

2010 SALES RESULTS

RENAULT GROUP

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EVP SALES & MARKETING AND LCV
LEADER OF EUROPE REGION

WHAT DID WE SAY ONE YEAR AGO FOR 2010 ?

- « ■ **Uncertain post-incentives markets.**
- **However, our European order book remains at a high level vs. last years.**
- **Mégane family at full speed in 2010 + continuation of product offensive on our 3 brands.**
- **Perspectives for 2010:**
 - Confirmation of Renault brand TOP 3 PC brand in Western Europe
 - LCV leading brand in Western Europe for 13th consecutive year
 - Growth on Dacia with new crossover
 - Increase of the Group market share in our main international markets



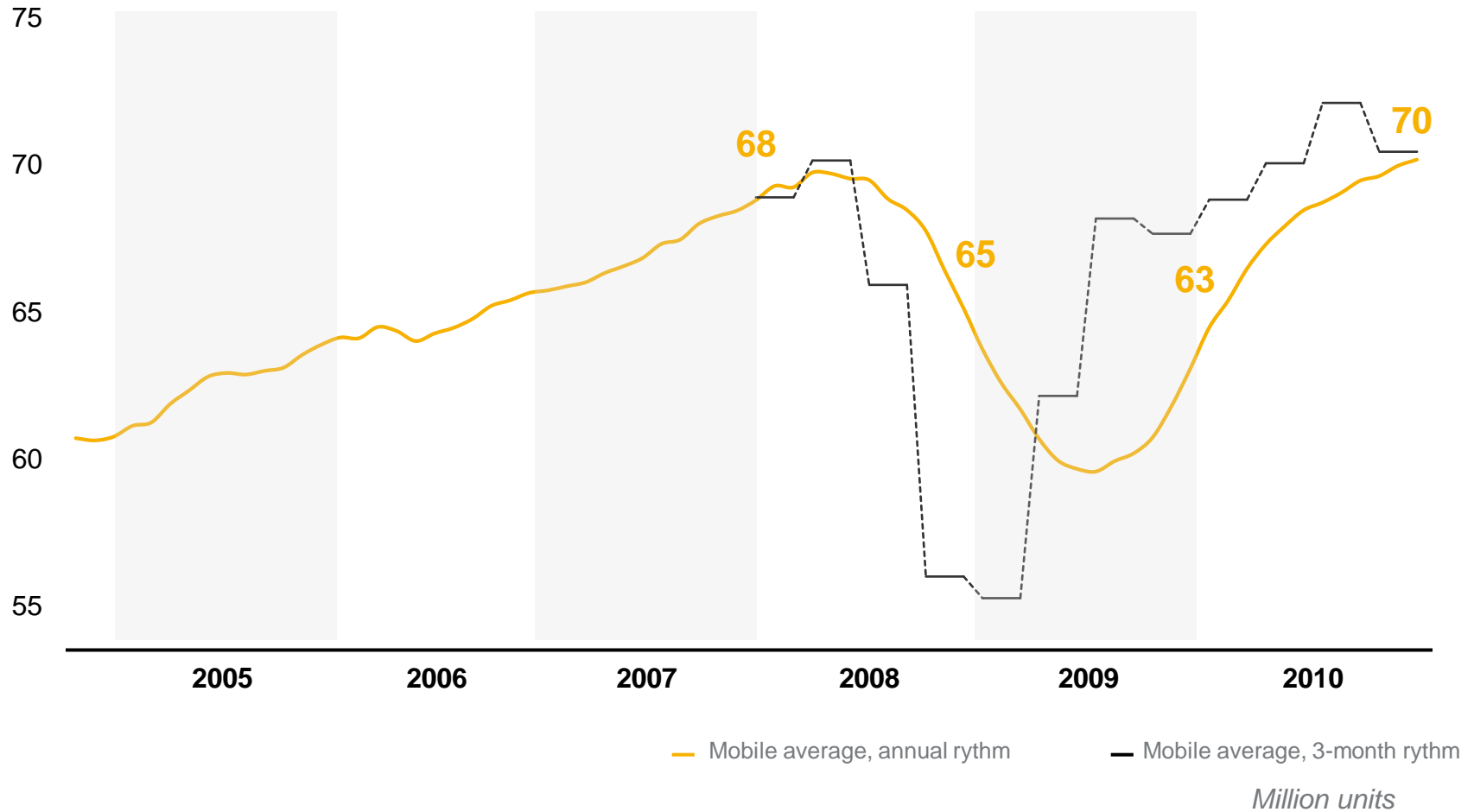
01



2010 SALES RESULTS

MARKET CONTEXT

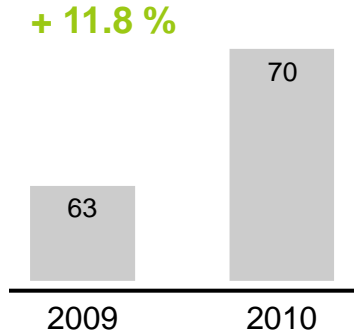
AFTER 2008 – 2009 MAJOR CRISIS, 2010 MARKET AT 70 MILLION UNITS



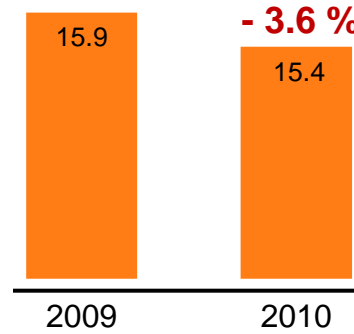
TIV 2010

+ 11.8 % VS. 2009, EUROPE AT - 3.6 %

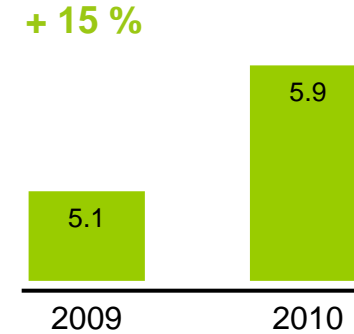
WORLD ↗



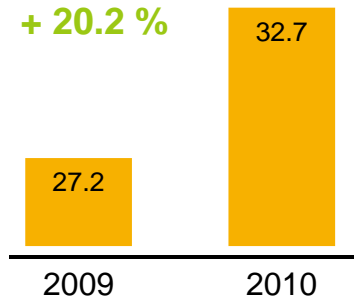
EUROPE ↘



