



MID-TERM PLAN
2017 - 2022

GROUPE RENAULT

C. GHOSN NEW MTP OUTLINE & KEY ASSETS

PART 01 | GLOBAL

T. BOLLORÉ SCALE & COMPETITIVENESS
TECHNOLOGY
PRODUCT LINE-UP

T. KOSKAS SALES & MARKETING

S. MUELLER REGIONS

PART 02 | FOCUS

J.-C. KUGLER EUROPE

D. LE VOT RUSSIA

A. GUPTA LCV

G. NORMAND ELECTRIC VEHICLE

G. DE FICCHY RCI BANK AND SERVICES

C. DELBOS FINANCE

C. GHOSN CONCLUSION

This document contains information on RCI Banque in pages 70-75.

Statements regarding strategy or any other forward-looking statements on RCI Banque shall be read together with the disclaimer on the following page.

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

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SCALE & COMPETITIVENESS

TECHNOLOGY

PRODUCT LINE-UP

THIERRY BOLLORÉ
CHIEF COMPETITIVE OFFICER



INTRODUCTION



SCALE-UP



TECHNOLOGIES



**COMPETITIVENESS
LEVERS**



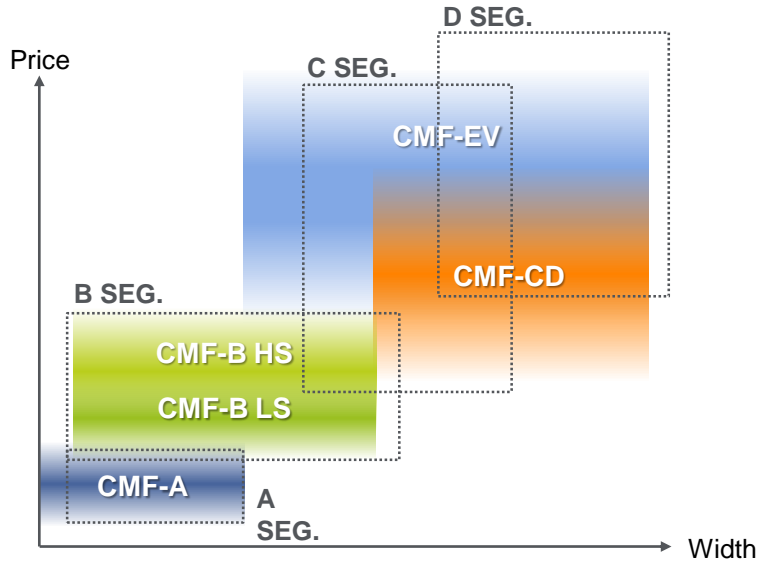
**PRODUCT
& SERVICES**



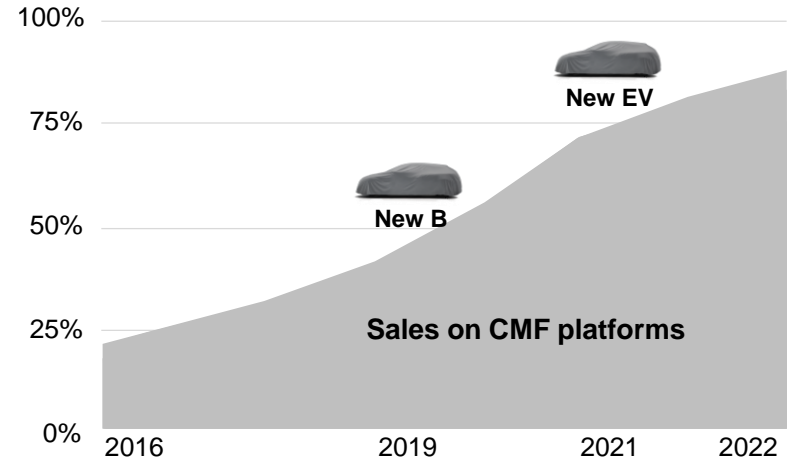
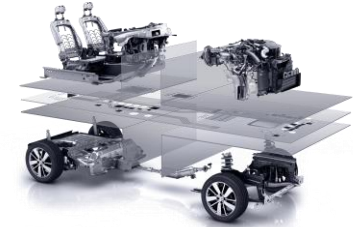
**QUALITY &
CUSTOMER
SATISFACTION**

SHARED PLATFORMS COVERING ALL SEGMENTS

COVERAGE RATIO OVER 80% OF GROUPE RENAULT SALES BY 2022

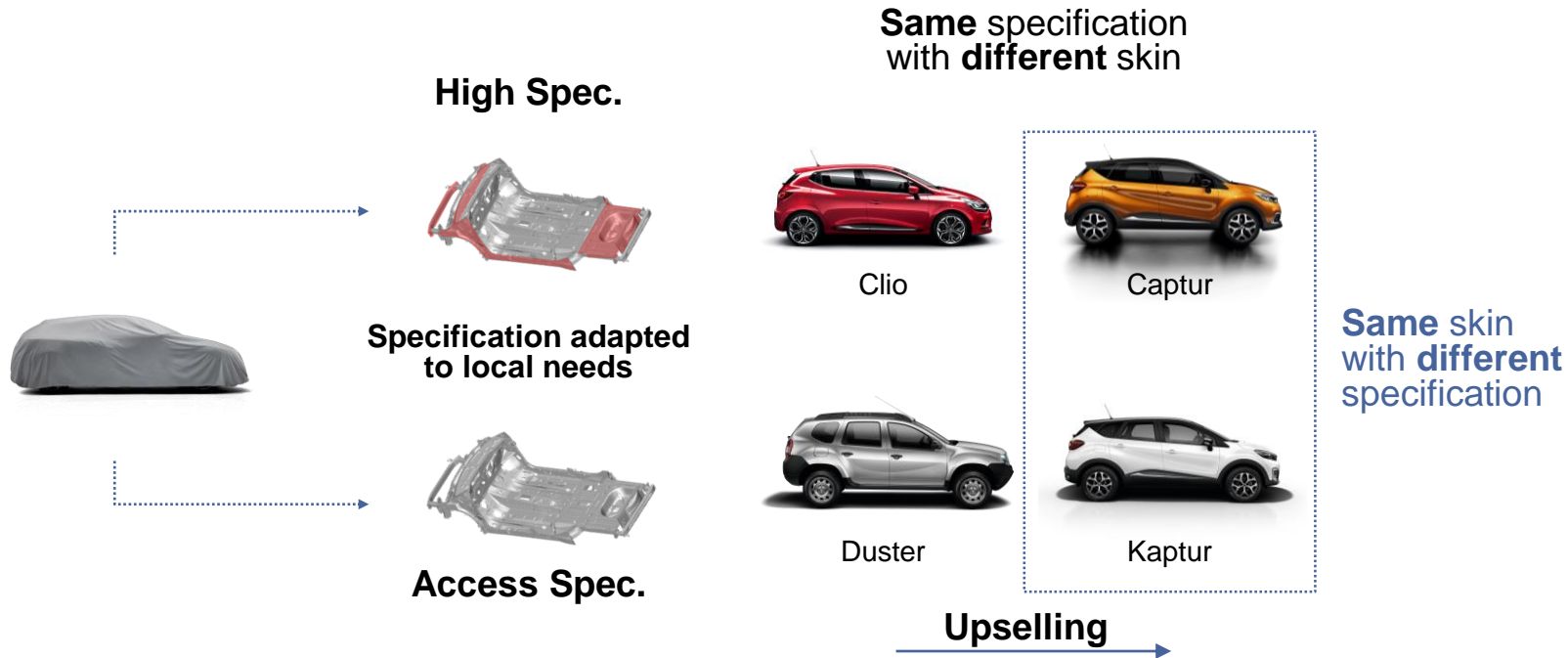


CMF: Common Module Family
 LS: Low specifications
 HS: High specifications



DUAL PLATFORM SPECIFICATION TO EFFICIENTLY COVER ALL NEEDS

PLATFORM “SWAPABILITY” ENABLING LIMITED DEVELOPMENT COSTS



COMPETITIVENESS OF WHOLE SUPPLY BASE

STANDARDIZATION

HIGHER
COMMONALITY

100%

of non visible parts covered
in 2019 by Alliance modules

STRONGER
SCALE EFFECT

-20%

Cost on common CMF parts

CMF: Common Module Family

DEEPER LOCALIZATION



↑ Localization boost
within Drive the Future

TOP LEVEL IN BRICs

+7pts

Local rate in **Russia**

PANEL OPTIMIZATION



RENAULT NISSAN MITSUBISHI

AVERAGE TURNOVER
FOR MAJOR SUPPLIERS

+30%

DEVELOPMENT WITH NEW
TECHNOLOGY PARTNERS

ENHANCING ENGINEERING SKILLS AND CAPACITY WHILST BOOSTING EFFICIENCY

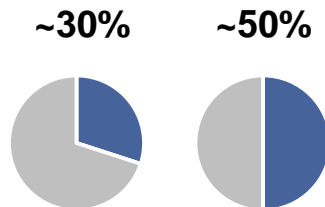
EXTENDED COMPANY



- Alliance key partners to boost innovation
- Subcontractors
- Start-up / new tech

INTERNAL SKILLS (Headcounts)

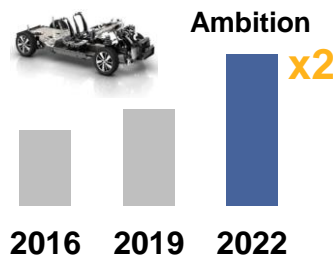
SOFTWARE



- New skills
- Renault software lab
- R&D regional centers

ALLIANCE

R&D SYNERGIES



- Enhanced sharing

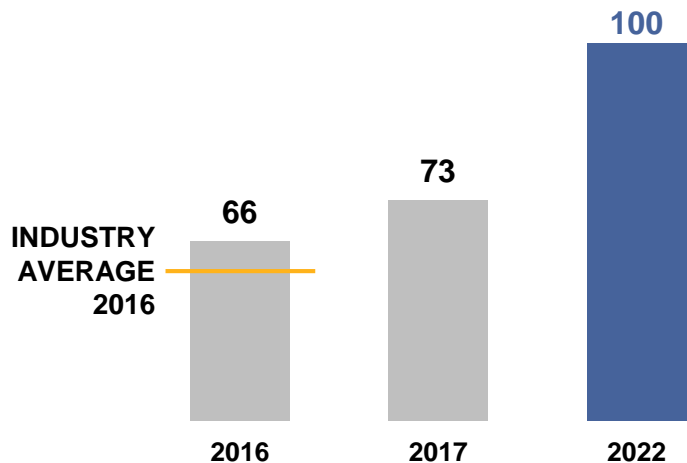
+25%
R&D CAPACITY
INCREASE

-5%
R&D HOURLY
RATE

INDUSTRIAL COMPETITIVENESS TARGETING BENCHMARK LEVELS...

