

# **RENAULT GROUP FIRST HALF 2011 FINANCIAL RESULTS**

# DISCLAIMER

Information contained within this document may contain forward looking statements. Although the Company considers that such information and statements are based on reasonable assumptions taken on the date of this report, due to their nature, they can be risky and uncertain (as described in the Renault documentation registered within the French financial markets regulation authorities) and can lead to a difference between the exact figures and those given or deduced from said information and statements.

Renault does not undertake to provide updates or revisions, should any new statements and information be available, should any new specific events occur or for any other reason. Renault makes no representation, declaration or warranty as regards the accuracy, sufficiency, adequacy, effectiveness and genuineness of any statements and information contained in this report.

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

# AGENDA

## 01 H1 2011 FINANCIAL RESULTS

**DOMINIQUE THORMANN**  
CFO

## 02 OPERATIONS UPDATE & OUTLOOK

**CARLOS TAVARES**  
COO

## 03 QUESTIONS & ANSWERS

# 01

**H1 2011 FINANCIAL RESULTS**

**DOMINIQUE THORMANN**

**CFO**

# TOTAL INDUSTRY VOLUMES & GROUP UNIT SALES H1 2011 vs. H1 2010

## GLOBAL\*

**TIV** + 5.9 %  
**GROUP** + 1.9 %

## EURASIA

**TIV** + 51.6 %  
**GROUP** + 73.3 %

## EUROPE

**TIV** - 0.8 %  
**GROUP** - 7.4 %

## EUROMED

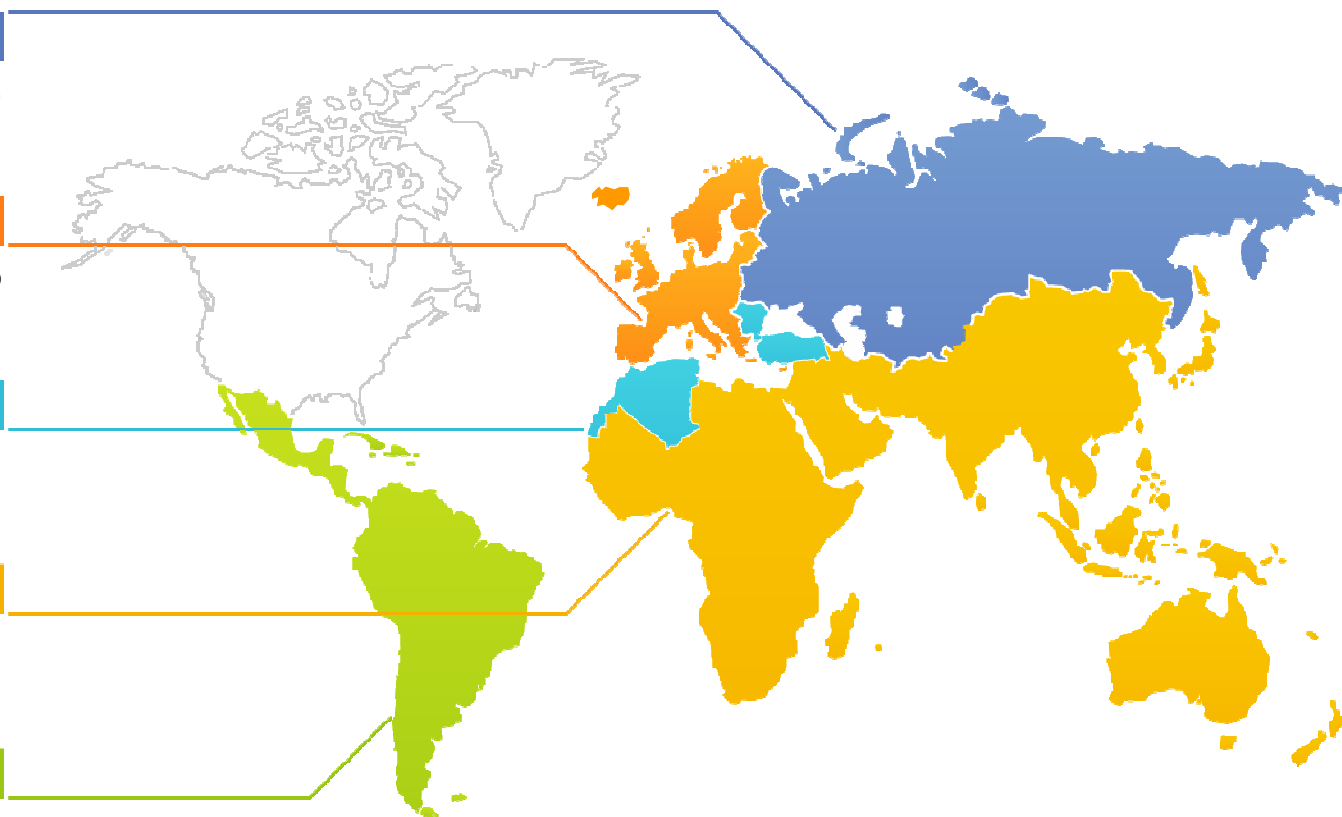
**TIV** + 28.5 %  
**GROUP** + 20.0 %

## ASIA / AFRICA

**TIV** + 2.1 %  
**GROUP** - 9.5 %

## AMERICAS

**TIV** + 15.6 %  
**GROUP** + 34.9 %

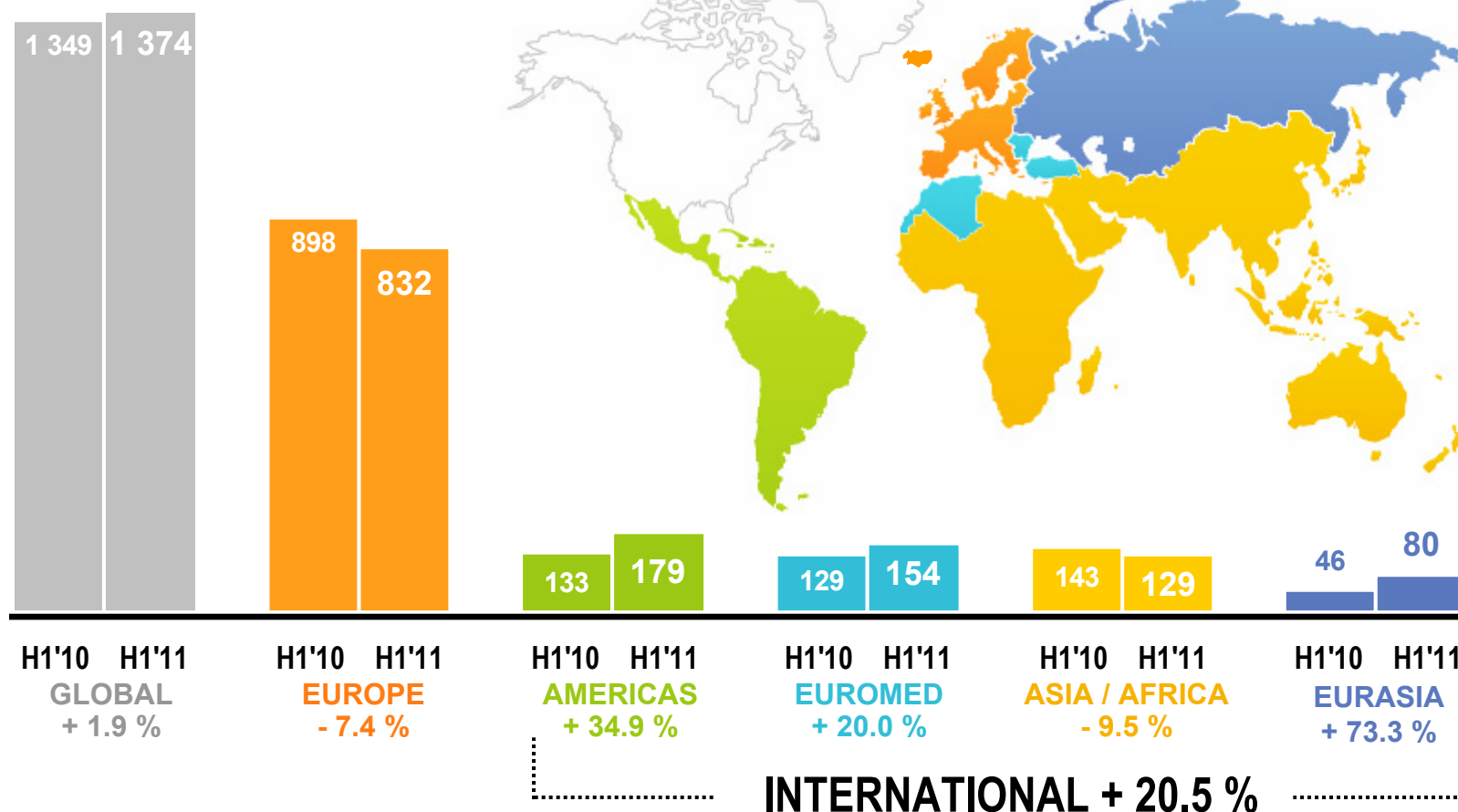


\*PC+LCV including USA & Canada

# RENAULT GROUP UNIT SALES H1 2011 vs. H1 2010

## INTERNATIONAL SALES MIX AT 39.5% (+ 6.1 PTS VS. H1 2010)

THOUSAND UNITS  
(PC + LCV)



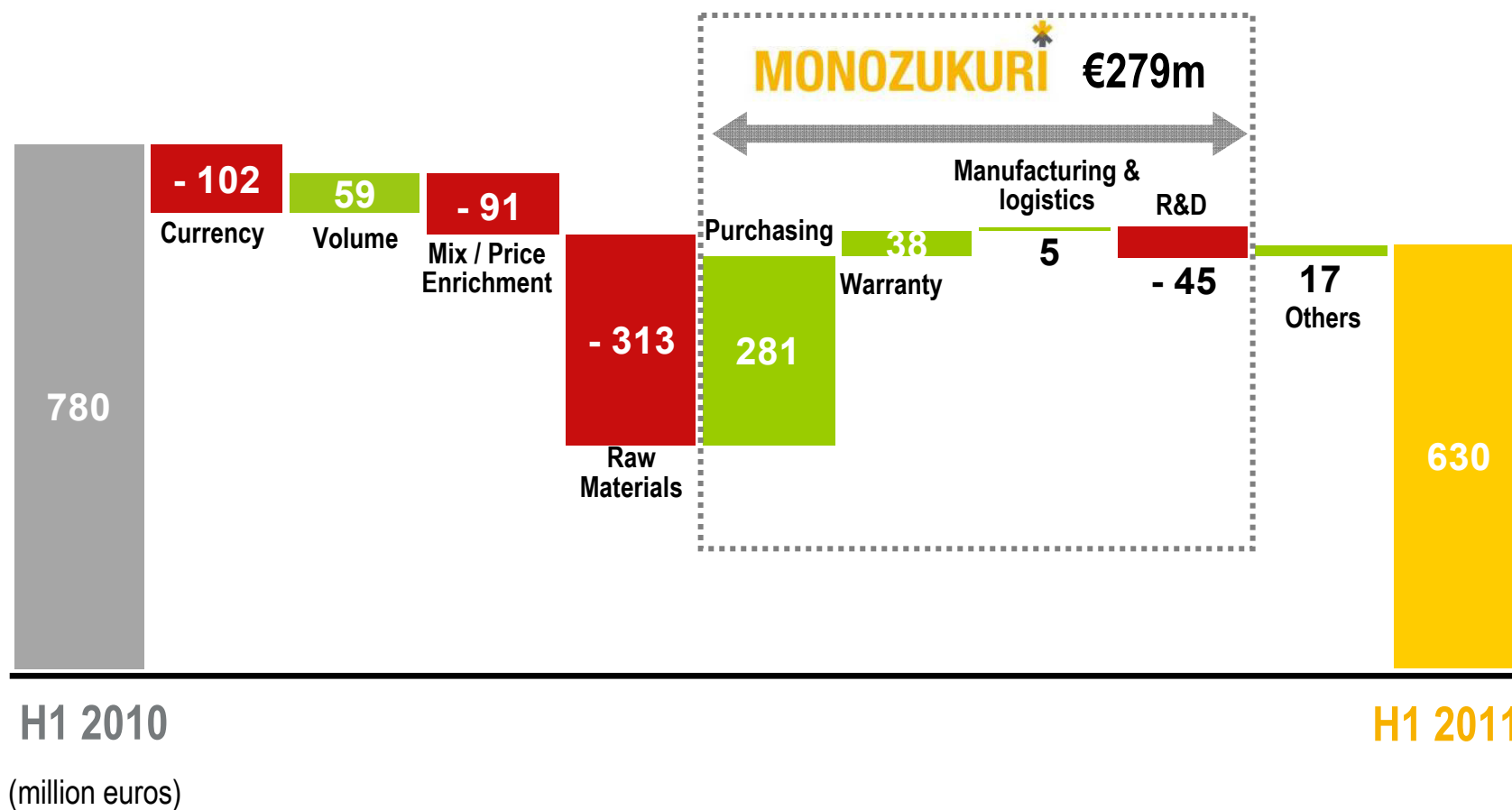
# H1 2011 FINANCIAL RESULTS

	H1 2010	H1 2011	CHANGE
<b>Revenues</b>	19,668	21,101	+ 7.3 %
<b>Operating margin</b>	+ 780	+ 630	- 150
in % of revenues	+ 4.0 %	+ 3.0 %	- 1.0 pts
<b>Other operating income &amp; expenses</b>	- 62	+ 142	+ 204
<b>Net financial income &amp; expenses</b>	- 246	- 81	+ 165
<b>Associated companies</b>	+ 531	+ 557	+ 26
<b>Current &amp; deferred taxes</b>	- 180	+ 5	+ 185
<b>Net income</b>	+ 823	+ 1,253	+ 430

