

GROUPE RENAULT

Q1 2019 Conference

Disclaimer

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 Registration Document filed with the *French Autorité des Marchés Financiers*). Actual results may differ materially from those projected or implied in these forward looking statements.

These forward looking statements are made as of the date of this presentation. 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, exhaustiveness, adequacy, effectiveness and genuineness of any statements and information contained in this report.

This information does not constitute an invitation to invest in shares or constitute or form a part of any offer for the sale or subscription of, or any offer to buy or subscribe for, any securities or other financial instruments.

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

Agenda

01 Q1 2019 Commercial Results Update

Olivier Murguet

EVP, Sales and Regions

02 Q1 2019 Revenues & 2019 Outlook

Clotilde Delbos

EVP, Group Chief Financial Officer

03 Questions & Answers

Key Takeaways From Q1

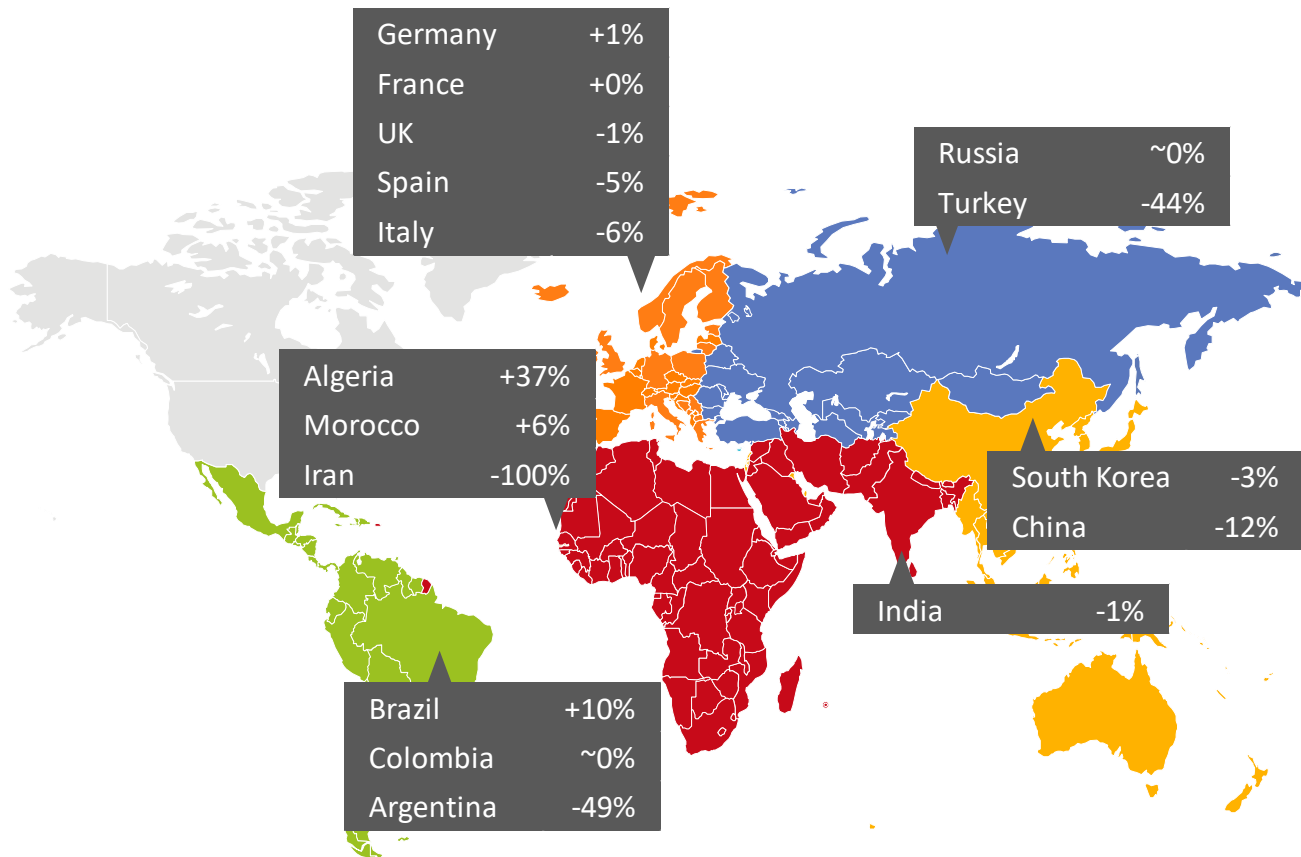
- **Slow start for European and Russian markets**
- **Argentine and Turkish demand still at a standstill**
- **Tough H1 comparison basis for Renault**
- **Good market share resilience**
- **H2 will benefit from launches**
- **Full-Year guidance confirmed**

