

RENAULT GROUP - Q3 2009

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OCTOBER 29, 2009

DRIVE THE CHANGE



AGENDA

- Q3 2009 commercial results
- Q3 2009 group revenues
- Outlook for Q4 and onwards

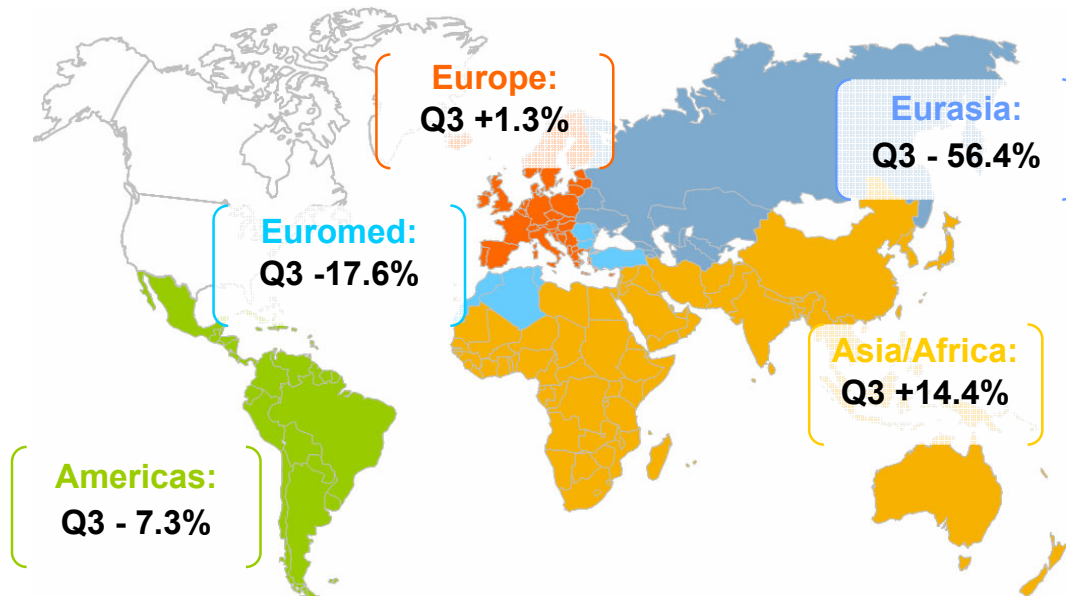
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TIV DECREASE SLOWING IN Q3 2009

Global -1.8%



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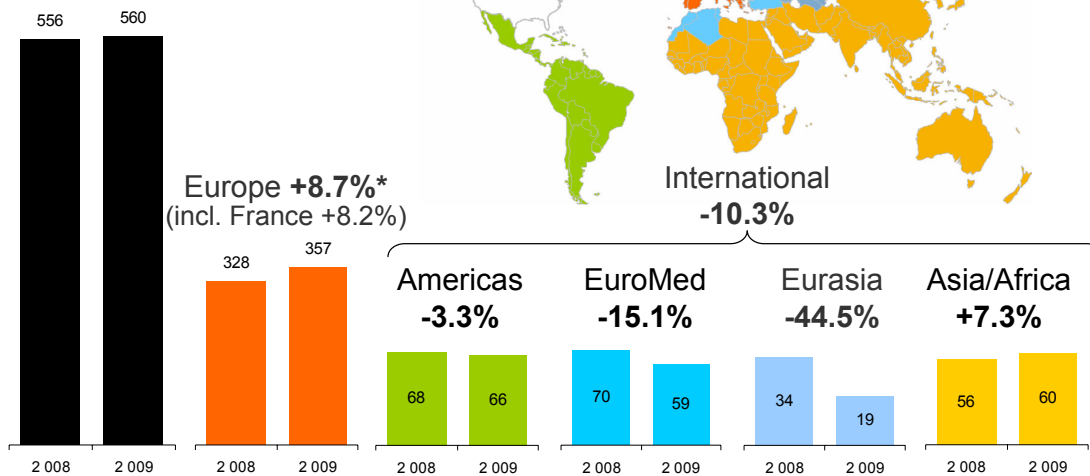
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RENAULT GROUP : POSITIVE COMMERCIAL RESULTS IN Q3 2009 vs. Q3 2008

Thousand units (PC+LCV)

Global +0.8%


















* +9.1% in registrations in Europe
+9.2% in registrations in France

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GAINING MARKET SHARE IN 12 OF OUR TOP 15 MARKETS (PC+LCV)

	Sales Volumes Q3	Market share Q3	Evolution of market share vs. Q3 2008
 FRANCE	153 492	27.3%	+ 1.5
 GERMANY	60 742	6.2%	+ 1.2
 SOUTH KOREA	37 610	10.4%	+ 0.9
 BRAZIL	33 351	4.1%	- 0.3
 ITALY	30 058	5.8%	+ 1.1
 SPAIN	28 924	10.8%	+ 0.4
 TURKEY	20 651	14.2%	+ 0.5
 GREAT BRITAIN	19 795	3.1%	- 0.7
 ARGENTINA	17 360	13.4%	+ 1.9
 RUSSIA	16 940	4.9%	+ 1.4
 ALGERIA	14 212	26.0%	+ 8.8
 ROMANIA	12 609	36.0%	+ 2.3
 BELGIUM+LUX	12 524	10.1%	+ 0.2
 IRAN	8 346	2.5%	- 2.4
 NETHERLANDS	8 216	7.7%	+ 0.0

