

GROUPE RENAULT FACTS & FIGURES



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GROUPE RENAULT

Groupe Renault, a carmaker founded in 1898, is an international multi-brand group that brings together the Renault, Dacia, RSM, Alpine and LADA lines. Present in 134 countries, the Group sold nearly 3.8 million vehicles in 2017, a record year, becoming the world's leading French vehicle-manufacturer. In 2018, Groupe Renault is seeking continued growth, buoyed by the development of its international activities and its renewed range.



New Alpine A110 Première Edition, voted the Most Beautiful Car of 2017 award at the Festival Automobile International.

Alpine A100 "Berlinette".

KEY FIGURES

IN REVENUES IN 2017



GRUPE RENAULT

	2017	2016
Revenue € million	58,770	51,243
Net income € million	5,210	3,543
	2017	2016
Workforce	181,344	124,849
Number of vehicles sold	3,761,634	3,468,174*

* The figure given in 2016 has been restated to include LADA sales.

ONE GROUP, 5 BRANDS



RENAULT

2,670,982 vehicles sold in 2017 (PC + LCV)

Renault, the leading French brand worldwide, is present in 134 countries with nearly 12,000 points of sale. Renault has been making its customers' lives easier for 120 years. As leader of the European electric vehicle market and committed to motorsport, the brand is driven by passion on a daily basis, with its sensual and warm design.



Koleos



DACIA

655,235 vehicles sold in 2017 (PC + LCV)

Dacia is present in 44 countries in Europe and few countries of the AMI region. It has attracted more than 5 million customers since 2004 by offering a range of simple and reliable vehicles at affordable prices. With emblematic models such as Sandero and Duster, Dacia has a strong community spirit including online.



Sandero Stepway



RSM⁽¹⁾

99,846 vehicles sold in 2017 (PC)

Created in 2000, Renault Samsung Motors is one of the top five carmakers in South Korea. Renault Samsung Motors has 197 points of sale. Particularly reputed for its service quality, the brand was recently voted number one on customer satisfaction in sales and after-sales for the 14th consecutive year. Renault Samsung Motors sells a range of seven hatchbacks and SUVs.

(1) Renault Samsung Motors.



SM6



ALPINE

Alpine was founded in 1955 by motorsport enthusiast Jean Rédélé. Alpine is back in 2017 with the new Alpine A110, reflecting brand DNA: lightweight, compact and agile – with the promise of driving pleasure.



A110



LADA

335,564 vehicles sold in 2017 (PC + LCV)

LADA became a Groupe Renault brand in January 2017. The long-standing leader of the Russian market has the country's largest dealership network with 300 points of sale. With a completely renewed design and a fast-changing network, LADA has entered a new era.



Vesta SW

GRUPE RENAULT DRIVE THE FUTURE PLAN: 2017 - 2022

Grande Renault's new strategic plan, announced in October 2017, builds on record results, and targets sustainable, profitable growth.



The targets set for the end of the plan are:

- Revenue of over €70 billion;
- Group operating margin of over 7%, an increase of more than 50% in terms of value, with a floor of 5% for the duration of the plan;
- Positive free cash flow every year;
- €4.2 billion savings through Monozukuri for the duration of the plan;
- €18 billion invested in Research & Development;
- A sales total of over 5 million vehicles, doubling sales outside Europe;
- Leadership in electric vehicles: 8 electric models, 12 electrified models;
- 100% connected vehicles in key markets and 15 autonomous Renault vehicles.

The main points of this plan are:

- **Profitable global growth**, with 21 new models, investments in AVTOVAZ (LADA) and new strategic joint ventures in EVs and LCVs;
- **Alliance technologies and the effects of scale to support growth** with savings made through Monozukuri for the duration of the plan, shared platforms (80% of Grande Renault vehicles), R&D investments (€18 billion over six years), connected vehicles, 15 autonomous models and new mobility services;
- **Grande Renault key assets**, with the globalization of the light commercial vehicle (LCV) range, the expansion of the Group's Global Access range, leadership in EVs, and the development of services relating to connected cars and mobility through RCI Bank and Services.

Building the mobility of the future

ACHIEVING AMBITIONOUS FINANCIAL TARGETS



€70 billion
in revenues
7%
operating margin

STRENGTHENING OUR INTERNATIONAL PRESENCE



Sales up **40%**
by the end of the plan

2016



from **3.5 million**
vehicles

to over **5 million**
by the end of the plan

with:

- sales doubling outside Europe
- a broader Global Access range
- world leadership in LCV

MAINTAINING OUR LEADERSHIP IN EV



8
electric models
12
electrified models



100%
of connected
models on key markets

15
models with
autonomous driving ability

BENEFIT FROM RENAULT-NISSAN-MITSUBISHI



80%
Of Grande Renault vehicles
produced on shared CMF
platforms

Monozukuri savings of
€4.2 billion
Sharing our investments
and R&D technologies

€18 billion
invested in R&D for Grande Renault,
giving access to a portfolio
of technologies worth **€50 billion**

2017 HIGHLIGHTS

January

— Groupe Renault consolidates sales of the **LADA** brand as of January 1, 2017 (see focus on AVTOVAZ page 9).

February

— **Renault's factory of the future**, the industry's 4.0 revolution to support operators, build connected vehicles and increase the customer's place in the factory.

March

— Opening of the 3rd **Open Innovation Lab** in Paris with Renault teams, startups and partners.
— **ZOE e-Sport Concept**, an electric concept car.

April

— **R.S. 2027 Vision** – Formula 1 concept car of the future.

May

— R&D acquisition in embedded software from Intel in France, creation of **Renault Software Labs** for the development of the connected and autonomous vehicle.

June

— Partnership with the **Ellen Mac Arthur Foundation** in favor of the circular economy.
— **My Renault**: a new connected application to manage your services and your car remotely.

July

— **Joint venture with Okta!** Groupe Renault takes a step-up in the development of the autonomous vehicle by investing in "Autonomous Vehicle Simulation".
— Groupe Renault and **Sanef** work together in the development of advanced solutions for autonomous vehicles.

— 3 seasons of Formula E and 3 titles for Renault in the FIA **Formula E** championship.

August

— **eGT New Energy Automotive Co., Ltd**, new joint venture (Renault 25%, Nissan 25%, Dongfeng 50%) to develop zero-emission mobility in China.
— Groupe Renault, IDRO, and PARTO NEGIN NASEH Co. are creating a new joint venture in **Iran** to boost Renault's presence in the country and step up the brand's growth.

September

— **SYMBIOZ** concept car, Renault's vision of the automobile and its place in society by 2030.

October

— **"Drive The Future 2017 - 2022"**: Groupe Renault's new strategic plan.

November

— Groupe Renault and Al-Futtaim sign a framework agreement for the assembly and distribution of **Renault vehicles in Pakistan**.

December

— Acquisition of 40% of the **Challenges** press group to meet the challenges related to the editorial services of the connected autonomous car as well as the issues related to innovative press distribution.
— Groupe Renault and Brilliance China Automotive sign an agreement for the creation of a joint venture for the manufacture and sale of **LCVs in China** in three segments and three brands: Jinbei, Renault and Huasong.

2017 LAUNCHES

— Renault Pro+ introduces **New Kangoo Z.E.**, with an increased battery life of more than 50% and faster charging, and **Master Z.E.**, a new electric vehicle in the large van segment.
— Dacia presents the **New Logan MCV Stepway**, a station wagon that showcases its adventurous side.
— **New Captur**, the urban crossover that is the leader in sales in its segment in Europe.
— **Alaskan**, launch in Europe of this one-tonne pick-up.
— **Renault Espace** arrives in China.
— **Renault SpaceClass** at the Cannes Film Festival: a high-end shuttle.
— European launch of the **New Koleos**, a high-end SUV.
— Launch of **Twingo GT** developed by Renault Sport.

— Unveiling of the **Espace Model Year 2017**, Renault's high-end crossover.
— Presentation of the **SpaceClass Escapade**, whose rear space turns into a bunk for two people.
— **Kwid** launch in Brazil.
— Presentation of the **New Megane R.S.** and its 4Control, unique in this segment.
— Dacia unveils its **All-New Duster**, design, comfort and off-road capabilities at an unbeatable price.
— Launch of the **Renault Captur**: in the Indian market.
— Launch of the **LADA Vesta SW and SW Cross**.
— Launch of the new **SM3 Z.E.**, the electric hatchback sedan, with more than double the range.

AVTOVAZ

AVTOVAZ is the leading automaker in Russia, consolidated by the Groupe Renault since December 31, 2016. Historical leader on the Russian market with its brand LADA, it holds a passenger-car market share of 20.5%. The automaker has produced in Togliatti and Izhevsk production sites over 500,000 vehicles in 2017 under four brands: LADA, Renault, Nissan and Datsun. In 2017, the Alliance and its brands accounted for a 36.1% share of the Russian market.

— **2008**: Renault signed a strategic partnership with AVTOVAZ.
— **2012**: The Renault-Nissan Alliance creates with the Russian company Rostec a joint-venture Alliance – Rostec Auto BV (ARA B.V.), that takes a major stake in AVTOVAZ's shareholding. A shared production line is developed to produce LADA, Renault, and Nissan.
— **2015**: Renault, Nissan, and AVTOVAZ merged their purchasing in Russia in a new entity, ARNPO.
— **2016**: AVTOVAZ initiates an ambitious recovery plan aimed at a return to profitability by 2018 and the renewal of

LADA brand, embodied by LADA Vesta and XRAY models. Participating in a capital increase of AVTOVAZ, Renault becomes its major indirect shareholder and fully consolidated the AVTOVAZ Group, effective from December 31, 2016.
— **2017**: The success of the renewal of the LADA range is confirmed: at the end of 2017, 4 LADA models are in the top 10 of the Russian automotive market. As part of the ongoing process for restructuring AVTOVAZ's capital, Groupe Renault has acquired the 9.15% share of Nissan in the capital of ARA B.V.

HIGHLIGHTS EURASIA REGION

RECORD RESULTS AND A NUMBER-ONE RANKING FOR THE GROUP IN EURASIA

...through its three brands, Renault, Dacia and LADA.

— **Eurasia** is Renault's second-biggest region in terms of volume and first for market share, which rose to a record 24.5% in 2017. At the same time, registrations rose 13.6% to 733,000 vehicles.

— In **Russia**, where the market returned to growth for the first time in four years (+12.2%), Group sales rose 16.9%. Renault reported record market share of 8.5%, on the back of the success of Kaptur and Duster. LADA remained market leader with a share of 19.5%. **AVTOVAZ** is recovering financially, buoyed by real momentum in cost-cutting efforts and the success of its recent models, LADA Vesta and XRAY. Also in Russia, the Group's second-biggest market, this year saw the opening in Moscow of a **Digital Hub**—a development center for connected cars.

— In **Turkey**, Renault sales rose to a historic level, growing 7% in a market



Industrial sites:
— Bursa (Turkey)
— Moscow,
Togliatti, Izhevsk
(Russia)
— Mioveni
(Romania)

that contracted 2.8%. With Megane Sedan a confirmed success, Renault reclaimed its position as number one in the nation.

— In **Romania**, home of the Global Access engineering and design centers, Groupe Renault launched the All-New Duster this year. **Group industrial platforms:** more than 80% of output is exported from the two sites of Pitesti (Romania) and Bursa (Turkey). Output from the Renault Moscow and AVTOVAZ sites is mainly for the Russian market, though a number of export projects were developed in 2017: e.g. Renault Logan bodies for Algeria, and exports of LADA vehicles to the CIS, as well as to Cuba and the Middle East.



New Dacia Duster.

HIGHLIGHTS EUROPE REGION

A KEY CONTRIBUTION IN THE GROWTH OF THE GROUP

Sales up in all markets.



In Europe, Group registrations rose 5.6% to 1,911,169 vehicles in a market that grew 3.3%. The Group took a 10.8% share of the European market, up 0.2 points.

— In **France**, the Group reported its highest sales for six years (673,869 sales (+3.4%)). The Renault brand posted its highest sales volumes for six years (554,505 units) while the Dacia brand set a new historic sales record (119,357 units).

— **Outside France**, Group sales grew more than twice as fast as the market (+6.8%) for the second consecutive year to reach a record high of 1,237,317 sales. Many countries posted new sales records: Germany, Italy, Austria. The Renault brand is the market leader in many countries and the Dacia brand set a new record.

— **The Renault brand** reported a 3.7% rise in sales, consolidating its position as Europe's number-two brand, with a market share of 8.2%. Renault sales were buoyed in particular by the complete renewal of the Megane family and the launch last June of New Koleos. Clío remains Europe's second best-selling vehicle, while Captur is the number-one crossover in its class.

— In **the electric vehicle segment, Renault confirmed its lead** with a market share of 23.8%. Sales volumes increased 38%. ZOE was once again Europe's best-selling electric vehicle, with a 44% rise in registrations.

— The **Dacia brand** reported a new sales record in Europe with 463,712 registrations (+11.7%) for a market share of 2.6%, of 0.2 points, even before the launch of the All-New Duster at the very start of 2018.

— **Alpine is back!** After two years of modernization work and over €35 million in investment, the historic Dieppe plant has opened a new dedicated production line for the Alpine A110 sports coupé. Designed to build an all-aluminum body and chassis, this production base is unique in Europe.



Industrial sites:
— Batilly, Caudan,
Choisy-le-Roi, Cléon,
Dieppe, Douai, Flins,
Grand-Couronne,
Le Mans, Maubeuge,
Ruitz, Sandouville,
St-André-de-l'Eure,
Villeurbanne (France)
— Cacia (Portugal)
— Novo Mesto
(Slovenia)
— Barcelona, Palencia,
Seville, Valladolid (Spain)

HIGHLIGHTS AFRICA, MIDDLE EAST, INDIA REGION

A REGION EXPERIENCING RAPID GROWTH IN SALES AND PRODUCTION

New production records for Algeria, Iran and Morocco in 2017.