01

Q1 2019 Commercial Results Update

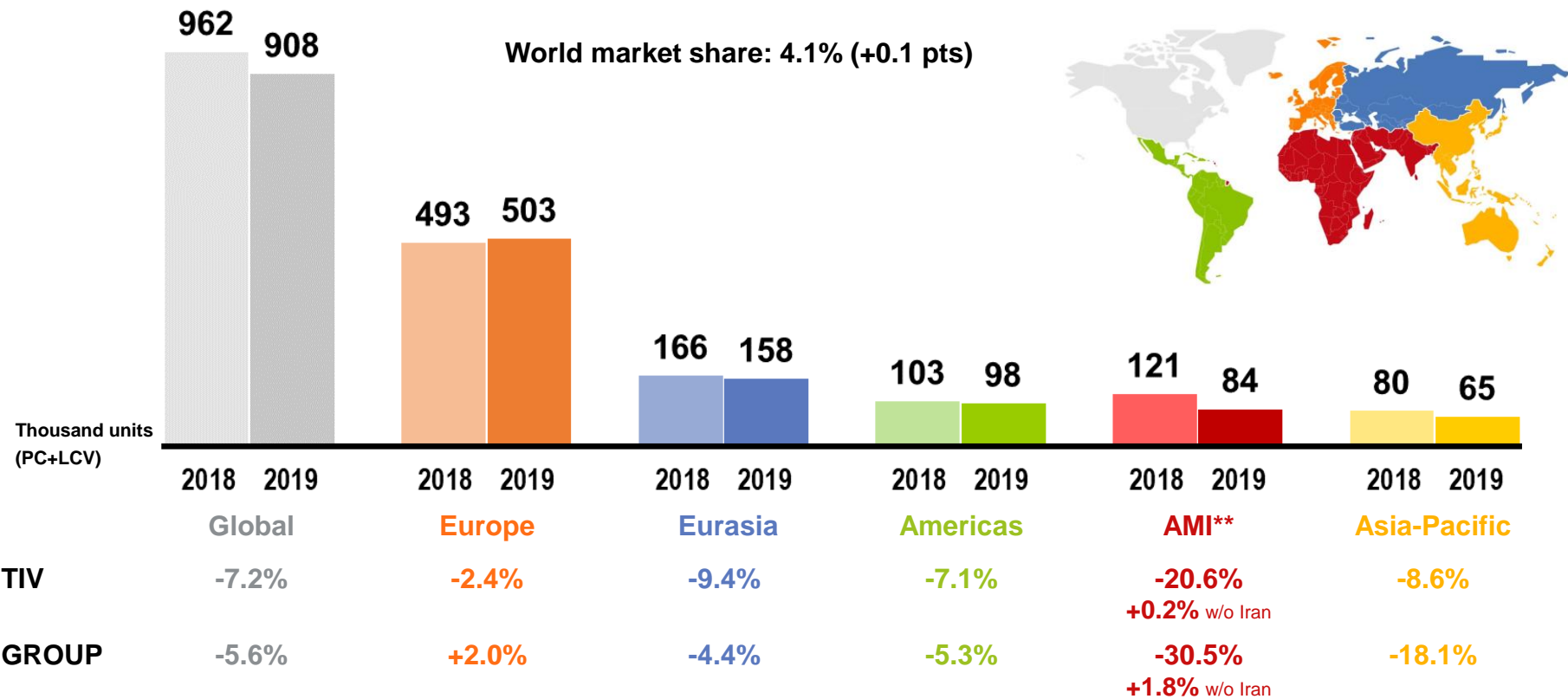
TIV Change Q1 2019 vs Q1 2018

World ⁽¹⁾	
TIV	-7%
Europe	
TIV	-2%
Eurasia	
TIV	-9%
Africa-ME-India	
TIV	-21%
Americas	
TIV	-7%
Asia-Pacific	
TIV	-9%