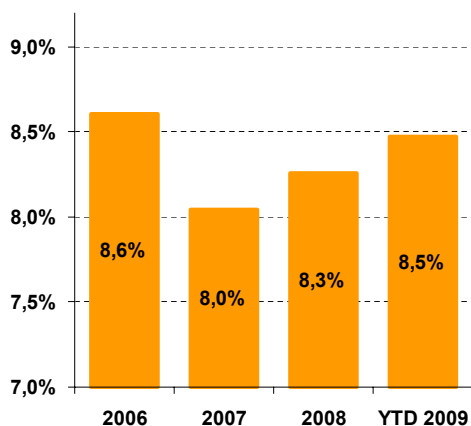
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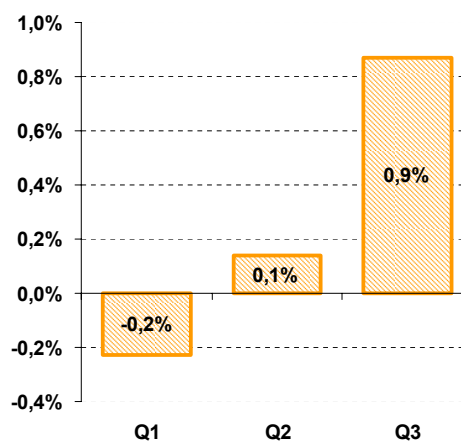


ZOOM ON EUROPE PC MARKET SHARE : STRONG MOMENTUM VS. 2008

Group PC MS in Europe
2006-2009



Group PC MS in Europe
2009 vs. 2008

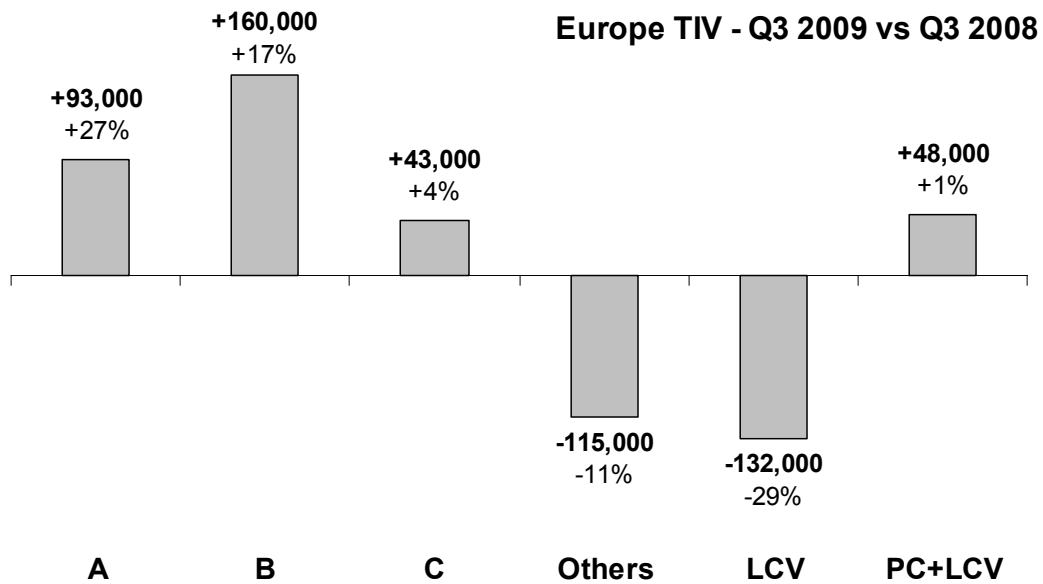


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EUROPEAN TIV DRIVEN BY A/B SEGMENTS. LCV STILL STRONGLY DEPRESSED.

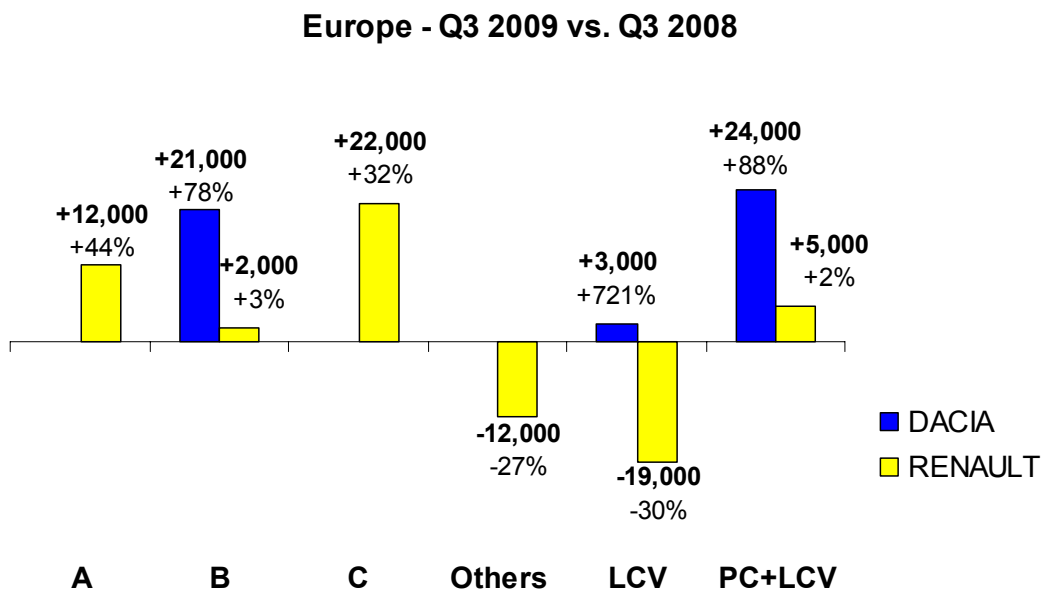


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RENAULT GROUP : DELIVERING ORDER BOOK (TWINGO/DACIA) AND NEW MEGANE RAMP-UP

