2017 COMMERCIAL RESULTS PRESENTATION
THIERRY KOSKAS
EVP, SALES & MARKETING
2017: A RECORD YEAR FOR THE GROUP. 3 762 MILLION VEHICLES SOLD (8.5% GROWTH VS 2016)

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>2012</th>
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<th>2014</th>
<th>2015</th>
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Increase global sales volumes
- 2012: 2.5M
- 2013: 2.6M
- 2014: 2.7M
- 2015: 2.8M
- 2016: 3.2M
- 2017: 3.762M

Increase global sales volumes with Lada
- 2016: 3.5M
- 2017: 3.762M

Strengthen the Renault Brand in Europe
- 2012: 7.44%
- 2013: 7.35%
- 2014: 7.57%
- 2015: 7.77%
- 2016: 8.14%
- 2017: 8.18%

Improve our position in all regions

Diagram: World map highlighting sales growth in various regions with +0.1 pt to +1.4 pt.
GLOBAL SALES RESULTS
2017 MARKETS: STRONG MARKET IN EUROPE & CHINA, RECOVERY IN MAJOR EMERGING COUNTRIES

TIV 2017 VS 2016

WORLD

TIV + 2.3%
(including USA/Canada)

EUROPE

TIV +3.3%

EURASIA

TIV +7.0%

AMI

TIV +2.0%

AMERICAS

TIV +7.2%

ASIA-PACIFIC

TIV +2.7%

EUROPE

SPAIN +9%
ITALY +7%
UK -5%
GERMANY +3%
FRANCE +5%

EURASIA

TURKEY -3%
ROMANIA +13%
KAZAKHSTAN +0%
RUSSIA +12%
UKRAINE +25%

ASIA PACIFIC

CHINA +2%
S. KOREA -2%
AUSTRALIA +1%
JAPAN +5%

2017 MARKETS: STRONG MARKET IN EUROPE & CHINA, RECOVERY IN MAJOR EMERGING COUNTRIES
2017 SALES: +8.5% INCREASE

3 762 K sales (+293 Ku)
Global market share at 4.03% (+0.2 pt)

Figures rounded to the nearest thousand

PC+LCV (Ku) and % vs. 2016

FY 2016
EUROPE
AMERICAS
ASIA-PACIFIC

FY 2017
3 762

1 911
532
733
389
196

+5.6%
+8.4%
+13.6%
+9.9%
+17.0%

OVERSEAS REGIONS SALES +11.6%
RECORD YEAR FOR RENAULT AND DACIA BRANDS

- New sales record
- #2 Brand in Europe*

* Scope : PC+LCV (<5,1t) Region Europe & UE28 & ACEA (= UE28+EFTA)
CONTINUED SUCCESS OF OUR TOP SELLERS IN EUROPE

CLIO
- #2 in the market.
- Leader in B segment.

CAPTUR
- Leader in B-Crossover segment.

ZOE
- Leader in the EV market.

LCV : Renault brand #2
- Kangoo #3 in Small Van segment.
- Trafic #5 in Medium & Large Van segment.
- Master #6 in Medium & Large Van segment.
C SEGMENT VOLUME EXPANSION

MEGANE HATCH & ESTATE
- Europe: #5 in C-Hatch+Estate segment (+6 vs Y-1).
- Turkey: #2 in C segment.

MEGANE SEDAN
- Turkey: Leader in C-Hatch Sedan segment.

NEW SCENIC
- Europe: #2 in C-MPV segment.
- France: Leader in C-MPV segment.
SM6 / TALISMAN
- Korea: #2 in D-Hatch segment.
- France: Leader in D-Hatch+Estate segment.

KOLEOS
- Europe: 14,433 orders since launch in June.

PICK UP
- **Duster Oroch**: Leader in Colombia & #2 in Argentina in 0.5t PU segment.
- **Alaskan**: #6 in Colombia in 1t PU segment. 1,276 orders in Europe since launch in October.
Best year ever in Sales & in Market Share.

**SANDERO**: Leader in Algeria. Leader in retail in Europe*.

**DUSTER**: #2 in European retail in C-SUV segment.

**LOGAN**: Leader in Morocco and Romania.

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**Pillar of international growth**

**KAPTUR/CAPTUR SUCCESS**

- Russia #3
- Argentina #2
- Brazil #4
- India Launched in November

**KWID EXPANSION IN LATIN AMERICA**

- Brazil Launch success

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* YTD November 2017
LADA: BRAND LEADER IN RUSSIA / + 17% GROWTH.

