Information contained within this document may contain forward looking statements. Although the Company considers that such information and statements are based on reasonable assumptions taken on the date of this report, due to their nature, they can be risky and uncertain (as described in the Renault documentation registered within the French financial markets regulation authorities) and can lead to a difference between the exact figures and those given or deduced from said information and statements.

Renault does not undertake to provide updates or revisions, should any new statements and information be available, should any new specific events occur or for any other reason. Renault makes no representation, declaration or warranty as regards the accuracy, sufficiency, adequacy, effectiveness and genuineness of any statements and information contained in this report.

Further information on Renault can be found on Renault’s web site (www.renault.com), in the section Finance / Regulated Information.
01  RENAULT PERFORMANCE UPDATE

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

GLOBAL*

<table>
<thead>
<tr>
<th></th>
<th>Total Industry Volumes</th>
<th>Group Unit Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIV</td>
<td>+ 5.0 %</td>
<td></td>
</tr>
<tr>
<td>GROUP</td>
<td>+ 3.5 %</td>
<td></td>
</tr>
</tbody>
</table>

EURASIA

<table>
<thead>
<tr>
<th></th>
<th>Total Industry Volumes</th>
<th>Group Unit Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIV</td>
<td>+ 40.2 %</td>
<td></td>
</tr>
<tr>
<td>GROUP</td>
<td>+ 65.6 %</td>
<td></td>
</tr>
</tbody>
</table>

EUROPE

<table>
<thead>
<tr>
<th></th>
<th>Total Industry Volumes</th>
<th>Group Unit Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIV</td>
<td>- 0.2 %</td>
<td></td>
</tr>
<tr>
<td>GROUP</td>
<td>- 6.1 %</td>
<td></td>
</tr>
</tbody>
</table>

EUROMED

<table>
<thead>
<tr>
<th></th>
<th>Total Industry Volumes</th>
<th>Group Unit Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIV</td>
<td>+ 17.7 %</td>
<td></td>
</tr>
<tr>
<td>GROUP</td>
<td>+ 15.1 %</td>
<td></td>
</tr>
</tbody>
</table>

ASIA / AFRICA

<table>
<thead>
<tr>
<th></th>
<th>Total Industry Volumes</th>
<th>Group Unit Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIV</td>
<td>+ 1.9 %</td>
<td></td>
</tr>
<tr>
<td>GROUP</td>
<td>+ 0.9 %</td>
<td></td>
</tr>
</tbody>
</table>

AMERICAS

<table>
<thead>
<tr>
<th></th>
<th>Total Industry Volumes</th>
<th>Group Unit Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIV</td>
<td>+ 12.1 %</td>
<td></td>
</tr>
<tr>
<td>GROUP</td>
<td>+ 27.5 %</td>
<td></td>
</tr>
</tbody>
</table>

*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)

2 163 2 238
2010 2011
GLOBAL* + 3.5 %

1 374 1 291
2010 2011
EUROPE - 6.1 %

251 320
2010 2011
AMERICAS + 27.5 %

219 252
2010 2011
EUROMED + 15.1 %

235 238
2010 2011
ASIA / AFRICA + 0.9 %

83 138
2010 2011
EURASIA + 65.6 %

INTERNATIONAL + 20.1 %

* PC+LCV including USA & Canada

30 NOVEMBER 2011
RENAULT PROPERTY

DRIVE THE CHANGE
<table>
<thead>
<tr>
<th></th>
<th>YTD 2010</th>
<th>YTD 2011</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive</td>
<td>27,046</td>
<td>29,402</td>
<td>+ 8.7 %</td>
</tr>
<tr>
<td>Sales Financing</td>
<td>1,333</td>
<td>1,444</td>
<td>+ 8.3 %</td>
</tr>
<tr>
<td>TOTAL</td>
<td>28,379</td>
<td>30,846</td>
<td>+ 8.7 %</td>
</tr>
</tbody>
</table>
AUTOMOTIVE REVENUE VARIANCE ANALYSIS YTD

In million euros

CHANGE 2010 / 2011 : + €2,356

Currency: - 271
Volume: + 1,149
Geographical mix: - 242
Product / Version mix: + 959
Sales to partners: + 417
Others: + 395

YTD 2010: 27,046
YTD 2011: 29,402

Change:
- 1.0% + 4.2% - 0.9% + 3.5% - 0.2% + 1.5% + 1.5%
+ 8.7%

30 NOVEMBER 2011
RENAULT PROPERTY
7
DRIVE THE CHANGE
### RCI BANQUE PERFORMANCE YTD

<table>
<thead>
<tr>
<th></th>
<th>YTD 2010</th>
<th>YTD 2011</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong> <em>(in € m)</em></td>
<td>1,333</td>
<td>1,444</td>
<td>+ 8.3 %</td>
</tr>
<tr>
<td><strong>Average loans</strong> <em>(in € bn)</em></td>
<td>20.8</td>
<td>22.5</td>
<td>+ 8.2 %</td>
</tr>
<tr>
<td><strong>New contracts</strong> <em>(in thousand units)</em></td>
<td>710</td>
<td>756</td>
<td>+ 6.4 %</td>
</tr>
<tr>
<td><strong>New financing</strong> <em>(in € bn)</em></td>
<td>7,4.</td>
<td>8,2</td>
<td>+ 10.2 %</td>
</tr>
</tbody>
</table>
RCI - IMPROVEMENT OF THE COST OF RISK

