

RENAULT GROUP

FINANCIAL RESULTS FIRST HALF 2013

RENAULT GROUP H1 2013

JULY 26, 2013

RENAULT PROPERTY

DRIVE THE CHANGE



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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 H1 2013

DOMINIQUE THORMANN

CFO

02

OPERATIONS UPDATE & OUTLOOK

CARLOS TAVARES

COO

03

QUESTIONS & ANSWERS



01

FINANCIAL RESULTS H1 2013

DOMINIQUE THORMANN

CFO

RENAULT GROUP H1 2013

JULY 26, 2013

RENAULT PROPERTY

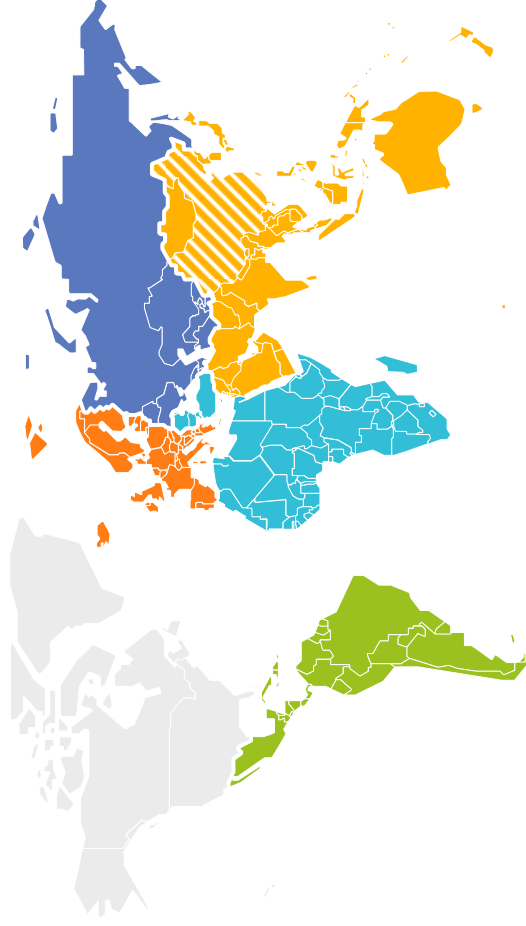
4



DRIVE THE CHANGE

RENAULT GROUP UNIT SALES H1 2013 vs H1 2012

K units
(PC+LCV)



1,328 1,303



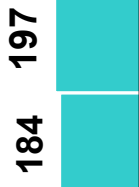
H1'12 H1'13
GLOBAL
-1.9%



H1'12 H1'13
EUROPE
-7.3%



H1'12 H1'13
EURASIA
+9.9%



H1'12 H1'13
EUROMED-AFRICA
+6.7%



H1'12 H1'13
AMERICAS
-2.4%



H1'12 H1'13
ASIA-PACIFIC
+7.8%

INTERNATIONAL +4.3%

H1 2013 FINANCIAL RESULTS

	H1 2012*	H1 2013	CHANGE
Revenues	20,622	20,441	-181
Operating margin	+508	+583	+75
in % of revenues	+2.5%	+2.9%	+0.4pts
Other operating income & expenses	+37	-832	-869
EBIT	+545	-249	-794
Net financial income & expenses	-154	-139	+15
Associated companies	+619	+749	+130
Current & deferred taxes	-236	-264	-28
Net income	+774	+97	-677

(million euros)

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

OPERATING MARGIN BY ACTIVITY

	H1 2012*	H1 2013	CHANGE
AUTOMOTIVE			
% Automotive revenues	+116	+211	+95
	+0.6%	+1.1%	+0.5pts
SALES FINANCING			
% Sales Financing revenues	+392	+372	-20
	+36.7%	+35.2%	-1.5pts
GROUP OPERATING MARGIN			
% Group revenues	+508	+583	+75
	2.5%	2.9%	+0.4pts

