

2010 FINANCIAL RESULTS

ANALYST CONFERENCE

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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.

01

2010 FINANCIAL RESULTS

DOMINIQUE THORMANN

CFO

2010 FINANCIAL RESULTS

| (Million Euros) | 2009 | 2010 | CHANGE |
|---|---------|--------|-----------|
| Revenues | 33,712 | 38,971 | + 15.6 % |
| Operating margin | - 396 | 1,099 | + 1,495 |
| in % of revenues | - 1.2 % | 2.8 % | + 4.0 pts |
| Other operating income & expenses | - 559 | - 464 | + 95 |
| Net financial income & expenses | - 404 | - 376 | + 28 |
| Capital gain on sale of B shares in Volvo AB | - | 2,000 | + 2,000 |
| Associated companies | - 1,561 | 1,289 | + 2,850 |
| Current & deferred taxes | - 148 | - 58 | + 90 |
| Net income | - 3,068 | 3,490 | + 6,558 |

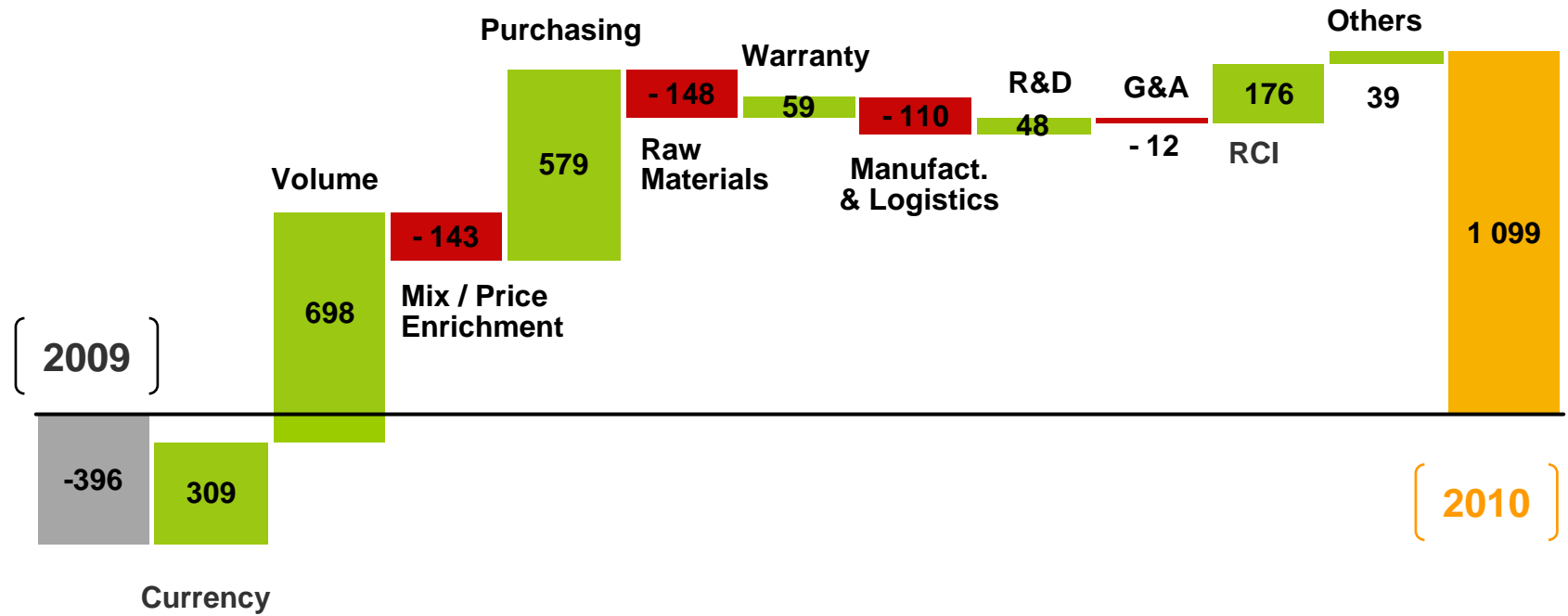
OPERATING MARGIN BY ACTIVITY

| (Million Euros) | 2009 | 2010 | CHANGE |
|------------------------|---------|-------|-----------|
| AUTOMOTIVE | - 902 | 396 | + 1,298 |
| % Automotive revenues | - 2.8 % | 1.1 % | + 3.9 pts |
| SALES FINANCING | 506 | 703 | + 197 |
| TOTAL | - 396 | 1,099 | + 1,495 |
| % Group revenues | - 1.2% | 2.8 % | + 4.0 pts |

GROUP OPERATING MARGIN VARIANCE ANALYSIS

(Million Euros)

