GROUPE RENAULT

2016 FINANCIAL RESULTS CONFERENCE

GROUPE RENAULT

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

AGENDA

01 **FY 2016 FINANCIAL RESULTS**
CLOTILDE DELBOS
EVP, Group Chief Financial Officer

02 **2016 REVIEW AND 2017 OUTLOOK**
CARLOS GHOSN
Chairman & Chief Executive Officer

03 **QUESTIONS & ANSWERS**

01

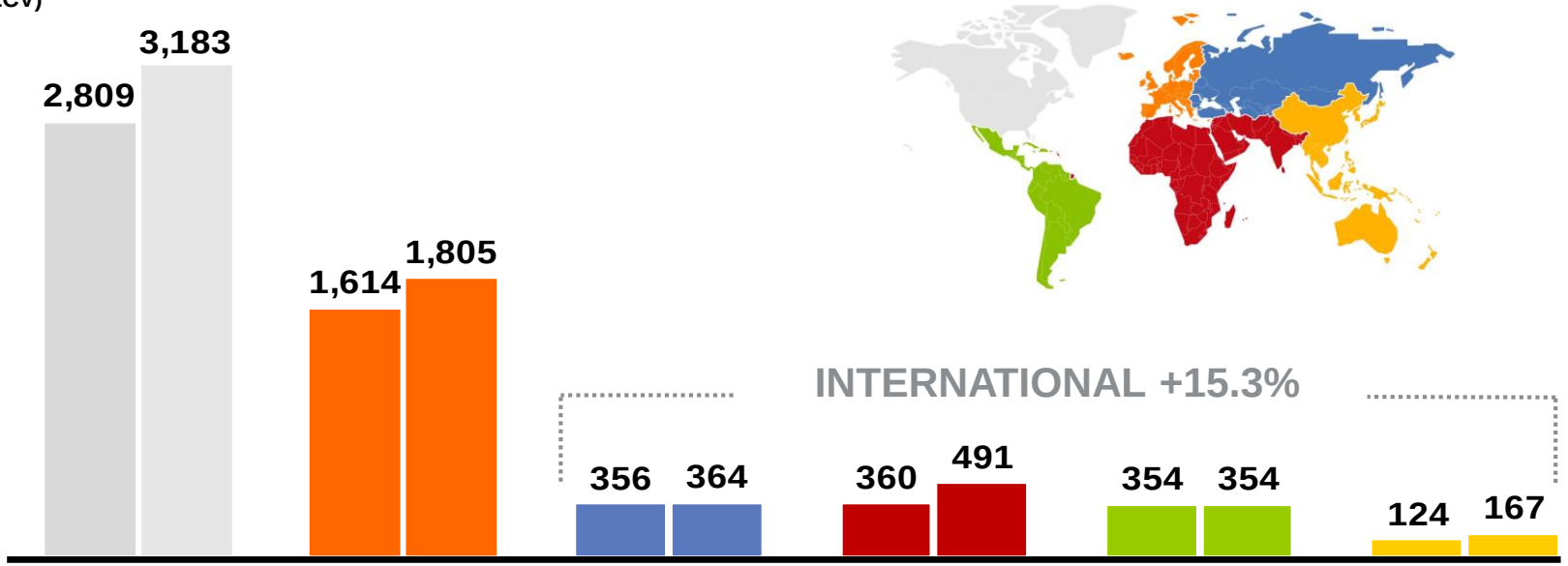
FY 2016 FINANCIAL RESULTS

CLOTILDE DELBOS

EVP, Group Chief Financial Officer

GROUPE RENAULT UNIT REGISTRATIONS 2016 VS 2015

K units
(PC+LCV)



	GLOBAL	EUROPE	EURASIA	AFRICA-ME-INDIA	AMERICAS	ASIA-PACIFIC
GROUP	+13.3%	+11.8%	+2.3%	+36.4%	+0.1%	+34.5%
TIV	+4.6%	+7.0%	-6.3%	-1.7%	-4.1%	+9.3%

FY 2016 GROUP REVENUES

	2016	2015	CHANGE
Global unit sales (units) *	3,182,625	2,808,926	+13.3%
Group revenues	51,243	45,327	+13.1%
of which: Automotive	48,995	43,108	+13.7%
Sales financing	2,248	2,219	+1.3%

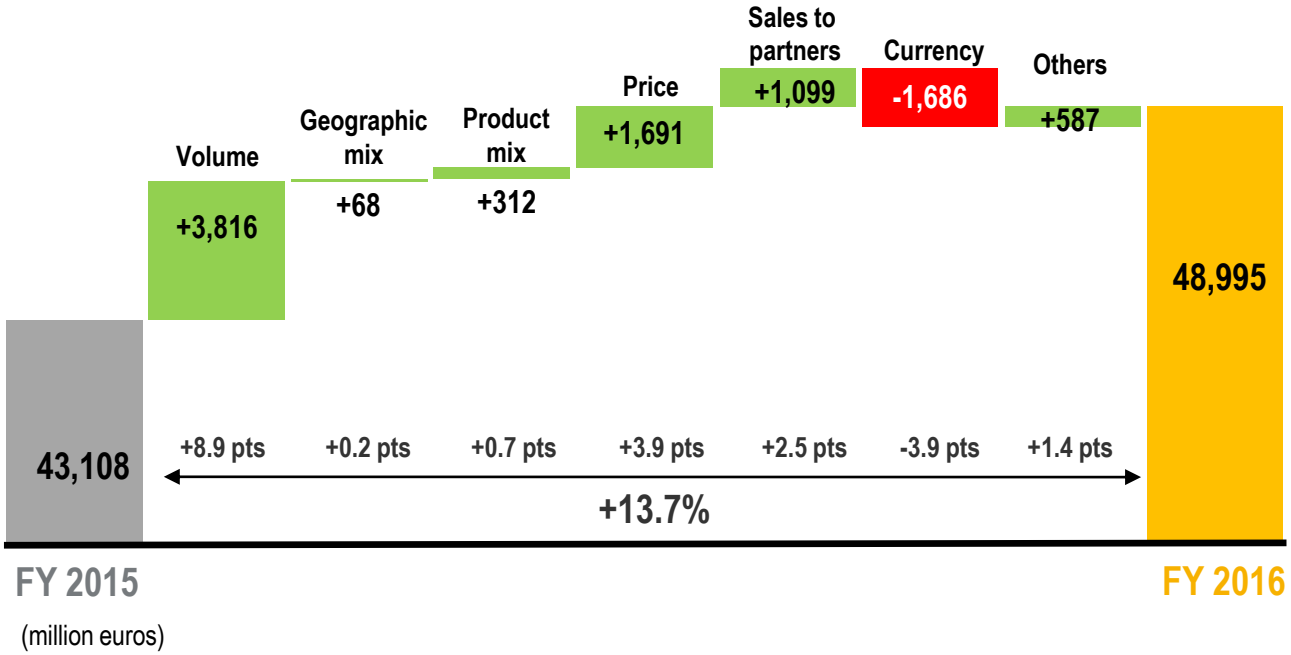
(million euros)

