

# RENAULT GROUP

## UBS CONFERENCE: FRANKFURT 2011



# DISCLAIMER

Information contained within this document may contain forward looking statements. Although the Company considers that such information and statements are based on reasonable assumptions taken on the date of this report, due to their nature, they can be risky and uncertain (as described in the Renault documentation registered within the French financial markets regulation authorities) and can lead to a difference between the exact figures and those given or deduced from said information and statements.

Renault does not undertake to provide updates or revisions, should any new statements and information be available, should any new specific events occur or for any other reason. Renault makes no representation, declaration or warranty as regards the accuracy, sufficiency, adequacy, effectiveness and genuineness of any statements and information contained in this report.

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.



# AGENDA

**01** WHERE WE WERE AT END H1

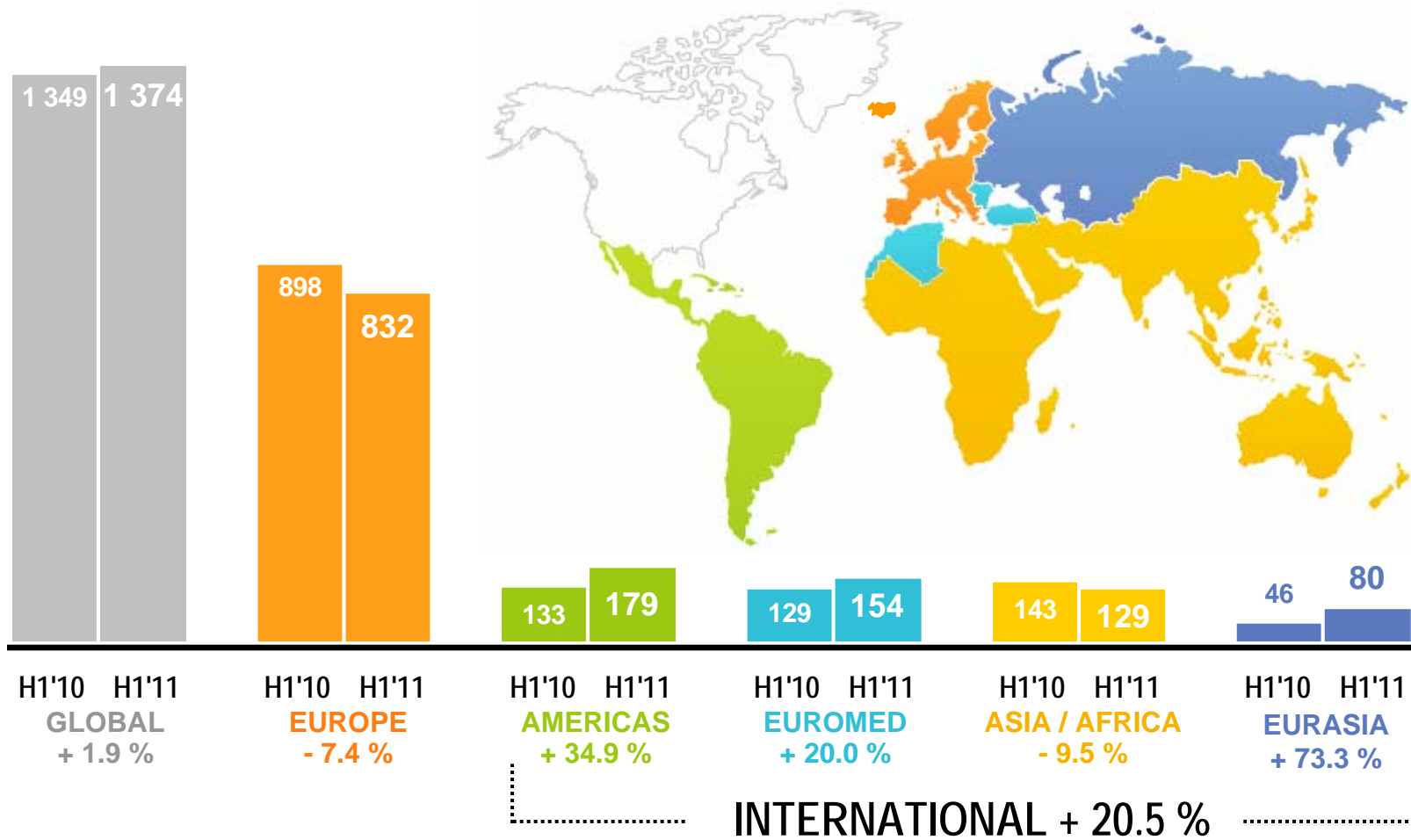
**02** UPDATE JULY & AUGUST

**03** OUTLOOK



# RENAULT GROUP UNIT SALES H1 2011 vs. H1 2010

THOUSAND UNITS  
(PC + LCV)



# H1 2011 FINANCIAL RESULTS

	H1 2010	H1 2011	CHANGE
Revenues	19,668	21,101	+ 7.3 %
Operating margin	+ 780	+ 630	- 150
in % of revenues	+ 4.0 %	+ 3.0 %	- 1.0 pts
Other operating income & expenses	- 62	+ 142	+ 204
Net financial income & expenses	- 246	- 81	+ 165
Associated companies	+ 531	+ 557	+ 26
Current & deferred taxes	- 180	+ 5	+ 185
Net income	+ 823	+ 1,253	+ 430

