

# RENAULT SOCIETE GENERALE PREMIUM REVIEW CONFERENCE

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RENAULT PROPERTY

DRIVE THE CHANGE



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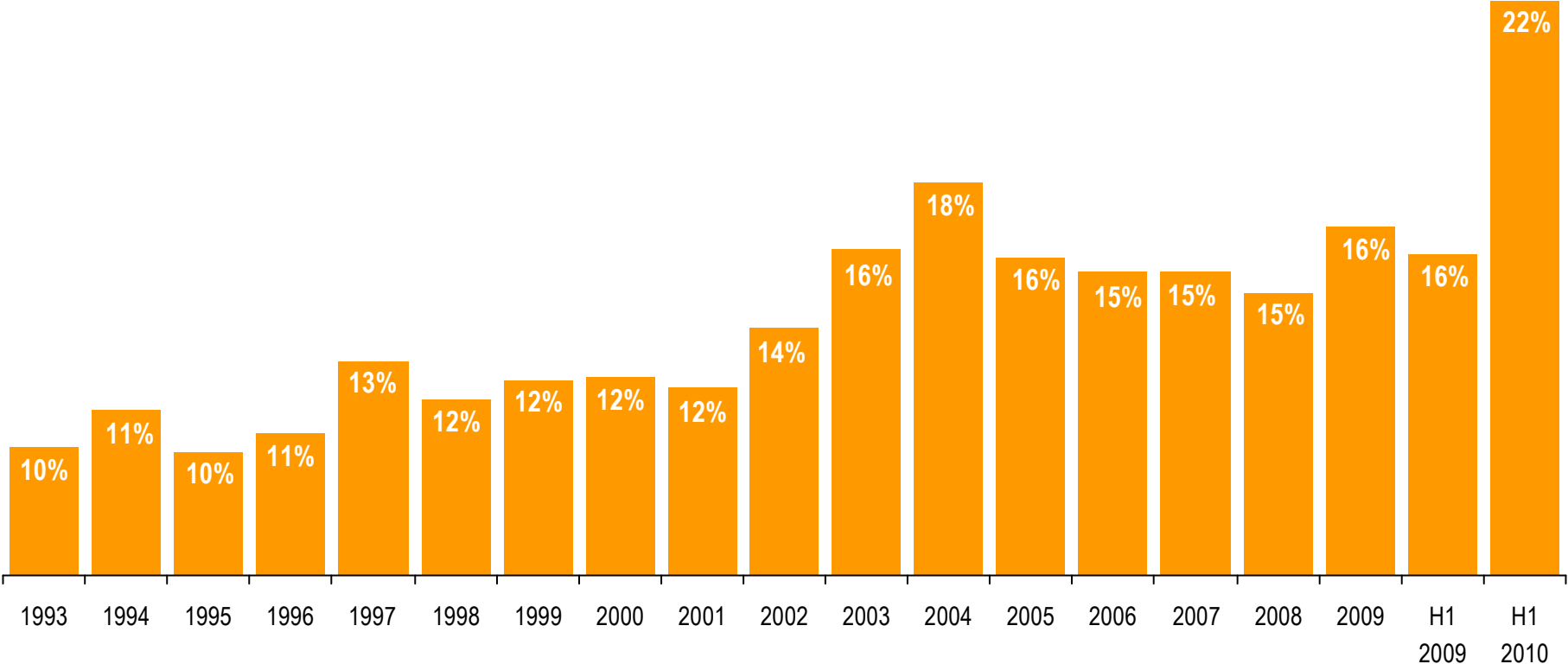
Further information on Renault can be found on Renault's web site ([www.renault.com](http://www.renault.com)), in the section Finance / Regulated Information.

# AGENDA

- **1. A sounder financial profile**
  - **RCI Banque – a strong business model**
  - **Automotive division - accelerated de-leveraging by Volvo B sale**
  
- **2. A stronger automotive market environment**
  - **TIV and Renault momentum**
  - **Renault's sales diversification**
  
