

# ATLAS **RENAULT** 2015

**MARCH EDITION 2016**



**GROUPE** RENAULT



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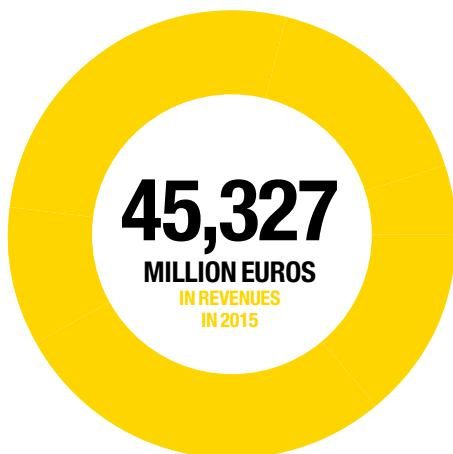
Renault Kadjar in the streets  
of Wuhan (China)

# **GROUPE** **Renault**

Renault has been making cars since 1898. Today it is an international group with global sales of over 2.8 million vehicles in 2015. The success of new products in 2015, the numerous launches planned and the development of international business all confirm Renault's growth ambitions for 2016.

# KEY FIGURES

## 2015



### GROUPE RENAULT

	2015	2014
<b>Revenue</b> € million	<b>45,327</b>	41,055
<b>Net income</b> € million	<b>2,960</b>	1,998

	2015	2014
<b>Workforce</b>	<b>120,136</b>	117,395
<b>Number of vehicles sold <sup>(1)</sup></b>	<b>2,801,592</b>	2,712,432

(1) All PC/LCV sales figures in the Atlas exclude Twizy.

# ONE GROUP, three brands

Renault, a multi-brand international group, sold more than 2.8 million vehicles in 125 countries in 2015. It employs over 120,000 people and manufactures vehicles and powertrain components at its 36 production sites.

Since it was founded in 1898, Renault has been the most consistently innovative carmaker in automotive history. Groupe Renault:

- > designs innovative products and services accessible to the greatest number,
- > fosters sustainable mobility for all, notably through its range of all-electric vehicles,
- > develops profitable international growth, in particular through its Alliance with Nissan and its other partnerships.



**RENAULT,**  
the Group's  
global brand

**2,170,644**  
Vehicles sold



Renault is present in 125 countries, with over 12,000 points of sale. During its 116-year history, Renault has forged its identity as a company through ingenious innovation accessible to the maximum number of people.



New Mégane



**DACIA,**  
the Group's  
regional brand

**550,920**  
Vehicles sold



Dacia is sold in 44 countries in Europe, North Africa and the Mediterranean countries. It has attracted more than 3.5 million customers since 2004 by offering a range of robust vehicles at affordable prices.



Duster



**RSM\*,**  
the Group's  
local brand

**80,028**  
Vehicles sold



RSM operates in South Korea with 635 points of sale. Its vehicles cover the mid-range segment (including electric vehicles), the high-end segment, and the SUV segment.



SM3 NEO

\* Renault Samsung Motors

# HIGHLIGHTS

## 2015

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### > FEBRUARY

#### **Renault RECRUITS**

Renault announced 1,000 recruitments in France in 2015, consistent with the "Contract for a new dynamic of growth and social development".

### > MARCH

#### **ZOE gets MORE RANGE**

ZOE's range is increased to 240 km NEDC<sup>(1)</sup> thanks to the new R240 motor combined with a battery with optimized electronic management. The 100% Renault motor was designed by the engineers at the Technocentre and the Cléon plant, where it is manufactured.

### > APRIL

#### **"Renault – Passion FOR LIFE"**

To accompany the market launch of New Espace, Renault rolls out its new brand signature "Renault – Passion for life".

#### **Five years of cooperation between DAIMLER AND THE RENAULT-NISSAN ALLIANCE**

The strategic partnership between Daimler and the Renault-Nissan Alliance celebrates its fifth anniversary. The number of joint projects has risen from 3 to 13 in Europe, Asia and the Americas.

### > JUNE

#### **Alpine, 60 YEARS OF HISTORY**

Alpine celebrates 60 years of motorsport passion by unveiling its new Alpine Celebration show car, developed specially for the Le Mans race.

#### **First title in the history OF ALL-ELECTRIC MOTORSPORT**

The e.dams-Renault team wins the first Formula E Championship title.

### > JULY

#### **Record synergies for THE RENAULT-NISSAN ALLIANCE**

The Renault-Nissan Alliance publishes the record amount of synergies generated in 2014: €3.8 billion.

### > SEPTEMBER

#### **Renault reveals ALASKAN SHOW TRUCK**

After Duster Oroch, Renault pursues its conquest of the international pick-up market with the revealing of the Alaskan show truck with a one-tonne payload.

### > OCTOBER

#### **Twingo out TO CONQUER ASIA**

Twingo makes its first appearance in Asia at the Tokyo Motor Show. Launch is planned for 2016.

### > NOVEMBER

#### **Already 3.5 million DACIAS SOLD!**

In a little over ten years, Dacia has won over 3,500,000 customers in Europe and the Mediterranean countries.

### > DECEMBER

#### **Renault-Nissan Alliance AT COP21**

Some 200 Alliance electric vehicles transport nearly 8,000 COP21 participants, in the process preventing the atmospheric emission of 18 tonnes of CO<sub>2</sub> during the event.

#### **Renault returns with a FORMULA 1 TEAM IN 2016**

Groupe Renault and Gravity Motorsports SARL, finalize the Group's acquisition of a majority shareholding in the capital of Lotus F1 Team Limited.

(1) New European Driving Cycle.



# LAUNCHES 2015

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## > New **ESPACE**

Revealed in late 2014 and launched in early 2015, Renault Espace offers a customizable driving and onboard experience with Renault Multi-Sense®. It boasts unique agility and roadholding thanks to 4Control® (4-wheel steering) technology.

## > **KADJAR**

Renault presents Kadjar, the brand's first C-segment crossover and big brother to Captur, with international ambitions.

## > **Clio R.S. 220 EDC TROPHY**

Clio R.S. The 220 EDC adopts the Trophy badge following in the footsteps of Mégane R.S. in 2014. The Trophy label, making its debut on Clio R.S. in 2005, is synonymous with powerful engines and chassis and with exclusive style and ambiance.

## > **Limited series**

### **DACIA 10<sup>TH</sup> ANNIVERSARY**

To celebrate its 10 years of success, the brand presents a special limited series featuring the Media Nav Evolution navigation system.

## > **KWID**

Renault launches Kwid in India. The new compact car offers the comfort and practicality of a city car for all the family. It had a promising start, with 85,000 orders in the first three months it was marketed.

## > **Duster OROCH**

Renault Duster Oroch, world-revealed in Argentina, is the manufacturer's first foray into the pick-up segment.

## > **Sandero R.S. 2.0.**

Also presented at the Buenos Aires Motor Show, Renault Sandero R.S. 2.0 is the first Renault Sport car manufactured outside Europe, designed for Latin America.

## > **TALISMAN**

Renault unveils its new D-segment saloon, Talisman (also available in an Estate version). With its generous dimensions and record cabin space, the Talisman features the classic and prestigious styling of this segment.

## > **New RENAULT MÉGANE**

Twenty years after the launch of Mégane, Renault renews its core range with New Mégane. The new model stands out with its dynamic styling and distinctive light signatures at the front and rear.



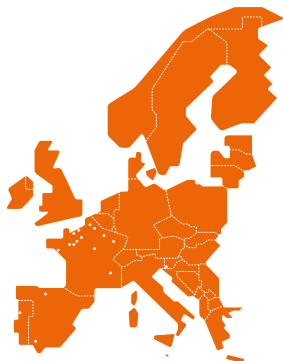
Renault Talisman

# HIGHLIGHTS

## Europe Region

### Strong increase of over 10%

Sales increased in all European countries in 2015.



#### 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), Palencia, Seville, Valladolid (Spain)

> With 1,613,499 registrations, the Group recorded a 10.2% increase in sales, raising its market share to 10.1%. All the countries posted sales increases, with particularly strong performances in **Spain** (up 22.3%, with the Renault brand in the no. 1 spot), the **UK** (up 17.7%) and **Italy** (up 18%, with record market share of 9.1%).

> For the first time since 2006, sales in the G9 countries topped the one million mark.

> Renault reaffirmed its leadership in the electric vehicle market, notably thanks to **ZOE**, the market number-one with a 68% rise in volume.

> The Renault brand was the **LCV leader** for the 18th consecutive year.

> Renault maintained its leadership position in the city-car market with

the success of **Clio** and **Captur**. The strong starts made by **Kadjar** – with over 50,000 sales already – and **New Espace** – with three times more sales than the previous version in 2014 – show considerable promise.

> Ten years after its debut in Europe, the **Dacia** brand once again increased its registrations in 2015 (up 3.6%) and set a new sales record with 374,458 registrations.

> The four vehicles launched in Europe in 2015 (**Espace**, **Kadjar**, **Talisman** and **Mégane**) are all produced in European plants. The Palencia plant was transformed to take on production of **Kadjar** and **New Mégane**, with the installation of 350 new robots.

# CLOSE-UP ON FRANCE

## RENAULT strengthens its French market leadership

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Sales growth of 5.1% for a 26.4% share of the market.

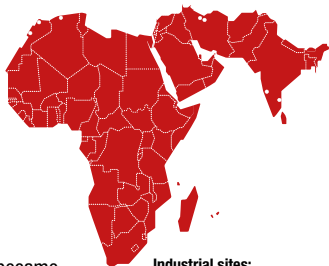
- > Groupe Renault PC+LCV sales grew 5.1% in 2015, topping the 600,000 mark for the first time in four years. The Group took a 26.4% share of the market.
- > Groupe Renault ranked five vehicles in the PC top ten and four in the LCV top six.
- > The Renault brand strengthened its PC leadership (20 % market share, up 0.2 points) and its LCV leadership (32%, up 1.8 points).
- > Clio was the top-selling vehicle in France for the sixth year running, with over 100,000 registrations.
- > Twingo, Clio, Captur and Espace (PCs) and Kangoo, Trafic and Master (LCVs) are the leaders of their respective segments.
- > ZOE, the undisputed leader in electric vehicles, further strengthened its position, accounting for a full 60% of the fast-growing electric PC market.
- > Dacia is number-five in the PC market, and even ranks number-four in sales to private motorists.



Renault Clio

# HIGHLIGHTS

## Africa, Middle East, India Region



### Growth of 17% in 2015

In 2015 the Africa, Middle East, India Region became Renault's second-biggest market in terms of sales volumes, behind Europe.

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

> Group registrations in the **Africa, Middle East, India Region** grew 17% in 2015 to nearly 360,000 vehicles, for a 4.5% share of the market (up 0.7 points). Group market share increased in the main markets of Algeria, India, Iran and Morocco.

> The Group accounts for **more than one-third of the North African market**. It posted record market share of 35.6% in **Algeria**, an increase of some 8.7 points. The performance was driven by local production of Symbol in Oran. In **Morocco**, where Dacia and Renault rank as the number-one and number-two brands respectively, registrations grew 11.5%. Group market share came to 38.2%, up 1.2 points.

> In **Egypt**, Africa's second-largest market, sales rose 73.8% for a market share of 7.5% (up 3.4 points).

> In **India**, Renault continues to rank as the number-one European automotive brand, with sales up 20.1%. Kwid is off to a highly promising start with 85,000 orders taken between launch in September and the month of December.

> **Group plants** in the Region increased production by more than 29% on 2014. In Morocco, a third shift was introduced at the Casablanca and Tangiers plants. In Algeria, a second shift was rolled out at Oran.

> **Importers** also contributed to success in the Region, especially in Egypt, the Middle East and the Overseas Departments.

Renault Kwid in Chennai (India)



# HIGHLIGHTS

## Eurasia Region



**Industrial sites:**  
Bursa (Turkey), Moscow,  
Togliatti (Russia),  
Pitesti (Romania)

## Renault shores up its positions despite a contrasted economic environment

Group market share rose 1.6 points, to 11.9%, mainly thanks to strong momentum in Turkey, where it set a new sales record.



Renault Duster in Moscow

> With over 360,000 registrations (down 8.6%), the Group's market share rose 1.6 points to 11.9%, mainly thanks to strong momentum in **Turkey** (up 21.7%).

> Despite the economic crisis in **Russia**, where the market plunged by over 35% and Groupe Renault registrations were down 38.1%, market share was practically stable at 7.5% as part of a policy to safeguard margins.

> **Duster** was the top-selling SUV in **Turkey, Russia and Ukraine** in 2015. The car's position in Russia was boosted by the arrival of new Duster in July 2015. Sales of the popular SUV in Ukraine grew a full 82%. In Turkey, thanks to Duster's success, Groupe Renault set a new sales record.

> Renault was the leader in **Belarus and Ukraine** in 2015. In Belarus, one in four cars on the road is a Renault\*. In Ukraine,

where Renault celebrated 15 years of presence, the brand topped the sales rankings with a record market share of 10.2% (up 4.4 points) through the leadership status of Logan and the success of Dokker in the LCV segment.

> The Group led the market in **Bulgaria**, where for the third consecutive year Dacia ranked first and Renault second. The Group took a 24.4% share of the market, posting a 3.3% rise in sales. **ZOE** was voted Car of the Year in Bulgaria in the most environmental vehicle category.

> In **Romania**, Dacia's Pitesti plant produced the 500,000th Energy TCe 90 engine in 2015. In 2012, Pitesti was the first Group plant to produce this engine, to be fitted on models in the Dacia and Renault range. Also in 2015, the plant celebrated the production of the 300,000th Duster phase II model.

\* Data taken from the Belarus Automobile Association.

# HIGHLIGHTS

## Asia-Pacific Region



### Developments in China

The Wuhan plant inaugurated on February 1, 2016, will start producing two SUVs for the Chinese market in 2016.



Renault Kadjar at the 2015 Guangzhou Motor Show

> With 116,868 registrations, Groupe Renault sales were down 12.3% in the Asia Pacific Region, the result of heightened competition and major economic challenges.

> In China, the Wuhan plant opened on February 1, 2016, just two years after the signature of the joint venture with Dongfeng. The production site includes a vehicle plant, an engine plant and an R&D center. The site's production capacity of 150,000 vehicles a year is likely to be doubled. The plant will start producing two SUVs for the Chinese market in 2016.

> The C-segment SUV, Kadjar, was revealed in November 2015 at the Guangzhou Motor Show and won the best car launch prize.

> In South Korea, the Group's number-one market in the Region, sales stabilised after strong growth in 2014.

**Renault Samsung Motors (RSM)** maintained its sales volumes

and ranked **number-one in the electric vehicles segment**. Intense efforts were made on revitalising the network, boosting the competitiveness of the Busan plant and preparing for the launch of two new models in 2016, including the large saloon SM6 (named Talisman in Europe), which was revealed in January.

RSM is the only foreign-capital company to have received the "USD 2 billion Export Tower Award" from the Korea International Trade Association (KITA) for its contribution to the local automotive sector.

