RENAULT ATLAS
MARCH 2013

DRIVE THE CHANGE

RENAULT

KEY FIGURES[1]

€ **41,270** million

2012 revenues

RENAULT GROUP	2011	2012
Revenues € million	42,628	**41,270**
Net income - Group share € million	2,139	**1,735**
Workforce	128,322	**127,086**
Number of vehicles sold[2]	2,722,883	**2,550,286**

(1) Published figures.
(2) Renault Group including AVTOVAZ.

CONTENTS

This document is also published on the **renault.com** and **declic@com** websites.

KEY FACTS AND FIGURES

2012

JANUARY
Renault further develops the entire Mégane family, the brand's flagship for Quality, with the 2012 Collection.

FEBRUARY

Inauguration of the Renault-Nissan Alliance factory in Tangier, the first automotive plant in the world with zero CO_2 emissions and zero industrial water discharge.

MARCH
After Logan, Sandero and Duster, Lodgy joins the Dacia range.

APRIL
Inauguration of a new production line in the Togliatti factory in Russia.

MAY
The Renault Foundation launches the first vocational "electric vehicle and electromobility" degree.

At the Casablanca Motor Show (Morocco), Dacia presents two new models which will complete the range this year: Dokker and Dokker van.

JUNE
Twizy Way by Renault: an innovative, shared, electric mobility solution.

JULY
New Renault Clio: a heart-stopping design and a hub of innovation.

Mobiliz: Launch of the first social entrepreneurship programme to make mobility available to everyone.

AUGUST
In Brazil, Renault increases its engine production capacity by 25%.

SEPTEMBER
Renault presents New Renault Scala and pursues its product offensive in India.

At the World Motor Show, Renault presents New Clio and Clio IV Estate, along with New Dacia Logan and New Dacia Sandero.

OCTOBER
The Sandouville factory is transformed, ready to build the future Trafic.

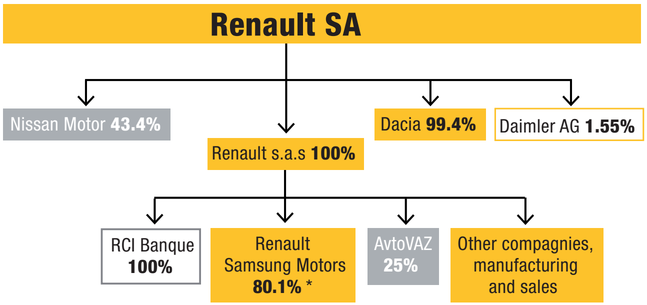
Renault enters into negotiations with social partners, aimed at identifying and developing the conditions and resources required to guarantee a sound, sustainable industrial, R&D and tertiary base in France.

NOVEMBER
Fluence and Symbol are presented at the Istanbul Motor Show.

Renault and the Caterham group announce a partnership to design and produce sports cars.

DECEMBER
Brazil and Russia are now the second and third biggest markets for Renault, after France. For the first time ever, Renault makes over half its sales out of Europe.

THE SIMPLIFIED STRUCTURE OF THE RENAULT GROUP



- Automobile
- Associated companies
- Sales Financing in consolidation
- Not included in consolidation scope

* Compagny owned indirectly by Renault s.a.s

RENAULT 2016 DRIVE THE CHANGE

RENAULT STRATEGIC PLAN

- Renault 2016 - Drive the Change is founded on Renault's ambition to make sustainable mobility accessible to all, expressed in the brand baseline “Drive the change”.
- The Renault Group's strategic plan covers a six-year period with a mid-term review at the end of 2013. This will allow us to build a long-term strategic outlook to ensure continuity in operations and to establish quantified and precise priorities.

Renault 2016 - Drive the Change has been built to meet two objectives

- grow Group sales,
- generate free cash flow on a lasting basis,

with the following aims for 2011-2013:

- sell more than three million vehicles in 2013,
- generate at least €2 billion in aggregate free cash flow.

ONE GROUP, THREE BRANDS

The Renault group has been making cars since 1898. Today, it designs, manufactures and markets vehicles under three brands: Renault, Dacia and Renault Samsung Motors.

Operating in 118 countries with 38 production sites and 13,300 sales outlets, Renault offers a broad range of innovative, safe and increasingly environment-friendly vehicles. Its credit subsidiary RCI Banque finances vehicles for customers and Renault-Nissan Alliance brand dealerships.

To meet the major technological challenges of the automobile of the future - and electric vehicles in particular - while pursuing its strategy of profitable growth with the Renault, Dacia and Renault Samsung Motors brands, , the Group draws on the skills of its 127,086 employees worldwide, its alliance with Nissan, its strategic partnership with Daimler AG and, more recently, the Alliance's takeover of Avtovaz, Russia's leading car marker and manufacturer of the Lada.G.

RENAULT	DACIA	RSM*
2,124,773	359,822	65,691
vehicles sold	vehicles sold	vehicles sold

Renault Group sales at December 31, 2012: 2,550,286

* Renault Samsung Motors.

THE RENAULT NISSAN ALLIANCE

2012 was an eventful year for the Alliance, with the inauguration of its second plant in Tangier, Morocco, and the launch at its Chennai plant (India) of the Renault Duster, which met with instant success. The Renault-Nissan Alliance acquired a majority stake and created a joint venture governing AVTOVAZ - Russia's leading car marker and manufacturer of the Lada - and announced the production of the Nissan Rogue crossover at the RSM plant in Busan, Korea. Also in 2012, the strategic partnership with Daimler became tangible with the launch of the first products resulting from the cooperation.

STRUCTURE

Created in 1999, the Renault-Nissan Alliance is now the longest-standing transnational partnership between two leading manufacturers in the automotive industry. This unique partnership is a flexible and pragmatic model which can be expanded to cover new projects and new partners on a global scale.

Founded on the principle of cross-shareholding and common interests, the Alliance optimises synergies without degrading the two partners' brand identities.

A DEDICATED TEAM TO ACCELERATE SYNERGIES

In May 2009, in the midst of the global financial crisis, the Renault-Nissan Alliance created a team of Alliance directors tasked with accelerating synergy processes and sharing best practices. Their role is to strengthen and expand cooperation in order to enhance each partner's performance.

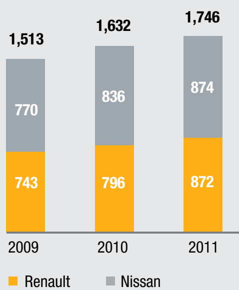
The team, made of 14 members within the Renault-Nissan BV structure, reports directly to Carlos Ghosn.

All decisions are still taken by the Alliance Board, composed from members of the executive teams of Renault and Nissan.

STRENGTHENED SYNERGIES

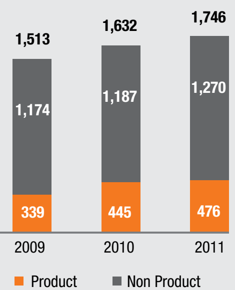
2009 to 2012 evolution of synergies for Renault and Nissan

€ million



2009 to 2012 evolution of synergies by type of synergy

€ million



The Alliance gives Renault and Nissan a sustainable competitive edge in the worldwide competition of the automotive industry. Since 2009, the company has systematically ramped up its efforts to develop synergies. The Alliance team is responsible for ensuring that all opportunities are explored. Synergies are monitored by the leaders of cross-company teams (CCTs) and approved by the Alliance economic advisor and by the control functions.

Only new synergies are taken into account and can originate in both cost reductions and avoided expenses. Increases in turnover, internal trade and sales financing are not counted as synergies.

Synergies worth more than 1.7 billion were delivered in 2011, with another 2 billions expected for 2012.

THE ALLIANCE IN 2012

In early 2012, the Alliance announced that it had sold more than 8 million vehicles in 2011, through the Renault, Dacia, Renault Samsung Motors, Nissan, Infiniti and Lada brands. In 2012, sales increased again, up to 8.1 million vehicles.

The rest of the year saw a number of projects take shape, particularly abroad with the inauguration of the Alliance's second plant in Tangier, Morocco, which produces Dacia Lodgy and Dokker.

A second assembly line was opened at the Chennai plant in India, which also saw the launch of the fifth Renault vehicle in two years, the Duster, whose instant success helped Renault become the 8th largest brand on the Indian market in the space of just a few months. In Russia, Renault, Nissan and Avtovaz launched the 'B0' line in Togliatti - the first assembly line capable of producing five models of three brands for the Alliance.

As the year drew to a close, the Renault-Nissan Alliance acquired a majority stake in Alliance Rostec Auto BV, a joint venture created with Russian Technologies, which will own 74.5% of Avtovaz in 2014. In Korea, Renault, Nissan and Renault Samsung Motors announced the production of the Nissan Rogue crossover at the Busan plant.

In 2012, the Alliance won its first fleet contract to supply at least 15,000 vehicles to the global food company Danone.

Finally, the cooperation with Daimler moved up a gear with the launch of production in Maubeuge of the Citan, Mercedes' new light commercial vehicle. The Renault Valladolid Motores plant in Spain, also began production of the diesel engine that has equipped the Class A Mercedes since its launch. Finally, a new engine developed jointly with Daimler was announced at the Paris Motor Show by Carlos Ghosn and Dieter Zetsche.

ALLIANCE SALES

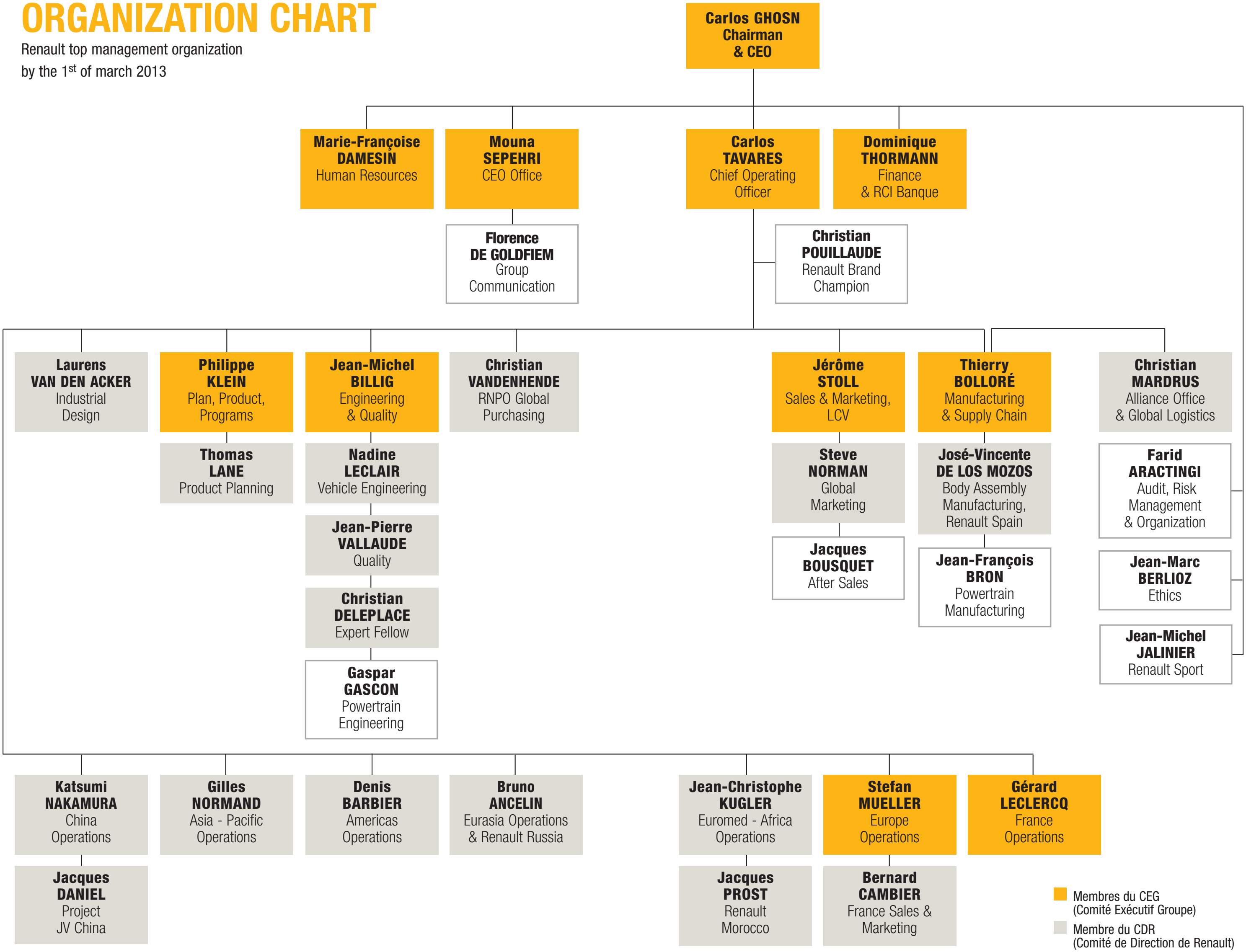
For the fourth year running, the Renault-Nissan Alliance broke its sales record with 8.1 million vehicles sold in 2012, an increase of 0.9% in 2011. Renault and Nissan sold 3.1 million (-6.2%) and 4.9 million (+5.8%) vehicles respectively in 2012. Lada sales amounted to 0.61 million vehicles (-5.5%).
The Renault-Nissan Alliance is the 4th carmaker in the world.

