

GROUPE RENAULT



**LIVING
THE FUTURE
OF MOBILITY
TODAY**

2018-2019
ANNUAL REPORT



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Officer** 02

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For 120 years, our cars have been all about passion, inventiveness and affordability. Today, we are continuing this success story around the world, offering improved performance and innovative concepts, together with a genuine reinvention of mobility. From smart islands and spectacular advances in autonomous and electric vehicles to the wildest concept cars, we are setting the stage for a new era of shared and sustainable mobility. Our customers have high expectations and we develop bold solutions, producing smart and safe vehicles that evoke fresh emotions and deliver unique experiences. With this same objective in view, we are stepping up our efforts across all the key areas of our **DRIVE THE FUTURE** strategic plan for 2022. Alongside our partners, we are also reiterating our commitment to the goals of the world's largest automotive alliance, which celebrates its 20th anniversary this year.



MESSAGE FROM JEAN- DOMINIQUE SENARD

CHAIRMAN OF
THE BOARD OF DIRECTORS,
GROUPE RENAULT

In the past year, Renault demonstrated its resilience and strength in the face of obstacles. I am especially proud to have joined this Group at a defining moment in its history. A defining moment, first, because the automotive sector is undergoing radical change and must reinvent mobility and associated services, amid a rapidly evolving competitive environment. For Renault, these challenges represent opportunities to showcase its expertise, in the spirit of conquest and innovation that has guided its actions for more than 120 years.

A defining moment, in addition, because Renault is embarking on a new phase in its history. As we enter this new era, we have put trust at the center of our model. To begin with, the Group has revamped its governance structure to improve its balance as well as the diversity of skills and profiles, all underpinned by a strong ethical foundation. Next, we wanted to give the Alliance a new start. Its structure and its organization have been reconceived to guarantee an effective balance of power, foster dialogue, and promote fluidity. Today, our Alliance is stronger and better equipped to confront the challenges ahead.

For Groupe Renault, this new structure and organization are the guarantee of confidence and performance over the long term. It is my firm conviction that the Group is now well equipped to grow profitably and with respect for people.

BOARD OF DIRECTORS

OF GROUPE RENAULT AS OF APRIL 1, 2019

Jean-Dominique Senard
Chairman of the Board of Directors

Catherine Barba
Independent Director

Frédéric Barrat
Director elected by employees

Miriem Bensalah Chaqroun
Independent Director

Cherie Blair
Independent Director

Thomas Courbe
Director representing the French government

Marie-Annick Darmaillacq
Independent Director

Thierry Derez
Independent Director

Pierre Fleuriot
Independent Director

Richard Gentil
Director elected by employees

Carlos Ghosn
Director

Philippe Lagayette
Independent Director

Find out more about the membership of the Board of Directors at group.renault.com/en/our-company/leadership/board-of-directors/

Benoît Ostertag
Director elected upon proposal of the employee shareholders

Eric Personne
Director elected by employees

Olivia Ronghong Qiu
Independent Director

Yu Serizawa
Director elected upon proposal of Nissan

Pascale Sourisse
Independent Director

Patrick Thomas
Independent Director

Martin Vial
Director designated by the French government

Yasuhiro Yamauchi
Director elected upon proposal of Nissan

FOUR SPECIALIZED COMMITTEES

AUDIT, RISKS AND ETHICS COMMITTEE (CARE)

This Committee has between three and eight members. It met six times in 2018. The CARE monitors issues relating to the preparation and audit of the financial statements and all accounting and financial information, as well as the effectiveness of internal audit and risk management systems.

APPOINTMENTS AND GOVERNANCE COMMITTEE

This Committee has between three and five members. It met nine times in 2018. Its responsibilities include considering the renewal of directors' terms of office and drawing up succession plans for senior executives, all while aiming to improve gender balance on governing bodies. It monitors the Group's adherence to its commitments in terms of ethics and non-financial compliance as well as environmental, workforce-related and social responsibility.

COMPENSATION COMMITTEE

This Committee has between three and five members. It met four times in 2018. It makes recommendations to the Board, in particular concerning the compensation policies for the Chairman and the Chief Executive Officer, draft resolutions to be submitted for the approval of shareholders at the General Meeting on corporate officers' compensation, the compensation of directors and, more broadly, all types of incentive mechanisms for the Group's employees.

INTERNATIONAL, INDUSTRIAL AND DIGITAL STRATEGY COMMITTEE

This Committee has between three and nine members. It met three times in 2018. Its main responsibility is to regularly review the overall strategy of the Group and the Alliance, in particular regarding mergers and acquisitions, strategic partnerships, product and technology development, the competitiveness of production sites, and the Group's geographic expansion.



MESSAGE FROM THIERRY BOLLORÉ

CHIEF EXECUTIVE OFFICER,
GROUPE RENAULT

With 3.88 million vehicles sold, Groupe Renault set a new sales record in 2018, with revenues of €57.4 billion and an operating margin above 6%, while remaining profitable in each of its regions. This performance was achieved despite numerous challenges. 2018 saw the collapse of, and even the withdrawal from, certain markets, unfavorable exchange rates, and more rapid shifts in the global energy mix. In the face of these headwinds, Groupe Renault demonstrated exceptional resilience.

