

RENAULT GROUP

FINANCIAL RESULTS 2013

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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

01 **FINANCIAL RESULTS FY 2013**
DOMINIQUE THORMANN
EVP, Chief Financial Officer and CEO, RCI Banque

02 **RENAULT DRIVE THE CHANGE**
CARLOS GHOSN
Chairman & Chief Executive Officer

03 **QUESTIONS & ANSWERS**



01

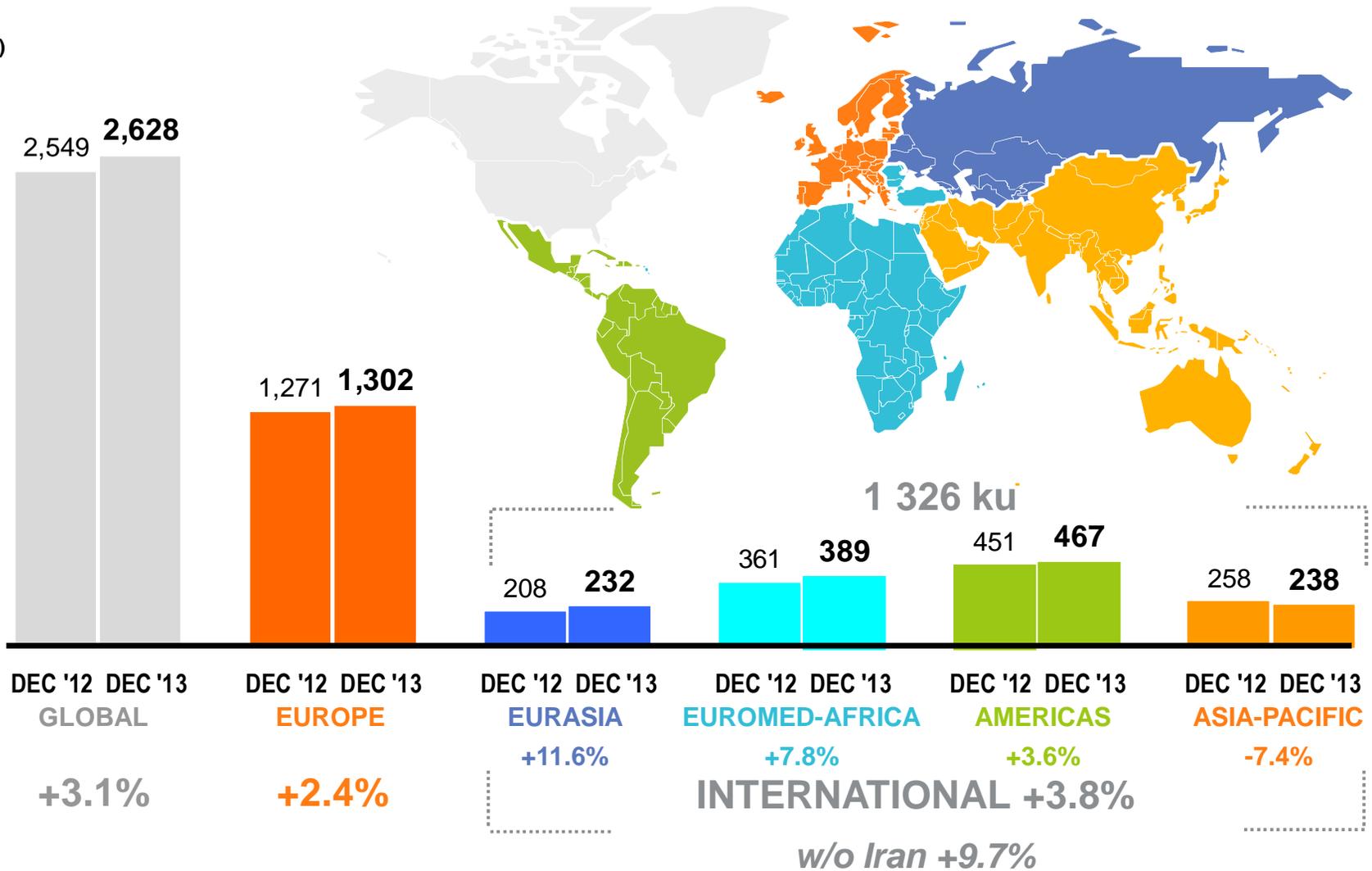
FINANCIAL RESULTS FY 2013

DOMINIQUE THORMANN

EVP, Chief Financial Officer and CEO, RCI Banque

GROUP REGISTRATION 2013 vs 2012

k units
(PC+LCV)



FY 2013 FINANCIAL RESULTS

<i>(million euros)</i>	FY 2012*	FY 2013	CHANGE
Revenues	40 720	40 932	+0,5%
Operating profit	782	1 242	+460
in % of revenues	1.9%	3.0%	+1.1pt
Other operating income & expenses	-599	- 1,276	-677
Net financial income & expenses	-321	-282	+39
Capital gain on disposal of A shares in AB Volvo	924	-	-924
Associated companies	1,475	1,444	-31
Current & deferred taxes	-549	-433	+116
Net income	1,712	695	-1,017

* Restated from retrospective application of IFRS 11 «Joint Arrangements» and IAS 19 (revised) « Employee benefits »



