RENAULT GROUP – Q3 2011

JÉRÔME STOLL
DOMINIQUE THORMANN

27 OCTOBER 2011

DRIVE THE CHANGE

RENAULT

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AGENDA

01 Q3 2011 COMMERCIAL UPDATE

JÉRÔME STOLL,
EVP SALES, MARKETING & LCV, CHAIRMAN OF EUROPE REGION

02 Q3 2011 REVENUES & OUTLOOK

DOMINIQUE THORMANN
EVP & CFO

03 QUESTIONS & ANSWERS

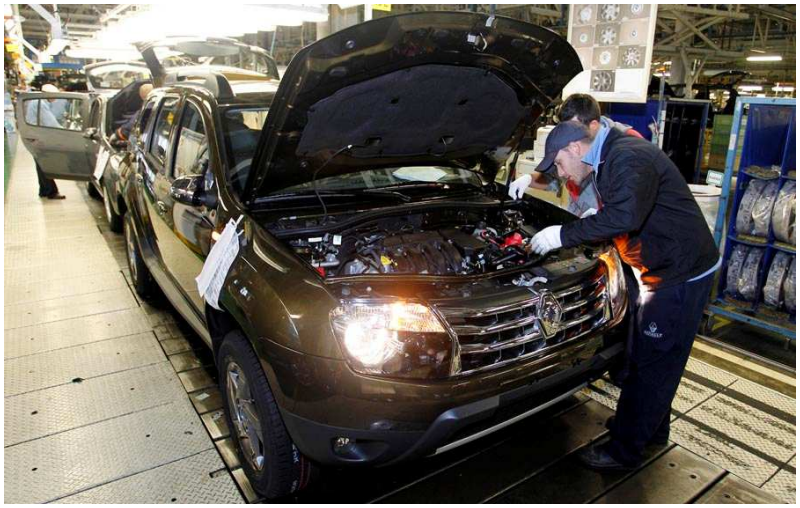
HIGHLIGHTS Q3

Q3 OPERATIONAL PERFORMANCE ON TRACK

- Key production constraints resolved
- Solid registration performance & order take

PROJECTS FOR FUTURE DEVELOPMENT

- International industrialisations
- Brazil capacity expansion for 2013
- Moving from concepts to reality
  - Electric vehicles
  - New design
- New “Energy” range of low CO_2 internal combustion engines



Duster – Curitiba (Brazil)

