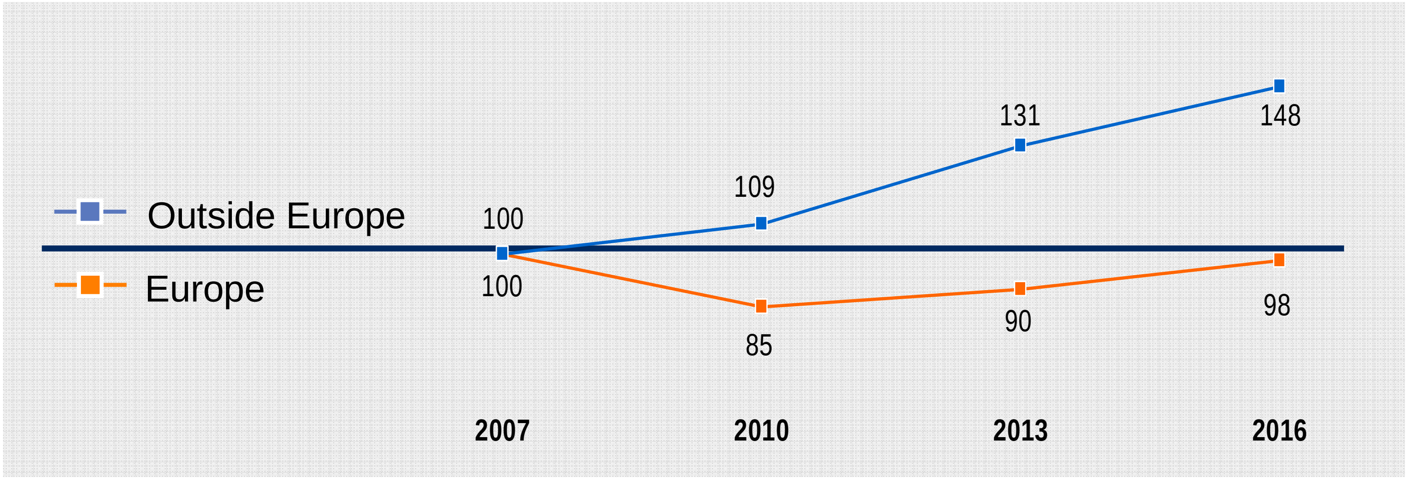
RENAULT

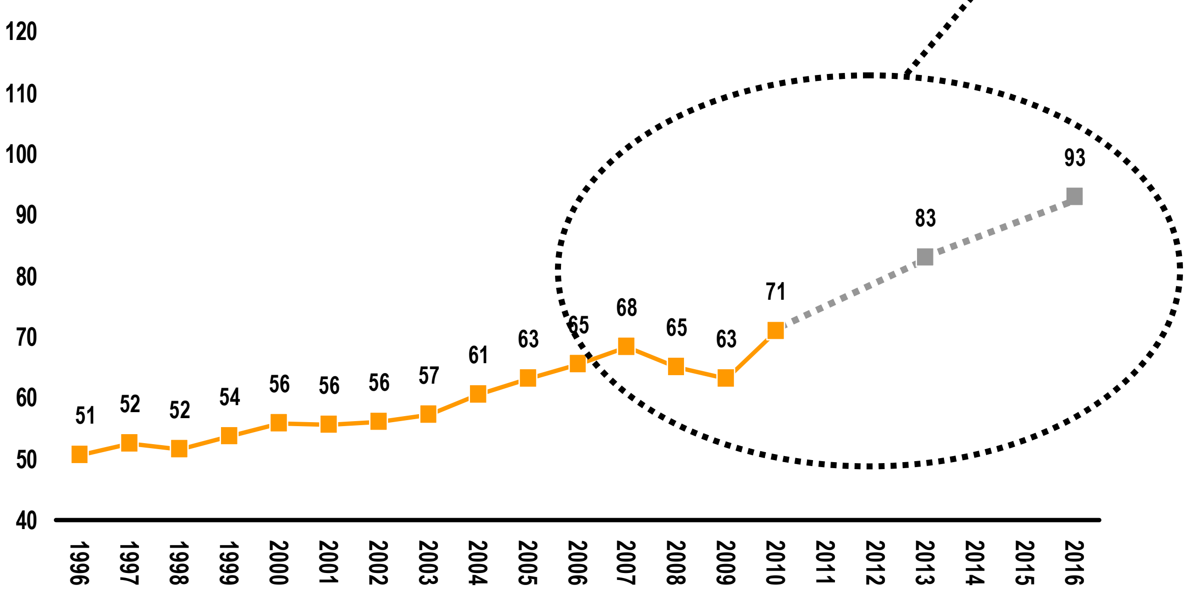
Carlos TAVARES, COO

DRIVE THE CHANGE

01 GROWING TIV, RECOVERING QUICKLY AFTER 2008/2009



Global TIV (PC+LCV) IN MILLION UNITS



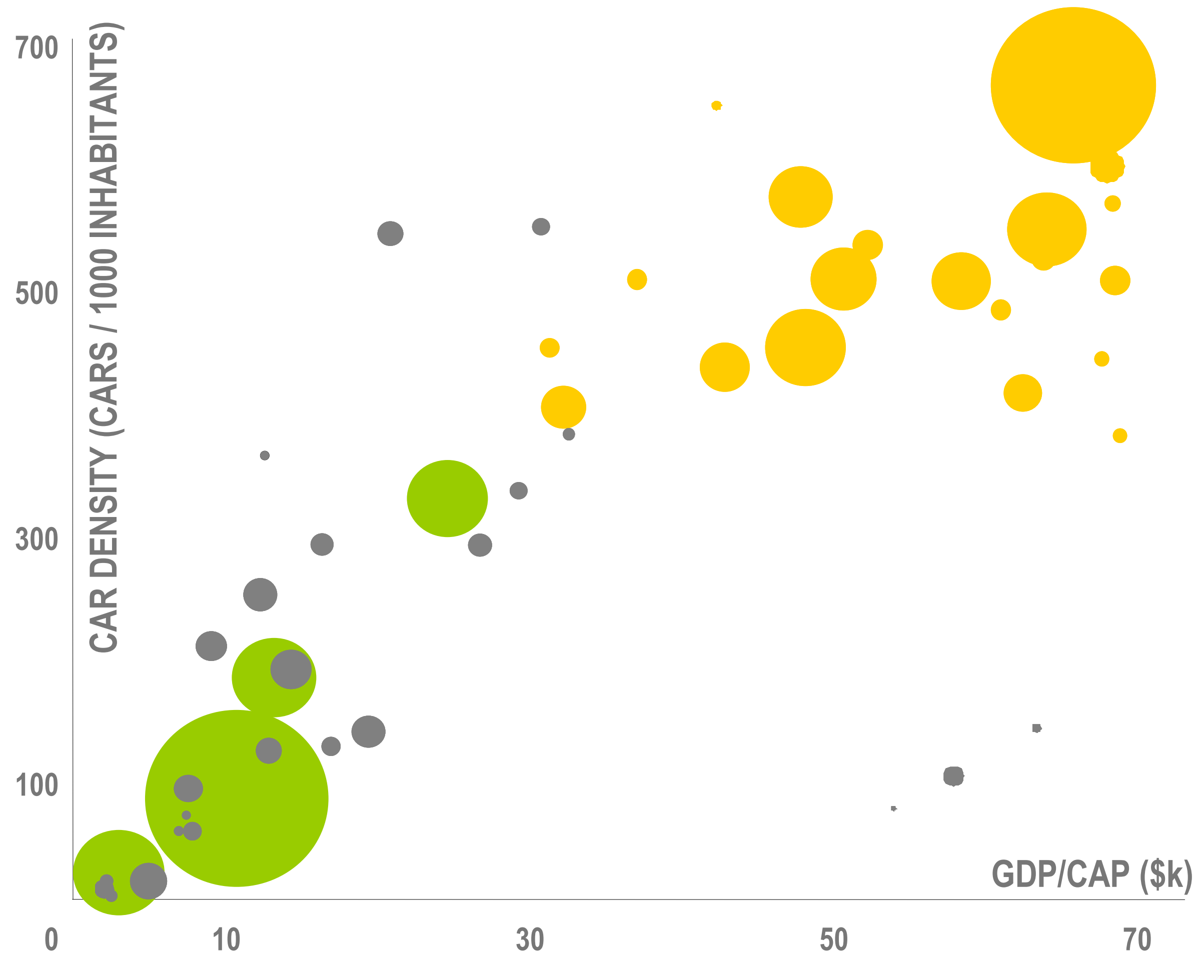
RENAULT

01 GLOBAL TIV : GROWTH PERSPECTIVES
(Global Insight forecast for Total Industry Volumes in 2020)

Mature markets
(N America, W Europe, Japan, S Korea, Australia)

BRIC
(Brazil, Russia, India, China)

Developing markets
(E Europe, L. Amerca, Africa, Asia-Pacific)