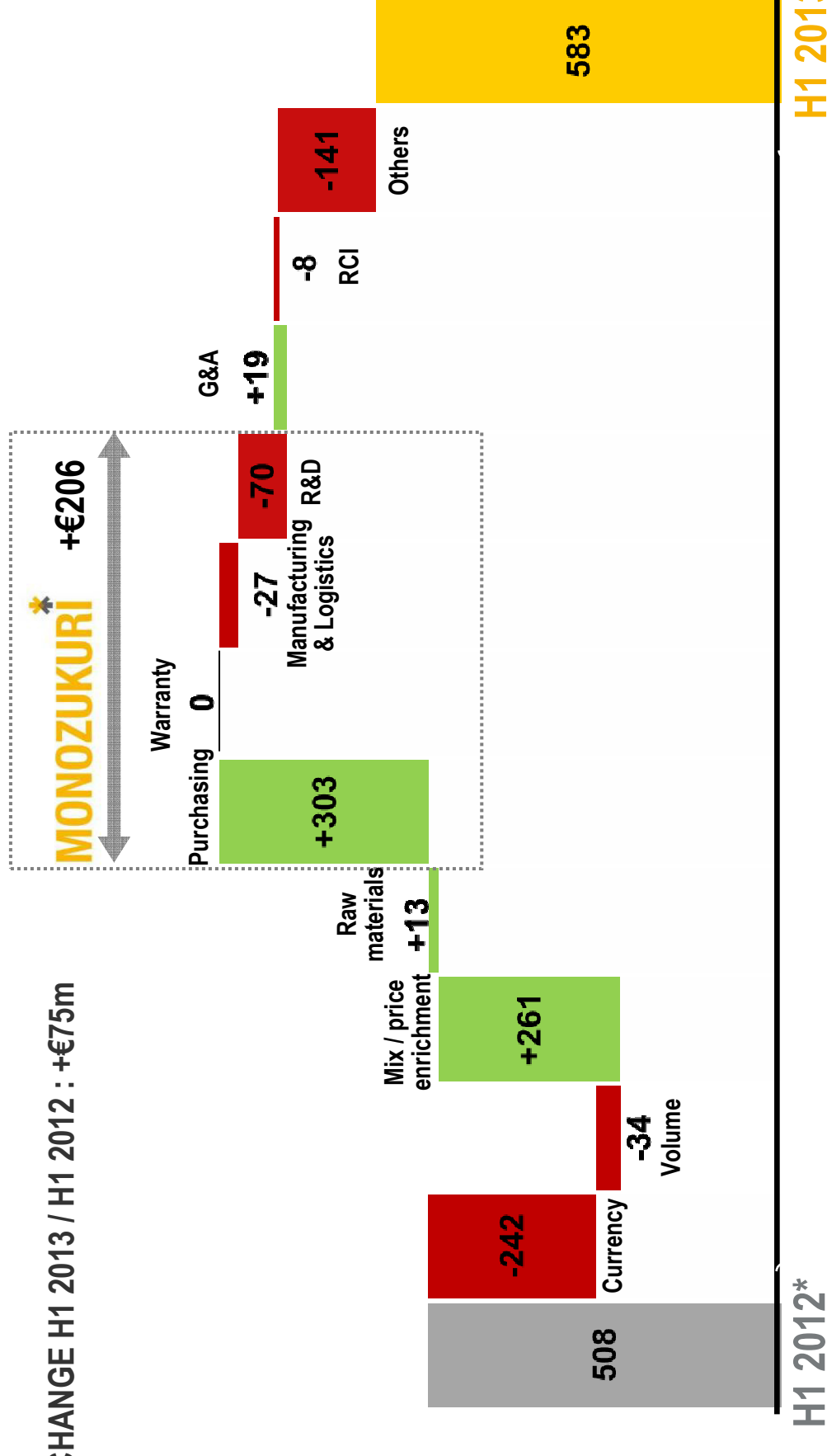
(million euros)

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



GROUP OPERATING MARGIN VARIANCE ANALYSIS

CHANGE H1 2013 / H1 2012 : +€75m



H1 2012*

(million euros)

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

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ASSOCIATED COMPANIES

	H1 2012*	H1 2013	CHANGE
