RENAULT GROUP
Société Générale Conference

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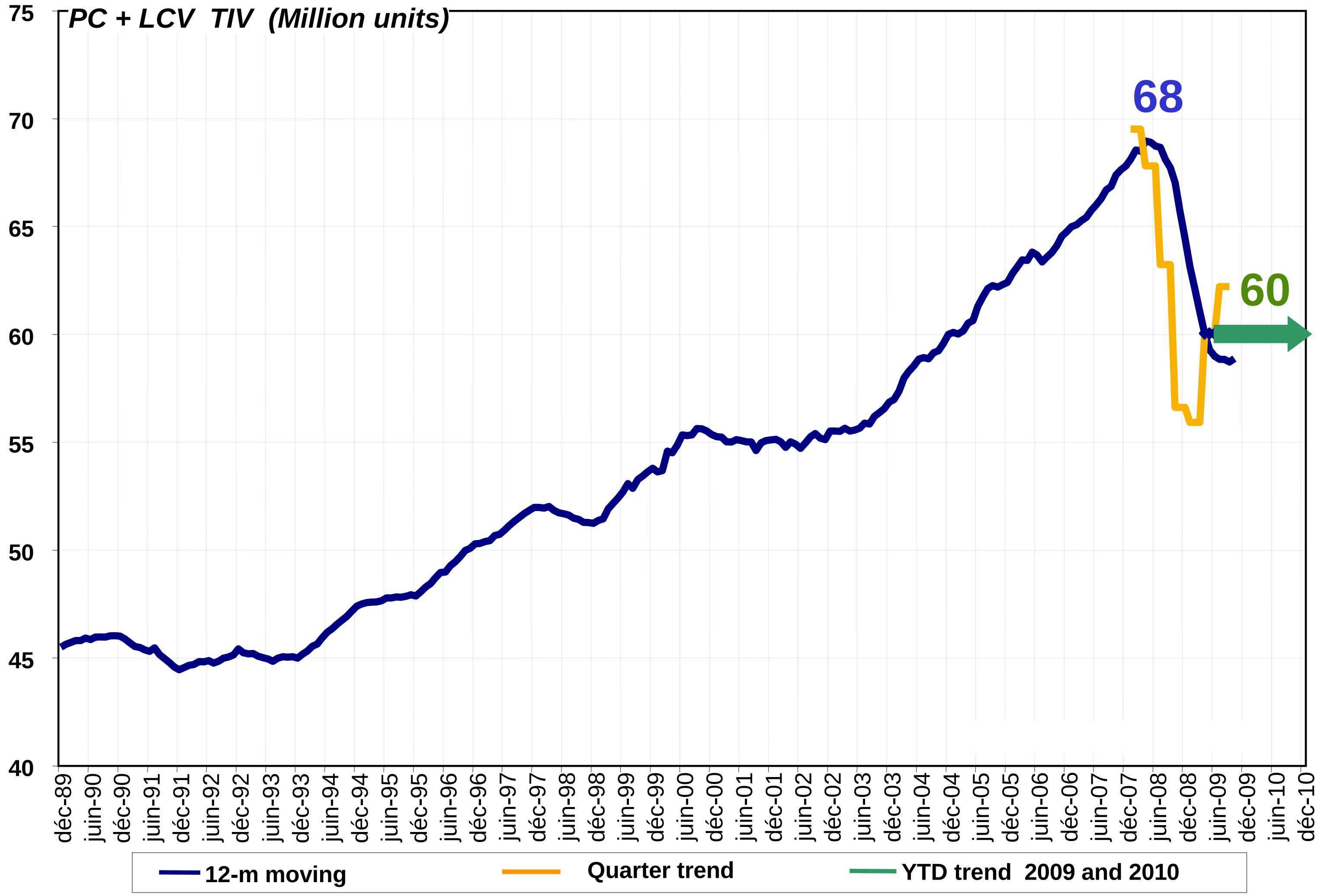
December 2nd, 2009

