



BANK
AND
SERVICES

PRESS CONFERENCE

13 FEBRUARY 2017



2016 RESULTS

2017 OUTLOOK

AGENDA

- 1 **CONTEXT**
- 2 **2016 RESULTS**
- 3 **2017 OUTLOOK**
- 4 **QUESTIONS / ANSWERS**



CONTEXT

OIL PRICE STILL LOW

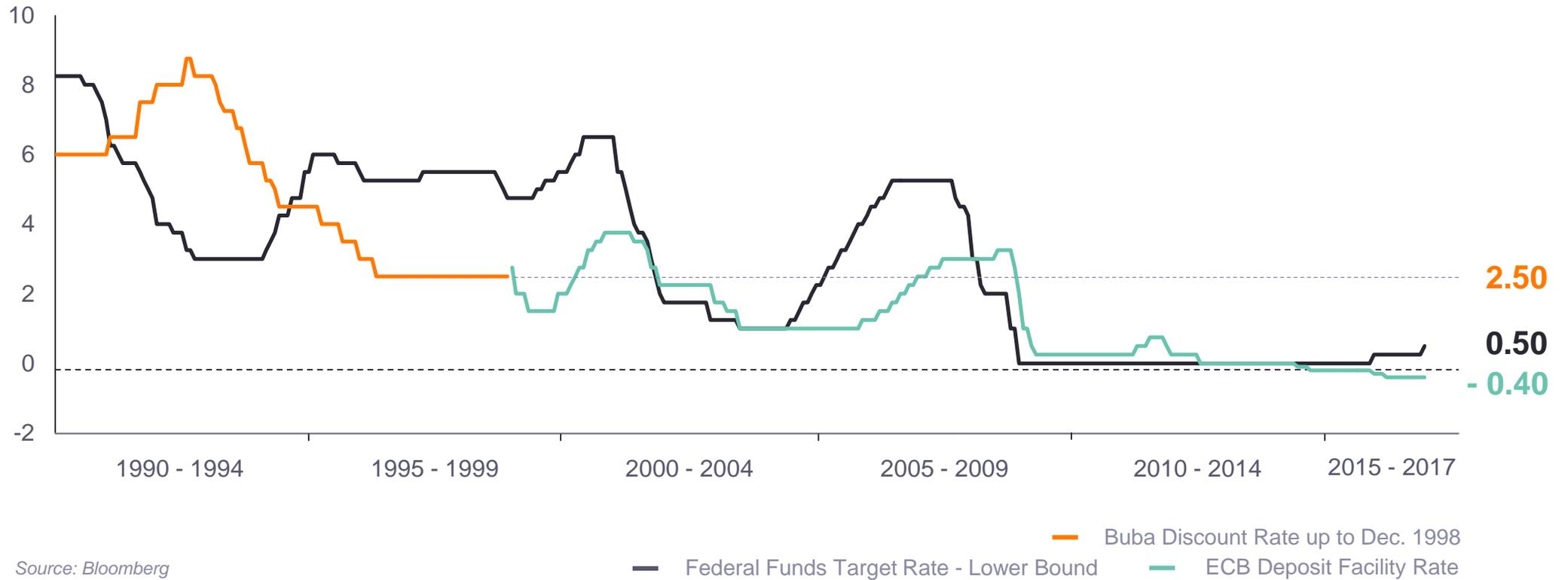
Oil price
(Constant dollars)



Source: Bloomberg

HISTORICALLY LOW INTEREST RATES

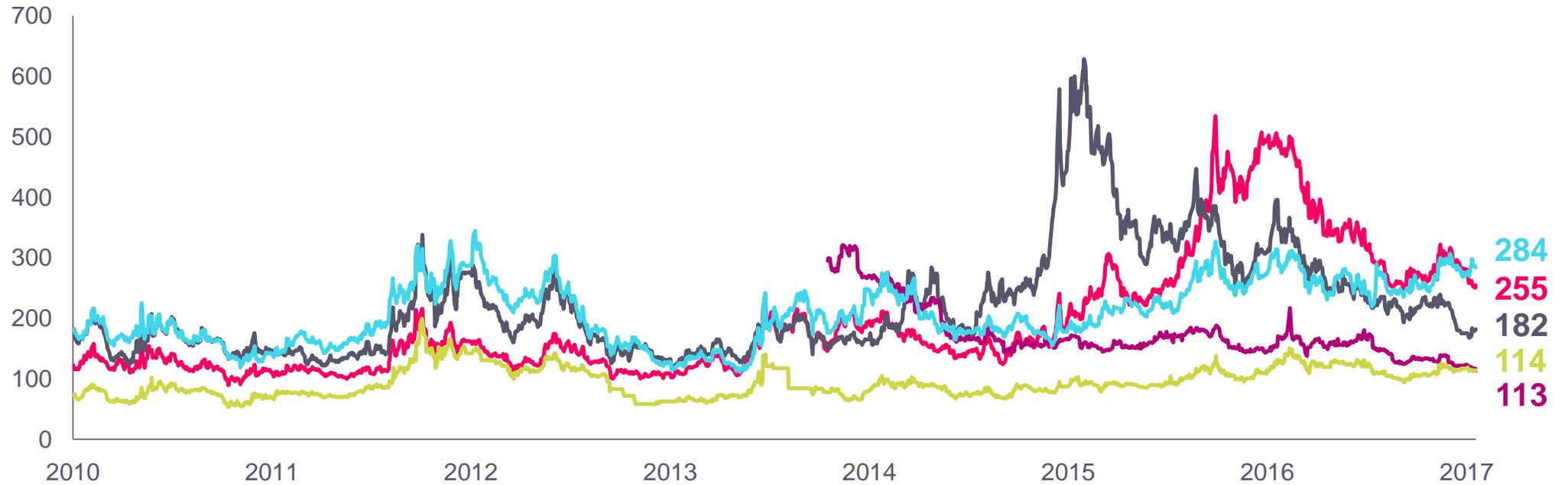
Central Bank rates (%)



Source: Bloomberg

EMERGING COUNTRIES VOLATILITY

5 years CDS evolution
(100 basis vs USD)

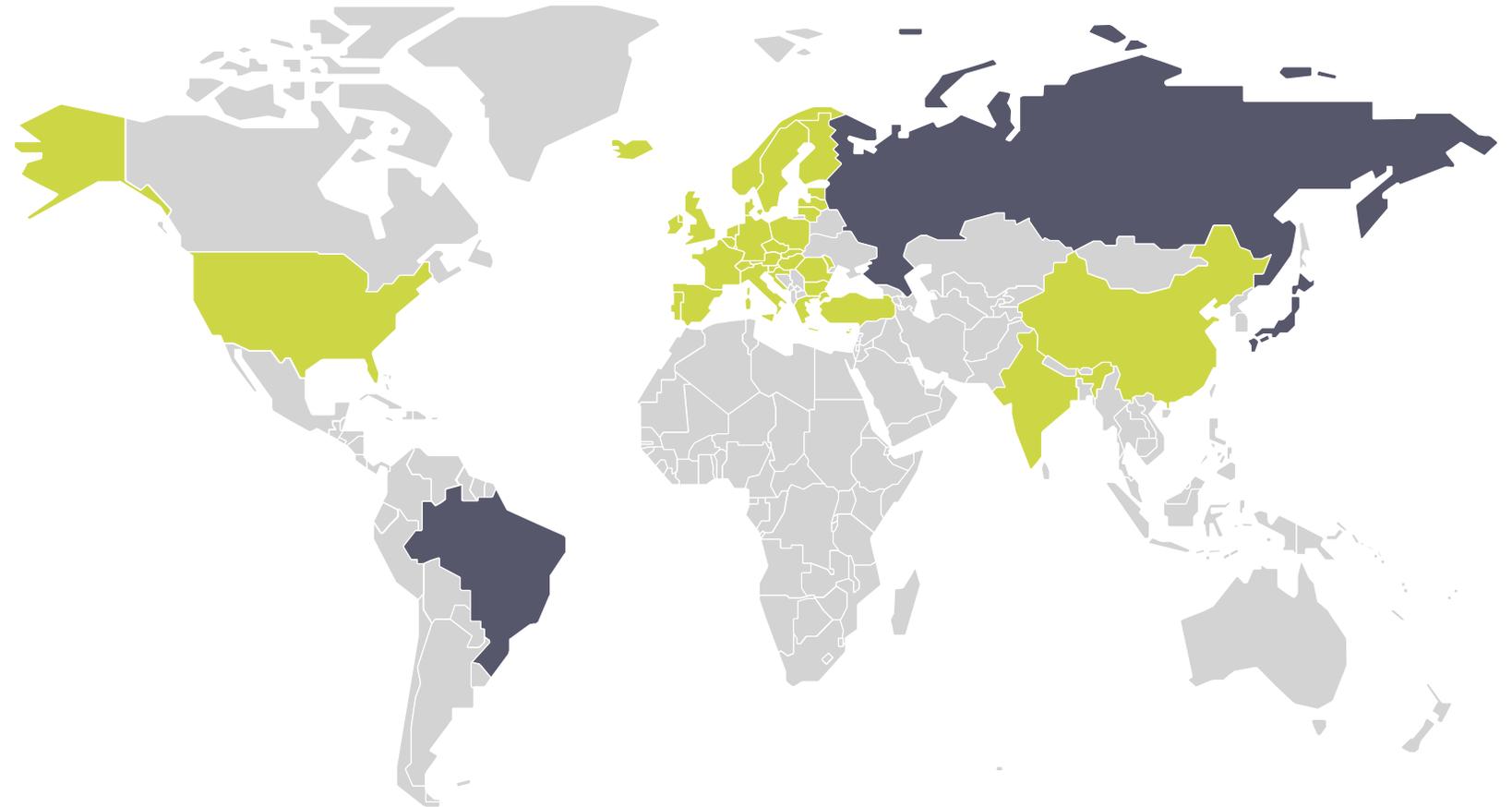


Source: Bloomberg except Inde (Reuters)