Change 2009 / 2010 : + €1,495m

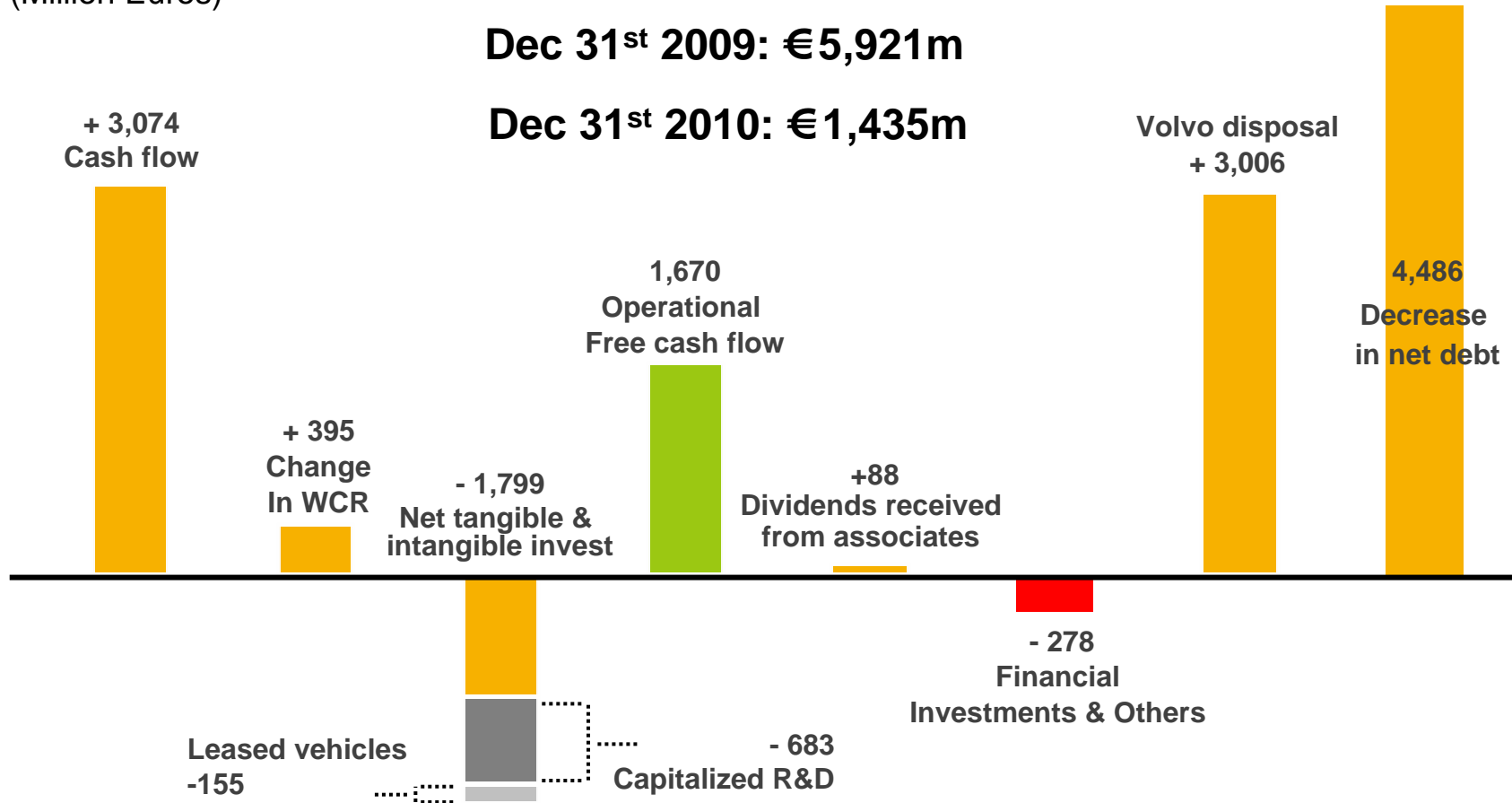


CHANGE IN AUTOMOTIVE NET FINANCIAL DEBT

(Million Euros)

Dec 31st 2009: €5,921m

Dec 31st 2010: €1,435m



AUTOMOTIVE DIVISION LIQUIDITY RESERVE

END 2009

LIQUIDITY RESERVES

Cash = €5.4 Bn

Credit lines = €4.1 Bn

(of which drawn zero)

TOTAL = €9.5 Bn



END 2010

LIQUIDITY RESERVES

Cash = €8.8 Bn

Credit lines = €4.0 Bn

(of which drawn zero)