(1) PC+LCV including USA & Canada

Groupe Renault's Sales Q1 2019 vs Q1 2018 including Jinbei & Huasong



* AMI: Africa-Middle East-India

Top Models / Countries Performance

Key success models

Duster

+22% vs Q1 2018 in Europe



LCV

+9% vs Q1 2018 in Europe



Zoe

+31% vs Q1 2018 in Europe



Clio

#2 Europe, #1 B Segment



Lada Granta

#1 Russia



Kwid

+22% vs Q1 2018 in Brazil

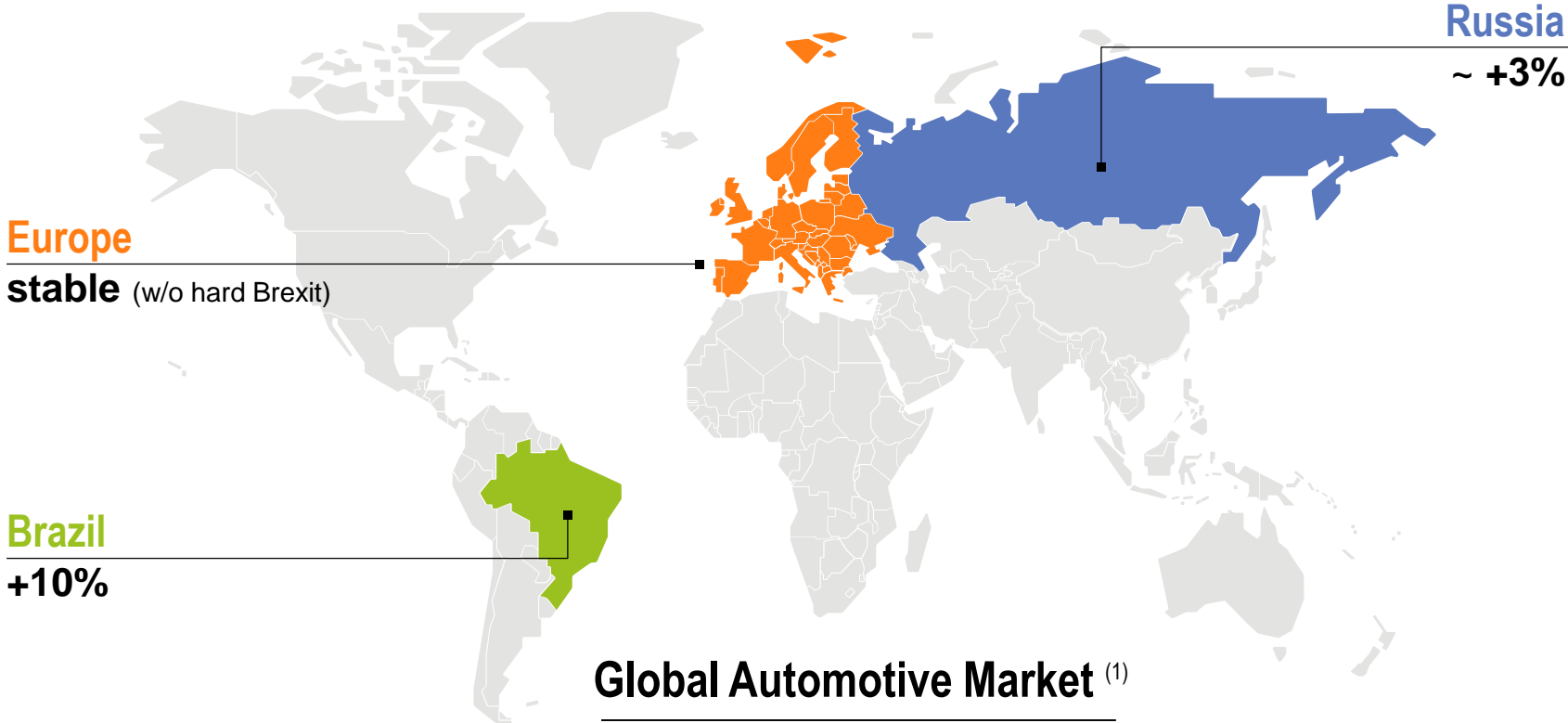


Top 10 countries performance

	PC+LCV	Volume Q1 2019 (in Kunits)	Market share	vs. Q1 2018
01	FRANCE	178	26.4%	0.0 pts
02	RUSSIA	112	28.5%	-0.1 pts
03	GERMANY	60	6.3%	+0.2 pts
04	ITALY	59	10.1%	+1.1 pts
05	BRAZIL	51	8.9%	+1.4 pts
06	SPAIN	47	12.7%	+1.4 pts
07	CHINA ⁽¹⁾	43	0.7%	-0.1 pts
08	UNITED KINGDOM	36	4.5%	+0.6 pts
09	BELGIUM LUXEMBOURG	24	12.3%	+0.5 pts
10	ARGENTINA	21	15.3%	+0.5 pts

