RENAULT GROUP

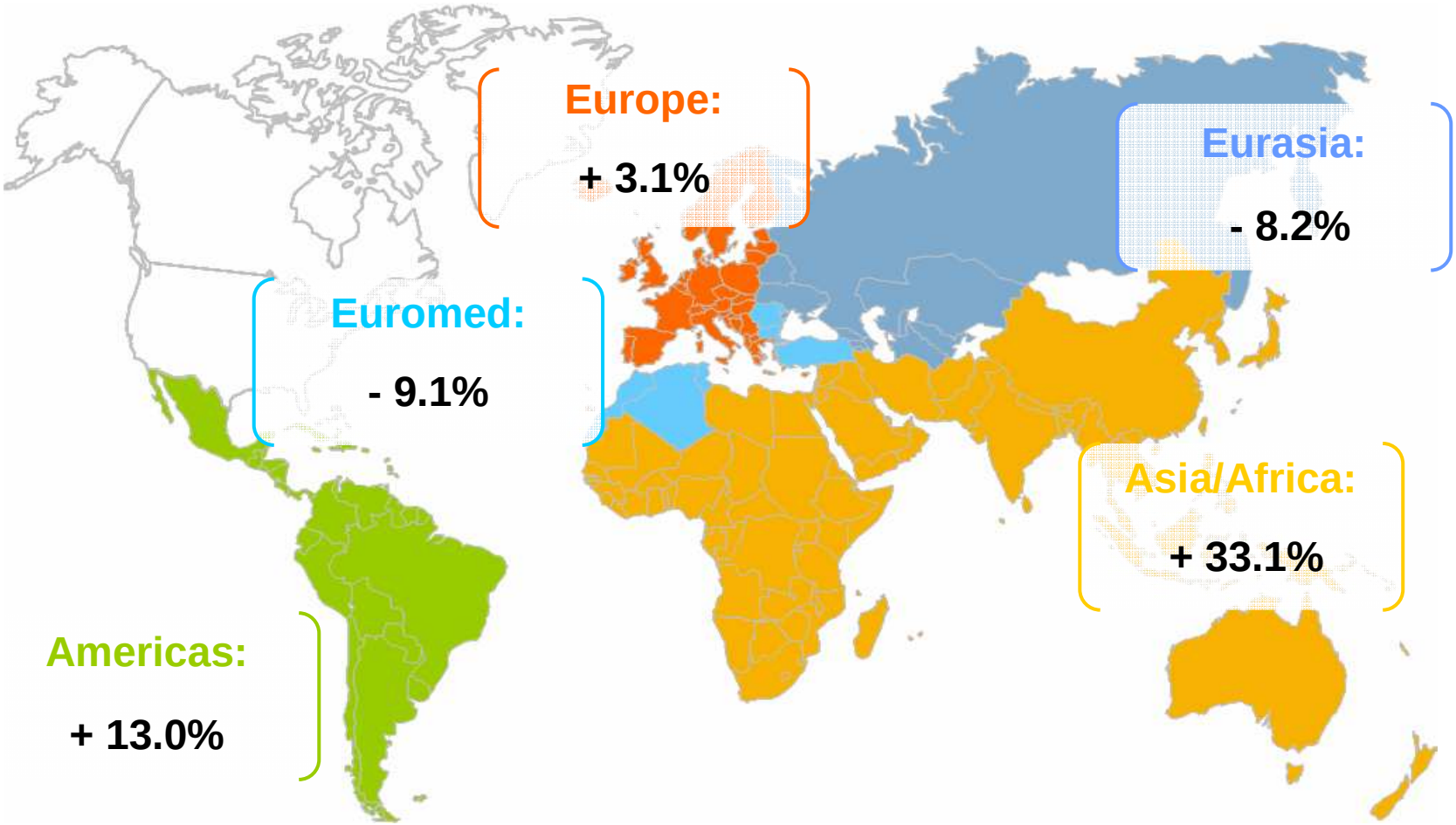
EXANE BNP PARIBAS CONFERENCE

JUNE 09, 2010

T.MOULONGUET, EVP & CFO

TIV EVOLUTION BY REGION YTD MAY 2010

Global **+ 18.1%**

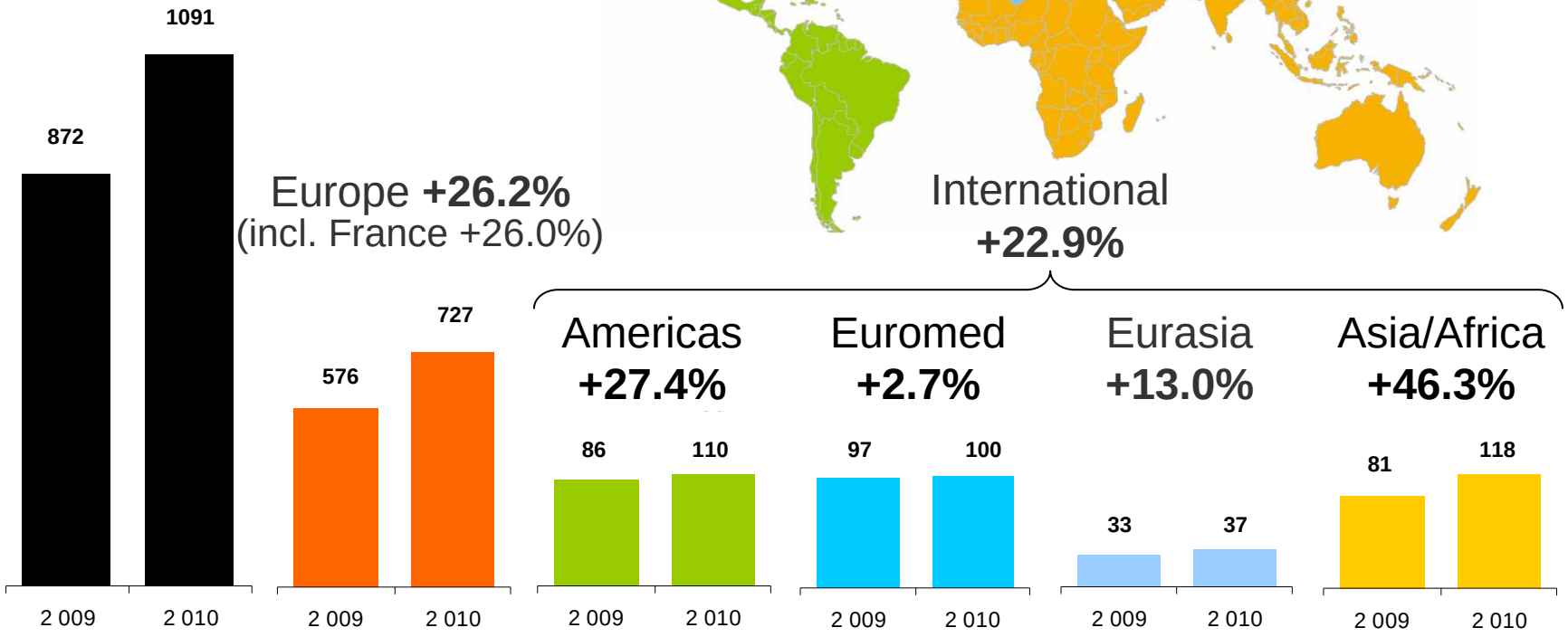


RENAULT GROUP ON A STRONG MOMENTUM

Global **+25.1%**

Europe **+26.2%**
(incl. France +26.0%)

International
+22.9%



Thousand units (PC+LCV)

Figures end of May (D1 estimations)

GAINING MARKET SHARE YTD MAY 2010
IN 12 OF OUR TOP 15 MARKETS (PC+LCV)

	Volumes 2010	Market share PC+LCV 2010	Evolution market share vs. 2009
France	327,274	28,7%	+ 4.2
Italy	76,077	7.1%	+ 2,6
South Korea	70,489	11.4%	+ 2.6
Germany	67,375	5.35%	- 0.2
Spain	56,394	10.5%	+ 0.1
Brazil	54,741	4.4%	+ 0.8
United Kingdom	48,987	4.9%	+ 1.9
Belgium/Luxembourg	40,179	12.6%	+ 1.6
Russia	33 699	5.5%	+ 1.0
Turkey	30 570	14.1%	+ 0.4
Argentina	30,935	11.5%	- 0,7
Algeria	31,192	29.5%	+ 7.3
Netherlands	20,276	8.4%	+ 1.8
Romania	17,425	41.7%	+ 5.8
Iran	16,753	2.8%	- 0.3