TOTAL = €12.8 Bn

02

STRATEGIC MID-TERM PLAN

CARLOS GHOSN

Chairman and CEO

RENAULT TODAY



Internationalisation of sales



Top Quality level



New profitability pillars



Fixed costs under control

OUR STRATEGIC MID-TERM PLAN

RENAULT 2016 DRIVE THE CHANGE

2 KEY OBJECTIVES

RENAULT
2016
DRIVE THE
CHANGE

1. ENSURE THE GROUP'S GROWTH
2. GENERATE FREE CASH FLOW ON A LASTING BASIS

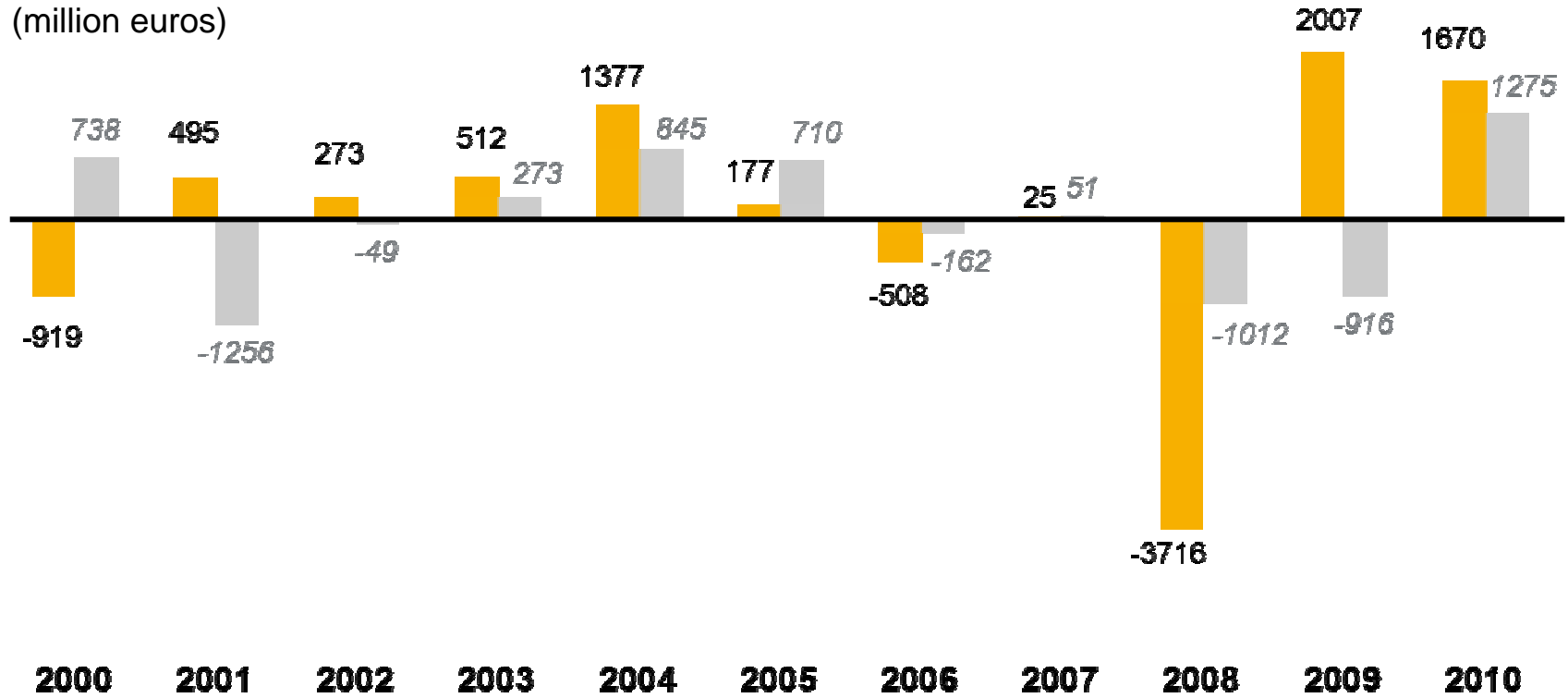


2013 OBJECTIVES

- **3 million vehicles** sold in 2013
- **2 billion euros cumulated operational free cash flow** 2011-2013

RENAULT AUTOMOBILE OPERATIONAL FREE CASH FLOW

(million euros)



■ Operational Free Cash Flow

■ Operational Free Cash Flow excluding WCR evolution

SEVEN KEY LEVERS

- 1. INNOVATION**
- 2. STRENGTHENED PRODUCT OFFER**
- 3. REINFORCED THE IMAGE OF THE RENAULT BRAND**
- 4. NETWORK EXCELLENCE IN CUSTOMER RELATIONS**
- 5. OPTIMISED R&D AND INVESTMENT EXPENDITURES**
- 6. COST REDUCTION**
- 7. MAINTAINED POSITIONS IN EUROPE
AND INTERNATIONAL GROWTH**

SEVEN KEY LEVERS

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**7. MAINTAINED POSITIONS IN EUROPE
AND INTERNATIONAL GROWTH**

1. INNOVATION: ADDRESSING ENERGY AND ENVIRONMENTAL CHALLENGES



**Optimising our internal
combustion engines**



**Launching affordable
electric vehicles**

1. INNOVATION: TWO NEW ENGINES WITH BEST-IN-CLASS PERFORMANCE



ENERGY dCi 130

with stop/start

130 bhp

- 20 %

119 g / km (Scénic)

4.5 L / 100 km

Power

Consumption and
CO₂ emissions reduction

CO₂ emissions

Consumption

ENERGY TCe 115

with stop/start

115 bhp

- 30 %

115 g / km (Mégane)

4.9 L / 100 km

1. INNOVATION: ELECTRIC VEHICLES FOR ALL



BATTERY



ELECTRIC ENGINE



BUSINESS MODEL



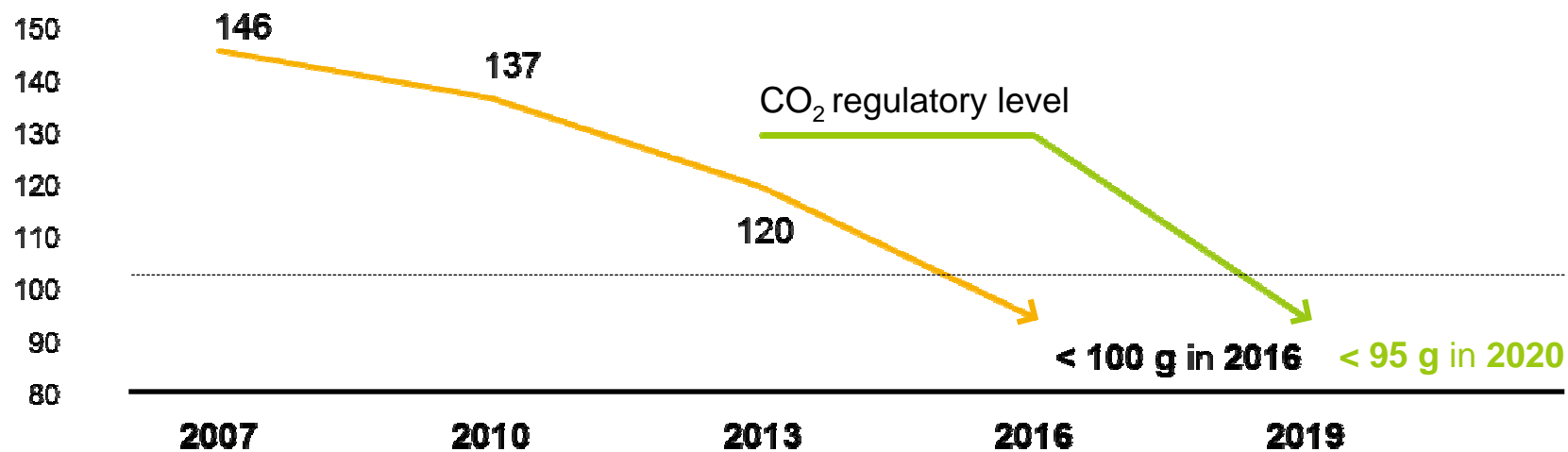
ZOE



CLIO

1. INNOVATION: CO₂ TARGET

Average CO₂/km emissions (Passenger cars Europe)



OBJECTIVE

Average emissions: 120g/km in Europe in 2013 and below 100g in 2016

SEVEN KEY LEVERS

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2. STRENGTHENED PRODUCT OFFER: LAUNCHING OUR Z.E. RANGE



Fluence Z.E.



Kangoo Z.E.



