distances. For the same performance, hydrogen also makes it possible to reduce the size of a battery, and therefore its weight. Hydrogen is also an interesting application for sports engines requiring higher performance.



RENAULT EMBLÈME,

**-90% CO₂e EMISSIONS
"FROM CRADLE TO GRAVE"**

At the Paris Motor Show in October 2024, the Renault brand presented a demo car illustrating Renault Group's decarbonization strategy focused on the vehicle's life cycle, "from cradle to grave". Renault Emblème thus features a 90% reduction in CO₂e emissions over its entire life cycle, thanks to recycled materials with a low carbon footprint or of natural origin, production using 100%

renewable energy and a dual-energy powertrain. The latter is powered in two ways: by a "classic" rechargeable battery, sufficient for everyday use, and by a hydrogen fuel cell for longer journeys.



A POWERFUL HYDROGEN ENGINE FOR ALPINE

At the Paris Motor Show in October 2024, Alpine presented a rolling prototype, Alpenglow Hy6, powered by a 6-cylinder hydrogen engine. Revealed in 2022 as a concept car intended as a manifesto of the brand's future directions in terms of design and sustainable innovation, Alpenglow already presented the high-performance prospects of the hydrogen combustion engine. A realistic solution for sporting models with high decarbonization targets.



SCOPE 3 DOWNSTREAM

Circular economy Driving circularity

Activating the lever of circular economy is another way of taking action to limit greenhouse gas emissions. Circular economy is essential, as it avoids emissions from the extraction and processing of raw materials. To implement circular solutions, Renault Group is creating channels for incorporating materials from end-of-life vehicles in the production of new vehicles. It also involves its suppliers by encouraging them to develop solutions that use recycled materials. Another Renault Group initiative, The Future Is NEUTRAL⁽¹⁾, offers closed-loop recycling solutions at every stage of the vehicle life cycle.



“The implementation of processes enabling the incorporation of materials from end-of-life vehicles or production waste into our vehicles are already effective.

In 2024, several “closed loops” are already active, for example the recycling of copper, polypropylene, precious metals extracted from end-of-life vehicles or production scrap metal (steel, aluminum), which will contribute to achieving the Group's objective of incorporating 33% of materials from the circular economy into new vehicles by 2030.”

Jean-Denis Curt
Circular Economy Lead Expert,
Renault Group



ACTIONABLE SOLUTIONS

Renault Group is shifting in several ways towards an increasingly circular economy. First, by applying eco-design standards to vehicles and batteries that aim to limit the consumption of virgin materials (mineral or fossil) and by integrating more recycled materials. Second, by developing new technical solutions and industrial value chains structured around the collection, reuse, renovation and recycling of parts and materials. Finally, by improving the efficiency of industrial processes to optimize the amount of materials required and reduce the waste generated.

SCENIC E-TECH ELECTRIC KEY FACTS

25%

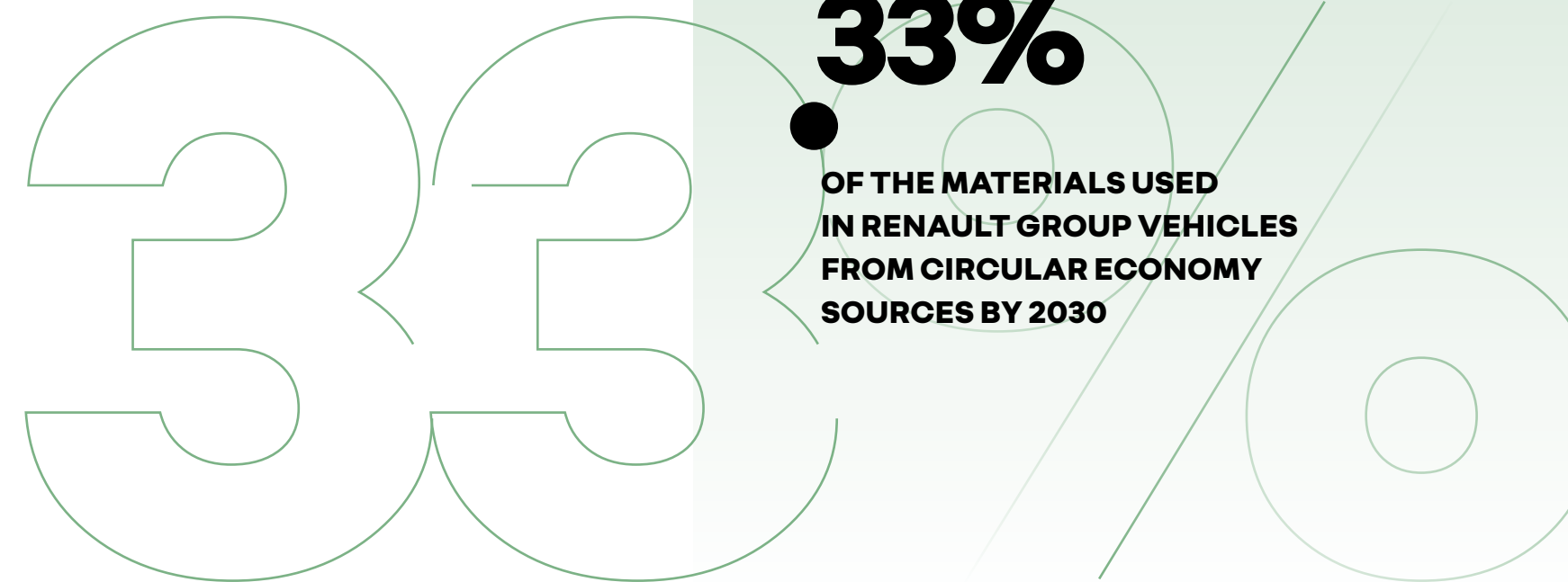
OF MATERIALS FROM
CIRCULAR ECONOMY

Recyclability
90%

DIRECTIVE
2005/64/CE

33%

OF THE MATERIALS USED
IN RENAULT GROUP VEHICLES
FROM CIRCULAR ECONOMY
SOURCES BY 2030



The Future Is NEUTRAL

100% CIRCULAR ECONOMY

The Future is NEUTRAL, a subsidiary of Renault Group and Suez, is the first company operating across the entire value chain of the automotive circular economy. It involves applying its expertise, tools and technologies to move the automotive industry forward with a steep reduction in the use of virgin resources. Through closed-loop sourcing of recycled raw materials, offer of reused or remanufactured parts and end-of-life management, The Future Is NEUTRAL⁽¹⁾ acts on all fronts to extend the lifespan of materials and automotive parts.

⁽¹⁾ Since October 04 2024, joint venture between SUEZ (20%) and Renault Group (80%).

Biodiversity strategy

Protecting ecosystem services

To prevent climate change, it is also key to act in favor of ecosystem resilience and to preserve ecosystem services.

Renault group has therefore assessed its biodiversity footprint across its entire value chain, quantifying the main pressure factors and prioritizing its biodiversity challenges. By acting to limit its contribution to climate change, the group is contributing to a more nature positive economy.

ASSESS ALL IMPACTS ON BIODIVERSITY

In 2024, Renault group reassessed its dependencies and impacts on its value chain and operational sites. Renault Group's activities depend directly and indirectly on biodiversity and ecosystem services provided by nature, in particular water supply and climate regulation. Climate change is the main pressure factor. By the end of 2024, 37 site diagnostics have already been carried out to identify the main ecological sensitivities of each site and the actions to be taken to preserve biodiversity.

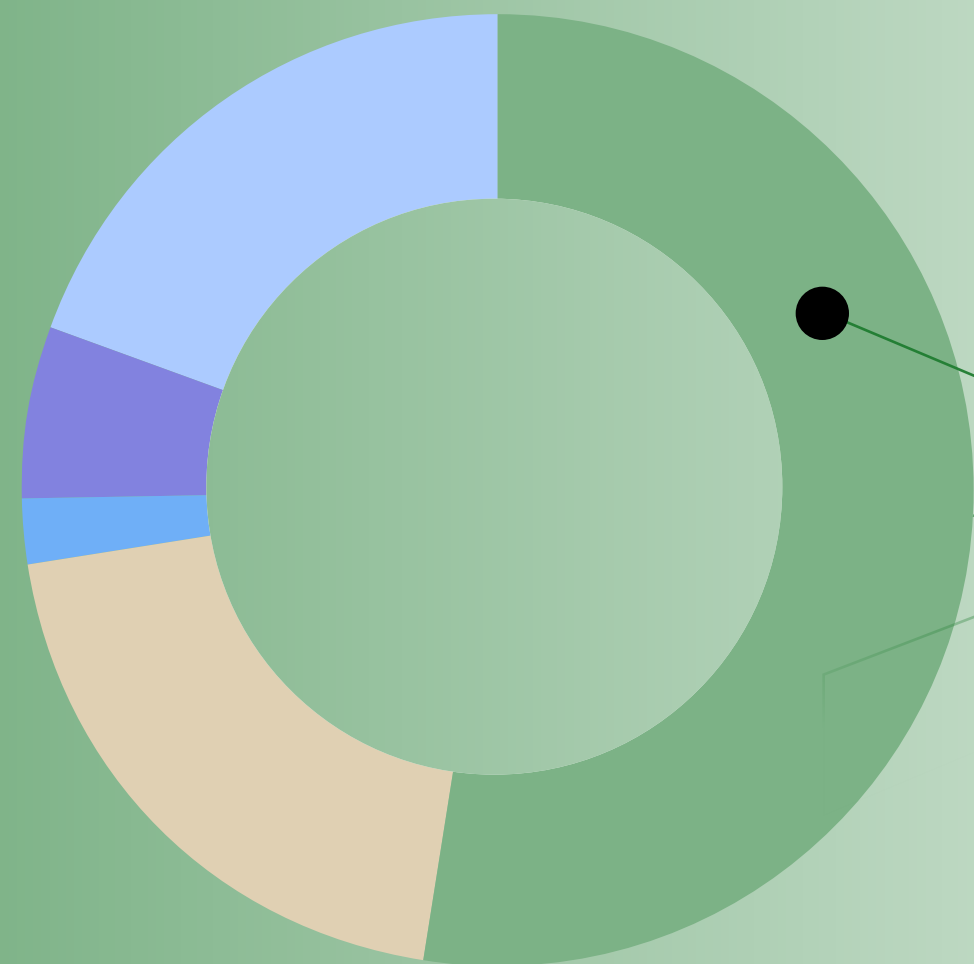


Alouatta guariba clamitans, brown howler monkey, a rare and protected species at the Curitiba site (Brazil).

RENAULT GROUP 2023 BIODIVERSITY FOOTPRINT in MSA Km²/year⁽¹⁾

Distribution by pressure factor

- Climate change
- Land use changes
- Water use
- Pollution - Freshwater Eutrophication Acidification
- Pollution - Ecotoxicity of fresh water



50%

(1) Mean Species Abundance: it evaluates ecosystems ecological integrity in relation to its pristine state on a scale from 0% to 100%.

TAKING ACTION TO CONSERVE BIODIVERSITY

Since 2018, Renault Group has been updating and renewing its voluntary commitments to preserving biodiversity as part of the act4nature international initiative. By the end of 2024, 88% of the act4nature commitments made in 2021 had been achieved: site diagnostics, plans to reduce the environmental footprint of sites, policy, guidelines and calculation of the biodiversity footprint. The sites have action plans and objectives to mitigate the pressure factors exerted by Renault Group on biodiversity: less water, less discharge of pollutants, less non-recycled waste. The supply chain is also committed, with the introduction of biodiversity criteria in the Renault Group environmental policy for suppliers.