Turkey Brazil Russia China India

CONTRASTED CAR MARKET EVOLUTIONS

BRAZIL	- 20 %
CHINA	+ 14 %
UNITED-STATES	+ 0.4 %
EUROPE	+ 7 %
INDIA	+ 7 %
JAPAN	- 2 %
RUSSIA	- 11 %
TURKEY	+ 2 %
GLOBAL	+ 4.6 %



EVOLUTION OF AUTOMOBILE USAGES



Photo credit: nuTonomy

UNDER ECB SUPERVISION SINCE 1ST JANUARY 2016



- RCI Banque, a fast-growing bank
- Increased guarantees for both retail customers and institutional clients
- Strengthened governance



2016 RESULTS

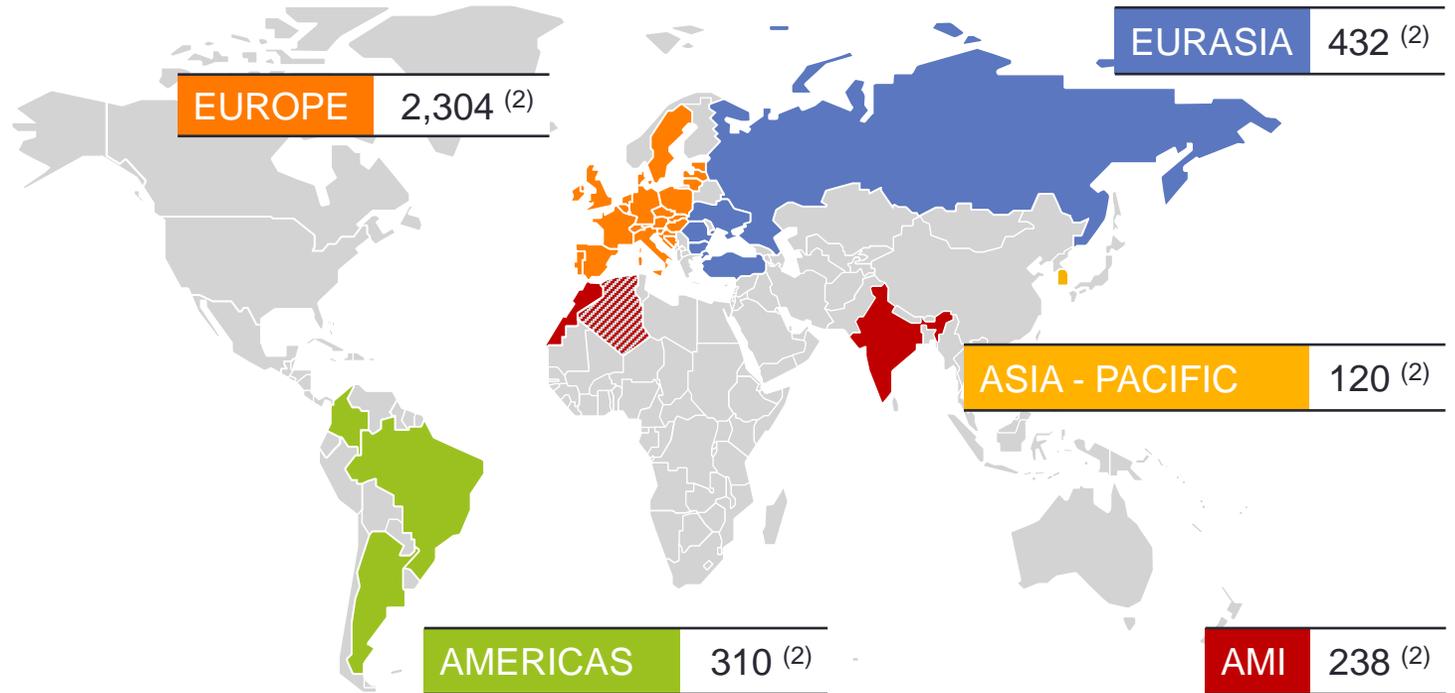
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2016 RESULTS COMMERCIAL RESULTS

GLOBAL GROWTH OF THE MARKET SUPPORTED BY A STRONG RISE IN THE EUROPEAN MARKETS

2016 vs 2015 VARIATIONS (1)

	TIV (3)	Registrations (4)
GLOBAL	+ 2.0 %	+ 9.2 %
EUROPE	+ 6.8 %	+ 9.1 %
EURASIA	- 5.4 %	- 5.4 %
AMI	+ 1.7 %	+ 74.8 %
AMERICAS	- 14.0 %	- 3.8 %
ASIA-PACIFIC	- 0.1 %	+ 35.3 %
ALLIANCE GLOBAL VOLUMES	3,404 (2)	



(1) Variations on RCI Bank and Services perimeter.

(2) Volumes of Alliance registrations on RCI Bank and Services perimeter in 2016, in thousands of units.

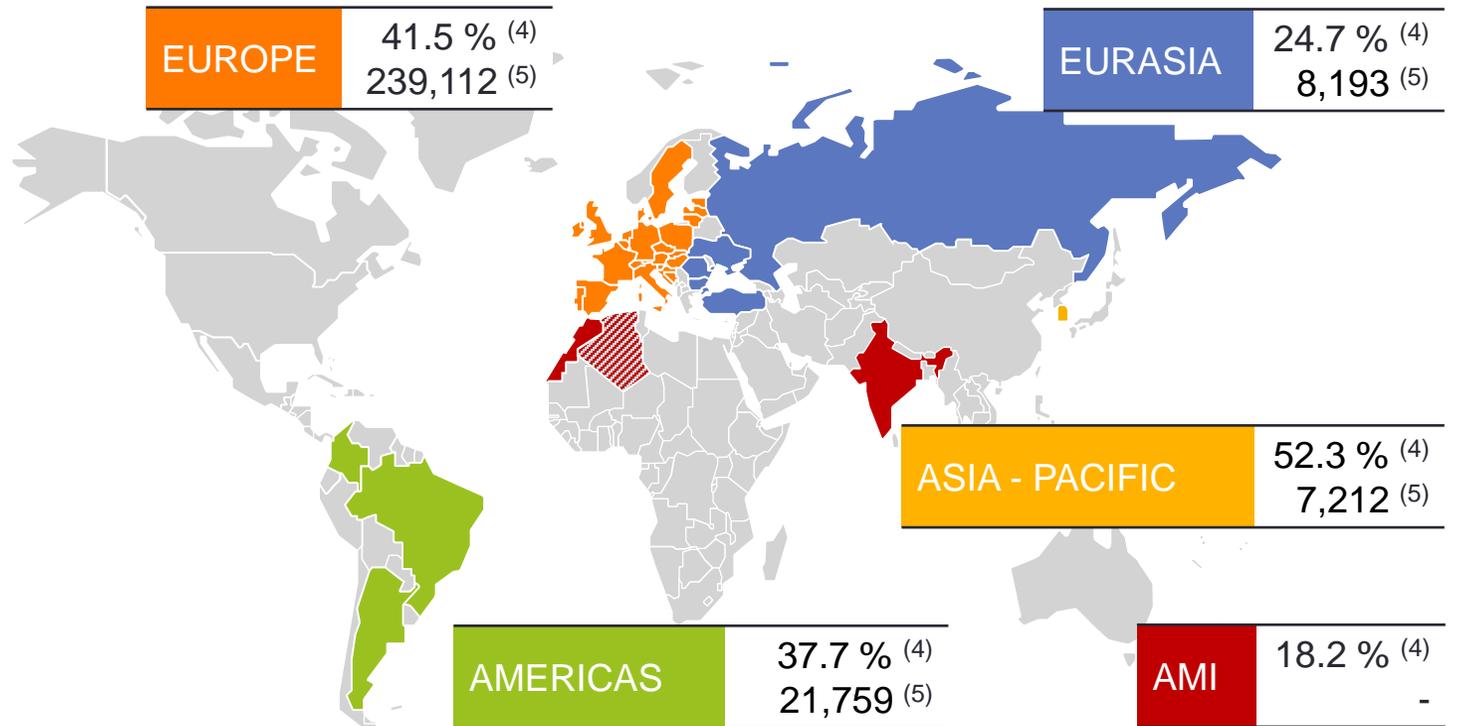
(3) Variation global market PC + LCV.

(4) Variation of Alliance registrations.

