

SALES RESULTS 2011

RENAULT GROUP

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**CHANGEONS DE VIE
CHANGEONS L'AUTOMOBILE**



17 JANVIER 2012

PROPRIÉTÉ RENAULT

WHAT WE FORECASTED FOR 2011

“

Outlook for 2011

- Contrasted market trends: Europe / outside Europe
- Continued international growth (43% of Group sales)
- Consolidation of our position in Europe (Renault brand top-three in Europe)
- Launch of electric range in second semester ”



RENAULT GROUP 2011: HIGHLIGHTS

2,722,062 new vehicle sales

- **New sales record for the Group**



International sales: +19.2%

- **1st for the Group: 1,172,686 NV sales**
- **43% of total sales**



- Supply constraints in first half
- Impact of tsunami in Japan
- Sovereign debt crisis in Europe



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SALES RESULTS 2011



WORLD SALES OF 75 MILLION NEW VEHICLES, UP 5.3%

GLOBAL

TIV* + 5.3%

EUROPE

TIV - 0.5%

EURASIA

TIV + 38.2%

EUROMED

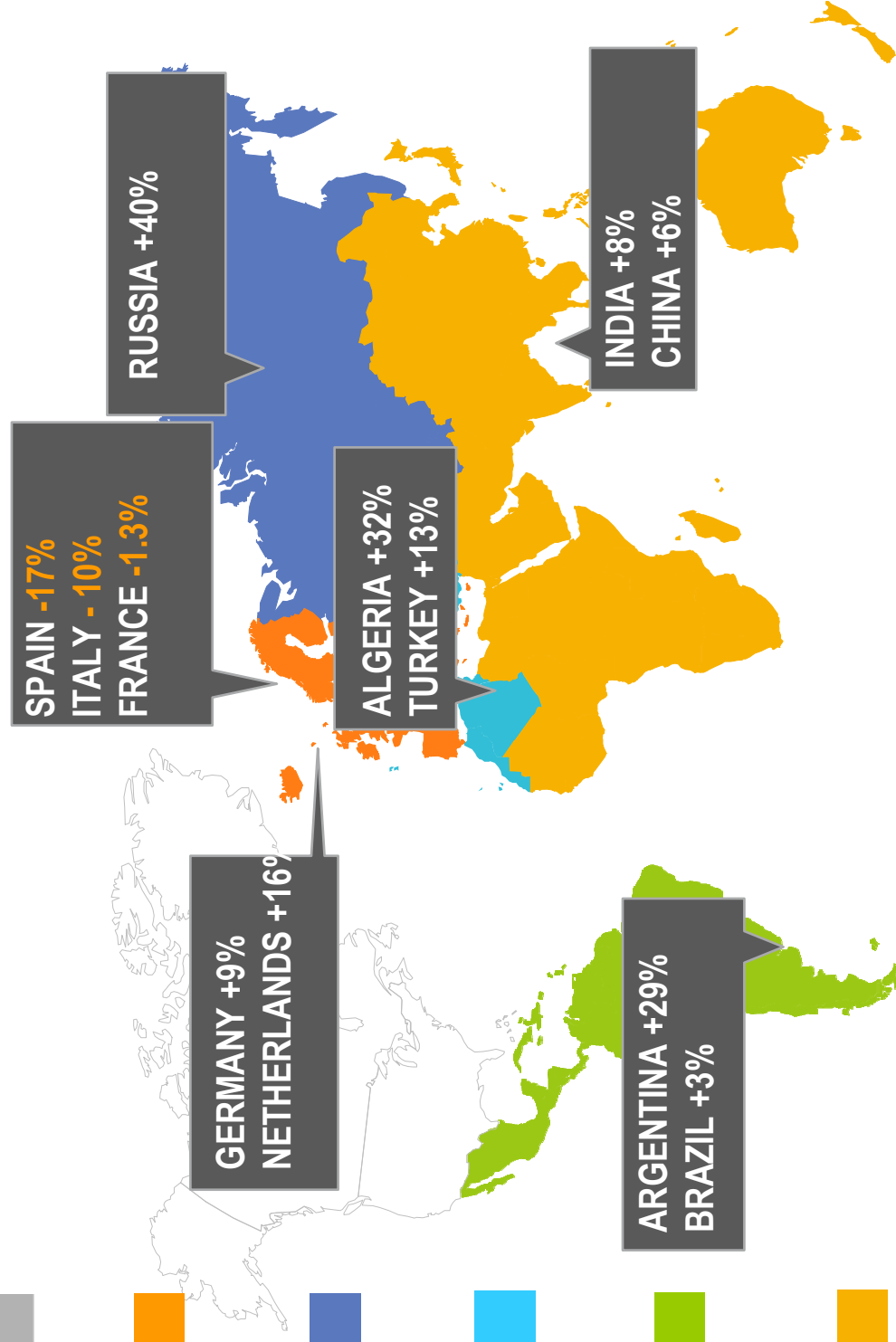
TIV + 12.5%

AMERICAS

TIV + 9.6%

ASIA-AFRICA

TIV + 3.2%



* TIV PC+LCV including USA + Canada



CHANGÉONS DE VIE
CHANGÉONS L'AUTOMOBILE

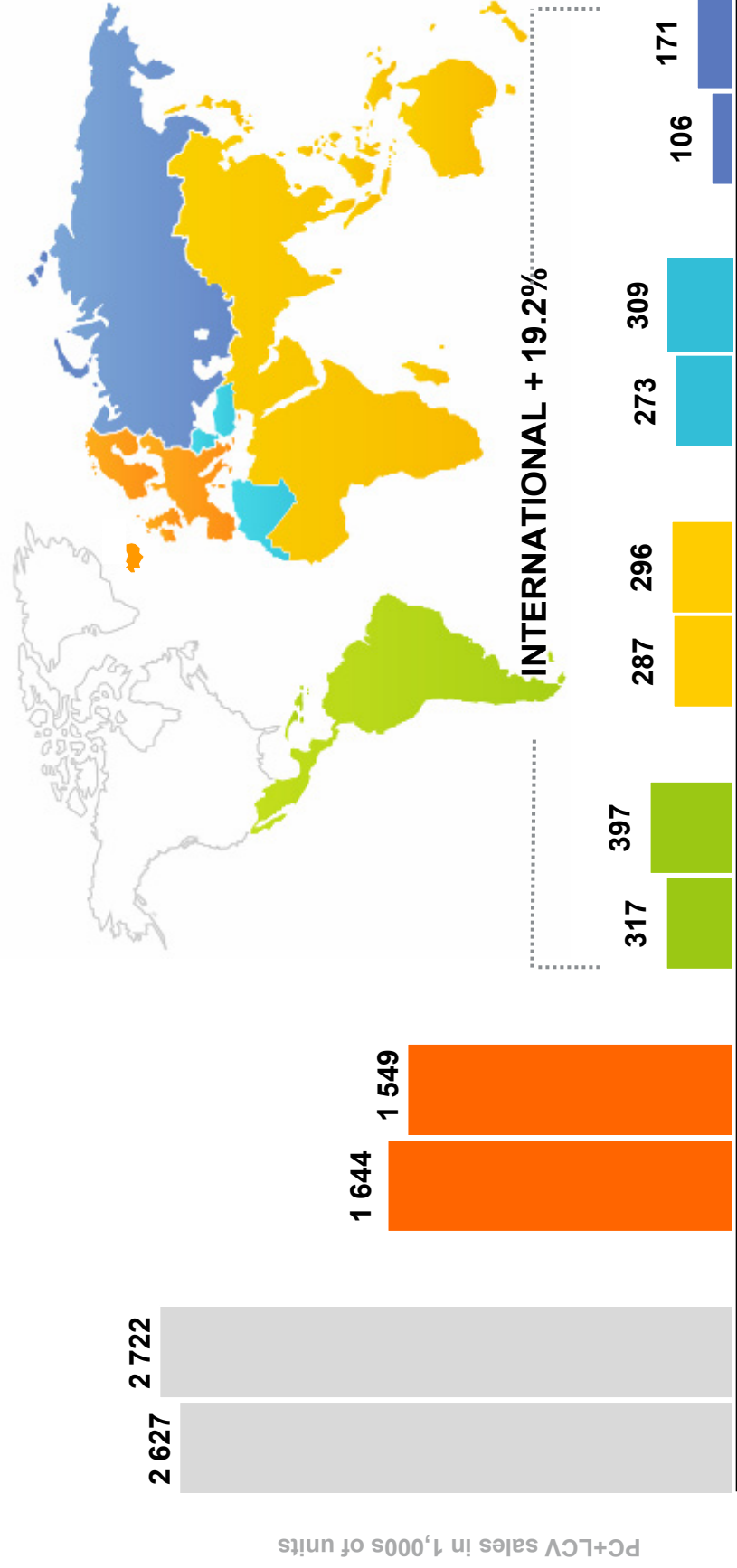
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RECORD SALES OF 2,722,062 VEHICLES