**2015 restated: since January 1, 2016, volumes for China are reported based on retail sales versus wholesales previously.*

H1	H2
+13.5%	+12.7%

AUTOMOTIVE REVENUES VARIANCE ANALYSIS

CHANGE 2016 vs 2015: +€5,887m



OPERATING PROFIT BY ACTIVITY

	2016	2015*	CHANGE
AUTOMOTIVE	2,386	1,546	**+840**
% Automotive revenues	[4.9%]	3.6%	+1.3 pts
SALES FINANCING	896	829	**+67**
GROUP OPERATING PROFIT	3,282	2,375	**+907**
% Group revenues	6.4%	5.2%	+1.2 pts

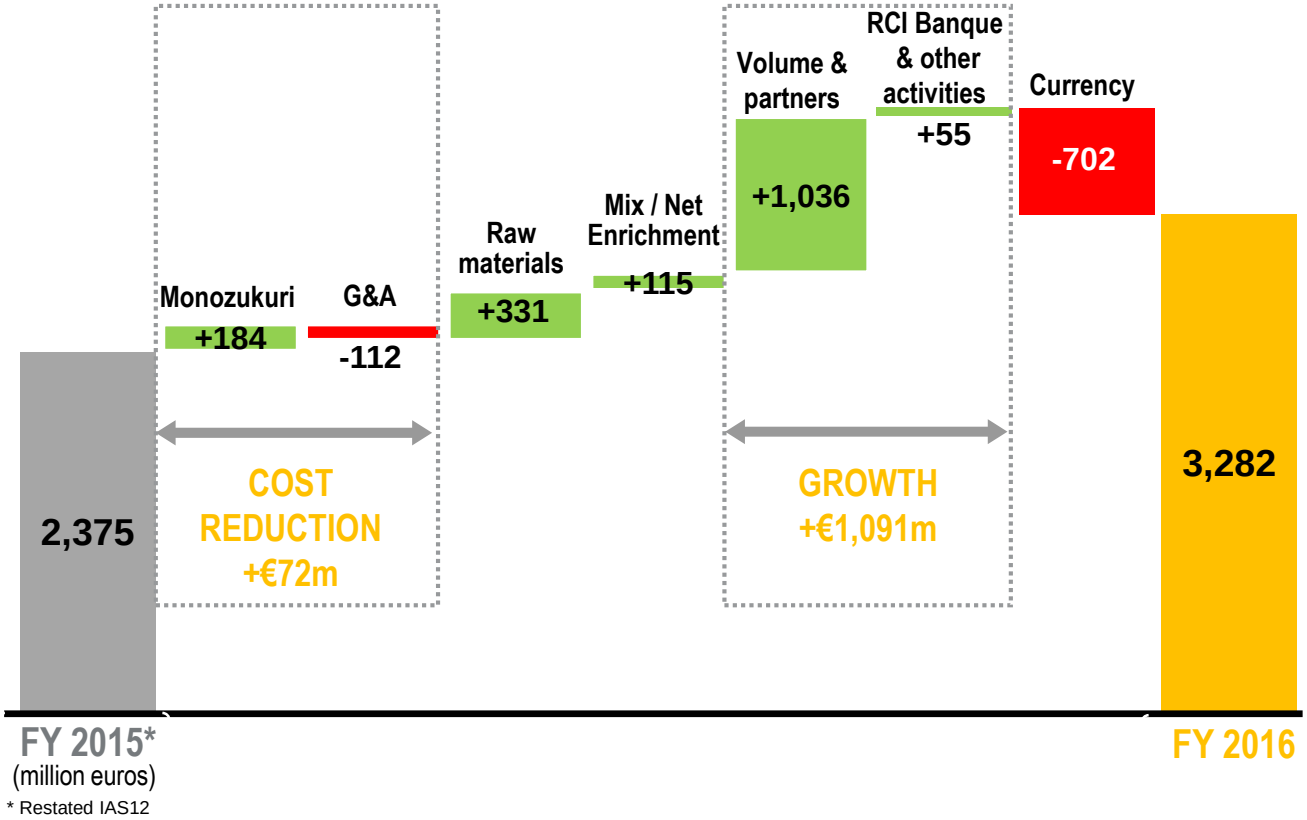
(million euros)