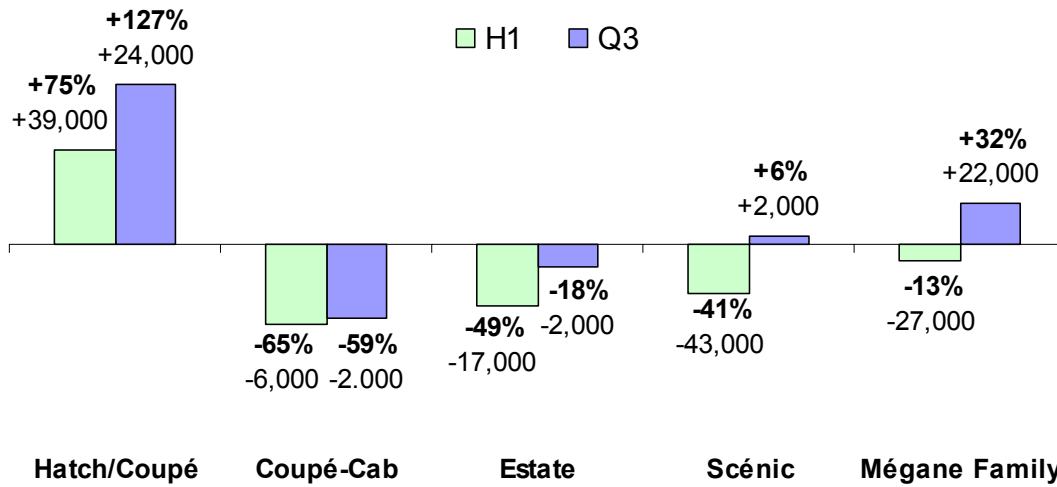


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NEW MEGANE IN EUROPE : CONFIRMATION ON HATCH, FIRST SIGNS OF SCENIC/ESTATE RAMP-UP



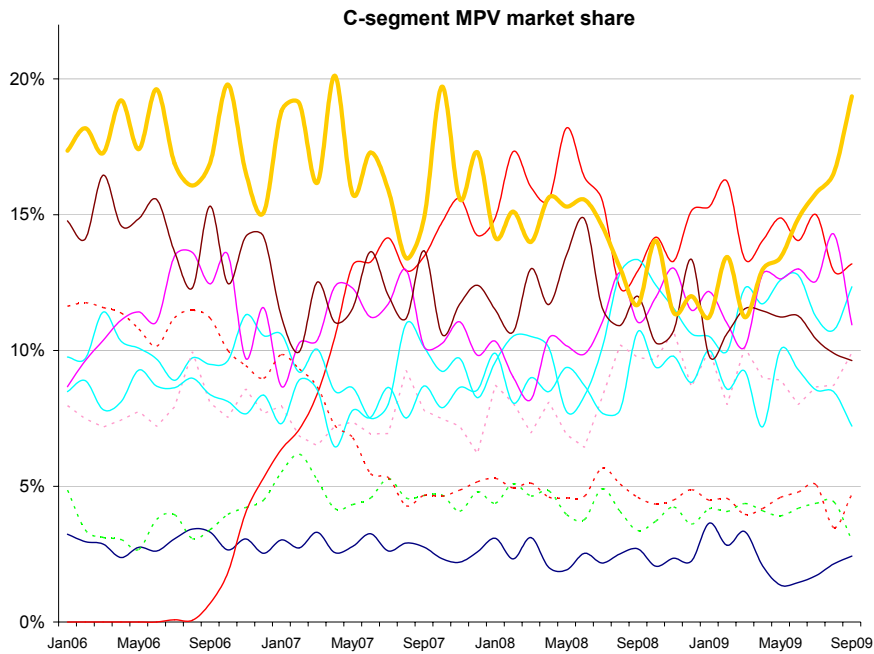
PC Mégane Family in Europe 2009 vs 2008

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ZOOM ON SCENIC : FIRST MONTHS ON TRACK, N°1 SPOT RETAKEN IN EUROPE

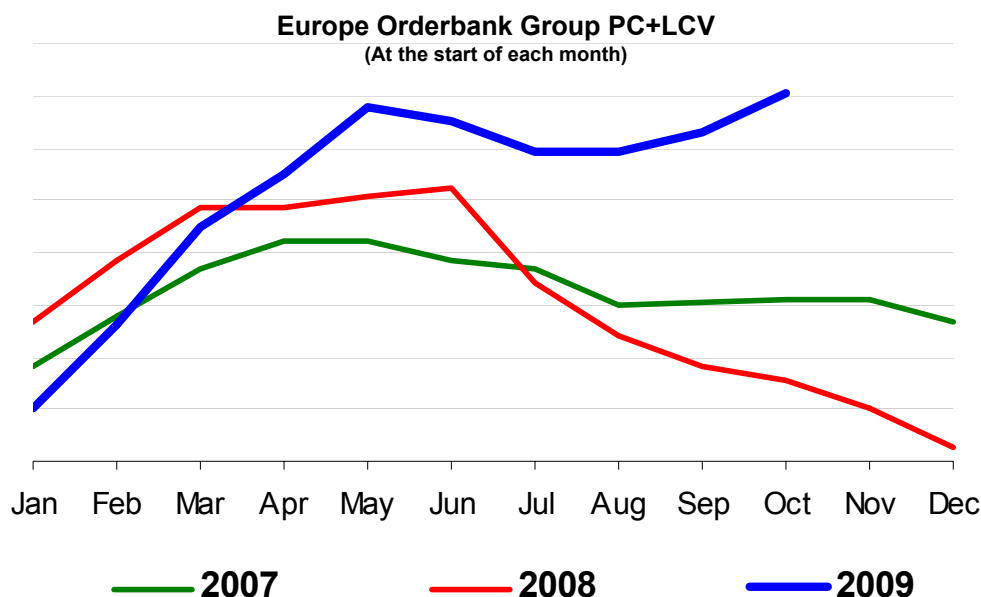


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ORDER BANK REMAINS AT A VERY HIGH LEVEL DESPITE Q3 MARKET SHARE IMPROVEMENT



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TOTAL DISTRIBUTION INVENTORY ON TRACK

In thousand units	30/06 2008	30/09 2008	31/12 2008	31/03 2009	30/06 2009	30/09 2009
Group inventory *	310	268	179	176	162	165
Independent dealership inventory	200	212	186	147	153	148
Total	510	480	365	323	315	313

* Operational indicator = distribution stock

- Distribution stock under control, with a 5k vehicle reduction in dealer stock during Q3'09 vs. a 12k increase in Q3'08
- Benefiting from early production cuts in Q4/08 in terms of inventory quantity and quality (strong reduction of ageing inventories)
- Total distribution stock of new cars down 35% vs. Q3 2008

