

# 2017 COMMERCIAL RESULTS PRESENTATION

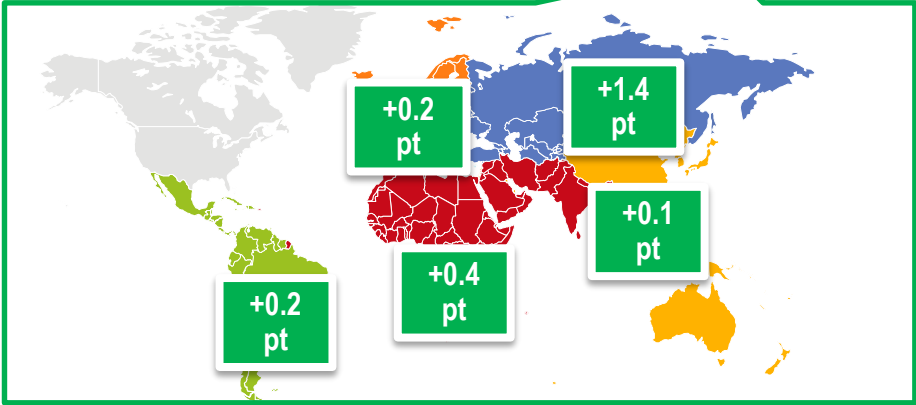
**THIERRY KOSKAS**

**EVP, SALES & MARKETING**

# 2017: A RECORD YEAR FOR THE GROUP. 3 762 MILLION VEHICLES SOLD (8.5% GROWTH VS 2016)

OBJECTIVE		2012	2013	2014	2015	2016	2017
Increase global sales volumes	✓	2.5Mu	2.6Mu	2.7Mu	2.8Mu	3.2Mu	
Increase global sales volumes with Lada	✓					3.5Mu	3.762Mu
Strengthen the Renault Brand in Europe	✓	7.44%	7.35%	7.57%	7.77%	8.14%	8.18%
Improve our position in all regions	✓						

2<sup>nd</sup>  
Brand



# 01

## GLOBAL SALES RESULTS

# 2017 MARKETS: STRONG MARKET IN EUROPE & CHINA, RECOVERY IN MAJOR EMERGING COUNTRIES

TIV 2017 VS 2016

## WORLD

TIV + 2.3%  
(including USA/Canada)