2011 GUIDANCE CONFIRMED

01

Q3 2011 COMMERCIAL UPDATE

JÉRÔME STOLL,
EVP SALES, MARKETING & LCV,
CHAIRMAN OF EUROPE REGION

Q3 2011 vs. Q3 2010 TIV EVOLUTION BY REGION: GROWING MARKETS

GLOBAL*

TIV + 3.7 %

EURASIA

TIV + 28.7 %

EUROPE

TIV + 1.4 %

EUROMED

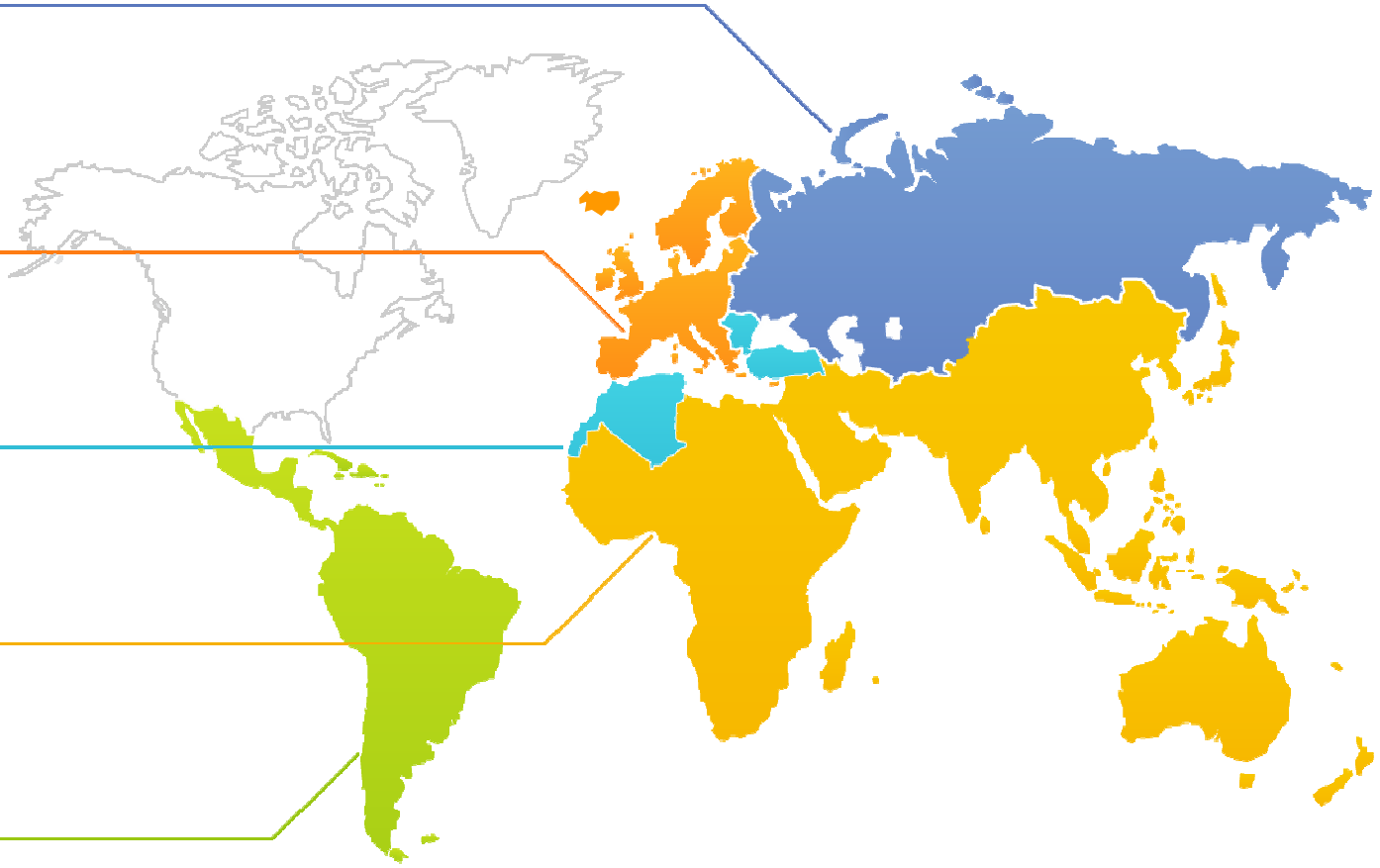
TIV + 3.5 %

ASIA / AFRICA

TIV + 1.1 %

AMERICAS

TIV + 9.0 %



* PC+LCV including USA & Canada

RENAULT'S UNIT SALES GROWTH OUTPACING TIV IN Q3 2011 vs Q3 2010

GLOBAL*

TIV + 3.7 **%**
GROUP + 6.7 %

EURASIA

TIV + 28.7 %
GROUP + 63.5 %

EUROPE

TIV + 1.4 %
GROUP - 4.4 %

EUROMED

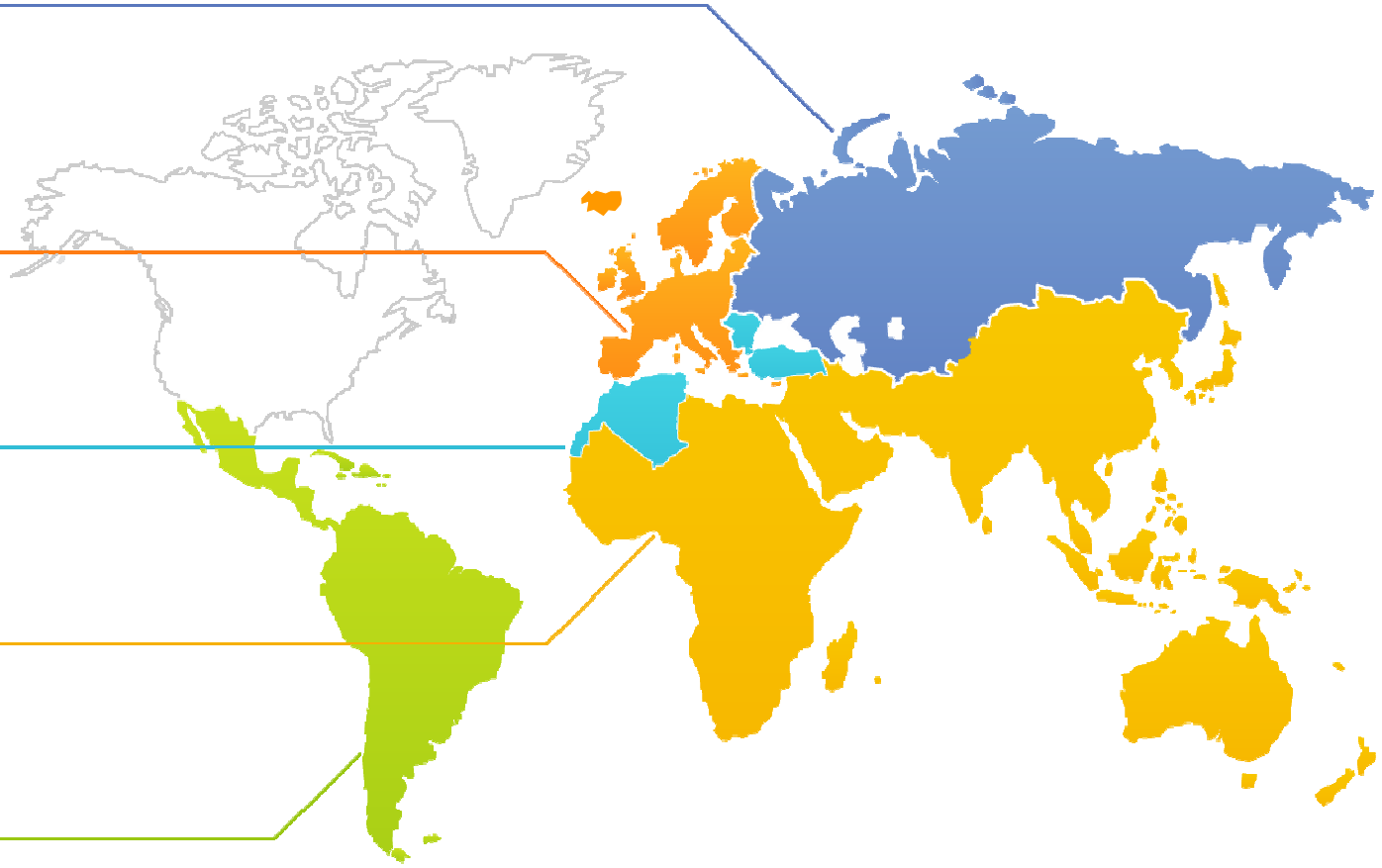
TIV + 3.5 %
GROUP + 10.7 %

ASIA / AFRICA

TIV + 1.1 %
GROUP + 21.9 %

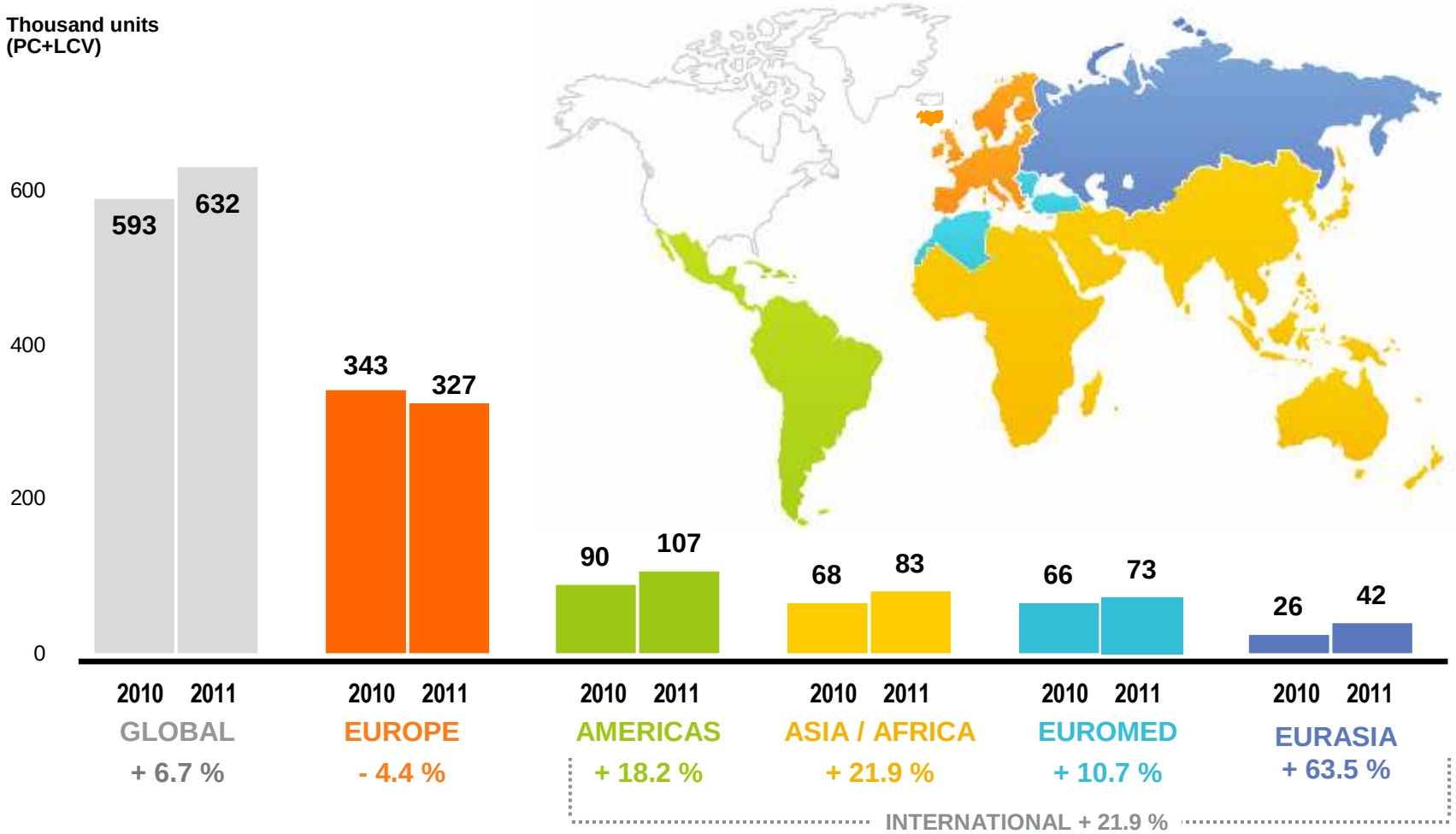