- **3. Outlook for FY 2010**

# A STRONGER RCI, DESPITE THE CRISIS

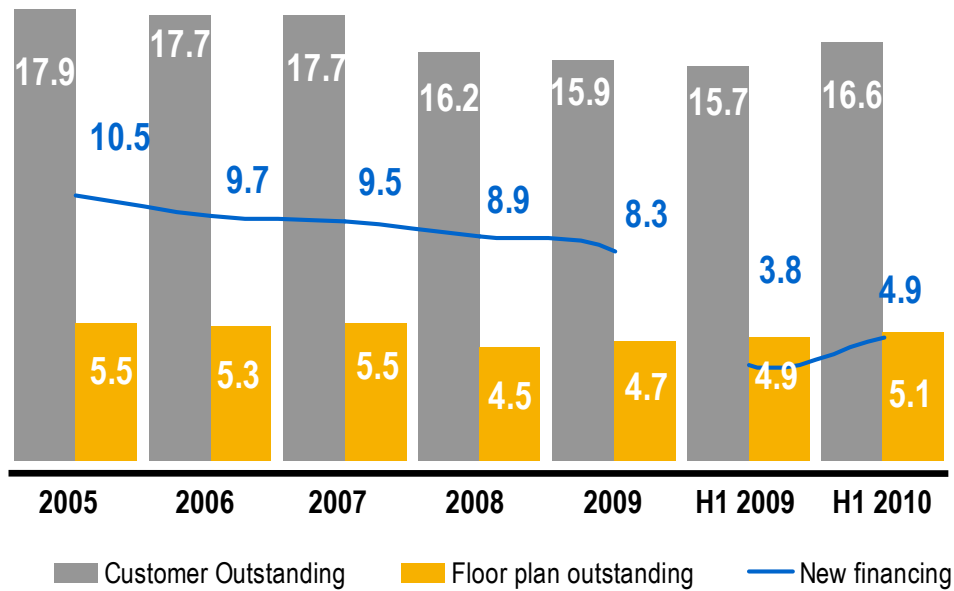
## RETURN ON EQUITY



# RCI – HIGHER MARGIN ON A GROWING PRODUCTION

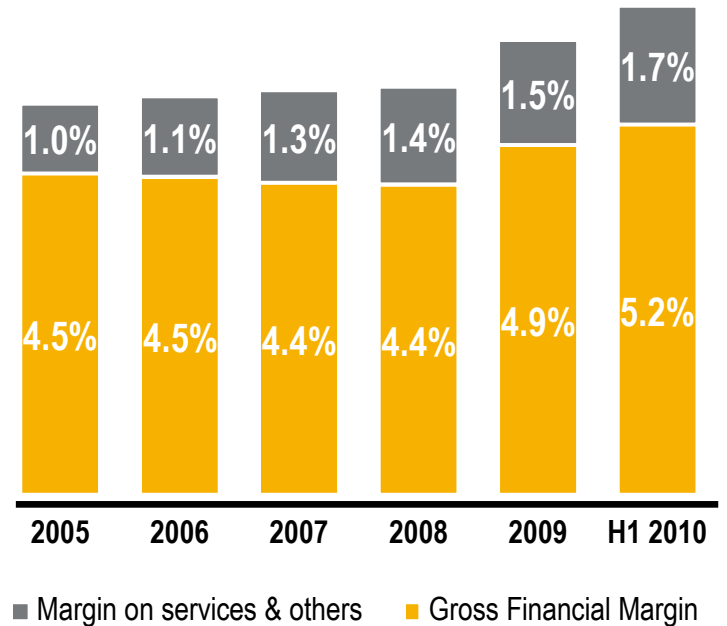
## OUTSTANDING AND NEW FINANCINGS

IN % M€