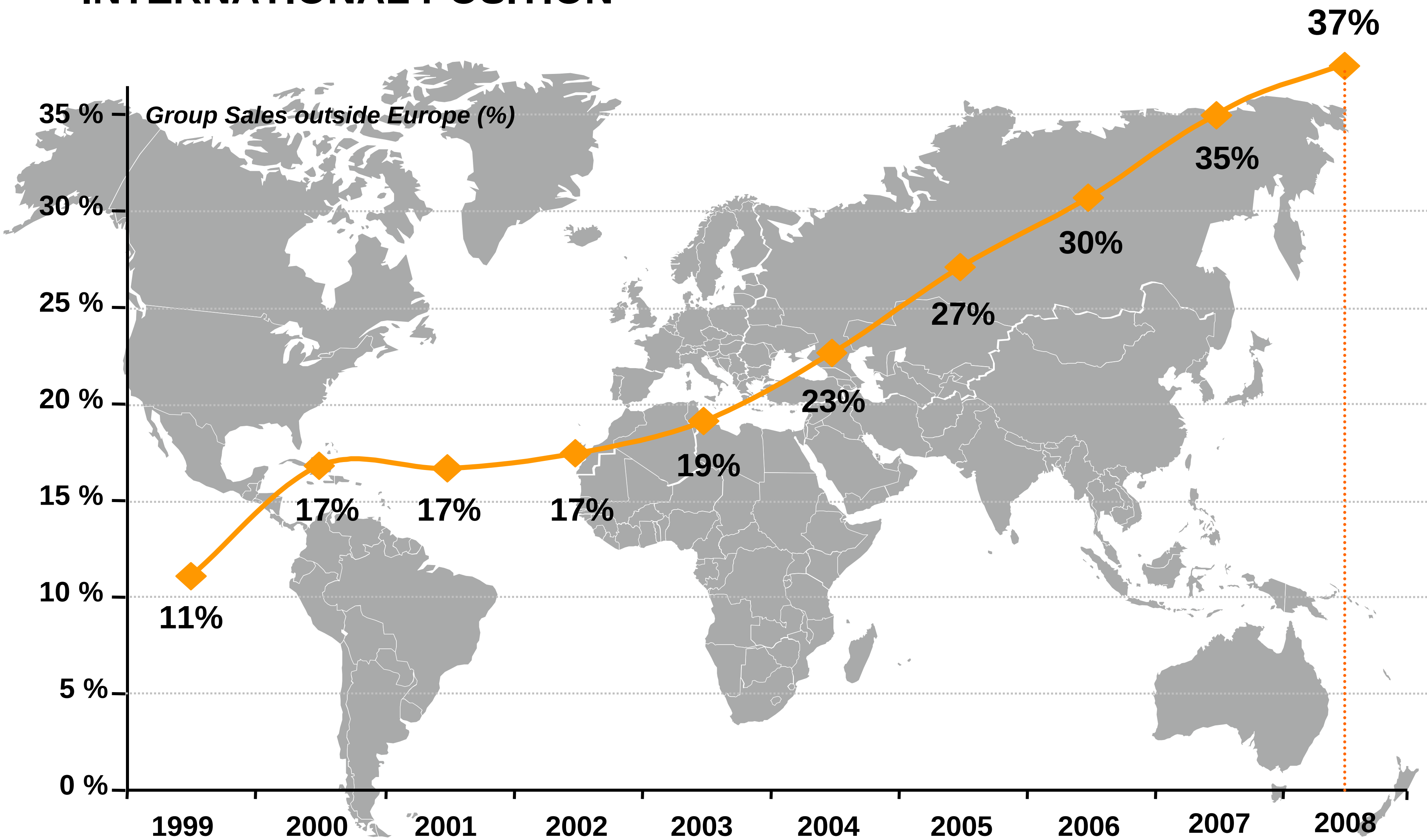
DRIVE THE CHANGE

RENAULT

GLOBAL TIV BOTTOMED OUT IN 2009



RENAULT : 10 YEARS EXPERIENCE IN BUILDING A SOLID INTERNATIONAL POSITION



TWO KEY ASSETS IN EMERGING MARKETS
FIRST : THE ENTRY RANGE…..