⁽¹⁾ Including Jinbei & Huasong

2019 TIV Outlook



Global Automotive Market ⁽¹⁾

-1.6% (w/o hard Brexit)

⁽¹⁾ PC+LCV including USA & Canada

02

Q1 2019 Revenues & Outlook

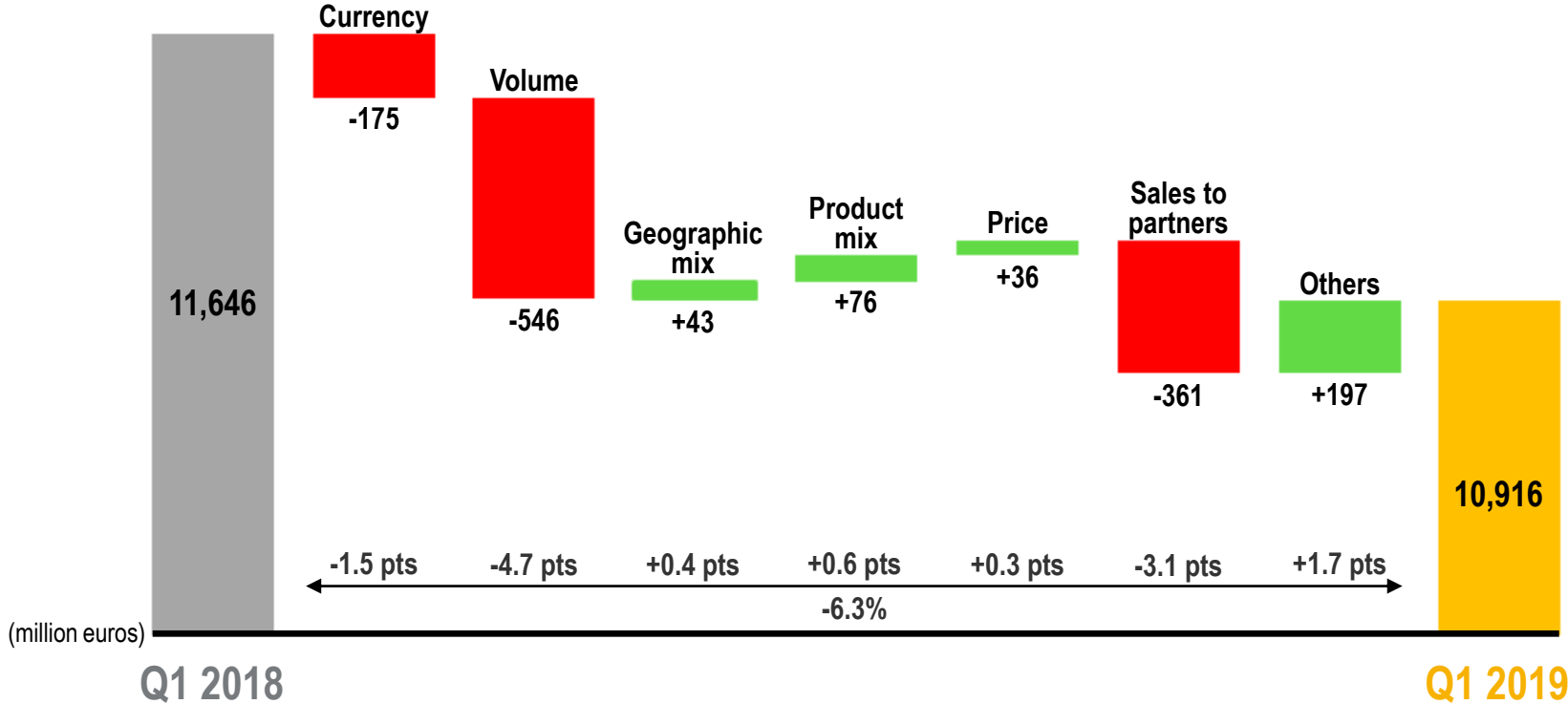
Q1 2019 Group Revenues

<i>In million euros</i>	Q1 2018	Q1 2019	Change
Global unit sales (units)	962,125	908,348	-5.6%
Group Revenues	13,155	12,527	-4.8%
o/w Automotive excl. AVTOVAZ	11,646	10,916	-6.3%
o/w AVTOVAZ ⁽¹⁾	716	767	+7.1%
o/w Sales Financing	793	844	+6.4%