AMERICAS

TIV + 9.0 %
GROUP + 18.2 %

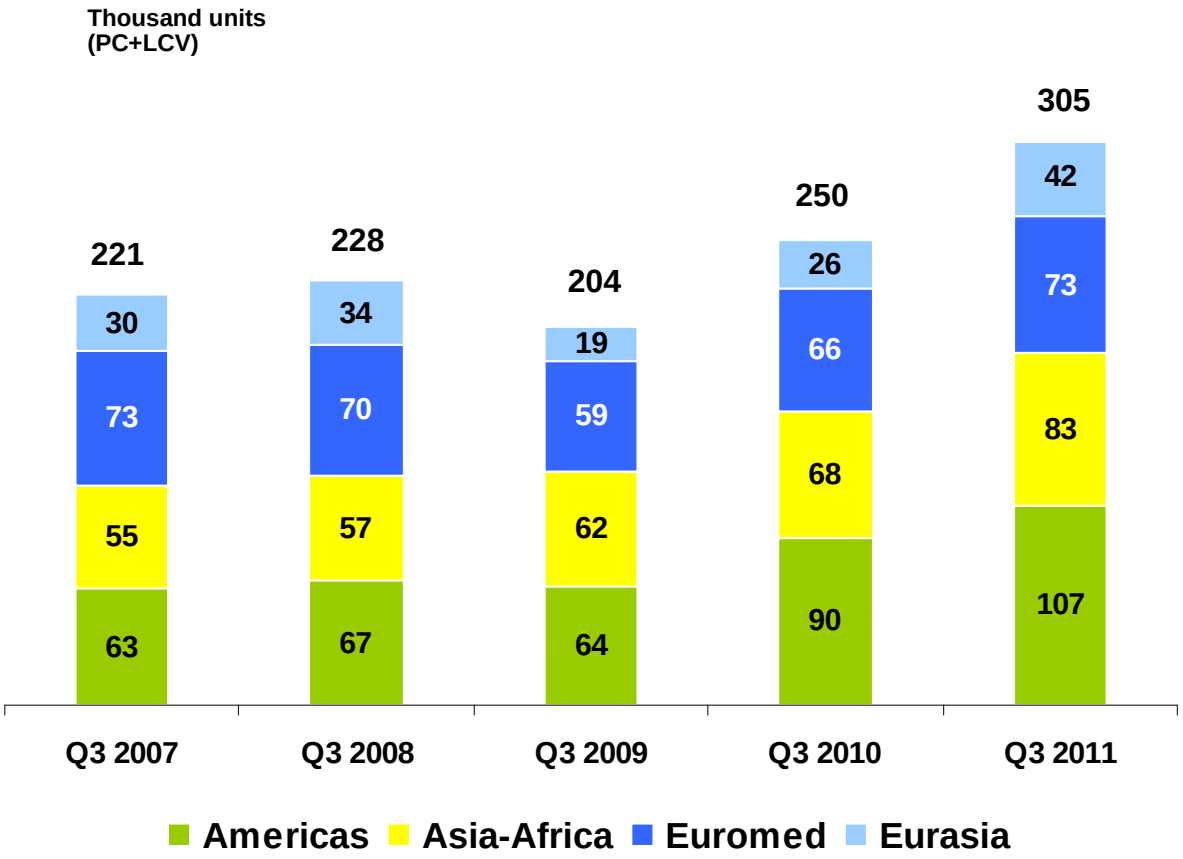


* PC+LCV including USA & Canada

RENAULT GROUP SALES Q3 2011 vs. Q3 2010
INTERNATIONAL SALES MIX AT 48% (+ 6 PTS vs. Q3 2010)



ZOOM ON SALES OUTSIDE EUROPE: STRONG MOMENTUM IN Q3 2011



Eurasia M/S: 5.3 % (+ 1.1 pt)

Logan

Sandero Fluence

Euromed M/S: 22.4 % (+ 1.5 pt)

Symbol

Logan Kangoo

Asia/Africa M/S: 1.0 % (+ 0.2 pt)

Logan

SM5 SM3

Americas M/S: 6,4 % (+ 0.5 pt)

Sandero

Logan Clio

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

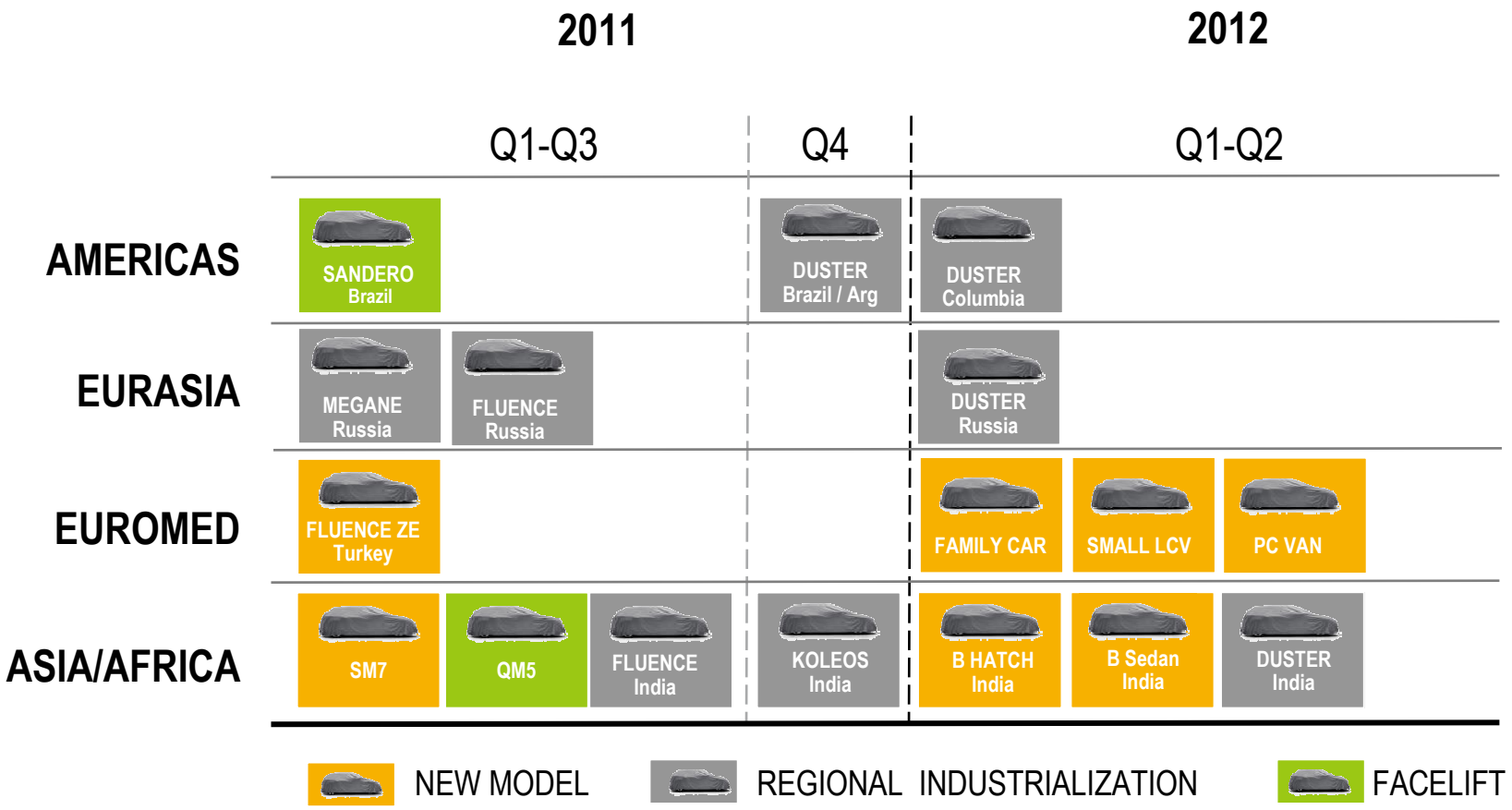
Q3 2010 RANKING

01	FRANCE
02	BRAZIL
03	GERMANY
04	SOUTH KOREA
05	TURKEY
06	UNITED KINGDOM
07	ARGENTINA
08	ITALY
09	SPAIN
10	RUSSIA
13	IRAN