THE RENAULT GROUP

The Renault Group is a volume carmaker with three brands, Renault, Dacia and Renault Samsung Motors, that meet the expectations of the greatest number of people on its markets, both in France and worldwide.

ORGANIZATION CHART

Renault top management organization
by the 1st of march 2013



VEHICLE RANGES

RENAULT - Passenger Cars Europe

Laguna Coupé
Also exists in
Berline and Estate versions

Kangoo

Twingo

Mégane Berline
Also exists in
Estate version

Scénic
Also exists in
Grand Scénic version

Clio 4
Also exists in Estate version

Trafic Passenger

Koleos
Europe
and international

Mégane Coupé Cabriolet

Mégane Coupé

Espace
Also exists in
grand Espace version

Captur

VEHICLE RANGES

RENAULT - Passenger Cars out of Europe

Pulse
Vehicle intended exclusively for India

Talisman

Logan

Latitude

Fluence

Sandero Stepway

Koleos

Duster

RENAULT - Light Commercial Vehicles

Trafic

Master
Also exists in Propulsion version

Kangoo Express
Also exists in Kangoo Compact Express and Kangoo Maxi Express versions

RENAULT - Electric Vehicles

Fluence ZE

Kangoo ZE

ZOÉ

Twizy

VEHICLE RANGES

DACIA RANGE

Logan

Stepway

Sandero

DACIA RANGE

Logan MCV

Dokker

Lodgy

Duster

RENAULT SAMSUNG MOTORS RANGE

SM5

QM5

SM7

SM3

MOTORS POWERTRAINS

RENAULT

	ELECTRIC	GASOLINE	DIESEL
TWIZY	3CG (5ch) 3CG (17ch)	-	-
TWINGO	-	D4F (75ch) + JB1/JH1 D4Ft (100ch) + JHQ K4M RS (133ch) + JRQ	K9K (75ch) + JRQ K9K (90ch) + JRQ
WIND	-	D4Ft (100ch) + JHQ K4M RS (133ch) + JRQ	-
CLIO II	-	D4D Flex (76ch) + JB1 D4F (75ch) + JB1 K4M (110ch) + JB3	-
PULSE	-	-	K9K (65ch) + JHQ
SYMBOL	-	D4F (75ch) + JHQ K7J (75ch) + JB1 K4M Flex (110ch) + JB3 K4M (105ch) + DP0	K9K (60ch) + JH3 K9K (85ch) + JR5
MODUS	-	D4F (75ch) + JHQ D4Ft (100ch) + JHQ K4M (111ch) + DP0	K9K (90ch) + JRQ
CLIO III	-	D4F (75ch) + JHQ D4F E85 (75ch) + JHQ D4F GPL (70ch) + JHQ D4Ft (100ch) + JHQ K4M (111ch) + JHQ / DP0 K4M (128ch) + TL4 F4R RS (200ch) + TL4	K9K (65ch) + JHQ K9K (70ch) + JHQ K9K (75ch) + JRQ K9K (80ch) + JRQ K9K (85ch) + JRQ / JA5 K9K (90ch) + JRQ K9K (110ch) + TL4
KANGOO	-	-	K9K (60ch) + JB3 K9K (70ch) + JH3
KANGOO II	5AGen1 (60ch)	K7M (90ch) + JH3 / JR5 K4M (105ch) + JR5 / DP0 / DP2 K4M E85 (105ch) + JR5	K9K (70ch) + JH3 / JR5 K9K (75ch) + JR5 K9K (80ch) + JR5 K9K (85ch) + JR5 K9K (90ch) + JR5 K9K (105ch) + TL4 K9K (110ch) + TL4
MÉGANE	-	K4M (105ch) + JHQ K4M (111ch) + JHQ/TL4 K4M Flex (110ch) + TL4 H4Jt (130ch) + TL4 H5Ft (115ch) +TL4 M4R (140ch) + FK0 F4Rt (180ch) + PK4 F4Rt RS (265ch) + PK4 (With or whithout HLSD)	K9K (85ch) + JRQ K9K (90ch) + JRQ K9K (105ch) + TL4 K9K (110ch) + TL4 /DC4 F9Q (130ch) + ND4 R9M (130ch) + ND4 M9R (160ch) + PK4

RENAULT

	ELECTRIC	GASOLINE	DIESEL
SCÉNIC	-	K4M (110ch) + TL4 K4M E85 (110ch) + TL4 K4M GPL (110ch) + TL4 H4Jt (130ch) + TL4 M4R (140ch) + FK0 H5Ft (115ch) + TL4	K9K (95ch) + TL4 K9K (105ch) + TL4 K9K (110ch) + TL4 / DC4 F9Q (130ch) + ND4 R9M (130ch) + ND4 M9R (150ch) + AJ0 M9R (160ch) + PK4
FLUENCE L38	5AGen1 (95ch)	K4M (110ch) + JRQ / DP2 K4M (105ch) + JRQ H4M (110ch) + CK1 M4R (140ch) +TL4 / FK0 M4R E100 (140ch) + TL4 / FK0	K9K (85ch) + JR5 K9K (90ch) + JR5 K9K (105ch) + TL4 K9K (110ch) + DC4 R9M (130ch) + ND4
LAGUNA DBK91	-	M4R E85 (140ch) + TL4 F4Rt (170ch) + AJ0 F4Rt (205ch) + PK4 V4Y (240ch) + AJ0	K9K (110ch) + TL4 M9R (130ch) + PK4 M9R (150ch) + PK4/AJ0 M9R (175ch) + AJ0 M9R (180ch) + PK4 V9X (235ch) + AJ0
LATITUDE SAFRANE	-	M4R E85 (140ch) + TL4 M4R (140ch) + TL4 / FK0 V4U (178ch) + AJ0 V4Y (240ch) + AJ0	K9K (110ch) + TL4 M9R (150ch) + PK4 M9R (175ch) + PK4 / AJ0 V9X (240ch) + AJ0
TALISMAN	-	V4U (190ch) + AJ0 V4Y (258ch) + AJ0	-
KOLÉOS	-	QR25 (170ch) + FK0 / FK8 / ND5 / ND8	M9R (150ch) + AJ0/AJ8/ND5/ND8 M9R (175ch) + ND8
ESPACE	-	F4Rt (170ch) + PK6	M9R (130ch) + PK4 M9R (150ch) + PK4 / AJ0 M9R (175ch) + PK4 / AJ0 M9R NOx Trap (175ch) + PK4
TRAFIC	-	F4R (120ch) + PK6	F9Q (100ch) + PK5 / PK6 M9R (95ch) + PF6 M9R (115ch) + PF6 / PA0
MASTER	-	-	G9U (120ch) + PF6
MASTER	-	-	M9T (100 ch) + ZF4 M9T (125 ch) + PF6 / ZF4 / PA0 / ZA4 M9T (150 ch) + PF6 / ZF4 / PA0 / ZA4

MOTORS POWERTRAINS

DACIA

	GASOLINE	DIESEL
LOGAN / SANDERO	D4D (75ch) + JH3 D4F (75ch) + JH3 K7J (75ch) + JH3 / JH1 K7M (85ch) + JH3 / JRQ K7M Flex (90ch) + JH3 K4M (105ch) + JH3 / DP0 K4M GNV (85ch) + JH3 K4M Flex (110ch) + JH3	K9K (65ch) + JH3 K9K (75ch) + JHQ K9K (90ch) + JRQ
LOGAN BREAK 5 & 7 seats	K7J (75ch) + JH3 / JRQ K7M (85ch) + JH3 / JRQ K4M (105ch) + JRQ	K9K (65ch) + JRQ K9K (70ch) + JRQ K9K (75ch) + JRQ K9K (85ch) + JRQ K9K (90ch) +JRQ
LODGY	K7M (80ch) + JR5 K7M (85ch) + JH5 H5Ft (115ch) + JRQ	K9K (85ch) + JR5 K9K (90ch) +JR5 K9K (110ch) + TL4
LOGAN Van	K7J (75ch) + JRQ K7M (85ch) + JRQ K4M (105ch) + JRQ / DPO	K9K (65ch) + JRQ K9K (70ch) + JRQ K9K (75ch) + JRQ K9K (85ch) + JRQ K9K (90ch) +JRQ
LOGAN Pick Up	K7M (85ch) + JRQ K4M (105ch) + JRQ/DP0	K9K (65ch) + JRQ K9K (70ch) + JRQ K9K (75ch) + JRQ K9K (85ch) + JRQ K9K (90ch) +JRQ
DUSTER	K4M E85 (105ch) + JRQ / TL8 F4R (136ch) + TL4 / TL8 / DP2	K9K (85ch) + JRQ K9K (90ch) + JRQ / TL8 K9K (110ch) + TL4/TL8

RENAULT SAMSUNG MOTORS

	GASOLINE	DIESEL
SM3 CE	QG16 (107ch) + FY / AY1	-
SM3	H4M (110ch) + JHQ / CK1	-
SM5	M4R (140ch) + FK0 M4R GPL (140ch) + FK0 V4U (178ch) + AJ0	
SM7	V4U (190ch) + AJ0 V4Y (258ch) + AJ0	-
QM5	QR25 (170ch) + FK0	M9R (150ch) + AJ0 / AJ8 / ND5 / ND8

MOTOR SPORT

RENAULT SPORT TECHNOLOGIES (RST)

The only carmaker to design, develop, and market both production and racing vehicles within the same entity.

RST is a division of Renault which is behind:

- **a range of production vehicles**, defining, developing, and marketing sports cars derived from the Renault range and niche vehicles

GT, GT Line, and RS vehicles are marketed under the Renault Sport brand.

It is experiencing substantial international expansion which encompasses Australia, Japan, and other countries.

- **a range of racing vehicles**, defining, developing, manufacturing, and marketing rally and racetrack cars
- **racing and leisure events**, making Renault **the leading manufacturer in the organisation of car races.**

The World Series by Renault consists of four top-level international championships: the FR 3.5 Series, the Eurocup FR 2.0, the Eurocup Mégane Trophy, and the Eurocup Clio.
Twingo R1 & R2 Rally Trophies.

Official participation of the brand in the FIA European Rally Championship (ERC)
Organization of international single-seater championships.

