

GROUPE RENAULT

Q3 2020 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 Q3 2020 Commercial Results

Denis Le Vot

EVP Regions, Sales and Marketing

02 Q3 2020 Revenues

Clotilde Delbos

Deputy CEO

Chief Financial Officer

03 Questions & Answers

KEY TAKEAWAYS FROM Q3

- **Strong volume recovery in Europe versus Q2**
- **European demand supported by governmental incentives**
- **Many emerging markets very depressed**
- **Strongly adverse currency trend**
- **Group's orderbook and inventories at healthy level**
- **Very good market response to E-TECH hybrid vehicles**
- **Visibility for next year reduced after new sanitary measures**
- **Liquidity at high level**

01

Q3 2020 Commercial Results

Denis Le Vot

EVP, Regions, Sales and Marketing

AUTOMOTIVE MARKET & GROUPE RENAULT SALES RESULTS vs 2019

Q3 WW SALES 806 ku (-6% vs 2019)

AUTOMOTIVE MARKET

	YTD	Q3	SEPT
WORLD*	-20%	-4%	+1%
EUROPE	-29%	-5%	+3%
EURASIA	-1%	+22%	+26%
AMI-PACIFIC	-24%	-11%	-8%
AMERICAS	-33%	-25%	-14%
CHINA	-10%	+8%	+4%

GROUPE RENAULT SALES

	YTD	Q3	SEPT
WORLD	-26%	-6%	+1%
EUROPE	-31%	-3%	+8%
EURASIA	-6%	+9%	+23%
AMI-PACIFIC	-25%	-12%	-17%
AMERICAS	-44%	-42%	-36%
CHINA	-14%	+1%	-13%

ORDERS & PORTFOLIO IN EUROPE

ORDERS

September

+6% vs 2019

PORTFOLIO

End of Sept

+60% vs 2019

COVERAGE

2.1 months

+0.9 months vs 2019

* PC+LCV including USA & Canada

INVESTOR RELATIONS: Q3 2020 PRESENTATION

OCTOBER 23, 2020

PROPERTY OF GROUPE RENAULT

6

GROUPE RENAULT

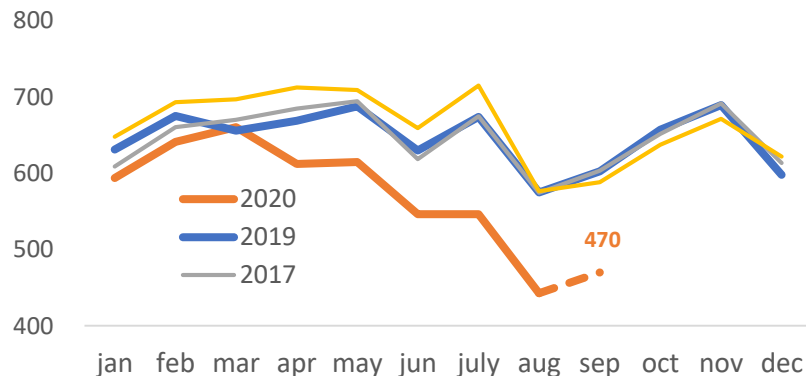
INVENTORY & PRICING

HEALTHY STOCK MANAGEMENT

WORLDWIDE STOCK

- **LEVEL 470ku**
 - -22% vs Sept 19
 - -14% vs June 20
- **COVERAGE 65 days**
 - -10 days vs Sept 19

New Vehicle Distribution Stock Excluding Avtovaz

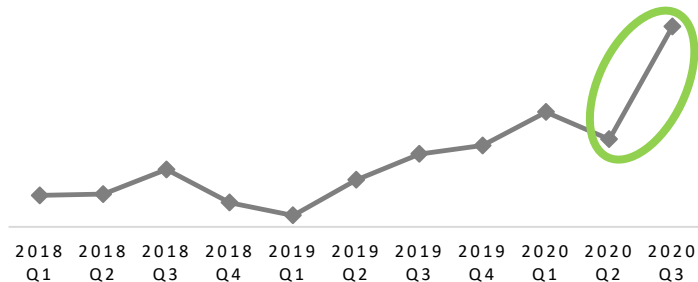


WORLDWIDE NET PRICING IMPROVEMENT

NET PRICING New vehicles

- **2020 & Q3 strong acceleration**
- **Impact on Q3 revenues +5.5 pts**

New vehicles net pricing evolution since 2018 by quarter YOY



EV & E-TECH ON TRACK TO SECURE CAFE COMPLIANCE

EV : MORE THAN 10 KU / MONTH

ZOE #1 IN EUROPE

➤ 27 Ku +157% vs Q3 2019 (TIV +107%)



