2012 SALES RESULTS
RENAULT GROUP

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REMINDER : 2012 OUTLOOK

«

- The global market is expected to expand 4% in 2012 compared with 2011.

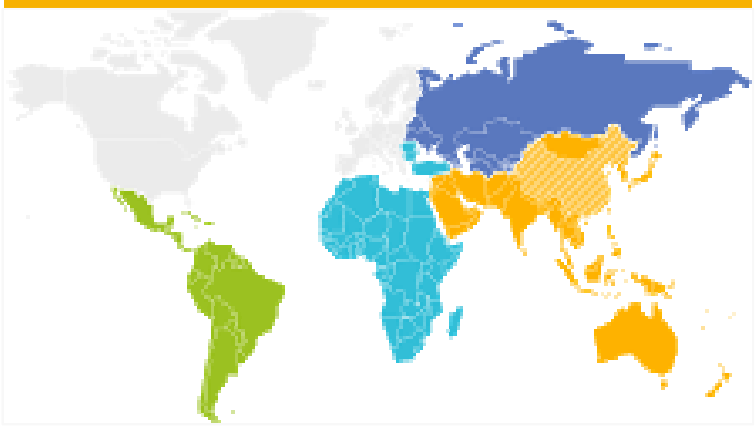
- The Group will continue to grow in strong markets outside Europe.

- It will consolidate its positions on the European market, which is forecast to decline by 3% to 4% overall (7% to 8% in France), while keeping to the financial targets set in Renault's Drive the Change Plan »

2012 RENAULT GROUP HIGHLIGHTS

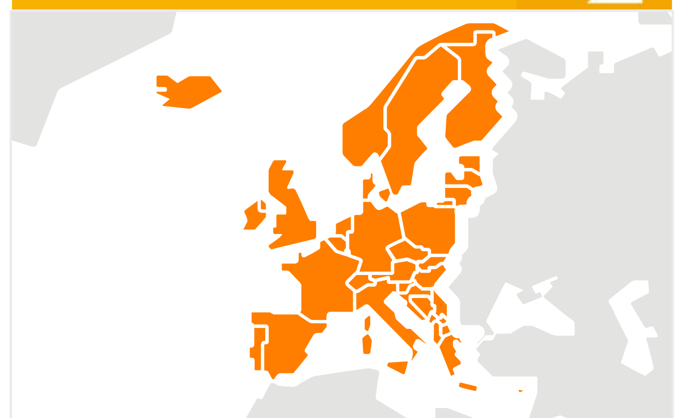
- World TIV + 5.9%
- Europe TIV - 8.6% - impact of the financial and economical crisis

OUTSIDE EUROPE



- **Strong momentum maintained**
- **Unit sales: + 9.1%**
- **International sales mix: 50% (+ 7 pts)**

EUROPE



- **Unit margin defense strategy**
  - **Unit sales: - 18.0%**
  - **LCV & Zero Emission Leadership**

2,550,286 new vehicle sales (- 6,3%)