2010 OUTLOOK

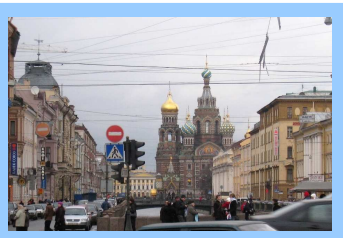
- **European market PC+LCV : -10% vs. 2009**
  - Sustaining market share growth for Renault Group
- **Short term - Focus on positive FCF & continued debt reduction**
- **2010: preparing the plan to be announced by 2011**

MAJOR CHALLENGES FACING THE AUTOMOBILE INDUSTRY

Geographical presence

Stability of the mature markets, mainly Europe

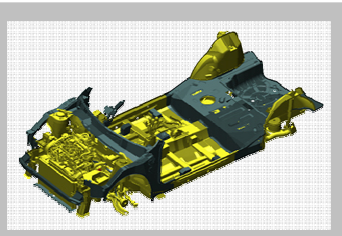
Growth in BRICS



Competitiveness/cooperation

Critical size

Commonality across platforms



Technology

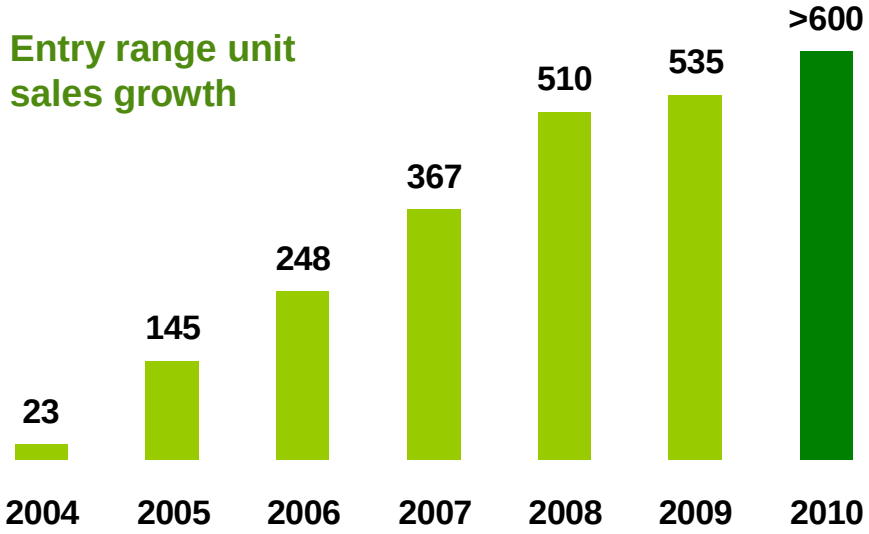
Improvement of combustion engines

ICE / EV / Hybrid

1. INTERNATIONAL EXPANSION

Entry range

Duster launched April 2010



Alliance with Nissan

RENAULT NISSAN

STRATEGIC COOPERATION
RENAULT NISSAN ALLIANCE & DAIMLER AG

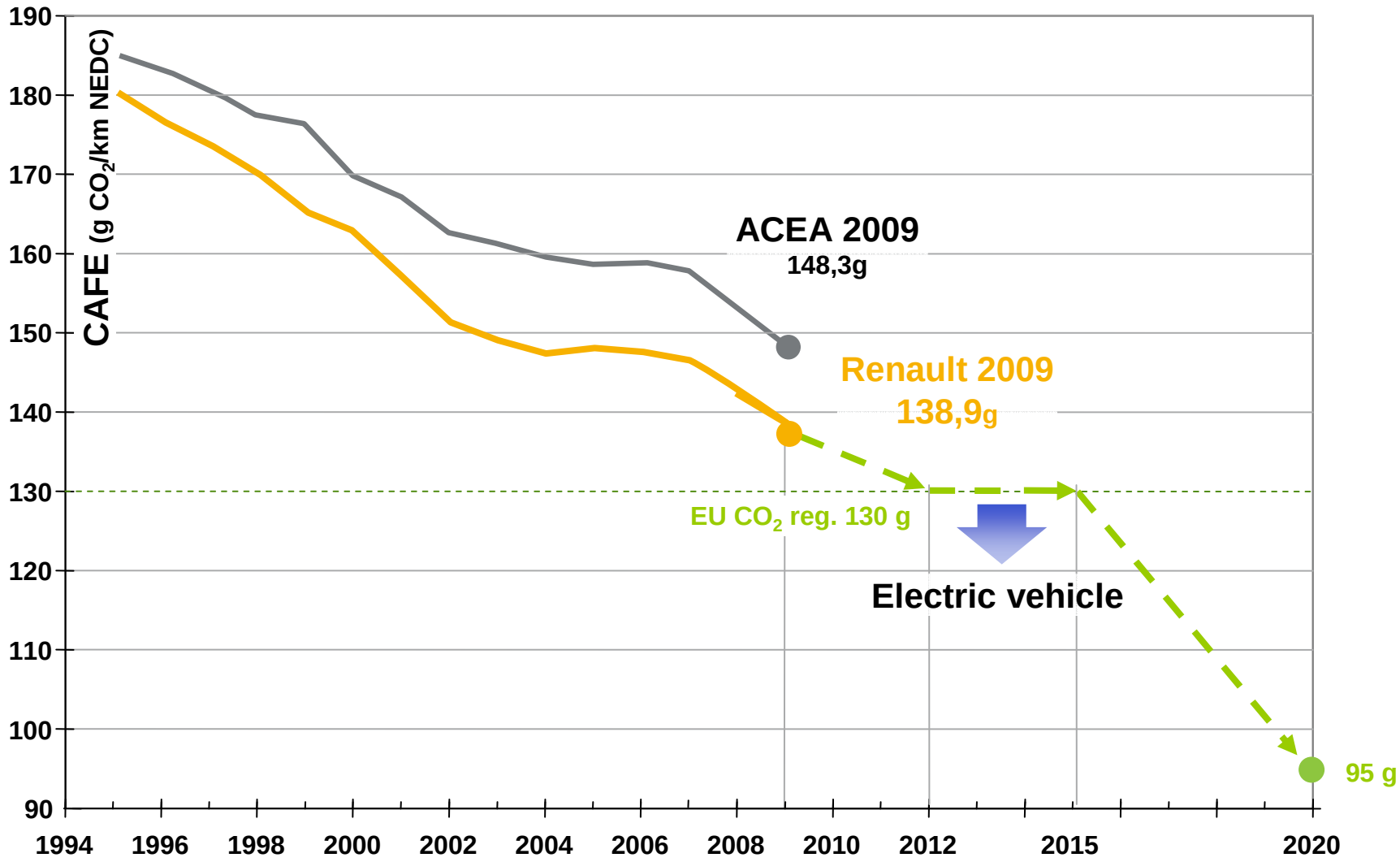
RENAULT NISSAN

DAIMLER

- **A strategic cooperation between the Alliance and Daimler including :**
  - a broad strategic cooperation which enables the three companies