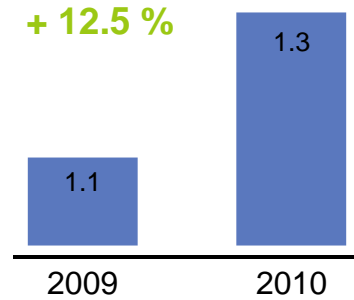
AMERICAS ↗



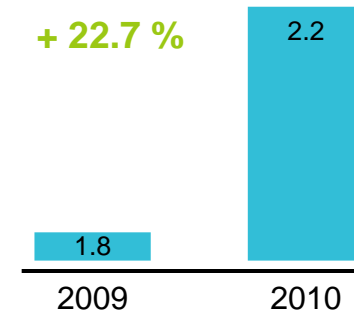
ASIA-AFRICA ↗



EUROMED ↗



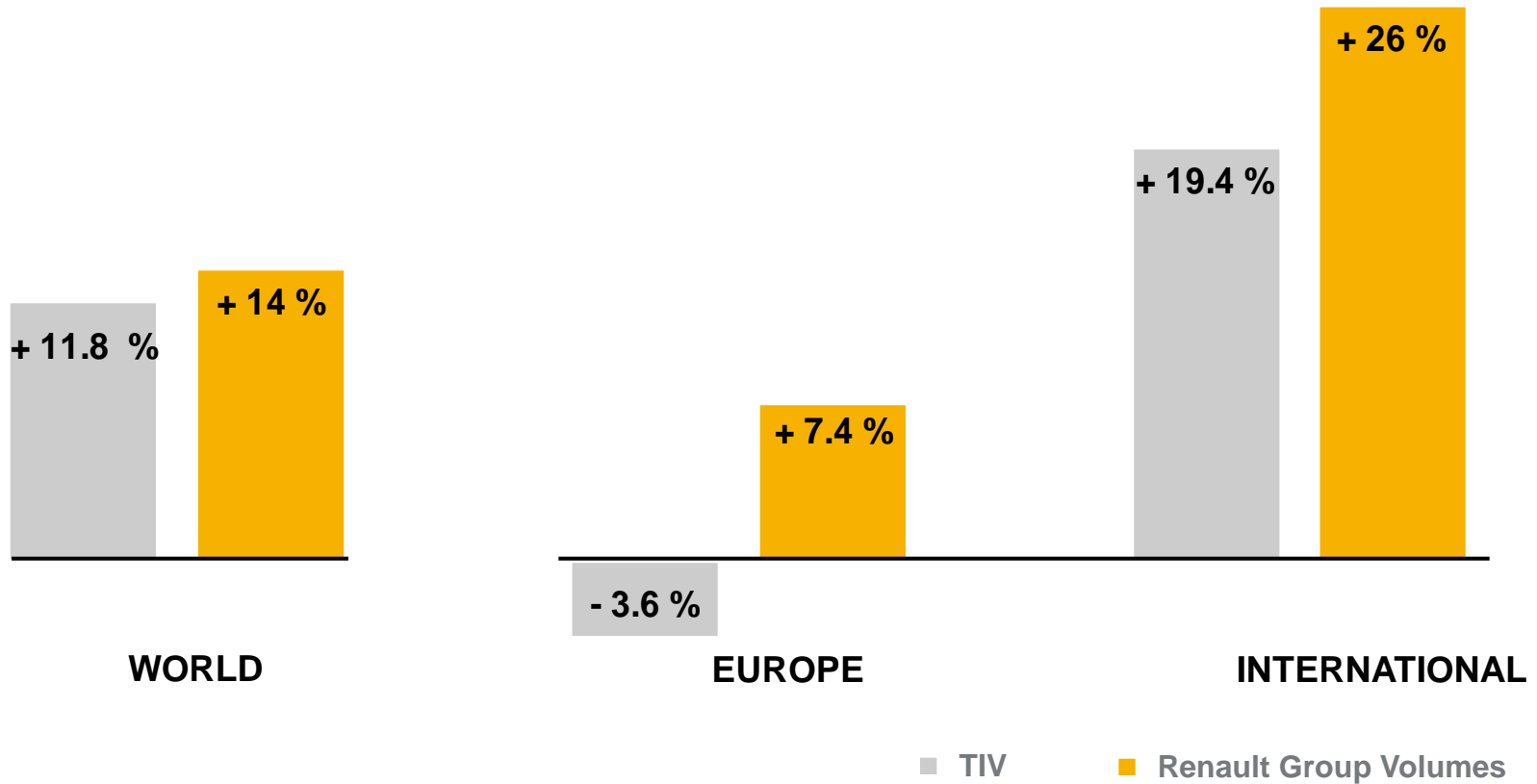
EURASIA ↗



Million units



IN THIS CONTRASTED MARKET CONTEXT, RENAULT GROUP OVERPERFORMS THE MARKETS

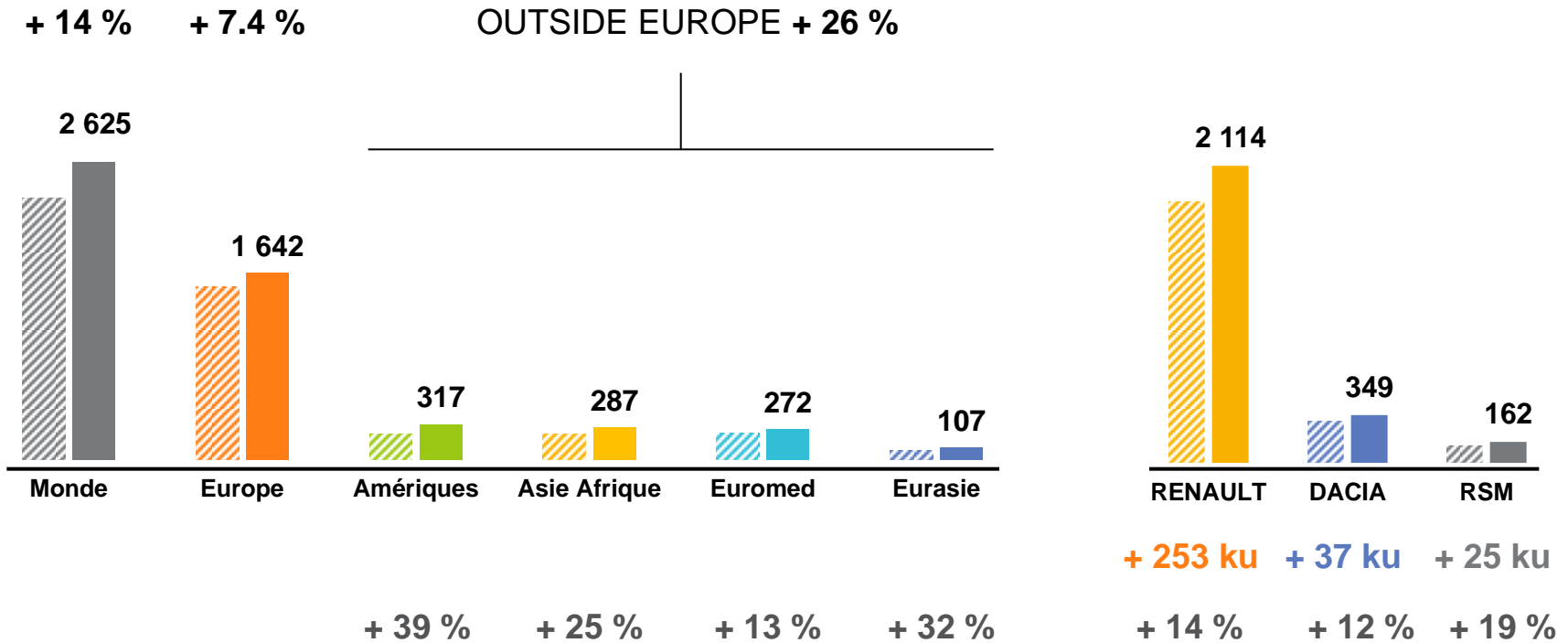


Volumes evolution 2009 - 2010

RENAULT GROUP WORLD MARKET SHARE AT 3.7 %

SALES RECORD AT 2.625.000 UNITS

ALL REGIONS, ALL BRANDS CONTRIBUTE



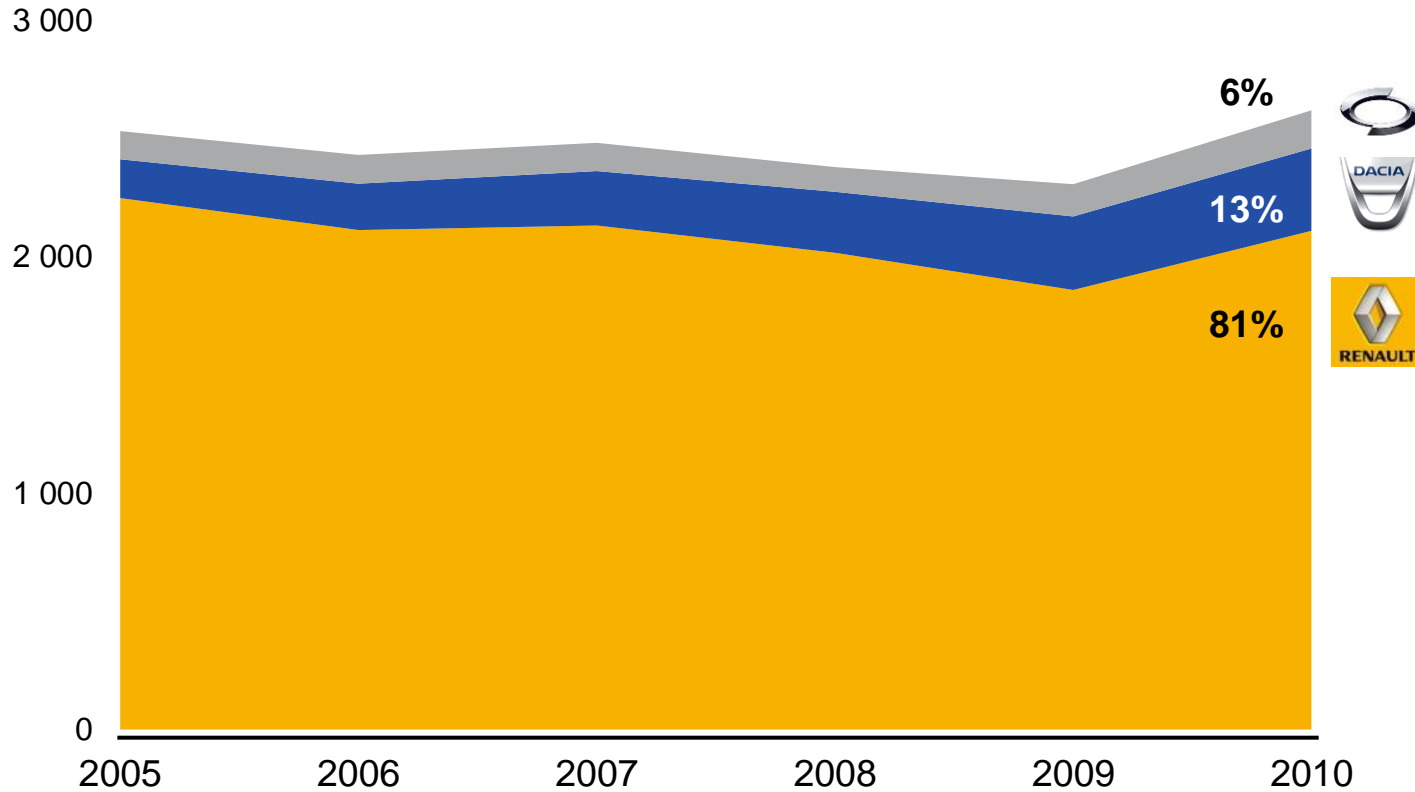
▨ 2009 ■ 2010

Group Sales, thousand units (PC+LCV)