MORE THAN 1.1 MILLION OUTSIDE EUROPE: **+19.2%** vs. TIV **+6.2%**



TIV

+ 5.3 %

-0.5%

+6.2%

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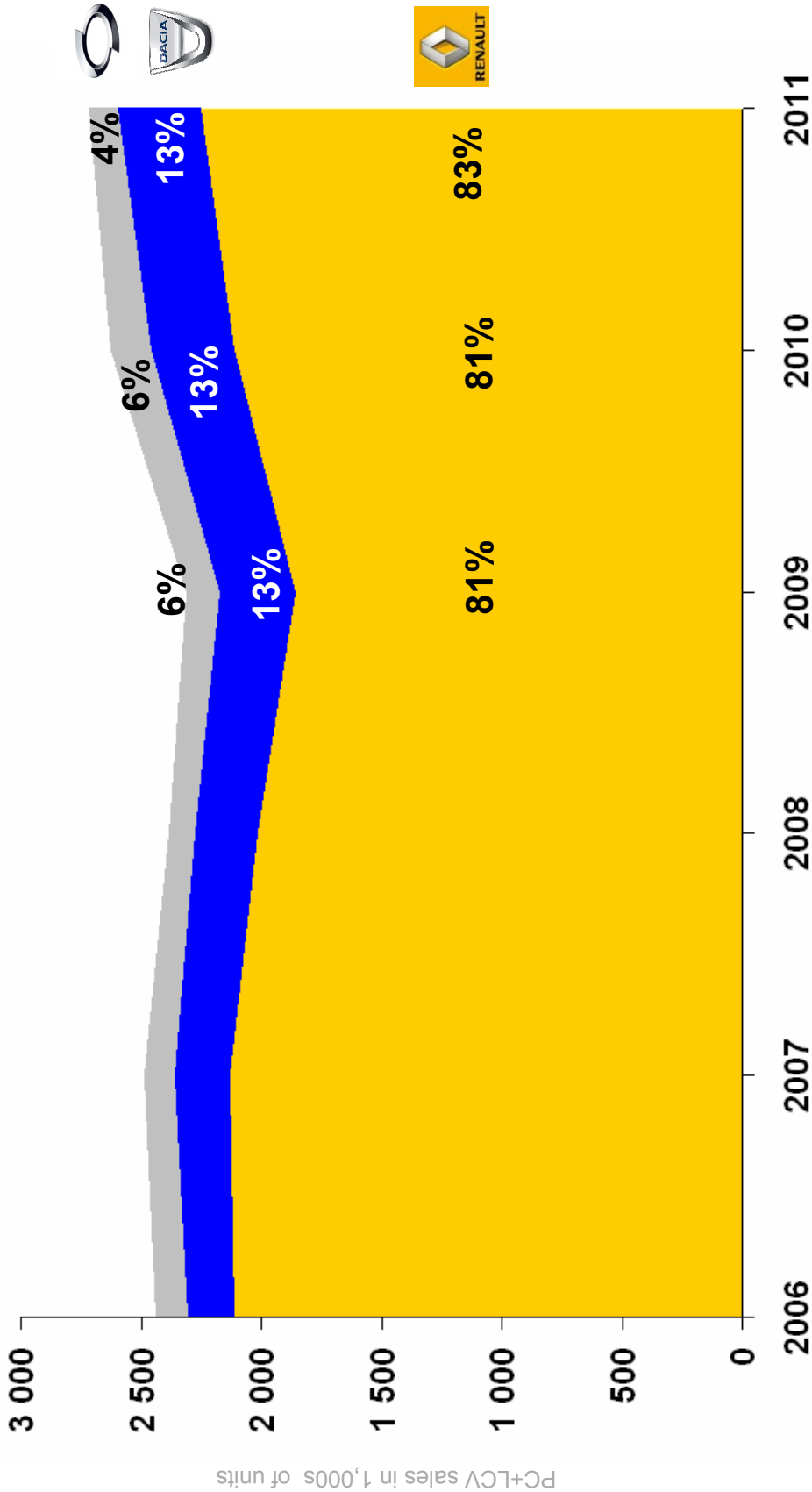