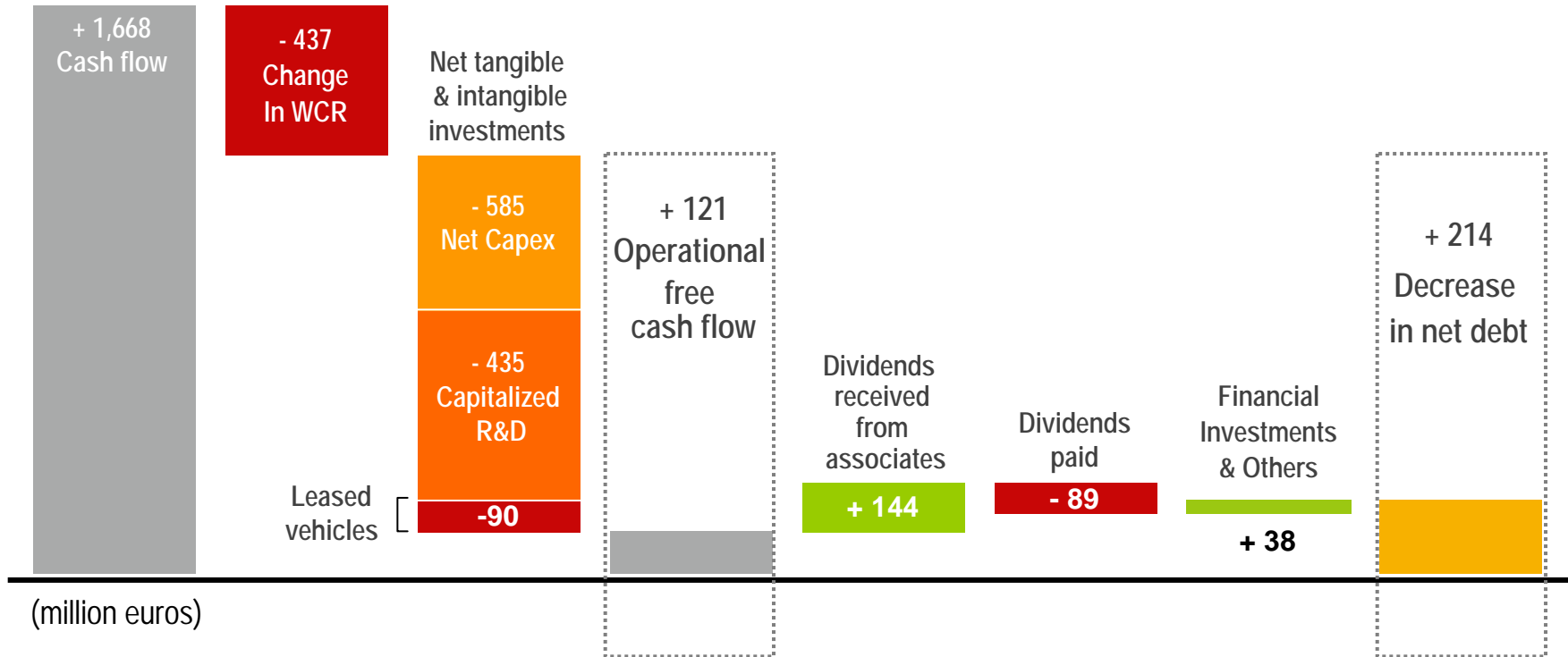
(million euros)



