

RENAULT



Carlos TAVARES, COO

« *Renault – the CO2 Champion ?* »



## A COMPREHENSIVE POWERTRAIN RANGE



### BUT 4 ISSUES WHICH ARE OFTEN RAISED BY INVESTORS:

1. Renault is late on CO2 progression versus CAFÉ requirements
2. Renault is betting on EV
3. Renault has forgotten to invest in ICE
4. Renault got it wrong – they don't have any hybrids

**01** Renault is READY versus CAFÉ for 2012

**02** EV is not bet; it is an insurance

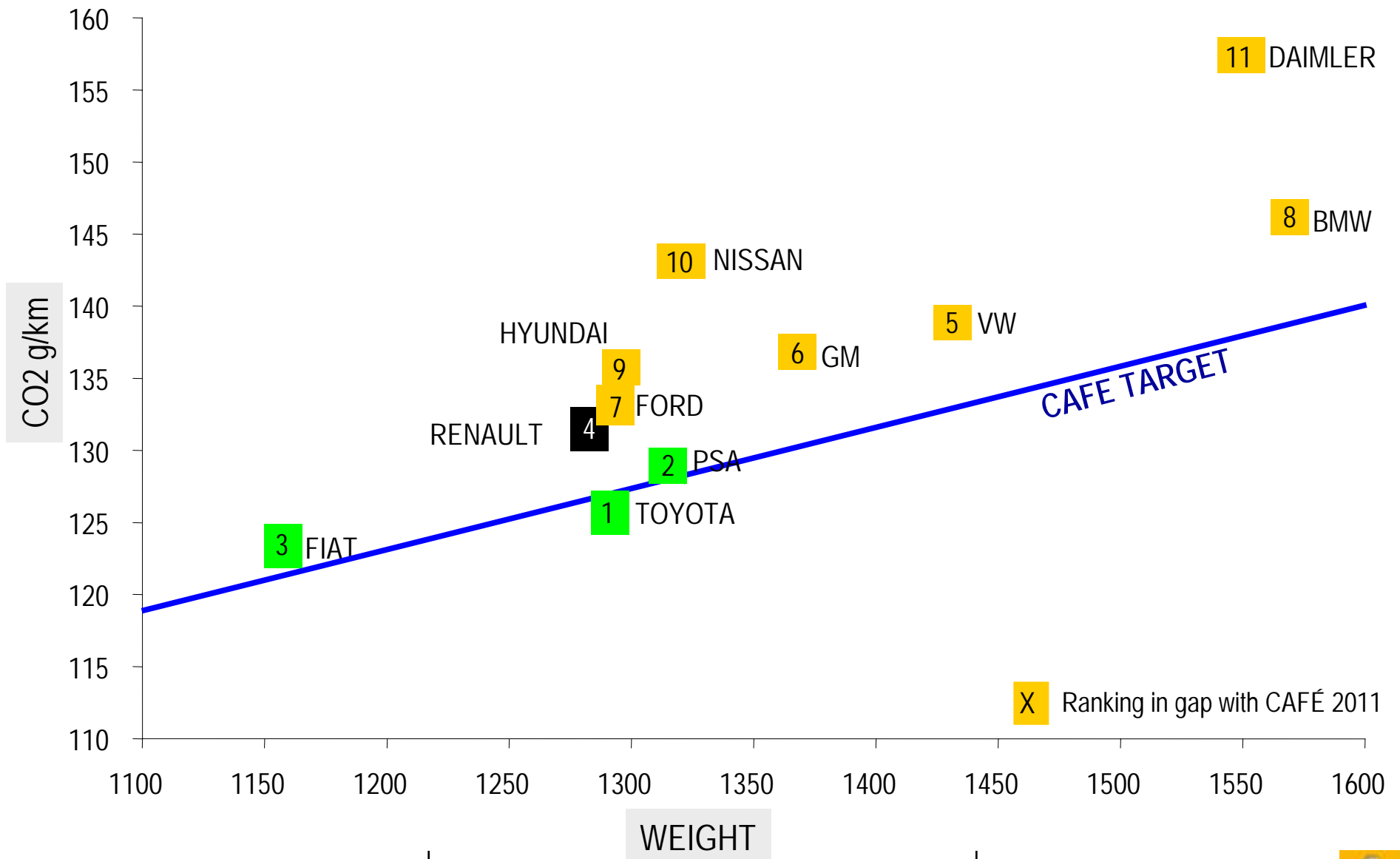
**03** ICE range is benchmark level

**04** Hybrid is not a necessity today

**05** Conclusion



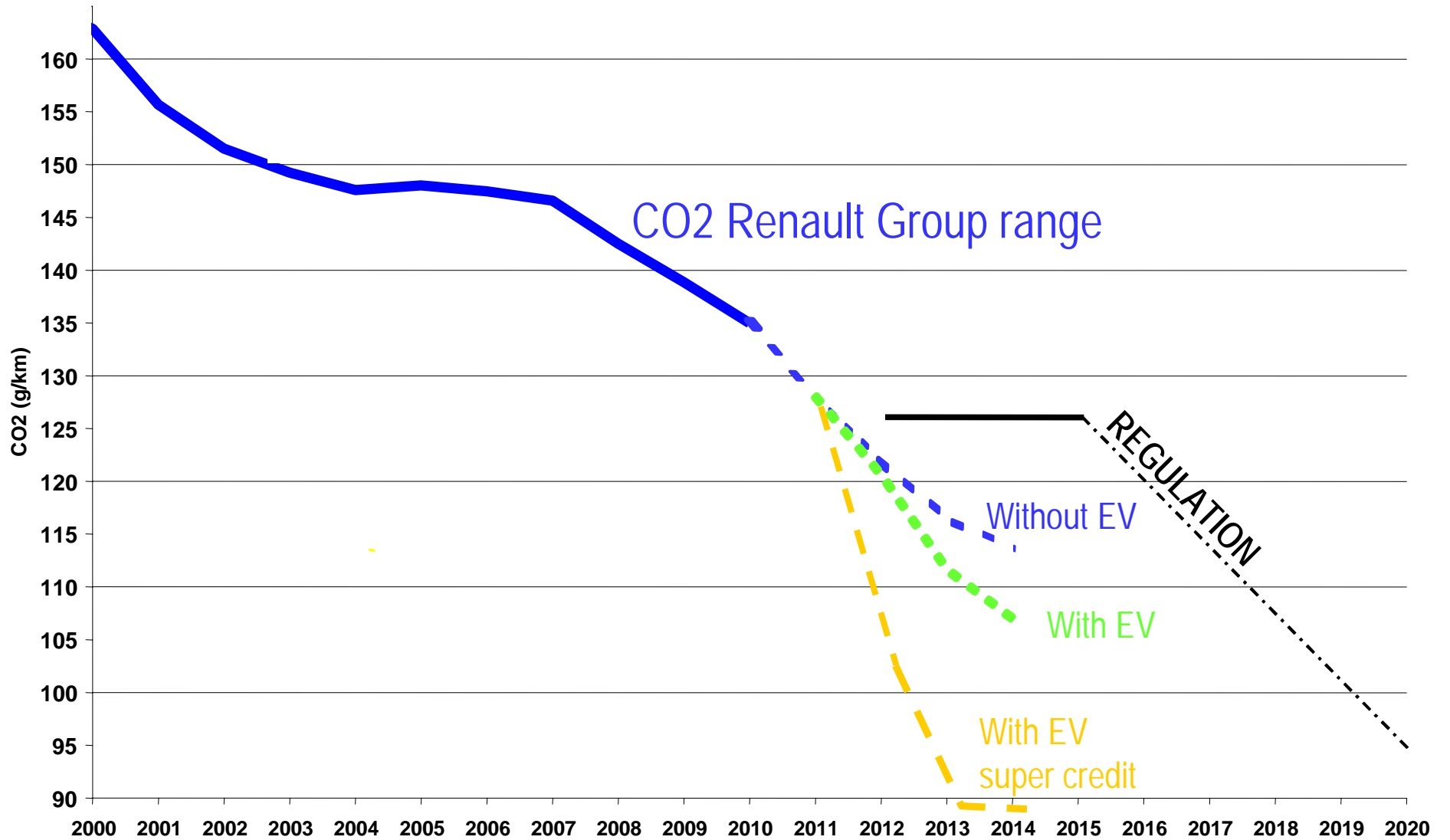
# 01 RENAULT IS WELL POSITIONED, WITH KEY INNOVATIONS