* restated IAS 12

H1	H2
4.7%	5.1%

GROUP OPERATING PROFIT VARIANCE ANALYSIS

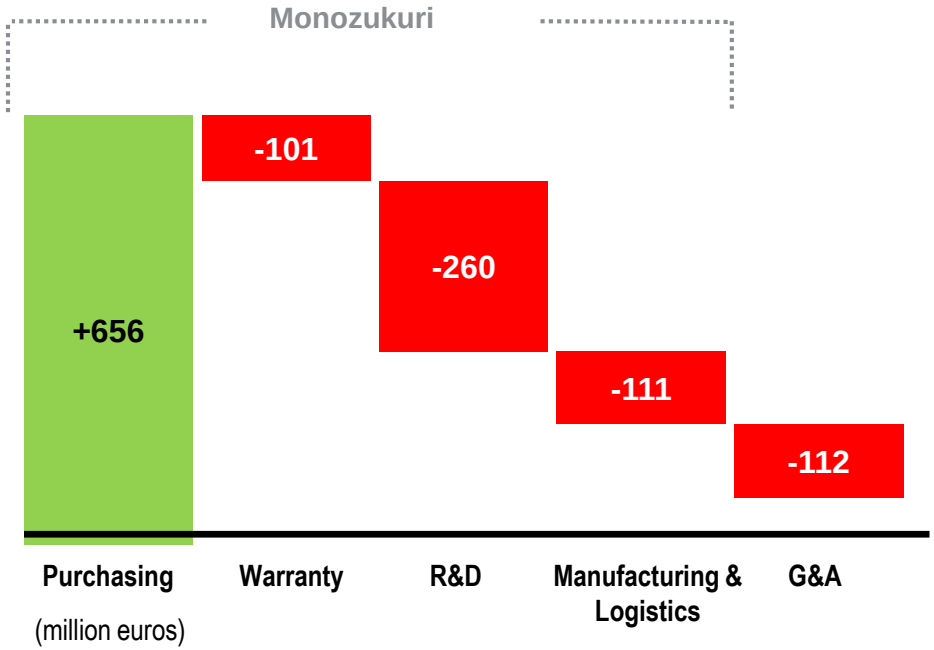
CHANGE 2016 vs 2015: +€907m



* Restated IAS12

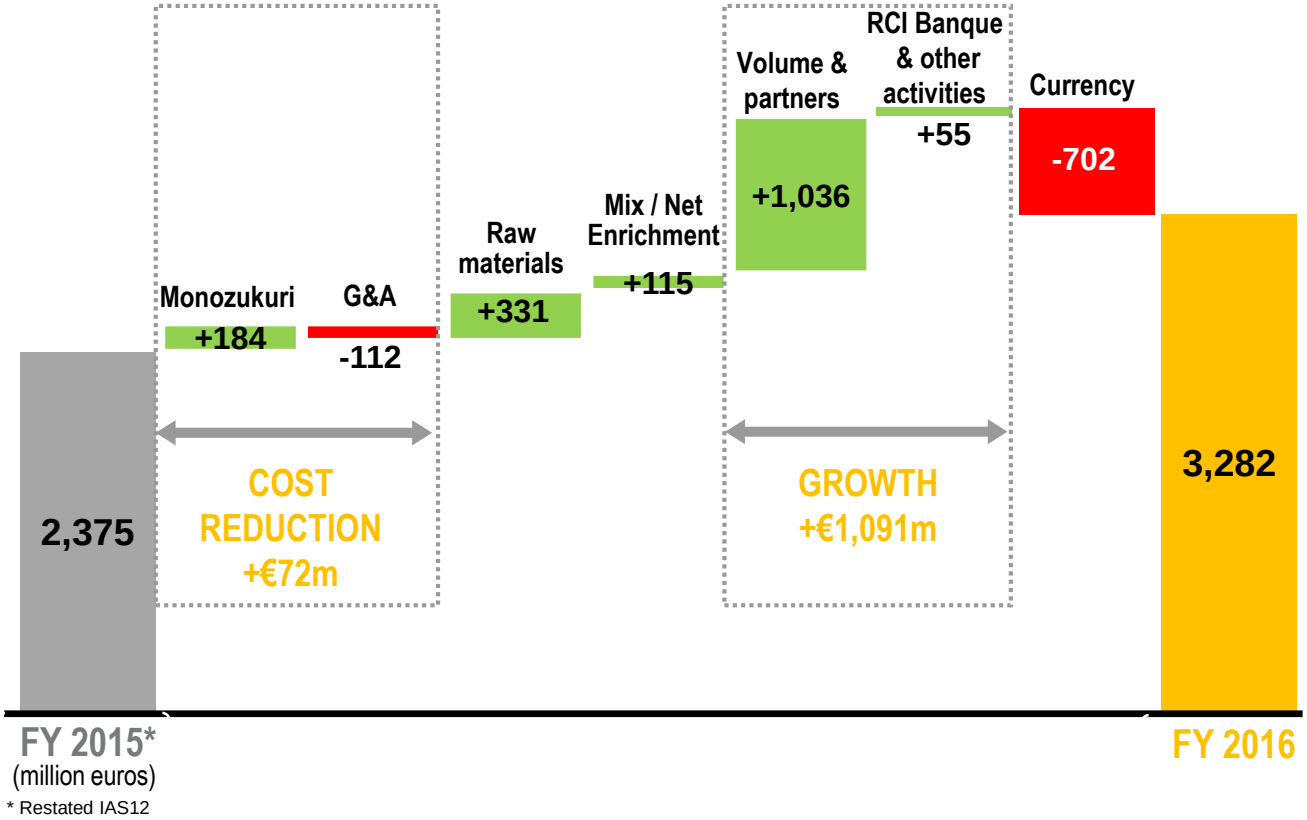
COST REDUCTION ANALYSIS

CHANGE 2016 vs 2015: +€72m



GROUP OPERATING PROFIT VARIANCE ANALYSIS

CHANGE 2016 vs 2015: +€907m



* Restated IAS12

OTHER OPERATING INCOME & EXPENSES

	2016	2015
Restructuring costs	-283	-157
Impairment of assets	-38	-53
Profit / loss on asset sales	-4	+10
AVTOVAZ first full consolidation impact	+325	-
Others	+1	+1
Total other operating income & expenses	+1	-199

(million euros)

FY 2016 FINANCIAL RESULTS

	2016	2015	CHANGE
Revenues	51,243	45,327	+13.1%
Operating profit *	3,282	2,375	+907
in % of revenues	6.4%	5.2%	+1.2pts
Other operating income & expenses	1	-199	+200
EBIT	3,283	2,176	+1,107
Net financial income & expenses	-323	-221	-102
Associated companies **	1,638	1,371	+267
Current & deferred taxes *	-1,055	-366	-689
Net income **	3,543	2,960	+583
in % of revenues	6.9%	6.5%	+0.4pts