HIGH COMMERCIAL PERFORMANCE

2016 vs 2015 VARIATIONS (1)

	PR (2)	UC (3)
EUROPE	+ 1.3 pt	+ 18.6 %
EURASIA	+ 0.5 pt	+ 30.6 %
AMI	+ 1.8 pt	-
AMERICAS	- 1.3 pt	+ 28.4 %
ASIA-PACIFIC	- 1.0 pt	- 11.2 %



(1) Variations on RCI Bank and Services perimeter.
 (2) Variation of penetration rate.
 (3) Variation of used car vehicles financings volumes.
 (4) Intervention Rate.
 (5) Volumes of used car financed vehicles in units.

INTERNATIONAL DEVELOPMENT ROLL-OUT



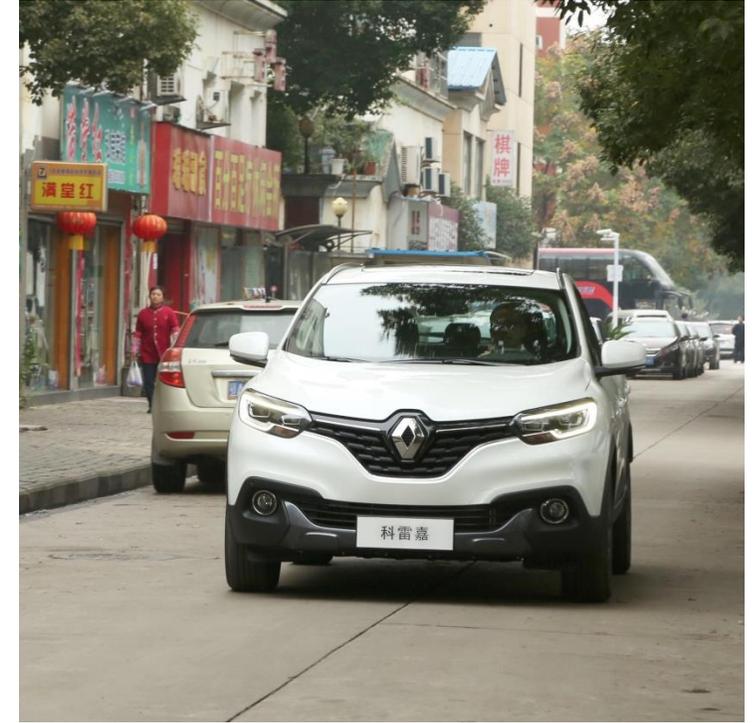
COLOMBIA

Creation of a subsidiary
in partnership with BBVA



TURKEY

Launching of wholesale
financing activity

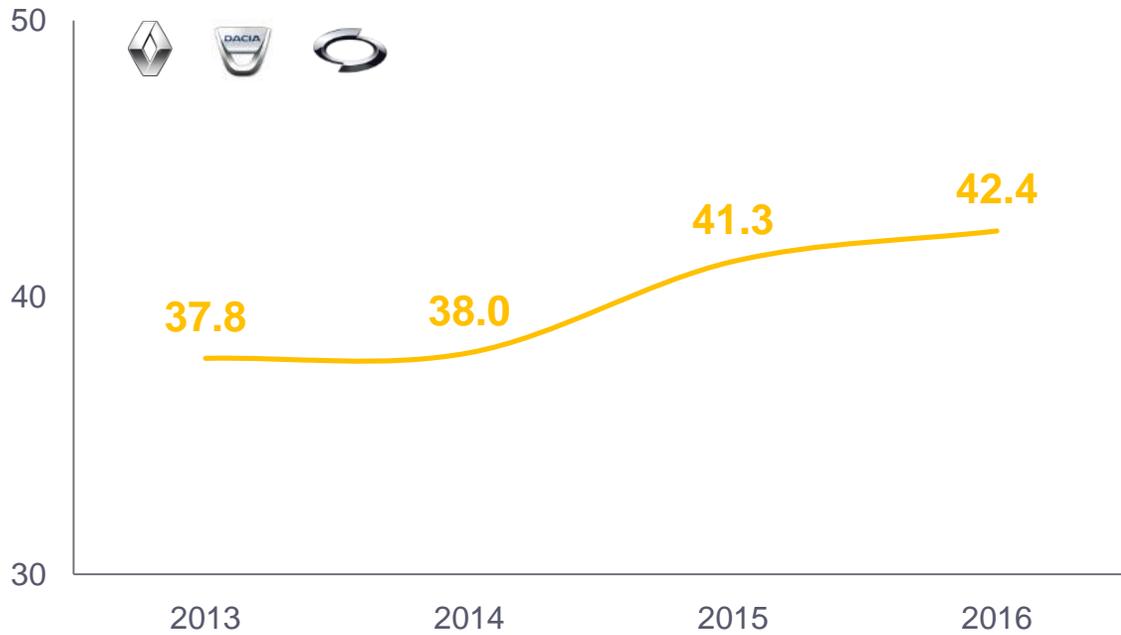


CHINA

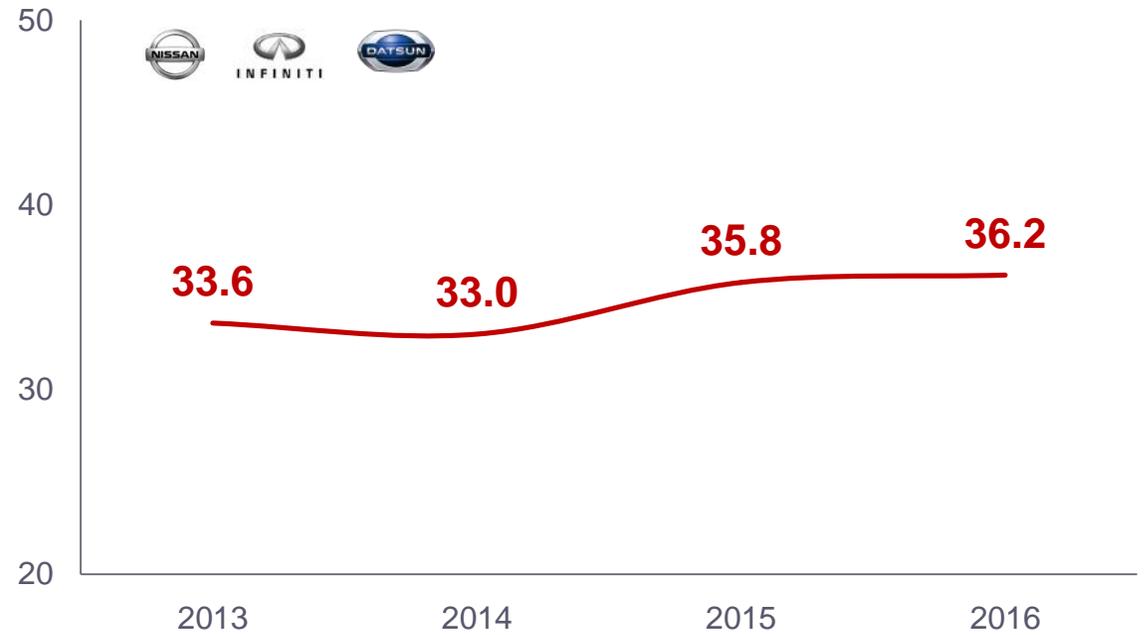
Creation
of a representative office

COMMERCIAL PERFORMANCE AT ITS BEST LEVEL

Penetration rate excluding EAC (PR) *
(%)



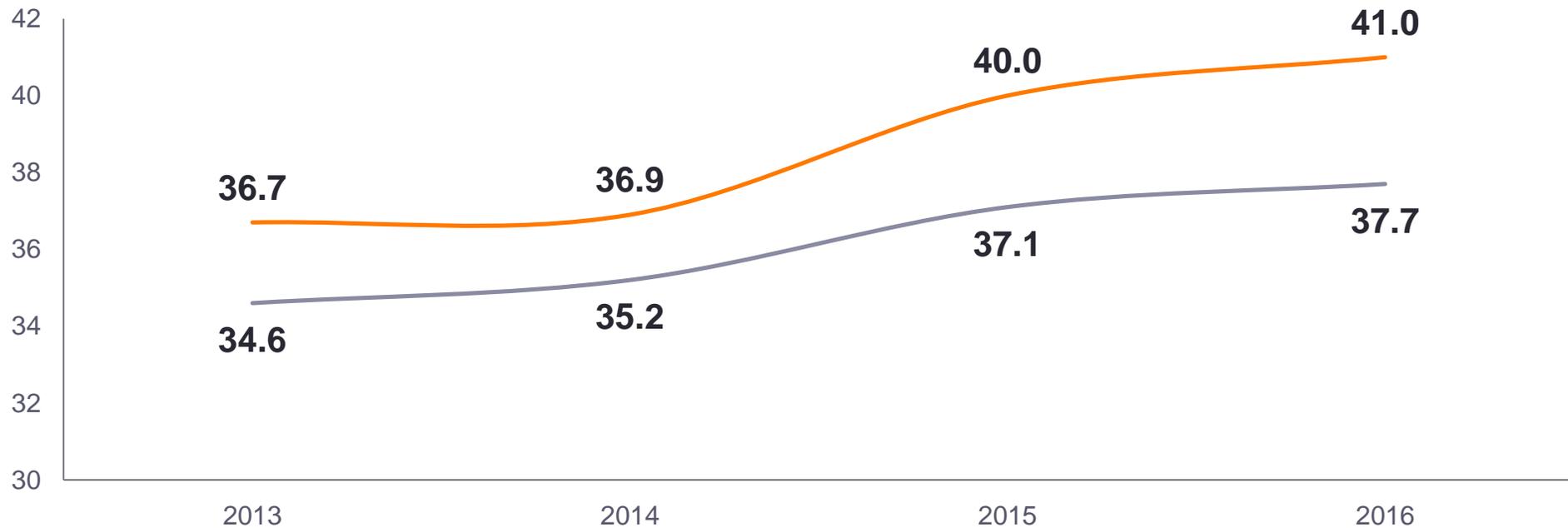
Penetration rate excluding EAC (PR) *
(%)



* Penetration rate (PR): number of new vehicles financing contracts / number of Alliance new vehicles registrations
EAC (Equity Accounted Companies) Turkey, Russia and India.