OPERATING PROFIT BY ACTIVITY

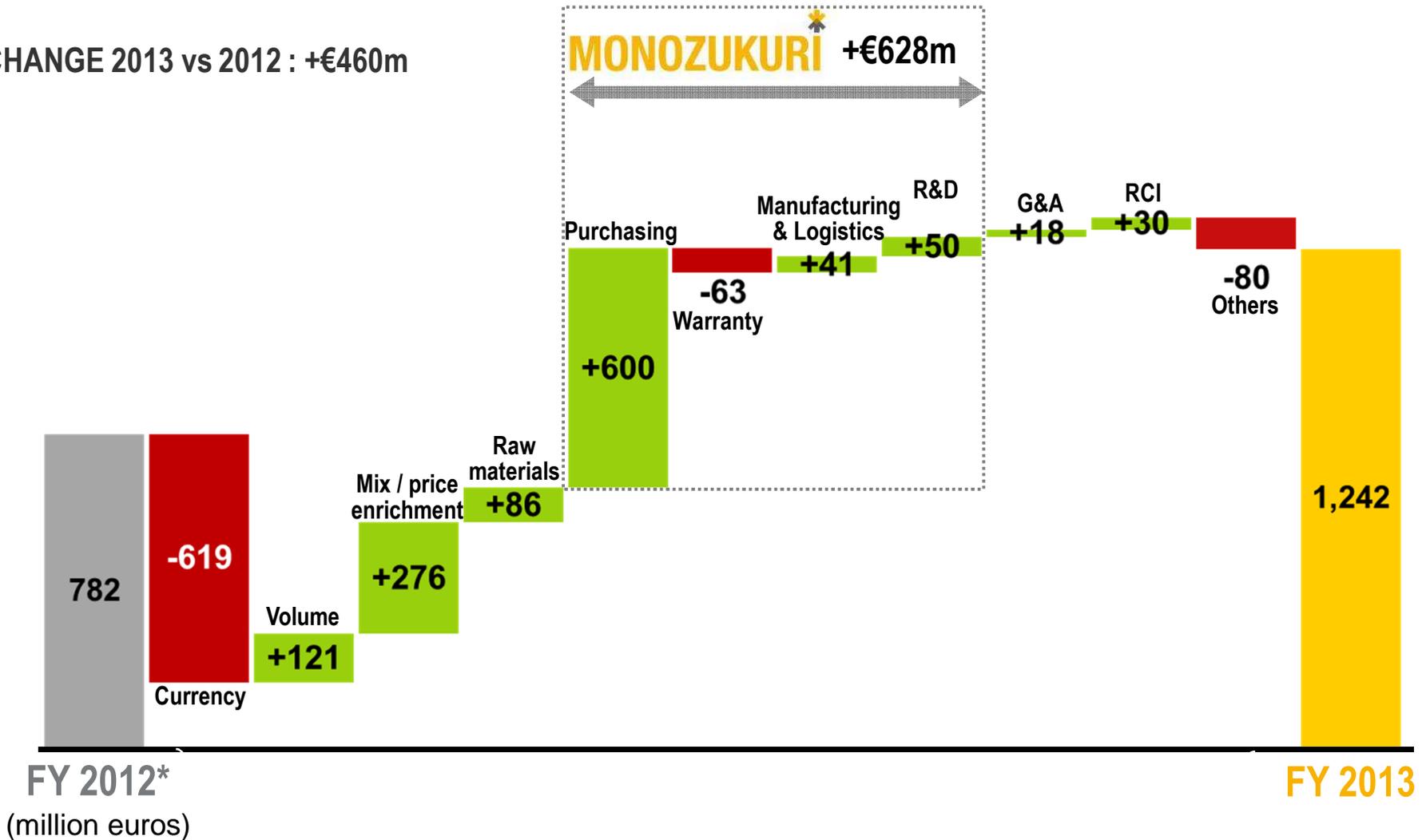
	FY 2012*	FY 2013	CHANGE
AUTOMOTIVE	34	495	+461
% Automotive revenues	0.1%	1.3%	+1.2pts
SALES FINANCING	748	747	-1
GROUP OPERATING PROFIT	782	1,242	+460
% Group revenues	1.9%	3.0%	1.1pts

(million euros)

* Restated from retrospective application of IFRS 11 “Joint Arrangements” and IAS 19 (revised) “Employee benefits”

GROUP OPERATING PROFIT VARIANCE ANALYSIS

CHANGE 2013 vs 2012 : +€460m



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ASSOCIATED COMPANIES

	FY 2012*	FY 2013	CHANGE
Nissan	1,213	1,498	+285
AB Volvo	80	-	-80
AVTOVAZ ⁽¹⁾	186	-34	-220
Others	-4	-20	-16
Total associated companies	1,475	1,444	-31

(million euros)

(1) AVTOVAZ is consolidated with a 3 months time lag

* Restated from retrospective application of IFRS 11 “Joint Arrangements” and IAS 19 (revised) “Employee benefits”

