

RENAULT GROUP – Q3 2014

JÉRÔME STOLL

DOMINIQUE THORMANN

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AGENDA

01 **Q3 2014 COMMERCIAL UPDATE**
JÉRÔME STOLL,
CHIEF PERFORMANCE OFFICER & EVP, SALES AND MARKETING

02 **Q3 2014 REVENUES & OUTLOOK**
DOMINIQUE THORMANN
EVP & CFO

03 **QUESTIONS & ANSWERS**

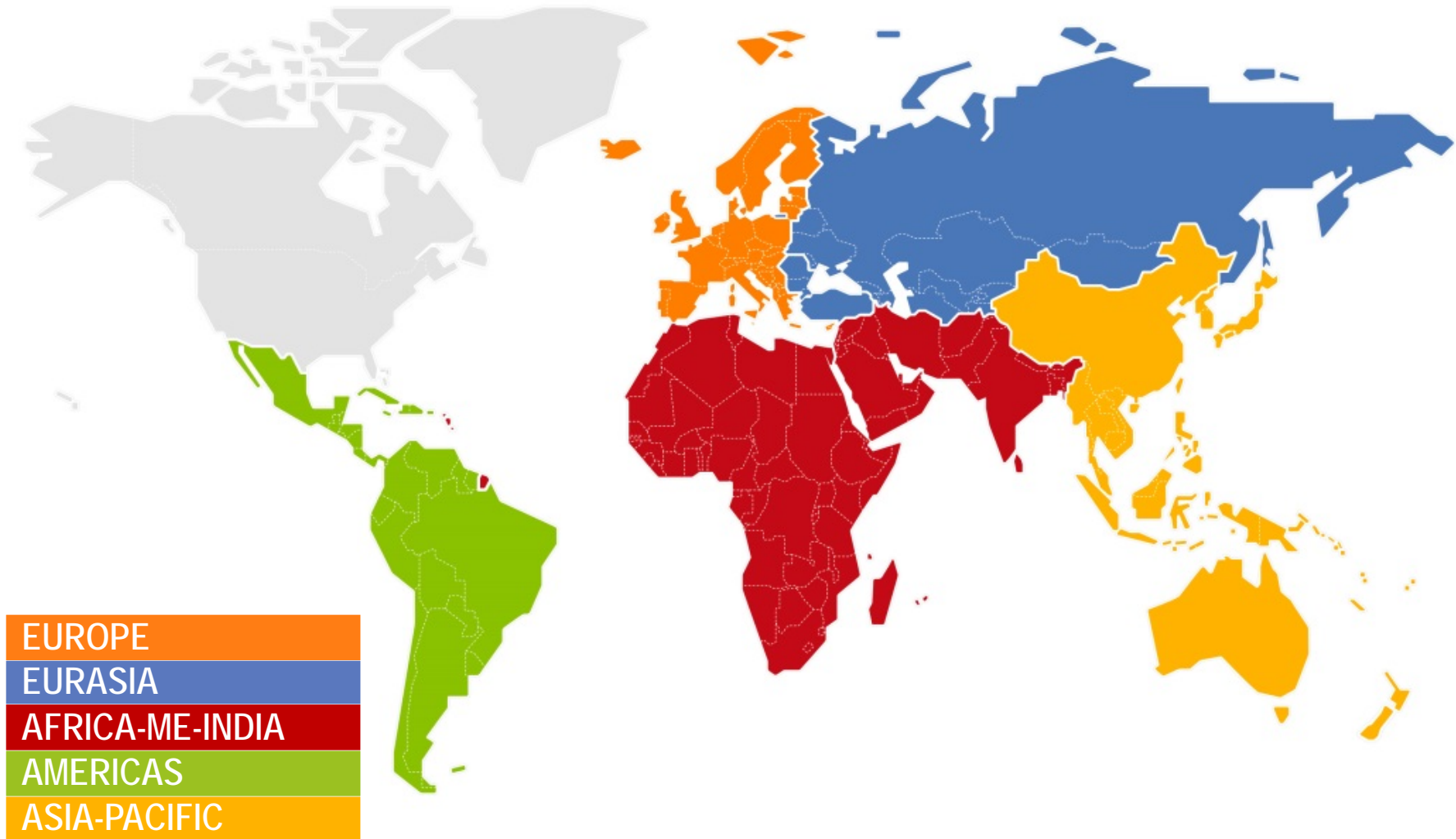


Q3 2014 KEY POINTS

- POSITIVE SALES DEVELOPMENT IN EUROPE
- RESISTANCE IN DECLINING EMERGING MARKETS
- EASING PRESSURE FROM CURRENCIES



