

RENAULT GROUP

2012 FINANCIAL RESULTS



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

AGENDA

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2012 FINANCIAL RESULTS
DOMINIQUE THORMANN, CFO

02

2012 REVIEW & OUTLOOK 2013
CARLOS GHOSN, CHAIRMAN AND CEO

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QUESTIONS & ANSWERS

01

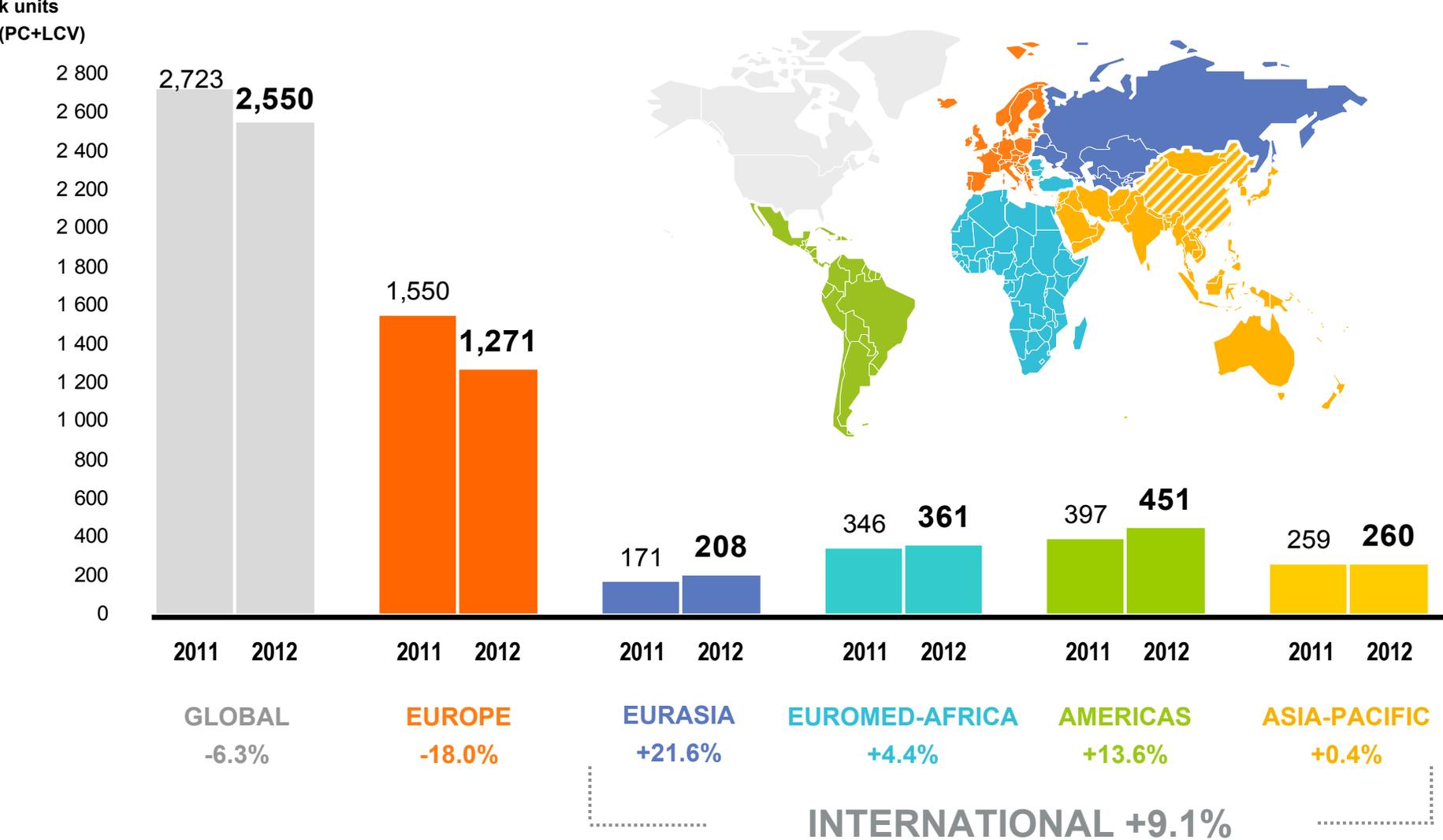
2012 FINANCIAL RESULTS

DOMINIQUE THORMANN

CFO

RENAULT GROUP UNIT SALES 2012 vs. 2011

INTERNATIONAL SALES MIX AT 50% (+ 7 PTS VS. 2011)