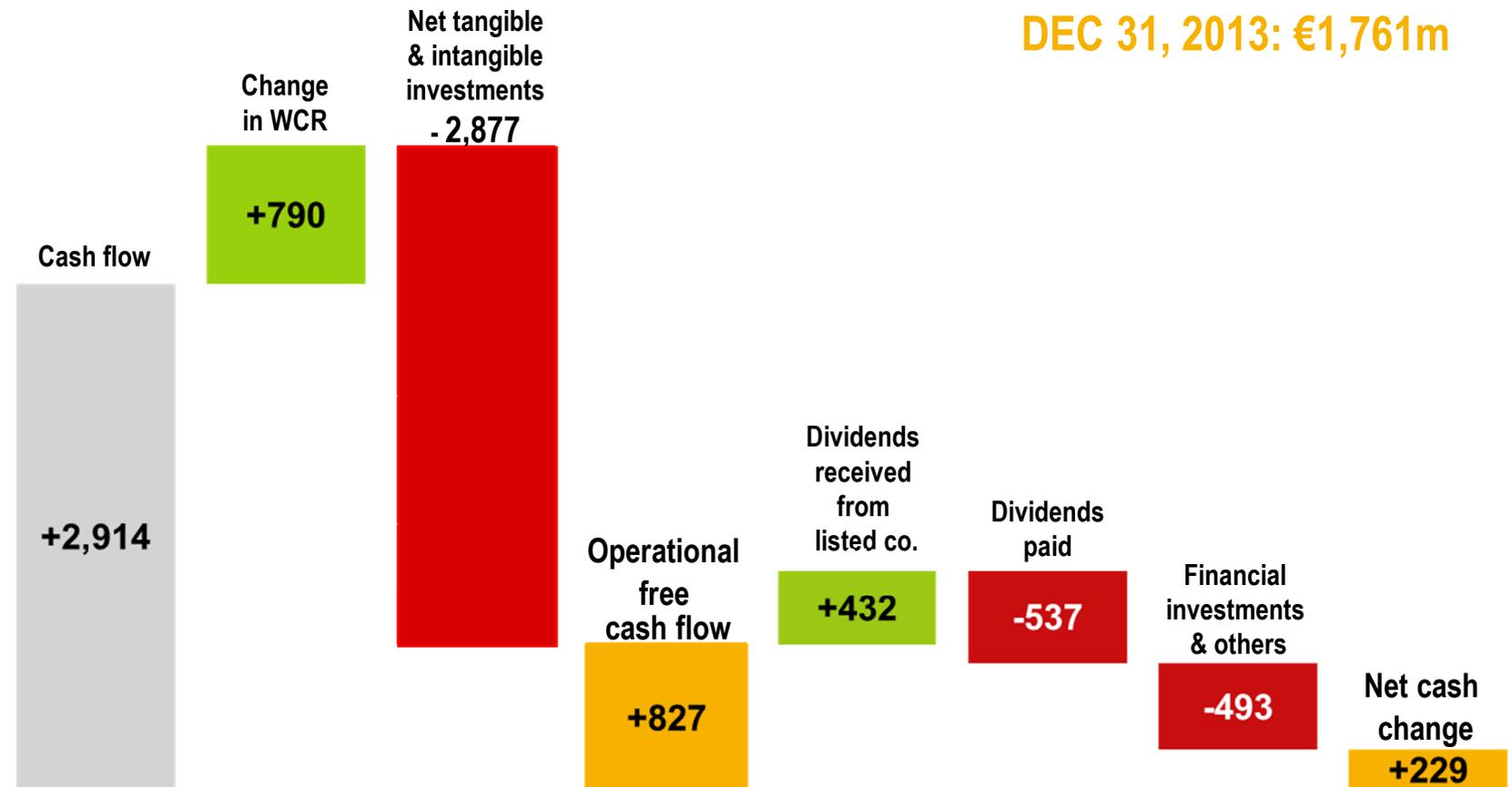
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AUTOMOTIVE NET CASH POSITION

DEC 31, 2012 *: €1,532m
 DEC 31, 2013: €1,761m



(million euros)

* Restated from retrospective application of IFRS 11 "Joint Arrangements" and IAS 19 (revised) "Employee benefits"



FY 2013 NET CASH POSITION

- AUTOMOTIVE NET CASH POSITION : € 1.8 Md
 - AUTOMOTIVE LIQUIDITY RESERVES : € 14,1 Mds

- RCI LIQUIDITY RESERVES : € 7,5 Mds
 - RENAULT BANK DIRECT : SUCCESS IN GERMANY
 - Launch Projet in Austria
 - Target 20 - 25% of RCI Banque assets



RENAULT
Bank direkt

ZESTO
by RCI Banque

PEPITO
by RCI Banque

DRIVE THE CHANGE



RENAULT GROUP

FINANCIAL RESULTS 2013

02

DRIVE THE CHANGE

CARLOS GHOSN

Chairman & Chief Executive Officer



DRIVE THE CHANGE

2011 – 2013 Review



THREE YEARS OF **SIGNIFICANT TRANSFORMATIONS**

From
a regional



to a more global player
(50% of sales outside Europe)

Product offensive
has started



Eye-catching cars
that attract customers

CLIO IV: NEW RENAULT DESIGN



- # 1 in France
- # 3 in Europe

CAPTUR: SUCCESSFUL RENEWAL OF B SEGMENT



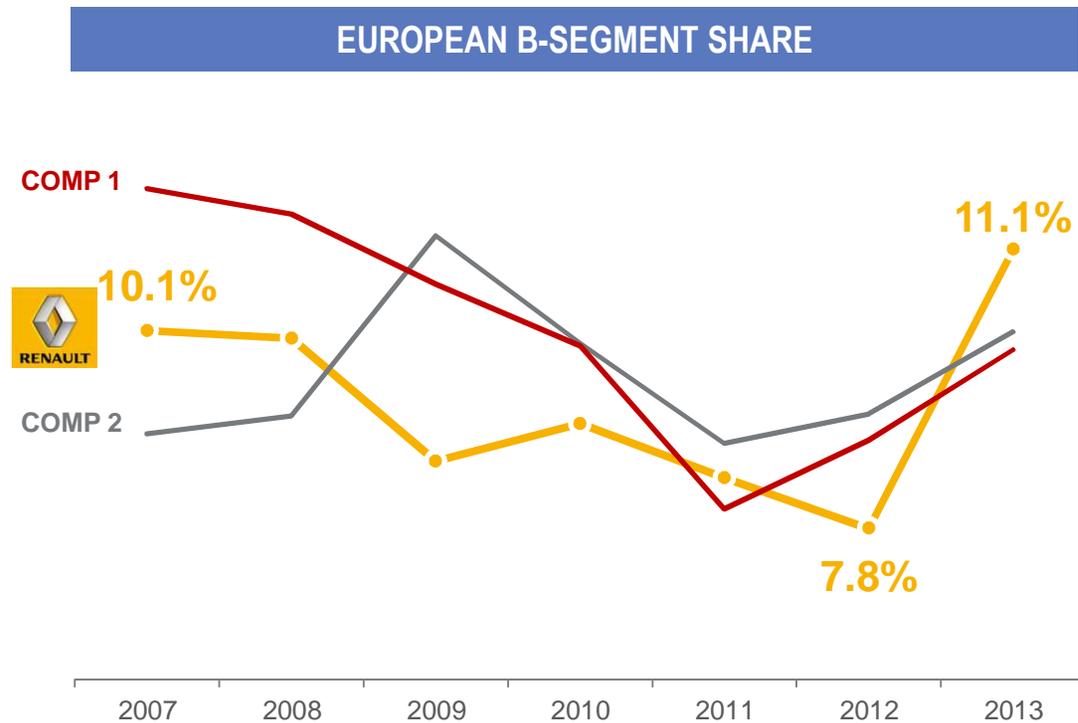
- # 1 Crossover in France
- Segment leader in Europe*