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AGENDA

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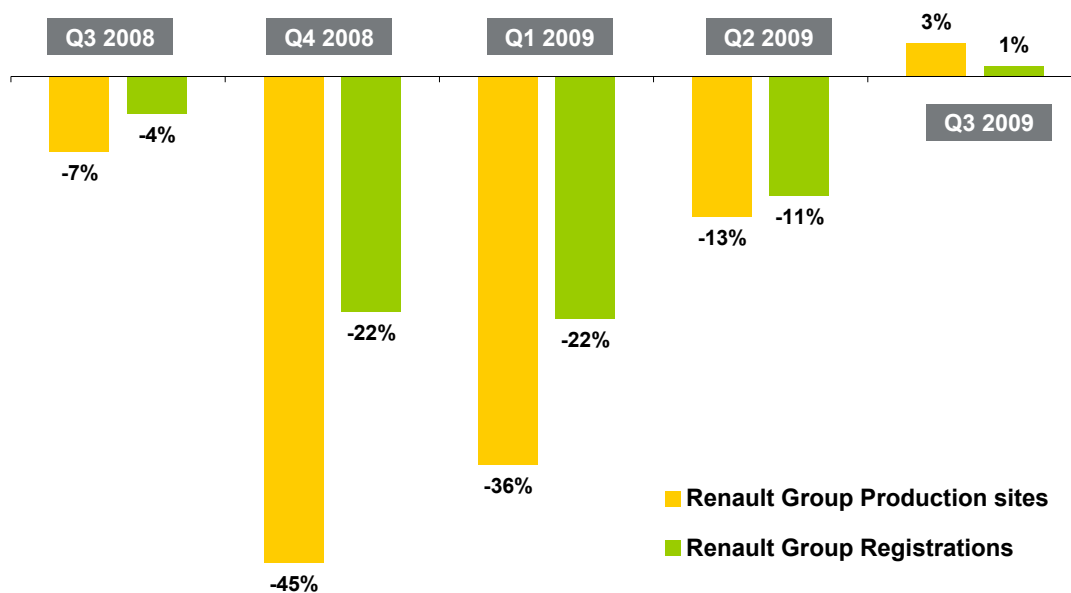
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PRODUCTION & REGISTRATIONS: POSITIVE IN Q3'09

Evolution in volume vs. Y-1



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RENAULT GROUP REVENUES BY DIVISION Q3

<i>In million euros</i>	Q3 2008 Pro forma*	Q3 2009	Change (%)
Automobile	8,633	7,664	- 11.2%
Sales Financing	502	438	- 12.7%
TOTAL	9,135	8,102	- 11.3%

* 2008 data has been restated on a consistent basis

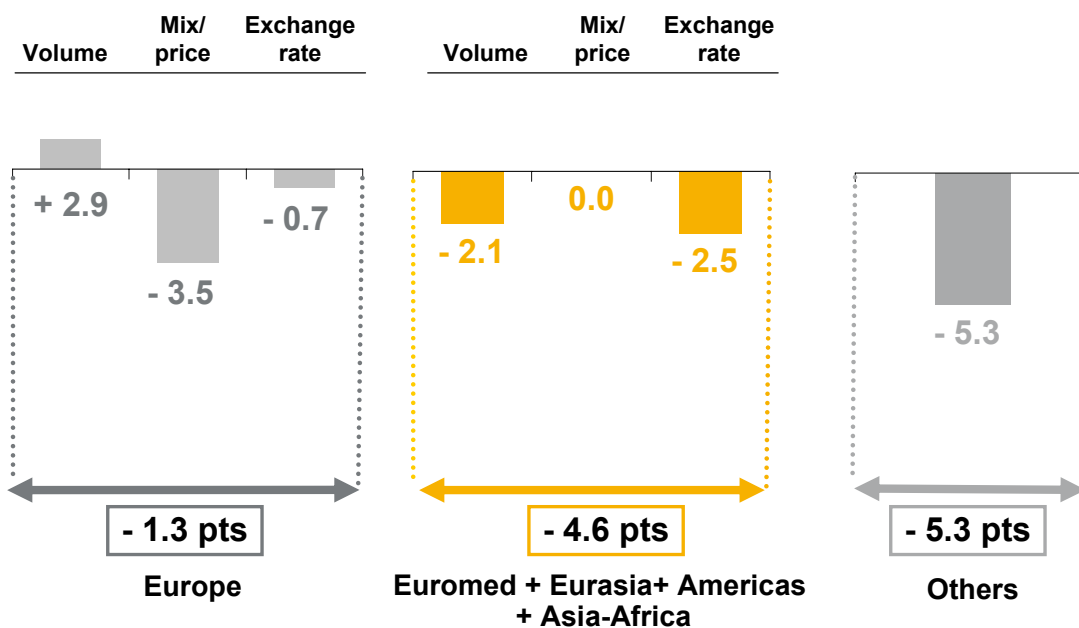
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AUTOMOBILE DIVISION REVENUES DOWN 11.2% IN Q3'09

Contribution to the change in revenues



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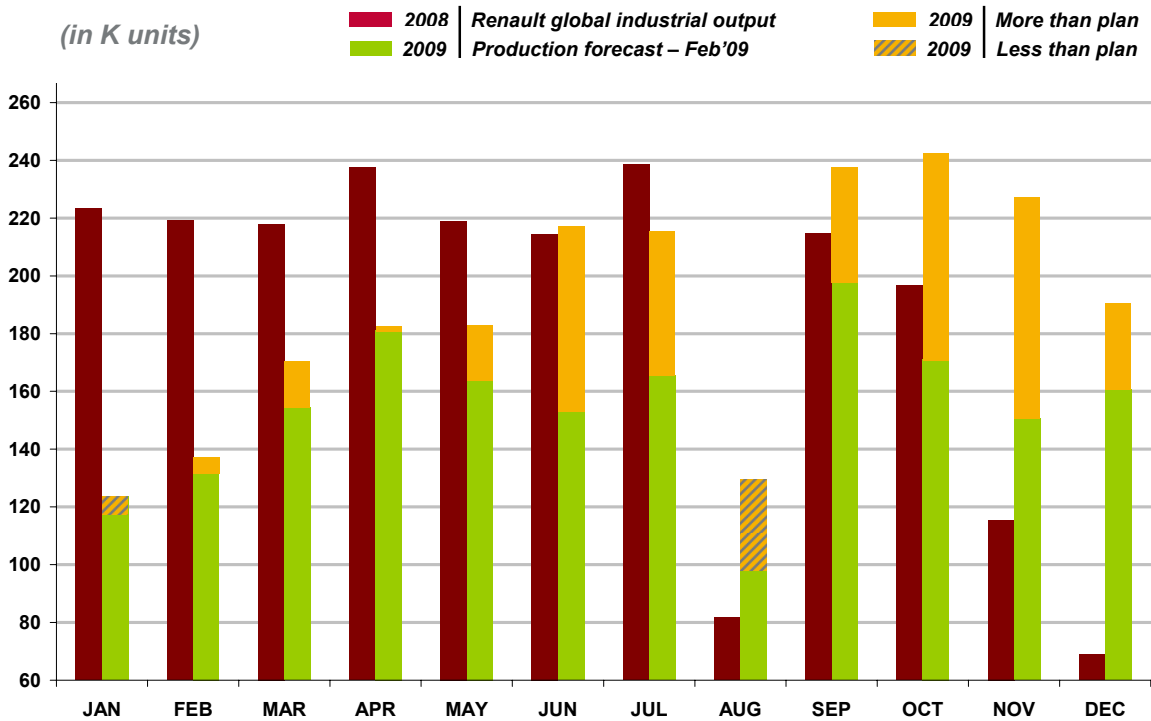


