

RENAULT GROUP
CHEUVREUX CONFERENCE
MARCH 17, 2010

T.MOULONGUET, EVP & CFO

March 17, 2010

DRIVE THE CHANGE

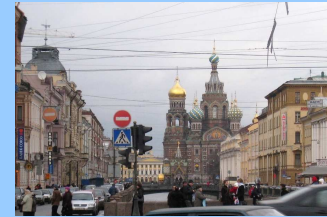


MAJOR CHALLENGES FACING THE AUTOMOBILE INDUSTRY

Geographical presence

Stability of the mature markets, mainly Europe

Growth in BRICS



Technology

Improvement of combustion engines

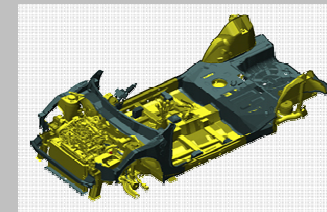
ICE / EV / Hybrid



Competitiveness

Critical size

Commonality across platforms



1. INTERNATIONAL EXPANSION

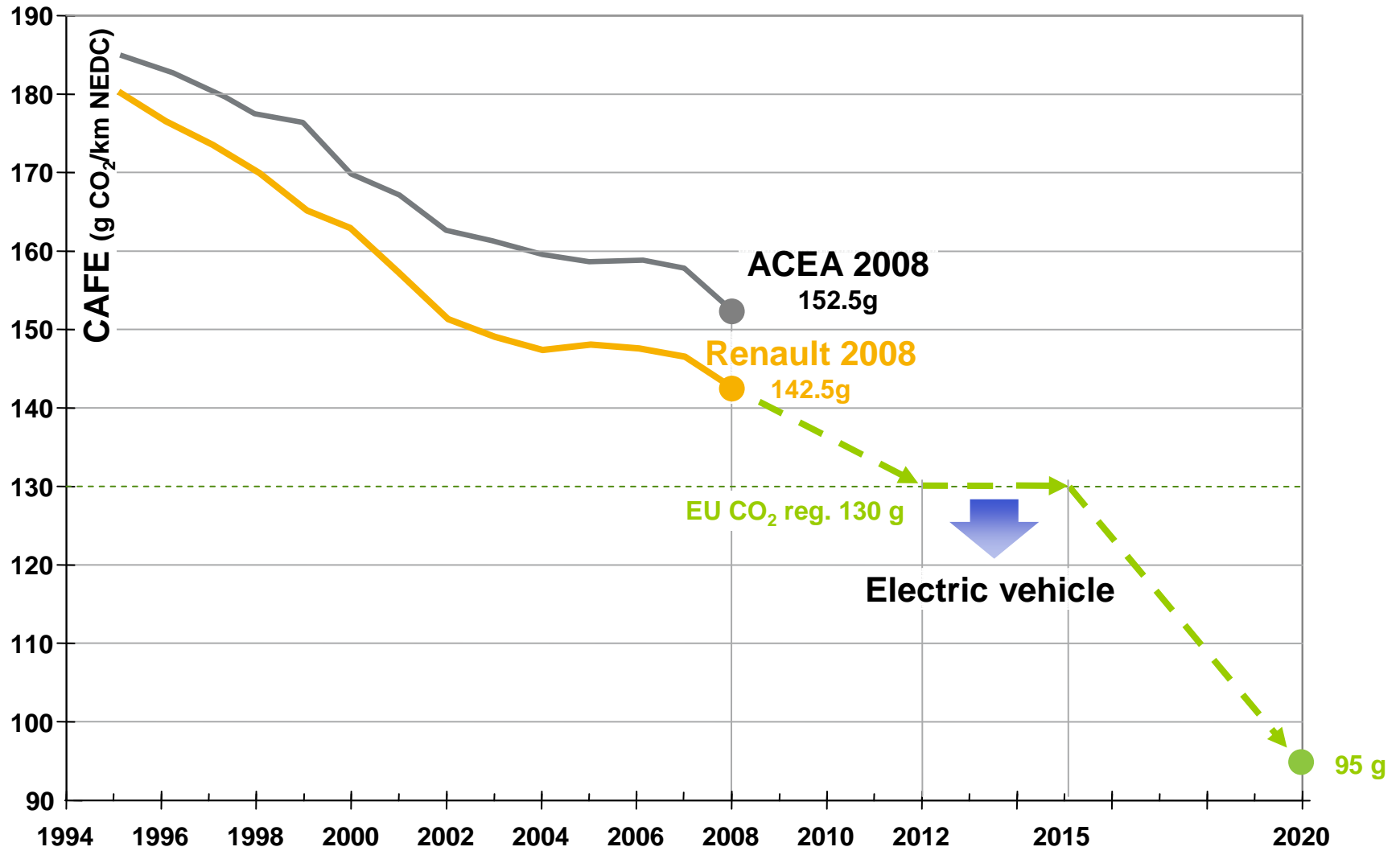
Alliance with Nissan



Entry range & Logan



2. TECHNOLOGY & CO2 CHALLENGE



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NEW TECHNOLOGY

Fluence ZE
H1 2011



Kangoo ZE
H1 2011



Twizy
H2 2011



ZOE
H1 2012



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COMPETITIVENESS

POSITIVE FCF AND DEBT REDUCTION

FIXED COST REDUCTION

	2009 vs. 2007	2009 vs. 2008
Revenues	- 17%	- 11%
R&D	- 33%	- 26%
G&A	- 20%	- 8%
Manufacturing fixed costs	- 9%	- 3%
Net Capex	- 32%	- 30%
Fixed marketing expenses	- 9%	- 17%
TOTAL FIXED COSTS	- 21%	- 17%

2010 OUTLOOK

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POSITIVE FCF IN 2010

LEVERS:

Gaining market share in a declining TIV in Europe (-10%)

Extracting additional Alliance synergies

Taking cost savings further







Sustaining a high level of WCR efficiency

2010 OUTLOOK

JANUARY AND FEBRUARY SALES FIGURES

	VOLUMES jan- feb	MARKET SHARE PC+LCV jan- feb	VOLUME EVOLUTION 10 vs. 09	MARKET SHARES EVOLUTION 10 vs. 09
Europe	262,641	11,3%	+ 41.4%	+ 2.7
Euromed	28,503	23,2%	- 2.7%	+ 1.7
Eurasia	9,481	4.6%	- 3.6%	+ 1.5
America	39,855	5.0%	+12.9%	+ 0.3
Asia / Africa	44,805	1,1%	+37.0%	+ 0.2
Total	385,285	4.2%	+31.6%	+ 0.7

TOP 6 Markets

	France	119,648	28.9%	+ 37.9%	+ 5.0
	Italy	34,958	8.0%	+ 122.9%	+ 3.5
	South Korea	27,535	11.5%	+ 75.2%	+ 2.1
	Germany	23,793	5.9%	+ 4.6%	+ 1.3
	Spain	19,746	11.0%	+ 30.6%	+ 0.0
	Brazil	17,494	4.2%	+8.5%	+ 0.0

QUESTIONS & ANSWERS

March 17, 2010

DRIVE THE CHANGE