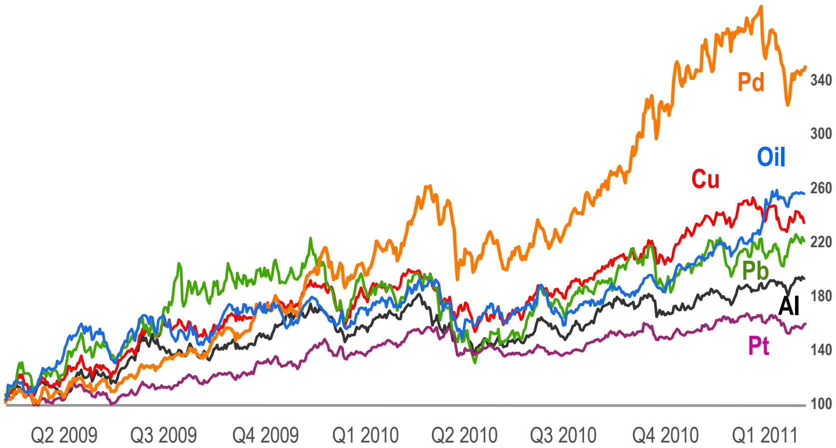


01 AUTOMOTIVE INDUSTRY HEADWINDS

REGULATIONS & TECHNOLOGY COSTS

MATURE MARKET INDUSTRIAL CAPACITY

RAW MATERIALS



EMERGING COMPETITORS

02 RENAULT'S MID TERM PLAN

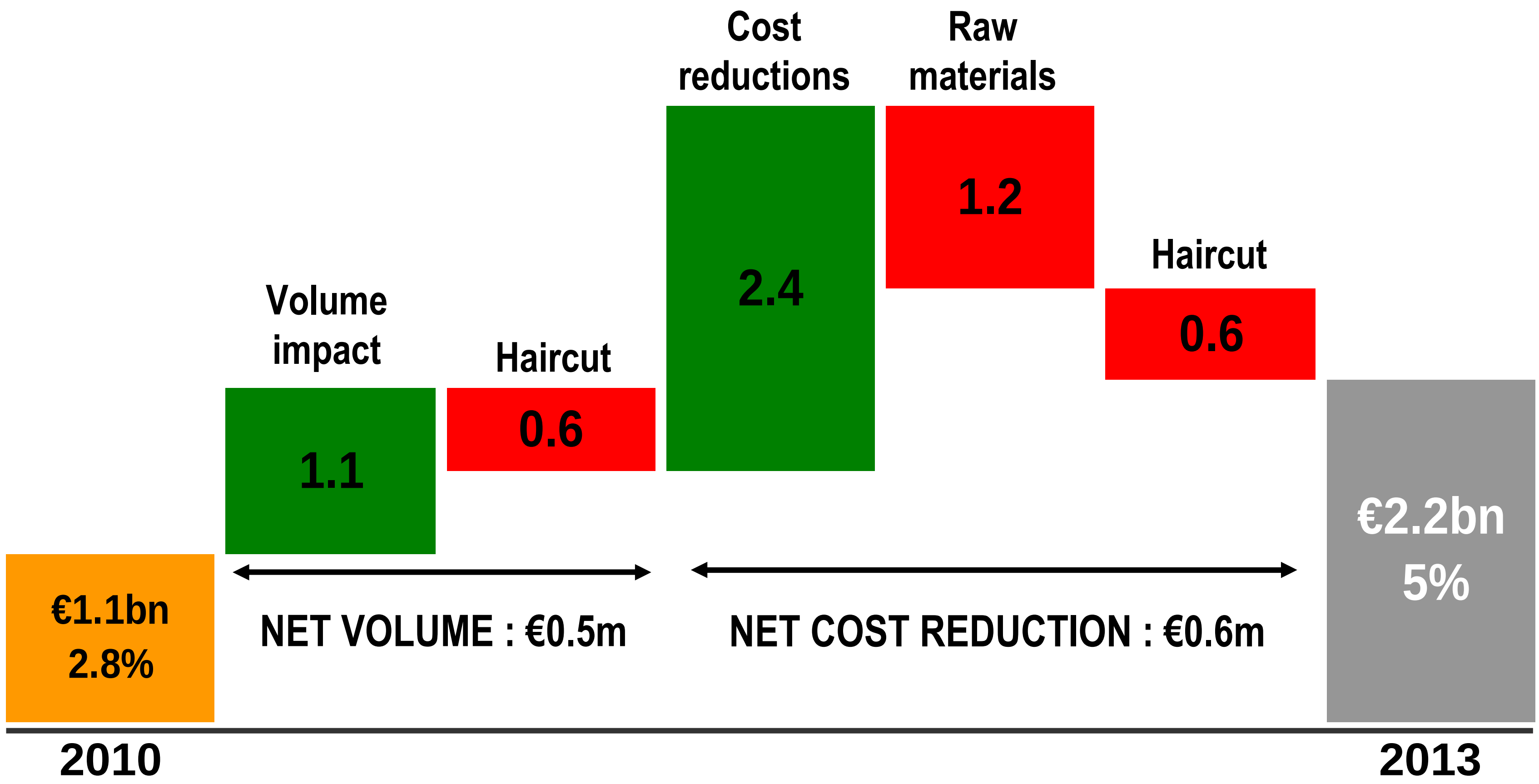
RENAULT 2016 DRIVE THE CHANGE

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

02 GROUP OPERATING MARGIN WALKDOWN: 2010-2013



01 AUTOMOTIVE MARKET: GROWTH & HEADWINDS

02 RENAULT'S MID TERM PLAN

03 COST REDUCTION LEVERS

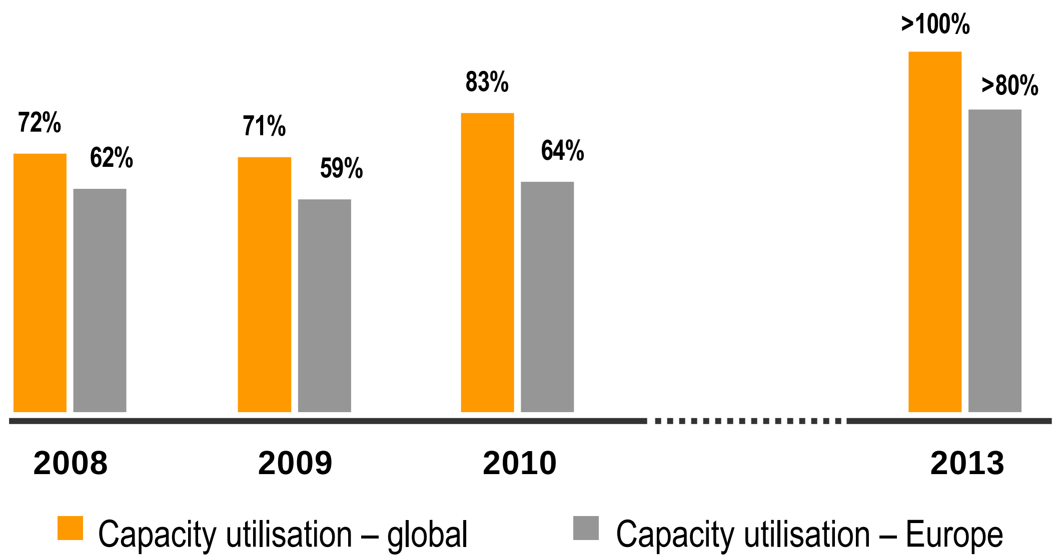