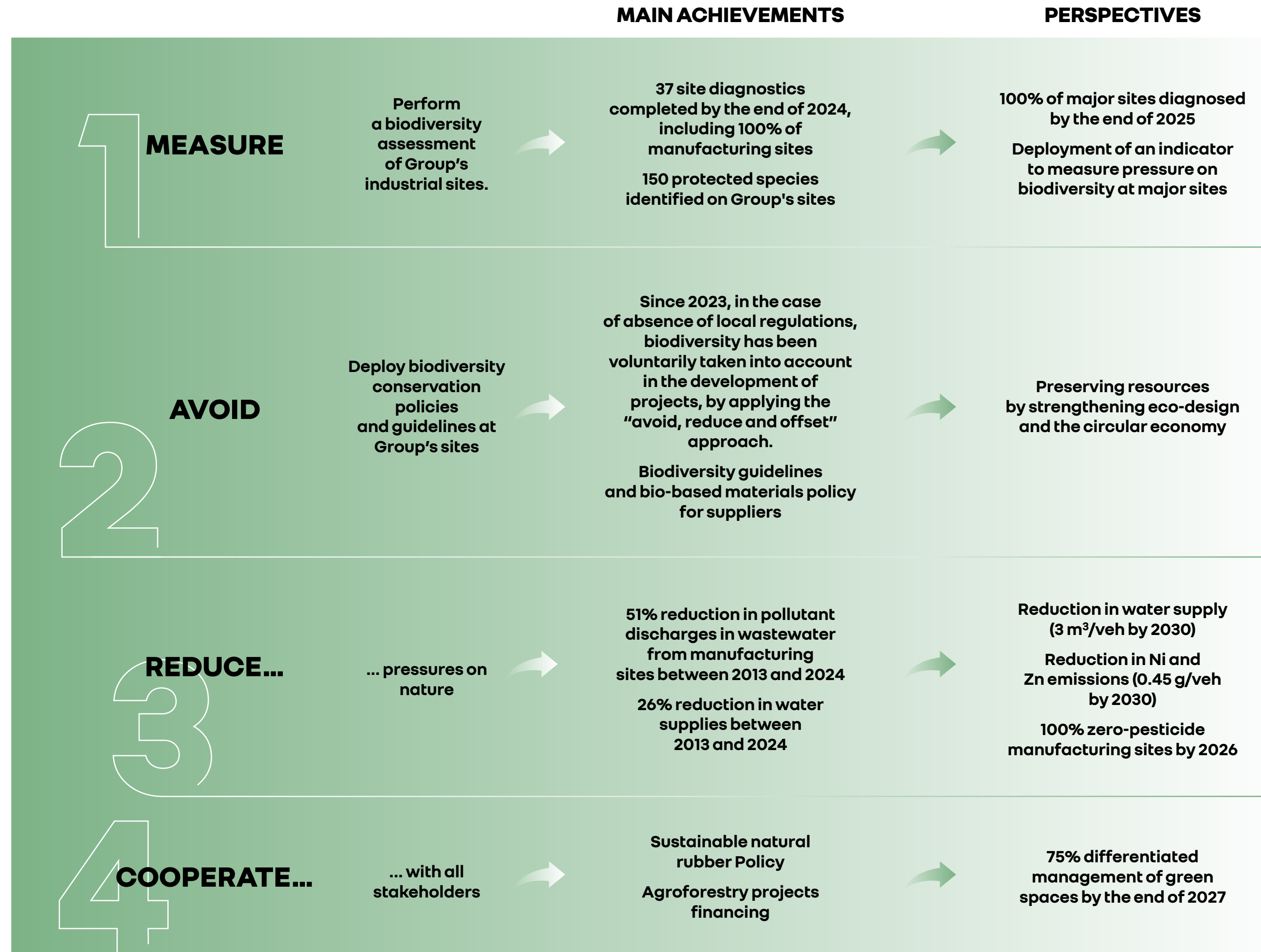
Biodiversity strategy

Protecting ecosystem services (continued)

BIO-SOURCED MATERIALS: REDUCE NOT DESTROY

In 2022, Renault Group adopted a policy for bio-based materials to ensure that the expected carbon footprint reductions do not have adverse effects on humans and ecosystems, such as food competition, deforestation, sea and land biodiversity loss, and pollution. We ask potential suppliers to demonstrate that risks have been identified, assessed and controlled. Each proposal for bio-sourced materials must now be approved by a specialized internal committee before being used in cars. To avoid contributing to food competition, Renault Group's policy principle is to refuse bio-sourced materials containing biomass from edible vegetables.

Agroforestry Capacity Building projet in Thailand with Michelin & GPSNR



EASY TO REPAIR
THANKS TO

modular
battery
design



New Scenic E-Tech electric,
a catalyst
of innovation

90% recyclability

OF VEHICLE MASS

Up to
25%

MATERIALS SOURCED
FROM THE CIRCULAR
ECONOMY

>600 km

(WLTP RANGE)

100%
electric



Renault 5 E-Tech electric

The electric pop icon

Two battery sizes

40 KWH AND 52 KWH



Range of up to 410 km

88% recyclable

19.4%

MATERIALS FROM CIRCULAR ECONOMY

Unique E-Tech motor

FROM 95 TO 150 HORSEPOWER, NEW FAST-CHARGE BATTERY



HIGH-TECH,
ENVIRONMENTALLY-FRIENDLY
family car

WITH CUTTING-EDGE
AERODYNAMICS

RENAULT EMBLÈME



**A carbon footprint
90% smaller**

COMPARED TO A SIMILAR
MODEL TODAY, FROM
"CRADLE TO GRAVE"

**Dual power
Energy**

WITH A RECHARGEABLE BATTERY
AND A HYDROGEN FUEL CELL

**The result
of a joint effort**

BY RENAULT, AMPERE
AND BWT ALPINE F1 TEAM

RENAULT EMBLÈME
demo car,
**Renault Group's
vision of
low-carbon
mobility**



COLLECTIVES



Our collectives

As a driving force in the decarbonization of our industry, Renault Group firmly assumes the responsibility of supporting its stakeholders. This means guiding its suppliers to steer them along their decarbonization pathway, offering its customers solutions and services that provide access to more sustainable mobility solutions, and training its employees to take on a key role in transforming its business model.

Supporting our customers Towards more efficient, low-carbon mobility

Beyond migrating the ranges of its brands to electric models, Renault Group pledges to support its customers as they shift to meet the challenge of transitioning to electric. This commitment means helping them to understand how electric vehicles and the charging ecosystem work and deploying tools to make life easier aboard an electric vehicle.



DEMOCRATIZING ELECTRIC CARS

As a pioneer in electric vehicles with the first Kangoo ZE, Fluence and ZOE around the beginning of the 2010s, Renault Group set out early on in democratizing electric cars for its customers.

Spearheading this “cultural shift” to electric vehicles, sales staff at Renault dealerships receive training every year on the important things to know about owning an electric car, so that they can clearly answer customers’ questions. This covers charging infrastructure to the tax incentives available. The focus of the EV sales process is on test-driving the car, as the driving sensations at the wheel of an electric car are what influence many would-be buyers to go ahead with the purchase.

Mobilize, serving both private and business customers

Within the Renault Group, Mobilize stands out for its services in advising both private individuals and business customers. Its subsidiary Mobilize Power Solutions installs home charging points for electric and plug-in hybrid vehicles for private customer. For corporate fleets, it designs, installs, operates and maintains charging infrastructure. In all, Mobilize Power Solutions has installed over 40,000 charging stations in 11 European countries. The entity has also developed connected tools to simplify getting around in an EV. For example, Mobilize Smart Charge is an intelligent, AI-powered charging app that lets customers automatically charge their EV when electricity is at its cheapest.

The Mobilize Charge Pass card provides access to 800,000 charge points across 25 European countries. When used with the route planner, Mobilize Charge Pass locates the charging stations along the way, checks charging conditions and digitally pays for the charge.

Making electric cars more affordable

Supporting customers in this necessary energy transition involves scaling down the price of electric vehicles. Renault will offer the new electric Twingo for under €20,000 before subsidies. Ampere is committed to reducing the costs of all EV components, including the battery, which can account for up to one-third of the price of the car. The first way of reducing battery costs: build a more competitive integrated production value chain in Europe. In July 2024, Ampere announced that it was expanding its line of batteries, integrating LFP (Lithium Iron Phosphate) technology to complement the NMC (Nickel Manganese Cobalt) batteries currently used by Renault Group. These less expensive batteries will be built into the Group’s small vehicles. The second cost reduction strategy: develop Cell-to-Pack technology for pouch-type batteries, which use less materials. As of 2026, these solutions will reduce the cost of batteries in Renault and Alpine cars by 20%.

UNDERSTANDING THE CUSTOMER EXPERIENCE ABOARD AN EV

To better understand what it is like for customers travelling in electric vehicles, in 2024 Ampere’s customer experience department embarked on a 2,000 km road trip across France, Germany, Benelux and the United Kingdom aboard electric vehicles from Renault and rival brands. This journey provided an immense insight.



In addition to the car’s charging capacity, a successful EV experience depends on a number of key points.

These include the continuous improvement of our connected navigation system, ensuring that customers can operate features remotely using the MyRenault app connected to the car, and a universal payment system with transparent pricing for charging the vehicle. Another fundamental aspect is a developed charging ecosystem in the main countries of Europe, as well as at home.”

Christian Stein

Formerly VP Revenue Management & Customer Experience at Ampere⁽¹⁾

⁽¹⁾ Currently Chief Communication Officer, Renault group

Supporting our suppliers

Backing their necessary transformation

Supporting the Group's suppliers so that they can identify their own decarbonization pathway and set it in motion has been key to the Group's strategy. This partnership approach is designed to create a collective movement, which is a key to success in decarbonization.



IMPLEMENTING

A PRAGMATIC SUPPORTIVE APPROACH

In addition to integrating its expectations for decarbonization into its core supplier documents, the Group has structured an approach aimed at supporting the pathway set by each supplier.

Step 1: take an assessment

We enlist a third party to assess Group's suppliers' ability to implement action plans that can reduce their carbon footprint. To that aim, the top 500 suppliers have had to submit disclosures to the CDP, providing us with an objective assessment of their maturity along their decarbonization journey. This first step has led to constructive and detailed dialogue with Group's suppliers. One joint task was checking that Group's emissions benchmarking aligns with suppliers own methodologies and that their decarbonization pathway meets the goals set out in Renault Group Green Procurement Guidelines. To date, 35% of suppliers have achieved this milestone and had their GHG emission reduction targets validated by the Science Based Targets initiative.

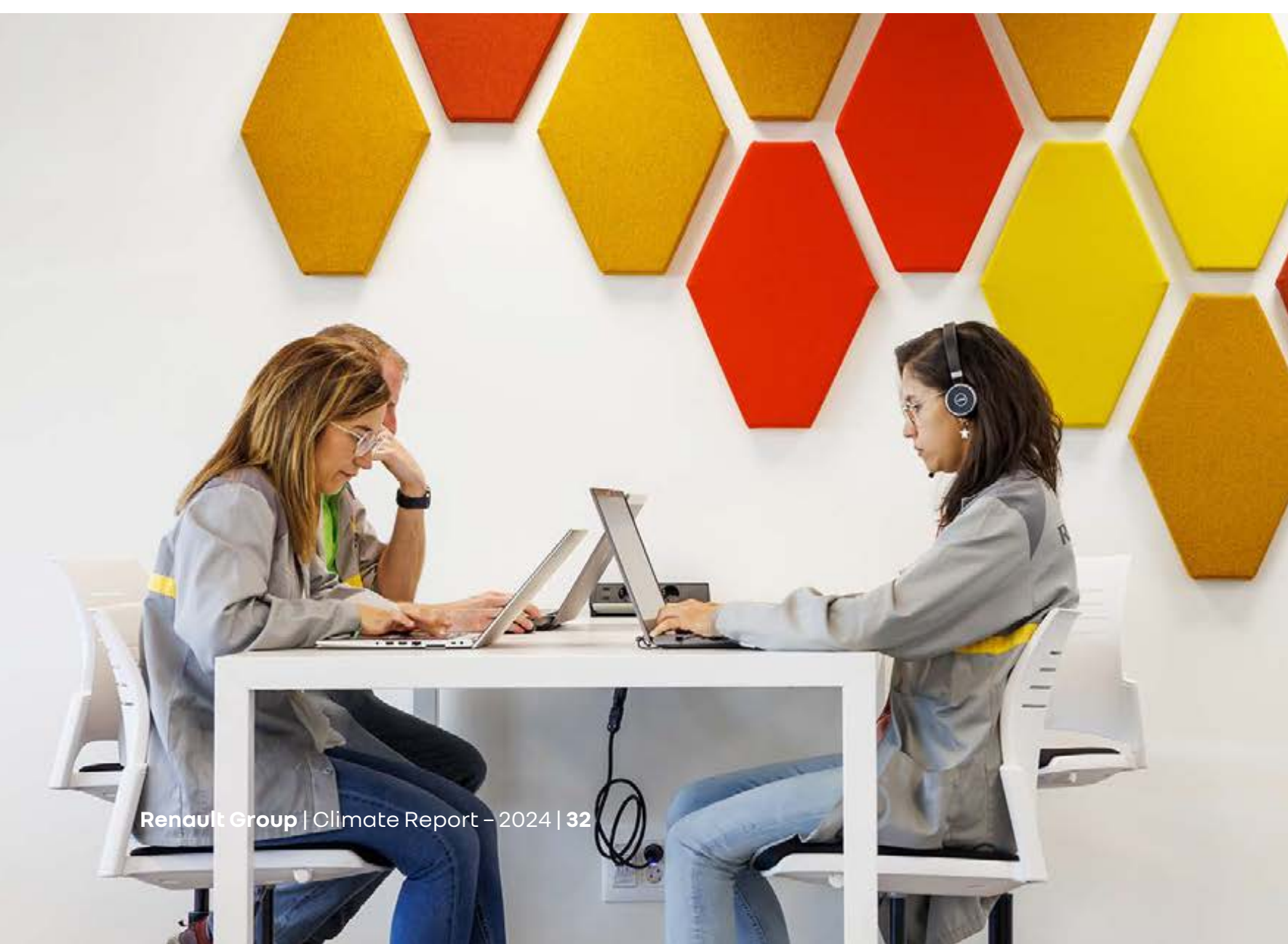
Step 2: support the implementation

Renault Group has asked each supplier that has completed the CDP questionnaire to set a carbon neutrality date and build a roadmap defining the operational steps along it. While holding Group's suppliers accountable to specific commitments, we engage in ongoing dialogue with them and support them via the Group's purchasing teams. Next, we aim to provide additional training and a leadership program to round out their knowledge about carbon footprints and the measures that suppliers can take to reduce them. By getting the supplier base involved and drawing on the support of professional associations, the Group aims to initiate a shared and managed effort to reduce emissions.



SUPPORT IN PARTNERSHIP

Renault Group worked with the French Federation of Vehicle Equipment Industries (FIEV) to set up a training course designed to help suppliers fully understand the questionnaires on greenhouse gas emission criteria that they are asked to complete in a bidding process for the Group. More broadly, we work with the France's Automotive Platform (PFA), a collective interest organization serving all the country's industry players, around carbon footprint reporting. This ongoing discussion is helping to build commonly applicable models, both for measuring GHG emissions and for identifying and implementing operational levers for decarbonization.