5 derivatives based on the Logan Platform

LOGAN SEDAN

LOGAN MCV

LOGAN VAN

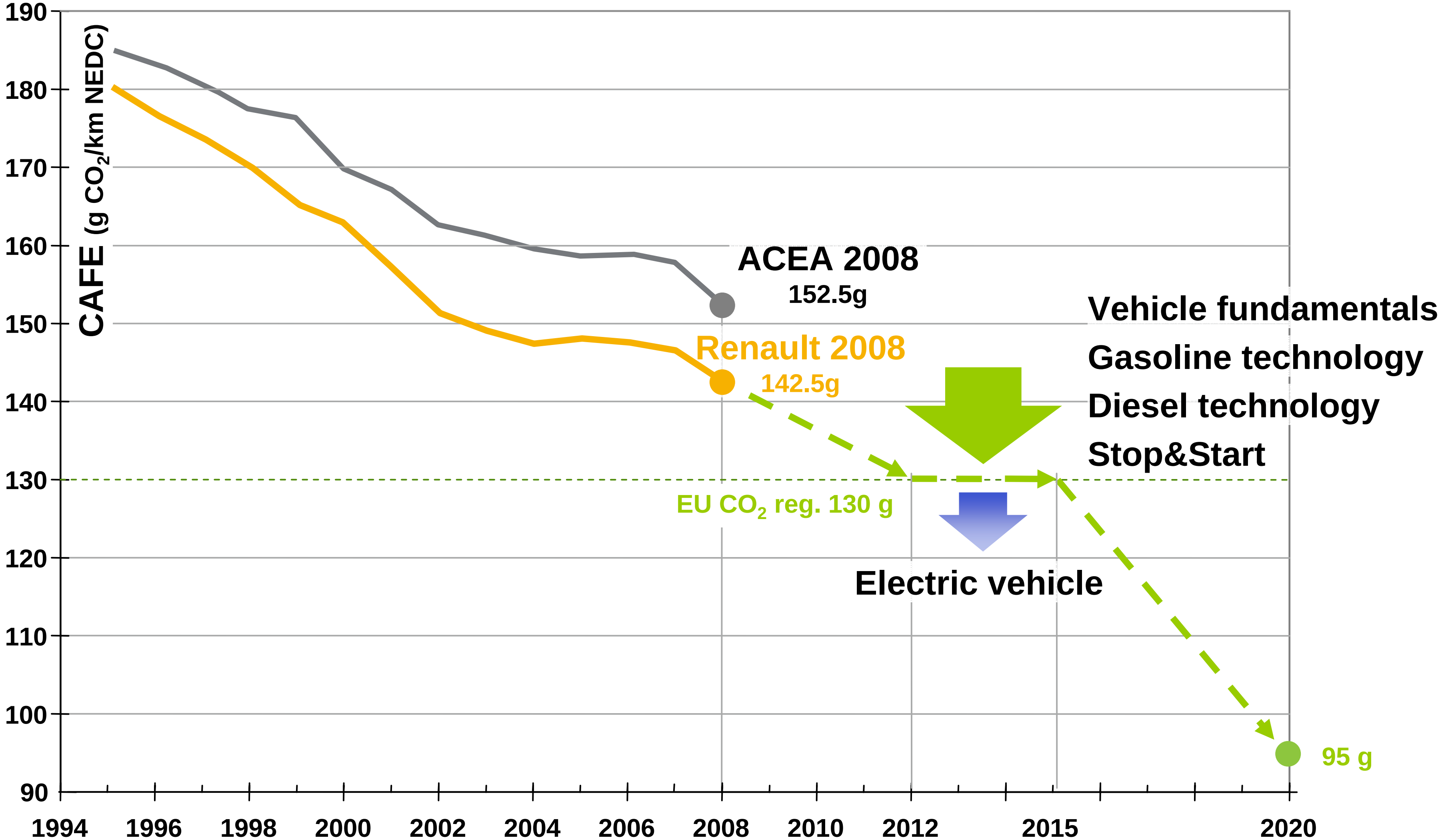
LOGAN PICK UP

SANDERO

+ 3 models to come 2010 -2012

…. AND SECOND : RENAULT SAMSUNG MOTORS

SUSTAINABLE MOBILITY FOR ALL
RENAULT IN LINE TO ACHIEVE 2012-2015 TARGETS…



… THANKS TO NEW RENAULT eco² CHAMPION ENGINES

dCi 85

94 g

< 15.500 €

dCi 110 DCT

119 g

< 21.500 €

dCi 90

99 g

< 17.000 €

dCi 90

125 g

< 21.500 €

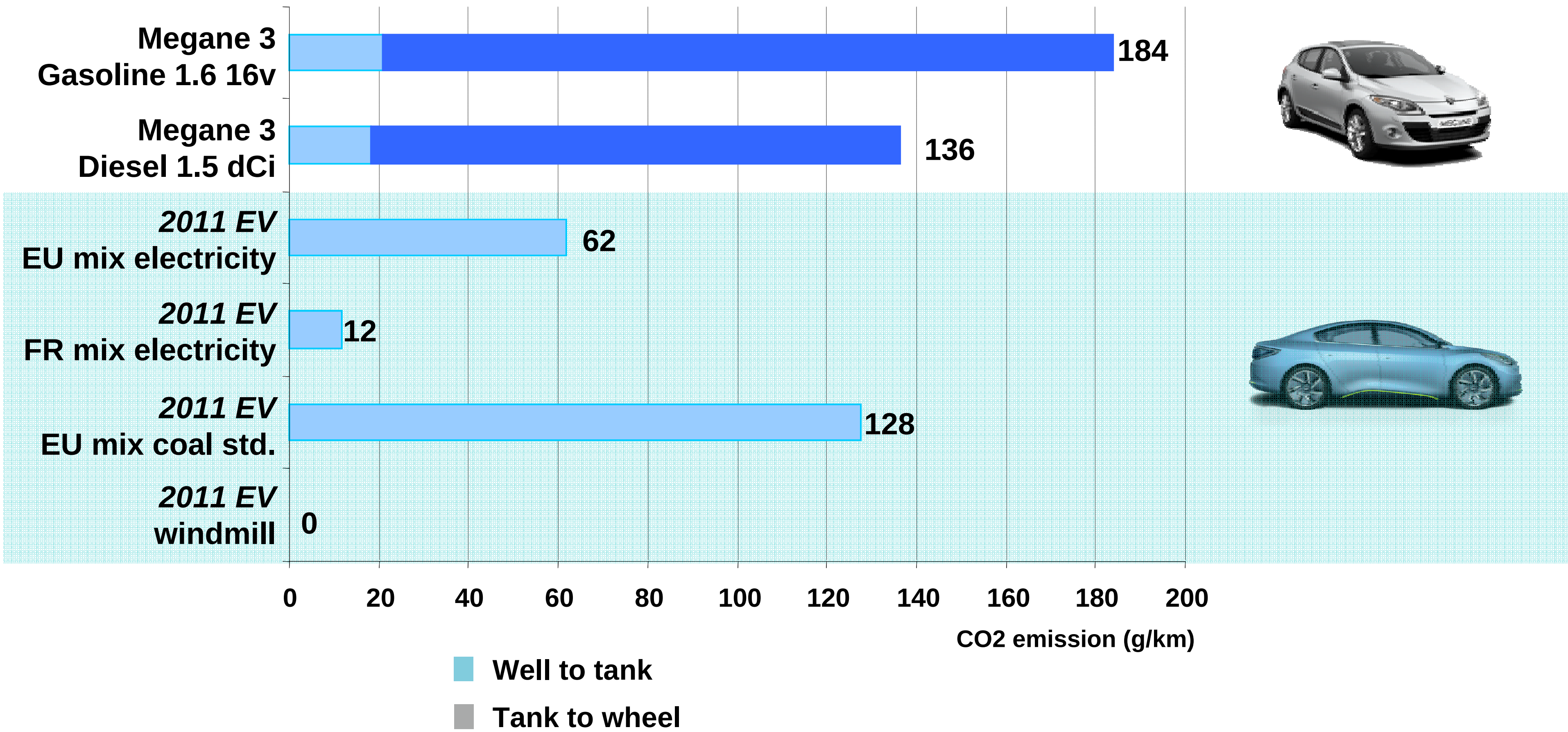
dCi 110

127 g

< 24.500 €

RENAULT eco²

WHY THE ELECTRIC VEHICLE ?