(million euros)

* 2015 restated IAS 12
** 2015 restated for AVTOVAZ 3 month difference

ASSOCIATED COMPANIES

	2016	2015	CHANGE
NISSAN	1,741	1,976	-235
AVTOVAZ *	-89	-620	+531
Others	-14	15	-29
Total associated companies	1,638	1,371	+267

(million euros)

* 2015 restated

FY 2016 FINANCIAL RESULTS

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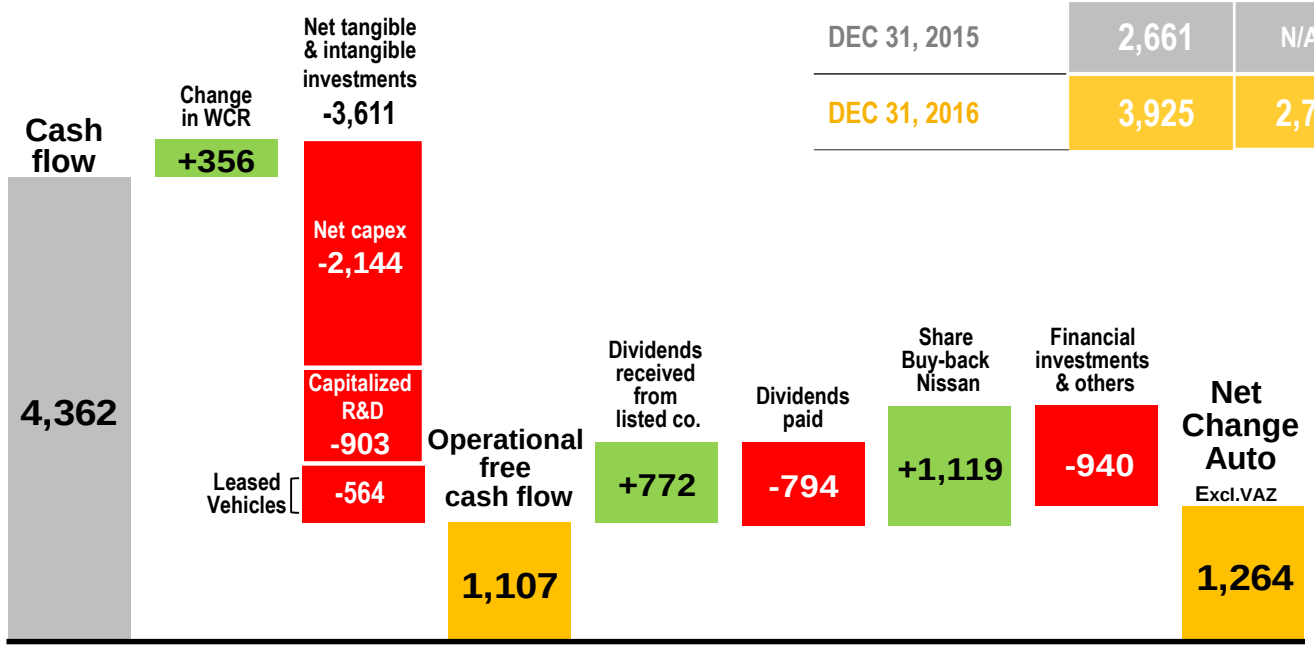
(million euros)

* 2015 restated IAS 12
** 2015 restated for AVTOVAZ 3 month difference

AUTOMOTIVE NET FINANCIAL POSITION

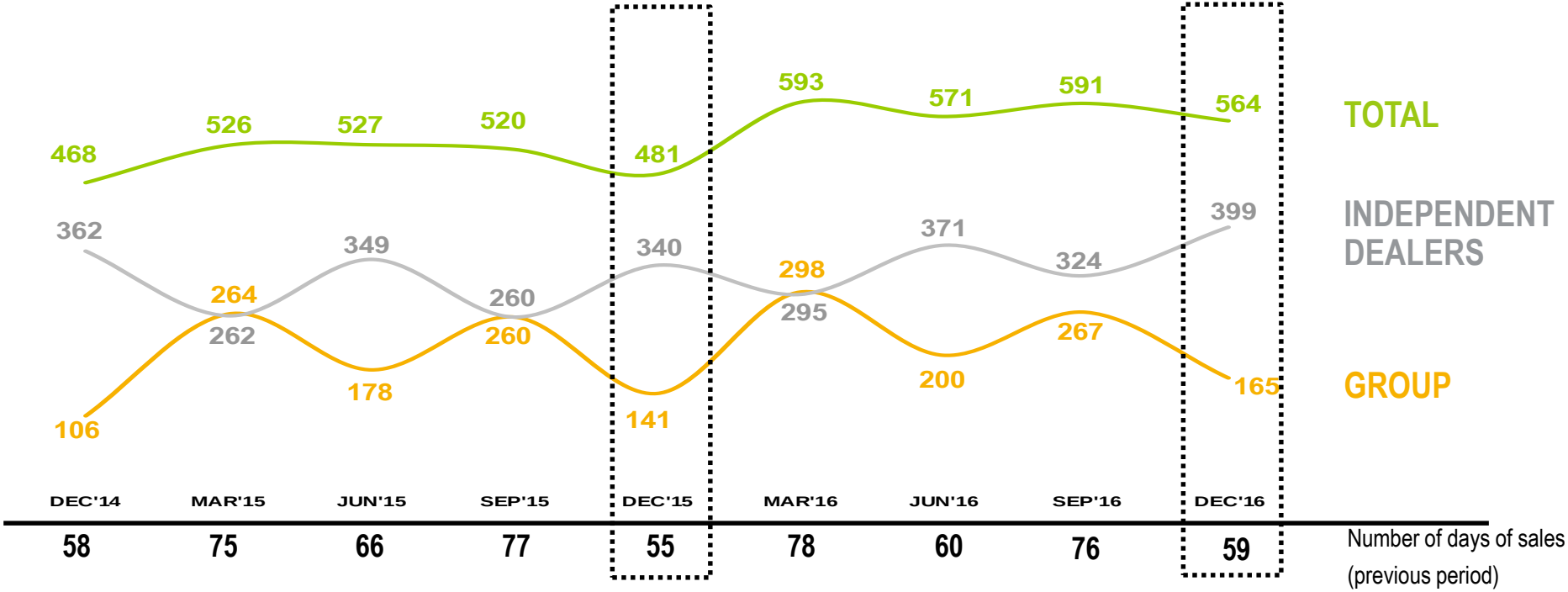
(million euros)