INCREASE OF ALL BRANDS PENETRATION RATE

Penetration rate (PR) *
(%)



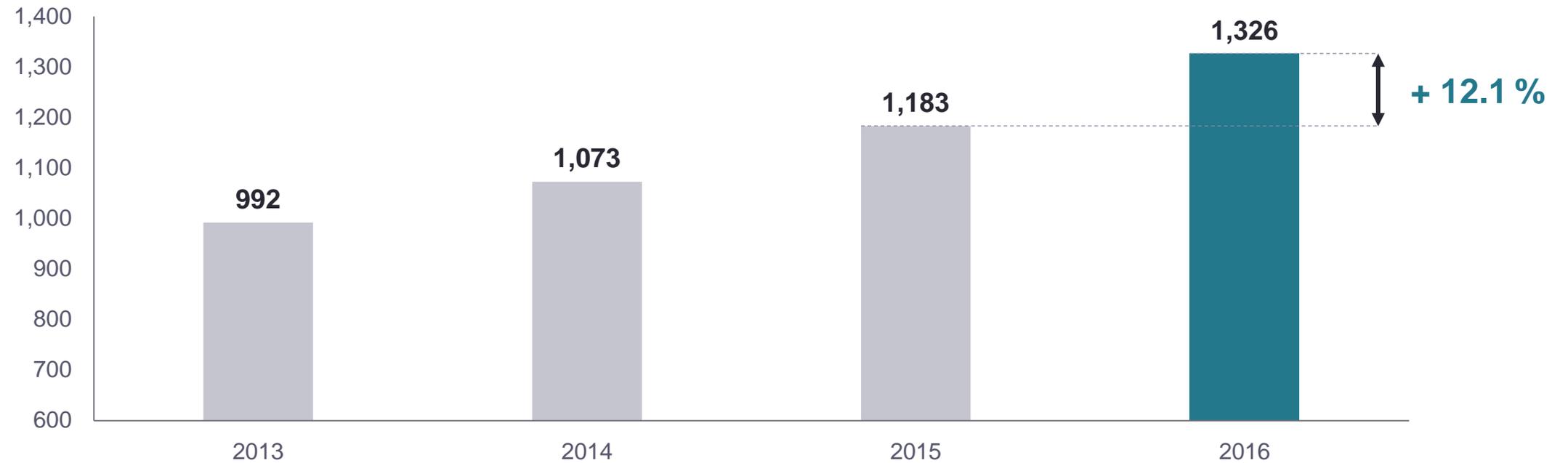
* Penetration rate (PR): number of new vehicles financing contracts / number of Alliance new vehicles registrations

— RCI Banque

— RCI Banque excl. EAC (Equity method Accounted Companies)

GROWTH OF NEW VEHICLE FINANCING CONTRACTS HIGHER THAN REGISTRATIONS

Number of financing contracts*
(Thousand units)



* Including volumes of non-consolidated countries.

ATTRACTIVENESS OF LOYALTY PRODUCT OFFERS

FRANCE
A breaking-codes communications

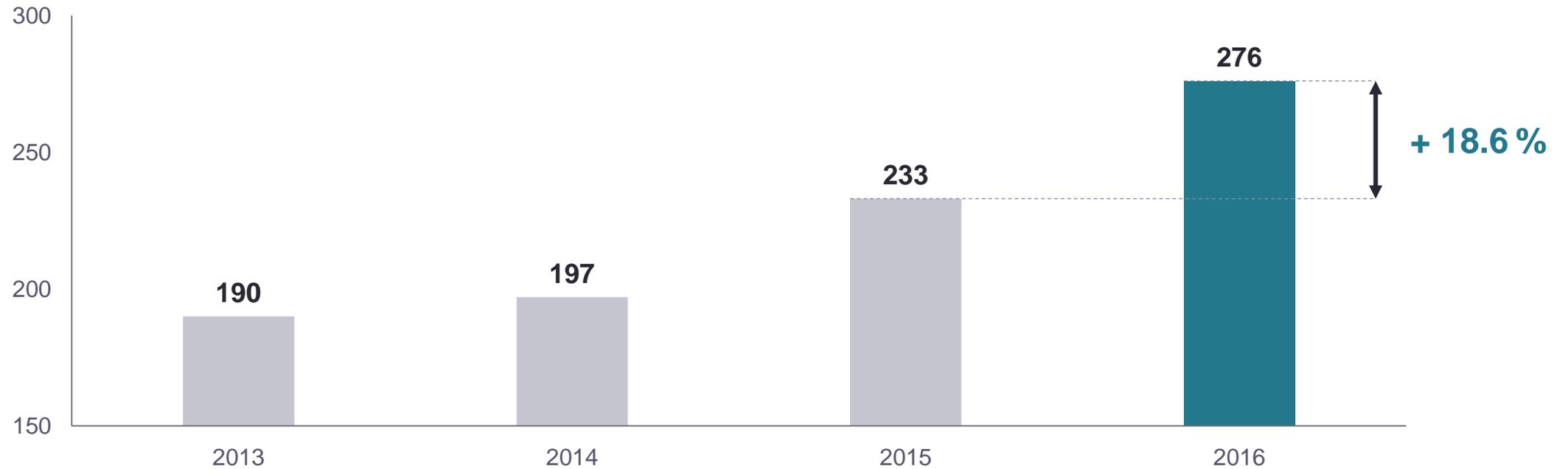
ITALY
A packaged offer with insurance

IRELAND
An all-in-one offer

SOUTH KOREA
An innovative offer on the market

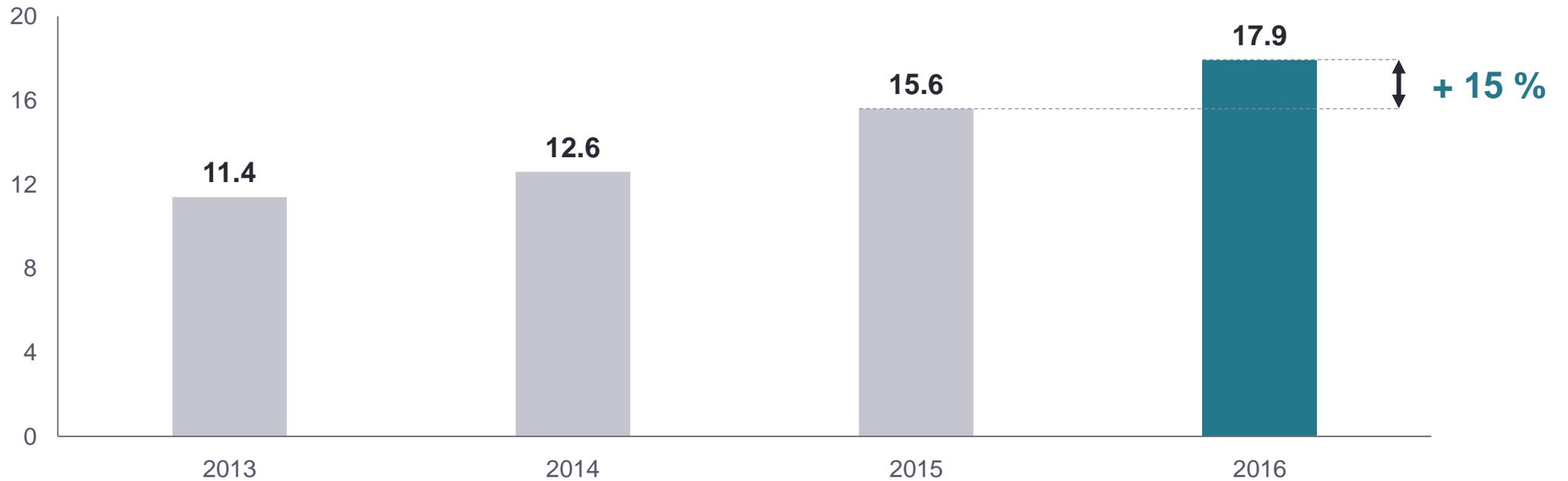
USED CAR VEHICLES FINANCING ACTIVITY HAS BECOME A STRATEGIC LEVERAGE OF THE COMPANY

Number of financing contracts
(Thousand units)



A NEW RECORD OF NEW FINANCINGS PRODUCTION

New financings
(Billion euros)



