

Q3 2019

CONFERENCE

INVESTOR RELATIONS / OCTOBER 25, 2019

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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.

AGENDA

01 Q3 2019 Commercial Results Update

Olivier Murguet

Acting Deputy Managing Director
EVP, Sales and Regions

02 Q3 2019 Revenues & 2019 Outlook

Clotilde Delbos

Acting Chief Executive Officer
EVP, Group Chief Financial Officer

03 Questions & Answers

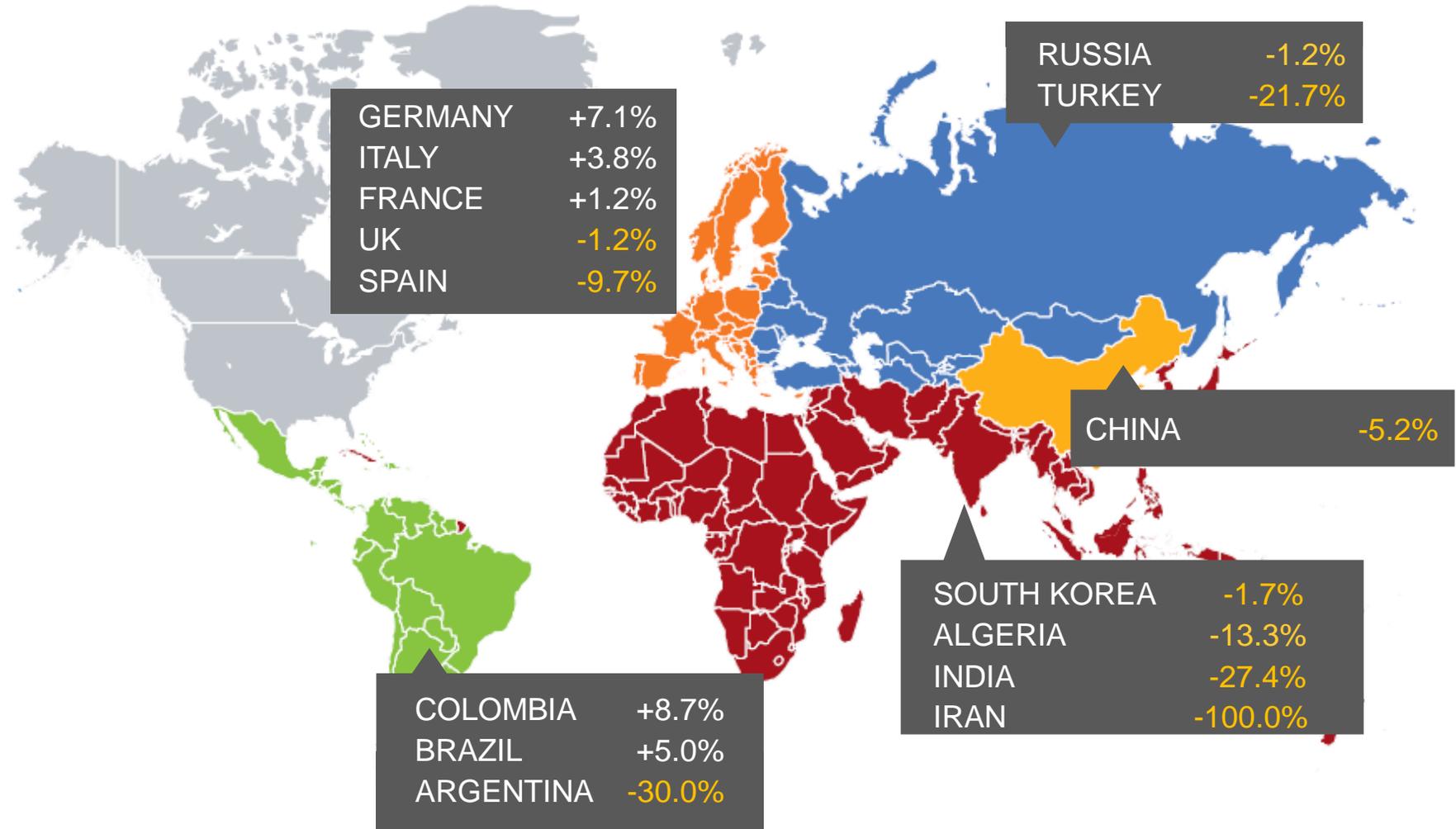
01

Q3 2019 Commercial Results Update

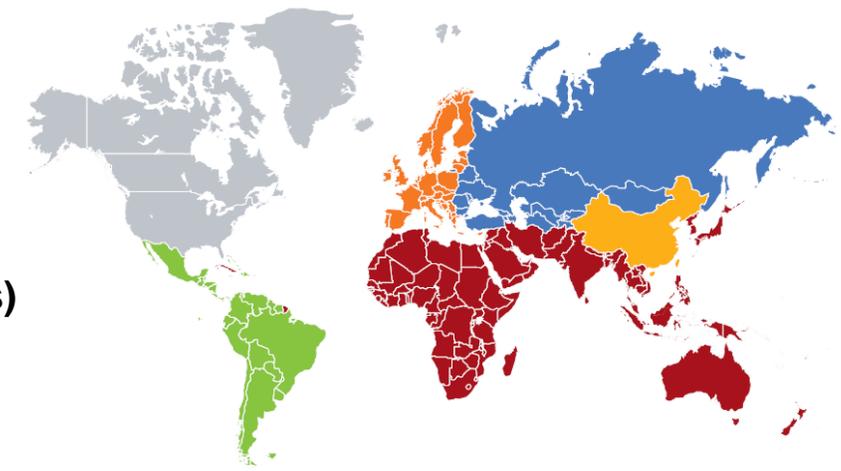
TIV Evolution Q3 2019 vs Q3 2018

WORLD*	
TIV	-3.2%
EUROPE	
TIV	+2.4%
EURASIA	
TIV	-2.1%
AFRICA-ME-INDIA-PACIFIC	
TIV	-9.2%
AMERICAS	
TIV	-3.6%
CHINA	
TIV	-5.0%

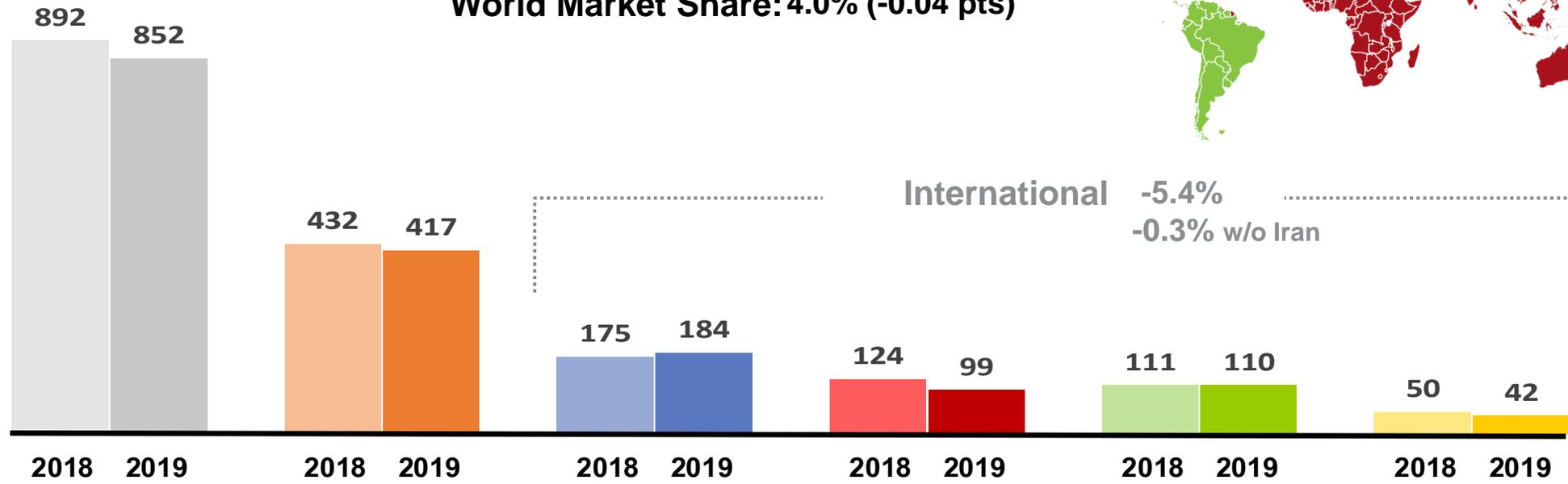
* PC+LCV including USA & Canada



Groupe Renault's Sales Q3 2019 vs Q3 2018



World Market Share: 4.0% (-0.04 pts)