01

2012 SALES RESULTS

WORLD TIV OF 79 MILLION VEHICLES + 5.9% vs 2011

WORLD

MTM* + 5.9%

EUROPE

MTM - 8.6%

EURASIA

MTM + 10.5%

EUROMED-AFRICA

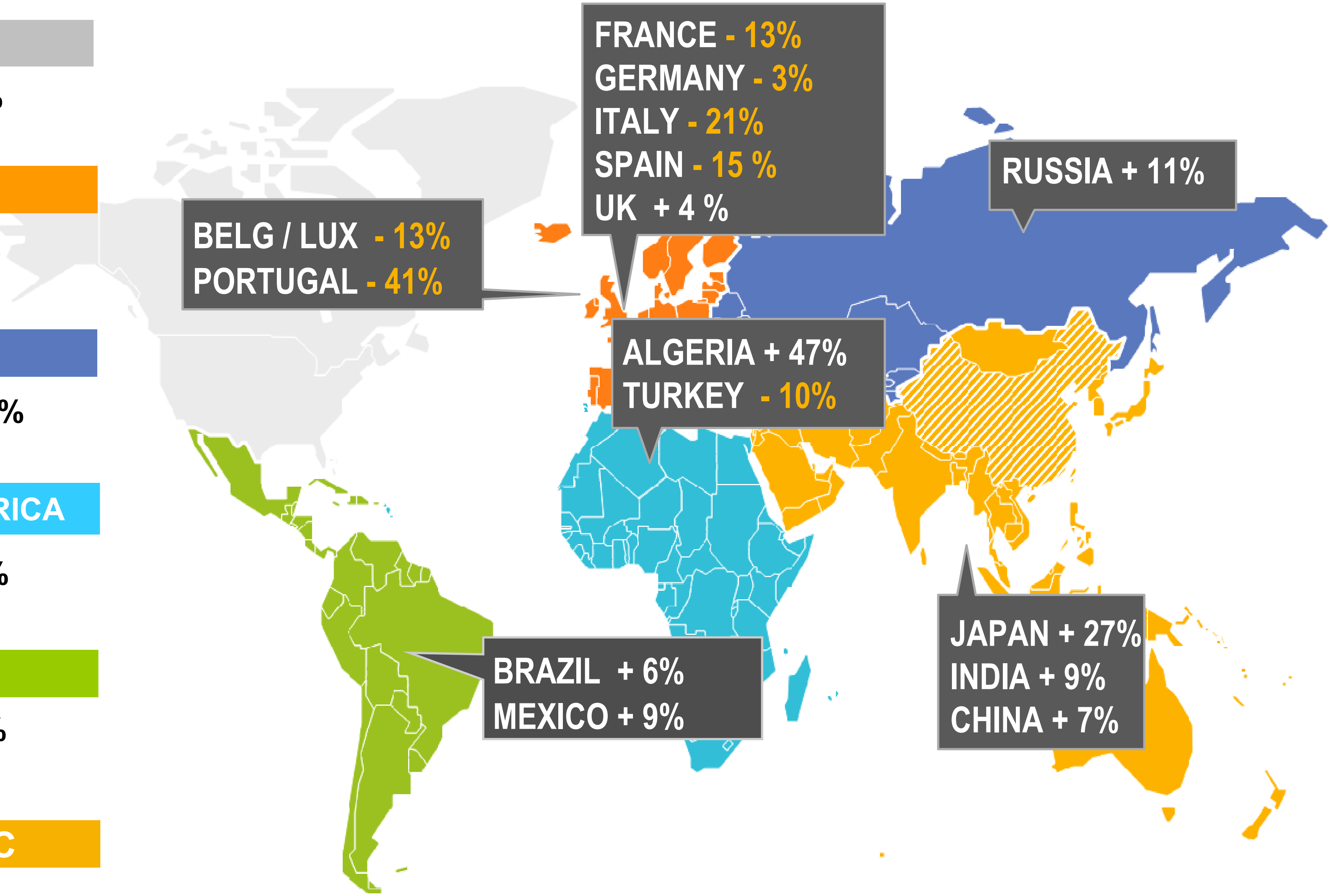
MTM + 3.7%

AMERICAS

MTM + 5.0%