Q3 2011 RANKING

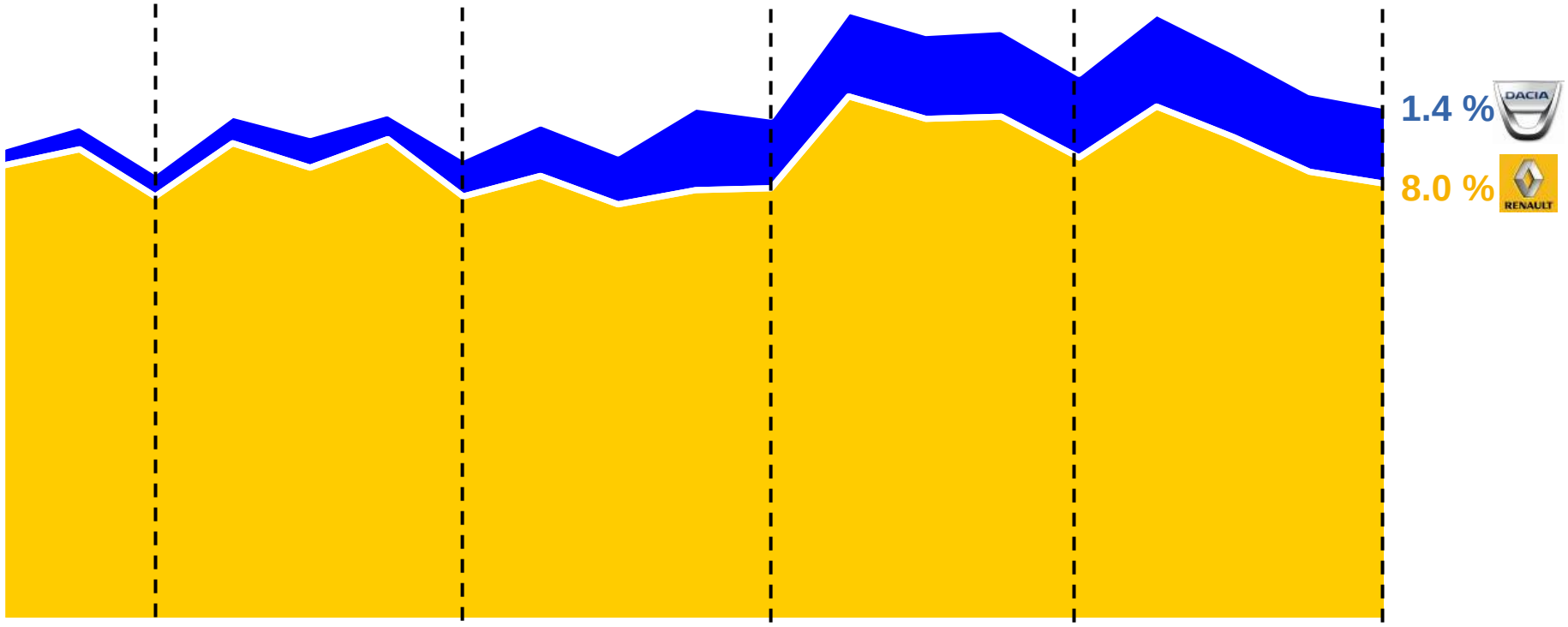
01	FRANCE
02	BRAZIL
03	GERMANY
04	RUSSIA
05	SOUTH KOREA
06	TURKEY
07	ARGENTINA
08	IRAN
09	ITALY
10	SPAIN