## EUROPE

TIV +3.3%

## EURASIA

TIV +7.0%

## AMI

TIV +2.0%

## AMERICAS

TIV +7.2%



## ASIA-PACIFIC

TIV +2.7%





## EUROPE

	SPAIN	+9%
	ITALY	+7%
	UK	-5%
	GERMANY	+3%
	FRANCE	+5%




## EURASIA

	TURKEY	-3%
	ROMANIA	+13%
	KAZAKHSTAN	+0%
	RUSSIA	+12%
	UKRAINE	+25%





## ASIA PACIFIC

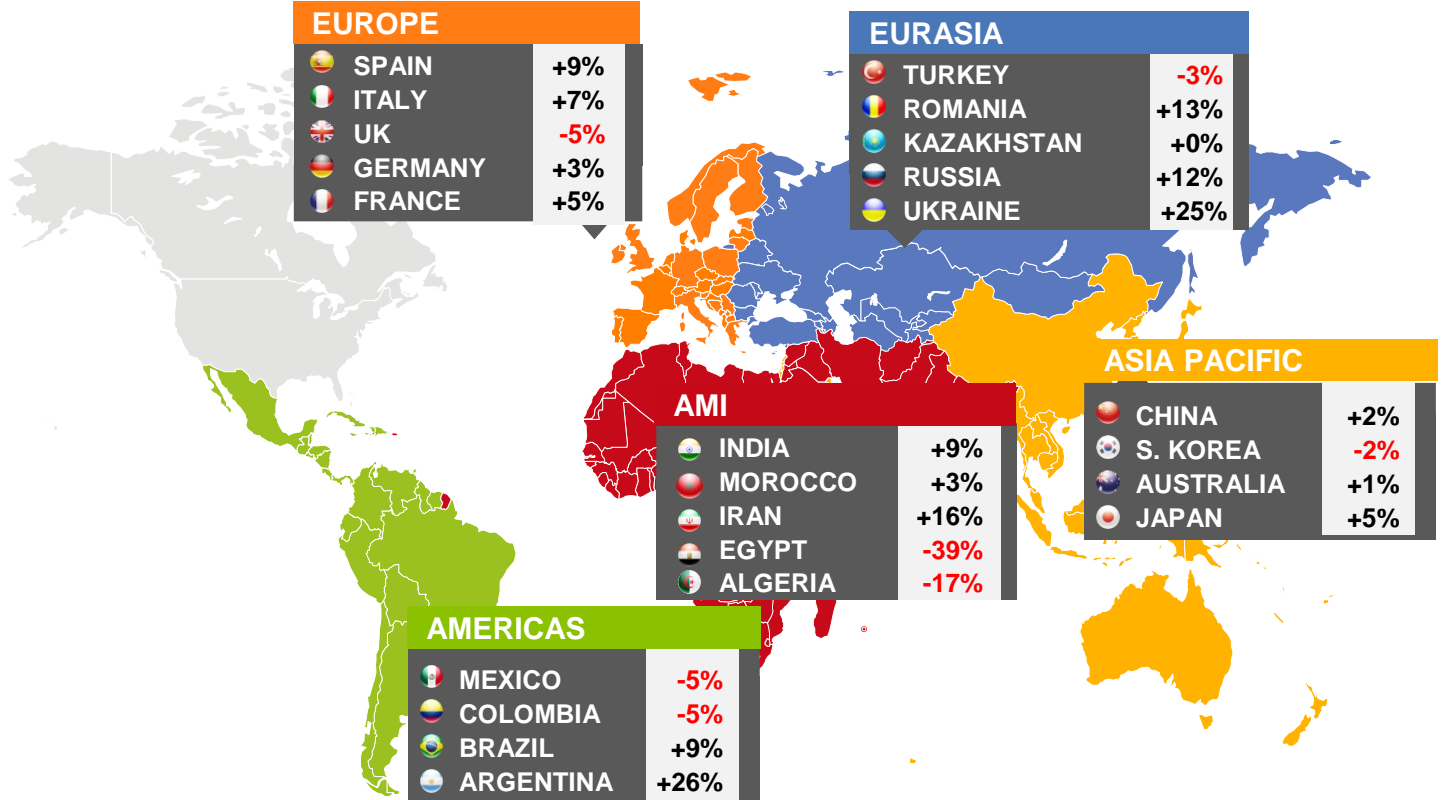
	CHINA	+2%
	S. KOREA	-2%
	AUSTRALIA	+1%
	JAPAN	+5%

