

RENAULT GROUP - Q3 2009

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OCTOBER 29, 2009

DRIVE THE CHANGE



AGENDA

- Q3 2009 commercial results
- Q3 2009 group revenues
- Outlook for Q4 and onwards

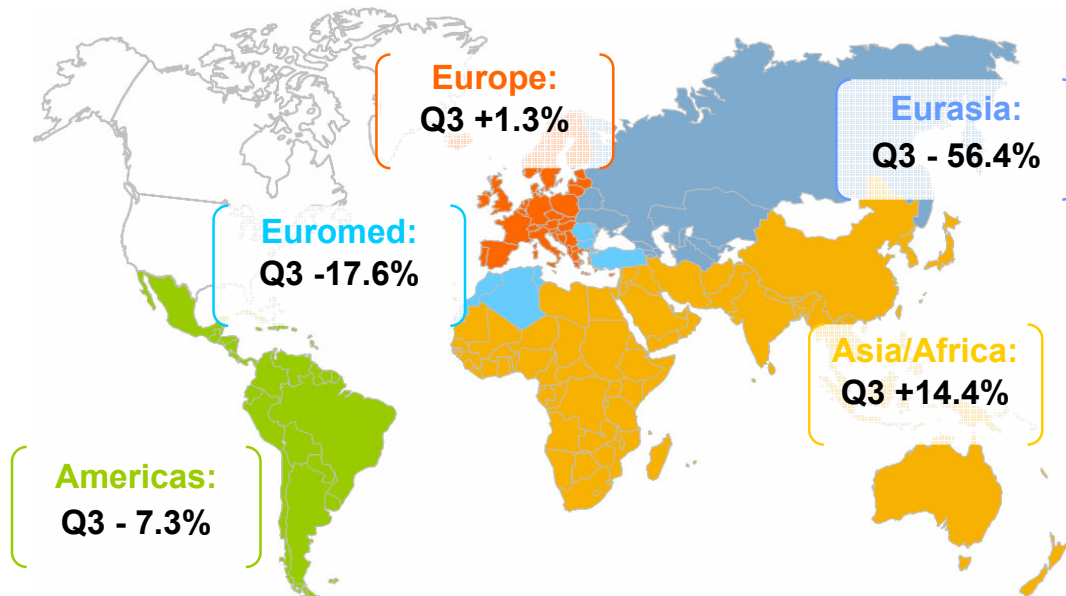
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TIV DECREASE SLOWING IN Q3 2009

Global -1.8%



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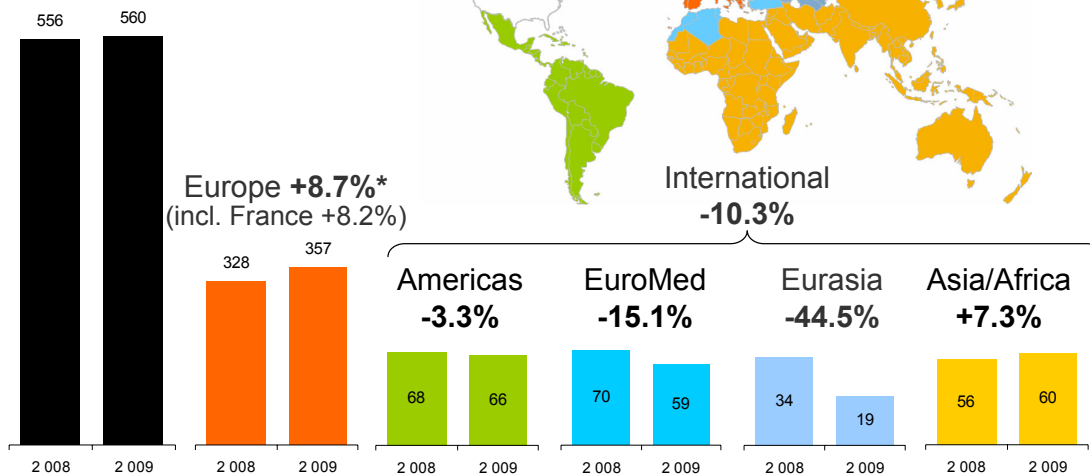
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RENAULT GROUP : POSITIVE COMMERCIAL RESULTS IN Q3 2009 vs. Q3 2008

Thousand units (PC+LCV)

Global +0.8%


















* +9.1% in registrations in Europe
+9.2% in registrations in France

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

| | Sales Volumes Q3 | Market share Q3 | Evolution of market share vs. Q3 2008 |
|---|------------------|-----------------|---------------------------------------|
|  FRANCE | 153 492 | 27.3% | + 1.5 |
|  GERMANY | 60 742 | 6.2% | + 1.2 |
|  SOUTH KOREA | 37 610 | 10.4% | + 0.9 |
|  BRAZIL | 33 351 | 4.1% | - 0.3 |
|  ITALY | 30 058 | 5.8% | + 1.1 |
|  SPAIN | 28 924 | 10.8% | + 0.4 |
|  TURKEY | 20 651 | 14.2% | + 0.5 |
|  GREAT BRITAIN | 19 795 | 3.1% | - 0.7 |
|  ARGENTINA | 17 360 | 13.4% | + 1.9 |
|  RUSSIA | 16 940 | 4.9% | + 1.4 |
|  ALGERIA | 14 212 | 26.0% | + 8.8 |
|  ROMANIA | 12 609 | 36.0% | + 2.3 |
|  BELGIUM+LUX | 12 524 | 10.1% | + 0.2 |
|  IRAN | 8 346 | 2.5% | - 2.4 |
|  NETHERLANDS | 8 216 | 7.7% | + 0.0 |

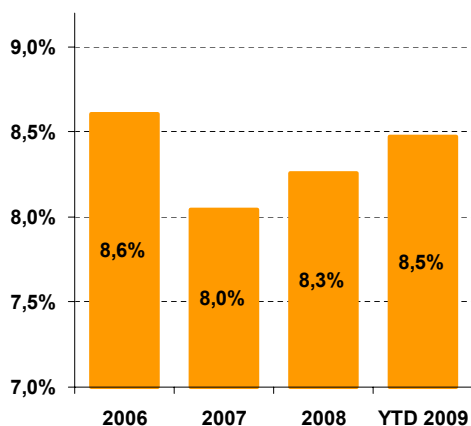
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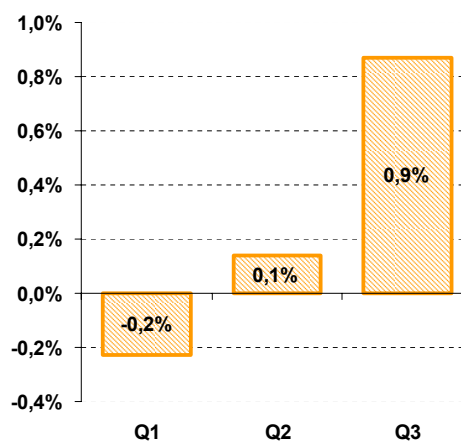