SUSTAINED GROWTH THROUGH PRODUCT LAUNCHES



MARKET SHARE IN EUROPE FOLLOWED THE SEASONAL TREND

GROUP PC+LCV MARKET SHARE IN EUROPE

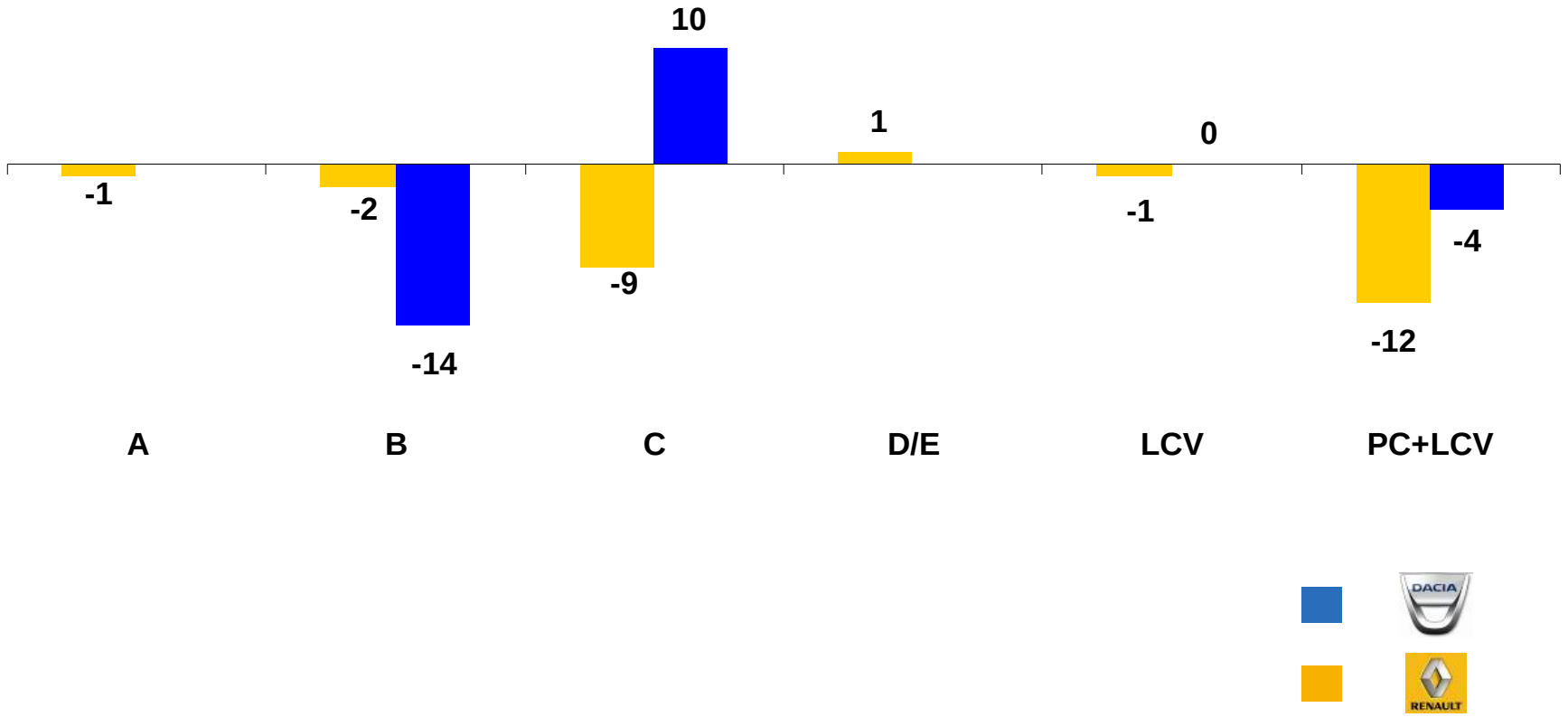


	Q3 2007	Q3 2008	Q3 2009	Q3 2010	Q3 2011
DACIA	0.4 %	0.7 %	1.3 %	1.6 %	1.4 %
RENAULT	7.8 %	7.8 %	7.9 %	8.5 %	8.0 %

ZOOM ON EUROPE: UNIT SALES VARIATION Q3 2011 vs. Q3 2010
SPLIT BY BRAND AND SEGMENT

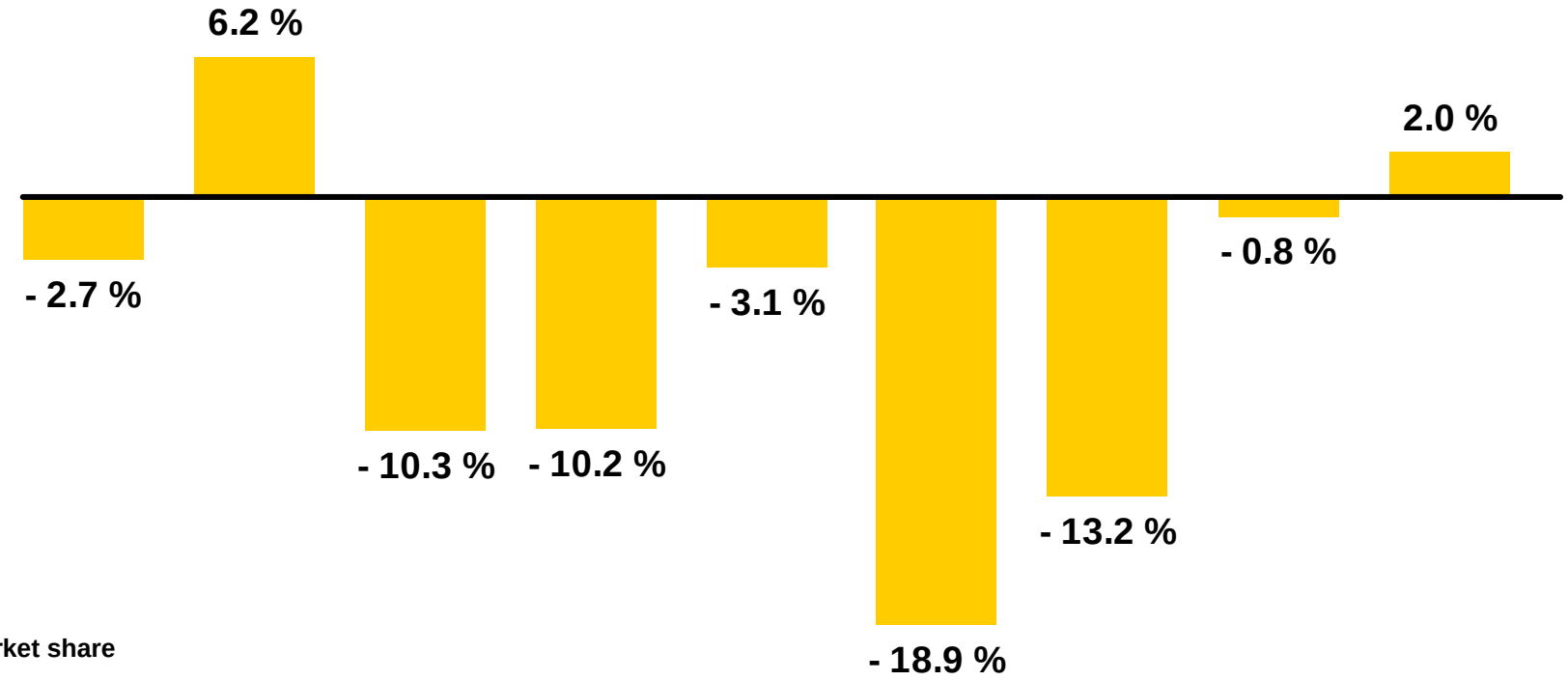
CHANGE IN VOLUMES PC+LCV BY SEGMENT

in thousand units



EUROPE SALES : AN INFLECTION IN AUGUST

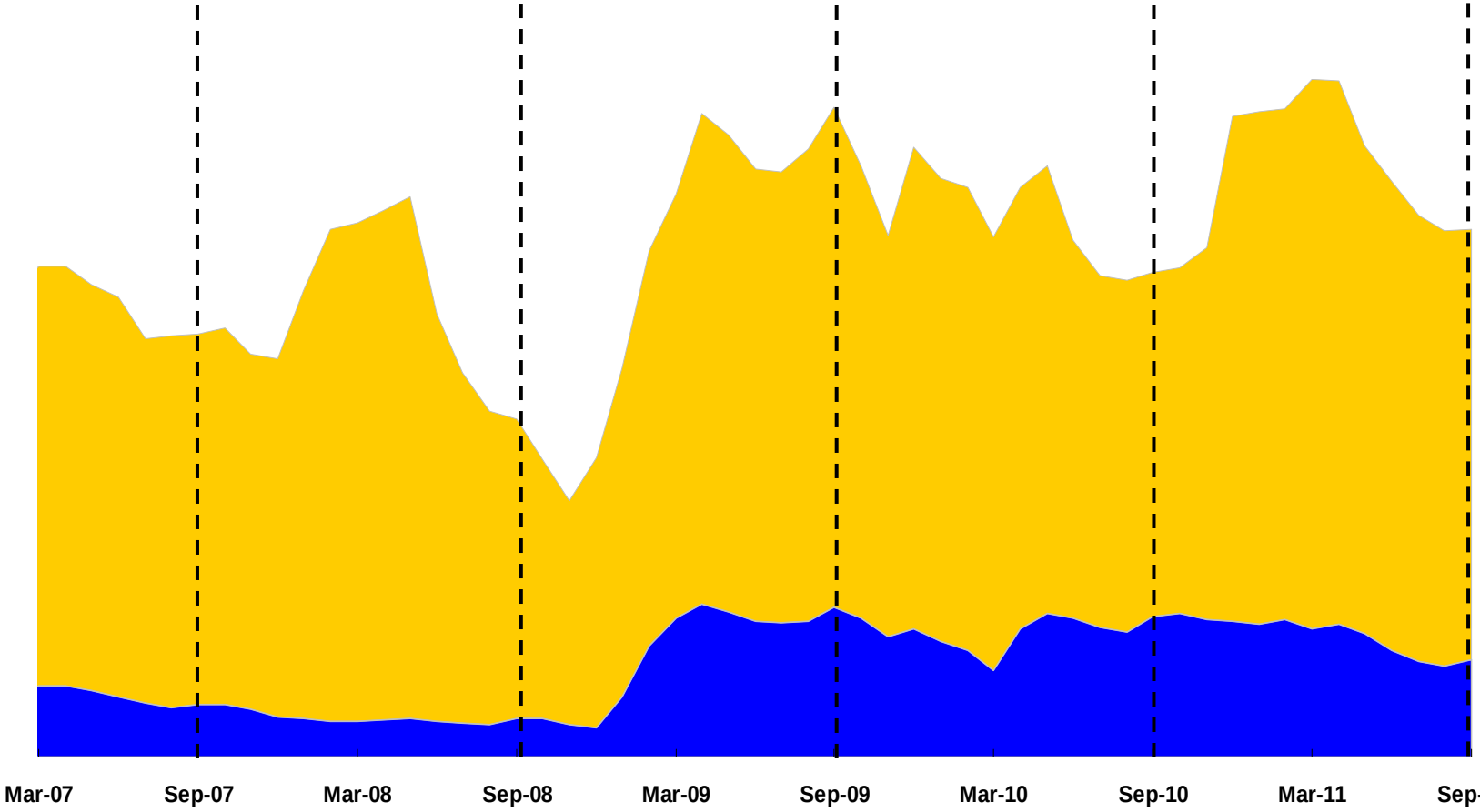
GROUP PC+LCV REGISTRATION EVOLUTION IN EUROPE (2011 vs. 2010)



Change in market share	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	- 0.4 pt	+ 0.4 pt	- 0.7 pt	- 0.8 pt	- 1.1 pt	- 1.4 pt	- 1.2 pt	- 0.9 pt	+ 0.1 pt

