MID-TERM PLAN
2017 - 2022

GROUPE RENAULT
<table>
<thead>
<tr>
<th>PART 01</th>
<th>GLOBAL</th>
<th>PART 02</th>
<th>FOCUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>T. BOLLORÉ</td>
<td>SCALE &amp; COMPETITIVENESS TECHNOLOGY PRODUCT LINE-UP</td>
<td>J.-C. KUGLER</td>
<td>EUROPE</td>
</tr>
<tr>
<td>T. KOSKAS</td>
<td>SALES &amp; MARKETING</td>
<td>D. LE VOT</td>
<td>RUSSIA</td>
</tr>
<tr>
<td>S. MUELLER</td>
<td>REGIONS</td>
<td>A. GUPTA</td>
<td>LCV</td>
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<td></td>
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<td>G. NORMAND</td>
<td>ELECTRIC VEHICLE</td>
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<td>G. DE FICCHY</td>
<td>RCI BANK AND SERVICES</td>
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</tbody>
</table>

**C. DELBOS**  FINANCE

**C. GHOSN**  CONCLUSION
DISCLAIMER

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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.
SCALE & COMPETITIVENESS TECHNOLOGY PRODUCT LINE-UP

THIERRY BOLLORÉ
CHIEF COMPETITIVE OFFICER
INTRODUCTION

SCALE-UP

TECHNOLOGIES

COMPETITIVENESS LEVERS

PRODUCT & SERVICES

QUALITY & CUSTOMER SATISFACTION
SHARE PLATFORMS COVERING ALL SEGMENTS

COVERAGE RATIO OVER 80% OF GROUPE RENAULT SALES BY 2022

CMF: Common Module Family
LS: Low specifications
HS: High specifications
DUAL PLATFORM SPECIFICATION TO EFFICIENTLY COVER ALL NEEDS

PLATFORM “SWAPABILITY” ENABLING LIMITED DEVELOPMENT COSTS

High Spec.

Specification adapted to local needs

Access Spec.

Same specification with different skin

Same skin with different specification

Clio

Captur

Duster

Kaptur

Upselling
COMPETITIVENESS OF WHOLE SUPPLY BASE

STANDARDIZATION

HIGHER COMMONALITY
100%
of non-visible parts covered in 2019 by Alliance modules

STRONGER SCALE EFFECT
-20%
Cost on common CMF parts

LOCALIZATION

DEEPER LOCALIZATION

Localization boost within Drive the Future

TOP LEVEL IN BRICs
+7pts
Local rate in Russia

PANEL OPTIMIZATION

AVERAGE TURNOVER FOR MAJOR SUPPLIERS
+30%

DEVELOPMENT WITH NEW TECHNOLOGY PARTNERS

CMF: Common Module Family
ENHANCING ENGINEERING SKILLS AND CAPACITY WHILST BOOSTING EFFICIENCY

EXTENDED COMPANY

- Alliance key partners to boost innovation
- Subcontractors
- Start-up / new tech

INTERNAL SKILLS (Headcounts)

SOFTWARE

-~30%
-~50%

ALLIANCE

R&D SYNERGIES

- Enhanced sharing

2016 2019 2022

Ambition x2

-+25% R&D CAPACITY INCREASE

-5% R&D HOURLY RATE

R&D CAPACITY INCREASE
INDUSTRIAL COMPETITIVENESS TARGETING BENCHMARK LEVELS...

VEHICLE PLANTS
Vehicles per headcount

<table>
<thead>
<tr>
<th>Year</th>
<th>Industry Average 2016</th>
<th>2016</th>
<th>2017</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>66</td>
<td>66</td>
<td>73</td>
<td>100</td>
</tr>
</tbody>
</table>

+50% VEHICLE EFFICIENCY

ENGINE PLANTS
Powertrain per headcount

<table>
<thead>
<tr>
<th>Year</th>
<th>Industry Average 2016</th>
<th>2016</th>
<th>2017</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>651</td>
<td>651</td>
<td>710</td>
<td>800</td>
</tr>
</tbody>
</table>

+20% POWERTRAIN EFFICIENCY
... THANKS TO ACCELERATED COMPETITIVENESS PLAN AND FLEXIBILITY

CONTINUOUS COMPETITIVENESS PLAN FUELED BY INDUSTRY 4.0

- €400m investment
- >€500m gain per year from 2020

HIGH ASSET UTILIZATION RATE

- From 96% to over 120%*

IMPROVED WORKFORCE EFFICIENCY

- Over 80% of our workforce covered by agreements
- Highly skilled and adaptable workforce
- 30% production variability