04 GROWTH LEVERS

05 FCF GENERATION

03 OPTIMIZING FIXED COSTS

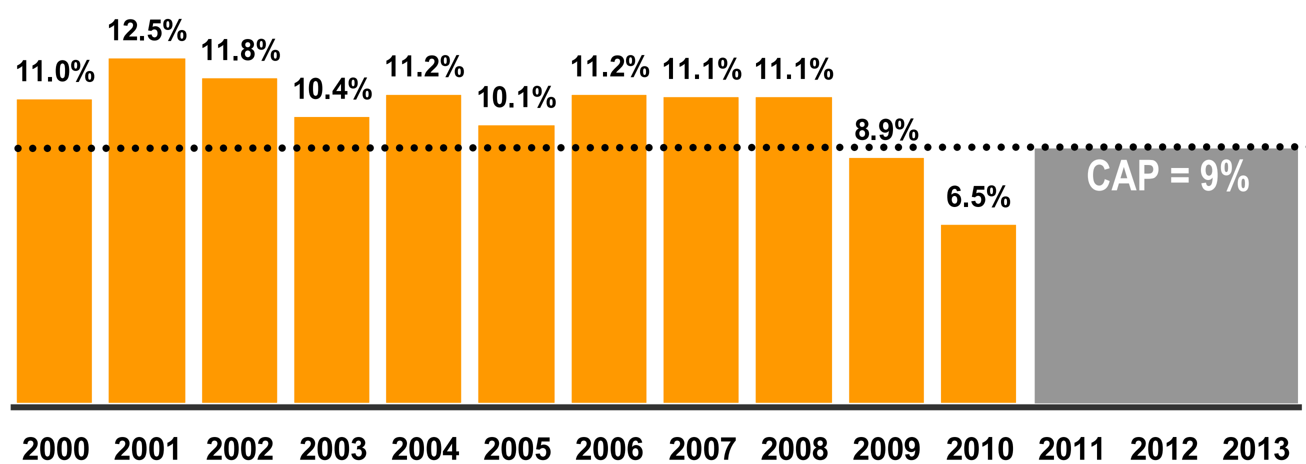
INDUSTRIAL CAPACITY UTILISATION

(3760 hours per year)



CAPEX + R&D

Cash out in % of group revenues



04 PLATFORM, TECHNOLOGY & GLOBAL EXPANSION

LCV PLATFORMS shared with Nissan, Daimler and GM	B PLATFORM + M0 PLATFORM with shared modules	A PLATFORM with Daimler (Smart/Twingo)	C & D PLATFORM shared with Nissan
			
2011	2012	2013	2014 - 2016

Energy 130 dci

Energy 110 Tce

....