VEHICLE PLANTS

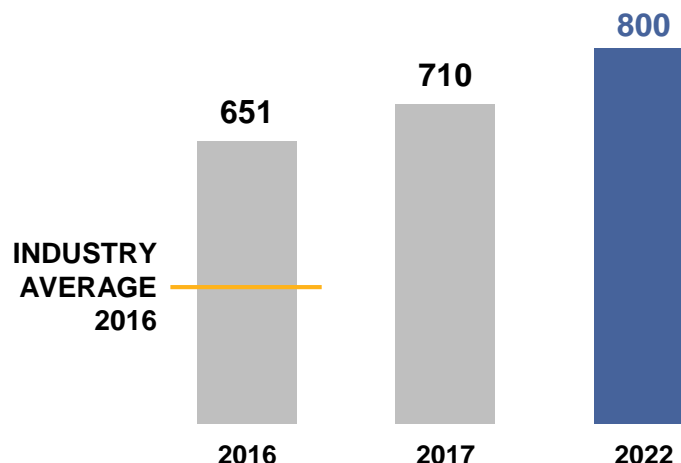
Vehicles per headcount



+50%
VEHICLE EFFICIENCY

ENGINE PLANTS

Powertrain per headcount



+20%
POWERTRAIN EFFICIENCY

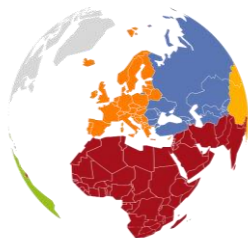
... THANKS TO ACCELERATED COMPETITIVENESS PLAN AND FLEXIBILITY

CONTINUOUS COMPETITIVENESS PLAN FUELED BY INDUSTRY 4.0



- **€400m** investment
- **>€500m** gain per year from 2020

HIGH ASSET UTILIZATION RATE



- From **96%** to over **120%***

IMPROVED WORKFORCE EFFICIENCY



- Over **80%** of our workforce covered by agreements
- Highly skilled and adaptable workforce
- 30% production variability

ASSET FLEXIBILITY



- Flexible lines to face powertrain market demand

* Harbour

DIGITAL TRANSFORMATION TO IMPROVE EFFICIENCY AND ENHANCE BUSINESS

PRODUCTIVITY & EFFICIENCY ALL ALONG THE VALUE CHAIN

CUSTOMER JOURNEY & EXTENDED OFFER

Creation of **Renault Digital**

Investment of **~€150m**
per year

Digital skills: **700** Digital
hirings & digital trainings
for 3,000 Renault
employees



Data-driven development



Collaboration with suppliers



Industry 4.0



Analytics, customer targeting



Traceability & reactivity

>€500m per year
COST IMPROVEMENT
FROM 2020



RENAULT

- Core connected car features
- Business optimization
- Business development
- New mobility operations

>€500m per year
ADDITIONAL CONTRIBUTION
FROM 2020

FULL EV AS STRATEGIC PRIORITY, ELECTRIFIED SOLUTIONS DRIVEN BY CAFE REQUIREMENTS



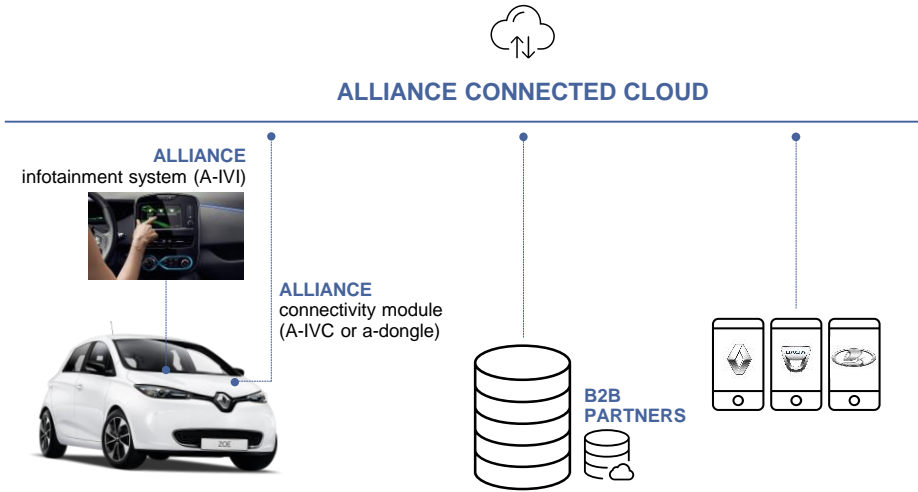
20%
BEV OFFER

50%
ELECTRIFIED OFFER

-50%
ON DIESEL OFFER

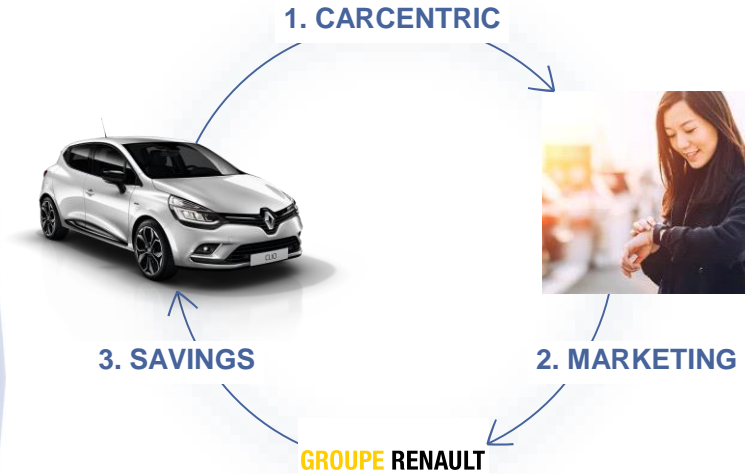
CAFE: Corporate Average Fuel Efficiency

ACCELERATION OF CONNECTIVITY THROUGH ALLIANCE SOLUTIONS



- **Full connectivity** across all segments
- **Services acceleration** based on Alliance connected cloud
- Expand FOTA* with **reinforced cyber security**

*FOTA: Firmware Over The Air



- **From 30% to 100% connected** in key markets
- All new projects from 2019
- New Clio & C/D segment

AUTONOMOUS DRIVING TO MATCH CUSTOMER EXPECTATIONS

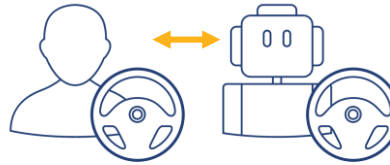
15 AD MODELS
FROM 2019

AD MASS MARKET



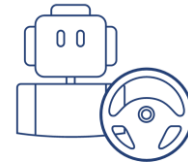
- Single-lane level 2 from 2019
- **Starting with New Clio and Espace**

AD GRADUAL EXPANSION



- Multi-lane level 3 from 2021
- Multi-lane level 4 from 2022
- **Starting with new EV**

NEW BUSINESS OPPORTUNITY



- **Robo-vehicle by 2022**

AD: Autonomous Drive

SCALE, COMPETITIVENESS & TECHNOLOGY FUEL MONOZOKURI



SCALE-UP



**COMPETITIVENESS
LEVERS**



TECHNOLOGIES

MONOZUKURI TARGET

€4.2bn

2017-2022

INCLUDING R&D
STRONG PUSH

+€400m

IN FIRST 3 YEARS
(2017-2019)

FIXED COST CONTROL

A PRODUCT LINE-UP TAILORED FOR PROFITABLE GROWTH

21 NEW MODELS

SUSTAIN BUSINESS



EXPAND BUSINESS



BUILD ON EV LEADERSHIP



INNOVATE FOR ALL



SUSTAIN BUSINESS



18
RENEWALS

8
SUVs

BUSINESS EXPANSION BASED ON STRONG LOCAL FOUNDATION



CHINA

7 launches (incl. 3 EV)

NEW PARTNERSHIPS



JINBEI



INDIA

4 launches (incl. 1 EV)



IRAN

4 launches

NEW PARTNERSHIPS

IDRO



سازمان گسترش و نوسازی صنایع ایران

NEGIN

REINFORCING EV LEADERSHIP THANKS TO MASSIVE ELECTRIFICATION

OVER **8 FULL EV**
COVERING ALL SEGMENTS



5 new models

3 renewals

12 ELECTRIFIED



DAIMLER



- **50%** of our line-up electrified
- All electrified components common within Alliance
- Unique affordable PHEV / HEV technology