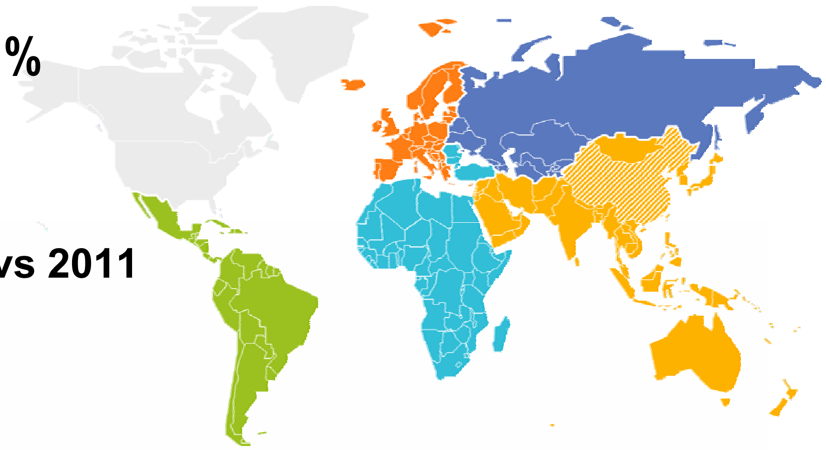
ASIA-PACIFIC

MTM + 9.6%



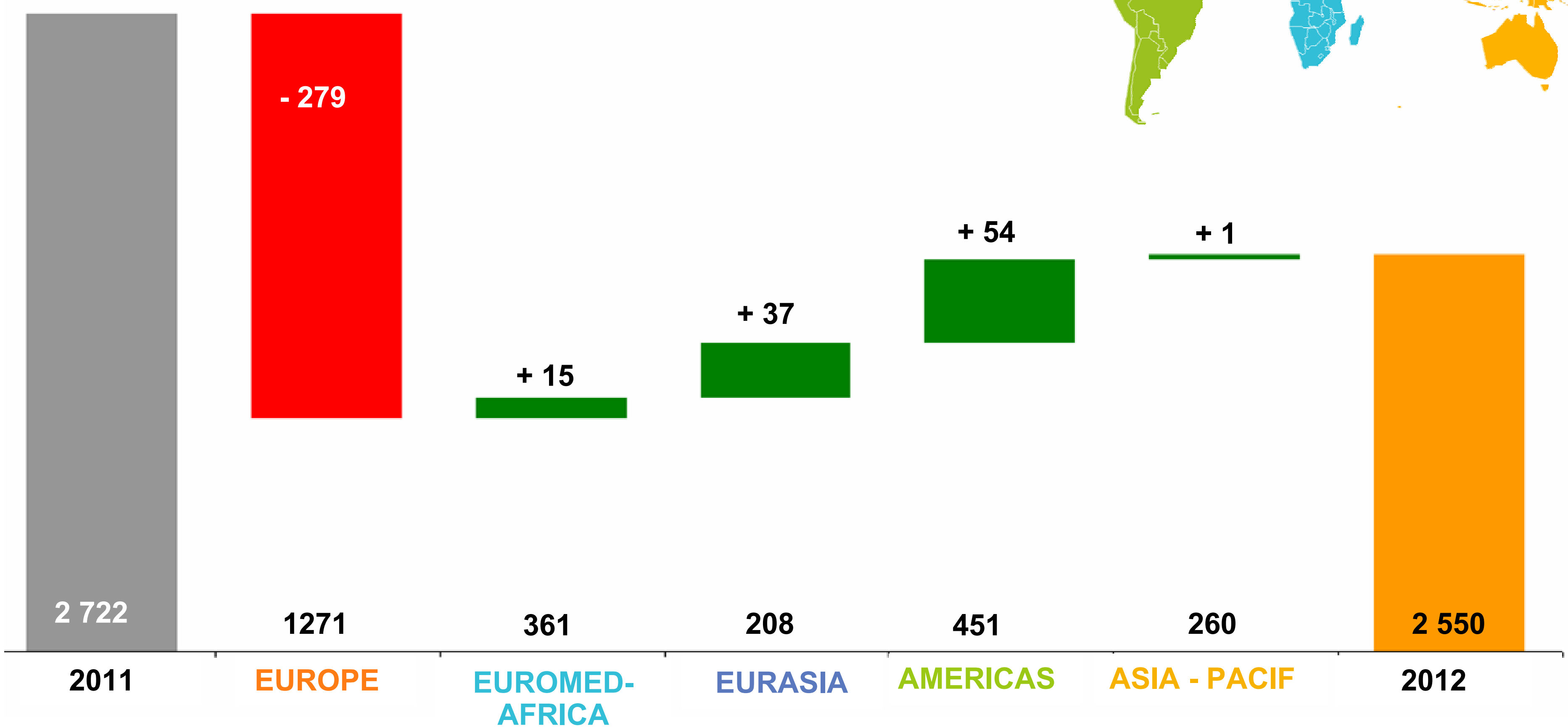
** PC+LCV including USA & Canada*

SALES MOMENTUM OUTSIDE EUROPE MAINTAINED: + 9.1%
DECLINE IN EUROPE



Thousand units
(PC+LCV)