Twizy



ZOE



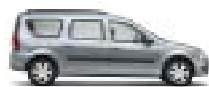
ALLIANCE OBJECTIVES

- 1.5 million **ELECTRIC VEHICLES** on the road in 2016
- Production capacity **500,000 electrical vehicles** per year as from 2015

2. RENEWED AND REINFORCED PRODUCT OFFER: RENEWING AND EXTENDING THE M0 RANGE



LOGAN



LOGAN MCV



SANDERO



LOGAN VAN



LOGAN PICK-UP

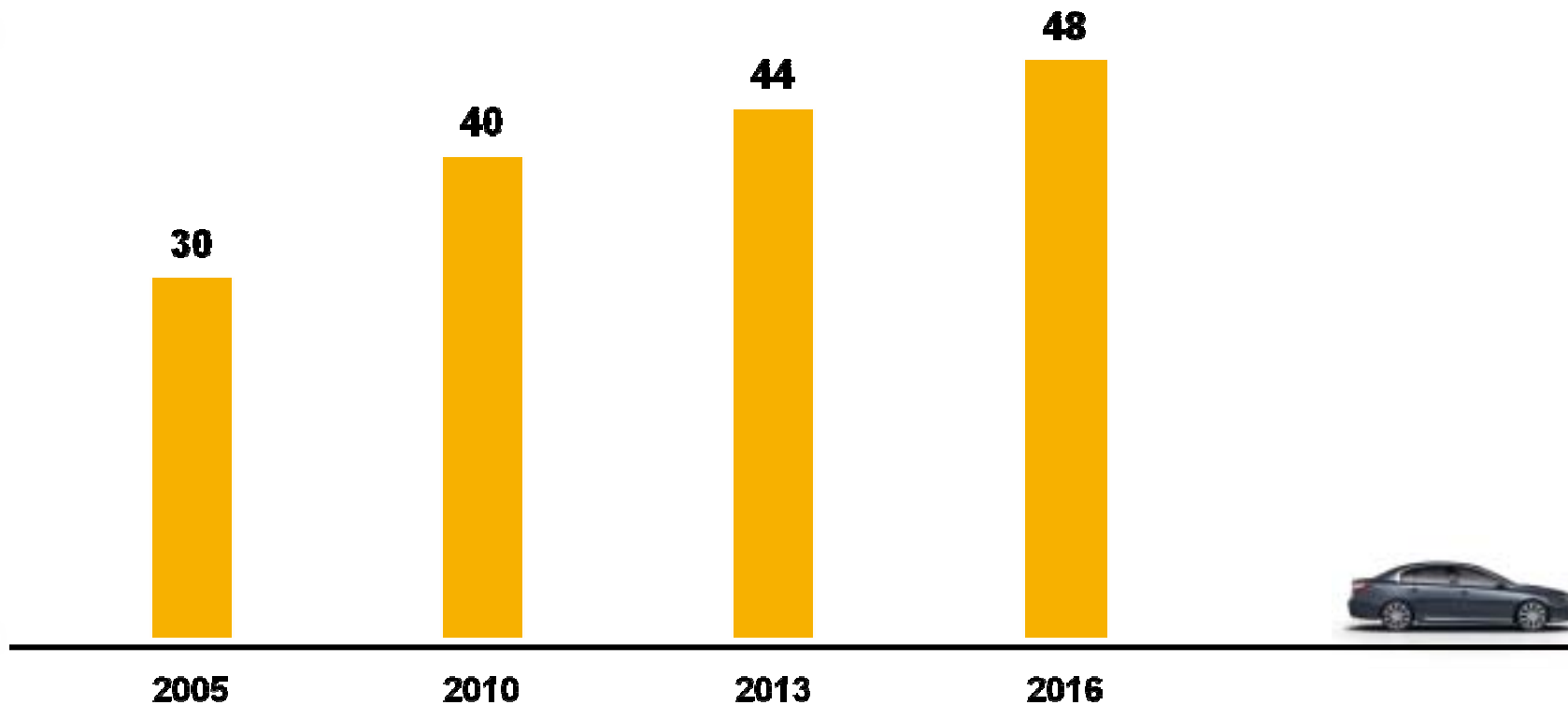


DUSTER



Tangiers plant, Morocco

2. RENEWED AND REINFORCED PRODUCT OFFER: GROUP RANGE: NUMBER OF MODELS AVAILABLE



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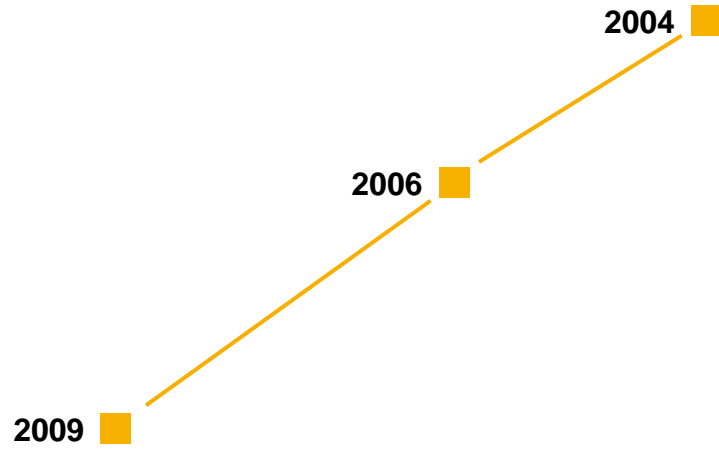
3. STRENGTHENED BRAND IMAGE: 3 PILLARS