(million euros)

# GROUP OPERATING MARGIN VARIANCE ANALYSIS

CHANGE H1 2010 / H1 2011 : - €150m





# H1 2011 FINANCIAL RESULTS

	H1 2010	H1 2011	CHANGE
<b>Revenues</b>	19,668	21,101	+ 7.3 %
<b>Operating margin</b>	+ 780	+ 630	- 150
in % of revenues	+ 4.0 %	+ 3.0 %	-1.0 pts
<b>Other operating income &amp; expenses</b>	- 62	+ 142	+ 204
<b>Net financial income &amp; expenses</b>	- 246	- 81	+ 165
<b>Associated companies</b>	+ 531	+ 557	+ 26
<b>Current &amp; deferred taxes</b>	- 180	+ 5	+ 185
<b>Net income</b>	+ 823	+ 1,253	+ 430

(million euros)

## ASSOCIATED COMPANIES

	H1 2010	H1 2011	CHANGE
Nissan	+ 460	[ + 441 ]	- 19
Volvo AB *	+ 121	+ 70	- 51
AvtoVaz **	- 56	+ 37	+ 93
Others	+ 6	+ 9	+ 3
<b>Total associated companies</b>	<b>+ 531</b>	<b>+ 557</b>	<b>+ 26</b>

(million euros)

\* Volvo stake at 21.8% in H1'10, 6.8% in H1'11

\*\*AvtoVaz is consolidated with a 3 month time lag

	Q1	Q2
	+ 93	+ 348

# H1 2011 FINANCIAL RESULTS

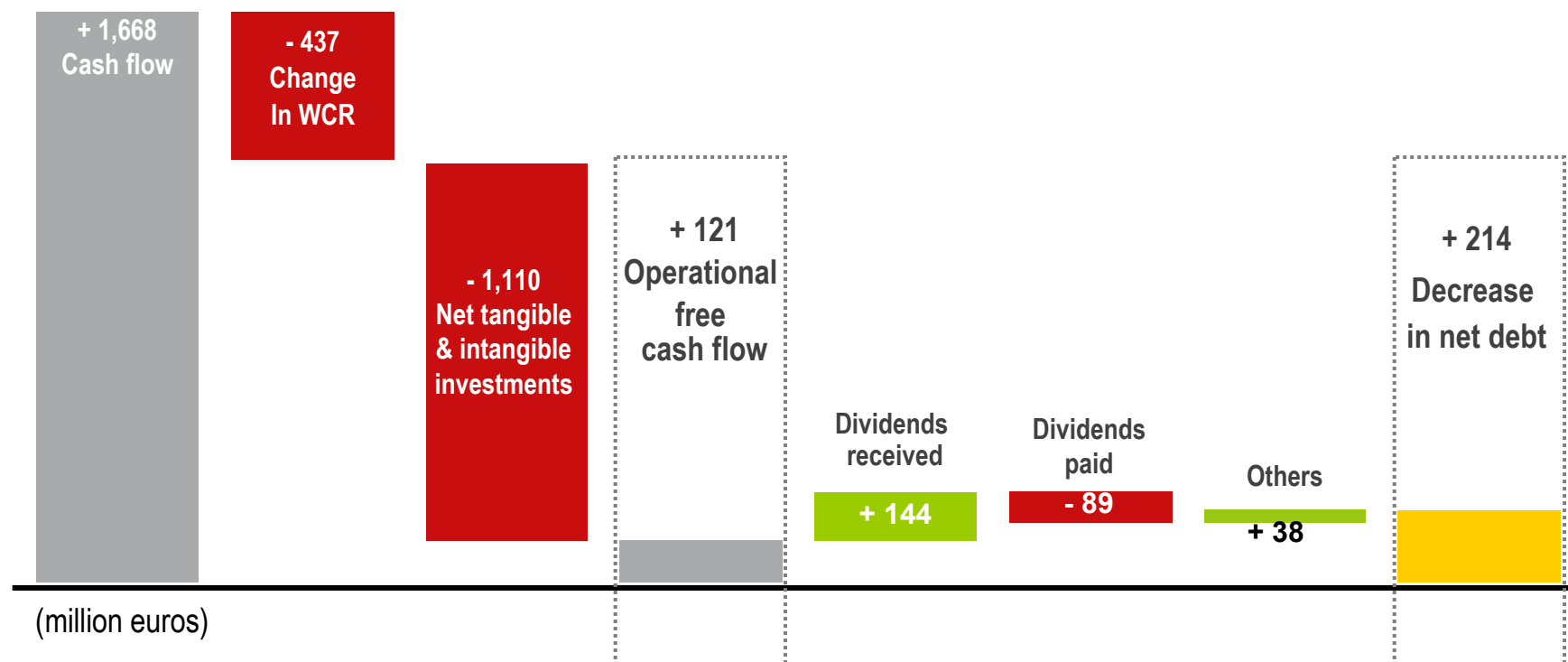
	H1 2010	H1 2011	CHANGE
<b>Revenues</b>	19,668	21,101	+ 7.3 %
<b>Operating margin</b>	+ 780	+ 630	- 150
in % of revenues	+ 4.0 %	+ 3.0 %	- 1.0 pts
<b>Other operating income &amp; expenses</b>	- 62	+ 142	+ 204
<b>Net financial income &amp; expenses</b>	- 246	- 81	+ 165
<b>Associated companies</b>	+ 531	+ 557	+ 26
<b>Current &amp; deferred taxes</b>	- 180	+ 5	+ 185
<b>Net income</b>	+ 823	+ 1,253	+ 430

(million euros)