NEW CONCEPTS... FOR ALL

COMPACT MPV*



C-SUV New bodytype



EV ACCESS



* MPV: Multi Purpose Vehicle

ALL KEY ASSETS TO MEET INDUSTRY CHALLENGES AND CUSTOMER EXPECTATIONS

- ✓ **SHARP COMPETITIVENESS PLAN
LEVERAGING THE ALLIANCE SCALE**
- ✓ **COMPETITIVE TECHNOLOGY PORTFOLIO**
- ✓ **PRODUCT LINE-UP & SERVICES TAILORED
FOR PROFITABLE GROWTH**

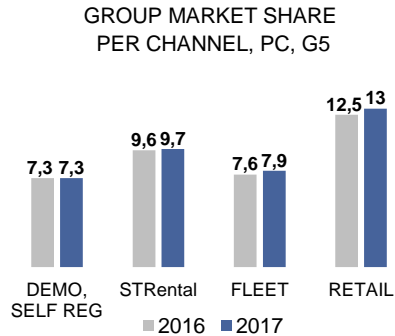
3 SALES & MARKETING

THIERRY KOSKAS
EXECUTIVE VICE PRESIDENT,
SALES & MARKETING



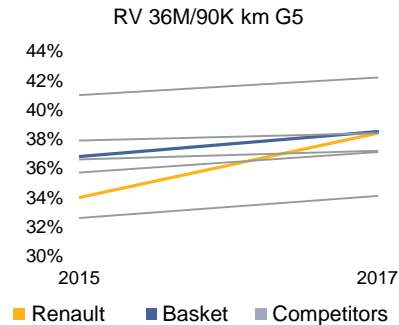
FURTHER IMPROVE SALES & MARKETING EFFICIENCY

GROUP CHANNEL MIX



Growth in non tactical channels

RESIDUAL VALUES



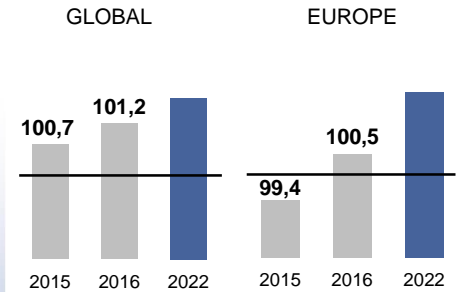
Renault 2nd in basket thanks to sustainable line-up attractiveness

FIXED MARKETING EXPENSES

**OVER 25%
PRODUCTIVITY
2016 → 2022**

Stabilized and will not increase

PRICING POWER



Above the market today and will further improve

G5: France, Spain, Germany, UK, Italy

FURTHER IMPROVE SALES & MARKETING EFFICIENCY



KEY LEVERS

PRODUCT LINE-UP

BRANDS

**CUSTOMER JOURNEY
TRANSFORMATION**

A CLEAR, SIMPLE & DISTINCTIVE DEFINITION FOR OUR CORE BRANDS

PASSION FOR LIFE
FRENCH DESIGN
& EASY LIFE



Mainstream

ATTRACTIVE
QUALITY CARS AT
THE BEST PRICE



CONFIDENCE, VALUE
& ENERGETIC
DESIGN



Access
Maximum of 1 access brand per market
(Dacia or Lada)

ALIGN EVERY PRODUCT & SERVICE WITH THE BRAND AND BOOST BRAND VALUE



RENAULT
Passion for life

FRENCH DESIGN



- Warm and sensual
- Innovative
- Consistent globally

EASY LIFE



- Connected
- Intuitive
- Services

**BRAND
VALUE**

TOP 70
INTERBRAND*
BEST GLOBAL
BRANDS

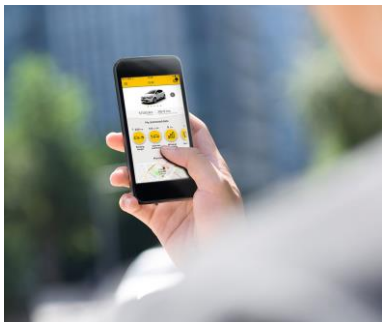
**BRAND
OPINION**

TOP 5
IN 2/3 OF OUR
TOP 20 MARKETS

* Note: Renault value is calculated by Interbrand but Renault will not be included in published Best Global Brands report as not present in North America

EASY JOURNEY: A SEAMLESS, PERSONALISED, MULTI CHANNEL CUSTOMER EXPERIENCE

BEST LEVEL DIGITAL



- New global web platform by 2019
- Sales on leads x2
- One single app

DEALER NETWORK TRANSFORMATION



- Seamless online / in store
- 800 new format stores
- Development of new activities & services