	AUTO EXCL.VAZ	AUTO INCL.VAZ
DEC 31, 2015	2,661	N/A
DEC 31, 2016	3,925	2,720



NEW VEHICLE DISTRIBUTION STOCK* EXCLUDING AVTOVAZ

(IN K UNITS)



* 2014 & 2015 restated

AUTOMOTIVE DIVISION LIQUIDITY EXCLUDING AVTOVAZ

DECEMBER 2015		DECEMBER 2016	
LIQUIDITY RESERVES		**LIQUIDITY RESERVES**	
Cash	€11.6bn	Cash	€11.8bn
Available credit lines	€3.3bn	Available credit lines	€3.3bn
TOTAL	€14.9bn	TOTAL	€15.1bn

RCI BANQUE

	2016	2015
New financings (€bn)	17.9	15.6
Average performing assets (€bn)	33.3	28.6
Net banking income	4.41%	4.75%
Cost of risk (customer & dealer)	-0.31%	-0.33%
Operating expenses*	-1.39%	-1.47%
Pretax income*	2.74%	2.97%
Operating profit (€m)*	896	829

(in percentage of average performing assets)

* 2015 restated IAS12

RCI BANQUE RETAIL DEPOSIT ACTIVITY

ZESTO by RCI Banque

RCI Bank

Renault Bank direkt

	End 2016	End 2015
DEPOSITS	12.6	10.2
o/w GERMANY	8.1	7.0
o/w UNITED KINGDOM	2.6	1.3
o/w FRANCE	1.2	1.3
o/w AUSTRIA	0.7	0.6

(billion euros)

02

2016 REVIEW & 2017 OUTLOOK

CARLOS GHOSN

Chairman - Chief Executive Officer

2016 FINANCIAL RESULTS – GROUPE RENAULT

01 2016 RESULTS WRAP-UP

02 DRIVE THE CHANGE UPDATE

03 2017 OUTLOOK

04 FUTURE TRENDS

2016 OBJECTIVES MET & RECORD RESULTS

REVENUES 2016 > 2015*

** at constant exchange rates*

GROUP & AUTOMOTIVE OP. MARGIN 2016 > 2015

AUTOMOTIVE OPERATIONAL FREE CASH FLOW > 0

2016 ACHIEVEMENTS – PRODUCT LAUNCHES

1. MEGANE
2. TALISMAN SW
3. MEGANE ESTATE
4. SCENIC
5. MEGANE SEDAN
6. GRAND SCENIC

COMPLETE RENEWAL WITH C & D SEGMENT

7. KADJAR
8. KOLEOS

PRODUCT OFFENSIVE IN CHINA WITH LOCAL PRODUCTION

9. KAPTUR
10. ALASKAN

OTHER INTERNATIONAL LAUNCHES

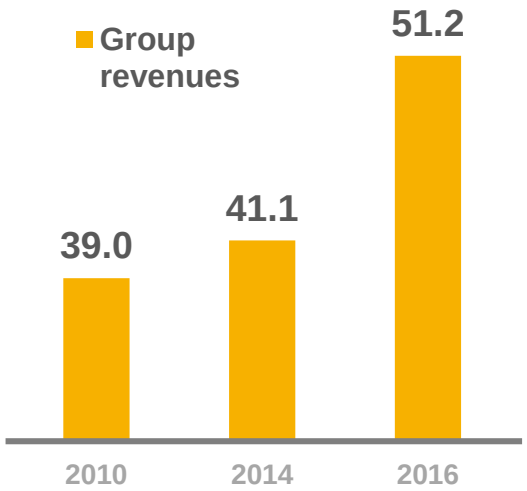
2016 ACHIEVEMENTS – CONSOLIDATION OF AVTOVAZ

AVTOVAZ

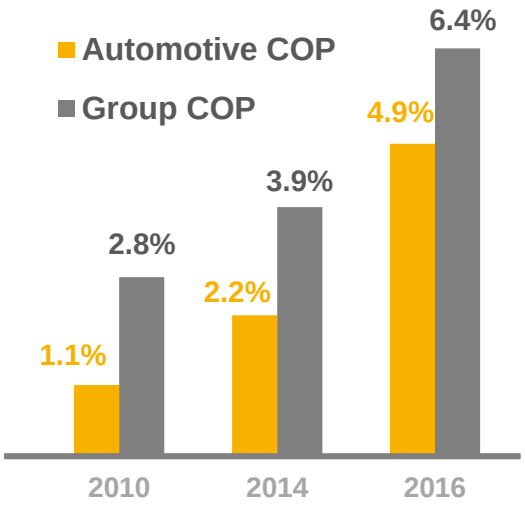
- SUCCESSFUL **RECAPITALIZATION**
- NEW **RECOVERY PLAN**
- **OPERATIONAL PROFITABILITY** EXPECTED BY 2018