Nissan	+553	[+766]	+213
AB Volvo	+68	-	-68
AVTOVAZ ⁽¹⁾	+4	-10	-14
Others	-6	-7	-1
Total associated companies	+619	+749	+130

(million euros)

Q1

Q2

+433

+333

⁽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"

H1 2013 FINANCIAL RESULTS

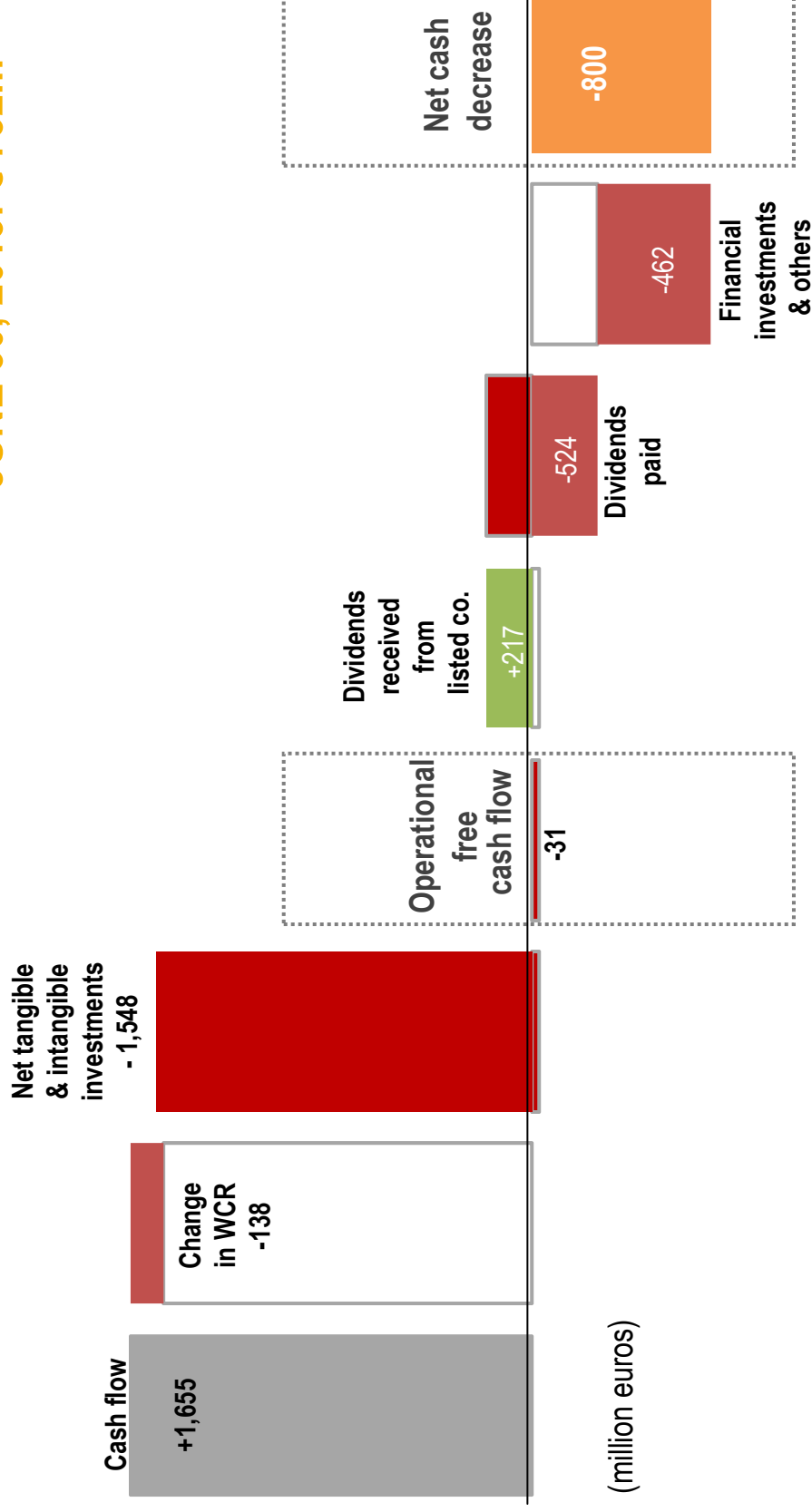
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AUTOMOTIVE NET CASH POSITION