NEW GEOGRAPHIC BREAKDOWN



01

Q3 2014 COMMERCIAL UPDATE

JÉRÔME STOLL,

CPO & EVP, SALES AND MARKETING



TIV AND GROUP REGISTRATION EVOLUTION Q3 2014 vs Q3 2013

GLOBAL*

TIV + 3.2%
GROUP 0.0%

EUROPE

TIV + 5.5%
GROUP + 7.6%

EURASIA

TIV - 20.3%
GROUP - 13.0%

AFRICA-ME-INDIA

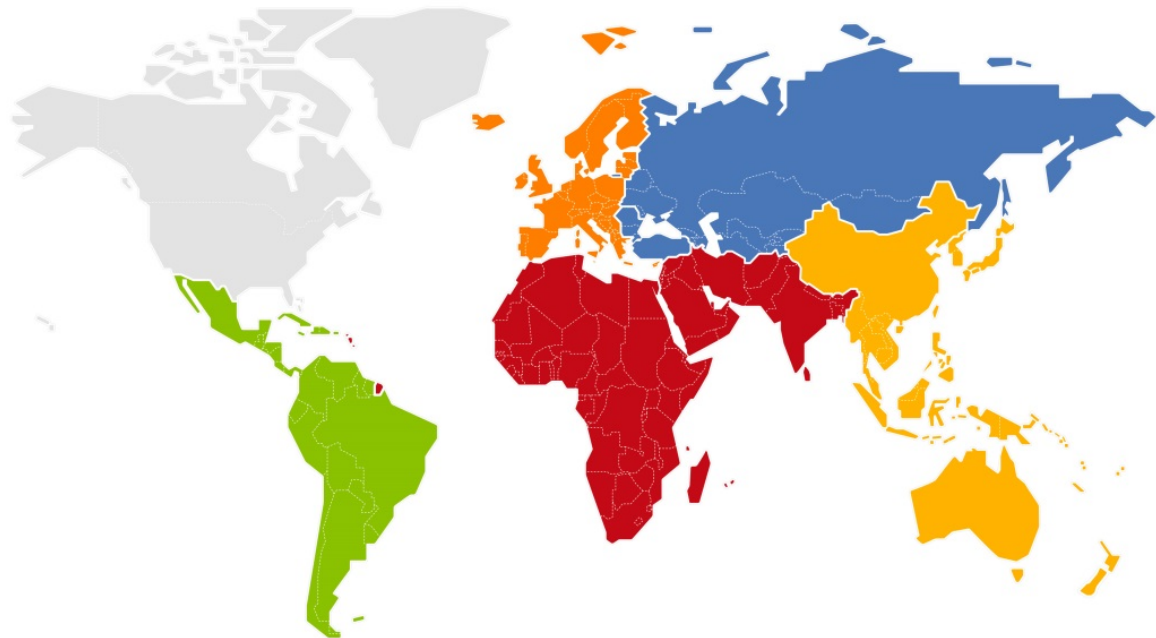
TIV + 14.3%
GROUP + 14.4%

AMERICAS

TIV - 8.3%
GROUP - 20.6%

ASIA-PACIFIC

TIV + 2.8%
GROUP + 37.1%

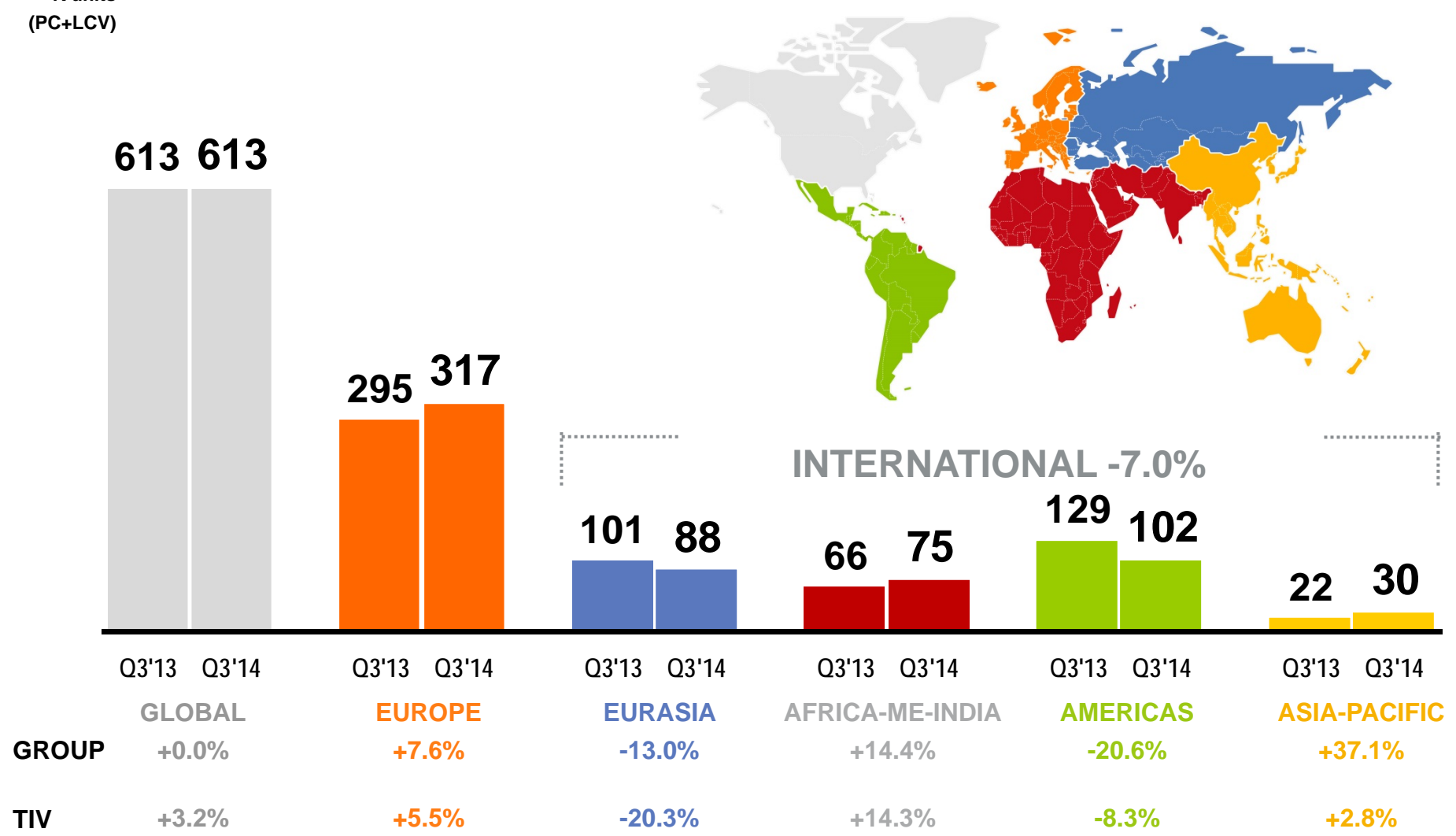


* PC+LCV including USA & Canada

