

# RENAULT GROUP SOCIETE GENERALE CONFERENCE

DOMINIQUE THORMANN,  
EVP, CFO & RCI Banque CEO  
NOVEMBER 30th , 2011

30 NOVEMBER 2011

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# 01 RENAULT PERFORMANCE UPDATE

# 02 OUTLOOK

# TOTAL INDUSTRY VOLUMES & GROUP UNIT SALES 2011 vs. 2010 OCTOBER YTD

## GLOBAL \*

TIV + 5.0 %  
GROUP + 3.5 %

## EURASIA

TIV + 40.2 %  
GROUP + 65.6 %

## EUROPE

TIV - 0.2 %  
GROUP - 6.1 %

## EUROMED

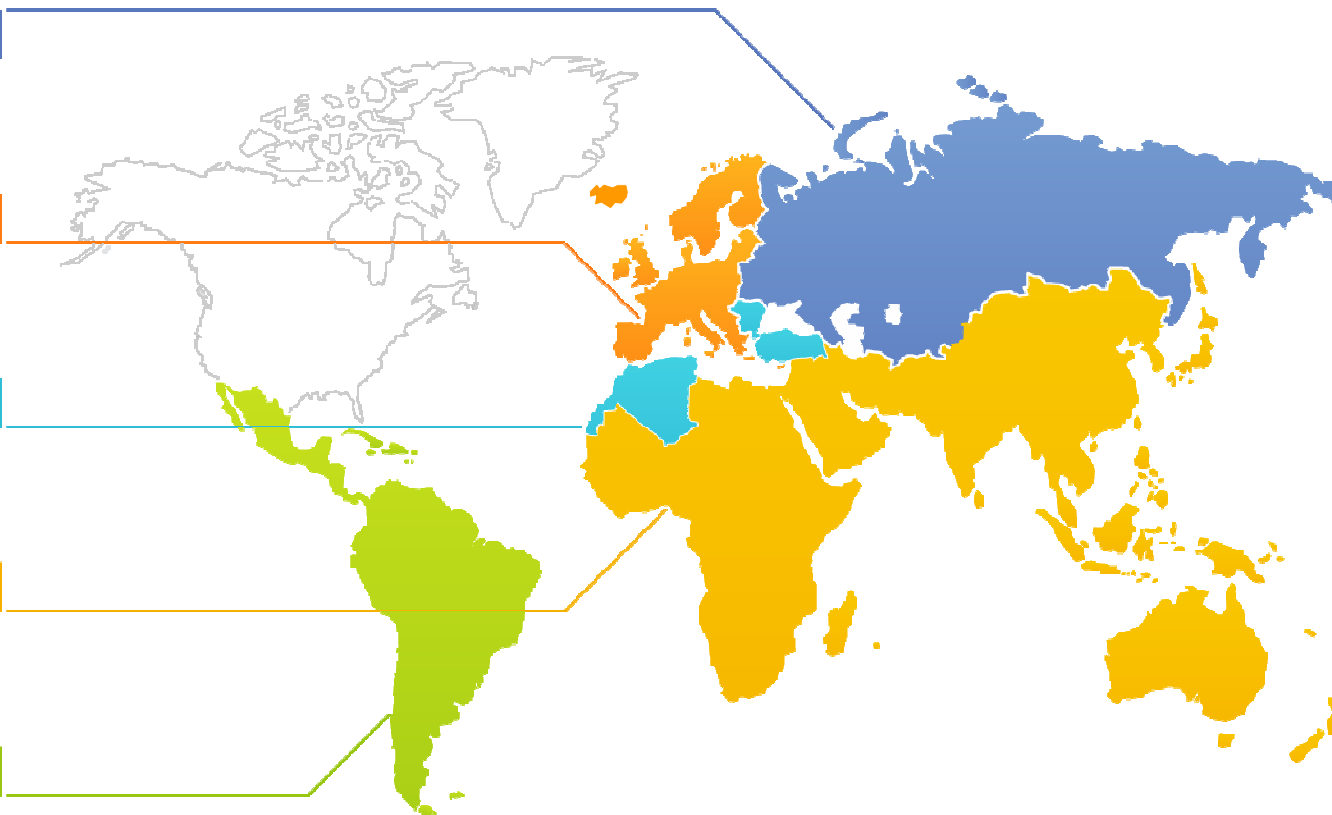
TIV + 17.7 %  
GROUP + 15.1 %

## ASIA / AFRICA

TIV + 1.9 %  
GROUP + 0.9 %