1. INNOVATION FOR ALL
2. QUALITY
3. DESIGN

3. STRENGTHENED BRAND IMAGE: QUALITY IMPROVEMENT

breakdowns



■ Renault

Incidents
Europe G3, cross-manufacturer survey

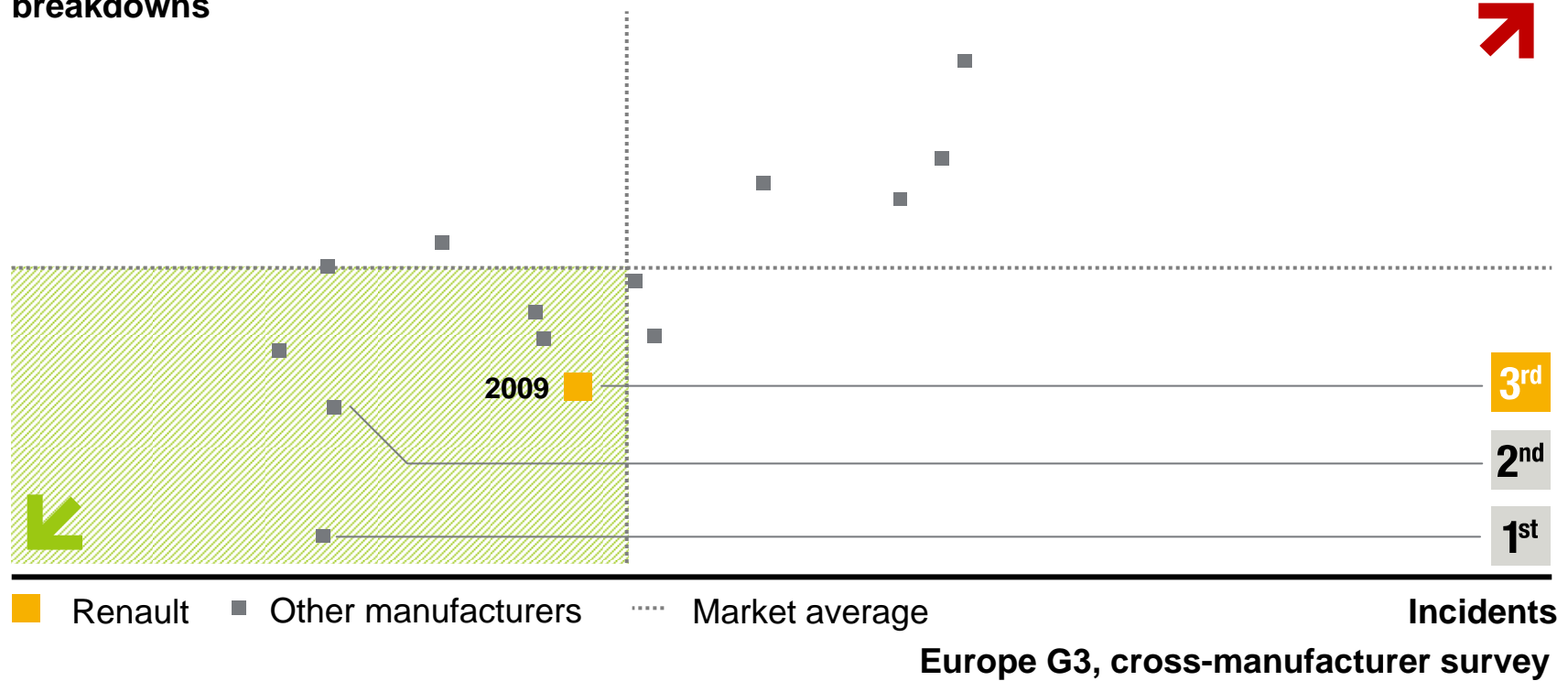


OBJECTIVE
Become one of the leading general automotive manufacturers in terms of quality image, by end-2013



3. STRENGTHENED BRAND IMAGE: QUALITY IMPROVEMENT

breakdowns



OBJECTIVE

Become one of the leading general automotive manufacturers in terms of quality image, by end-2013

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4. NETWORK EXCELLENCE IN CUSTOMER RELATIONS: RENAULT'S COMMITMENTS TO OUR CUSTOMERS



RCI Banque
groupe RENAULT

SEVEN KEY LEVERS

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5. OPTIMISED R&D AND INVESTMENT EXPENDITURES: PLATFORMS



LCV PLATFORMS

shared with Nissan, Daimler and GM



A PLATFORM

shared with Daimler (Smart/Twingo)



B PLATFORM + M0 PLATFORM

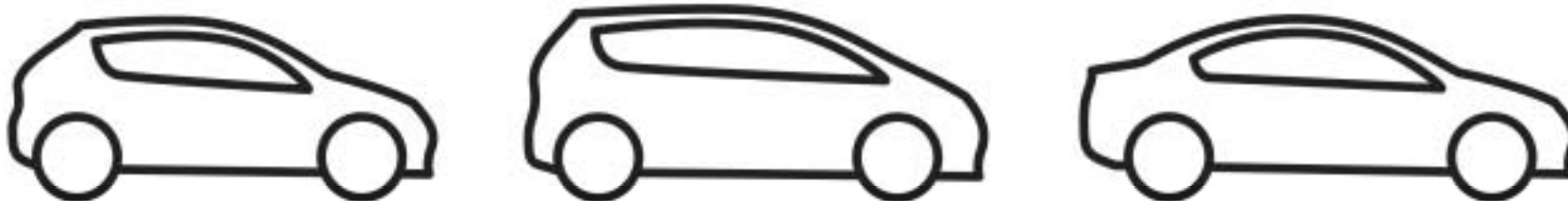
new platforms with shared modules



C & D PLATFORM

shared with Nissan

5. OPTIMISED R&D AND INVESTMENTS EXPENDITURES: DEVELOPPING OUR MODULAR APPROACH



MODULAR APPROACH:

standard parts on available vehicles and engines across our platforms

5. OPTIMISED R&D AND INVESTMENTS EXPENDITURES: DEVELOPPING OUR MODULAR DESIGN APPROACH



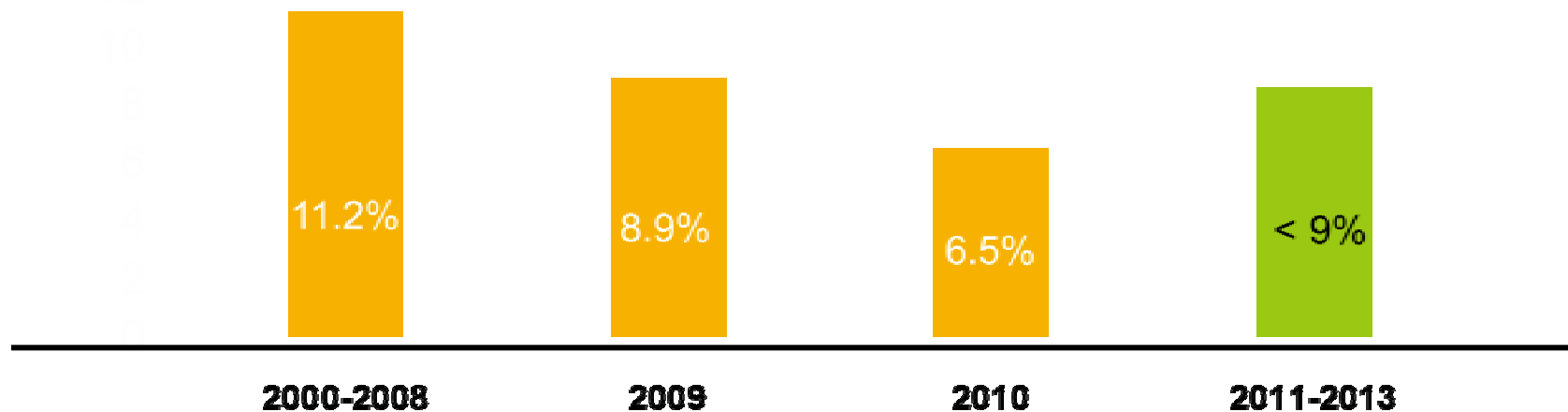
MODULAR APPROACH:

standard parts on available vehicles and engines across our platforms

5. OPTIMISED R&D AND INVESTMENTS EXPENDITURES

5% ANNUAL EFFICIENCY IN R&D COSTS

- Process optimisation and standardisation
- Cost-sharing with Nissan and Daimler (R&AE, new product development)



R&D + CAPEX in % of Group revenues



OBJECTIVE

R&D + CAPEX < 9% of Group revenues on average

SEVEN KEY LEVERS

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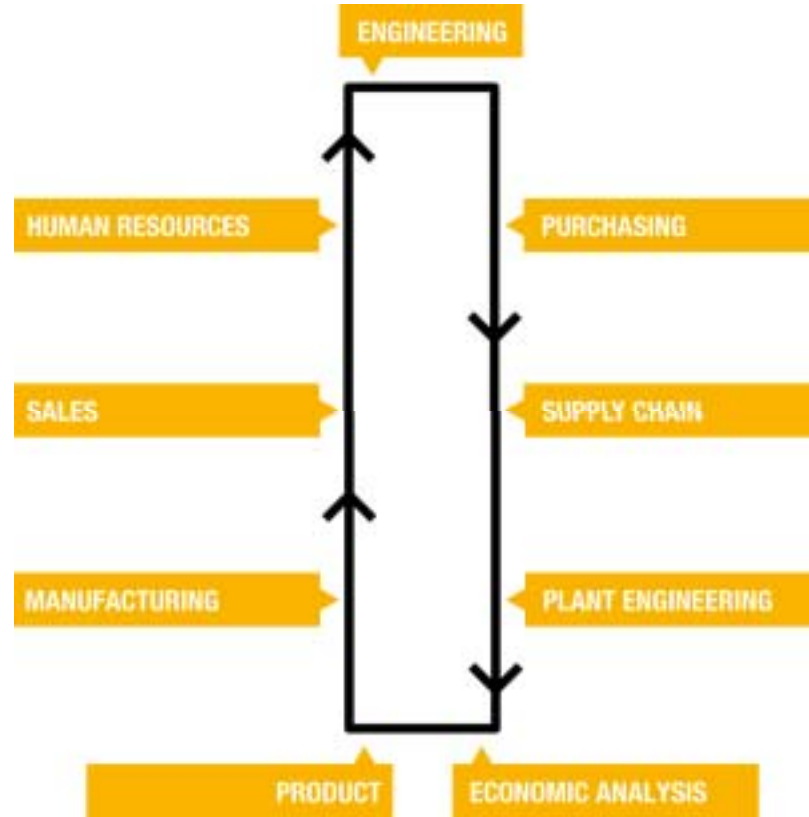
5. OPTIMISED R&D AND INVESTMENT EXPENDITURES

6. COST REDUCTION

**7. MAINTAINED POSITIONS IN EUROPE
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6. COST-REDUCTION: TOTAL COST OPTIMISATION