# DECREASE OF AUTOMOTIVE NET FINANCIAL DEBT

DEC 31ST 2010 : € 1,435 m

JUNE 30TH 2011 : € 1,221 m



# 02

## **OPERATIONS UPDATE & OUTLOOK**

**CARLOS TAVARES**

**COO**

# WHAT WAS BETTER / WORSE THAN EXPECTED IN H1?

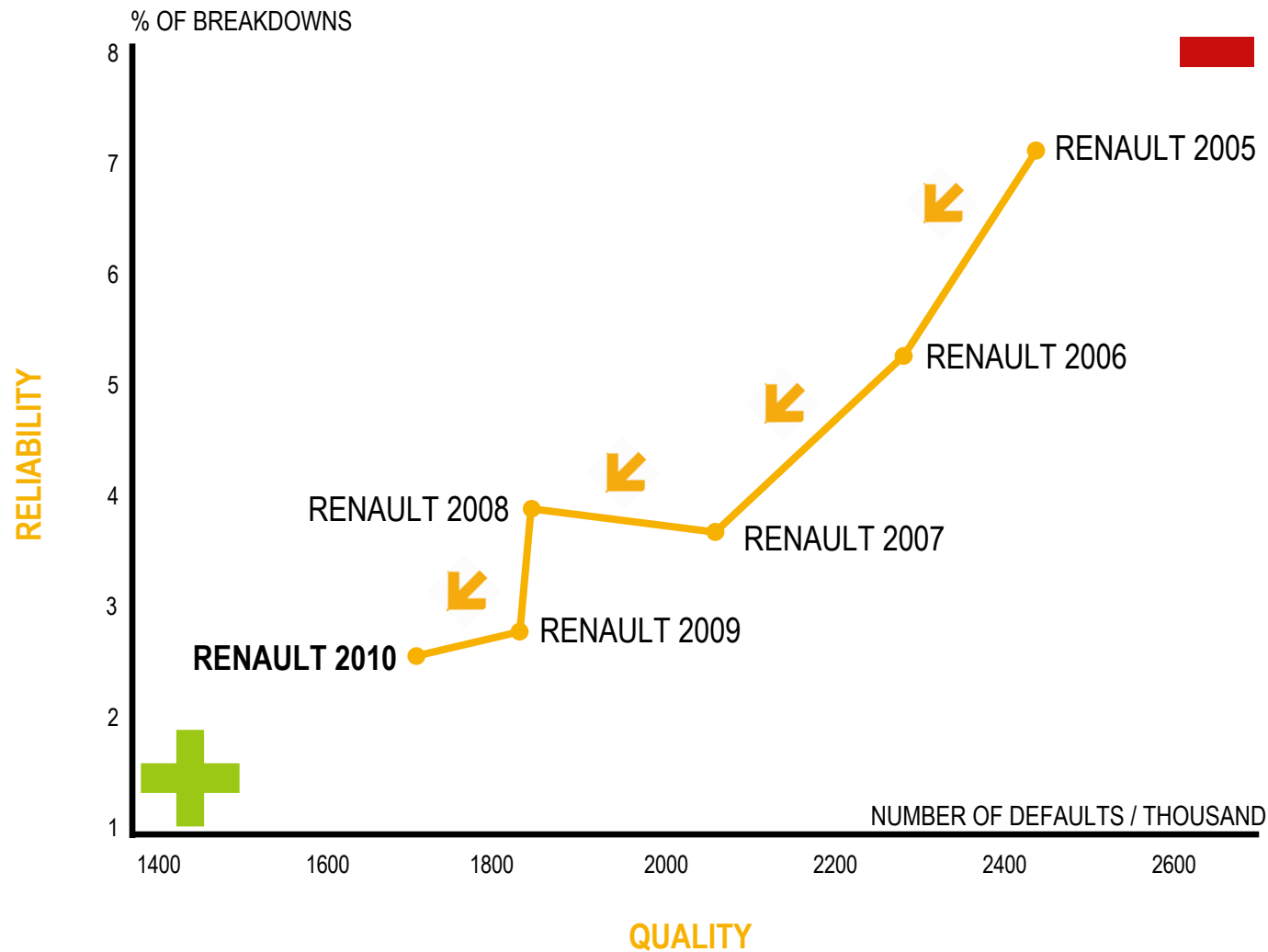


- TIV
- SALES OUTSIDE EUROPE
- RCI
- INVESTMENTS
- QUALITY

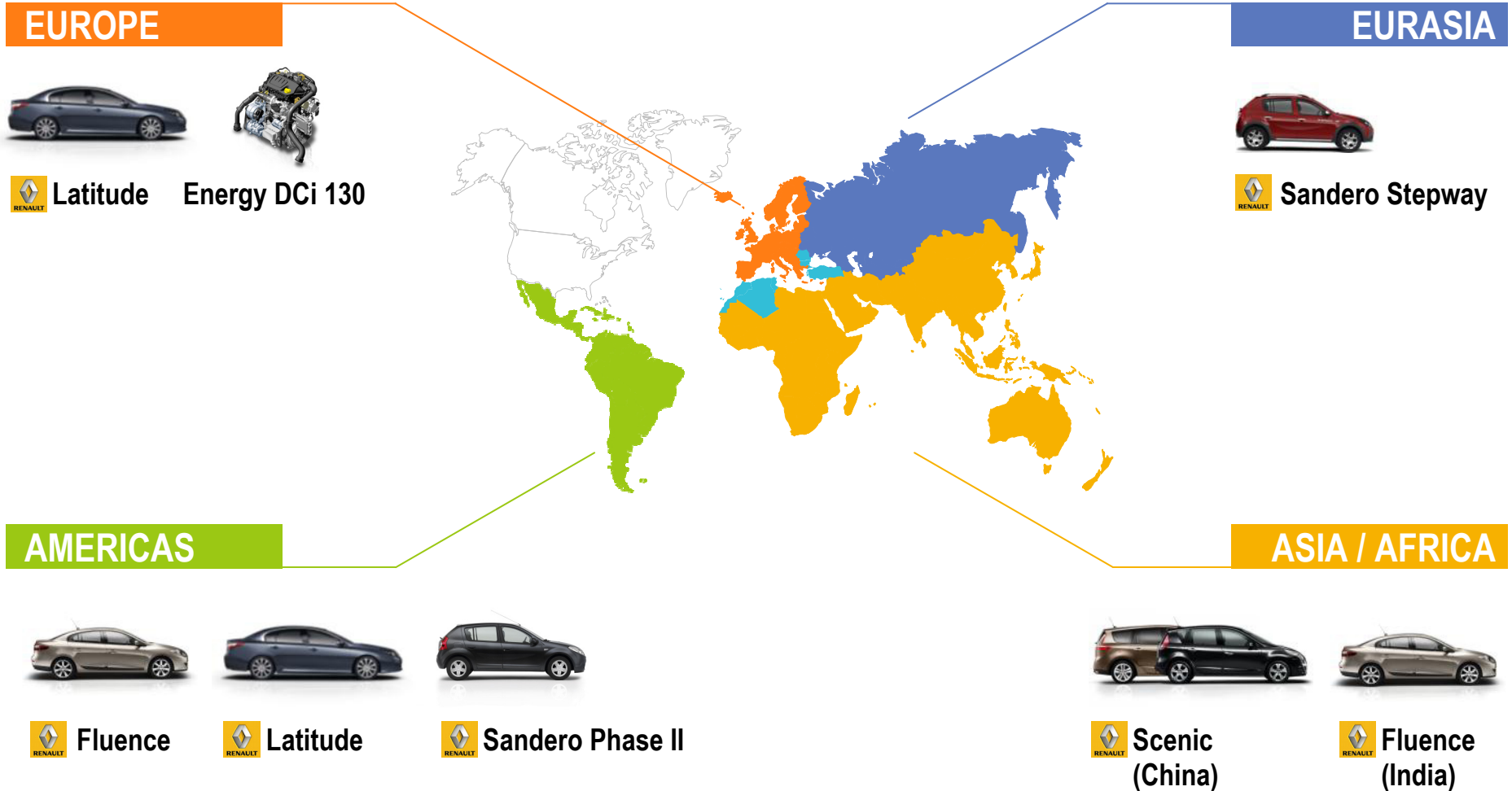


- SUPPLY CONSTRAINTS
- EUROPEAN COMMERCIAL PERFORMANCE
- MIX / PRICE
- INVENTORIES
- RAW MATERIALS
- CURRENCIES

# PRODUCT QUALITY & RELIABILITY - CONTINUOUS IMPROVEMENT

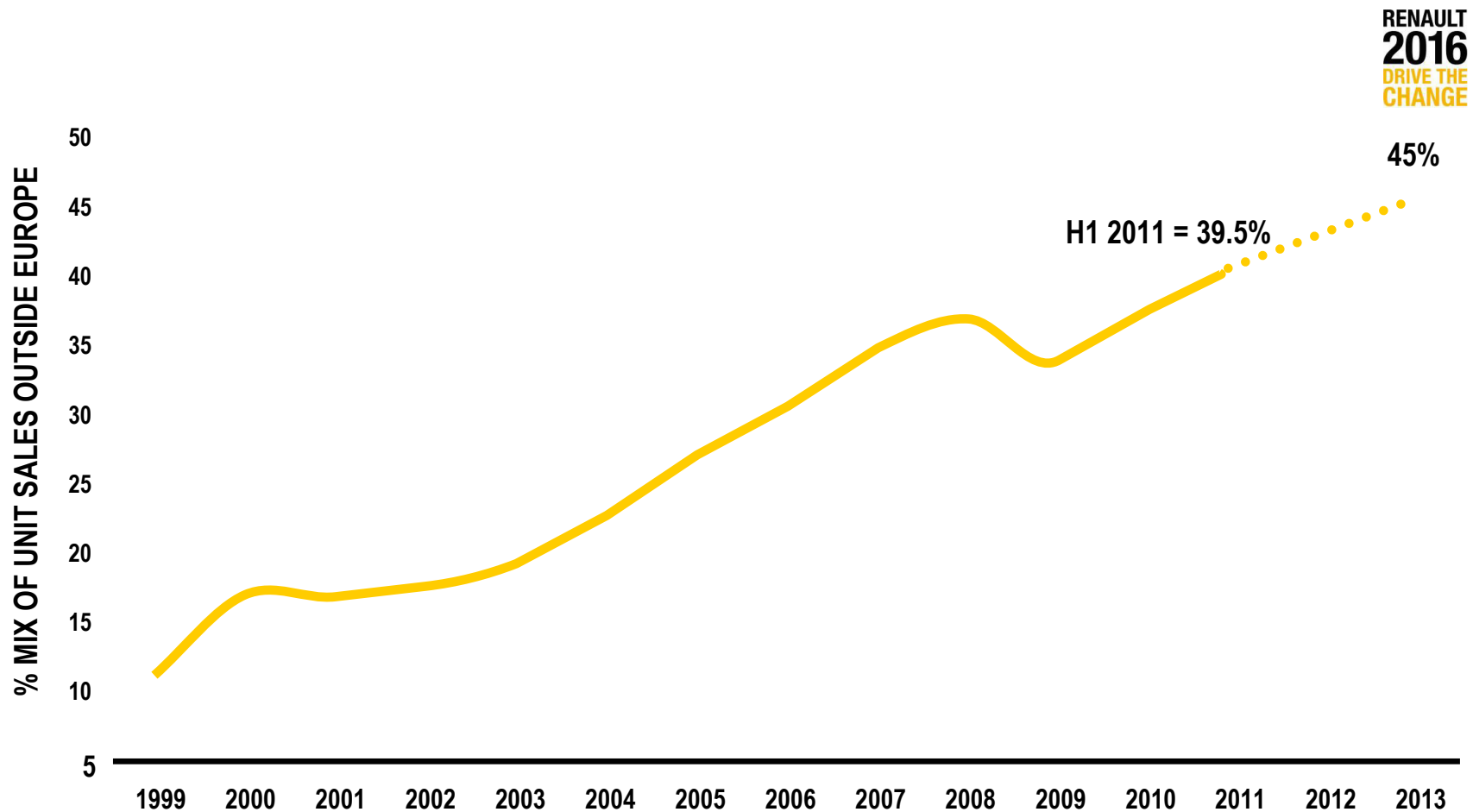


# HIGHLIGHTS H1 : MODEL LAUNCHES



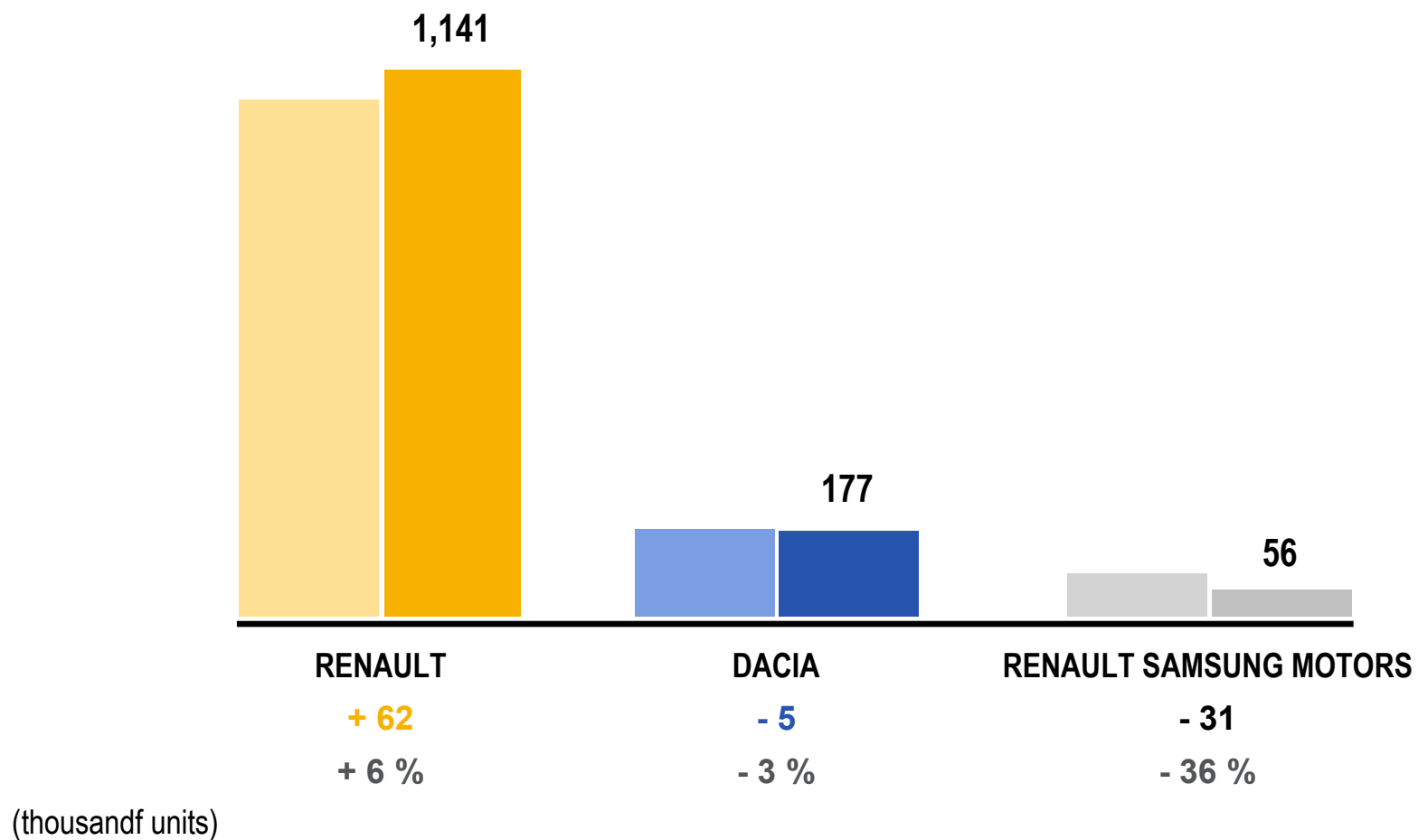