## AMERICAS

TIV + 12.1 %  
GROUP + 27.5 %

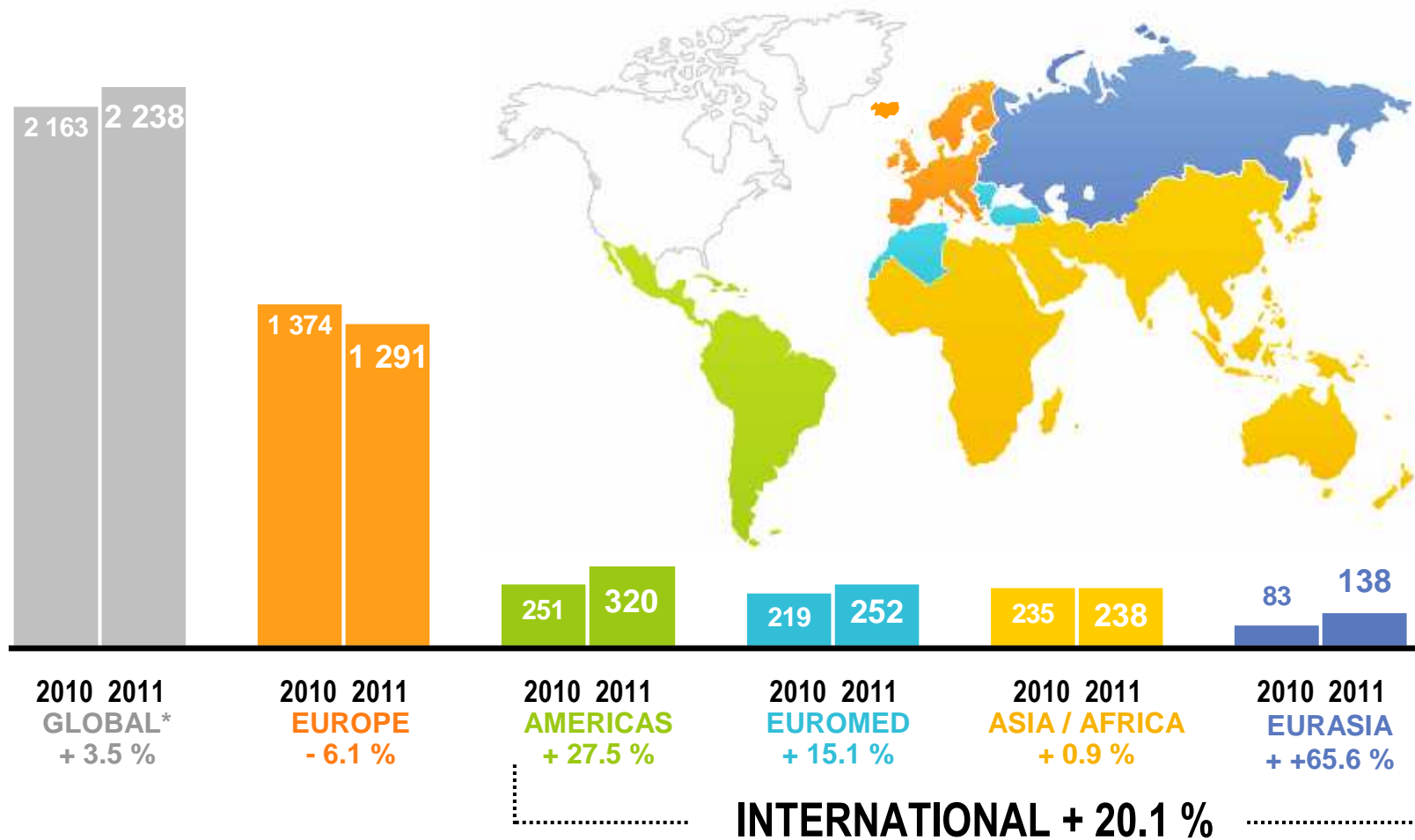


\*PC+LCV including USA & Canada

# RENAULT GROUP UNIT SALES 2011 vs. 2010 OCTOBER YTD

## INTERNATIONAL SALES MIX AT 42% (+ 6.4 PTS VS. 2010)

THOUSAND UNITS  
(PC + LCV)



\* PC+LCV including USA & Canada



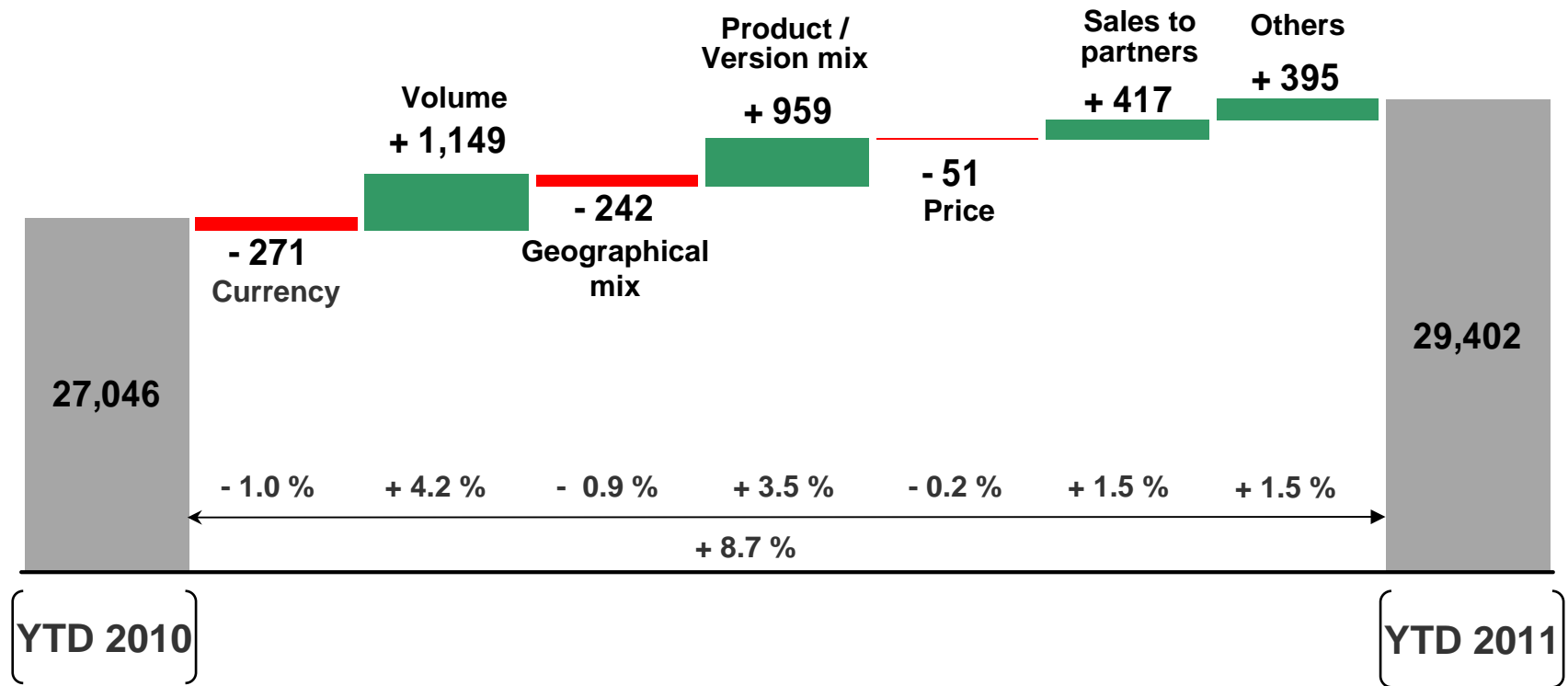
## RENAULT GROUP REVENUES BY DIVISION YTD 2011

<i>In million euros</i>	YTD 2010	YTD 2011	Change (%)
Automotive	27,046	29,402	+ 8.7 %
Sales Financing	1,333	1,444	+ 8.3 %
<b>TOTAL</b>	<b>28,379</b>	<b>30,846</b>	<b>+ 8.7 %</b>