# AUTOMOTIVE NET FINANCIAL DEBT REDUCTION IN H1 2011

DEC 31ST 2010 : € 1,435 m

JUNE 30TH 2011 : € 1,221 m



02

UPDATE JULY & AUGUST

# TIV & GROUP UNIT SALES 2011 vs. 2010 : JULY & AUGUST

## GLOBAL

TIV + 1.5 %  
GROUP + 4.9 %

## EURASIA

TIV + 28.7 %  
GROUP + 67.3 %

## EUROPE

TIV + 2.1 %  
GROUP - 8.2 %

## EUROMED

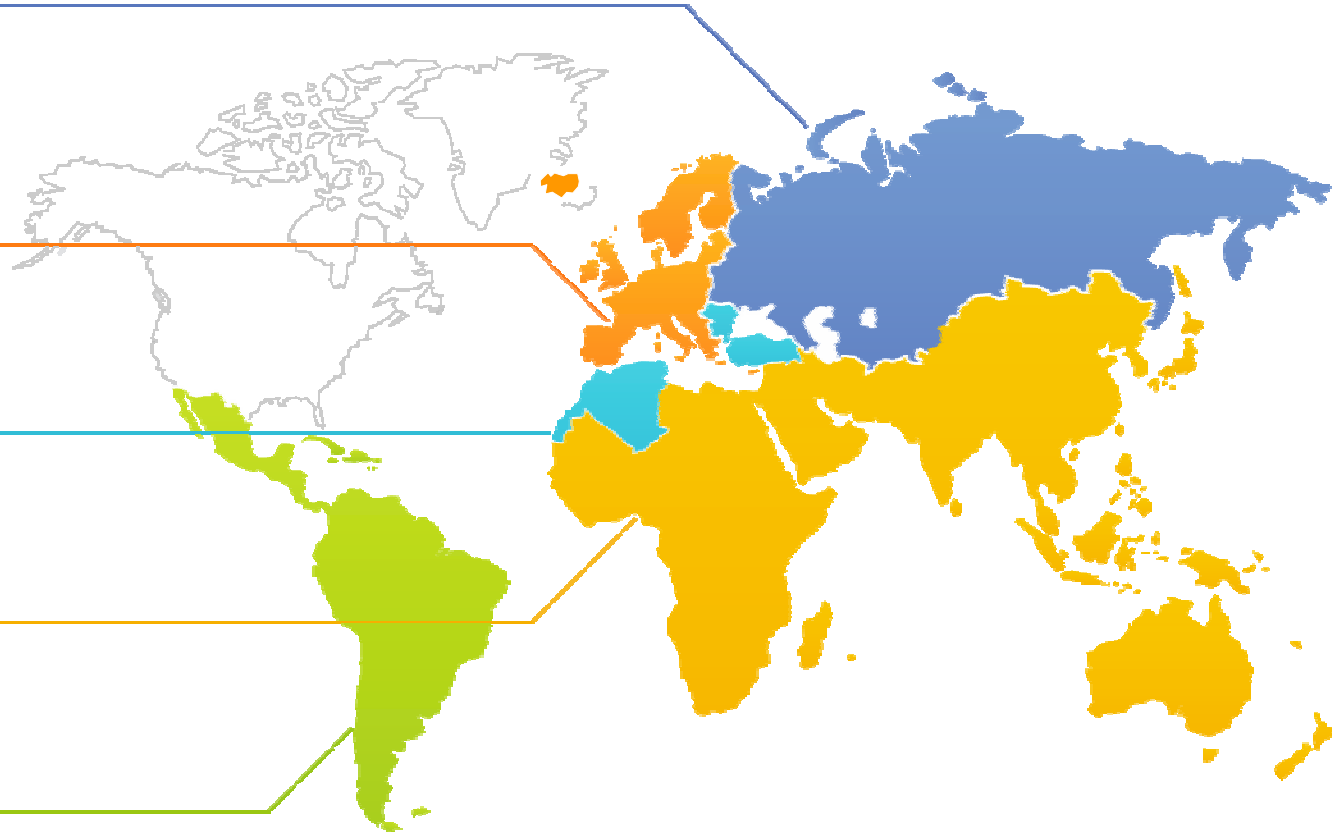
TIV + 3.8 %  
GROUP + 15.4 %

## ASIA / AFRICA

TIV - 3.4 %  
GROUP + 19.9 %

## AMERICAS

TIV + 8.8 %  
GROUP + 14.6 %

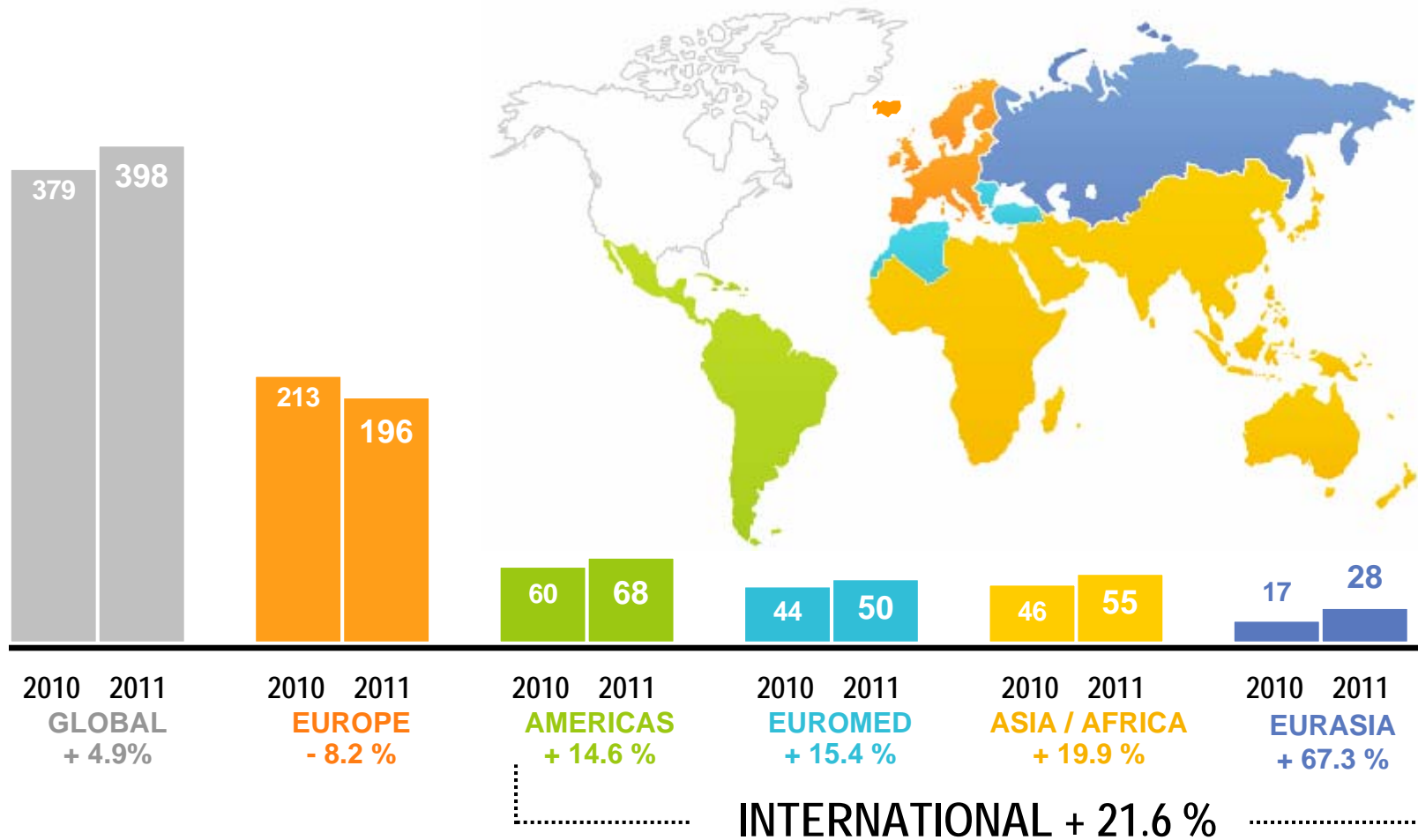


\*Preliminary figures PC+LCV including USA & Canada

# RENAULT GROUP UNIT SALES 2011 vs. 2010 : JULY & AUGUST

## INTERNATIONAL SALES MIX AT 51% (+ 7.0 PTS VS. 2010)

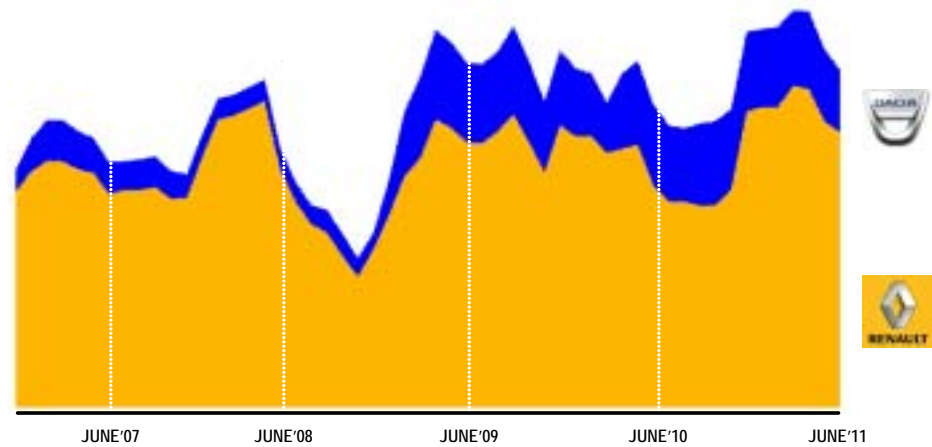
THOUSAND UNITS  
(PC + LCV)