ASSET FLEXIBILITY

- Flexible lines to face powertrain market demand

* Harbour
DIGITAL TRANSFORMATION TO IMPROVE EFFICIENCY AND ENHANCE BUSINESS

PRODUCTIVITY & EFFICIENCY ALL ALONG THE VALUE CHAIN

- Data-driven development
- Collaboration with suppliers
- Industry 4.0
- Analytics, customer targeting
- Traceability & reactivity

CUSTOMER JOURNEY & EXTENDED OFFER

- Core connected car features
- Business optimization
- Business development
- New mobility operations

Creation of Renault Digital

Investment of \(~€150m\) per year

Digital skills: 700 Digital hirings & digital trainings for 3,000 Renault employees

>€500m per year COST IMPROVEMENT FROM 2020

>€500m per year ADDITIONAL CONTRIBUTION FROM 2020
FULL EV AS STRATEGIC PRIORITY, ELECTRIFIED SOLUTIONS DRIVEN BY CAFE REQUIREMENTS

CAFE: Corporate Average Fuel Efficiency

20% BEV OFFER
50% ELECTRIFIED OFFER
-50% ON DIESEL OFFER
ACCELERATION OF CONNECTIVITY THROUGH ALLIANCE SOLUTIONS

- Full connectivity across all segments
- Services acceleration based on Alliance connected cloud
- Expand FOTA* with reinforced cyber security

*FOTA: Firmware Over The Air

- From 30% to 100% connected in key markets
- All new projects from 2019
- New Clio & C/D segment
AUTONOMOUS DRIVING TO MATCH CUSTOMER EXPECTATIONS

15 AD MODELS FROM 2019

AD MASS MARKET
- Single-lane level 2 from 2019
- Starting with New Clio and Espace

AD GRADUAL EXPANSION
- Multi-lane level 3 from 2021
- Multi-lane level 4 from 2022
- Starting with new EV

NEW BUSINESS OPPORTUNITY
- Robo-vehicle by 2022

AD: Autonomous Drive
SCALE & COMPETITIVENESS / TECHNOLOGY / PRODUCT LINE-UP

SCALE, COMPETITIVENESS & TECHNOLOGY FUEL MONOZOKURI

**SCALE-UP**

**COMPETITIVENESS LEVERS**

**TECHNOLOGIES**

**MONOZUKURI TARGET**

€4.2bn

2017-2022

INCLUDING R&D STRONG PUSH

+€400m

IN FIRST 3 YEARS

(2017-2019)

FIXED COST CONTROL
A PRODUCT LINE-UP TAILORED FOR PROFITABLE GROWTH

21 NEW MODELS

SUSTAIN BUSINESS

EXPAND BUSINESS

BUILD ON EV LEADERSHIP

INNOVATE FOR ALL
18 RENEWALS
8 SUVs
BUSINESS EXPANSION BASED ON STRONG LOCAL FOUNDATION

**CHINA**
- 7 launches (incl. 3 EV)

**INDIA**
- 4 launches (incl. 1 EV)

**IRAN**
- 4 launches

NEW PARTNERSHIPS
- JINBEI
- IDRO
- NEGIN
REINFORCING EV LEADERSHIP THANKS TO MASSIVE ELECTRIFICATION

OVER 8 FULL EV COVERING ALL SEGMENTS

12 ELECTRIFIED

5 new models 3 renewals

- 50% of our line-up electrified
- All electrified components common within Alliance
- Unique affordable PHEV / HEV technology
NEW CONCEPTS… FOR ALL

COMPACT MPV*

C-SUV
New bodytype

EV ACCESS

* MPV: Multi Purpose Vehicle
SCALE & COMPETITIVENESS / TECHNOLOGY / PRODUCT LINE-UP

ALL KEY ASSETS TO MEET INDUSTRY CHALLENGES AND CUSTOMER EXPECTATIONS

- SHARP COMPETITIVENESS PLAN LEVERAGING THE ALLIANCE SCALE
- COMPETITIVE TECHNOLOGY PORTFOLIO
- PRODUCT LINE-UP & SERVICES TAILORED FOR PROFITABLE GROWTH
3
SALES & MARKETING

THIERRY KOSKAS
EXECUTIVE VICE PRESIDENT,
SALES & MARKETING
SALES & MARKETING
FURTHER IMPROVE SALES & MARKETING EFFICIENCY