- In the **Africa/Middle East/India** region, Group registrations rose 8.4% in a market that grew 2%, with market share rising 0.4 points to 6.6%. A total of 725,000 vehicles were built in 2017, vs. 637,000 in 2016.
- In **Morocco**, Renault and Dacia had seven models in the top ten bestsellers. The Group posted a record market share of 41.8%. The Tangiers and Casablanca sites set new production records, building more than 300,000 and 75,000 vehicles respectively over one year. The Tangiers plant has passed the 1,000,000 vehicle mark. This plant is the only one built to produce zero CO₂ emissions and zero industrial waste.
- In **Algeria**, the Group is clear market leader with over 61,000 sales. The Renault Algeria Production plant in Oran reached a new production mark in 2017, with over 100,000 vehicles built since its opening in November 2014.

- After Symbol and Sandero, Clio is the third model to be built at Oran. Also in 2017, work began on a new CKD plant, scheduled to come on line in late 2019.
- Building on strong results in its three main countries – South Africa, Algeria and Morocco – Groupe Renault is No. 1 in **Africa**, with over 200,000 sales across the continent.
 - **Iran** also set a new record with 162,000 sales, a rise of 49% on 2016. Renault now has market share of over 10%, buoyed by the success of Tondar and Sandero.
 - In **India**, Renault topped the 100,000 sales mark. It remains the leading European automotive brand with market share of 3.1%. The most recent model is Captur, launched at the end of 2017.

Industrial sites:
— Casablanca,
Tangiers (Morocco)
— Chennai,
Pune (India)
— Oran (Algeria)
— Tehran (Iran)



Renault Captur.

HIGHLIGHTS ASIA-PACIFIC REGION

CHINA ON THE ROAD TO GROWTH

Sales doubled in China with new Koleos confirming its success. In contrast, sales fell 10% in South Korea.

Industrial sites:
— Busan
(South Korea)
— Wuhan (China)



In the Asia-Pacific Region, Groupe Renault registrations rose 17% to 195,888 vehicles, an increase mostly supported by China.

- In **China**, sales doubled in 2017 compared with last year, stimulated by the first full year on the market of the two locally built models, Koleos and Kadjar, while market growth was lower than expected (+2.1%). They attracted almost 70,000 Chinese buyers. This rise in sales can be attributed to the fast development of the sales network, which now comprises 200 points of sale. On August 29th, 2017, the creation of the new joint venture eGT New Energy Automotive Co., Ltd. was announced (Renault: 25%, Nissan: 25% and Dongfeng: remaining 50%). It is expected to support the move towards zero-emission mobility. On December 15th, 2017, Groupe Renault and Brilliance China Automotive Holdings Limited signed an agreement to create the joint

venture “Renault-Brilliance-Jinbei Automotive Company”. It plans to manufacture and sell LCVs under the Jinbei, Renault and Huasong brands. As a reminder, Renault and Dongfeng created DRAC in December 2013. The DRAC plant opened on February 1st, 2016. It currently produces Kadjar and Koleos.

- In **Korea**, sales fell 10% owing to fierce competition on the domestic market. SM6 remains No. 2 in its segment. In the EV segment, Twizy has taken over 1,000 orders following its launch by RSM, and SM3 Z.E. has gained a significant increase in range. RSM is consolidating its leadership in the field of quality. It remains No. 1 in SSQ (Sales Service Quality), a position held for 14 years, and in CSQ (Customer Service Quality), where it reclaimed the top spot two years ago.
- **Japan** reported a record year. With over 7,000 registrations for the first time in its history, a rise of 34% on 2016, Renault broke into the top 10 imported brands. This commercial success was driven by the successful launch of Twingo, with over 2,700 registrations, and steady results from Kangoo.
- In **French Polynesia**, Renault had over 1,000 registrations, its highest total for many years.
- In **Indonesia**, Kwid made a strong start, multiplying sales by four.

HIGHLIGHTS AMERICAS REGION

INCREASING MARKET SHARE

Major launches with Duster Oroch, Alaskan and Captur.



— In the **Americas** region, sales rose 9.9% in a market that expanded 7.2% for a market share of 6.7%, a rise of 0.2 points. The Group is continuing to reap the full benefits of the recovery of the **Brazilian market**, which grew 9.3%. Sales rose 11.4% for a record market share of 7.7% (+0.2 points), buoyed by the good results of the new models, Captur and Kwid. Launched in July, Kwid has already sold in almost 22,600 units at the end of 2017.

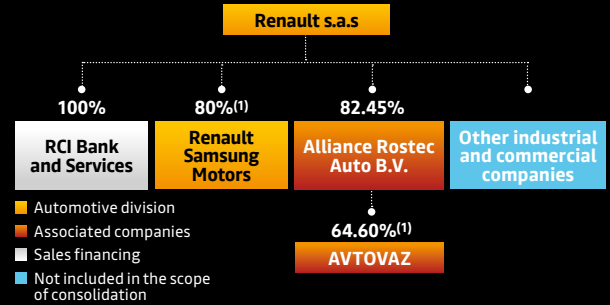
— **Brazil** is expected to grow again in 2018.

— In **Argentina**, the **market** surged 26.4%, the Group posted a 16.3% sales increase, pending the ramp-up of Kwid.



STRUCTURE OF THE GROUP

Simplified organization chart at December 31, 2017
(as a % of shares issued)

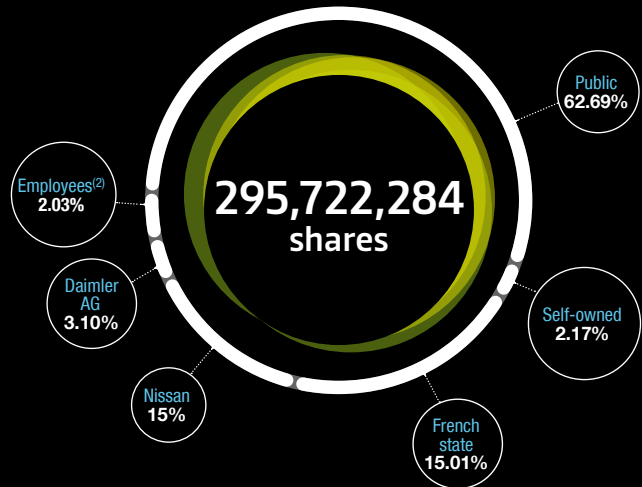


OWNERSHIP STRUCTURE

At December 31, 2017

SHARE CAPITAL

1,126,701,902.04 €



(1) Company indirectly owned by Renault s.a.s. (2) The employee-owned shares (present and former employees) included in this category are those held in company savings schemes.

FINANCIAL INFORMATION

€ million	2017	2016
Revenues		
Automotive	56,257	48,995
Sales financing	2,513	2,248
Total Groupe Renault	58,770	51,243
Operating profit		
Automotive	2,804	2,386
Sales financing	1,050	896
Total Groupe Renault	3,854	3,282
As a % of revenues	6.6%	6.4%
Net income		
Net income	5,210	3,543
Net income, Group share	5,114	3,419
Free cash flow and automotive net cash position		
Operational free cash flow ⁽¹⁾	945	1,107
Automotive net cash position	2,928	2,416
Shareholders' equity	33,442	30,895
Contribution from associated companies		
o/w Nissan	2,799	1,741
o/w AVTOVAZ	–	–89
Total	2,799	1,638
Tangible and intangible investments net of disposals		
Automotive	3,441	3,047
Sales financing	7	6
Total	3,448	3,053

Nota Bene: AVTOVAZ accounted for by equity method in 2016 and fully consolidated in 2017.

(1) Operational free cash flow: cash flow (excluding dividends from publicly listed companies) minus tangible and intangible investments net of disposals +/- changes in the working capital requirement.

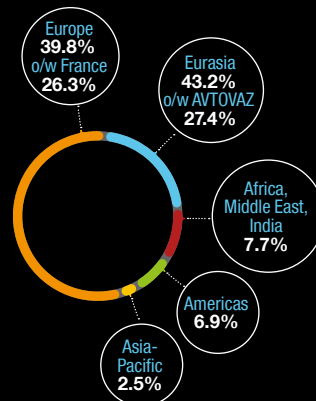
WORKFORCE

at December 31, 2017

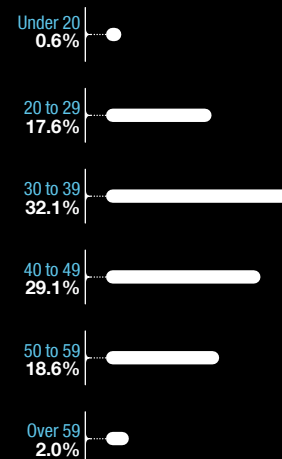
GRUPE RENAULT*



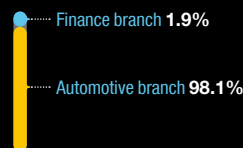
BREAKDOWN BY REGION



BREAKDOWN BY AGE



BREAKDOWN BY BRANCH



*Expatriates are counted in their home countries.

CORPORATE SOCIAL RESPONSIBILITY

A GLOBAL, LOCAL AND COMMITTED COMPANY

Groupe Renault's approach to social, societal, and environmental responsibility reflects its core business, its values, and the expectations of its shareholders.



Sustainable mobility

Environment

— Since 2010, the Group has continuously reduced the carbon footprint of every vehicle sold.

Road safety

- Renault's "Safety and Mobility for All" educational program has already reached 390,000 children.
- Assistance in training firefighters: 591 vehicles donated to firefighters in 2017.
- Assistance in extrication of vehicle occupants: 191,000 vehicles equipped with "Rescue Codes".
- Training for firefighters dealing with alternative-energy vehicles in four countries in 2017: Italy, Croatia, Bosnia and Morocco.

Inclusion

Renault Mobilize

- Cost-price vehicle repairs at 348 socially responsible Renault garages.
- The network of socially responsible Renault garages welcomed over 1,500 customers, sent by 22 social referral entities.

- Mobilize invest: €3.1m invested in 11 entrepreneurs to develop mobility with a stronger emphasis on social inclusion.

Diversity and equal opportunities

- Women make up 24.8% of the Group's workforce.
- 27% of women in key positions across the Group, at the end of 2017.
- More than 2,500 young people on work-study courses and over 1,200 interns.
- 43.9% of employees from international backgrounds in key positions.

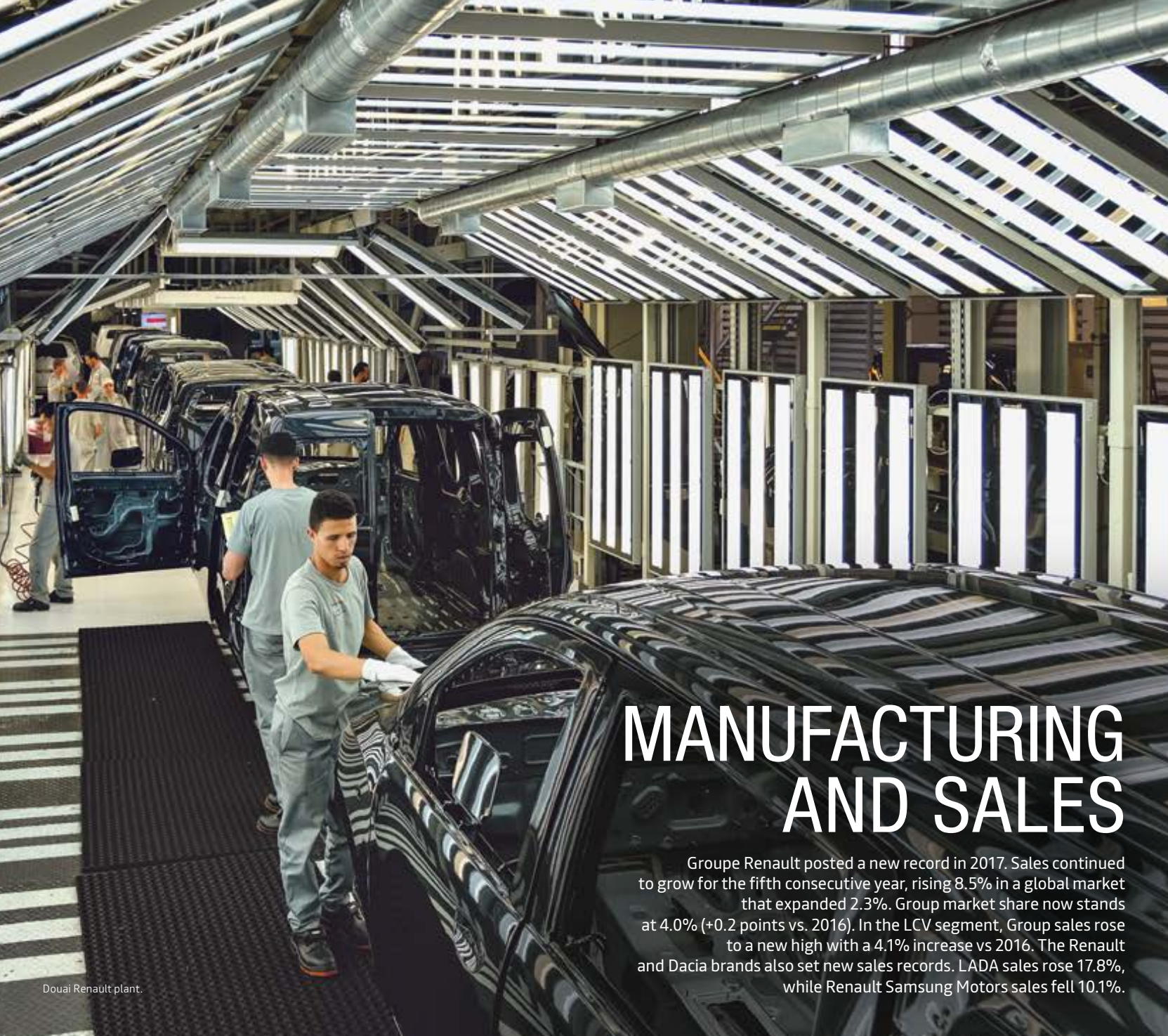
Education and training

- Over three million hours of training for Group employees.
- Renault Foundation: 80 grants awarded every year to students from 12 countries.
- Two foundations: "Un avenir ensemble" and "Georges Besse" supporting 50 deserving students in France.