A real answer to curbing well-to-wheel CO2 emissions

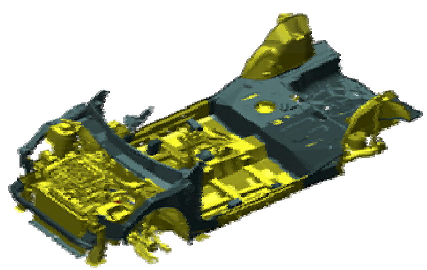


THE BREAKTHROUGH
100% electric vehicle, accessible to all

- **Oil price**
- **CO2 reduction pressure**
- **Cost of battery and EV technologies**
- **Availibility of Infrastructure**
- **Changing consumer habits**

Potential annual market volume	
2016 3M cars	2020 6M cars

REINFORCE ALLIANCE SYNERGIES



RENAULT NISSAN

1.5 billion euros of Alliance synergies

o/w : 45% for Renault – 55% for Nissan

2009 ACTION PLAN – WHERE DO WE STAND MEASURES & 2 LEVERS TO FACE THE CRISIS

AIMING FOR A POSITIVE FREE CASH FLOW

1. Increase market shares
2. Reduce R&D expenses
3. Decrease G&A and overheads
4. Reduce inventories and reorganize the distribution system
5. Adapt our production level
6. Cash in customer receivables
7. Cut investments
8. Carry out real estate divestments

LEVERS

- **Reinforce the Renault Nissan Alliance synergies**
- **Work conjointly with governments in France & in Europe**

FIXED COSTS REDUCTION

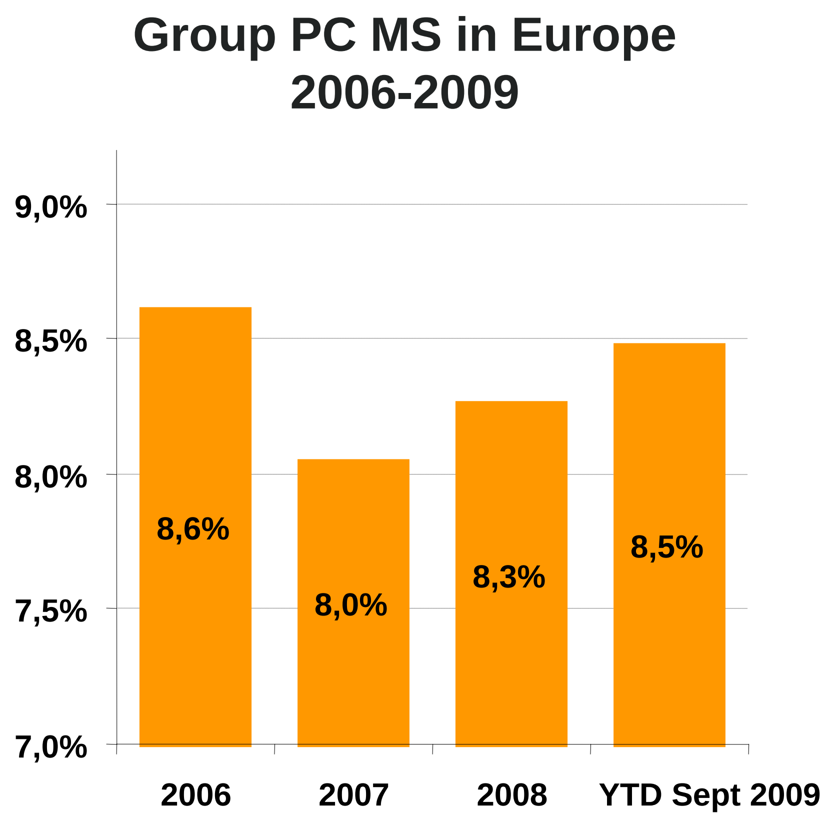
	H1'09 vs. H1'07
Automobile revenues	- 23%