EV INITIAL RANGE

EV RANGE EXTENSION

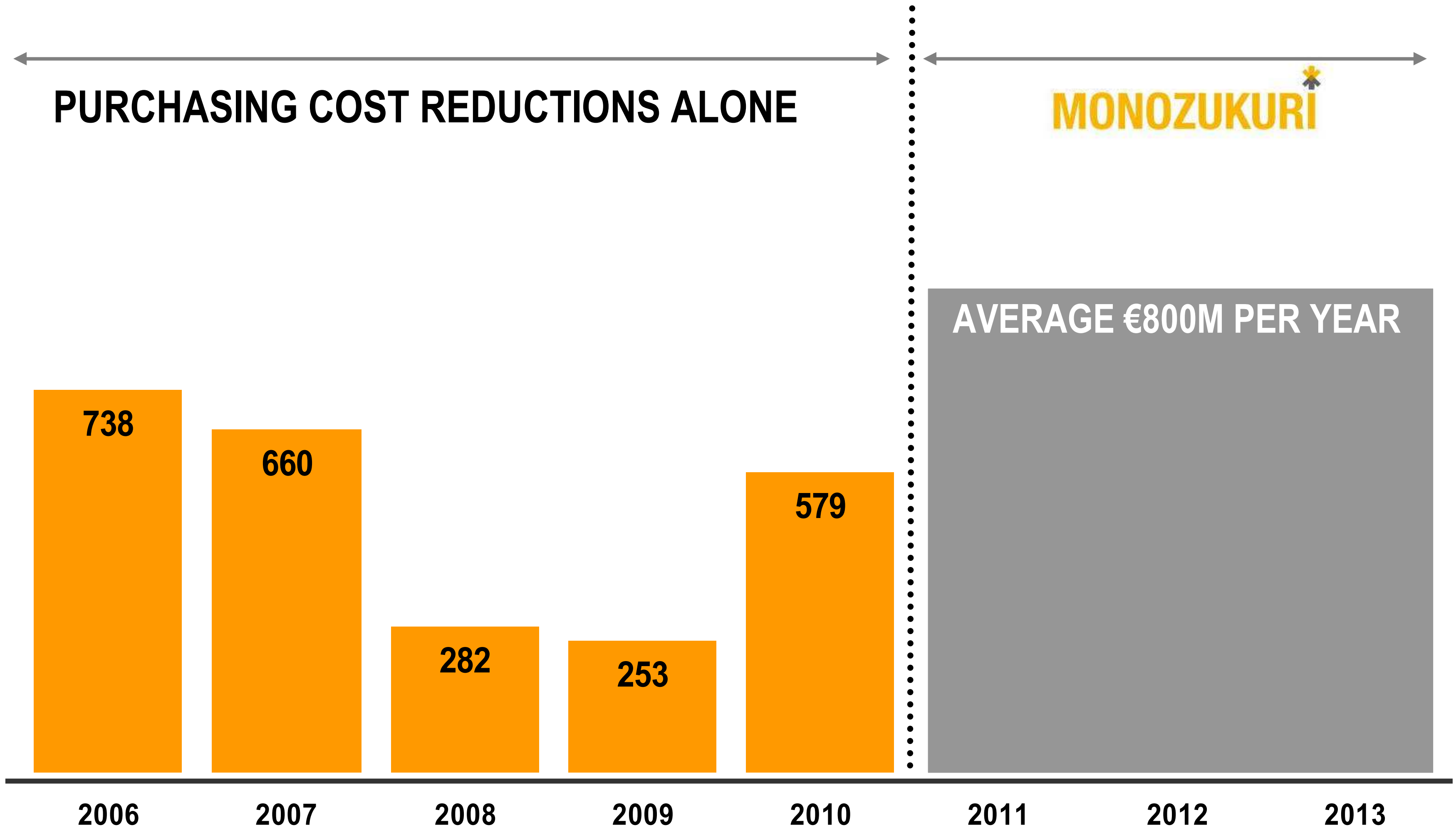
Tangiers

Chennai

AvtoVaz

Internal combustion | Zero emission | New Alliance industrial capacity

03 VARIABLE COST REDUCTIONS



(€ million impact on operating margin vs. previous period)