AND HISTORICAL RECORDS OF NEW FINANCINGS FOR FRANCE AND ITALY

More than **5** BN €

Increase of 44 %
since 2013

FRANCE

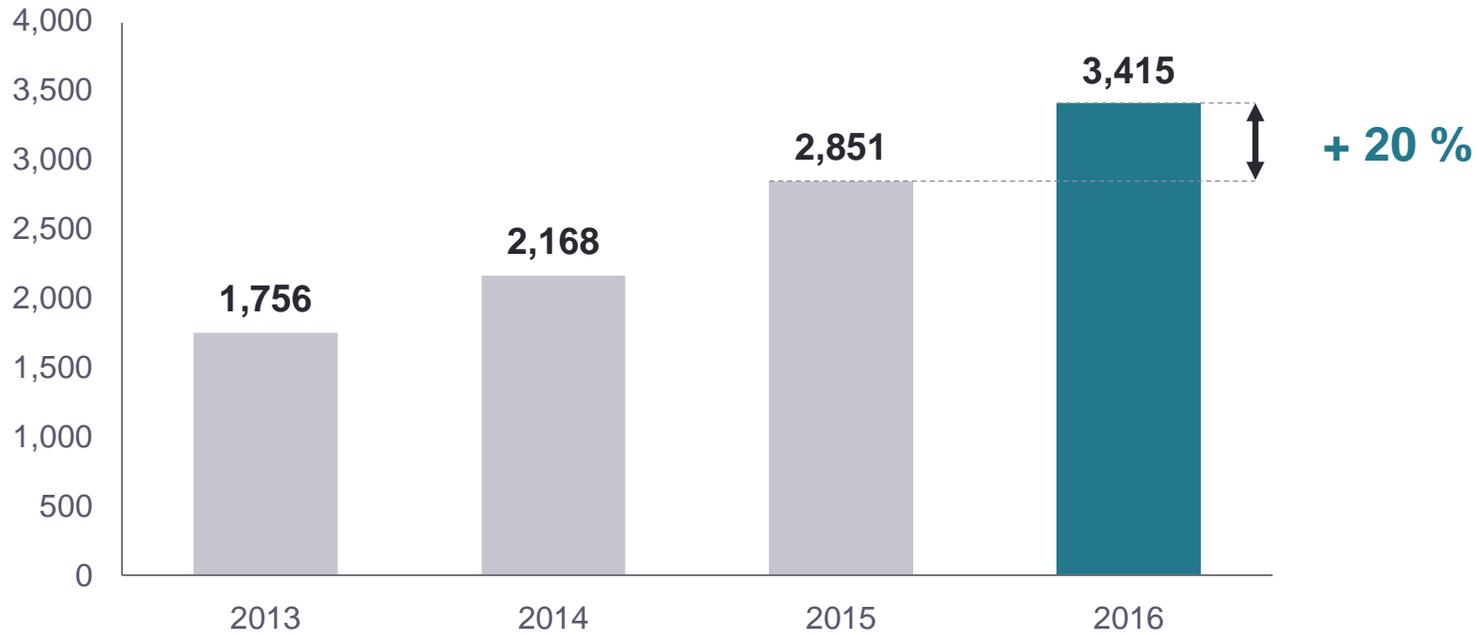
More than **2** MDS €

The amount of new financings
doubled between 2013 and 2016

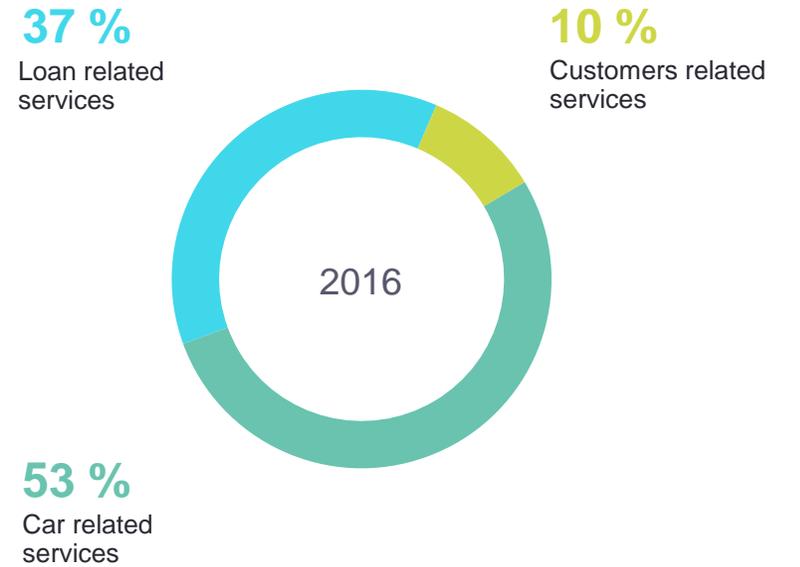
ITALY

SPEED UP ON SERVICES CONFIRMED

Services contracts
(Thousand units)



Mix of services
(% of total services)



DIVERSIFICATION OF THE SERVICES OFFER TO SUPPORT THE GROWTH



3.4 MILLIONS of services contracts in 2016

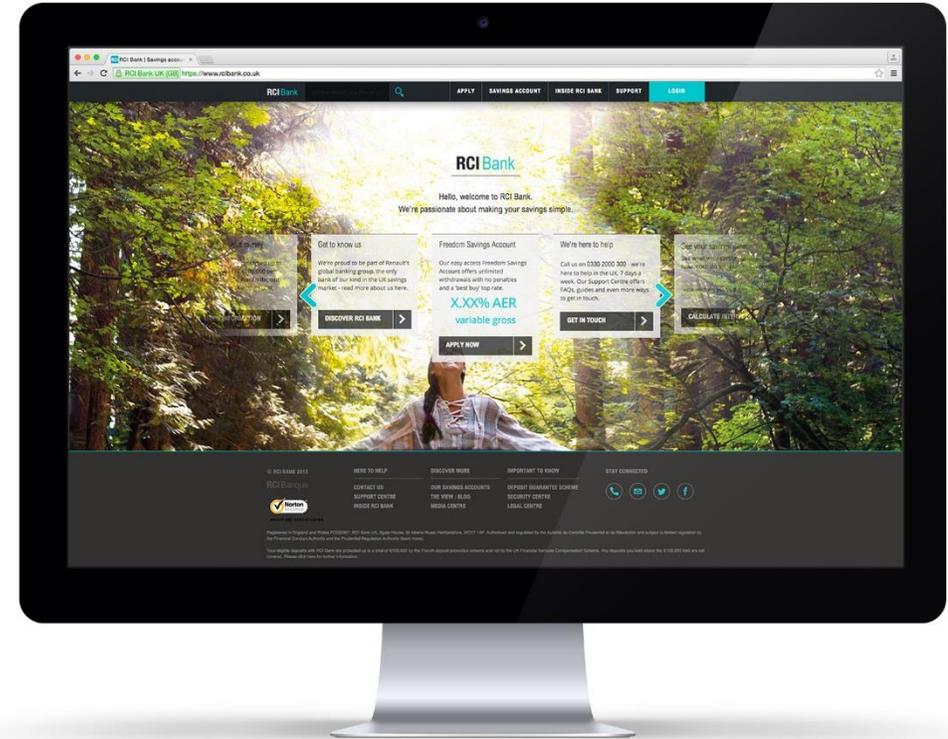
DEPOSIT COLLECTED AMOUNT REACHES ONE THIRD OF THE YEAR-END NET ASSETS⁽¹⁾

	2013*	2014*	2015*	2016*
Countries	2	3	4	4
Number of customers	134,000	193,000	266,000	368,000
Deposit collected amount (Billion euros)	4.3	6.5	10.2	12.6
In % of net assets ⁽¹⁾	16 %	23 %	32 %	33 %