## GROSS FINANCIAL MARGIN & MARGIN ON SERVICES & OTHERS

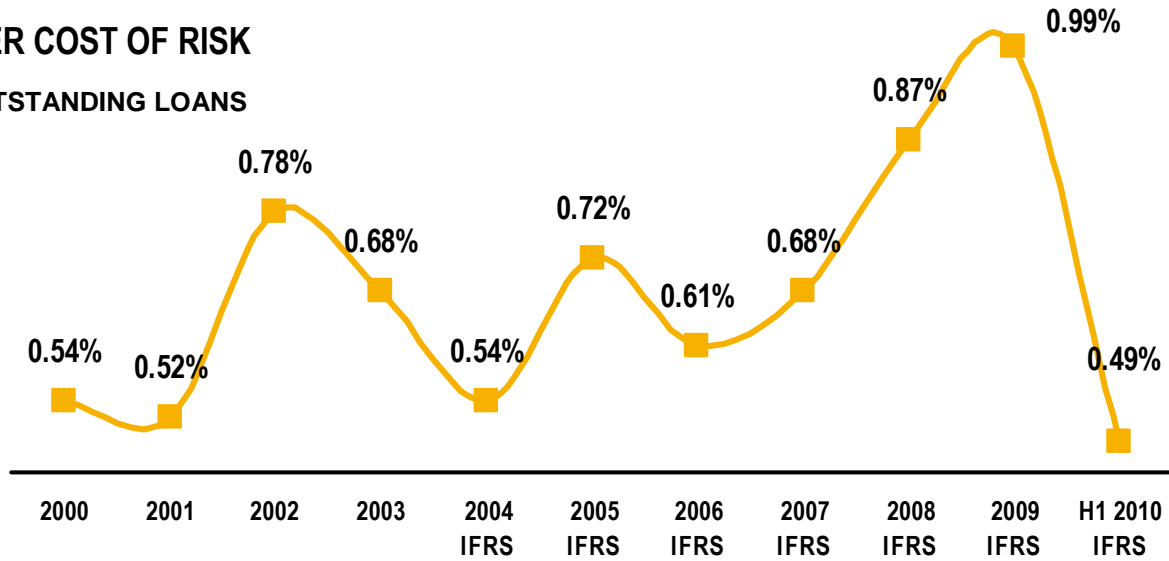
IN % OF AVERAGE OUTSTANDING LOANS



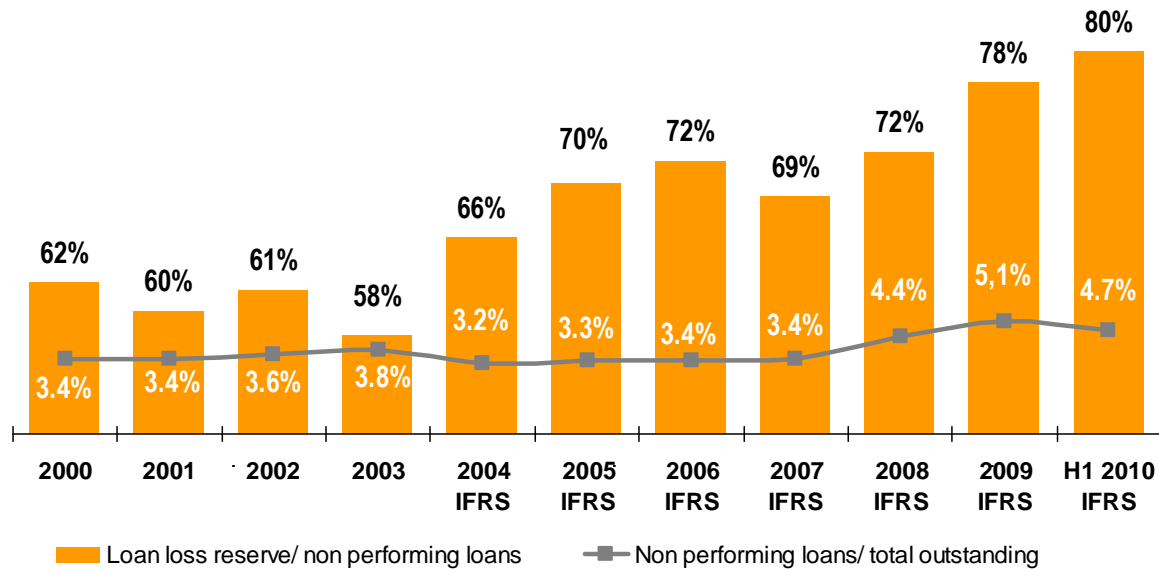
# RCI - IMPROVEMENT OF THE COST OF RISK

## CUSTOMER & DEALER