2012 FINANCIAL RESULTS

	2011	2012	CHANGE
Revenues	42,628	41,270	-3.2%
Operating margin	1,091	729	-362
in % of revenues	2.6%	1.8%	-0.8 pt
Other operating income & expenses	153	-607	-760
Net financial income & expenses	-121	-266	-145
Capital gain on disposal of A shares in AB Volvo	-	924	924
Associated companies	1,524	1,504	-20
Current & deferred taxes	-508	-549	-41
Net income	2,139	1,735	-404

(million euros)

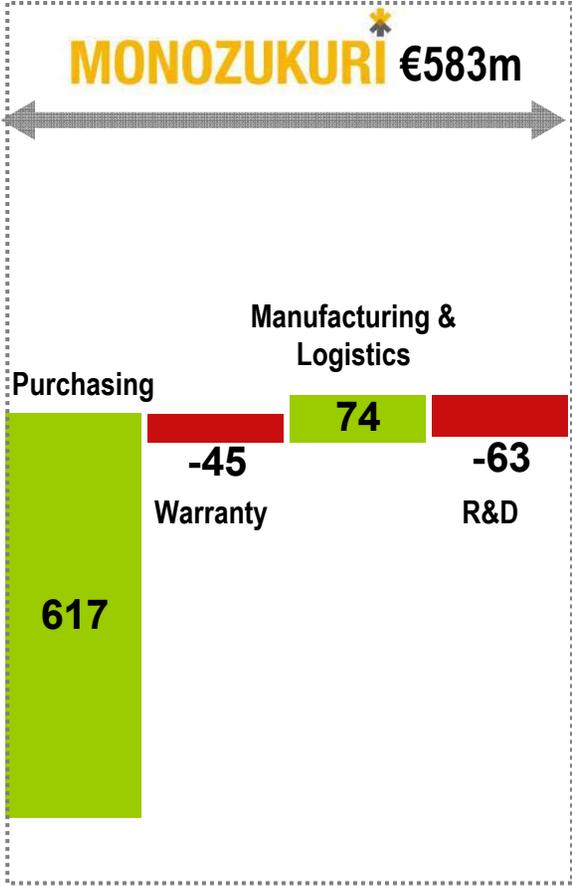
OPERATING MARGIN BY ACTIVITY

	2011	2012	CHANGE
AUTOMOTIVE	330	-25	-355
% Automotive revenues	0.8%	-0.1%	-0.9 pt
SALES FINANCING	761	754	-7
GROUP OPERATING MARGIN	1,091	729	-362
% Group revenues	2.6%	1.8%	-0.8 pt

(million euros)

GROUP OPERATING MARGIN VARIANCE ANALYSIS

CHANGE 2011 / 2012 : - €362m



FY 2011
(million euros)

FY 2012

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ASSOCIATED COMPANIES

	2011	2012	CHANGE
Nissan	1,332	1,234	-98
AB Volvo*	136	80	-56
AVTOVAZ**	49	186	+137
Others	7	4	-3
Total associated companies	1,524	1,504	-20

(million euros)

* Volvo stake at 6.8% until December 12, 2012

**AVTOVAZ is consolidated with a three month time lag

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(million euros)