Supporting our employees Navigating our industry's shift with our teams

We believe the way to carry out a fair and sustainable transition is to involve the Group's employees.

The individuals who have developed their expertise in internal combustion engine (ICE) vehicles are now being supported by the Group so that they can play a part in the transition to electric vehicles.

TARGET
35,000 people trained
by ReKnow University
between 2021 and 2025

ACHIEVED
37,000
people trained
since 2021 (target
achieved)



TRAINING OUR EMPLOYEES AND ENHANCING THEIR EMPLOYABILITY

Environmental issues, regulatory changes, technological development and new consumer needs are transforming our businesses. As vehicles go electric, the Group's teams need to acquire new skills, especially in vehicle electrification, maintenance and recycling.

Developing expertise to meet environmental challenges

At production plants, all employees receive initial training that covers environmental issues. Anyone who requires specific environmental expertise can access training courses related to their field, such as learning new, more energy-efficient production processes. This training is provided in the form of internal training modules or by a specialized external organization.

Social responsibility

In keeping with its tradition of social responsibility, Renault Group takes into account the changes under way in its businesses induced by ecological transition. A case in point is the training and refresher courses it provides for thousands of people so that they can remain active within the new automotive value chains. For example, at the Flins plant, historically dedicated to ICE vehicles and completely transformed to become Europe's first circular economy facility, a massive skills upgrade plan was implemented, so that the plant's employees can learn the new repair and reconditioning lines of work. The same approach is being applied to the transformation of the Cléon plant into an electric motor production site.

**ReKnow
University**

A PIVOTAL ROLE IN SUPPORTING EMPLOYEES

In 2021, Renault Group created ReKnow University to tackle the major challenge resulting from the transformation of jobs in the automotive industry. The digital and energy transitions, the development of circular economy and electrification require new skills. ReKnow University aims to maintain Group's employees' skills and employability over the long term. By bringing together key players in lifelong learning - from industry, academia and institutions - ReKnow University designs and distributes training courses structured into five main topics: electrification of mobility, organized within the E-Mobility Industry Academy, the circular economy, data and artificial intelligence, software, and cybersecurity.



Supporting our employees

People's stories

Renault Group employees share their experiences learning new skills to work on electric motors or training operators in new areas of expertise.

// The Group is giving me the means to succeed in electric motors.

When I began at Renault Group, I started with internal combustion engines in kitting, then moved on to the gearbox. My manager and the Head of Human Resources selected me to work towards a degree, the CQPM-TAIA – a vocational certificate in metalworking to become a workshop technician in automated installations – which I can proudly say I obtained. I'm now an installation operator at the Cléon plant, and I've moved on to electric motors. It's very motivating, because these are new technologies that are completely different from anything I've worked in before."

Allison Piednoel
Installation operator at the Cléon plant



// I wanted to get into e-tech, because it's a fast-growing sector. After finishing high school, I started working at Renault Group in 2014, at the Sandouville bodywork and assembly factory. In 2019, I applied for a transfer to the Cléon plant, where I first worked on the R9 internal combustion engine before requesting to go into e-tech. Since then, I've become a multi-skilled operator on the e-motor line, running compliance tests on our motors. Renault Group supported me through this career change, and I benefited from training provided by the E-Mobility Industry Academy. The course is very dense and hands-on, divided into 12 modules comprising theory and practical applications, on dedicated machines."

Alexandre Calle
5DH Engine Assembly Operator at the Cléon plant

// Cars are a passion that I'm set on experiencing in full and passing on. I joined Renault in 1988, as a sheet metal worker in Maubeuge. I quickly moved up to the position of basic work unit manager in various departments, and in 1999 I became a trainer at the Tangier plant in Morocco, training basic work unit managers and assistants in new processes. Since then, I worked as Kangoo Project Work Unit Manager for two years during the pandemic, and I returned to Maubeuge as Global Master Trainer at the Renault Group Industry and Quality Academy. As new technologies develop, we work a lot on expertise relating to electric batteries. Part of the training I do on the road involves role-playing. The aim is to help the operators to understand, through 13 exercises on a battery HMI assembly dojo, all the risks that a non-compliant battery can represent. I'm there to train them and train the Master Trainers so that they too can train new hires before they take up their position and so that they can learn hands on."

Patrick Ioannone
Global Master Trainer with the Global Training Center at Flins



// The decline of the internal combustion engine affects almost 65,000 people in the industry in France. While ICE expertise will not become completely obsolete, its will be less important. So, we need to support the transformation of skills. That's why we set up ReKnow University in 2021 with the purpose of training people in the mobility professions of the future. What makes this corporate university different is that it was designed to appeal not only to Group employees but also to the employees of our partners in the industry, young people undergoing initial training, employees taking professional retraining and jobseekers."

Patrick Benammar
VP Learning & Development



Our drivers



Our drivers

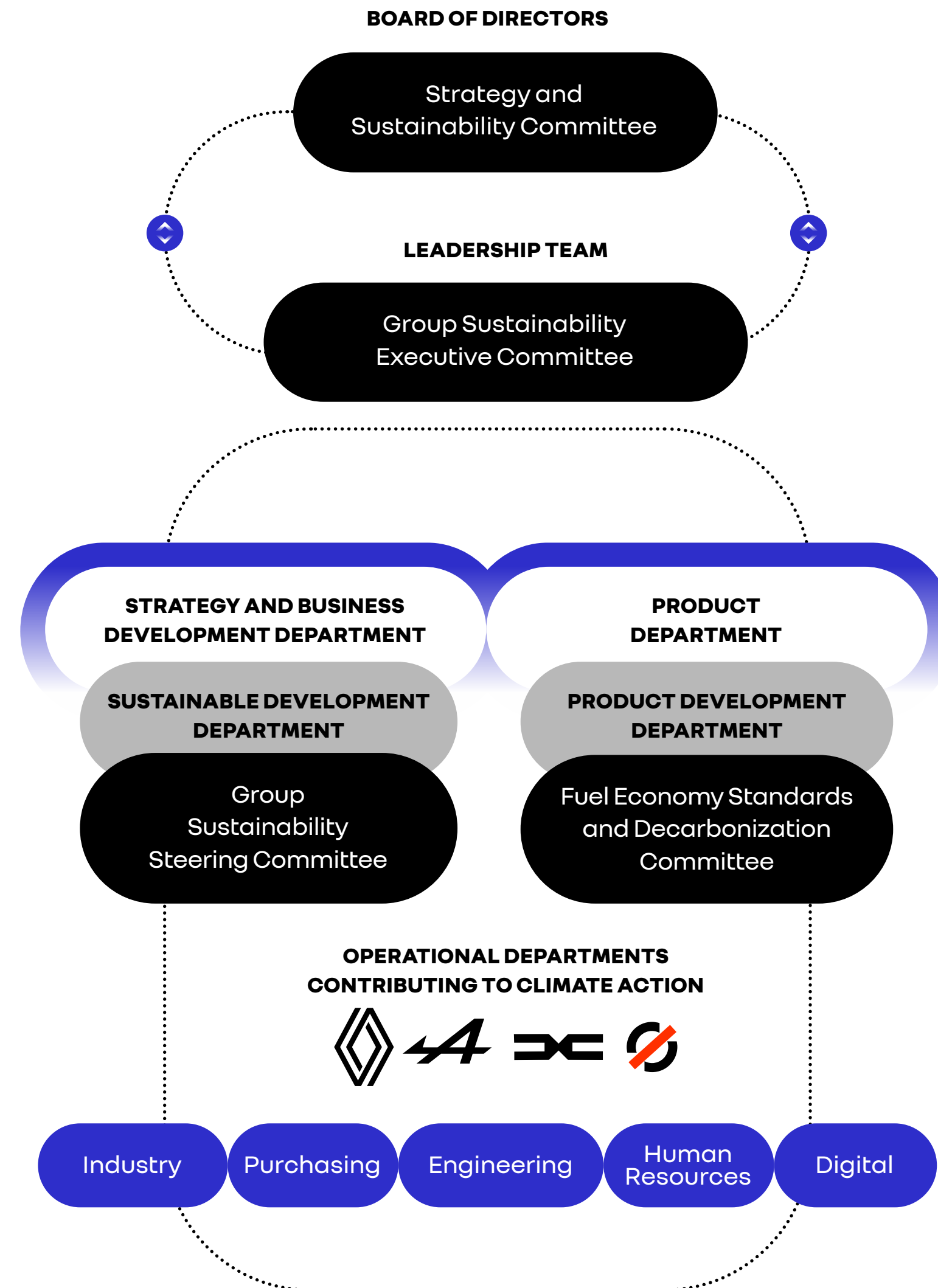
The Leadership Team and the Board of Directors are both actively involved in the governance of the Group's climate strategy, thus bringing their strategic insights and their operational perspective, from the standpoint of projects and business lines, to the fight against climate change.

Supervision of the Group's climate strategy by the Board of Directors

The Board of Directors plays a key role in overseeing the process of laying out the priorities for the Group's climate strategy. It does this by reviewing the analysis of the related risks and opportunities. It also studies the impact of new environmental regulations on the Group's business activities. And it monitors the strategy's implementation. Each year, the Board examines the progress made on the Group's emissions reduction plan and the electrification of its product ranges.



INTERACTIONS OF GOVERNANCE BODIES IN MONITORING THE CLIMATE STRATEGY



OVERSIGHT INFORMED BY KNOWLEDGE OF THE ISSUES AT HAND

In 2024, all the members of the Board of Directors enhanced their knowledge of issues relating to the Group's emissions reduction plan and its targets. They are made conscious of the consequences of climate change by taking part in two half-day seminars on the subject as well as frequent discussions on the Group's carbon footprint during Board meetings.



DECISIONS GUIDED BY THE STRATEGY AND SUSTAINABILITY COMMITTEE

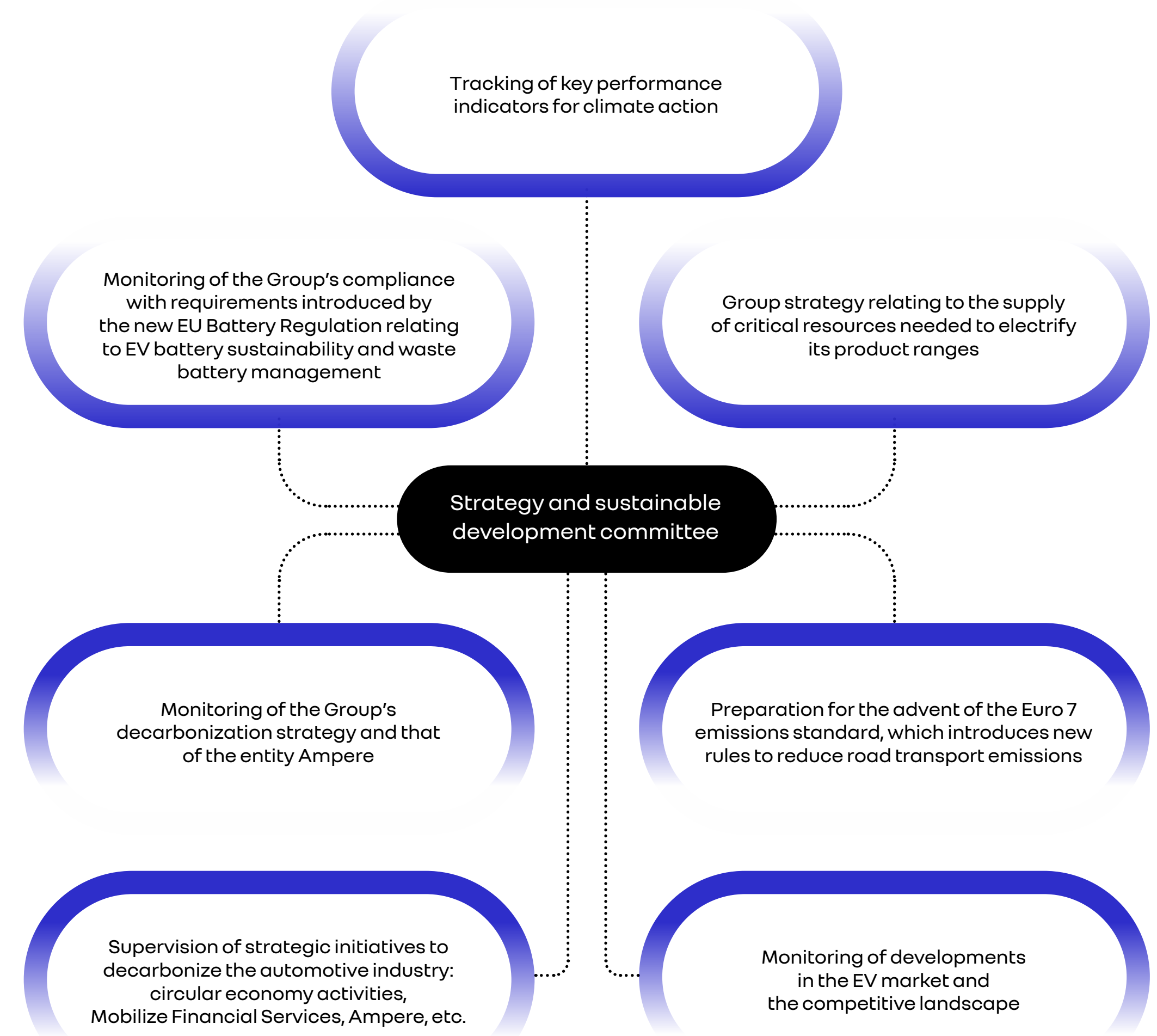
The Board of Directors draws on the work carried out by this committee, 60% of whose members are independent directors. With regard to climate change, its responsibilities are to help set objectives for the transition plan and assist with the integration of issues within the Group's strategy. It supports the Leadership Team, which steers this strategy. In addition, it analyses climate scenarios to develop action plans for the management of risks and opportunities. It coordinates its work with that of the Audit and Risks Committee, particularly regarding risk assessment and risk management.