EASY CONNECT



- Over 30 new connected services
- Data
- Mobility services
- Partners

 **TOP 3**
IN CUSTOMER SATISFACTION

 **100%**
OF RENAULT
CONNECTED IN
KEY MARKETS

 **€300m**
ADD. TURNOVER
FROM CONNECTED
SERVICES

FURTHER IMPROVE SALES & MARKETING EFFICIENCY



HIGHER BRAND VALUE



CUSTOMER JOURNEY TRANSFORMATION



SALES & MARKETING EFFICIENCY

4 REGIONS

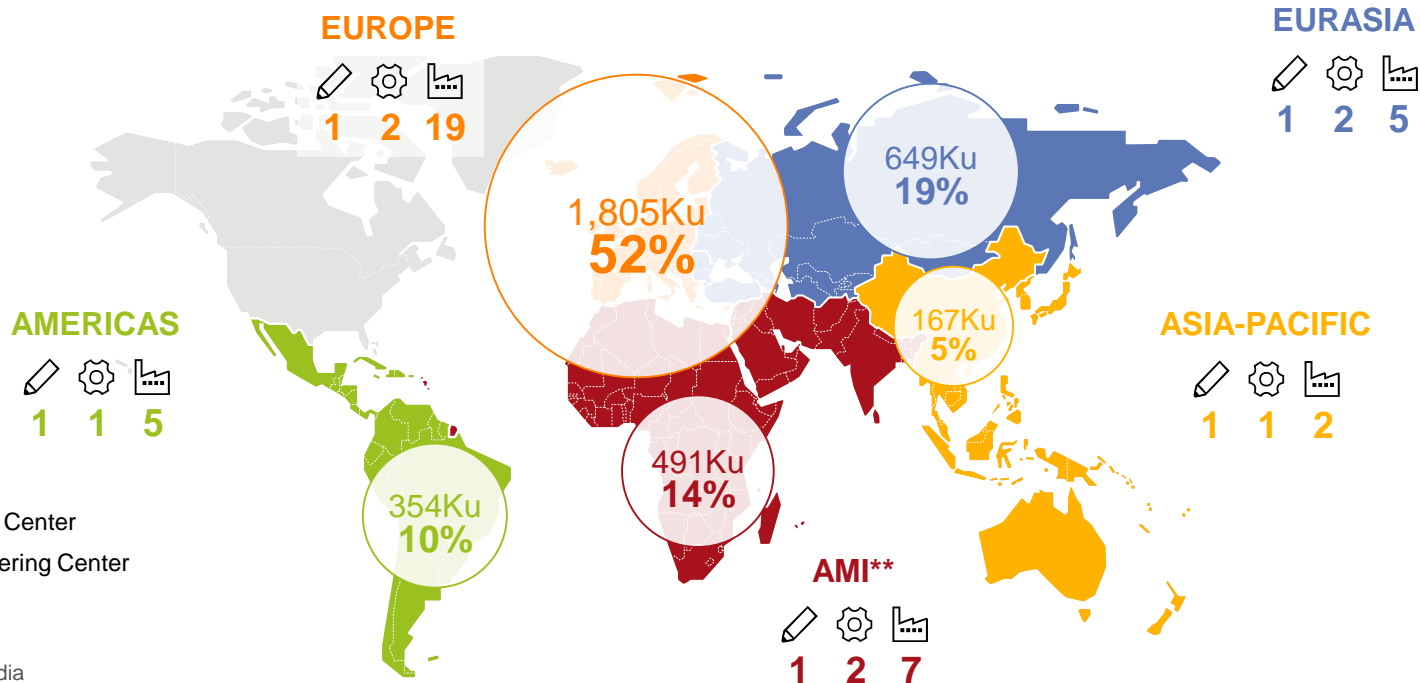
STEFAN MUELLER
CHIEF PERFORMANCE OFFICER



REGIONS

LOCAL CUSTOMER FOCUS THROUGH REGIONAL ORGANIZATION

FY16 SALES VOLUMES: 3,468K units*

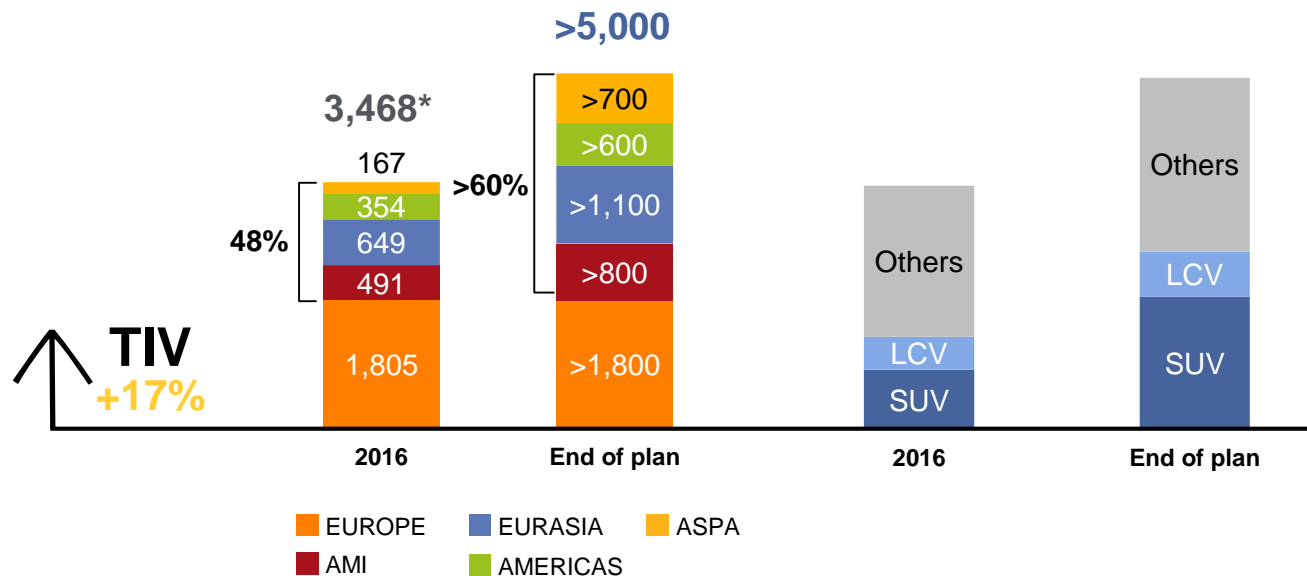


REGIONS

STRONG AMBITION: PROFITABLE GROWTH BY OVER 40%

BY REGION

BY BODYTYPE



48% to >60%
INTERNATIONAL SALES

>40%
LCV VOLUME INCREASE

> x2
SUV VOLUME

* incl. AVTOVAZ
TIV: Total Industry Vehicles

GLOBAL ACCESS BUSINESS MODEL AS A UNIQUE ASSET

UNIQUE ASSET

- Design to cost
- Global industrial footprint
- High localization rate
- A specific Dacia business model



Kwid family: line-up expansion



Logan family: full renewal Logan, Sandero & Stepway



Duster family: Duster renewal and new C-SUV offer

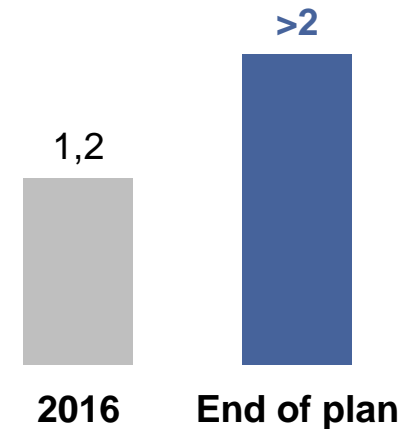


Geographic extension: China...

STRATEGY

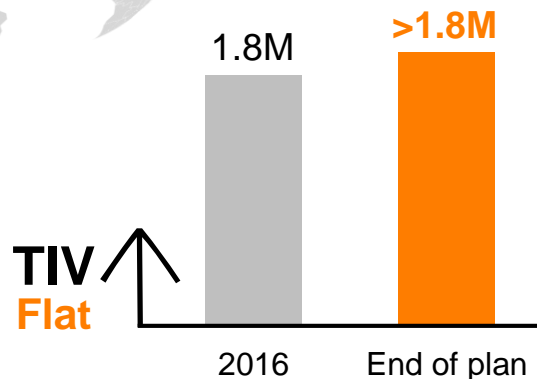
SALES VOLUMES

in million units



REGIONS

EUROPE: REMAINING A PROFIT PILLAR WHILE ADDRESSING NEW DEMANDS



TIV: Total Industry Vehicles
* End of plan

- EV line-up expansion & electrification
- Renewal of blockbusters Global Access, B, LCV
- Efficiency and flexibility of manufacturing assets

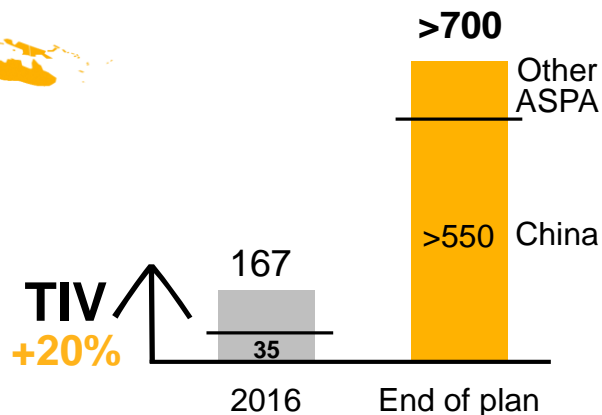
~AVERAGE GROUP OPERATING MARGIN*

 **60%** ELECTRIFIED OFFER

 **SECOND BRAND**

 **CONTINUOUS SUCCESS STORY**

ASIA PACIFIC: CHINA, THE BIGGEST GROWTH OPPORTUNITY FOR THE GROUP



TIV: Total Industry Vehicles
 ASPA: Asia Pacific

- CHINA**
 - From 2 to 9 localized PC models
 - New EV JV with Nissan and DongFeng
 - New LCV JV with Brilliance
 - Competitive level of local integration
- KOREA**
 - High level of Alliance cross manufacturing
 - Competitive level of local integration

CHINA: A GROWING PROFIT CENTER

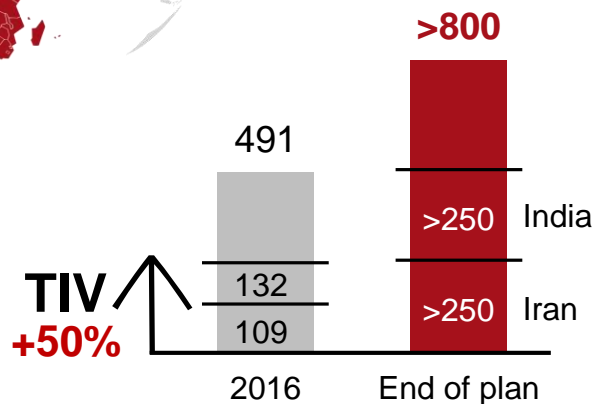
CHINA



BEST TCO LEVEL FOR EV

#3 in KOREA

AMI: STRONG FOUNDATION FOR PROFITABLE GROWTH



TIV: Total Industry Vehicles
* End of plan

NORTH AFRICA

- Strong local brands

INDIA

- Kwid family expansion from 1 to 3 models
- New products in higher price brackets
- Alliance local engineering and manufacturing
- #1 digital

IRAN

- Market coverage >80%
- Capacity increase +150Ku
- Exclusive Renault distribution network at best level

OPERATING PROFIT x5*

#1 in AFRICA

INDIA

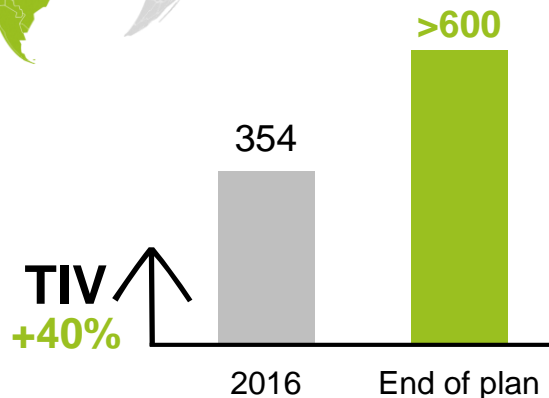
>5% PROFITABLE MARKET SHARE

#1 EUROPEAN BRAND

IRAN

>15% MARKET SHARE

AMERICAS: GROWING PROFITABILITY WITH AN UNPRECEDENTED PRODUCT OFFENSIVE



TIV: Total Industry Vehicles
* End of plan

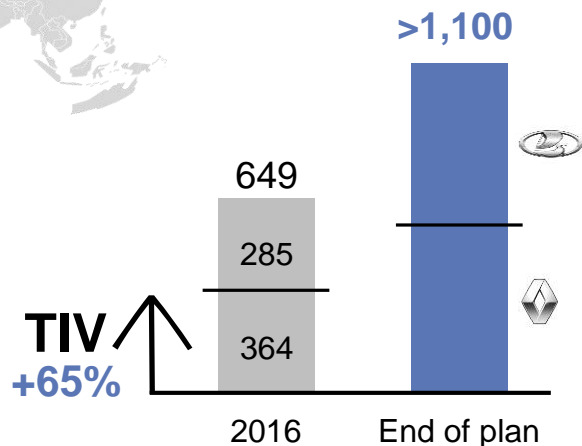
- Full SUV, LCV and Global Access line-up
≈ 90% market coverage
- Maximum adaptation to local demand through local engineering and design centers

**OPERATING PROFIT
x3***

BRAZIL
10%
MARKET SHARE

#1 in
ARGENTINA

EURASIA: STRENGTHEN LEADERSHIP POSITION IN A REBOUNDED RUSSIAN MARKET



TIV: Total Industry Vehicles
* End of plan

- Renault 85% segment coverage for SUV in Russia
- **Leverage industrial footprint**
>500Ku on Alliance B-platform in Russia
- **The most competitive manufacturing base:**
>600Ku Romania & Turkey
- **Transform Lada into a profit booster** for Groupe Renault