MILESTONES

MILESTONES, 120 YEARS OF HISTORY

- **1898** Founding of the Renault Frères partnership.
- **1945** The company is nationalized to become the *Régie Nationale des Usines Renault* (RNUR).
- **1946** Launch of the Renault 4CV, the first French car to be produced in over one million units.
- **1956** Launch of the Renault Dauphine, "a symbol of modern times".
- **1961** Launch of the Renault 4, of which more than eight million units would be produced.
- **1965** Launch of the Renault 16, the first high-end two-box hatchback.
- **1972** Launch of the Renault 5, of which more than five million units would be produced.
- **1979** The turbocharged engine introduced in 1977, becomes a benchmark in technology with Renault's first F1 victory.
- **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. Renault vehicles become "Les voitures à vivre" ("cars for living").
- **1992** Renault Twingo is revealed.
- **1995** Renault S.A. is listed on the stock exchange for the first time. Renault Megane is revealed, followed by Renault Scenic the year after.
- **1998** Opening of the Curitiba plant in Brazil and the Renault Technocentre in Guyancourt, France.
- **1999** The Renault-Nissan Alliance agreement is signed. Renault acquires a majority stake in Dacia.
- **2000** Founding of Renault Samsung Motors.
- **2002** Renault and Nissan strengthen their equities.
- **2004** Launch of Logan.
- **2008** Renault acquires a 25% stake in vehicle manufacturer AVTOVAZ, the Russian market leader with the LADA brand.
- **2009** Presentation of the electric-range concept cars.
- **2010** Opening of the Chennai plant in India.
- **2012** Unveiling of Clio IV. Opening of the Tangiers plant in Morocco.
- **2013** Launch of Captur. Presentation of the Initiale Paris concept car. Joint venture set up with Dongfeng in China.
- **2014** Launch of New Twingo, New Trafic and Master, and New Espace. Presentation of the Eolab concept car. Opening of the Oran plant in Algeria.
- **2015** Launch of Kadjar, Kwid, Duster Oroch, Talisman, New Megane, and the Alaskan concept car. Construction of the Wuhan plant in China. New Renault brand signature: "Passion for life".
- **2016** Launch of New Scenic, Alaskan, Clio pH2, and ZOE. Presentation of the TreZor concept car.
- **2017** Alpine makes a comeback with the A 110, launch of the concept car R.S. 2027 (Formula 1), launch of New Captur, Renault SpaceClass, New Koleos. Renault presents SYMBIOZ (its vision of a car for 2030). Alliance plan announced for 2022, Yearly sales record for the Renault-Nissan-Mitsubishi. Groupe Renault signs a joint venture in Iran. The Group announced its Drive the Future 2017 - 2022 plan.



MANUFACTURING AND SALES

Groupe Renault posted a new record in 2017. Sales continued to grow for the fifth consecutive year, rising 8.5% in a global market that expanded 2.3%. Group market share now stands at 4.0% (+0.2 points vs. 2016). In the LCV segment, Group sales rose to a new high with a 4.1% increase vs 2016. The Renault and Dacia brands also set new sales records. LADA sales rose 17.8%, while Renault Samsung Motors sales fell 10.1%.

INDUSTRIAL SITES

and sales in 2017 of the 10 leading markets

Groupe Renault Plants

Passenger cars	
Light commercial vehicles	
Chassis, engines, gearboxes	
Foundry	

Partner Plants

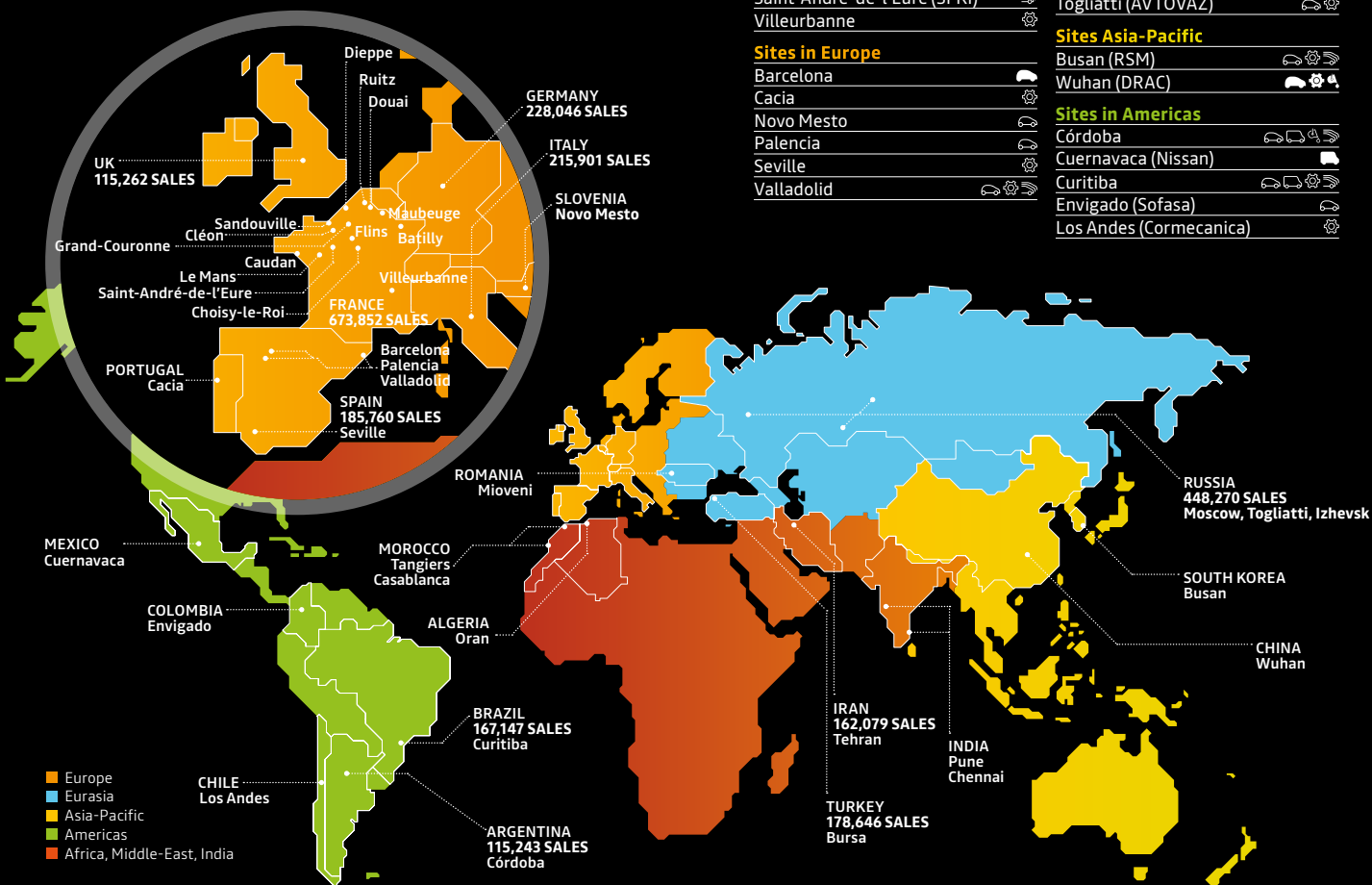
Passenger cars	
Light commercial vehicles	
Chassis, engines, gearboxes	
Foundry	

Logistics sites

Logistics platform	
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Alliance sites

Renault-Nissan	
Alliance plants	



Sites in France

Batilly (Sovab)	
Caudan (Fonderie de Bretagne)	
Choisy-le-Roi	
Cléon	
Dieppe (Alpine)	
Douai	
Flins	
Grand-Couronne	
Le Mans	
Maubeuge (MCA)	
Ruitz (STA)	
Sandouville	
Saint-André-de-l'Eure (SFKI)	
Villeurbanne	

Sites in Africa, Middle East, India

Casablanca (Somaca)	
Chennai (Renault-Nissan)	
Oran	
Pune	
Tangiers (Renault-Nissan)	
Tehran (Pars Khodro/Iran Khodro) (Aci-Pars)	

Sites in Eurasia

Bursa (Oyak-Renault)	
Izhevsk (AVTOVAZ)	
Mioveni (Dacia)	
Moscow	
Togliatti (AVTOVAZ)	

Sites in Europe

Barcelona	
Cacia	
Novo Mesto	
Palencia	
Seville	
Valladolid	

Sites Asia-Pacific

Busan (RSM)	
Wuhan (DRAC)	

Sites in Americas

Córdoba	
Cuernavaca (Nissan)	
Curitiba	
Envigado (Sofasa)	
Los Andes (Cormecanica)	

GLOBAL PRODUCTION by region

	In Groupe Renault plants	In partners plants	In Groupe Renault plants and partners plants
Europe	1,514,163	2,585	1,516,748
Eurasia	1,223,499	–	1,223,499
Americas	390,454	1,226	391,680
Africa, Middle East, India	436,936	288,782	725,718
Asia-Pacific	264,020	74,711	338,731
Total	3,829,072	367,304	4,196,376

CLOSE-UP ON partner vehicle

Vehicle production in Groupe Renault plants for its partners

	2017
Nissan	282,262
Daimler	76,228
GM	21,834
Renault Trucks	12,971
Fiat	17,930
Total	411,225

PRODUCTION by plant and region

Automotive plants in Europe – 2017 – France

Plant	Activity	Production	Plant workforce
Batilly Sovab	Renault Master	91,120	2,281
	Nissan NV400	6,032	
	Other	33,456	
Caudan Fonderie de Bretagne	Casting (in tons)	21,100	415
Choisy-le-Roi	Gearboxes ES	25,624	262
	Engines ES	28,645	
Cléon	Gearboxes	408,744	3,258
	Engines	939,759	
	Aluminum casting (in tons)	19,783	
Dieppe	Clio R.S.	4,385	400
	Alpine	116	
Douai	Espace	18,206	3,349
	New Scenic	109,199	
	Talisman	29,538	
Flins	Clio	63,145	2,437
	ZOE	29,671	
	Nissan Micra	94,066	
Le Mans	Rear axles	1,739,637	1,693
	Front axles	942,015	
	Casting (in tons)	111,733	
Maubeuge	Kangoo/Citan	159,369	1,593
	Kangoo Z.E.	4,872	
Ruitz (STA)	Gearboxes	128,290	460

Plant	Activity	Production	Plant workforce
Sandouville	Renault Trafic	107,385	1,944
	Nissan NV300	8,703	
	Other	19,279	
Villeurbanne	Front axles	302,658	234

Automotive plants in Europe – 2017 – outside France

Plant	Activity	Production	Plant workforce
Spain – Palencia	Megane	98,780	3,198
	Megane Estate	68,552	
	Kadjar	126,041	
	Gearboxes	1,194,742	
	Twizy	3,367	
	Captur	249,031	
Seville	Engines	1,580,866	1,292
	Alaskan	2,585	
Valladolid		3,367	6,284
Valladolid Motores Barcelona (Nissan)	Engines	1,580,866	913
	Alaskan	2,585	
Portugal – Cacia	Gearboxes	725,325	913
Slovenia – Novo Mesto (Revoz)	Clio	56,997	2,371
	Twingo/Smart	132,853	

Automotive plants in Africa, Middle East, India – 2017

Plant	Activity	Production	Plant workforce
Algeria – Oran	Logan	30,131	NC
	Sandero	30,458	
	Other	57	
India – Chennai (Renault - Nissan)	Duster	15,469	NC
	Kwid	105,788	
	Lodgy	2,698	
	New Captur	4,546	
Iran – Tehran (Iran Khodro)	Logan	50,277	NC
	Logan Pick-up	3,717	
	Logan	53,777	
	Sandero	52,510	
	Rear axles	159,489	
Tehran (Pars Khodro)	Front axles	159,489	NC
	Rear axles	159,302	NC
Morocco – Casablanca (Somaca) Tangiers	Logan	38,402	1,392
	Sandero	37,409	
	Lodgy	41,467	
	Sandero	166,367	
	Dokker	91,815	
	Logan MCV	830	
	Logan MCV	830	

Automotive plants in Eurasia – 2017

Plant	Activity	Production	Plant workforce
Romania – Mioveni (Dacia)	Logan	32,546	11,868
	Logan MCV	34,935	
	Sandero	40,837	
	Duster	191,176	
	New Duster	14,388	
	Gearboxes	505,991	
	Engines	510,306	
	Front axles	392,015	
	Aluminum casting (in tons)	25,525	

Automotive plants in Eurasia – 2017 (continued)

Plant	Activity	Production	Plant workforce	
Russia – Moscow	↻ Kaptur	33,407	2,311	
		65,763		
	Togliatti (AVTOVAZ)	↻ Logan	34,213	NC
		Sandero	35,249	
		LADA XRAY	34,087	
		LADA Largus	47,734	
		LADA Kalina	20,270	
		LADA Granta	62,298	
		LADA Priora	15,225	
		LADA 4x4	39,465	
		Nissan Almera	15,624	
		Datsun MI-DO	3,956	
	Datsun ON-DO	18,134		
	Izhevsk (AVTOVAZ)	↻ LADA Granta	35,716	NC
		LADA Vesta	83,455	
		Other	19	
	Turkey – Bursa (Oyak Renault)	↻ Clio 4	257,447	6,400
Clio 4 Estate		55,083		
Fluence		52,472		
⚙ Gearboxes		270,477		
Engines		599,318		
Rear axles		363,671		
Front axles		363,671		