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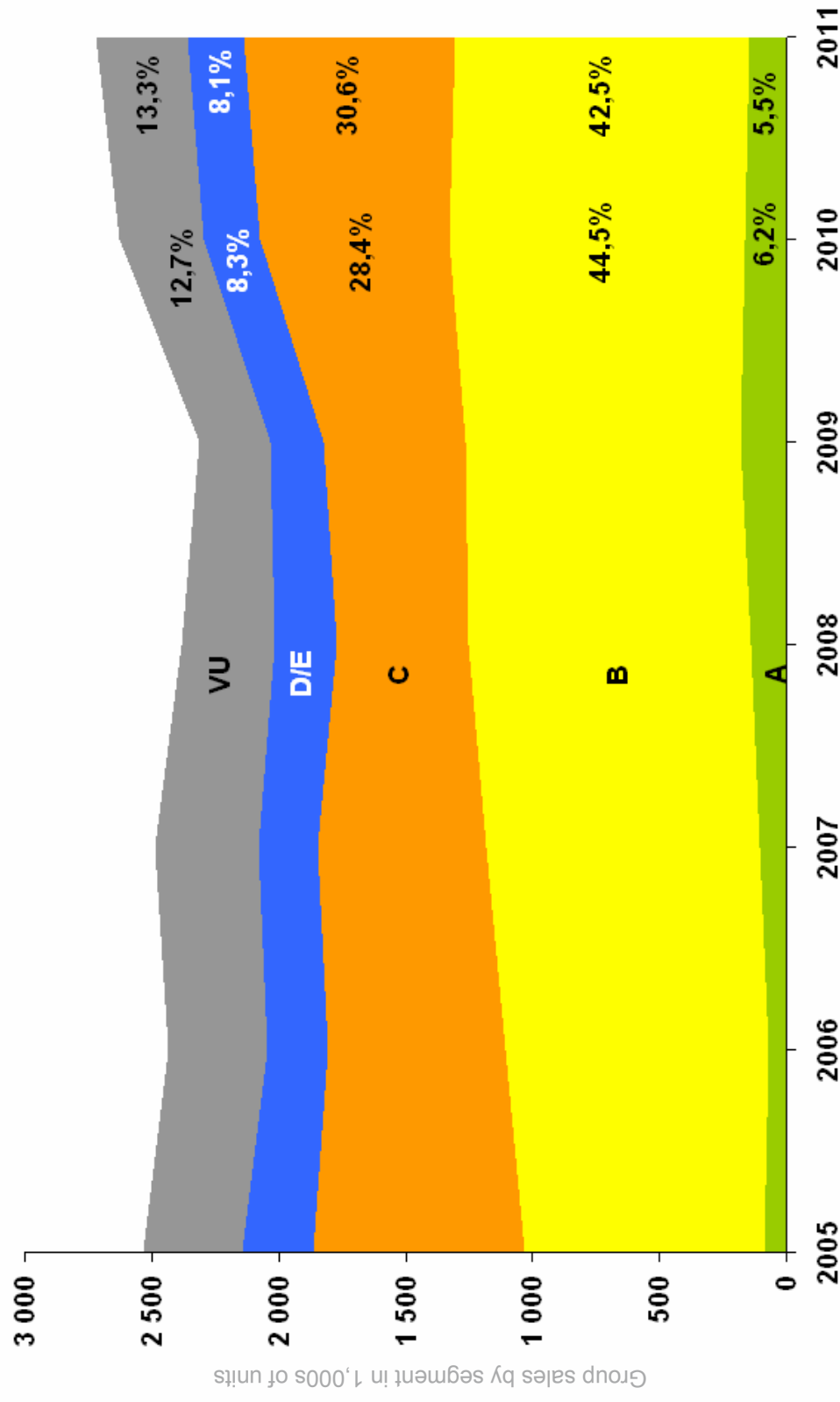
CHANGÉONS DE VIE
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SALES RECORD DRIVEN BY RENAULT BRAND (+6.7%)