R1 Twingos will also feature in the Championnat de France Junior.
Journées Passion ('Days of Passion'): Track Days, 100% Days, Driving Course, Introduction to the RS Range, etc.

KEY FIGURES

Our specialities: the design, manufacture, and marketing of vehicles as well as the organization of races and leisure events.

- 330 Renault Sport Specialist points of sale worldwide.
- 40,000 production vehicles sold in 2012.
- 8 minutes and 7.97 seconds: new Nordschleife (Nürburgring) lap record for the category of production vehicles with front-wheel drive, set by the Mégane RS Trophy in June 2011.
- 350 Renault Sport single-seater races worldwide.
- Over five million spectators of the World Series by Renault since 2005; broadcast on television in about fifty countries (76 million TV viewers in 2012).
- 550 participants in official Renault Sport rally and racetrack championships.
- A gateway to Formula One racing:
  - Three single-seater classes: Formula Renault 1.6, Formula Renault 2.0, and Formula Renault 3.5. A fleet of nearly one thousand single-seaters.
  - Nearly 60% of 2012 F1 drivers-Vettel, Hamilton, Räikkönen, Massa, Grosjean, Maldonado, Kovalainen, De La Rosa, Petrov, Di Resta, Kobayashi, Pic, Ricciardo, and Vergne-have participated in a Renault Sport championship.
- 6,000 participants at the Journées Passion since 2005.

RENAULT SPORT F1

ELEVEN CONSTRUCTOR TITLES IN THIRTY-FIVE YEARS: AN OUTSTANDING RECORD

Renault Sport F1: a dream-team that supply 4 partners

Renault Sport F1 plays several roles: it supplies engines, provides technology, and creates B2B partnerships. Renault is a volume manufacturer recognized as an expert engine: it is the only one to repeatedly outperform the best specialists on the track. Four F1 teams, it means one for three, trust Renault engine and are supplied with V8 Renault R.S. 27.

PARTNER TEAMS
Red Bull Racing Renault / Pilotes : Sebastian Vettel, Mark Webber
Lotus F1 Team / Pilotes : Kimi Räikkönen, Romain Grosjean
Williams F1 Team / Pilotes : Pastor Maldonado, Valtteri Bottas
Caterham F1 Team / Pilotes : Charles Pic, Guido Van der Garde

2012, another season of victory for Renault engines: Red Bull Racing and Sébastien Vettel are propelled to the constructor/driver title by the Renault RS27 engine for the third time in a row. This title is the 11^{th} obtained by Renault* in this sport, joined to 10 driver titles in thirty-five years, 151 victories, and 202 pole positions.

*As an F1 team or an engine supplier

35 YEARS OF RACING/COMPETITION…

After thirty-five years and eleven world constructor championship wins*, Renault's record is outstanding for a volume manufacturer and rivals those of the greatest Formula One specialists.

After teaming up with Williams in the late 80s, Renault won its first championship in 1992. This victory was followed by others in 1993 and 1994. In 1995, Renault joined forces with Benetton and took home another international trophy. Two additional championship wins with Williams in 1996 and 1997 brought the score up to six consecutive titles. After a brief hiatus, Renault returned to the racetrack with the Renault F1 Team to win the 2005 and 2006 titles. The latest period of its racing history, in partnership with Red Bull Racing, has added three other constructor championship wins to its record.

…AND OF POWERTRAIN PERFORMANCES

For thirty years, most F1 world champions-including Mansell, Hill, Senna, Prost, Schumacher, Alonso, and Vettel-have been propelled to victory by a Renault engine. Repeated wins over the seasons point to the performance, energy efficiency, and reliability of Renault engines and bear witness to its expertise as an engine supplier:

- **Performance:** Renault engines stand out for their traction and adaptability to different chassis. In 2012, one out of three single-seaters were powered by the RS27.
- **Efficiency:** optimal fuel consumption is a strength of Renault engines, which make the most efficient use possible of each drop of fuel to allow for single-seaters that are lighter and, consequently, faster on the track.
- **Reliability/sturdiness:** Constant refinement of Renault engine mechanics has meant reliable performance over the company's thirty-five racing seasons.

Today more than ever, Renault sees F1 racing as a laboratory for new technology and a showcase for the excellence of Renault engines quality and sturdiness.

2013-2014 OUTLOOK

This year will mark the last spin around the tracks for the Renault RS27 V8 engine, while awaiting new regulations and the arrival of the electrified Power unit for the 2014 season which is to offer the same performance while reducing consumption by 40%. By making energy efficiency and management crucial factors, F1 vehicle design comes one step closer to that of production vehicles: a good opportunity for Renault engines' experts to prove once more their know-how on road and tracks.

RENAULT TECH

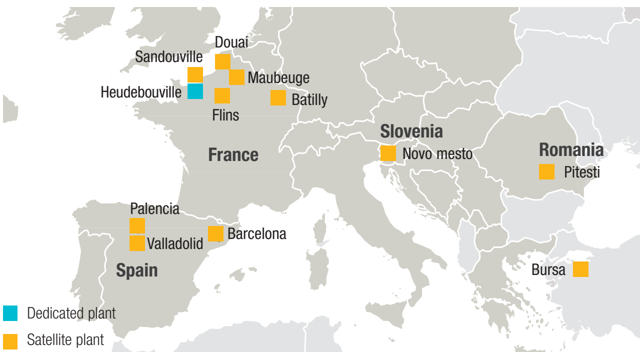
Renault Tech is a business unit set up on September 1, 2008. Its role is to design, produce and sell vehicle conversions and the associated services to meet the needs of consumers and business customers, in compliance with the Quality standards of the Renault Group.

Renault Tech is delegated by program departments to oversee the development and industrial roll-out of new projects for passenger car/LCV partner products.

Renault Tech engineering has developed a complementary range of altered vehicles, including transport for the disabled and conversions for business fleets.

Production is based at the Heudebouville site and eleven satellites within Renault plants and Dacia in Europe.

120,000 vehicles were converted in 2012, with a revenues of 78.5 m€.



The Renault TECH product range comprises four categories

Cars Partner Product	LCV Partner Product	Further alterations	Fleets
LPG, Alarms, heating rods, personalization,…	Extended cabs, skips, platforms Wood interiors,...	Transport for the disabled Driving schools, plastic tray cars/LCVs…	EDF, France Télécom, UGAP, La Poste, Ricard, Bouygues, OCP, ADP, Elis,….
Sold under the brand name RENAULT		Sold under the brand name RENAULT TECH	

PARTS AND ACCESSORIES(1)

PARTS AND ACCESSORIES DIVISION

3,503 people

217,000 after-sales part numbers

1,700 suppliers (of which 300 main suppliers)

1 million order lines
shipped worldwide every day

32 warehouses worldwide

2012: 1 out of 2 new passenger vehicles registered worldwide subscribed to a service = 1,100,000 service contracts were sold (insurance, maintenance contracts or warranty extensions)

REVENUES

€ million **4,072**

REVENUES BY GEOGRAPHICAL REGION

€ million

World perimeter consolidated (inc. RSM)	2011	2012
Europe (o/w France)	3,376	**3,100**
France	1,719	**1,579**
Euromed-Africa	313	**311**
Eurasia	91	**131**
Americas	228	**278**
Asia-Pacific (*yc* RSM)	223	**252**
TOTAL	**4,231**	**4,072**

(1) Accessories, tyres, multibrand parts (Motrio), tooling (Prosteel), paint (Ixell), standard exchange, wash-renovation (Ixtar).

FINANCIAL INFORMATION

€ million

REVENUES	2011	2012
Automobile	1,949	**2,114**
Sales Financing	1,949	**2,114**
TOTAL RENAULT GROUP	**42,628**	**41,270**

OPERATING MARGIN	2011	2012
Automobile	330	**-25**
Sales Financing	761	**754**
TOTAL RENAULT GROUP	**1,091**	**729**
As a % of revenues	2.6%	**1.8%**

NET INCOME	2011	2012
Pre-tax income	2,139	**1,735**
Net income - Group share	2,092	**1,772**

SHAREHOLDERS' EQUITY AND NET FINANCIAL DEBT	2011	2012
Net financial debt of Automobile	299	**- 1,492**
Shareholders' equity (Automobile)	24,450	**24,437**
Net financial debt of Automobile Shareholders' equity (as a %)	1.2%	**0.0%**

SHARE IN NET INCOME OR ASSOCIATED COMPANIES	2011	2012
Nissan	1,332	**1,234**
AB Volvo	136	**80** (1)
AvtoVAz	49	**186**
TOTAL	**1,517**	**1,500**

(1) based on three terms.

CAPITAL EXPENDITURE IN PROPERTY, PLANTS AND EQUIPMENT AND INTANGIBLE ASSETS (net of disposals)	2011	2012
Automobile	2,212	**2,674**
Sales Financing	4	**11**
TOTAL	**2,216**	**2,685**

RCI BANQUE

RCI Banque, the financial subsidiary arm of the Renault Group, is present in 38 countries. It provides a full range of services and financing solutions for three customer constituencies: consumers, business customers and the Renault, Dacia, Renault Samsung Motors, Nissan and Infiniti brand networks.

RCI Banque:

- provides consumers with solutions for purchasing, running or replacing a new or used Renault, Nissan or Dacia vehicle.
- brings business customers a full range of services from contract hire with service options through to fleet management without financing.
- finances network stocks of new and used vehicles and replacement parts.

NEW FINANCING AND AVERAGE

New and used vehicles from Renault, Nissan, Dacia, Renault Samsung Motors and Infiniti.
€ million

	2011	2012
Financing rate (on new vehicles)	33.6%	**35.0%**
New vehicle financing	11,089	**10,800**
Number of vehicle contracts	1,025,000	**976,000**
Net loans outstanding at end of period	22,767	**24,185**

FINANCING RATE AND TOTAL AVERAGE LOANS OUTSTANDING BY REGION

RCI Banque's share of sales of new vehicles from Renault, Dacia, Nissan, Renault Samsung Motors and Infiniti.
As a % / € million

	Rate of Penetration		Net loans Outstanding	
	2011	2012	2011	2012
France	34.5%	**36.9%**	8,413	**8,435**
Europe (o/w France)	33.0%	**33.9%**	19,592	**20,036**
Euromed	19.0%	**26.3%**	220	**278**
America	33.4%	**37.1%**	1,754	**2,596**
Asia-Pacific	56.6%	**57.3%**	1,200	**1,275**
TOTAL RCI BANQUE	**33.6%**	**35.0%**	**22,767**	**24,185**

CORPORATE SOCIAL RESPONSIBILITY

Renault's approach to corporate social, societal and environmental responsibility is founded on the reduction of our "lifecycle" environmental impact, the conservative use of natural resources, the health and safety of road users, communities and staff, future capacity building and merit-based equal opportunities. They are proof of the Group's broad perspective and our commitment to take Society's expectations into account.

Building upon our priority areas and values, we have fixed seven goals, in line with the most demanding international CSR standards:

- enture rigorous ethical behavior in all business areas; guarantee our suppliers' commitment to CSR
- provide working conditions which respect human rights and wellbeing, attract new talents and allow staff worldwide to develop, promote diversity and equal opportunities
- foster employability by developing the skills of the future
- build the principles of the circular economy (resource management, recycling…) into our processes; commit to reduce our environmental impact throughout the full life cycle of the vehicle
- contribute to the WHO public health objective of halving road traffic fatalities by 2020, especially in the developing world; safeguard the health of staff, road users and society at large
- offer innovative and safe mobility solutions for all
- support economically and socially responsible development in the regions where we work through actions that target education and mobility in the local communities.