2010 SALES EXCEED 2005 PREVIOUS SALES RECORD

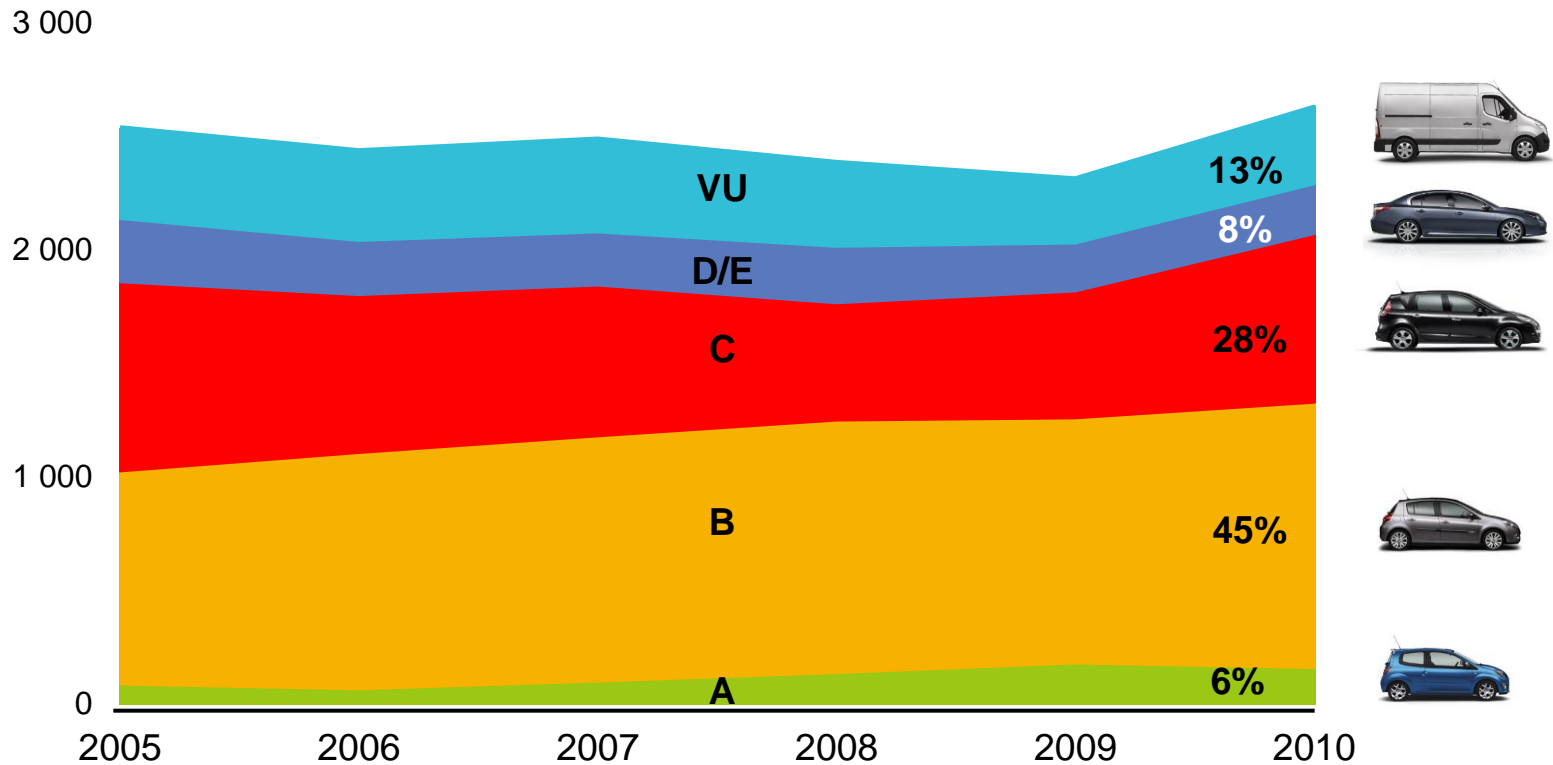
STRONG RENAULT BRAND MOMENTUM



Group Sales, thousand units (PC+LCV)