01 AUTOMOTIVE MARKET: GROWTH & HEADWINDS

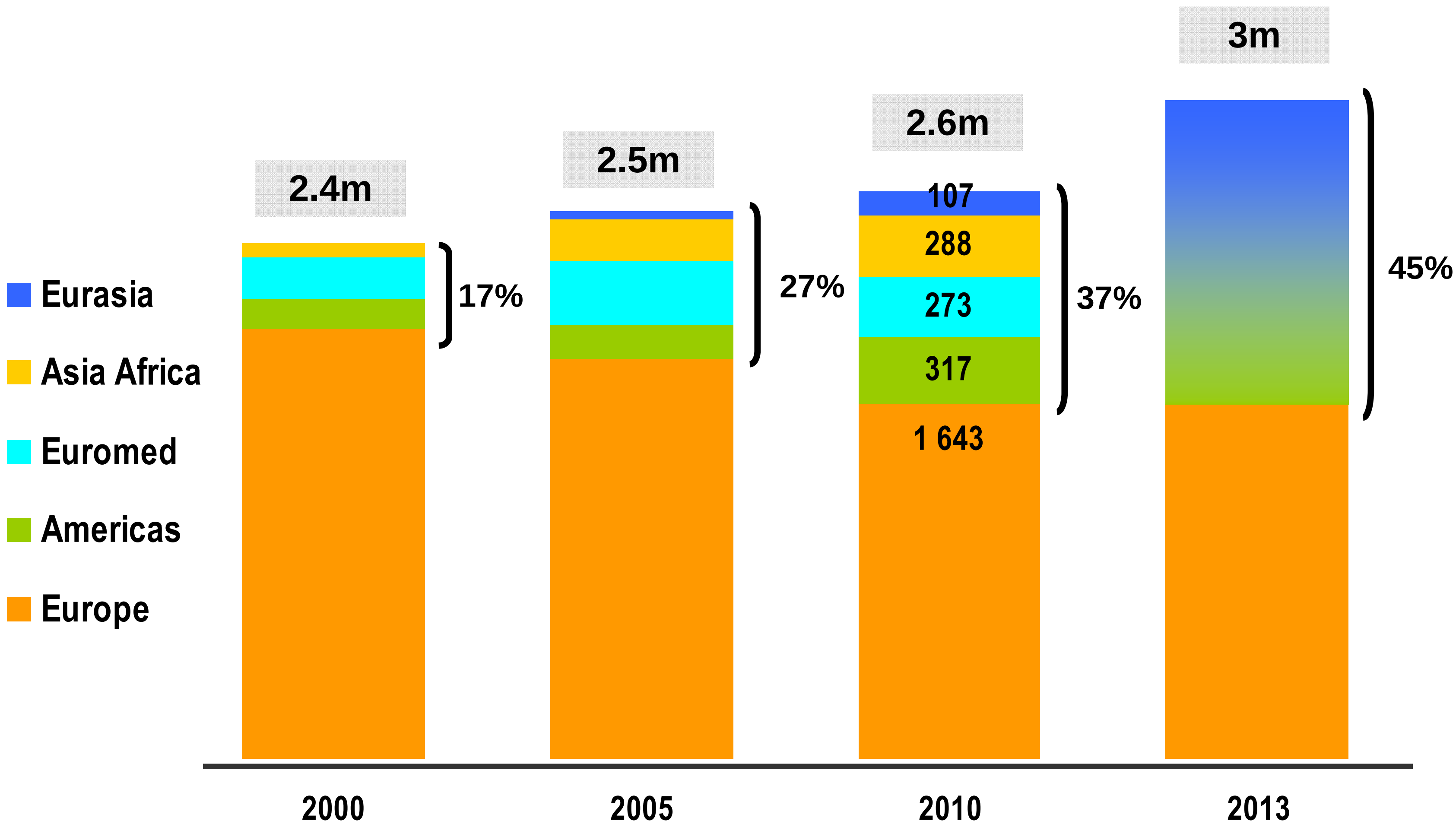
02 RENAULT'S MID TERM PLAN

03 COST REDUCTION LEVERS

04 GROWTH LEVERS

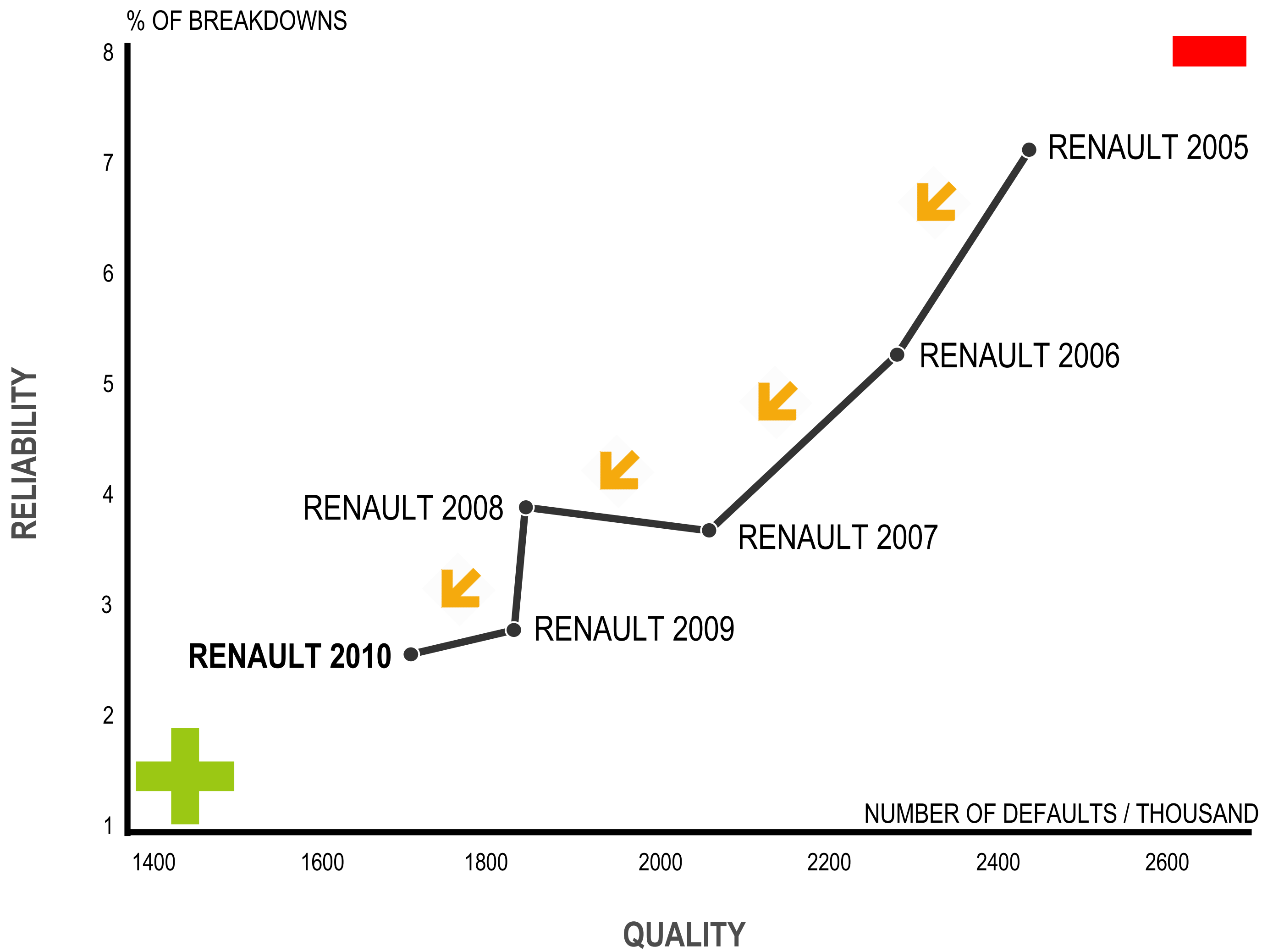
05 FCF GENERATION

04 VOLUME GROWTH : 90% FROM OUTSIDE EUROPE



GROUP UNIT SALES : Renault, Dacia & Renault Samsung brands

04 TOP LEVEL QUALITY

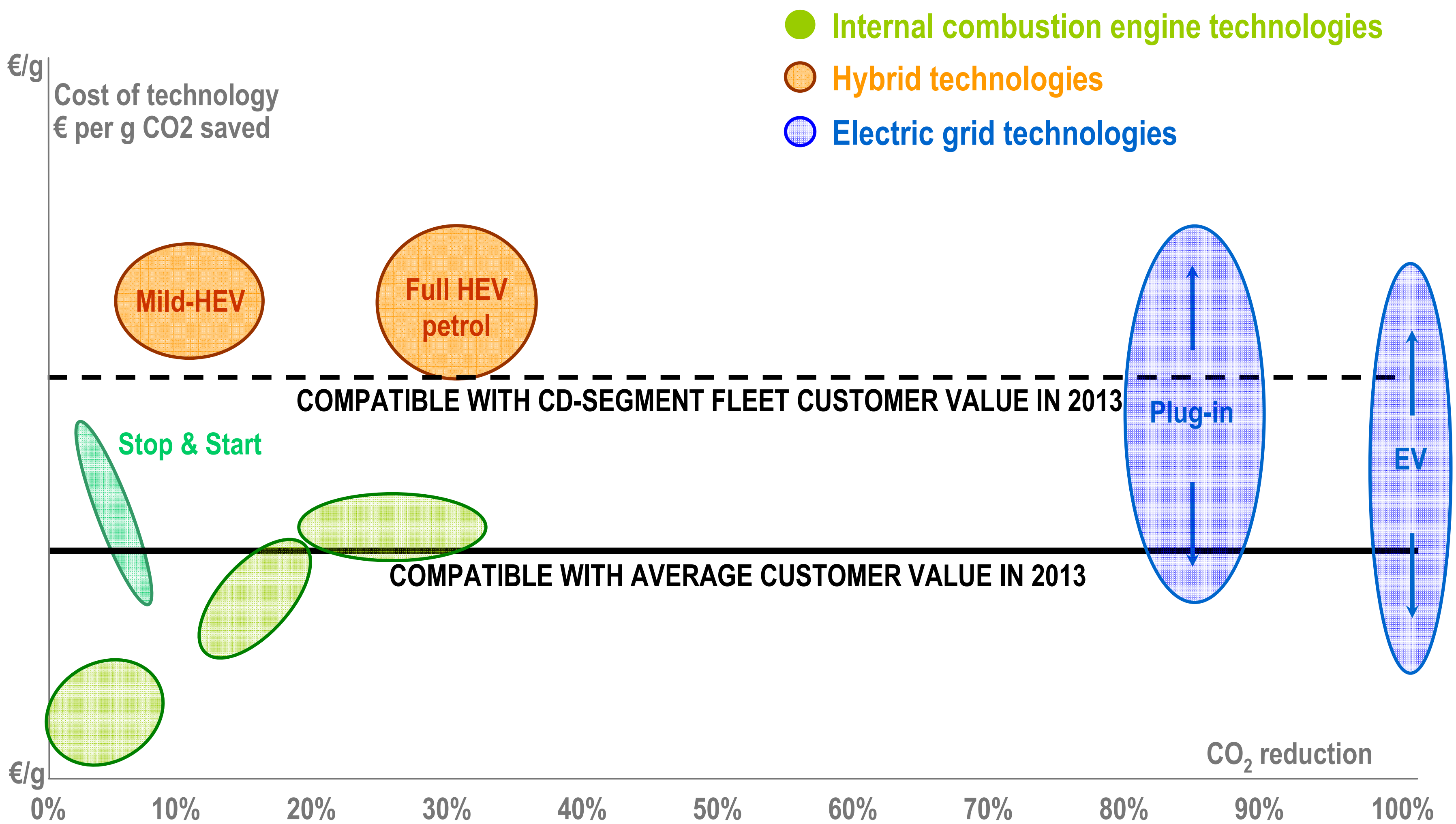


04 ROBUST PRODUCT PLAN