DEC. 31, 2012 *: € 1,532m
JUNE 30, 2013: € 732m



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

RCI BANQUE RETAIL DEPOSIT ACTIVITY A GROWING SUCCESS



RENAULT
Bank direkt

End 2012 End June 2013

COLLECTED AMOUNT (in € m)	893	2,586
o/w GERMANY	-	1,394
o/w FRANCE	893	1,192

- 2016 TARGET: 20 TO 25% OF RCI BANQUE OUTSTANDING



02

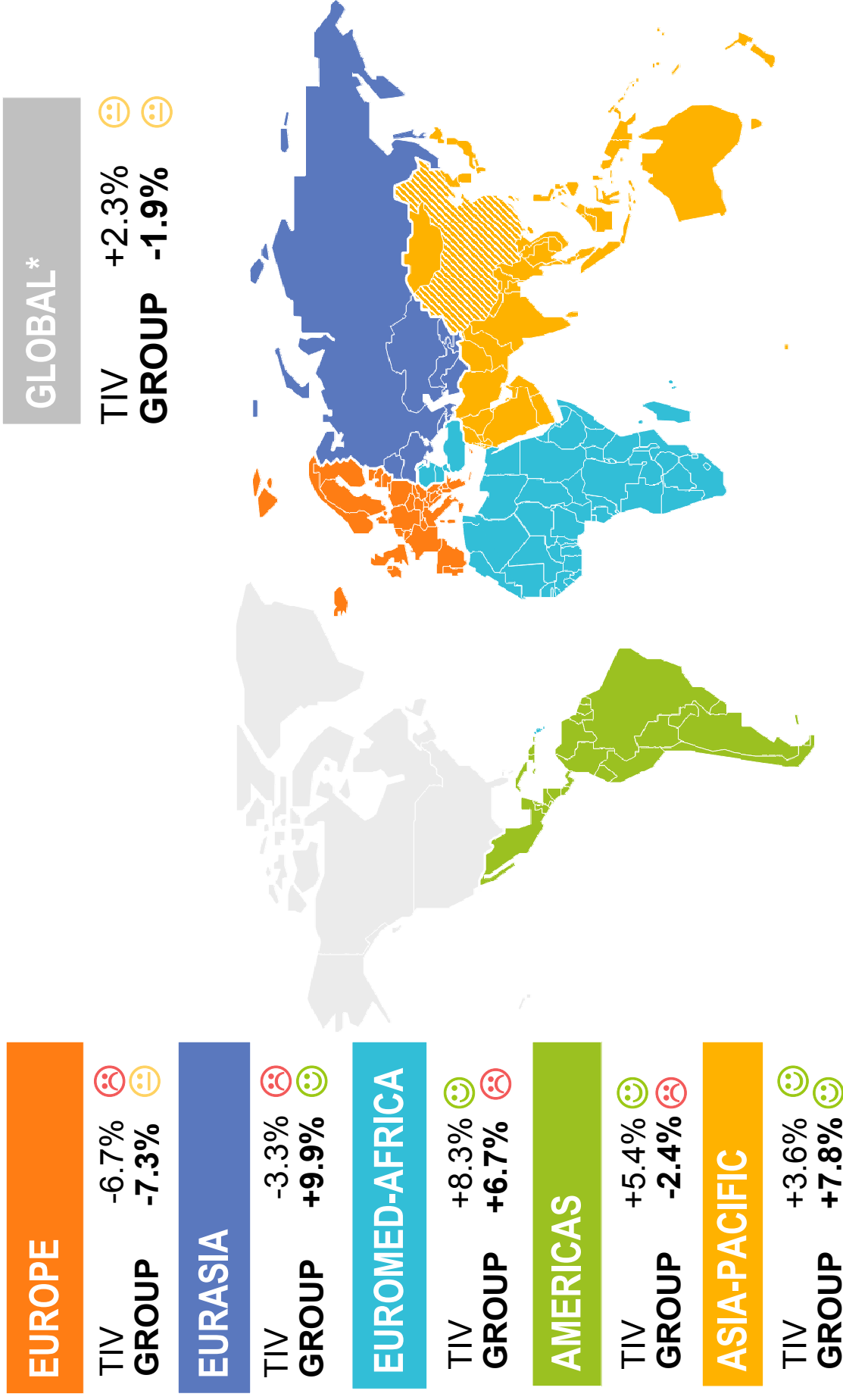
OPERATIONS UPDATE & OUTLOOK

CARLOS TAVARES

COO



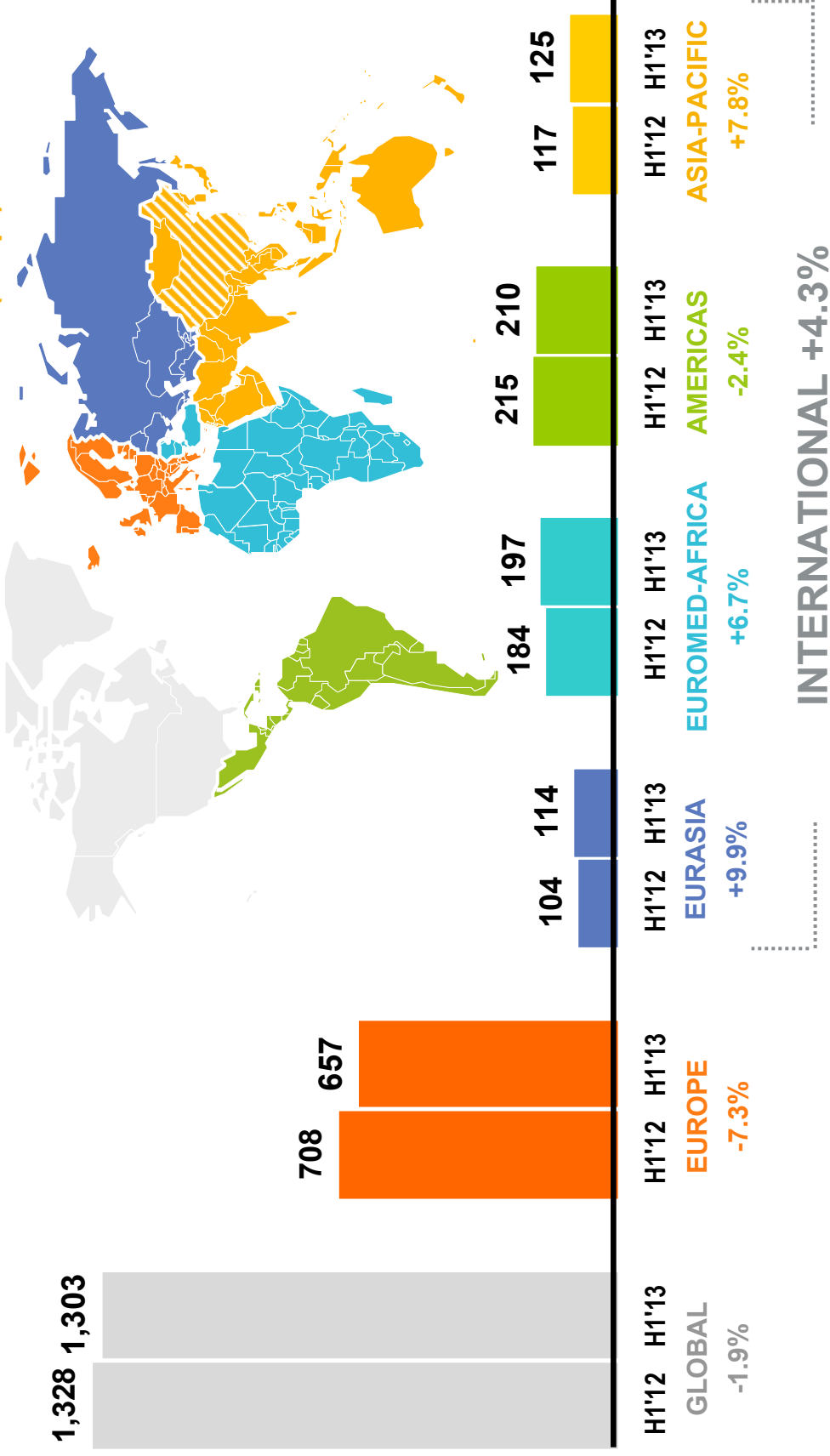
TIV & GROUP UNIT SALES H1 2013 vs H1 2012