# AUTOMOTIVE REVENUE VARIANCE ANALYSIS YTD

In million euros

CHANGE 2010 / 2011 : + €2,356



## RCI BANQUE PERFORMANCE YTD

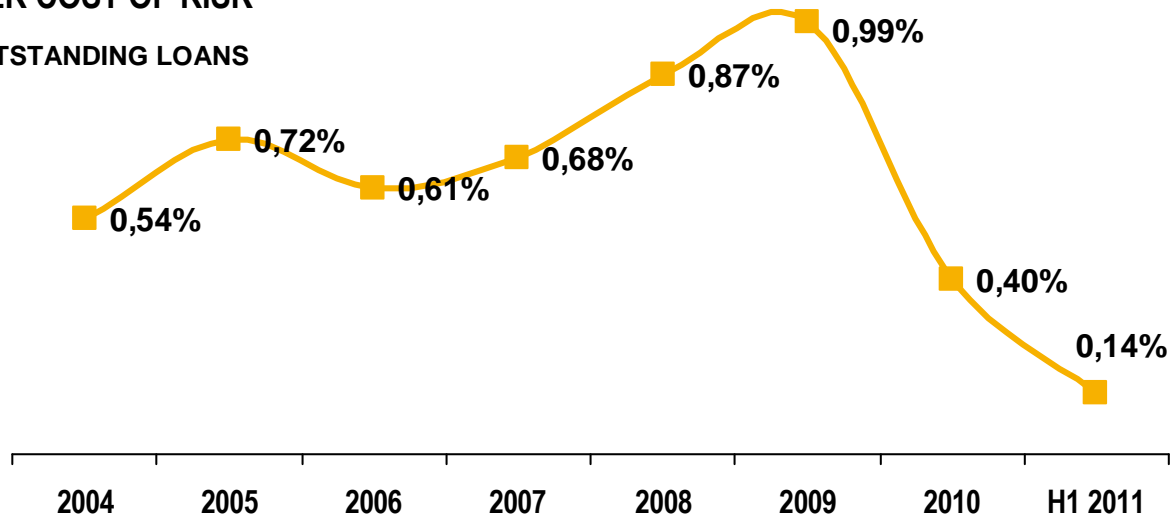
	YTD 2010	YTD 2011	Change (%)
Revenues <i>(in € m)</i>	1,333	1,444	+ 8.3 %
Average loans outstanding <i>(in € bn)</i>	20.8	22.5	+ 8.2 %
New contracts <i>(in thousand units)</i>	710	756	+ 6.4 %
New financing <i>(in € bn)</i>	7,4.	8,2	+ 10.2 %