SALES BY SEGMENT INCREASE IN C SEGMENT AND LCV SALES



CHANGÉONS DE VIE
CHANGÉONS L'AUTOMOBILE

02



SALES RESULTS BY REGION

EURASIA:

60% INCREASE IN VOLUME



MS

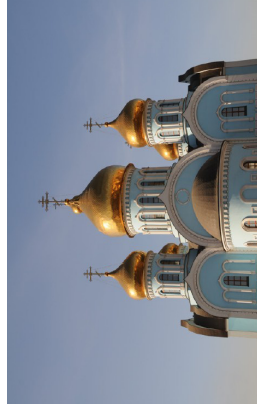
Eurasia

5.6%

+0.8 pt

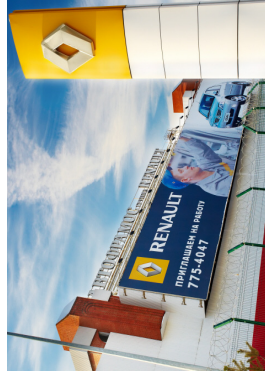


RUSSIA



■ **Group's no.4 market**

■ **5.8% MS (+0.7 pts)**



ÉCOUTER



GARANTEE



DURER



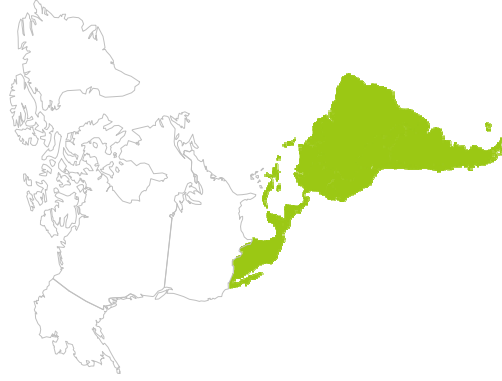
SERVIR

■ **Network expansion**

■ **Top-three on product and service quality**

AMERICAS:

BRAZIL BECOMES 2nd MOST IMPORTANT MARKET FOR RENAULT GROUP



MS

Americas 6.1%

+0.8 pt



BRAZIL



- Group's no.2 market
- Volume up 21%

ARGENTINA



- 106,000 units sold
- Renault the no.3 brand

RENAULT SANDERO PH2

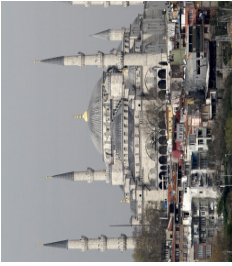
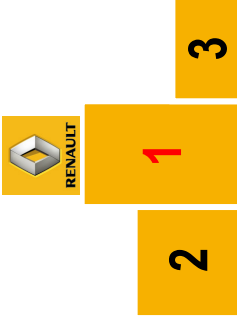




RENAULT DUSTER



EUROMED: LEADERSHIP IN ALL THE MARKETS



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|--|--|-------------------|----|--|--|---------|
| <p>TURKEY</p>  <p>RANKING PC</p> <p>MS: 16.3%</p>  | | | | | | |
| <p>MOROCCO</p>  <p>RANKING PC+LCV</p> <p>MS: 37%</p>  | | | | | | |

| | | | | | | |
|--|--|---|--|---|--|--|
| <p>SYMBOL</p>  <p>Leader in its segment</p> | | <p>MEGANE & FLUENCE</p>  <p>No.1 in C segment</p> | | <p>VANS</p>  <p>Sales x2</p> | | |
|--|--|---|--|---|--|--|

ASIA-AFRICA: A REGION WHERE WE ARE PREPARING THE FUTURE



MS

Asia-Africa 0.9%

Stable

IRAN



- 10th market of the Group
- No.5 brand in PCs

CHINA



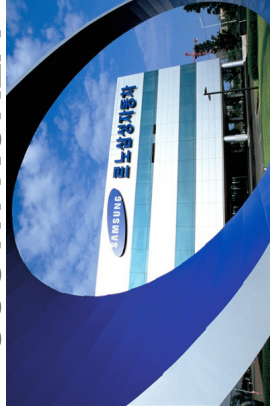
- 24,275 NVs, up 65% vs 2010
- 80 outlets

INDIA



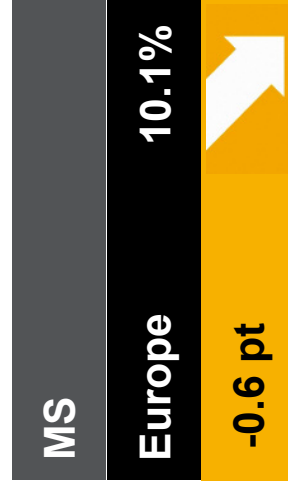
- Fluence Car of the Year
Top Gear

SOUTH KOREA



- Leader on service quality
- No.4 brand in PCs

EUROPE: RENAULT 2ND BRAND IN EUROPE



- 1.6% share of market
- Duster no.2 crossover on market
- Extension of dedicated network

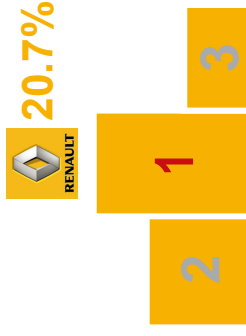


FRANCE:

26.1% SHARE OF FRENCH MARKET vs 27.9% IN 2010



RANKING PC



- Renault brand leads the A, B and C segments



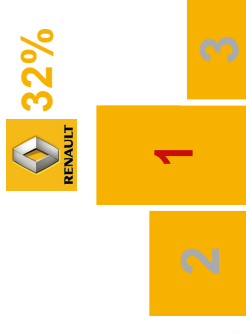
- Renault brand leader

- In PC sales to consumers and companies

- One in three light commercial vehicle sales

- Dacia brand: no.5 brand in sales to consumers

RANKING LCV



EUROPE: LAUNCH OF ELECTRIC VEHICLE RANGE



- Launch of Fluence Z.E. and Kangoo Z.E.
- Kangoo Z.E. voted International Van of the Year 2012
- Kangoo Z.E. selected by 19 major companies as part of Bailly call for bids : 15,600 vehicles