Automotive plants in Asia-Pacific – 2017

Plant	Activity	Production	Plant workforce
South Korea – Busan (Renault Samsung Motors)	↻ Talisman	48,537	2,112
	Fluence	5,679	
	Fluence Z.E.	1,924	
	Latitude	7,071	
	SM7	6,323	
	Nissan Rogue	122,437	
	New Koleos	72,049	
	Engines	89,755	
China – Wuhan (DRAC)	↻ Kadjar	26,589	NC
	Koleos	48,122	

Automotive plants in the Americas – 2017

Plant	Activity	Production	Plant workforce
Argentina – Córdoba	↻ Logan	8,484	2,010
	Kangoo	28,670	
	Fluence	3,412	
	Sandero	13,794	
	Other	66	
Planta Fundación Aluminio (PFA)	⚙ Aluminum casting (in tons)	3,848	89
Brazil – Curitiba	↻ Master	8,518	5,601
	Duster	30,159	
	↻ Duster Pickup	31,947	
	Logan	30,628	
	Sandero	90,738	
	New Captur	34,563	
	Kwid	35,576	
	⚙ Engines	279,307	
Chile – Los Andes (Cormecanica)	⚙ Gearboxes	307,062	522
Colombia – Envigado (Sofasa)	↻ Logan	19,044	1,199
	Sandero	28,740	
	Duster	26,115	
Mexico – Cuernavaca (Nissan)	↻ Alaskan	1,226	NC

GLOBAL SALES
15 largest markets of Groupe Renault – 2017

By volume and as a % of TIV, PCs + LCVs, incl. Renault, Dacia, Renault Samsung Motors, and LADA

	Sales	Market share
France	673,852	26.44%
Russia	448,270	28.02%
Germany	228,046	6.14%
Italy	215,901	9.98%
Spain	185,760	12.95%
Turkey	178,646	18.68%
Brazil	167,147	7.69%
Iran	162,079	10.81%
United Kingdom	115,262	3.96%
Argentina	115,243	13.34%
India	112,489	3.07%
South Korea	100,537	5.71%
Belgium + Luxembourg	88,547	12.90%
China	72,137	0.26%
Morocco	70,536	41.84%

Groupe Renault worldwide sales⁽¹⁾ by brand and model

Volume PCs + LCVs

PCs	2017	2016
Renault		
Captur	232,733	243,797
Captur GA	62,147	15,160
Clio	403,319	418,760
Other	2,419	4,789
Duster	139,954	150,598
Espace	18,553	27,119
Fluence/Fluence Z.E.	6,926	49,644
Kadjar	154,003	163,392
Kangoo/Kangoo Z.E.	36,903	32,139
Koleos	76,165	13,497
Kwid	124,807	111,688
Lodgy	3,725	5,478
Logan	262,912	254,193
Master	1,741	2,532
Megane	330,988	253,229
Sandero	231,067	185,975
Talisman	44,062	37,325
Trafic	18,544	17,474
Twingo	81,900	86,568
ZOE	31,207	21,548
Total Renault	2,264,075	2,094,905
Dacia		
Other	7	20
Dokker	45,017	35,034
Duster	181,074	175,886
Lodgy	39,578	35,474
Logan	75,033	80,262
Sandero	269,451	215,787
Total Dacia	610,160	542,463

(1) Including non-registered vehicles.

Renault Samsung Motors	2017	2016
QM3	12,228	15,301
QM5	0	1,163
QM6	27,837	14,126
SM3/SM3 Z.E.	7,213	9,513
SM5	7,247	6,366
SM6	39,389	57,478
SM7	5,932	7,150
Total RSM	99,846	111,097
LADA		
110	3,382	4,224
1117	16,889	16,760
4x4	36,931	33,592
Other	691	530
Granta	100,050	91,403
Kalina	2,260	2,040
Largus	35,309	31,515
Priora	16,831	19,153
Vesta	77,905	55,631
XRAY	34,446	20,120
Total LADA	324,694	274,968
Total Group, PCs	3,298,775	3,023,433

Passenger cars	2017	2016
Renault		
Alaskan	1,754	293
Captur	1,259	1,702
Clio	37,768	42,110
Other	12,631	13,368
Dokker	4,275	5,214
Espace	133	231
Kadjar	895	982
Kangoo/Kangoo Z.E.	123,131	118,125
Koleos	99	30
Logan	3,755	2,345
Master	95,439	92,134
Megane	6,853	5,483
Duster Oroch	31,353	28,599
Talisman	88	68
Trafic	86,369	81,551
Twingo	387	292
ZOE	725	450
Total Renault	406,914	392,977
Dacia		
Other	0	55
Dokker	40,921	37,027
Duster	3,038	3,485
Lodgy	90	74
Logan	286	251
Sandero	740	860
Total Dacia	45,075	41,752
LADA		
4x4	544	1,423
Other	46	16
Granta	1,290	0
Largus	8,990	8,573
Total LADA	10,870	10,012
Total Group, LCVs	462,859	444,741
Total Group, PCs + LCVs	3,761,634	3,468,174

Groupe Renault worldwide sales by brand

Volume PCs + LCVs

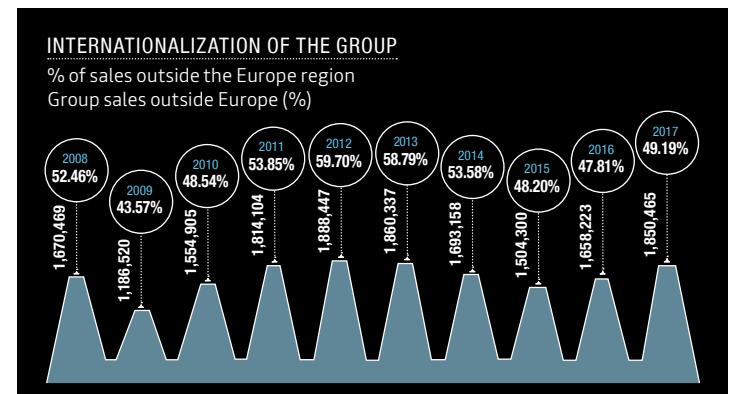
Renault	2017	2016	variation
Passenger Cars (PCs) ⁽¹⁾	2,264,075	2,094,905	8.1%
Light commercial vehicles	406,914	392,977	3.5%
Total Renault	2,670,989	2,487,882	7.4%
Dacia			
Passenger Cars (PCs)	610,160	542,463	12.5%
Light commercial vehicles	45,075	41,752	8.0%
Total Dacia	655,235	584,215	12.2%
Renault Samsung Motors			
Passenger Cars (PCs)	99,846	111,097	-10.1%
LADA			
Passenger Cars (PCs)	324,694	274,968	18.1%
Light commercial vehicles	10,870	10,012	8.6%
Total LADA	335,564	284,980	17.8%
Group			
Passenger Cars (PCs)	3,298,775	3,023,433	9.1%
Light commercial vehicles	462,859	444,741	4.1%
Total Group	3,761,634	3,468,174	8.5%

(1) Including 7 Alpine.

Worldwide automotive market by region – 2017

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

	Volume	% TIV (PCs + LCVs)
Total Europe	17,610,068	18.9%
France	25,48,538	2.7%
G9	15,061,530	16.2%
Total international	75,644,845	81.1%
Africa, Middle East, India	8,057,159	8.6%
Eurasia	2,994,649	3.2%
Americas	5,845,186	6.3%
Asia-Pacific	39,467,439	42.3%
North America	19,280,412	20.7%
Total world	93,254,913	100.0%



Groupe Renault worldwide sales by region

PCs + LCVs, including Dacia, Renault Samsung Motors, and LADA

	2017	2016
Total Europe	1,911,169	1,809,951
France	673,852	651,780
G9	1,237,317	1,158,171
Total international	1,850,465	1,658,223
Africa, Middle East, India	532,391	491,301
Eurasia	732,786	645,278
Americas	389,419	354,241
Asia-Pacific	195,869	167,403
Total Group	3,761,634	3,468,174

SALES, EUROPE REGION

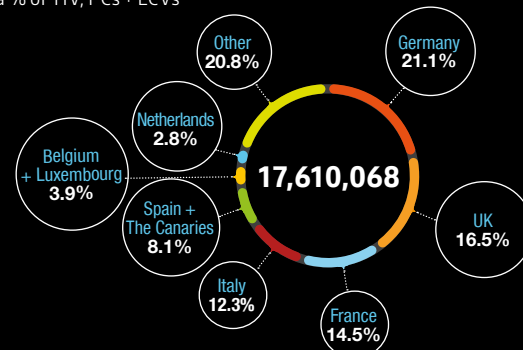
Total industry volumes, Europe region

By volume of registrations PCs + LCVs

	2017	2016
Germany	3,715,260	3,613,537
Austria	393,690	365,708
Other Balkans	46,740	40,560
Belgium + Luxembourg	685,061	667,112
Republic of Cyprus	15,166	14,520
Croatia	59,301	52,465
Denmark	258,613	260,388
Spain + The Canaries	1,434,434	1,319,805
Finland	134,704	133,093
France	2,548,538	2,425,270
Greece	94,823	84,640
Hungary	136,465	118,100
Ireland	155,548	174,852
Iceland	23,495	20,267
Italy	2,162,603	2,026,756
Malta	8,586	8,161
Norway	196,086	191,774
Baltic states	78,713	69,387
Netherlands	488,178	453,167
Poland	541,899	475,147
Portugal	260,840	242,337
Czech Republic	290,706	278,932
United Kingdom	2,910,373	3,075,971
Slovakia	103,642	95,664
Slovenia	83,041	73,635
Sweden	434,861	424,317
Switzerland	348,702	349,361
TIV Europe	17,610,068	17,054,926

MARKET SHARES OF MAIN EUROPEAN COUNTRIES – 2017

As a % of TIV, PCs + LCVs



Sales (1) and market share of the Renault brand

by volume and as a % of TIV, PCs + LCVs

Renault markets	2017			2016		
	Sales	Market share	Rank	Sales	Market share	Rank
Germany	160,295	4.3%	8	147,701	4.1%	8
Balkan states	3,743	8.0%	3	3,749	9.2%	2
Austria	23,746	6.0%	4	22,619	6.2%	4
Belgium + Luxembourg	67,496	9.9%	1	72,882	10.9%	1
Republic of Cyprus	397	2.6%	11	594	4.1%	8
Croatia	5,837	9.8%	2	5,266	10.0%	2
Denmark	19,152	7.4%	4	19,226	7.4%	4
Spain + The Canaries	129,458	9.0%	1	115,731	8.8%	1
Finland	5,541	4.1%	11	5,177	3.9%	11
France	554,489	21.8%	1	539,670	22.3%	1
Greece	3,654	3.9%	12	3,135	3.7%	12
Hungary	7,119	5.2%	8	6,613	5.6%	7
Ireland	11,557	7.4%	6	11,954	6.8%	6
Iceland	1,290	5.5%	6	1,124	5.5%	5
Italy	152,491	7.1%	4	137,710	6.8%	4
Malta	492	5.7%	8	524	6.4%	5
Norway	4,261	2.2%	16	3,917	2.0%	15
Baltic states	5,294	6.7%	5	4,852	7.0%	5
Netherlands	50,118	10.3%	2	43,746	9.7%	2
Poland	36,215	6.7%	5	32,095	6.8%	6
Portugal	37,823	14.5%	1	33,362	13.8%	1
Czech Republic	13,376	4.6%	6	12,423	4.5%	6
United Kingdom	90,051	3.1%	12	112,080	3.6%	9
Slovakia	5,035	4.9%	6	4,729	4.9%	7
Slovenia	12,272	14.8%	2	10,388	14.1%	2
Sweden	21,811	5.0%	6	19,648	4.6%	9
Switzerland	17,695	5.1%	7	18,201	5.2%	6
Total Renault	1,440,708	8.2%	2	1,389,116	8.1%	2

(1) Excluding sales to government departments.

**Sales⁽¹⁾ and market share of the Dacia brand
by volume and as a % of TIV, PCs + LCVs**

Dacia markets	2017		2016	
	Sales	Market share	Sales	Market share
Germany	64,918	1.7%	50,972	1.4%
Austria	9,800	2.5%	8,468	2.3%
Balkan States	3,601	7.7%	3,254	8.0%
Belgium + Luxembourg	20,868	3.0%	19,277	2.9%
Republic of Cyprus	95	0.6%	114	0.8%
Croatia	2,760	4.7%	2,462	4.7%
Denmark	4,460	1.7%	4,692	1.8%
Spain + The Canaries	56,301	3.9%	54,543	4.1%
Finland	1,877	1.4%	1,628	1.2%
France	119,356	4.7%	112,108	4.6%
Greece	803	0.8%	624	0.7%
Hungary	8,556	6.3%	6,275	5.3%
Ireland	3,731	2.4%	4,478	2.6%
Iceland	739	3.1%	663	3.3%
Italy	63,374	2.9%	52,286	2.6%
Malta	171	2.0%	161	2.0%
Norway	110	0.1%	308	0.2%
Baltic states	2,240	2.8%	1,842	2.7%
Netherlands	5,035	1.0%	4,863	1.1%
Poland	23,944	4.4%	19,274	4.1%
Portugal	6,900	2.6%	5,789	2.4%
Czech Republic	15,382	5.3%	13,075	4.7%
United Kingdom	25,211	0.9%	26,562	0.9%
Slovakia	4,580	4.4%	4,047	4.2%
Slovenia	4,341	5.2%	3,327	4.5%
Sweden	5,523	1.3%	5,989	1.4%
Switzerland	9,006	2.6%	7,792	2.2%
Total Dacia	463,682	2.6%	414,873	2.4%

**Sales of the LADA Brand
by sales volume PCs + LCVs**

LADA markets	2017	2016
Germany	2,833	1,709
Austria	232	141
Balkan States	475	418
Belgium + Luxembourg	39	46
Croatia	2	0
Spain + The Canaries	1	0
Finland	12	1
France	0	2
Hungary	1,065	1,160
Italy	36	7
Baltic states	169	326
Poland	21	8
Czech Republic	232	131
Slovakia	527	181
Slovenia	3	0
Sweden	0	3
Switzerland	10	11
Total LADA	5,657	4,144

Groupe Renault sales by brand and model
Volume, PCs + LCVs
Passenger Cars

Renault ⁽²⁾	2017	2016
Captur	212,681	215,833
Clio	326,635	311,896
Other	891	556

(1) Excluding sales to government departments. (2) including 7 Alpine.