E-TECH : UP SELLING THANKS TO TAKE-UP RATIO

Clio 16% HEV*



Captur 18% PHEV*



Megane 31% PHEV*



* sept orders model mix FR

INVESTOR RELATIONS: Q3 2020 PRESENTATION

OCTOBER 23, 2020

PROPERTY OF GROUPE RENAULT

8

GROUPE RENAULT

GROUPE RENAULT

Q4 NEXT PRODUCT LAUNCHES

**TWINGO
EV**



SPRING
Car sharing



NEW SANDERO



02

Q3 2020 Revenues

Clotilde Delbos

Deputy CEO
Chief Financial Officer

Q3 2020 GROUP REVENUES

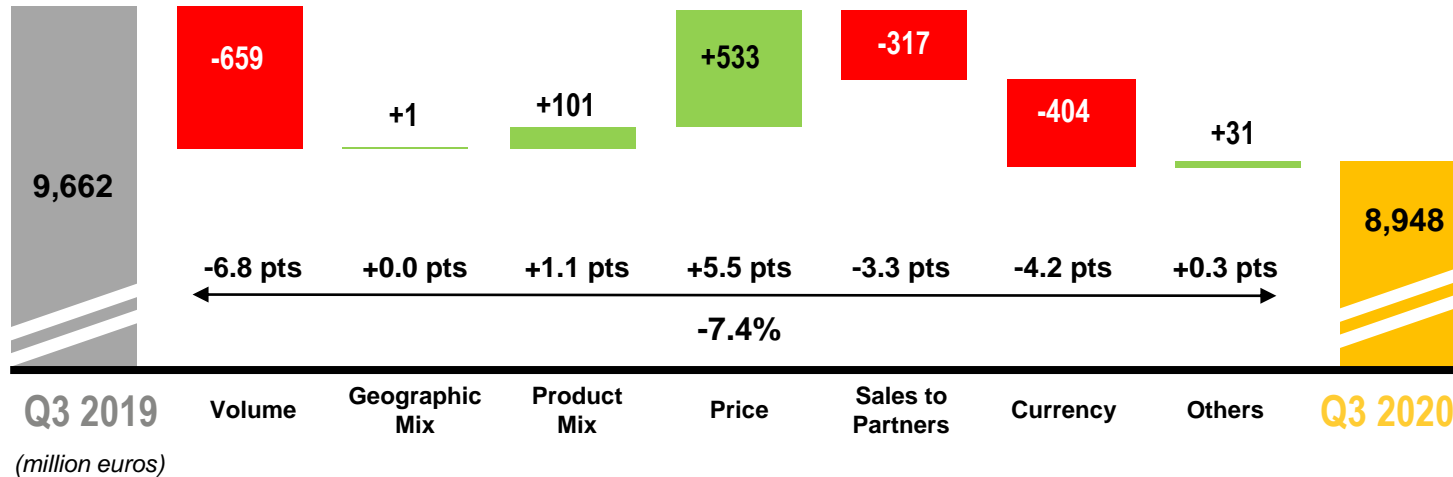
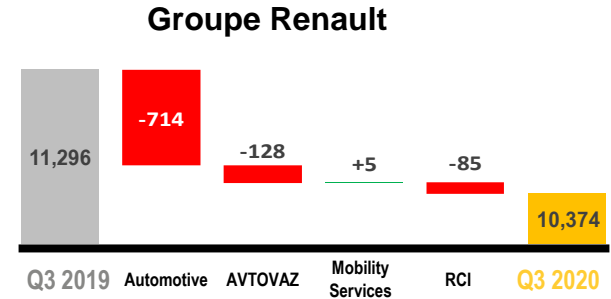
<i>In million euros</i>	Q3 2019	Q3 2020	Change
Global unit sales (units)	858,328	806,320	-6.1%
Group Revenues	11,296	10,374	-8.2%
o/w Automotive excl. AVTOVAZ	9,662	8,948	-7.4%
o/w AVTOVAZ ⁽¹⁾	791	663	-16.2%
o/w Mobility Services ⁽²⁾	-	5	-
o/w Sales Financing	843	758	-10.1%