GROUP CHANNEL MIX

GROUP MARKET SHARE PER CHANNEL, PC, G5

<table>
<thead>
<tr>
<th>Channel</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEMO, SEL REG</td>
<td>7.3</td>
<td>7.3</td>
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<tr>
<td>STRental</td>
<td>9.69</td>
<td>9.7</td>
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<tr>
<td>FLEET</td>
<td>7.9</td>
<td>7.9</td>
</tr>
<tr>
<td>RETAIL</td>
<td>12.5</td>
<td>13.1</td>
</tr>
</tbody>
</table>

Growth in non tactical channels

RESIDUAL VALUES

G5: France, Spain, Germany, UK, Italy

<table>
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</table>

Renault 2nd in basket thanks to sustainable line-up attractivity

FIXED MARKETING EXPENSES

OVER 25% PRODUCTIVITY 2016 → 2022

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>99.4</td>
<td>100.5</td>
<td>100.5</td>
</tr>
</tbody>
</table>

Stabilized and will not increase

PRICING POWER

GLOBAL

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
<th>2022</th>
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<tr>
<td>100.7</td>
<td>101.2</td>
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</table>

EUROPE

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
<th>2022</th>
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<td>100.5</td>
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</table>

Above the market today and will further improve

2015

G5: France, Spain, Germany, UK, Italy
SALES & MARKETING

FURTHER IMPROVE SALES & MARKETING EFFICIENCY

KEY LEVERS

PRODUCT LINE-UP

BRANDS

CUSTOMER JOURNEY TRANSFORMATION
A CLEAR, SIMPLE & DISTINCTIVE DEFINITION FOR OUR CORE BRANDS

PASSION FOR LIFE
FRENCH DESIGN & EASY LIFE

ATTRACTIVE
QUALITY CARS AT THE BEST PRICE

CONFIDENCE, VALUE & ENERGETIC DESIGN

Mainstream

Access
Maximum of 1 access brand per market (Dacia or Lada)
ALIGN EVERY PRODUCT & SERVICE WITH THE BRAND AND BOOST BRAND VALUE

FRENCH DESIGN
- Warm and sensual
- Innovative
- Consistent globally

EASY LIFE
- Connected
- Intuitive
- Services

* Note: Renault value is calculated by Interbrand but Renault will not be included in published Best Global Brands report as not present in North America
SALES & MARKETING

EASY JOURNEY: A SEAMLESS, PERSONALISED, MULTI CHANNEL CUSTOMER EXPERIENCE

BEST LEVEL DIGITAL

- New global web platform by 2019
- Sales on leads x2
- One single app

DEALER NETWORK TRANSFORMATION

- Seamless online / in store
- 800 new format stores
- Development of new activities & services

EASY CONNECT

- Over 30 new connected services
- Data
- Mobility services
- Partners

TOP 3 IN CUSTOMER SATISFACTION

100% OF RENAULT CONNECTED IN KEY MARKETS

€300m ADD. TURNOVER FROM CONNECTED SERVICES
SALES & MARKETING
FURTHER IMPROVE SALES & MARKETING EFFICIENCY

✓ HIGHER BRAND VALUE
✓ CUSTOMER JOURNEY TRANSFORMATION
✓ SALES & MARKETING EFFICIENCY
LOCAL CUSTOMER FOCUS THROUGH REGIONAL ORGANIZATION

FY16 SALES VOLUMES: 3,468K units*

- **EUROPE**
  - 1,805Ku
  - 52%
- **AMERICAS**
  - 354Ku
  - 10%
  - 491Ku
  - 14%
- **EURASIA**
  - 649Ku
  - 19%
- **ASIA-PACIFIC**
  - 167Ku
  - 5%

* incl. AVTOVAZ
** Africa - Middle East - India
REGIONS

STRONG AMBITION: PROFITABLE GROWTH BY OVER 40%

BY REGION

BY BODYTYPE

EUROPE

AMERICAS

EUROASIA

ASPA

AMI

AMERICAS

* incl. AVTOVAZ
TIV: Total Industry Vehicles

INTERNATIONAL SALES

>40%

LCV VOLUME INCREASE

> x2

SUV VOLUME

2016

End of plan

3,468*

1,805

491

167

>5,000

>3,468

>1,805

>491

>167

>700

>1,100

>800

>1,800

>60%

48% to >60%

48%
GLOBAL ACCESS BUSINESS MODEL AS A UNIQUE ASSET

UNIQUE ASSET

- Design to cost
- Global industrial footprint
- High localization rate
- A specific Dacia business model