AUTOMOTIVE NET FINANCIAL DEBT REDUCTION

DEC 31 2011: € 299 m
DEC 31 2012: -€ 1,492 m

Change
in WCR

+922

+2,577
Cash flow

Net tangible
& intangible
investments
-2,902

Operational
free
cash flow

+597

Dividends
received
from listed
companies

+507

Dividends
paid

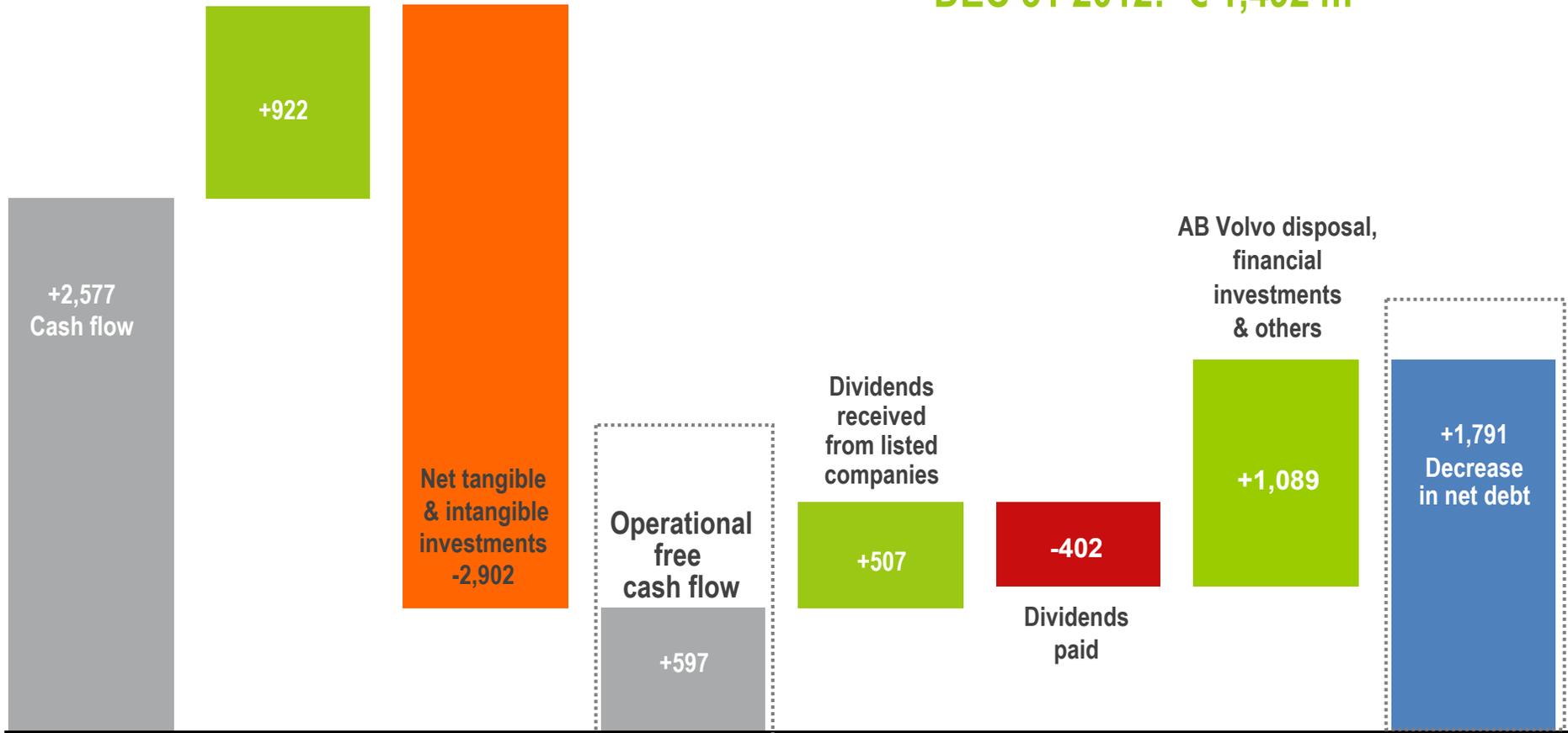
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AB Volvo disposal,
financial
investments
& others

+1,089

+1,791
Decrease
in net debt

(million euros)



LIQUIDITY AT END 2012

- **AUTOMOTIVE NET CASH POSITION : € 1.4 bn**
 - **AUTOMOTIVE LIQUIDITY RESERVE : €13,6 bn**

- **RCI BANQUE LIQUIDITY RESERVE : € 6.9 bn**
 - **ZESTO SUCCESS**
 - **MORE THAN 22 000 ACCOUNTS OPENED**
 - **LAUNCH IN GERMANY IN 2013**