DRIVE THE CHANGE 2010 - 2016 UPDATE

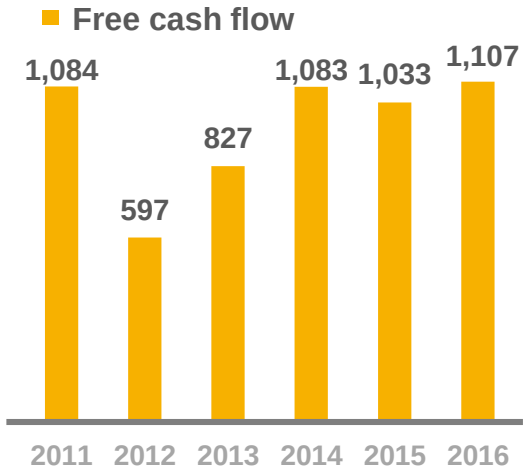
GROWTH TARGET OVER ACHIEVED



PROFITABILITY TARGET OVER ACHIEVED



POSITIVE FCF EVERY YEAR



2010 – 2016 MORE DIVERSIFIED PRODUCT MIX

NEW PRODUCTS

- Pioneer & leader in E.V
- Full cross-over line-up for all our markets
- Enlarged LCV range and Pick-ups

Twizy,

Zoe,

Kangoo ZE

Kwid,

Captur,

Kadjar,

Koleos (+QM6)