> Renault sales grew strongly in **Australia** thanks to light commercial vehicles and Renault Sport models (11,525 units, up 15%).

> Sales also increased in **Japan** (5,000 units, up 8%).

> Electric vehicles enjoyed strong momentum, with a number of contracts signed in Hong Kong, South Korea and Tahiti.

## HIGHLIGHTS

### Americas Region

## Two major launches: Sandero R.S. and the Duster Oroch pick-up

Vehicles produced in the Region for the Region and aimed at boosting growth.

**Industrial sites:**  
Cordoba (Argentina),  
Curitiba (Brazil),  
Envigado (Colombia),  
Los Andes (Chile)



> In the Americas region, with 355,151 registrations (down 14.8%), Groupe Renault held up against economic difficulties with a market share of 6.3% (down 0.1 points).

> In **Brazil**, the Group's number-two market, market share grew 0.2 points to a new high of 7.3% in a market that contracted by 25.5%. In **Argentina**, the Group limited the fall in registrations, with a strong performance in the last quarter. It took a 12.7% share of the market for the year as a whole. In **Colombia**, Renault considerably strengthened its positions with market share up 2 points to 18.6%.

> The big news in the Americas Region in 2015 was the **launch of two important vehicles**, for the first time produced in the Region and sold locally: **Sandero R.S.** and **Duster Oroch**.

> **Sandero R.S.** was launched at the Buenos Aires Motor Show in June 2015 and marketed initially in Brazil.

Sandero R.S. marks the arrival of Renault Sport in the Americas Region. It is assembled at the Curitiba plant in Brazil.

> **The Duster Oroch pick-up**, also revealed at the Buenos Aires show in June 2015, was launched in Brazil in November. Duster Oroch is Renault's debut in the pick-up sector. Referred to by the press as a "sport utility pick-up", it beat out all the pick-ups in the lower and upper segments in comparative tests.

> The Group announced the industrial development of a one-tonne pick-up at the Santa Isabel plant in Argentina. Starting in 2018, this plant will produce the vehicle for Renault, Nissan and Daimler.

> The range was also expanded in Colombia with the start-up of local production at the Envigado plant of two highly anticipated models: **New Renault Logan** and **New Renault Sandero**.



Duster Oroch in Brazil

# STRATEGIC PLAN

# RENAULT DRIVE THE CHANGE

“By achieving an operating margin in excess of 5 percent in 2015, we have met one of our “Drive the Change” mid-term plan objectives sooner than forecasted – two years ahead of schedule. Our challenge now is to accelerate our growth to reach our second target which is to generate more than €50 billion in revenues, measured in 2017, while optimizing our operating margin above the 5 percent mark.”

## CARLOS GHOSN

Chairman and CEO  
of Groupe Renault

> The group has set ambitious yet realistic targets in the “Drive the change” plan, which will be measured in 2017:

- Revenues of €50 billion<sup>(1)</sup>
- An operating margin greater than 5% of revenues, with a positive free cash flow each year

> The main actions for 2014-2016 to achieve these objectives are the following:

- Renewal and extension of the product range.
- International expansion and renewed ambitions in Europe.
- Strengthening of the brands.
- Reduction of vehicle costs.
- An increase in scale effects and competitiveness.
- Synergies with the Alliance.

2015 Frankfurt  
Motor Show

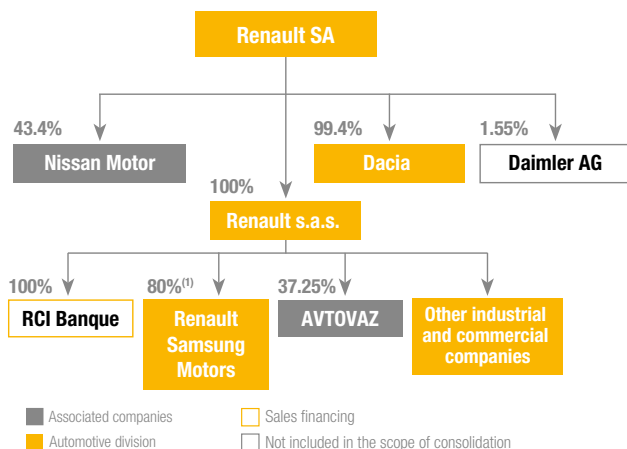


(1) Based on bank consensus FX rates at the beginning of 2014



# STRUCTURE of Groupe Renault

Simplified organization chart at December 31, 2015  
(as a % of shares issued)



## OWNERSHIP structure

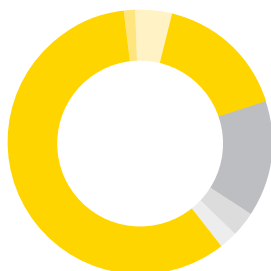
At December 31, 2015

### SHARE CAPITAL

€1,126,701,902.04

### TOTAL NUMBER OF SHARES

295,722,284



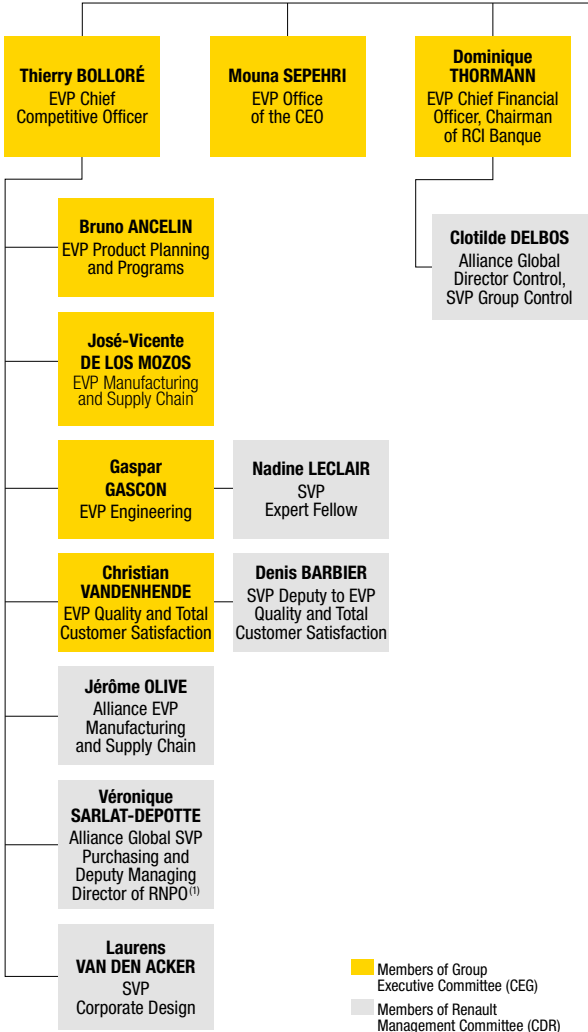
Public	<div></div> <b>58.87%</b>
Self-owned	<div></div> <b>1.21%</b>
French state	<div></div> <b>19.74%</b>
Nissan	<div></div> <b>15.00%</b>
Daimler AG	<div></div> <b>3.10%</b>
Employees <sup>(2)</sup>	<div></div> <b>2.08%</b>

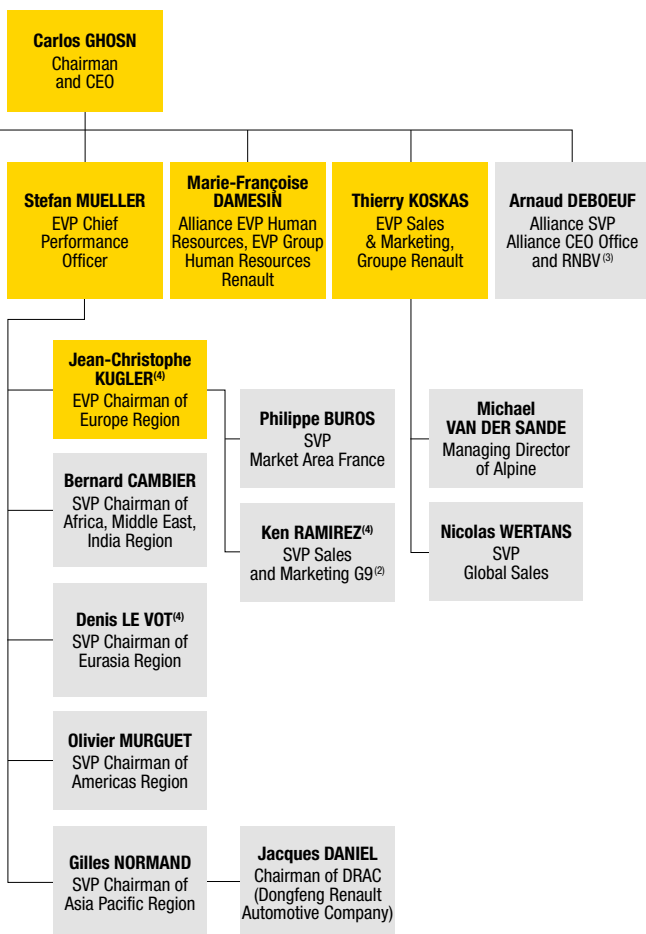
(1) Company indirectly owned by Renault s.a.s.

(2) The employee-owned shares (present and former employees) counted in this category are those held in company savings schemes.

# ORGANIZATION CHART

GROUPE RENAULT MANAGEMENT ORGANIZATION CHART  
at March 1, 2016





(1) Renault-Nissan Purchasing Organization.

(2) Europe out of France.

(3) Renault-Nissan BV.

(4) Appointed with effect from April 1, 2016, announced on February 11, 2016.

# FINANCIAL Information

€ million

2015

2015

## REVENUES

Automotive	43,108	38,874
Sales financing	2,219	2,181
<b>TOTAL GROUPE RENAULT</b>	<b>45,327</b>	<b>41,055</b>

## OPERATING PROFIT

Automotive	1,496	858
Sales financing	824	751
<b>TOTAL RENAULT GROUP</b>	<b>2,320</b>	<b>1,609</b>
As a % of revenues	5.1%	3.9%

## NET INCOME

Net income	2,960	1,998
Net income, Group share	2,823	1,890

## FREE CASH FLOW AND AUTOMOTIVE NET CASH POSITION

Operational free cash flow <sup>(1)</sup>	1,033	1,083
Automotive net cash position	2,661	2,104
Shareholders' equity	28,474	24,898

## CONTRIBUTION FROM ASSOCIATED COMPANIES

o/w Nissan	1,976	1,559
o/w AVTOVAZ	-620	-182
<b>TOTAL</b>	<b>1,371</b>	<b>1,362</b>

## TANGIBLE AND INTANGIBLE INVESTMENTS NET OF DISPOSALS

Automotive	2,729	2,416
Sales financing	6	6
<b>TOTAL</b>	<b>2,735</b>	<b>2,422</b>

(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 2015

GRUPE RENAULT

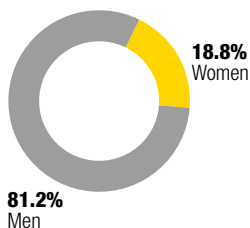


# 120,136

Employees in 36 countries  
and 19 functions families

**At December 31, 2015**

## BREAKDOWN MEN/WOMEN

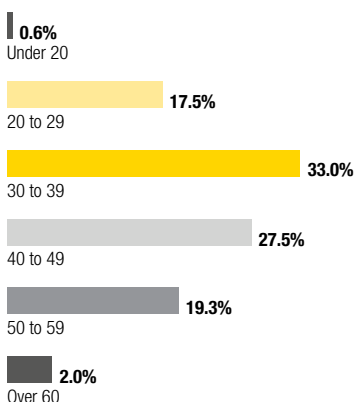


## BREAKDOWN BY REGION



- > Europe **56.6%** o/w France **37.9%**
- > Eurasia **21.9%**
- > Africa, Middle East, India **10.0%**
- > Americas **7.9%**
- > Asia-Pacific **3.6%**

## BREAKDOWN BY AGE



## BREAKDOWN BY BRANCH



# CORPORATE SOCIAL Responsibility (CSR)

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Renault leads a strategy of social, societal and environmental responsibility that reflects its core activities, its values, and its stakeholders' expectations. The Group's CSR approach was illustrated by the following highlights in 2015:

## MOBILITY FOR ALL

Cars must be part of a sustainable ecosystem that reflects the aspirations of customers and citizens, ensures their safety, and respects the environment.

### Environment

- > Electric vehicles: 100 ZOE driven by volunteer employees at the COP21 UN Conference on Climate Change.
- > Continuous reduction in the Group's carbon footprint per vehicle sold since 2010.

### Road safety

- > Renault's "Safety and Mobility for All" educational programme: having already raised the awareness of 380,000 children.
- > Assistance in training the firefighting services: 344 vehicles given to firefighters.
- > Assistance in removing accident victims from cars: 80,000 vehicles equipped with "Rescue Codes".

### Renault Mobiliz

- > Vehicle repair at cost price proposed by 300 socially-responsible Renault garages.
- > The Renault network welcomed 1,000 customers, sent by 100 referrers.
- > Mobiliz investment: €2.3m invested in 7 entrepreneurs to develop more socially-minded mobility.

## CAPITAL HUMAIN

Respecting and developing human capital – and its diversity – are effective ways of boosting collective performance and individual development, both in the company and in society as a whole.

### Diversity and equal opportunity

- > Women make up 18.8 % of the Group workforce.
- > More than 2,200 young people on work-study programmes and 1,200 interns.
- > 38.4% international profiles in key positions.

### Education and training

- > Over 3 million hours of training for Group employees.
- > Renault Foundation: 80 grants awarded to students from 12 countries every year.
- > The "Un avenir ensemble" and "Georges Besse" foundations: support for 50 deserving students in France.

# MILESTONES

## over 116 years of history

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- > **1898** Founding of the Renault Frères partnership. Invention of direct-drive transmission, which today equips all cars.
- > **1914** One thousand Renault taxis (the "Taxis de la Marne") are requisitioned to take soldiers to the front. The production of trucks, light tanks and airplane engines.
- > **1924** Renault adopts the diamond-shaped logo.
- > **1929** A new plant is opened on Ile Séguin, opposite the Billancourt workshops.
- > **1945** The company is nationalized to become the Régie Nationale des Usines Renault (RNUR).
- > **1946** The revealing of the new 4CV, the first French car to be produced in over one million units.
- > **1956** Launch of the Renault Dauphine, "a symbol of modern times." More than 150 patents are filed in this year alone.
- > **1961** Launch of the Renault 4, which would be produced in more than 8 million units.
- > **1965** Presentation of the Renault 16, the first high-end family hatchback.
- > **1972** Launch of the Renault 5, which would be produced in more than 5 million units.
- > **1979** The turbocharged engine, introduced in 1977, becomes a benchmark 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, the first MPV. 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. Presentation of Renault Mégane, followed by that of Renault Scénic 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 shareholding in Dacia.
- > **2000** Creation de Renault Samsung Motors.
- > **2002** Renault and Nissan strengthen their equity ties and create a joint strategic structure.
- > **2003** Mégane is the top-selling car in Europe following the launch of 7 body styles in 17 months.
- > **2004** Logan revealed.
- > **2008** Renault acquires a 25% stake in manufacturer AVTOVAZ, the Russian market leader with the Lada brand.
- > **2009** Presentation of the electric-range concept cars: 4 models launched between 2011 and 2012.
- > **2010** Opening of the Chennai plant in India.
- > **2012** Unveiling of Clio IV, the first car to adopt Renault's new design inspired by the DeZir concept car. Opening of the Tangiers plant in Morocco.
- > **2013** Launch of the compact urban crossover Captur. Renault presents the Initiale Paris concept car. Joint venture set up with Dongfeng in China.
- > **2014** The launch of New Twingo, New Trafic and Master, and New Espace. Presentation of Eolab concept car. Opening of the Oran plant in Algeria. First test drives of the self-driving car prototype.
- > **2015** Presentation of Kadjar, Kwid, Duster Oroch, Talisman, New Mégane and the Alaskan concept car. Opening of the Wuhan plant in China. New Renault brand signature: "Passion for life".