YET TO COME



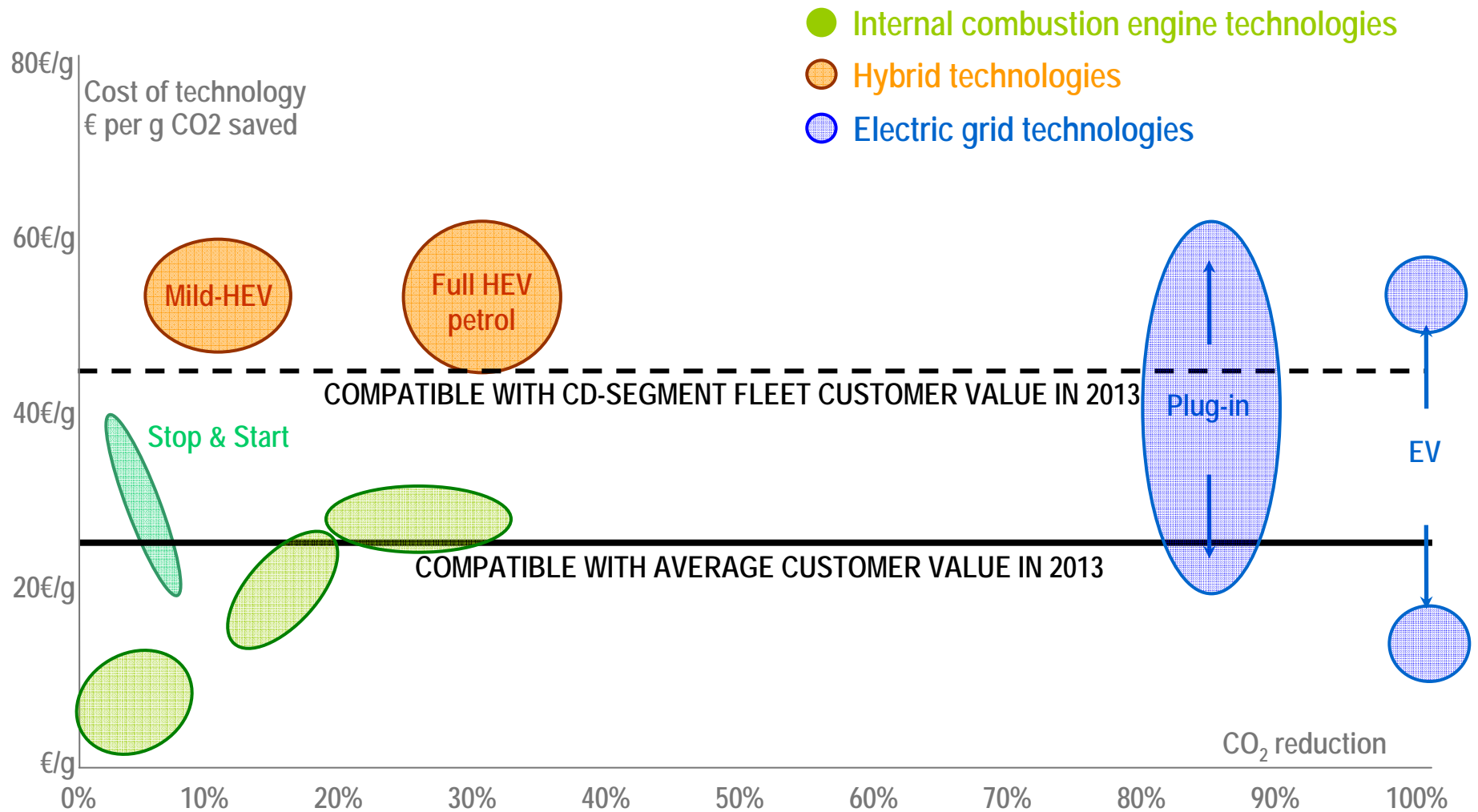
X Ranking in gap with CAFÉ 2011



# 01 CAFÉ 2012-2015 TARGET ACHIEVABLE WITHOUT ELECTRIC VEHICLES



# 01 USING THE MOST EFFICIENT COST/VALUE RATIOS



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## 02 EV = PROFITABLE INSURANCE TO FACE OIL PRICE INCREASE



Fluence Z.E.