RENAULT GROUP UNIT REGISTRATIONS Q3 2014 vs Q3 2013

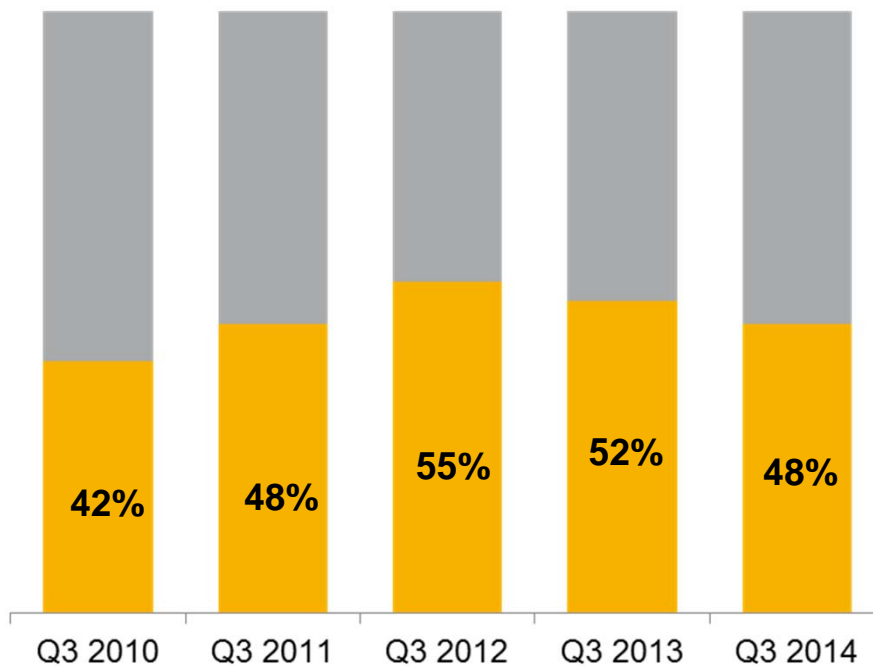
WORLD MARKET SHARE: 3.0% (-0.1pt)

K units
(PC+LCV)



EUROPE PUSHES SALES MOMENTUM

% OF SALES OUTSIDE EUROPE

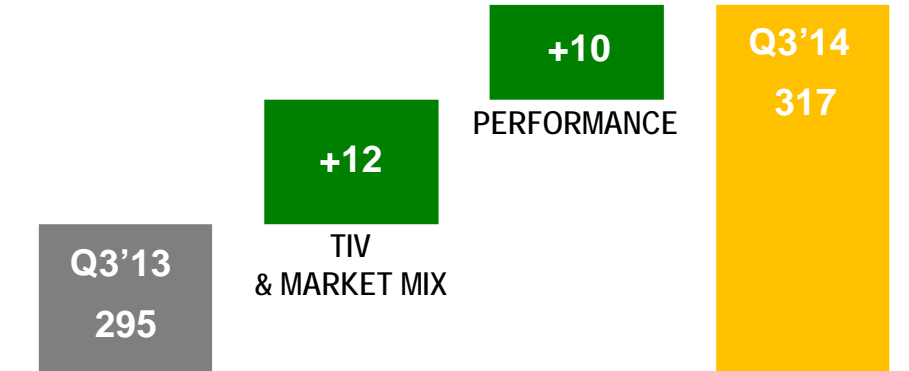


		M/S (PC+LCV)	vs. Q3 2013
01	FRANCE	25.8 %	-0.5pts
02	BRAZIL	7.1 %	0.0pts
03	RUSSIA	7.8 %	+0.7pts
04	GERMANY	4.9 %	-0.2pts
05	TURKEY	16.1 %	-0.9pts
06	SPAIN	13.8 %	+0.8pts
07	UK	3.8 %	+0.9pts
08	ITALY	9.1 %	+1.8pts
09	ALGERIA	27.5 %	+4.0pts
10	ARGENTINA	12.0 %	-4.3pts