Palencia plant in Spain  
(paintshop)



# MANUFACTURING and sales

In 2015 Groupe Renault posted an increase in sales for the third consecutive year. Group registrations rose 3.3% in 2015 to attain a new record of 2,801,592 vehicles. In Europe, the Group once again recorded a growth year, with market share of over 10%. The Renault brand remained the leader of the light commercial vehicle market, for the 18th consecutive year. Despite the contraction in the Russian and Brazilian markets, the Group safeguarded its positions internationally.

# INDUSTRIAL SITES

and sales in 2014 of the 10 leading markets (excl. AVTOVAZ)

- Europe
- Africa, Middle East, India
- Eurasia
- Asia-Pacific
- Americas

## SITES IN FRANCE

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

## SITES IN EUROPE

CACIA	
NOVO MESTO	
PALENCIA	
SEVILLE	
VALLADOLID	

## 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)	
MOSCOW	
PITESTI (Dacia)	
TOGLIATTI (AVTOVAZ)	

## SITES IN ASIA-PACIFIC

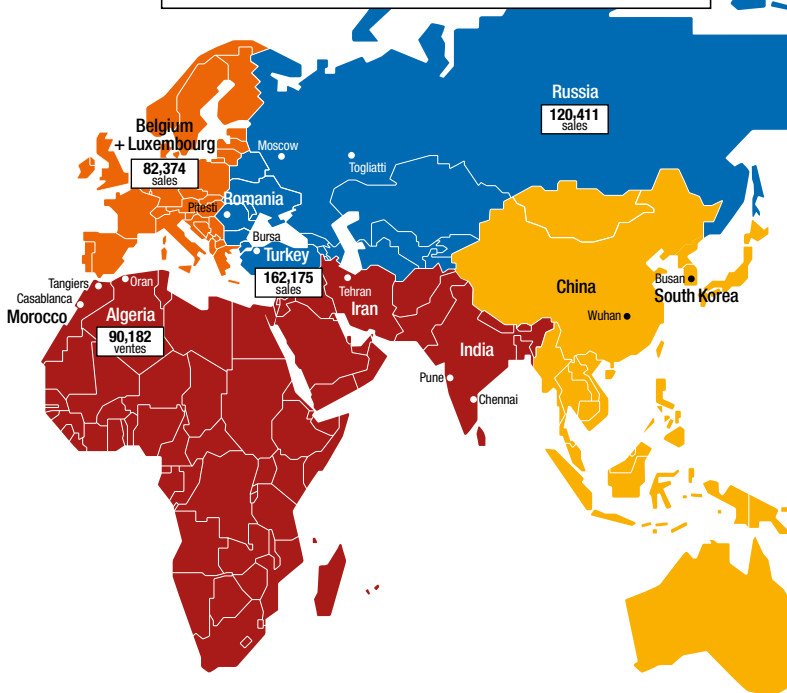
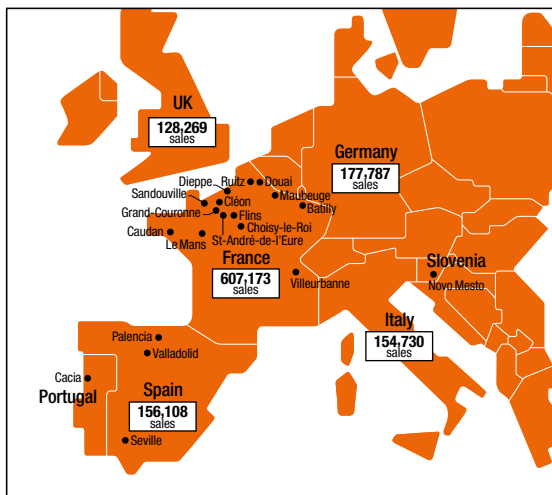
BUSAN (RSM)	
WUHAN (DRAC)	

## SITES IN AMERICAS

CORDOBA	
CURITIBA	
ENVIGADO (Sofasa)	
LOS ANDES (Cormecanica)	

VEHICLE PLANTS	
	Passenger cars
	Light commercial vehicles
POWERTRAIN PLANTS	
	Chassis, engines, gearboxes
	Foundry
PARTNER PLANTS	
	Passenger cars
	Light commercial vehicles
	Chassis, engines, gearboxes
	Foundry
LOGISTICS SITES	
	Logistics platform
ALLIANCE SITES	
	Renault-Nissan Alliance plant





# VEHICLE PRODUCTION

## by brand and model

In Groupe Renault plant<sup>(1)</sup>

Model	Launch date	2015	Volume since launch date
<b>RENAULT</b>			
Twingo III	2014	83,377	141,555
Clio II	1998	48,144	5,815,570
Clio IV	2012	416,309	1,227,718
Captur	2013	228,930	535,759
Twizy	2011	2,120	18,211
ZOE	2012	19,115	42,266
Logan	2005	13,617	1,467,993
Logan II	2013	120,809	283,395
Logan MCV	2015	821	821
Sandero	2007	14,138	1,007,429
Sandero II	2012	117,589	248,491
Duster	2010	142,932	874,572
Lodgy	2013	271	1,722
Dokker	2013	5,317	7,979
Mégane Génération	2009	9,741	124,918
Mégane III	2008	220,627	2,423,157
o/w Scénic III	2009	99,023	931,320
New Mégane	2015	8,030	8,030
Fluence	2009	69,291	535,986
Kadjar	2015	82,321	82,321
Laguna III	2007	5,921	351,080
Talisman	2015	5,685	5,685
Latitude	2010	1,847	42,835
Koleos	2008	21,759	328,908
New Espace	2014	27,066	33,726
Kangoo	1997	23,923	2,696,545
Kangoo II	2007	125,174	1,008,375
Kangoo II Z.E.	2011	3,866	22,277
Trafic II	2014	88,200	119,698
Master III	2010	94,703	553,387
Other		609	
<b>TOTAL RENAULT</b>		<b>2,002,107</b>	
<b>DACIA</b>			
Logan II	2012	56,626	264,338
Sandero II	2012	223,812	511,946
Duster	2010	154,118	789,963
Lodgy	2012	32,392	132,370
Dokker	2012	66,198	185,164
<b>TOTAL DACIA</b>		<b>533,146</b>	
<b>RENAULT SAMSUNG MOTORS</b>			
QM3/Captur	2013	26,529	26,529
SM3/Fluence	2009	15,406	206,391
SM3 Z.E./Fluence Z.E.	2013	1,022	1,755
SM5/Latitude	2010	24,005	230,446
QM5/Koleos	2007	6,637	62,398
SM7/Talisman	2011	8,911	30,973
<b>TOTAL RSM</b>		<b>82,510</b>	
<b>TOTAL GROUPE RENAULT<sup>(1)</sup></b>		<b>2,617,763</b>	

In partner plants<sup>(2)</sup>

Model	Launch date	2015	Volume since launch date
<b>RENAULT</b>			
Kwid	2015	18,282	18,282
Pulse	2011	1,913	14,444
Scala	2012	825	13,596
Logan	2005	37,433	(3)
Logan Pick-up	2014	1,582	1,809
Logan II	2013	33,742	(3)
Sandero	2007	1,100	(3)
Sandero II	2013	32,568	(3)
Lodgy	2015	11,067	11,067
Duster	2010	22,477	(3)
Kadjar	2015	56	56
<b>TOTAL IN PARTNER PLANTS<sup>(2)</sup></b>		<b>161,045</b>	
<b>TOTAL VEHICLE PRODUCTION WORLDWIDE</b>		<b>2,778,808</b>	

## VEHICLE PRODUCTION

### by region

	In Renault group plants	In partner plants	In Group and partner plants
Europe	1,259,520		1,259,520
Eurasia	752,062	66,310	818,372
Americas	339,421		339,421
Africa, Middle East, India	307,469	94,679	402,148
Asia-Pacific	205,447	56	205,503
<b>TOTAL</b>	<b>2,863,919</b>	<b>161,045</b>	<b>3,024,964</b>

## CLOSE-UP ON

### partner vehicles

Vehicle production in Group plants for its partners

	2015
Nissan	143,227
Daimler	63,525
GM	26,821
Renault Trucks	12,583

(1) Vehicles produced in Renault group plants.

















(2) Vehicles produced for the Renault brand in partner plants.

(3) See total of the model included in the section opposite "in Renault group plants".

# PRODUCTION






## by plant and region

### AUTOMOTIVE PLANTS IN EUROPE - 2015 - FRANCE







Plants		Activities	Production	Plant workforce <sup>(1)</sup>
<b>Batilly</b> (Sovab)		Master III, Movano, Vauxhall Nissan NV 400	119,639 6,815	2,095
<b>Caudan</b> Fonderie de Bretagne		Casting (in tons)	27,400	464
<b>Choisy-le-Roi</b> European center for reconditioned powertrain subsystems		Gearboxes SR Kits Cylindiar heads ES Engines ES Injectors Injection pumps ES Turbochargeur	15,932 11,114,018 2,632 25,370 86,218 11,764 16,224	285
<b>Cléon</b>	 	Gearboxes Engines Electric motor Aluminum casting (in tons)	487,963 695,223 21,597 15,609	2,960
<b>Dieppe</b>		Clio IV RS	5,111	276
<b>Douai</b>		Mégane III Scénic III New Espace Talisman Other	1,662 99,023 27,066 5,628 180	3,530
<b>Flins</b>		Clio IV ZOE	127,749 19,115	2,117
<b>Le Mans</b>	 	Subframes Bottom arms Front axles Rear axles Casting (in tons)	848,716 2,956,246 1,176,621 1,336,563 110,911	1,688
<b>Maubeuge</b> (MCA)	 	Kango II / Citan Kangoo II Z.E.	147,198 3,866	1,583
<b>Ruitz</b> (STA)		Automatic Gearboxes Kits for PSA Part for manual gearboxes	103,458 165,320 6,162,053	500
<b>Sandouville</b>	 	Trafic II / Vivaro Laguna III	93,316 5,921	1,596
<b>Villeurbanne</b> (ACI)		Bottom arms Front axles	762,996 289,690	263

(1) Employees (open-ended + fixed-term contract) published, including inactive (GPEC).




## AUTOMOTIVE PLANTS IN EUROPE - 2015 - OUTSIDE FRANCE

Plants	Activities	Production	Plant workforce	
Spain				
Palencia		Mégane III	61,679	4,219
		Mégane III Coupé	8,156	
		Mégane III Estate	50,107	
		Kadjar	82,321	
		New Mégane Berline	8,030	
Seville		Gearboxes	1,009,352	1,174
Valladolid		Twizy	2,120	6,398
		Captur	255,390	
		Engines	1,535,440	
Portugal				
Cacia		Gearboxes	556,568	1,014
		Gearboxes components	3,862,873	
		Oil pumps	1,340,986	
		Engines components	3,461,760	
Slovenia				
Novo Mesto		Clio II	4,550	2,100
		New Twingo / Smart Forfour	124,878	





## AUTOMOTIVE PLANTS IN AFRICA, MIDDLE EAST, INDIA – 2015

Plants		Activities	Production	Plant workforce
Algeria				
Oran		Logan II	19,419	NC
India				
Chennai		Pulse	1,913	NC
		Scala	825	
		Duster	22,477	
		Kwid	18,282	
		Lodgy	11,067	
Iran				
Tehran - Iran Khodro		Logan	15,912	NC
Tehran - Pars Khodro		Logan	24,203	NC
Tehran - ACI Pars		Front axles	34,330	NC
		Rear axles	36,382	
Morocco				
Casablanca (Somaca)		Logan II	40,825	1,238
		Sandero II	18,199	
Tangiers		Lodgy	32,663	5,852
		Sandero II	124,848	
		Dokker	71,515	


## AUTOMOTIVE PLANTS IN EURASIA - 2015

Plants	Activities	Production	Plant workforce
<b>Romania</b>			
Pitesti (Dacia)		Logan II	11,108
		Logan II MCV	
		Sandero II	
		Duster	
		Gearboxes	
		Engines	
		Return modules	
		Subframes	
		Front axles	
		Axles	
		Aluminum casting (in tons)	








## AUTOMOTIVE PLANTS IN EURASIA - 2015 (CONTINUED)

Plants	Activities	Production	Plant workforce
Russia Moscow	 Logan Fluence Mégane Génération Duster Nissan Terrano	7,676	2,645
		1,257	
		749	
		50,567	
		13,298	
	Togliatti (AVTOVAZ)	 Other Logan II Sandero II	71
33,742			
32,568			
Turkey			
Bursa (Oyak-Renault)	 Clio IV Clio IV Estate Fluence Mégane Génération	223,959	5,640
		59,490	
		46,799	
		8,992	
		275,183	
	 Gearboxes Engines Front axles Rear axles Subframes	346,257	
		347,139	
		380,033	
		369,758	

## AUTOMOTIVE PLANTS IN THE AMERICAS - 2015

Plants	Activities	Production	Plant workforce
<b>China</b> Wuhan	 Kadjar	56	NC
<b>South Korea</b> Busan (RSM)	 SM3/Fluence SM3 Z.E./Fluence Z.E. SM5/Latitude QM5/Koleos SM7/Talisman Nissan Rogue	23,440	2,192
		1,028	
		25,852	
		28,503	
		8,968	
		117,565	
		35	
	 Engines	83,171	

## AUTOMOTIVE PLANTS IN THE AMERICAS - 2015

Plants	Activities	Production	Plant workforce
<b>Argentina</b> Cordoba	 Clio II Kangoo	38,931	1,715
		23,923	
	 Fluence Aluminum casting (in tons)	13,201	152
		4,025	
<b>Brazil</b> Curitiba	 Master III Nissan Primastar	9,422	3,706
		5,549	
	 Logan II Duster	126,247	
		45,861	
	 Other Engines	8 257,943	
<b>Chile</b> Los Andes (Cormecanica)	 Gearboxes	296,779	479
<b>Colombia</b> Envigado (Sofasa)	 Clio II Logan Logan II Sandero Duster	4,663	721
		5,941	
		11,923	
		23,458	
		30,294	