* since July 2013

ZOE: EV FLAGSHIP



B-SEGMENT DRIVES RENEWAL IN EUROPE



- Back to #1 position on the B-segment in Europe
- Profitable B range
- Design & innovation image in progress



M0 RANGE SET TO CONQUER GLOBAL MARKETS



- > 1M units sold in 2013
- 111 countries of sales
- 8 manufacturing sites
- 1st profit pillar



DUSTER: A GLOBAL CAR



- #1 Renault model worldwide (377k)
- #1 SUV in Russia
- #2 SUV in India
- #2 SUV in Brazil

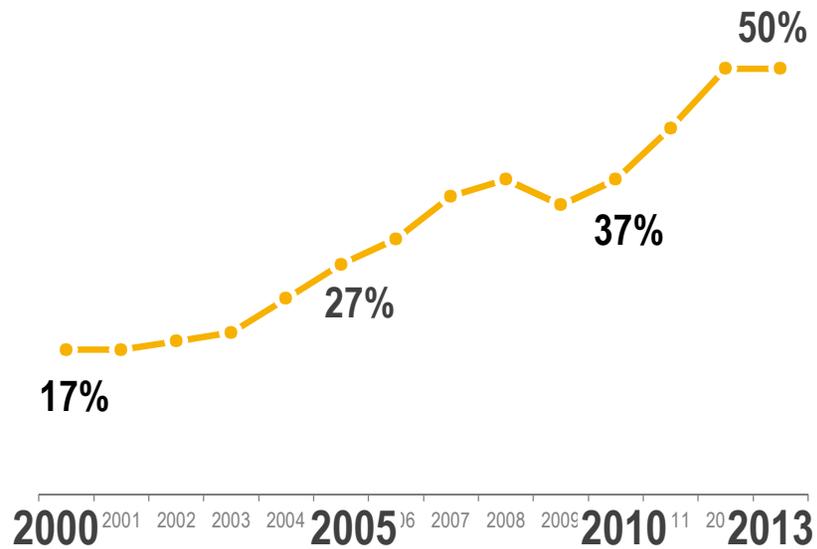
NEW MASTER **FUELS #1 LCV POSITION IN EUROPE**



- **#1 LCV brand in Europe**
- **Kangoo EV, #1 electric LCV**

A MORE GLOBAL PLAYER

SHARE OF SALES OUTSIDE EUROPE



MARKET SHARES CHANGE ON MAJOR MARKETS OUTSIDE EUROPE

		2013 MS	Gap vs 2010 (points)
01	BRAZIL	6.6	+1.8
02	RUSSIA	7.6	+2.6
03	TURKEY	17.0	+2.0
04	ARGENTINA	15.4	+2.4
05	ALGERIA	26.2	-1.9
06	INDIA	2.2	+1.9