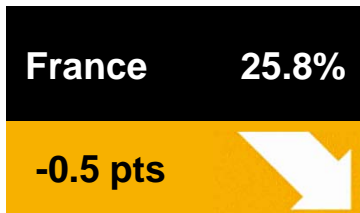
EUROPE REGION



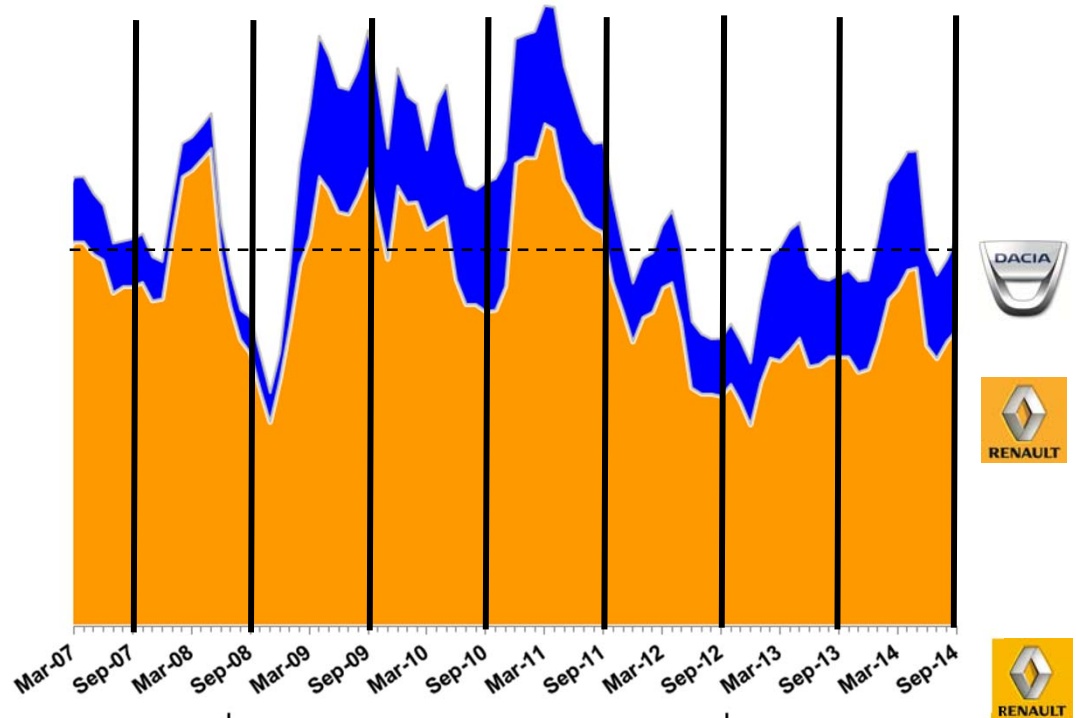
GROUP PC+LCV : BREAKDOWN OF REGISTRATION