“Within the Strategy and Sustainable Development Committee, we ensure that ESG becomes one of the driving forces behind the company's performance and transformation towards more sustainable and inclusive mobility. On the climate front, the Committee monitors the Group's decarbonization strategy and its entities and oversees strategic initiatives related to the decarbonization of operations.”

Annette Winkler
Chair of the Strategy and Sustainable Development

MISSIONS OF THE STRATEGY AND SUSTAINABLE DEVELOPMENT COMMITTEE



Management of climate objectives by decision-making bodies

The Group's environmental objectives are managed by the Leadership Team and the Strategy and Business Development Department. Twice a year, the Director of Strategy and Business Development sets out the proposed strategic priorities of the Group's environmental policy for discussion and deliberation by the members of the Leadership Team, with the support of the Group Sustainability Committee. The Strategy and Business Development Department is responsible for the strategic plan's operational implementation. It thus ensures that its timelines and milestones are being met by all Renault Group teams. It also assists the Group with the development of projects for new vehicles and services to decarbonize its activities. For this work, it relies on a network of experts in three main areas defined by the Group: "energy, environment and raw materials strategy", "vehicle resource consumption", and "air quality and pollutants". In addition, the Group has put in place a structured approach to address climate change known as the Climate Project, under the leadership of the Strategy and Business Development Department. All of the Group's operational departments are contributors to the Climate Project. They are each responsible for translating the climate objectives into action plans for their businesses, assigning the necessary resources, and finally reporting on performance. The information received from all operational departments is then consolidated by the Strategy and Business Development Department. During a monthly steering meeting, the Group Sustainability Committee reviews the consolidated information and thus monitors the Climate Project's overall progress in order to adjust the action plans, if needed.

TRANSLATING GOALS INTO ACTION FOR A DEEPER LEVEL OF ENGAGEMENT

The climate strategy and the translation of its goals into action are steered centrally. The targets are set at this level and the business lines are then asked to put in place the necessary actions at the operational level. The goal: that

each brand or entity draws up its own roadmap in line with its specific challenges. The Group supports its brands and entities throughout this process, inspiring and motivating them to achieve their decarbonization targets and even overperform. Meanwhile and in complementary fashion, the business lines are structuring their efforts: the Sustainable Purchasing Department has created a decarbonization unit, the Engineering Department has developed expertise for carbon footprint calculation using a life cycle assessment approach, and every product team has its own decarbonization expert.

A TEAM DEDICATED TO MONITORING VEHICLE EMISSIONS

In 2018, the Group set up its CAFE Control Tower, a team tasked with ensuring that all its vehicles comply with fuel economy and CO₂ emissions standards put in place by the European Union, as well as equivalent standards around the world. This team monitors the CO₂ emissions of all Group vehicles and prepares forecasts of CO₂ emissions levels for new registered vehicles, using a special tool introduced in 2019. The team reports on its findings to the Leadership Team on a monthly basis. It also tracks performance toward the Group's medium and long-term goals. In 2024, the team's coordination of this roadmap helped the Group achieve its European targets for CO₂ emissions from new passenger cars and light commercial vehicles.



The Product & Programs teams are fully committed to Renault Group's decarbonization trajectory.

They are working on the definition of the vehicle range for 2030 and 2035 directly contributing to the reduction of emissions. They also monitor our compliance in a "CAFE" control tower role, involving all departments."

Guido Haak
Chief Program Officer, Renault Group

INTERNAL CARBON PRICING, A TOOL TO GUIDE STRATEGY EXECUTION

To incentivize the reduction of its emissions, the Group uses internal carbon pricing (ICP) in the form of three carbon prices covering Scope 1 and 2 emissions and Scope 3 upstream and downstream emissions. One is for the industrial facilities, a second is used for the technology building blocks to improve vehicle driving efficiency, and a third is related to vehicle materials and components across the entire value chain. Ranging from €75 to €200 per ton of CO₂ equivalent, the three carbon prices are updated at least once each year and factor in decisions regarding industrial facilities. For vehicle projects, they are taken into account when making choices relating to technology building blocks to improve vehicle efficiency, but also to vehicle materials and components across the entire value chain. ICP is a mechanism that supplements the strategic decisions taken during the design phase for vehicles, by helping to identify and select the most effective levers to reduce CO₂ emissions relative to their economic cost.

Climate risk management within the Group



The Group’s risk management system, which covers risks related to the environment and climate change, is founded on the identification and assessment of risks and the implementation of action plans to handle them. These action plans are aimed at addressing the impact of risks and/or the likelihood of risk events by eliminating, preventing and protecting against or transferring risks.



A THREE-TIERED RISK MANAGEMENT FRAMEWORK

The approach to the management of major risks is organized at Group level and is then put into practice at the level of operational entities (country offices, sales subsidiaries, production subsidiaries), vehicle programs and cross-business functions.

GROUP LEVEL PROVIDING THE GLOBAL PERSPECTIVE

The Risk Management Department provides an overview by mapping both transition and physical climate risks as factors that can trigger or amplify several other risks. This risk mapping, which is steered by the Leadership Team and monitored by the Board of Directors, is updated on a yearly basis. The update is closely coordinated with preparatory work for the medium-term strategic plan followed by its deployment, which thereby includes the action plans designed to respond to operational or strategic risks.

WITHIN OPERATIONAL DEPARTMENTS, EACH MAJOR RISK IS ASSIGNED TO A “RISK OWNER” WHO IS A MEMBER OF THE LEADERSHIP TEAM

Risk owner

OPERATIONAL DEPARTMENTS RESPONSIBLE FOR ON-THE-GROUND MANAGEMENT OF CLIMATE RISKS

Within the operational departments, each major risk is assigned to a Leadership Team member as risk owner. The latter presents a report each year on the status of the risk to the Leadership Team, which validates the management strategy and allocates the necessary resources for its implementation. For example, the risks and opportunities associated with the transition to a low-carbon economy are handled by the Strategy and Business Development Department, which oversees efforts to reduce the environmental footprint of activities, products and services throughout the life cycle. Meanwhile, the Industry Department is responsible for the management of physical climate risks at the Group’s various production sites.

SUPERVISORY EXPERTS IN EACH ENTITY

Experts are designated at each entity engaged in processes that are critical to the Group’s operations. They identify and prioritize risk control solutions as well as the related local opportunities and supervise their implementation. In addition, they contribute directly to the mapping and management of the Group’s major risks.

Identifying climate-related risks ⁽¹⁾

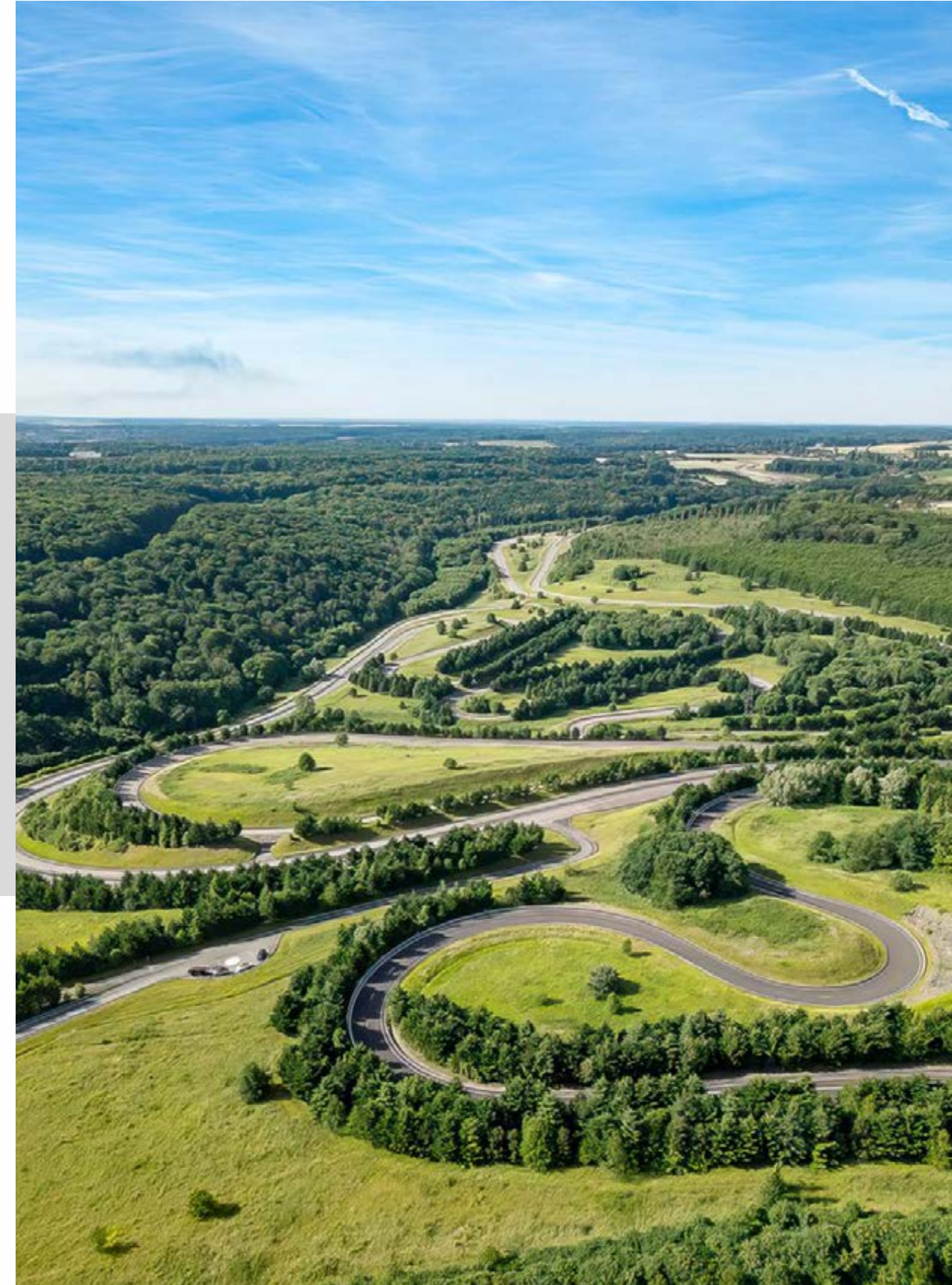
The two tables below present the main climate risks identified by Renault Group, as part of the TCFD in 2021, with a description of their impact on the Group's performance as well as an indication of the short, medium and/or long-term horizons over which they may manifest themselves.

IDENTIFIED TRANSITION RISKS				
	SHORT TERM (BY 2030)	MEDIUM TERM (2030 TO 2040)	LONG TERM (2040 TO 2050)	DESCRIPTION AND IMPACT ON THE GROUP'S PERFORMANCE
REGULATORY AND COMPLIANCE RISKS	✓	✓	✓	<p>Regulations setting CO₂ emission performance standards for vehicles are often updated and always toward more stringent requirements. In Europe, the 2025 fleet-wide emissions target of around 95 g CO₂/km (WLTP driving cycle) is the next threshold for the lowering of CO₂ emissions. For each gram of CO₂/km over target, a fine of €95 per vehicle sold will apply, which would thus amount to approximately €125 million for the Group (based on current sales volumes).</p> <p>Changes in regulations may also involve traffic restrictions for certain vehicles, as in the United Kingdom, where drivers of the most polluting vehicles must pay a £12.50 daily charge to enter central London. These changes may impact R&D and/or production costs, due to the need for further adaptation of the Group's vehicles to meet new standards and regulations like the EU's Carbon Border Adjustment Mechanism (CBAM) or its Battery Regulation.</p>
TECHNOLOGY RISKS	✓	✓		<p>The Group is building its offering around lesser-polluting vehicles, in particular by expanding EV ranges and through the hybridization of internal combustion engines. The introduction of these technologies, which perform differently in terms of cost, customer service and CO₂ emissions, may not be sufficiently flexible to adapt to future market changes. This might also run counter to the overall optimization sought by the Group, in relation to both economic and technological factors.</p> <p>CO₂ 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 term.</p> <p>Any mismatch relating to technology choices would result in additional impacts in terms of plant investments and the risk of higher production costs. Renault Group has adopted a competitive and leading-edge approach to decarbonization within its sector. Any technologies or processes not aligned with these goals would impede the move to renewable energy contracts that would shelter production costs from volatility in energy prices.</p>
RISKS RELATED TO MARKET CHANGES	✓	✓	✓	<p>Combined with regulatory changes, the transition to a low-carbon economy may result in more decisive changes in consumer habits than anticipated, such as a significant shift toward smaller or more energy-efficient vehicles or toward shared mobility. Any mismatch between Renault Group's product and service offering and consumer expectations would expose the Group to a decline in revenue.</p> <p>Accordingly, the Group has made the electrification of its product ranges a pillar of its strategy – with the creation of Ampere whose aim is to take the lead in the European EV market or the electrification of Dacia's range, for example – but ICE vehicles still make up the majority of the product portfolio and account for the bulk of the Group's sales. The achievement of the Group's decarbonization targets will depend on the electrification of its product ranges and the pace at which these technologies will be adopted by the market is still uncertain.</p>
RISKS RELATED TO SKILLS	✓	✓		<p>The acceleration of technological change will create a need to develop new expertise, by investing in training and upskilling for the Group's own employees, but also for those of its strategic suppliers.</p>

(1) Content subject to change in 2025 as a consequence of the application of CSRD regulations.