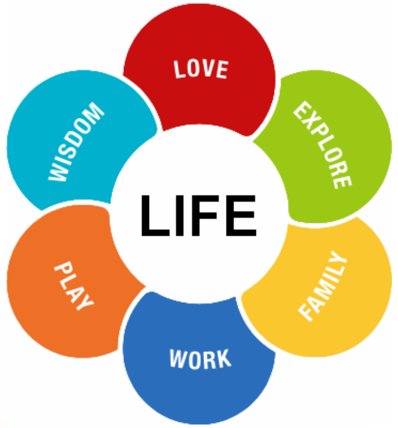
	H2 2011	2012
EV	KANGOO ZE, FLUENCE ZE, TWIZY	ZOE
A/B		TWINGO, Clio 2 ph6 Argentina, B HATCH India, B SEDAN India, CLIO 4 Hatch
C	FLUENCE India	C-SEGMENT MODEL YEAR
D/E	SM7, QM5/KOLEOS ph2, KOLEOS India	D-SEGMENT MODEL YEAR
M0	SANDERO ph2 Brazil, DUSTER Brazil	DUSTER Russia, DUSTER Columbia, DUSTER India, SANDERO Columbia, LOGAN ph2 Iran, FAMILY CAR, SMALL LCV, PC VAN, HATCH