# EUROPEAN ORDERBOOK

- ORDERBOOK END JUNE:
  - +11 % VS JUNE 2010
  - O/W FRANCE +18 %

PC + LCV ORDER PORTFOLIO  
(Europe Region)



- ORDERTAKE IN JULY & AUGUST IN LINE WITH NORMAL SEASONALITY
- EUROPEAN ORDERBOOK AT END AUGUST 2011: +10 % VS AUGUST 2010

# 03

## OUTLOOK



# OUTLOOK PUBLISHED END H1

## FULL YEAR 2011 TOTAL INDUSTRY VOLUMES (PC+LCV VS FY 2010)

- GLOBAL + 3 % to + 4%
- EUROPE 0 % to - 2 %
- FRANCE - 4 % to - 6 %

## SUPPLY CONSTRAINTS IMPROVING IN Q3

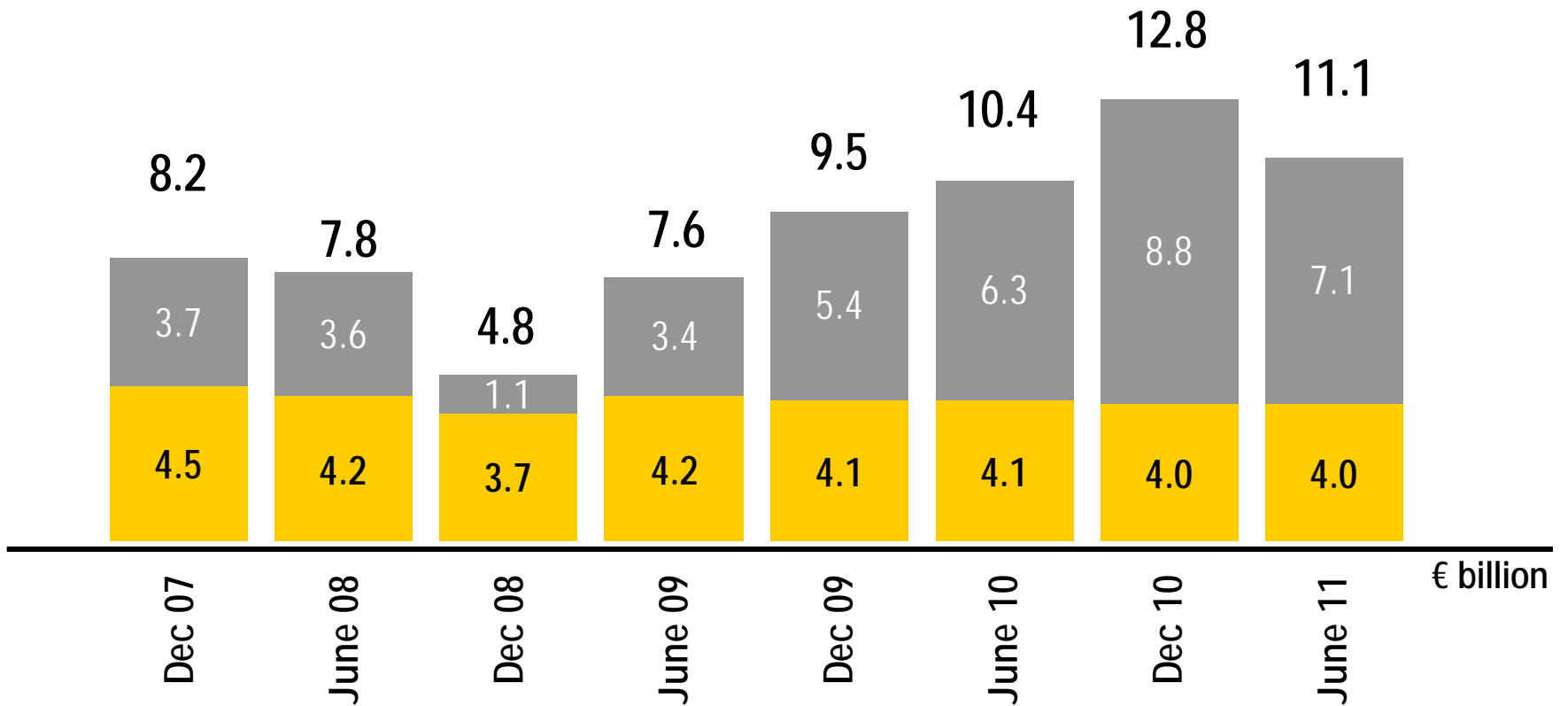
- PRODUCTION RAMP UP

## 2011 FULL YEAR OUTLOOK CONFIRMED

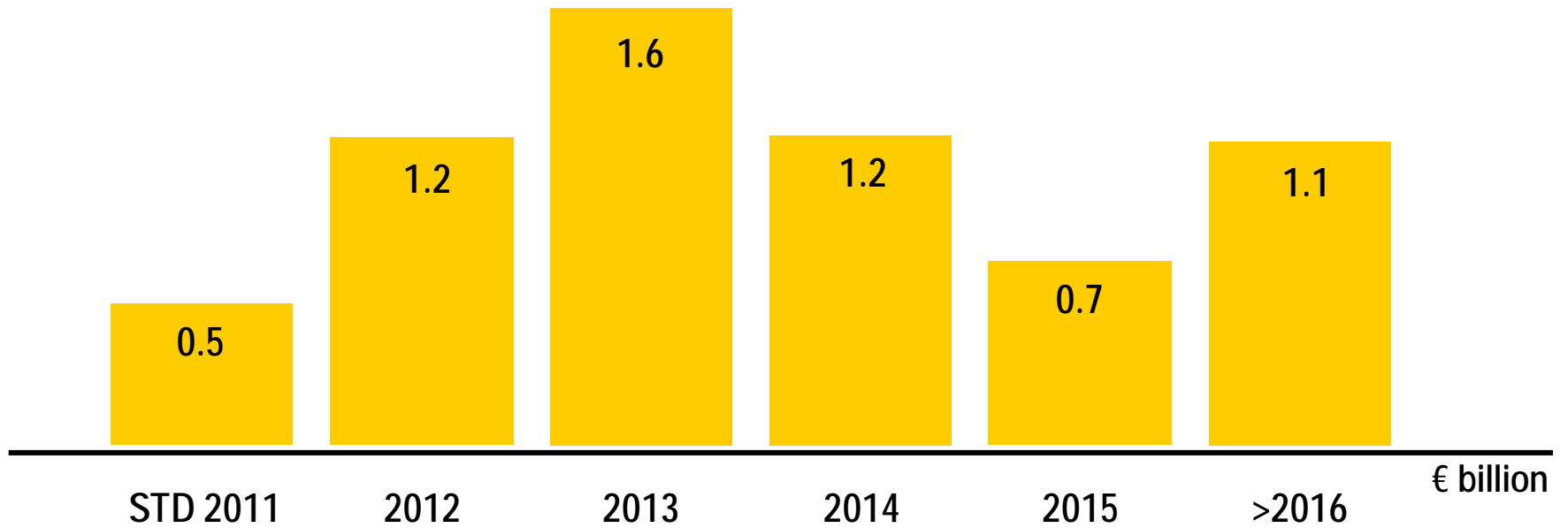
- UNIT SALES AND REVENUES > 2010
- AUTOMOTIVE OPERATIONAL FREE CASH FLOW > €500m
- CAPEX + R&D < 9 % OF GROUP REVENUES