RENAULT GROUP UNIT SALES H1 2013 vs H1 2012

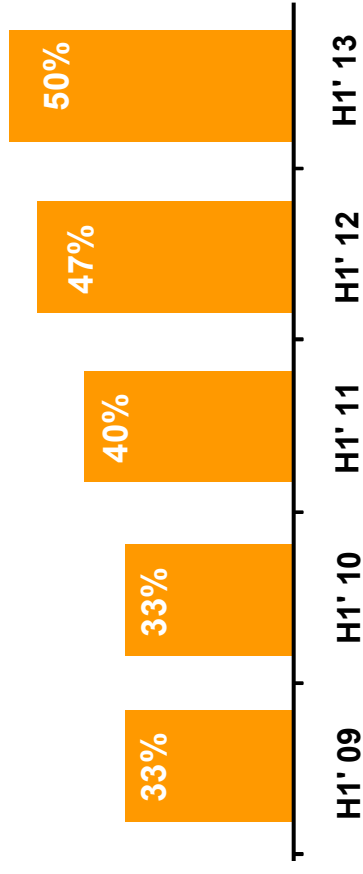
K units
(PC+LCV)

WORLD MARKET SHARE: 3.2% (-0.1pt)



A FURTHER STEP UP FOR INTERNATIONAL BUSINESS

% OF SALES OUTSIDE EUROPE



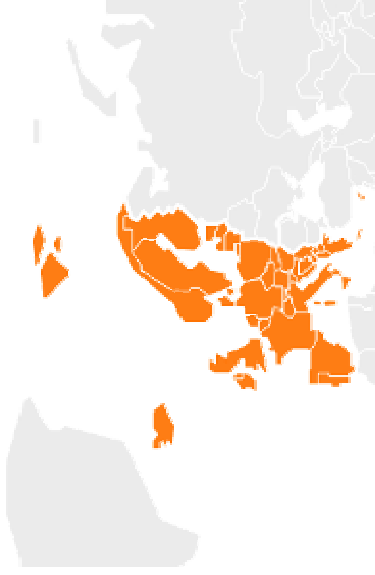
	Group M/S H1 2013	Gap vs H1 2012 (pt)	
1	France	24.9	+0.2
2	Russia	7.8	+1.1
3	Brazil	6.0	-0.8
4	Germany	5.1	=
5	Argentina	14.1	-0.2
6	Algeria	26.5	-1.7
7	Turkey	17.2	+0.7
8	Italy	7.0	+0.4
9	Spain	10.8	+0.8
10	Belgium+Lux	13.1	+0.5

INTERNATIONAL MIX: UP 3 POINTS vs
H1 2012

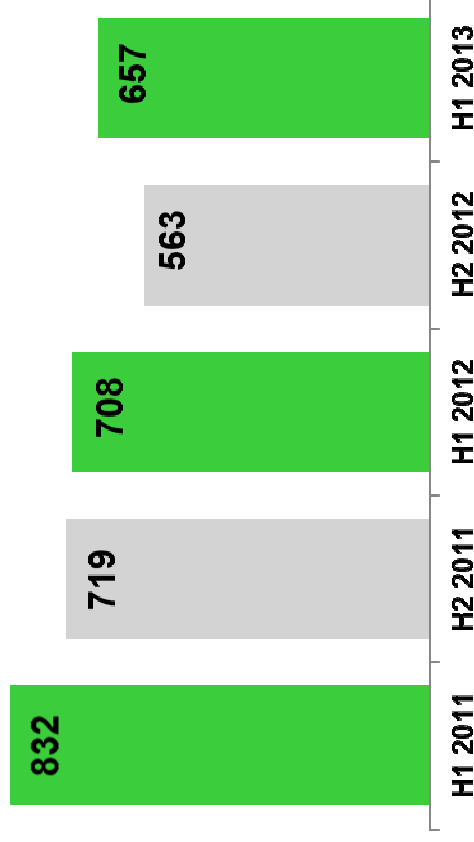
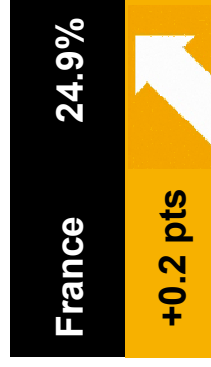
5 OF RENAULT'S TOP 10
MARKETS ARE NON-EUROPEANS