Dokker,

Oroch,

Alaskan

PRODUCTS RENEWAL

- Complete renewal of C&D segment
- Reinforced leadership in B segment

Megane 4,

Scenic 4,

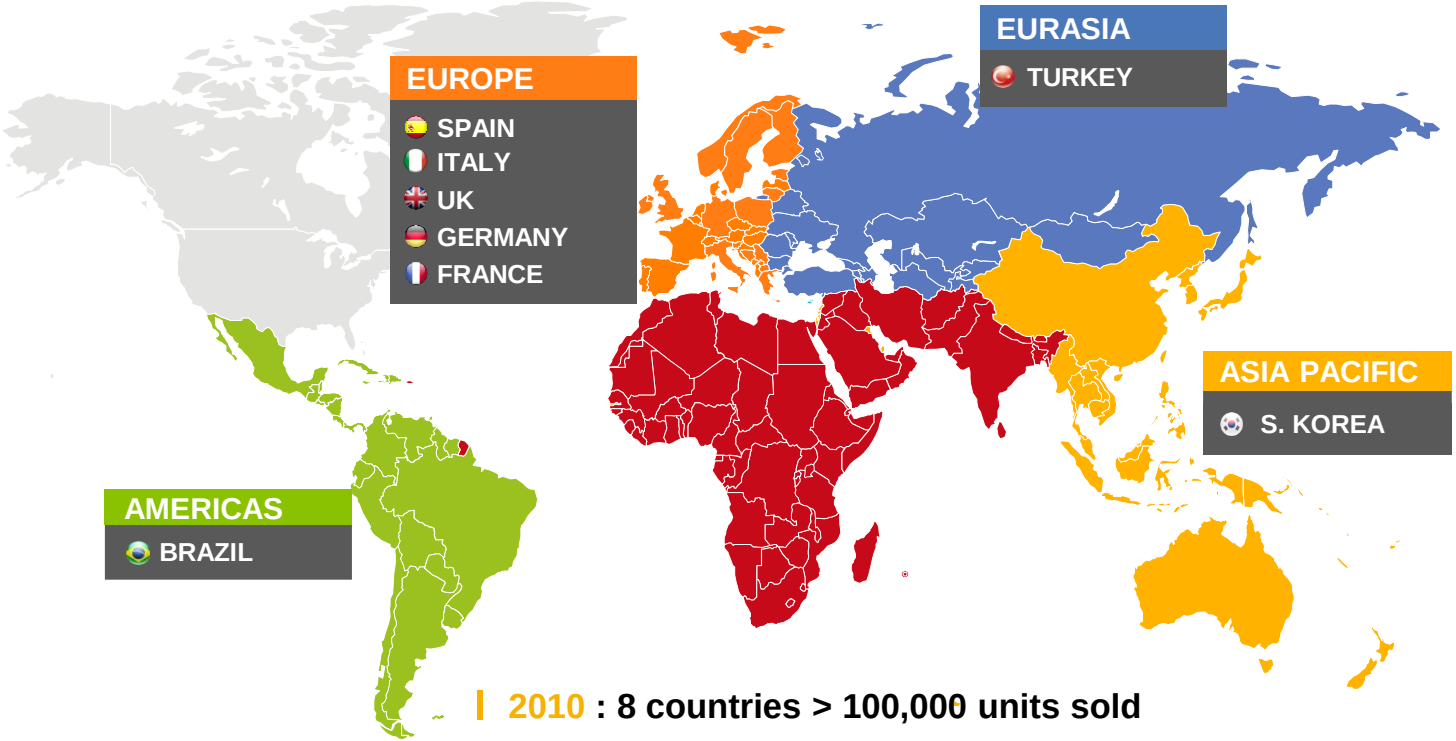
Talisman (+SM6),

Espace 5

Clio 4,

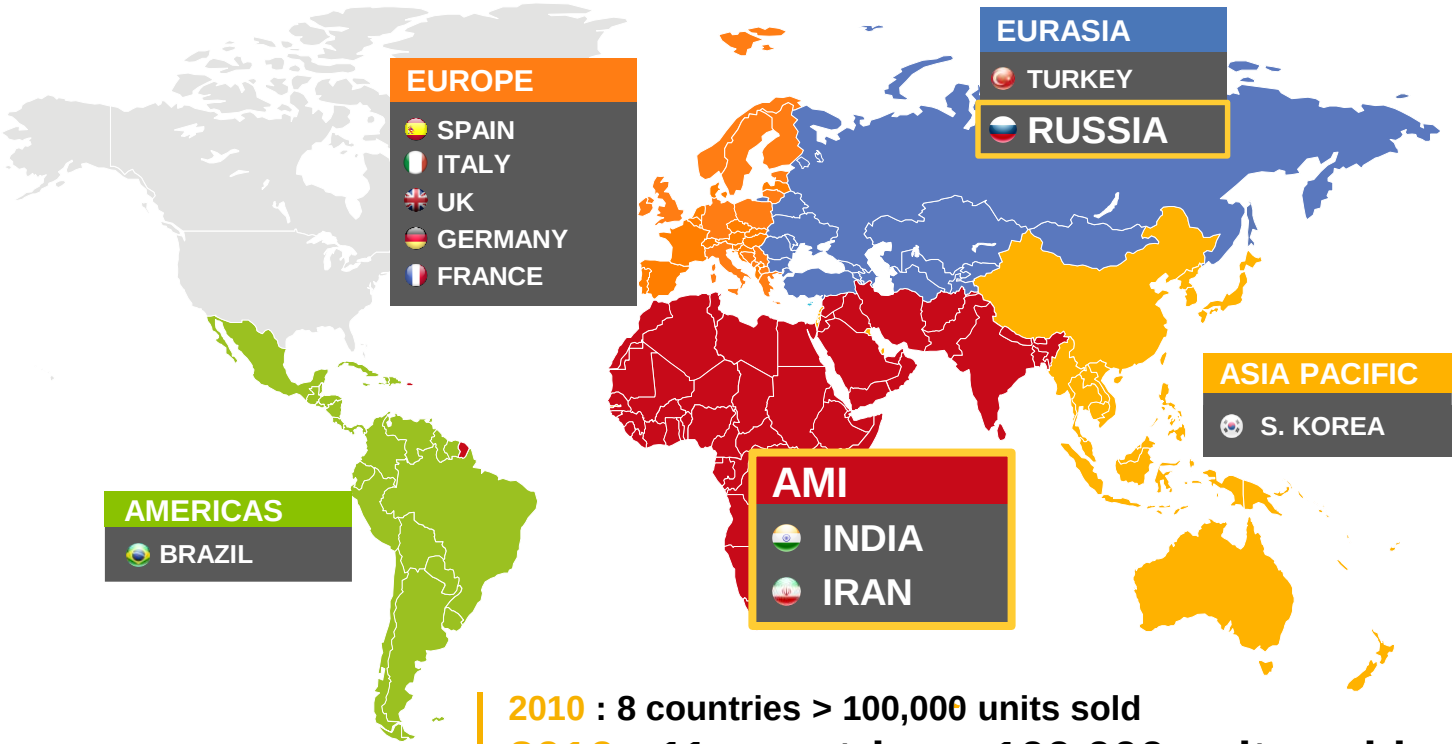
Captur

2010 – 2016 BETTER BALANCED REGIONAL MIX



2010 : 8 countries > 100,000 units sold

2010 – 2016 BETTER BALANCED REGIONAL MIX



2010 : 8 countries > 100,000 units sold

2016 : 11 countries > 100,000 units sold

2010 – 2016 SALES TO PARTNERS

RENAULT

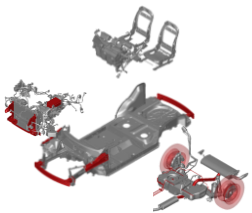
40% contribution
to growth of revenues
2010 - 2016

