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 2020 Commercial Results
   Denis Le Vot
   EVP Regions, Sales and Marketing

02 Q1 2020 Revenues & 2020 Outlook
   Clotilde Delbos
   Acting CEO
   Chief Financial Officer

03 Questions & Answers
KEY TAKEAWAYS FROM Q1

- Strong acceleration of market decline in March due to COVID-19
- Automotive liquidity reserves at €10.3 bn at the end of March
- Product cadence confirmed so far
- Restarting production as we speak where feasible
- RCI: comfortable liquidity reserve at €11.5 bn at the end of March
- Not yet possible to assess the pandemic impact for the FY
- No guidance possible at this stage
Q1 2020 Commercial Results
Denis Le Vot
EVP, Regions, Sales and Marketing
TIV EVOLUTION Q1 2020 VS Q1 2019

March Q1

World (1)
-40% -25%

Europe
-52% -26%

Eurasia
+3% +7%

Africa-ME-India-Pacific
-24% -14%

Americas
-29% -13%

China
-49% -45%

Germany -20%
UK -31%
Spain -31%
France -33%
Italy -35%

Turkey +41%
Russia +2%

Morocco -21%
Algeria -88%

South Korea -7%

China -46%

India -23%

Brazil -8%
Colombia -9%
Argentina -36%

(1) The evolution of the global automotive market for all brands also called Total Industry Volume (TIV) indicates the annual variation in sales* volumes of passenger cars and light commercial vehicles** in the main countries including USA & Canada, provided by official authorities or statistical agencies in each country, and consolidated by Groupe Renault to constitute this world market (TIV).

*Sales: registrations or deliveries or invoices according to the data available in each consolidated country.

**Light commercial vehicles of less than 5.1 tons.
GROUPE RENAULT’S SALES Q1 2020 VS Q1 2019

World Market Share: 4.1% (unchanged)

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<tbody>
<tr>
<td>Global</td>
<td>908</td>
<td>673</td>
<td>503</td>
<td>322</td>
<td>158</td>
<td>168</td>
<td>106</td>
<td>85</td>
<td>98</td>
<td>77</td>
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<tr>
<td>Europe</td>
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<tr>
<td>Eurasia</td>
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<tr>
<td>Africa-ME-India-Pacific</td>
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<tr>
<td>Americas</td>
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<td>China</td>
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</tbody>
</table>

TIV* -24.6% -26.2% +7.0% -14.4% -13.4% -45.0%

GROUP -25.9% -36.0% +6.1% -19.8% -21.7% -50.5%

* PC+LCV including USA & Canada
PERFORMANCE OF NEW MODEL LAUNCHES IN Q1

**CLIO**
- Sales: 63 ku
- M/S: -0.3 pt
- Pricing: +12%

**ZOÉ**
- Sales: 21 ku
- M/S: +81%
- Pricing: +0.4 pt

**CAPTUR**
- Sales: 34 ku
- M/S: -0.2 pt
- Pricing: +14%

**ARKANA**
- Sales: 5 ku
- M/S: +1.2 pt

**TRIBER**
- Sales: 10 ku
- M/S: +1.2 pt

**XM3**
- Sales: 6 ku
- M/S: +1.5 pt
Q1 2020 Revenues & 2020 Outlook

Clotilde Delbos
Acting CEO
Chief Financial Officer
## Q1 2020 GROUP REVENUES

### In million euros

<table>
<thead>
<tr>
<th></th>
<th>Q1 2019</th>
<th>Q1 2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global unit sales</strong> (units)</td>
<td>908,402</td>
<td>672,962</td>
<td>-25.9%</td>
</tr>
<tr>
<td><strong>Group Revenues</strong></td>
<td>12,527</td>
<td>10,125</td>
<td>-19.2%</td>
</tr>
<tr>
<td>o/w Automotive excl. AVTOVAZ</td>
<td>10,916</td>
<td>8,591</td>
<td>-21.3%</td>
</tr>
<tr>
<td>o/w AVTOVAZ (1)</td>
<td>767</td>
<td>701</td>
<td>-8.6%</td>
</tr>
<tr>
<td>o/w Mobility Services (2)</td>
<td>-</td>
<td>6</td>
<td>++</td>
</tr>
<tr>
<td>o/w Sales Financing</td>
<td>844</td>
<td>827</td>
<td>-2.0%</td>
</tr>
</tbody>
</table>