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CONCLUSION SALES OUTLOOK IN 2012

CONCLUSION 2011

RECORD YEAR FOR THE RENAULT GROUP WITH 2,722,062 VEHICLE SALES

2 sales records in 2011

- 2,722,062 vehicles sold
- of which 1.1 million outside Europe



Continued international development

- 19.2% growth in volumes outside Europe
- 43% of total sales



Consolidation in Europe

- Renault no.2 brand in PCs+LCVs and no.1 in LCVs
- Dacia confirmed its success with 1.6% MS



SALES OUTLOOK IN 2012

Product offensive

9 new vehicles

10 new phases

4 new Energy engines

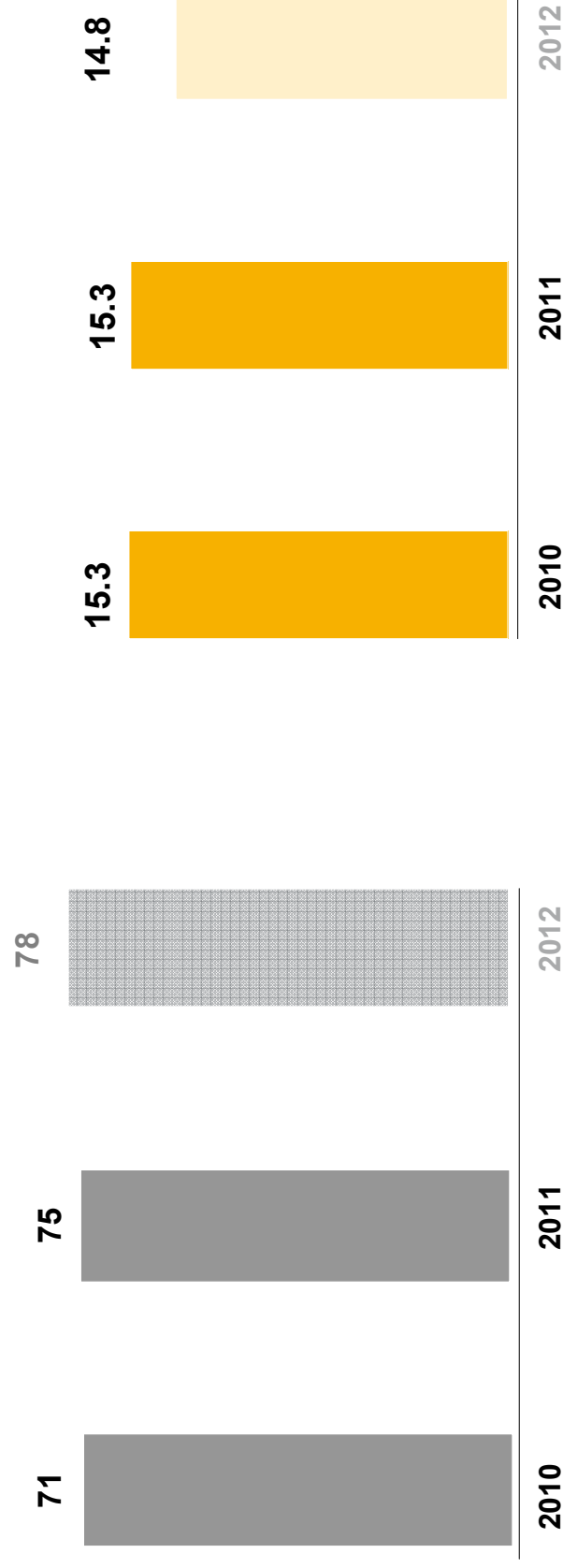