What were the sources of this strength? First, a more robust internationalization strategy. In 2018, we generated more than half of our sales outside Europe. We beat our own records in Russia, Brazil and Argentina, while expanding our foothold in China. The synergies unlocked within the Alliance also contributed to our Group's performance, as did the FAST transformation program.

A diversified geographic presence, financial discipline, the collective efforts of all the men and women that make up Groupe Renault and the Alliance—these were the sources of our strength in 2018 and they will continue to fuel our growth over the coming years, in line with the objectives of our Drive the Future strategic plan. We are looking ahead to the future with confidence, under the leadership of Jean-Dominique Senard and with several new faces on the Executive Committee. Together, we will help build tomorrow's mobility: electric, connected, autonomous, shared and accessible to everyone.

EXECUTIVE COMMITTEE

OF GROUPE RENAULT

Thierry Bolloré

Chief Executive Officer, Groupe Renault

Clotilde Delbos

Group CFO, Chairman of the Board
of Directors of RCI Banque

José Vicente de los Mozos

Group EVP, Manufacturing and Supply
Chain

Gaspar Gascon-Abellan

Alliance Deputy EVP, Engineering

Philippe Guérin Boutaud

Group EVP, Quality and Total Customer
Satisfaction

Ali Kassai

Group EVP, Product Planning and Programs

Olivier Murguet

Group EVP, Sales and Regions

François Renard

Group EVP, Global Marketing

François Roger

Group EVP, Human Resources

Véronique Sarlat-Depotte

Alliance Global EVP Purchasing,
Chairman and CEO of the Alliance
Purchasing Organization

Laurens van den Acker

Group EVP, Corporate Design

Frédéric Vincent

Group EVP, Information Systems
and Transformation



Find out more about the membership of the Executive Committee at group.renault.com/en/our-company/leadership/executive-committee/

***THE ALL-NEW
CLIO, CARRYING
THE GENES OF
THE FUTURE***



Not only has the fifth generation of the Clio undergone a complete makeover—especially its interior—but it is also equipped with the first technology elements of tomorrow's autonomous, electrified and connected cars. What better than an icon to embody the future of mobility?

With its most advanced supermini yet, Renault is paving the way for the next generation of cars. More sophisticated, embedding many new technologies, the all-new Clio makes the driver assistance systems leading to tomorrow's autonomous driving widely available today on a city car. Under the hood is an E-Tech hybrid powertrain. Protected by more than 150 patents, it is inspired by the engine of the same name developed by the engineers and designers at Renault F1 Team and offers a unique driving experience: electric mode always engaged at start-up, highly responsive acceleration, and regenerative braking. The all-new Clio also stands out with its new "Smart Cockpit" cabin architecture. More compact to free up space, it is also more ergonomic for the driver, and the dashboard's wave-like shape creates an impression of visual width. Lastly, with Renault Easy Drive, the car features the most comprehensive driver assistance system on the market in its class, divided into three function areas: driving, parking and safety.

THE ALL-NEW CLIO, ICON OF A NEW GENERATION

...

MORE MODERN, MORE ATHLETIC,
THIS FIFTH-GENERATION CLIO COMBINES EXTERIOR
EVOLUTION AND INTERIOR REVOLUTION.



No. 1
IN FRANCE
among all classes

...

15
MILLION
units sold since 1990

...

No. 2
IN EUROPE

...



AS EASY TO USE AS A TABLET

The vertical 9.3-inch multimedia screen positioned on the central console gives a contemporary feel to the cabin and visually enlarges the dashboard. Its new Renault Easy Link connected system, remarkably simple to use and read, gives access to all the multimedia and infotainment features and navigation aids, for a more immersive driving experience.

NEW HYBRID CAPTUR

Another major update has been announced for the Renault range: the new Captur. It will be Renault's first-ever plug-in hybrid, based on the E-Tech hybrid technology. To start charging, drivers just need to plug it in and enter the desired charge-end time in the My Renault application.

A LEADER IN ELECTRIC MOBILITY

Renault was a pioneer and is the European leader in all-electric mobility, with more than 200,000 units sold of the popular Zoe and Kangoo Z.E. models. Today, the Group is stepping up its efforts to put the energy transition within everyone's reach. The electrification of the Renault range is continuing, as laid out in the Drive the Future strategic plan, with a single goal: making electric vehicles affordable for the widest possible public around the world. Renault K-ZE, the latest addition to the electric vehicle family, designed for an international rollout, will be introduced first in China, the world's largest market for electric vehicles.

Apart from the vehicles themselves, Groupe Renault is working with its many partners to co-construct solutions for the electric vehicle ecosystem. Electric vehicles, via their batteries, are central to the smarter reuse of energy and have a key role to play in next-generation mobility, including car-sharing systems. For Renault, electric vehicles hold the promise of multiple beneficial developments in technology and for society.