RENAULT GETS STRONGER OUT OF THE CRISIS IN EUROPE

2013 Sales: > 3 M vehicles



**Cumulative 2011-2013
Free Cash-Flow** > € 2 Bn



OUR INTERNATIONAL GROWTH HAS NOT OFFSET THE EUROPEAN CRISIS

DRIVE THE CHANGE

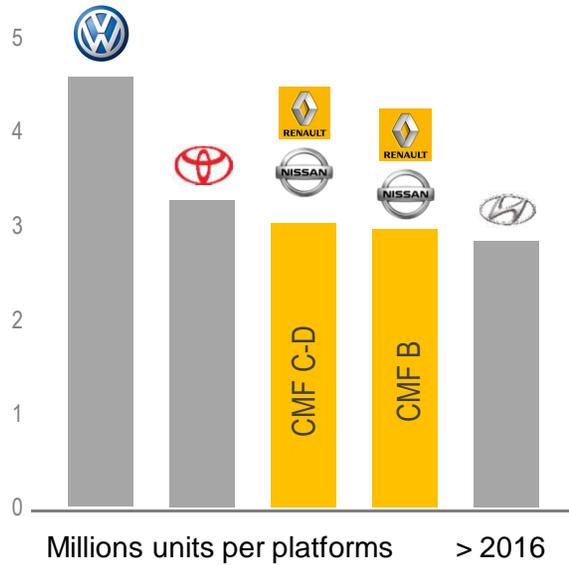
Ready to accelerate



DEVELOPING OUR SCALE AND COMPETITIVENESS

SHARED PLATFORMS

80% of future launches

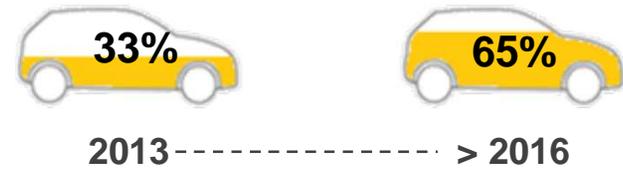


Millions units per platforms > 2016

Source : VAG,Hyundai,Toyota : IHS / R&N : Alliance plan

MODULAR APPROACH

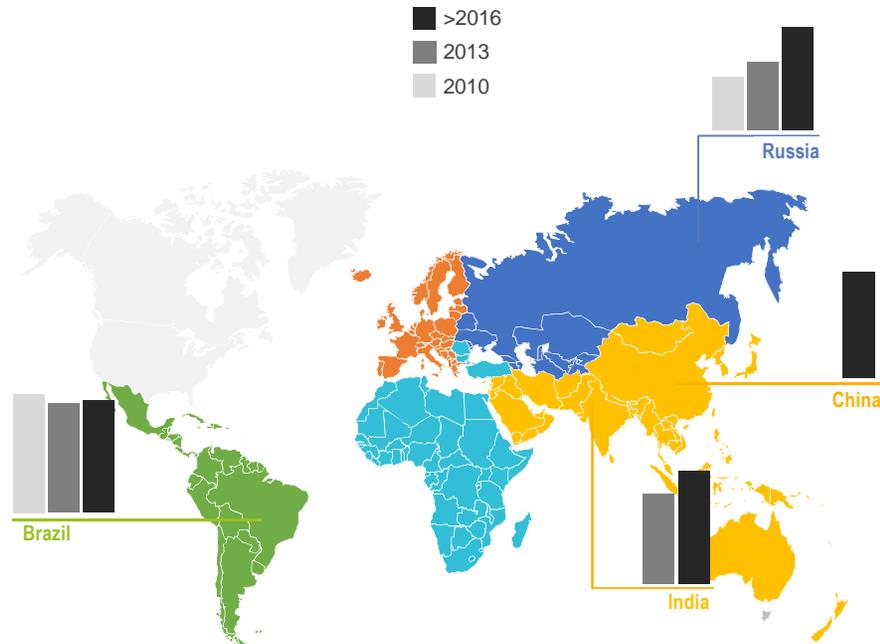
2/3 of value of upcoming vehicles from standardized modules



REDUCING COST OF VEHICULES

SOURCING OPTIMIZATION

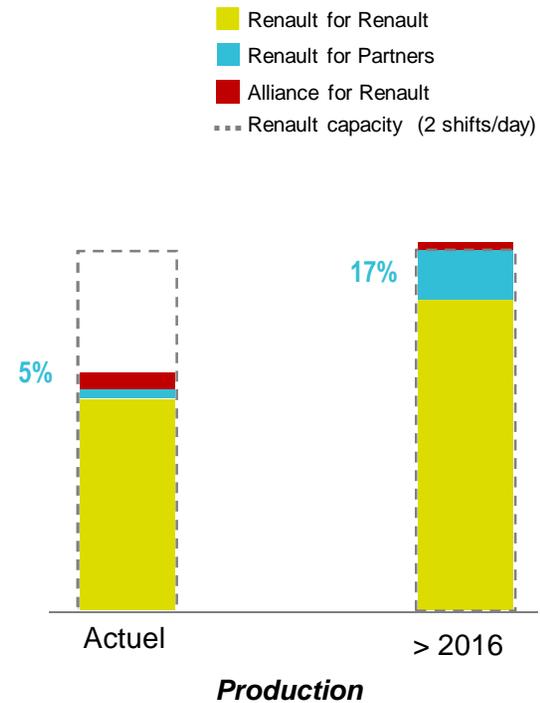
Local integration rate*
 > 80 % in 4 major countries