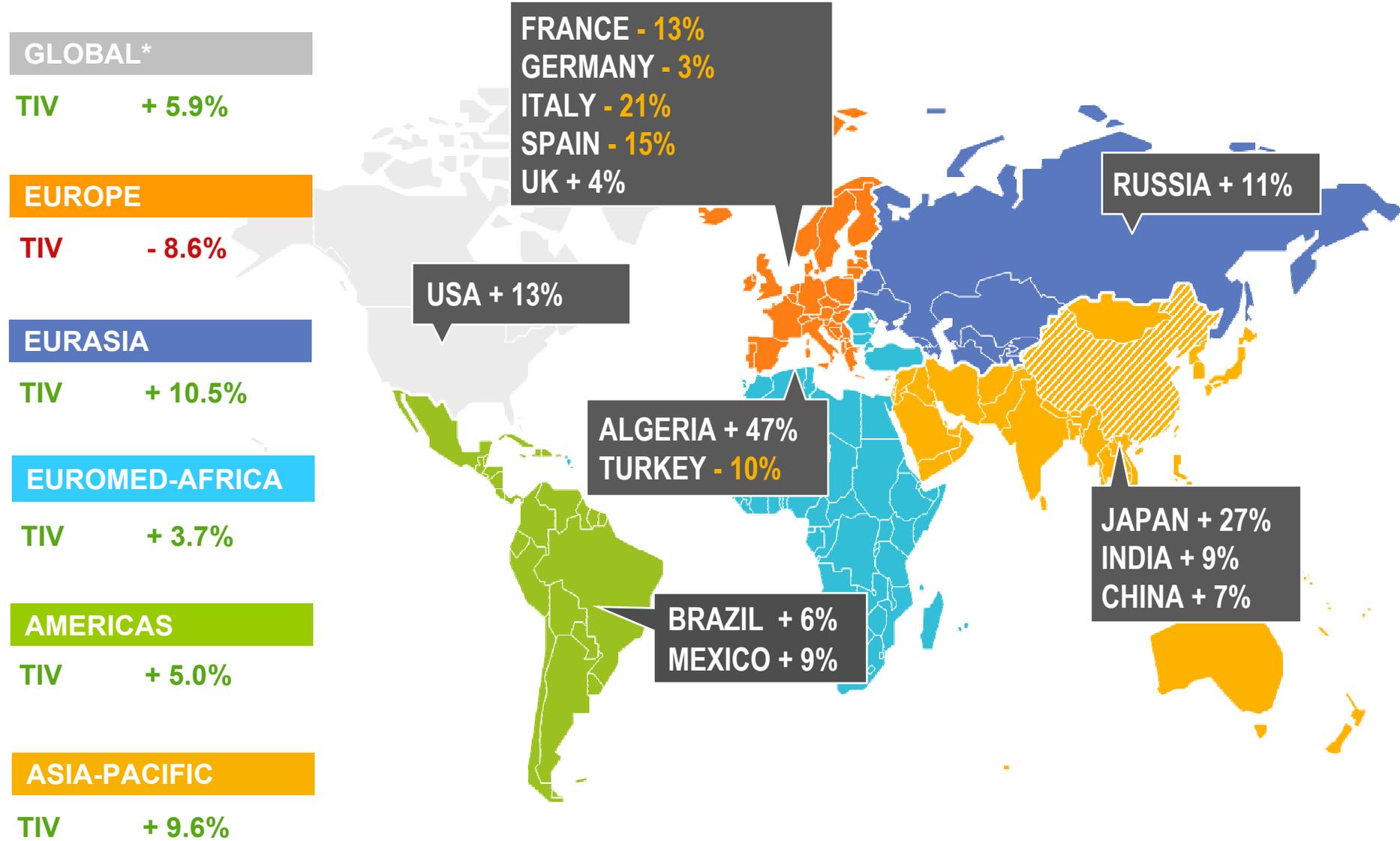
02

2012 REVIEW & OUTLOOK 2013

CARLOS GHOSN

CHAIRMAN & CEO

2012: A CONTRASTED YEAR



* TIV PC + LCV INCLUDING USA & CANADA

2012 COMMERCIAL OVERVIEW



INTERNATIONAL GROWTH

- RENAULT INTERNATIONAL SALES RECORD
- UNITS SALES OUTSIDE EUROPE > 50% FOR THE FIRST TIME
- BRAZIL, RUSSIA AND ARGENTINA IN RENAULT'S TOP 5 MARKETS



PERFORMANCE IN EUROPE

- UNFAVOURABLE COUNTRY MIX
- AGEING LINE UP
- UK COMMERCIAL RESTRUCTURING

- **UNITS SALES 2012 > 2011**
- **POSITIVE AUTOMOTIVE OPERATIONAL
FREE CASH FLOW**



2012: WE STAYED THE COURSE

PRODUCT RENEWAL



CLIO IV



TWIZY



ZOE



PULSE (INDE)



SCALA (INDE)