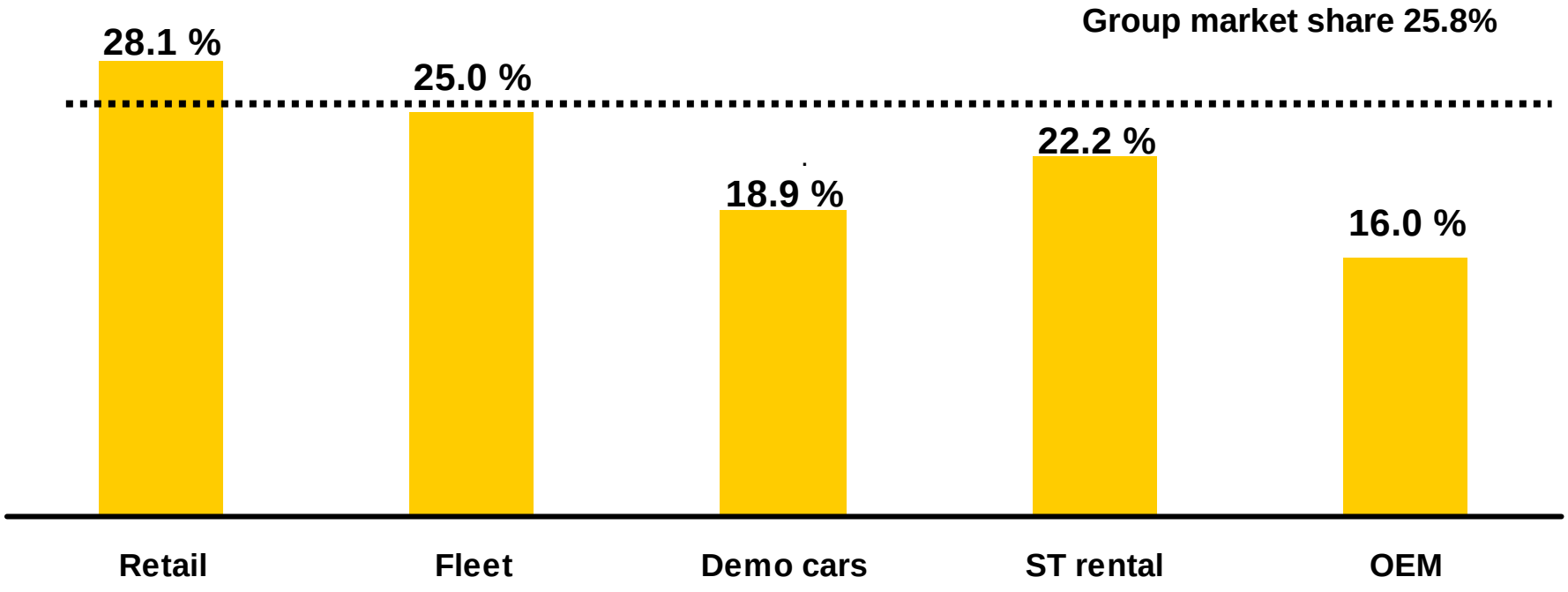
ZOOM ON EUROPE: 9% HIGHER ORDER BOOK AT END SEPTEMBER 2011 vs. 2010

GROUP PC+LCV ORDER BOOK IN EUROPE



VIRTUOUS SALES CHANNEL MIX

GROUP MARKET SHARE BY CHANNEL IN FRANCE Q3 2011



% TIV	61 %	20 %	12 %	5 %	2 %

02

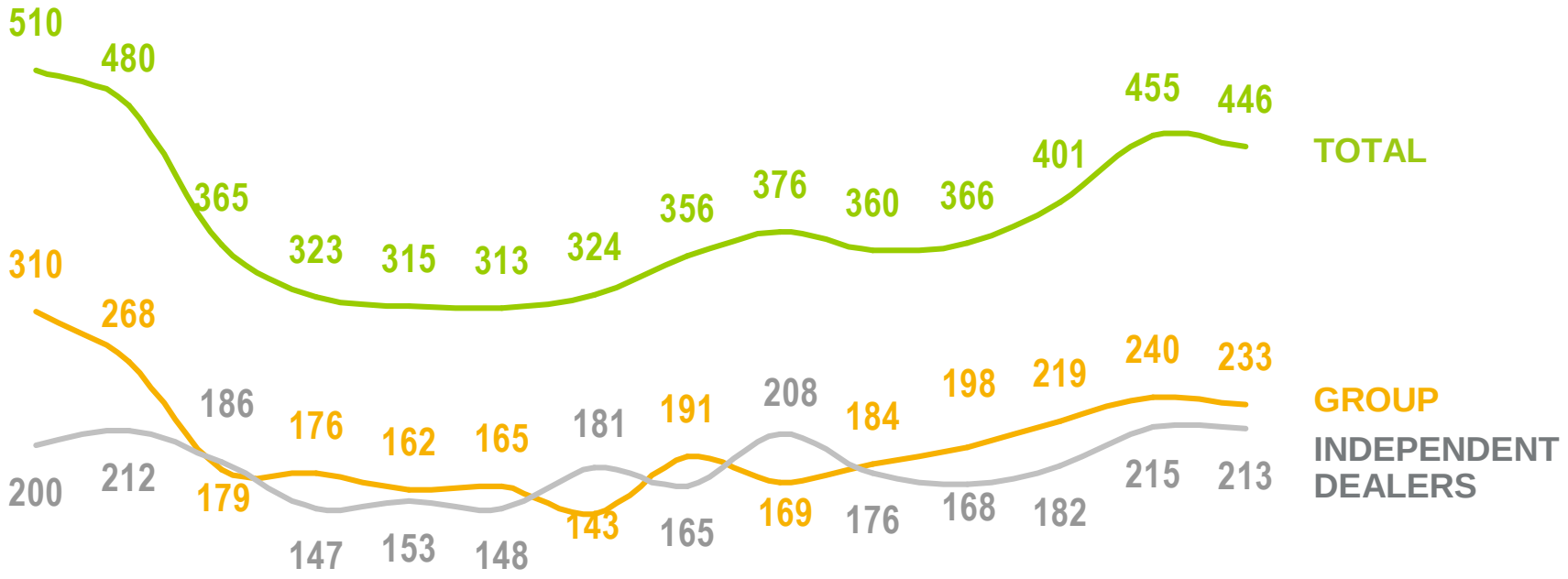
Q3 2011 REVENUES

DOMINIQUE THORMANN

EVP & CFO

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)

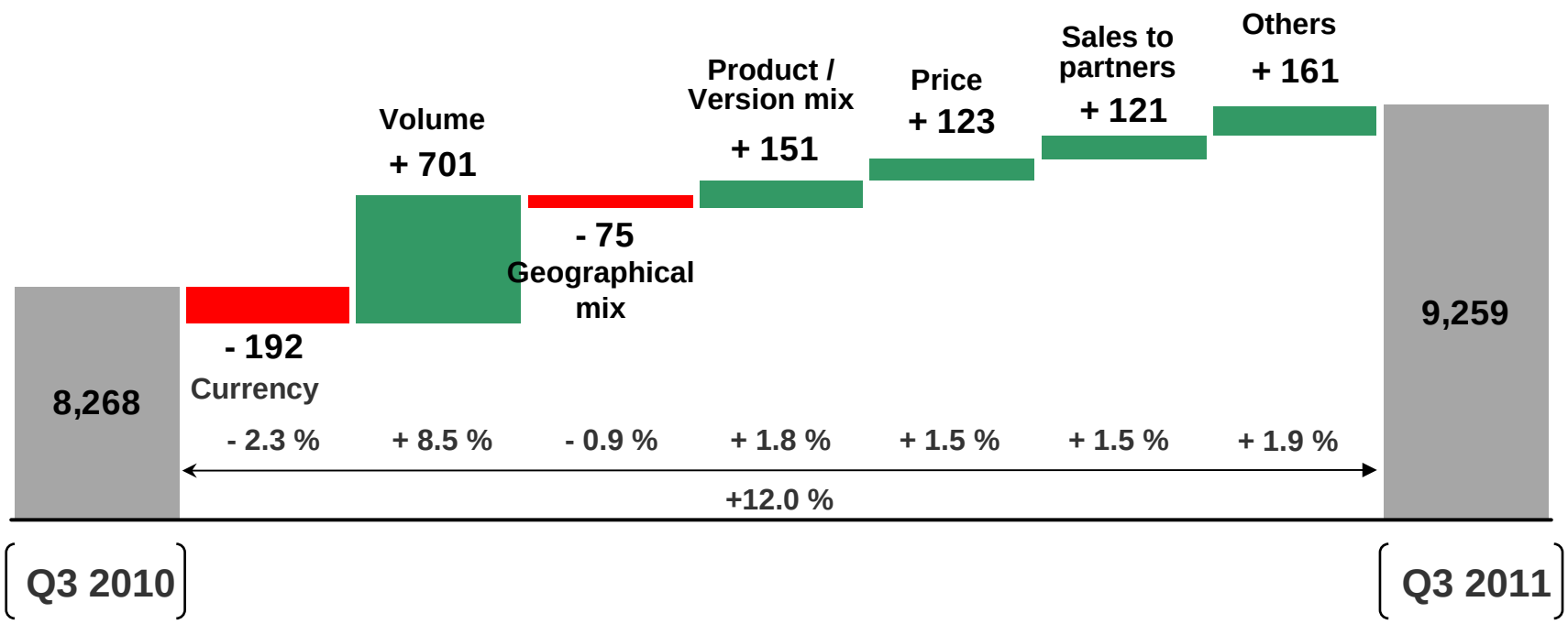
RENAULT GROUP REVENUES BY DIVISION IN Q3