4 KEY AREAS FOR RENAULT GROUP

SOCIAL ISSUES SURROUNDING THE MOTOR VEHICLE

Sustainable mobility

Road safety

HUMAN ISSUES FOR AN INTERNATIONAL COMPANY

Diversity

Education

WORFORCE

RENAULT GROUP

Payroll at December 31, 2012

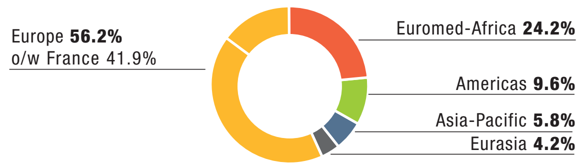
	Renault s.a.s.(1)	Dacia	Samsung	Autres filiales (1)	Groupe Renault (1)
2011	36,795	14,516	5,677	71,334	128,322
2012	**35,619**	**14,598**	**4,579**	**72,290**	**127,086**

(1) Excluding staff benefiting from the CASA early retirement plan.

RENAULT GROUP

Regional breakdown - 2012

Payroll at December 31, 2012



DESIGN, PRODUCTION AND SALES

Since it was founded in 1898, Renault has always been a pioneering, innovative and people-centered company, designing and producing vehicles that are ahead of their time. Renault continues to respect its founding principles today by proposing ingenious vehicles that are easy to use and limit CO_2 emissions, while accessible to everyone.

RESEARCH AND DEVELOPMENT

Renault Research and Development is a source of innovation which encourages competitivity within the company. With an investment of more than 1,570 billions euros Renault shows its commitment both to meeting the challenges of the automotive industry and moving closer to key technological and societal tendencies.

RESEARCH AND DEVELOPMENT FIGURES

	2008	2009	2010	2011	2012
NET R&D costs ** (in millions of euros)	2,085	1,531	1,567	1,637	**1,570**
Renault group R&D workforce	17,775	17,881	17,854	17,278	**17,037**
Renault group patents	793	362	304	499	**607**

* The R&D costs incurred are for automotive purposes only
** = R&D costs - R&D costs reinvoiced to third parties and others.

INTERNATIONAL EXPERTISE

Renault engineering owns several decentralised units, located as close as possible to the company's target markets. Their task is to adapt products on a local level to suit the needs and expectations of new clients, and to respect the regulatory and economic requirements of different countries.

Engineering Staff 2012

Corporate engineering	**10,009**
Renault Technology Romania/RTR (Romania, Turkey, Russia, Slovenia, Iran)	**3,000**
Renault Technology Korea/RTK (Korea)	**1,087**
Renault Technology Spain/RTS (Spain, Morocco, Portugal)	**886**
Renault Technology Americas/RTA (Argentina, Brazil, Chile, Colombia, Mexico)	**844**

6 PRIORITY THEMES FOR RENAULT

Renault R&D projects are grouped together around six priority themes, illustrated below with several examples: innovative architecture, electric-powered vehicles and ecosystem, combustion-powered vehicles/eco², on-board comfort and reassurance, new services and affordable costs.

INNOVATIVE ARCHITECTURE

Renault has left its mark in automotive history in terms of innovative architecture: R16, Espace, Scénic, Twizy. As a continuation of this history, projects which will not necessarily be as visible, are nonetheless just as important.

Example: the VELROUE project (Dual mode vehicle with in-wheel motor). Depending on the choice of the customer, the vehicle is either electric-powered (with two electric motors near the rear wheels) or a all-wheel drive hybrid powered (internal combustion engine for the front wheels, plus electric rear wheel drive). This cooperative project, developed with Michelin who is pilote and the Institut français du pétrole, concerns the concept of a dual mode utility van.

ELECTRIC-POWERED VEHICLES AND ECOSYSTEM

With the mass manufacture of the electric-powered vehicle, Renault chose to develop a mobility solution for which CO_2 emission levels are a real breakthrough. While the first four vehicles of the new Z.E range are coming into the market, R&D for projects to find their replacements is already underway. Special efforts are being made to increase driving range and limit costs.

Example: the Cineli project (Inductive load for electric-powered vehicles) to recharge these cars using electrical induction. The aim of the project is to develop a method for recharging cars without using a cable link, while ensuring compatibility between the different manufacturers. This project, coordinated by Renault, is being developed along with French partners, thus ensuring the operability of the solution chosen.

Partners and financing of the Cineli project: Schneider Electric, Newtech Concept, LGEP, Renault, Oséo, the Ile-de-France region and the Ile-de-France Regional Counsel.

COMBUSTION-POWERED VEHICLES

Developments in the car industry are guided by the accompanying problems of sustainable mobility, in particular global warming and local pollution. The majority of countries have adopted regulations, with the aim of controlling CO_2 levels, and set maximum thresholds for authorised pollutants.

Given that the Group's growth depends on the conquest of market shares on an international level, another major issue is that of adapting powertrains (P/T) to the different constraints of fuel composition, climate and road conditions on these markets.

This context guides technological developments for all of the components and the architecture of powertrains, for example: optimisation of downsizing, supercharging and combustion settings; reduction of weight and friction or the deployment of the dual-clutch transmission offer.

As well as these optimisation means, R&D explores the adaptation of motors and transmissions to electrification and also works on developing affordable hybridisation solutions.

Illustration: the new 3-cylinder turbo petrol Energy TCe 90 motor. With a maximum torque of 135 Nm and 90 ch, it offers the best driving pleasure/practicality ratio on the market thanks to a package of efficient technologies (downsizing, supercharging, reduction of friction, optimal inner architecture, oil pump with a variable cubic capacity, stop & start etc.). This series of technology has led to a breakthrough in fuel consumption, with a reduction of more than 20% on an NEDC cycle compared to the Clio 3 TCe 100 and CO_2 emissions of less than 100g/km.

ON-BOARD COMFORT AND REASSURANCE

Renault projects in this area are focussed on several types of breakthroughs: technological, usage and economic models to make new comfort and well-being services available to all.

> **Example:** the IHM Vision project is an example which illustrates these 3 dimensions. The aim is to significantly reduce the cognitive load linked to the numerous sources of on-board information (live services, Advanced Driver Assistance systems, communication, Infotainment, etc.) by introducing new, simpler and more intuitive methods for human-machine interactions, and by associating wireless connectivity and new mobility services.

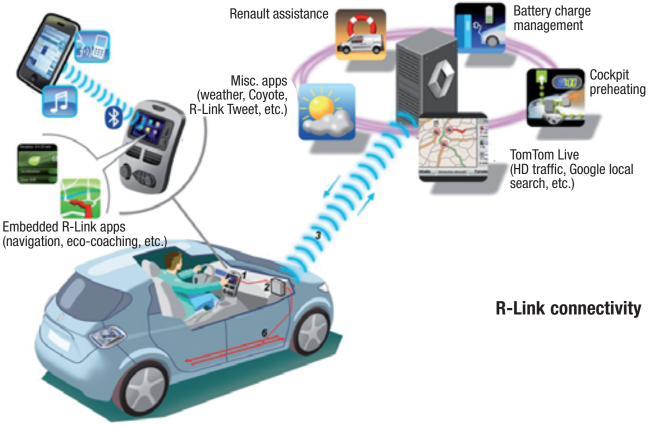
NEW SERVICES

The implementation of new services is a response both to:

- the social evolution which favours or develops new lifestyles: increased collaboration and interaction, networks and communities, need for continuity of connections etc.;
- the technological evolution, in particular regarding electronics and its scope. The world is becoming digital, connected and interconnected, and cars will not be able to escape this evolution.

Services are being developing to provide drivers and passengers with real-time information, and to ensure continuity in use between the different worlds they are evolving in, while at the same time respecting safety conditions.

> **Example:** the SAMI project (System for the development of mobility infrastructure and transportation intermodality) is developed around three themes:
> - the modelling of urban and peri-urban mobility;
> - the simulation of the introduction of new forms of transport and their impact;
> - the integration of recharging zones for electric vehicles and their stations in suitable locations (including simulation of use rates depending on time periods).



R-Link connectivity

By integrating and processing data from numerous sources (statistics for urban areas, mobile phone positions, localisation and train and bus timetables etc.), we aim in particular to be able to offer users optimal multi-mode journeys.

AT AFFORDABLE COST

Mobility for all is achieved by the deployment of a range of modules, components or systems, while also relying on simplification and standardisation.

> **Example:** the project of individual seating at affordable cost concerns an innovative technology for manufacturing seat covers (in foam); this allows for the shape of the seat to be changed by modifying only the cover, not the structure or the main foam component. This technology, which is much less costly than current technology, allows for greater diversity in interior design, even creating the possibility for a client to personalise their seat. This innovation is currently being developed for the Brazilian market.

PRODUCTION SITES AND SALES IN 2012

Renault Group's main ten markets (excl. AVTOVAZ)

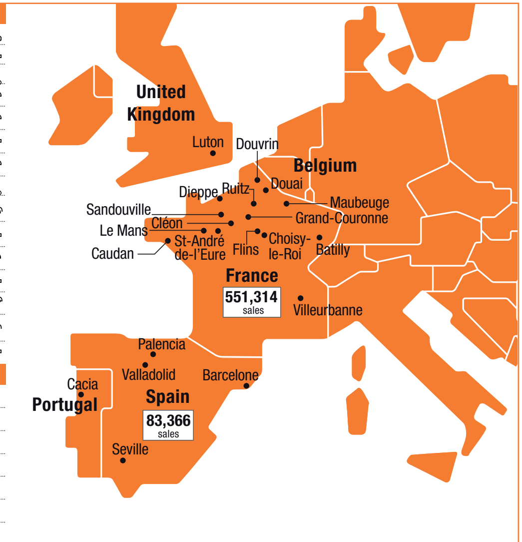
Sales at december 31, 2012

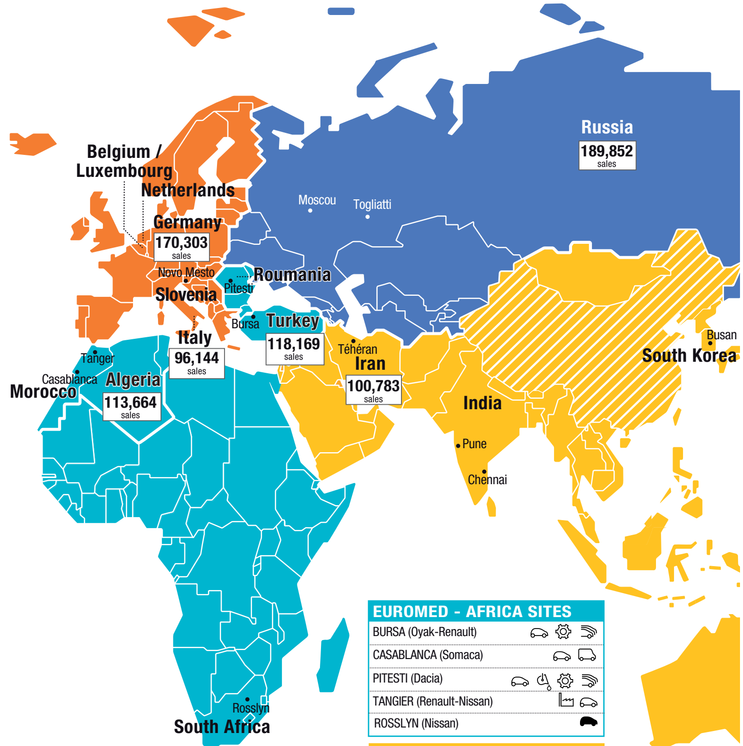
SITES IN FRANCE

BATILLY (SOVAB)
CHOISY-LE-ROI
CLÉON
DIEPPE (Renault Alpine)
DOUAI
DOUVRIN (FM - Pôle Renault)
FLINS
CAUDAN (Fonderie de Bretagne)
GRAND-COURONNE
LE MANS
MAUBEUGE (MCA)
RUITZ (STA)
SANDOUVILLE
ST-ANDRÉ-DE-L'EURE (SFKI)
VILLEURBANNE