# GLOBAL SALES

## 15 LARGEST MARKETS OF GROUPE RENAULT - 2015

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

	Sales	Market share
France	607,173	26.44%
Brazil	181,504	7.32%
Germany	177,787	5.15%
Turkey	162,175	16.75%
Spain + Canaries	156,108	13.12%
Italy	154,730	9.06%
UK	128,269	4.26%
Russia	120,411	7.51%
Algeria	90,182	35.57%
Belgium + Luxembourg	82,374	13.35%
South Korea	80,017	4.44%
Argentina	79,383	12.67%
India	53,848	1.73%
Iran	51,500	4.78%
Morocco	50,369	38.18%

## GROUPE RENAULT WORLDWIDE SALES BY BRAND AND MODEL

Volume Cars + LCVs

Cars	2014	2015
<b>RENAULT</b>		
Captur	177,397	220,567
Clio	425,294	420,280
Divers	706	372
Dokker	64	18
Duster	234,069	168,900
Espace	6,980	21,246
Fluence	89,136	72,612
Fluence Z.E.	109	214
Kadjar	0	54,117
Kangoo	37,869	36,343
Kangoo Z.E.	10	3
Koleos	48,218	22,518
Kwid	0	17,933
Laguna	16,134	7,907
Latitude	5,266	1,960
Lodgy	940	8,637
Logan	209,527	222,974
Master	2,370	2,348
Mégane (including Scénic)	268,067	247,755
Pulse	2,797	1,883
Safrane	147	125
Sandero	181,511	162,837
Scala	1,745	973
Talisman	0	1,874
Thalia	267	12
Trafic	8,785	12,543
Twingo	82,954	97,143
Twizy	0	215
ZOE	11,081	18,656
<b>TOTAL RENAULT</b>	<b>1,811,443</b>	<b>1,822,965</b>
<b>DACIA</b>		
Divers	58	42
Dokker	22,835	29,530
Duster	157,712	162,338
Lodgy	27,022	32,960
Logan	98,352	101,256
Sandero	168,644	185,384
<b>TOTAL DACIA</b>	<b>474,623</b>	<b>511,510</b>

**RENAULT SAMSUNG MOTORS**

QM3	18,191	24,559
QM5	9,053	6,805
SM3	22,647	15,259
SM3 Z.E.	249	1,043
SM5	27,281	23,875
SM7	4,702	8,486
Divers	0	1
<b>TOTAL RSM</b>	<b>82,123</b>	<b>80,028</b>

<b>TOTAL GROUP, CARS</b>	<b>2,368,189</b>	<b>2,414,503</b>
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**Light commercial vehicles****2014****2015****RENAULT**

Captur	1,095	1,316
Clio	32,546	36,765
Divers	10,064	11,648
Dokker	1,390	3,999
Espace	40	65
Fluence Z.E.	1	0
Kadjar	0	236
Kangoo	103,317	113,543
Kangoo Z.E.	4,234	4,423
Koleos	76	65
Laguna	68	50
Logan	26	782
Master	87,320	90,550
Mégane (including Scénic)	6,907	6,660
Duster Oroch	0	3,484
Trafic	58,953	73,484
Twingo	1,317	334
ZOE	228	275
<b>TOTAL RENAULT</b>	<b>307,582</b>	<b>347,679</b>

**DACIA**

Divers	47	7
Dokker	33,244	35,584
Duster	2,800	2,937
Lodgy	38	40
Logan	239	372
Sandero	388	470
<b>TOTAL DACIA</b>	<b>36,756</b>	<b>39,410</b>

<b>TOTAL GROUP, LCVs</b>	<b>344,338</b>	<b>387,089</b>
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<b>TOTAL GROUP, CARS + LCVs</b>	<b>2,712,527</b>	<b>2,801,592</b>
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**GRUPE RENAULT WORLDWIDE SALES BY BRAND**

Volume Cars + LCVs

**2014****2015****RENAULT**

Cars	1,811,443	1,822,965
Light commercial vehicles	307,582	347,679
<b>TOTAL RENAULT</b>	<b>2,119,025</b>	<b>2,170,644</b>

**DACIA**

Cars	474,623	511,510
Light commercial vehicles	36,756	39,410
<b>TOTAL DACIA</b>	<b>511,379</b>	<b>550,920</b>

**RENAULT SAMSUNG MOTORS**

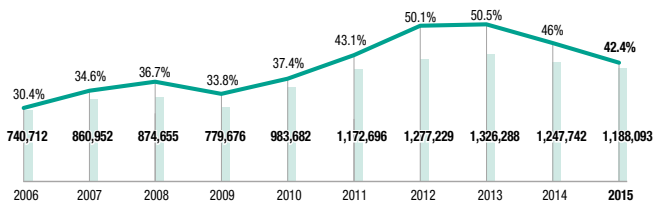
Cars	82,123	80,028
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<b>TOTAL GROUP</b>	<b>2,712,527</b>	<b>2,801,592</b>
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## INTERNATIONALIZATION OF THE GROUP

42.4% of sales outside the Europe region

Group sales outside Europe (%)



## WORLDWIDE AUTOMOTIVE MARKET BY REGION - 2015

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

	Volume	% TIV (cars + LCVs)
<b>TOTAL EUROPE</b>	<b>15,932,970</b>	<b>18.3%</b>
France	2,296,650	2.6%
G9	13,636,320	15.7%
<b>TOTAL INTERNATIONAL</b>	<b>71,077,959</b>	<b>81.7%</b>
Africa, Middle East, India	8,041,307	9.24%
Eurasia	2,988,806	3.4%
Asia-Pacific	35,012,749	40.2%
Americas	5,664,419	6.5%
North America	19,370,678	22.3%
<b>TOTAL WORLD</b>	<b>87,010,929</b>	<b>100,0%</b>

## GROUPE RENAULT WORLDWIDE SALES BY REGION

Cars + LCVs, including Dacia and Renault Samsung Motors

	2014	2015
<b>TOTAL EUROPE</b>	<b>1,464,785</b>	<b>1,613,499</b>
France	577,606	607,173
G9	887,179	1,006,326
<b>TOTAL INTERNATIONAL</b>	<b>1,247,742</b>	<b>1,188,093</b>
Africa, Middle East, India	307,927	359,858
Eurasia	389,704	356,216
Asia-Pacific	133,197	116,868
Americas	416,914	355,151
<b>TOTAL GROUP</b>	<b>2,712,527</b>	<b>2,801,592</b>

# SALES, EUROPE REGION

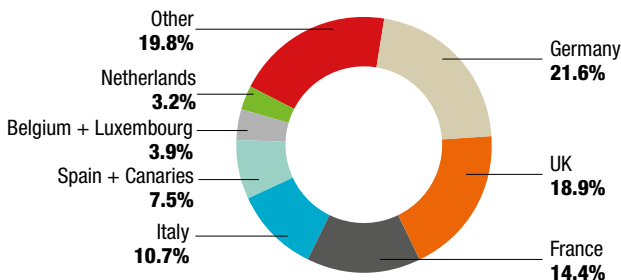
## TOTAL INDUSTRY VOLUMES, EUROPE REGION

By volume of registrations<sup>(1)</sup> Cars + LCVs

	2014	2015
Germany	3,270,641	3,449,182
Austria	334,638	341,586
Other Balkans	37,010	38,450
Belgium + Luxembourg	593,218	616,625
Greek Cyprus	9,603	11,485
Croatia	39,202	42,621
Denmark	217,745	239,617
Spain + Canaries	969,555	1,189,542
Finland	117,618	120,830
France	2,167,958	2,296,650
Greece	76,288	81,612
Hungary	83,542	94,868
Ireland	113,036	148,641
Iceland	10,447	15,382
Italy	1,479,911	1,707,938
Malta	6,935	7,861
Norway	174,919	185,004
Baltic states	56,192	60,057
Netherlands	439,503	507,280
Poland	373,014	407,441
Portugal	169,116	209,469
Czech Republic	205,501	247,988
UK	2,806,196	3,014,499
Slovakia	77,912	85,276
Slovenia	60,310	66,952
Sweden	346,171	390,135
Switzerland	331,799	355,979
<b>TIV EUROPE</b>	<b>14,567,980</b>	<b>15,932,970</b>

## MARKET SHARES OF MAIN EUROPEAN COUNTRIES - 2015

As a % of TIV, Cars + LCVs



**RENAULT REGISTRATIONS<sup>(1)</sup>**

By volume Cars + LCVs

Renault Markets	2014	2015
Germany	122,825	130,334
Other Balkans	2,637	2,413
Austria	18,936	19,916
Belgium + Luxembourg	59,019	64,565
Greek Cyprus	358	413
Croatia	2,820	3,680
Denmark	14,110	16,362
Spain + Canaries	81,683	100,940
Finland	2,176	3,401
France	471,713	507,138
Greece	2,523	2,844
Hungary	3,857	4,930
Ireland	6,506	9,050
Iceland	573	790
Italy	91,109	107,938
Malta	425	480
Norway	2,133	3,476
Baltic states	3,465	4,040
Netherlands	35,866	42,137
Poland	23,064	26,476
Portugal	21,717	26,778
Czech Republic	7,669	9,912
UK	85,152	102,002
Slovakia	3,398	3,632
Slovenia	9,232	10,281
Sweden	14,499	16,234
Switzerland	15,209	18,549
<b>TOTAL RENAULT</b>	<b>1,102,674</b>	<b>1,238,711</b>

**RENAULT MARKET SHARE AND RANKING**

In % of TIV Cars + LCVs

Renault Markets	2014		2015	
	Market share	Rang	Market share	Rang
Germany	3.8%	8	3.8%	8
Austria	5.7%	6	5.8%	6
Belgium + Luxembourg	9.9%	2	10.5%	1
Croatia	7.2%	6	8.6%	3
Denmark	6.5%	5	6.8%	5
Spain + Canaries	8.4%	2	8.5%	1
Finland	1.9%	15	2.8%	12
France	21.8%	1	22.1%	1
Greece	3.3%	13	3.5%	13
Hungary	4.6%	9	5.2%	6
Ireland	5.8%	7	6.1%	6
Iceland	5.5%	9	5.1%	8
Italy	6.2%	4	6.3%	4
Norway	1.2%	21	1.9%	17
Baltic states	6.2%	4	6.7%	5
Netherlands	8.2%	3	8.3%	3
Poland	6.2%	6	6.5%	6
Portugal	12.8%	1	12.8%	1
Czech Republic	3.7%	7	4.0%	6
UK	3.0%	11	3.4%	10
Slovakia	4.4%	8	4.3%	8
Slovenia	15.3%	2	15.4%	2
Sweden	4.2%	9	4.2%	9
Switzerland	4.6%	8	5.2%	6
<b>TOTAL RENAULT</b>	<b>7.6%</b>	<b>3</b>	<b>7.8%</b>	<b>3</b>

(1) Excluding sales to government departments.

## DACIA REGISTRATIONS <sup>(1)</sup>

Dacia markets	2014	2015
Germany	50,703	47,453
Austria	8,484	7,726
Other Balkans	2,313	2,865
Belgium + Luxembourg	18,210	17,724
Greek Cyprus	74	66
Croatia	1,273	2,176
Denmark	3,007	3,495
Spain + Canaries	45,986	55,168
Finland	1,505	1,421
France	105,893	100,035
Greece	484	319
Hungary	4,549	4,347
Iceland	164	380
Ireland	2,715	3,812
Italy	39,972	46,792
Malta	131	137
Norway	155	145
Baltic states	1,722	1,620
Netherlands	5,186	4,633
Poland	14,634	14,906
Portugal	3,893	4,901
Czech Republic	9,778	11,074
UK	23,862	26,267
Slovakia	3,171	3,444
Slovenia	3,173	3,008
Sweden	5,335	4,947
Switzerland	5,091	5,597
<b>TOTAL DACIA</b>	<b>361,463</b>	<b>374,458</b>

## DACIA MARKET SHARE

In % of TIV Cars + LCVs

Dacia market share	2014	2015
Germany	1.6%	1.4%
Austria	2.5%	2.3%
Other Balkans	6.2%	7.5%
Belgium + Luxembourg	3.1%	2.9%
Greek Cyprus	0.8%	0.6%
Croatia	3.2%	5.1%
Denmark	1.4%	1.5%
Spain + Canaries	4.7%	4.6%
Finland	1.3%	1.2%
France	4.9%	4.4%
Greece	0.6%	0.4%
Hungary	5.4%	4.6%
Ireland	2.4%	2.6%
Iceland	1.6%	2.5%
Italy	2.7%	2.7%
Malta	1.9%	1.7%
Norway	0.1%	0.1%
Baltic states	3.1%	2.7%
Netherlands	1.2%	0.9%
Poland	3.9%	3.7%
Portugal	2.3%	2.3%
Czech Republic	4.8%	4.5%
UK	0.9%	0.9%
Slovakia	4.1%	4.0%
Slovenia	5.3%	4.5%
Sweden	1.5%	1.3%
Switzerland	1.5%	1.6%
<b>TOTAL DACIA</b>	<b>2.5%</b>	<b>2.4%</b>

## GRUPE RENAULT SALES BY BRAND AND MODEL

By volume, Cars + LCVs

Cars	2014	2015
<b>RENAULT</b>		
Captur	165,220	194,720
Clio	299,797	303,579
Divers	333	322
Espace	6,979	21,218
Fluence	4,920	4,655
Fluence Z.E.	105	8
Kadjar	0	49,016
Kangoo	23,161	21,599
Kangoo Z.E.	10	3
Koleos	7,404	4,659
Laguna	15,995	7,853
Latitude	485	70
Master	1,766	1,744
Mégane	245,892	231,455
Talisman	0	1,869
Trafic	7,869	85
Trafic 3	268	12,184
Twingo	81,792	96,246
ZOE	10,989	18,453
<b>TOTAL RENAULT</b>	<b>872,985</b>	<b>969,738</b>
<b>DACIA</b>		
Divers	58	42
Dokker	13,282	17,616
Duster	123,939	121,456
Lodgy	20,561	22,126
Logan	41,571	40,650
Sandero	137,709	147,174
<b>TOTAL DACIA</b>	<b>337,120</b>	<b>349,064</b>
<b>TOTAL GROUP, CARS</b>	<b>1,210,105</b>	<b>1,318,802</b>
<b>Light commercial vehicles</b>	<b>2014</b>	<b>2015</b>
<b>RENAULT</b>		
Captur	1,053	1,252
Clio	32,082	36,198
Divers	2,655	3,058
Espace	40	65
Fluence Z.E.	1	
Kadjar	0	236
Kangoo	66,608	74,837
Kangoo Z.E.	4,161	4,325
Koleos	53	38
Laguna	68	50
Master	63,658	73,671
Mégane	6,896	6,653
Trafic	51,605	68,314
Twingo	1,201	306
ZOE	228	275
<b>TOTAL RENAULT</b>	<b>230,309</b>	<b>269,278</b>
<b>DACIA</b>		
Divers	16	7
Dokker	21,375	22,407
Duster	2,413	2,244
Lodgy	38	40
Logan	145	261
Sandero	384	460
<b>TOTAL DACIA</b>	<b>24,371</b>	<b>25,419</b>
<b>TOTAL GROUP, LCVs</b>	<b>254,680</b>	<b>294,697</b>
<b>TOTAL GROUP, CARS + LCVs</b>	<b>1,464,785</b>	<b>1,613,499</b>

(1) Excluding sales to government offices.