ZOOM ON EUROPE PC MARKET SHARE : STRONG MOMENTUM VS. 2008

Group PC MS in Europe
2006-2009



Group PC MS in Europe
2009 vs. 2008

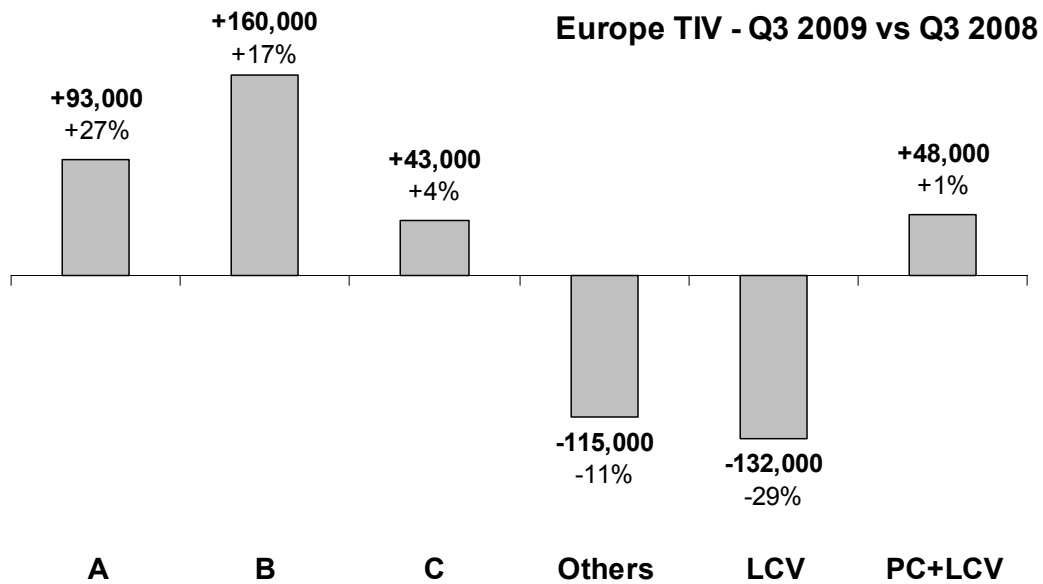


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EUROPEAN TIV DRIVEN BY A/B SEGMENTS. LCV STILL STRONGLY DEPRESSED.

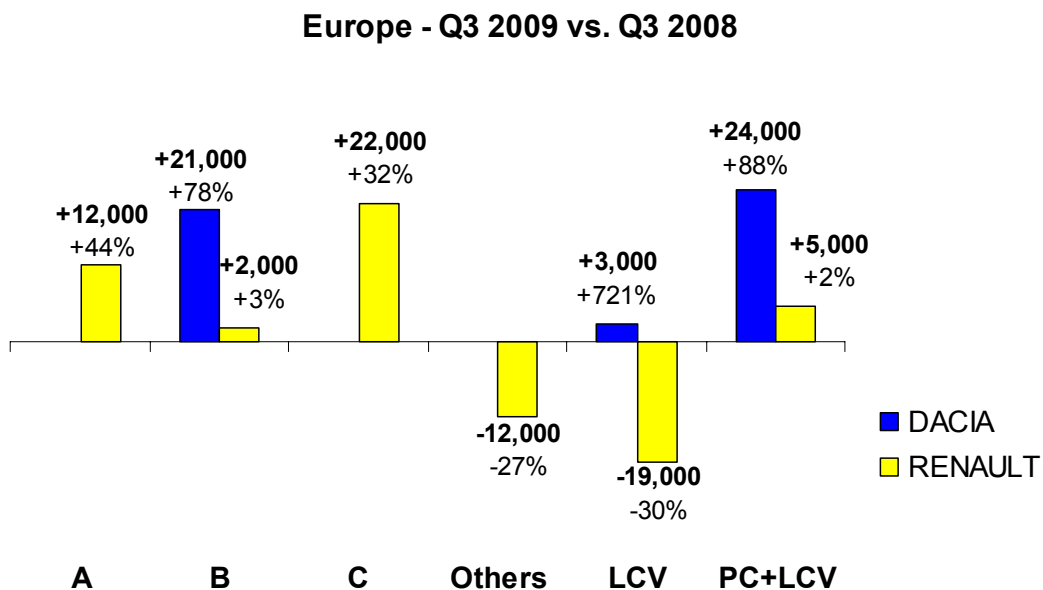


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RENAULT GROUP : DELIVERING ORDER BOOK (TWINGO/DACIA) AND NEW MEGANE RAMP-UP

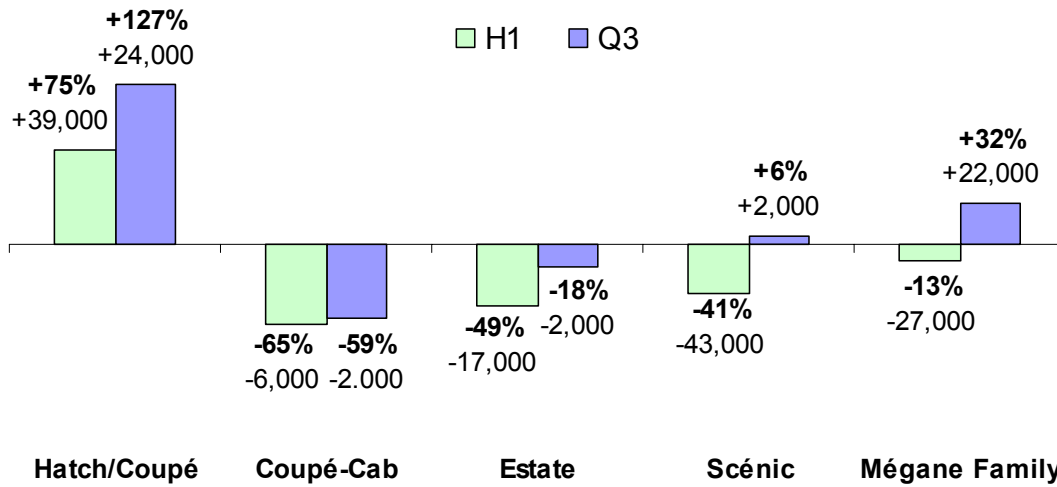


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NEW MEGANE IN EUROPE : CONFIRMATION ON HATCH, FIRST SIGNS OF SCENIC/ESTATE RAMP-UP