(1) AVTOVAZ net of eliminations

(2) New segment as of 01/01/2020

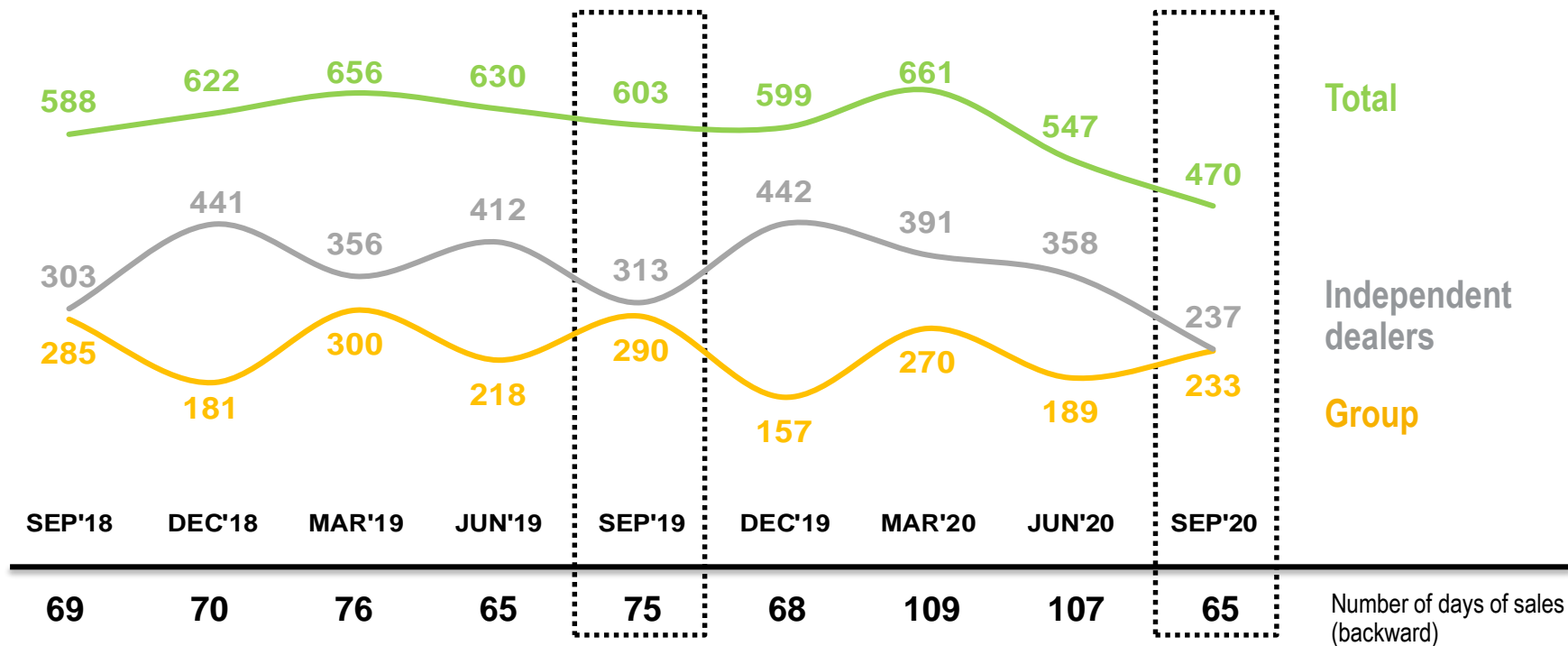
REVENUES VARIANCE ANALYSIS

Change Automotive revenues excluding AVTOVAZ
Q3 2020 vs Q3 2019: **-€714m**



NEW VEHICLE DISTRIBUTION STOCK EXCLUDING AVTOVAZ

(In thousand units)