CUSTOMER & DEALER COST OF RISK
IN % OF AVERAGE OUTSTANDING LOANS

PROVISIONING & CUSTOMER DEFAULTED LOANS

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
GROWING TIV, RECOVERING QUICKLY AFTER 2008/2009

Global TIV (PC+LCV) IN MILLION UNITS

Outside Europe

Europe

2007
2010
2013
2016

$90$
$98$
$131$
$148$

$100$
$109$

IN MILLION UNITS

51 52 52 54 56 56 56 57 61 63 65 68 65 68 71

40 50 60 70 80 90 100 110 120


30 NOVEMBER 2011

RENAULT PROPERTY

12
ZOOM ON SALES OUTSIDE EUROPE:
5 OF RENAULT’S TOP 10 MARKETS ARE OUTSIDE EUROPE

<table>
<thead>
<tr>
<th>YTD 2010 RANKING</th>
<th>YTD 2011 RANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>01</strong> FRANCE</td>
<td><strong>01</strong> FRANCE</td>
</tr>
<tr>
<td><strong>02</strong> GERMANY</td>
<td><strong>02</strong> BRAZIL</td>
</tr>
<tr>
<td><strong>03</strong> SOUTH KOREA</td>
<td><strong>03</strong> GERMANY</td>
</tr>
<tr>
<td><strong>04</strong> BRAZIL</td>
<td><strong>04</strong> RUSSIA</td>
</tr>
<tr>
<td><strong>05</strong> ITALY</td>
<td><strong>05</strong> TURKEY</td>
</tr>
<tr>
<td><strong>06</strong> SPAIN</td>
<td><strong>06</strong> ITALY</td>
</tr>
<tr>
<td><strong>07</strong> UNITED KINGDOM</td>
<td><strong>07</strong> SOUTH KOREA</td>
</tr>
<tr>
<td><strong>08</strong> TURKEY</td>
<td><strong>08</strong> ARGENTINA</td>
</tr>
<tr>
<td><strong>09</strong> RUSSIA</td>
<td><strong>09</strong> SPAIN</td>
</tr>
<tr>
<td><strong>10</strong> BELGIUM / LUXEMBOURG</td>
<td><strong>10</strong> BELGIUM / LUXEMBOURG</td>
</tr>
<tr>
<td><strong>11</strong> ARGENTINA</td>
<td></td>
</tr>
</tbody>
</table>

30 NOVEMBER 2011
RENAULT PROPERTY

DRIVE THE CHANGE

RENault
GROUP UNIT SALES BREAKDOWN

2007

INTERNATIONAL

EUROPE excl. France

FRANCE

2011 e
SUSTAINED GROWTH THROUGH PRODUCT LAUNCHES

**2011**

**Q1-Q3**

- **AMERICAS**
  - SANDERO Brazil

- **EURASIA**
  - MEGANE Russia
  - FLUENCE Russia

- **EUROMED**
  - FLUENCE ZE Turkey

- **ASIA/AFRICA**
  - SM7
  - QM5

**Q4**

- **AMERICAS**
  - DUSTER Brazil / Arg

- **EURASIA**
  - FLUENCE Russia

- **EUROMED**
  - FAMILY CAR

- **ASIA/AFRICA**
  - FLUENCE India

**Q1-Q2**

- **AMERICAS**
  - DUSTER Columbia

- **EURASIA**
  - DUSTER Russia

- **EUROMED**
  - SMALL LCV
  - PC VAN

- **ASIA/AFRICA**
  - KOLEOS India
  - B HATCH India
  - B Sedan India
  - DUSTER India

**NEW MODEL**

**REGIONAL INDUSTRIALIZATION**

**FACELIFT**
VOLUME GROWTH: 90% FROM OUTSIDE EUROPE

GROUP UNIT SALES: Renault, Dacia & Renault Samsung brands
CAPITAL EXPENDITURE AND R&D

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

TARGET: CAP 9%
AUTOMOTIVE LIQUIDITY RESERVE

AVAILABLE CREDIT LINES  CASH

Dec 07  June 08  Dec 08  June 09  Dec 09  June 10  Dec 10  June 11
8.2
7.8
7.6
9.5
10.4
12.8
11.1

€ billion
RENAULT SA LONG TERM DEBT MATURITY

<table>
<thead>
<tr>
<th>Year</th>
<th>€ billion</th>
</tr>
</thead>
<tbody>
<tr>
<td>STD 2011</td>
<td>0.5</td>
</tr>
<tr>
<td>2012</td>
<td>1.2</td>
</tr>
<tr>
<td>2013</td>
<td>1.6</td>
</tr>
<tr>
<td>2014</td>
<td>1.2</td>
</tr>
<tr>
<td>2015</td>
<td>0.7</td>
</tr>
<tr>
<td>&gt;2016</td>
<td>1.1</td>
</tr>
</tbody>
</table>
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