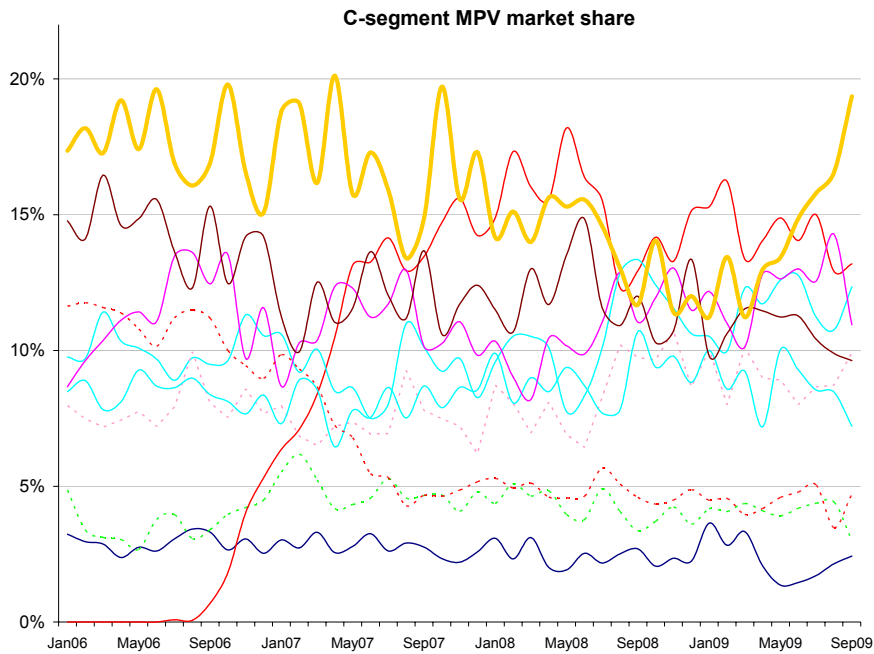
PC Mégane Family in Europe 2009 vs 2008

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ZOOM ON SCENIC : FIRST MONTHS ON TRACK, N°1 SPOT RETAKEN IN EUROPE

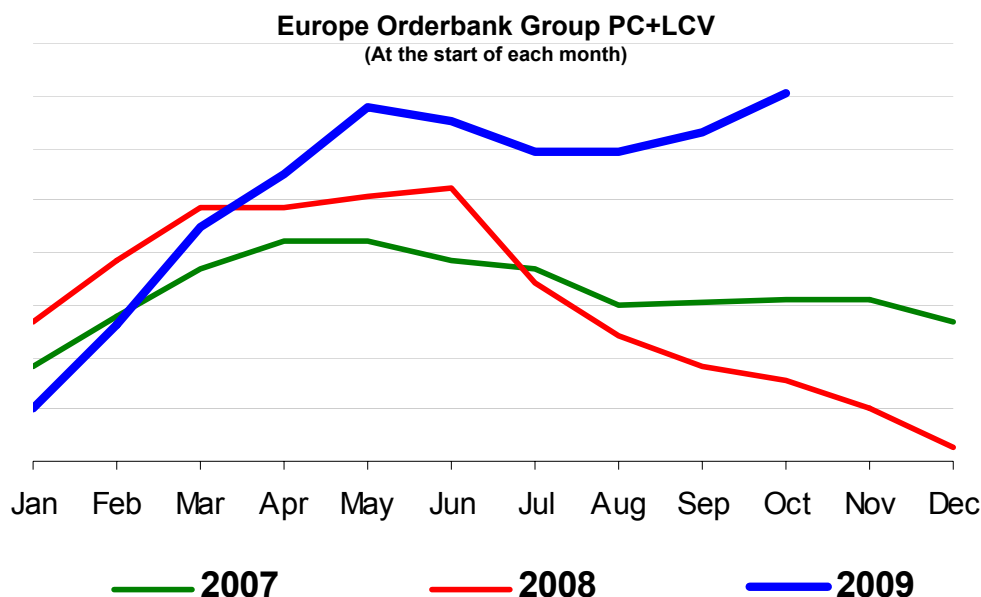


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ORDER BANK REMAINS AT A VERY HIGH LEVEL DESPITE Q3 MARKET SHARE IMPROVEMENT



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TOTAL DISTRIBUTION INVENTORY ON TRACK

| In thousand units | 30/06 2008 | 30/09 2008 | 31/12 2008 | 31/03 2009 | 30/06 2009 | 30/09 2009 |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Group inventory * | 310 | 268 | 179 | 176 | 162 | 165 |
| Independent dealership inventory | 200 | 212 | 186 | 147 | 153 | 148 |
| Total | 510 | 480 | 365 | 323 | 315 | 313 |

* Operational indicator = distribution stock

- Distribution stock under control, with a 5k vehicle reduction in dealer stock during Q3'09 vs. a 12k increase in Q3'08
- Benefiting from early production cuts in Q4/08 in terms of inventory quantity and quality (strong reduction of ageing inventories)
- Total distribution stock of new cars down 35% vs. Q3 2008