STRATEGY

- Kwid family: line-up expansion
- Logan family: full renewal Logan, Sandero & Stepway
- Duster family: Duster renewal and new C-SUV offer
- Geographic extension: China…

SALES VOLUMES

in million units

- 1,2
- >2

2016 End of plan
EUROPE: REMAINING A PROFIT PILLAR WHILE ADDRESSING NEW DEMANDS

- EV line-up expansion & electrification
- Renewal of blockbusters Global Access, B, LCV
- Efficiency and flexibility of manufacturing assets

TIV: Total Industry Vehicles
* End of plan

~AVERAGE GROUP OPERATING MARGIN*

60% ELECTRIFIED OFFER
SECOND BRAND
CONTINUOUS SUCCESS STORY
REGIONS

ASIA PACIFIC: CHINA, THE BIGGEST GROWTH OPPORTUNITY FOR THE GROUP

CHINA
- From 2 to 9 localized PC models
- New EV JV with Nissan and DongFeng
- New LCV JV with Brilliance
- Competitive level of local integration

KOREA
- High level of Alliance cross manufacturing
- Competitive level of local integration

TIV: Total Industry Vehicles
ASPA: Asia Pacific

CHINA: A GROWING PROFIT CENTER

CHINA
- BEST TCO LEVEL FOR EV

#3 in KOREA

TIV +20%

2016

End of plan

167

>700 Other ASPA

>550 China

35

2016 End of plan

35

>700 Other ASPA

>550 China

TIV: Total Industry Vehicles
ASPA: Asia Pacific

OCTOBER 6th, 2017
**REGIONS**

**AMI: STRONG FOUNDATION FOR PROFITABLE GROWTH**

**NORTH AFRICA**
- Strong local brands

**INDIA**
- Kwid family expansion from 1 to 3 models
- New products in higher price brackets
- Alliance local engineering and manufacturing
- #1 digital

**IRAN**
- Market coverage >80%
- Capacity increase +150Ku
- Exclusive Renault distribution network at best level

**OPERATING PROFIT x5**

**#1 in AFRICA**

**INDIA**
- >5%
- PROFITABLE MARKET SHARE
- #1 EUROPEAN BRAND

**IRAN**
- >15%
- MARKET SHARE

**TIV: Total Industry Vehicles**

* End of plan
AMERICAS: GROWING PROFITABILITY WITH AN UNPRECEDENTED PRODUCT OFFENSIVE

- Full SUV, LCV and Global Access line-up ≈ 90% market coverage
- Maximum adaptation to local demand through local engineering and design centers

TIV: Total Industry Vehicles
* End of plan

OPERATING PROFIT x3*

BRAZIL
10% MARKET SHARE

#1 in ARGENTINA

TIV +40%

2016 End of plan

354 >600
EURASIA: STRENGTHEN LEADERSHIP POSITION IN A REBOUNDING RUSSIAN MARKET

- Renault 85% segment coverage for SUV in Russia
- Leverage industrial footprint >500Ku on Alliance B-platform in Russia
- The most competitive manufacturing base: >600Ku Romania & Turkey
- Transform Lada into a profit booster for Groupe Renault

TIV: Total Industry Vehicles
* End of plan

OPERATING PROFIT x5*

#1 in RUSSIA AUTOMOTIVE GROUP
30% MARKET SHARE

#1 in TURKEY PC

#1 in ROMANIA

TIV +65%

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>End of plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>TIV</td>
<td>649</td>
<td>&gt;1,100</td>
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</tr>
<tr>
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<td>364</td>
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</tbody>
</table>
5
EUROPE

JEAN-CHRISTOPHE KUGLER
EXECUTIVE VICE PRESIDENT,
CHAIRMAN OF EUROPE
EUROPE
BUILDING ON DRIVE THE CHANGE SUCCESS

DRIVE THE CHANGE SUCCESS

2013  2014  2015  2016

+1pt MARKET SHARE

+50% PROFIT CONTRIBUTION

Continuous growth of contribution to group profit over the past years

DRIVE THE FUTURE LEVERS

AMBITION
Europe as a pillar contributor to Groupe Renault’s profitability

• Solid business model
• Product momentum
• EV leadership

MARKET SHARE
PROFIT CONTRIBUTION

Contribution in €  Market share

OCTOBER 6TH, 2017
SOLID BUSINESS MODEL

LOYAL CUSTOMERS

- Leveraging on RCI loyalty products

PURCHASE REASONS

- Retail Pricing > Basket

CHANNEL MIX

- Maintain better than Industry average
- Dacia as a continuous booster on retail