SITES IN EUROPE

BARCELONA (Nissan)
CACIA
LUTON (GM)
NOVO MESTO
PALENCIA
SEVILLE
VALLADOLID





Vehicle plants
Passenger cars
Light commercial vehicles

Powertrain plants
Chassis, engines, gearboxes
Foundry

Partner plants
Passengers cars
Light commercial vehicles
Chassis

Logistics sites
Logistics platform

Alliance sites
Renault-Nissan Alliance plant

Areas from 1 April 2012
- EUROPE
- AMERICAS
- EUROMED-AFRICA
- ASIA-PACIFIC
- CHINA
- EURASIA

SITES IN THE AMERICAS

AGUASCALIENTES (Nissan)
CORDOBA
CURITIBA
ENVIGADO (Sofasa)
LOS ANDES (Cormecanica)

EUROMED - AFRICA SITES

BURSA (Oyak-Renault)
CASABLANCA (Somaca)
PITESTI (Dacia)
TANGIER (Renault-Nissan)
ROSSLYN (Nissan)

ASIA - PACIFIC SITES

BUSAN (RSM)
CHENNAI (Renault-Nissan)
PUNE
TEH RAN (Pars Khodro / Iran Khodro)
ACI-PARS (Téhéran)

EURASIA SITES

MOSCOW (Avtoframos)
TOGLIATTI (Avtovaz)

PRODUCTION

TOTAL PRODUCTION BY BRAND AND BY MODEL

In volumes

Model and launch date	2011(1)	2012	From date of launch
CARS			
RENAULT			
Twingo - 1993	6,083	**2,751**	2,489,928
Kangoo - 1997	19,495	**16,631**	1,300,195
Clio II - 1998	70,425	**76,076**	5,631,968
Trafic II - 2001	18,372	**15,787**	114,008
Mégane II - 2002	19,674	**21,711**	3,822,298
Espace IV - 2002	14,674	**12,930**	364,810
Modus - 2004	48,590	**31,193**	665,339
Clio III - 2005	306,006	**196,137**	2 251,965
Logan - 2005	255,452	**207,926**	1,263,813
Laguna III - 2007	50,232	**27,702**	312,935
Sandero - 2007	207,724	**203,266**	690,985
Twingo II - 2007	136,568	**93,702**	765,622
Kangoo II - 2007	64,391	**49,813**	299,984
Mégane III - 2008	410,409	**336,665**	1,604,614
o/w Scénic III - 2009	166,292	**132,760**	613,492
Koleos - 2008	53,746	**51,131**	213,592
Symbol - 2008	97,794	**51,779**	347,992
Mégane Génération - 2009	28,971	**28,927**	81,703
Fluence - 2009	107,500	**103,727**	294,038
Master III - 2010	2,027	**2,308**	4,381
Duster - 2010	26,708	**189,930**	218,967
Wind - 2010	5,615	**921**	12,924
Latitude - 2010	17,163	**6,493**	29,666
Twizy - 2011	230	**11,325**	11,555
Fluence ZE - 2011	2,359	**1,823**	4,182
Pulse - 2011	495	**5,910**	6,023
Scala - 2012	-	**3,586**	3,586
Clio IV - 2012	-	**95,725**	95,725
ZOE - 2012	-	**443**	443
TOTAL CARS RENAULT	**1,970,703**	**1,846,318**	
DACIA			
Logan - 2004	80,902	**92,596**	1,202,993
Sandero - 2007	85,152	**74,486**	513,580
Duster - 2010	163,845	**123,544**	371,238
Lodgy - 2012	-	**41,442**	41,442
Dokker - 2012	-	**6,227**	6,227
Logan II - 2012	-	**1,657**	1,657
Sandero II - 2012	-	**20,007**	20,007
TOTAL CARS DACIA	**329,899**	**359,959**	
RENAULT SAMSUNG MOTORS			
SM3 - 2002	52,092	**28,806**	515,792
QM5 (Koleos) - 2007	7,510	**4,747**	41,186
Fluence - 2009	32,706	**17,754**	150,230
Latitude - 2010	46,869	**34,032**	148,272
New SM7 - 2011	10,630	**3,816**	13,456
TOTAL CARS RSM	**149,807**	**89,155**	
LADA			
Largus - 2012	-	**16,292**	16,292
TOTAL LADA	**-**	**16,292**	
TOTAL CARS RENAULT GROUP	**2,450,409**	**2,311,724**	

Model and launch date	2011(1)	2012	From date of launch
LIGHT COMMERCIAL VEHICLES			
RENAULT			
Kangoo Express - 1997	22,158	**26,570**	1,318,000
Master II - 1997	12,878	**15,398**	1,108,209
Clio II & III - 2005	31,553	**22,489**	585,408
Trafic II - 2001	58,240	**51,662**	503,370
Mégane III - 2008	6,324	**4,347**	77,302
Kangoo II Express - 2007	80,062	**77,698**	334,693
Twingo II Van - 2007	5,164	**4,113**	21,423
Logan Van - 2006	1,484	**1,594**	4,043
Logan Pick-Up - 2008	137	**43**	426
Master III - 2010	104,465	**99,514**	223,207
Kangoo II Express ZE - 2011	2,468	**6,100**	8,568
Clio iV Société - 2012		**2,545**	2,545
TOTAL LCVs RENAULT	**324,933**	**312,073**	
DACIA			
Logan Van - 2006	9,682	**5,951**	49,314
Logan Pick-Up - 2008	6,106	**3,599**	30,867
Dokker Van - 2012	-	**2,666**	2,666
TOTAL LCVs DACIA	**15,788**	**12,216**	
LADA			
Largus Van - 2012	-	**1,515**	1,515
TOTAL LADA	**-**	**1,515**	
TOTAL LCVs GROUPE RENAULT	**340,721**	**325,804**	
TOTAL CARS + LCVs RENAULT GROUP	**2,799,590**	**2,637,528**	

(1) The total data of 2011 is different to the one by region or by category because it excluded the vehicle not renewed in 2012

PRODUCTION BY REGION AND BY CATEGORY

Already present in 118 countries, the Renault Group is organized into four main regions: Europe, Euromed-Africa, Eurasia, Asia-Pacific & China and Americas. Following production and sales figures are organized according to this division.

The following figures include:

- Vehicles badged by a brand belonging to the Group, at any production site (Group and partners).
- Vehicles developed by Renault and produced at a Group site but badged by a brand not belonging to the Group.

Production by region	2011	2012
Europe	1,234,410	**1,017,020**
Eurasia	140,884	**183,177**
Américas	377,152	**434,590**
Euromed-Africa	705,279	**711,601**
Asia-Pacifica and China	341,865	**291,140**
TOTAL	**2,799,590**	**2,637,528**

Production by category	2011	2012
Cars	2,458,869	**2,311,724**
Light commercial vehicles	340,721	**325,804**
TOTAL	**2,799,590**	**2,637,528**

PRODUCTION BY PLANT AND BY REGION

AUTOMOTIVE PLANTS IN EUROPE - 2012 - FRANCE

Activities, production and workforce at december 31, 2012

Plants	Activities	Production	Workforce[1]
Batilly (Sovab)	Master III	**101,822**	2,440
Choisy European center for reconditioned powertrain sub-systems	SR Gear boxes[2] SR kits[2] SR cylinder heads[2] SR engines[2] SR injection pumps[2] Rear axles	**25,400** **15,075,000** **4,225** **29,983** **172,683** **47,918**	318
Cléon	Gearboxes Engines Aluminium Casting (in tonnes)	**642,001** **548,396** **10,652**	3,484
Fonderie de Bretagne	Aluminium Casting (in tonnes)	**25,046**	461
Dieppe	Clio III Renault Sport	**1,970**	317
Douai	Mégane III coupé-cabriolet Scénic III	**5,853** **132,760**	4,446
Douvrin (FM – Renault division)	Engines	**296,704**	398
Flins	Clio III Clio IV ZOE	**92,371** **23,017** **443**	2,604
Le Mans (ACI)	Subframes Bottom arms Rear axles[3] Front axles[3] Casting (in tonnes)	**746,866** **2,742,331** **891,424** **629,908** **6,937,783**	1,871
Maubeuge (MCA)	Kangoo II Kangoo II Express Kangoo II Express électric Citan Citan Express	**44,819** **68,381** **6,100** **4,994** **9,317**	2,117
Ruitz (STA)	Renault automatic gearboxes	**97,138**	636

(1) Workforce excluding the CASA early retirement plan.

(2) SR: standard replacement (powertrain component reconditioned according to an industrial process based on the manufacturer's strict standards).

(3) As a number of vehicles equipped.

AUTOMOTIVE PLANTS IN EUROPE - 2012 - FRANCE (CONT'D)

Activities, production and workforce at december 31, 2012

Plants	Activities	Production	Workforce[1]
Sandouville	Espace IV Laguna III Hatchback Laguna III Estate Laguna III Coupé	**12,930** **13,730** **10,731** **3,241**	2,230
Villeurbanne (ACI)	Bottom arms Rear axles[2] Front axles[2]	**482,173** **14,424** **249,480**	309

AUTOMOTIVE PLANTS IN EUROPE - 2012 - OUTSIDE FRANCE

Activities, production and workforce at december 31, 2012

Plants	Activities	Production	Workforce[1]
Espagne Barcelone (Nissan)	Trafic II Renault	**51,805**	nc
Palencia	Mégane III	**202,399**	2,030
Séville	Gearboxes	**1,011,308**	1,029
Valladolid	Clio III Modus Twizy	**41,226** **31,193** **11,325**	1,970
Valladolid	Engines	**1,092,082**	1,630
Portugal Cacia	Gearboxes Gearboxes components Engines components	**532,289** **3,815,401** **392,927**	951
Royaume-Uni Luton (Général Motors)	Trafic II Renault	**15,644**	nc
Slovénie Novo mesto	Clio II Twingo II Wind	**32,213** **97,815** **921**	1,981

(1) Workforce excluding the CASA early retirement plan.

(2) As a number of vehicles equipped.