# AUTOMOTIVE LIQUIDITY RESERVE

■ AVAILABLE CREDIT LINES    ■ CASH

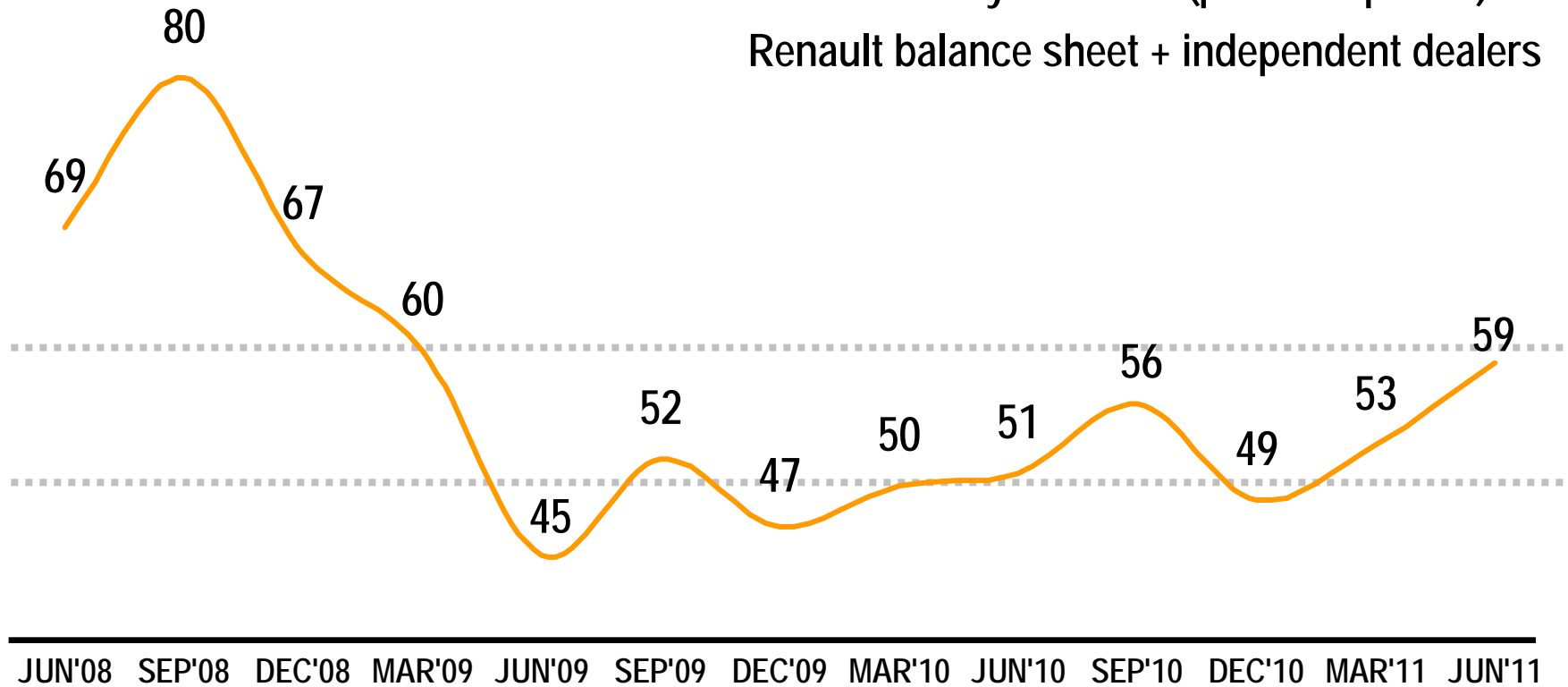


# RENAULT SA LONG TERM DEBT MATURITY

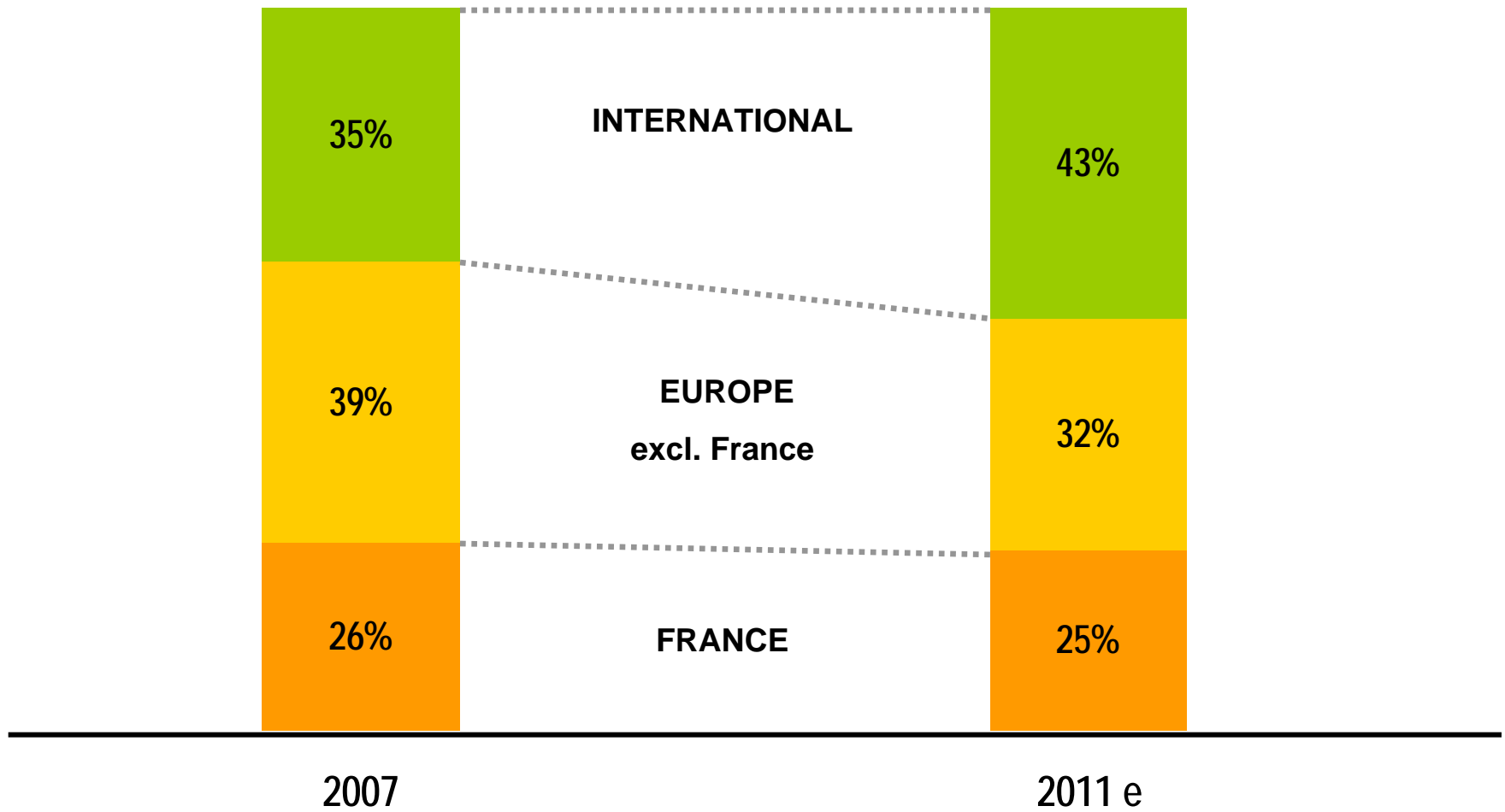