RESIDUAL VALUE

- Monitoring by country/model
- Fueled by a strong product story

Source: NCBS

G5: France, Spain, Germany, UK, Italy
EUROPE

RENAULT PRODUCT MOMENTUM

A/B RANGE

• Clio renewal
• Renault’s best-selling model, with first AD level 2 application & electrified powertrain offer

C/D RANGE

• Full C/D range facelift
• With new engine range and top AD & connectivity offer

SUVs

• Full renewal
• With latest AD, connectivity & electrified offer

LCV RANGE

• Kangoo renewal
DACIA PRODUCT MOMENTUM

DACIA RANGE

- Sandero family renewal
- Duster renewal
- Stepway models

CONTINUOUS SUCCESS STORY

DACIA SALES
Dacia retail mix 80%

- Sales data from 2006 to 2016
EUROPE
ELECTRIC LEADER

MASSIVE POWERTRAIN ELECTRIFICATION AT THE BEST COST, IN LINE WITH CUSTOMER EXPECTATIONS

- 8 BEV Models
- Electrified offer on more than 60% of the range
- Best cost structure
- Ready for 2020 CAFE regulation
- From 30% to 80% EV market coverage

EV LEADER
SOLID BUSINESS MODEL

ONGOING PRODUCT STORY

READY FOR THE REGULATORY CHANGES
RUSSIA

DENIS LE VOT
SENIOR VICE PRESIDENT,
CHAIRMAN OF EURASIA REGION
CAR MARKET WITH SIGNIFICANT GROWTH POTENTIAL

CAR MARKET APPROACHED 3M UNITS TWICE

CARS / 1,000 INHABITANTS

EUROPE 498  RUSSIA 288

ECONOMIC TRENDS

• Rich natural resources, cyclical economy
• 74% Internet penetration rate
• 52% of new cars sold under €10k

MARKET TRENDS

• 86% of the market locally produced
• 40% of the cars sold are SUV
RENault: A SUCCESSFUL STRATEGY FOR LOCAL COMPETITIVENESS

PRODUCTS AND SERVICES ADAPTED TO LOCAL CONDITIONS

Renault market share in Russia


1,3% 8,2%

LOGAN  SANDERO  DUSTER  KAPTUR

2005
Start of production in Moscow

2014
Start of production of Renault cars in Togliatti

STRONG INDUSTRIAL BASE

2017
Alliance 1.6L engine
Produced in Togliatti

COMPETITIVE LEVEL OF LOCAL INTEGRATION
AVTOVAZ: LEVERAGE 2 ASSETS

**STRONG LOCAL BRAND**

Lada: a long history
- “THE” Russian brand
- Cars adapted to Russian roads
- Iconic models like Lada 4x4

Line-up
- A successful renewal

**INDUSTRIAL BASE OPTIMIZED IN A WIN-WIN SPIRIT**

Lada
- Full OEM footprint
- Cars adapted to Russian roads
- Iconic models like Lada 4x4
- Successful renewal

Alliance production base
- Renault / Nissan / Datsun productions
- Global Alliance engines & components

**SYNERGIES**

VESTA

2013 2014 2015

OEM: Original Equipement Manufacturers

15,5% 19,5%

VESTA

2016 2017

XRAY

OCTOBER 6TH, 2017

GROUPE RENAULT
RUSSIA

LADA AMBITION: #1 BRAND WITH 20% PROFITABLE MARKET SHARE

CONSOLIDATE PROFITABLE MARKET SHARE

IMPROVE LADA BRAND IMAGE & NETWORK EFFICIENCY IN RUSSIA

BRING INDUSTRIAL PERFORMANCE TO ALLIANCE LEVELS

Consolidate Profitable Market Share

Range renewal

Ensure quality and customer satisfaction

BRING INDUSTRIAL PERFORMANCE TO ALLIANCE LEVELS

20% MARKET SHARE

x2 VOLUMES

PROFITABILITY ≥ GROUP LEVEL

2016

End of plan

18.7%

>500

266

OCTOBER 6TH, 2017
LEVERAGE EXISTING LINE-UP

- Kaptur from mid-2016...