OPERATING PROFIT x5*

#1 in RUSSIA
AUTOMOTIVE GROUP
30% MARKET SHARE

#1 in TURKEY
PC

#1 in ROMANIA

5 EUROPE

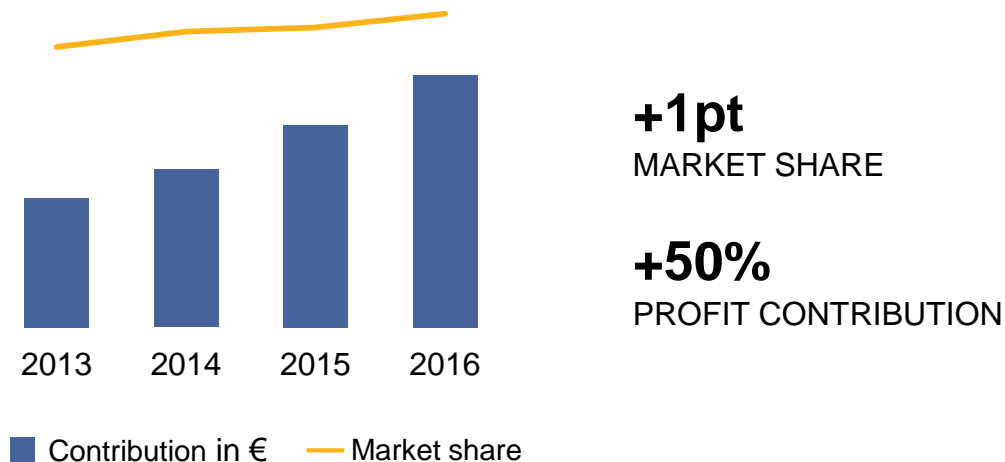
JEAN-CHRISTOPHE KUGLER

EXECUTIVE VICE PRESIDENT,
CHAIRMAN OF EUROPE



BUILDING ON DRIVE THE CHANGE SUCCESS

DRIVE THE CHANGE SUCCESS



+1pt
MARKET SHARE

+50%
PROFIT CONTRIBUTION

Continuous growth of contribution to group profit over the past years

DRIVE THE FUTURE LEVERS

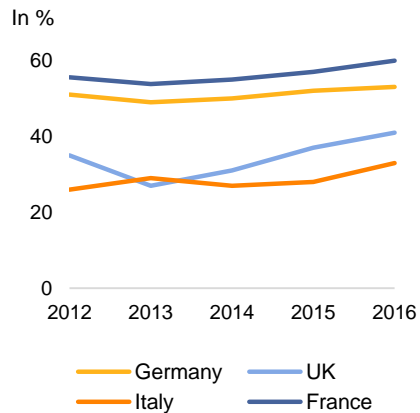
AMBITION

Europe as a pillar contributor to Groupe Renault's profitability

- Solid business model
- Product momentum
- EV leadership

EUROPE SOLID BUSINESS MODEL

LOYAL CUSTOMERS



- Leveraging on RCI loyalty products

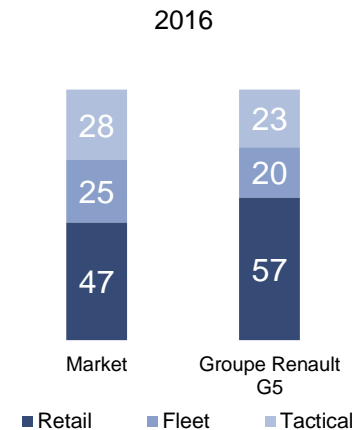
PURCHASE REASONS



- Retail Pricing > Basket

Source: NCBS

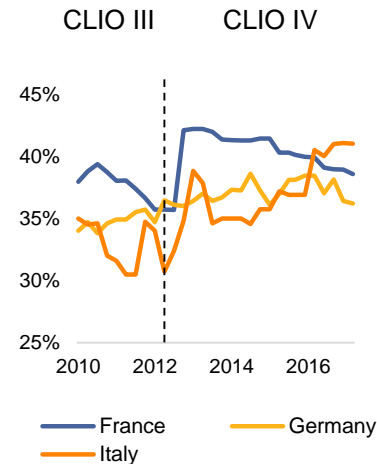
CHANNEL MIX



- Maintain better than Industry average
- Dacia as a continuous booster on retail

G5: France, Spain, Germany, UK, Italy

RESIDUAL VALUE



- Monitoring by country/model
- Fueled by a strong product story

RENAULT PRODUCT MOMENTUM



A/B RANGE



- Clio renewal
- Renault's best-selling model, with first AD level 2 application & electrified powertrain offer

C/D RANGE



- Full C/D range facelift
- With new engine range and top AD & connectivity offer

SUVs



- Full renewal
- With latest AD, connectivity & electrified offer

LCV RANGE



- Kangoo renewal

EUROPE DACIA PRODUCT MOMENTUM

DACIA RANGE

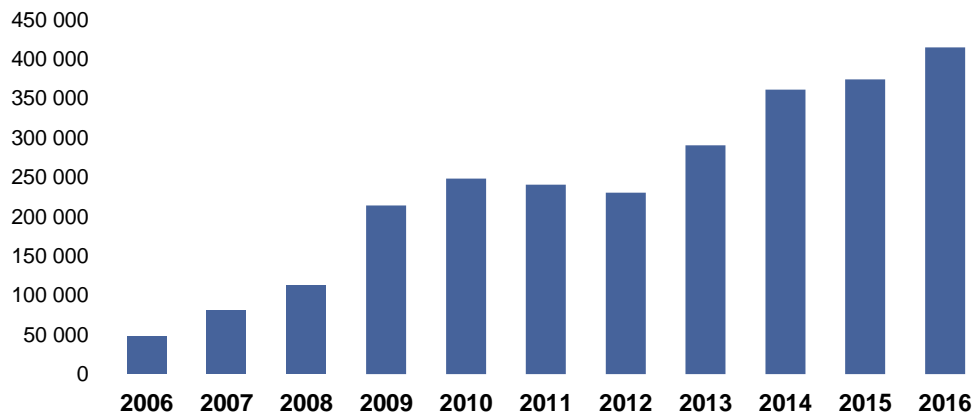


- Sandero family renewal
- Duster renewal
- Stepway models



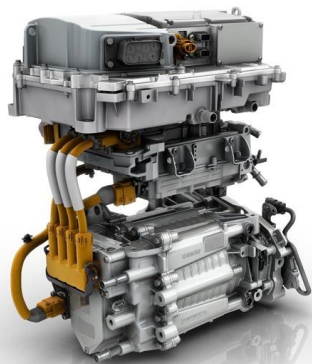
CONTINUOUS SUCCESS STORY

DACIA SALES
Dacia retail mix 80%



EUROPE ELECTRIC LEADER

MASSIVE POWERTRAIN ELECTRIFICATION AT THE BEST COST, IN LINE WITH CUSTOMER EXPECTATIONS



- **8 BEV Models**
 - Electrified offer on more than **60% of the range**
 - Best cost structure
- Ready for 2020 CAFE regulation
 - From **30% to 80%** EV market coverage

EV LEADER

EUROPE CONCLUSION

- ✓ **SOLID BUSINESS MODEL**
- ✓ **ONGOING PRODUCT STORY**
- ✓ **READY FOR THE REGULATORY CHANGES**

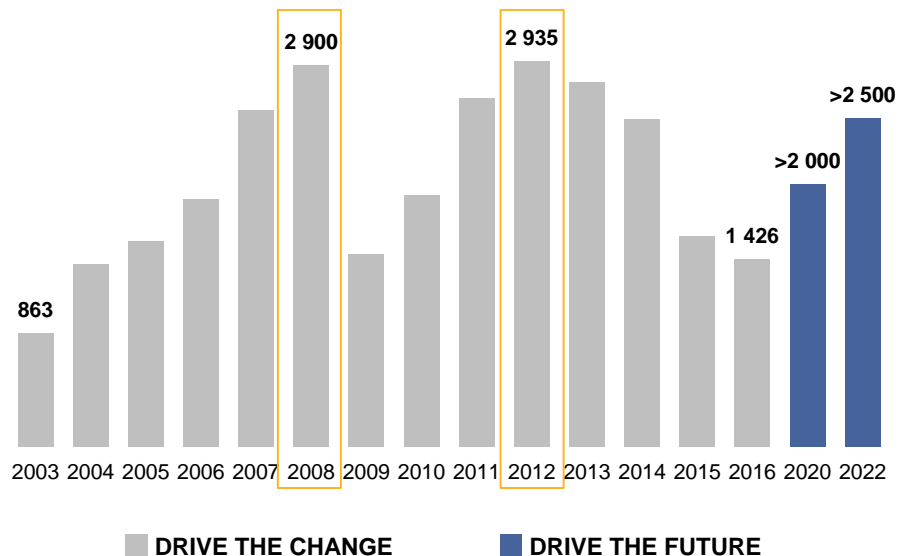
6 RUSSIA

DENIS LE VOT
SENIOR VICE PRESIDENT,
CHAIRMAN OF EURASIA REGION



CAR MARKET WITH SIGNIFICANT GROWTH POTENTIAL

CAR MARKET APPROACHED 3M UNITS TWICE



CARS / 1,000 INHABITANTS

EUROPE
498

RUSSIA
288

ECONOMIC TRENDS

- Rich natural resources, cyclical economy
- **74%** Internet penetration rate
- **52%** of new cars sold under **€10k**

MARKET TRENDS

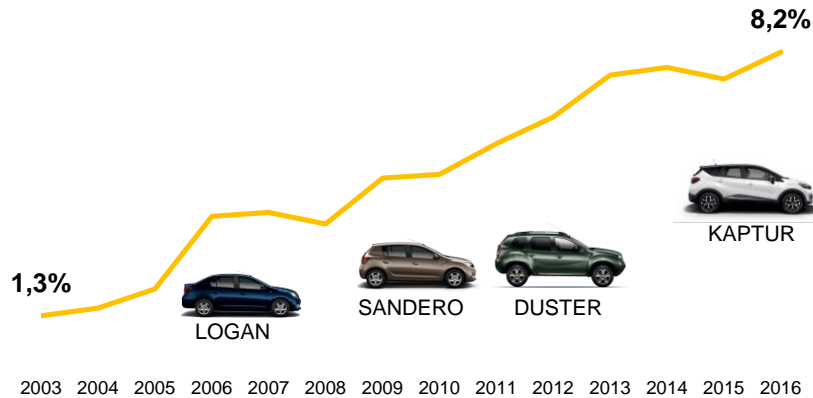
- **86%** of the market locally produced
- **40%** of the cars sold are SUV