# SALES, AFRICA, MIDDLE EAST, INDIA REGION

## TOTAL INDUSTRY VOLUMES, AFRICA, MIDDLE EAST, INDIA REGION

By volume, Cars + LCVs

Principaux marchés	2014	2015
India	2,931,177	3,117,550
Iran	1,162,349	1,078,000
Saudi Arabia	847,192	824,691
South Africa + Namibia	617,767	591,669
North Africa	517,088	432,944
Egypt	281,794	265,969
Dubai	271,393	265,522
Israel	239,669	256,899
Pakistan	143,062	221,076
Oman	212,506	170,044
<b>TIV AFRICA, MIDDLE EAST, INDIA</b>	<b>8,175,075</b>	<b>8,041,307</b>

## RENAULT SALES AND MARKET SHARE

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

Main Renault markets	2014		2015	
	Sales	Market share	Sales	Market share
India	44,849	1.5%	53,848	1.7%
Iran	33,000	2.8%	51,500	4.8%
Algeria	52,059	15.2%	49,494	19.5%
South Africa + Namibia	18,788	3.0%	20,021	3.4%
Egypt	11,507	4.1%	20,001	7.5%
Saudi Arabia	13,391	1.6%	15,329	1.9%
Morocco	11,440	9.4%	12,977	9.8%
Israel	10,105	4.2%	11,692	4.6%
DOM	10,148	17.1%	11,568	18.1%
<b>TOTAL RENAULT</b>	<b>226,781</b>	<b>2.8%</b>	<b>270,674</b>	<b>3.4%</b>

## DACIA SALES AND MARKET SHARE

By sales volume and % TIV Cars + LCVs

Main Dacia markets	2014		2015	
	Sales	Market share	Sales	Market share
Algeria	39,741	11.6%	40,688	16.0%
Morocco	33,734	27.6%	37,392	28.3%
DOM	4,428	7.5%	4,865	7.6%
Tunisia	1,701	3.2%	2,522	5.3%
Israel	0		2,510	1.0%
<b>TOTAL DACIA</b>	<b>80,546</b>	<b>1.0%</b>	<b>81,181</b>	<b>1.1%</b>



**GROUPE RENAULT SALES BY BRAND AND MODEL**

By volume, Cars + LCVs

<b>Cars</b>	<b>2014</b>	<b>2015</b>
<b>RENAULT</b>		
Captur	5,336	11,710
Clio	34,966	33,291
Divers	101	5
Dokker	1	3
Duster	58,700	42,516
Espace	0	22
Fluence	19,730	13,349
Fluence Z.E.	0	203
Kadjar	0	612
Kangoo	7,613	9,448
Koleos	2,200	1,095
Kwid	0	17,933
Laguna	85	15
Latitude	1,605	718
Lodgy	545	8,391
Logan	52,737	92,878
Master	2	9
Mégane	6,281	5,377
Pulse	2,797	1,883
Sandero	10,593	13,876
Scala	1,744	973
Talisman	0	1
Trafic	586	233
Twingo	885	802
ZOE	36	80
<b>TOTAL RENAULT</b>	<b>206,543</b>	<b>255,423</b>
<b>DACIA</b>		
Dokker	7,259	9,235
Duster	14,670	17,506
Lodgy	744	4,524
Logan	38,021	35,415
Sandero	17,360	19,956
<b>TOTAL DACIA</b>	<b>78,054</b>	<b>86,636</b>
<b>RENAULT SAMSUNG MOTORS</b>		
QM5	0	1
SM3	597	0
SM5	0	1
SM7	3	1
<b>TOTAL RSM</b>	<b>600</b>	<b>3</b>
<b>TOTAL GROUP, CARS</b>	<b>285,197</b>	<b>342,062</b>
<b>Light commercial vehicles</b>	<b>2014</b>	<b>2015</b>
<b>RENAULT</b>		
Captur	42	64
Clio	464	567
Divers	77	92
Dokker	387	1,835
Kangoo	9,609	6,633
Kangoo Z.E.	6	10
Logan	25	782
Master	6,718	4,197
Mégane	11	7
Trafic	2,799	1,055
Twingo	100	9
<b>TOTAL RENAULT</b>	<b>20,238</b>	<b>15,251</b>
<b>DACIA</b>		
Divers	31	0
Dokker	2,378	2,456
Duster	49	65
Logan	30	14
Sandero	4	10
<b>TOTAL DACIA</b>	<b>2,492</b>	<b>2,545</b>
<b>TOTAL GROUP, LCVs</b>	<b>22,730</b>	<b>17,796</b>
<b>TOTAL GROUP, CARS + LCVs</b>	<b>307,927</b>	<b>359,858</b>

# SALES, EURASIA REGION

## TOTAL INDUSTRY VOLUMES, EURASIA REGION

By volume, Cars + LCVs

Main markets	2014	2015
Russia	2,491,394	1,603,253
Turkey	767,681	968,017
CIS	229,078	146,531
Romania	94,827	112,533
Uzbekistan	57,635	57,635
Ukraine	99,313	50,932
Bulgaria	25,394	29,114
<b>TIV Eurasia</b>	<b>3,788,909</b>	<b>2,988,806</b>

## RENAULT SALES AND MARKET SHARE

By sales volume and % TIV Cars + LCVs

Main Renault markets	2014		2015	
	Sales	Market share	Sales	Market share
Russia	194,531	7.8%	120,411	7.5%
Turkey	98,743	12.9%	117,363	12.1%
Kazakhstan	8,174	5.0%	8,235	8.3%
Biélorussia	4,501	14.1%	8,071	25.7%
Romania	6,741	7.1%	7,263	6.5%
Ukraine	5,798	5.8%	5,176	10.2%
Bulgaria	2,039	8.0%	3,172	10.9%
<b>TOTAL RENAULT</b>	<b>321,331</b>	<b>8.5%</b>	<b>270,251</b>	<b>9.0%</b>

## DACIA SALES AND MARKET SHARE

By sales volume and % TIV Cars + LCVs

Principaux marchés de Dacia	2014		2015	
	Sales	Market share	Sales	Market share
Turkey	34,469	4.5%	44,812	4.6%
Romania	29,625	31.2%	36,946	32.8%
Bulgaria	3,085	12.1%	3,679	12.6%
Moldavia	1,092	19.7%	528	15.1%
<b>TOTAL DACIA</b>	<b>68,271</b>	<b>1.8%</b>	<b>85,965</b>	<b>2.9%</b>

## GRUPE RENAULT SALES BY BRAND AND MODEL

By volume, Cars + LCVs

Cars	2014	2015
<b>RENAULT</b>		
Captur	5,769	6,553
Clio	31,156	34,581
Divers	2	8
Dokker	60	15
Duster	82,612	51,042
Espace	1	5
Fluence	42,473	36,340
Fluence Z.E.	1	2
Kadjar	0	4,467
Kangoo	1,824	530
Koleos	2,289	877
Laguna	48	37
Latitude	1,052	312
Lodgy	395	246
Logan	86,136	71,577
Master	1	0
Mégane	11,764	7,192
Sandero	41,352	35,952
Talisman	0	4
Trafic	2	0
Twingo	7	0
ZOE	21	49
<b>TOTAL RENAULT</b>	<b>306,965</b>	<b>249,789</b>
<b>DACIA</b>		
Dokker	2,294	2,679
Duster	18,434	22,630
Lodgy	5,659	6,263
Logan	18,705	25,030
Sandero	13,286	17,917
<b>TOTAL DACIA</b>	<b>58,378</b>	<b>74,519</b>
<b>RENAULT SAMSUNG MOTORS</b>		
QM5	15	0
SM3	75	0
SM5	12	0
SM7	0	0
<b>TOTAL RSM</b>	<b>102</b>	<b>0</b>
<b>TOTAL GROUP, CARS</b>	<b>365,445</b>	<b>324,308</b>
<b>Light commercial vehicles</b>	<b>2014</b>	<b>2015</b>
<b>RENAULT</b>		
Dokker	986	1,388
Kangoo	3,684	7,576
Kangoo Z.E.	2	
Master	8,103	8,865
Trafic	1,591	2,633
<b>TOTAL RENAULT</b>	<b>14,366</b>	<b>20,462</b>
<b>DACIA</b>		
Dokker	9,491	10,721
Duster	338	628
Logan	64	97
<b>TOTAL DACIA</b>	<b>9,893</b>	<b>11,446</b>
<b>TOTAL GROUP, LCVs</b>	<b>24,259</b>	<b>31,908</b>
<b>TOTAL GROUP, CARS + LCVs</b>	<b>389,704</b>	<b>356,216</b>

# SALES, ASIA-PACIFIC REGION

## TOTAL INDUSTRY VOLUMES, ASIA-PACIFIC REGION

By volume, Cars + LCVs

Main markets	2014	2015
China	22,394,707	23,608,800
Japan	5,462,473	4,943,192
South Korea	1,629,763	1,800,984
Australia	1,089,909	1,131,434
Indonesia	1,075,129	950,429
Thailand	830,193	727,797
<b>TIV ASIA PACIFIC</b>	<b>34,232,761</b>	<b>35,012,749</b>

## RENAULT SALES AND MARKET SHARE

By sales volume and % TIV Cars + LCVs

	2014		2015	
Main Renault markets	Sales	Market share	Sales	Market share
China	34,067	0.2%	15,849	0.1%
Australia	10,014	0.9%	11,525	1.0%
Japan	4,662	0.1%	5,080	0.1%
Singapore	1,191	3.4%	956	1.3%
<b>TOTAL RENAULT</b>	<b>51,938</b>	<b>0.2%</b>	<b>35,552</b>	<b>0.1%</b>

## DACIA SALES AND MARKET SHARE

By sales volume and % TIV Cars + LCVs

	2014		2015	
Main Dacia markets	Sales	Market share	Sales	Market share
New Caledonia	679	6.8%	877	9.6%
Tahiti	392	8.6%	414	10.2%
<b>TOTAL DACIA</b>	<b>1,071</b>	<b>0.0%</b>	<b>1,291</b>	<b>0.0%</b>

## RENAULT SAMSUNG MOTORS SALES AND MARKET SHARE

By sales volume and % TIV Cars<sup>(1)</sup>

	2014		2015	
Main RSM markets	Sales	Market share	Sales	Market share
South Korea	80,003	5.7%	80,017	5.1%
<b>TOTAL RSM</b>	<b>80,188</b>	<b>0.3%</b>	<b>80,025</b>	<b>0.3%</b>

(1) RSM is not present in the LCV market.

## GRUPE RENAULT SALES BY BRAND AND MODEL

By volume, Cars + LCVs

Cars	2014	2015
<b>RENAULT</b>		
Captur	990	6,875
Clio	5,034	5,026
Divers	30	23
Duster	205	100
Fluence	2,851	1,223
Fluence Z.E.	3	0
Kadjar	0	22
Kangoo	1,509	1,749
Koleos	32,365	12,418
Latitude	1,937	850
Master	4	12
Mégane	2,704	2,771
Talisman 2012	275	5
Trafic	60	1
Trafic 3	0	40
Twingo	134	93
ZOE	13	68
<b>TOTAL RENAULT</b>	<b>48,114</b>	<b>31,276</b>
<b>DACIA</b>		
Duster	669	746
Lodgy	58	47
Logan	55	161
Sandero	289	337
<b>TOTAL DACIA</b>	<b>1,071</b>	<b>1,291</b>
<b>RENAULT SAMSUNG MOTORS</b>		
Divers	0	1
QM3	18,191	24,559
QM5	9,038	6,804
SM3	20,747	15,259
SM3 Z.E.	249	1,043
SM5	27,269	23,874
SM7	4,694	8,485
<b>TOTAL RSM</b>	<b>80,188</b>	<b>80,025</b>
<b>TOTAL GROUP, CARS</b>	<b>129,373</b>	<b>112,592</b>
<b>Light commercial vehicles</b>	<b>2014</b>	<b>2015</b>
<b>RENAULT</b>		
Divers	0	0
Kangoo	867	1,417
Kangoo Z.E.	20	24
Koleos	23	27
Master	1,192	1,631
Trafic	1,706	1,158
Twingo	16	19
<b>TOTAL RENAULT</b>	<b>3,824</b>	<b>4,276</b>
<b>TOTAL GROUP, LCVs</b>	<b>3,824</b>	<b>4,276</b>
<b>TOTAL GROUP, CARS + LCVs</b>	<b>133,197</b>	<b>116,868</b>

# SALES, AMERICAS REGION

## TOTAL INDUSTRY VOLUMES, AMERICAS REGION

By volume, Cars + LCVs

Main markets	2014	2015
Brazil	3,325,949	2,478,704
Mexico	1,133,773	1,350,227
Argentina	658,602	626,486
Chile	337,596	269,300
Colombia	303,129	264,631
Peru	169,107	156,500
<b>TIV AMERICAS</b>	<b>6,495,298</b>	<b>5,664,419</b>

## RENAULT SALES AND MARKET SHARE

By sales volume and % TIV Cars + LCVs

Main Renault markets	2014		2015	
	Sales	Market share	Sales	Market share
Brazil	237,187	7.1%	181,504	7.3%
Argentina	84,944	12.9%	79,383	12.7%
Colombia	50,362	16.6%	49,331	18.6%
Mexico	24,889	2.2%	24,320	1.8%
Importers	18,299	2.0%	20,613	2.5%
<b>TOTAL RENAULT</b>	<b>415,681</b>	<b>6.4%</b>	<b>355,151</b>	<b>6.3%</b>

**GROUPE RENAULT SALES BY BRAND AND MODEL**

By volume, Cars + LCVs

<b>Cars</b>	<b>2014</b>	<b>2015</b>
<b>RENAULT</b>		
Captur	82	709
Clio	54,341	43,803
Divers	26	8
Dokker	3	0
Duster	92,552	75,242
Espace	0	1
Fluence	19,162	17,045
Fluence Z.E.	0	1
Kangoo	3,762	3,017
Koleos	3,960	3,469
Laguna	6	2
Latitude	187	10
Logan	70,654	58,519
Master	606	589
Mégane	1,426	960
Safrane	147	125
Sandero	129,566	113,009
Thalia	198	7
Twingo	136	2
Twizy	0	215
ZOE	22	6
<b>TOTAL RENAULT</b>	<b>376,836</b>	<b>316,739</b>
<b>RENAULT SAMSUNG MOTORS</b>		
SM3	1,228	0
SM7	5	
<b>TOTAL RSM</b>	<b>1,233</b>	<b>0</b>
<b>TOTAL GROUP, CARS</b>	<b>378,069</b>	<b>316,739</b>
<b>Light commercial vehicles</b>	<b>2014</b>	<b>2015</b>
<b>RENAULT</b>		
Dokker	17	776
Kangoo	22,549	23,080
Kangoo Z.E.	45	64
Logan	1	0
Master	14,981	10,684
Oroch	0	3,484
Trafic	1,252	324
<b>TOTAL RENAULT</b>	<b>38,845</b>	<b>38,412</b>
<b>TOTAL GROUP, LCVs</b>	<b>38,845</b>	<b>38,412</b>
<b>TOTAL GROUP, CARS + LCVs</b>	<b>416,914</b>	<b>355,151</b>



New Renault Mégane  
in Lisbon (Portugal)



# **PRODUCTS** **and business**

The strategy of Groupe Renault is based on bold choices that promote sustainable mobility for everybody. The ability to improve people's lives is written into the company's genes. The Group's men and women share the same passion: to drive cars forward.