In million euros	Q3 2010	Q3 2011	Change (%)
Automotive	8,268	9,259	+ 12.0 %
Sales Financing	443	486	+ 9.7 %
TOTAL	**8,711**	**9,745**	**+ 11.9 %**

AUTOMOTIVE REVENUE VARIANCE ANALYSIS

In million euros

CHANGE 2010 / 2011 : + €991



RCI BANQUE PERFORMANCE

	Q3 2010	Q3 2011	Change (%)
Revenues *(in € m)*	443	486	+ 9.7 %
Average loans outstanding *(in € bn)*	21.1	22.9	+ 9.1 %
New contracts (in thousand units)	231	235	+ 2.0 %
New financing (in € bn)	2,5	2,6	+ 5.2 %

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

APPENDIX

TIV EVOLUTION BY REGION : TOTAL INDUSTRY VOLUMES YTD 2011 vs. YTD 2010
RENAULT GROUP SALES YTD 2011 vs. YTD 2010

GLOBAL*

TIV + 5.0 %
GROUP + 3.4 %

EURASIA

TIV + 42.5 %
GROUP + 69.8 %

EUROPE

TIV - 0.2 %
GROUP - 6.6 %

EUROMED

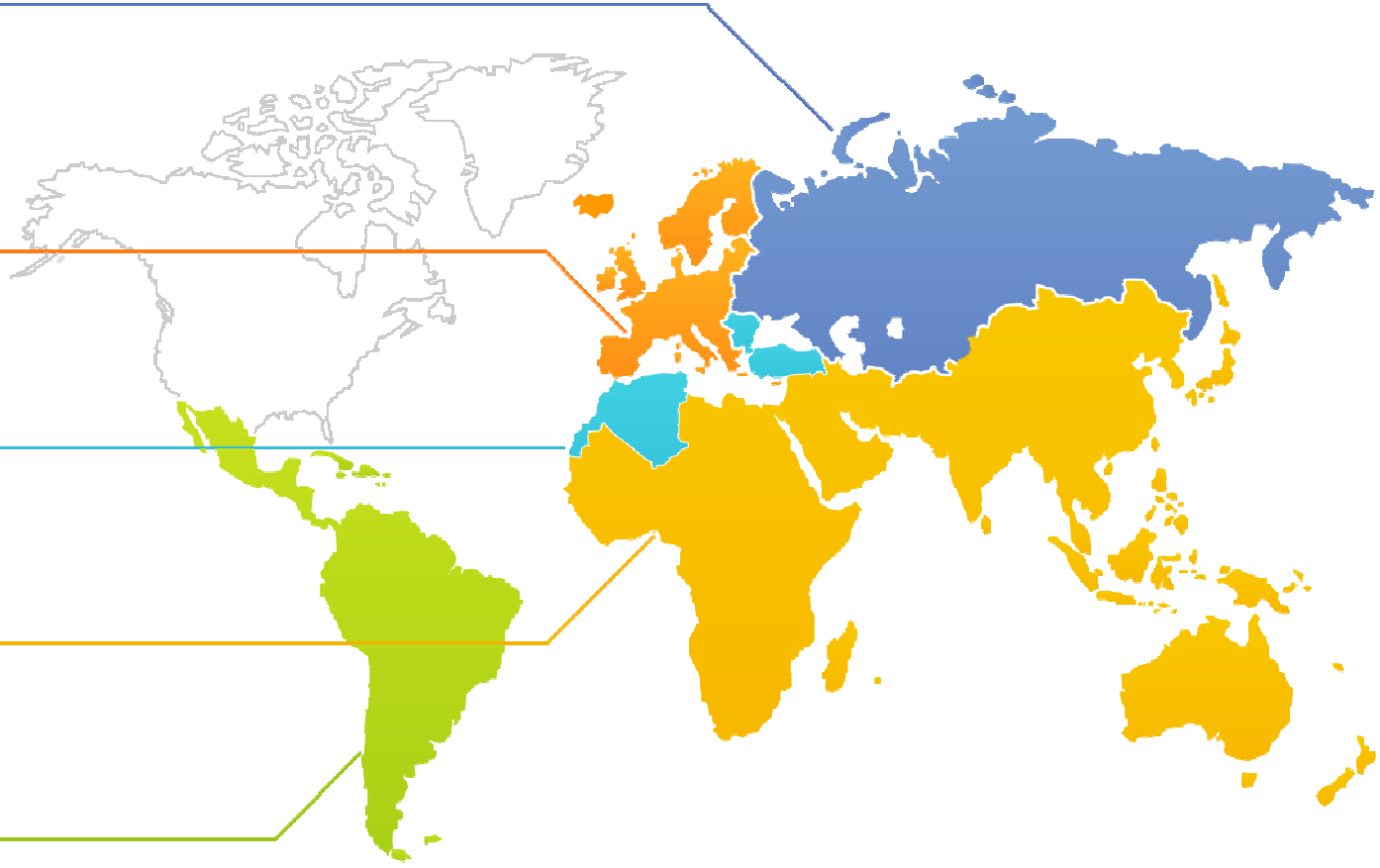
TIV + 19.5 %
GROUP + 16.9 %

ASIA / AFRICA

TIV + 1.5 %
GROUP + 0.6 %

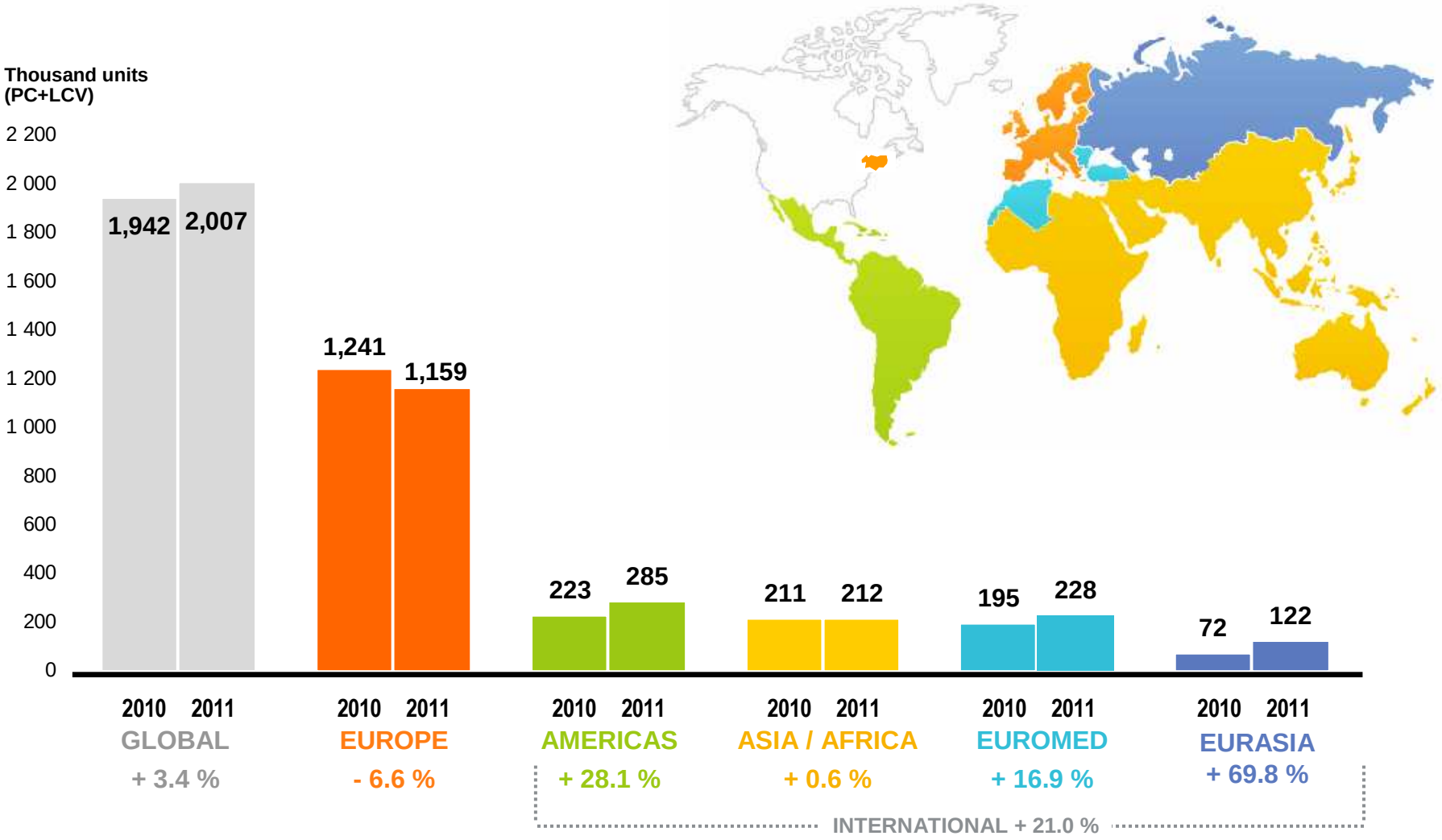
AMERICAS

TIV + 13.3 %
GROUP + 28.1 %



* PC+LCV including USA & Canada

RENAULT GROUP SALES YTD 2011 vs. YTD 2010
INTERNATIONAL SALES MIX AT 42% (+ 6 PTS vs. 2010)



PC+LCV : MARKET SHARE GAINS IN 7 OUT OF OUR TOP 15 MARKETS IN YTD 2011

	Units	Market share	Market share Evolution
FRANCE	508,160	25.7 %	- 2.5 pt
GERMANY	134,787	5.2 %	- 0.2 pt
BRAZIL	132,271	5.2 %	+ 0.6 pt