(*) including powertrain group

INDUSTRIAL CAPACITIES

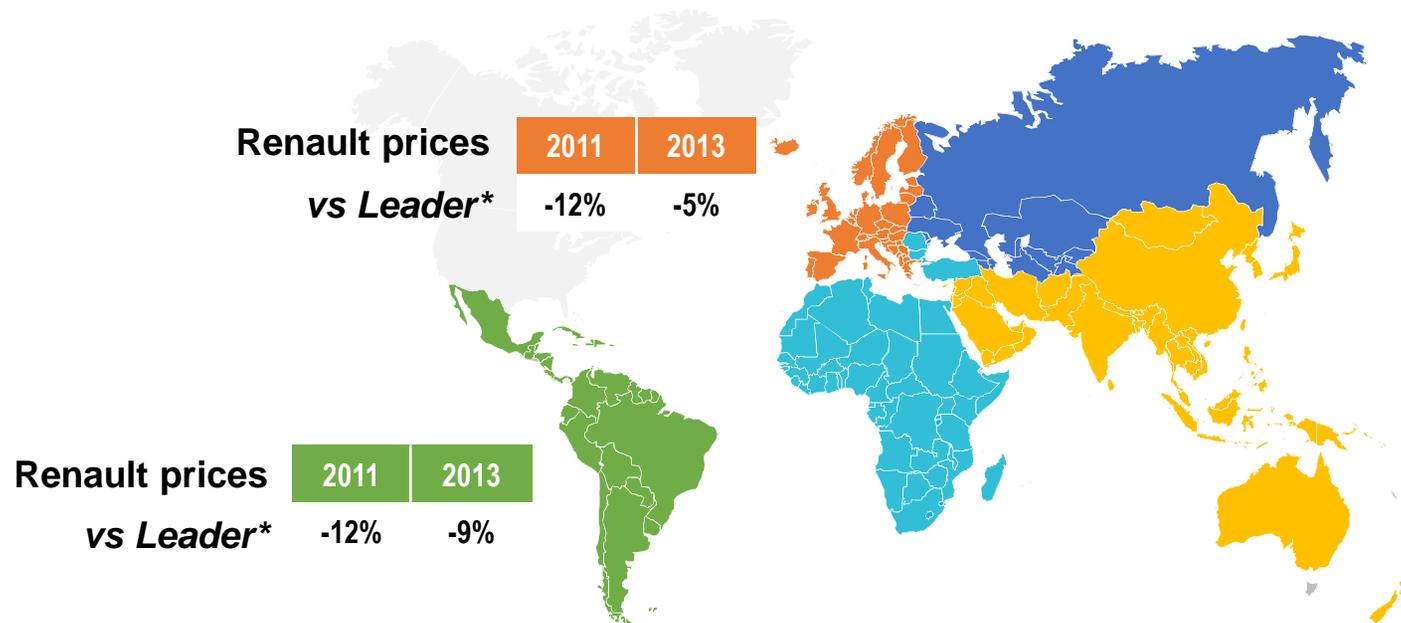
Utilization rate in Europe > 100%



MAINTAINING OUR PRICING POLICY

Renault prices	2011	2013	2016
<i>Vs Basket</i>	-4%	+3%	Maintaining our pricing discipline
<i>Vs Leader*</i>	-12%	-5%	

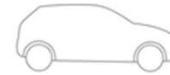
(<0: Competitors more expensive ; >0 : Competitors cheaper)



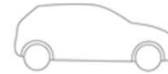
* Price leader among mass makers

A GLOBAL LINE UP RENEWAL AND EXPANSION

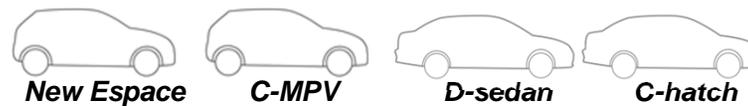
- A-entry vehicles for emerging countries