    - create synergies on the basis of a long-term mutually beneficial relationship.
    - to exchange, benchmark
  - an equity exchange that will give each a 3,1% stake in the other
    - No negative cash impact for Renault

- **Increase both partner's competitiveness by:**
  - generating significant economies of scale
  - sharing new investments and existing production capacities
  - sharing new products and new technologies development costs

3. TECHNOLOGY & CO2 CHALLENGE



RENAULT
NEW TECHNOLOGY

Q&A

TWINGO

TWINGO RENAULT SPORT

CLIO CAMPUS

THALIA/SYMBOL

CLIO 5 PORTES

CLIO ESTATE

KANGOO EXPRESS
ET EXPRESS COMPACT

CLIO RENAULT SPORT

MODUS ET GRAND MODUS

WIND

FLUENCE

KANGOO EXPRESS MAXI

MEGANE BERLINE ET COUPÉ

MEGANE ESTATE

MEGANE COUPÉ-CABRIOLET

MEGANE RENAULT SPORT

TRAFIC VU

SCENIC ET GRAND SCENIC

LAGUNA

LAGUNA ESTATE

LAGUNA COUPÉ

NOUVEAU MASTER

KOLEOS

ESPACE ET GRAND ESPACE

KANGOO

TRAFIC PASSENGER

NOUVEAU MASTER PROPULSION

LOGAN

LOGAN MCV

SANDERO
ET SANDERO STEPWAY

DUSTER

LOGAN VAN ET PICK-UP