AT THE FOREFRONT OF ELECTRIC MOBILITY

...

A PIONEER AND LEADER
IN ALL-ELECTRIC MOBILITY, RENAULT
IS STEPPING UP ITS EFFORTS TO PROMOTE
THE ENERGY TRANSITION.



10+
YEARS
of experience
...

30,000
EMPLOYEES
trained specifically to work
on electric vehicles
...



MASTER JOINS THE Z.E. LINE

Launched in 2018, the Master Z.E., a large all-electric van, rounds out Renault's "zero emissions" line of light commercial vehicles.

LARGE-SCALE ENERGY STORAGE

In line with its commitment to promote the circular economy, Groupe Renault is developing pre-life and second-life business models for the traction batteries powering its electric vehicles. For example, by 2020, the Advanced Battery Storage project, which was inaugurated by the Group in 2018, will be the largest stationary electricity storage system ever built in Europe exclusively using electric vehicle batteries.

SMART ISLAND ECO- SYSTEMS

How can we build an integrated electric vehicle ecosystem, including energy management and storage? As a participant in the Smart Fossil Free Island program, the Group decided to investigate the viability of such a system, able eventually to be replicated at the scale of a district or an entire city. Porto Santo, in the Madeira archipelago, and Belle-Île-en-Mer, an island off the coast of southern Brittany, have thus become genuine testing grounds.

Taking advantage of its favorable weather conditions, Porto Santo has developed wind and solar farms. But a system had to be invented for the storage and smart management of the energy generated by these intermittent sources. Madeira's regional government and the local electricity provider, Empresa de Electricidade de Madeira (EEM), thus sought out Renault's expertise. An 18-month experiment has been launched with the voluntary participation of 20 residents. On Belle-Île-en-Mer, the FlexMobile program has been initiated in partnership with Morbihan Énergies, Les Cars Bleus and Enedis. Over a period of two years, a new ecosystem to promote sustainable mobility is being developed, with the active participation of residents, to further the island's energy independence and reduce its carbon footprint.



BEYOND VEHICLES, AN ECOSYSTEM

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ELECTRIC VEHICLES ARE ESSENTIAL TO ACHIEVING THE TRIPLE TRANSITION TO ELECTRIC MOBILITY, RENEWABLE ENERGIES AND SMART GRIDS. TOGETHER WITH ITS PUBLIC- AND PRIVATE-SECTOR PARTNERS, THE GROUP IS DEVELOPING INNOVATIVE SOLUTIONS TO MAKE THIS VISION A REALITY.



2

SMART ISLAND
projects

...

3

SMART CO-INNOVATION
projects to balance
energy supply and demand

...

SMART CITY, SMART GRID

In the Netherlands, the Z.E. Smart Charge app developed by the start-up Jedlix, in which Groupe Renault owns a stake, chooses times for charging sessions when available capacity on the grid is greater than demand and when electricity prices are lowest. In Utrecht, the car-sharing service using Renault Zoe electric vehicles developed by Groupe Renault and We Drive Solar is powered by a Smart Solar Charging network, using energy generated exclusively by 10,000 solar panels installed across the region. And in the United Kingdom, in partnership with the home electricity storage specialist Powervault, Renault is giving electric vehicle batteries a second life.



BIDIRECTIONAL CHARGING

To address the issues raised by peak consumption periods, in early 2019 Renault unveiled the first-ever large-scale test, in Portugal and the Netherlands, of a bidirectional charging, or vehicle-to-grid, system for electric vehicles, a key component of the future smart grids. This system not only allows charging to take place particularly when demand is low and thus at lower prices, but the vehicles are also able to feed power back into the grid to increase its capacity during peak demand times.

BENEFITING MOBILITY

More and more, consumers are opting for sharing over owning. The Group is actively committed to this sharing economy and has taken on the role of service operator to offer new urban mobility solutions. In the south of France, 2019 saw the launch of Renault Mobility's electric vehicle car-sharing service in Métropole Nice Côte d'Azur, the intercommunal structure linking 49 member municipalities and centered on the city of Nice. In four of these municipalities, 57 Renault Zoe electric vehicles are now available for rental 24/7, by the hour or the day. In Madrid, Renault has teamed up with the Spanish infrastructure operator Ferrovial Servicios to propose Zity, a service providing access to a fleet of 500 Renault Zoe electric vehicles. Zity offers unrestricted driving throughout the city, free parking, and the possibility to keep the car during a stopover, for a meeting or appointment, to run shopping errands, or even to take in a movie. With this service, Renault is testing an ultra-flexible and unique offering. In keeping with its long-term vision around mobility issues and tomorrow's smart cities, the Group is positioning itself as an operator of new services, with a constant eye to evolving usage patterns, at the forefront of electric mobility in Europe.

GETTING AROUND IN CITIES DIFFERENTLY

...

PERSONAL VEHICLES NOW SHARE
CITY STREETS WITH NEW MODES
OF TRANSPORTATION.