AGENDA

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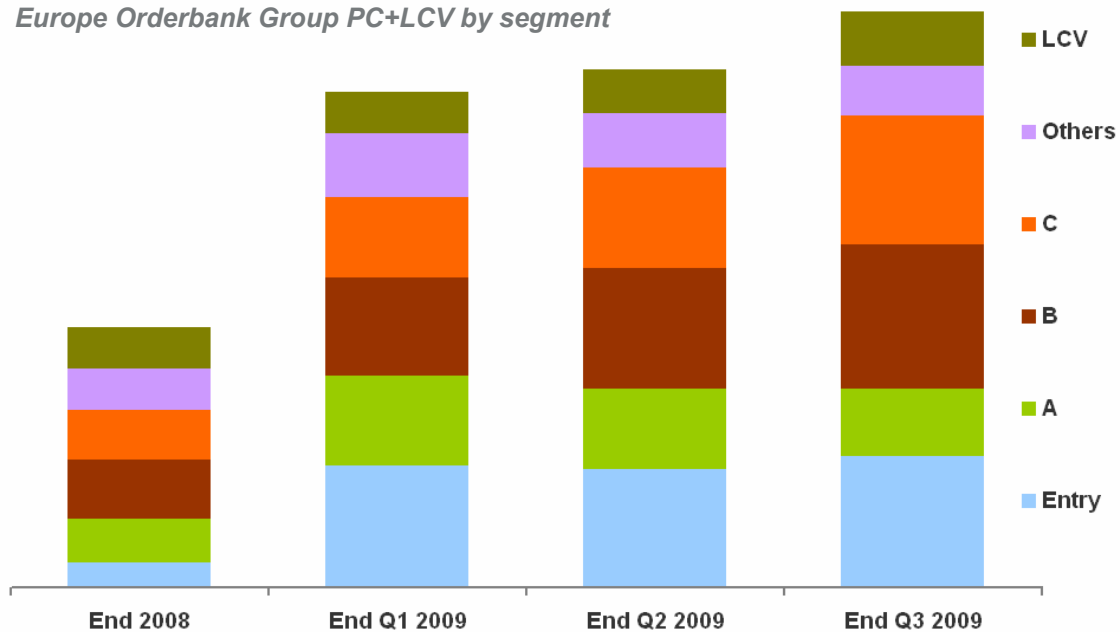


PRODUCTION : +60K VEHICLES vs. H1'09 PLAN



ORDERBANK : B & C SEGMENT MIX INCREASING

Europe Orderbank Group PC+LCV by segment



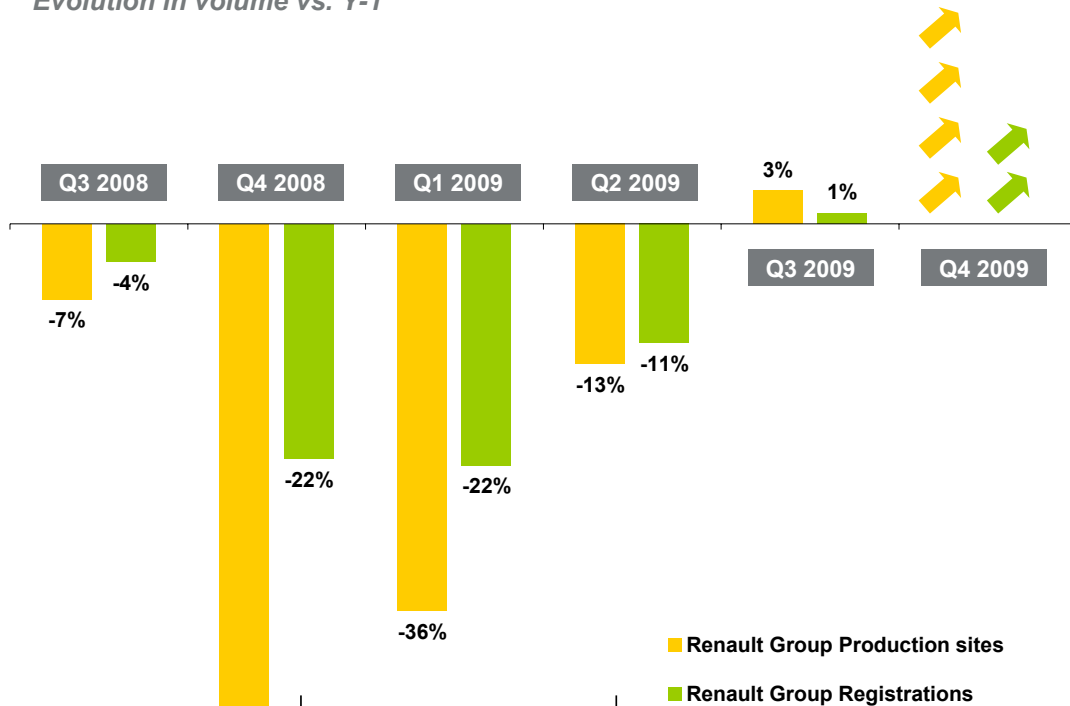
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PRODUCTION & REGISTRATIONS: STRONG Q4 AHEAD