GROUP MARKET SHARE PC+LCV

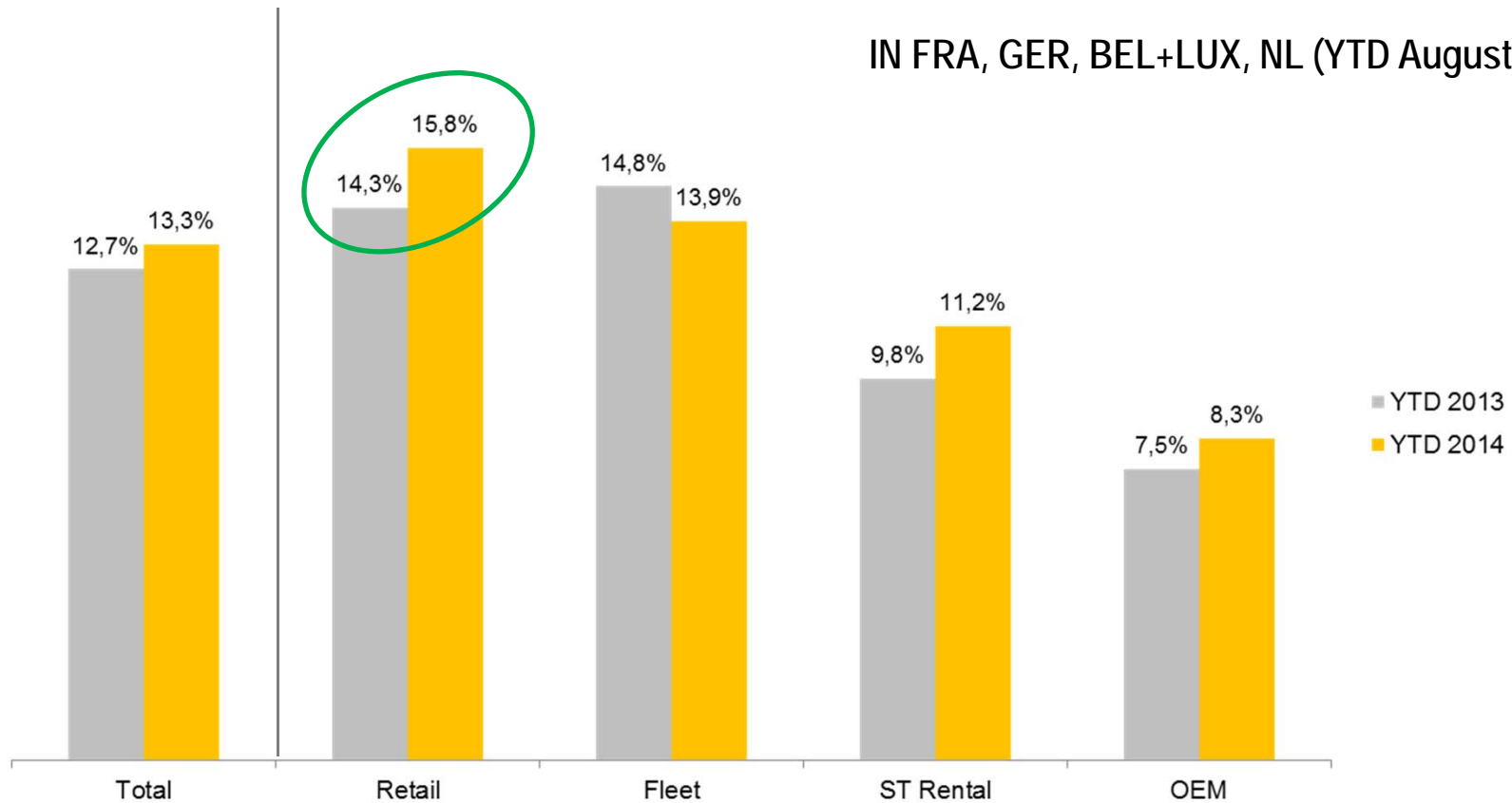


GROUP ORDER BOOK PC+LCV



SALES BY CHANNEL: STRONG RETAIL SALES IMPROVEMENT

IN FRA, GER, BEL+LUX, NL (YTD August)



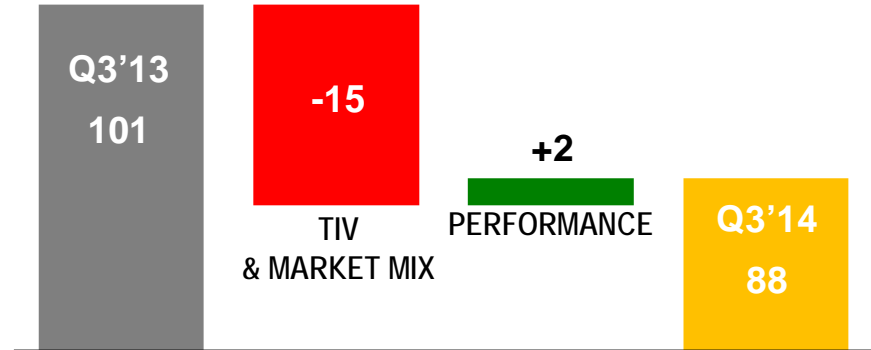
% TIV YTD 2013	42%	29%	9%	20%
% TIV YTD 2014	41%	30%	10%	20%