IDENTIFIED PHYSICAL RISKS

	SHORT TERM (BY 2030)	MEDIUM TERM (2030 TO 2040)	LONG TERM (2040 TO 2050)	DESCRIPTION AND IMPACT ON THE GROUP'S PERFORMANCE
EXTREME WEATHER EVENTS / NATURAL DISASTERS		✓	✓	<p>Climate change has worsened the risk of extreme weather events, which can disturb or, in the most severe cases, temporarily shut down operations at some of the Group's production plants and logistics facilities. The main climate risks that may impact the Group's sites are floods, heatwaves and water stress. An increase in the frequency or intensity of these events, combined with higher temperatures and sea levels, might cause prevention and maintenance costs as well as insurance premiums to rise. Furthermore, weather events like extreme heat may result in lower production quality.</p>
RESOURCE SCARCITY IN THE VALUE CHAIN	✓	✓	✓	<p>The increasing scarcity of resources as well as regulatory developments relating to energy sufficiency may directly impact the automotive sector. Materials considered to be critical, such as lithium, copper, nickel, cobalt and rare earth elements, are essential for the sectors involved in the energy transition, particularly for the electrification of vehicles. A rapid increase in demand for these materials may lead to supply shortages and price volatility, amplified in some cases by a highly sensitive geopolitical context. This growing demand may also cause significant environmental as well as social pressures in the areas where the extraction and refining of these raw materials take place, which can increase local community opposition.</p>
SPREAD OF DISEASES	✓	✓	✓	<p>Global warming is also fueling cross-species viral transmission, encouraging the possible emergence of epidemics. 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 revenue.</p>

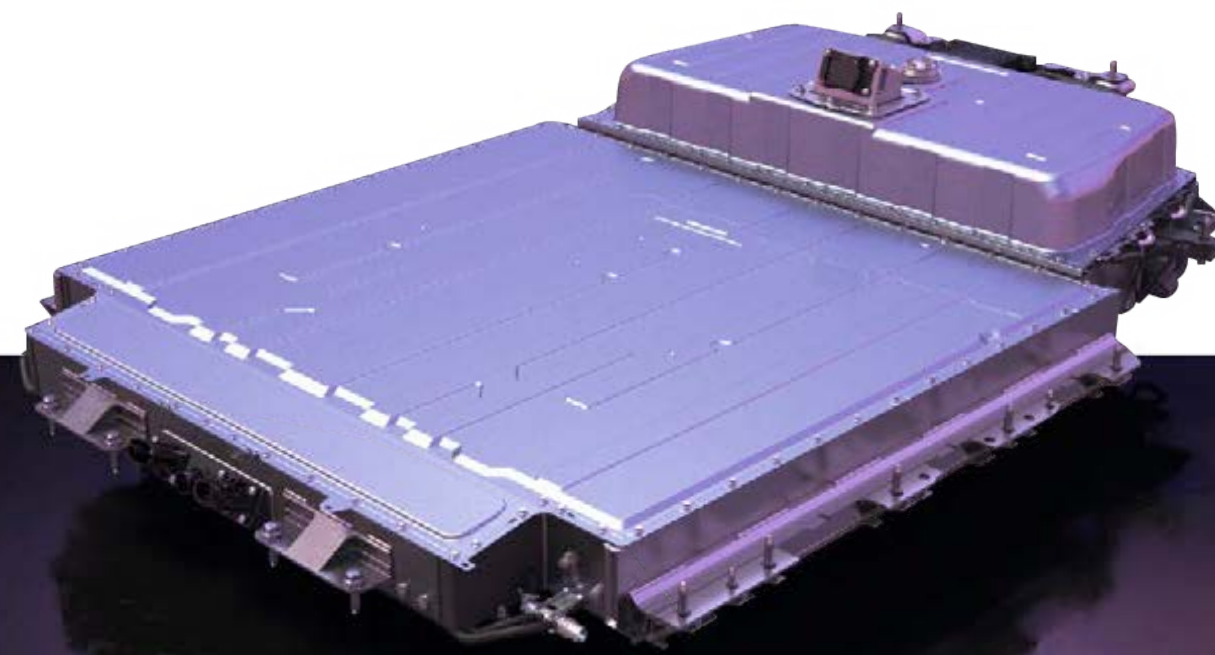


(1) Content subject to change in 2025 as a consequence of the application of CSRD regulations.

Identified climate-related opportunities

DEVELOPING SECOND-LIFE BATTERY SOLUTIONS

At the Refactory in Flins, the mission of the re-energy division is to scale up innovative applications related to electric vehicle batteries: expertise and battery repair, end-of-life deconstruction and reuse of components, and the development of applications such as stationary electrical energy storage. This supports the growth of renewable and intermittent energy, as the second life of batteries can power distribution networks, office buildings, industrial sites, individual homes, and electric vehicle charging stations.



MOBILIZE: A SINGLE ENTRY POINT FOR DECARBONIZED MOBILITY

Shared mobility solutions, customized and turnkey charging solutions, and fleet tracking and management optimization solutions: Mobilize, the Renault Group brand dedicated to new mobility, brings together its range of services through an integrated technological platform. It is committed to reducing the carbon footprint by facilitating the adoption of more sustainable solutions.

CLIMATE-RELATED OPPORTUNITY FACTORS

	SHORT TERM (BY 2030)	MEDIUM TERM (2030 TO 2040)	LONG TERM (2040 TO 2050)	DESCRIPTION AND IMPACT ON THE GROUP'S PERFORMANCE
DEVELOPING NEW PRODUCTS AND SERVICES AND ACCESSING NEW MARKETS	✓	✓	✓	In line with regulatory changes relating to emissions of CO ₂ and other greenhouse gases, advances in technology have set the stage for the development of products with lower carbon emissions. The latter represent a significant opportunity for the Group, providing access to new markets. As an electric vehicle pioneer, but also a leading developer of technologies such as fuel cells, hydrogen-powered engines, vehicle-to-grid and stationary power storage solutions, Renault Group is well poised to take advantage of these trends. Through ReKnow University, the Group works to adapt the skills of its own employees and those of its suppliers, helping them develop the necessary expertise, particularly with regard to electrification and vehicle recycling. In addition, Renault Group has expanded its production capacities for electric vehicles with the creation of ElectriCity, a hub bringing together three sites in France.
FUELLING THE TRANSITION TO A CIRCULAR ECONOMY IN MOBILITY	✓	✓	✓	Paving the way in building the circular economy is a key lever for the Group. It is also at the heart of the new products and services being developed by Renault Group, notably via The Future Is NEUTRAL ⁽¹⁾ , the new entity fully dedicated to the circular economy, which includes the parts remanufacturing unit at the Flins site, following its transformation to become the Refactory. Through this approach, the Group is not only developing new business activities, but also finding solutions to help protect the planet's limited resources, in particular by working to extend product life cycles.

(1) Since October 04 2024, joint venture between SUEZ (20%) and Renault Group (80%).

Advocacy actions on climate issues

In support of its Renaulution strategy, which includes great ambitions to contribute to the goals set by the Paris Agreement, the Group undertakes advocacy actions on climate-related issues. Its proposals are informed by dialogue with stakeholders and the impact assessments of regulatory climate projects. The Group's commitment to climate issues is further reflected in its broader public positions. The statements and publications of its CEO, who is also the President until end of 2024 of the European Automobile Manufacturers' Association (ACEA), advocate for decarbonization throughout the entire vehicle lifecycle and support the concept of technological neutrality with regulatory authorities. Moreover, the Group maintains an active dialogue with regulatory bodies to provide its methodological expertise on key technical points essential to make decarbonization more operational.

PARTICIPATING IN INTERNATIONAL DISCUSSIONS ON CARBON FOOTPRINT CALCULATION

The method for calculating carbon emissions must be established by consensus. Ensuring that all stakeholders are involved in its development is critical so that it can serve as a benchmark for measurement and comparison. Within the Group, several Life Cycle Assessment experts are involved in the working group set up by the United Nations to establish a shared calculation method with automakers and their stakeholders.

AT THE EUROPEAN LEVEL, MOBILISING FOR DECARBONIZATION

In March 2024, Luca de Meo addressed a public appeal to European policymakers. *His Letter to Europe* is a genuine call for the decarbonization of the sector and decision-making bodies to achieve the energy transition of the automotive industry. It provides a precise diagnosis and outlines 10 concrete proposals to tackle major challenges, including the decarbonization of the sector.

 [FOR MORE INFORMATION, CONSULT THE LETTER](#)

A FRAMEWORK GUIDED BY A STRUCTURED INTERNAL SYSTEM

The Group, which has no political activities and does not finance any political party, carries out its approach in compliance with its Ethics Charter, Code of Conduct, and Anti-Corruption Code. All advocacy actions are conducted in close coordination with the Group's Public Affairs Department to ensure consistency in actions, in full compliance with legal procedures and in respect with exemplary ethical practice.

A TRANSPARENT APPROACH AT THE FRENCH LEVEL

In France, the Group supports initiatives including: the development of new mobility solutions; measures for the integration of clean vehicles into corporate fleets; balanced environmental taxation for the sale of electrified vehicles; and regulatory frameworks that support the decarbonization of sites, their conversion to new value chains, and the transformation of skills. Finally, the Group advocates for the concept of technological neutrality.

IN BRUSSELS, SUPPORTING AN AMBITIOUS AND PRAGMATIC TRAJECTORY

In 2024, Renault Group advocated electric and zero-emission mobility to the EU, working with stakeholders to facilitate the transition to decarbonized mobility. The Group supports a simplified regulatory framework, taking into account all environmental impacts. Renault is calling for a lifecycle analysis methodology, support for demand, and measures to green fleets. They also call for innovation to be stepped up, particularly in AI and autonomous driving, and for the transition of key skills to be coordinated within a European public-private vision.

 [FOR MORE INFORMATION, CONSULT THE CODE OF CONDUCT](#)





Our metrics

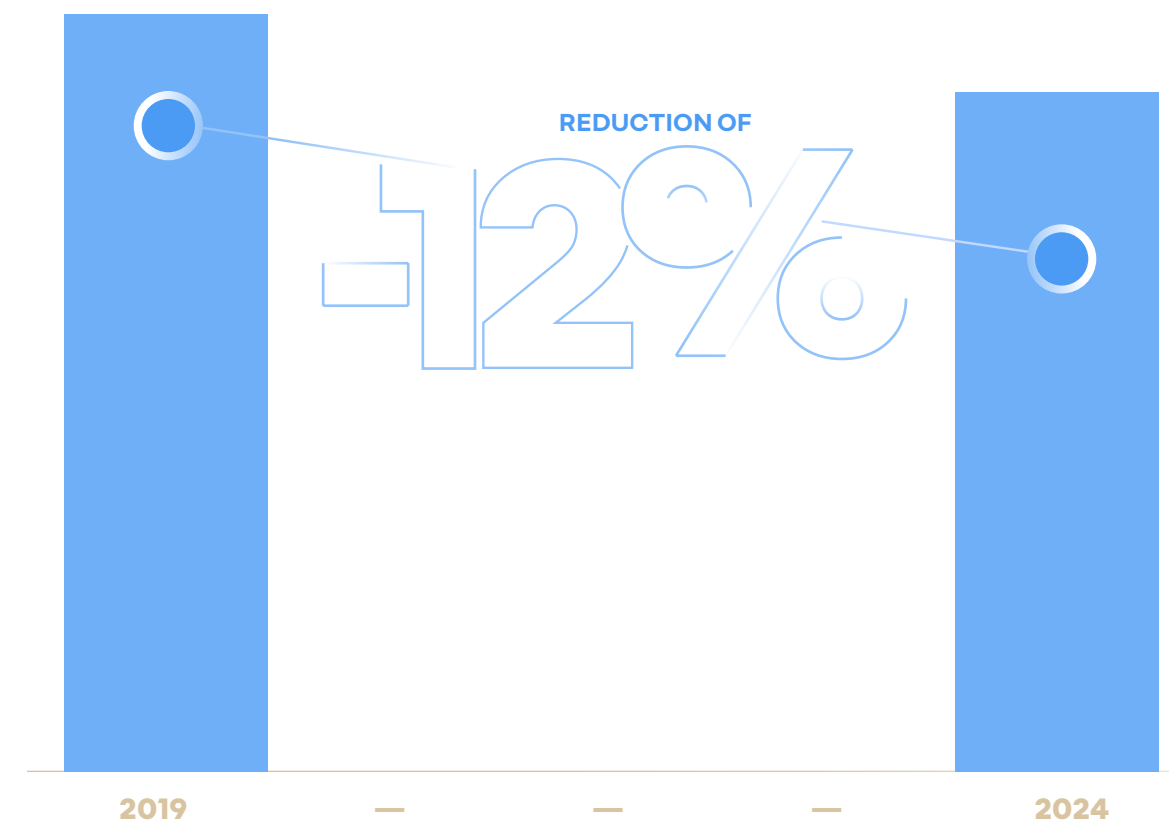
As part of its commitment to transparency, in this chapter Renault Group shares its key performance indicators for climate and environmental action, with trends evaluated from a multi-year perspective. This focus on transparency also inspires the Group's efforts to align its publications with the recommendations issued by the Task Force on Climate-related Financial Disclosures (TCFD) and the CSRD (Corporate Sustainability Reporting Directive).