Body assembly Powertrain Casting

PRODUCTION BY PLANT AND BY REGION (CONT'D)

AUTOMOTIVE PLANTS IN EUROMED-AFRICA - 2012

Activities, production and workforce at december 31, 2012

Plants	Activities	Production	Workforce
Morocco	Kangoo	**9,235**	1,427
Casablanca (Somaca)	Kangoo Express	**2,713**	
	Sandero	**28,072**	
	Logan	**18,373**	
Tanger	Lodgy	**41,442**	3,786
	Dokker	**6,227**	
	Dokker Van	**2,666**	
Romania	Logan	**56,264**	11,278
Pitesti (Dacia)	Logan II	**1,657**	
	Logan MCV	**34,947**	
	Logan Van	**7,545**	
	Logan Pick-Up	**3,642**	
	Sandero	**50,771**	
	Sandero II	**20,007**	
	Duster	**132,999**	
	Gearboxes	**542,376**	
	Engines	**253,620**	
	Casting (in tonnes)	**13,786**	
	Specific parts	**98,260**	
	Subframes	**775,075**	
	Rear axles[1]	**255,841**	
	Front axles[1]	**507,654**	
	Axles	**943,422**	
Turquie	Clio III	**49,321**	5,628
Bursa (Oyak-Renault)	Clio III Estate	**33,738**	
	Clio IV	**75,253**	
	Symbol	**42,053**	
	Fluence	**60,678**	
	Fluence ZE	**1,823**	
	Mégane Génération	**28,738**	
	Gearboxes	**243,281**	
	Engines	**260,601**	
	Rear axles[1]	**330,956**	
	Front axles[1]	**297,291**	
	Subframes	**333,527**	
South Africa	Sandero	**3,437**	nc
Rosslyn (Nissan)			

AUTOMOTIVE PLANTS IN EURASIA - 2012

Activities, production and workforce at december 31, 2012

Plants	Activities	Production	Workforce
Russia	Logan	**56,515**	3,973
Moscou (Avtoframos)	Sandero	**49,566**	
	Fluence	**5,786**	
	Mégane Génération	**189**	
	Duster	**53,314**	
Togliatti (AVTOVAZ)	Largus	**16,292**	
	Largus Van	**1,515**	

AUTOMOTIVE PLANTS IN ASIA-PACIFIC - 2012

Activities, production and workforce at december 31, 2012

Plants	Activities	Production	Workforce
South Korea	SM3	**28,806**	2,261
Busan	Fluence	**27,267**	
(Renault Samsung Motors)	New SM7	**3,816**	
	Koleos	**55,458**	
	Latitude	**40,525**	
	Engines	**86,259**	
India	Pulse	**5,910**	nc
Chennai	Koleos	**420**	
	Fluence	**1,668**	
	Duster	**25,574**	
	Scala	**3,586**	
Iran			
Iran Khodro	Logan	**36,945**	nc
Pars Khodro	Logan	**47,211**	nc
	Mégane II	**13,954**	
ACI Pars	Subframes	**85,363**	nc
	Bottom arms	**167,370**	
	Rear axles[1]	**83,831**	
	Front axles[1]	**83,849**	

AUTOMOTIVE PLANTS IN AMERICAS - 2012

Activities, production and workforce at december 31, 2012

Plants	Activities	Production	Workforce
Argentina	Clio II	**42,606**	2,181
Cordoba	Kangoo	**7,396**	
	Kangoo Express	**23,857**	
	Symbol	**9,726**	
	Fluence	**26,082**	
Planta Fundición Aluminio	Aluminium casting (in tonnes)	**4,113**	184
Brazil	Master II	**15,398**	4,446
Curitiba	Logan	**38,822**	
	Mégane II	**7,757**	
	Sandero	**126,275**	
	Duster	**65,985**	
	Engines	**357,260**	437
Chile	Gearboxes	**332,446**	560
Los Andes (Cormecanica)			
Colombia	Logan	**11,445**	1,609
Envigado (Sofasa)	Twingo I	**2,751**	
	Sandero	**19,631**	
	Duster	**35,602**	
	Clio II	**1,257**	

(1) As a number of vehicles equipped.

Body assembly Powertrain Casting

PURCHASING

RENAULT PURCHASES

Scope: world - € billion

	2011	2012
Automobile components	19,2	**18,1**
Industrial equipment, facilities and services, logistics	4,5	**4,6**
Aftersales	1,0	**0.9**
TOTAL	**24,7**	**23,6**

NUMBER OF RENAULT SUPPLIERS

suppliers who realised at least 6,000 euros of revenues during the year

	2012
Automobile components	**1,350**(1)
Industrial equipment, facilities and services, logistics	**6,125**
Aftersales	**100**(1)

(1) Not including local suppliers in India and Russia.

RENAULT-NISSAN PURCHASING ORGANIZATION

Renault-Nissan Purchasing Organization (RNPO) is responsible for purchasing strategy and for the selection of suppliers. As of April 1, 2009, RNPO's scope of operation covers 100% of Alliance purchases. In 2012, the estimated purchasing value was more than €85,8 billion.

A full 76% of suppliers are shared by Renault and Nissan (percentage based on the main 100 suppliers of both brands).

SUPPLY CHAIN

Renault's Global Supply Chain manages and coordinates all strategic and operational issues relating to the chain that runs from the gate of supplier plants through to final delivery of the vehicle to the customer.

- 6,600 people.
- 7 Operational Logistics Departments (DLOs) manage logistics performance in one or more countries.
- 8 ILN logistics platforms (Bursa, Cordoba, Curitiba, Grand Couronne, Pitesti, Poona, Valladolid, Busan) collect, store and ship parts to production sites.
- 4 SFKI International sites (SOFRASTOCK International - Saint-André-de-l'Eure, Valladolid, Cordoba, Curitiba) manage and distribute small automotive components, and maintenance and tooling parts to production sites.

ACTIVITIES OF ILN PLATFORMS

At December 31, 2012

ILN Platforms	2012 Volumes (m^3)	Export activity IPO	Export activity KD	Local activity	Import activity
Bursa (Turkey)	**777,083**	321,421	306,048	115,935	33,679
Cordoba (Argentina)	**62,013**	62,013			
Curitiba (Brazil)	**240,751**	240,751			
Grand-Couronne (France)	**613,783**	536,147	45,851		31,785
Pitesti (Romania)	**1,602,272**	1,560,196			42,076
Pune (India)	**60,049**	60,049			
Valladolid (Spain)	**338,991**	316,632			22,359
Busan (korea)	**154,232**	67,102	87,130		
TOTAL	**3,849,174**	**3,164,311**	**439,029**	**115,935**	**129,899**

DISTRIBUTION NETWORK

Renault distributes vehicles worldwide through a of strong capillary sales network of more than 13,000 sites. This commercial network consists in wholly-owned Renault outlets (Renault Retail Group), and outlets of Renault dealers and agents.

STRUCTURE

Number of Renault sites on December 31, 2012

Region	Primary Network	Secondary Network	Total
France	745	4,146	**4,891**
Europe (inc. France)	2,826	7,427	**10,253**
Euromed-Africa	533	189	**722**
Eurasia	203	12	**215**
Americas	779	112	**891**
Asia-Pacific	816	14	**830**
TOTAL	**5,157**	**7,754**	**12,911**

RENAULT RETAIL GROUP (RRG)

RRG, the second biggest automotive retail group in Europe, is a 100%-owned Renault group subsidiary, selling new vehicles under the Renault, Nissan and Dacia brands.

RRG's business covers all sectors of vehicle sales and after-sales.

- 3 brands: Renault, Nissan and Dacia
- 220 sites:
- 11,224 employees
- 13 countries: Germany, Austria, Belgium, Spain, France, Ireland, Italy, Luxembourg, Poland, Portugal, Czech Republic, United Kingdom and Switzerland
- Nearly 1 vehicle in 4 is sold within this scope by the Renault group.

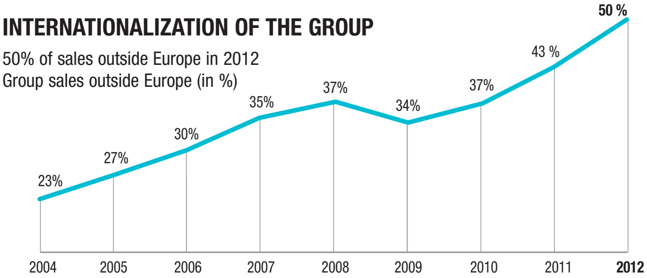
At December 31, 2012

2012	Revenue (€ billions)	Vehicles new	Vehicles used
France	4.3	144,663	112,234
Europe	2.6	100,112	48,941
TOTAL	**6.9**	**244,775**	**161,175**

WORLDWIDE SALES

INTERNATIONALIZATION OF THE GROUP

50% of sales outside Europe in 2012
Group sales outside Europe (in %)



WORLDWIDE AUTOMOTIVE MARKET BY REGION - First-half 2012

Sales volume and as a % of TIV (cars + LCVs)

	Volume	As a % of total car + LCV volume
TOTAL EUROPE	**13,971,701**	**17.6%**
France	2,282,811	2.9%
G4	7,893,689	9.9%
G10	3,795,201	4.8%
Europe (excl. France)	11,688,890	14.7%
TOTAL EXCL. EUROPE	**49,198,743**	**62.0%**
Euromed Africa	2,438,976	3.1%
Eurasia	3,341,122	4.2%
Asia-Pacifica and China	36,586,853	46.1%
Americas	6,831,792	8.6%
North America	16,167,318	20.4%
TOTAL WORLD	**79,337,762**	**100.0%**

RENAULT GROUP WORLDWIDE SALES BY REGION

Cars + LCVs, including Dacia and Renault Samsung Motors

	2011	2012
TOTAL EUROPE	**1,550,202**	**1,270,688**
France	689,023	**551,314**
G4	491,894	**405,982**
G10	369,285	**313,392**
Europe (excl. France)	861,179	**719,374**
TOTAL EXCL. EUROPE	**1,172,681**	**1,279,598**
Euromed Africa	345,865	**360,918**
Eurasia	170,831	**207,751**
Asia-Pacifica and China	259,058	**260,013**
Americas	396,927	**450,916**
TOTAL GROUP	**2,722,883**	**2,550,286**

WORLDWIDE SALES

RENAULT GROUP'S MAIN TEN MARKETS - First-half 2012

Cars + LCVs, including Dacia and Renault Samsung Motors, by volume and as a % of TIV

	Sales volume	Market share
France	551,314	24,15%
Brazil	241,594	6,65%
Russia	189,852	6,47%
Germany	170,303	5,15%
Argentina	118,727	14,78%
Turkey	118,169	15,19%
Algeria	113,664	26,04%
Iran	100,783	9,78%
Italia	96,144	6,34%
Spain	83,366	10,73%

RENAULT GROUP WORLDWIDE SALES BY BRAND AND MODEL

Cars + LCVs volumes

CARS	First-half 2011	First-half 2012
RENAULT		
Twizy	11	**9,020**
Zoe	-	**59**
Pulse	-	**6,217**
Twingo	141,970	**98,641**
Wind	6,872	**1,663**
Clio (II + III)	375,877	**299,104**
Clio IV	-	**38,820**
Talisman	-	**283**
Thalia	97,798	**61,747**
Modus	48,256	**30,289**
Logan	253,718	**220,056**
Sandero	196,434	**205,668**
Mégane (incl. Scénic)	461,502	**395,969**
Fluence	101,500	**104,443**
Fluence ZE	762	**2086**
Kangoo	61,932	**54,811**
Kangoo ZE	-	**14**
Scala	7,069	**8,103**
Duster	18,945	**158,055**
Koleos	49,272	**49,316**
Latitude	14,152	**9,219**
Espace	15,315	**12,536**
Trafic	13,730	**12,882**
Laguna	50,575	**29,827**
Safrane II	1,884	**833**
Vel Satis	2	**-**
Master	949	**1,962**
Other	348	**462**
TOTAL RENAULT	**1,918,873**	**1,812,085**
DACIA		
Logan	78,326	**89,972**
Sandero	85,658	**94,003**
Duster	159,020	**129,229**
Lodgy	-	**29,126**
Dokker	-	**2,395**
Other	141	**187**
TOTAL DACIA	**323,145**	**344,912**
RENAULT SAMSUNG MOTORS		
SM3	42,910	**22 793**
SM5	50,408	**32 699**
SM7	17,199	**5 263**
QM5	7,618	**4 936**
TOTAL RSM	**118,135**	**65 691**
TOTAL GROUP, CARS	**2,360,153**	**2 222 688**

LCVs	2011	2012
RENAULT		
Twingo	5,123	**4,827**
Clio Van (II + III)	33,898	**27,724**
Clio IV	-	**538**
Modus	185	**102**
Mégane	21	**8,209**
Duster	10,760	**8,464**
Laguna	244	**111**
Koleos	2,572	**2,595**
Espace	147	**91**
Kangoo	123,986	**108,167**
Kangoo ZE	991	**5,674**
Logan	1,607	**1,696**
Trafic	63,467	**54,223**
Master	85,256	**87,759**
Master Renault Trucks	13,983	**11,333**
Other	169	**195**
TOTAL RENAULT	**342,409**	**321,708**
DACIA		
Logan (Berline + Break)	2,467	**141**
Logan Van	10,357	**8,677**
Logan Pick-up	5,355	**3,403**
Lodgy	-	**3**
Sandero	117	**177**
Duster	2,033	**1,976**
Dokker	-	**529**
Other	3	**4**
TOTAL DACIA	**20,332**	**14,910**
TOTAL GROUP, LCVs	**362,741**	**336,618**
TOTAL GROUP, CARS + LCVs	**2,722,894**	**2 559,306**