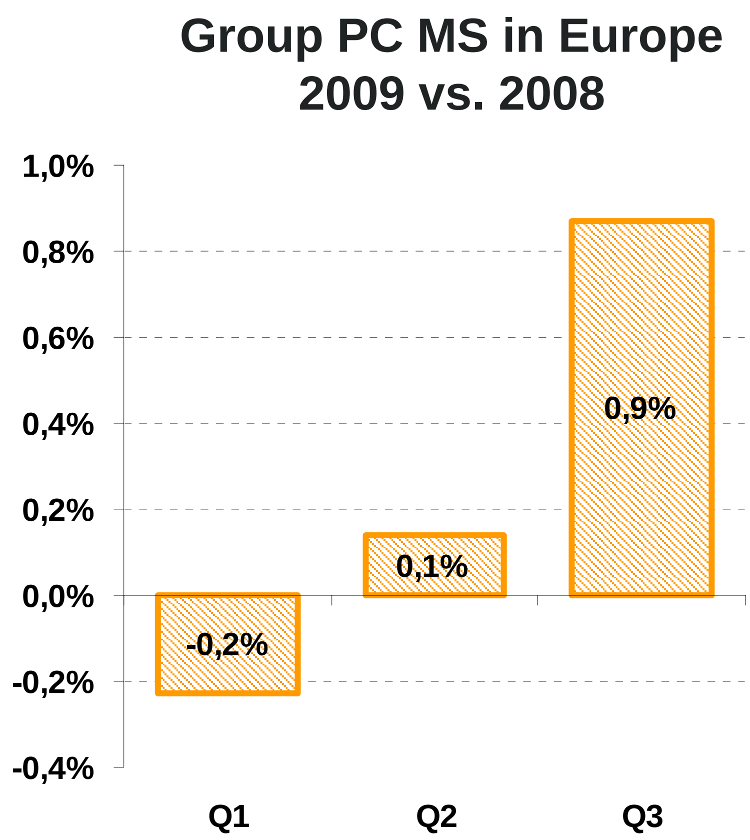
	2009 vs. 2007 Estimates
Labor costs	*- 20%*
R&D	- 20%
G&A	- 19%
Manufacturing fixed costs	- 9%
Net Capex	- 24%
Fixed marketing expenses	Stable
TOTAL FIXED COSTS	**- 15%**

FIRST HALF 2009 – KEY POINTS

- FCF : + €848m at end June 2009
- Net debt reduced by €0.7bn
- 2009 Fixed costs -15% vs. 2007
- Inventory - € 2.1bn in 12 months