GROUP UNITS SALES BY REGION vs 2011



SALES	- 18%	+ 4.4%	+ 21.6%	+ 13.6%	+ 0.4%	- 6.3%

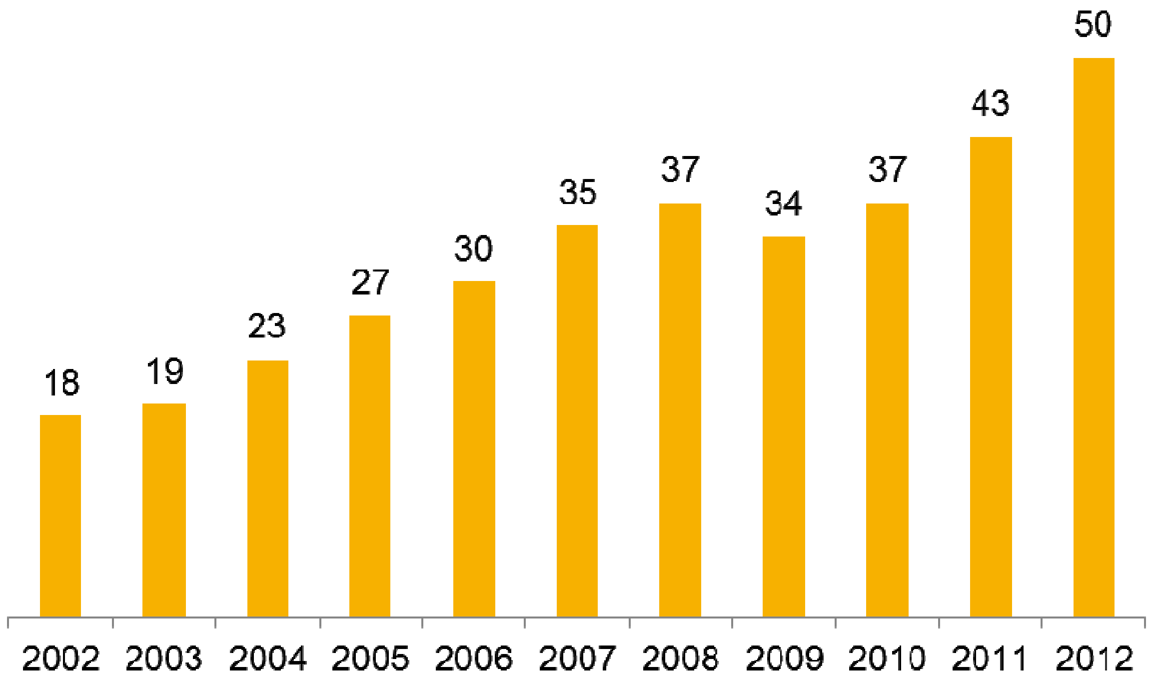
OUTSIDE EUROPE + 9.1%

CHANGEONS DE VIE
CHANGEONS L'AUTOMOBILE

INTERNATIONAL SALES MIX AT 50% (+7 PTS)

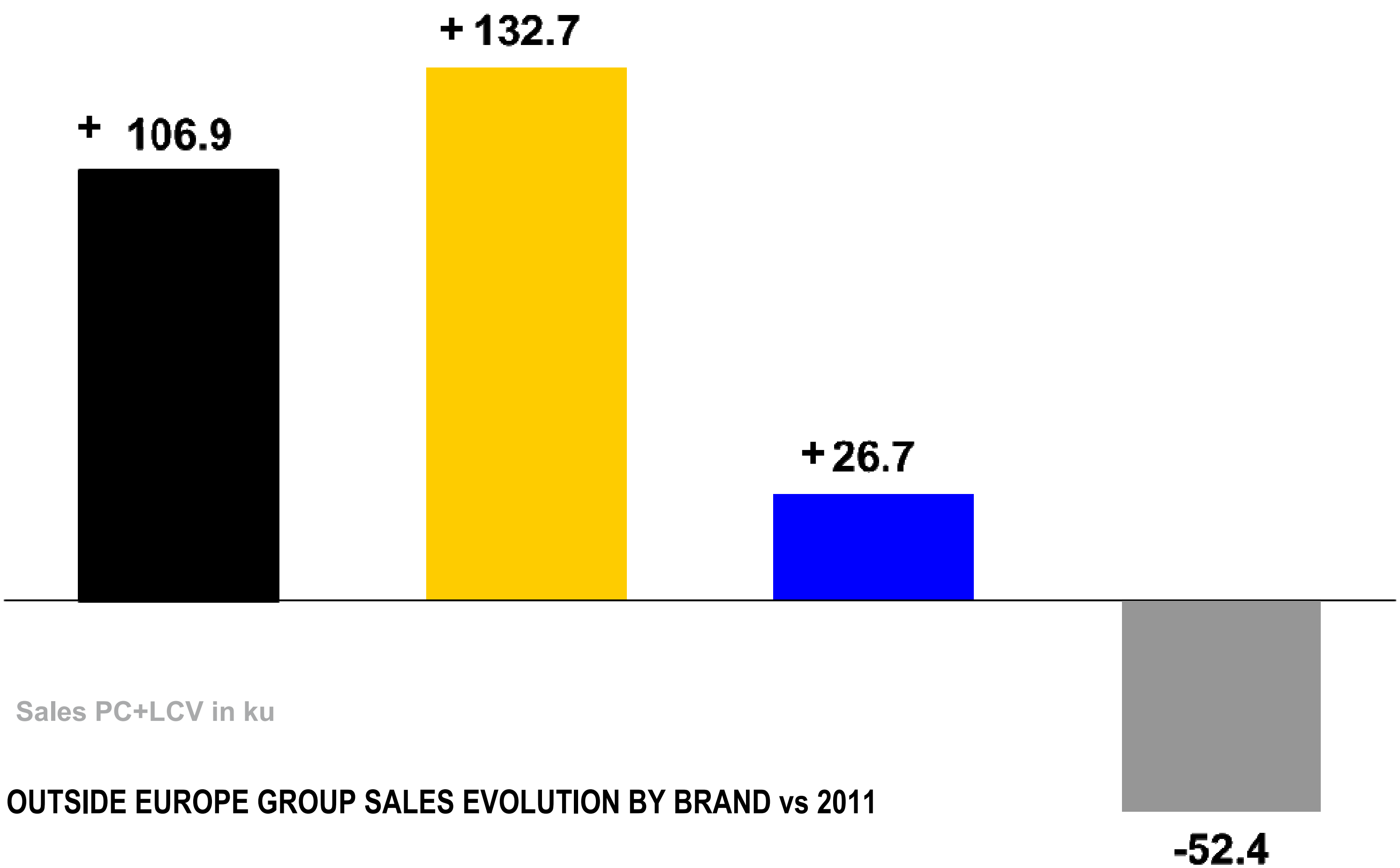
		Market Share (PC+LCV)
01	FRANCE	24.2%
02	BRAZIL	6.6%
03	RUSSIA	6.5%
04	GERMANY	5.1%
05	ARGENTINA	14.8%
06	TURKEY	15.2%
07	ALGERIA	26%
08	IRAN	9.8%
09	ITALY	6.3%
10	SPAIN	10.7%