RENAULT: A SUCCESSFUL STRATEGY FOR LOCAL COMPETITIVENESS

PRODUCTS AND SERVICES ADAPTED TO LOCAL CONDITIONS

Renault market share in Russia



STRONG INDUSTRIAL BASE



2005
Start of production in Moscow



2014
Start of production of Renault cars in Togliatti

COMPETITIVE LEVEL OF LOCAL INTEGRATION



2017
Alliance 1.6L engine
Produced in Togliatti

AVTOVAZ: LEVERAGE 2 ASSETS

STRONG LOCAL BRAND



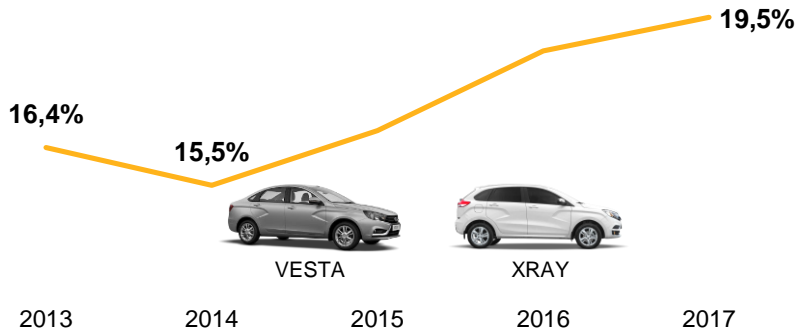
Lada: a long history

- “THE” Russian brand
- Cars adapted to Russian roads
- Iconic models like Lada 4x4



Line-up

- A successful renewal



OEM: Original Equipment Manufacturers

INDUSTRIAL BASE OPTIMIZED IN A WIN-WIN SPIRIT



Lada

- Full OEM footprint

Alliance production base

- Renault / Nissan / Datsun productions
- Global Alliance engines & components

SYNERGIES



Capacity
Competitiveness



Alliance Production Way
Technologies

LADA AMBITION: #1 BRAND WITH 20% PROFITABLE MARKET SHARE

CONSOLIDATE
PROFITABLE
MARKET SHARE



Range renewal

IMPROVE LADA BRAND
IMAGE & NETWORK
EFFICIENCY IN RUSSIA



Ensure quality and
customer satisfaction

BRING INDUSTRIAL
PERFORMANCE
TO ALLIANCE LEVELS



20%
MARKET SHARE

x2
VOLUMES

PROFITABILITY
≥ GROUP LEVEL

18,7%

266

2016

20%

>500

End of plan

RENAULT AMBITION: EXPAND MARKET COVERAGE AND BOOST COMPETITIVENESS

LEVERAGE EXISTING LINE-UP

- Kaptur from mid-2016...

EXPAND MARKET COVERAGE

- **+4** new models
- Reinforce SUV offer

ANTICIPATE EVOLVING MARKET REQUIREMENTS

- **2** new engines
- **2** new gearboxes
- New multimedia
- Boost 4x4 offer
- Digitalization

BOOST COMPETITIVENESS

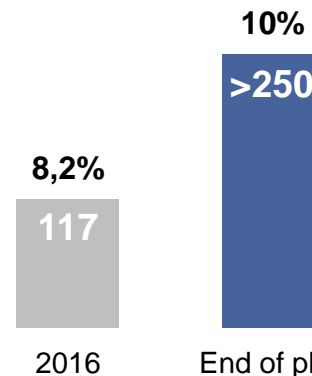


- Leverage industrial base and platforms



10%
MARKET SHARE

RETURN TO HISTORICAL
HIGH PROFITABILITY



GROUPE RENAULT: #1 AUTOMOTIVE GROUP WITH 30% MARKET SHARE

LADA AMBITION



20%
MARKET SHARE

PROFITABILITY
≥ GROUP LEVEL

ALLIANCE SYNERGIES

- Platforms
- Purchasing
- Engineering
- Logistics

**CONVERGED
METHODS**

**BEST
PRACTICES**

RENAULT AMBITION



10%
MARKET SHARE

**HIGH
PROFITABILITY**

7 LCV

ASHWANI GUPTA

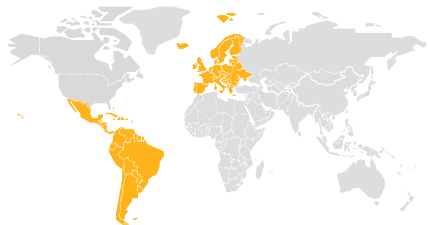
ALLIANCE SENIOR VICE PRESIDENT,
RENAULT NISSAN LCV BU



FROM TOP REGIONAL PLAYER TO TOP GLOBAL PLAYER

VISION: LEADING EUROPEAN VAN MANUFACTURER WORLDWIDE

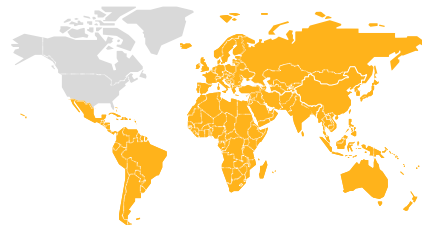
DRIVE THE CHANGE



- Volumes **+40%**
- Market share **+48%**
- Market coverage **from 15% to 24%**
- **Profitability**
~ Group average

Achieved breakthrough

DRIVE THE FUTURE



- Volumes **>+40%**
- Ranking **1st European Van OEM**
- Market coverage **x2 from 24% to 50%**
- **Profitability**
> Group average

Sustainable profitable growth
China conquest

OEM: Original Equipment Manufacturers

STRENGTHS: BRAND AND PRODUCTS

RENAULT PRO+ FOR PROFESSIONAL CUSTOMERS



SPECIALIZED NETWORK



TAILORMADE SOLUTIONS

**FROM 660 TO
>800 OUTLETS**
(WITHIN 40 COUNTRIES)



FULL LINE-UP FROM VANS TO PICK-UPS




- 10 models incl. 4 EV models
- 1,200 versions diversity

STRENGTHS: MARKETS




TOP EUROPEAN PLAYER AND MARKET LEADER IN ELECTRIC VANS


 **15.7%** market share

 **#1** in LCV EV with **29.5%** market share



AMERICAS

 **6.4%** Americas market share > **+2.5 pts** since 2015

 Major profit contributor

3 LEVERS FOR GROWTH

1

RENAULT - BRILLIANCE
JOINT VENTURE IN CHINA



Framework Cooperation Agreement signed

- Major player in 3M units growing LCV market

2

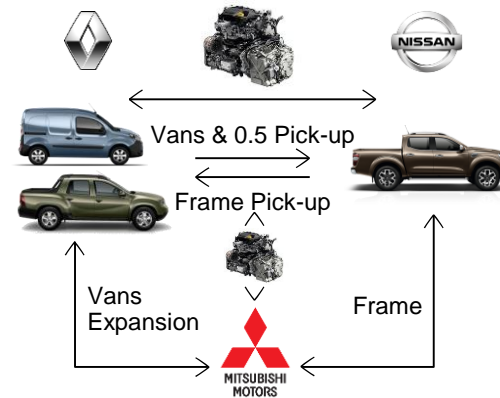
ELECTRIFICATION
ACCELERATION



- Maintain leadership in Europe while expanding to China
- Payload: 75kg to **1.1t**
- Volume: from 156L to **22m³**
- **100%** of vans electrified

3

RENAULT-NISSAN-MITSUBISHI LCV:
AIMING FOR GLOBAL LEADERSHIP
WITH 2.5M UNITS



- Key contributor to **€10bn** Alliance synergies
- **100%** Renault frame pick-up from Nissan
- **20%** Nissan vans from Renault

TOWARDS NEW BUSINESS SOLUTIONS FOR COMMERCIAL MOBILITY

AUTONOMOUS – ELECTRIC - CONNECTED - SHARED

LEADER

MODULAR AD CARGO - DRIVERLESS

BENEFITS



+



EV
FOR CITY ACCESS

DRIVERLESS
FOR COST EFFICIENCY

**SHARED
CONNECTED**
PLATFORM FOR SMART
BUSINESS LOGISTICS

LCV AMBITION

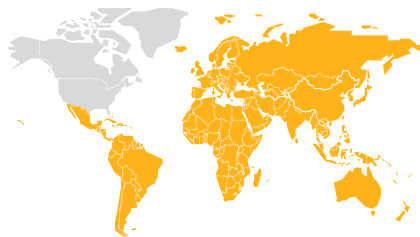
VOLUME GROWTH

Including partners



>40%

MARKET COVERAGE



x2

1ST EUROPEAN VAN OEM WORLDWIDE



PROFITABILITY



ABOVE GROUP AVERAGE

OEM: Original Equipment Manufacturers

8 ELECTRIC VEHICLE

GILLES NORMAND
SENIOR VICE PRESIDENT,
ELECTRIC VEHICLE





ELECTRIC VEHICLE
FROM A VISION TO A PROFITABLE
CORE BUSINESS

8 YEARS OF EXPERIENCE TO BUILD A COMPETITIVE ADVANTAGE

FIRST MOVER WITH 4 MODELS



TECHNICAL EXCELLENCE

- 3 Formula-E championships



2014 - 2015
2015 - 2016
2016 - 2017

30,000
PEOPLE TRAINED



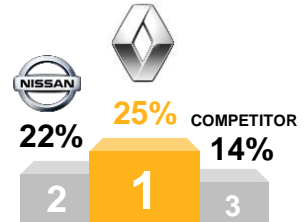
100%
TRAINED DEALERS

CUSTOMER SATISFACTION

- NEW ZOE: **400 km** NEDC autonomy
- **>90%** customer recommendations
- **>140K** customers