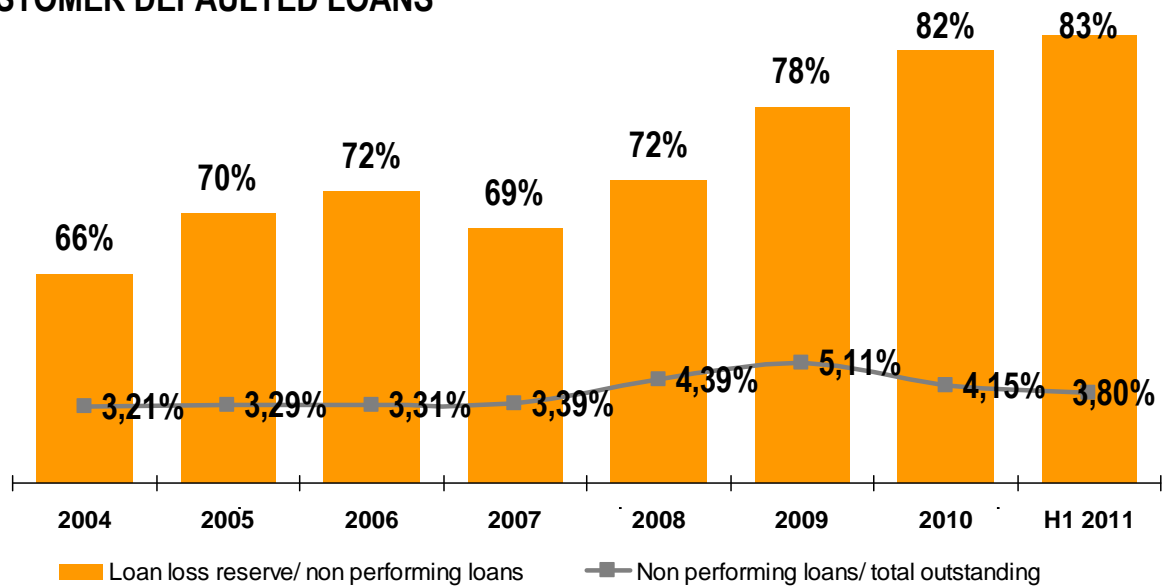
# RCI - IMPROVEMENT OF THE COST OF RISK

## CUSTOMER & DEALER COST OF RISK

IN % OF AVERAGE OUTSTANDING LOANS



## PROVISIONING & CUSTOMER DEFAULTED LOANS

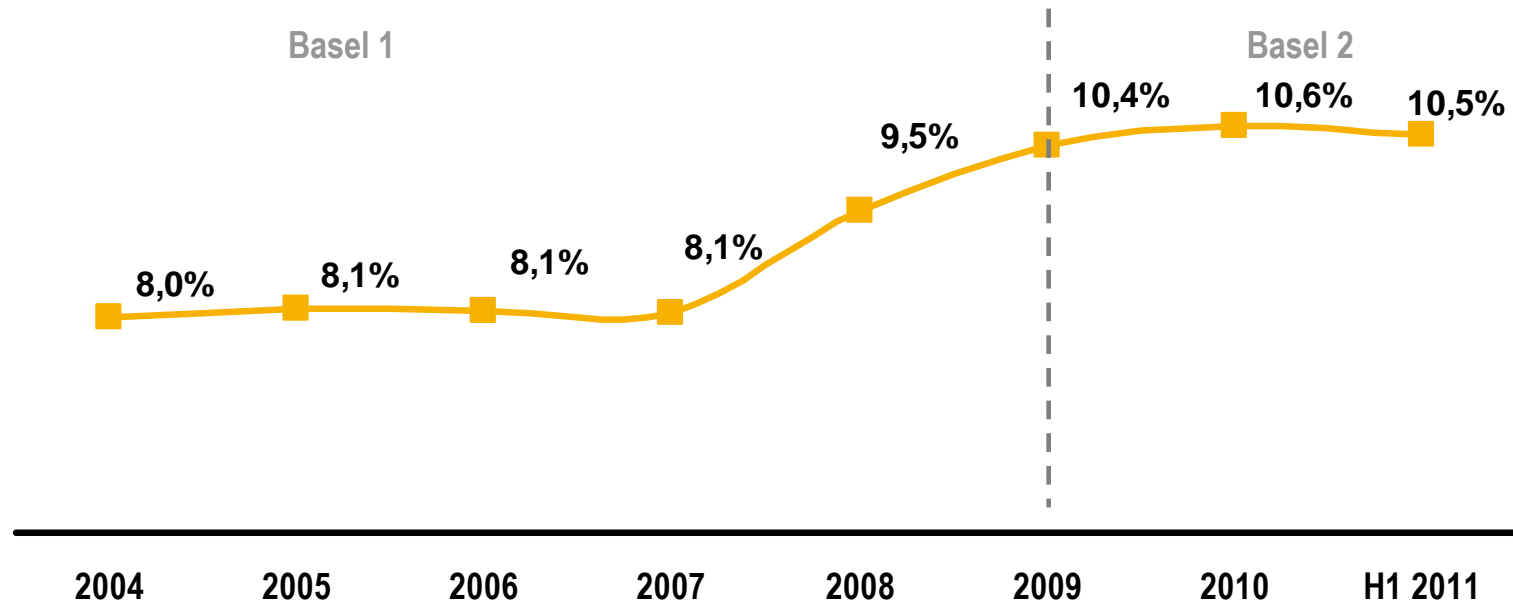


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## RCI – A STRONG BALANCE SHEET AND LIQUIDITY

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



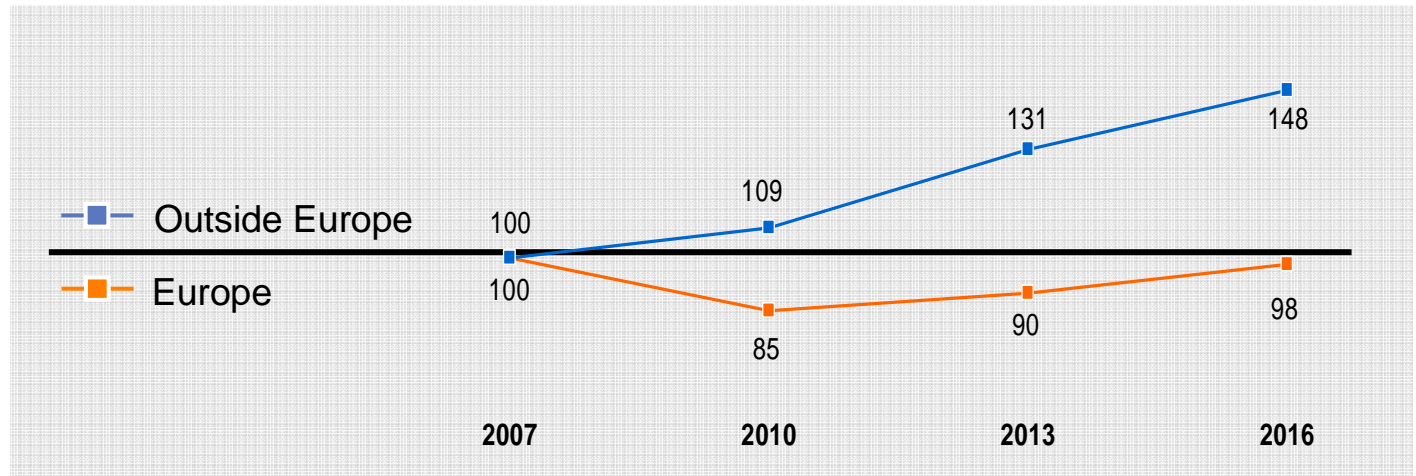
- Liquidity management
  - No static risk : Assets funded by liabilities with a longer maturity
  - Dynamic liquidity management through stress test