5,500
ELECTRIC
vehicles by Renault
available for car-sharing
in Europe
...

1 in 3 km
DRIVEN
WILL BE SHARED
by 2030
(PwC study, 2018)
...



NO SOONER PURCHASED THAN CARRIED HOME

Picking out items at a major Swedish furniture chain and bringing them home immediately, even if they are oversized, is now possible thanks to the Renault Mobility app, which offers self-service light commercial vehicle rentals at many IKEA locations throughout France.

MARCEL CAB LAUNCHES AN ELECTRIC LINE

Marcel Cab, a private car service available in Paris and its environs that became a Group subsidiary in 2017, employs some 1,700 chauffeurs and generates half of its revenue with corporate clients. In 2018, this service introduced an all-electric offering on its platform called e•co., with a fleet of 500 Renault Zoe electric vehicles.

ON THE ROAD TO AUTONOMY

How can we solve the “last mile” problem and expand the reach of public transportation to transform urban areas into efficient smart cities, for the benefit of their residents? For the Group, the solution involves fleets of shared robo-vehicles, able to circulate in urban or semi-urban settings in complete safety. To bring this scenario to life, Renault is currently conducting two large-scale tests.

The Rouen Normandy Autonomous Lab project, carried out in partnership with Métropole Rouen Normandie (the authority for the inter-communal structure centered on the city of



Rouen), Transdev and Matmut, has entered its operational phase. Four driverless Renault Zoe electric vehicles are being tested on three circuits, originating at the terminus of a tram line, by a group of local resident volunteers. They use an application to submit their requests to be picked up by a Renault Zoe, which then drives them to their destination. At the Plateau de Saclay, an international science and technology cluster near Paris, a group of École Polytechnique students are taking part in an open road test of a robo-cab service developed by the Renault-Nissan-Mitsubishi Alliance, accessed via a smartphone app.



AT THE FOREFRONT OF EXPERIMENTATION

...

TOMORROW'S MOBILITY IS NO LONGER CONFINED TO LABS. FAR FROM MERELY IMAGINING THE FUTURE, GROUPE RENAULT IS EXPLORING IT IN ALL ITS DIMENSIONS.



3 - 10 - 17

Rouen Normandy Autonomous Lab service:
3 lines, 10 kilometers, 17 stops

...



EZ-POD CONCEPT FEATURED AT VIVA TECH 2019

Renault's new autonomous vehicle concept, based on the Twizy, offers an additional mobility solution for passengers, but other models are being designed for transporting goods. It was presented at Viva Tech alongside two other concepts (EZ-Flex and ZOE Cab).

SHARED VISION

To go further and imagine the automobile's place in tomorrow's smart cities, Groupe Renault initiated a joint creative exploratory project in 2018 along with the architecture firm Chartier Dalix focusing on the trio of concept cars introduced in 2018 by Renault—EZ-GO, EZ-PRO and EZ-ULTIMO—to examine how they could fit into Chartier Dalix's current studies. This "multi-strata city" project is fully in tune with emerging urban ecosystems, bringing together vehicles, infrastructure and services.

A ROBO-VEHICLE TRILOGY

Through the full robo-vehicle family unveiled in 2018, Renault is exploring the shared mobility of the future, setting its sights on 2030. The Group sees mobility solutions designed for everyone, accessible to the widest possible public, as a key feature of smart city ecosystems. Functional or emotional, whether used to transport goods or people, EZ-GO, EZ-PRO and EZ-ULTIMO sketch the outlines of a new vision for the future. EZ-GO gives an initial idea of what an everyday robo-vehicle might look like—electric, connected, autonomous, with no steering wheel or driver—to be used on demand for shared urban mobility. EZ-PRO takes a fresh perspective on the delivery of goods in cities. Given the phenomenal rise of e-commerce, last-mile delivery has become a strategic issue, accounting for 30% of urban traffic today.⁽¹⁾ A shared solution, entirely fluid for end users, EZ-PRO is discreet, clean and whisper-quiet. Lastly, with EZ-ULTIMO, Renault is imagining tomorrow's premium autonomous service vehicle, offering a private, exclusive and unique setting for passengers. As the natural extension of a similar level of service offered by an airline, hotel or resort, able to be used as a mobile office or to deliver the ultimate tourist experience, EZ-ULTIMO allows passengers to successively explore different places with their luggage and purchases in tow.

(1) Source: "Le marché français du dernier kilomètre," Les Echos Études, September 2017.



IN COLLABORATION WITH OUR PARTNERS

...

TO UNLEASH THE FULL POTENTIAL OF AUTONOMOUS VEHICLES,
THE GROUP IS PURSUING STRATEGIC PARTNERSHIPS.



2019

Autonomous driving technologies are included in some Renault models

...

15

Renault models will be equipped with autonomous technologies by the end of the strategic plan

...