# RENAULT

## Passenger cars

Europe



**Twingo**



**Clio**  
also exists in an Estate version



**Captur**



**New Scénic**  
will also exist in  
a Grand Scénic version



**New Mégane**  
also exists in an Estate version



**Kadjar**



**Espace**



**Talisman**

also exists in an Estate version



**Kangoo**



**Traffic Combi**

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## Sport cars



**Clio Estate GT  
120 EDC**



**New Mégane GT 205**



**Clio R.S. 200**

also exists in an R.S. version 220  
Trophy



**Mégane R.S. 275**

also exists in an R.S.  
version 265

# RENAULT

## Passenger cars internationally

Main vehicles sold



**Sandero Stepway**

also exists in a Sandero version



**Kwid**



**Logan**

also exists  
in an MCV version



**Scala**



**Sandero R.S.**



**Fluence**



**Latitude**



**Duster Oroch**



**Talisman**



**Duster**



**Koleos**

## Light commercial vehicles



**Kangoo Express**  
exists notably in Compact  
and Maxi versions



**Traffic**  
exists in a range  
of versions



**Master**  
exists in a range  
of versions

## Electric vehicles



**Twizy**



**Kangoo Z.E.**



**ZOE**

# DACIA

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**Duster**



**Sandero**  
also exists in a  
Stepway version



**Logan**



**Logan MCV**



**Dokker**  
also exists in a  
Stepway version



**Dokker Van**



**Lodgy**  
also exists in a  
Stepway version

**RSM**

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**SM3 NEO**



**SM3 Z.E.**



**SM5 PLATINUM**



**SM7**



**New SM6**



**QM5**



**QM3**

# 2015 POWERTRAIN RANGE

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

## Engines

Diesel engines	Petrol engines		Electric motors
	Normally aspirated	Turbo	
<b>K9K</b> 1.5 dCi 70/75/85/90/ 95/105/110	<b>B4A</b> 0.8 SCe 55	<b>H4Bt</b> 0.9 TCe 90	<b>3CG</b> Z.E. 7/13 kW
<b>R9M Single Turbo</b> Energy 1.6 dCi 130	<b>H4Da</b> 1.0 SCe 70	<b>H5Ft</b> 1.2 TCe 115/120/130	<b>5A gen1</b> Z.E. 44 kW
<b>R9M Twin Turbo</b> Energy 1.6 dCi 160	<b>D4D</b> 1.0 16v 75 Flex Fuel	<b>M5Mt</b> 1.6 TCe 150/190/200	<b>5A gen3</b> R240 65 kW
<b>M9R</b> 2.0 dCi 130/150/165/175	<b>D4F</b> 1.2 16v 75	<b>M5Mt RS</b> 1.6 R.S. 200/220	
<b>M9T Single Turbo</b> 2.3 dCi 110/125/150	<b>H4Mk / H4Mk GPL</b> 1.6 16v 110/115	<b>F4Rt RS</b> 2.0 R.S. 265/275	
<b>M9T Twin Turbo</b> Energy 2.3 dCi 135/145/165/170	<b>K7M / K7J</b> 1.6 MPi 85/90/ 100/1.4 MPi 75		
	<b>K4M</b> 1.6 16v 95/105/110		
	<b>F4R</b> 2.0 16v 140/145/ R.S. 140		
	<b>M4R</b> 2.0 16v 140		
	<b>M5R</b> 2.0 16v 150		



# Gearboxes

Manual gearboxes	Automated manual gearboxes	Automatic gearboxes
<b>SG1</b> MT5 - 76 Nm	<b>SA1</b> AMT5 - 76 Nm	<b>DPO</b> AT4 - 250 Nm
<b>JB - JH3 - JE3</b> MT5 - 160 Nm	<b>JS3</b> AMT5 - 160 Nm	<b>AJ</b> AT6 - 450 Nm
<b>JR5</b> MT5 - 220 Nm		<b>DC4</b> EDC - 240 Nm
<b>TL</b> MT6 - 260 Nm	<b>TS4</b> AMT6 - 260 Nm	<b>DW6</b> EDC 6 - 450 Nm
<b>ND</b> MT6 - 300/360 Nm		<b>DW5</b> EDC 7 - 300 Nm
<b>PK - PF</b> MT6 - 360/400 Nm	<b>PA0</b> AMT6 - 360 Nm	<b>DK - FK</b> X-Tronic CVT 150/250 Nm

# MOTORSPORT

## Automotive

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Renault is a long-standing player in motorsport with a unique track record for a full-line carmaker. Motorsport is a way for Renault to step up the development of leading-edge technologies, particularly in terms of fuel consumption, electrification and hybridization.

### RENAULT ANNOUNCES ITS RETURN TO FORMULA 1 IN 2016

> At the end of the 2015 season, Renault discontinued its collaborative efforts with the Red Bull and Toro Rosso teams and announced its return to Formula 1 in 2016 as a team.



Renault and Formula 1:

- 40 years of uninterrupted presence,
- 600 Grand Prix,
- 168 wins,
- 11 Drivers' titles,
- 12 Constructors' titles,
- major innovations such as the introduction of the turbo engine in 1977.

> Formula 1 is a showcase of the technological expertise that Renault develops for its products to the benefit of its customers.

> It also serves to boost brand awareness and image around the world. With 450 million TV viewers a year, Formula 1 is one of the most media covered sports in the world.

### FORMULA E: RENAULT LEADS THE WAY IN ALL-ELECTRIC MOTORSPORT

> A pioneer in making electric vehicles broadly accessible and a long-standing player in motorsport, Renault is participating in the Formula E Championship, in which single-seater all-electric cars race through city streets around the world.

> In the 2014-2015 season, Renault contributed directly to the emergence of the discipline through a two-fold commitment that was both technical (as the architect of all the single-seaters in competition) and sport-related (as the partner of the Renault e.dams team founded by Jean-Paul Driot and Alain Prost).

> Notching up 4 victories and 5 pole positions in 11 races, the Renault e.dams team won the first Team title in the history of Formula E.

> For the 2015-2016 season, Renault is strengthening its motorsport commitment in the Renault e.dams team by developing its own powertrain. These cutting-edge technologies, developed by the Renault Sport team, could also benefit directly or indirectly the Group's future production electric cars.



Renault e.dams Formula E

## RENAULT SPORT KEEPS THE MOTORSPORT FLAME BURNING

Renault is rounding out its sports vehicle range (production and competition) and opening up new paths to sports thrills.

### > Renault Sandero R.S. 2.0

- The first Renault Sport car manufactured outside Europe and designed for Latin America
- The design and performance of a “true sports car”: 150 hp, 6-speed manual gearbox, Sport chassis and brakes, deactivating ESP, etc.

### > Clio RS. 220 EDC Trophy

- Numbered special series with attractive power/price ratio

### > New Mégane GT et GT Line

- Mégane GT: 205 hp, 4Control and Multi-Sense, in a world first in the segment
- Mégane GT Line: design pack and special sports interior

### > Formula Renault 3.5 and Formula Renault 2.0

- Top-level motorsport incubators

### > Renault Sport R.S. 01

- High-performance race car with concept car design
- First season of Renault Sport Trophy Championship, a stepping stone to professional GT and endurance championships

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

- Clio standard-bearer in motorsport competition

## ALPINE AFFIRMS ITS GLOBAL AMBITIONS THROUGH MOTORSPORT

It is through motorsport competition that Alpine is preparing its return to the market in 2017:

### In 2015:

> Alpine entered the World Endurance Championship in the LMP2 category and claimed a podium finish at Fuji in Japan and a victory at Shanghai in China.

> Alpine celebrates its 60th anniversary and unveils:

- Alpine Vision Gran Turismo: a concept car designed for motorsport simulation on game consoles.
- Alpine Célébration: a show car evoking emblematic Alpines and the brand's racing DNA, revealed at the Le Mans 24 Hours.

### In 2016:

> Alpine reveals the Alpine Célébration previewing its future production sports coupé.

> Commitment to WEC and in Le Mans, with the new A460.

# RESEARCH and Development

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Innovation is central to Renault's strategy and the main dynamic force of the "Drive the change" plan. In 2015, the latest achievements of its engineers were on display in leading models such as Kadjar, Talisman and New Mégane, all of which feature an array of innovations. Renault and Nissan's engineers will now be working more closely together, significantly heightening R&D performance to sharpen the Group's competitive edge.

> With €1.99 billion invested in 2015 and almost 16,000 employees, Renault R&D is committed to addressing the challenges faced by the automotive industry and to keeping pace with major social trends. The Group filed nearly 500 patents in 2015.

## INTERNATIONAL ORGANIZATION

> Renault engineering benefits from international expertise, thanks notably to the Group's decentralized units in South Korea, India, Russia, Romania and Brazil. Their main role is to develop and adapt products to new customers' needs and expectations, to regulatory requirements, and to economic conditions in each country.

## SYNERGIES IN THE ALLIANCE

> In 2014, the Renault-Nissan Alliance began convergence projects in four key areas of the organization: engineering, manufacturing and logistics, purchasing, and human resources. The projects concern strategic topics such as self-driving cars, powertrains and connected services.

In engineering, the two companies have decided to **intensify synergies through a joint strategy in research and development** focusing on cutting-edge technologies, common modules, and powertrains. Simulations and test resources have also been pooled. The objective is to boost productivity by sharing best practices and key skills and by standardizing parts and processes.

> The organizational principles of **new Alliance engineering** is based on the following:

- each manufacturer will have activities of its own to preserve the identity of its products;
- the two manufacturers will work together in activities that can be pooled.

> In 2015, the engineering convergence drive took a new step forward by enabling Renault and Nissan teams to work together in all areas with a common management.

## FOUR DEVELOPMENT PRIORITIES

In the coming years, cars will need to make an even bigger contribution to “well-being in mobility” in the broadest sense. Four major trends are going to shape the cars of the future:

### > Safety

Renault played a role in the widespread dissemination of systems such as ABS, ESP, passenger protection with airbags and speed limiters. The next step will be **self-driving cars**. The aim is to fit cars with technologies already operational in the aviation sector, notably those used for drones, referred to as advanced driver assist systems (ADAS).

### > Travelling well-being

Those same technologies will improve travelling comfort through the development of delegated driving, freeing up useful time and leisure time thanks to heightened connectivity. Renault's **NEXT TWO prototype**, revealed in 2014, offers delegated driving functions in some situations and traffic conditions, including traffic jams.

### > Reduced environmental impact

Groupe Renault is innovating to foster sustainable mobility for all. It is focusing in particular on **reducing the emissions** of its internal-combustion vehicles, developing its **all-electric offer** and enhancing the **eco-design** of its vehicles, namely by including recycled materials in production and for end-of-life recovery.

### > Broadly accessible mobility

Renault designs products that can make vehicles broadly accessible in emerging countries. In 2015 it launched **Kwid**, an **entry-level car for India** aimed at bringing motorists a modern, robust and reliable vehicle for under €5,000.



Aerial view of the Renault Technocentre engineering center in Guyancourt



Testing the NEXT TWO prototype, based on Renault ZOE, in a driving situation

## THE CAR OF THE FUTURE AS SEEN BY RENAULT: SELF-DRIVING, CONNECTED AND ALL-ELECTRIC

> As part of the Alliance with Nissan, Groupe Renault will be launching vehicles equipped with technologies offering **varying levels of autonomous driving** between now and 2020. The technologies in question will be rolled out on mass-produced cars at affordable prices.

- With over 90 % of accidents being caused by human beings, these partial or total delegation systems are aimed at **reducing the number of accidents**.
- From 2020 onwards, driving time will be gradually transformed into **leisure time** through enhanced connectivity, thereby improving motorists' quality of life.

> Groupe Renault will also fit its cars with **connected services** to make driving safer and more pleasant and enable motorists to take advantage of more free time.

- Renault is working on making **technologies with user-friendly and customizable interfaces** more accessible to more people.
- Combined with the development of self-driving vehicles, these technologies and services will, starting in 2020, allow motorists to **devote more time to other activities** during travel, including video conferences, email correspondence, e-commerce and entertainment.
- By the end of 2016, drivers will be able to use a smartphone app to **interact remotely with their car** and check information on tire pressure, fuel levels, battery charge, servicing intervals, etc.

> The development of these technologies comes hand in hand with Renault's efforts to market vehicles with the **lowest emissions and fuel consumption**, such as the **all-electric vehicle** of which Renault is the pioneer and leader in Europe. The car of the future for Renault is embodied by the **NEXT TWO prototype** developed based on Renault ZOE.

# LIGHT COMMERCIAL Vehicles

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The light commercial vehicle (LCV) is strategic for Renault as it accounts for roughly one-quarter of its vehicle sales worldwide. To respond to that demand, and to adapt to different customer uses, Renault has set up a business unit, the Light Commercial Vehicles Division (DVU).

## UNDISPUTED EUROPEAN LEADER

- > Renault has been the uncontested leader in the light commercial vehicle market in Europe since 1998, with a market share at end-2014 of 15%.
- > In France, Trafic, Master and Kangoo each lead their respective segments.
- > Trafic is the leader in Belgium and Spain.
- > Renault is the first brand to market an all-electric LCV offer: Kangoo Z.E., the leader in Europe, and Twizy Cargo, the LCV version of Twizy.
- > Now 100 % of the Renault light commercial vehicle range sold in Europe is produced in France.

## REAFFIRMED INTERNATIONAL AMBITIONS

- > In 2015, nearly 30% of Renault LCVs were sold outside Europe, with record market share.
- > Master is the leader in Algeria, Morocco and Brazil.
- > Kangoo is the leader in Belgium and Spain.
- > Dokker is the leader in Morocco and Romania.
- > An LCV expert., Renault has formed partnerships with several carmakers: Nissan, Renault Trucks, GM, Daimler and, recently, Fiat.

## NEWS IN 2015

### **After renewing its entire LCV range, Renault moves into a new segment: pick-ups.**

#### **> Launch of Renault Duster Oroch in Latin America**

In Brazil, the new model has sold in 3,500 units in two months and has twice been voted Best Pick-Up of the Year.

#### **> Revealing of the Alaskan Concept truck in September 2015**

Previewing a one-tonne pick-up set for launch in 2016 with international ambitions.