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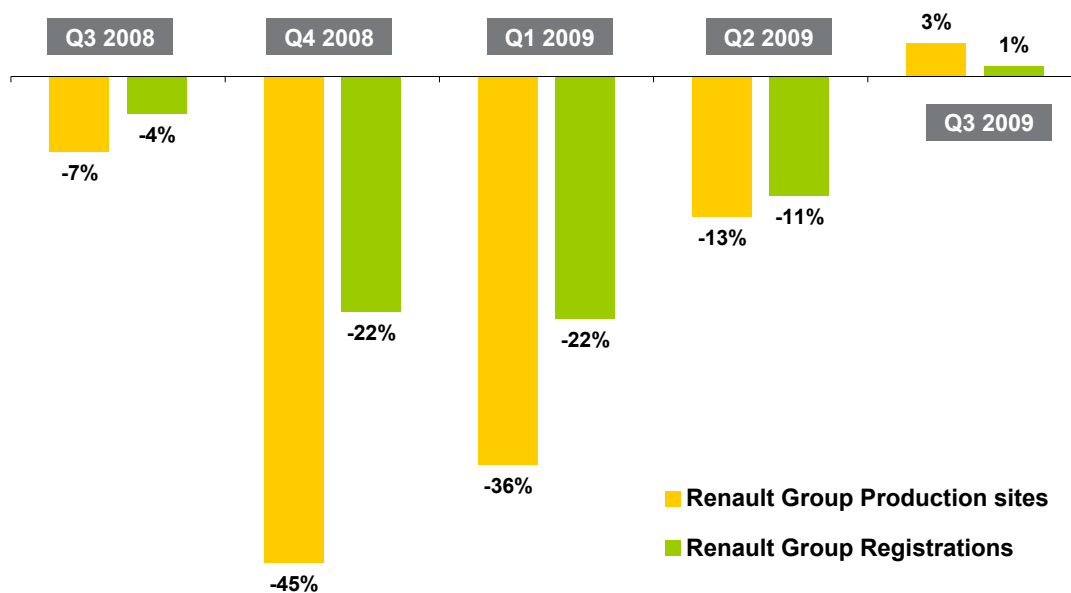
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PRODUCTION & REGISTRATIONS: POSITIVE IN Q3'09

Evolution in volume vs. Y-1



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RENAULT GROUP REVENUES BY DIVISION Q3

| <i>In million euros</i> | Q3 2008 Pro forma* | Q3 2009 | Change (%) |
|-------------------------|-----------------------|--------------|----------------|
| Automobile | 8,633 | 7,664 | - 11.2% |
| Sales Financing | 502 | 438 | - 12.7% |
| TOTAL | 9,135 | 8,102 | - 11.3% |

* 2008 data has been restated on a consistent basis

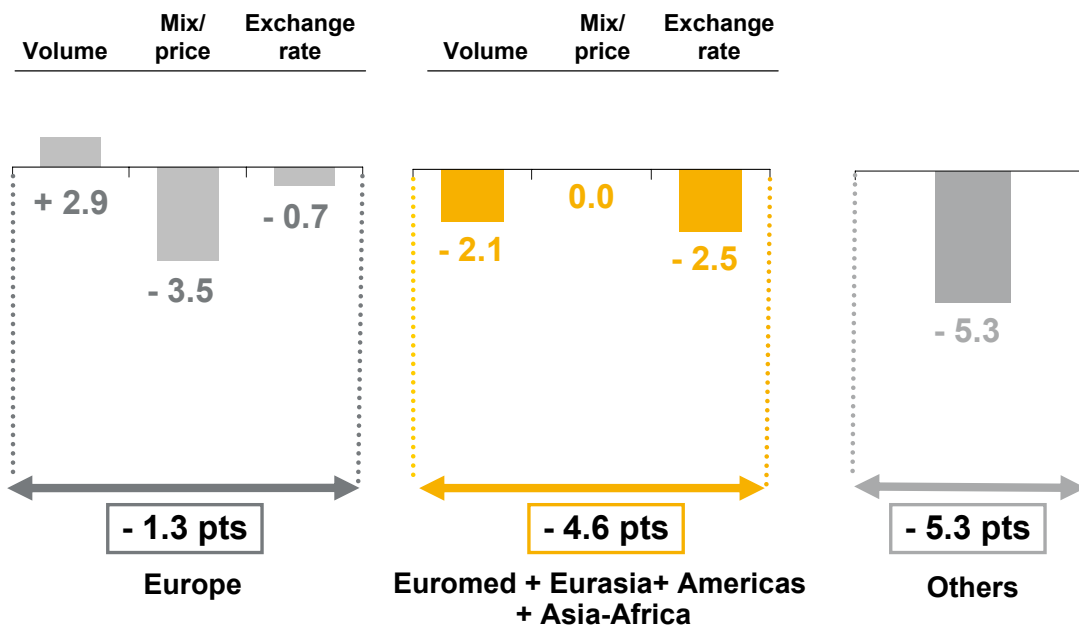
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AUTOMOBILE DIVISION REVENUES DOWN 11.2% IN Q3'09

Contribution to the change in revenues



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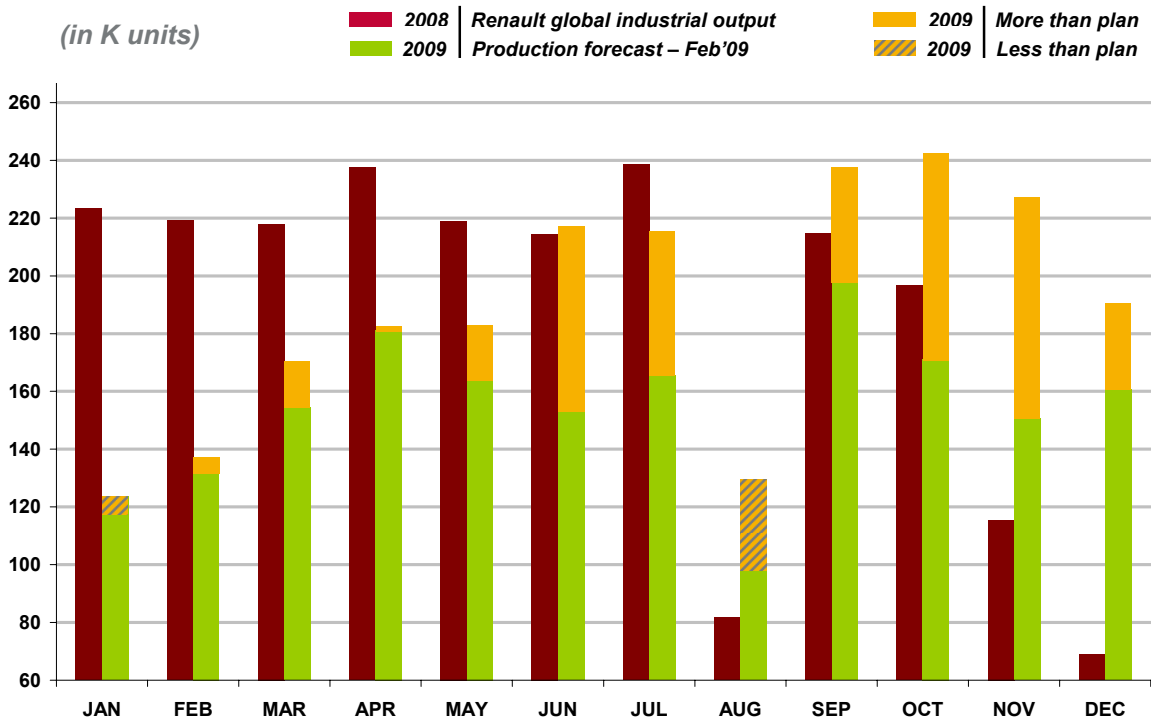