Passenger Cars (continued)

Renault ⁽²⁾	2017	2016
Espace	18,450	27,074
Fluence/Fluence Z.E.	180	3,872
Kadjar	112,757	127,595
Kangoo/Kangoo Z.E.	23,009	19,890
Koleos	13,184	122
Master	1,256	2,009
Megane	272,350	227,824
Talisman	32,363	34,134
Trafic	18,243	17,193
Twingo	77,917	85,015
ZOE	30,577	21,292
Total Renault	1,140,493	1,094,305

Dacia

Other	7	20
Dokker	30,470	21,616
Duster	142,180	137,578
Lodgy	28,674	22,773
Logan	37,659	37,033
Sandero	194,231	167,390
Total Dacia	433,221	386,410

LADA

4x4	2,168	1,901
Other	686	516
Granta	585	616
Kalina	968	1,048
Vesta	910	0
Total LADA	5,317	4,081
Total Group, Cars	1,579,038	1,484,796

Light commercial vehicles

Renault	2017	2016
Alaskan	1,013	0
Captur	1,205	1,627
Clio	37,153	39,319
Other	12,448	13,131
Espace	133	231
Kadjar	895	981
Kangoo	82,158	82,153
Kangoo Z.E.	4,231	3,920
Master	74,432	73,688
Megane	6,848	5,481
Talisman	88	68
Trafic	79,615	75,205
Twingo	363	266
ZOE	725	450
Total Renault	301,307	296,520

Dacia

Other	0	55
Dokker	26,650	24,415
Duster	2,764	2,969
Lodgy	90	74
Logan	257	212
Sandero	730	847
Total Dacia	30,491	28,572

LADA

4x4	294	55
Other	46	8
Total LADA	340	63
Total Group, LCVs	332,138	325,155
Total Group, PCs + LCVs	1,911,169	1,809,951

(2) including 7 Alpine.

SALES, AFRICA, MIDDLE EAST, INDIA REGION

Total industry volumes, Africa, Middle East, India region

By volume, PCs + LCVs.

Main markets	2017	2016
India	3,670,028	3,351,638
Iran	1,499,744	1,290,763
South Africa + Namibia	533,675	524,447
Saudi Arabia	518,657	669,518
Israel	281,563	289,521
Pakistan	240,276	203,492
Dubai (UAE)	177,586	205,395
Morocco	168,593	163,108
Egypt	125,500	205,903
Kuwait	102,573	112,586
Algeria	98,670	118,224
TIV Africa, Middle East, India	8,057,159	7,898,136

Renault sales⁽¹⁾ and market share

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

Main Renault markets	2017		2016	
	Sales	Market share	Sales	Market share
Iran	162,079	10.8%	108,536	8.4%
India	112,489	3.1%	132,235	3.9%
Algeria	31,146	31.6%	42,449	35.9%
Saudi Arabia	25,064	4.8%	15,979	2.4%
Morocco	23,688	14.1%	18,318	11.2%
South Africa + Namibia	22,632	4.2%	18,707	3.6%
Israel	13,579	4.8%	13,091	4.5%
DOM ⁽²⁾	12,509	17.2%	12,098	17.8%
Egypt	9,500	7.6%	23,898	11.6%
Tunisia	4,511	7.5%	4,513	7.3%
Total Renault	438,144	5.4%	414,375	5.2%

Dacia sales⁽¹⁾ and market share

By sales volume and % TIV PCs + LCVs

Main Dacia markets	2017		2016	
	Sales	Market share	Sales	Market share
Morocco	46,848	27.8%	43,408	26.6%
Algeria	30,776	31.2%	18,800	15.9%
DOM ⁽²⁾	6,086	8.3%	5,331	7.8%
Israel	5,134	1.8%	3,909	1.4%
Tunisia	1,776	3.0%	3,956	6.4%
Total Dacia	92,704	1.2%	76,926	1.0%

LADA sales⁽¹⁾ and market share

By sales volume and % TIV PCs + LCVs

Main LADA markets	2017		2016	
	Sales	Market share	Sales	Market share
Egypt	1,003	0.8%	0	0.0%
Lebanon	531	1.3%	0	0.0%
Total LADA	1,543	0.0%	0	0.0%

Groupe Renault⁽¹⁾ sales by brand and model

By volume, PCs + LCVs

Passenger Cars

Renault	2017	2016
Captur	8,823	13,921
Captur GA	1,346	0
Clio	26,444	26,117
Other	349	3,527
Duster	28,973	33,196
Espace	17	23
Fluence/Fluence Z.E.	1,309	9,256
Kadjar	8,142	5,409
Kangoo	9,366	7,768
Koleos	10,799	564
Kwid	101,451	111,686
Lodgy	3,446	5,262
Logan	141,839	135,251
Megane	8,736	4,714
Sandero	61,280	43,986
Talisman	9,415	863
Twingo	1,136	821
Trafic	222	169
ZOE	367	148
Total Renault	423,460	402,681
Dacia		
Dokker	11,447	10,780
Duster	11,262	12,981
Lodgy	5,562	6,711
Logan	14,466	19,708
Sandero	46,708	23,332
Total Dacia	89,445	73,512
LADA		
4x4	306	0
Granta	1,022	0
Kalina	69	0
Largus	43	0
Vesta	27	0
Total LADA	1,467	0
Total Group, PCs	514,372	476,193

Light commercial vehicles

Renault	2017	2016
Alaskan	10	0
Captur	54	75
Clio	546	566
Other	223	268
Dokker	1,707	3,345
Kangoo/Kangoo Z.E.	3,450	1,461
Logan	3,755	2,344
Master	3,933	2,501
Duster Oroch	223	28
Trafic	783	1,106
Total Renault	14,684	11,694
Dacia		
Dokker	3,146	3,291
Duster	103	110
Sandero	10	13
Total Dacia	3,259	3,414
LADA		
Largus	76	0
Total LADA	76	0
Total Group, LCVs	18,019	15,108
Total Group, PCs + LCVs	532,391	491,301

(1) Sales volume + brokers + Nitco.

(2) DOM: Réunion, Martinique, Guadeloupe, French Guiana, and Saint-Pierre and Miquelon.

(1) Sales volume + brokers.

SALES, EURASIA REGION

Total industry volumes, Eurasia region

By volume, PCs + LCVs

Main markets	2017	2016
Russia	1,599,718	1,425,786
Turkey	956,194	983,714
Romania	149,370	132,401
Ukraine	87,634	70,303
Uzbekistan	58,800	55,870
Kazakhstan	46,873	46,712
Bulgaria	38,897	32,537
Belarus	32,069	27,803
TIV Eurasia	2,994,649	2,799,912

Renault sales and market share

By sales volume and % TIV PCs + LCVs

Main Renault markets	2017		2016	
	Sales	Market share	Sales	Market share
Russia	136,682	8.5%	117,225	8.2%
Turkey	130,276	13.6%	121,701	12.4%
Romania	12,292	8.2%	10,043	7.6%
Ukraine	10,890	12.4%	8,036	11.4%
Belarus	10,451	32.6%	8,420	30.3%
Bulgaria	4,770	12.3%	3,778	11.6%
Kazakhstan	2,460	5.2%	3,772	8.1%
Total Renault	308,430	10.3%	273,516	9.8%

Dacia sales and market share

By sales volume and % TIV PCs + LCVs

Main Dacia markets	2017		2016	
	Sales	Market share	Sales	Market share
Turkey	48,370	5.1%	47,529	4.8%
Romania	43,262	29.0%	38,861	29.4%
Bulgaria	4,674	12.0%	3,914	12.0%
Moldavia	1,096	19.5%	622	14.9%
Total Dacia	97,402	3.3%	90,926	3.2%

LADA sales and market share

By sales volume and % TIV PCs + LCVs

Main LADA markets	2017		2016	
	Sales	Market share	Sales	Market share
Russia	311,588	19.5%	266,296	18.7%
Kazakhstan	8,675	18.5%	8,147	17.4%
Belarus	3,625	11.3%	2,178	7.8%
Azerbaijan	935	46.8%	1,797	43.3%
Ukraine	771	0.9%	1,562	2.2%
Uzbekistan	580	1.0%	280	0.5%
Bulgaria	325	0.8%	346	1.1%
Total LADA	326,954	10.9%	280,836	10.0%

Groupe Renault sales by brand and model

By volume, PCs + LCVs

Passenger Cars

Renault	2017	2016
Captur	6,866	6,621
Captur GA	32,649	14,499
Clio	42,935	35,506
Other	89	165
Dokker	52	10
Duster	51,154	50,976
Fluence/Fluence Z.E.	26	23,513
Kadjar	7,210	8,611
Kangoo/Kangoo Z.E.	91	97
Koleos	1,414	108
Lodgy	279	215
Logan	58,393	60,067
Megane	47,193	17,741
Sandero	35,474	33,367
Talisman	2,284	2,320
ZOE	171	39
Total Renault	286,280	253,855
Dacia		
Dokker	3,100	2,638
Duster	26,843	24,541
Lodgy	5,296	5,955
Logan	22,750	23,352
Sandero	28,088	24,674
Total Dacia	86,077	81,160
LADA		
110	3,382	4,224
1117	16,889	16,760
4x4	33,056	31,691
Other	9	19
Granta	98,443	90,787
Kalina	1,223	992
Largus	35,266	31,515
Priora	16,827	19,148
Vesta	76,968	55,631
XRAY	34,446	20,120
Total LADA	316,509	270,887
Total Group, Passenger Cars	688,866	605,902

Light commercial vehicles

	2017	2016
Renault		
Dokker	1,643	1,128
Kangoo/Kangoo Z.E.	10,965	9,433
Master	6,396	6,189
Trafic	3,146	2,911
Total Renault	22,150	19,661
Dacia		
Dokker	11,125	9,321
Duster	171	406
Logan	29	39
Total Dacia	11,325	9,766
LADA		
Other	0	8
4x4	250	1,368
Granta	1,290	0
Largus	8,905	8,573
Total LADA	10,445	9,949
Total Group, LCVs	43,920	39,376
Total Group, PCs + LCVs	732,786	645,278

SALES, ASIA-PACIFIC REGION

Total industry volumes, Asia-Pacific region

By volume, PCs + LCVs

	2017	2016
Main markets		
China	27,562,708	26,932,632
Japan	5,110,193	4,856,285
South Korea	1,761,404	1,793,109
Australia	1,161,614	1,154,064
Indonesia	986,299	958,078
Thailand	861,280	767,186
Malaysia	571,307	580,124
Philippines	457,639	398,740
Taiwan	428,858	430,352
Vietnam	192,623	205,800
New Zealand	154,215	142,400
Singapore	112,114	110,436
TIV Asia-Pacific	39,467,439	38,431,470

Renault sales and market share

By sales volume and % TIV PCs + LCVs

Main Renault markets	2017		2016	
	Sales	Market share	Sales	Market share
China	70,941	0.3%	35,278	0.1%
Australia	10,812	0.9%	11,109	1.0%
Japan	7,115	0.1%	5,304	0.1%
Singapore	1,096	1.0%	805	0.7%
Total Renault	93,410	0.2%	54,925	0.1%

Dacia sales and market share

By sales volume and % TIV PCs + LCVs

Main Dacia markets	2017		2016	
	Sales	Market share	Sales	Market share
New Caledonia	895	10.3%	904	11.4%
Tahiti	522	8.4%	477	10.5%
Total Dacia	1,417	0.0%	1,381	0.0%

Renault Samsung Motors sales and market share

By sales volume and % TIV PCs

Main RSM markets	2017		2016	
	Sales	Market share	Sales	Market share
South Korea	99,846	6.5%	111,087	7.1%
Total RSM	99,846	0.3%	111,097	0.3%

LADA sales and market share

By sales volume and % TIV PCs

Main LADA markets	2017		2016	
	Sales	Market share	Sales	Market share
China	1,196	0.0%	0	0.0%
Total RSM	1,196	0.0%	0	0.0%

Groupe Renault sales by brand and model

By volume, PCs + LCVs

Passenger Cars	2017	2016
Renault		
Captur	2,973	6,009
Clio	2,778	3,712
Other	1,125	510
Duster	233	152
Fluence/Fluence Z.E.	327	1,875
Kadjar	25,894	21,777
Kangoo	2,095	2,138
Koleos	46,842	10,669
Kwid	169	2
Megane	2,551	2,032
Twingo	2,847	732
ZOE	77	60
Total Renault	87,911	49,668
Dacia		
Duster	789	786
Lodgy	46	35
Logan	158	169
Sandero	424	391
Total Dacia	1,417	1,381
Renault Samsung Motors		
QM3	12,228	15,301
QM5	0	1,163
QM6	27,837	14,126
SM3/SM3 Z.E.	7,213	9,513
SM5	7,247	6,366
SM6	39,389	57,478
SM7	5,932	7,150
Total RSM	99,846	111,097
LADA		
4x4	1,196	0
Total LADA	1,196	0
Total Group, Passenger Cars	190,370	162,146
Light commercial vehicles		
Renault	2017	2016
Other	0	1
Kangoo/Kangoo Z.E.	1,148	1,484
Koleos	89	30
Master	2,129	1,934
Trafic	2,133	1,808
Total Renault	5,499	5,257
Total Group, LCVs	5,499	5,257
Total Group, PCs + LCVs	195,869	167,403