RENAULT GROUP WORLDWIDE SALES BY BRAND

Cars + LCVs volumes

	2011	2012
RENAULT		
Cars	1,918,862	**1 803,065**
Light commercial vehicles	342,409	**321,708**
TOTAL RENAULT	**2,261,271**	**2 124,773**
DACIA		
Cars	323,145	**344,912**
Light commercial vehicles	20,332	**14,910**
TOTAL DACIA	**343,477**	**359,822**
RENAULT SAMSUNG MOTORS		
Cars	**118,135**	**65,691**
TOTAL GROUP	**2,722,883**	**2 550,286**

REGIONAL SALES, EUROPE

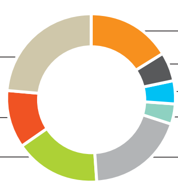
TOTAL INDUSTRY VOLUMES, EUROPEAN COUNTRIES

By number of registrations (1), cars + LCVs

Main markets	2011	2012
Germany	3,412,932	**3,307,471**
Austria	388,822	**367,973**
Other Balkans countries	57,989	**42,602**
Belgium + Luxembourg	690,785	**598,434**
Greek Cyprus	16,981	**12,449**
Croatia	45,187	**34,989**
Denmark	194,608	**195,123**
Spain + Canaries	912,745	**776,639**
Finland	136,336	**119,253**
France	2,633,486	**2,282,811**
Greece	104,139	**62,212**
Hungary	56,658	**64,117**
Ireland	101,289	**90,394**
Iceland	5,413	**8,212**
Italia	1,918,112	**1,517,036**
Malta	6,665	**6,482**
Norway	175,375	**169,358**
Baltic countries	47,627	**49,062**
Netherlands	614,813	**559,431**
Poland	345,143	**311,802**
Portugal	188,451	**111,355**
Czech Republic	186,744	**185,748**
UK	2 208,176	**2 292,543**
Slovakia	73,971	**74,402**
Slovenia	64,978	**55,174**
Sweden	351,852	**319,298**
Switzerland	347,916	**357,331**
TIV EUROPE	**15,287,193**	**13,971,701**

SHARE OF MAIN EUROPEAN COUNTRIES - 2012

As a % of TIV, cars + LCVs



(1) Excl. Sales to government departments.

RENAULT GROUP SALES BY BRAND AND MODEL

By number of registrations (1), cars + LCVs

CARS	2011	2012
RENAULT		
Twizy	11	**9,015**
Zoe	-	**59**
Twingo	134,206	**92,644**
Wind	6,786	**1,558**
Clio (II + III)	295,549	**207,393**
Clio IV	-	**35,715**
Thalia	5,496	**4,568**
Modus	48,234	**30,284**
Mégane (incl. Scénic)	401,683	**329,620**
Fluence	13,432	**9,068**
Fluence ZE	536	**1,407**
Kangoo	36,023	**27,209**
Kangoo ZE	-	**14**
Koleos	16,689	**15,215**
Latitude	7,110	**2,078**
Laguna	49,810	**29,369**
Espace	15,299	**12,524**
Trafic II	12,842	**12,026**
Vel Satis	1	**-**
Master	935	**1,467**
Other	198	**226**
TOTAL RENAULT	**1,044,840**	**821,459**
DACIA		
Logan	26,509	**21,735**
Sandero	69,014	**72,272**
Duster	132,131	**98,487**
Lodgy	-	**27,380**
Dokker	-	**906**
Other	70	**96**
TOTAL DACIA	**227,724**	**220,876**
TOTAL GROUP, CARS	**1,272,564**	**1,042,335**

LCVs	2011	2012
RENAULT		
Twingo	4,986	**4,577**
Clio (II + III)	33,387	**27,230**
Clio IV	-	**538**
Modus	185	**102**
Mégane	19	**8,155**
Duster	10,713	**-**
Laguna III	243	**110**
Espace	145	**91**
Kangoo	80,179	**65,726**
Kangoo ZE	991	**5,667**
Trafic	58, 692	**48,824**
Master	58,773	**54,818**
Master Renault Trucks	13,733	**11,136**
Koleos	126	**139**
Other	163	**195**
TOTAL RENAULT	**262,335**	**227,308**
DACIA		
Logan (Berline + Break)	192	**141**
Logan Van	6,967	**4,801**
Logan Pick-up	3,571	**2,279**
Lodgy	-	**3**
Sandero	117	**174**
Duster	2,030	**1,865**
Dokker	-	**232**
Other	3	**4**
TOTAL DACIA	**12,880**	**9,499**
TOTA GROUP, LCVs	**275,215**	**236,807**
TOTAL GROUP, CARS + LCVs	**1,547,779**	**1,279,142**

REGIONAL SALES, EUROPE

DACIA REGISTRATIONS [1]

Cars + LCVs volumes

Main Dacia markets	2011	2012
Germany	43,483	**46,590**
Austria	5,689	**6,577**
Other Balkans countries	4,062	**2,270**
Belgium + Luxembourg	15,220	**13,536**
Croatia	1,425	**893**
Spain + Canaries	15,641	**17,847**
Finland	940	**681**
France	94,278	**84,522**
Greece	928	**390**
Hungaria	1,207	**2,259**
Italia	26,873	**26,832**
Norway	5	**5**
Iceland		**15**
Baltics countries	864	**1,071**
Netherlands	4,708	**2,197**
Poland	7,382	**10,282**
Portugal	2,341	**1,140**
Czech Republic	4,398	**4,108**
Slovakia	1,773	**1,570**
Slovenia	950	**1,014**
Sweden	2,264	**1,071**
Switzerland	6,173	**5,505**
TOTAL DACIA	**240,604**	**230,375**

(1) Excl. sales to government departments.

DACIA MARKET SHARE

As a % of TIV, cars + LCVs

Main Dacia markets	2011	2012
Germany	1.3%	**1.4%**
Austria	1.5%	**1.8%**
Other Balkans countries	7.0%	**5.3%**
Belgium + Luxembourg	2.2%	**2.3%**
Croatia	3.2%	**2.6%**
Spain + Canaries	1.7%	**2.3%**
Finland	0.7%	**0.6%**
France	3.6%	**3.7%**
Greece	0.9%	**0.6%**
Hungary	2.1%	**3.5%**
Iceland	0.0%	**0.2%**
Italia	1.4%	**1.8%**
Norway	0.0%	**0.0%**
Baltics countries	1.8%	**2.2%**
Netherlands	0.8%	**0.4%**
Poland	2.1%	**3.3%**
Portugal	1.2%	**1.0%**
Czech Republic	2.4%	**2.2%**
Slovakia	2.4%	**2.1%**
Slovenia	1.5%	**1.8%**
Sweden	0.6%	**0.3%**
Switzerland	1.8%	**1.5%**
TOTAL DACIA	**1.6%**	**1.6%**

RENAULT REGISTRATIONS [1]

Cars + LCVs volumes

Main Renault markets	2011	2012
Germany	137,704	**123,713**
Austria	21,663	**20,316**
Other Balkans countries	3,844	**2,835**
Belgium + Luxembourg	77,053	**61,276**
Greek Cyprus	410	**352**
Croatia	4,394	**2,915**
Denmark	10,242	**10,530**
Spain + Canaries	83,469	**65,519**
Finland	2,431	**1,743**
France	593,066	**466,792**
Greece	1,576	**1,100**
Hungary	5,194	**4,333**
Ireland	10,242	**6,536**
Iceland	109	**250**
Italia	96,184	**69,312**
Malta	190	**141**
Norway	1,390	**1,186**
Baltics countries	3,083	**2,811**
Netherlands	51,725	**51,071**
Poland	23,333	**18,179**
Portugal	22,608	**12,967**
Czech Republic	13,580	**11,667**
UK	88,540	**56,169**
Slovakia	4,944	**4,638**
Slovenia	10,780	**8,916**
Sweden	17,361	**13,097**
Switzerland	22,049	**21,388**
TOTAL RENAULT	**1,307,164**	**1,039,752**

(1) Excl. sales to government departments.

RENAULT MARKET SHARE AND RANKING

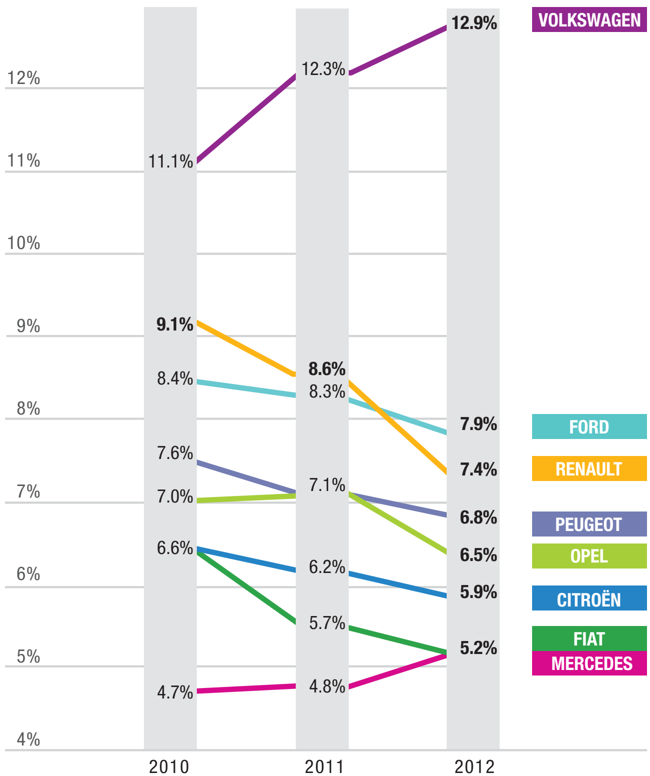
As a % of TIV, cars + LCVs

Renault market share and ranking	2011 Market share	2011 Ranking	2012 Market share	2012 Ranking
Germany	4.0%	8	**3.7%**	**8**
Austria	5.6%	4	**5.5%**	**6**
Belgium + Luxembourg	11.2%	1	**10.2%**	**2**
Croatia	9.7%	2	**8.3%**	**5**
Denmark	5.3%	7	**5.4%**	**7**
Spain + Canaries	9.1%	1	**8.4%**	**4**
Finland	1.8%	17	**1.5%**	**17**
France	22.5%	1	**20.4%**	**1**
Greece	1.5%	20	**1.8%**	**18**
Hungria	9.2%	4	**6.8%**	**5**
Ireland	10.1%	4	**7.2%**	**5**
Iceland	2.0%	12	**3.0%**	**11**
Italia	5.0%	5	**4.6%**	**8**
Noway	0.8%	22	**0.7%**	**22**
Baltic countries	6.5%	6	**5.7%**	**5**
Netherlands	8.4%	2	**9.1%**	**2**
Poland	6.8%	5	**5.8%**	**7**
Portugal	12.0%	1	**11.6%**	**1**
Czech Republic	7.3%	4	**6.3%**	**5**
UK	4.0%	9	**2.5%**	**14**
Slovakia	6.7%	4	**6.2%**	**6**
Slovenia	16.6%	1	**16.2%**	**1**
Sweden	4.9%	6	**4.1%**	**10**
Switzerland	6.3%	2	**6.0%**	**3**
TOTAL RENAULT	**8.6%**	**2**	**7.4%**	**3**

MARKET SHARE OF RENAULT
AND ITS MAIN COMPETITORS

CARS AND LIGHT COMMERCIAL VEHICLES
Registrations [1], as a % of TIV

TIV
2010 | 15,354,067
2011 | 15,287,193
2012 | 13,971,701



(1) Excl. sales to government departments.