AGENDA

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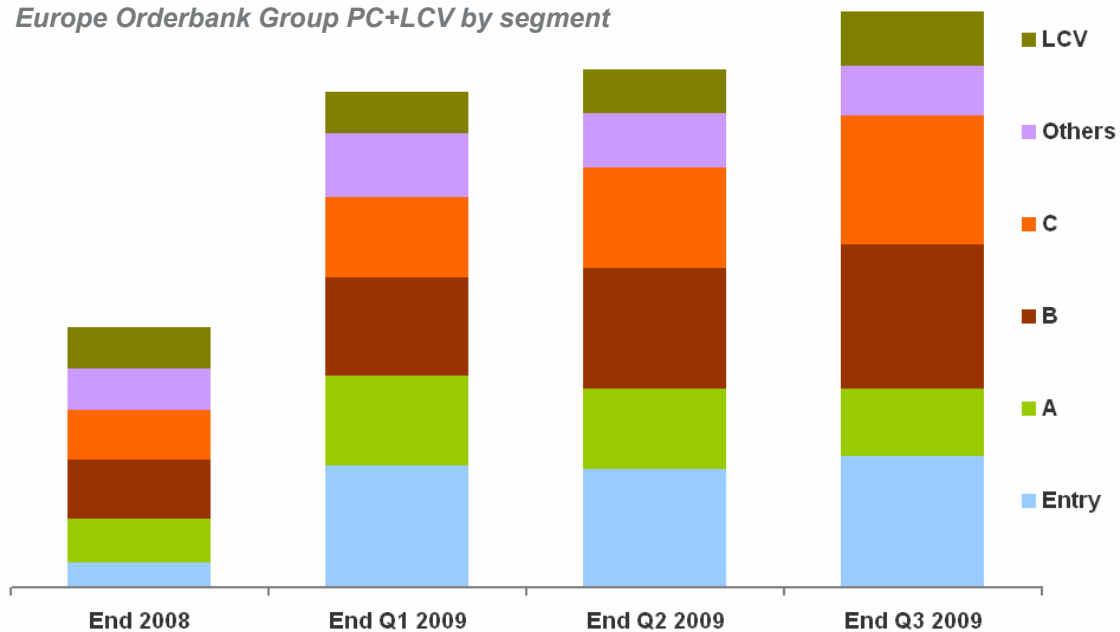


PRODUCTION : +60K VEHICLES vs. H1'09 PLAN



ORDERBANK : B & C SEGMENT MIX INCREASING

Europe Orderbank Group PC+LCV by segment



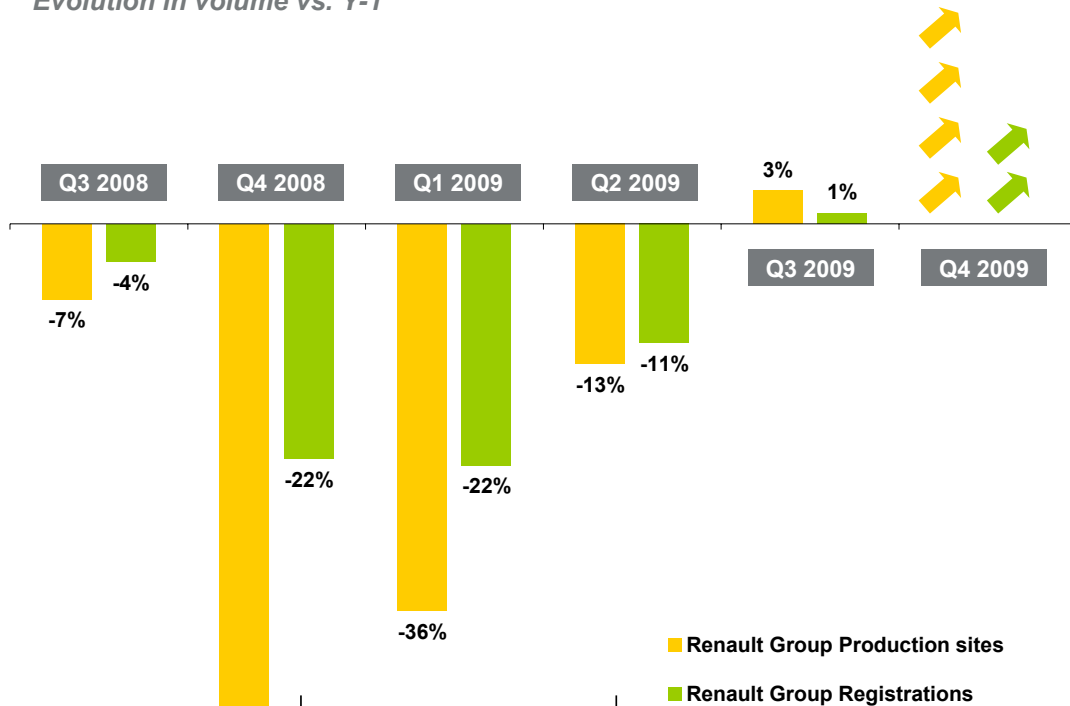
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PRODUCTION & REGISTRATIONS: STRONG Q4 AHEAD