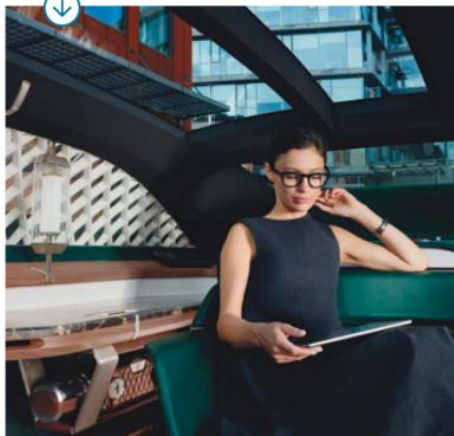
Over 60%

of the world's population will live in urban areas by 2030, according to the UN

...

EXPERIENCE ABOARD THE EZ-ULTIMO

The advent of connected and autonomous vehicles will prompt users to seek out enriching experiences and to make the most of their travel time. To anticipate these developments, Renault has acquired a stake in the Challenges media group. This partnership has resulted in the development of Augmented Editorial Experience (AEX), presented at the Paris Motor Show in 2018, a new type of premium and personalized editorial content.



EZ-PRO, THE ULTIMATE URBAN SOLUTION

The chocolatier and chocolate artist Patrick Roger, named a Meilleur Ouvrier de France in 2000, operates 10 boutiques in Paris, Saint-Germain-en-Laye and Brussels. Committed to the energy transition, he is a Group partner for the EZ-PRO project, a solution for the future to address the challenge of urban deliveries to his end customers or the boutiques in his retail network.

CONQUERING NEW HORIZONS

As the world's largest automotive market with 28.1 million vehicles sold in 2018, China is one of the key pillars of the Drive the Future strategic plan. This past year, the Group reaffirmed its ambitions for two growing segments: electric vehicles and light commercial vehicles. China accounts for half of all electric vehicles sold globally.⁽¹⁾ In 2018, the Group

thus launched a SUV-style A-segment city car, the K-ZE, developed in record time by eGT, a joint venture created in 2017 by the Alliance and Dongfeng Motor Group. In addition, it announced the acquisition of a significant stake in JMEV, one of China's leading electric vehicle manufacturers, a subsidiary of JMCG. China's light commercial vehicle market also has great potential and is another of the Drive the Future strategic plan's main priorities. The rapid growth of e-commerce and increasing urbanization are boosting demand for this type of vehicle. It is estimated that last-mile delivery will surge by 125% between now and 2030.⁽¹⁾ In recognition of this trend, the Group has created a joint venture in this area with Brilliance. The two partners aim to bring seven new light commercial vehicle models to market by 2022, including three electric ones, to be sold under the Jinbei, Renault and Huasong brands.

⁽¹⁾ Source: China Association of Automobile Manufacturers (CAAM).



BEYOND CHINA

...

FOR THE GROUP, THE INTERNATIONAL MARKET IS NOT
AN UNDIFFERENTIATED WHOLE. MEETING LOCAL NEEDS
AND OFFERING AFFORDABLE CARS ARE CENTRAL TO ITS VISION.



Over 50%

OF SALES
made outside Europe

...

10.9%

SALES GROWTH
in Russia, the Group's second
largest market

1 in 4 cars sold is a Renault

...

12 million

VEHICLES
sold within the Global Access
Program since 2004

...

SEDAN + SUV = XM3 INSPIRE

Presented at the end of March at the Seoul Motor Show, the XM3 Inspire show car, an elegant and distinctive coupe SUV, follows on the success of the Russian Arkana show car. It previews the upcoming Renault Samsung Motors production model, which will be manufactured at the Busan plant and launched in the South Korean market in the first half of 2020. South Korea is one of the key markets for the acceleration of the Group's growth strategy around the world, as is Russia, via AVTOVAZ and its LADA brand.



GLOBAL ACCESS PROGRAM

Bringing together the Renault and Dacia brands, the Global Access Program is a cornerstone of the Group's internationalization strategy, with the aim of offering reliable, modern and yet affordable cars. Its target is to reach at least 2 million vehicles sold per year by 2022.

MANUFACTURING ENTERS A NEW ERA

Digital transformation is at work in all the Group's plants, to drive operational excellence and customer satisfaction. With Industry 4.0, as this revolution is widely known, plants are leaner and more agile, processes are faster and more efficient, and management can

adapt quickly to meet evolving customer expectations. Plants are also connected, providing abundant and reliable information on all manufacturing links, in both production and supply chains, and ensure complete traceability of every vehicle made. Better yet, thanks to full 3D modeling of each site, a "digital twin" allows Renault's Production Engineering team to simulate entire manufacturing processes to be implemented in the future before they are rolled out.

But Industry 4.0 also facilitates day-to-day tasks for operators and makes their jobs more comfortable. Equipped with powerful mobile devices—tablets or smartphones—they can also quickly manufacture parts, by using 3D printers, to improve the performance of machinery. Lastly, new collaborative projects are coming to light. More than 8,000 automated guided vehicles (AGVs) are already in use at the Group's sites. Robotic arms assist operators in performing their job's physical requirements and exoskeletons alleviate strain for their most demanding tasks.