* At the end of December

⁽¹⁾ Net assets at year-end including the operational lease assets

RCI BANK IN THE UK WINS 3 AWARDS FOR ITS SIMPLICITY AND COMPETITIVE RATES



AT THE END OF 2016, RCI BANK UK
60,000 CUSTOMERS
MORE THAN 2 BILLION POUNDS COLLECTED

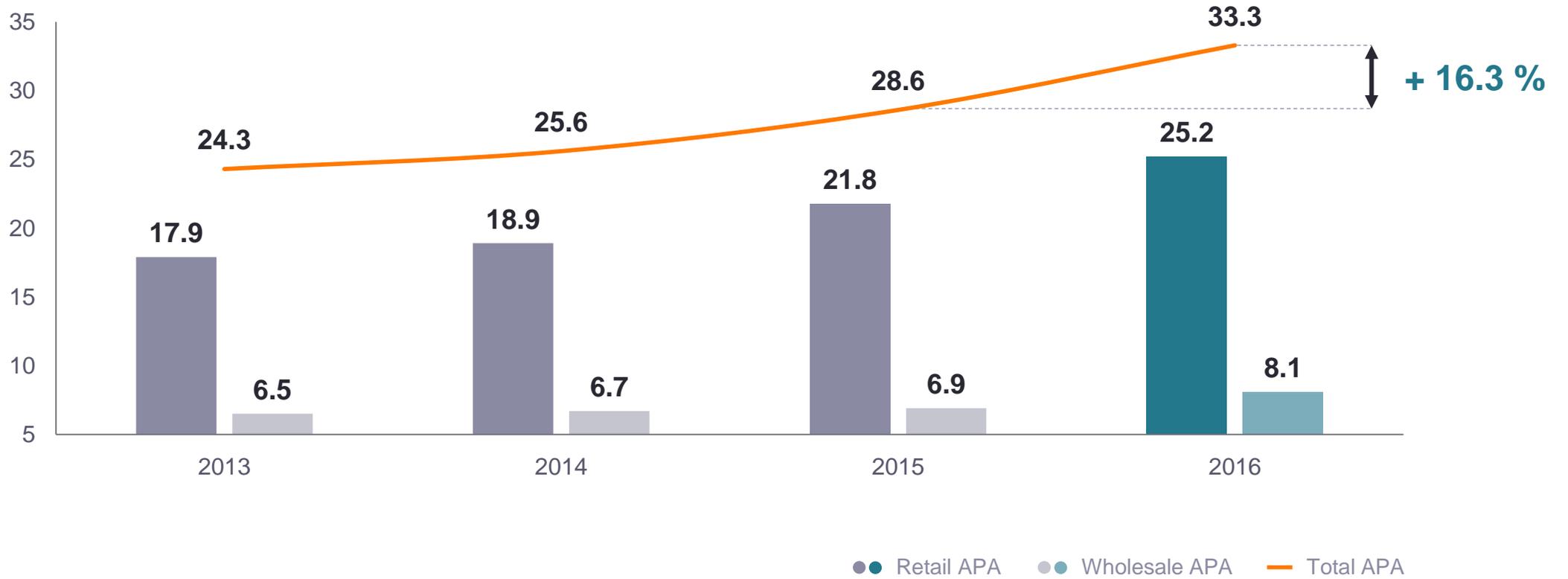


2016 RESULTS

FINANCIAL RESULTS

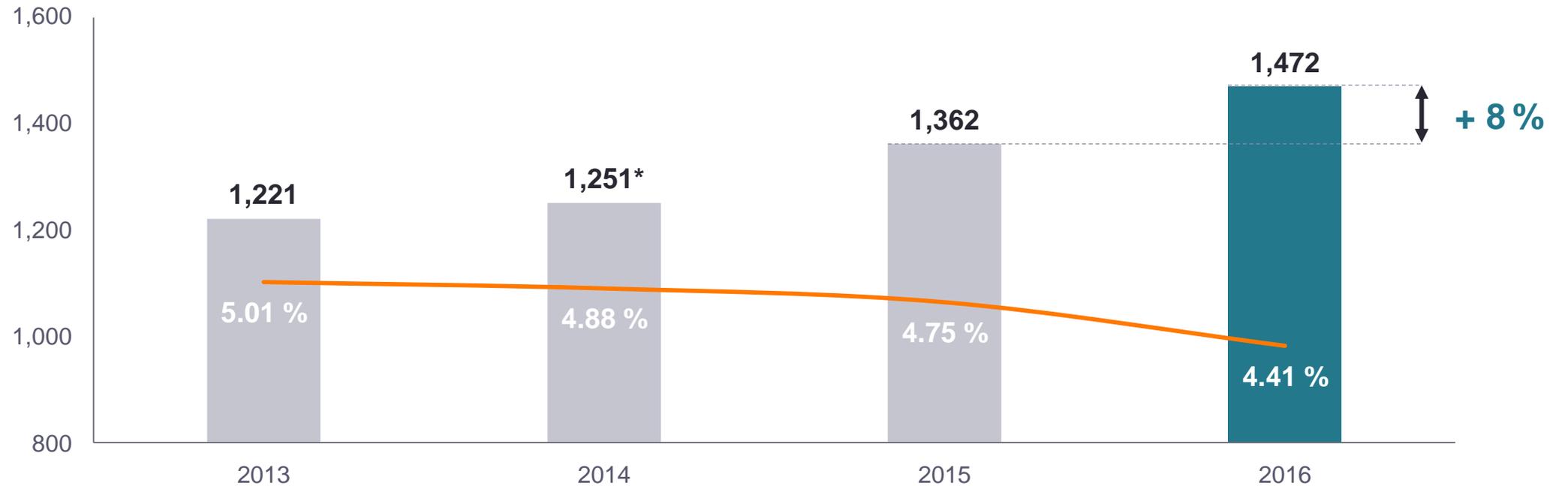
STRONG GROWTH OF AVERAGE PERFORMING ASSETS

Average performing assets (APA)
(Billion euros)



AN IMPROVING NET BANKING INCOME

Net banking income
(Million euros)

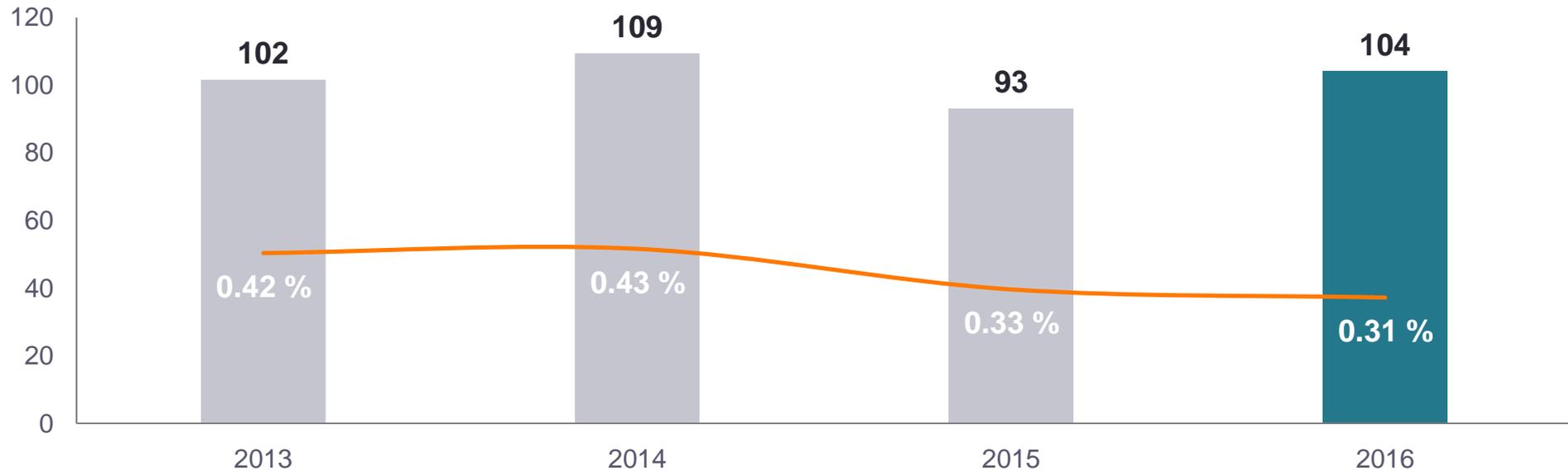


* Excluding non recurring items

— Net banking income (in % of APA)

A COMMERCIAL PERFORMANCE COUPLED WITH A COST OF RISK UNDER CONTROL

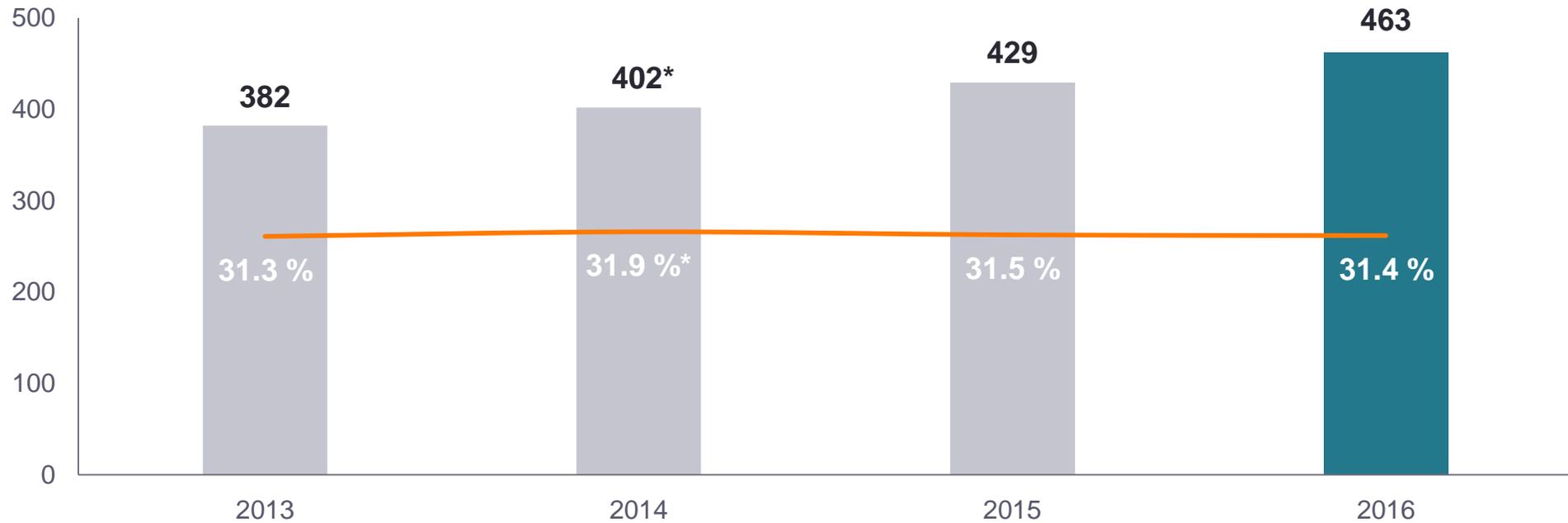
Total cost of risk
(Billion euros)