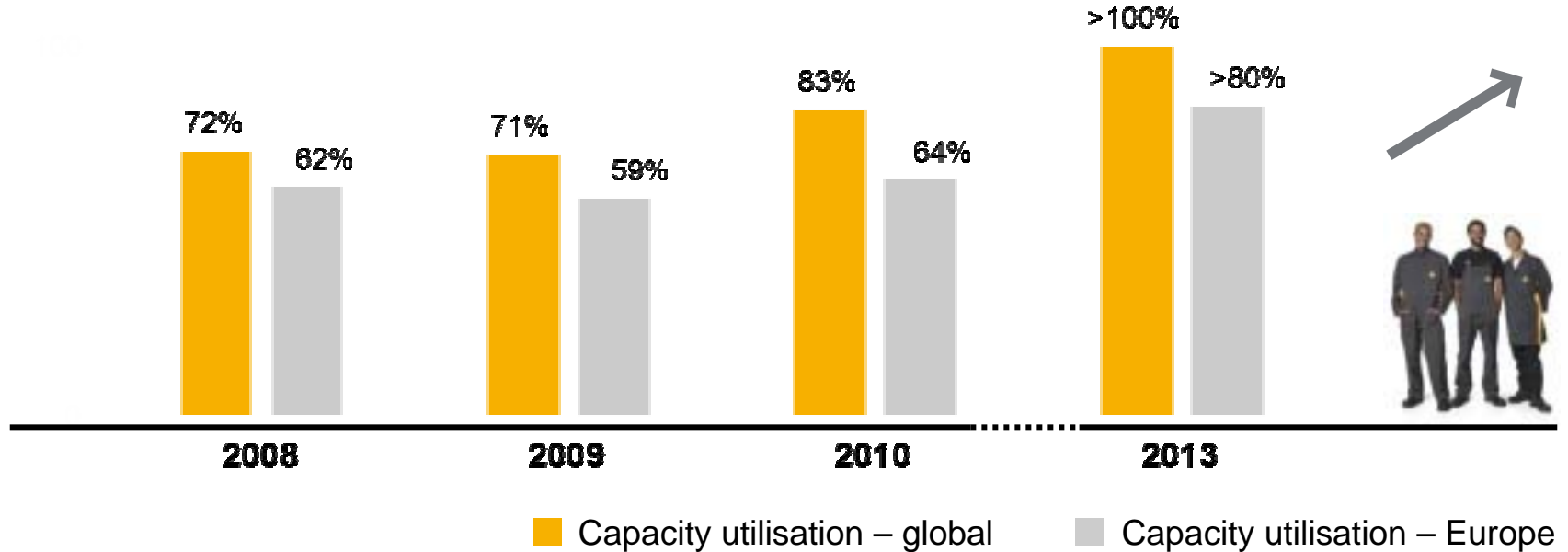
PROJET MONOZUKURI



OBJECTIVE

12% reduction in Total delivered cost over 3 years, with a 15% target

6. COST-REDUCTION: INDUSTRIAL CAPACITY UTILISATION



OBJECTIVE

Global industrial capacity utilisation over 100% in 2013
(3760 hours standard)

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7. MAINTAINED POSITIONS IN EUROPE: SALES OBJECTIVES IN EUROPE 2011-2013