NEW JOBS, NEW TOOLS

...

THE TRANSFORMATION IS WELL UNDERWAY IN EVERY ASPECT OF THE GROUP'S BUSINESS AND TAPS INTO ALL THE TALENT AND ENERGY OF OUR EMPLOYEES.



40 min
PER DAY

Time saved by an Alliance
Production Way basic work
unit (UET) leader

...

10+
BILLION

data points collected by
our machines each month
to optimize our processes

...



EVERYTHING IS CHANGING, EXCEPT OUR TALENT

Skills are evolving and new areas of expertise are emerging, but women and men are still central to Industry 4.0: they include team leaders working via tablets, maintenance analysts who use data to perform predictive maintenance, and tooling managers who rely on digital technologies to facilitate the customization of vehicles on the production line.

FAST PROGRAM, A NEW AGILITY

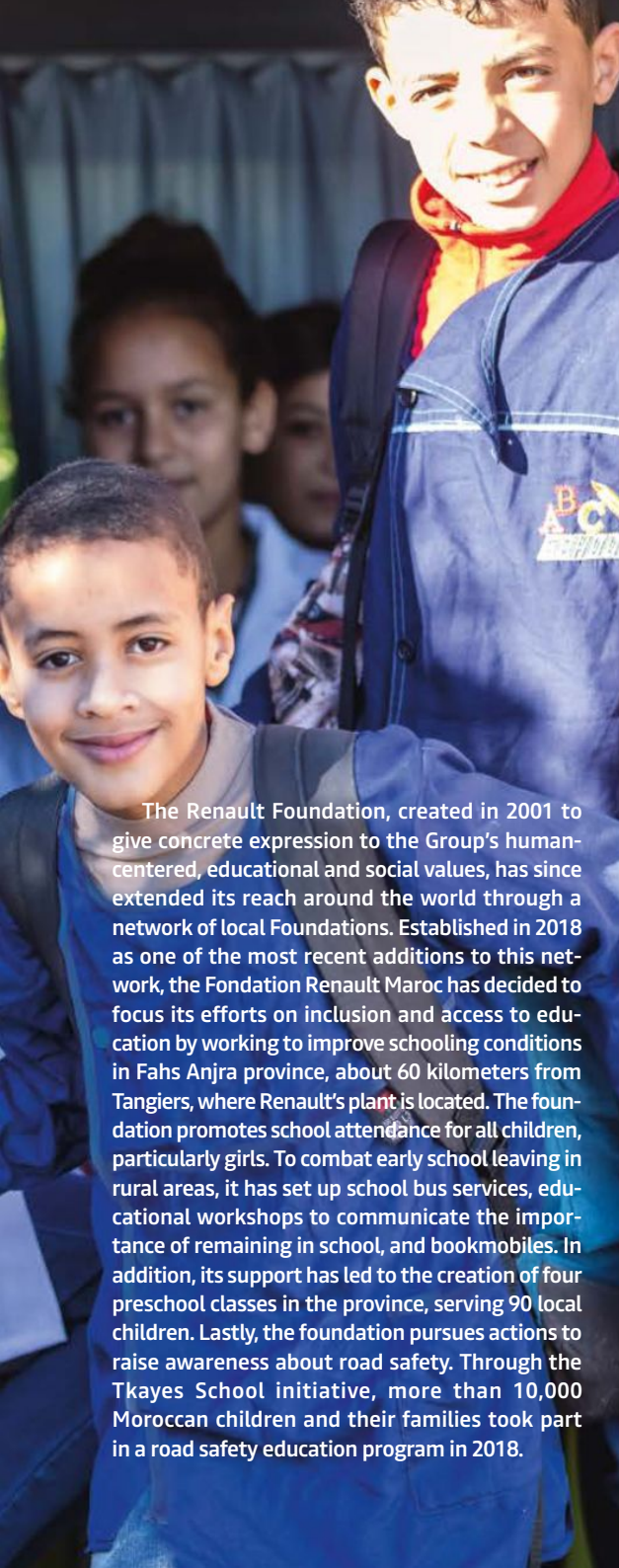
FAST (Future-ready At-Scale Transformation) is a three-year transformation program covering all aspects of the Group's business. This approach launched in early 2019 aims to achieve greater agility and start-up-mode adaptability to enhance customer satisfaction and accelerate disruptive innovation.

***COMMITTED TO
SOLIDARITY***

RENAULT

MAROC





The Renault Foundation, created in 2001 to give concrete expression to the Group's human-centered, educational and social values, has since extended its reach around the world through a network of local Foundations. Established in 2018 as one of the most recent additions to this network, the Fondation Renault Maroc has decided to focus its efforts on inclusion and access to education by working to improve schooling conditions in Fahs Anjra province, about 60 kilometers from Tangiers, where Renault's plant is located. The foundation promotes school attendance for all children, particularly girls. To combat early school leaving in rural areas, it has set up school bus services, educational workshops to communicate the importance of remaining in school, and bookmobiles. In addition, its support has led to the creation of four preschool classes in the province, serving 90 local children. Lastly, the foundation pursues actions to raise awareness about road safety. Through the Tkeyes School initiative, more than 10,000 Moroccan children and their families took part in a road safety education program in 2018.