EUROPE REGION

MARKETS FALL AND UNFAVORABLE MIX



GROUP MARKET SHARE PC+LCV



BEST



Best improvement among European brands

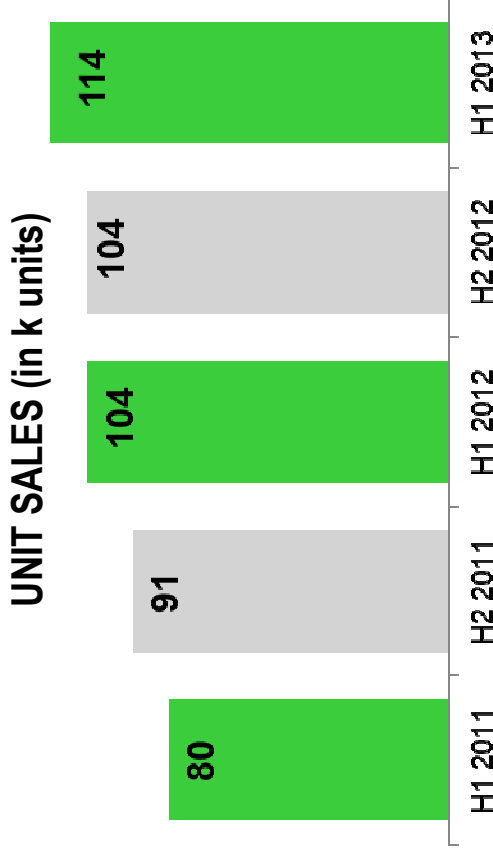
#1



Renault LCV:
16th year leadership

EURASIA REGION

VOLUME & MARKET SHARE GAINS IN A SLOWING MARKET



GROUP MARKET SHARE PC+LCV



#1



Duster: 40,700 units sold
Volumes x2 vs closest competitor in Russia

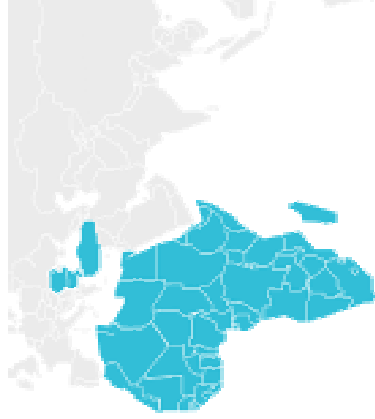
#2



Renault: 2nd brand in Russia
Russia: 2nd market for Renault

EUROMED-AFRICA REGION

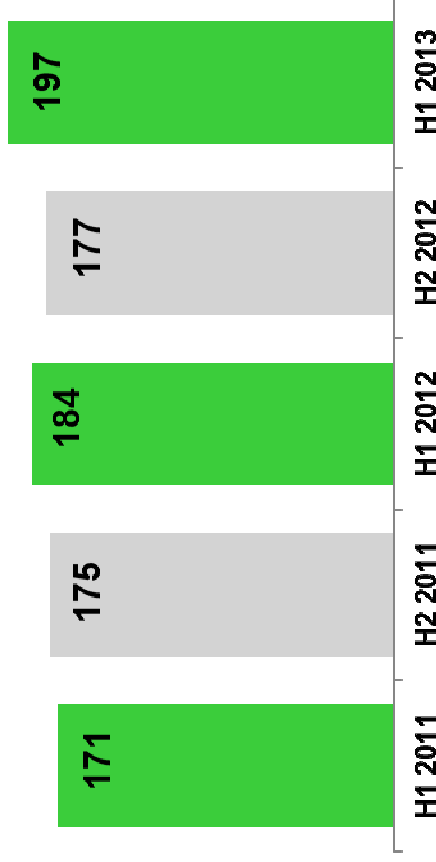
NEW PRODUCT LAUNCHES AND NEW FRONTIERS



GROUP MARKET SHARE PC+LCV



UNIT SALES (in k units)

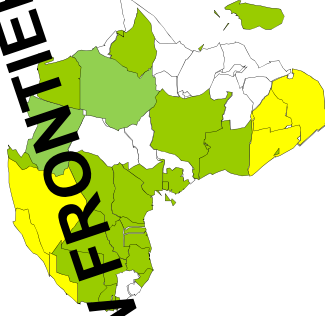


EXPANSION



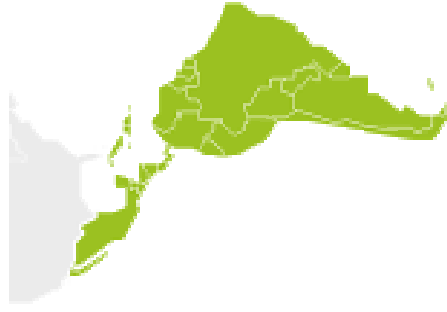
Clio IV:
1st car in its segment
in Algeria and Turkey

NEW FRONTIERS

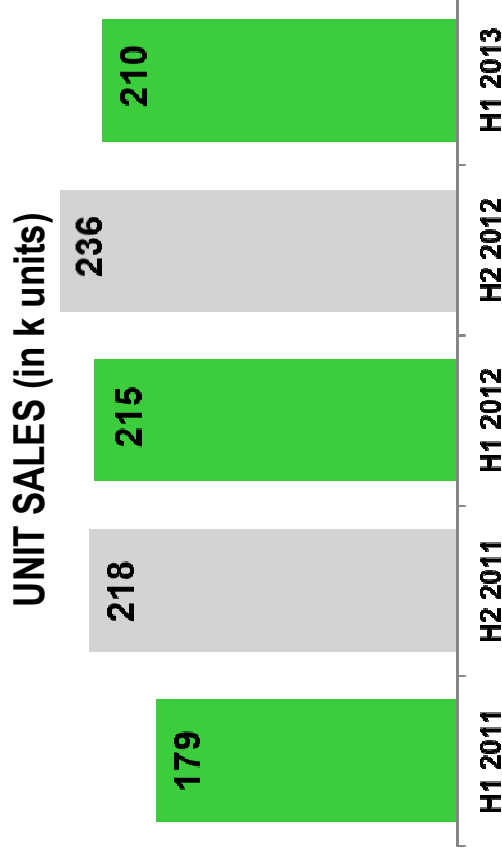
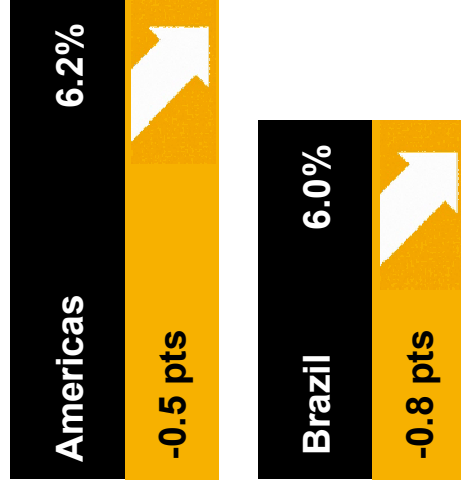


Offensive in Africa:
3 new importers signed in H1
Libya, Nigeria, Ghana.