COST OF RISK

IN % OF AVERAGE OUTSTANDING LOANS



## CUSTOMER DEFAULTED LOANS AND PROVISIONING

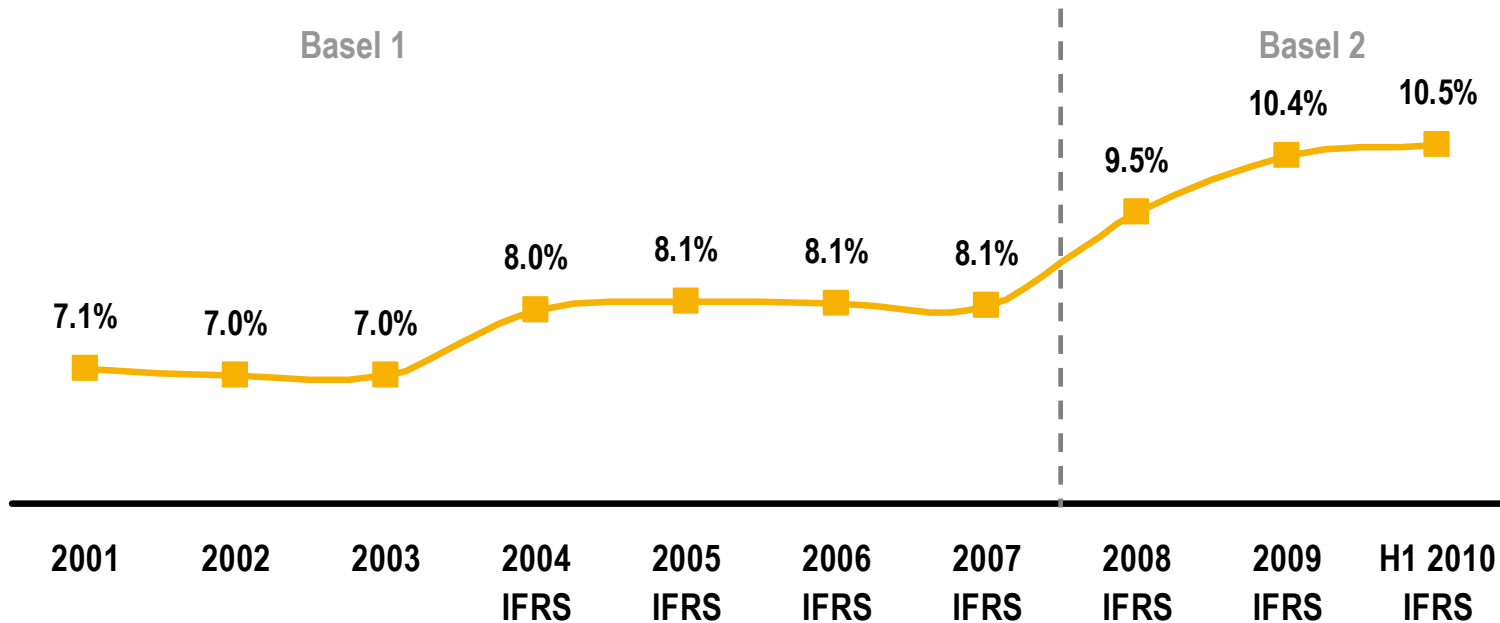


DRIVE THE CHANGE



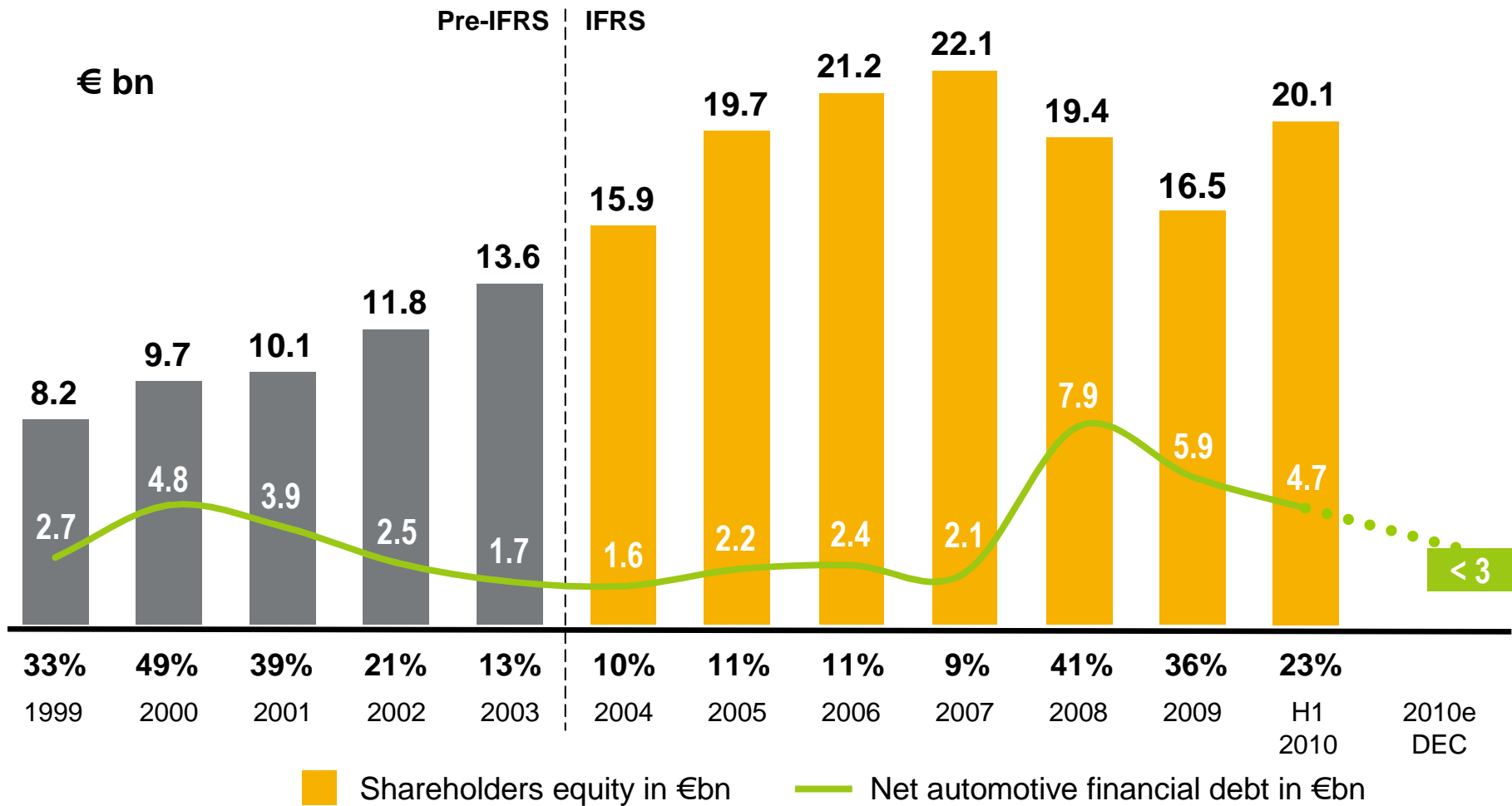
# RCI – A STRONG BALANCE SHEET AND LIQUIDITY

