

RENAULT EWAYS OCTOBER 15, 2020

**SPEECH OF LUCA DE MEO, CEO OF GROUPE RENAULT**

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***Only the speech as made may be considered authentic.***

Good evening everybody and welcome to  
Groupe Renault!

Thanks for joining.

Today we are going  
to talk about  
Electric & hybrid vehicles, and something more.

We mean  
today and tomorrow...  
but actually at Renault this is also about yesterday.

We've taken the electric turn a decade ago, really at "pioneering times".

There are 350 000  
Renault electric vehicles on the streets, worldwide.

We have the biggest electric fleet  
and line-up in Europe.

We sell 8 different  
electric models,  
from small city cars  
like Twizy  
to big LCV Master.

We've sold over  
110 000 Zoe  
just in France so far.  
Zoe is the most sold  
electric vehicle  
in the world  
after Tesla model 3  
this year...  
and the European  
best-seller in 2020.

On top,  
we offer a full line-up of E-tech hybrid  
and plug-in hybrid  
on Clio, Captur, Megane and Megane Estate.

And our SUV coupe Arkana has just been added to our hybrid family.  
You can see the upgraded European version live  
for the first time.

We're very confident  
we'll comply with our  
CAFE objective for 2020.

By 2022,  
all of our new models will have an Electric or electrified version!

You understand  
I am sure how important this is,  
in a market that in  
5 years' time will have 50% of the vehicles  
either pure battery  
or hybrid.

Ah!! By the way  
let's not forget that  
we've been putting Hydrogen LCVs on  
the roads since 2015. And we will continue  
in the future.

That's why we are  
one step ahead in the energy transition!

I'll start with a commitment  
we've never made  
official before  
but that many were expecting from us.

We are doing our homework and we see now that there  
is a chance to make it happen for real.

We engage today  
as a company in a challenge to reach  
zero CO2 impact by 2050 in Europe.

In the short term,  
by 2030 we aim

at reducing by 50%  
our CO2 emissions in use, compared to 2010.

Experience gives us  
a clear competitive advantage  
and we want to keep  
our lap ahead.

You may not know  
that 30% of our new cars are made of recycled materials.

We are the most engaged car manufacturer in the recycling and re-use business in Europe,  
with a total turnover exceeding 500M€ a year.

We've already proven that we can build  
a zero-emission plant  
in Tangier  
and we will continue  
to do that elsewhere.

We're working on converting our historical plant in Flins into a circular economy ecosystem,  
making it the first regenerative factory.

With our dealers,  
we have equipped  
50 000 homes and companies with  
recharging stations.

We have one of the  
most structured and effective processes  
in the industry  
to provide a second life to our batteries.  
Why?

Because after 10 years of selling electric vehicles, they're starting to come back in quantity and  
before other competitors.

Talking about "second life" we've even been able  
to set the conditions  
for a carbon free territory in the island of Porto Santo in Portugal.

It's a kind of prototype of what a  
carbon-neutral future could be made of.

These were just some facts & figures  
reflecting the work we've been doing for years,  
giving us the lead in sustainable mobility.

Facts and Figures are important,  
but what is more important is that coming in the house,  
I realized how advanced and powerful the proposition of Renault will be in the field of  
sustainability.

A set of products,  
projects, technologies,  
know-how  
capable of projecting us at the forefront of the game in the next years,  
believe me.

So Welcome to eWays....  
the large and twisty highway that will bring us to a destination called  
Zero Impact Mobility.

Today we'll be revealing two vehicles.

Denis Le Vot will reveal the cutest  
and most affordable electric car in Europe...

I'll have the privilege  
of showing you a totally new model on a totally new platform.  
A platform that will give birth to an entirely new family of cars.

A model aimed at the hearth of the European market  
and engineered  
to seduce millions of customers.

Not only the "happy few" able to move to the electric side.

It's a C-hatchback,  
by far the most popular  
type of car in shape  
and size in Europe... reinvented!