AMERICAS REGION RECOVERING FROM CURITIBA PLANT CLOSURE



GROUP MARKET SHARE PC+LCV



#2



Duster: 2nd place in the SUV market in Argentina and Brazil

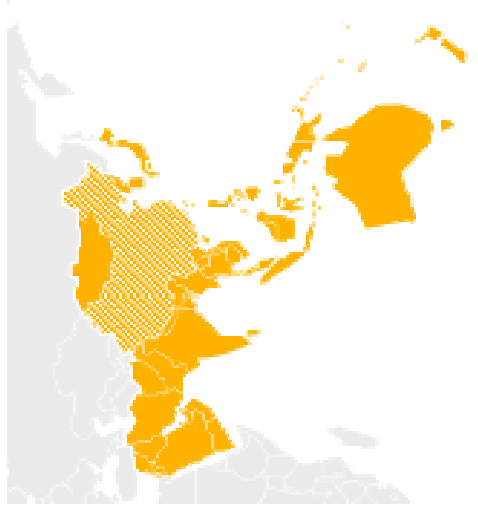
#1



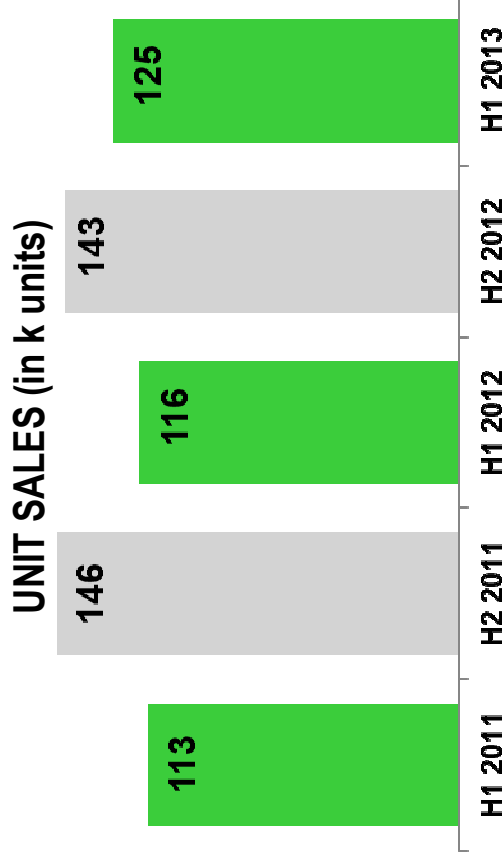
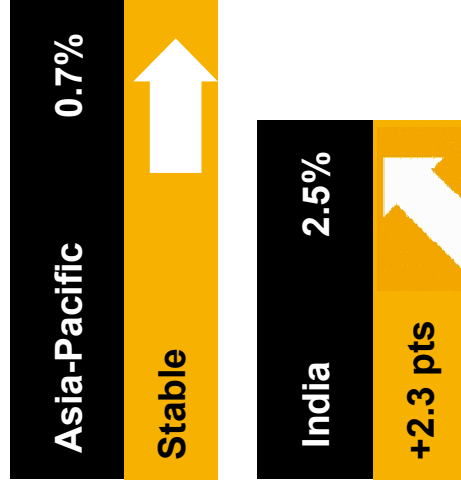
Master: successfully launched in Brazil 1st place in its segment in June

ASIA-PACIFIC REGION

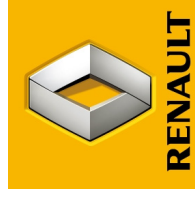
GROWTH SUPPORTED BY PERFORMANCE IN INDIA



GROUP MARKET SHARE PC+LCV



#1



EXPANSION



Renault: 1st European brand in India

Contract signed for a fleet of 1,400 Latitude as taxis in Singapore

RISKS & OPPORTUNITIES FOR THE SECOND HALF

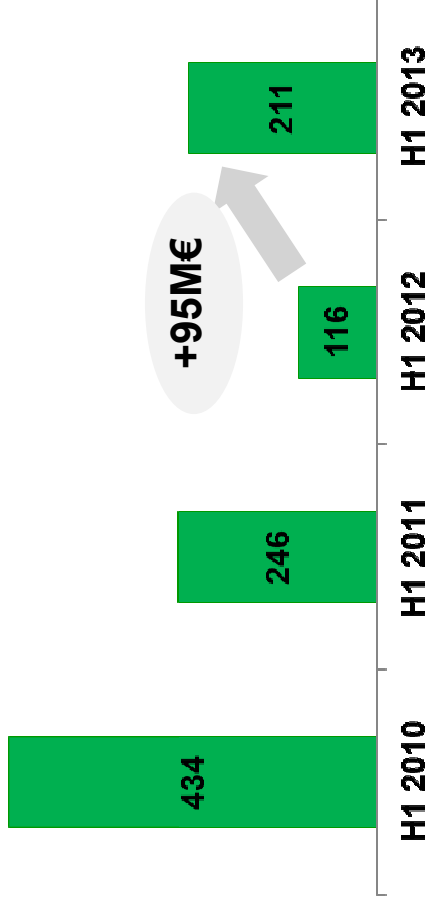


- EUROPEAN TIV STILL LOW
 - SLOWING EMERGING MARKETS
 - FOREX RISK
- ATTRACTIVE PRODUCT RENEWAL
 - DISCIPLINED PRICING POLICY
 - STRICT FIXED COST CONTROL