## AMI

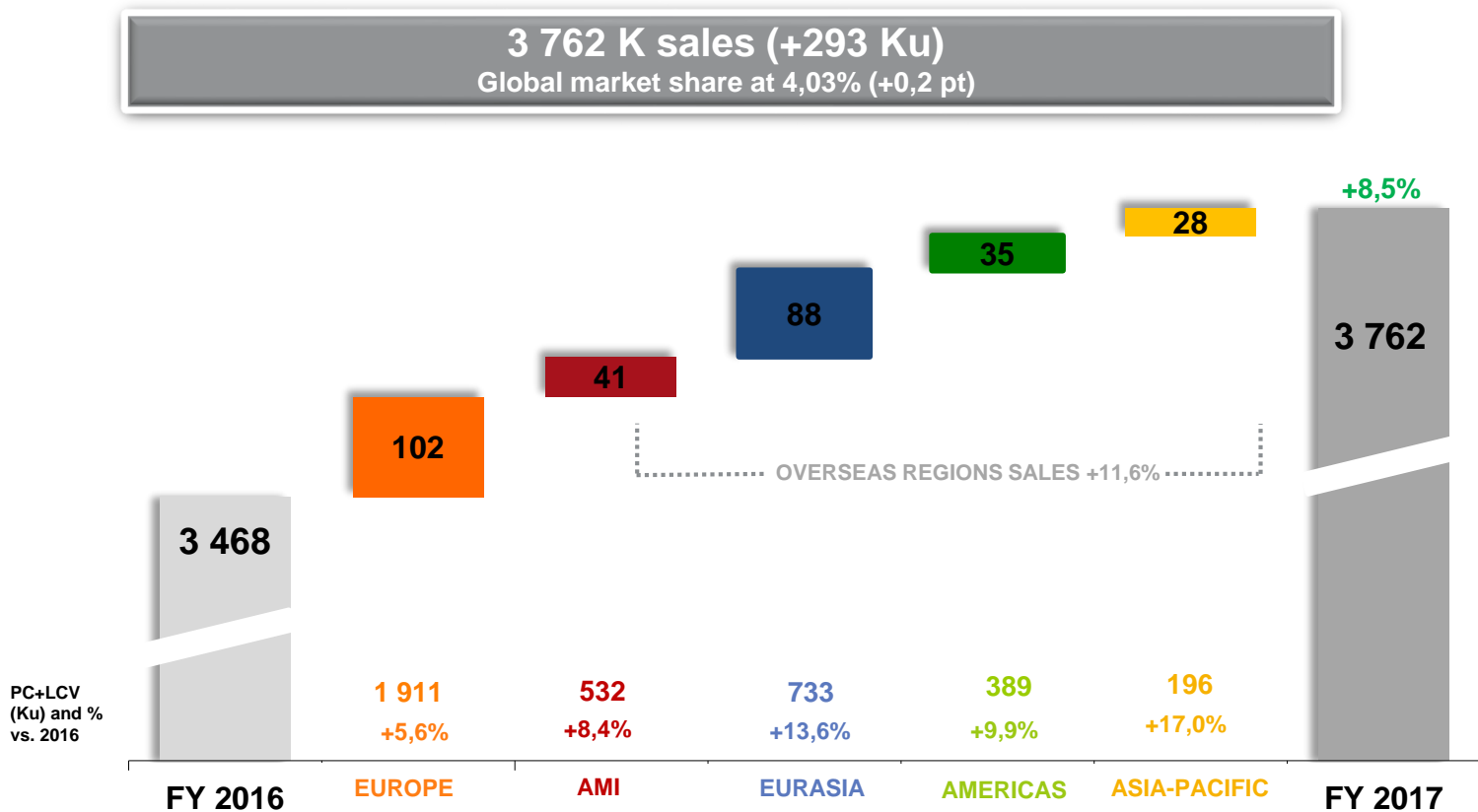
	INDIA	+9%
	MOROCCO	+3%
	IRAN	+16%
	EGYPT	-39%
	ALGERIA	-17%