# VOLUME GROWTH DUE TO STRONG INTERNATIONAL PERFORMANCE



# RECORD SALES DRIVEN BY THE RENAULT BRAND + 6 %

## H1 2011 = 1.4 M UNITS, + 1.9 % VS H1 2010



# PREPARING THE FUTURE : INDIA AND CHINA



**RENAULT LAUNCH IN INDIA,  
14 DEALERS IN H1 2011**
















**OBJECTIVE 2011 = 40 DEALERS  
OBJECTIVE 2013 >100 DEALERS**



**BUILDING THE RENAULT BRAND IN CHINA  
53 DEALERS IN H1 2011**

**OBJECTIVE 2011 = 80 DEALERS  
OBJECTIVE 2013 > 130 DEALERS**

# MARKET SHARE GAINS IN 8 OF OUR TOP 15 MARKETS IN H1 2011

		UNITS	MARKET SHARE	CHANGE IN MARKET SHARE
	FRANCE	366,728	25.2%	- 3.3
	GERMANY	90,890	5.2%	- 0.1
	BRAZIL	80,472	4.9%	+ 0.6
	RUSSIA	74,337	6.0%	+ 0.7
	ITALY	69,000	6.2%	- 0.7
	TURKEY	68,831	16.4%	+ 1.7
	BELGIUM LUXEMBOURG	54,003	13.7%	+ 0.9
	SOUTH KOREA	52,602	6.7%	- 4.7
	ARGENTINA	50,499	11.9%	+ 0.3
	SPAIN	49,868	10.0%	- 0.9
	UNITED KINGDOM	46,779	4.0%	- 0.9
	ALGERIA	42,036	27.3%	- 3.2
	IRAN	35,132	4.7%	+ 1.9
	NETHERLANDS	33,680	9.3%	+ 0.7
	COLOMBIA	24,768	16.7%	+ 1.0

 EUROPEAN MARKETS

 INTERNATIONAL MARKETS

GROUP PC+LCV

# SUPPLY CONSTRAINTS H1

## TSUNAMI IMPACT ON H1 2011 :

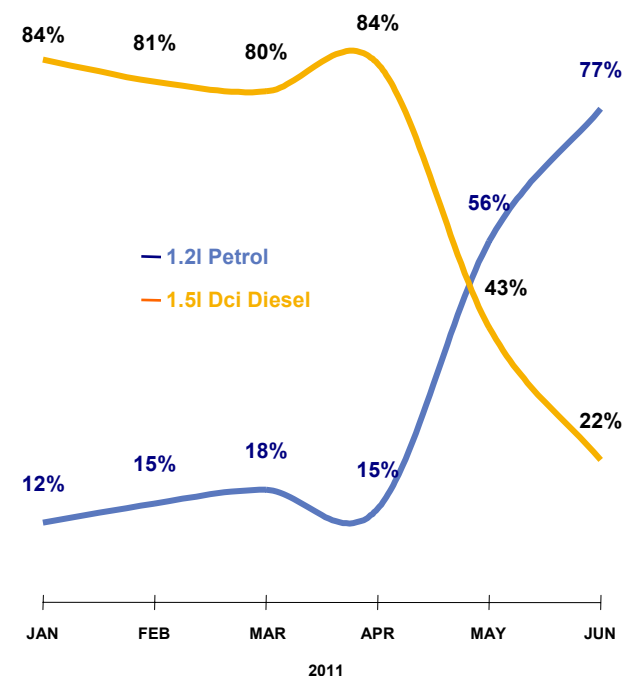
- Operating margin estimated at €150m

Volume & mix/price = 80%

Emergency logistics = 10%

R&D for product changes = 10%

- Inventories impacted by €180m (WCR)