Targets set by the Group to reduce its CO₂ emissions

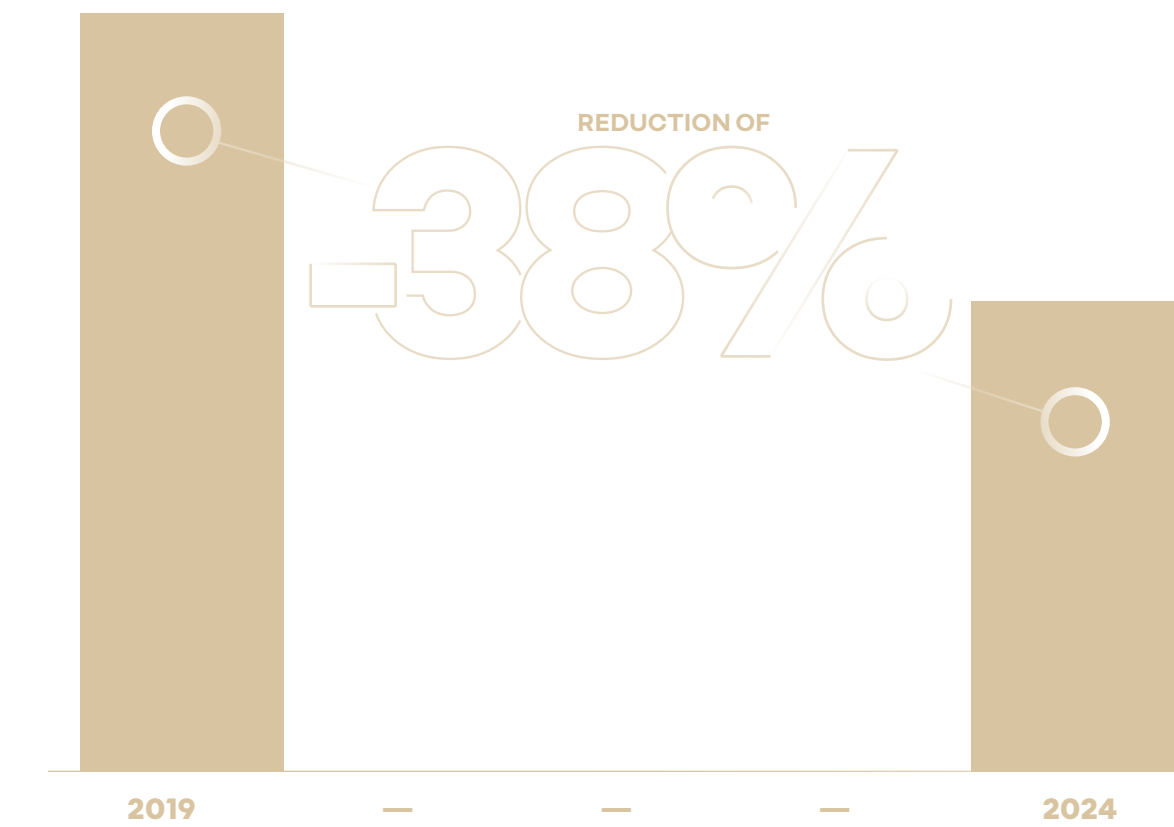
A FOOTPRINT REDUCED BY 28% OVER 13 YEARS

Between 2010 and 2023, the carbon footprint per vehicle sold by Renault Group's brands was reduced by 28%, as calculated using a method developed by the Group. This method was revised in 2024 in order to obtain a finer analysis by applying assumptions closer to the real-life cycle impact of vehicles, particularly during their use phase. For example, the vehicle use assumption was raised from 150,000 km to 200,000 km and an adjusting coefficient was introduced. The latter is used to allow to overcome the gaps between homologation and real-life driving conditions. Approved values for CO₂ emissions and electricity consumption are thus increased by 20%. In order to bring the carbon footprint calculation into line with the latest standards and emission factors, particularly regarding materials, the end-of-life calculation method has been updated (application of the "cut-off" method) to better take into account the use of recycled materials when proceeding to the carbon footprint calculation.

GREENHOUSE GAS INTENSITY REDUCTION TRAJECTORY (PER VEHICLE SOLD UNDER RENAULT GROUP BRANDS) (1)
IN T EQ CO₂/VEHICLE



ABSOLUTE GREENHOUSE GAS REDUCTION TRAJECTORY (FOR RENAULT GROUP)
IN MILLION T CO₂E



VISION FOR ALIGNMENT WITH WELL-BELOW 2 °C (WB2C)

	CATEGORIES	UNIT	SCENARIO	BASE YEAR	TARGET	TARGET	STATUS AT END-2024
INTENSITY	Scopes 1 & 2	tCO ₂ e per vehicle produced	Well-below 2 °C	2012	2030	-60%	-44%
	Scope 3 cat. 11 - use of sold products	gCO ₂ e per vehicle-kilometer, well-to-wheel	2 °C	2010	2030	-41%	-30%
ABSOLUTE	Scopes 1 & 2	tCO ₂ e	1.5 °C	2019	2030	-62.5%	-50%
	Scope 3	tCO ₂ e well-to-wheel	Well-below 2 °C	2019	2030	-27.5%	-38%

(1) Greenhouse gas emissions as categorized by the Greenhouse Gas Protocol (2023).

KPI for scopes 1, 2 and 3

Across all three scopes, the Group tracks multi-year trends in its key performance indicators, corresponding to the priority targets of its decarbonization strategy. This approach is in line with the commitments made in this regard by the Group, which were approved by the SBTi in March 2019.

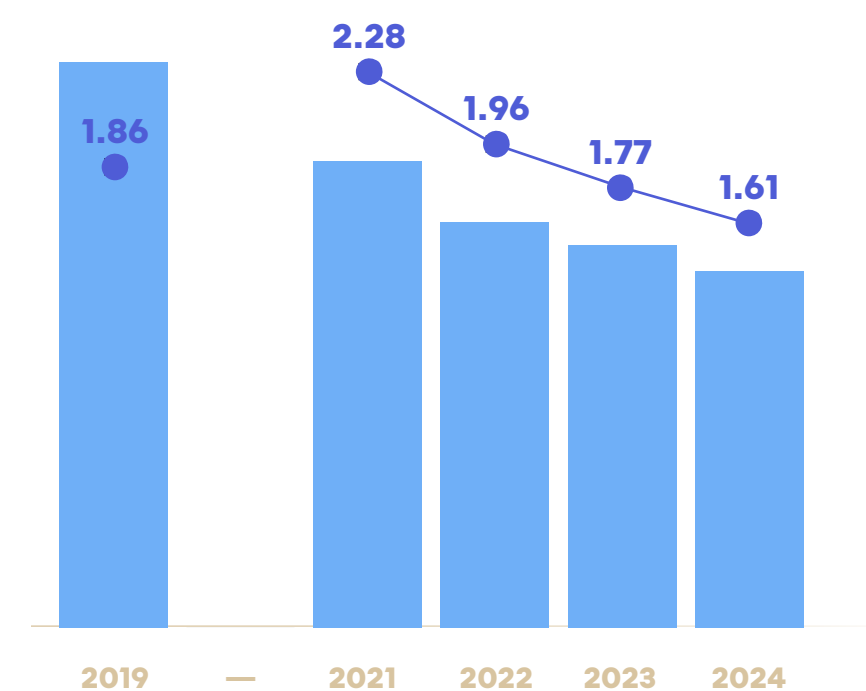
INDICATOR 1

SCOPE 1+2

ENERGY CONSUMPTION

In 2024, Renault Group improved its energy consumption performance by 14% (compared to 2019), reaching an average consumption of 1.61 MWh/vehicle. This performance contributes to maintaining the reduction in emissions in the Group's Scope 1 and 2 emissions. The reduction in energy consumption is due in part to greater maturity in the operational management of sites (team leadership, better control of consumption, operating rigor, etc.) and the implementation of ambitious technical action plans to optimize energy consumption at production sites (energy measurement plan, technology building blocks, digital solutions, etc.).

ENERGY CONSUMPTION



■ Total consumption (MWh)
● Consumption per vehicle produced (MWh/vehicle)

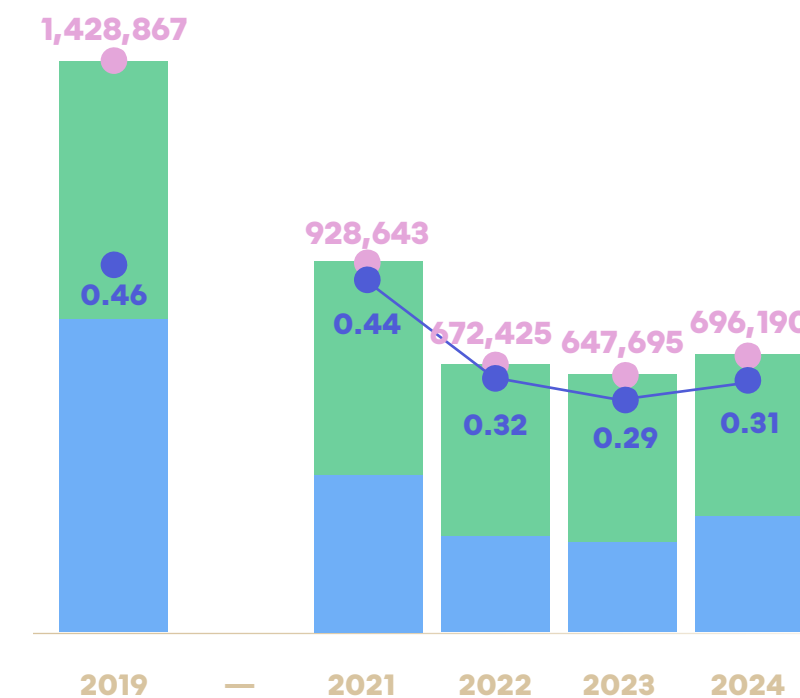
INDICATOR 2

SCOPE 1+2

GHG EMISSIONS PER VEHICLE PRODUCED

Renault Group tracks trends in greenhouse gas emissions per vehicle produced, accessing data for Scope 1 and 2 emissions, excluding impacts from changes in scope. In 2024, emissions rose slightly to 0.31 teqCO₂ per vehicle vs. 0.29 in 2023. Compared with 2019, the reference year, emissions have been reduced by 33%. Please note that most vehicle CO₂ is emitted during use and included in Scope 3 emissions.

GREENHOUSE GAS EMISSIONS



In teqCO₂:
■ Direct emissions
■ Indirect emissions

In teqCO₂/vehicle:
● Total emissions
● Emissions per vehicle produced

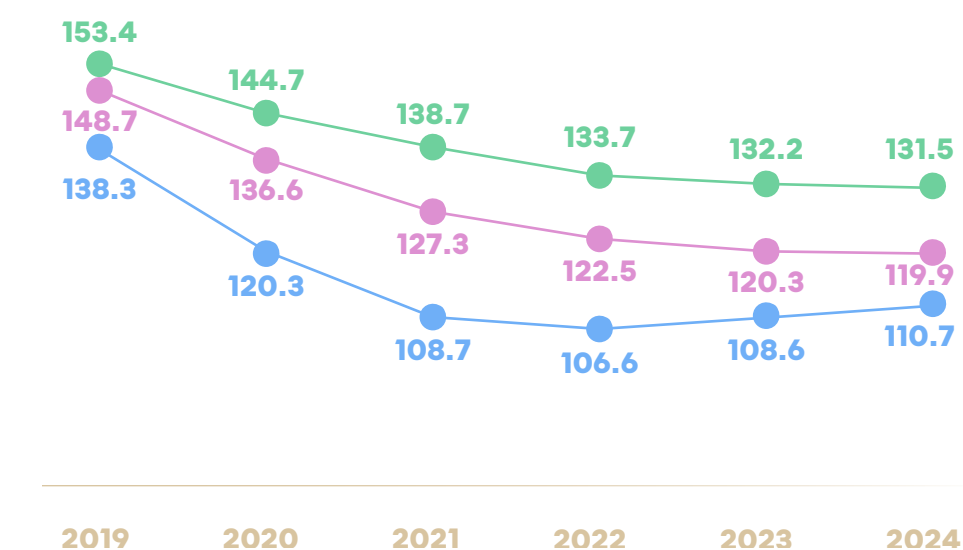
INDICATOR 3

SCOPE 3

DOWNSTREAM SCOPE 3 EMISSIONS: AVERAGE AMOUNT OF CO₂ IN EXHAUST GASES PER VEHICLE SOLD BY RENAULT GROUP (G/KM)

In 2024, the Group met its EU regulatory targets for CO₂ emissions from passenger cars and light commercial vehicles. According to data available at the time of publication, the average amount of CO₂ in exhaust gases of Renault Group passenger cars is measured at 110.7 g/km and corresponds to emissions during the use of the vehicle after its purchase. These results were obtained using calculation methods aligned with the requirements of WLTP standards.

AVERAGE AMOUNT OF CO₂ IN EXHAUST GASES PER VEHICLE SOLD BY RENAULT GROUP (G/KM)



● Passenger cars, European Union, RG⁽¹⁾
● Passenger cars, Worldwide, RG⁽²⁾
● All vehicles, Worldwide, RG⁽²⁾

Environmental performance: tracking and managing of indicators

Renault Group manages its environmental performance using a tracking system involving numerous indicators. They measure all emissions and pollutants relating to the Group's business activities.