# 01 RENAULT PERFORMANCE UPDATE

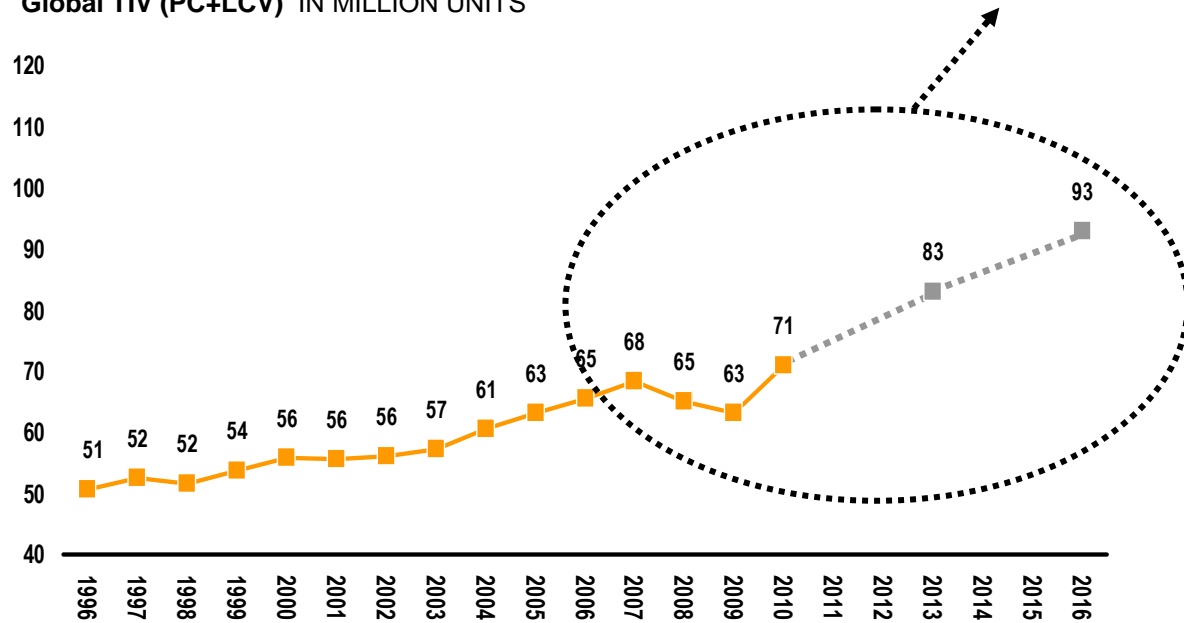
# 02 OUTLOOK



# GROWING TIV, RECOVERING QUICKLY AFTER 2008/2009



Global TIV (PC+LCV) IN MILLION UNITS



# ZOOM ON SALES OUTSIDE EUROPE: 5 OF RENAULT'S TOP 10 MARKETS ARE OUTSIDE EUROPE

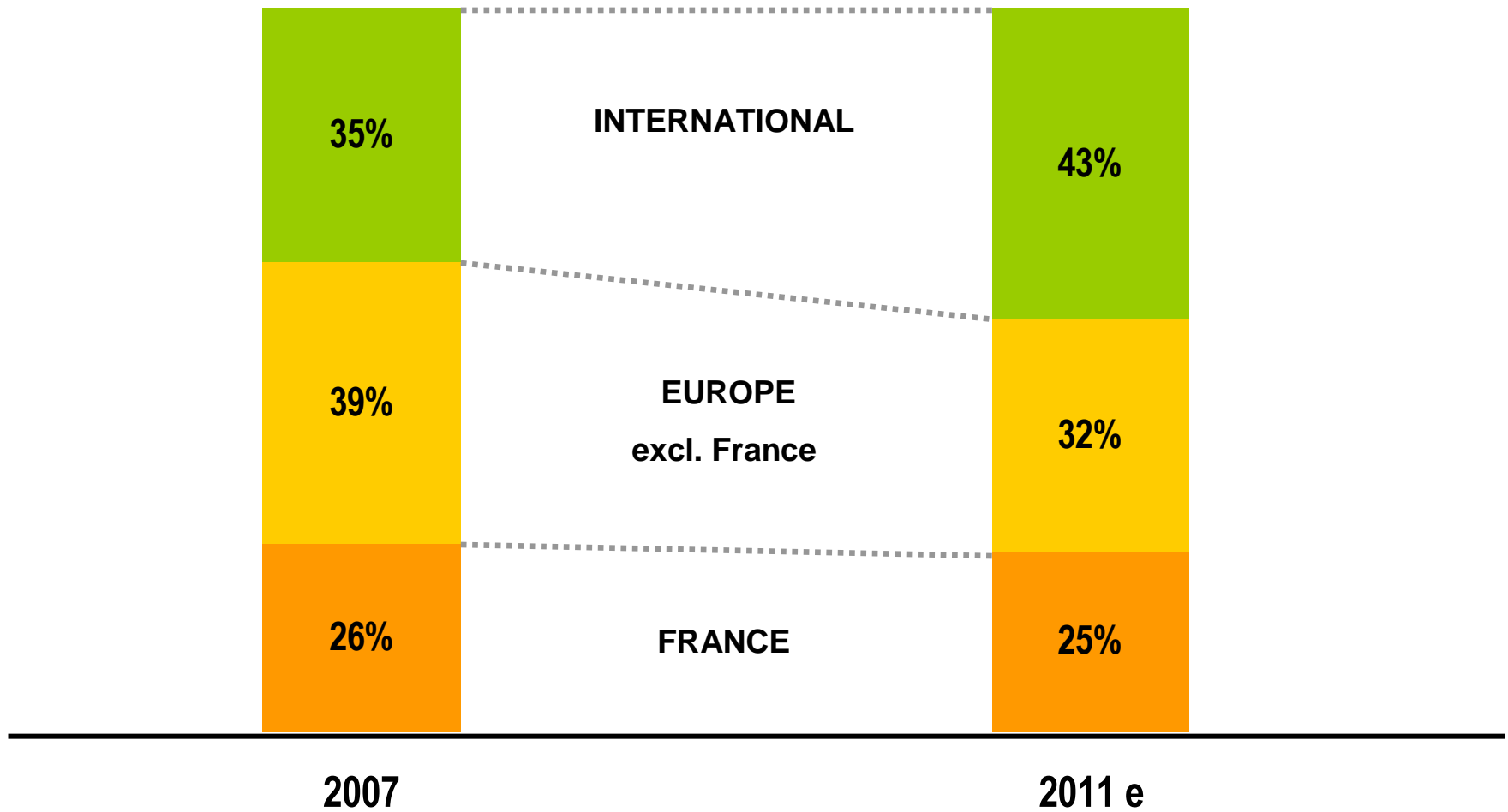
## YTD 2010 RANKING

01		FRANCE
02		GERMANY
03		SOUTH KOREA
04		BRAZIL
05		ITALY
06		SPAIN
07		UNITED KINGDOM
08		TURKEY
09		RUSSIA
10		BELGIUM / LUXEMBOURG
11		ARGENTINA