There are about  
100 million customers driving C-segment cars on this part of the planet.

And by the way,  
for the ones who like history,  
it was Renault who invented the body type of the family hatchback in 1965 with the R16 and  
won car of the year  
in 1966.

A good precedent  
what do you think?

Let's have a look!

\*\*\*\*\*CAR REVEAL\*\*\*\*\*

We decided to call it Megane with a golden E at the end.

That golden E  
symbolizes how  
high-end this technology is and how important  
is E-tech for us.

We thought that after 122 years of hard work and many ups and downs,  
we should be proud  
of our history.  
And even when  
we project the company  
into the future  
as we do,  
we create,  
we invent  
but we stay true  
to ourselves.

That's the simple idea behind this simple decision.

I remember 25 years ago, during my first time at Renault,  
we launched the first generation Megane.  
It was a huge success,  
it was not only one model but a family  
of cars:  
a hatch, a sedan,  
an MPV called Scenic,  
an estate, a coupe  
and a cabrio.

It was a very revolutionary concept at that moment.

We've sold 7 million units in over  
40 countries  
since then.  
It's our third most sold nameplate so far.

At about the same time,  
legendary leaders

like Louis Schweitzer, Patrick Le Quement, Gerard Detourbet...  
just to name a few, launched the Dacia Logan,  
the most affordable combustion engine car in the world.

With those 2 products,  
Renault was able  
to recover from  
a very deep crisis  
and start the process of internationalization that made this company,  
together with the Alliance,  
a true global player.

A well-known saying goes:  
“History is just a long repetition of events”.

We certainly hope it is true!

Allow me now a few minutes of  
Up-selling!

I liked when  
Laurens Van den Acker,  
who designed it,  
told me that the diamond shape and stripes were inspired from our beautiful 1972 logo  
designed by Vasarely,  
another tribute to our tradition.

Thanks to our  
brand-new Alliance  
platform CMF-EV,  
we broke the rules of size, use, design and energy efficiency.

From the outside,  
its large wheels and marked body height  
give it dynamic  
and progressive proportions.

We fully leveraged  
the potential of pure  
electric platform:  
wheels on the corners, short bonnet. We re-invented the classical hatchback  
in an emotional way.

Megane-e is only  
4,21 meters long.  
That's about 15 centimeters shorter than traditional

C-segment cars,  
but it offers a similar roominess inside.

It's a masterpiece  
of packaging.  
Better than any competitor  
I have seen so far.

Look at the beauty of the 3-D light signature,  
they are just saying  
"I'm looking ahead"!

This is a technology  
that will make  
future Renaults recognizable  
from one hundred meters.

It's also a powerful and fun car to drive,  
because at Renault  
we believe electric cars should be sold on emotions.

With 160kW,  
equivalent to about  
220 horsepower,  
the engine is one  
of the most powerful  
in the Renault range.

It's sporty  
but it is also efficient.  
You will see impressive figures when we will announce the performance at launch.  
I promise you.

Its 60kWh battery  
is 11cm high.  
That's the flattest there is in the market.  
It allowed us to give  
a sporty look  
to the car and  
achieve very competitive aerodynamics performance,  
which as you know  
are key to improve  
the car's autonomy.

It offers a 450km range WLTP with potential to go higher in the future  
on the same platform.

With our fast-charging mode,  
you can charge back 200km within  
30 minutes,  
enough to get going  
on a long trip after  
a well-deserved coffee break.

But as I mentioned  
a few minutes ago,  
like with the 1st generation of Megane,  
Megane-e is just the beginning.

A whole family of vehicles will be based on our new CMF-EV platform.

To date,  
more than 300 patents have already been filed.

The car looks very futuristic, it is 95% of what the production cars will look like.  
And you will see them soon:  
our plants will start producing them by the end of next year.