International -5.4%
-0.3% w/o Iran

Thousand units (PC+LCV)

TIV*

GROUP

	Global	Europe	Eurasia	Africa-ME-India-Pacific	Americas	China
TIV*	-3.2% -2.3% w/o Iran	+2.4%	-2.1%	-9.2% -5.5% w/o Iran	-3.6%	-5.0%
GROUP	-4.4% -1.8% w/o Iran	-3.4%	+5.1%	-20.0% -1.2% w/o Iran	-1.1%	-15.5%

* PC+LCV including USA & Canada

Key Success models

CLIO

#2 Europe
#1 B Segment



ZOE

+46%
vs 2018 in Europe



LCV

+10%
vs 2018 in Europe



GRANTA

#1 Russia

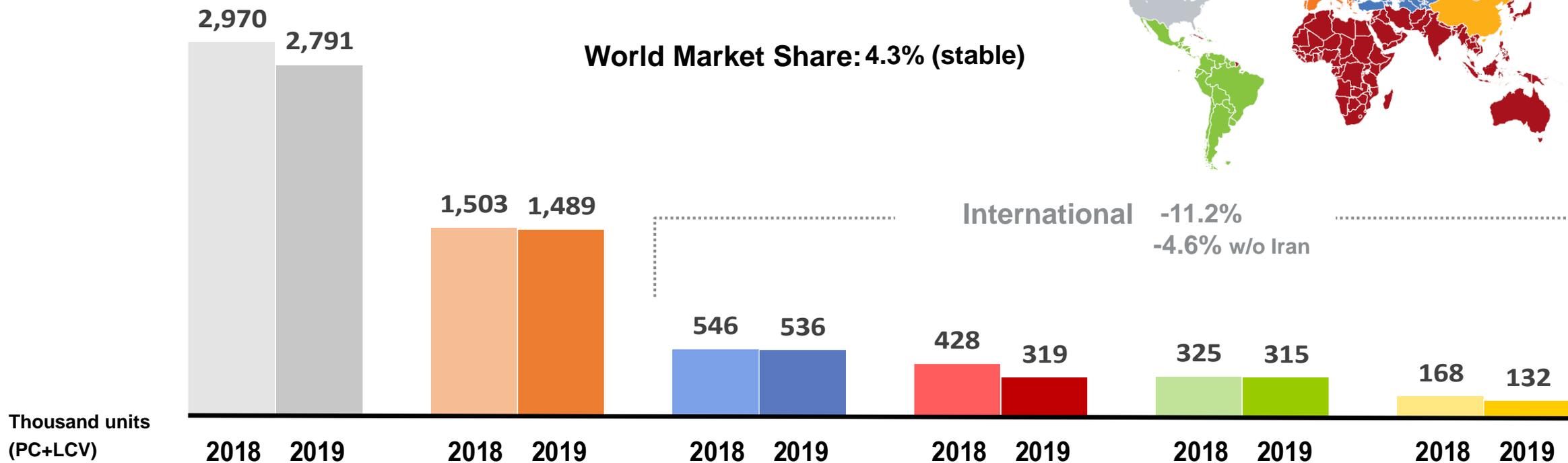
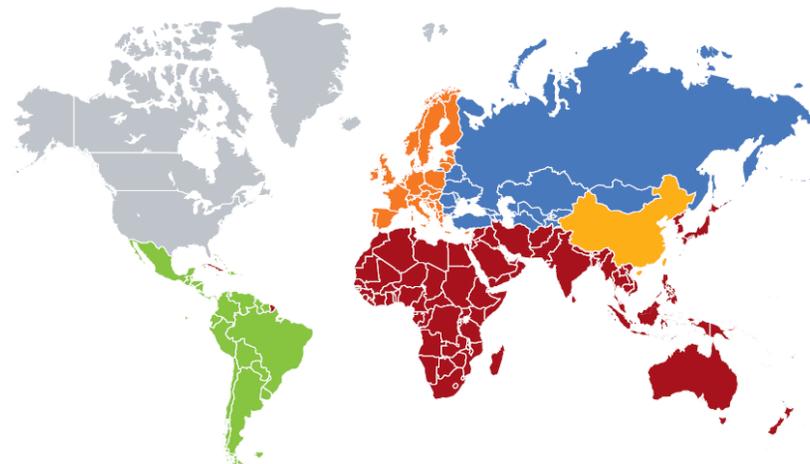