They also allow the Group to assess its resilience in the face of certain chronic physical risks. The Group's performance on these indicators thus indirectly reflects the management of its environmental challenges. To that end, the Group measures its emissions of atmospheric pollutants, in particular VOCs (volatile organic compounds), the level of vulnerability of its sites to water stress, the quality of its water discharges, in particular by monitoring nickel and zinc discharges, and its quantities of non-recycled waste generated.

100%

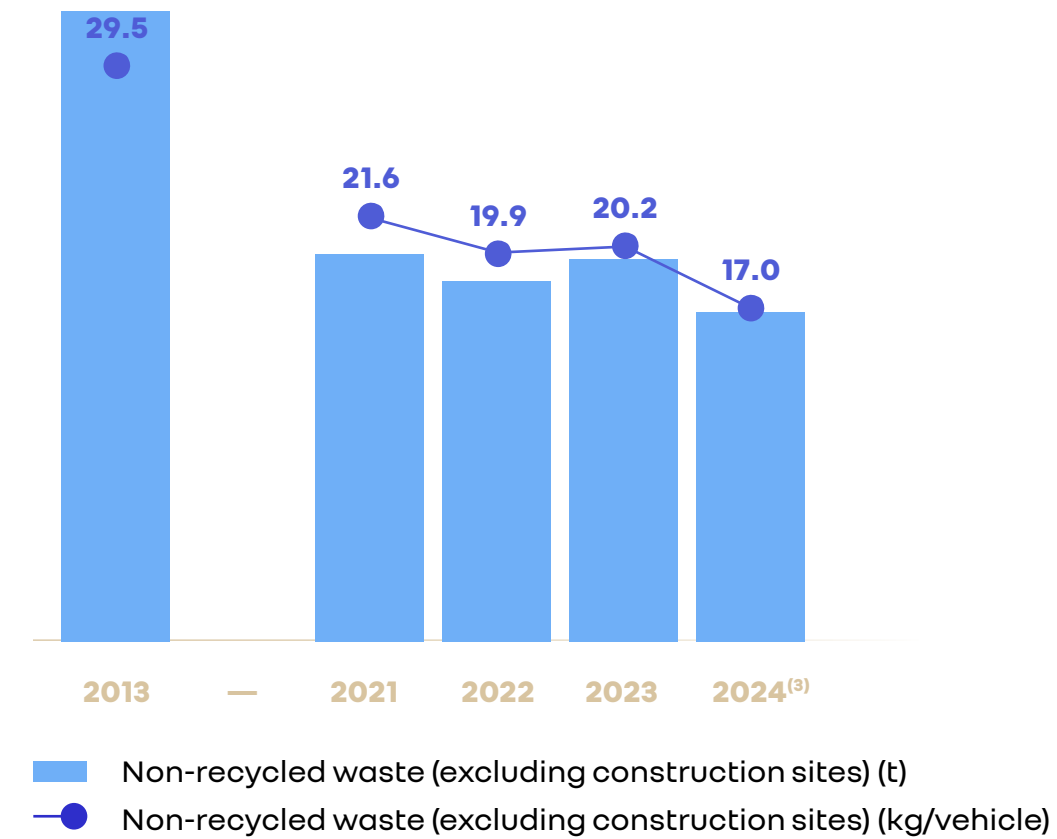
OF THE GROUP'S INDUSTRIAL SITES, AS WELL AS THE MAIN ENGINEERING AND LOGISTICS SITES, ARE ISO 14001 CERTIFIED

MONITORING OF ISO STANDARDS

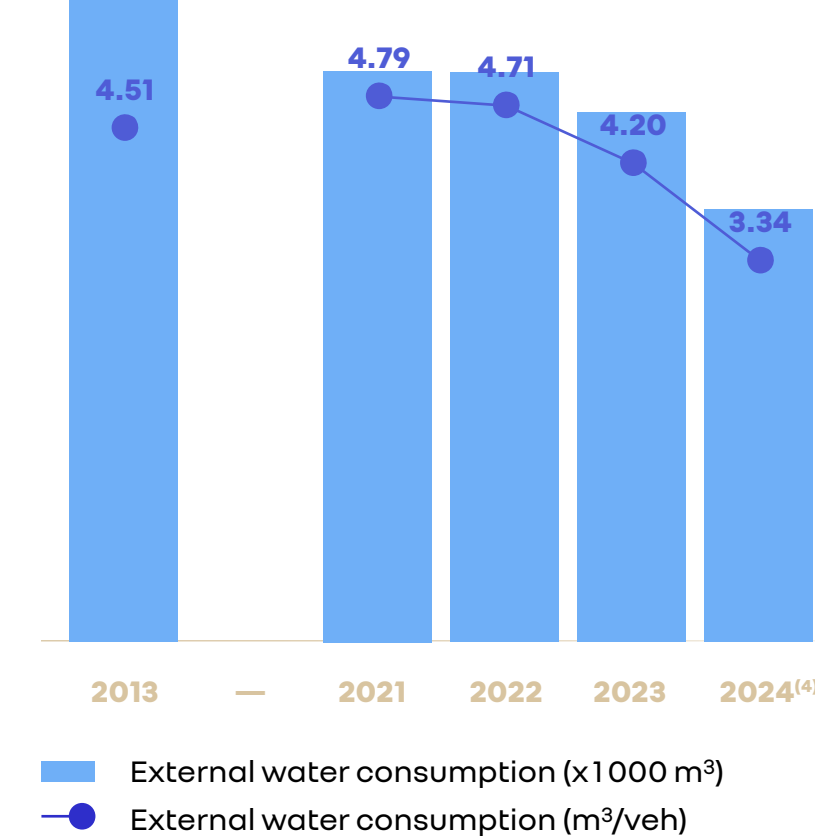
In 1995, Renault Group began implementing an environmental management system including a continuous improvement process based on ISO 14001 at its sites to reduce its environmental impact and ensure regulatory compliance.

All of the Group's industrial sites as well as its main engineering and logistics facilities have been ISO 14001 certified since 2008. Every certified site has updated its environmental management system to reflect the most recent version of the standard.

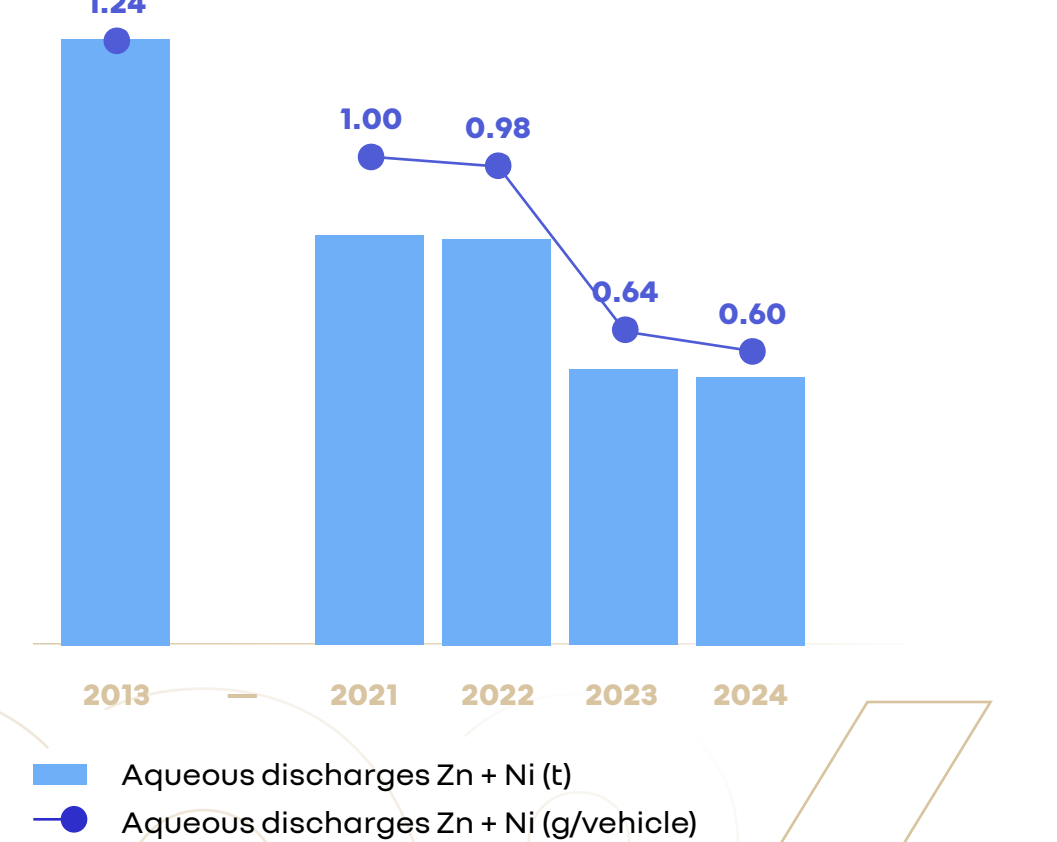
NON-RECYCLED WASTES⁽¹⁾⁽²⁾



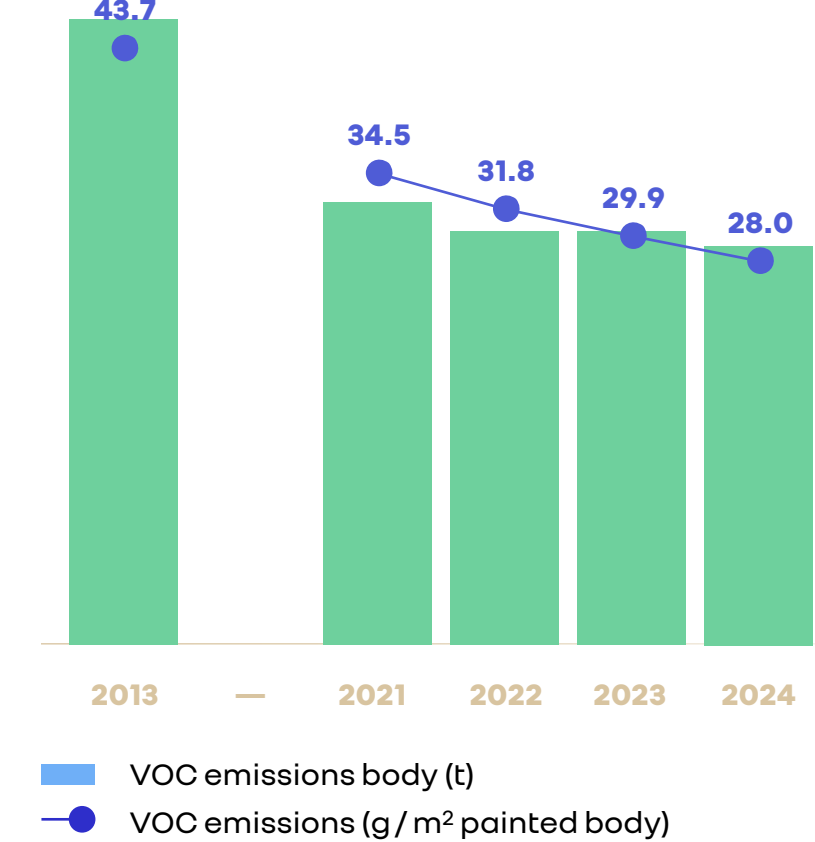
EXTERNAL WATER CONSUMPTION (IN M³)⁽¹⁾



AQUEOUS DISCHARGES OF ZINC AND NICKEL⁽⁵⁾



VOC EMISSIONS⁽⁵⁾



(1) Scope: all Renault Group manufacturing sites and main tertiary, logistics and engineering sites, excluding establishments in the RRG and Indra sales networks.
 (2) Construction waste, whose quantity is not correlated with activity, does not appear on the graph.
 (3) Estimated impact of Horse sites deconsolidation ~ 2.36 kg/veh.
 (4) Estimated impact of deconsolidation of Horse sites ~ 0.27 m³/veh
 (5) Scope: Group manufacturing sites.

External recognition of Group's achievements

To keep its stakeholders informed in a fully transparent manner about progress made towards its climate goals, Renault Group remains open to external assessment. It therefore regularly responds to a number of questionnaires issued by the main independent ESG rating agencies, provided they are not accompanied by a request for a financial contribution. In June 2023, Renault Group was also selected to join the CAC 40 ESG index, which brings together the 40 companies in the CAC Large 60 index with the best practices in terms of environmental responsibility and climate performance in particular.

ESG RATINGS



CDP (formerly the Carbon Disclosure Project) is an international not-for-profit organization representing major institutional investors. Each year, it publishes a ranking of the companies most committed to integrating climate issues into their business models.

- In February 2025, Renault Group received a B rating for "Climate Change".



The Science-Based Targets initiative (SBTi) aims to encourage companies to set greenhouse gas (GHG) emissions reduction targets in line with the goal of keeping the average global temperature rise below 2 °C, or even below 1.5 °C.

- In March 2019, Renault Group became the first carmaker to have its emissions reduction targets validated by the SBTi. Two years later, the Group joined the "Business Ambition for 1.5 °C" campaign led by the SBTi by committing to developing robust science-based targets aligned with 1.5 °C scenarios.

Visit for more information:
<https://sciencebasedtargets.org/business-ambition-for-1-5c>



Sustainalytics is a global leader in environmental, social and governance (ESG) research and analysis related to socially responsible investment. It assigns ratings to companies based on their ability to mitigate ESG risks.

- In February 2025, Sustainalytics' ratings ranked Renault Group 7th out of 76 automakers, with a score of 19.7 (low risk). The Sustainalytics assessment also ranked Renault Group 11th/57 for its "low carbon transition rating".