### **Renault launches its Renault Pro+ expert brand.**

Dedicated to LCV buyers and users, the Renault Pro+ expert brand will renew the customer experience before, during and after the sale. It is based on:

- > special products, a bespoke offer (more than 640 versions) and à la carte conversions,
- > partnerships with 400 coachbuilders worldwide,
- > the Renault Pro+ expert sales network with 650 dealerships worldwide.

# ELECTRIC Vehicles

With all-electric vehicles, Renault has opted for a disruptive innovation to meet environmental challenges. Renault's affordable and attractive electric vehicle range is available today, to the benefit of all and the pleasure of everyone.



Groupe Renault's electric vehicle range

## RENAULT: A PIONEER AND LEADER IN ELECTRIC VEHICLES IN EUROPE

### **The first European carmaker to believe in the electric vehicle**

- > Consistent with its 2009 commitment, Renault launched four affordable electric vehicles between 2011 and 2012.
- > All-electric vehicles are the standard-bearers of Renault's environmental strategy. The Group has been committed to sustainable mobility for all for over 20 years.
- > Renault is the only carmaker with a complete range of electric vehicles that respond to multiple uses.

### **Recognized electric-car expertise**

- > That expertise is mainly based in France. The Group's electric vehicles are designed at the Renault Technocentre in Guyancourt. Kangoo Z.E. is manufactured at Renault's Maubeuge plant. ZOE is produced at Renault's plant in Flins and its R240 motor at the Cléon plant.
- > Over 60 patents were filed in the design of ZOE.
- > 100% Renault, the new R240 motor on ZOE gave rise to the filing of 95 patents. Renault will develop a derived version to power the future all-electric Smart models by the Daimler group.
- > The Group is a technical partner to the Formula E Championship aimed at promoting all-electric motorsport. Renault won the 2014-2015 Constructors' title.

### **The leader in electric vehicle sales in Europe in 2015**

- > Renault led the market with a 23.6% share, totalling over 23,000 sales in Europe in 2015 (excluding Twizy).
- > Renault ZOE is the top-selling electric passenger car in Europe, with over 18,700 registrations in 2015.
- > Renault Kangoo Z.E. is the top-selling electric light commercial vehicle in Europe, with over 4,300 registrations in 2015.
- > RSM SM3 Z.E. has been the best-selling electric vehicle in South Korea since its launch in late 2013.



## RENAULT ELECTRIC VEHICLES: TOMORROW'S MOBILITY, AVAILABLE TODAY

### A solution to environmental challenges

- > Emitting no CO<sub>2</sub> in use<sup>(1)</sup>, electric vehicles contribute to the **fight against global warming**.
  - Its CO<sub>2</sub> performance is favorable on average in Europe, even when including the production of the electricity required for charging. The figure is around 58 g/km of CO<sub>2</sub> for ZOE, compared with 100 g/km for an equivalent internal-combustion model.
  - That performance is further enhanced with the development of renewable energies in electricity production.
- > Emitting no exhaust pollutants, such as particles or nitrogen oxide, electric vehicles have a key role to play in improving air quality, especially in cities.

### New motoring thrills

- > The Twizy quadricycle and its LCV version, Twizy Cargo, are a playful new take on urban mobility.
- > The SM3 Z.E.saloons sold in South Korea under the Renault Samsung Motors (RSM) brand is elegant and prestigious.
- > Kangoo Z.E. compact vans have the same load capacities as Kangoo.
- > The compact hatchback ZOE is Renault's mass-market electric vehicle.

**Drivers of Renault electric vehicles report satisfaction rates of nearly 100%.**

### Simplified day-to-day mobility

- > Day to day, the users of Renault electric vehicles **charge their car directly where they park** (home, work, street) in 95% of cases.
- > Electric vehicle drivers benefit from a number of **advantages, especially in the city**.
  - Easy and inexpensive parking and charging at the 5,000 Autolib' spaces in the Paris region.
  - Free street parking in numerous cities in France, Norway, Denmark, Spain and other countries.
  - Exemption from congestion charges, including in London and Milan.
  - Possibility of using reserved lanes, as in Oslo.



At the wheel of ZOE

### Latest news:

- > With its R240 motor launched in 2015, ZOE boasts a real-life range of between 115 and 170 km.
- > ZOE "Swiss Edition", presented at the 2016 Geneva Motor Show, previews the high-end version of ZOE.

(1) No CO<sub>2</sub> emissions or regulated atmospheric pollutant emissions when driving, consistent with the NEDC approval cycle, excluding wear parts.

# PURCHASING

The Purchasing function is responsible for buying the parts, services and equipment required for Groupe Renault business around the world. It supplies plants with the support of a panel of competitive suppliers in terms of quality, costs and lead times. It supports the international growth of Groupe Renault by coordinating local sourcing.

## AMOUNT OF RENAULT PURCHASES

Scope: worldwide - € billion

	2014	2015
Automotive components	19	22.3
Industrial goods, tertiary purchasing and services, logistics	4.7	5.2
After-sales	1	1
<b>TOTAL</b>	<b>24.7</b>	<b>28.6</b>

## NUMBER OF RENAULT SUPPLIERS

Renault s.a.s., including subsidiaries.

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

	2014	2015
Automotive components	2,493	2,784
Industrial goods, tertiary purchasing and services, logistics	12,152	10,143
After-sales	549	432

## RENAULT-NISSAN PURCHASING ORGANIZATION

The Renault-Nissan Purchasing Organization (RNPO) has determined the purchasing strategy and selected the suppliers for all the Alliance's purchases since April 1, 2009.

In early 2015, Renault SA, Nissan Motor Co. Ltd. and AVTOVAZ merged their purchasing operations in Russia. The newly created entity is called the AVTOVAZ-RENAULT-NISSAN Purchasing Organization (ARNPO). Now the largest purchaser in the Russian automotive industry, ARNPO will strengthen AVTOVAZ's integration in this sector.

# SUPPLY CHAIN

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

## ORGANIZATION

> **6,890 employees** – at head office, the plants, Operational Logistics departments and logistics platforms – make up the Groupe Renault Supply Chain.

> **9 Operational Logistics departments** ensure the coordination and performance of the Supply Chain function, each one with a specific geographical region.

## LOGISTICS PLATFORMS

> **11 AILN logistics platforms** (Alliance International Logistic Network - Bursa, Busan, Cordoba, Curitiba, Grand Couronne, Pitesti, Pune, Tangiers, Valladolid): pick-up, consolidation and shipping of parts to manufacturing sites.

AILN platform activities (Volumes in m<sup>3</sup> at December 31, 2015):

<b>AILN Platforms</b>	<b>TOTAL</b>	<b>IPO export activity</b>	<b>KD export activity</b>	<b>Local distribution activity</b>	<b>Import activity</b>
Bursa (Turkey)	<b>447,795</b>	266,205		144,362	37,228
Busan (South Korea)	<b>146,338</b>	136,720		9,618	
Cordoba (Argentina)	<b>58,875</b>	58,875			
Curitiba (Brazil)	<b>148,264</b>	148,264			
Grand-Couronne (France)	<b>416,061</b>	382,813	267		32,981
Moscow (Russia)	<b>1,250</b>	1,250			
Pitesti (Romania)	<b>2,109,654</b>	2,000,290			109,364
Pune/Chennai (India)	<b>105,403</b>				
Tangiers (Morocco)	<b>67,867</b>	67,867			
Valladolid (Spain)	<b>230,114</b>	167,675			62,439
<b>TOTAL</b>	<b>3,731,621</b>	<b>3,229,959</b>	<b>267</b>	<b>153,980</b>	<b>242,012</b>

> **4 SFKI logistics platforms** (SOFRASTOCK International – Saint-André-de-l'Eure, Valladolid, Cordoba, Curitiba): management and distribution of small automotive parts as well as maintenance and tooling parts to manufacturing sites.

Since 2014 the Supply Chain Division has grouped the Renault and Nissan teams as part of a **joint Alliance structure**. It maximizes synergies through:

- the sharing of best practices,
- shared calls for bids,
- the cross-cutting use of the two companies' logistics infrastructures.

# SALES Network

Renault sells its Renault, Dacia, and Samsung Motors brand vehicles around the world through nearly 12,000 points of sale.

## STRUCTURE

The primary network is made up of Renault Retail Group (RRG) establishments, belonging to Renault, and dealerships. The secondary network, bound contractually to an RRG establishment or a dealership, strengthens geographical proximity with customers.

> Among the nearly 12,000 points of sale that market the Renault brand:

- 6,689 also sell vehicles of the Dacia brand,
- 283 are dedicated exclusively to Dacia,
- 648 sell the Renault Samsung Motors brand in South Korea.

Number of Renault sites at end-2015:

REGION	Primary network	Secondary network	Total
Europe (o/w France)	2,652 (675)	6,321 (3,615)	8,973 (4,290)
Africa, Middle East, India	1,007	150	1,157
Eurasia	436	74	510
Asia Pacific	304	25	329
Americas	832	163	995
<b>TOTAL</b>	<b>5,231</b>	<b>6,733</b>	<b>11,964</b>

## SATISFYING CUSTOMERS

> Service **quality** as a guiding line:

- Renault's objective is to rank **among the top-three full-line carmakers** on service quality in sales and after-sales in its main markets by 2016.
- Assessment: with over **one million customers in 32 countries every year**.

> The C@RE 2.0 programme (Customer Approved Renault Experience) as a resource:

- Objective: to create a **personalised and seamless relationship with the customer**.
- Renault has opened **2,000 Renault Stores**, exemplary dealerships in terms of customer welcome.
- Renault has also redesigned all its **customer paths**:
  - for each customer, whether private or company, of a new or pre-owned vehicle;
  - for each contact point between the brand and the customer, whether *via* the web, at dealerships or through the Customer Relations Department.

## RENAULT RETAIL GROUP (RRG)

> Renault Retail Group (RRG), **Europe's number-two automotive distribution group**, is a wholly-owned subsidiary of Groupe Renault. RRG sells new vehicles from the Renault and Dacia brands in 13 countries and distributes the Nissan brand in Switzerland, Austria and the UK.

> The RRG deals with **all aspects of automotive marketing** from sales to after-sales service.

- **3 brands**: Renault, Nissan and Dacia,
- **194 sites**
- **10 936 employees**
- **13 countries**: Austria, Belgium, Czech Republic, France, Germany, Ireland, Italy, Luxembourg, Poland, Portugal, Spain, Switzerland and the United Kingdom.

# RCI BANQUE

RCI Banque S.A. is a wholly-owned subsidiary of Renault S.A.S. It provides financing for the sales of Groupe Renault brands (Renault, Renault Samsung Motors, Dacia) throughout the world and for the Nissan Group brands (Nissan, Datsun, Infiniti), primarily in Europe, Russia and South America. RCI Banque is present in 36 countries.

RCI Banque:

- > offers **consumers** a large range of financing, leasing solutions and resources for new and pre-owned Renault-Nissan Alliance vehicles;
- > offers **businesses** efficient solutions tailored to their need to recenter on their activities;
- > finances the **inventories** of new vehicles, pre-owned vehicles and replacement parts in the Alliance networks.

## NEW FINANCING AND OUTSTANDING LOANS

> “New and pre-owned vehicles” business (€ million).

	2014	2015
Penetration rate (NV)	35.20%	<b>37.10%</b>
New vehicle financing	12,600	<b>15,600</b>
Number of vehicle contracts	1,245	<b>1,390</b>
Average outstanding performing loans	25,415	<b>28,248</b>

> “Service” activity: the Group is stepping up the development of this activity, selling 2,850,000 contracts in 2015.

## PENETRATION RATE AND AVERAGE OUTSTANDING PERFORMING LOANS BY REGION

RCI Banque penetration of the sales of new Renault, Dacia, Renault Samsung Motors, Nissan, Datsun and Infiniti vehicles. (% and € million).

	Penetration rate		Average outstanding performing loans	
	2014	2015	2014	2015
France	38.00%	<b>42.40%</b>	8,523	<b>8,782</b>
Europe (o/w France)	36.40%	<b>40.20%</b>	21,243	<b>24,374</b>
AMl (except India)	29.60%	<b>32.80%</b>	275	<b>291</b>
Americas	38.90%	<b>39.00%</b>	2,864	<b>2,396</b>
Eurasia	26.90%	<b>24.20%</b>	85	<b>80</b>
Asia Pacific	48.10%	<b>53.30%</b>	948	<b>1,106</b>

## DEPOSITS

> RCI Banque has rolled out its “savings bank” deposits business in four markets:

- France,
- Germany
- Austria
- UK (since June 2015)

> At December 31, 2015, RCI Banque had collected over €10.2bn in deposits, equivalent to over 30 % of its outstanding performing loans at the end of December.

# AFTER-SALES

Renault makes after-sales service a powerful loyalty builder by assisting customers throughout the entire life of their vehicle.

## SERVICES

> **Service contracts** include insurance, assistance, maintenance, warranty extensions and connected services.

- On average worldwide, 1 new vehicle = 1 service contract sold
- 2,727,900 service contracts were sold in 2015.

> **Fixed prices:** Renault was one of the first carmakers to offer a full range of fixed prices on a broad range of maintenance and repair services. Customers can thereby manage their budgets without any unpleasant surprises.

> **An extended range of services:** Renault Rent (vehicle rental), Renault Assistance (breakdown or accident assistance), Renault Minute (fast maintenance and repair), Pro+ (maintenance and repair of company vehicles), etc.

## REPLACEMENT PARTS

> **Original replacement parts** meet the same Renault production specifications and standards as the parts used in manufacturing the vehicles. Renault thus guarantees the original levels of quality and safety for the full life of the product.

- Renault also engineers the original parts to optimize vehicle maintenance and repair. Repair shops and customers alike thus benefit from easy parts replacement and vehicle repair.

> Under the **Motrio** brand, Renault proposes a range of parts for **18 vehicle brands**, and for “old” Renault and Dacia cars, with over 8,000 references, 46 product families covering 450 models, available in nearly 50 countries. Motrio was launched in 1998.

> **Standard exchange parts:** Renault has a complete range of 19 families of mechanical components that have been remanufactured to the highest standards. This provides customers with an economical and ecological repair solution, and with the same warranty as on a new part.

## ACCESSORIES

> **23,000 accessory** references available: hitches, transport racks, multimedia, interior and exterior personalization, items for vehicle protection, safety, comfort, and personal protection.

**Replacement parts and accessories are available everywhere in the world:**

- > 1 million replacement parts are delivered every day to the sales network.
- > in 160 countries from 29 distribution centers worldwide.
- > In France and Europe, 95% of orders are delivered within 24 hours.
- > 213,000 references are supplied.

# RENAULT TECH

Renault Tech is the Business Unit that designs, manufactures, and sells converted vehicles and related services to respond to the needs of businesses and private vehicle owners, always meeting the quality standards of Groupe Renault.