KWID

+44%
vs 2018 in Brazil



Groupe Renault's Sales YTD 2019 vs YTD 2018

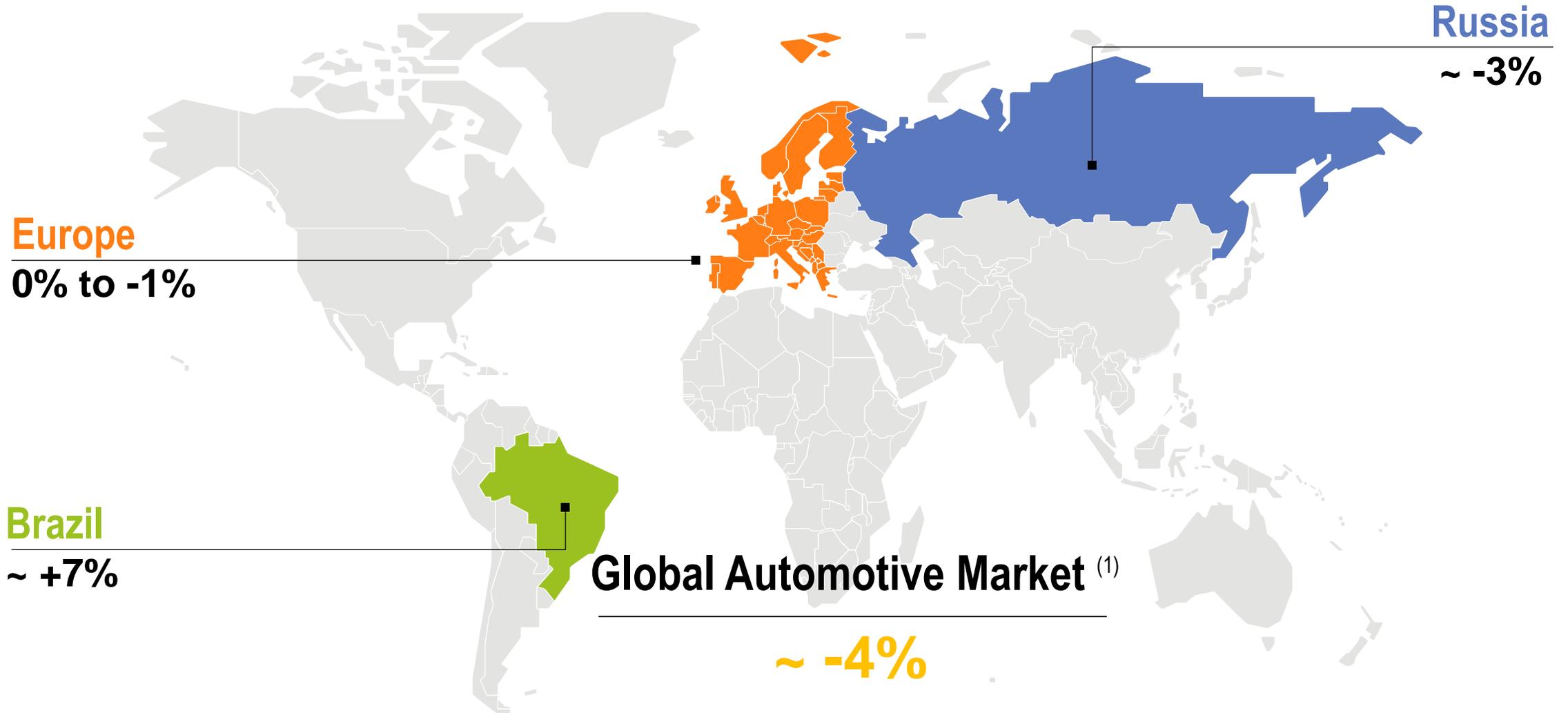


Thousand units
(PC+LCV)

	Global	Europe	Eurasia	Africa-ME-India-Pacific	Americas	China
TIV*	-6.1% -4.8% w/o Iran	-1.0%	-7.8%	-9.6% -3.4% w/o Iran	-5.7%	-10.4%
GROUP	-6.0% -2.7% w/o Iran	-1.0%	-1.9%	-25.5% -2.3% w/o Iran	-2.9%	-21.3%

* PC+LCV including USA & Canada

2019 TIV OUTLOOK



(1) The evolution of the global automotive market for all brands also called Total Industry Volume (TIV) indicates the annual variation in sales* volumes of passenger cars and light commercial vehicles** in the main countries including USA & Canada, provided by official authorities or statistical agencies in each country, and consolidated by Groupe Renault to constitute this world market (TIV).