- A strong capitalization level (*core tier one*)



- Liquidity management
  - No static risk : Assets funded by liabilities with a longer maturity
  - Dynamic liquidity management through stress test

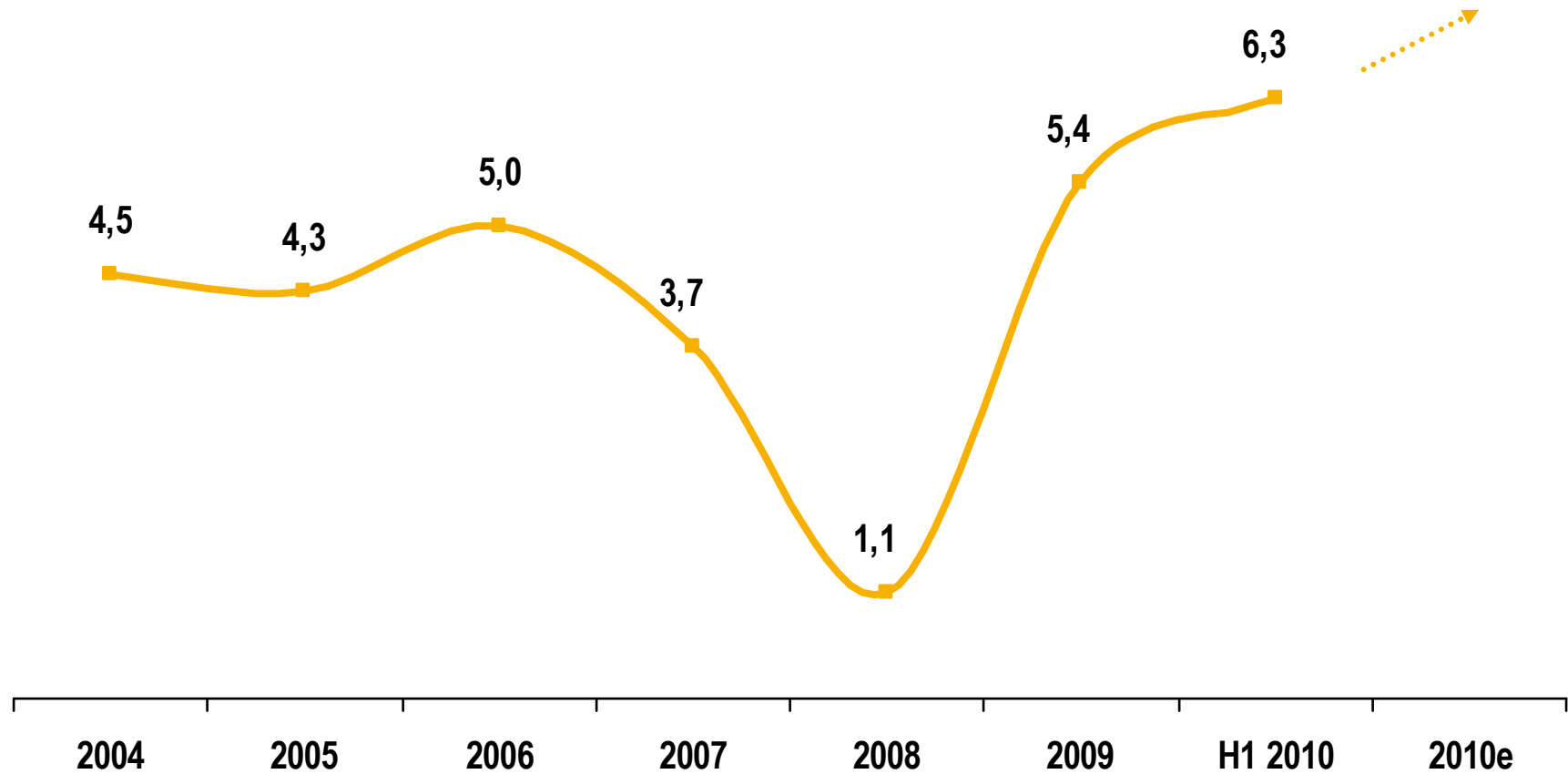
# AUTOMOTIVE NET DEBT vs. SHAREHOLDERS EQUITY