Evolution in volume vs. Y-1



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LEVERS FOR 2010

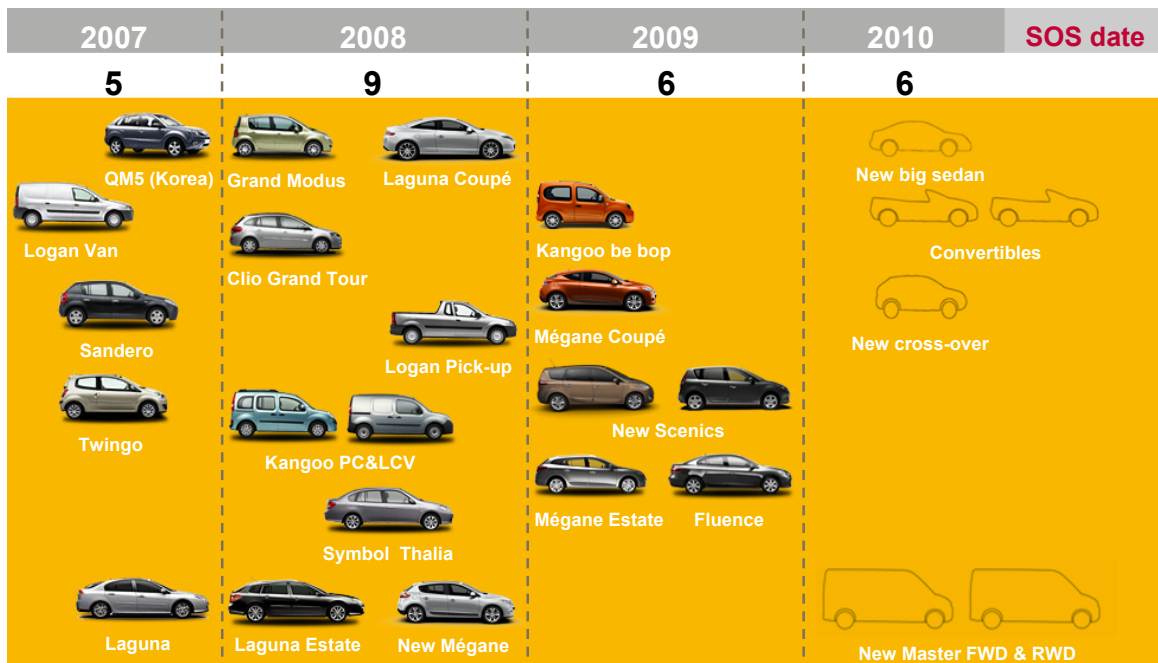
- **NEW LCV LINE-UP GOING INTO 2010**
 - MASTER, TRAFIC Ph 3, MARKET LEADER
- **MEGANE IN FULL SWING**
 - COUPE-CAB – FURTHER INCREASING MIX
 - SCENIC & ESTATE FULL YEAR
- **INTERNATIONAL TOOL KIT**
 - EXPANDING THE LOGAN OFFER (NEW CROSS-OVER)
 - NEW SM3 & FLUENCE
 - NEW SM5

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CONTINUING A STRONG PRODUCT MOMENTUM



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CONCLUSION Q3 2009

- **OPERATIONAL PERFORMANCE – POSITIVE INFLEXION POINT SEEN IN Q2 CONFIRMED IN Q3**
- **STRONG ORDER BOOK & PRODUCTION SCHEDULE FOR Q4**
- **RECENT MODEL LAUNCHES ON TRACK**

→ FULL YEAR OUTLOOK

- POSITIVE FCF
- INCREASING MARKET SHARE IN EUROPE

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DISCLAIMER

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

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ANNEXES

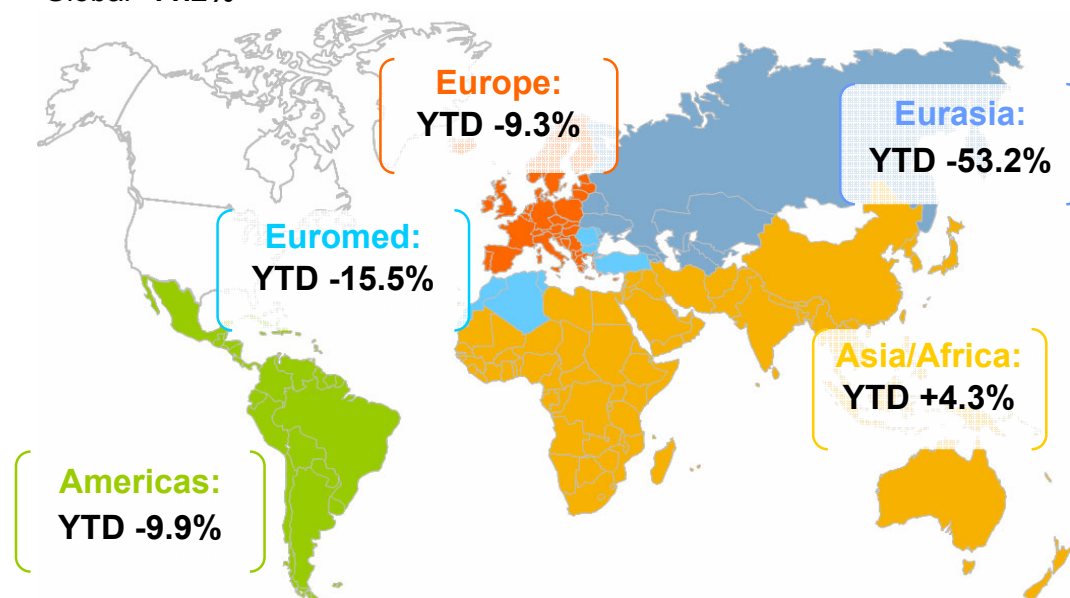
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DRIVE THE CHANGE