% OF SALES OUTSIDE EUROPE



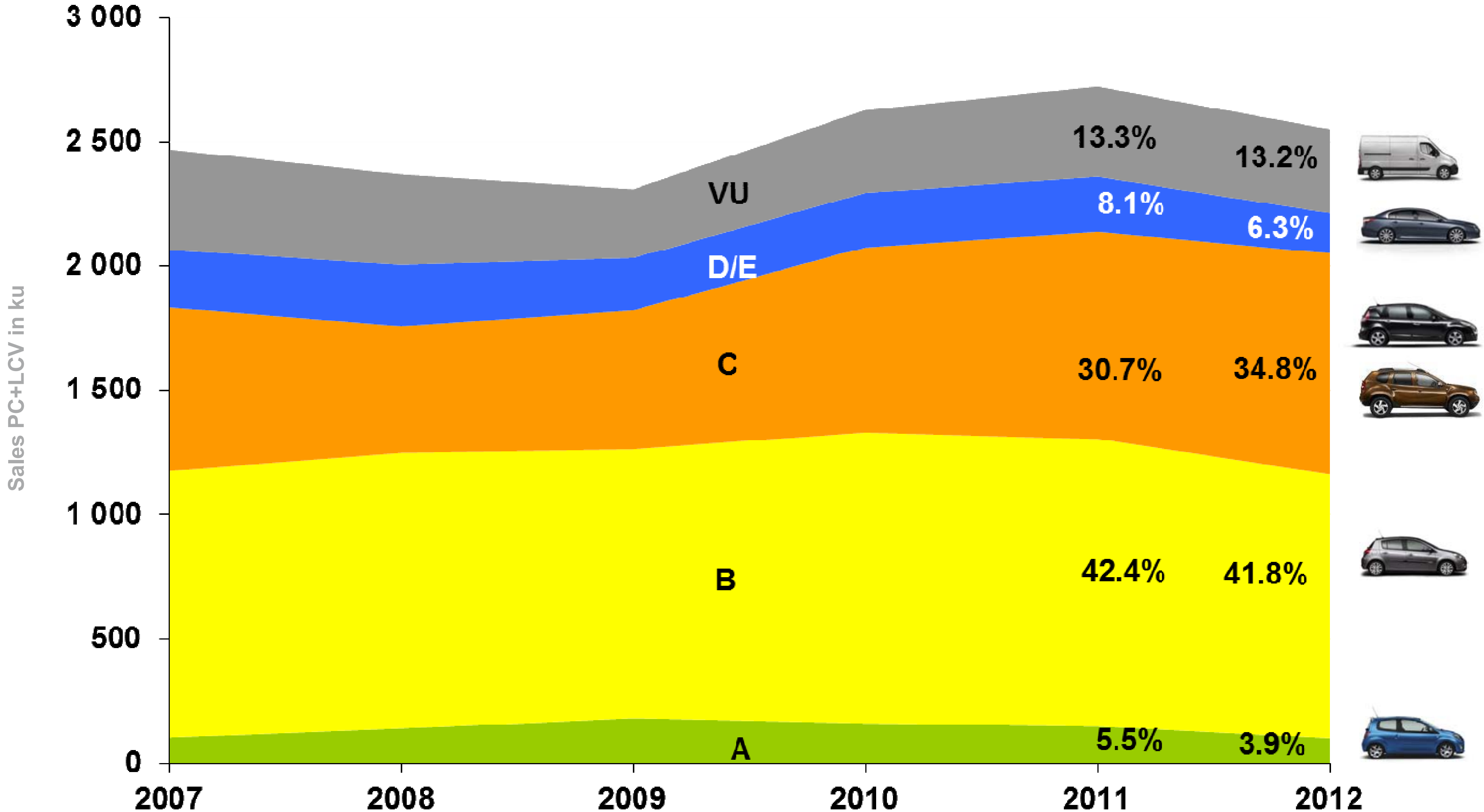
INTERNATIONAL SALES GROWTH DRIVEN BY RENAULT AND DACIA BRANDS

GROUP	RENAULT	DACIA	
+ 9.1%	+ 14%	+ 26%	- 44%



OUTSIDE EUROPE GROUP SALES EVOLUTION BY BRAND vs 2011

GROUP SALES MIX: C SEGMENT SALES INCREASE



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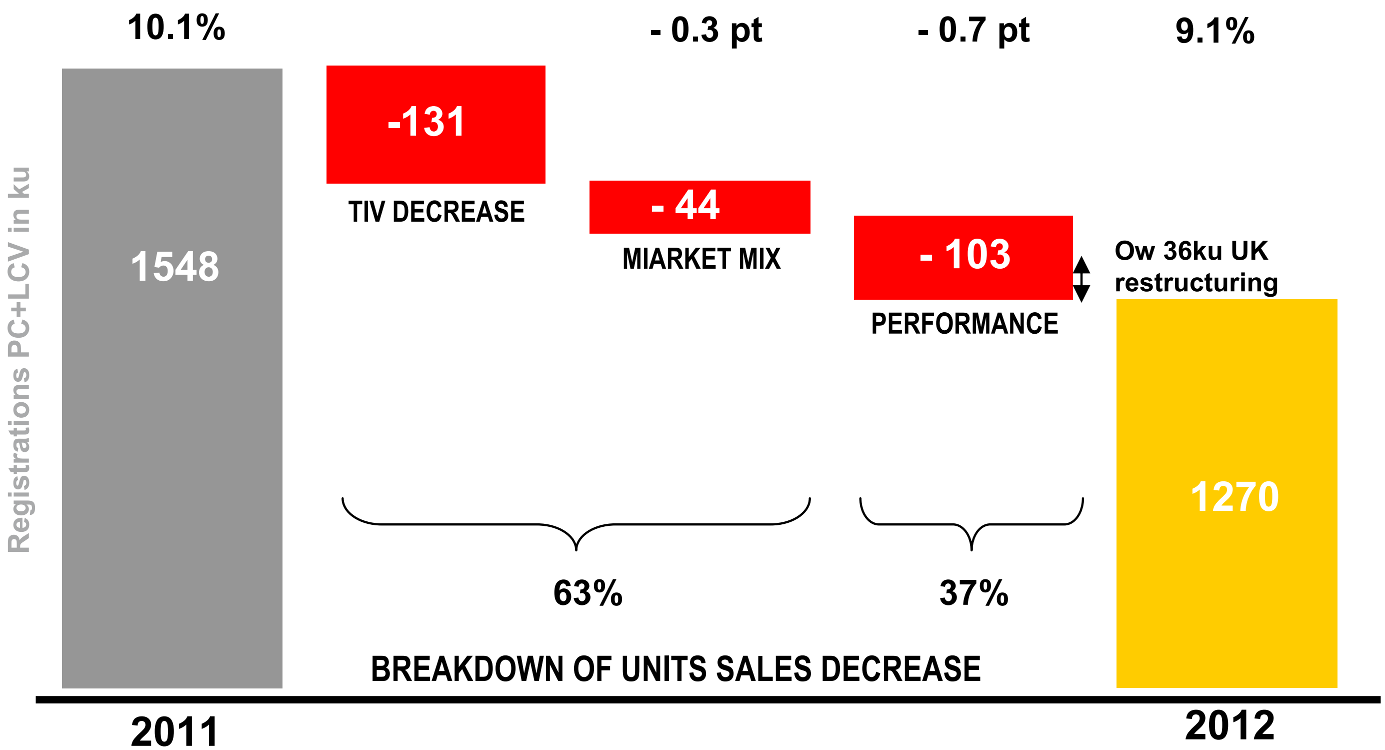
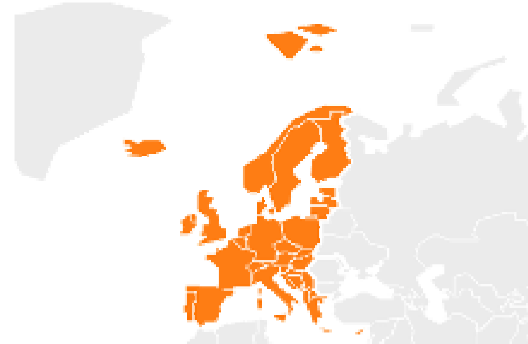
2012 SALES RESULTS BY REGION