*Sales: registrations or deliveries or invoices according to the data available in each consolidated country.

**Light commercial vehicles of less than 5.1 tons.

02

Q3 2019 Revenues & 2019 Outlook

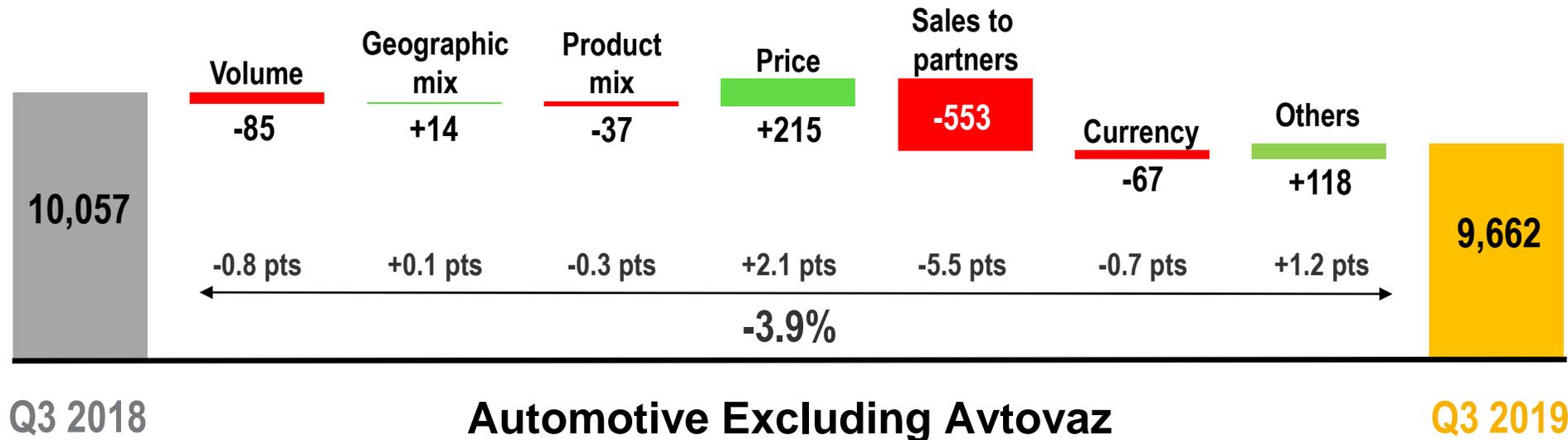
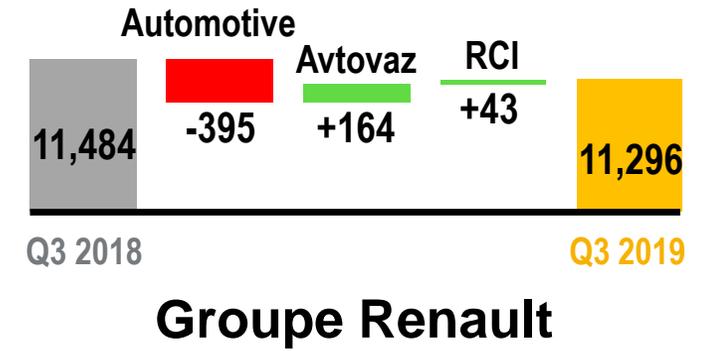
Q3 2019 Group Revenues

<i>In million euros</i>	Q3 2018	Q3 2019	Change
Global unit sales (units)	891,584	852,198	-4.4%
Group revenues	11,484	11,296	-1.6%
o/w Automotive excl. AVTOVAZ	10,057	9,662	-3.9%
o/w AVTOVAZ ⁽¹⁾	627	791	+26.2%
o/w Sales Financing	800	843	+5.4%