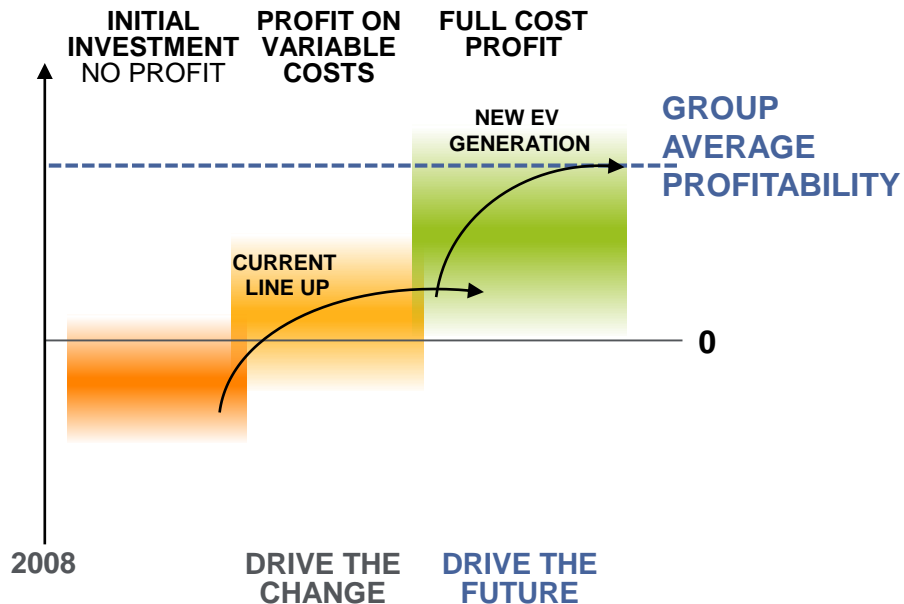


LEADER IN EUROPE



A ROBUST & PROFITABLE CORE BUSINESS BY 2022

THE OBJECTIVE



THE PLAN



EXPAND
OUR REACH



ACCELERATE
COST REDUCTION



LEADER
IN AFFORDABLE ELECTRIC MOBILITY



PROVIDE
EASY ELECTRIC LIFE



GENERATE VALUE
FROM ENERGY & MOBILITY SECTORS

EXPANDING OUR REACH

 **LINE-UP
EXTENSION**

 **SEGMENT
COVERAGE
IN EUROPE**

 **MARKET
EXPANSION**

2016

4 Models
1 Best seller





 **1** Key market
LEADER

2022

8 Models
2 Pillar models



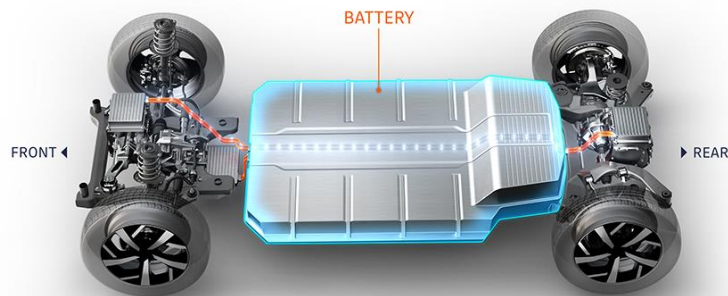
  **2** Key markets
LEADER



Develop next
key markets

ACCELERATE COST REDUCTION

3D SCALABLE ALLIANCE PLATFORM



80% of volume based on Alliance platform

- **-40%** R&D entry ticket
- **-30%** production cost

COST BREAKTHROUGH

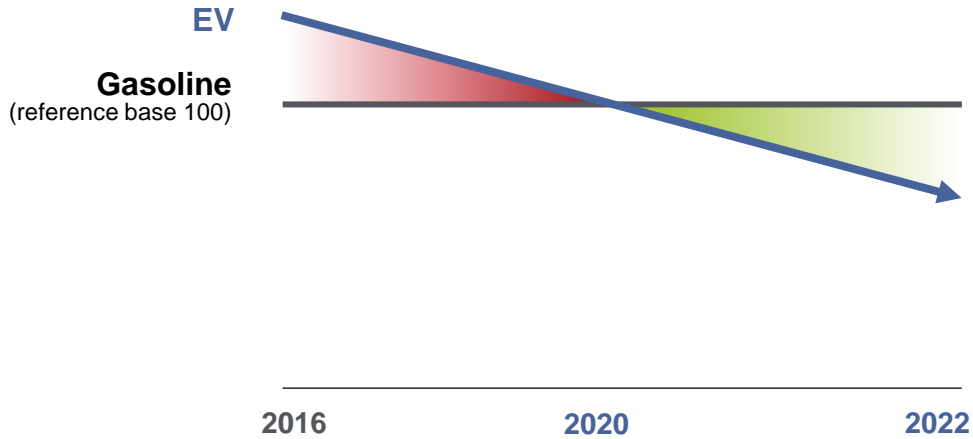


- Battery pack cost (€/kWh) **-30%**
- New E-motor generation **-20%**

LEADER IN AFFORDABLE ELECTRIC MOBILITY

TOTAL COST OF OWNERSHIP EV vs ICE

B-segment – 3 years – 12,000km/y
Including reduction of incentives



AFFORDABLE AUTONOMY

	 Autonomy (NEDC)	€ Price* (w/o incentive)
	400 km	€33,200 #1
	280 km	€32,750
	300 km	€35,900
	300 km	€36,800

* MSRP Germany Q1 2017

PROVIDE EASY ELECTRIC LIFE

IMPROVED FEATURES



- One class above in **roominess**
- **Flat floor** lay-out (CMF-EV)
- **FOTA**
- **Autonomous Drive**, progressive introduction

NO MORE RANGE ANXIETY



- **Above 600 km NEDC**
- **≈ 400 km** real motorway range
- Recovery **>230 km NEDC** in **15 min**

GENERATE VALUE FROM ENERGY & MOBILITY SECTORS NOW

SMART CHARGING



Pilot car charging to match electricity grid off peak prices

IMPACT

TCO reduction for customer

BATTERY SECOND LIFE



Connect clean energy to grid and buildings

IMPACT

Secure battery leasing business model
Additional profit for OEM

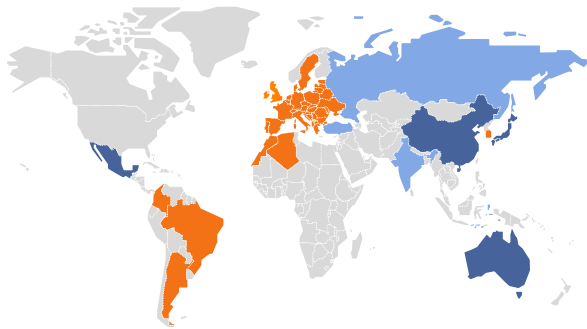
9 RCI BANK AND SERVICES

GIANLUCA DE FICCHY
CHIEF EXECUTIVE OFFICER,
RCI BANK AND SERVICES



AN EFFICIENT CAPTIVE FINANCE COMPANY

WORLDWIDE

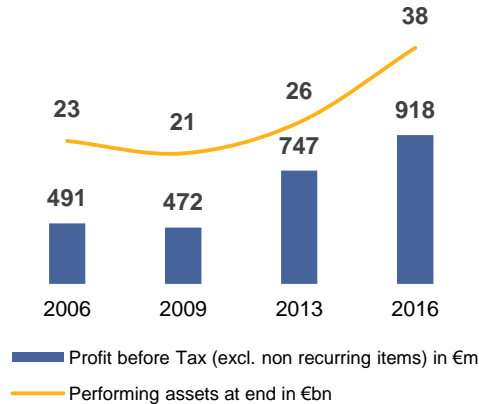


- Fully owned bank under ECB* supervision
- Captive of 7 Alliance brands

* ECB: European Central Bank

RESILIENT BUSINESS MODEL

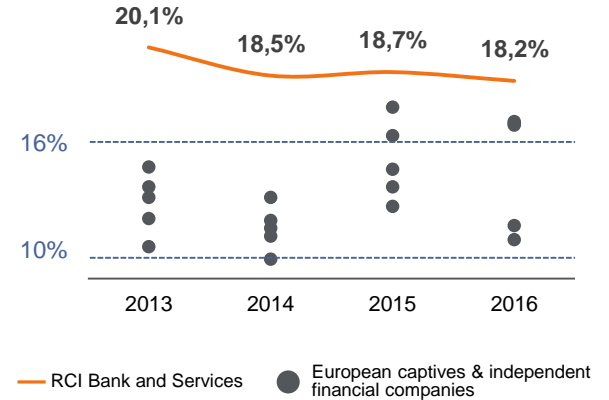
PERFORMING ASSETS AT END & PROFIT BEFORE TAX



- Financially autonomous
- Conservative risk approach

BEST IN CLASS CAPTIVE

RETURN ON EQUITY BENCHMARK



- Profitability above peers

A VIRTUOUS BUSINESS MODEL

A support for the **sales development**
of the **Alliance brands** and their **distributors network**