RUSSIA	111,720	5.8 %	+ 0.9 pt
TURKEY	100,027	16.6 %	+ 1.7 pt
ITALY	94,140	6.3 %	- 0.4 pt
S. KOREA	84,893	7.2 %	- 3.3 pt
ARGENTINA	80,396	12.4 %	- 0.4 pt
SPAIN	73,651	10.5 %	- 0.6 pt
BELGIUM/LUX.	70,445	13.2 %	+ 0.5 pt
GREAT BRITAIN	67,645	3.9 %	- 1.0 pt
IRAN	62,749	5.4 %	+ 2.3 pt
ALGERIA	60,408	26.8 %	- 2.3 pt
NETHERLANDS	44,682	8.9 %	+ 0.4 pt
COLOMBIA	35,995	16.0 %	+ 0.4 pt

Group PC+LCV

PC+LCV : MARKET SHARE GAINS IN 5 OUT OF OUR TOP 15 MARKETS IN Q3 2011

	Units	Market share	Market share Evolution
FRANCE	141,982	26.9 %	- 0.3 pt
BRAZIL	51,799	5.8 %	+ 0.5 pt
GERMANY	43,937	5.2 %	- 0.5 pt
RUSSIA	37,383	5.5 %	+ 1.2 pt
S. KOREA	32,291	8.2 %	- 0.7 pt
TURKEY	31,196	17.2 %	+ 1.9 pt
ARGENTINA	28,897	13.2 %	- 1.6 pt
IRAN	27,617	6.5 %	+ 3.0 pt
ITALY	24,657	6.4 %	+ 0.4 pt
SPAIN	23,738	11.6 %	- 0.2 pt
GREAT BRITAIN	20,866	3.5 %	- 1.2 pt
ALGERIA	18,372	25.5 %	- 0.6 pt
BELGIUM/LUX	16,401	11.7 %	- 0.6 pt
COLOMBIA	11 227	14.6 %	- 0.7 pt
NETHERLAND	10 981	7.9%	- 0.5 pt

Group PC+LCV

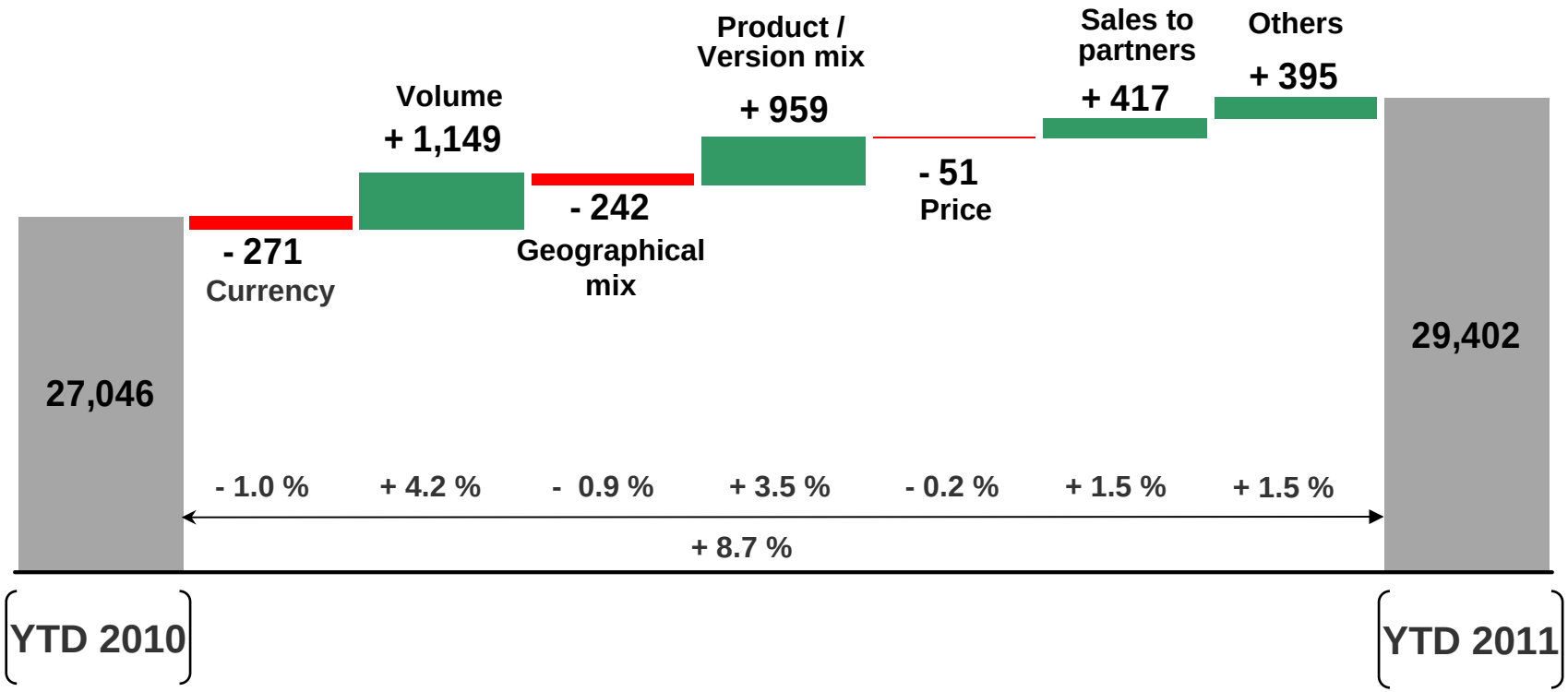
RENAULT GROUP REVENUES BY DIVISION YTD 2011

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

RCI BANQUE PERFORMANCE YTD

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

AUTOMOTIVE REVENUE VARIANCE ANALYSIS YTD

In million euros

CHANGE 2010 / 2011 : + €2,356