## AMERICAS

	MEXICO	-5%
	COLOMBIA	-5%
	BRAZIL	+9%
	ARGENTINA	+26%

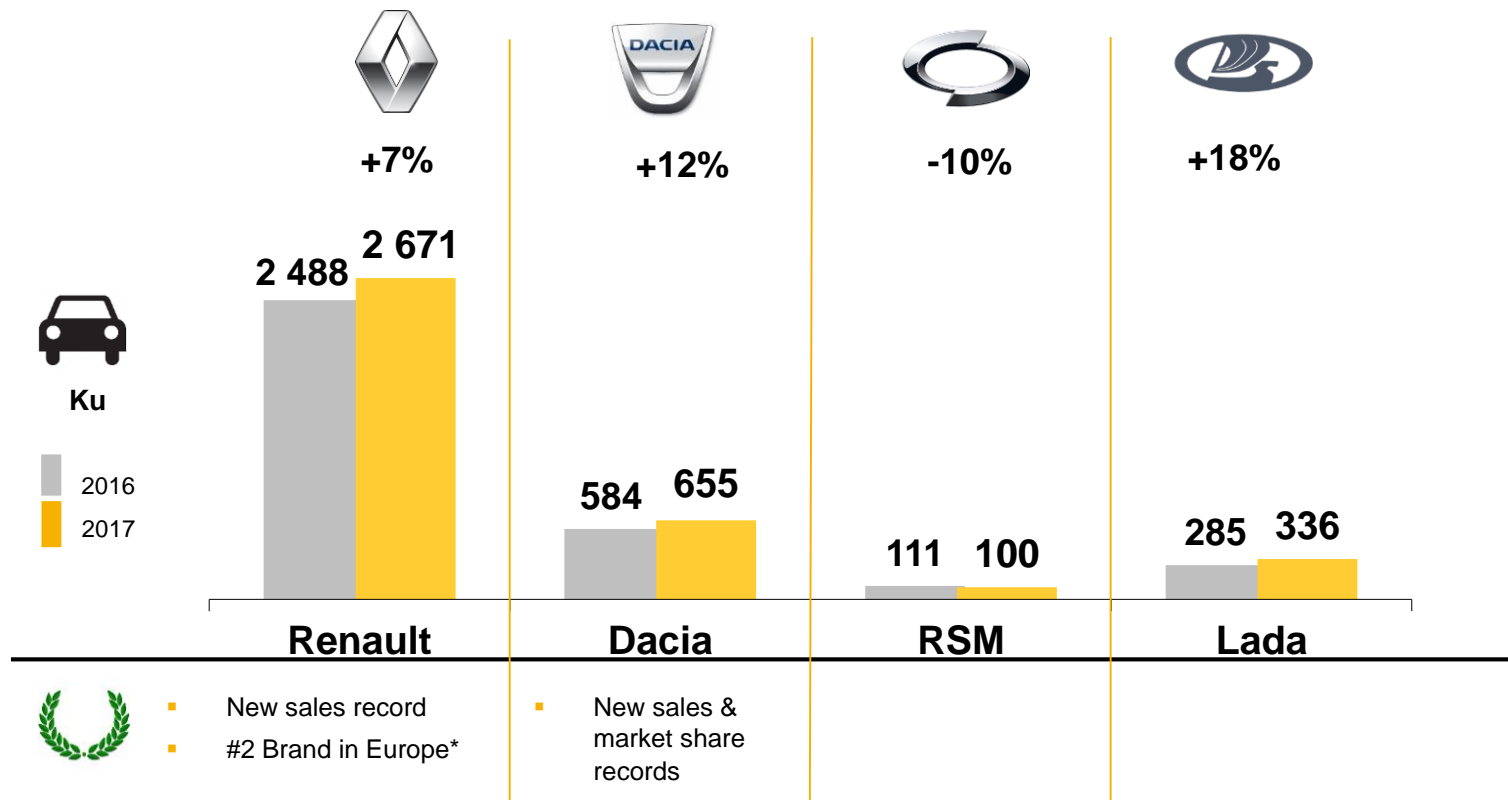


# 2017 SALES: +8.5% INCREASE



Figures rounded to the nearest thousand

# RECORD YEAR FOR RENAULT AND DACIA BRANDS



# CONTINUED SUCCESS OF OUR TOP SELLERS IN EUROPE



## CLIO

- #2 in the market.
- Leader in B segment.



## CAPTUR

- Leader in B-Crossover segment.



## ZOE

- Leader in the EV market.



## LCV : Renault brand #2

- Kangoo #3 in Small Van segment.
- Trafic #5 in Medium & Large Van segment.
- Master #6 in Medium & Large Van segment.

# C SEGMENT VOLUME EXPANSION



## MEGANE HATCH & ESTATE

- Europe : #5 in C-Hatch+Estate segment (+6 vs Y-1).
- Turkey : #2 in C segment.



## MEGANE SEDAN

- Turkey : Leader in C-Hatch Sedan segment.



## NEW SCENIC

- Europe : #2 in C-MPV segment.
- France : Leader in C-MPV segment.



# D/E & PICK-UP SEGMENTS VOLUME EXPANSION



## SM6 / TALISMAN

- Korea: #2 in D-Hatch segment.
- France : Leader in D-Hatch+Estate segment.



## KOLEOS

- China: 43K in 2017.
- Europe: 14 433 orders since launch in June.



## PICK UP

- **Duster Oroch:** Leader in Colombia & #2 in Argentina in 0.5t PU segment.
- **Alaskan:** #6 in Colombia in 1t PU segment.  
1 276 orders in Europe since launch in October.