Kangoo Z.E.



Twizy



ZOE

Zero Emission is best in class by definition

Profitable: a healthy business model

Visibility on cost reduction to handle incentive fade-out through 2015

Transforming city center traffic restrictions into an opportunity



## 02 RENAULT EV - AN ECONOMICAL CHOICE

### PRICE TAG

no more than a diesel car  
in the same category  
after tax incentives



### RUNNING COSTS

savings after 40-50 km  
per day



< 20 € / month



< 80 € / month



100 € / month

### FROM 20% SAVINGS ON MAINTENANCE



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## 03 RENAULT: A HIGHLY COMPETITIVE DIESEL RANGE WITH 1.5ltr OFFER

TWINGO



85g CO2/km (2012)  
dCi 85  
-25% vs 2007 (-28g)

CLIO



89g CO2/km  
dCi 90  
-25% vs 2005 (-28g)

MEGANE



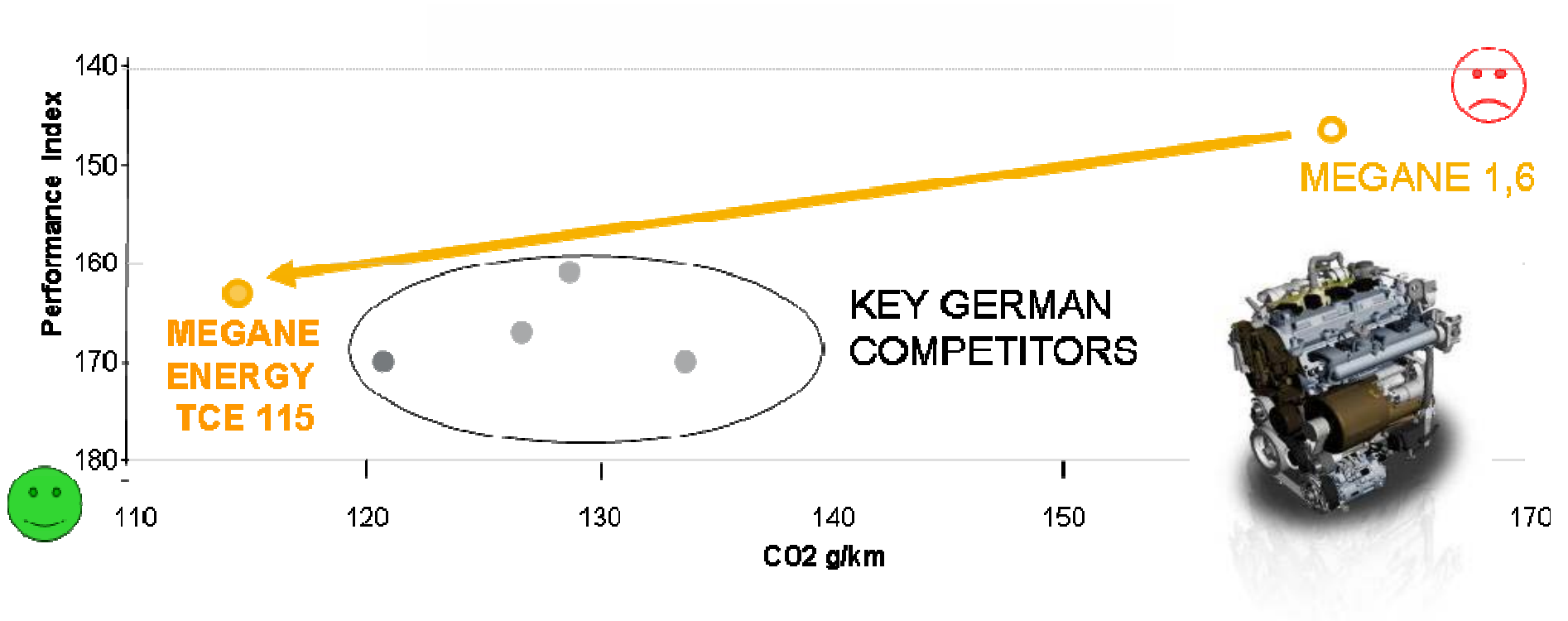
<95g CO2/km (2012)  
Energy dCi 110  
-25% vs 2009 (-30g)