(1) AVTOVAZ net of eliminations

Revenues Variance Analysis

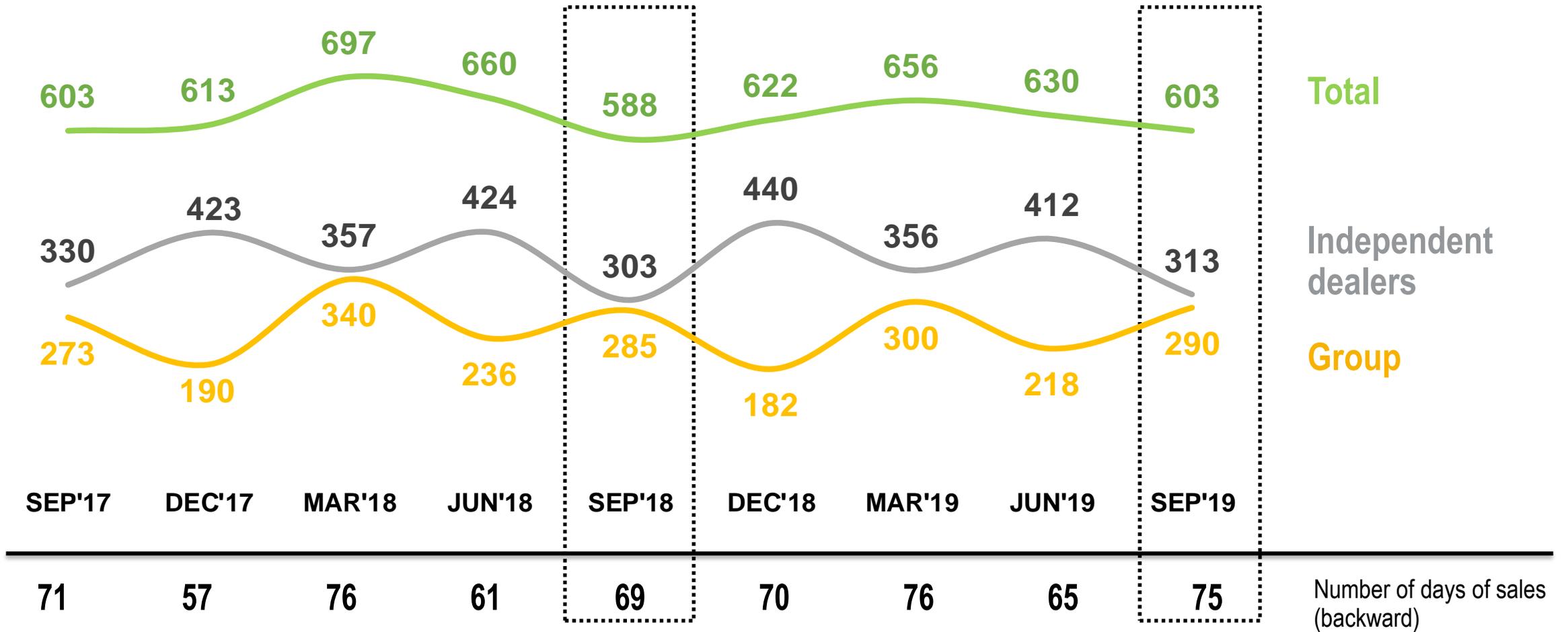
CHANGE Q3 2019 vs Q3 2018: -€395m



(million euros)

New Vehicle Distribution Stock Excluding Avtovaz

(In thousand units)



RCI BANQUE PERFORMANCE

	Q3 2018	Q3 2019	CHANGE
Revenues (€m)	800	843	+5.4%
Average Performing Assets (€m)	45,311	47,630	+5.1%
New Contracts (units)	424,004	420,819	-0.8%
New Financings (€m)	5,016	5,005	-0.2%

2019 OUTLOOK

Europe



0% to -1%

Russia



~ -3%

Brazil



~ +7%

Global Automotive Market ⁽¹⁾

~ -4%

Groupe Renault guidance :

- Published Group Revenues should decline between -3% and -4%
- Group operating margin should be around 5%
- The Automotive operating free cash flow should be positive in H2 while not guaranteed for the full year

(1) The evolution of the global automotive market for all brands also called Total Industry Volume (TIV) indicates the annual variation in sales* volumes of passenger cars and light commercial vehicles** in the main countries including USA & Canada, provided by official authorities or statistical agencies in each country, and consolidated by Groupe Renault to constitute this world market (TIV).