# GLOBAL ACCESS GROWTH



**Best year ever in Sales & in Market Share.**

**SANDERO:** Leader in Algeria. Leader in retail in Europe\*.

**DUSTER:** #2 in European retail in C-SUV segment.

**LOGAN:** Leader in Morocco and Romania.

## Pillar of international growth

### KAPTUR/CAPTUR SUCCESS



**RUSSIA**  
**ARGENTINA**  
**BRAZIL**  
**INDIA**

**#3**  
**#2**  
**#4**

Launched in November

In C-SUV  
segment

### KWID EXPANSION IN LATIN AMERICA



**BRAZIL**

Launch success

# LADA: BRAND LEADER IN RUSSIA / + 17% GROWTH.



## GRANTA

- #2 in the market.



## VESTA

- #3 in the market.



## LARGUS

- #9 in the market.



## XRAY

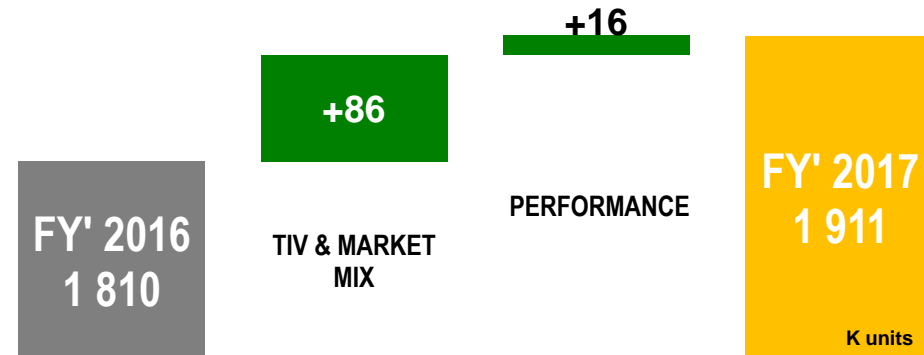
- #10 in the market.

# 02

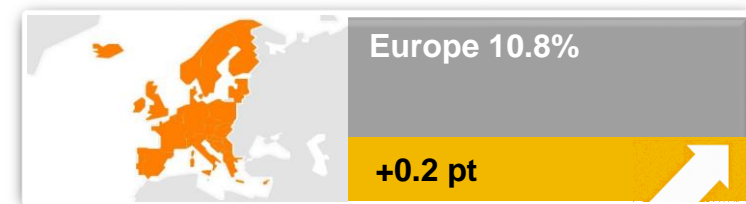
## 2017 SALES RESULTS BY REGION

# EUROPE: BEST YEAR EVER IN SALES

## GROUP PC+LCV: BREAKDOWN OF REGISTRATIONS



## GROUP MARKET SHARE PC+LCV



## HIGHLIGHTS



**Record Volume & Market Share**  
Sandero N°1 in Retail\*\*



**EV Leadership**

## RENAULT 2<sup>nd</sup> BRAND IN EUROPE\*



\* Scope : PC+LCV (<5,1t) Region Europe & UE28 & ACEA (= UE28+EFTA).