**Comprehensive
range of electric
vehicles**



**Complete
renewal
of the B range**



**4 new internal
combustion
engines**



**Renewed
and extended Dacia
range**

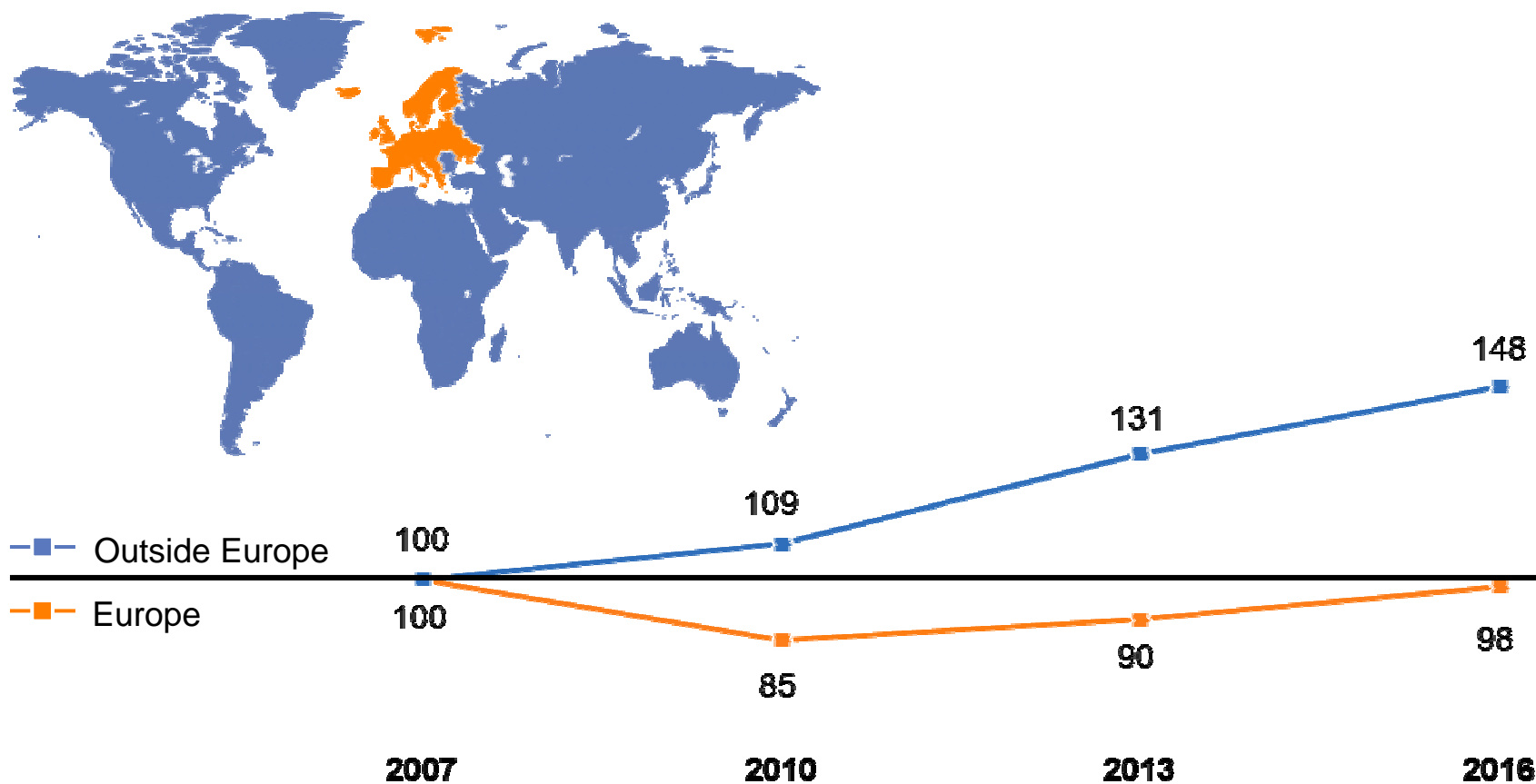


OBJECTIVE

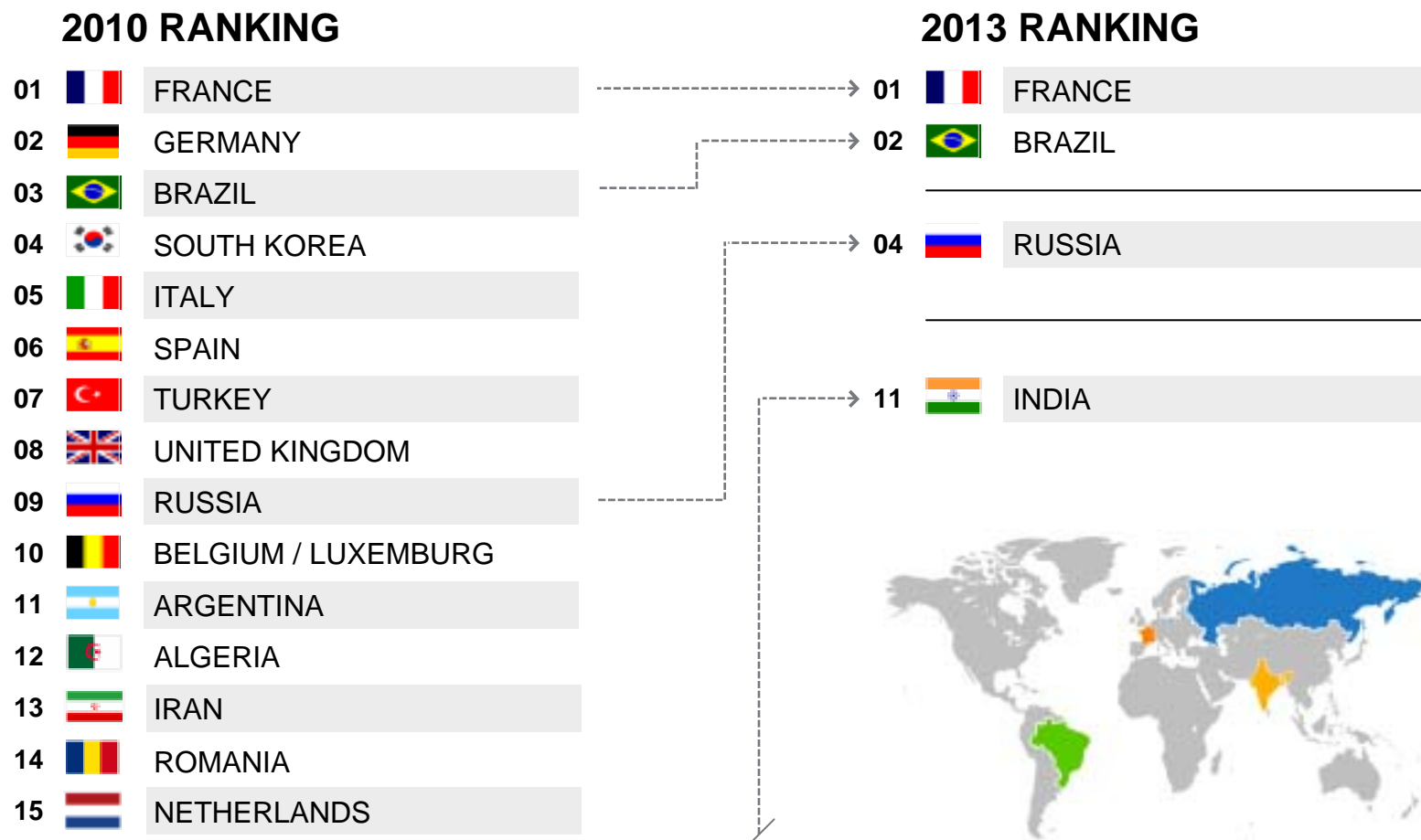
Renault: number 2 brand in Europe

7. INTERNATIONAL EXPANSION: GROWTH OF NON-EUROPEAN TIV

Evolution of PC/LCV automotive market (base 100: 2007)



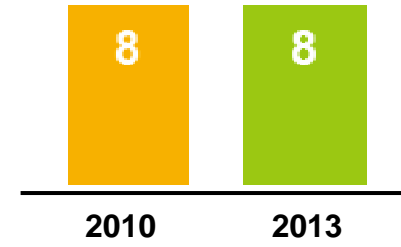
7. INTERNATIONAL EXPANSION: RENAULT'S MAIN MARKETS, RANKING 2010 / 2013



BRAZIL

NEW PRODUCTS

- Local manufacturing of Duster
- Local manufacturing of new international C range
- Renewal of M0 range



Models produced in Mercosur



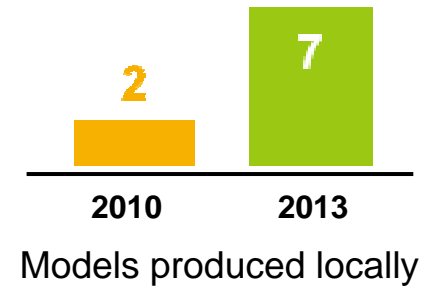
Curitiba plant



RUSSIA

NEW PRODUCTS

- Local manufacturing of new international C range
- Local manufacturing of Duster
- Renewal of M0 range
- Support upgrade of Avtovaz lineup and partial use of Togliatti plant capacity



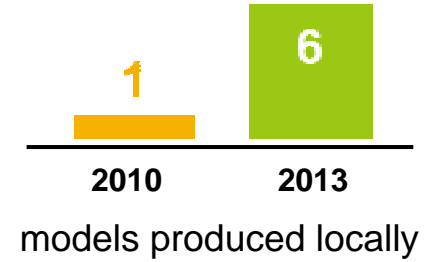
Avtovaz plant in Togliatti



INDIA

NEW PRODUCTS

- Local manufacturing of C range vehicles
- Local manufacturing of A/B range vehicles based on shared platforms with Nissan
- Local manufacturing of SUV



Chennai plant



RENAULT 2016 DRIVE THE CHANGE