CONQUEST

Additional sales

+7%

UPSELLING

Better equipped cars

+€300
/ CONTRACT

AFTER SALES

Additional turnover

+€200
/ CONTRACT

FASTER RENEWAL

Shorter holding time

-25
MONTHS

BRAND LOYALTY

Better renewal rate

+10
PTS

+5 pts

Higher satisfaction of financed customers

TRANSFORMATION TO FACE THE FUTURE

ENHANCE CUSTOMER SATISFACTION AND LOYALTY



- Simple, affordable & personalized offers
- **Loyalty products**

OFFENSIVE SERVICES STRATEGY



PAY AS YOU DRIVE

- New **multichannel** strategy
- **Value-added** services

NEW SOLUTIONS OF MOBILITY



- **Full mobility** solutions for fleet
- **Technologies** and **partnerships**

RCI DRIVE THE FUTURE

PENETRATION
RATE

2013 - 2016

37% - 40%

>42%*

DRIVE
THE FUTURE

SERVICE
PENETRATION
RATE

0.6 → 1.0
service / car

>1.4
services / car

REGULATORY
CAPITAL RATIO

12% → 16%

>14%**

RETURN
ON EQUITY

>16%

>16%

* Number of new financed vehicles / number of total registrations

** On 31/12/2016: total capital ratio requirement at 11%

On 31/12/2022: total capital ratio requirement estimated at ≈12.5% (projected level based upon existing regulation)

RCI DRIVE THE FUTURE

✓ AN EFFICIENT CAPTIVE FINANCE COMPANY

✓ A VIRTUOUS BUSINESS MODEL

✓ TRANSFORMATION TO FACE THE FUTURE

10 FINANCE

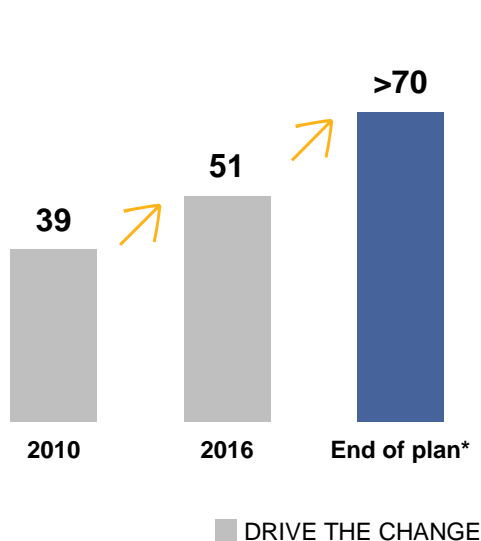
CLOTILDE DELBOS
EXECUTIVE VICE PRESIDENT,
CHIEF FINANCIAL OFFICER



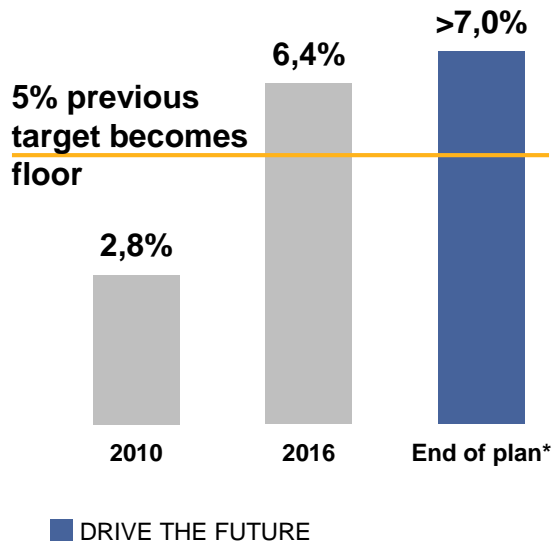
A SUSTAINABLE, PROFITABLE GROWTH

STRONG REVENUE GROWTH

in €bn



HIGH LEVEL OF OPERATING PROFIT



FINANCIAL DISCIPLINE



**POSITIVE
AUTOMOTIVE
OPERATIONAL
FREE CASH FLOW
EACH YEAR**

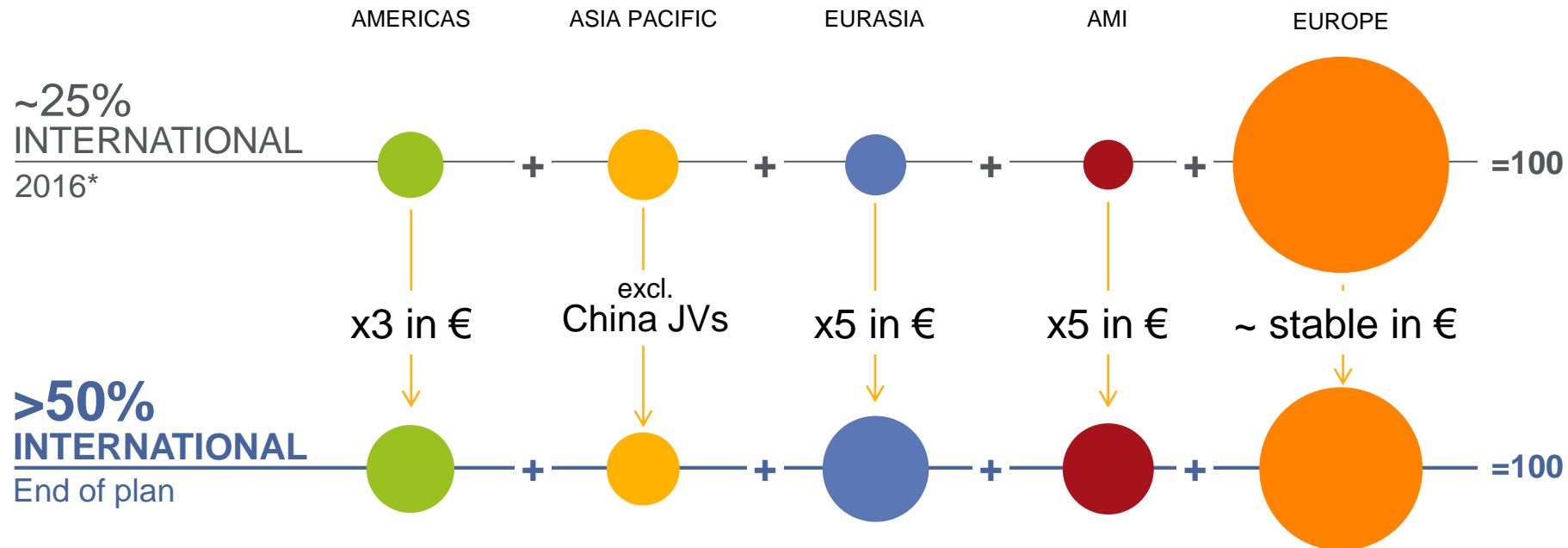
* incl. AVTOVAZ and with FX from banking consensus September 2017

WALKDOWN GROUP OPERATING MARGIN



A MUCH MORE BALANCED PROFIT POOL

REGION'S SHARE AS A % OF GROUP OPERATING PROFIT



* 2016 excl. AVTOVAZ

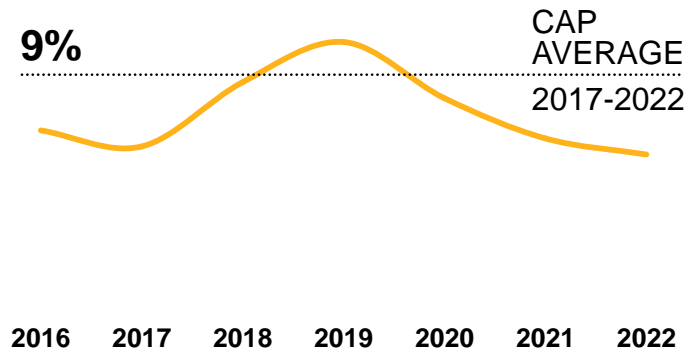
INVESTMENT POLICY

R&D SPENDING 2017-2022



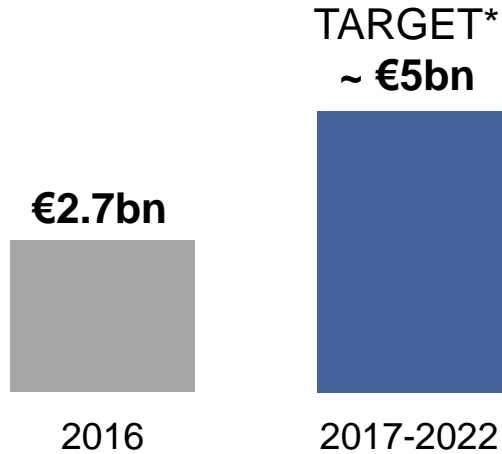
€18bn

CAPEX AND R&D IN % OF REVENUES



FINANCE
LIQUIDITY POLICY

NET CASH POSITION



LIQUIDITY RESERVES



* Excluding IFRS 16 impact

A COMPETITIVE DIVIDEND POLICY

COMPETITIVE RETURN FOR RENAULT'S SHAREHOLDERS

100% PASS-THROUGH DIVIDENDS
from listed companies

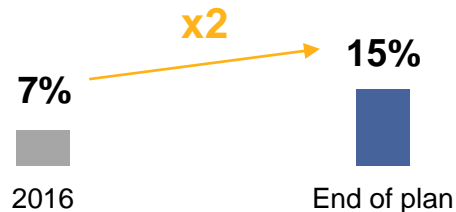


DAIMLER



**PAY-OUT ON RENAULT
CORE NET PROFIT**
(Group Net Result – Associates)

GROUPE RENAULT



CONCLUSION

CARLOS GHOSN

CHAIRMAN AND CHIEF EXECUTIVE OFFICER





DRIVE THE FUTURE