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03

Questions & Answers

04

Appendix

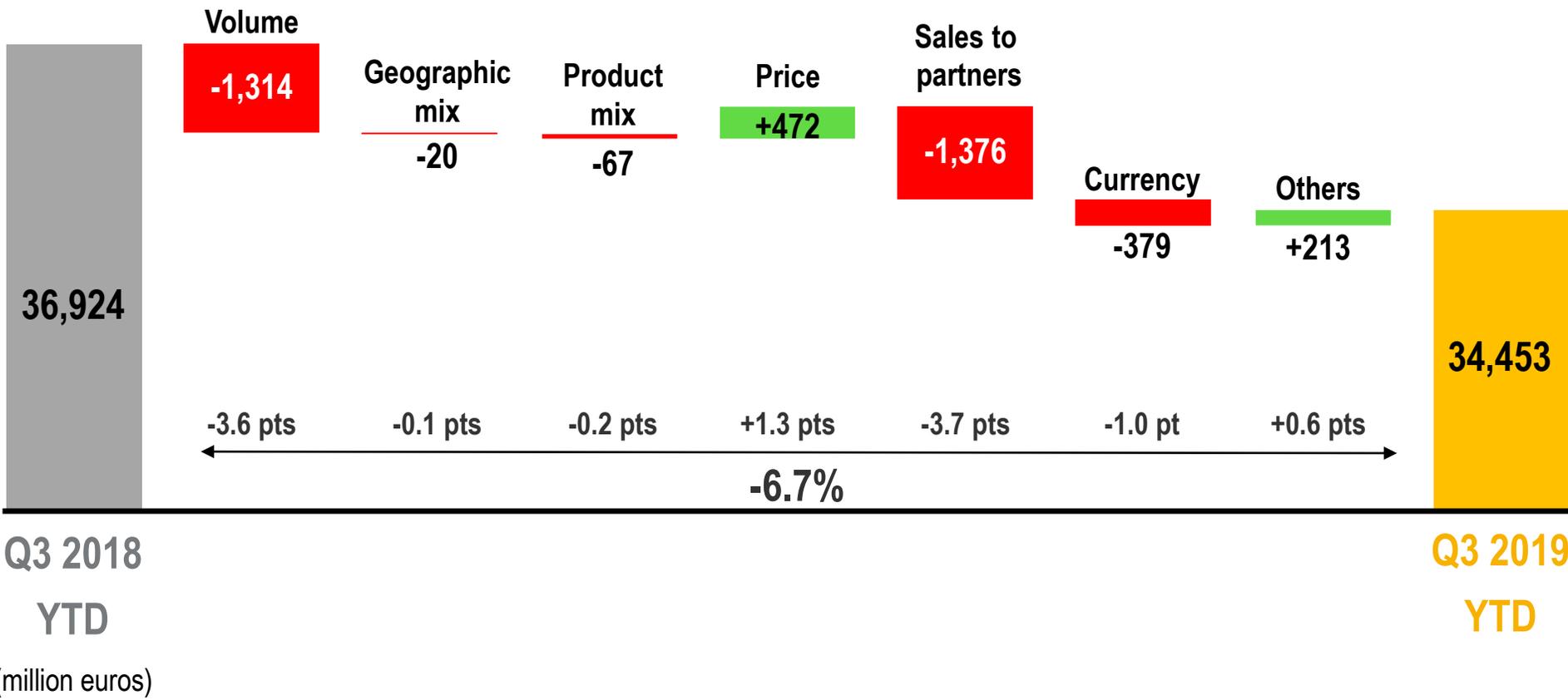
Q3 2019 YTD Group Revenues

<i>In million euros</i>	Q3 2018 YTD	Q3 2019 YTD	CHANGE
Global unit sales (Kunits)	2,970	2,791	-6.0%
Group revenues	41,441	39,347	-5.1%
o/w Automotive excl. AVTOVAZ	36,924	34,453	-6.7%
o/w AVTOVAZ ⁽¹⁾	2,104	2,348	+11.6%
o/w Sales Financing	2,413	2,546	+5.5%

(1) AVTOVAZ net of eliminations

Automotive Excluding Avtovaz Revenues Variance Analysis

CHANGE Q3 YTD 2019 vs Q3 YTD 2018: -€ 2,471 m



RCI BANQUE PERFORMANCE YTD

	Q3 2018 YTD	Q3 2019 YTD	CHANGE
Revenues (€m)	2,413	2,546	+5.5%
Average Performing Assets (€m)	44,238	47,010	+6.3%
New Contracts (units)	1,371,150	1,339,323	-2.3%
New Financings (€m)	16,071	15,868	-1.3%

THANK YOU