Ladies & gentlemen,  
we have started a few weeks ago a journey to recover from one  
of the hardest crisis  
in our history,  
we call it internally  
the Renaulution.

As much as Megane-e with the Golden E  
at the end  
reinvents Megane,  
Renault is reinventing Renault  
and I believe today's event is a perfect  
kick off for the ride  
to come!

Now,  
let me invite on stage Denis le Vot,  
he will present you  
another car full of symbols,  
I like to think of it  
as the "Logan of electric cars".

Denis,  
the stage is yours.

## SPEECH OF DENIS LE VOT, MEMBER OF GROUPE RENAULT EXECUTIVE COMMITTEE

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Thank you very much Luca.  
Hello everyone,

The Dacia brand is used to breaking the codes and surprise the market.

Fifteen years ago,  
our first revolution was named Logan.

It was about making  
a sturdy,  
modern compact car accessible to everyone, including second-hand vehicle buyers.

Our second revolution was named Duster.  
This one was about bringing SUVs to the world of affordability,  
with a surprising  
and smart solution for intensive outdoor use.

Both revolutions sparked success.

Over the past  
15 years,  
we've sold 6,8 million Dacia vehicles  
in 44 countries.

Dacia is a success story. It is a family too,  
of passionate Dacia customers looking for the best value  
at an affordable price, as well as peace of mind.

Our third revolution is happening today,  
with **Dacia Spring Electric**.

We're answering a need nobody has addressed  
so far.

A need only Dacia has the expertise and the legitimacy to address.

Our new revolution is 100% electric.  
You're about to discover our model in its carsharing version.  
Here it comes!

\*\*\*\*CAR REVEAL\*\*\*\*

Dacia Spring is not only the most affordable electric car in Europe, it's also a true car, and a cool one too.

Because at Dacia we believe that any kind of mobility, for any kind of need, should be accessible for everyone.

Pure electric mobility should not be a pricey option.

With Dacia Spring, it will become a real alternative.

We've injected the Dacia design secret sauce. With its SUV style, Dacia Spring features assertive, bold, sharp lines.

Its biton flexwheel, wheel arches and high ground clearance give it a sturdy, muscular look and feel.

Dacia Spring Electric sparks energy.

We've injected enjoyment. With its 100% electric motor and its light weight, Dacia Spring offers driving pleasure and agility for any city use. 225 km autonomy – 295 km in a WLTP City cycle –guarantees a full peace of mind and up to five days of use without recharging.

We offer multiple and simple charging solutions to ensure everyone an easy and joyful EV experience.

Dacia Spring Electric sparks carefree city mobility.

We've injected the Dacia robustness and simplicity.

Dacia Spring is easy to use, easy to choose.

With its range and easiness to charge, it is practical and functional for an everyday use.

It's the go-to mobility solution for cities looking for an electric car sharing service.

It's the go-to passenger car for families, with its best in class roominess in the segment and a 300 liters trunk capacity.

We are proud of our new car. So proud we wanted as many people, as soon as possible, to enjoy it.

We'll start with carsharing and have Dacia Spring available at the beginning of 2021.

Electric carsharing is many cities' priority:

It is a solution to polluted, congested and crowded streets.

And we know what we're talking about.

Since 2017, in Madrid then Paris, we have built a strong expertise in car-sharing with ZITY. ZITY is a hit, with over 380 000 users and 1200 EV Vehicles operating, and going up.

We've developed and adapted Spring specifically to the needs of the European market with a car sharing version we're showing you today.

For private customers,

be ready:

retail sales of Dacia Spring will start before Summer and deliveries will start by Fall of 2021.

On top of all this,  
we're happy to announce that we'll also be launching  
a cargo version  
with a 800-liter trunk  
and a charging capacity  
of about 325kgs,  
for an all-electric  
last-mile delivery solution.

Once again after  
Logan & Duster,  
with Dacia Spring  
we redefine the essentials in the territory of electric mobility.

Thank you very much.