CARS
Registrations [1], as a % of TIV

TIV
2010 | 13,789,040
2011 | 13,606,692
2012 | 12,507,010

2010	2011	**2012**	
11.2%	12.3%	**12.8%**	VOLKSWAGEN
8.1%	8.0%	**7.6%**	FORD
7.3%	7.3%	**6.7%**	OPEL
8.3%	**7.7%**	**6.5%**	RENAULT
7.3%	6.7%	**6.4%**	PEUGEOT
4.5%	5.0%	**5.6%**	AUDI
6.1%	5.7%	**5.4%**	CITROËN
6.0%	5.1%	**4.7%**	FIAT

LIGHT COMMERCIAL VEHICLES
Registrations [1], as a % of TIV

TIV
2010 | 1,565,027
2011 | 1,680,501
2012 | 1,464,691

2010	2011	**2012**	
15.9%	**15.6%**	**15.5%**	RENAULT
10.9%	12.3%	**14.0%**	VOLKSWAGEN
10.8%	11.1%	**11.1%**	FORD
10.7%	10.4%	**10.7%**	PEUGEOT
11.6%	11.4%	**10.2%**	FIAT
11.1%	10.5%	**10.1%**	CITROËN
8.6%	8.5%	**9.3%**	MERCEDES
4.9%	5.5%	**5.2%**	OPEL

(1) Excl. sales to government departments.

REGIONAL SALES, EUROMED AFRICA

TOTAL INDUSTRY VOLUMES, EUROMED AFRICA

By number of registrations, cars + LCVsU.

Main markets	2011	2012
Algeria	296,950	**436,525**
Morocco	112,093	**130,335**
Romania	106,410	**83,409**
Tunisia	45,075	**48,000**
Turkey	864,439	**777,761**
TIV EUROMED	**1,452,435**	**1,504,154**
South Africa & Namibia	474,952	**515,643**
Egypt	165,629	**184,042**
DOM	63,718	**59,374**
TIV AFRICA + DOM	**899,193**	**934,822**
TIV EUROMED AFRICA	**2,351,628**	**2,438,976**

RENAULT REGISTRATIONS AND MARKET SHARE

By volume and as a % of TIV, cars + LCVs

Main Renault markets	2011 Registrations	2011 Market share	2012 Registrations	2012 Market share
Algeria	55,800	18.8%	**71,954**	**16.5%**
Morocco	19,145	17.1%	**20,612**	**15.8%**
Romania	8,728	8.2%	**6,077**	**7.3%**
Tunisia	6,149	13.6%	**6,158**	**12.8%**
Turkey	119,488	13.8%	**89,205**	**11.5%**
TOTAL RENAULT EUROMED(1)	**211,319**	**14.5%**	**195,690**	**13.0%**
South Africa & Namibia	10,492	2.2%	**10,555**	**2.0%**
Egypt	8,999	5.4%	**11,344**	**6.2%**
DOM	10,360	16.3%	**10,032**	**16.9%**
TOTAL RENAULT AF. + DOM	**33,691**	**3.7%**	**37,580**	**4.0%**
TOTAL RENAULT EUR. AF.	**245,010**	**10.4%**	**233,270**	**9.6%**

(1) By number of registrations, including export houses.

DACIA REGISTRATION AND MARKET SHARE

En volume et en % du M.T.M. V.P. + V.U.

Main Dacia markets	2011 Registrations	2011 Market share	2012 Registrations	2012 Market share
Algeria	19,242	6.5%	**41,710**	**9.6%**
Morocco	22,356	19.9%	**27,097**	**20.8%**
Romania	30,867	29.0%	**22,148**	**26.6%**
Turkey	21,339	2.5%	**28,964**	**3.7%**
TOTAL DACIA EUROMED	**97,310**	**6.7%**	**124,155**	**8.3%**
DOM	3,290	5.2%	**3,264**	**5.5%**
TOTAL DACIA AF. + DOM	**3,545**	**0.4%**	**3,493**	**0.4%**
TOTAL DACIA EUR. AF.	**100,855**	**4.3%**	**127,648**	**5.2%**

REGIONAL SALES EURASIA

TOTAL INDUSTRY VOLUMES, EURASIA

Main markets By number of registrations, cars + LCVs.

	2011	2012
Russia	2,634,875	**2,933,452**
Ukraine	235,717	**234,603**
TIV EURASIE	**3,022,567**	**3,341,122**

RENAULT REGISTRATIONS AND MARKET SHARE

By volume and as a % of TIV, cars + LCVs

Main Renault markets	2011 Registrations	2011 Market share	2012 Registrations	2012 Market share
Russia	154,734	5.9%	**189,852**	**6.5%**
Ukraine	13,918	5.9%	**13,947**	**5.9%**
TOTAL RENAULT	**170,831**	**5.7%**	**207,751**	**6.2%**

REGIONAL SALES ASIA-PACIFIC & CHINA

TOTAL INDUSTRY VOLUMES, ASIA-PACIFICA AND CHINA

Main markets By number of registrations, cars + LCVs

	2011	2012
Australia	991,797	**1,088,952**
China	17,265,841	**18,451,833**
South Korea	1,553,062	**1,501,682**
India	2,891,997	**3,149,814**
Iran	1,590,000	**1,030,995**
Israel	225,650	**205,526**
Japan	4,148,574	**5,289,273**
TIV ASIA-PACIFICA AND CHINA	**33,369,052**	**36,586,853**

RENAULT REGISTRATIONS AND MARKET SHARE

Main Renault markets By volume and as a % of TIV, cars + LCVs

	2011 Registrations	2011 Market share	2012 Registrations	2012 Market share
Australia	3,622	0.4%	**5,010**	**0.5%**
China	24,275	0.1%	**29,724**	**0.2%**
India	1,401	0.0%	**35,157**	**1.1%**
Iran	93,626	5.9%	**100,783**	**9.8%**
Israel	8,485	3.8%	**7,238**	**3.5%**
Japan	3,068	0.1%	**3,107**	**0.1%**
TOTAL RENAULT	**147,939**	**0.4%**	**198,312**	**0.5%**

DACIA REGISTRATIONS AND MARKET SHARE

Main Dacia markets By volume and as a % of TIV, cars + LCVs

	2011 Registrations	2011 Market share	2012 Registrations	2012 Market share
TOM	1,186	7.5%	**1,064**	**7.2%**
Middle East	712	0.8%	**711**	**1.2%**
TOTAL DACIA	**1,898**	**0.01%**	**1,775**	**0.00%**

RENAULT SAMSUNG MOTORS REGISTRATIONS AND MARKET SHARE

Main RSM markets By volume and as a % of TIV, cars + LCVs

	2011 Registrations	2011 Market share	2012 Registrations	2012 Market share
South Korea	109,221	8.3%	**59,926**	**4.7%**
TOTAL RSM	**109,221**	**0.4%**	**59,926**	**0.2%**

REGIONAL SALES, AMERICAS

TOTAL INDUSTRY VOLUMES, AMERICAS

Main markets By number of registrations, cars + LCVs

	2011	2012
Argentina	818,305	**803,068**
Brazil	3,425,652	**3,634,629**
Chile	340,801	**338,000**
Colombia	298,743	**279,699**
Mexico	904,470	**984,578**
Ecuador	129,887	**111,450**
TIV AMERICAS	**6,508,565**	**6,831,792**

RENAULT REGISTRATIONS AND MARKET SHARE

Main Renault markets By volume and as a % of TIV, cars + LCVs

	2011 Registrations	2011 Market share	2012 Registrations	2012 Market share
Argentina	106,040	13.0%	**118,727**	**14.8%**
Brazil	194,300	5.7%	**241,594**	**6.6%**
Chile	4,517	1.3%	**3,741**	**1.1%**
Colombia	46,820	15.7%	**43,390**	**15.5%**
Mexico	23,132	2.6%	**25,030**	**2.5%**
Ecuador	5,431	4.2%	**2,685**	**2.4%**
TOTAL RENAULT	**388,013**	**6.0%**	**445,151**	**6.5%**

RENAULT SAMSUNG MOTORS REGISTRATIONS AND MARKET SHARE

Main RSM market By volume and as a % of TIV, cars + LCVs

	2011 Registrations	2011 Market share	2012 Registrations	2012 Market share
Chile	8,914	3.5%	**5,765**	**2.3%**
TOTAL RSM	**8,914**	**0.2%**	**5,765**	**0.1%**

114 YEARS OF HISTORY PAGE

1898 ● Louis Renault builds the voiturette, a vehicle equipped with two major innovations: a cardan shaft and a direct drive gearbox.

1899 ● Founding of the Renault Frères partnership *(société en nom collectif)*.

1902 ● Patent for a surpercharged engine.

1904 ● Development of the first removable spark plug.

1912 ● Invention of the removable wheel.

1914 ● One thousand Renault taxis, the “Taxis de la Marne”, are requisitioned to carry soldiers to the front.

1924 ● Renault adopts a diamond-shaped logo.

1929 ● A new plant opens its doors on Ile Séguin, in front of the Billancourt workshops.

1945 ● Société Anonyme des Usines Renault is nationalized to form the state-owned Régie Nationale des Usines Renault (RNUR).

1946 ● Reveal of the 4CV, the first production vehicle to be built in more than one million examples, at the Paris Motor Show.

1956 ● Launch of the Dauphine, “a symbol of modern times”; more than 150 patents filed in this year alone.

1959 ● Launch of the Estafette, a new light commercial vehicle, and Renault's first front- wheel drive.

1961 ● Launch of the Renault 4, an innovative vehicle produced in more than eight million examples.

1965 ● Presentation of the Renault 16, the first executive hatchback, at the Geneva Motor Show.

1972 ● Launch of the Renault 5, which went on to be produced in 5,325,000 units. New Renault diamond-shaped logo designed by Vasarely.

1979 ● The turbocharged engine introduced in 1977 becomes a benchmark with Renault's first F1 win.

1980 ● Launch of a new range of light commercial vehicles with the first-generation Trafic and Master.

1984 ● Launch of three models: Renault Supercinq, Renault 25 and Renault Espace, the first MPV in automotive history. Renault vehicles become “les voitures à vivre” (cars for living).

1992 ● Launch of Renault Safrane and presentation of Renault Twingo. The plant on Ile Séguin closes its doors. The Williams-Renault team claims its first F1 championship titles, Drivers' and Constructors' categories.

1995 ● Renault S.A is floated. Reveal of Renault Mégane; Renault Scénic is unveiled one year later.

1998 ● Renault celebrates its centenary. Inauguration of the Ayrton Senna plant in Brazil and the Renault Technocentre in Guyancourt.

1999 ● The Renault-Nissan Alliance is signed. Renault acquires a majority stakeholding in Dacia.

2000 ● Renault acquires a 70.1% stake in Samsung Motors, leading to the founding of Renault Samsung Motors.

2001 ● Laguna II becomes the first car in the world to receive five stars in EuroNCAP crash tests.

2004 ● Reveal of Logan, a new automotive concept, at the Technocentre.

2006 ● Renault F1 Team, the 100% Renault team founded in 2002, claims its second world championship titles, Drivers' and Constructors' categories.

2007 ● Creation of the Renault eco^2 label.

2008 ● Renault acquires a 25% stake in manufacturer AvtoVAZ, No. 1 on the Russian market with the Lada brand.

2009 ● New brand signature: “Drive the Change”.

2010 ● At the Paris Motor Show, Renault unveils its full range of electric vehicles: Fluence ZE, Kangoo Express ZE, Twizy, and ZOE Preview, as well as the concept car Dezir.

2012 ● Clio 4, symbol of Renault's new design, goes on show at the Paris Motor Show.
● End of 2012, set-up of a joint venture enabling the Alliance to speed up its expansion into Russia.

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