SALES EVOLUTION PER SEGMENT

C SEGMENT SALES INCREASE

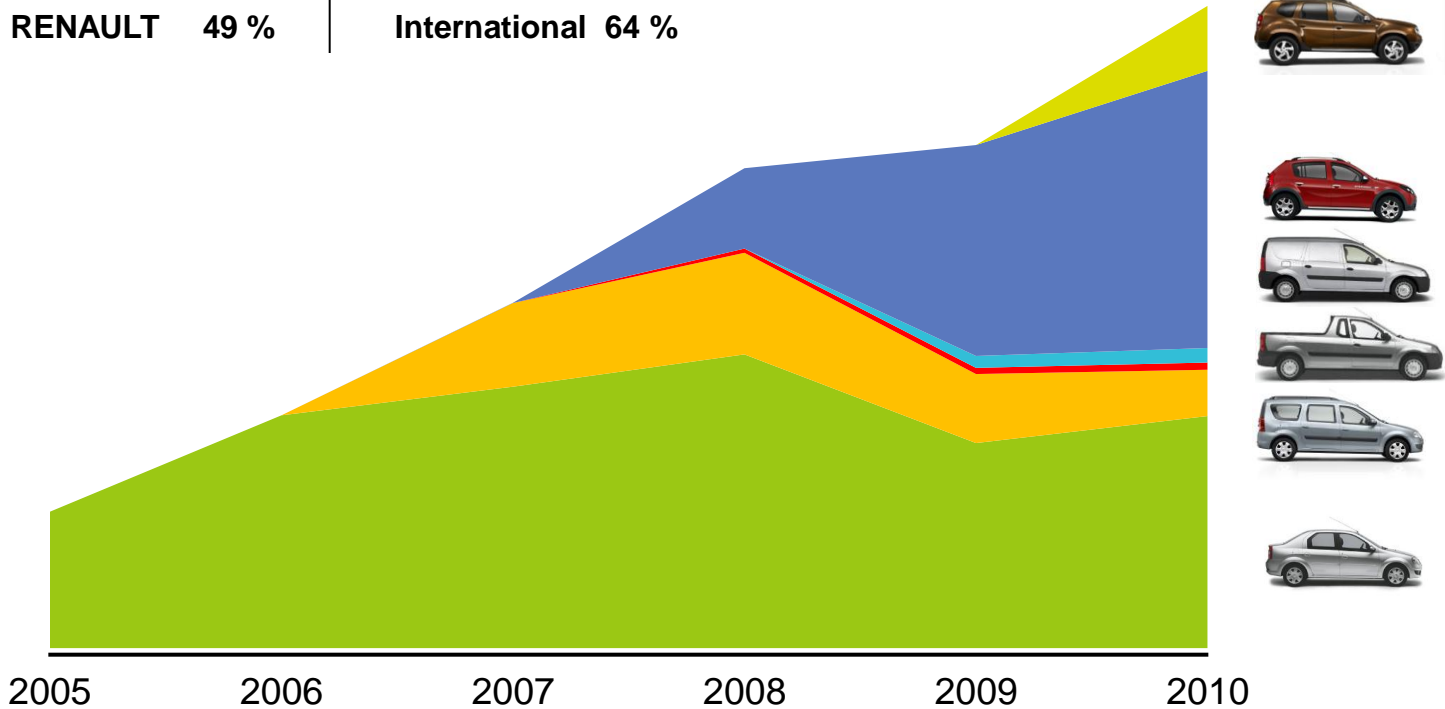


Group Sales, thousand units

ZOOM ON ENTRY PROGRAM (LOGAN / SANDERO / DUSTER)

685 000 UNITS SOLD IN 2010

DACIA	51 %	Europe	36 %
RENAULT	49 %	International	64 %


















■ Logan berline ■ Logan break ■ Logan pick-up ■ Logan fourgonnette ■ Sandero ■ Duster

Group Sales, thousand units (PC+LCV)



RENAULT GROUP GAINS MARKET SHARE IN 14 OUT OF ITS 15 MAIN MARKETS

	2010 Volumes	PC+LCV Market Share 2010	Market Share evolution vs. 2009
 France	744 549	27.9%	+ 1.7
 Germany	171 482	5.5%	- 0.5
 Brazil	160 303	4.8%	+ 0.9
 South Korea	155 697	10.1%	+ 0.8
 Italia	140 777	6.5%	+ 1.2
 Spain	124 813	11.4%	+ 0.5
 Turkey	113 380	15.1%	+ 0.3
 United-Kingdom	113 316	5%	+ 1.6
 Russia	96 463	5.1%	+ 0.1
 Belgium/Luxembourg	84 863	12.9%	+ 1.8
 Argentina	82 325	13%	+ 0.6
 Algeria	63 369	29.1%	+ 5.7
 Iran	46 587	3.1%	+ 0.4
 Romania	45 820	39.6%	+ 4.0
 Netherlands	45 759	8.6%	+ 1.0

02



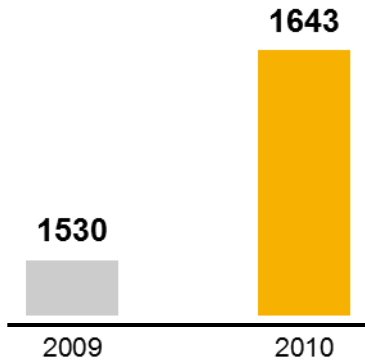
REGION SALES RESULTS

ZOOM ON EUROPE

RENAULT GROUP GAINS MARKET SHARE, AT +1.1 PT



PC+LCV Volumes in thousand units

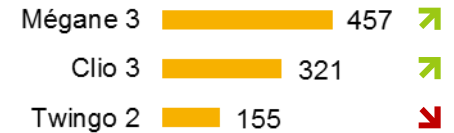


Market Share : 10.7 %

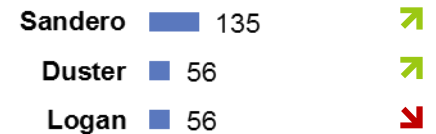


+ 1.1 pt ↗

TOP 3 RENAULT



TOP 3 DACIA



ZOOM EUROPE : RENAULT PC



**RENAULT BRAND MOST PROGRESSING BRAND IN PC
RANKS 2ND BRAND**

ZOOM EUROPE : RENAULT LCV



**RENAULT BRAND INCREASES ITS LEADERSHIP, +4.9 PTS AHEAD OF THE N°2
N°1 FOR THE 13TH CONSECUTIVE YEAR
MARKET SHARE RECORD AT 15.9 %**