# INVENTORY MANAGEMENT

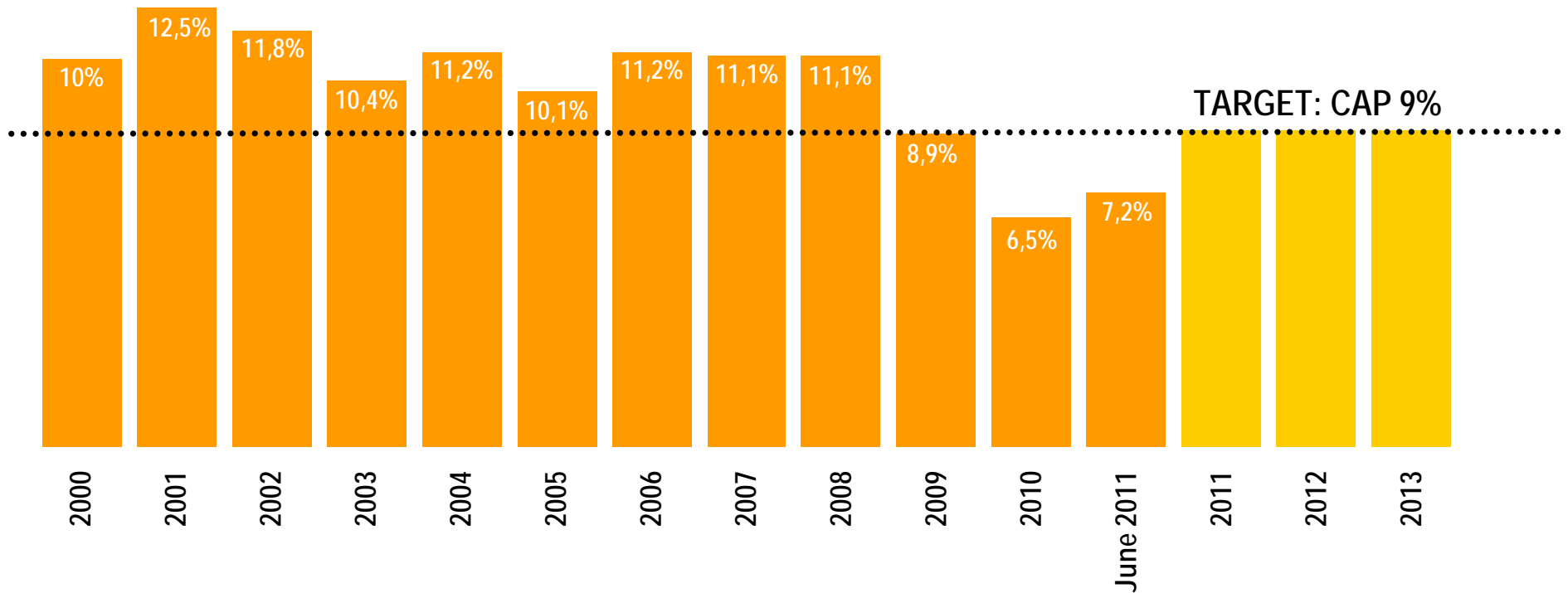
Number of days of sales (previous period)  
Renault balance sheet + independent dealers