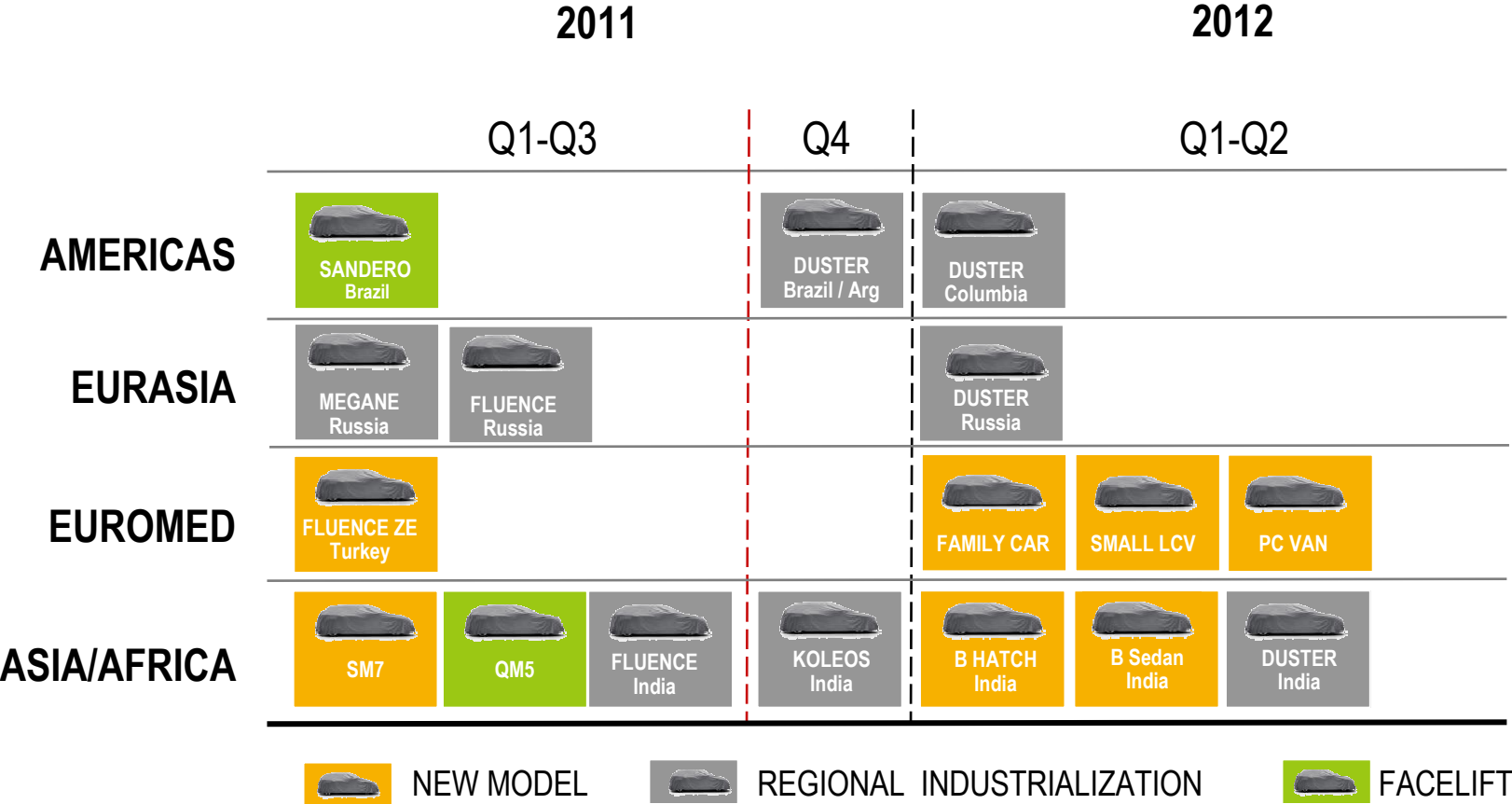
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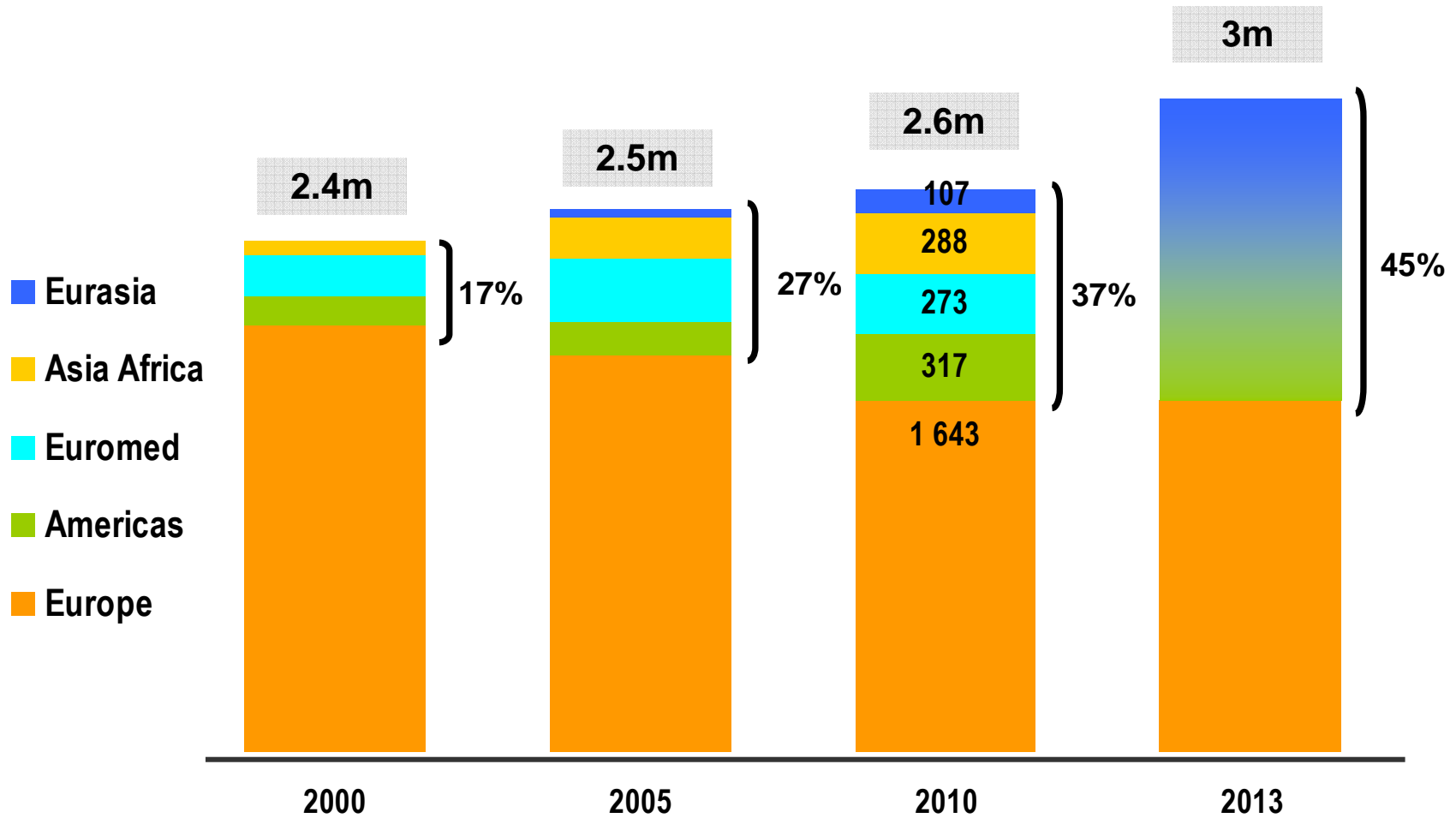
# GROUP UNIT SALES BREAKDOWN