SALES, AMERICAS REGION

Total industry volumes, Americas region

By volume, PCs + LCVs

Main markets	2017	2016
Brazil	2,172,738	1,987,497
Mexico	1,528,806	1,602,937
Argentina	863,827	683,210
Chile	360,200	305,540
Colombia	227,693	239,766
Peru	163,000	153,777
TIV Americas	5,845,186	5,453,989

Renault sales and market share

By sales volume and % TIV PCs + LCVs

Main Renault markets	2017		2016	
	Sales	Market share	Sales	Market share
Brazil	167,147	7.7%	149,977	7.5%
Argentina	115,242	13.3%	99,097	14.5%
Colombia	47,514	20.9%	51,049	21.3%
Mexico	30,199	2.0%	29,917	1.9%
Chile	14,489	4.0%	10,008	3.3%
Uruguay	4,902	9.0%	4,381	10.4%
Peru	3,892	2.4%	4,540	3.0%
Bolivia	2,365	7.3%	2,113	6.8%
Ecuador	1,945	2.0%	1,752	3.3%
Total Renault	389,205	6.7%	354,241	6.5%

LADA sales and market share

By sales volume and % TIV PCs + LCVs

Main LADA markets	2017		2016	
	Sales	Market share	Sales	Market share
Bolivia	213	0.7%	0	0.0%
Total LADA	214	0.0%	0	0.0%

Groupe Renault sales by brand and model

By volume, PCs + LCVs

Passenger Cars

Renault	2017	2016
Captur	1,390	1,413
Captur GA	28,152	661
Clio	4,527	41,529
Other	148	220
Duster	59,594	66,274
Fluence/Fluence Z.E.	5,084	11,128
Kangoo	2,342	2,246
Koleos	3,926	2,034
Kwid	23,187	0
Logan	62,680	58,869
Master	415	493
Megane	158	918
Sandero	134,313	108,602
ZOE	15	9
Total Renault	325,931	294,396
LADA		
4x4	205	0
Total LADA	205	0
Total Group, Passenger Cars	326,136	294,396

Light commercial vehicles

Renault	2017	2016
Alaskan	731	293
Clio	69	2,225
Dokker	924	738
Kangoo/Kangoo Z.E.	21,179	19,674
Logan	0	1
Master	8,549	7,822
Duster Oroch	31,130	28,571
Trafic	692	521
Total Renault	63,274	59,845
LADA		
Largus	9	0
Total LADA	9	0
Total Group, LCVs	63,283	59,845
Total Group, PCs + LCVs	389,419	354,241

Groupe Renault electric vehicles world sales

By volume, PCs + LCVs

	2017	2016	Variation
ZOE	31,932	21,998	45.2%
Fluence Z.E.	33	27	22.2%
Kangoo Z.E.	4,360	4,046	7.8%
SM3 Z.E.	2,014	623	223.3%
Total Z.E.	38,339	26,694	43.6%
Twizy world sales			
Twizy	2,600	2,507	3.7%
Total Twizy	2,600	2,507	3.7%



PRODUCTS AND BUSINESS

To meet tomorrow's societal changes and to embrace new innovation, Groupe Renault is constantly exploring new features, technology and forms of mobility to deliver customer value.

Already leading in electric vehicles, we are shaping a future that is connected, autonomous and where new mobility services work alongside traditional car ownership to give people more transportation options in the countryside, suburbs and cities.

RENAULT

Passenger cars

Europe



Twingo



Clio
Also exists in an Estate version



Captur



Megane
Also exists in an Estate version



Scenic
Also exists in a Grand Scenic version



Kadjar



Koleos



Talisman
Also exists in an Estate version



Espace



Kangoo



Traffic Combi

Sport cars



Twingo GT



Clio R.S.



Megane GT
Also exists in an Estate version



New Megane R.S.

RENAULT

Passenger cars internationally



Kwid



Megane Sedan



Logan



Kaptur



Sandero Stepway



Koleos



New Duster



Alaskan



Duster Oroch

RENAULT Light commercial vehicles



Kangoo Express



Trafic



Master

Electric vehicles



Twizy



ZOE



Kangoo Z.E.



New Master Z.E.

ALPINE



Alpine A110

DACIA



Dokker Stepway

Also exists in a Dokker Van version



New Duster



Logan



Lodgy

Also exists in a Stepway version



Sandero



Sandero Stepway



Logan MCV Stepway



Logan MCV

RSM



SM3 NEO



New SM3 Z.E.



SM5 Platinum



SM6



SM7



QM3



QM6

LADA



Vesta SW Cross



Vesta SW



XRAY



Vesta



Largus



4x4



Granta

POWERTRAIN RANGE

As a full-line carmaker, Groupe Renault offers a range of powertrains adapted to the needs of its customers around the world, through broadly affordable technologies compliant with applicable standards.

Engines			Electric motors	Gearboxes		
Diesel engines	Petrol engines			Manual gearboxes	Automated manual gearboxes	Automatic gearboxes
	Normally aspirated	Turbo				
K9K dCi 70/75/85/90/ 95/110/ dCi110 Hybrid assist	B4A SCe 55	H4Bt TCe 90/110	3CG 4 kW/13 kW	SG1 MT5 – 100 Nm	SA1 AMT5 – 120 Nm	DP AT4 4WD 250 Nm
R9M Single Turbo dCi 90/95/115/ 120/130	H4D SCe 70	H5Ft TCe 100/115/120/125/130	5AM Gen2 65 kW/70 kW	JB3-JH3-JHQ-JE3 MT5 – 160 Nm	JS3 AMT5 – 160 Nm	AJ AT6 4WD 450 Nm
R9M Twin Turbo dCi 120/125/140/145/ 160/165	K4M 1.6 16 V 105/110 1.6 16 V 95/ 115 FLEX	M5Mt TCe 150/165/190/200/205 R.S. 200/220	5AL Gen3 63 kW	JRQ MT5 – 200 Nm	TS4 AMT6 – 260 Nm	DC EDC – 170/240 Nm
M9R 2.0 dCi 175	D4F 1.2 16 V 65/75 B4D SCe 70/75 SCe 70/80 FLEX	F4R Turbo GT 190	5AQ Gen3 44 kW/68 kW	TL4 MT6 – 260 Nm	PA0 AMT6 – 380 Nm	DW6 EDC 6 – 450 Nm
M9T dCi 110/125/130/150/160	H4M SCe 100/115/120 SCe 115/120 FLEX SCe 100/115 LPG	H5Ht TCe 115/130/140/ 150/155/165		TL8 4WD MT6 – 260 Nm	ZF4 MT6 – 380 Nm	DW5 EDC 7 – 300 Nm
M9T Twin Turbo dCi130/135/145/165/ 170/190	QR25 SCe 175	M5Pt TCe 225/250		ND4 MT6 – 320/360 Nm	ZG6 2WD/4WD MT6 – 450 Nm	DXK – FK X-Tronic CVT – 150/250/ 380 Nm
YD25 dCi 165/190	K7M 1.6 MPI 85 F4R 2.0. 16 V 145 2.0. 16 V 150 FLEX M4R SCe 140/145 M5R SCe 145/150 V4U SCe 200 V4Y SCe 260			PK – PF MT6 – 380/400 Nm		HG AT7 4WD – 450 Nm
				ND8 4WD MT6 – 360/380 Nm		

ELECTRIC VEHICLES

Market leader and pioneer in sales of all-electric vehicles in Europe, Renault is stepping up the pace in the pursuit of innovation and the deployment of its Zero Emission strategy⁽¹⁾.



Renault ZOE

Renault: pioneer and leader in electric vehicles in Europe

Group Renault: driving the electric revolution

All-electric vehicles are the standard-bearers of Renault's environmental strategy. The Group is committed to sustainable mobility for all. Almost 30,000 Group employees have received training in electric vehicle technology, along with the entire Renault network in Europe. This training covers the fields of design, production and sale.

Group Renault is continuously improving its electric range in order to meet customer requirements, particularly with respect to range.

To this end, the Group is building on nine years of expertise and leadership in electric vehicles, and continuing the renewal of its existing models: Renault ZOE, Renault Kangoo Z.E., as well as Renault Samsung Motors SM3 Z.E. in Korea.

Expanding the range, Renault unveiled Master Z.E. in January 2017. Ideal for last-mile urban deliveries, this electric heavy van is scheduled for launch in early 2018.

A greater range allows longer journeys. To make life easier for its customers, Renault is deploying an exclusive smartphone app, Z.E. Pass, giving access to over 20,000 charge points across Europe.

Also in 2017, Renault launched another innovative service, Z.E. Smart charge, an intelligent way to manage vehicle charging.

(1) No emissions of CO₂ or regulated air pollutants when driving.

Leader in electric vehicle sales in Europe in 2017

With its renewed range Renault was number one in electric vehicle sales in Europe, for the third consecutive year (PC+LCV, excluding Twizy).

- Almost **one electric vehicle in every four sold in Europe** is a Renault.
- **ZOE was Europe's best-selling electric vehicle** for the third consecutive year.
- **Kangoo Z.E. has been Europe's best-selling electric LCV** since its launch in 2010.
- Over 150,000 Groupe Renault electric vehicles are already on the road worldwide.

Renault electric vehicles: more than just cars

A pioneer in electric technology, Renault is also seeking to develop the ecosystem required for electric mobility. Working primarily through its Renault Energy Services subsidiary, Renault is joining forces with a range of partners to implement smart charging systems and develop the use of second-life batteries removed from electric vehicles. The success of all these solutions will encourage the emergence of smart grids, accelerate the transition to affordable, low-carbon energy sources and maintain the appeal of Renault electric vehicles at the forefront of the market.



Renault Samsung Motors SM3 Z.E.



Renault Z.E. range.

LIGHT COMMERCIAL VEHICLES



Master Z.E.



Alaskan.

To meet the specific needs of its business customers, Renault set up a Business Unit (the LCV Division) twenty years ago, and an expert brand, Renault Pro+, in 2015. Delivering a tailor-made offer in products and services, this brand has a specialized global network of 650 dealerships. Groupe Renault's ambition is to increase LCV sales by more than 40% by the end of the new strategic plan "Drive the Future". The objective is to double market coverage and to remain the leader in electric LCVs by electrifying all vans.

2017, a record year

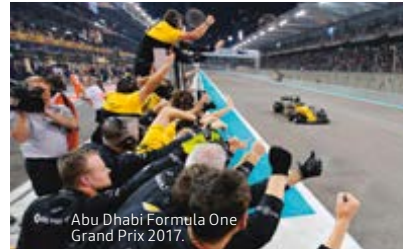
Groupe Renault set a new global **record in sales of light commercial vehicles, with 462,859 vehicles sold (+4.1% vs. 2016)**, of which:

- 406,914 Renault, 45,075 Dacia and 10,870 LADA vehicles (booked since 2017). International sales continued to grow, accounting for 28% of the overall Group total. In Europe, Groupe Renault sold 332,108 vehicles, its best result since 2001. The Renault brand is leading the European van market as well as all-electric LCVs. Kangoo Z.E. is Europe's best-selling electric van, with a market share of 25.8%. The Group reported record sales (PC-LCV) for Duster Oroch (31,353), Dokker (90,265), Master (97,177) and Trafic, which topped the 100,000 sales mark for the first time (104,861). In France, Trafic, Master and Kangoo are once again all leaders in their respective segments.

Highlights

- Renault Pro+ presented **Master Z.E.** and launched **New Kangoo Z.E.**
- Following its launch in Latin America in 2016, Renault is launching **Alaskan** in Europe.
- Launch of **SpaceClass** and the Escapade version.
- Joint-venture signed by **Renault-Brilliance-Jinbei Automotive Company**, to build and sell LCVs in China.
- The LCV Business Unit becomes Renault-Nissan LCV Business Unit.

MOTORSPORT AUTOMOTIVE



Abu Dhabi Formula One Grand Prix 2017.



Montreal ePrix.

Formula 1: Renault, a fully fledged team

At the end of 2017, after just two seasons and while rebuilding its team, Renault Sport Formula 1 Team came sixth in the Formula 1 World Championship, finishing in the points nine times.

The Formula 1 RS17 competing in 2017 was developed jointly by Renault Sport Racing engineers at Viry-Châtillon (France) and Enstone (UK).

Renault and Formula 1 in figures:

- 40 years of uninterrupted presence;
- 11 Drivers' titles;
- 173 wins;
- 12 Constructors' titles.

Formula 1 is a showcase for the technological expertise developed by Renault and applied to its products for the benefit of its customers. It also builds brand awareness and image all over the world. With 450 million TV viewers every year, Formula 1 ranks among the sports receiving the greatest global media coverage.

Formula E: Renault leader in all-electric motorsport

— A pioneer in affordable electric vehicles and a historic player in motorsport, Renault is taking part in the Formula E Championship, where single-seater all-electric cars race through city streets worldwide.

- Over the 2016-2017 season, Renault eDams confirmed its leadership, claiming the team title in the Formula E world championship for the third consecutive year.
- For Renault, motorsport is a way to spur the development of leading-edge technologies, particularly in the fields of fuel efficiency, electrification and hybridization.

Renault enters eSports

Renault is joining forces with Team Vitality to create Renault Sport Team Vitality. The team will be taking part this year in a number of games competitions relating to the world of motorsports, such as Rocket League Championship Series Europe.

Renault Sport keeps the flame burning for motorsport

Renault has a rich offering of sports vehicles, including both production and racing models, opening new avenues to sporting thrills.

Twingo GT

- Engine placed at the rear in a nod to the R5 Turbo and Clio V6.
- Designed for driving pleasure with: a 110 hp engine with torque of 170 Nm, 17" wheels; ESP for stability, and variable gear ratio steering.

Clio GT-Line

Design pack and special sports interior.

Clio R.S. 200 & Clio R.S. Trophy 220 EDC

A model very much in Renault's tradition of small sports cars allying performance with an attractive price.