YTD 2009 GLOBAL TIV

Global -11.2%



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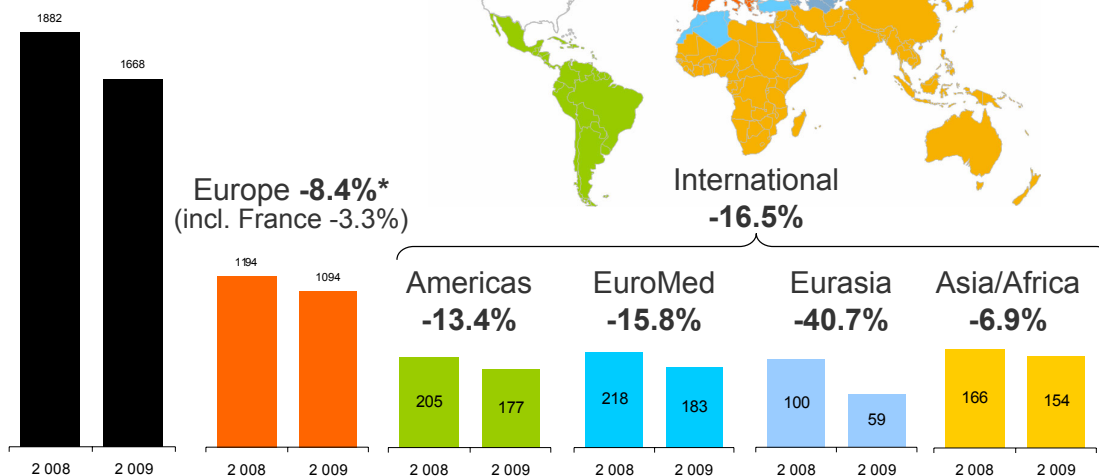
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YTD 2009 COMMERCIAL RESULTS

Thousand units (PC+LCV)

Global -11.4%



* -8.3% in registrations in Europe
-2.9% in registrations in France

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YTD PC+LCV GROUP TOP 15

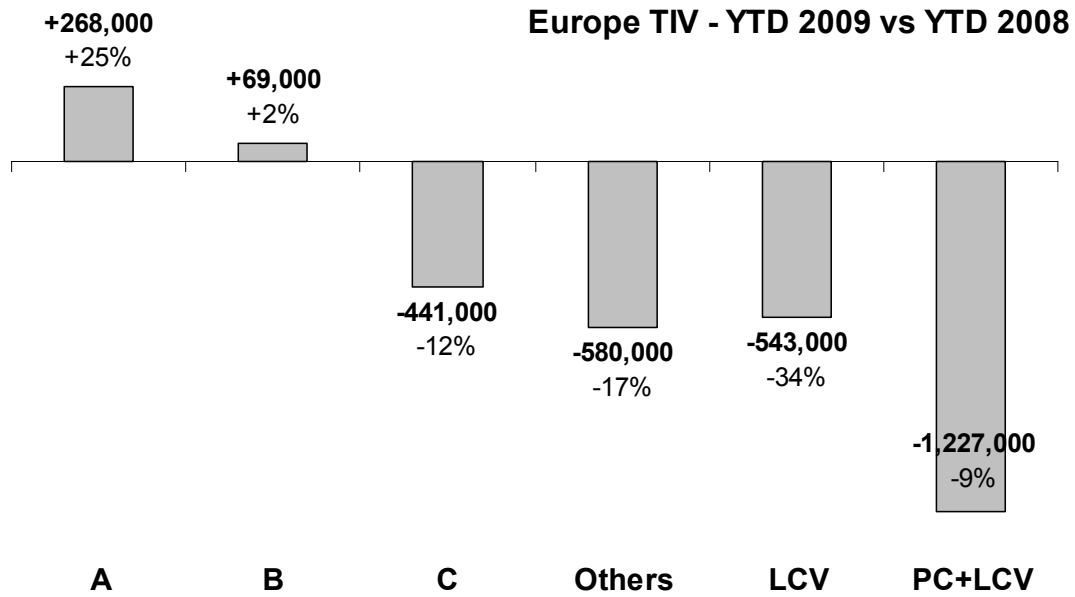
| | Sales Volumes YTD | Market share YTD | Evolution of market share vs. YTD 2008 |
|---------------|-------------------|------------------|--|
| FRANCE | 491 769 | 25.4% | - 0.2 |
| GERMANY | 183 766 | 5.9% | + 0.8 |
| SOUTH KOREA | 91 222 | 9.1% | + 0.5 |
| ITALY | 86 754 | 5.0% | - 0.1 |
| BRAZIL | 84 067 | 3.8% | - 0.6 |
| SPAIN | 80 053 | 10.6% | + 0.4 |
| TURKEY | 59 674 | 14.2% | - 0.3 |
| RUSSIA | 53 550 | 4.8% | + 1.1 |
| ARGENTINA | 49 779 | 12.6% | + 0.4 |
| BELGIUM+LUX | 49 478 | 10.8% | + 0.7 |
| GREAT BRITAIN | 48 487 | 2.9% | - 1.7 |
| ALGERIA | 45 854 | 23.7% | + 6.2 |
| ROMANIA | 41 436 | 36.9% | + 2.5 |
| MOROCCO | 27 541 | 33.0% | + 5.8 |
| IRAN | 27 784 | 2.9% | - 1.6 |

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SEGMENT MIX CHANGE IN EUROPE

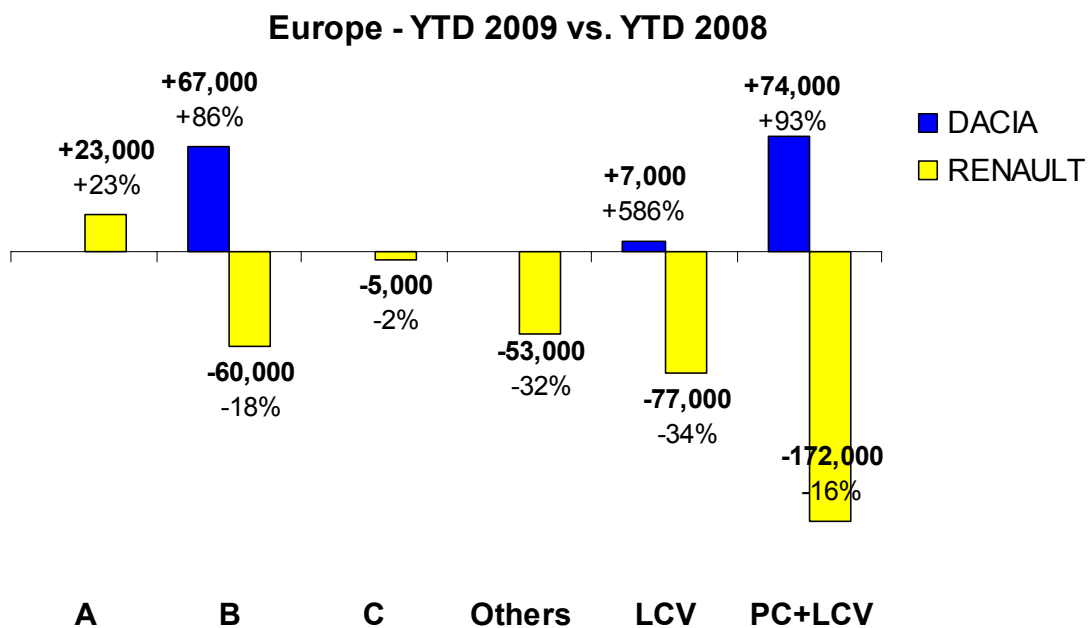


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EUROPEAN REGISTRATIONS BY SEGMENT YTD 2009 vs. YTD 2008