# SUSTAINED GROWTH THROUGH PRODUCT LAUNCHES



# VOLUME GROWTH : 90% FROM OUTSIDE EUROPE



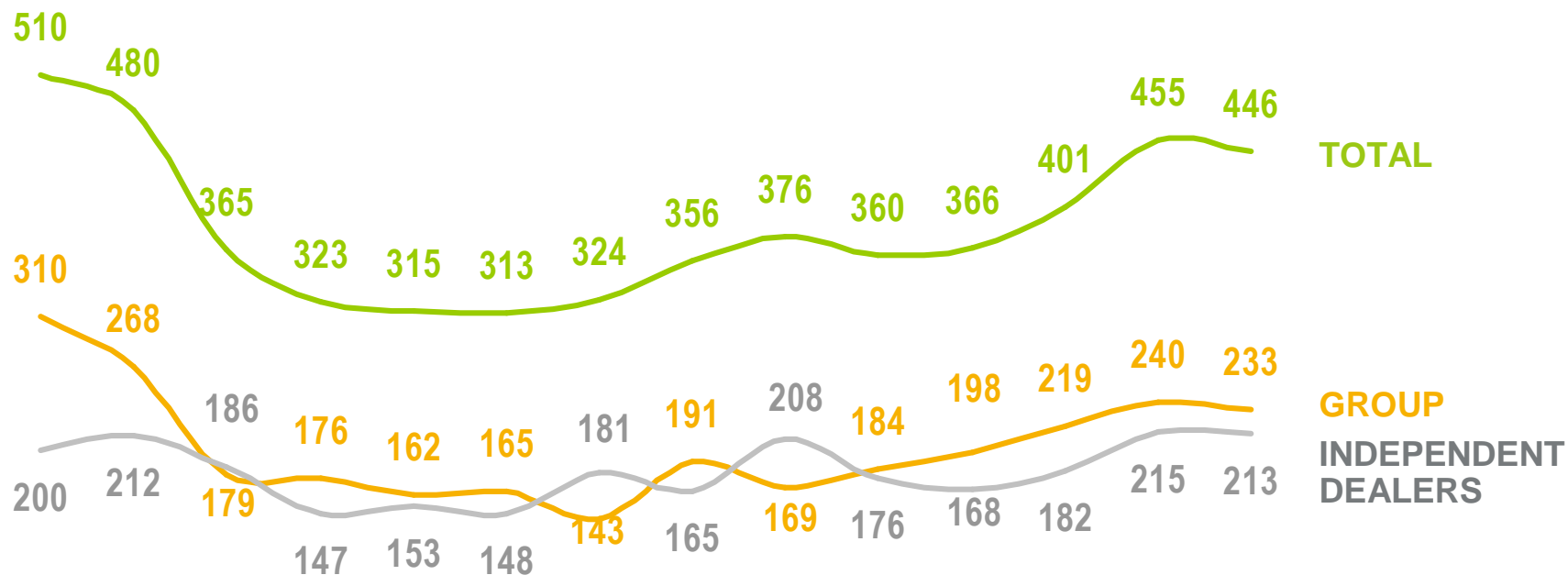
GROUP UNIT SALES : Renault, Dacia & Renault Samsung brands





# DISTRIBUTION STOCK

## NEW VEHICLE PHYSICAL DISTRIBUTION STOCK IN K UNITS



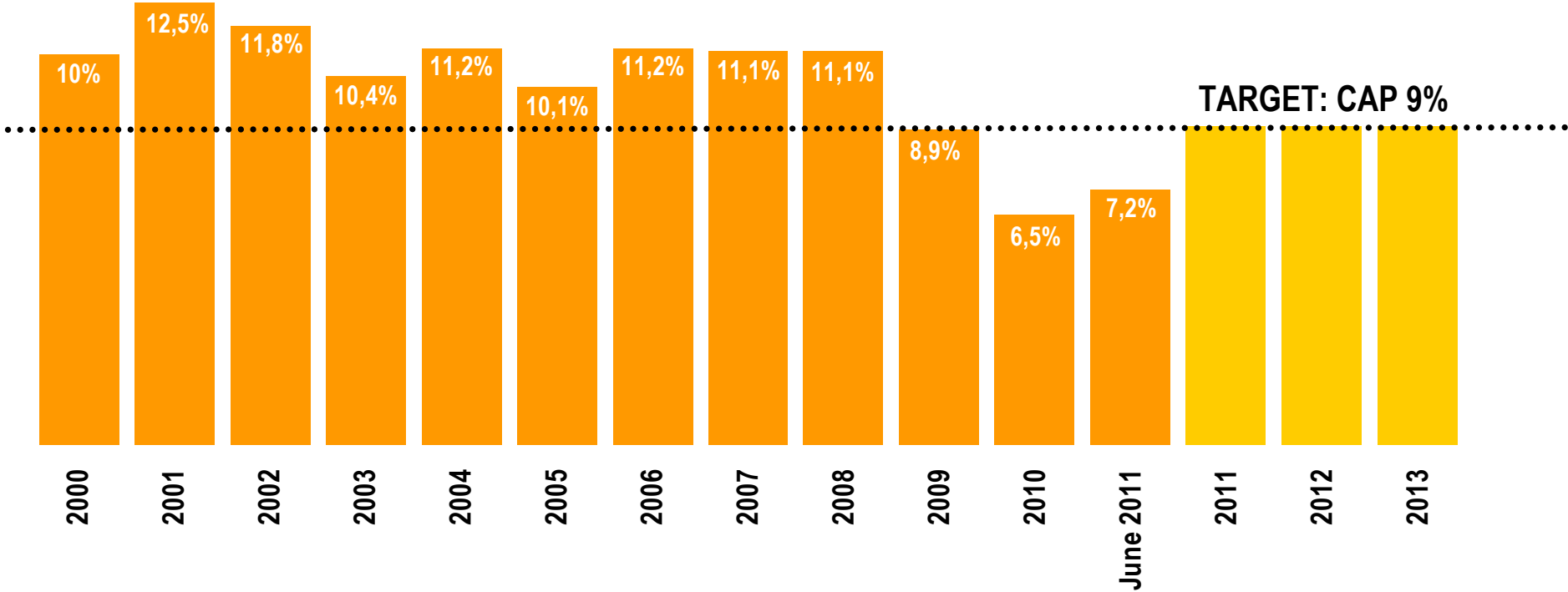
JUN'08    SEP'08    DEC'08    MAR'09    JUN'09    SEP'09    DEC'09    MAR'10    JUN'10    SEP'10    DEC'10    MAR'11    JUN'11    SEP'11

69    80    67    60    45    52    47    50    51    56    49    53    59    65

Number of days of sales  
(previous period)