\*\* YTD November 2017

# RENAULT ELECTRIC VEHICLE SALES UP 38% VS 2016, LEADER IN EUROPE



**ZOE**  
**#1 in PC**  
**31 300 SALES (+44%)**

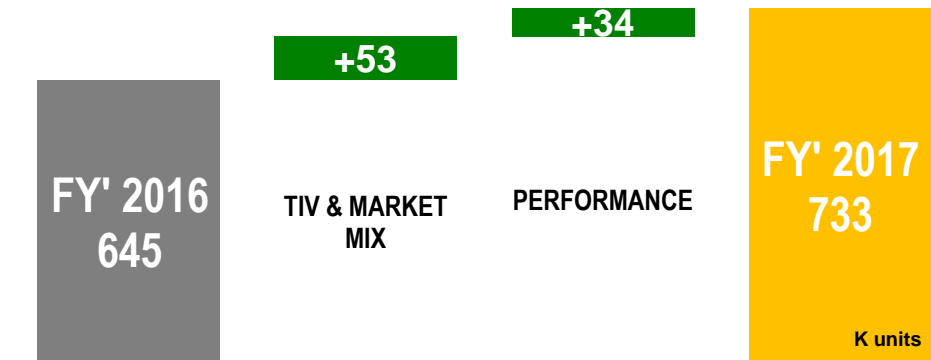


**KANGOO ZE**  
**#1 in LCV**  
**4 230 SALES**

**23.8% Market Share**  
**EV Leader in Europe**

# EURASIA: BEST YEAR EVER IN MARKET SHARE FOR RENAULT BRAND

## GROUP PC+LCV: BREAKDOWN OF REGISTRATIONS



## GROUP MARKET SHARE PC+LCV



## HIGHLIGHTS



TURKEY

**Record Volume & Market Share**



TURKEY

**Renault Brand is Market leader (+1)**



RUSSIA

**Record Renault Brand Market Share**  
**Lada Brand is Market leader**  
**Lada + Renault > 25% Market Share**



**KAPTUR**



RUSSIA

#3 IN C CROSSOVER



**DUSTER**



RUSSIA

LEADER IN C  
CROSSOVER



**MEGANE  
SEDAN**

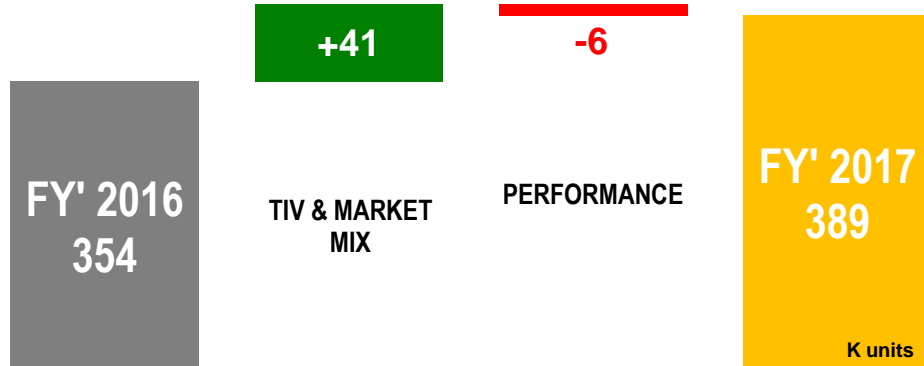


TURKEY

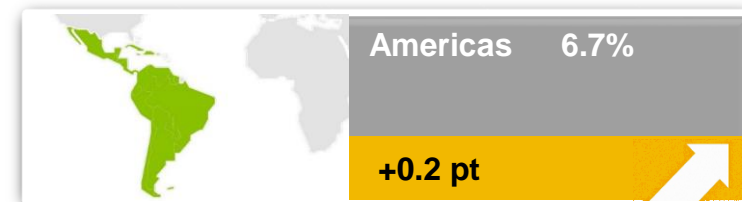
LEADER IN  
SEGMENT C SEDAN

# AMERICAS: BEST YEAR EVER IN MARKET SHARE IN BRAZIL

## GROUP PC+LCV: BREAKDOWN OF REGISTRATIONS



## GROUP MARKET SHARE PC+LCV



## HIGHLIGHTS



BRAZIL

**Record Market Share**



COLOMBIA

**Renault 2<sup>nd</sup> brand**



MEXICO

**Record Volume**



### KWID

> 30K orders since launch in August.



BRAZIL

> 1 000 orders since launch in November.



ARGENTINA



### CAPTUR

#4 in C-SUV segment.



BRAZIL

#2 in C-SUV segment.