Evolution in volume vs. Y-1



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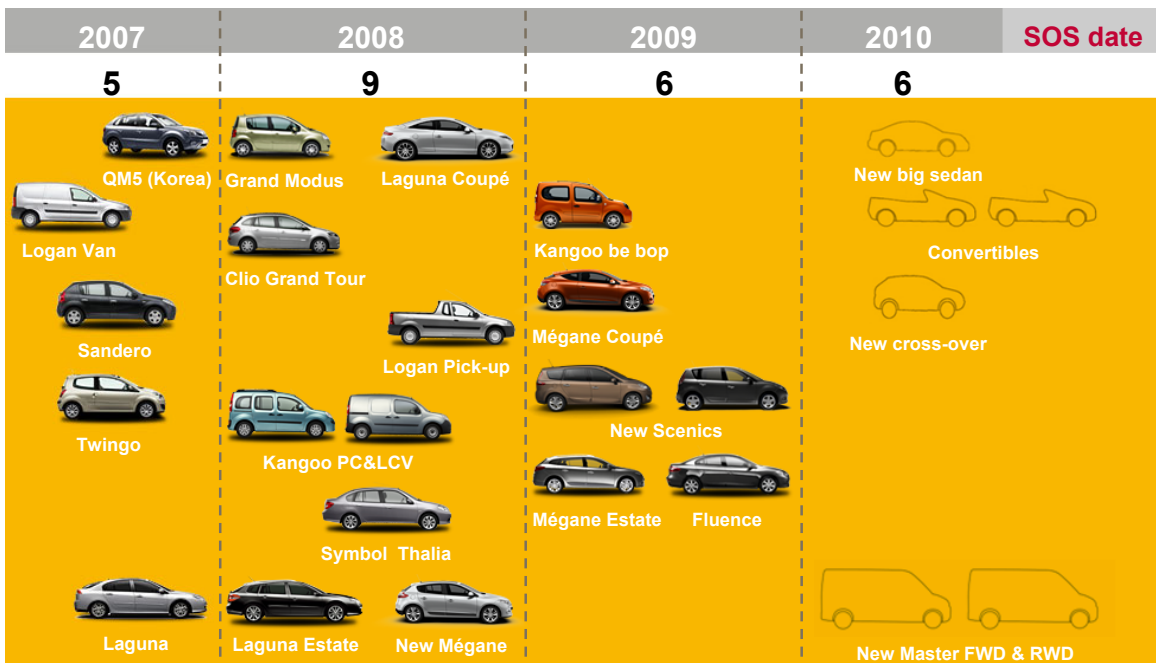


LEVERS FOR 2010

- **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



CONTINUING A STRONG PRODUCT MOMENTUM



CONCLUSION Q3 2009

- **OPERATIONAL PERFORMANCE – POSITIVE INFLEXION POINT SEEN IN Q2 CONFIRMED IN Q3**
- **STRONG ORDER BOOK & PRODUCTION SCHEDULE FOR Q4**
- **RECENT MODEL LAUNCHES ON TRACK**

→ FULL YEAR OUTLOOK

- POSITIVE FCF
- INCREASING MARKET SHARE IN EUROPE

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Further information on Renault can be found on Renault's web site (www.Renault.com), in the section Finance / Regulated Information.

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ANNEXES

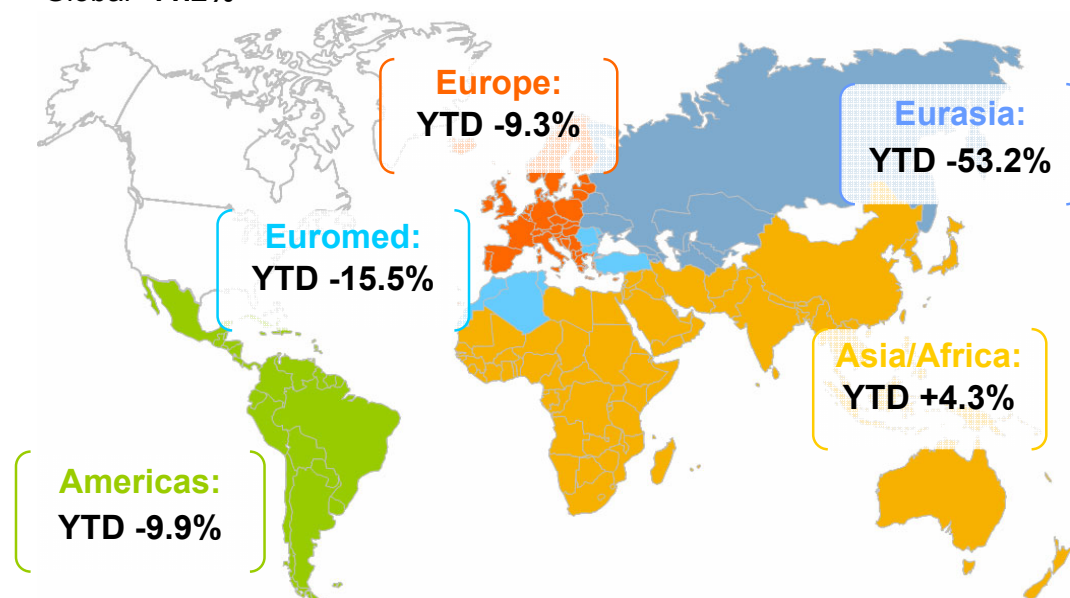
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DRIVE THE CHANGE