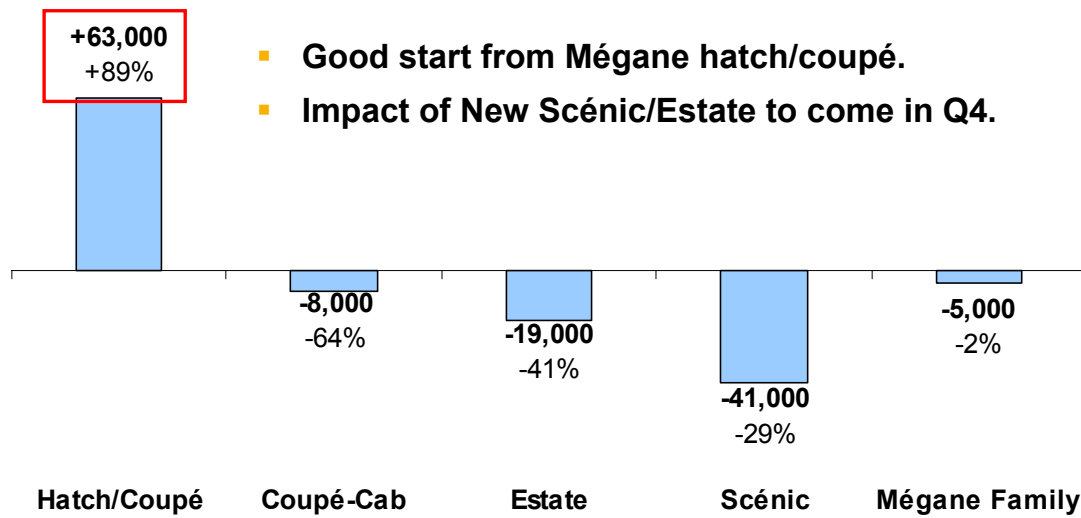


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YTD 2009 PC EUROPE: GOOD START FOR NEW MEGANE



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RENAULT GROUP REVENUES BY DIVISION YTD

| <i>In million euros</i> | YTD 2008 Pro forma* | YTD 2009 | Change (%) |
|-------------------------|------------------------|---------------|----------------|
| Automobile | 28,551 | 22,765 | - 20.3% |
| Sales Financing | 1,545 | 1,328 | - 14.0% |
| TOTAL | 30,096 | 24,093 | - 19.9% |

* 2008 data has been restated on a consistent basis

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Q3 CHANGE IN CONSOLIDATION

In million euros

| | Q3 2008 Published | Change in Perimeter / Consolidation ⁽¹⁾ | Q3 2008 Pro forma |
|------------------------|------------------------------|--|------------------------------|
| Automobile | 8,637 | -4 | 8,633 |
| Sales Financing | 512 | -10 | 502 |
| TOTAL | 9,149 | -14 | 9,135 |

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YTD CHANGE IN CONSOLIDATION

In million euros

| | 30/09/2008 Published | Change in Perimeter / Consolidation ⁽¹⁾ | 30/09/2008 Pro forma |
|------------------------|---------------------------------|--|---------------------------------|
| Automobile | 28,524 | 27 | 28,551 |
| Sales Financing | 1,567 | -22 | 1,545 |
| TOTAL | 30,091 | 5 | 30,096 |

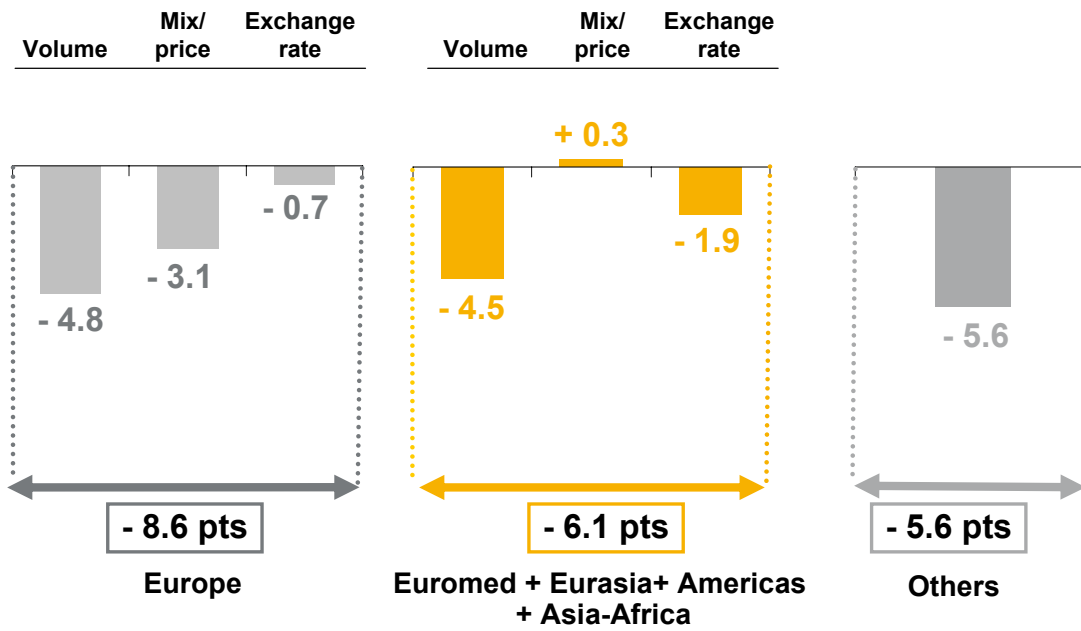
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AUTOMOBILE DIVISION REVENUES DOWN 20.3% YTD

Contribution to the change in revenues



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