# GROUP UNIT SALES BREAKDOWN



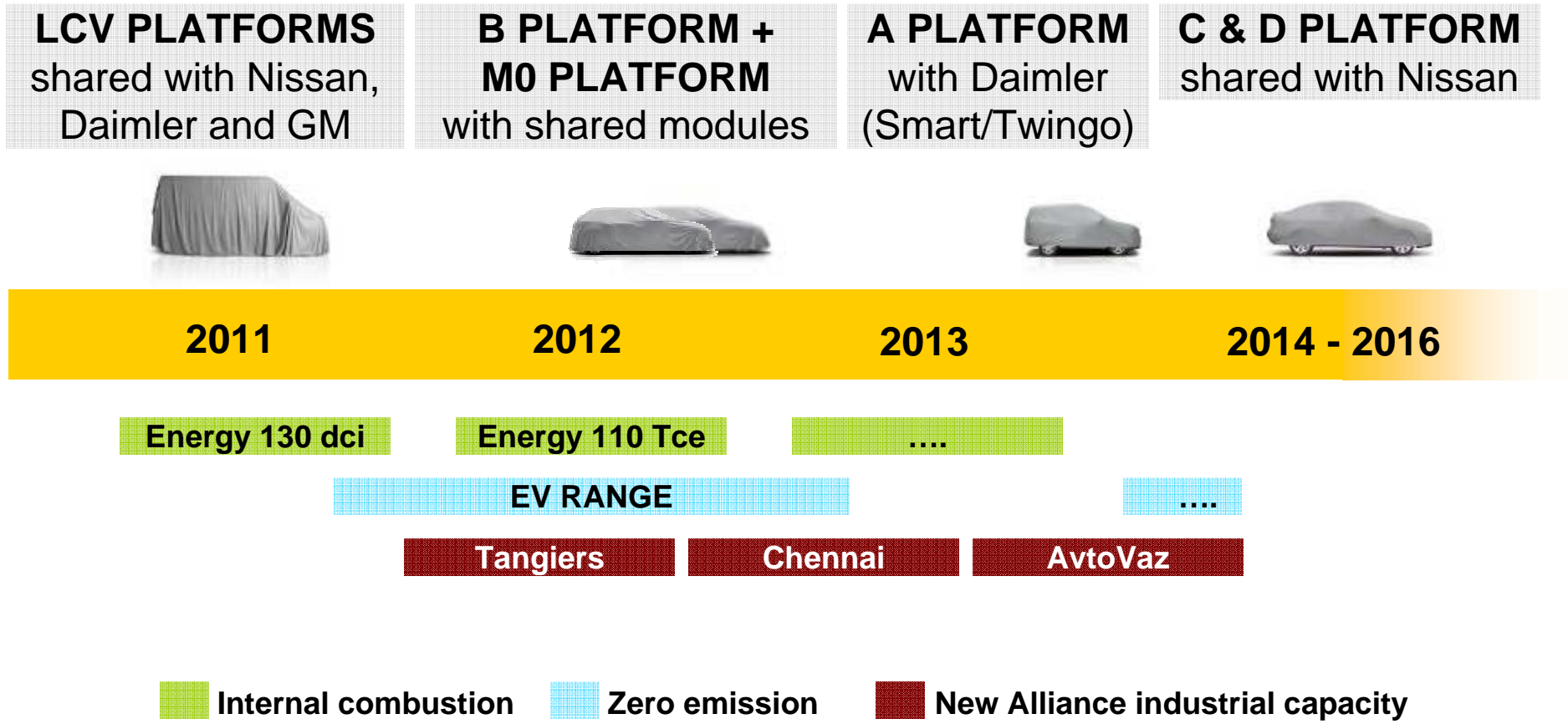
# CAPITAL EXPENDITURE AND R&D



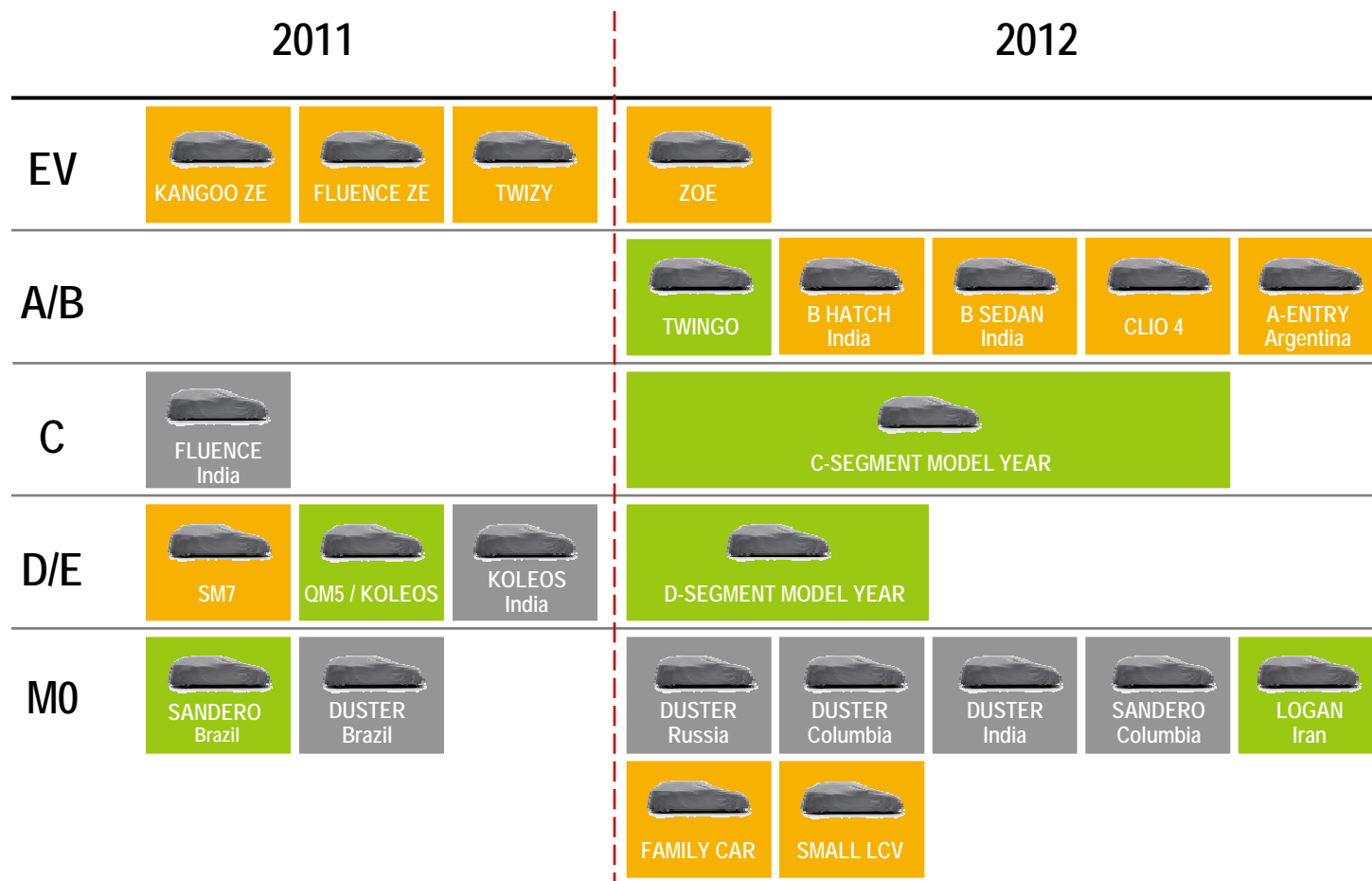
Net capital expenditure and net R&D in % of group revenues