ZOOM EUROPE : DACIA



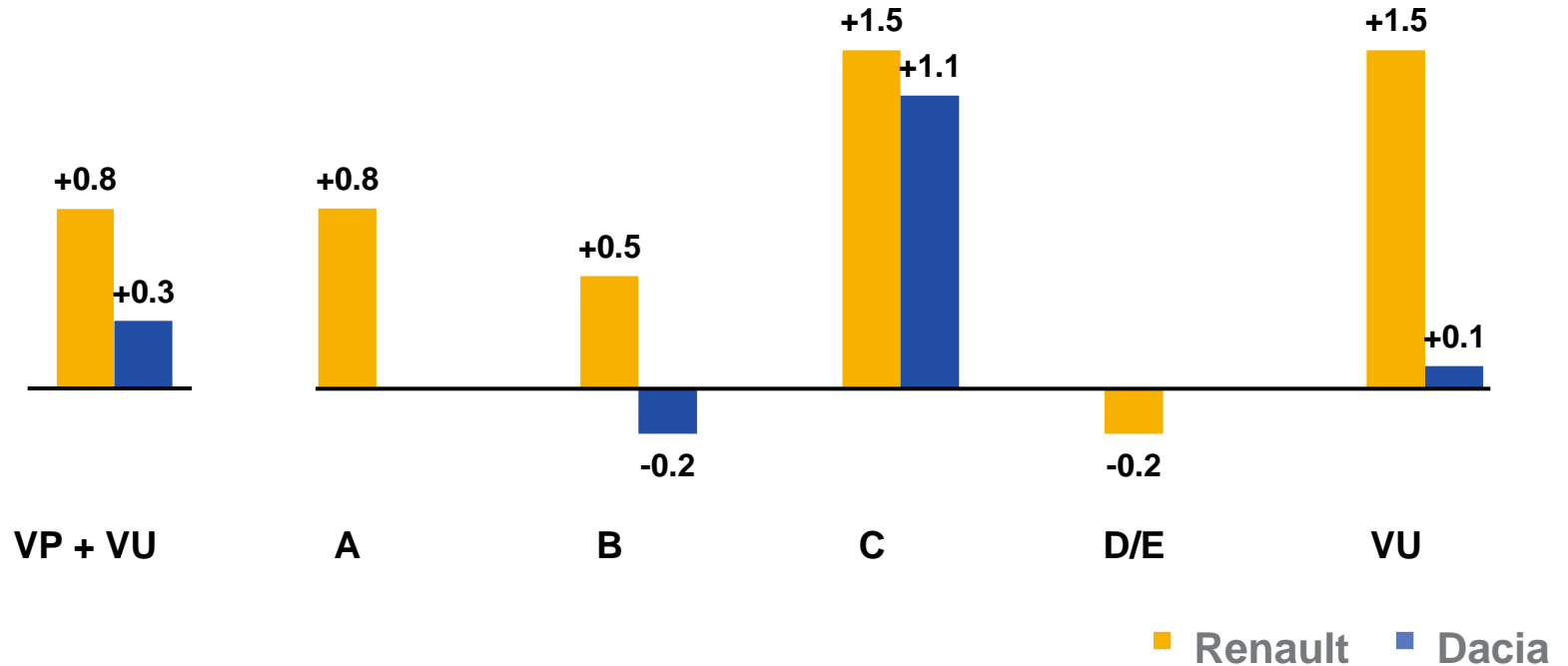
DACIA STRENGTHENS ITS POSITION, WITH A BROADER PRODUCT RANGE AND A NETWORK MORE DEDICATED TO THE BRAND

DACIA RANKS 16TH BRAND IN EUROPE (+4)

ZOOM EUROPE : SALES PER SEGMENT

MARKET SHARE GAIN IN ALMOST EVERY SEGMENT

Segment share evolution between 2009 and 2010
(points)



ZOOM AMERICAS

RENAULT GROUP GAINS MARKET SHARE (+0.9 PT)