YTD 2009 GLOBAL TIV

Global -11.2%



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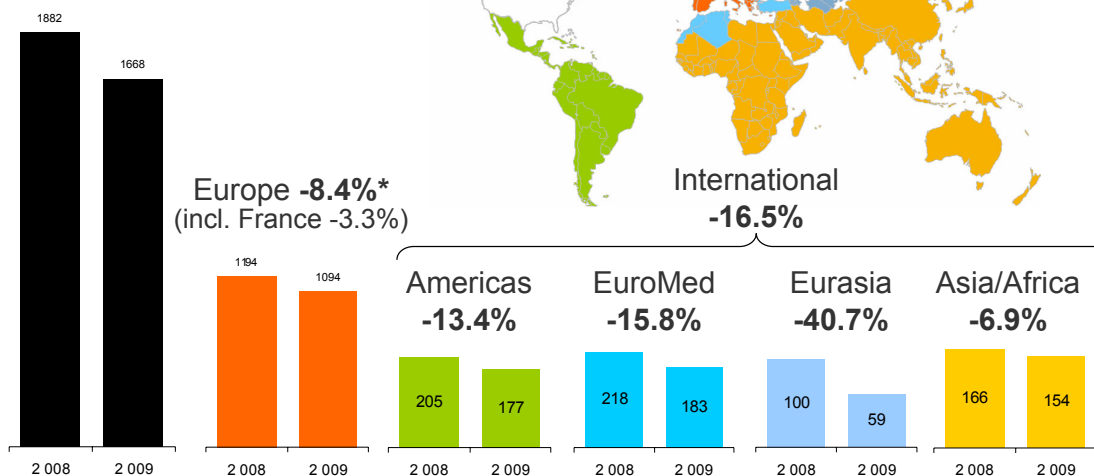
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YTD 2009 COMMERCIAL RESULTS

Thousand units (PC+LCV)

Global **-11.4%**



* -8.3% in registrations in Europe
-2.9% in registrations in France

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YTD PC+LCV GROUP TOP 15

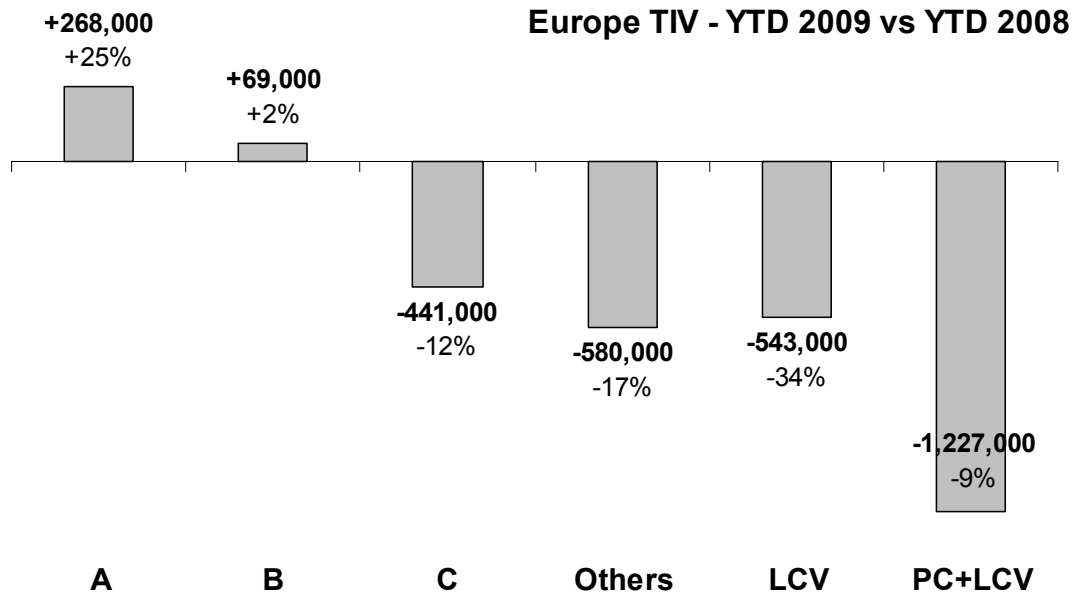
	Sales Volumes YTD	Market share YTD	Evolution of market share vs. YTD 2008
FRANCE	491 769	25.4%	- 0.2
GERMANY	183 766	5.9%	+ 0.8
SOUTH KOREA	91 222	9.1%	+ 0.5
ITALY	86 754	5.0%	- 0.1
BRAZIL	84 067	3.8%	- 0.6
SPAIN	80 053	10.6%	+ 0.4
TURKEY	59 674	14.2%	- 0.3
RUSSIA	53 550	4.8%	+ 1.1
ARGENTINA	49 779	12.6%	+ 0.4
BELGIUM+LUX	49 478	10.8%	+ 0.7
GREAT BRITAIN	48 487	2.9%	- 1.7
ALGERIA	45 854	23.7%	+ 6.2
ROMANIA	41 436	36.9%	+ 2.5
MOROCCO	27 541	33.0%	+ 5.8
IRAN	27 784	2.9%	- 1.6

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SEGMENT MIX CHANGE IN EUROPE

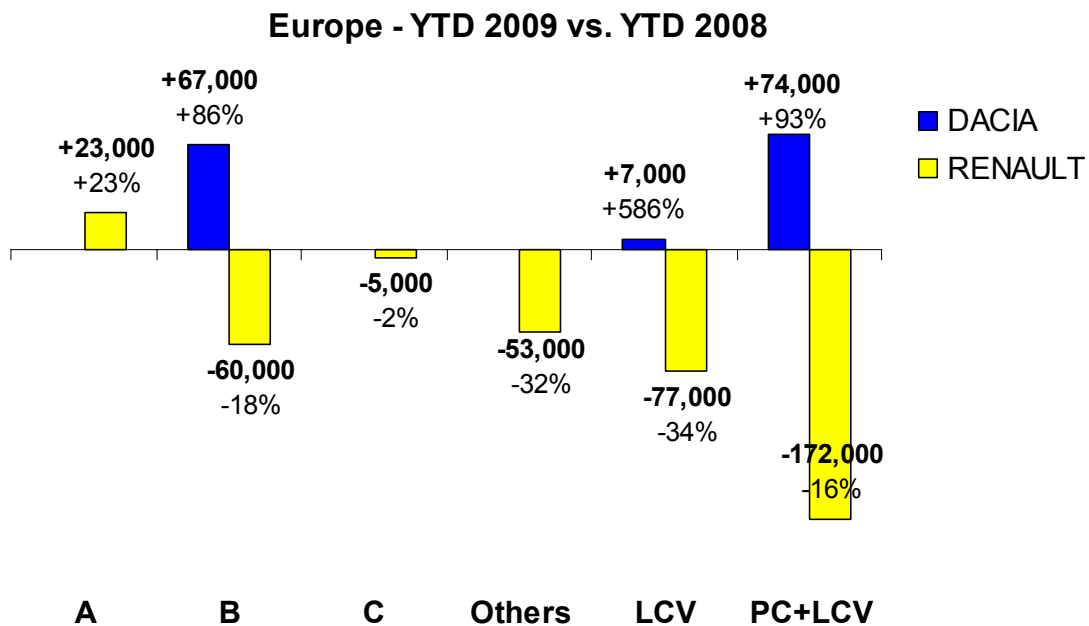


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EUROPEAN REGISTRATIONS BY SEGMENT YTD 2009 vs. YTD 2008