Megane GT

A true sports car: 205 hp, 4Control and Multi-Sense a world first in this segment, Launch Control, Multi Change Down, R.S. Drive.

New Megane R.S.

This third-generation Megane R.S. is packed with the expertise and passion of Renault Sport. Like its predecessors, its ambition is to set the standard in the sports car market. It features a range of developments and technologies based on the expertise of Renault Sport Racing in motorsport. Its strong points:

- a world first in this segment, the 4Control system ensures stability and agility for the Sport and Cup chassis;
- a new-generation 1.8 L turbocharged engine delivering 280 hp with 390 Nm of torque, developed jointly by the engineers of Renault Sport Cars and Renault Sport Racing;
- four versions tailored to all types of use, with a dual offering for the gearbox (manual or EDC) and chassis (Sport or Cup);
- high-tech cutting-edge features such as R.S. Vision, Multi-Sense or the new version of R.S. Monitor.

Renault Sandero R.S. 2.0

The first Renault Sport model to be built outside Europe and designed for Latin America. The design and performance of a "true sports car": 150 hp, 6-speed manual gearbox.

Formula Renault 2.0

An incubator for top-level motorsport.

Renault Clio Cup (track) and Clio R3T (rally)

Clio standard-bearer in motorsport.

Alpine makes a return to the roads and the podiums

New A110 Première Édition is a lightweight, elegant sports coupé that marks the return of Alpine to centre stage. Loyal to the brand DNA developed by its founder Jean Rédélé, it places the emphasis on agility and driving pleasure, without compromising on day-to-day comfort. Within five days of reservations opening, all 1,955 examples of this limited edition vehicle – a nod to the year in which Alpine was founded – were snapped up by buyers across three continents. The brand is well known for its rich past as a manufacturer of lightweight, agile sports vehicles. It has also built up a strong reputation in top-level motorsports. Its sporting achievements



6 Hours of Bahrain.

include the 1973 World Rally Championship and first place in the 1978 Le Mans 24-hour event. More recently, Signatech Alpine has claimed two ELMS titles (2013-2014), LMP2 category, as well as winning the Le Mans 24-hour event and World Endurance Championship in 2016 (LMP2), taking third place in 2017.

INNOVATION AND RESEARCH

Delivering sustainable mobility for all, today and tomorrow, has long been Renault's vision, one which today is more relevant than ever in light of the many technological and societal changes in front of us. Innovation and research are at the core of this strategy aiming to develop mobility solutions meeting the needs of all our customers, all over the world.



Renault SYMBIOZ Demo car.

To this end, Renault will invest €18 billion in research and development over the next six years of its plan, called "Drive the Future 2017-2022".

Our innovation priorities

As mobility needs change, Groupe Renault will focus on a number of strategic areas: electric vehicles, connected vehicles, and autonomous vehicles.

As mobility needs change, Groupe Renault is leveraging synergies through the Alliance while also opening its doors to the outside world, seeking talent wherever it can be found, as part of an open-innovation approach involving start-ups, universities, and partner firms.

Electric vehicles

A market leader and pioneer in all-electric mobility in Europe, Renault is stepping up the pace in innovation and in the deployment of its zero-emissions strategy⁽¹⁾. Electric motors represent the propulsion of the future: all the concept cars Renault has unveiled since 2016 feature all-electric motors.

In 2017, as part of its global energy transition strategy, Renault established several partnerships with Powervault and Connected Energy focused on using second-life electric vehicle batteries for stationary energy storage. By 2022, the Renault line will include 8 electric models and 12 electrified models.

(1) No emissions of CO₂ or regulated air pollutants when driving.

Connected vehicles

Groupe Renault is employing connected technology to bring customers mobility experiences that provide peace of mind and are smarter and better integrated with their digital lives.

Connected vehicles, as part of a comprehensive ecosystem involving the driver, the passengers, and their surroundings, offer users the chance to define their own mobility. This translates into a full range of personalized services and affordable solutions grouped under the name Renault Easy Connect.

By 2022, all new Renault vehicles sold on key markets will be connected, compared with around 20% in 2016. Over 70 million Alliance vehicles already on the road will be able to receive updates.

Autonomous vehicles

With autonomous vehicles, Renault aims to change the driving experience, making the journey more enjoyable, less stressful, and more productive. Prototypes already developed have a level 4, or “mind-off”, autonomous driving capacity. At this level, the driver is freed from all driving tasks while the autonomous system is in control. On authorized roads, drivers can use this free time, for example, to take advantage of on-board connectivity to answer emails, watch a video, or safely converse with passengers. It’s up to them to decide how they want to make use of this new free time.

By 2022, the Renault line will include 15 models with Easy Drive level 2 or 4 autonomous driving capacity.

Open innovation

Given the many possible applications of automotive innovation, the Groupe Renault and the Alliance are adopting new ways of working and thinking, opening their doors more widely to the outside world to join forces with the talents and partners they need to keep pace with the rapid expansion of new technology, new forms of mobility, and new customer practices.



Renault SYMBIOZ Demo car.



Renault SYMBIOZ Demo car.

Today, this open-door policy incorporates start-ups, which are often at the cutting edge when it comes to new ways of working and developing innovation. Renault is financing 40% of the Alliance Ventures fund, launched in January 2018 by Renault-Nissan-Mitsubishi. This fund will invest up to \$1 billion over the next five years to support start-ups developing next-generation mobility services.

The SYMBIOZ Demo car: the autonomous, electric, connected experience of tomorrow, available today

- At the end of 2017, Renault used the SYMBIOZ Demo car to showcase the brand’s medium-term vision for life on board an autonomous, electric, and connected vehicle in real-life conditions.
- The SYMBIOZ Demo car has a level 4 **autonomous driving capacity**. Renault illustrated the horizons for Independence in autonomous vehicles with a unique virtual-reality experience created with its partner Ubisoft.
- The **electric motor**, with a peak power of 500 kW (equivalent to 680 hp), provides a range of benefits in terms of driving pleasure: immediate and continuous acceleration, more power delivered to the ground, and enhanced power ramp-up – all without CO₂ emissions.
- The SYMBIOZ Demo car is **connected** to the road infrastructure of the network run by Sanef, a subsidiary of Abertis, the world’s largest highway operator. The vehicle drives through toll booths automatically and receives warnings of any dangers on the road, such as construction, accidents, poor weather, and traffic jams.



SYMBIOZ Demo car development mule.

Mobility Services

Mobility services will round out the existing offering based on personal cars and will increase freedom of movement through shared, efficient, and enjoyable solutions. These new connected services will rely primarily on electric

motors, autonomous technology, and connected services. Renault is currently working developing these services and aims to roll out ride-hailing services using robo-vehicles by 2022.

PURCHASING

The Purchasing Division buys the parts, services, and equipment required for Groupe Renault's worldwide operations. It supplies plants and meets Group-wide needs through a range of suppliers who are competitive in quality, cost and lead time. The division also supports Groupe Renault's worldwide growth by coordinating local sourcing.

Cost of Groupe Renault purchases Scope: worldwide – in billion of euros

	2017	2016
Automotive components ⁽¹⁾	29.64	26.96
Industrial goods, tertiary purchasing and services, logistics	6.57	5.82
After-sales ⁽²⁾	1.72	1.55
Total	37.93	34.33

(1) Including Alliance component purchasing (Nissan, Daimler, and AVTOVAZ).

(2) Including tires and accessories purchasing.

Number of Groupe Renault suppliers

Renault s.a.s., including subsidiaries.

Suppliers, Legal Entities with revenue of at least €6,000 during the year.

	2017	2016
Automotive components	2,895	3,025
Industrial goods, tertiary purchasing and services, logistics	11,728	10,635
After-sales	448	462

Renault-Nissan Purchasing Organization

Since April 1, 2009, the Renault-Nissan Purchasing Organization (RNPO) has determined the purchasing strategy and selected suppliers for all the Alliance's purchases. In early 2015, Renault SA, Nissan Motor Co. Ltd., and AVTOVAZ merged their purchasing operations in Russia. The new entity is called the AVTOVAZ-Renault-Nissan Purchasing Organization (ARNPO). Now the largest purchaser in the Russian automotive industry, ARNPO has strengthened AVTOVAZ's global integration in this sector.

Groupe Renault is committed to a policy of sustainable purchasing

Groupe Renault has set up an active sustainable purchasing policy encompassing respect for human rights, labor law, compliance, safety, quality and the environment. Groupe Renault asks our suppliers to enforce these guiding principles and to deploy them across their supply chain. With respect to mineral ores, Groupe Renault is continuously reinforcing his day-to-day efforts to prevent risks relating to human rights, as part of a policy specific to this field, based on the guidelines set out by the OECD.

SUPPLY CHAIN

The Supply Chain's activities extend from parts suppliers all the way to the transport of vehicles to customers; and from the project phase through to production and delivery.

Organization

- 7,211 employees make up the Groupe Renault Supply Chain. They are based at head office; plants; Operational Logistics departments; and logistics platforms.
- 10 Operational Logistics departments coordinate the Supply Chain and carry out its operations in different geographical regions.
- 11 AILN (Alliance International Logistic Network) logistics platforms pick up, consolidate, and ship parts to manufacturing sites. Please note that a new platform was opened in Chennai (India) in 2017 to serve the Alliance.
- SFKI (Sofrastock International), a logistics platform in Saint-André-de-l'Eure, France, manages small automotive parts and maintenance-and-tooling parts, and distributes them to manufacturing sites. It also picks up and ships complete sets of parts for vehicle-part maintenance, and parts kits for after-sales.

AILN platform activities

Volumes (in m³) at December 31, 2017

AILN Platforms	Total	IPO ⁽¹⁾ export activity	KD ⁽²⁾ export activity	Local distribution activity ⁽³⁾	Import activity
Bursa (Turkey)	537,010	335,836	23,962	117,061	60,151
Busan (South Korea)	139,325	138,498	827		
Chennai (India)	122,800	120,908		1,892	
Cordoba (Argentina)	37,479	31,164		6,315	
Curitiba (Brazil)	386,741	386,741			
Grand-Couronne (France)	484,672	444,922		3,345	36,405
Mioveni (Romania)	3,070,196	2,928,488			141,708
Moscow (Russia)	382,258	382,258			
Pune (India)	97,636	95,055		2,581	
Tangiers (Morocco)	53,497	53,497			
Valladolid (Spain)	380,379	225,060	22,452	15,500	117,367
Total	5,691,993	5,142,427	47,241	146,694	355,631

Since 2014, the Supply Chain Division has grouped the Renault and Nissan teams to form a joint Alliance structure. It maximizes synergies via:

- shared best practices;
- joint calls for bids;
- common use of both companies' logistics infrastructures.

(1) IPO: Individual Parts Order.

(2) KD: Knock Down.

(3) Local distribution activity (for after-sales).

SALES NETWORK

Groupe Renault sells its vehicles worldwide through more than 13,000 points of sale: around 12,000 for Renault, including 7,000 for Dacia (together with Renault), 700 for Renault Samsung Motors, 700 for LADA and 50 for Alpine.

A closer look the structure of the Renault network

The primary network is made up of Renault Retail Group (RRG) outlets belonging to Renault, as well as dealerships. The secondary network, contractually linked to an RRG outlet or dealership, contributes to building strong local ties with customers.

Number of Renault network sites at the end of 2017

Region	Primary network	Secondary network	Total
Europe (incl. France)	2,542 (661)	5,993 (3,387)	8,535 (4,048)
Africa, Middle East, India	1,209	137	1,346
Eurasia	424	70	494
Asia-Pacific	457	0	457
Americas	852	101	953
Total	5,484	6,301	11,785

Satisfying customers

Service quality as our guiding principle:

- Objective: to rank among the top-three full-line vehicle manufacturers for service quality in sales and after-sales in its main markets by 2019.
- Assessment: involving over one million customers in 32 countries each year. This policy is pursued through the **C@RE** (Customer Approved Renault Experience) program:
- Objective: maintain **simple, smooth, personalized relations with customers.**
- **4,000 “Renault Store Interior”** worldwide, with an exemplary approach to customer reception and follow-up.
- Redesigned customer journeys, involving all points of contact (digital, network and telephone platforms) improve customer satisfaction.

RRG (Renault Retail Group)

RRG is the European number one in vehicle distribution and a wholly owned subsidiary of Groupe Renault. RRG sells the Renault, Dacia and Alpine brands in 13 countries, along with the Nissan brand in the UK, Switzerland and Austria. RRG sells new and used vehicles, along with replacement parts. Its activities also include maintenance, powertrains, bodywork, express services (Renault Minute and Renault Minute bodywork), short-term rental (Renault Rent), self-service rental (Renault Mobility), financing and brokerage.

Key data for RRG:

- €9.7 billion in revenue;
- 530,000 new and used vehicles sold in 2017;
- 12,000 employees;
- 220 points of sale around Europe;
- 13 countries of operation: Austria, Belgium, the Czech Republic, France, Germany, Ireland, Italy, Luxemburg, Poland, Portugal, Spain, Switzerland and the UK.

RCI BANK AND SERVICES

RCI Bank and Services is a wholly-owned subsidiary of Renault SAS. In 2016, RCI Banque SA changed its business name to become RCI Bank and Services. RCI Bank and Services markets financial solutions to give Alliance customers easier access to automotive mobility. Present in 36 countries, RCI Bank and Services supports the development of Groupe Renault brands (Renault, Renault Samsung Motors, Dacia Alpine, LADA) at global level, of Nissan Group brands (Nissan, Infiniti, Datsun) mainly in Europe, Brazil, Argentina and South Korea, as well as in the form of joint ventures in Russia and India and Mitsubishi Motors in the Netherlands.

RCI Bank and Services:

- brings consumers a range of financing solutions and services adapted to their projects and lifestyles, for a smoother, richer experience in automotive mobility, with both new and used cars;
- supplies business customers with a range of mobility solutions to free them from the constraints of fleet management and allow them to focus on their core business;
- finances the inventory of new vehicles, used vehicles, and replacement parts for Alliance networks.