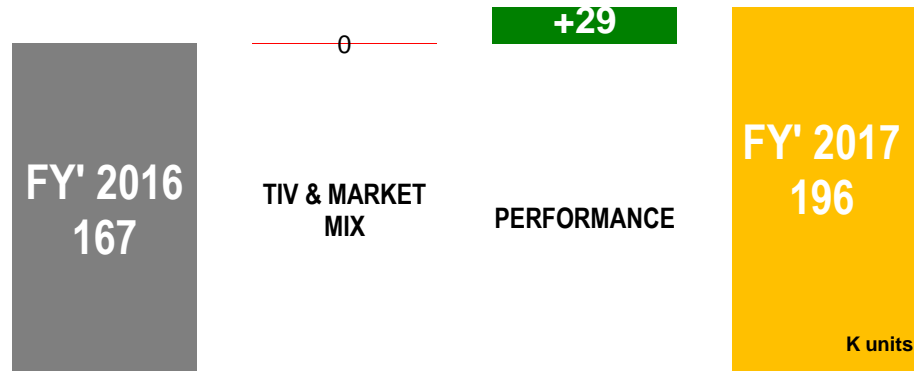


ARGENTINA



# ASIA-PACIFIC: BEST YEAR EVER IN SALES

## GROUP PC+LCV: BREAKDOWN OF REGISTRATIONS



## GROUP MARKET SHARE PC+LCV



## HIGHLIGHTS



**Sales volume x2**  
**Record Volume & Market Share**



**Record Volume & Market Share**



**KOLEOS**

> 40 000 SALES



CHINA



**KADJAR**

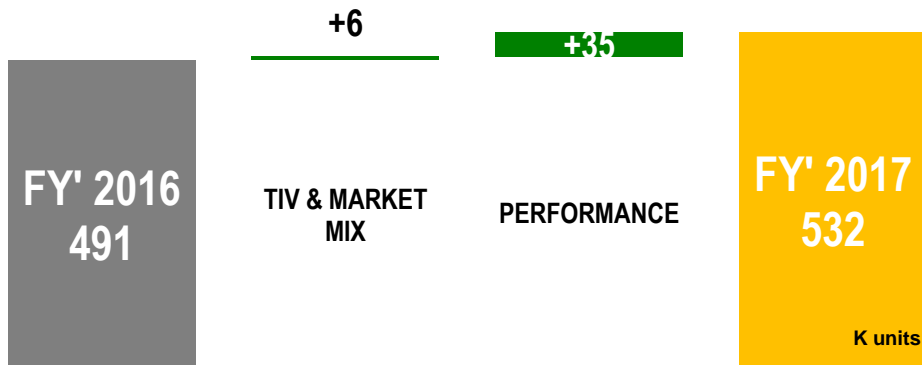
> 25 000 SALES



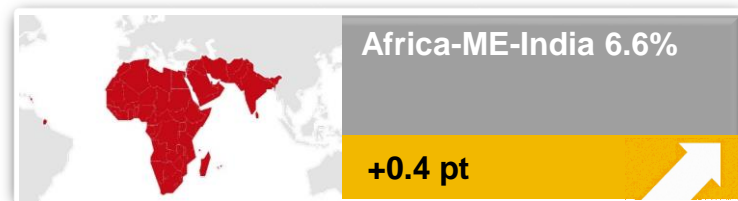
CHINA

# AFRICA-MIDDLE EAST-INDIA: BEST YEAR EVER IN SALES & IN MARKET SHARE

## GROUP PC+LCV: BREAKDOWN OF REGISTRATIONS



## GROUP MARKET SHARE PC+LCV



## HIGHLIGHTS

**INDIA**

**Renault 1<sup>st</sup> European Brand**

**MOROCCO**

**Record Volume & Market Share Dacia Brand is Market leader**

**IRAN**

**Record Volume & Market Share**

**ALGERIA**

**Record Market Share Renault Brand is Market leader**

**TONDAR**

+ 35% GROWTH

**IRAN**

**SANDERO**

+ 89% GROWTH

**IRAN**

# 03

## 2018 OUTLOOK

## 2018 FORECAST

### Market forecast

- Global TIV : +2.5%
- Europe +1%, France +1%
- Brazil: +5%, Russia: up to 10%
- China +5%, India +6%

### Sales objectives (2017 perimeter)

**Pursue growth in sales driven by international markets,  
in line with Drive the Future plan**



**From 2018 Renault-Brilliance-Jinbei Automotive Co., Ltd. sales  
will be counted in our group volumes**

04

Q&A



# GROUPE RENAULT