2010 – 2016 SCALE EFFECTS

CMF C-D SUV PLATFORM

RENAULT **KADJAR**

KOLEOS RENAULT



NISSAN **QASHQAI**

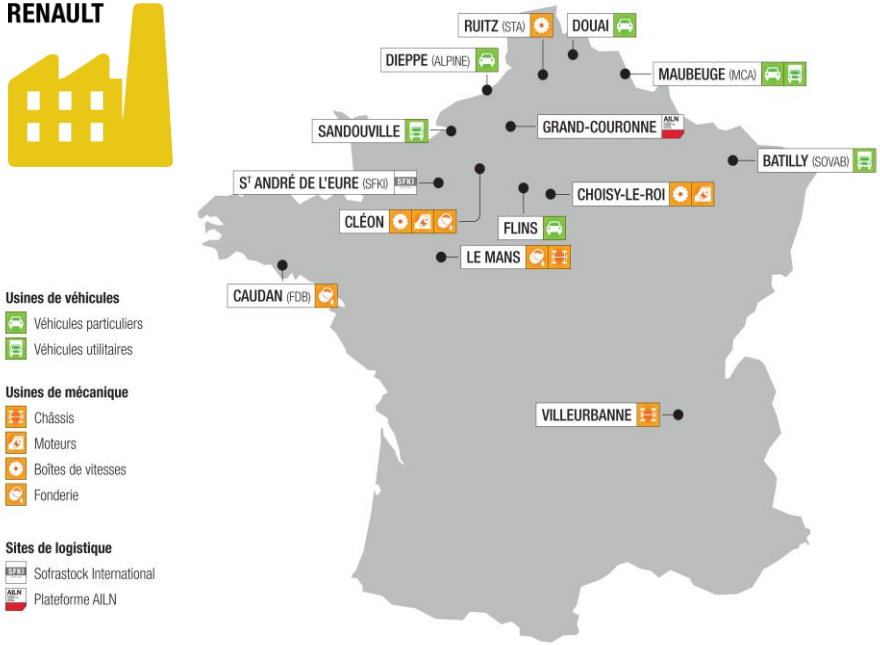
XTRAIL NISSAN

MODULAR APPROACH

2/3 of value of upcoming vehicles from standardized modules

2010 ----------> 2016

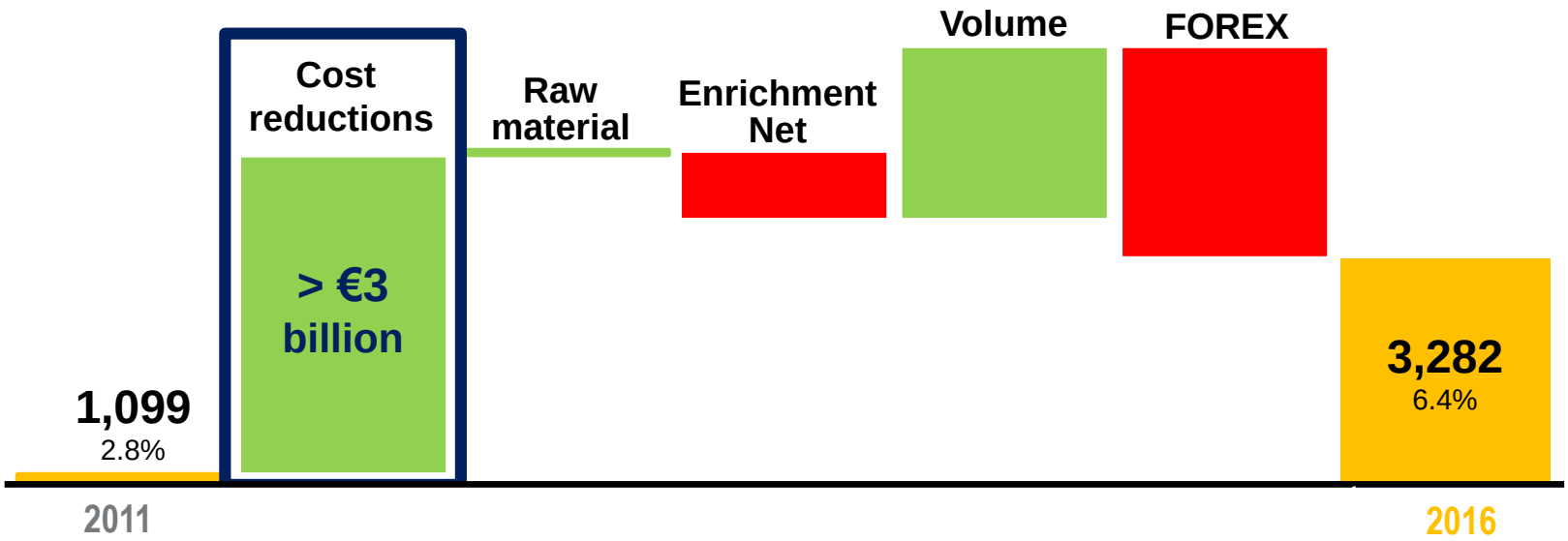
2010 – 2016 COMPETITIVENESS AGREEMENT



2017 – 2019 AGREEMENT

- €500m investment
- 3600 recruitments
- €220m in training

2010 – 2016 COST REDUCTIONS



2010 – 2016 CUMULATED

(million euros)

2010 – 2016 PRODUCT ENRICHMENT

RANGE BEFORE 2010

RANGE 2010 - 2016

400

EXTENDED AUTONOMY

2017 RISK AND OPPORTUNITY

OPPORTUNITIES

- Full year impact of new products
- Alliance synergies
- Emerging markets recovery (Brazil, Russia) & ramp-up (China, India)

RISKS

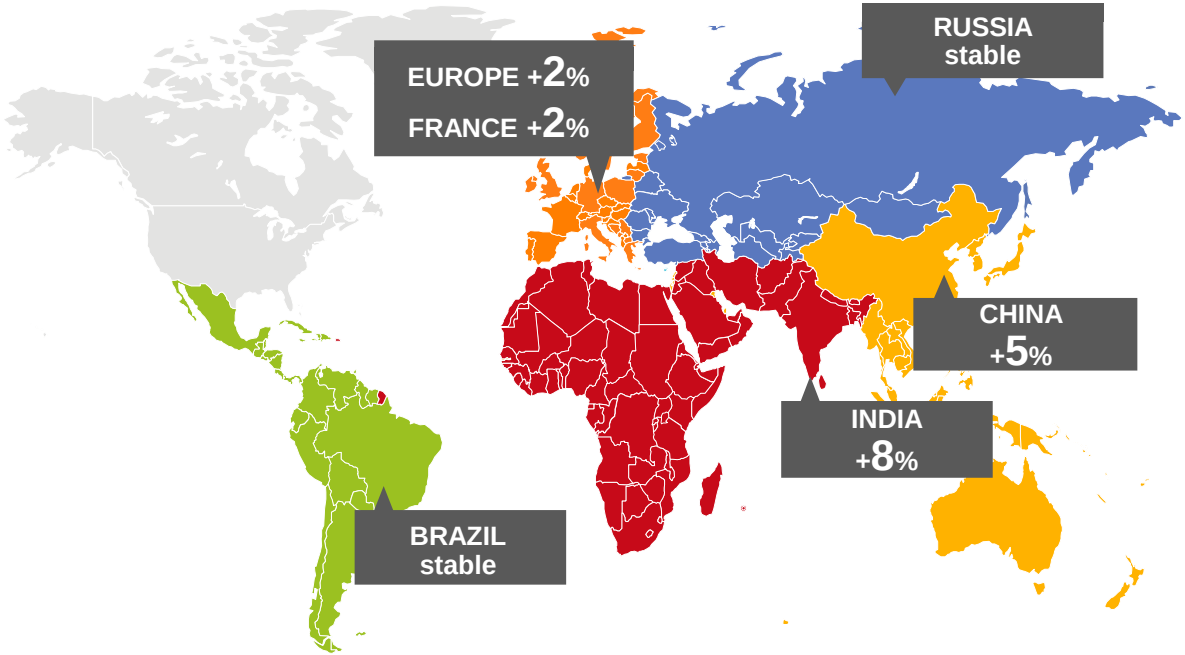
- Raw materials
- Brexit impact
- Trade agreements

2017 TIV OUTLOOK

GLOBAL TIV *

+ 1.5% to + 2%

** PC+LCV INCLUDING USA & CANADA*



2017 OUTLOOK

INCLUDING AVTOVAZ, THE GROUP IS AIMING TO :

- Increase group revenues, beyond the impact of AVTOVAZ (at constant exchange rates)*
- Increase group operating profit in euros*
- Generate a positive Automotive operational free cash flow

* compared with 2016 Groupe Renault published results

BEYOND 2017 PREPARING FOR THE FUTURE

ELECTRIC

CONNECTED

AUTONOMOUS

OUTLOOK 2017 AND BEYOND

DRIVE THE CHANGE

2010 - 2016

NEXT MID-TERM PLAN

03

QUESTIONS & ANSWERS

ALL EXECUTIVES

GROUPE RENAULT