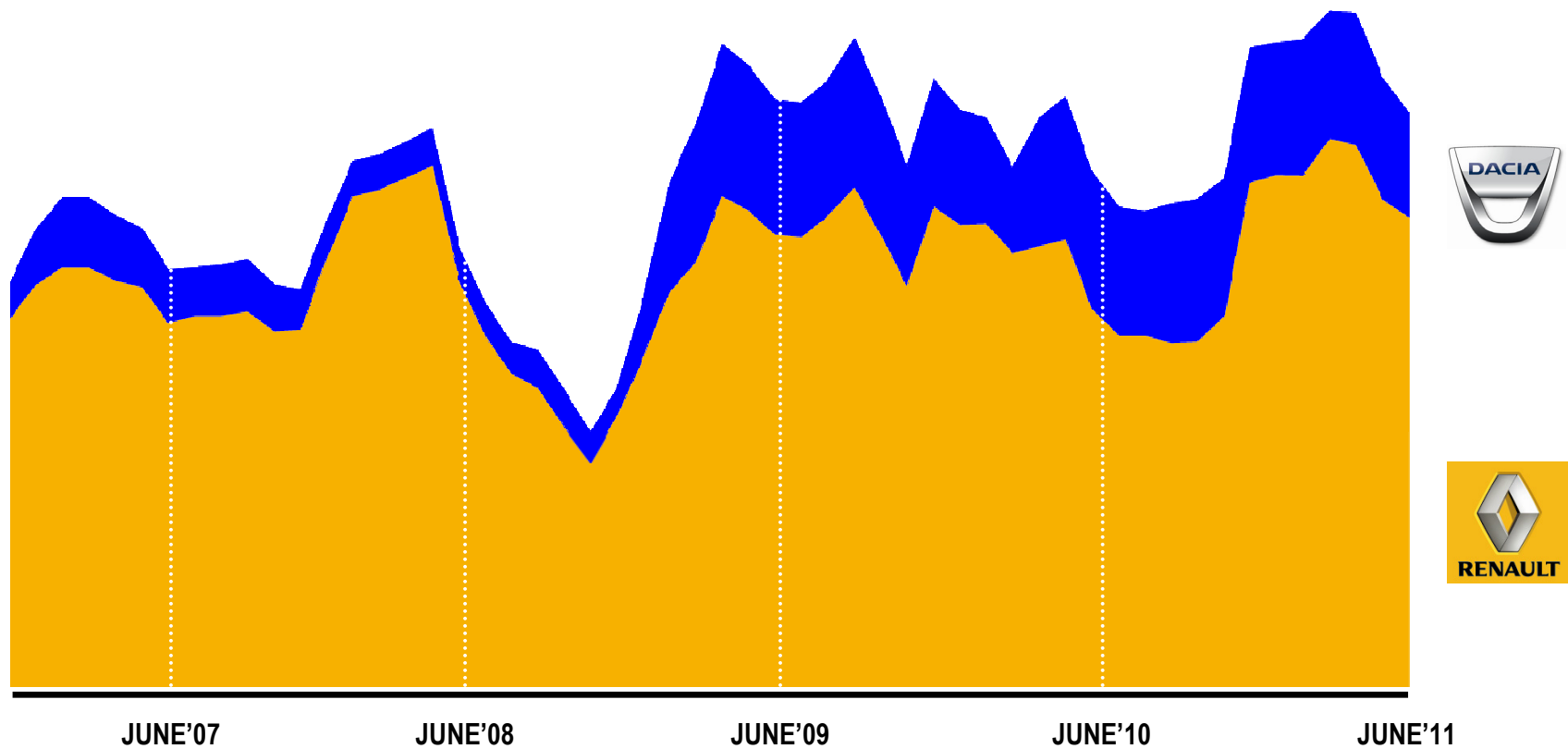


EXAMPLE OF ORDER MIX ON CLIO IN FRANCE

## FULL YEAR 2011 TSUNAMI IMPACT ON OPERATING MARGIN : ESTIMATED AT €200M

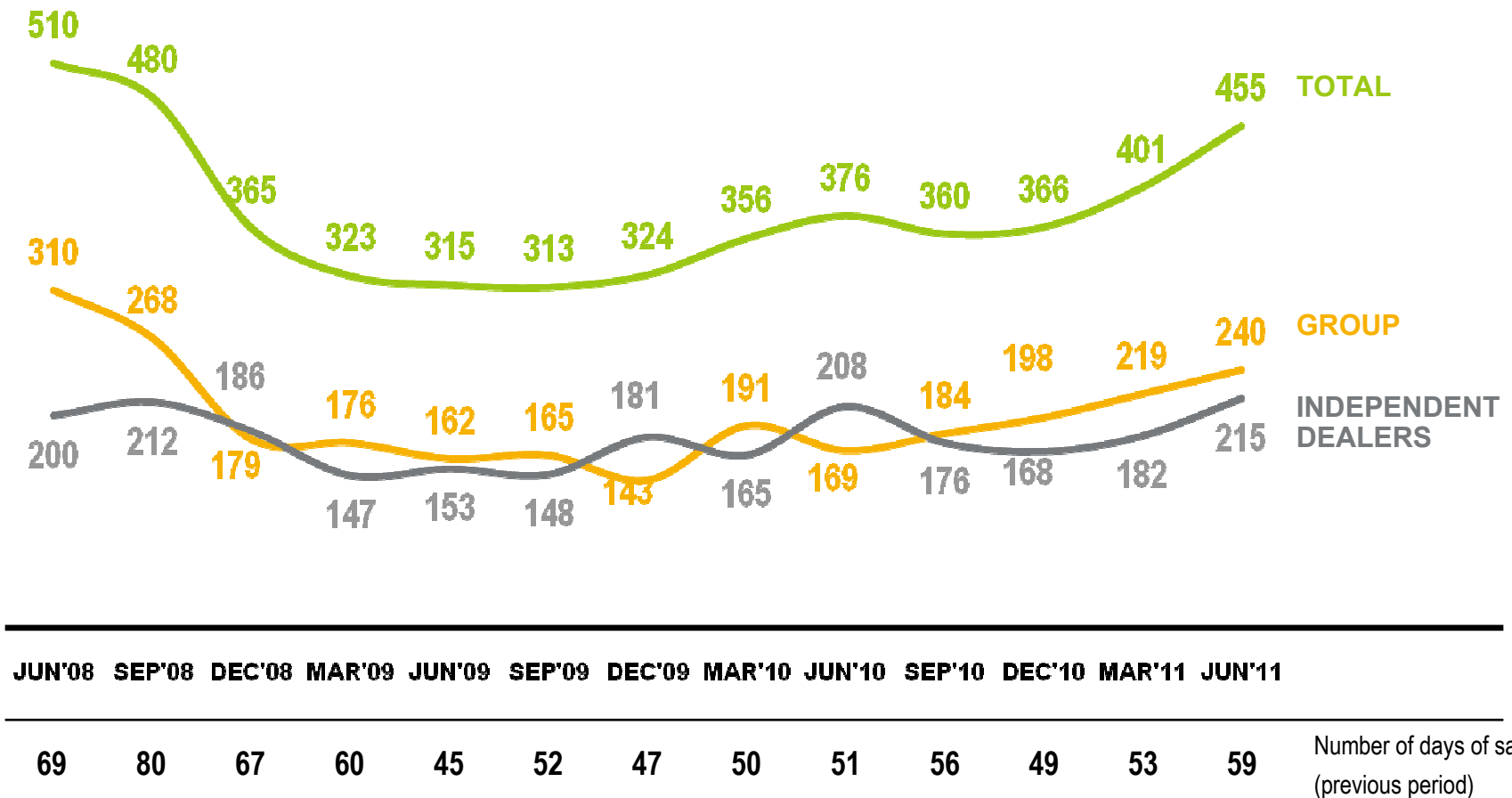
# EUROPEAN ORDERBOOK : + 11% VS JUNE 2010