NEW MODEL REGIONAL INDUSTRIALIZATION FACELIFT

04 AFFORDABLE TECHNOLOGY



04 NEW WARM AND SENSUAL DESIGN



01 AUTOMOTIVE MARKET: GROWTH & HEADWINDS

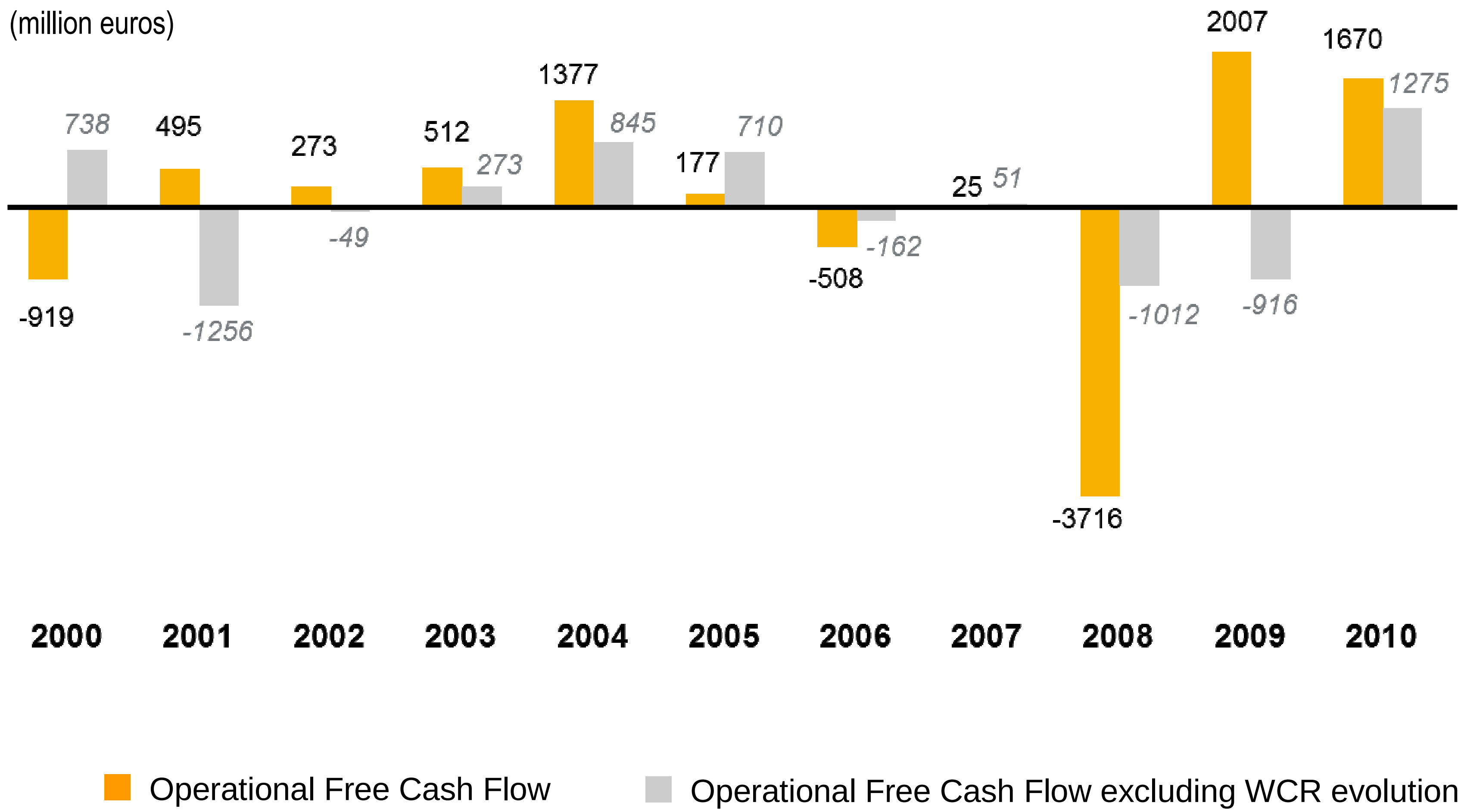
02 RENAULT'S MID TERM PLAN

03 COST REDUCTION LEVERS

04 GROWTH LEVERS

05 FCF GENERATION

05 FCF EVOLUTION



05 DIVIDEND POLICY : RENAULT 2016

- A two level policy:

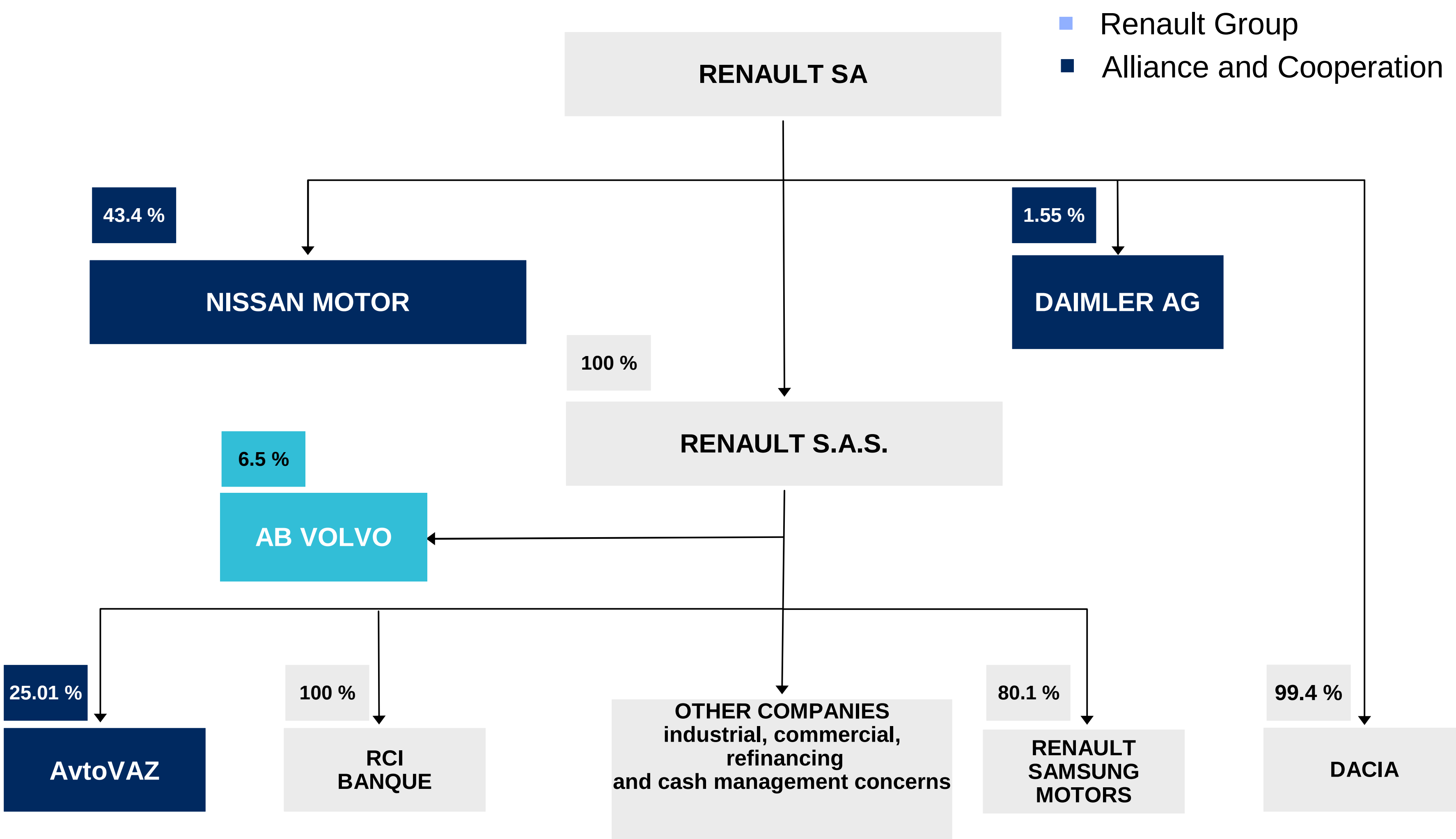
  1. **Pass through of dividends received from associates to Renault's shareholders**
     What is received in year 1 will be paid in year 2

  2. **When the financial environment & Renault's balance sheet permits it:**
     A percentage of operational FCF from the Renault core business