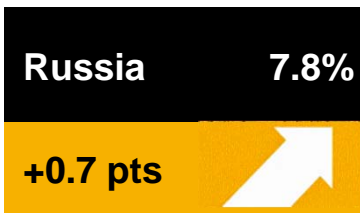
EURASIA REGION



GROUP PC+LCV : BREAKDOWN OF REGISTRATION



GROUP MARKET SHARE PC+LCV



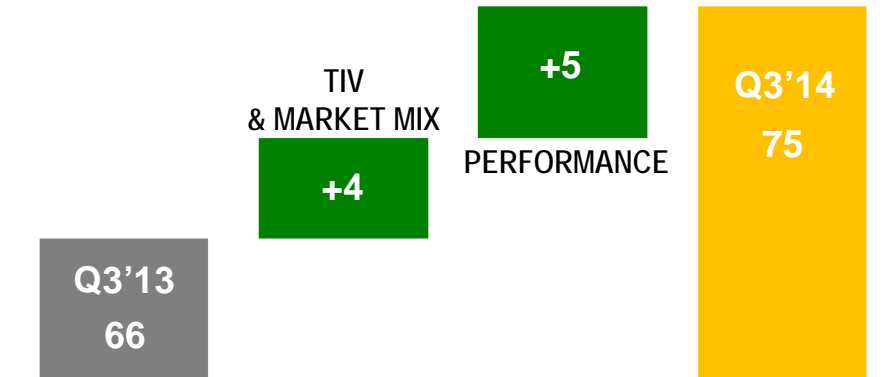
RENAULT DUSTER



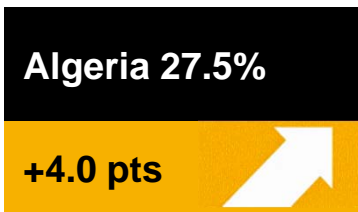
AFRICA-MIDDLE EAST-INDIA REGION



GROUP PC+LCV : BREAKDOWN OF REGISTRATION



GROUP MARKET SHARE PC+LCV



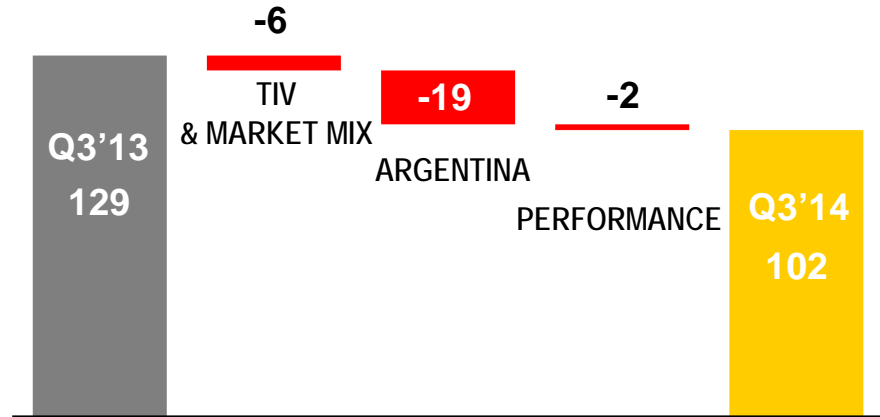
DACIA LOGAN



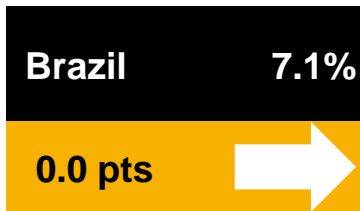
AMERICAS REGION



GROUP PC+LCV : BREAKDOWN OF REGISTRATION



GROUP MARKET SHARE PC+LCV



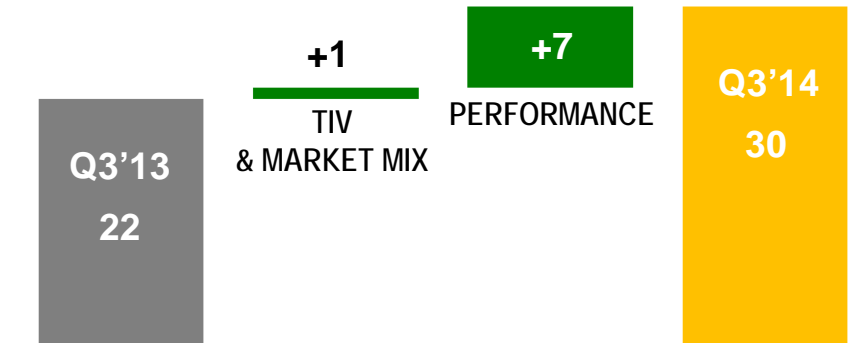
RENAULT SANDERO



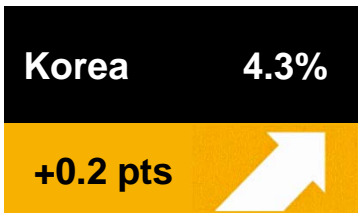
ASIA-PACIFIC REGION



GROUP PC+LCV : BREAKDOWN OF REGISTRATION



GROUP MARKET SHARE PC+LCV



RENAULT SAMSUNG QM3



ON TRACK TO CONFIRM OUR 2014 COMMERCIAL OBJECTIVES

- INCREASE GLOBAL REGISTRATIONS
- KEEP GAINING SHARE IN EUROPE

**SUCCESS OF THE NEW PRODUCTS:
CLIO, CAPTUR, NEW LOGAN & SANDERO**



**AND MORE TO COME WITH 2 LAUNCHES:
NEW TWINGO, NEW TRAFIC**



02

Q3 2014 REVENUES

DOMINIQUE THORMANN

EVP & CFO



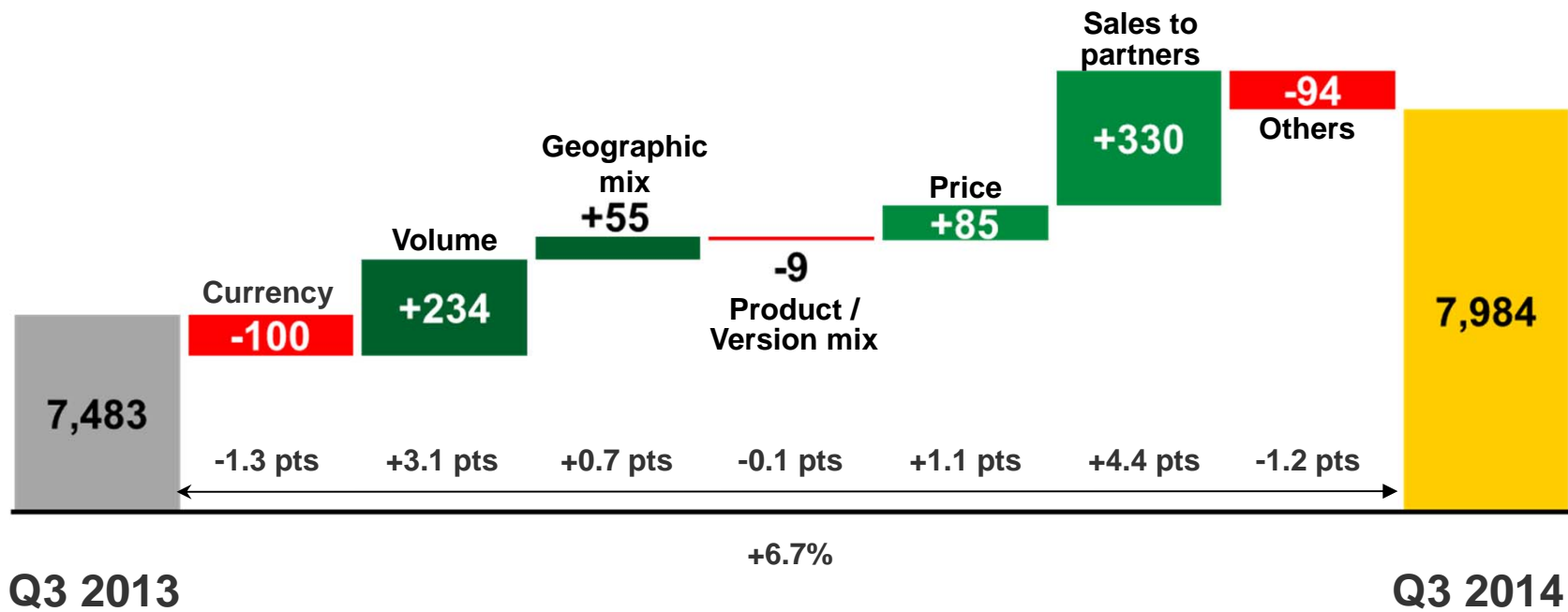
RENAULT GROUP Q3 2014 REVENUES BY DIVISION