A LEADER'S RESPONSIBILITY

...

BEING A LEADER ALSO MEANS PURSUING INNOVATION, CIRCULATING INFORMATION AND RAISING AWARENESS TO ENSURE ACCESSIBLE AND SAFE MOBILITY.



356

GARAGES
Renault Solidaires
in France⁽¹⁾

...

12

SOCIAL IMPACT
start-ups supported by
the Mobilize Invest fund⁽²⁾

...

480

VEHICLES
donated in 2018
to firefighters
and first responders
for use in emergency
extrication training

...



MOBILITY THAT ADAPTS TO MEET NEEDS

With its Renault Tech division, created in 2009, Renault is the only European manufacturer of vehicles designed specifically to serve the needs of people with reduced mobility. Each year, more than 1,000 adapted vehicles are produced at the Group's plants for customers in France and international markets.

SEEING WELL AT THE WHEEL

Road safety has long been a pillar of Renault's corporate social responsibility strategy. As a further illustration of this commitment, the Group entered into a partnership with Essilor in May 2019, which aims to achieve a dual objective: raising public awareness about the importance of good eyesight to promote road safety, but also developing innovative solutions to improve the interaction between all aspects of vision and experience for drivers.

(1) Repair shops serving customers to finance the use of their vehicle with limited means.

(2) Investment fund supporting social impact entrepreneurs, set up by Renault with capital of €5 million.



***A PASSION
FOR SPORTS
AND
EXCELLENCE***

Ambitious goals for F1 and a podium for Alpine—by combining its passion for sports and its technology excellence, the Group stays true to its core values. Its commitment to F1 is not only a strong driver for brand reputation or a demonstration of the Group's faithfulness to a sporting legacy. Being among the best in this ultimate discipline also means having a state-of-the-art laboratory for innovation and cutting-edge expertise, which is also useful for Groupe Renault's engineering teams and its production models. Renault F1 Team has invested heavily since 2016 in its two bases, at Enstone in the United Kingdom and Viry-Châtillon in France, to equip them with the very latest technology. The aim is to secure podium places, but also to put the technological expertise acquired by Renault F1 Team engineers to work for the wider public, in terms of energy management, simulation and data processing tools, not to mention lessons learned from the F1 Team's agile management practices.

UP FOR THE CHALLENGE

...

YESTERDAY ON THE TRACK,
TODAY ON THE PRODUCTION LINE, PASSION
FOR SPORTS IS PART OF THE GROUP'S DNA.



14,500
COMPONENTS
in an F1 single-seater
...

50 billion
DATA POINTS
collected per car
and per race weekend
...

12
CONSTRUCTORS'
TITLES
plus an exceptional
list of Grand Prix wins
between 1979 and 2018
...



40 YEARS LATER

Forty years after the triumph of the Alpine A442B of Didier Pironi and Jean-Pierre Jausaud at the 24 Hours of Le Mans in 1978, the Alpine A470 of Nicolas Lapierre, André Negrão and Pierre Thiriet was declared the winner of this legendary race in 2018. Another major success of the year was the return of the Alpine A110, with more than 3,800 units delivered since its release.