(1) AVTOVAZ net of eliminations  
(2) New segment as of 01/01/2020
REVENUES VARIANCE ANALYSIS

Change Automotive revenues excluding AVTOVAZ
Q1 2020 vs Q1 2019: -€2,325m

Automotive Excluding AVTOVAZ

Q1 2019: 10,916
Q1 2020: 8,591

-14.1 pts
-0.7 pts
-0.3 pts
+2.8 pts
-6.1 pts
-1.4 pts
-1.5 pts

-21.3%

Volume
Geographic Mix
Product Mix
Price
Sales to Partners
Currency
Others

Q1 2020: 10,125
NEW VEHICLE DISTRIBUTION STOCK EXCLUDING AVTOVAZ

(In thousand units)

<table>
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<tr>
<th></th>
<th>Group</th>
<th>Independent dealers</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>MAR'18</td>
<td>697</td>
<td>357</td>
<td>660</td>
</tr>
<tr>
<td>JUN'18</td>
<td>660</td>
<td>424</td>
<td>660</td>
</tr>
<tr>
<td>SEP'18</td>
<td>588</td>
<td>303</td>
<td>588</td>
</tr>
<tr>
<td>DEC'18</td>
<td>622</td>
<td>440</td>
<td>622</td>
</tr>
<tr>
<td>MAR'19</td>
<td>656</td>
<td>356</td>
<td>660</td>
</tr>
<tr>
<td>JUN'19</td>
<td>630</td>
<td>412</td>
<td>630</td>
</tr>
<tr>
<td>SEP'19</td>
<td>603</td>
<td>313</td>
<td>603</td>
</tr>
<tr>
<td>DEC'19</td>
<td>599</td>
<td>442</td>
<td>599</td>
</tr>
<tr>
<td>MAR'20</td>
<td>660</td>
<td>391</td>
<td>660</td>
</tr>
</tbody>
</table>

Number of days of sales (backward):

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th>Number of days of sales (backward)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAR'18</td>
<td>76</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JUN'18</td>
<td>61</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEP'18</td>
<td>69</td>
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</tr>
<tr>
<td>DEC'18</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>MAR'19</td>
<td>76</td>
<td></td>
<td></td>
</tr>
<tr>
<td>JUN'19</td>
<td>65</td>
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</tr>
<tr>
<td>SEP'19</td>
<td>75</td>
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</tr>
<tr>
<td>DEC'19</td>
<td>68</td>
<td></td>
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</tr>
<tr>
<td>MAR'20</td>
<td>109</td>
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</tr>
</tbody>
</table>
## RCI BANK AND SERVICES PERFORMANCE

<table>
<thead>
<tr>
<th></th>
<th>Q1 2019</th>
<th>Q1 2020</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Average performing assets (€m)</strong></td>
<td>46,462</td>
<td>49,318</td>
<td>+6.1%</td>
</tr>
<tr>
<td><strong>New contracts (units)</strong></td>
<td>436,509</td>
<td>391,056</td>
<td>-10.4%</td>
</tr>
<tr>
<td><strong>New Financings (€m)</strong></td>
<td>5,128</td>
<td>4,622</td>
<td>-9.9%</td>
</tr>
</tbody>
</table>
2020 OUTLOOK

In the context of the coronavirus (COVID-19) pandemic: No FY guidance

- To date, the impact that this pandemic will have on the Group's results is still impossible to assess. Groupe Renault will communicate a new guidance as soon as it considers that it is in a position to do so.

- The Group undertakes to restart commercial and production activities in countries where safety and regulatory conditions permit and will implement all necessary measures to respond effectively to commercial demand.
Questions & Answers
GROUPE RENAULT

Q1 2020 Conference