EXPAND MARKET COVERAGE

- +4 new models
- Reinforce SUV offer

ANTICIPATE EVOLVING MARKET REQUIREMENTS

- 2 new engines
- 2 new gearboxes
- New multimedia
- Boost 4x4 offer
- Digitalization

BOOST COMPETITIVENESS

- Leverage industrial base and platforms

RUSSIA

RENAULT AMBITION: EXPAND MARKET COVERAGE AND BOOST COMPETITIVENESS

RETURN TO HISTORICAL HIGH PROFITABILITY

10% MARKET SHARE

10%

>250

8,2%

117

2016 End of plan
GROUPE RENAULT: #1 AUTOMOTIVE GROUP WITH 30% MARKET SHARE

RUSSIA

LADA AMBITION

ALLIANCE SYNERGIES

• Platforms
• Purchasing
• Engineering
• Logistics

CONVERGED METHODS

20% MARKET SHARE

10% MARKET SHARE

PROFITABILITY ≥ GROUP LEVEL

BEST PRACTICES

HIGH PROFITABILITY

OCTOBER 6TH, 2017
ASHWANI GUPTA
ALLIANCE SENIOR VICE PRESIDENT,
RENAULT NISSAN LCV BU
FROM TOP REGIONAL PLAYER TO TOP GLOBAL PLAYER

VISION: LEADING EUROPEAN VAN MANUFACTURER WORLDWIDE

DRIVE THE CHANGE

• Volumes +40%
• Market share +48%
• Market coverage from 15% to 24%
• Profitability ~ Group average

Achieved breakthrough

DRIVE THE FUTURE

• Volumes >+40%
• Ranking 1st European Van OEM
• Market coverage x2 from 24% to 50%
• Profitability > Group average

Sustainable profitable growth
China conquest

OEM: Original Equipment Manufacturers
STRENGTHS: BRAND AND PRODUCTS

RENAULT PRO+
FOR PROFESSIONAL CUSTOMERS

SPECIALIZED NETWORK

TAILORMADE SOLUTIONS

FROM 660 TO
>800 OUTLETS
(WITHIN 40 COUNTRIES)

FULL LINE-UP
FROM VANS TO PICK-UPS

- 10 models incl. 4 EV models
- 1,200 versions diversity
**LCV STRENGTHS: MARKETS**

**TOP EUROPEAN PLAYER AND MARKET LEADER IN ELECTRIC VANS**

- **15.7%** market share
- **#1** in LCV EV with **29.5%** market share

**AMERICAS**

- **6.4%** Americas market share > **+2.5 pts** since 2015
- **Major profit contributor**
LCV

3 LEVERS FOR GROWTH

1. RENAULT - BRILLIANCE JOINT VENTURE IN CHINA
   - Major player in 3M units growing LCV market

2. ELECTRIFICATION ACCELERATION
   - Maintain leadership in Europe while expanding to China
     - Payload: 75kg to 1.1t
     - Volume: from 156L to 22m³
     - 100% of vans electrified

3. RENAULT-NISSAN-MITSUBISHI LCV: AIMING FOR GLOBAL LEADERSHIP WITH 2.5M UNITS
   - Key contributor to €10bn Alliance synergies
   - 100% Renault frame pick-up from Nissan
   - 20% Nissan vans from Renault
   - 2.5M units

Framework Cooperation Agreement signed

Vans & 0.5 Pick-up
Frame Pick-up

Vans Expansion

Frame
TOWARDS NEW BUSINESS SOLUTIONS FOR COMMERCIAL MOBILITY

AUTONOMOUS – ELECTRIC - CONNECTED - SHARED

LEADER

MODULAR AD CARGO - DRIVERLESS

BENEFITS

EV FOR CITY ACCESS

DRIVERLESS FOR COST EFFICIENCY

SHARED CONNECTED PLATFORM FOR SMART BUSINESS LOGISTICS
LCV AMBITION

**VOLUME GROWTH**

Including partners

- >40%

**MARKET COVERAGE**

x2

**1ST EUROPEAN VAN OEM WORLDWIDE**

**PROFITABILITY**

ABOVE GROUP AVERAGE

OEM: Original Equipment Manufacturers

OCTOBER 6TH, 2017
ELECTRIC VEHICLE

GILLES NORMAND
SENIOR VICE PRESIDENT, ELECTRIC VEHICLE
ELECTRIC VEHICLE

FROM A VISION TO A PROFITABLE CORE BUSINESS
ELECTRIC VEHICLE

8 YEARS OF EXPERIENCE TO BUILD A COMPETITIVE ADVANTAGE

FIRST MOVER WITH 4 MODELS

- NEW ZOE: 400 km NEDC autonomy
- >90% customer recommendations
- >140K customers