Complete **range of electric vehicles**



SALES OUTLOOK IN 2012

Product offensive

Markets: World Growth +4% - Europe -3/-4%, of which France -7/-8%



■ PC + LCV TIV World in millions of units

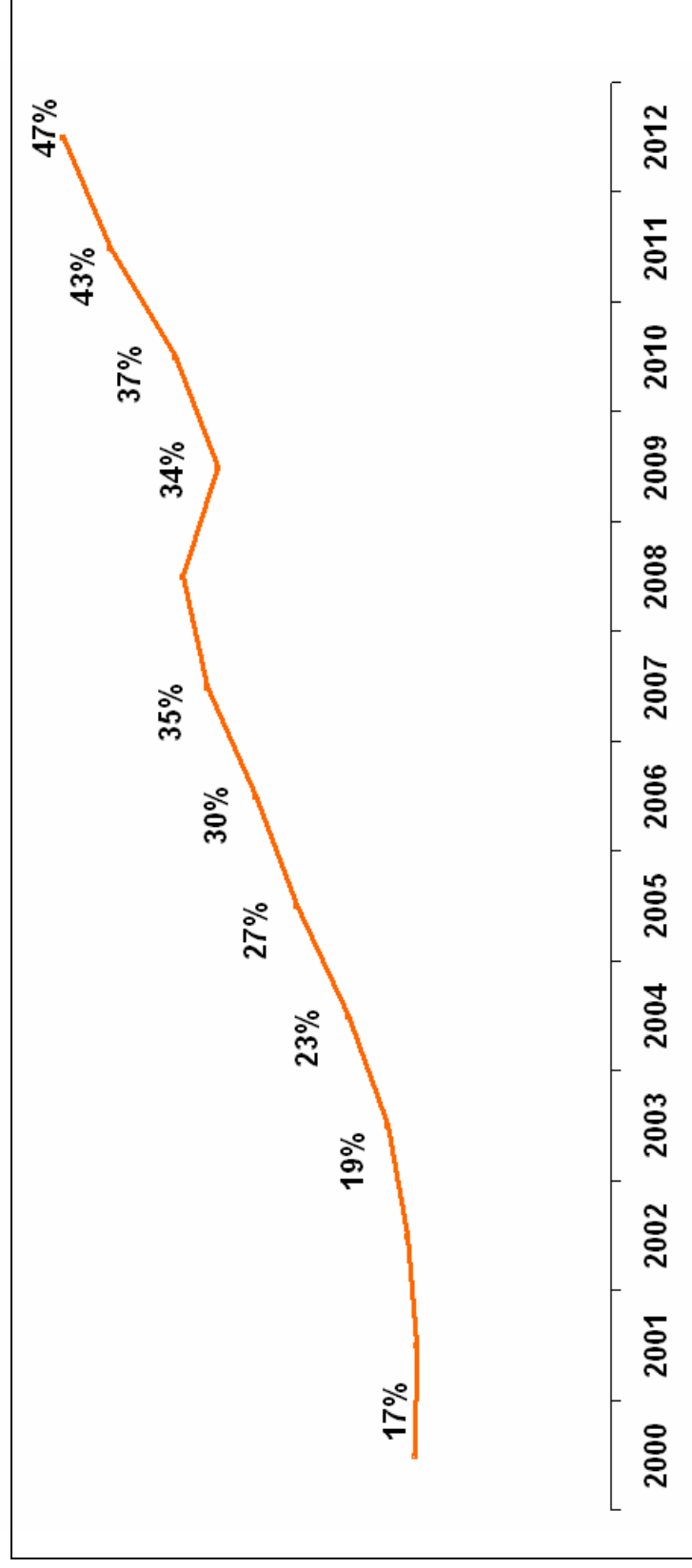
■ PC + LCV TIV Europe in millions of units

SALES OUTLOOK IN 2012

Product offensive

Markets: Growth outside Europe. Europe -3/-4%, of which France -7/-8%

International: international sales will grow to around 47% of the total



% of Group sales outside Europe
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Q&A

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