NEW HEIGHTS FOR E-SPORTS

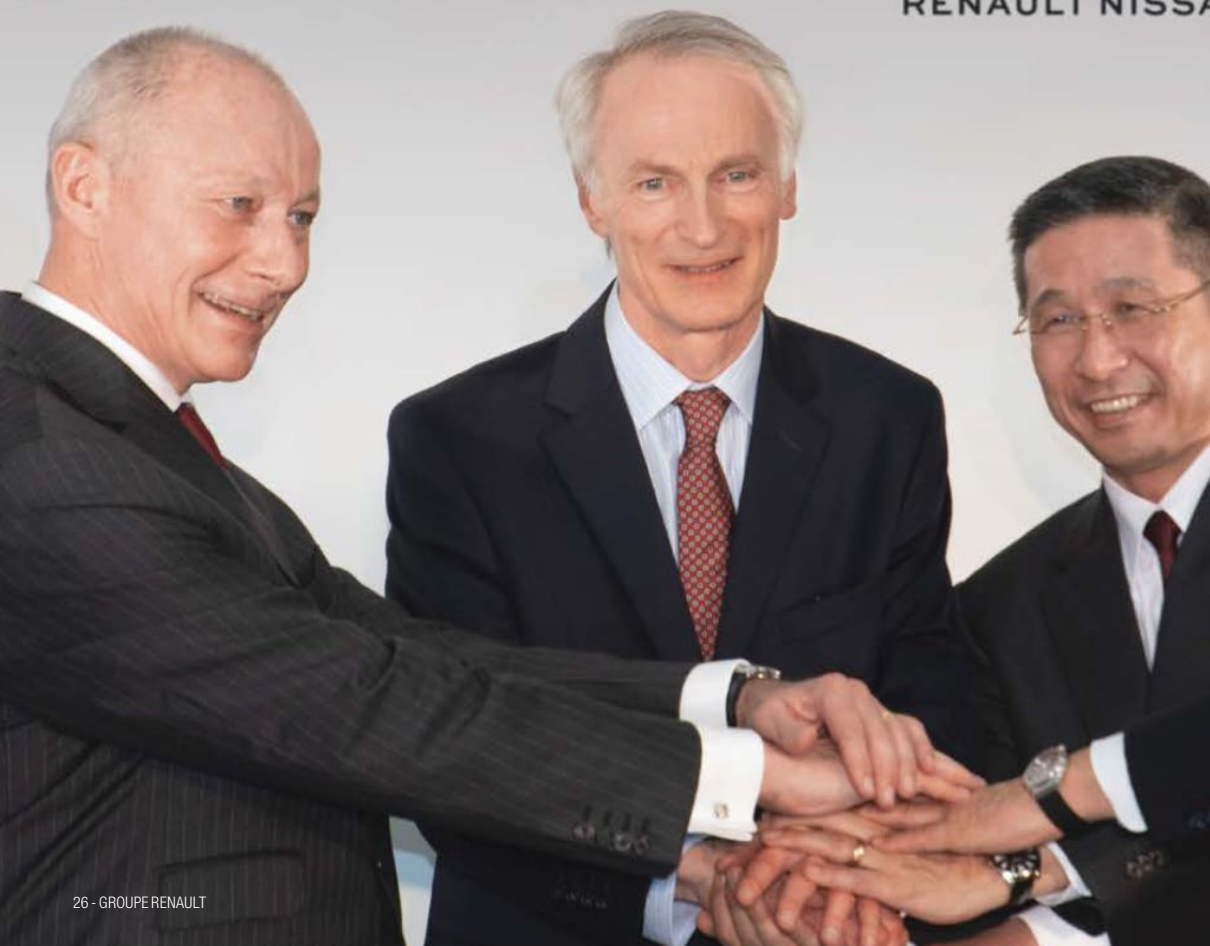
With 100 million players each month, the global phenomenon of e-sports is seeing rapid growth. Renault has partnered with Team Vitality, the most decorated team in France. The first tournament of 2019 is the Rocket League Championship Series Europe, which has already amassed a 25 million-strong fan base spanning the globe.

A NEW FACE FOR THE ALLIANCE

The Renault-Nissan-Mitsubishi Alliance achieved combined sales of more than 10.7 million vehicles in nearly 200 countries in 2018. To further strengthen this joint structure and lay the groundwork for its future successes, in March 2019 the three partners announced their plan to create a new operating board for the Alliance to serve as its sole body overseeing both operations and governance. Chaired by Jean-Dominique Senard, it embodies the "New Start" outlined for the Alliance. Ever more anchored in the operational realities of all three



RENAULT NISSA



companies, this new board will continue its work on several fronts, including the development of the Common Module Family (CMF) approach, a unique, modular architecture system allowing Renault, Nissan and Mitsubishi to build a wide range of vehicles under their respective brands from a smaller pool of parts. Now extended to all the Alliance's vehicle segments, the CMF approach was used for the fifth generation of the Clio launched in 2019, for example. By 2022, 70% of Alliance vehicles will be produced using CMF platforms.

AN MITSUBISHI



THE ACHIEVEMENTS OF A LEADER

...

THE WORLD'S LARGEST AUTOMOTIVE ALLIANCE
IS ACCELERATING ITS EXPANSION
AND BUILDING ON ITS WINNING FORMULA
TO FIRMLY POSITION ITSELF AS THE GLOBAL LEADER
IN A HIGHLY COMPETITIVE MARKET.



450,000+

EMPLOYEES

work in Alliance companies

...

€10 billion

IN ANNUAL SYNERGIES

targeted by the end
of the strategic plan

...



MAUBEUGE: A CENTER OF EXCELLENCE

Light commercial vehicles are one of the growth drivers identified in the Alliance 2022 strategic plan. In 2018, Renault's Maubeuge plant became the center of excellence in this segment for the Alliance. Two new models will be produced at the site in 2019: the Nissan NV250 and a Mitsubishi van developed uniquely for Australia and New Zealand.

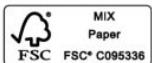
INVESTING IN THE FUTURE

Launched in 2018, Alliance Ventures, the strategic venture capital fund of the Renault-Nissan-Mitsubishi Alliance, will be investing \$1 billion over the next five years, targeting innovation and next-generation mobility. Following a first deal involving a strategic investment in Ionic Materials, a Massachusetts-based solid-state battery company, the fund has added further start-ups to its investment portfolio, including the Chinese electric vehicle charging platform PowerShare as well as two California-based companies, the dealership software provider Tekion and the lithium-ion battery maker Enevate.

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