TECHNICAL EXCELLENCE

- 3 Formula-E championships
  - 2014 - 2015
  - 2015 - 2016
  - 2016 - 2017

30,000 PEOPLE TRAINED

100% TRAINED DEALERS

CUSTOMER SATISFACTION

- 2014 - 2015: 25%
- 2015 - 2016: 22%
- 2016 - 2017: 14%

LEADER IN EUROPE

- 25% COMPETITOR
- 22% NISSAN
- 14%
**ELECTRIC VEHICLE**

**A ROBUST & PROFITABLE CORE BUSINESS BY 2022**

**THE OBJECTIVE**

- Initial Investment: No Profit
- Profit on Variable Costs
- Full Cost Profit

**THE PLAN**

- **Expanding Our Reach**
- **Accelerate Cost Reduction**
- **Leader in Affordable Electric Mobility**
- **Provide Easy Electric Life**
- **Generate Value from Energy & Mobility Sectors**

2008

Drive the Change

Drive the Future

Group Average Profitability

- New EV Generation
- Current Line Up
EXPANDING OUR REACH

**LINE-UP EXTENSION**

2016

- **4 Models**
  - 1 Best seller

**SEGMENT COVERAGE IN EUROPE**

- Partial

**MARKET EXPANSION**

2022

- **8 Models**
  - 2 Pillar models

1 Key market LEADER

2 Key markets LEADER

Develop next key markets
ACCELERATE COST REDUCTION

3D SCALABLE ALLIANCE PLATFORM

80% of volume based on Alliance platform
- -40% R&D entry ticket
- -30% production cost

• Battery pack cost (€/kWh) -30%
• New E-motor generation -20%
ELECTRIC VEHICLE
LEADER IN AFFORDABLE ELECTRIC MOBILITY

TOTAL COST OF OWNERSHIP
EV vs ICE
B-segment – 3 years – 12,000km/y
Including reduction of incentives

AFFORDABLE AUTONOMY

<table>
<thead>
<tr>
<th>Autonomy (NEDC)</th>
<th>Price* (w/o incentive)</th>
</tr>
</thead>
<tbody>
<tr>
<td>400 km</td>
<td>€33,200 #1</td>
</tr>
<tr>
<td>280 km</td>
<td>€32,750</td>
</tr>
<tr>
<td>300 km</td>
<td>€35,900</td>
</tr>
<tr>
<td>300 km</td>
<td>€36,800</td>
</tr>
</tbody>
</table>

* MSRP Germany Q1 2017
ELECTRIC VEHICLE
PROVIDE EASY ELECTRIC LIFE

IMPROVED FEATURES

• One class above in **roominess**
• **Flat floor** lay-out (CMF-EV)
• FOTA
• **Autonomous Drive**, progressive introduction

NO MORE RANGE ANXIETY

• **Above 600 km** NEDC
• ≈ **400 km** real motorway range
• Recovery >**230 km** NEDC in **15 min**
GENERATE VALUE FROM ENERGY & MOBILITY SECTORS NOW

**SMART CHARGING**

Pilot car charging to match electricity grid off-peak prices

**IMPACT**

TCO reduction for customer

**BATTERY SECOND LIFE**

Connect clean energy to grid and buildings

**IMPACT**

Secure battery leasing business model
Additional profit for OEM
9

RCI BANK AND SERVICES

GIANLUCA DE FICCHY
CHIEF EXECUTIVE OFFICER,
RCI BANK AND SERVICES
RCI BANK AND SERVICES

AN EFFICIENT CAPTIVE FINANCE COMPANY

WORLDWIDE

RESILIENT BUSINESS MODEL

- Performing assets at end in €bn
- Profit before Tax (excl. non recurring items) in €m

BEST IN CLASS CAPTIVE

- Return on equity benchmark

- Fully owned bank under ECB* supervision
- Captive of 7 Alliance brands

* ECB: European Central Bank

- Financially autonomous
- Conservative risk approach

- Profitability above peers
# RCI Bank and Services

## A Virtuous Business Model

A support for the **sales development** of the **Alliance brands** and their **distributors network**

<table>
<thead>
<tr>
<th>CONQUEST</th>
<th>UPSELLING</th>
<th>AFTER SALES</th>
<th>FASTER RENEWAL</th>
<th>BRAND LOYALTY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional sales</td>
<td>Better equipped cars</td>
<td>Additional turnover</td>
<td>Shorter holding time</td>
<td>Better renewal rate</td>
</tr>
<tr>
<td>+7%</td>
<td>+€300 / CONTRACT</td>
<td>+€200 / CONTRACT</td>
<td>-25 MONTHS</td>
<td>+10 PTS</td>
</tr>
</tbody>
</table>