LECLERC
BK-886-EG

ANNEXES

RENAULT GROUP STRUCTURE



GROUP P&L

PUBLISHED	BEFORE IFRS					IFRS					
	2000*	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
in K units											
Sales	2 289	2 409	2 404	2 389	2 489	2 533	2 433	2 484	2 382	2 309	2 626
production	2 348	2 375	2 344	2 385	2 472	2 516	2 385	2 659	2 421	2 199	2 599
in€ m											
Revenues	40 175	36 351	36 336	37 525	40 715	41 338	41 528	40 682	37 791	33 712	38 971
o/w Automotive	31 486	33 841	34 456	35 535	38 645	39 458	39 605	38 679	35 757	31 951	37 172
o/w sales financing	1 656	1 828	1 880	1 990	2 070	1 880	1 923	2 003	2 034	1 761	1 799
Cost of goods and services sold	**-30 214**	**-28 240**	**-28 178**	**-29 273**	**-31 162**	**-32 137**	**-32 499**	**-31 408**	**-29 659**	**-26 978**	**-30 620**
o/w Research and development expenses	*-2 048*	*-1 935*	*-1 143*	*-1 243*	*-1 383*	*-2 034*	*-1 963*	*-1 850*	*-1 858*	*-1 795*	*-1 834*
o/w SG&A	*-4 838*	*-4 538*	*-4 363*	*-4 452*	*-4 581*	*-4 918*	*-5 018*	*-4 949*	*-4 770*	*-4 382*	*-4 605*
Operating margin	**2 022**	**473**	**1 483**	**1 402**	**2 418**	**1 323**	**1 063**	**1 354**	**212**	**-396**	**1 099**
o/w Automotive	1 574	216	1 189	1 035	1 974	858	571	882	-275	-902	396
o/w sales financing	253	252	294	367	444	465	492	472	487	506	703
Other operating income and expenses	-319	231	-266	-168	-270	191	-186	-116	-329	-559	-464
Operating income	**1 703**	**704**	**1 217**	**1 234**	**2 148**	**1 514**	**877**	**1 238**	**-117**	**-955**	**635**
Financial expense	**-69**	**-64**	**-91**	**-71**	**-348**	**-327**	**61**	**76**	**441**	**-404**	**-376**
Capital gain on sale of B shares in Volvo AB											**2 000**
Share in net income of companies accounted for by the equity method	**89**	**380**	**1 331**	**1 860**	**2 020**	**2 597**	**2 260**	**1 675**	**437**	**-1 561**	**1 289**
o/w Nissan	*56*	*497*	*1 335*	*1 705*	*1 767*	*2 275*	*1 871*	*1 288*	*345*	*-902*	*1 084*
o/w Volvo		*-26*	*71*	*175*	*240*	*308*	*384*	*352*	*226*	*-301*	*214*
o/w AvtoVAZ										*-370*	*-21*
Current and deferred taxes	-649	-67	-447	-510	-634	-331	-255	-255	-162	-148	-58
Group net income	**1 074**	**953**	**2 010**	**2 513**	**3 186**	**3 453**	**2 943**	**2 734**	**599**	**-3 068**	**3 490**
Renault net income	1 080	1 051	1 956	2 480	3 119	3 367	2 869	2 669	571	-3 125	3 420
EPS	**4,5**	**4,4**	**7,5**	**9,3**	**11,7**	**13,2**	**11,2**	**10,3**	**2,2**	**-12,1**	**12,7**
Number of shares for EPS calculation	**239 798**	**239 998**	**259 560**	**265 960**	**265 960**	**255 177**	**256 994**	**258 621**	**256 532**	**257 514**	**269 292**
workforce	**166 114**	**140 417**	**132 351**	**130 740**	**130 573**	**126 584**	**128 893**	**130 179**	**129 069**	**121 422**	**122 615**
o/w Europe	NA	NA	NA	NA	NA	107 519	93 580	87 080	83 712	76 633	74 431

* with Renault VI

AUTOMOTIVE DIVISION CASH FLOW

PUBLISHED	BEFORE IFRS					IFRS					
in € m	**2000***	2001	**2002**	2003	**2004**	2005	**2006**	2007	**2008**	2009	**2010**
AUTO EBIT	**1 467**	**458**	**928**	**858**	**1 710**	**1 058**	**303**	**767**	**-608**	**-1 457**	**-78**
Depreciation & amortization	1 817	1 683	1 938	2 117	2 133	2 658	2 817	2 815	2 892	3 124	3 045
AUTOMOTIVE EBITDA	**3 284**	**2 141**	**2 866**	**2 975**	***3 843***	**3 716**	**3 120**	**3 582**	**2 284**	**1 667**	**2 967**
Cash flow	3 027	1 290	2 919	2 806	3 798	3 589	3 288	3 616	2 373	1 386	3 074
Change in WC	-1 657	1 751	322	239	401	-533	-346	-26	-2 704	2 923	395
Capex and R&D cost	-2 289	-2 546	-2 968	-2 533	-2 823	-2 879	-3 585	-3 565	-3 385	-2 054	-1 644
CAPEX	*-2 253*	*-2 497*	*-2 284*	*-1 927*	*-2 035*	*-2 046*	*-2 494*	*-2 278*	*-2 260*	*-1 465*	*-978*
CAPITALIZED R&D	*-36*	*-49*	*-684*	*-606*	*-788*	*-833*	*-1 091*	*-1 287*	*-1 125*	*-589*	*-666*
Others							135			-248	-155
OPERATIONAL FCF	**-919**	**495**	**273**	**512**	**1 376**	**177**	**-508**	**25**	**-3 716**	**2 007**	**1 670**
Dividends received from Nissan		99	183	267	345	383	431	456	418	0	88
Dividends received from Volvo		0	77	77	208	120	158	477	258	81	0
Dividends received from others excl; RCI	7	6				13	13	3	12	0	0
FCF	**-912**	**600**	**533**	**856**	**1 929**	**693**	**94**	**961**	**-3 028**	**2 088**	**1 758**
DIVIDEND PAID	**183**	**219**	**258**	**316**	**383**	**493**	**684**	**883**	**1 054**	**0**	**0**

RCI BANQUE KEY FIGURES

% of average performing loans outstanding	2000	2001	2002	2003	2004 IFRS	2005 IFRS	2006 IFRS	2007 IFRS	2008 IFRS	2009 IFRS	2010 IFRS
Gross financial margin	4,40%	4,22%	4,22%	4,48%	4,41%	4,52%	4.46%	4.38%	4.35%	4.91%	5.16%
Services and other products	0,72%	0,91%	1,30%	1,12%	1,12%	0,98%	1.13%	1.30%	1.39%	1.48%	1.52%
Intermediation fee	1,02%	-1,08%	-1,07%	-1,24%	-1,09%	-1,13%	-1.18%	-1.18%	-1.16%	-1.21%	-1.28%
Net banking income	4,10%	4,05%	4.45%	4.36%	4,44%	4,38%	4,41%	4.50%	4.58%	5.17%	5.40%
Cost of risk	-0,48%	-0,52%	-0,78%	-0,68%	-0,54%	-0,72%	-0,61%	-0.68%	-0.87%	-0.99%	-0.40%
Operating expenses	-2,05%	-2,08%	-1,95%	-1,91%	-1,76%	-1,63%	-1,68%	-1.78%	-1.57%	-1.71%	-1.64%
Pre-tax income (with NRE)	1,68%	1,45%	1,61%	1.87%	2,04%	2.00%	2,12%	2.01%	2.13%	2.41%	3.35%

RENAULT INVESTORS RELATION CONTACT

Duncan Minto

Investor Relations

+33 1 76 84 53 09

duncan.minto@renault.com

Alain Meyer

Investor Relations

+33 1 76 83 05 13

alain.meyer@renault.com

Investor relations internet site: www.renault.com\finance