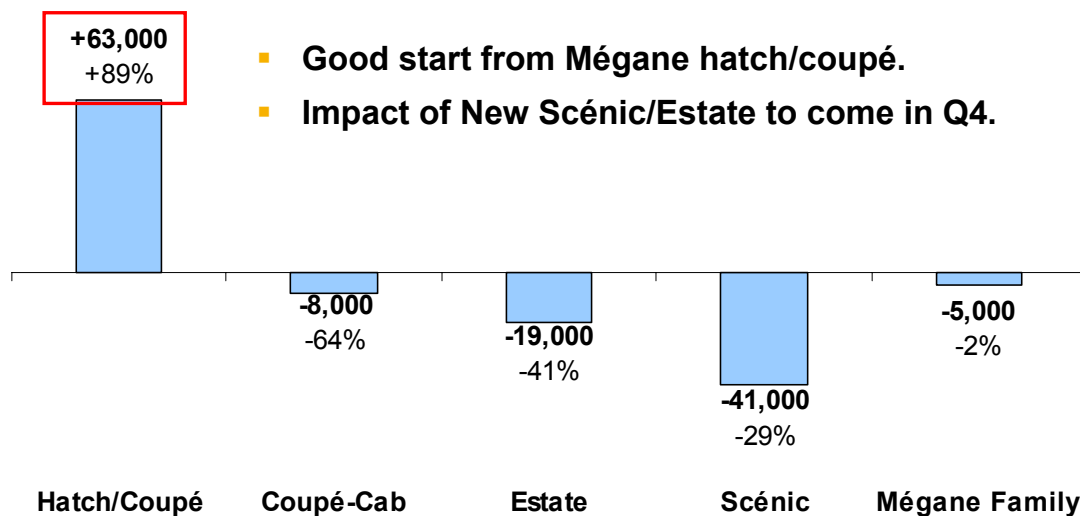


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YTD 2009 PC EUROPE: GOOD START FOR NEW MEGANE



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RENAULT GROUP REVENUES BY DIVISION YTD

<i>In million euros</i>	YTD 2008 Pro forma*	YTD 2009	Change (%)
Automobile	28,551	22,765	- 20.3%
Sales Financing	1,545	1,328	- 14.0%
TOTAL	30,096	24,093	- 19.9%

* 2008 data has been restated on a consistent basis

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Q3 CHANGE IN CONSOLIDATION

In million euros

	Q3 2008 Published	Change in Perimeter / Consolidation ⁽¹⁾	Q3 2008 Pro forma
Automobile	8,637	-4	8,633
Sales Financing	512	-10	502
TOTAL	9,149	-14	9,135

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YTD CHANGE IN CONSOLIDATION

In million euros

	30/09/2008 Published	Change in Perimeter / Consolidation ⁽¹⁾	30/09/2008 Pro forma
Automobile	28,524	27	28,551
Sales Financing	1,567	-22	1,545
TOTAL	30,091	5	30,096

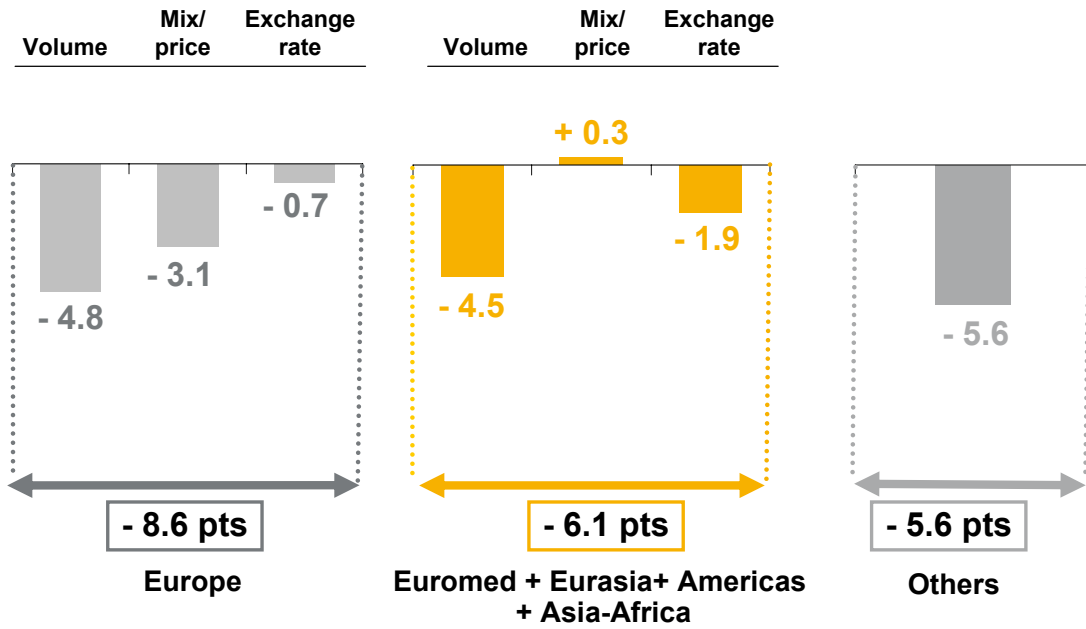
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AUTOMOBILE DIVISION REVENUES DOWN 20.3% YTD

Contribution to the change in revenues



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