EUROPE: UNFAVOURABLE MARKET MIX & UNIT MARGIN DEFENSE STRATEGY



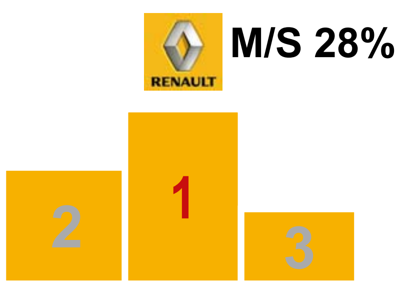


GROUP MARKET SHARE PC+LCV 2012

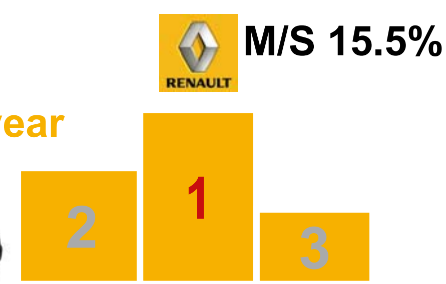
EUROPE	9.1 %
- 1 pt	

REGIONAL HIGHLIGHTS

RANKING
ZE



RANKING
LCV 15th year

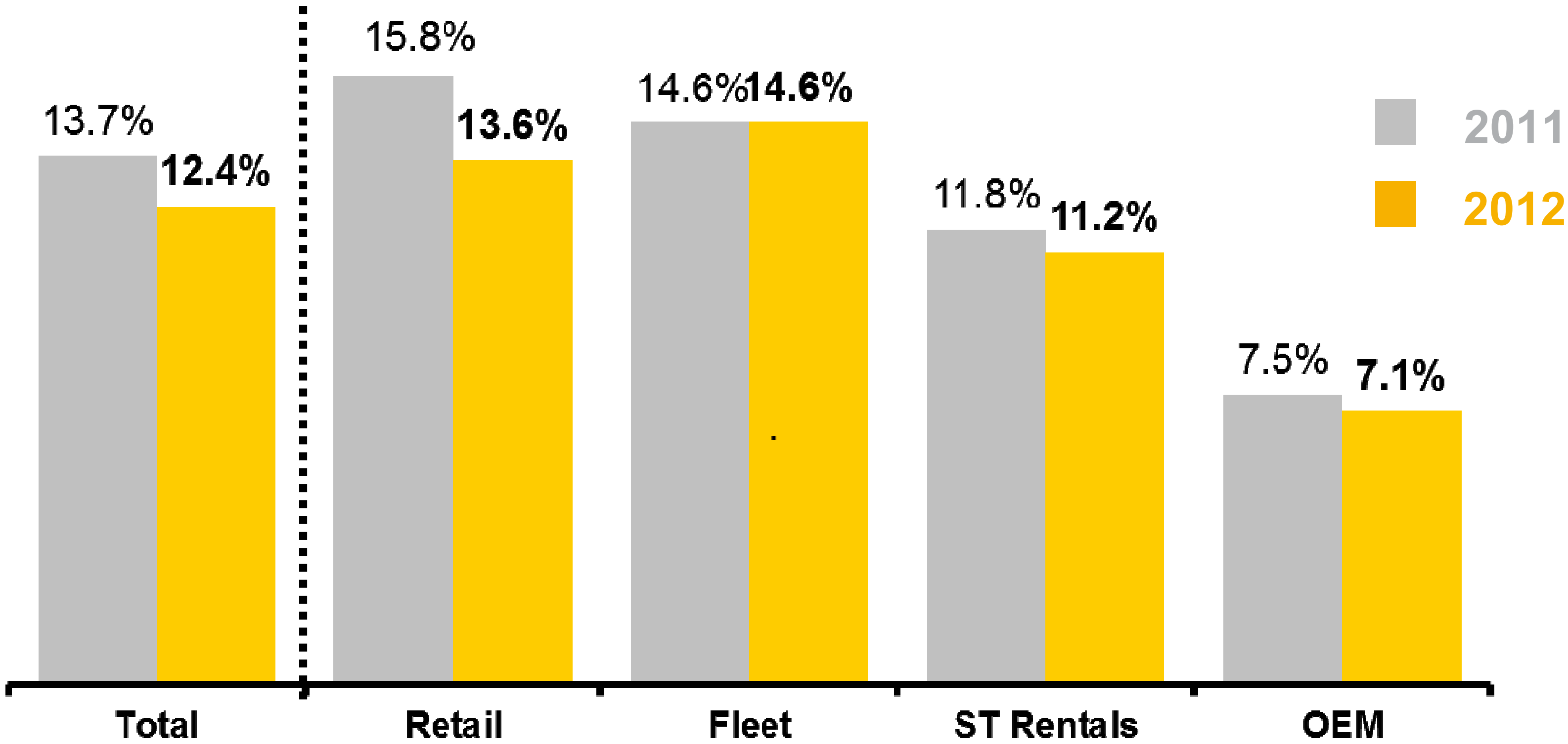


DACIA STRENGTHENS

M/S 1.6%

EUROPE REGION: VIRTUOUS SALES CHANNEL POLICY

GROUP MARKET SHARE PER CHANNEL
IN FR, D, NL, BEL+LUX 2012 vs 2011*



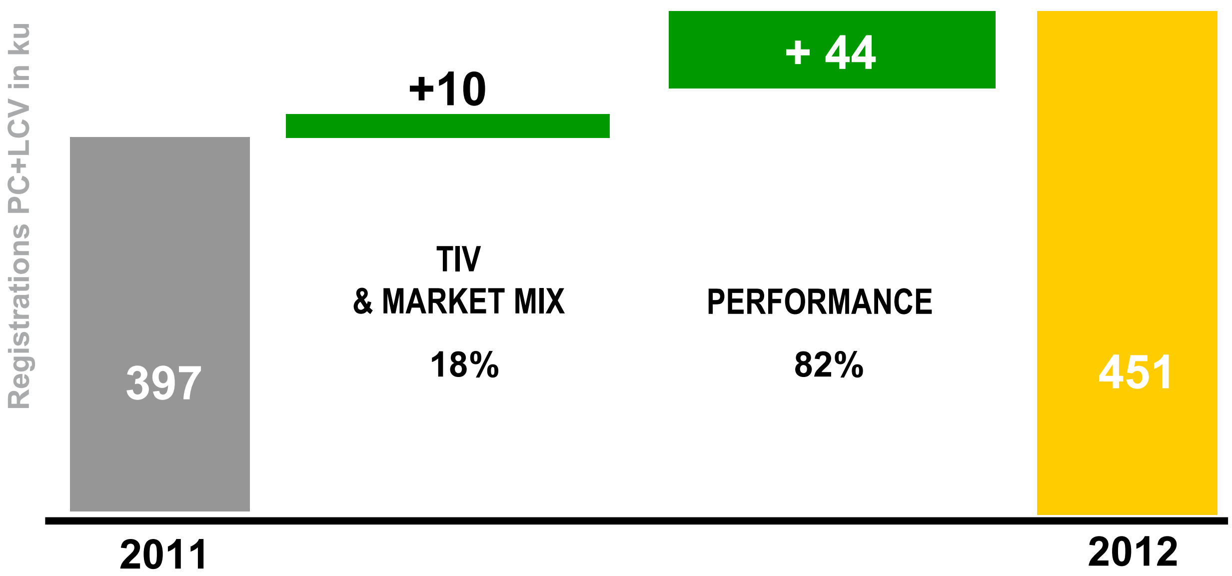
	Retail	Fleet	ST Rentals	OEM
% TIV 2011	**46%**	**28%**	**8%**	**18%**
% TIV 2012	**42%**	**30%**	**8%**	**20%**

* As of Nov 12 YTD.

CHANGEONS DE VIE
CHANGEONS L'AUTOMOBILE

AMERICAS: RECORD SALES AND MARKET SHARE

BREAKDOWN OF UNITS SALES INCREASE



GROUP MARKET SHARE PC+LCV 2012

AMERICAS	6.6%
+ 0.5 pt	

REGIONAL HIGHLIGHTS

BRAZIL

SALES + 24.3%

DUSTER CROSS-OVER LEADER

ARGENTINA

RANKING
PC + LCV

M/S 14.8%
(+ 1.8 pt)