RCI BANK AND SERVICES PERFORMANCE

	Q3 2019	Q3 2020	CHANGE
Revenues (€m)	843	758	-10.1%
Average Performing Assets (€m)	47,630	45,874	-3.7%
New Contracts (units)	420,819	445,523	+5.9%
New Financings (€m)	5,005	5,125	+2.4%

03

Questions & Answers

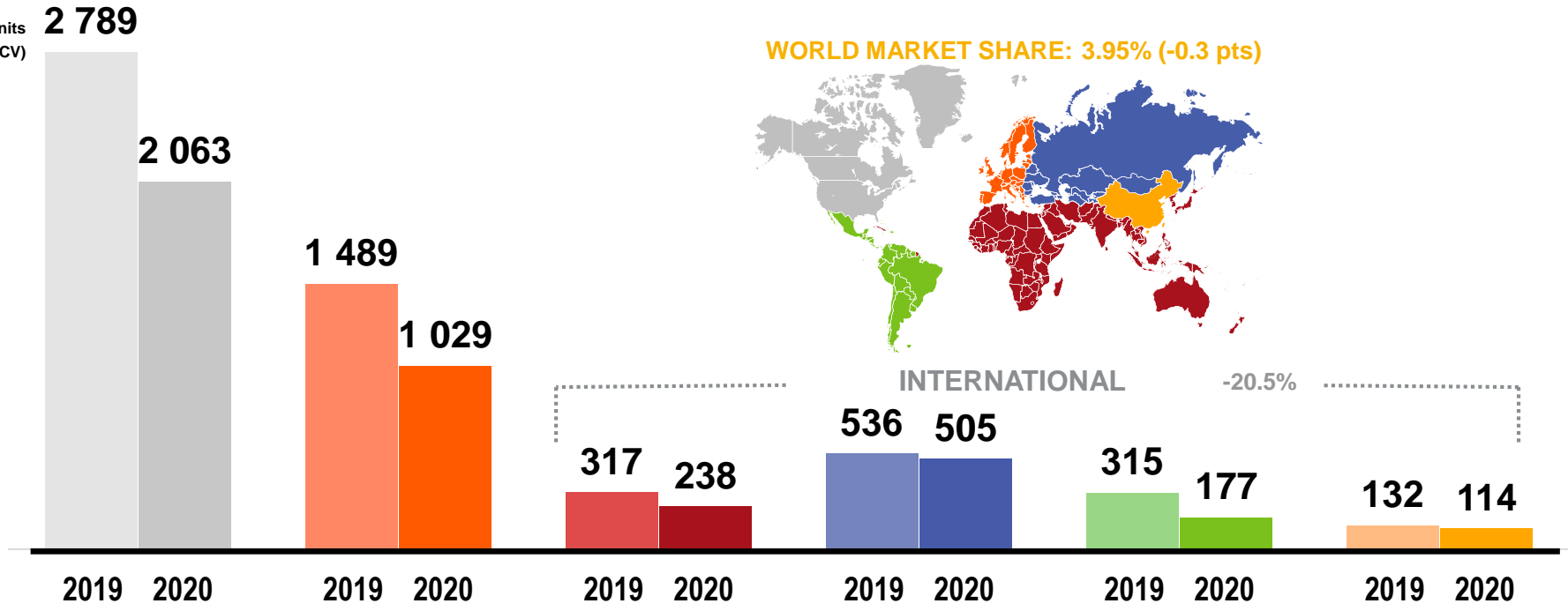
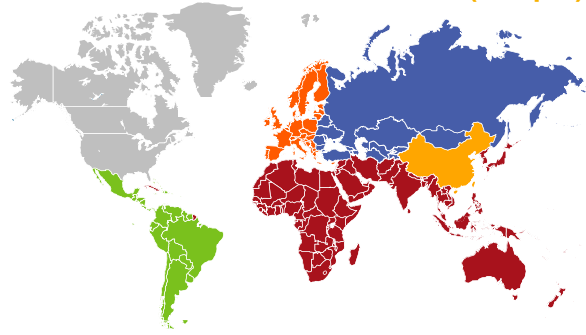
04