— Total cost of risk (in % of APA)

THE OPERATING RATIO REMAINS AT ITS BEST LEVEL

Operating expenses
(Million euros)

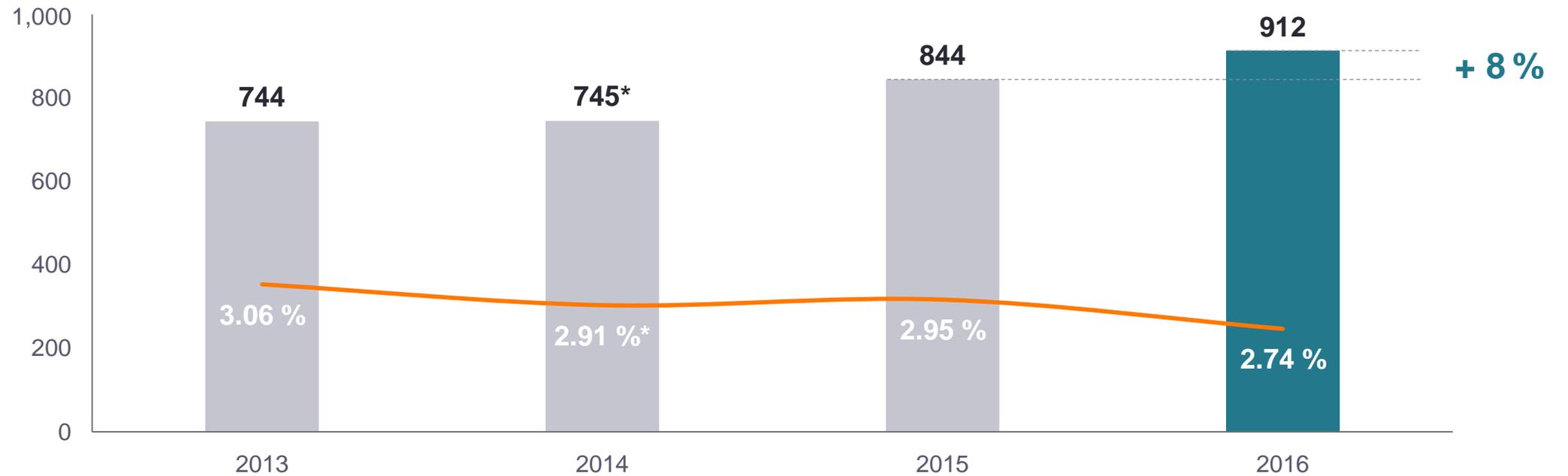


* Excluding non recurring items

— Operating ratio (%)

AN INCREASING PROFIT BEFORE TAX

Profit before tax (PBT)
(Million euros)

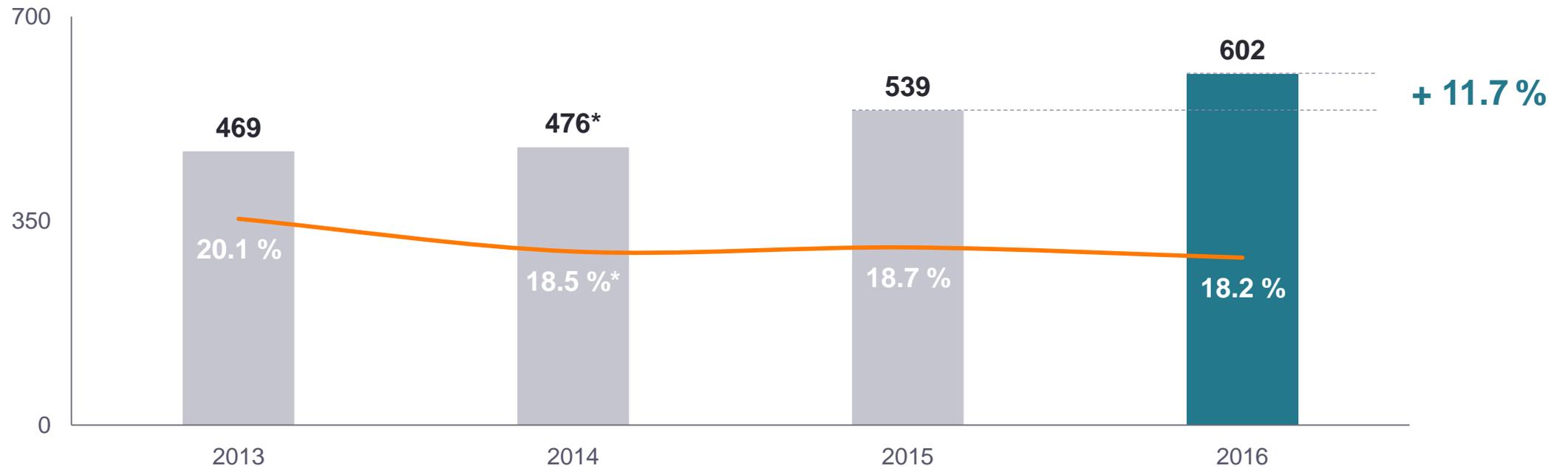


* Excluding non recurring items

— PBT (in % of APA)

A ROE AT A HIGH LEVEL

Net income**
(Million euros)



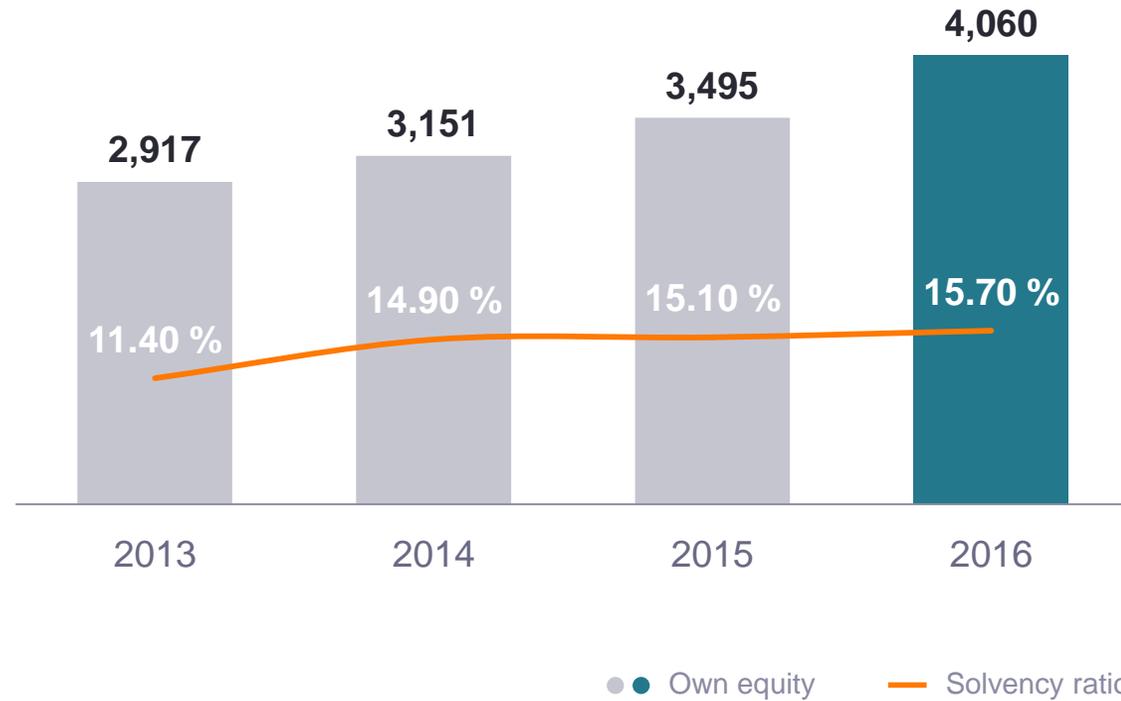
* Excluding non recurring items

** Excluding minority interests

— ROE

SOLVENCY AND LIQUIDITY COVERAGE RATIO

Solvency Ratio
(Million euros and %)



Liquidity Coverage Ratio (LCR)



2016, AN OTHER YEAR OF GROWTH

41%*

**PENETRATION
RATE**

276,000

**UC
CONTRACTS**

3.4 M

**NEW
SERVICES**

17.9 BN €

**NEW
FINANCINGS**

38.3 BN €

NET ASSET**
(AT END OF
DECEMBER 2016)