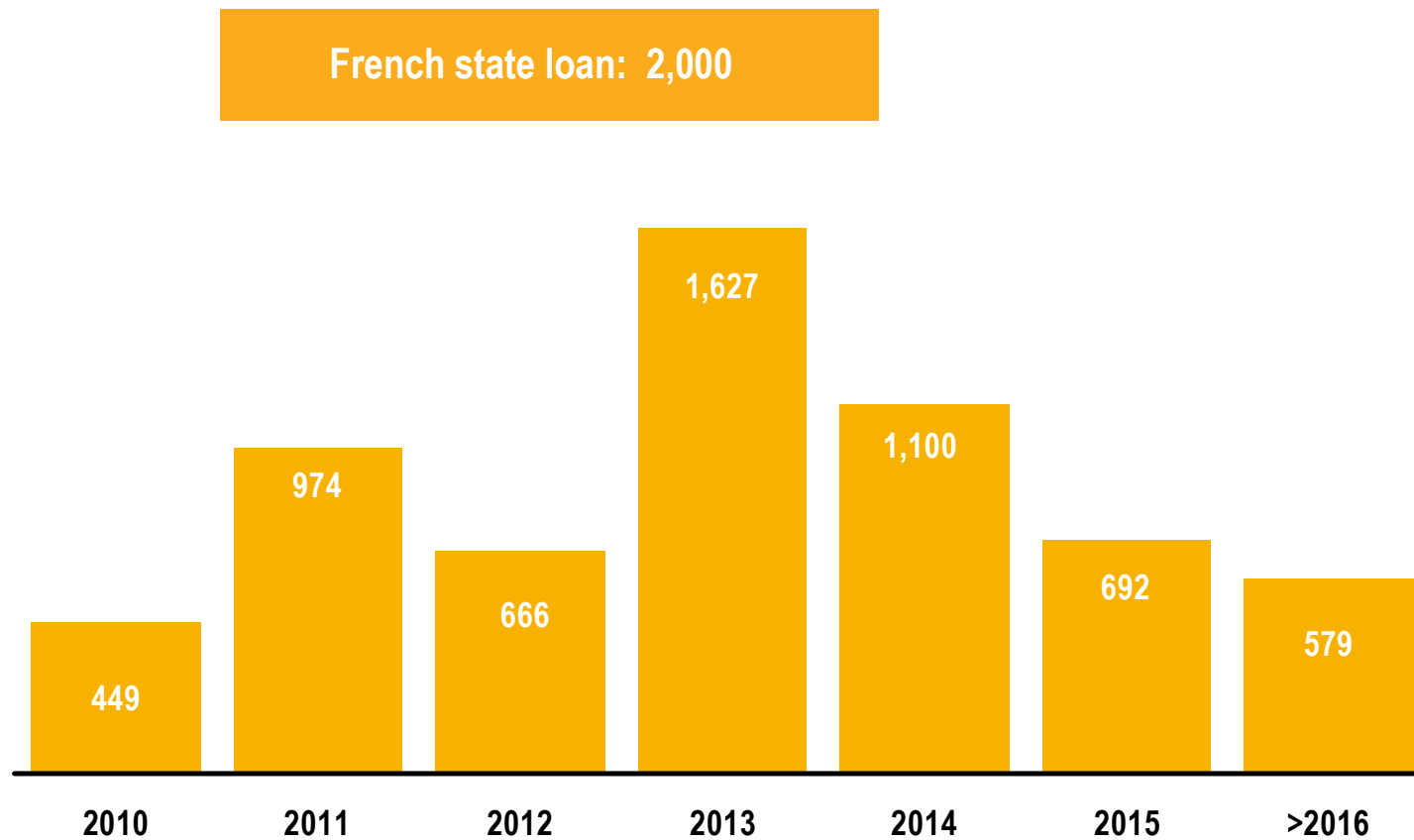
# AUTOMOTIVE – HIGHER LIQUIDITY LEVELS POST CRISIS

CASH & CASH EQUIVALENTS IN €BN






# AUTOMOTIVE FUNDING PROFILE

Renault SA Bonds, Bank, State loan & assimilated  
(In millions of €)



# LT RATING

AGENCIES	RCI BANQUE	RENAULT
Moody's	Baa2/P2 (stable)	Ba1 (stable)
S&P's	BBB/A2 (stable) 	BB+ (stable) 
FITCH	<i>Not rated</i>	BB+ (stable) 