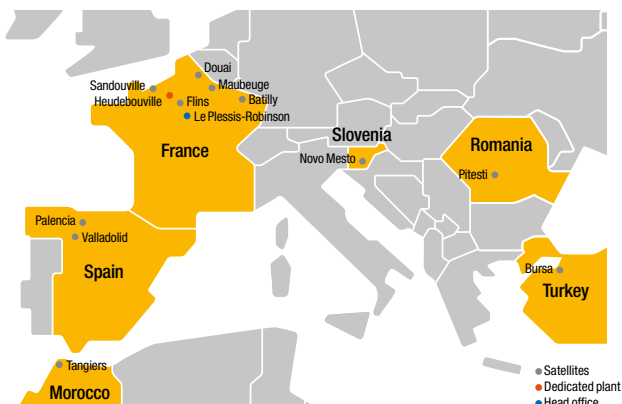
Renault Tech oversees the development and manufacture of **new passenger cars and light commercial vehicles** at the request of the Program Departments of Groupe Renault. The engineers at Renault Tech also offer a range of supplementary **adaptations** including customized conversions for company fleets and vehicles for the transport of persons with reduced mobility.

The main types of conversion are:

- > **for PCs:** limited series such as Clio Costume Nationale, options including body decals for Captur, video equipment in Scénic and versions such as Clio IV Auto-Ecole.
- > **for LCVs:** options such as wood-finished interiors for Master, New Trafic and Kangoo, and dumper, flatbed and extended cab versions;
- > **the range of vehicles adapted for the transport of people with reduced mobility:** Master, Trafic, Kangoo and Dokker;
- > **fleet conversions** for key account customers including La Poste and EDF and conversions for tradespeople.

Production is carried out at 11 satellite facilities at Renault and Dacia plants in Europe, Africa, Middle East, India and Eurasia, and at the Heudebouville plant in France dedicated to the transport of people with reduced mobility.

Activity grew considerably in 2015 with **211,234 conversions** produced at no extra delivery cost for the customer and a maximum additional delivery time of 48 hours.



Renault ZOE and Nissan Leaf  
at the foot of the Eiffel Tower  
during COP21





# RENAULT-NISSAN Alliance

In 2015, the Renault-Nissan Alliance sold 8.5 million vehicles in almost 200 countries around the world through its eight brands: RENAULT, DACIA, RENAULT SAMSUNG MOTORS, NISSAN, INFINITI, DATSUN, VENUZIA and LADA. This record figure corresponds to more than one vehicle in every ten sold worldwide. The Renault-Nissan Alliance is the world's fourth-biggest vehicle manufacturer.

# OVERVIEW

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The Renault-Nissan Alliance is a strategic partnership that was established in 1999 between Renault, with its head office in Paris, and Nissan, with its head office in Yokohama, Japan.

he Renault-Nissan Alliance is currently the **longest-running** cross-border partnership between two major manufacturers in the automotive industry. The unique partnership is a **flexible and pragmatic** model that can be extended to new projects and new partners on a global scale.

> The Alliance has enabled Renault and Nissan to **outperform** their traditional regional competitors, lifting the two partners into the club of the largest carmakers. Together, Renault and Nissan rank **among the world's top four automobile manufacturers**.

> Based on the principle of cross shareholdings and common interest, the Alliance serves to **optimize synergies without altering the brand identities** of the two partners.

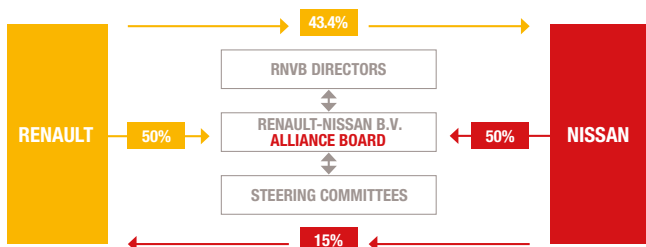
> The Alliance **protects** Renault and Nissan against regional economic downturns and **bolsters** their growth in the world's most dynamic economies.

> To achieve economies of scale, numerous carmakers are now trying to create structures for collaboration similar to the **innovative partnership** that Renault and Nissan formed 17 years ago.



Carlos Ghosn, CEO of Renault and Nissan

# STRUCTURE



> Renault holds 43.4% of Nissan's share capital. Nissan holds 15% of Renault's share capital. The cross-shareholding model ensures that the two partners share the same interests and encourages them to adopt win-win strategies beneficial to both.

> Founded on March 28, 2002, Renault-Nissan BV (RNBV) is responsible for the **strategic management** of the Alliance. It is a company under Dutch law, owned equally by Renault S.A. and Nissan Motor Co., Ltd.

## HIGHLIGHTS IN 2015

> Daimler and the Renault-Nissan Alliance extend their cooperation agreement to the one-tonne pick-up segment.

> The Renault-Nissan Alliance is an official partner of COP21, providing a fleet of 200 electric vehicles.

> Total worldwide sales of electric vehicles by the Alliance top the 300,000 mark.

> The Nissan Leaf is the best-selling electric vehicle in the world and the Renault ZOE is the best-selling electric vehicle in Europe.

> Renault's management board unanimously approves a Renault-Nissan Alliance stability covenant.

# SYNERGIES

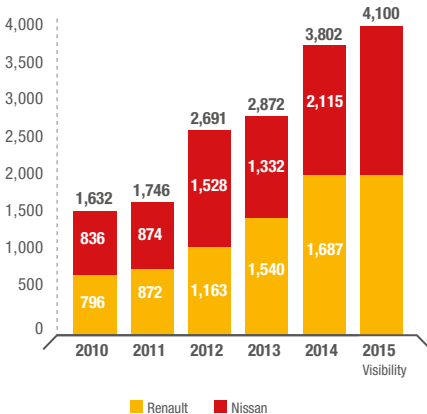
For the past 17 years, Renault and Nissan have been unlocking synergies within the Alliance for the benefit of both companies. These synergies give Renault and Nissan a **sustainable competitive advantage** in the global automotive industry. Synergies are derived from **cost reductions**, **cost avoidance** and **increased revenue**.

The **pursuit of synergies** and the **sharing of best practices** have gathered pace since the 2008 financial crisis, which highlighted the need to boost the **operational performance** of the Alliance while seizing every opportunity to generate **economies of scale**.

- > With the goal of achieving at least **4.3 billion** in annualized synergies by 2016, the Renault-Nissan Alliance launched **ambitious convergence plans** in early 2014 in four key areas: **engineering, manufacturing and logistics, purchasing, and human resources**.
- > Four new **jointly-managed functions** were created in April 2014. The functions are headed by four new Alliance Executive Vice Presidents, tasked with strengthening the integration process in each key area and expected to generate an immediate positive effect.
- > To assist with the deployment and ongoing development of the new organizational structure, an **Alliance Management Committee** has been established, headed by Carlos Ghosn.

## SYNERGIES 2009-2015

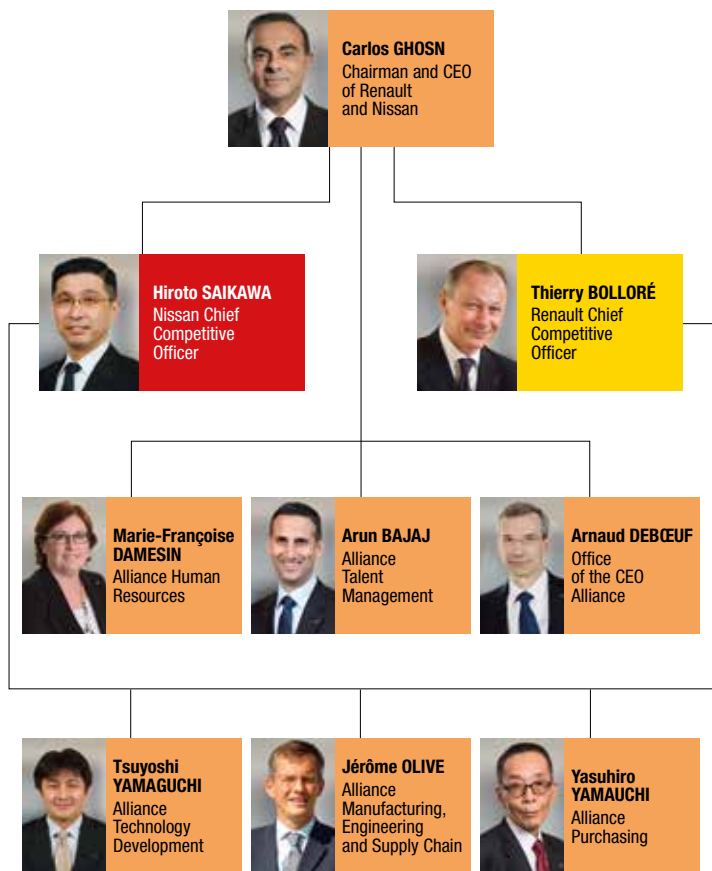
€ million



- > The amount of synergies is reviewed by the Controllers of each company. Only **new synergies** are taken into account each year.
- > The Alliance expects to post **4.1 billion euros** in synergies in 2015.

# ALLIANCE ORGANIZATION CHART

## Converged Functions



- Nissan scope
- Renault/Nissan joint management scope
- Renault scope

# PARTNERSHIPS

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The Alliance has established strategic partnerships with vehicle manufacturers including Germany's Daimler and Russia's AVTOVAZ.

## DAIMLER

Daimler AG, manufacturer of the Mercedes-Benz brand, is one of the world's foremost high-end carmakers. The agreement announced in April 2010 between the Renault-Nissan Alliance and Daimler AG established the basis for a strategic partnership based on three major projects, primarily in Europe. The partnership has since been extended to include 13 projects on three continents.

> As part of the agreement, the Renault-Nissan Alliance took a 3.1% stake in the capital of Daimler. Daimler took a 3.1% share in the capital of Renault and 3.1% in the capital of Nissan.

### MAIN PROJECTS:

#### For Renault, Nissan and Daimler:

> Renault-Nissan and Daimler are working together to develop a new family of direct-injection turbo petrol engines, set for production launch in late 2017. The advanced-technology engines will boast better fuel consumption performance.

#### For Renault and Daimler:

> Development of a new next-generation architecture shared between Daimler's Smart and Renault's Twingo (on sale since the second half-year of 2014). The four-seater versions of these two vehicles are manufactured at Renault's Novo Mesto plant in Slovenia.

> Development of the Citan, a light commercial vehicle based on Renault technology and produced for the Mercedes-Benz brand at Renault's Maubeuge plant, since 2012.

> Sale of low-consumption diesel and petrol engines.

- A 1.5 litre diesel engine produced by Renault in Valladolid, Spain, adapted by Mercedes-Benz for the brand to have an entry-level engine for their A-Class, B-Class, CLA and GLA models.
- Renault provides Daimler with a 1.6 litre, 4 cylinder diesel engine, adapted by Mercedes-Benz for the brand to have a high-performance entry-level engine for their C-Class model. A variant of this engine, combined with a Renault transmission, equips Mercedes-Benz's front-wheel drive Vito model.

#### For Nissan and Daimler:

> Manufacture of Mercedes-Benz 4-cylinder petrol engines in Nissan's new Decherd plant (Tennessee) for Infiniti and Mercedes-Benz vehicles.

> Provision of a Daimler 2.2 litre turbocharged diesel engine with a 7-speed automatic gearbox or 6-speed manual gearbox for Infiniti's Q50.

> Cross production of Mercedes-Benz Canter – Nissan Atlas trucks in Japan.

> Development of the Q30 and QX30 models, Infiniti's new compact premium vehicles based on Daimler architecture, production of which began in November 2015 at Nissan's Sunderland plant in the United Kingdom.



New Twingo shares its platform with the new Smart

- > Licence granted to Nissan to manufacture Daimler's next-generation 9-speed automatic transmissions for Nissan and Infiniti vehicles from 2018.
- > Joint development of compact premium vehicles to be built together from 2017 in a joint-venture between Nissan and Daimler at the Aguascalientes plant in Mexico.
- > Development of a one-tonne pick-up, based on a Nissan platform, for Mercedes-Benz, produced in Nissan's Barcelona plant in Spain and in Renault's Cordoba plant in Argentina.

## AVTOVAZ

In 2008, Renault-Nissan signed a strategic partnership agreement with AVTOVAZ, the leading Russian automaker, with the aim of securing overall market share of 40% in 2016.

- > In 2012, the Renault-Nissan Alliance acquired a majority share in the Rostec Auto BV Alliance, a joint venture set up with the Russian company Rostec, which owns 74.5% of AVTOVAZ.
- > The Renault-Nissan Alliance and AVTOVAZ have **four plants** in Russia: Togliatti, Moscow, Saint Petersburg and Izhevsk.
- > The **B0 assembly line**, based on the Alliance platform at the Togliatti plant, is the first large-scale industrial development in the partnership. Several models are currently produced on this line: LADA Largus and XRAY, Nissan Almera, Renault Logan and Sandero.
- > Founded in January 2015, **AVTOVAZ-RENAULT-NISSAN Purchasing Organization (ARNPO)** is responsible for purchasing for the three partners in Russia. ARNPO is set to become the largest purchasing entity in Russia's automotive industry, consolidating the global integration of AVTOVAZ in this sector.

# ALLIANCE SALES

- > In 2015, the Renault-Nissan Alliance sold **8.5 million vehicles**.
  - The world's fourth-largest car group posted **steady sales** despite a macroeconomic downturn in Russia and Brazil.
  - The Renault and Nissan brands achieved all-time records thanks to **strong sales in the USA, China and Europe**.
- > The Alliance has remained leader in the electric vehicle segment, with over 300,000 electric vehicles sold since they were first launched
  - **One electric vehicle in two worldwide** is sold by the Alliance.
  - In 2015, the Renault-Nissan Alliance sold 85,000 electric vehicles, **up more than 2.5%** on the previous year.

## TOP 10 ALLIANCE ALLIANCE MARKETS IN 2015

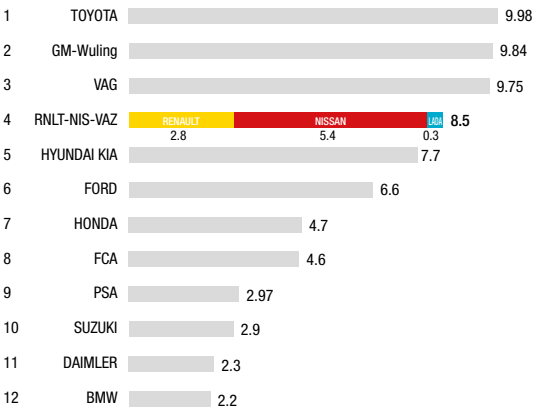
By sales volume and % TIV Cars + LCVs

	Sales	Market share
United States	1,484,918	8.5%
China	1,265,922	5.3%
Russia*	684,373	30.0%
Japan	594,126	11.7%
France	517,799	32.3%
Mexico	373,261	27.6%
Brazil	297,516	9.9%
UK	252,383	7.4%
Germany	242,744	9.8%
Italy	218,846	18.3%

\*Including AVTOVAZ

## SALES RANKINGS BY GROUP IN 2015

By volume Cars + LCVs (millions of vehicles)





## NOTES



View the digital version  
of the Groupe Renault  
2015 Atlas.

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