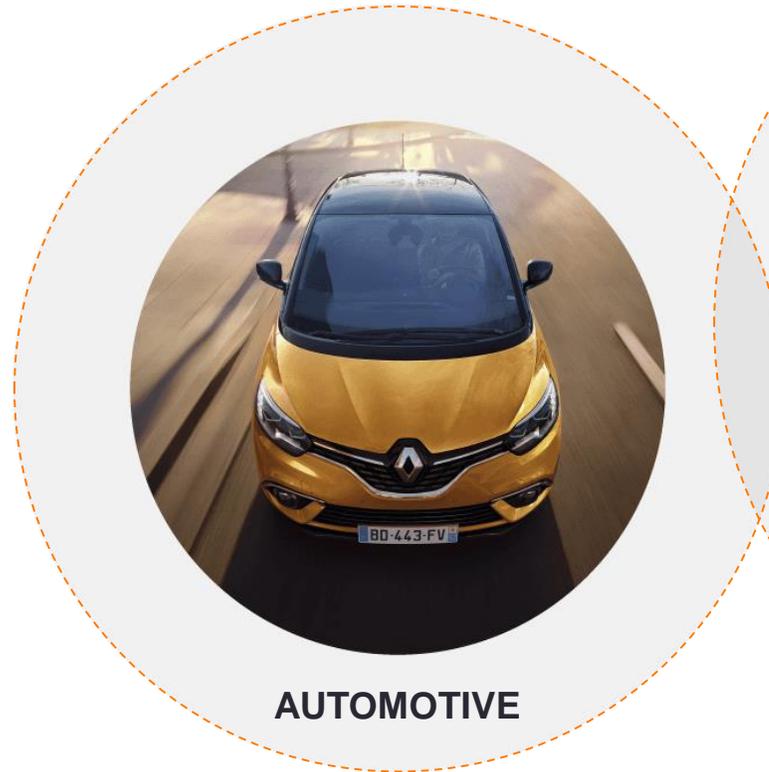
* Excluding EAC

** Total net assets at end including operational lease assets



2017 OUTLOOK

RCI BANK AND SERVICES, MORE THAN JUST A BANK



AUTOMOTIVE



BANK



SERVICES

RCI BANK AND SERVICES: AN UNUSUAL GENETIC LEGACY



RCI Bank

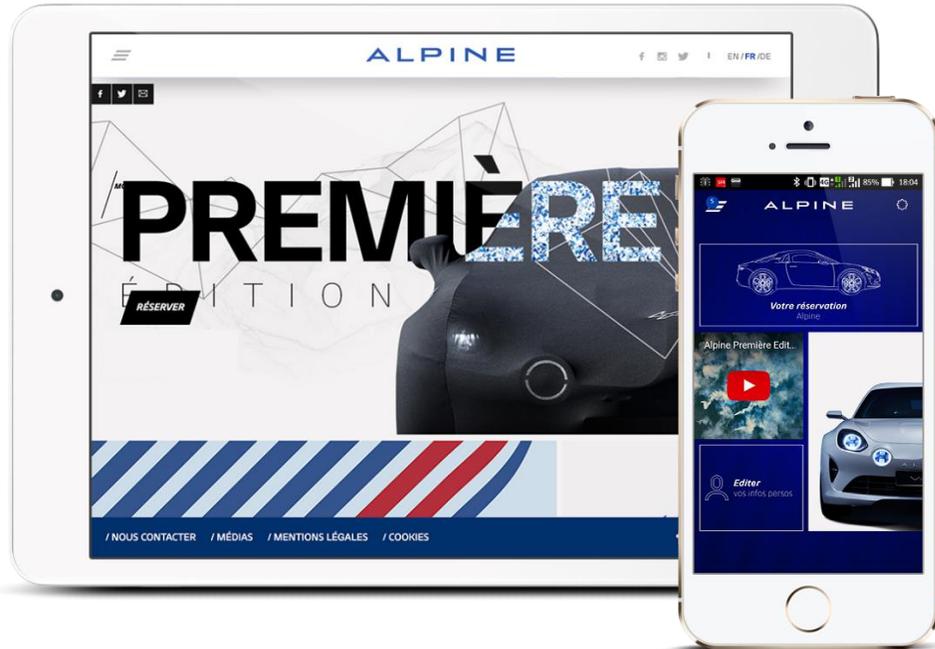


THE FINANCE COMPANY FOR
THE ALLIANCE'S BRANDS

A BANK

AN INNOVATION LAB

BOOKING OF ALPINE VIA MOBILE



Pre order on the mobile app *Alpine* with RCI Bank and Services epayment solution

- To secure all customers transactions
- The collection and transfer of the funds



RCI BANK AND SERVICES ON THE B2B MOBILITY MARKET



CARSHARING



B U L B T H I N G S
SMART UP YOUR BUSINESS

FLEET ASSET
MANAGEMENT



MOBILITY PLATFORM

RCI MOBILITY UNLOCKED THE MOBILITY MARKET OPPORTUNITIES FOR THE ALLIANCE



Renault MOBILITY

- B2B and B2B2C technology platform creation
- End user & payment management



Nissan Intelligent Get & Go Micra

- Offer creation
- Ongoing technology development
- End user & payment management

RCI BANK AND SERVICES ON THE B2B MOBILITY MARKET



CARSHARING



B U L B T H I N G S
SMART UP YOUR BUSINESS

FLEET ASSET
MANAGEMENT



MOBILITY PLATFORM

TAKEOVER OF KARHOO, THE ONLY GLOBAL MOBILITY AGGREGATOR

Karhoo is the Kayak or Booking.com of the personal mobility

- Comparison platform for taxi companies

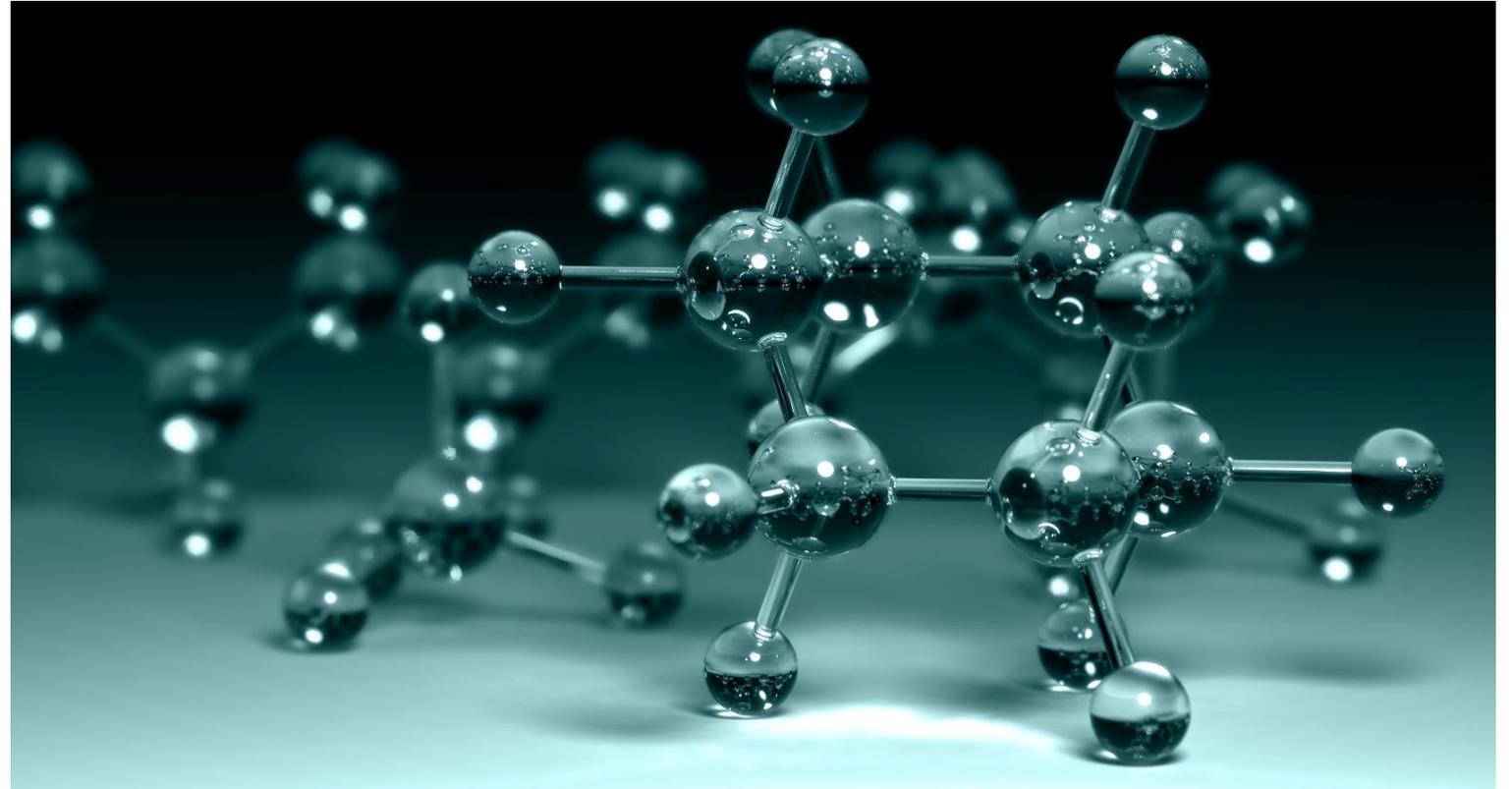
Karhoo is an innovative solution

- Allowing all the traditional taxi actors to position in new markets
- To address new mobility needs of Bt2B and Bt2Bt2C customers

Karhoo is a fleet service



RCI BANK AND SERVICES JOINED THE R3 CONSORTIUM AND THE LABCHAIN CONSORTIUM



NEW SOLUTIONS TO MEET NEW MOBILITY MODELS





QUESTIONS / ANSWERS



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