# TIV EVOLUTION BY REGION: TOTAL INDUSTRY VOLUMES YTD\* 2010 vs. YTD\* 2009 (PC+LCV)

## GLOBAL\*\*

TIV + 11.9%  
GROUP + 13.7%

## EURASIA

TIV + 19.8%  
GROUP + 28.1%

## EUROPE

TIV - 3.9 %  
GROUP + 7.9 %

## EUROMED

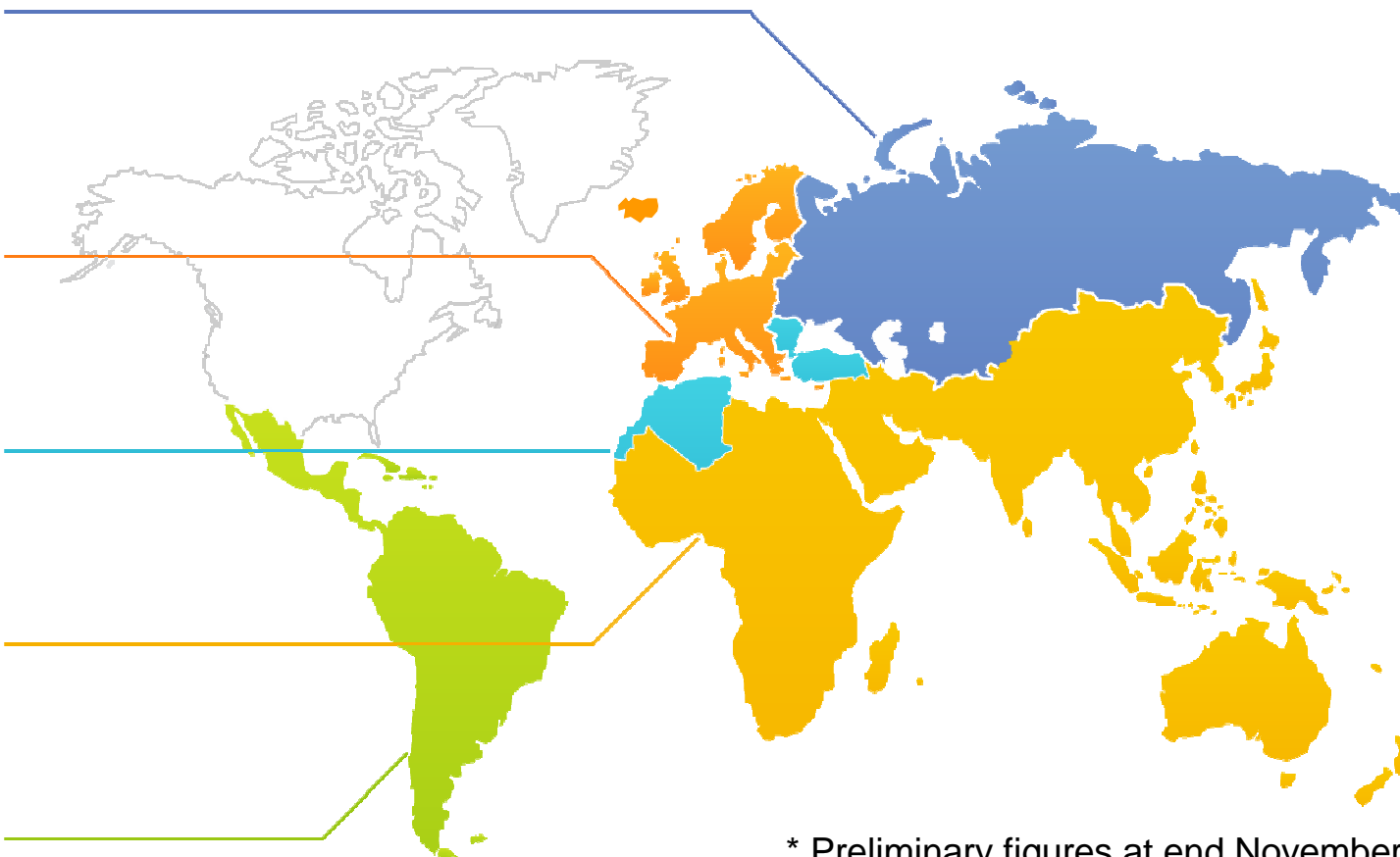
TIV + 9.6 %  
GROUP +12.2%

## ASIA / AFRICA

TIV + 21.2%  
GROUP + 27.8%

## AMERICAS
















TIV + 13.8 %  
GROUP + 35.2 %



\* Preliminary figures at end November

\*\*Including USA & Canada

## PC+LCV : GAINS IN MARKET SHARE IN 14 OUT OF OUR TOP 15 MARKETS (YTD)

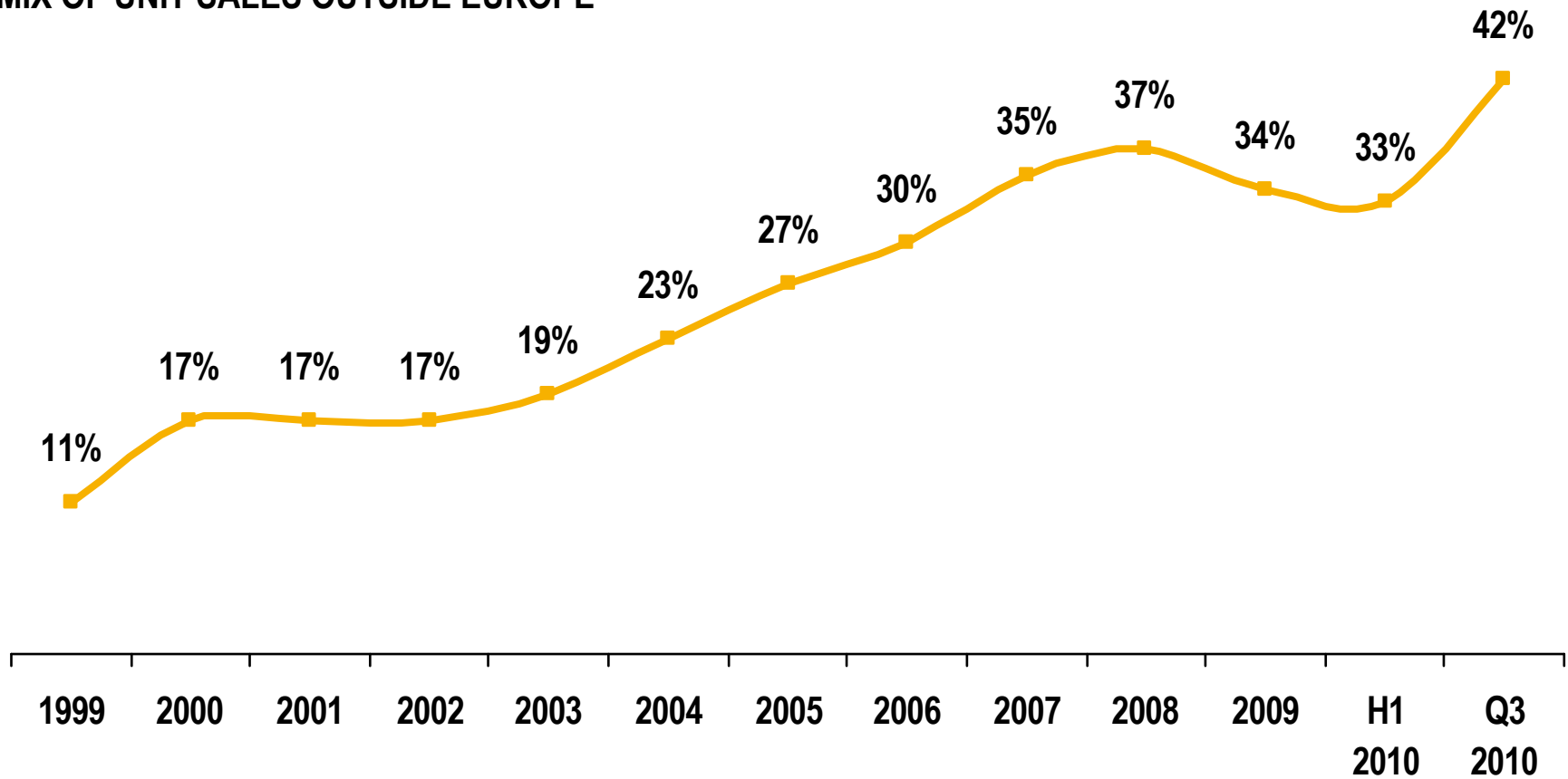
		UNITS	MARKET SHARE	CHANGE IN MARKET SHARE
	FRANCE	673,112	28.0%	+ 2.0
	GERMANY	157,257	5.5%	- 0.6
	SOUTH KOREA	142,519	10.2%	+ 1.0
	BRAZIL	142,046	4.8%	+ 0.9
	ITALY	133,739	6.7%	+ 1.4
	SPAIN	115,462	11.3%	+ 0.4
	UNITED-KINGDOM	105,119	5.0%	+ 1.6
	TURKEY	91,873	15.1%	+ 0.6
	RUSSIA	85,058	5.0%	+ 0.1
	BELGIUM/LUXEMBOURG	80,340	12.9%	+ 1.8
	ARGENTINA	77,355	13.0%	+ 0.4
	ALGERIA	61,439	29.1%	+ 5.4
	NETHERLANDS	45,333	8.8%	+ 1.1
	ROMANIA	43,829	40.4%	+ 4.3
	IRAN	42,128	3.1%	+ 0.3

Group PC + LCV

Preliminary figures at end November

# RENAULT: A MORE DIVERSIFIED GROUP

## MIX OF UNIT SALES OUTSIDE EUROPE



## OUTLOOK 2010

- **2010 TIV PC+LCV**
  - **Global +9 %**
  - **Europe - 5 %**
- **Unit sales forecast >2.5 m units in 2010**
  - **International sales growth and market share gains**
- **Positive automobile free cash flow at €700m**
  - **International market momentum, but European market decrease**
  - **Increasingly competitive market conditions**
- **New mid-term plan in February 2011**

# Q&A