SCENIC



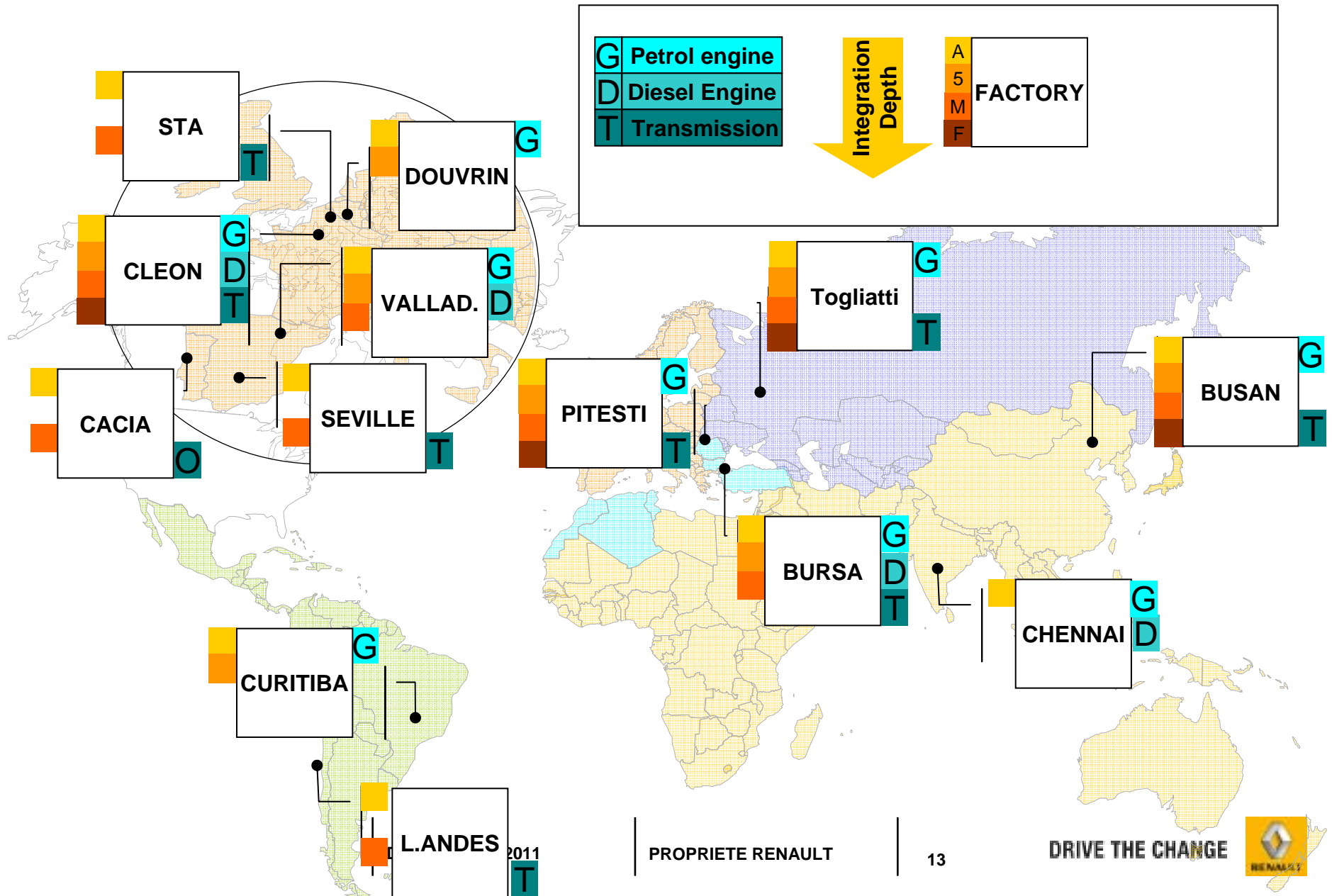
105g CO2/km (2012)  
Energy dCi 110  
-20% vs 2009 (-25g)

### 03 RENAULT: 2012 LAUNCHES CREATE A COMPETITIVE PETROL RANGE



→ New petrol downsized turbo (3 and 4 cylinder)