- Innovative upcoming Twingo



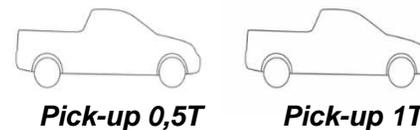
- C & D offer complete renewal



- Full cross-overs line up for all our markets

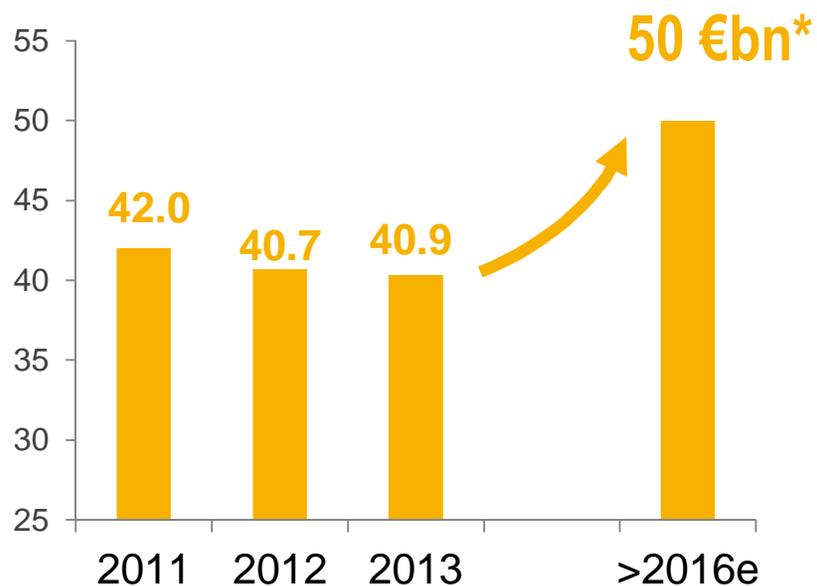


- LCV international roll out



REVENUE GROWTH

GROUP TURNOVER IN €bn



- Increased product value
- C/D segments renewal
- Additional businesses



1st French brand in the world

2nd brand in Europe

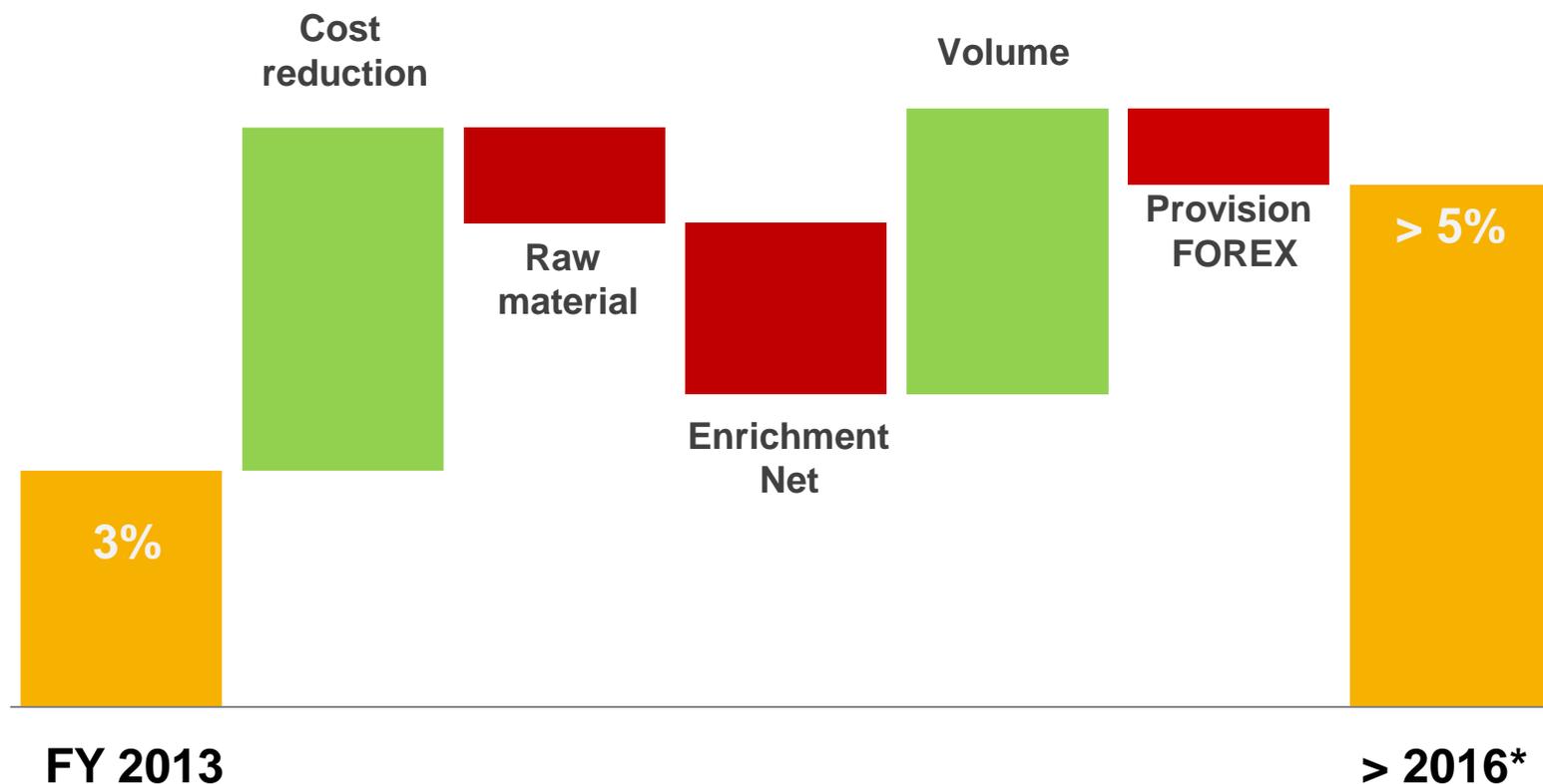


Keep leadership in its category

(*) Measured in 2017, first year with Plan full effect.
Without AVTOVAZ consolidation.
Based on bank consensus FX rate at the beginning of 2014.



OPERATING MARGIN > 5 %



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Based on bank consensus FX rate at the beginning of 2014.