**+5 pts**

Higher satisfaction of financed customers
RCI BANK AND SERVICES
TRANSFORMATION TO FACE THE FUTURE

ENHANCE CUSTOMER SATISFACTION AND LOYALTY

- Simple, affordable & personalized offers
- Loyalty products

OFFENSIVE SERVICES STRATEGY

- New **multichannel** strategy
- **Value-added** services

NEW SOLUTIONS OF MOBILITY

- **Full mobility** solutions for fleet
- Technologies and partnerships

---

DRIVE THE FUTURE

OCTOBER 6TH, 2017
<table>
<thead>
<tr>
<th>PENETRATION RATE</th>
<th>SERVICE PENETRATION RATE</th>
<th>REGULATORY CAPITAL RATIO</th>
<th>RETURN ON EQUITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013 - 2016</td>
<td>37% - 40%</td>
<td>0.6 → 1.0 service / car</td>
<td>12% → 16%</td>
</tr>
<tr>
<td>DRIVE THE FUTURE</td>
<td>&gt;42%*</td>
<td>&gt;1.4 services / car</td>
<td>&gt;14%**</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>&gt;16%</td>
</tr>
</tbody>
</table>

* Number of new financed vehicles / number of total registrations

** On 31/12/2016: total capital ratio requirement at 11%
On 31/12/2022: total capital ratio requirement estimated at ≈12.5% (projected level based upon existing regulation)
RCI BANK AND SERVICES
RCI DRIVE THE FUTURE

✓ AN EFFICIENT CAPTIVE FINANCE COMPANY
✓ A VIRTUOUS BUSINESS MODEL
✓ TRANSFORMATION TO FACE THE FUTURE
CLOTILDE DELBOS
EXECUTIVE VICE PRESIDENT,
CHIEF FINANCIAL OFFICER
FINANCE

A SUSTAINABLE, PROFITABLE GROWTH

STRONG REVENUE GROWTH
in €bn

HIGH LEVEL OF OPERATING PROFIT

FINANCIAL DISCIPLINE

2010 2016 End of plan*

2,8% 6,4% >7,0%

5% previous target becomes floor

POSITIVE AUTOMOTIVE OPERATIONAL FREE CASH FLOW EACH YEAR

* incl. AVTOVAZ
and with FX from banking consensus September 2017

DRIVE THE CHANGE

DRIVE THE FUTURE

OCTOBER 6TH, 2017
FINANCE
WALKDOWN GROUP OPERATING MARGIN

2016
- Cost Reduction
- Mix / Price / Enrichment
- Volume
- AVTOVAZ
- FX & Market risks & Raw materials

End of plan
- >7%

2016: 6.4%

OCTOBER 6TH, 2017
A MUCH MORE BALANCED PROFIT POOL

REGION’S SHARE AS A % OF GROUP OPERATING PROFIT

AMERICAS + ASIA PACIFIC + EURASIA + AMI + EUROPE = 100

~25% INTERNATIONAL
2016*

x3 in € excl. China JVs x5 in € x5 in € ~ stable in €

>50% INTERNATIONAL
End of plan

x3 in € excl. China JVs x5 in € x5 in € ~ stable in €

* 2016 excl. AVTOVAZ

FINANCE

OCTOBER 6TH, 2017

2016 excl. AVTOVAZ

GROUPE RENAULT
INVESTMENT POLICY

R&D SPENDING 2017-2022

€18bn

CAPEX AND R&D IN % OF REVENUES

9%


CAP AVERAGE 2017-2022
FINANCE
LIQUIDITY POLICY

NET CASH POSITION

2016: €2.7bn

TARGET*
~ €5bn

2017-2022

LIQUIDITY RESERVES

2016: €15.1bn

2017-2022*

MINIMUM
20% OF
REVENUES

* Excluding IFRS 16 impact
A COMPETITIVE DIVIDEND POLICY

FINANCE

100% PASS-THROUGH DIVIDENDS from listed companies

PAY-OUT ON RENAULT CORE NET PROFIT (Group Net Result – Associates)

GROUPE RENAULT

7% 15%
2016 End of plan

x2
CONCLUSION

CARLOS GHOSN
CHAIRMAN AND CHIEF EXECUTIVE OFFICER