Appendix

GRUPE RENAULT'S SALES YTD 2020 VS YTD 2019

K units
(PC+LCV) **2 789**

WORLD MARKET SHARE: 3.95% (-0.3 pts)



	GLOBAL	EUROPE	AMI-PACIFIC	EURASIA	AMERICAS	CHINA
TIV*	-20.1%	-28.6%	-23.5%	-1.5%	-33.4%	-10.1%
GROUP	-26.0%	-30.8%	-24.9%	-5.8%	-43.7%	-14.1%

* PC+LCV including USA & Canada

Q3 2020 YTD Group Revenues

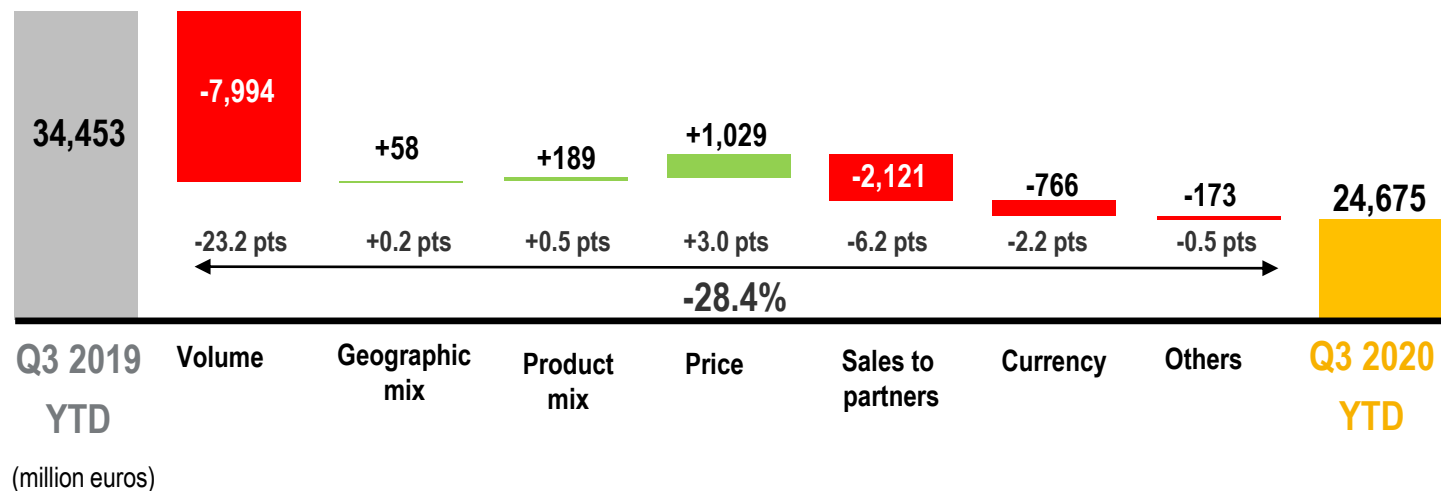
<i>In million euros</i>	Q3 2019 YTD	Q3 2020 YTD	CHANGE
Global unit sales (Kunits)	2,789	2,063	-26.0%
Group revenues	39,346	28,799	-26.8%
o/w Automotive excl. AVTOVAZ	34,453	24,675	-28.4%
o/w AVTOVAZ ⁽¹⁾	2,348	1,752	-25.4%
o/w Mobility Services ⁽²⁾	-	14	-
o/w Sales Financing	2,545	2,358	-7.3%

(1) AVTOVAZ net of eliminations

(2) New segment as of 01/01/2020

Automotive Excluding Avtovaz Revenues Variance Analysis

CHANGE Q3 YTD 2020 vs Q3 YTD 2019: -€ 9,778 m



RCI BANQUE PERFORMANCE YTD

	Q3 2019 YTD	Q3 2020 YTD	CHANGE
Revenues (€m)	2,545	2,358	-7.3%
Average Performing Assets (€m)	47,010	47,208	+0.4%
New Contracts (units)	1,339,323	1,104,078	-17.6%
New Financings (€m)	15,868	12,871	-18.9%

THANK YOU