**GRANTA**
- #2 in the market.

**VESTA**
- #3 in the market.

**LARGUS**
- #9 in the market.

**XRAY**
- #10 in the market.
02

2017 SALES RESULTS BY REGION
EUROPE: BEST YEAR EVER IN SALES

GROUP PC+LCV: BREAKDOWN OF REGISTRATIONS

FY' 2016
1 810

FY' 2017
1 911

+16

TIV & MARKET MIX

GROUP MARKET SHARE PC+LCV

Europe 10.8%
+0.2 pt

HIGHLIGHTS

Best Volume in 6 years
FRANCE

Record Volume & Market Share
ITALY

Record Market Share
GERMANY

Record Volume & Market Share Sandero N°1 in Retail**

EV Leadership

RENault 2nd BRAND IN EUROPE*

* Scope: PC+LCV (<5.1t) Region Europe & UE28 & ACEA (= UE28+EFTA).
** YTD November 2017
RENAULT ELECTRIC VEHICLE SALES UP 38% VS 2016, LEADER IN EUROPE

ZOE
#1 in PC
31 300 SALES (+44%)  

KANGOO ZE
#1 in LCV
4 230 SALES

23.8% Market Share
EV Leader in Europe
EURASIA: BEST YEAR EVER IN MARKET SHARE FOR RENAULT BRAND

**GROUP PC+LCV: BREAKDOWN OF REGISTRATIONS**

<table>
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<th>FY' 2016</th>
<th>FY' 2017</th>
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<td>645</td>
<td>733</td>
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**PERFORMANCE**

- **TIV** & **MARKET MIX**
  - **+53**
  - **+34**

**GROUP MARKET SHARE PC+LCV**

- **Eurasia 24.5%**
  - **+1.4 pt**

**HIGHLIGHTS**

- **Record Volume & Market Share**
- **Renault Brand is Market leader (+1)**
- **Record Renault Brand Market Share**
  - Lada Brand is Market leader
  - Lada + Renault > 25% Market Share

- **KAPTUR**
  - #3 in C Crossover
  - Russia

- **DUSTER**
  - Leader in C Crossover
  - Russia

- **MEGANE SEDAN**
  - Leader in Segment C Sedan
  - Turkey
RENault 2017 Commercial

RESULTS

JAN - 2018

FY' 2016
354

TIV & MARKET MIX

PERFORMANCE

FY' 2017
389
K units

+41

-6

AMERICAS: BEST YEAR EVER IN MARKET SHARE IN BRAZIL

GROUP PC+LCV: BREAKDOWN OF REGISTRATIONS

GROUP MARKET SHARE PC+LCV

Americas 6.7%

+0.2 pt

HIGHLIGHTS

Record Market Share

Renault 2nd brand

Record Volume

KWID

>B 30K orders since launch in August.

>B 1 000 orders since launch in November.

CAPTUR

#4 in C-SUV segment.

#2 in C-SUV segment.
**ASIA-PACIFIC: BEST YEAR EVER IN SALES**

**GROUP PC+LCV: BREAKDOWN OF REGISTRATIONS**

- **FY' 2016** 167
- **TIV & MARKET MIX**
- **PERFORMANCE**
  - **0**
  - **FY' 2017** 196
  - **K units**

**GROUP MARKET SHARE PC+LCV**

- **Asia-Pacific 0.5%**
  - **+0.1 pt**

**HIGHLIGHTS**

- **Sales volume x2**
  - Record Volume & Market Share
  - **CHINA**

- **Record Volume & Market Share**
  - **JAPAN**

**KOLEOS**

- **> 40 000 SALES**
- **CHINA**

**KADJAR**

- **> 25 000 SALES**
- **CHINA**
AFRICA-MIDDLE EAST-INDIA: BEST YEAR EVER IN SALES & IN MARKET SHARE

GROUP PC+LCV: BREAKDOWN OF REGISTRATIONS

**FY' 2017**

**532 K units**

**+6 TIV & MARKET MIX PERFORMANCE**

**FY' 2016**

**491**

**GROUP MARKET SHARE PC+LCV**

**Africa-ME-India 6.6%**

**+0.4 pt**

**HIGHLIGHTS**

- **Renault 1st European Brand**
- **Record Volume & Market Share**
- **Dacia Brand is Market leader**
- **Record Volume & Market Share**
- **Renault Brand is Market leader**
- **TONDAR + 35% GROWTH**
- **SANDERO + 89% GROWTH**
2018 OUTLOOK
2018 FORECAST

Market forecast
- Global TIV : +2.5%
- Europe +1%, France +1%
- Brazil: +5%, Russia: up to 10%
- China +5%, India +6%

Sales objectives (2017 perimeter)
Pursue growth in sales driven by international markets, in line with Drive the Future plan

From 2018 Renault-Brilliance-Jinbei Automotive Co., Ltd. sales will be counted in our group volumes