RENAULT BRAND MOST PROGRESSING BRAND IN BRAZIL



LOGAN PHASE 2
MAY



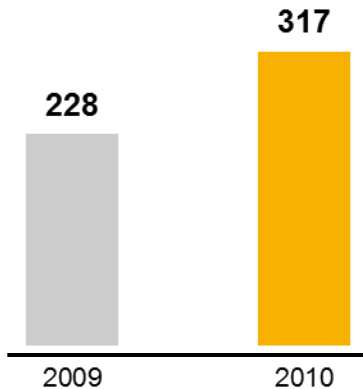
TRAFIC PHASE 3
JUN



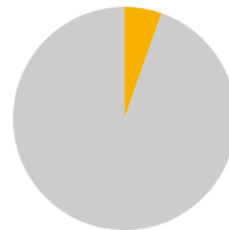
FLUENCE
DEC

2010 LAUNCHES

PC+LCV Volumes in thousand units

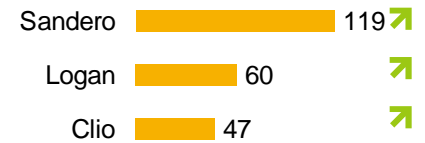


Market Share: 5.4 %



+ 0.9 pt ↗

TOP 3 RENAULT

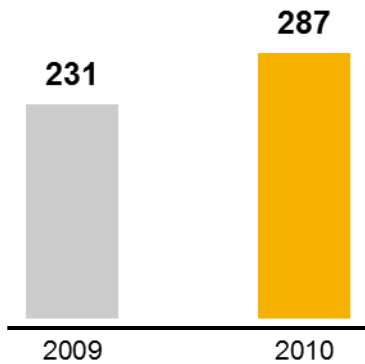


ZOOM ASIA-AFRICA

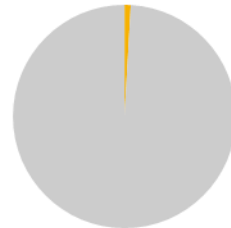
A GROWING REGION, WHERE WE ARE PREPARING FOR THE FUTURE



PC+LCV Volumes in thousand units



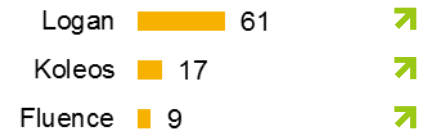
Market Share: **0.9 %**



TOP 3 RSM



TOP 3 RENAULT



ZOOM EUROMED

FAST GROWING VOLUMES IN A PILLAR MARKET FOR THE GROUP



DUSTER
APR



KANGOO MAXI
MAY



TRAFIC PHASE 3
JUN



NEW MASTER
JUL



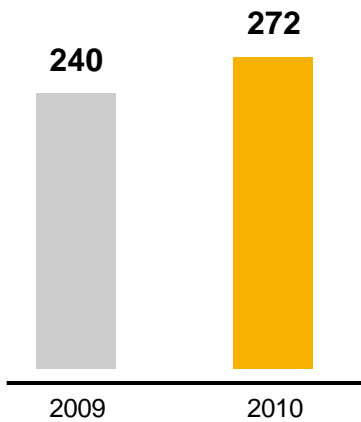
LATITUDE
SEPT



NEW TWINGO
NOV

2010 LAUNCHES

PC+LCV Volumes in thousand units

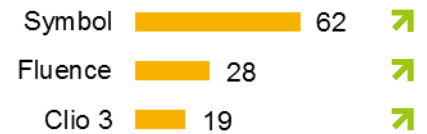


Market Share: 21.4 %

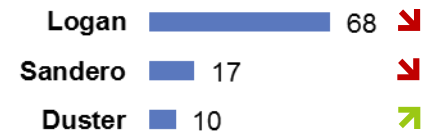


+ 0.1 pt ↗

TOP 3 RENAULT



TOP 3 DACIA



ZOOM EURASIE

RENAULT GROUP GAINS MARKET SHARE AT +0.4 PT

RENAULT BRAND GOOD POSITIONNING IN RUSSIA



KANGOO
MAR



FLUENCE
APR



New MEGANE / SCÉNIC
JUN



DUSTER
JUN



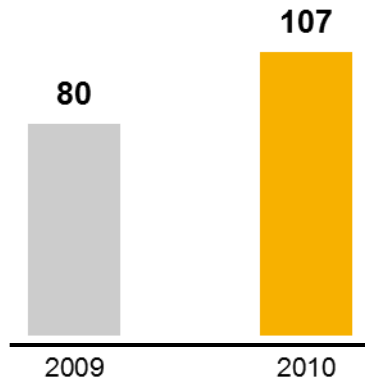
TRAFIC PHASE 3
JUN



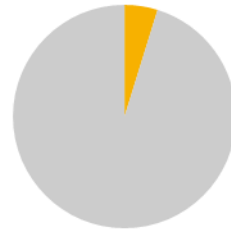
LATITUDE
NOV

2010 LAUNCHES

PC+LCV **Volumes** in thousand units

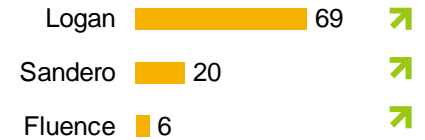


Market Share: **4.8 %**



+ 0.4 pt ↗

TOP 3 RENAULT



03

CONCLUSION OUTLOOK FOR 2011

CONCLUSION FOR 2010

RECORD SALES AT 2.625.000 UNITS SOLD

- **All Regions** progress in volume and in market share
- **All Brands** contribute to this performance
- Renault Group gains market share in **14 out of its 15 main markets**

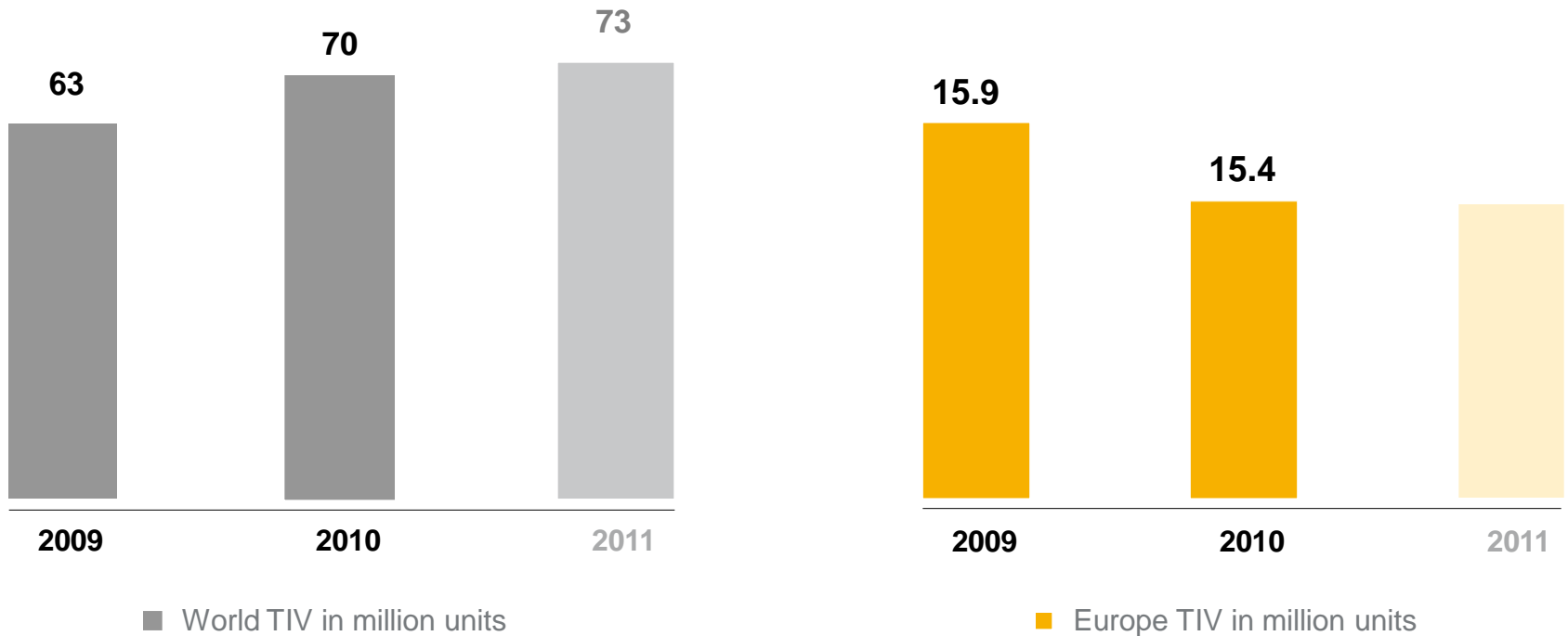
- **Europe :**
 - Renault brand most progressing brand in PC
 - Renault brand strengthens its leadership in LCV, record in market share
 - Dacia brand ranks +4 in PC+LCV

- **Outside Europe :**
 - Growing sales in overseas markets, with almost 1 million units sold