# 03 LOCALIZATION IS A COMPETITIVE ADVANTAGE



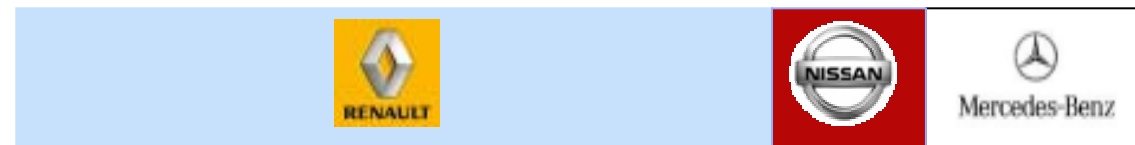
### 03 ENGINE COMPETITIVENESS RECOGNIZED BY OUR CUSTOMERS



1.6 ltr diesel



Downsized petrol



2015



### 03 RENAULT ENGINES IN 4 F1 CARS



December 9th 2011

PROPRIETE RENAULT

15

DRIVE THE CHANGE



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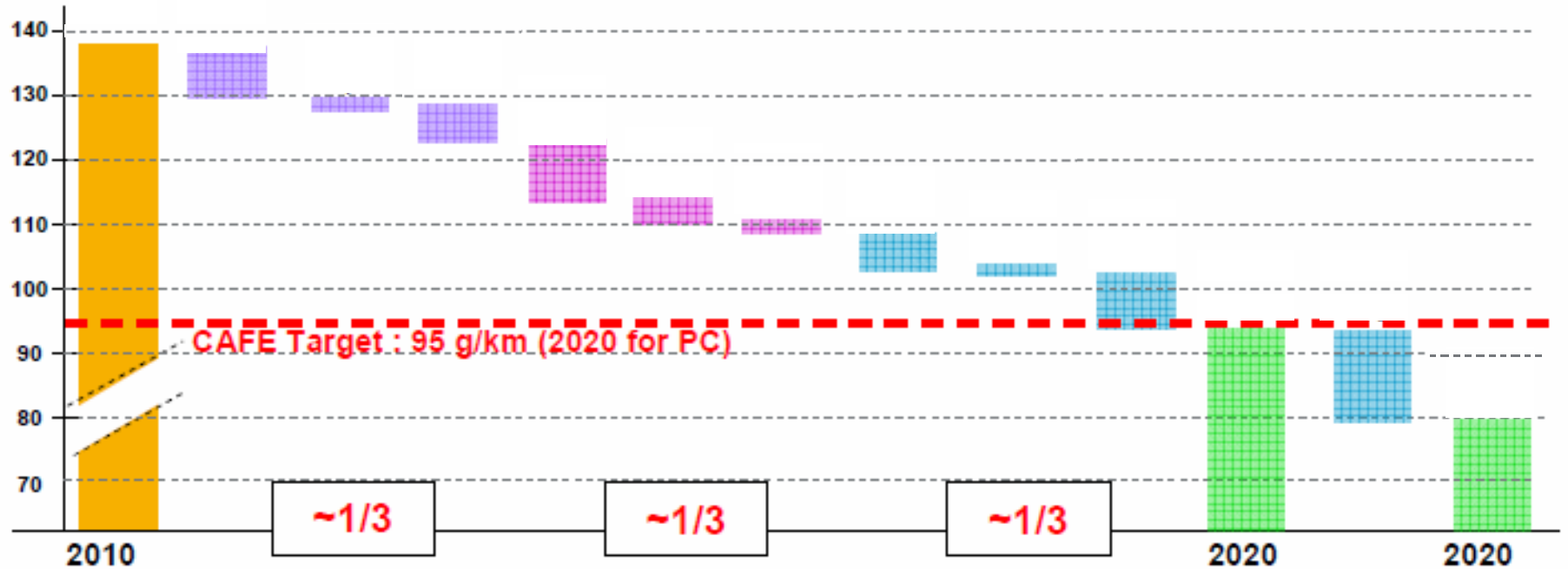
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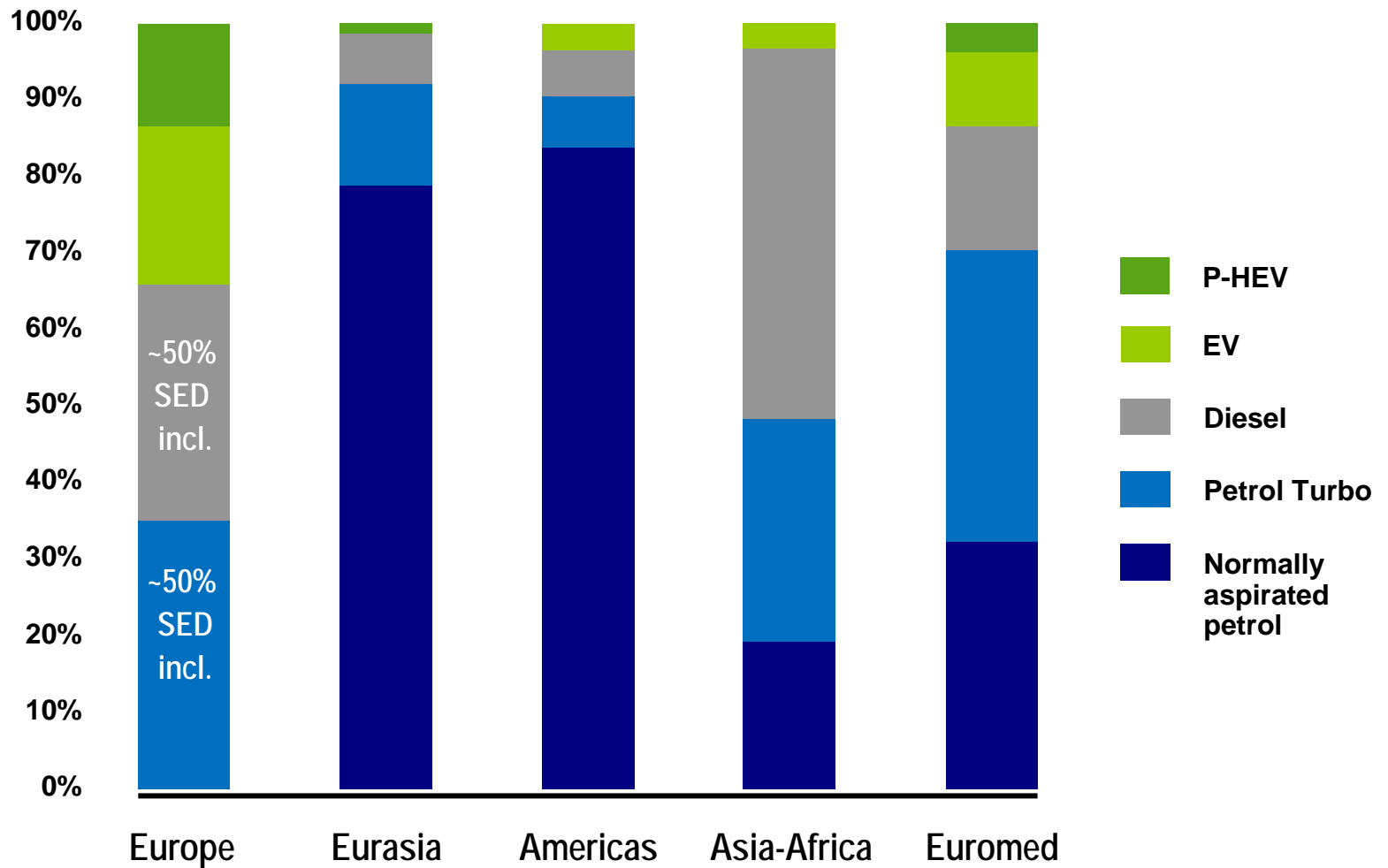


## 04 ELECTRIFICATION IS A MUST TO REACH 95g IN 2020



CO <sub>2</sub> Techno	Vehicle			PowerTrain			Electrification				Total
	Weight	Aero	Mngt Energy Th/Elec	Gasoline	Diesel	Trans.	S&S	SED & mild HEV	P-HEV	EV	

## 04 2020 RENAULT ENGINE MIX



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## 05 CONCLUSION

RENAULT in 2012:

- Benchmark ICE technology
- Leader in EV, with 2-3 year advance vs. competitors
- CAFE champion driving market competitiveness

→ Powertrains are a key strength for Renault