ZOOM ON EUROPE PC MARKET SHARE : STRONG MOMENTUM VS. 2008

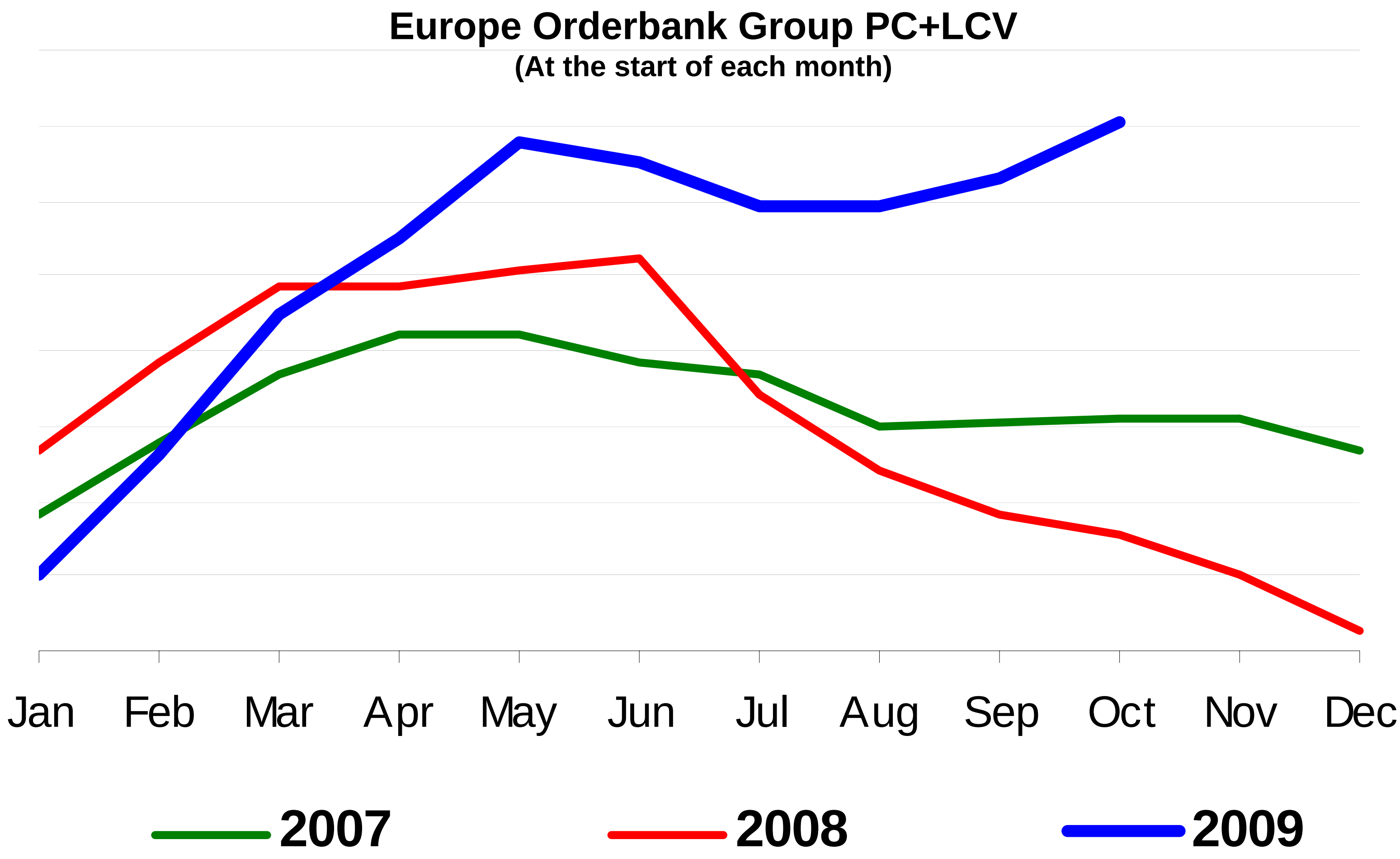




ZOOM ON OCTOBER: ALL TOP 15 MARKETS GAINING MARKET SHARE

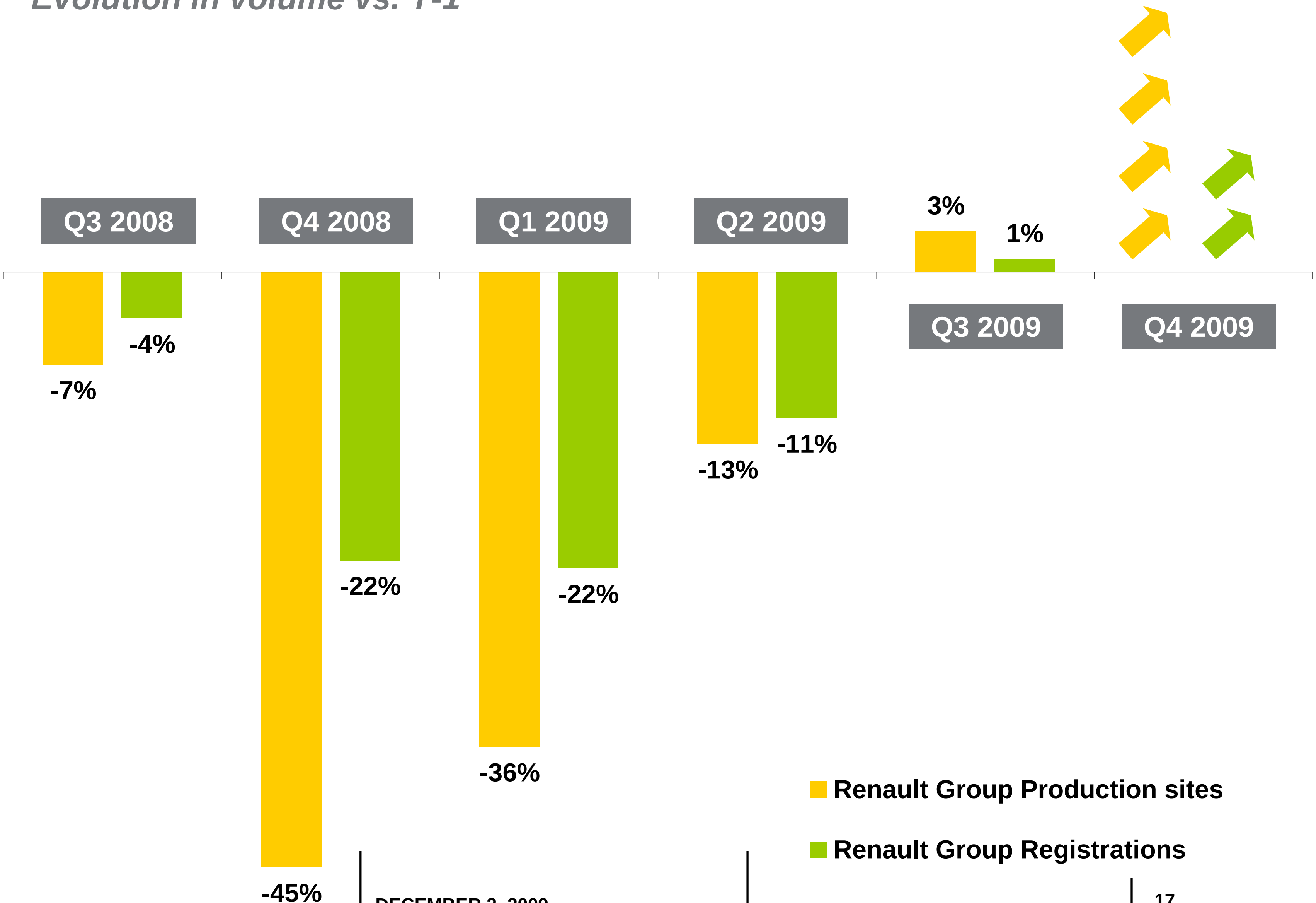
	Sales Volumes oct.09	Market share PC+LCV oct.09	Evolution of PC+LCV market share vs. oct.08
FRANCE	66 989	27.4%	+ 2.0
GERMANY	23 598	7.1%	+ 1.9
ITALY	14 043	6.7%	+ 1.9
SPAIN	13 063	12.1%	+ 1.6
BRAZIL	12 900	4.6%	+ 0.4
SOUTH KOREA	12 562	9.2%	+ 2.3
UNITED KINGDOM	9 459	5.2%	+ 1.6
RUSSIA	6 221	5.1%	+ 1.5
BELGIUM+LUX	6 111	12.6%	+ 2.2
ARGENTINA	4 920	13.0%	+ 2.1
ALGERIA	4 316	24.0%	+ 4.0
ROMANIA	4 051	35.2%	+ 0.1
NETHERLANDS	3 871	10.8%	+ 1.9
MOROCCO	3 522	37.1%	+ 6.1
TURKEY	3 352	16.0%	+ 1.8

ORDER BANK REMAINS AT A VERY HIGH LEVEL DESPITE Q3 MARKET SHARE IMPROVEMENT



PRODUCTION & REGISTRATIONS: STRONG Q4 AHEAD

Evolution in volume vs. Y-1



LEVERS FOR 2010

- **NEW LCV LINE-UP GOING INTO 2010**
  - MASTER, TRAFIC Ph 3, MARKET LEADER
- **MEGANE IN FULL SWING**
  - COUPE-CAB – FURTHER INCREASING MIX
  - SCENIC & ESTATE FULL YEAR
- **INTERNATIONAL TOOL KIT**
  - EXPANDING THE LOGAN OFFER (NEW CROSS-OVER)
  - NEW SM3 & FLUENCE
  - NEW SM5

QUESTIONS & ANSWERS

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