OUTLOOK FOR 2011

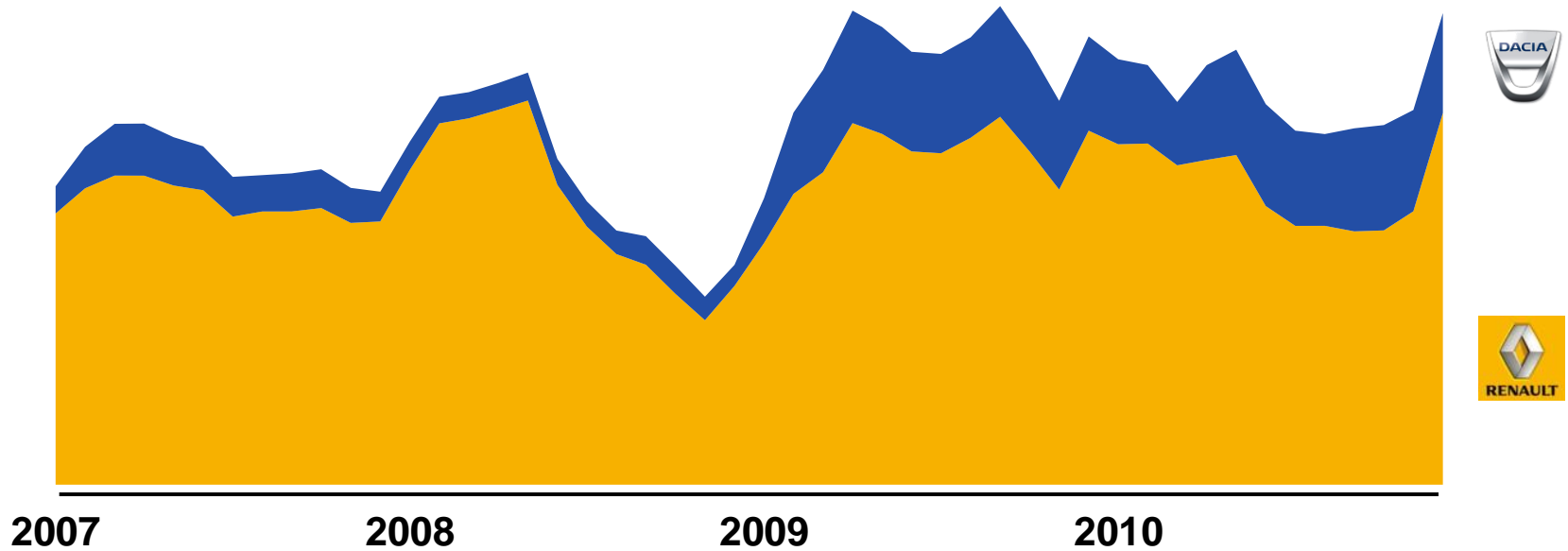
Markets : Growth outside Europe, Europe between -2% and 0%



OUTLOOK FOR 2011

Markets : Growth outside Europe, Europe between -2% and 0%

Europe : High orderbook to begin 2011



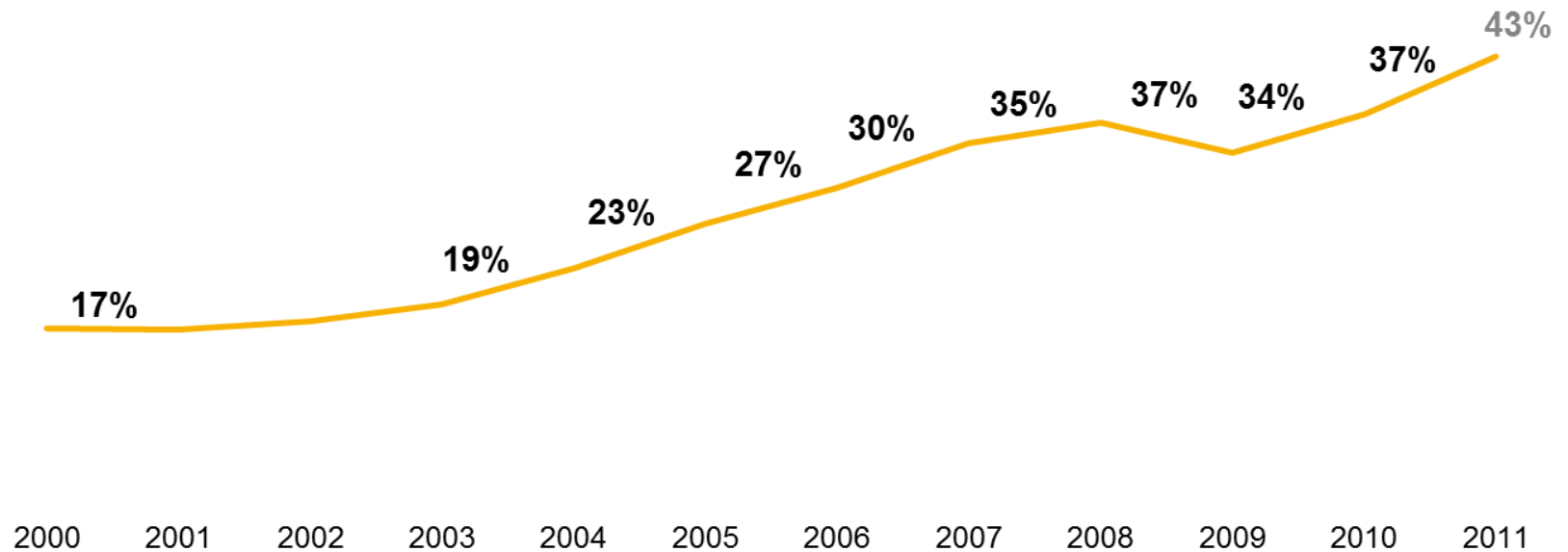
Europe orderbook in thousand units

OUTLOOK FOR 2011

Markets : Growth outside Europe, Europe between -2% and 0%

Europe : High orderbook to begin 2011

International : Volume growth in international markets (about 43% of Group sales)



Group Sales outside Europe in %

OUTLOOK FOR 2011

Markets : Growth outside Europe, Europe between -2% and 0%

Europe : High orderbook to begin 2011

International : Volume growth in international markets (about 43% of Group sales)

Product launch

EUROPE



LATITUDE

AMERICAS



LATITUDE



MÉGANE COUPÉ



SANDERO + STEPWAY PHASE 2



DUSTER

ASIA-AFRICA



SCÉNIC ET GRAND SCÉNIC



WIND

EUROMED



MÉGANE CC

EURASIA



SANDERO STEPWAY



NEW MASTER

OUTLOOK FOR 2011

Markets : Growth outside Europe, Europe between -2% and 0%

Europe : High orderbook to begin 2011

International : Volume growth in international markets (about 43% of Group sales)

Product launch

Electric Vehicle range launch



OUTLOOK FOR 2011

GROWTH IN OVERSEAS MARKETS, ELECTRIC VEHICLE RANGE LAUNCH

Markets : Growth outside Europe, Europe between -2% and 0%

Europe : High orderbook to begin 2011

International : Volume growth in international markets (about 43% of Group sales)

Product launch

Electric Vehicle range launch



04

Q&A