## PC + LCV ORDER PORTFOLIO (Europe Region)



# DISTRIBUTION STOCK

New vehicle physical distribution stock in K units



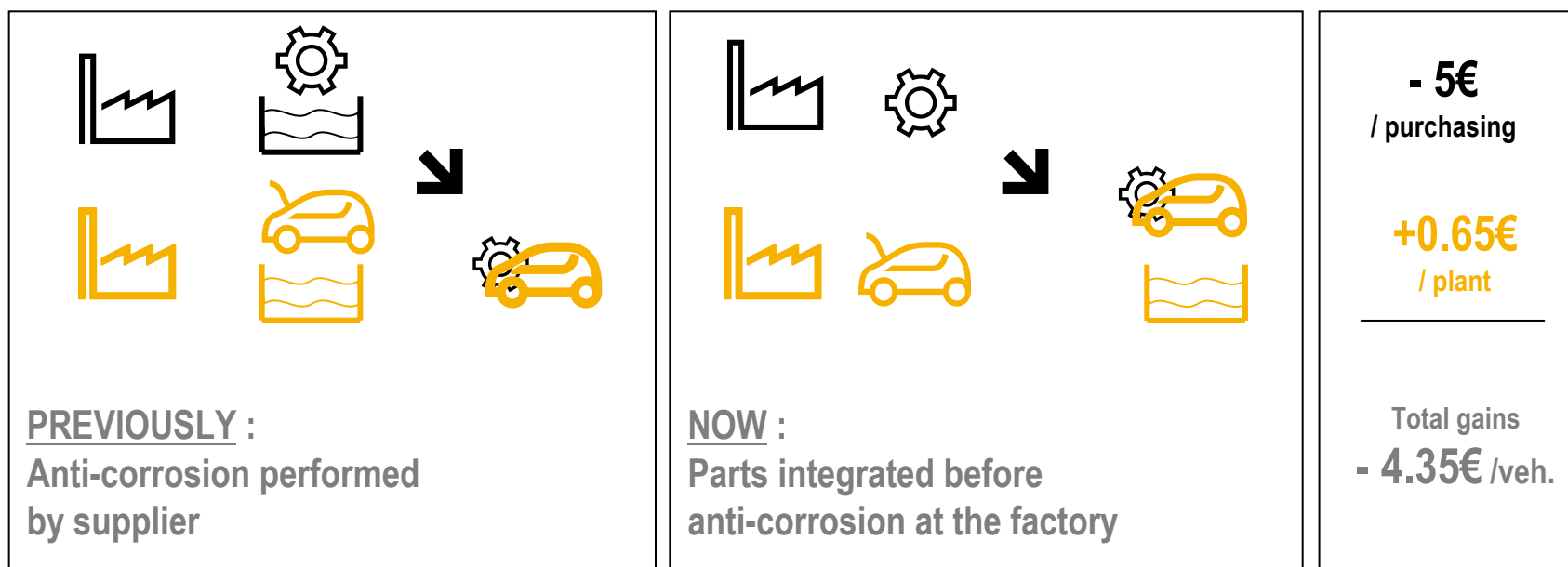
# MONOZUKURI

## TARGET

€2,400m savings over 3 years

## EXAMPLE

Scenic in Douai : - €370 per unit, of which :





## CAPEX + R&D

	2008	2009	H1 2010	2010	H1 2011	2011 <sup>e</sup>
NET CAPEX	5.6 %	4.4 %	2.2 %	2.5 %	2.8 %	
NET R&D	5.5 %	4.5 %	4.0 %	4.0 %	4.4 %	
<b>TOTAL</b>	<b>11.1 %</b>	<b>8.9 %</b>	<b>6.2 %</b>	<b>6.5 %</b>	<b>7.2 %</b>	<b>&lt; 9 %</b>

(% of Group revenues)

**RENAULT**  
**2016**  
DRIVE THE  
CHANGE

**TARGET = AN AVERAGE OF 9% IN THE PERIOD 2011-2013**

## H2 PRODUCT LAUNCH : DUSTER IN BRAZIL



# H2 PRODUCT LAUNCH : ELECTRIC VEHICLE RANGE ACCESSIBLE TO ALL

## OPERATION SAVE



## BETTER PLACE - COPENHAGEN



## FLUENCE ZE PRODUCTION



## KANGOO ZE PRODUCTION



## PUBLIC INFRASTRUCTURE



## DEALER INFRASTRUCTURE





# OUTLOOK: SECOND HALF 2011

## OPPORTUNITIES

- ORDER BOOK
- WORKING CAPITAL
- EV LAUNCH
- GROWTH OUTSIDE EUROPE

## RISKS

- REBALANCING PRODUCTION & SALES MIX
- RAW MATERIALS
- CURRENCIES

# FINANCIAL GUIDANCE FULL YEAR 2011

## FULL YEAR 2011 TOTAL INDUSTRY VOLUMES (PC+LCV VS FY 2010)

- GLOBAL + 3 % to + 4%
- EUROPE 0 % to - 2 %
- FRANCE - 4 % to - 6 %

## SUPPLY CONSTRAINTS IMPROVING IN Q3

- PRODUCTION RAMP UP

## 2011 FULL YEAR OUTLOOK CONFIRMED

- UNIT SALES AND REVENUES > 2010
- AUTOMOTIVE OPERATIONAL FREE CASH FLOW > €500m
- CAPEX + R&D < 9 % OF GROUP REVENUES

## Q&A