# OPTIMISED R&D AND INVESTMENT EXPENDITURES



# PRODUCT LAUNCHES



 NEW MODEL     
  REGIONAL INDUSTRIALIZATION     
  FACELIFT



# FROM CONCEPT ... TO REALITY : EV INFRASTRUCTURE



# FROM CONCEPT ... TO REALITY : EV COMMERCIALIZATION

## First customer deliveries



Mantes (France)

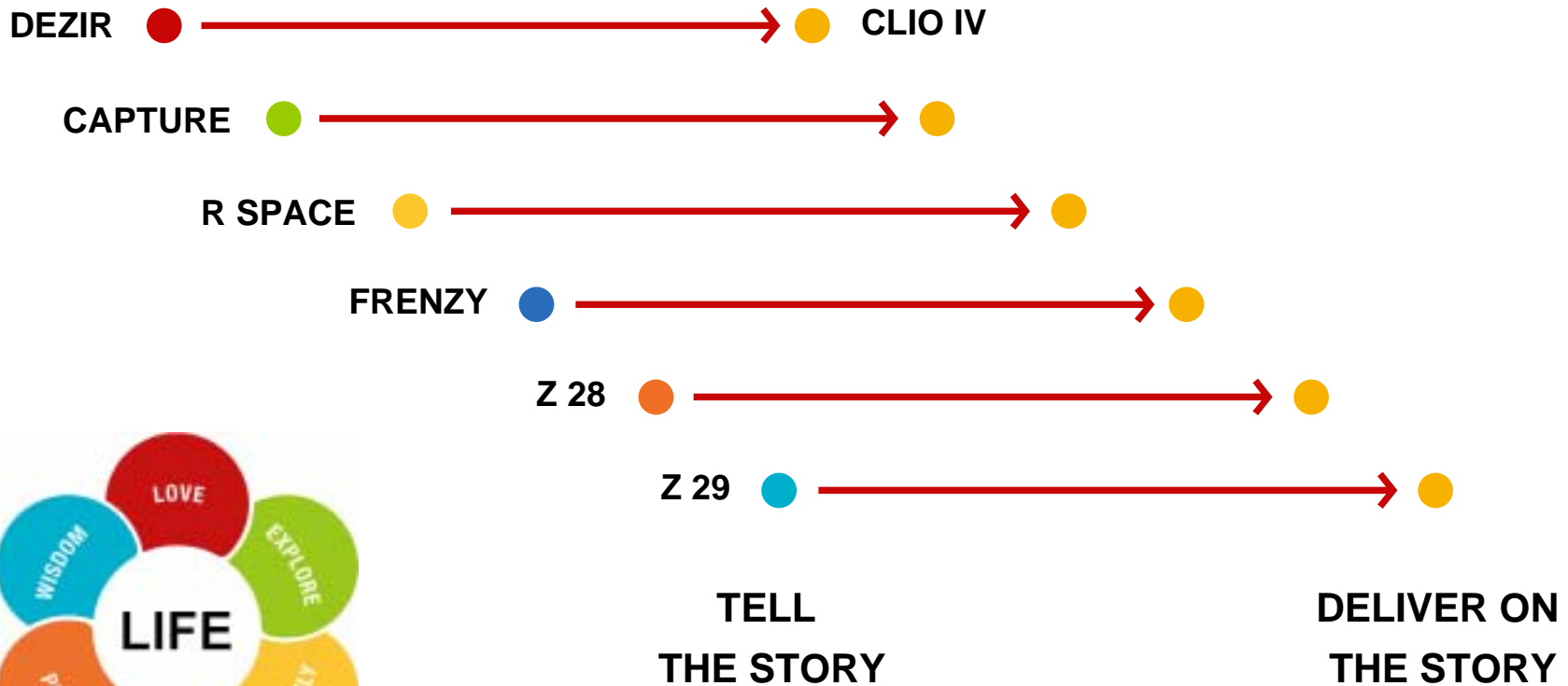


Hamburg (Germany)



Brescia (Italy)

# FROM CONCEPT ... TO REALITY : NEW DESIGN STRATEGY



# CONCEPT CAR FRENZDY



# Q&A