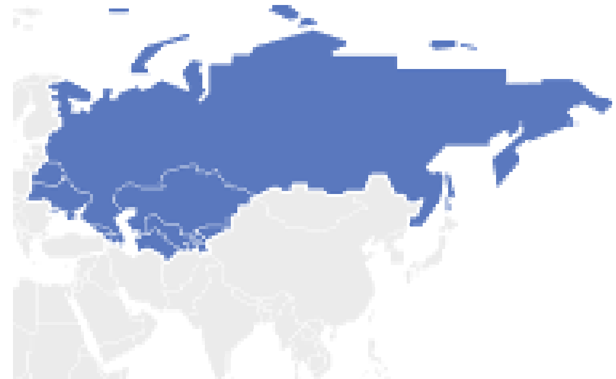
LCV

NETWORK EXTENSION

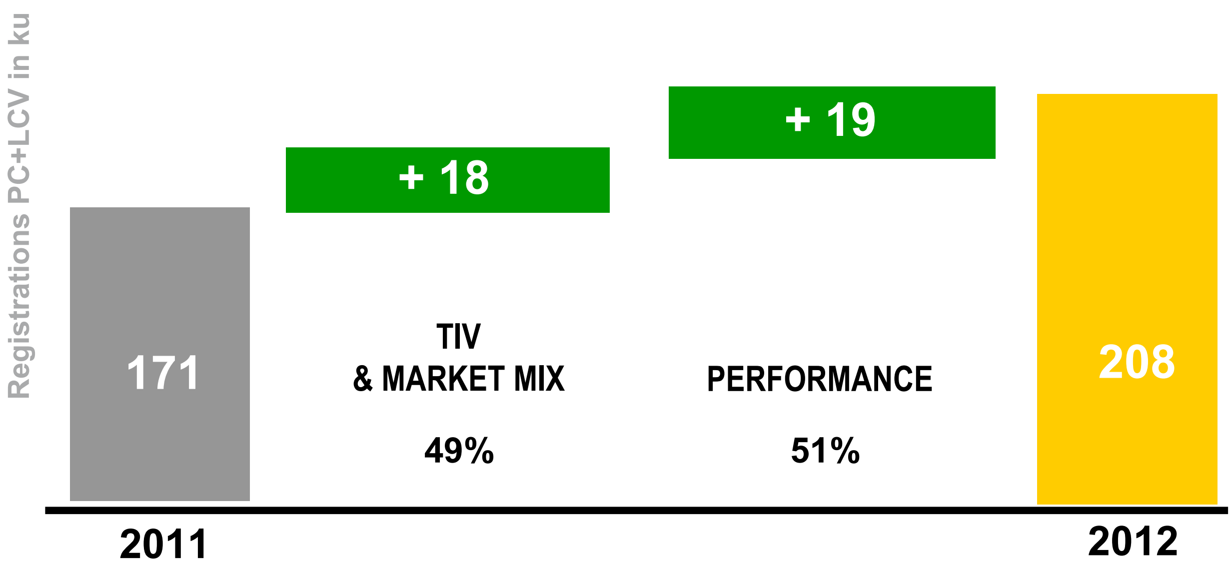
RENAULT PRO+

SALES + 34%

EURASIA: RUSSIA BECOMES THE GROUP N#3 MARKET



BREAKDOWN OF UNITS SALES INCREASE



GROUP MARKET SHARE PC+LCV 2012

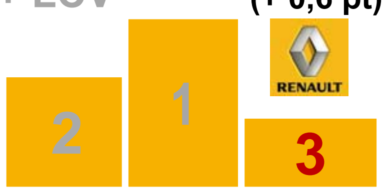
EURASIA	6.2%
+ 0.6 pt	

REGIONAL HIGHLIGHTS

RUSSIA

RANKING
PC + LCV

M/S 6.5%
(+ 0,6 pt)



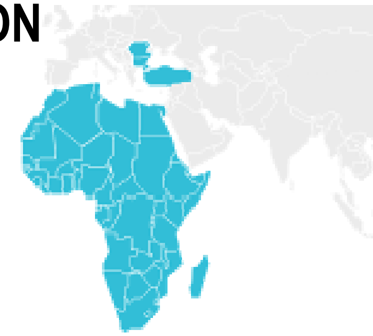
MEGANE & FLUENCE SALES + 44%

DUSTER TOP3 4x4 SEGMENT

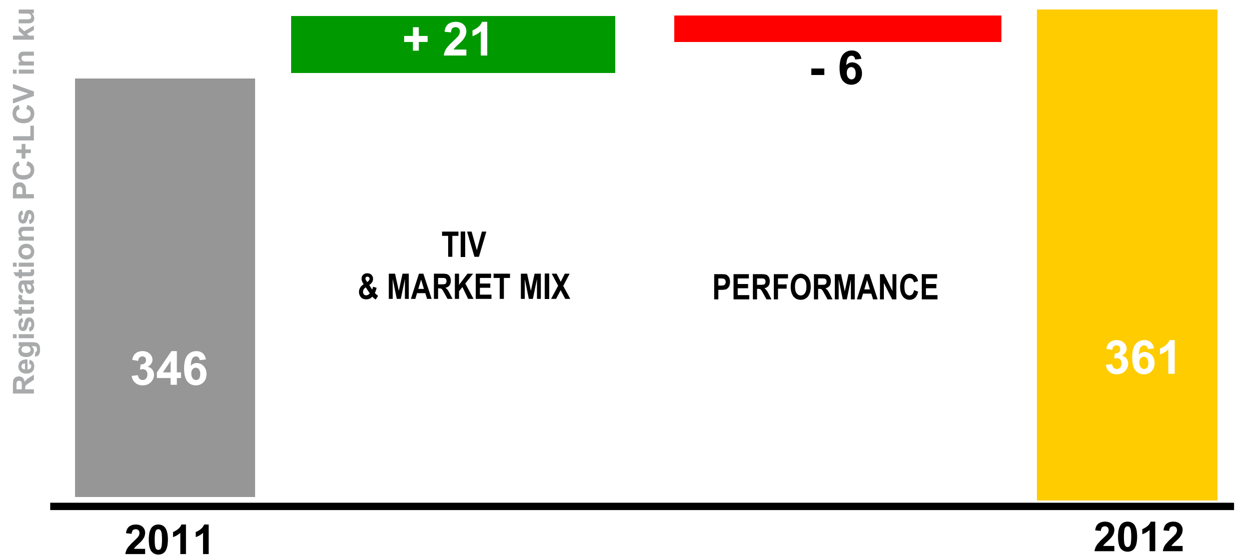
+ 15 SALES OUTLETS

CHANGEONS DE VIE
CHANGEONS L'AUTOMOBILE
RENAULT

EUROMED-AFRICA: RECORD SALES AND MARKET SHARE CONSOLIDATION



BREAKDOWN OF UNITS SALES INCREASE



GROUP MARKET SHARE PC+LCV 2012

EUROMED-AFRICA 14.8%

+ 0.1 pt

REGIONAL HIGHLIGHTS

ALGERIA

RANKING
PC + LCV

RENAULT — 1 (2, 1, 3)

M/S 6.5%

SALES
+ 51%

MOROCCO

RANKING
PC + LCV

DACIA — 1; RENAULT — 2 (2, 1, 3)