4 LEVERS TO ENHANCE OPERATING PERFORMANCE

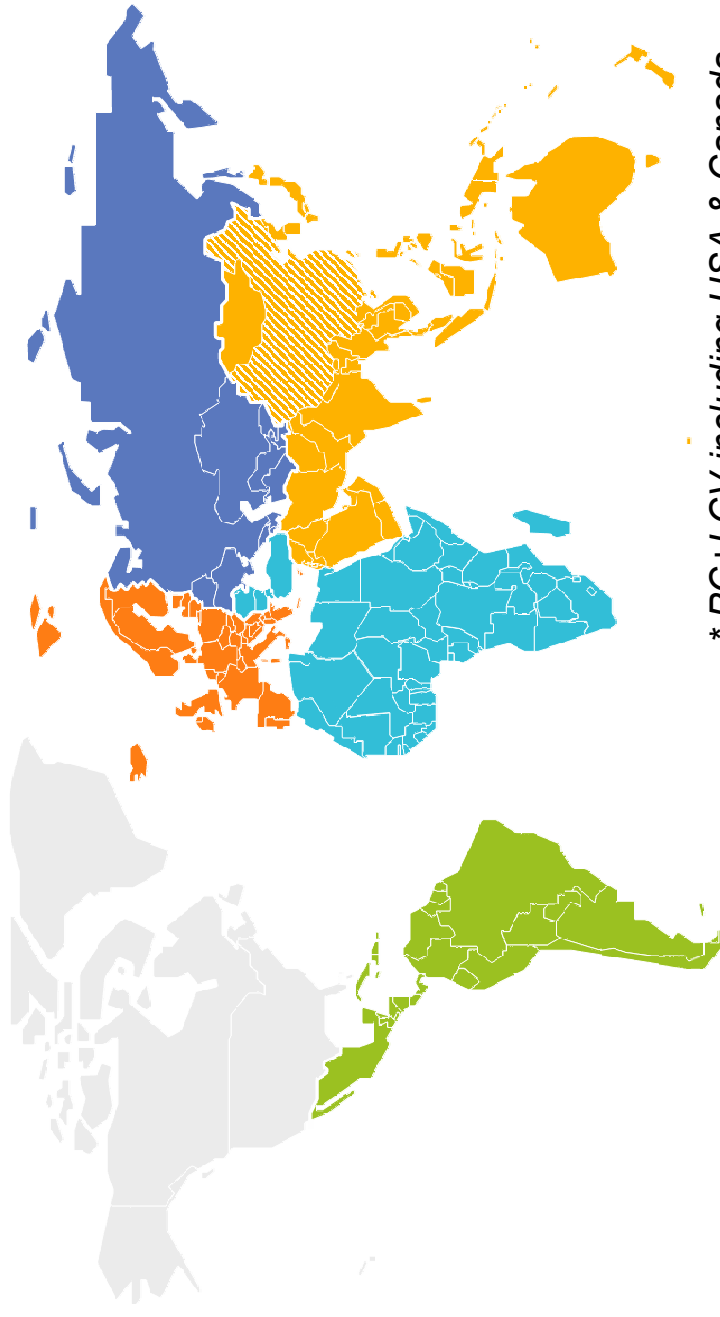
AUTOMOTIVE OPERATING MARGIN*



- PRICING IMPROVEMENT
- FIXED COSTS REDUCTION
- MONOZUKURI
- PROFITABLE GROWTH

2013 TIV OUTLOOK

GLOBAL*	TIV +2%
EUROPE	TIV -5%
EURASIA	TIV -4%
EUROMED-AFRICA	TIV +5%
AMERICAS	TIV +3%
ASIA-PACIFIC	TIV +4%



* PC+LCV including USA & Canada



OUTLOOK 2013

THE GROUP IS STILL TARGETING*

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

** provided that there is no further deterioration of the market conditions*

Q&A



APPENDIX

H1 2013 FINANCIAL RESULTS RESTATED

H1 2012 H1 2012
PUBLISHED RESTATED*

Revenues	20,935	20,622
Operating margin	+482	+508
in % of revenues	+2.3%	2.5%
Other operating income & expenses	+37	+37
EBIT	+519	+545
Net financial income & expenses	-127	-154
Associated companies	+630	+619
Current & deferred taxes	-236	-236
Net income	+786	+774

(million euros)

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



OPERATING MARGIN BY ACTIVITY RESTATED

	H1 2012	H1 2012
	PUBLISHED	RESTATED*
AUTOMOTIVE		
% Automotive revenues	+87	+116
	+0.4%	+0.6%
SALES FINANCING		
% Sales Financing revenues	+395	+392
	+36.8%	+36.7%
GROUP OPERATING MARGIN		
% Group revenues	+482	+508
	+2.3%	2.5%
(million euros)		

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

ASSOCIATED COMPANIES RESTATED

	H1 2012	H1 2012
	PUBLISHED	RESTATED*
Nissan	+564	+553
AB Volvo	+68	+68
AVTOVAZ ⁽¹⁾	+4	+4
Others	-6	-6
Total associated companies	+630	+619

(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”