SANDERO



LODGY



**DOKKER
DOKKER VAN**

**+10 FACELIFTS
OR
NEW PHASES**

2012: WE STAYED THE COURSE

INTERNATIONAL EXPANSION

- Tangiers plant
- Capacity increase in Russia

COOPERATION

- Mercedes Citan
- B0 line in Togliatti



TANGIERS PLANT INAUGURATION



MERCEDES CITAN IN MAUBEUGE

2013 TIV OUTLOOK

GLOBAL*

TIV + 3%

EUROPE

TIV - 3% at best

EURASIA

TIV + 6%

EUROMED-AFRICA

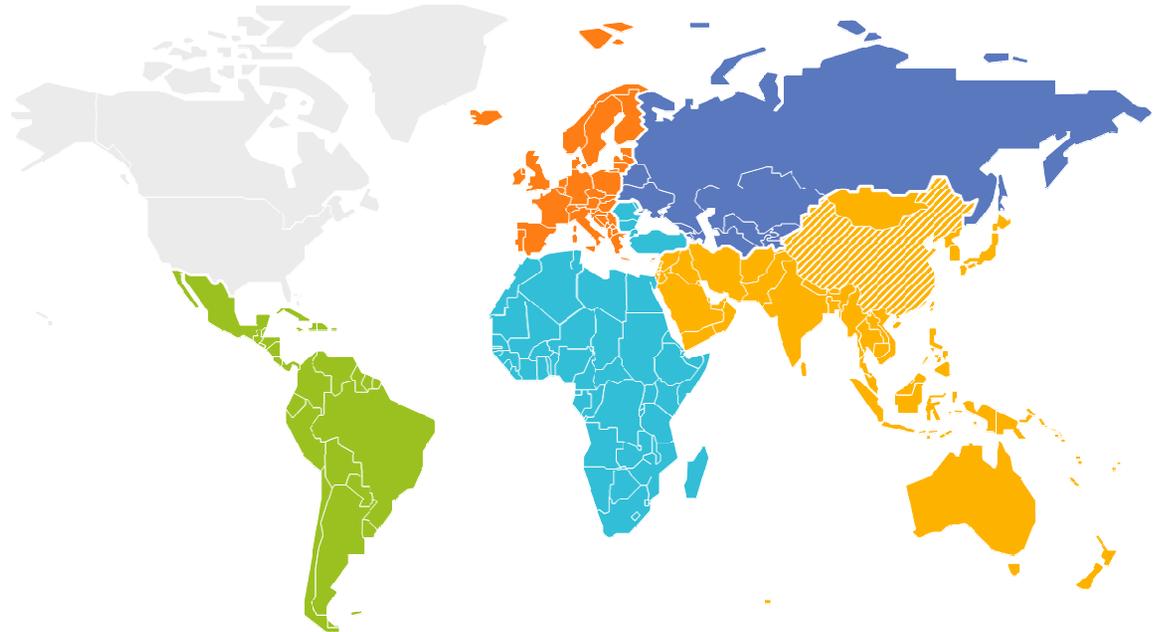
TIV + 7%

AMERICAS

TIV + 3%

ASIA-PACIFIC

TIV + 3%



* PC+LCV INCLUDING USA & CANADA

2013 OPPORTUNITIES: **INTERNATIONAL DEVELOPMENT**

- **EXPANSION IN KEY MARKETS: RUSSIA & BRAZIL**
- **TURNAROUND IN INDIA**
- **REVIVAL PLAN IN KOREA**
- **CHINA: RENAULT'S NEW FRONTIER**



NEW LOGAN

2013 OPPORTUNITIES: EUROPEAN PROFITABILITY IMPROVEMENT

- MARKET SHARE GAIN THROUGH PRODUCT OFFENSIVE
- SUSTAINABLE COMMERCIAL POLICY
- COST CONTROL



CAPTUR



CLIO RS



CLIO ESTATE



SCENIC X-MOD



NOUVELLE LOGAN



SANDERO STEPWAY



LOGAN MCV

2013: ENSURING THE FUTURE

CONTINUE AN AMBITIOUS INVESTMENT PROGRAM

- IMPROVE EUROPEAN INDUSTRIAL FOOTPRINT EFFICIENCY
- BEST IN CLASS POWERTRAINS
- EV LEADERSHIP
- CMF1: RENAULT & NISSAN COMMON PLATFORM FOR C/D PRODUCT RANGE (NEXT MEGANE, LAGUNA & ESPACE...)
- CONTINUING STRONG PRODUCT PLAN



2013 OUTLOOK*

RENAULT
2016
DRIVE THE
CHANGE

- UNITS SALES 2013 > 2012
- POSITIVE AUTOMOTIVE OPERATIONAL MARGIN
- POSITIVE AUTOMOTIVE OPERATIONAL FREE CASH FLOW



* provided European and French markets are not significantly worse than expected