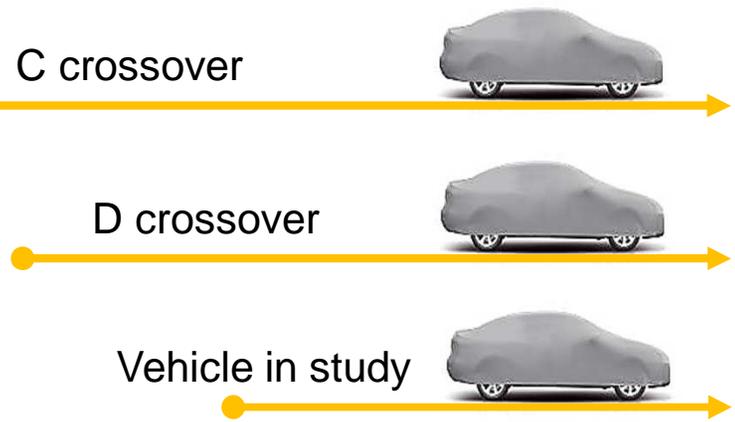


NEW FRONTIERS: CHINA



Signature Industrial project New plant → 150,000 veh./year

WITH OUR PARTNERS



2nd step



ACCELERATING ALLIANCE SYNERGIES

A CONVERGENCE PROJECT IN 4 AREAS

PURCHASING

ENGINEERING

MANUFACTURING
& SUPPLY CHAIN

HUMAN
RESSOURCES



TARGET 2016 :
Synergies > € 4.3 Mds

DRIVE THE CHANGE





APPENDIX



TIV AND GROUP REGISTRATION EVOLUTION 2013 vs 2012

GLOBAL*

TIV + 3.9%
GROUP + 3.1%
w/o IRAN + 5.9%

EUROPE

TIV - 1.7%
GROUP + 2.4%

EURASIA

TIV - 3.1%
GROUP + 11.6%

EUROMED-AFRICA

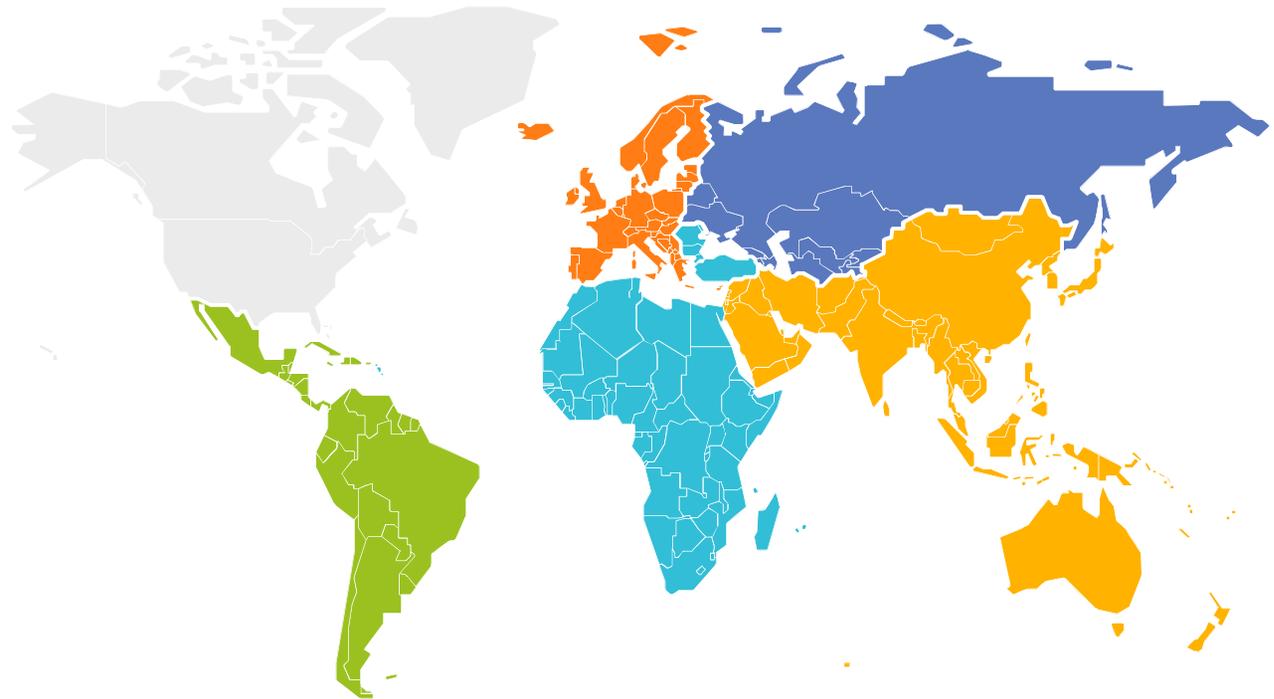
TIV + 3.0%
GROUP + 7.8%

AMERICAS

TIV + 2.4%
GROUP + 3.6%

ASIA-PACIFIC

TIV + 5.6%
GROUP - 7.4%
w/o IRAN + 28.9%



*PV+LCV including USA & Canada

FY 2013 FINANCIAL RESULTS PROFORMA

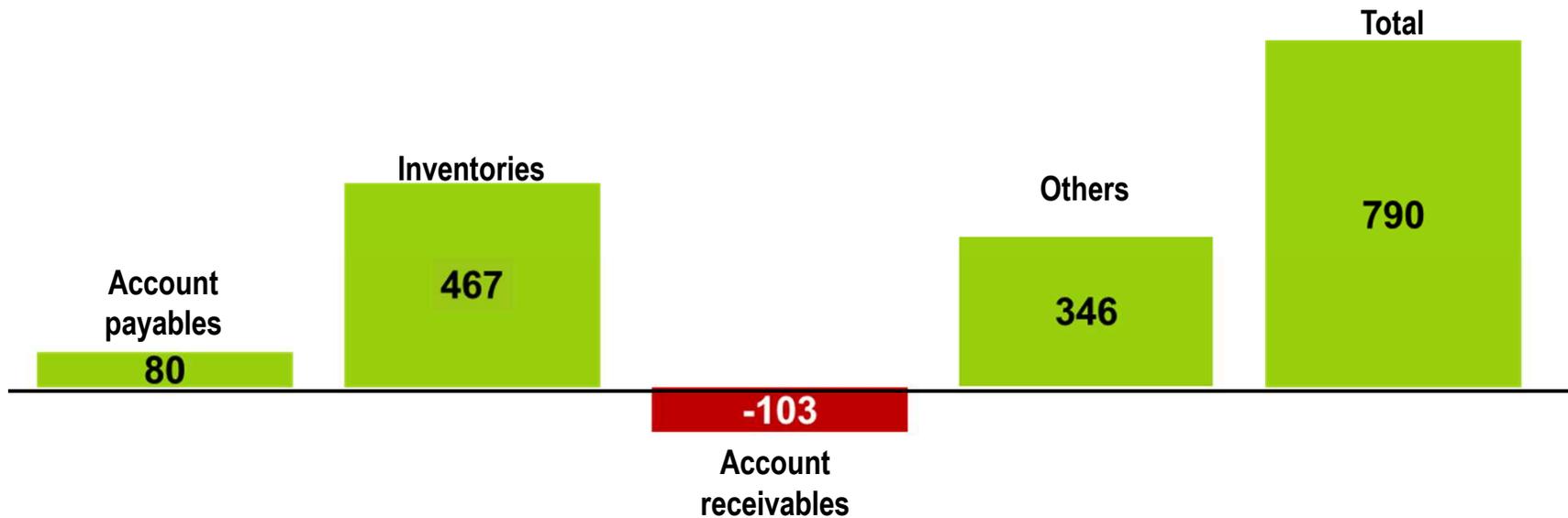
(million euros)

	FY 2012 PUBLISHED	FY 2012 RESTATED*
Revenues	41,270	40,720
Operating profit	729	782
in % of revenues	1.8%	1.9%
Other operating income & expenses	-607	-599
EBIT	122	183
Net financial income & expenses	-266	-321
Capital gain on disposal of A shares in AB Volvo	924	924
Associated companies	1,504	1,475
Current & deferred taxes	-549	-549
Net income	1,735	1,712

* Restated from retrospective application of IFRS 11 “Joint Arrangements” and IAS 19 (revised) “Employee benefits”

CHANGE IN WORKING CAPITAL REQUIREMENT

DEC 31, 2013 vs DEC. 31, 2012



(million euros)