<i>In million euros</i>	Q3 2013	Q3 2014	Change (%)
Automotive	7,483	7,984	+6.7%
Sales Financing	515	546	+6.0%
TOTAL	7,998	8,530	+6.7%

AUTOMOTIVE REVENUES VARIANCE ANALYSIS

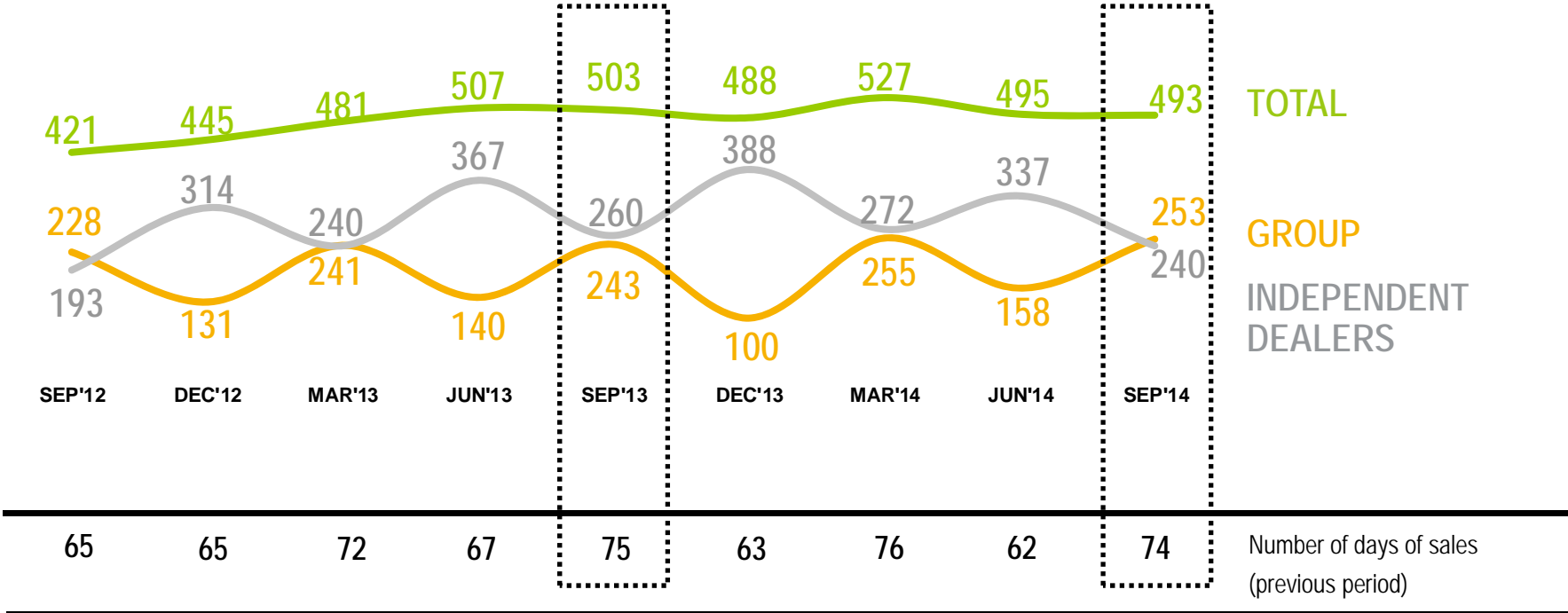
In million euros

CHANGE Q3 2014 / Q3 2013 : €+501m



DISTRIBUTION STOCK

NEW VEHICLE DISTRIBUTION STOCK (IN K UNITS)



RCI BANQUE PERFORMANCE

	Q3 2013	Q3 2014	Change (%)
Revenues <i>(in € m)</i>	515	546	+6.0%
Average loans outstanding* <i>(in € bn)</i>	24.5	25.6	+4.1%
New contracts* <i>(in thousand units)</i>	286.2	301.6	+5.3%
New financing* <i>(in € bn)</i>	3.0	3.1	+5.5%

* 2013: Restated for the consolidation of Russia during H2 2013 (with retroactive effect from January 1st)

OUTLOOK 2014 MAINTAINED

- Renault confirms its 2014 guidance:
 - increase registrations and Group revenues (at constant exchange rates),
 - improve Group operating profit and that of the Automotive division,
 - achieve positive Automotive operational free cash flow.



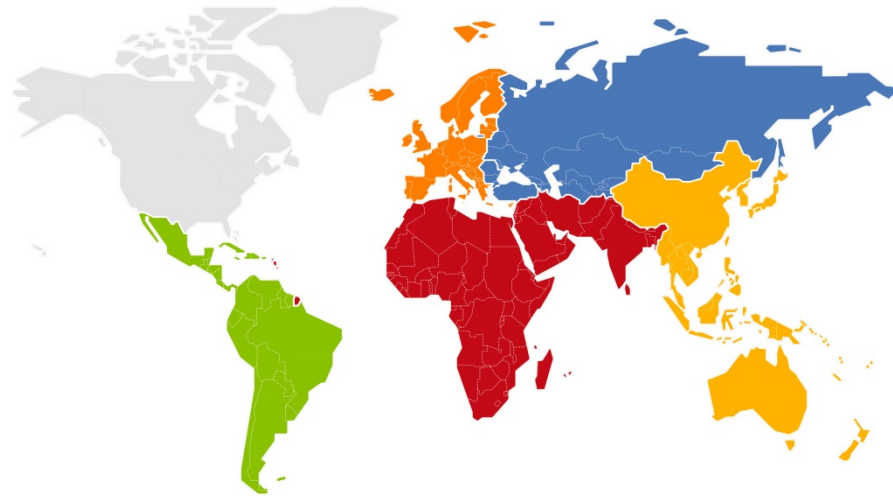
Q&A



APPENDIX

RENAULT GROUP UNIT REGISTRATIONS SEPT 2014 vs SEPT 2013 (YTD)