# CAPITAL EXPENDITURE AND R&D

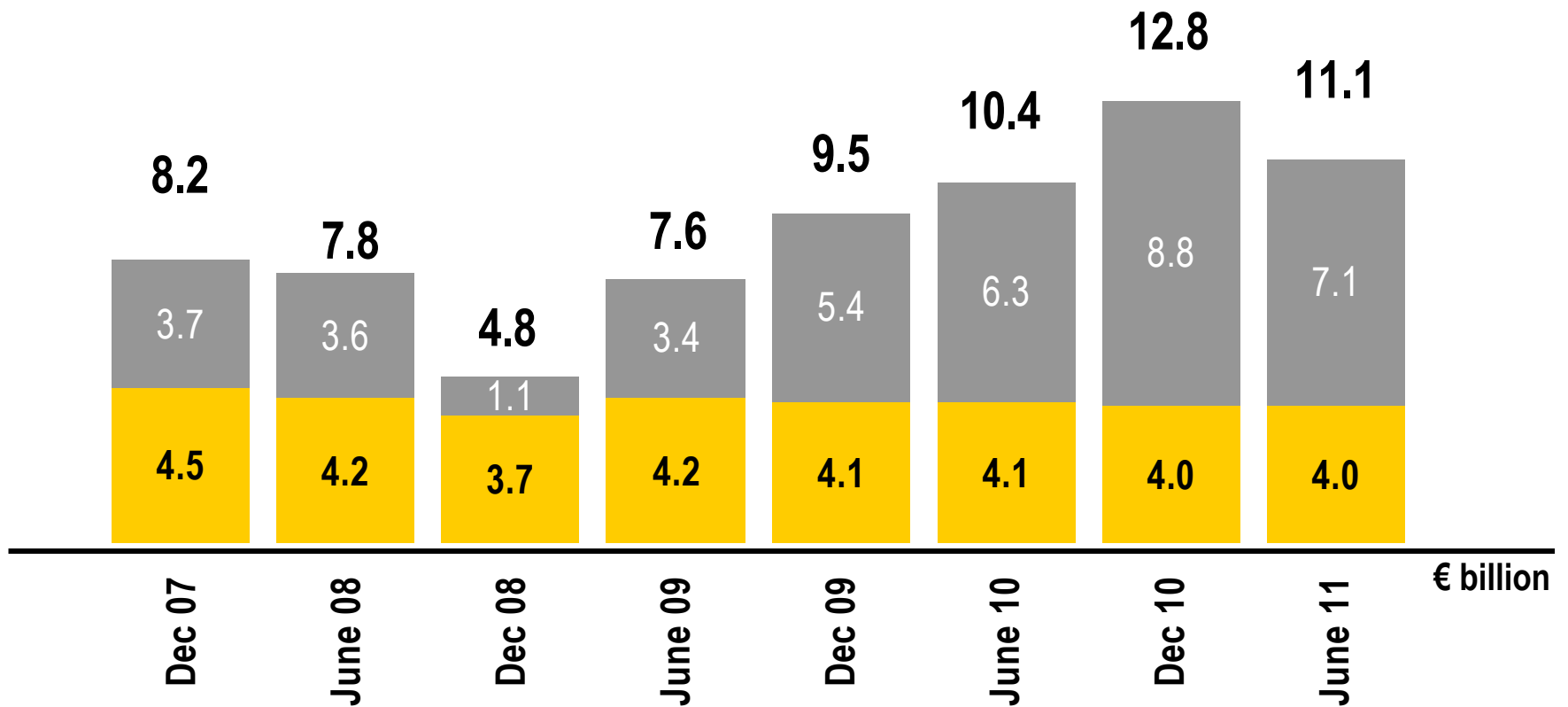


Net capital expenditure and net R&D in % of group revenues

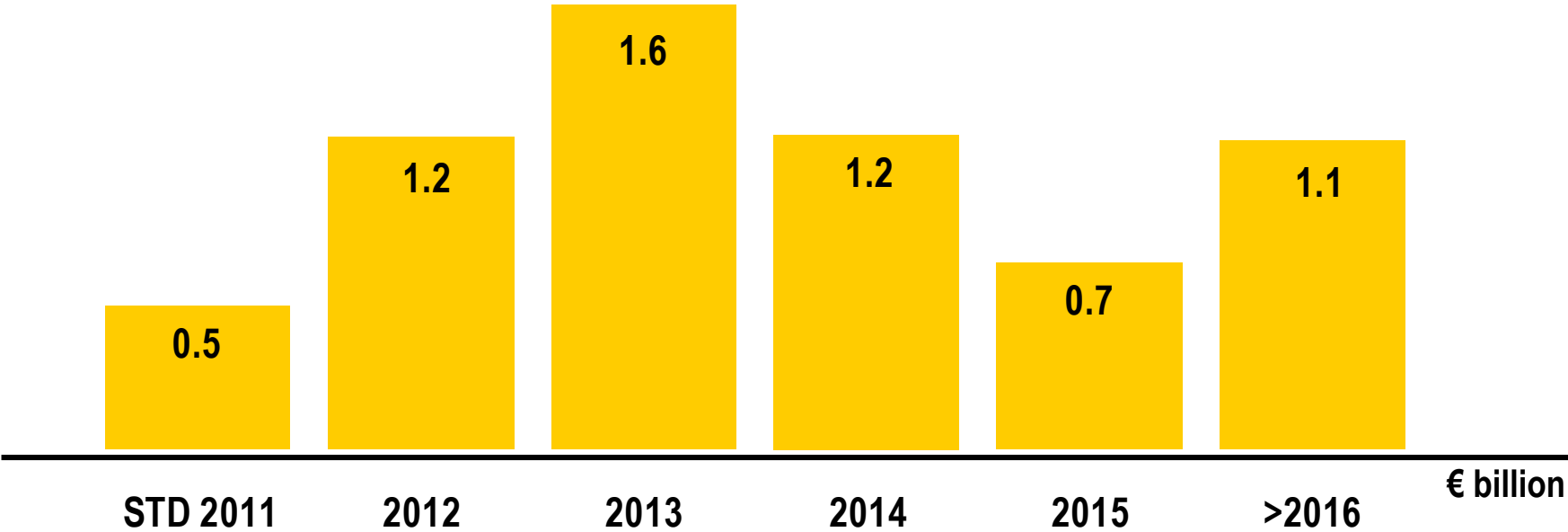


# AUTOMOTIVE LIQUIDITY RESERVE

■ AVAILABLE CREDIT LINES    ■ CASH



# RENAULT SA LONG TERM DEBT MATURITY



# OUTLOOK 2011

## FULL YEAR 2011 TOTAL INDUSTRY VOLUMES (PC+LCV vs. FY 2010)

- GLOBAL + 3 %
- EUROPE stable
- FRANCE - 3 %

## 2011 FULL YEAR OUTLOOK CONFIRMED

- UNIT SALES AND REVENUES > 2010
- AUTOMOTIVE OPERATIONAL FREE CASH FLOW > €500m
- CAPEX + R&D < 9 % OF GROUP REVENUES

# Q&A



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22

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