⁽¹⁾ AVTOVAZ net of eliminations

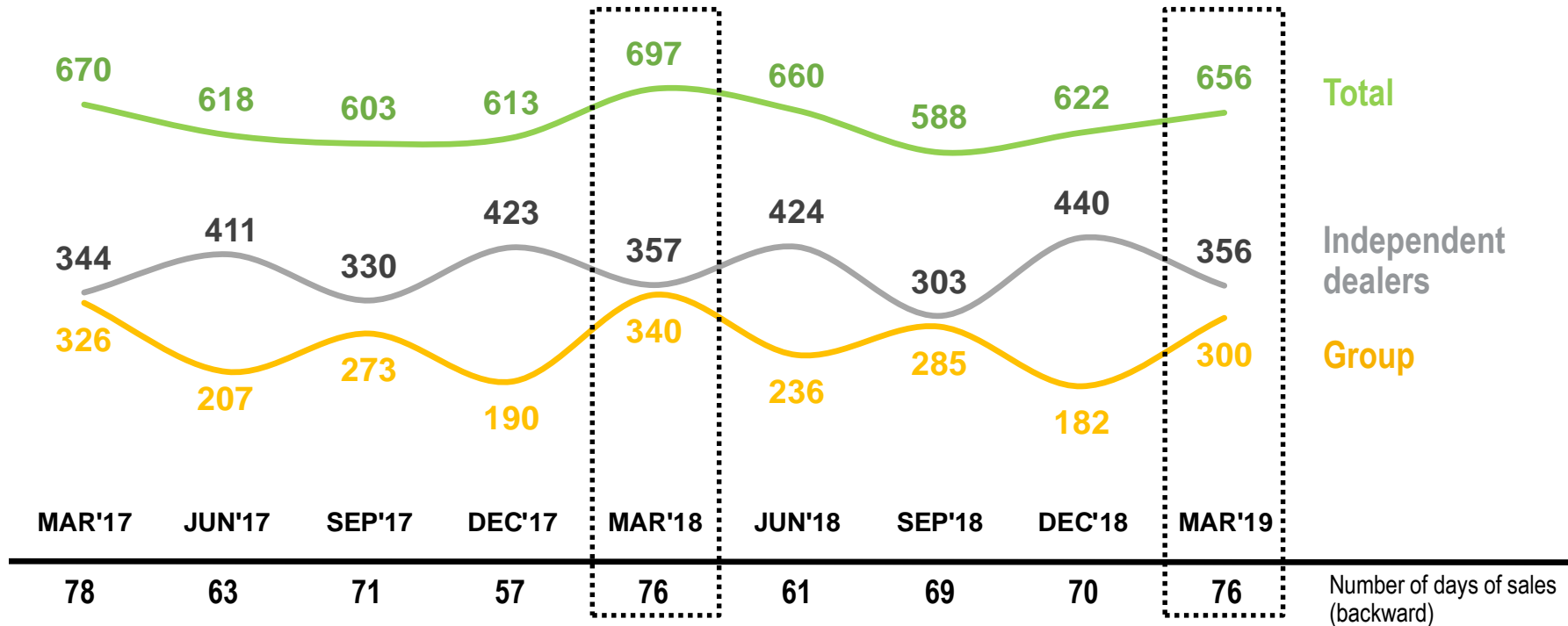
Automotive Excluding Avtovaz Revenues Variance Analysis

Change Q1 2019 vs Q1 2018: -€730 m



New Vehicle Distribution Stock Excluding Avtovaz

(In thousand units)



RCI Bank and Services Performance

	Q1 2018	Q1 2019	Change
Revenues (€m)	793	844	+6.4%
Average performing assets (€m)	42,939	46,462	+8.2%
New contracts (units)	448,783	436,509	-2.7%
New Financings (€m)	5,238	5,128	-2.1%

2019 Outlook

Europe



stable

(w/o hard Brexit)

Russia



~+3%

Brazil



+10%

Global Automotive Market*

-1.6% (w/o hard Brexit)

* PC+LCV including USA & Canada

Within this context,
Groupe Renault confirms its guidance :

- **Increase revenues**
(at constant exchange rates and perimeter)
- **Achieve Group operating margin around 6%**
- **Generate a positive Automotive operational free cash flow**

03

Questions & Answers