WORLD MARKET SHARE: 3.1% (=)



K units
(PC+LCV)

1,917 1,979

952 1,094

295 265

264 225

339 308

67 87

INTERNATIONAL -8.3%

	09'13	09'14	09'13	09'14	09'13	09'14	09'13	09'14	09'13	09'14	09'13	09'14
GROUP	1,917	1,979	952	1,094	295	265	264	225	339	308	67	87
	GLOBAL		EUROPE		EURASIA		AFRICA-ME-INDIA		AMERICAS		ASIA-PACIFIC	
	+3.3%		+14.9%		-10.0%		-14.9%		-9.1%		+29.8%	
TIV	+3.7%		+6.2%		-14.3%		+6.3%		-8.5%		+5.9%	



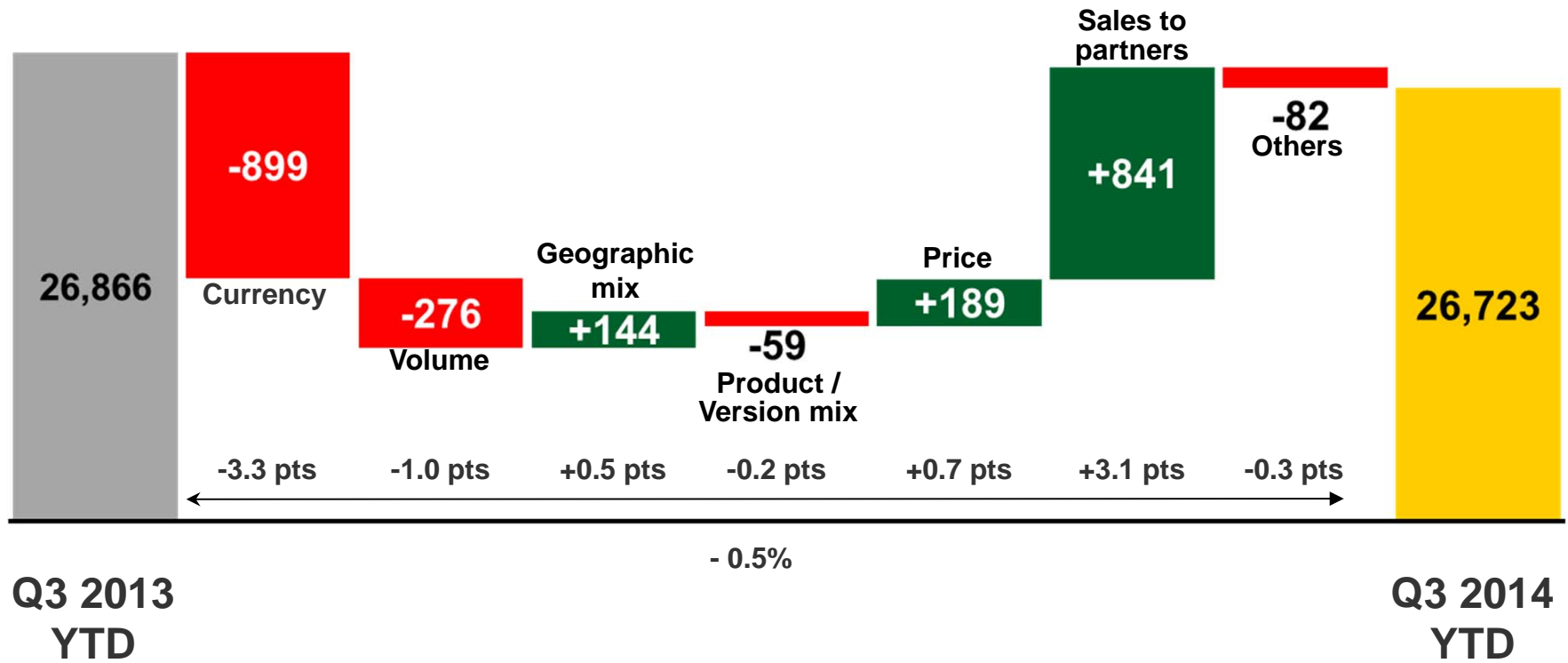
RENAULT GROUP REVENUES BY DIVISION IN Q3 YTD

<i>In million euros</i>	Q3 2013 YTD	Q3 2014 YTD	Change (%)
Automotive	26,866	26,723	-0.5%
Sales Financing	1,573	1,627	+3.4%
TOTAL	28,439	28,350	-0.3%

AUTOMOTIVE REVENUES VARIANCE ANALYSIS

In million euros

CHANGE 2014 / 2013 : €143m



RCI BANQUE PERFORMANCE

	Q3 2013 YTD	Q3 2014 YTD	Change (%)
Revenues <i>(in € m)</i>	1 573	1 627	+3.4%
Average loans outstanding* <i>(in € bn)</i>	24.1	25.1	+4.3%
New contracts* <i>(in thousand units)</i>	854.4	902.2	+5.6%
New financing* <i>(in € bn)</i>	8.5	9.2	+8.3%

* 2013: Restated for the consolidation of Russia during H2 2013 (with retroactive effect from January 1st)