New financing and outstanding loans

€ million	2017	2016
Penetration rate excluding companies accounted for under the equity method ⁽¹⁾ (for NV)	42.6	41.0
New vehicle financing	20,604	17,933
Number of vehicle contracts (<i>in thousands</i>)	1,771	1,564
Average performing assets	39,649	33,313

(1) Companies accounted for under the equity method are Russia, Turkey, and India.

Services activity: the group is stepping up the development of this activity, with 4,355,000 contracts sold in 2017.

Penetration and net assets by region

Net assets at year-end as a % and in € million

	2017	2016	2017	2016
France	46.7%	44.4%	13,315	11,632
Europe (incl. France)	43.3%	41.5%	39,028	33,934
Africa, Middle East, India	21.8%	18.2%	416	389
Americas	38.8%	37.7%	2,637	2,377
Eurasia	26.7%	24.7%	191	159
Asia-Pacific	57.4%	52.3%	1,561	1,400

Deposits

RCI Bank and Services has deployed deposit-collecting activities in four countries: France, Germany, Austria and the UK. At end December 2017, net savings collected totaled €14.9 bn, or 34% of of the company's assets.

AFTER-SALES

By supporting customers throughout the lifetime of their vehicle, Renault has made after-sales an effective loyalty-building channel with an attractive product and service offering, and a distribution approach closely tailored to customer needs. Every day, 1 million parts and accessories are delivered to 160 countries, from 25 distribution centers worldwide. In 2017, almost 95% of orders were delivered in 24 hours.

Services

Renault offers a wide range of services:

- Service contracts including maintenance, warranty extensions, connected services, insurance and assistance with over 4,600,000 service contracts sold in 2017.
- Fixed-price deals: Renault was one of the first vehicle manufacturers to offer a full range of fixed-price deals on maintenance and repair services, helping customers to manage their budget and avoid surprises.
- Complementary services: Renault Rent (vehicle rental), Renault Assistance (breakdown or accident assistance), Renault Minute (fast maintenance and repair), Renault Pro+ (maintenance and repair of LCVs).

Replacement parts

Renault guarantees each replacement part for its entire service life, based on the same level of quality and safety as the original part. Genuine replacement parts meet the same Renault production specifications and standards as the parts used in manufacturing the vehicles. Renault's genuine parts are engineered to optimize vehicle maintenance and repair for easier assembly and repairability.

In order to make mobility accessible to the greatest number, Renault launched a range of parts under the Motrio brand name in 1998. The aim is to win sales with vehicles of all makes along with older Renault and Dacia vehicles. Over 7,000 part numbers are currently available and sold in more than 40 countries. Renault also markets a full range of parts that have been reconditioned as part of a stringent industrial process. Made available to customers under the name of "standard replacement parts", these spares are cheaper than new parts, while complying with the same quality requirements.

Accessories

Renault markets a range of over 25,000 accessory part numbers, available from the launch of each new model, or when the offering is expanded during the vehicle's career. Accessories range from the basic to the most innovative, for an offering that is made-to-measure in terms of safety, comfort, protection, multimedia, transport, and interior and exterior personalization of each customer's vehicle.

RENAULT TECH

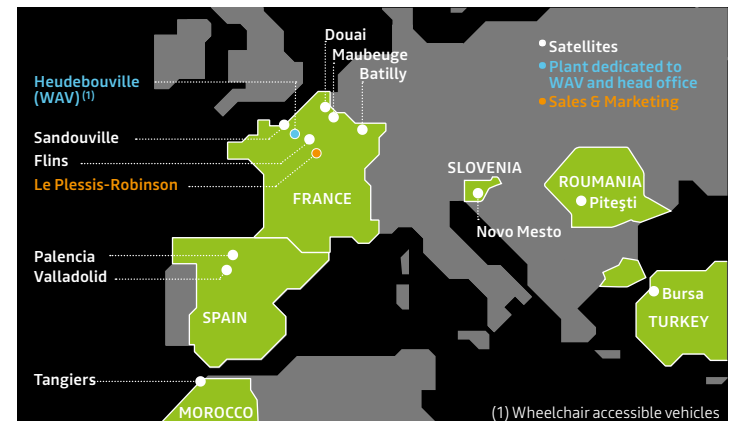
Set up in 2009, Renault Tech is a business unit that designs, produces, and sells converted vehicles and related services. It meets the needs of both business customers and consumers, in compliance with Groupe Renault quality standards.


Renault Tech develops and produces new passenger cars and LCVs at the request of Groupe Renault's Product Planning Departments. The Renault Tech engineering department also offers a further range of conversions, including wheelchair accessible vehicles (WAV) and customized conversions for business fleets.

The main types of conversion are:

- for passenger cars: versions for driving schools, special adaptations (e.g.: Espace Executive), limited edition with options such as strappings, door mirror housings, door sills, etc.;
- for LCVs: interior/exterior features: interior protection and layout of the loading area (wood and polypropylene), towing equipment, transport racks, security, etc., along with dumper, flatbed dropside and crew cab versions;
- the range of vehicles customized for people with reduced mobility: Master, Trafic, Kangoo and Dokker;
- alongside driving and transfer aids across the entire Renault range;
- fleet conversions for Renault key account customers such as La Poste, EDF and Kone, as well as conversions for shopkeepers or the self-employed. Vehicles are built at 11 in-factory workshops in Renault and Dacia plants in Europe, Africa, the Middle East, India, and Eurasia, as well as at the Heudebouville plant in France, which is dedicated to wheelchair accessible vehicles.

Sales rose once again in 2017, with 362,507 conversions.





RENAULT- NISSAN- MITSUBISHI

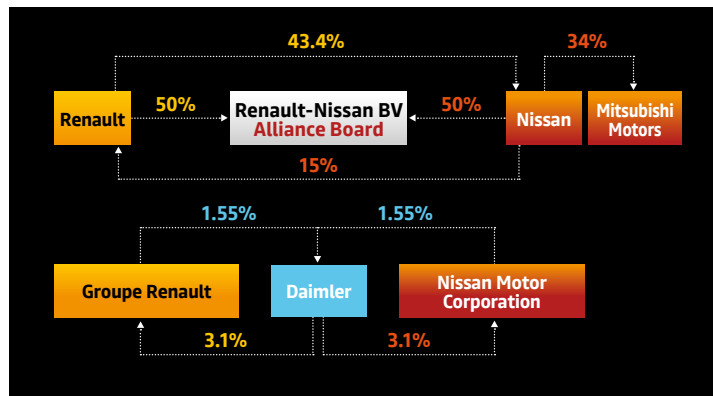
Renault-Nissan-Mitsubishi reported strong growth in 2017, with more than 10.6 million vehicles sold worldwide. Alliance brands accounted for almost one vehicle sale in nine worldwide in 2017 (passenger cars and light commercial vehicles). Renault-Nissan-Mitsubishi continues to lead the market for zero-emission vehicles, with 540,623 electric vehicles sold since 2010.

PRESENTATION

Founded in 1999, the Alliance has become the automotive industry's most enduring transnational partnership between leading manufacturers. This unique partnership is a pragmatic, flexible business model that can expand to accommodate new projects and partners worldwide.

- The Alliance acts as a buffer to protect partners during regional downturns, and support their development in the world's fastest growing economies.
- The Alliance helps its members to outperform historic regional competitors, elevating companies into the world's leading ranks. At the end of 2017, Renault-Nissan-Mitsubishi became the world's leading automotive alliance in the PC & LCV segments.
- Based on cross-shareholdings and mutual self-interest, the Alliance business platform maximizes synergies without destroying the brand identity of each partner.

STRUCTURE



- Renault holds a 43.4% stake in Nissan, while Nissan holds a 15% stake in Renault. The cross-shareholding model ensures that partners have a mutual self-interest, encouraging them to pursue “win-win” strategies with benefits for all.
- Nissan holds a 34% stake in Mitsubishi Motors.

HIGHLIGHTS



RENAULT NISSAN MITSUBISHI

- “Alliance 2022”: a new plan targeting annual synergies of 10 billion euros by the end of 2022. During the plan, 12 new zero-emission vehicles will be launched, along with 40 vehicles featuring various levels of autonomy up to and including fully autonomous driving. Buoyed by the launch of new models and the arrival of new technologies, the combined sales of Renault-Nissan-Mitsubishi are expected to exceed 14 million units end of 2022.
- “Alliance Ventures”: a new venture capital fund that will invest up to 1 billion dollars over five years.
- Announcement of new partnerships: Transdev (mobility services for fleets of driverless electric vehicles), DeNA (development of self-driving vehicles), and Dongeng Motor Group (development of electric vehicles in China).
- Creation of a new division dedicated to light commercial vehicles.



Nissan DeNA Gallery Event.

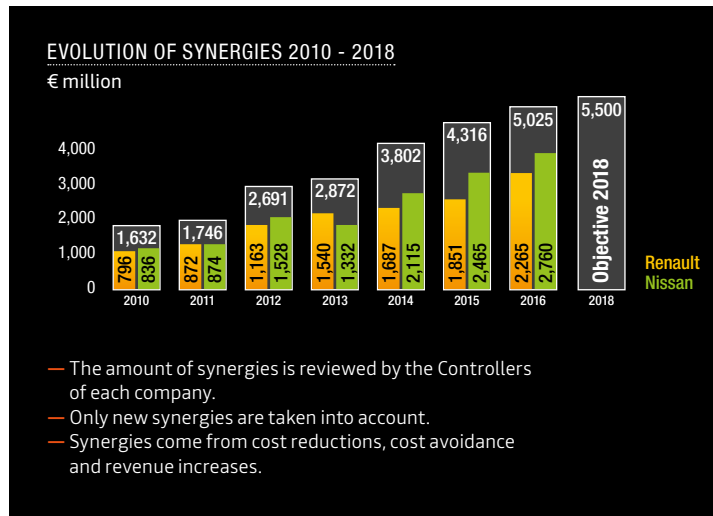
A LEVER FOR GROWTH

In recent years, Renault-Nissan-Mitsubishi has launched a range of industrial projects:

- the CMF*-A platform (affordable vehicles for high-growth markets), through the Kwid project, Renault has become India's leading European brand.
- New Nissan Micra built at the Renault Flins plant (France). This has made it possible to align production processes and improve overall quality at the Flins plant.
- One-ton pick-up: a new segment for Renault and Daimler. Through this project, Nissan gains access to a plant in Argentina and increases output at its Barcelona site.
- Nissan Rogue built at the RSM plant in Bursan (Corea): enables Nissan to increase volumes in the USA.

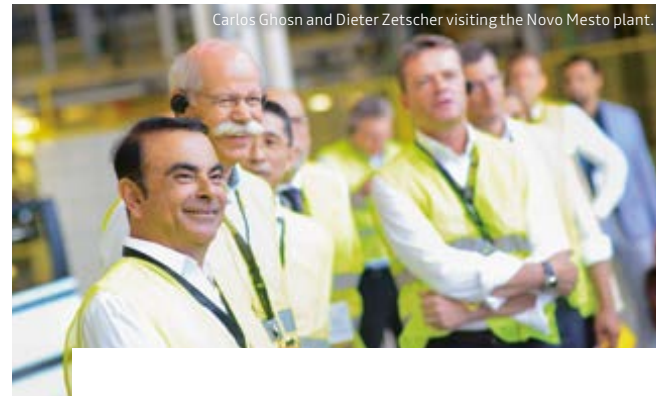
SYNERGIES

- In 2014, the Alliance announced the convergence of four core business functions: research and advance engineering, manufacturing and supply chain management, purchasing, and human resources.
- The Alliance generated 5 billion euros in synergies in 2016, and is well on the way to generating at least 5.5 billion euros in synergies in 2018.



STRATEGIC COOPERATION WITH DAIMLER

The Alliance is engaged in strategic cooperation with Daimler.



- Daimler AG was the world's leading luxury vehicle manufacturer in 2017, with the Mercedes-Benz brand. In April 2010, the Alliance and Daimler AG announced a strategic partnership based on three major projects, primarily in Europe. The partnership has since been extended to include a range of projects on three continents.
- As part of the 2010 agreement, the Alliance took a 3.1% stake in Daimler. Daimler took a 3.1% stake in Renault and a 3.1% stake in Nissan.

For the Alliance and Daimler

- The Alliance and Daimler are jointly developing a new family of turbocharged direct-injection gasoline engines. Manufacturing approval was received at the end of 2017. Complying with the quality standards of both the Alliance and Daimler, these engines have attained the highest level in fuel efficiency.

For Renault and Daimler

- Production life projects: smart fortwo, smart forfour, Citan, cross-supplies of diesel and gasoline engines.
- The Renault ZOE motor produced by the Renault Cléon plant (France),

was adopted in early 2017 for use on the electric versions of smart fortwo and forfour.

For Nissan and Daimler

- Mercedes-Benz 4-cylinder gasoline engines produced in the Nissan Decherd plant (USA) for Infiniti and Mercedes-Benz vehicles.
- Daimler 2.2-liter turbocharged diesel engine mated to a 7-speed automatic or 6-speed manual gearbox, supplied for the Infiniti Q50.
- At its Sunderland plant (UK), Nissan has developed the Q30 and QX30, compact executive vehicles for Infiniti, based on Daimler architecture.
- Joint production of compact executive vehicles for Infiniti and Mercedes-Benz from 2017, as part of a joint venture between Nissan and Daimler based in the Nissan plant of Aguascalientes (Mexico).
- Joint development of a one-ton pickup for Mercedes-Benz, based on the Nissan Navara platform and built at the Nissan plant in Barcelona (Spain) from September 2017 and at the Renault plant in Cordoba (Argentina) starting before 2020.

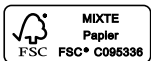
* CMF (Common Module Family): a unique modular architecture system that allows Alliance members to build a wide range of vehicles from a limited number of modules.

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