GROUP M/S
36.6%

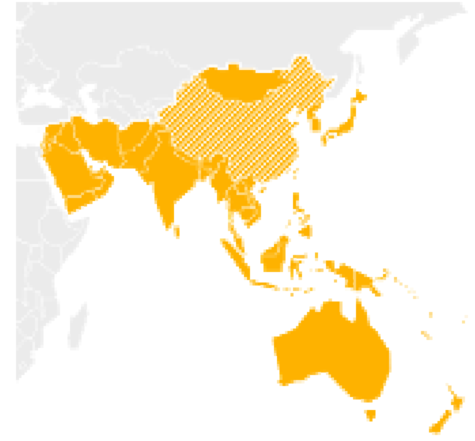
TURKEY

RANKING
PC

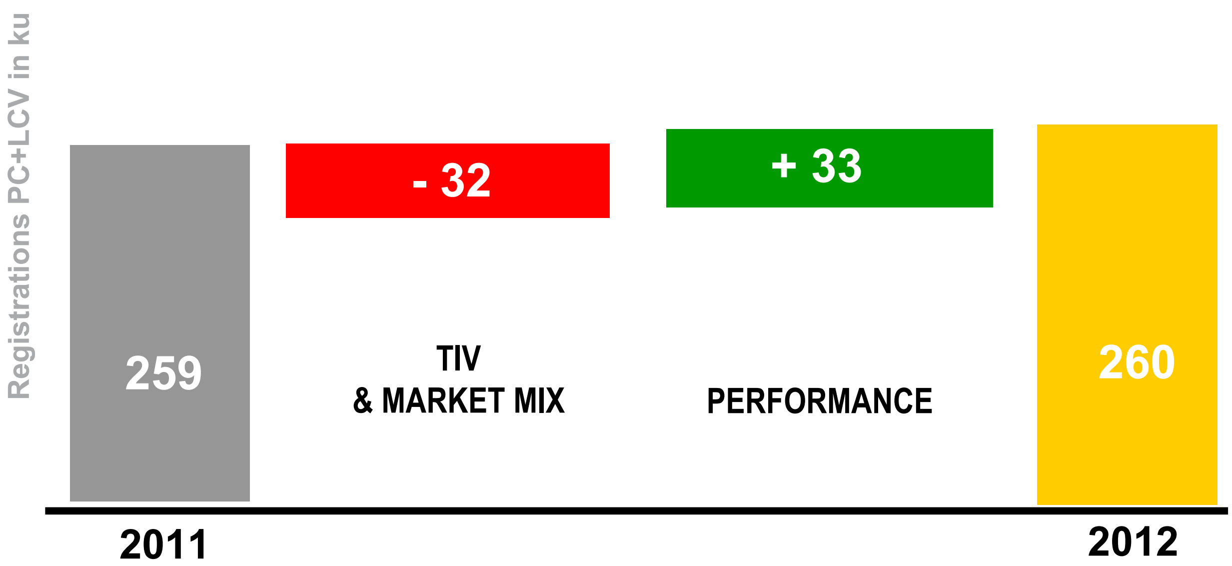
RENAULT — 1 (2, 1, 3)

M/S 13.1%

ASIA-PACIFIC: SALES RAMP-UP IN INDIA



BREAKDOWN OF UNITS SALES INCREASE



GROUP MARKET SHARE PC+LCV 2012

ASIA-PACIFIC 0.7%

- 0.1 pt

REGIONAL HIGHLIGHTS

INDIA	CHINA	SOUTH KOREA
> 35,000 SALES	30,000 SALES	REVIVAL PLAN
A 5 MODEL RANGE	SALES GROWTH + 22%	SUCCESSFUL SM5 ph2 LAUNCH
		FRAGILE SITUATION

03

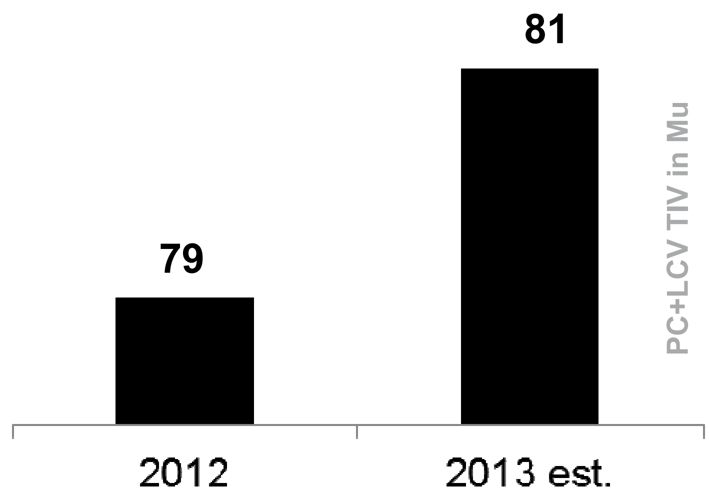
2013 OUTLOOK

MARKET OUTLOOK 2013

- **Market growth driven by international markets**

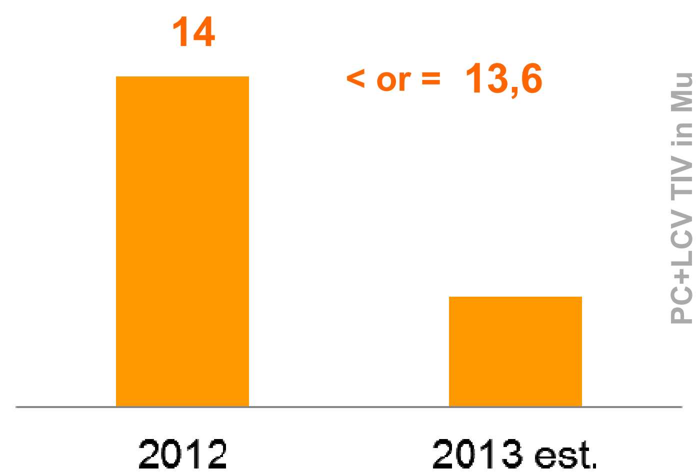
WORLD TIV:

- World TIV up + 3%
- Outside Europe* slowdown + 3% / + 4%



EUROPE TIV:

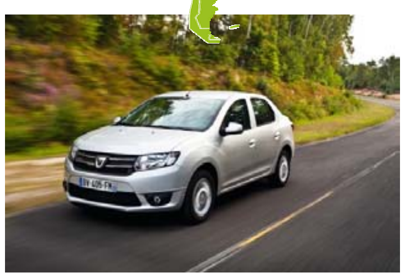
- TIV down - 3% « at best »

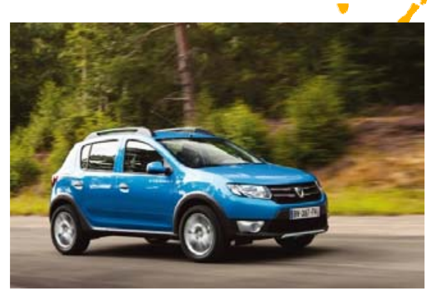


* wo USA+CANADA

SALES OUTLOOK 2013

- Market growth driven by international markets
- **Ambition : unit sales and market share growth**





SALES OUTLOOK 2013

- Market growth driven by international markets
- Ambition : unit sales and market share growth
- **Strong product offensive**

04
QUESTIONS & ANSWERS

2012 SALES RESULTS
RENAULT GROUP