EcoVadis is a French agency that established the first rating platform to assess the social and environmental performance of suppliers worldwide.

- Renault Group continues to make progress and in February 2025 obtained an overall score of 80/100, which ranks it in the "Advanced Performance" level and places the Group in the top 1% of carmakers assessed by EcoVadis worldwide.

Visit for more information: www.ecovadis.com



ISS-Corporate compiles analysis reports covering more than 20,000 companies and is one of the world's leading rating agencies for corporate governance and sustainable investment.

- In February 2025, Renault Group maintained its C+Prime status.

STOCK MARKET INDICES



Euronext is the main operator of financial markets in the eurozone. Based in six countries, the organization has developed a range of indices integrating social responsibility and sustainable development criteria.

- Renault Group is included in ESG indexes in Europe and around the world and, since June 2023, is part of the new CAC40 ESG index.

TCFD cross-reference table

In June 2017, the Task Force on Climate-related Financial Disclosures (TCFD) published its disclosure recommendations for use by companies in providing information about their climate-related financial risks. The cross-reference table below identifies the actions taken by the Group in response to these recommendations. In addition to information published in the Universal Registration Document (URD), this table also refers to the Group's responses to the CDP "Climate Change" questionnaire, which has been aligned with the TCFD's recommendations since 2018. The Group has chosen to make its questionnaire responses public. They can be viewed at www.cdp.net.

THEME		TCFD RECOMMENDATIONS	RENAULT GROUP
Governance	Disclose the organization's governance around climate-related risks and opportunities.	A/ Describe the Board's oversight of climate-related risks and opportunities .	Climate Report: p. 36, 37. CDP questionnaire items: C1, W6.
		B/ Describe management's role in assessing and managing climate-related risks and opportunities.	Climate Report: p. 38, 39. CDP questionnaire items: C2, W4.
Strategy	Disclose 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.	Climate Report: p. 40, 41, 42. CDP questionnaire items: C2, C3, W4.
		B/ Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning .	Climate Report: p. 40, 41, 42. CDP questionnaire items: 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.	Climate Report: p. 9. CDP questionnaire items: C2, C3, W7.
Risk management	Disclose how the organization identifies, assesses and manages climate-related risks.	A/ Describe the organization's processes for identifying and assessing climate-related risks.	Climate Report: p. 39. CDP questionnaire items: C2, W3.
		B/ Describe the organization's processes for managing climate-related risks.	Climate Report: p. 39. CDP questionnaire items: C2, W3.
		C/ Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	Climate Report: p. 39. CDP questionnaire items: C2, W3.
Metrics and targets	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	A/ Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Climate Report: p. 45, 46, 47. CDP questionnaire items: C4, W8.
		B/ Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions and the related risks.	Rapport Climat: p. 8, 45, 46, 47. CDP questionnaire items: C6, C7, W8.
		C/ Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Rapport Climat: p. 8, 45. CDP questionnaire items: C4, W8.

Glossary

Carbon Border Adjustment Mechanism (CBAM):

Established under EU Regulation No. 2023/956, the CBAM is the world's first mechanism aimed at pricing carbon emissions associated with the production of carbon-intensive goods imported into the European Union. Its purpose is to encourage cleaner industrial production in third countries while preventing the risk of carbon leakage, which refers to the relocation of European production to countries with less ambitious climate policies.

Carbon offsetting: a process involving the neutralization of fossil fuel emissions in one area by financing new carbon sinks in another area outside the value chain.

Circular economy: a model of resource production and consumption in any economy that involves reusing and recycling products and materials to preserve their value and usefulness for as long as possible. The goal is therefore to extend the life cycle of products and materials in order to optimize emissions from the use of products and avoid emissions from the extraction and transformation of raw materials.

Climate change adaptation: the ability to prevent and limit risks from the consequences of climate change, by adapting or adjusting the organization's strategy to address the risks identified. In practice, this involves reducing the effects of climate change on populations, economic activities or nature.

Climate change adaptation scenarios: these scenarios are used to assess the likelihood of climate-related risks and to examine the nature and extent of each risk's impact on performance in the

short, medium and long term. They serve as a basis for the implementation of the organization's climate strategy and the inclusion of all potential impacts in its process for the management of climate risks.

Climate change mitigation: measures and actions put in place to limit the consequences of climate change, entailing the implementation of efforts to reduce greenhouse gas emissions by the organizations causing them as well as the protection of carbon sinks and their enhancement.

CO₂ equivalent: a unit of measurement introduced by the IPCC and used to standardize the climate effects of various greenhouse gases based on their global warming potential. It helps identify priority actions to fight climate change.

Eco-design: a business model focused on the frugal use of materials, significantly increased use of recycled or bio-sourced materials, but also factoring in the dismantling and recycling of vehicles at their end of life to boost the potential for the reuse of vehicle components and materials.

Emissions reduction plan: a pathway to reduce greenhouse gas emissions, involving targets set in line with international standards and the regular monitoring of progress against these targets.

Fair transition: a concept aimed at ensuring that climate change adaptation and mitigation strategies take into account the workforce-related and social consequences of all transitions involved. This approach to transition provides support for the affected sectors and populations by repairing harms, addressing inequalities, avoiding job losses and equitably distributing the transition's benefits at all levels.

Greenhouse Gas Protocol (GHG Protocol):

a globally recognized framework for measuring and managing greenhouse gas emissions from the activities of private and public sector entities drawn up by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI). The aim of the GHG Protocol is to develop international standards for the accounting and reporting of greenhouse gas emissions.

Greenhouse gases: the greenhouse effect refers to the natural phenomenon whereby certain gases in the atmosphere such as carbon dioxide (CO₂) and methane trap heat that would otherwise be released into outer space, making the temperature on Earth liveable for all ecosystems. However, the massive production of CO₂ resulting from human activity and population growth has pushed the greenhouse effect to new levels, raising the planet's surface temperature.

Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES):

an independent intergovernmental body open to all member states of the United Nations established to strengthen the science-policy interface for the assessment of biodiversity and ecosystem services and to develop action plans for the preservation and sustainable use of biodiversity. In 2019, the IPBES published a report identifying the five main drivers of biodiversity loss: land and sea use changes, overexploitation of resources, climate change, pollution, and invasive alien species.

Net zero: a situation in which the volume of greenhouse gas emissions released into the atmosphere by an organization or within a geographical area, measured in CO₂ equivalent (CO₂e), is balanced by an equivalent volume of greenhouse gas removals from the residual emissions of the entity or region.

Scope 1 emissions: Greenhouse gas emissions from sources that an organization owns or controls directly. For Renault Group, Scope 1 covers emissions that are a direct result of the operations of its production and administrative sites as well as its engineering and research facilities.

Scope 2 emissions: Greenhouse gas emissions that an organization causes indirectly when the energy it purchases and uses is produced (electricity, steam, heat and cooling).

Scope 3 emissions: Greenhouse gas emissions that are not produced by an organization itself and are from sources that are not owned or controlled by the organization, but for which it is indirectly responsible. For Renault Group, Scope 3 covers emissions associated with the extraction of metals and their transformation within the value chain as well as the production of fuel and electricity consumed during vehicle use in addition to the use of vehicles themselves, their end-of-life processing and their recycling.

Value chain: a concept used to model the sequence of activities involved in bringing a product or service from initial conception, through the successive phases of production, to delivery to the end consumer and beyond, in which each stage has costs and impacts but also adds value to the product or service.

Acknowledgements



// Taking up the challenge of reducing a carmaker's carbon footprint was no mean feat!

But today we are pleased to note that everyone at Renault Group is doing their part. Every division and department have asked us how they can contribute to meeting the Group's climate commitments. We work on a daily basis with a passionate group of people who communicate the Group's climate strategy at the business line level, to staff at our brands and entities, and across our various sites in France and around the world. I extend my deepest thanks to them."

Virginie Sauvet-Goichon
Climate Project Leader,
Renault Group

THANKS

Our primary ambassadors: Fabrice Abraham, Yves Babian, Stéphane Beroff, Nicolas Beutter, Denis Vindret, Hassna Elfarouq, Patrick Merlant, Fabien Dos Santos, Juliette Bougon, Alexandre Buzy, Pierre Caillard, Bertrand Cherpin, Jean-Denis Curt, Felipe Da Silva, Guillaume Despert, Lara-May Drole, Nicolas Estèbe, Barbara Forrière, Cécile Fournier, Nadège Fuks, Germain Gibarroux, Pierre Gilbert, Guillaume Jacquier, Emmanuelle Kobialka, Christel Laferte, Sylvain Le-Gall, Dominique Lucas, Olivier Mahe, Philippe Michard, Ionela Mocanu, Gladys Moreac-Njeim, François Farion, Anna-Maria Morgante, Étienne Pesnelle, Fabienne Petit-Pierre, Laurant Rougier, Ingrid Sauval, Gaël Theze, Patrick Vincent, Virginie Verlynde, Ara Sedrakian, Quentin Nogarede, Florence Ughetto, Alain Gentilini **and all Renault Group employees.**

About this report

ABOUT THIS REPORT

The publication of this second edition of Renault Group's Climate Report, aligned with the disclosure recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), aims to offer its stakeholders a comprehensive overview of the Group's climate strategy and performance, with the necessary updates to lay the groundwork for the preparation of the Group's climate reporting aligned with the requirements of the EU's Corporate Sustainability Reporting Directive (CSRD) and in particular those laid down in the ESRS E1 standard.

This report provides context for Renault Group's climate commitments with respect to the risks and opportunities addressed by the Group. It also details the management resources dedicated to this strategy and the procedures put in place in response to these issues, both within its decision-making bodies and across its organization.

The report presents the Group's climate goals, but also how the latter form an integral part of its Renaulution strategic plan. Progress made since 2021, when the first edition of the Renault Group Climate Report was published, is also discussed, as are the areas for improvement the Group has yet to explore, all part of an approach based on transparency.

The report then describes the operational action plans put in place to reduce emissions and the ways in which impacts are managed. These action plans cover the Group's Scope 1, Scope 2 and Scope 3 emissions and their concrete results are illustrated with examples of projects and products, along with numerical data. Lastly, this second edition explains how Renault Group engages its key stakeholders in the achievement of the climate goals it has set for itself. For a fuller appreciation of the Group's performance in 2024, it would be useful to read this report alongside the 2024 Universal Registration Document, the Group's key performance indicators, as well as its response to the CDP questionnaire.



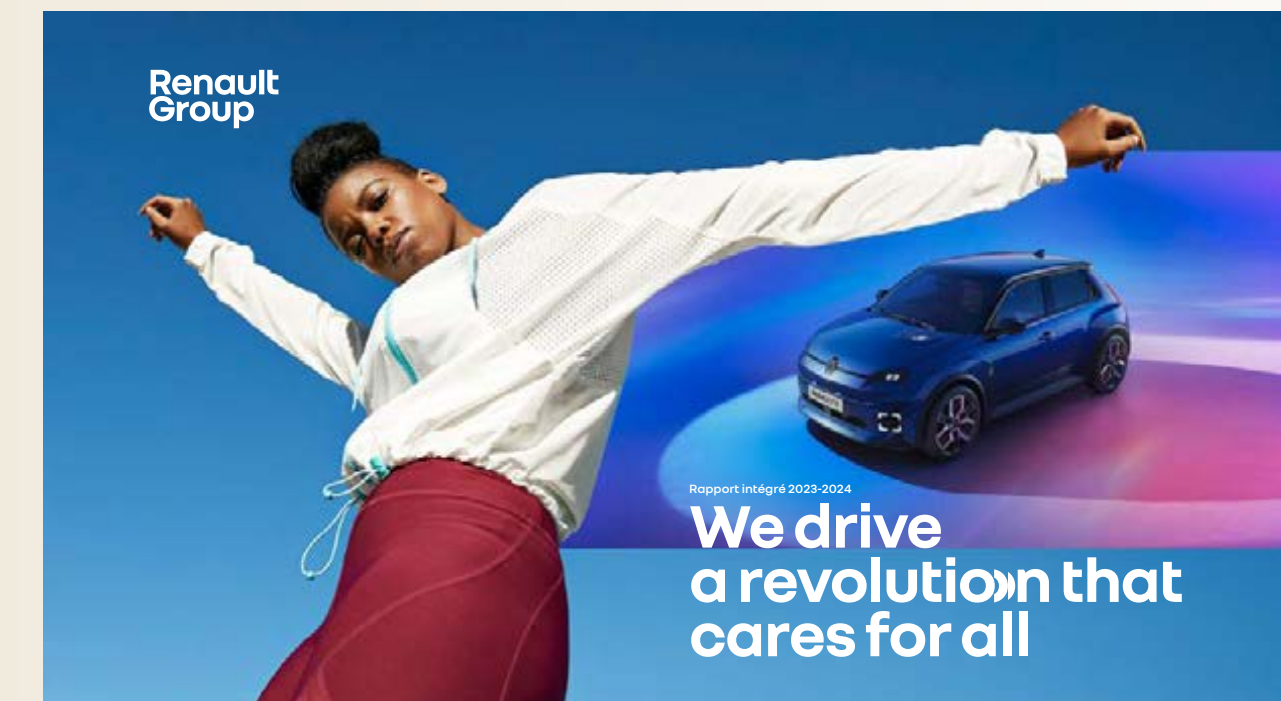
Further reading



 **2024 UNIVERSAL REGISTRATION DOCUMENT**
Including the Annual Financial Report



 **VIGILANCE PLAN**



 **2023-2024 INTEGRATED REPORT**

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Renault Group