

FACTS & FIGURES

March 2020 EDITION

GROUPE RENAULT

HIGHLIGHTS



CLIO, CAPTUR

Renault renews its B-segment best-sellers offering the best offering the best in connected, autonomy and electrification technologies.

HUMAN RESSOURCES: THE NEW GLOBAL FRAMEWORK AGREEMENT

The 1st global framework agreement for quality of life at work

won the award for the most innovative collective agreement. This agreement is already being implemented in all regions.



ZOE

remains the top-selling EV in Europe
Launch of the 3rd generation of Renault ZOE.

INDUSTRY 4.0.

2 Renault plants distinguished by the World Economic Forum

- The Cléon plant (France) recognized as a **pioneer in industry 4.0**. This automotive industrial site is the first to be recognized in France with this label.

- The plant in Curitiba (Brazil) rewarded as **the first «advanced lighthouse»** car in Latin America for **Industry 4.0**.



CONTENTS

ONE GROUPE, FIVE BRANDS	4
—	
KEY FIGURES	6
—	
INDUSTRIAL SITES	8
—	
MANUFACTURING	10
—	
GLOBAL SALES	14
—	
VEHICLE RANGE	34
—	
SERVICES	44
—	
ALLIANCE	46

ONE GROUPE, FIVE BRANDS

Groupe Renault has manufactured cars since 1898. Today it is an international multi-brand groupe. To address the major technological and societal challenges, while continuing to pursue its profitable growth strategy, Groupe Renault is focusing on its dynamic international expansion. To this end, it is drawing on the synergies of its five brands (Renault, Dacia, Renault Samsung Motors, Alpine and LADA), its pioneering know-how in electric mobility and its unique alliance with Nissan and Mitsubishi Motors. With a 100% Renault owned team committed to the Formula 1 World Championship since 2016, the brand is involved in motorsports, a real vector for innovation and awareness.



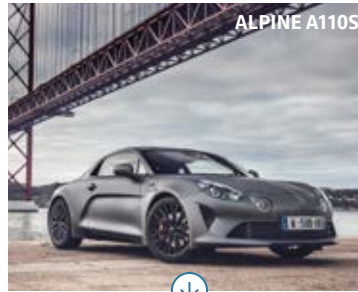
RENAULT
2,357,093 VEHICLES SOLD
IN 2019 (PC + LCV)

Renault, the leading French global brand, is present in 134 countries. As huge changes occur across the mobility sector, Renault keeps the focus on the human being by designing products and services that reflect the lives and habits of its customers. Renault is an open and generous brand that plants joie de vivre at the very centre of a new, greener mobility which is more shared and connected than ever.



DACIA
736,570 VEHICLES SOLD
IN 2019 (PC + LCV)

Dacia is present in 44 countries, mainly based in Europe and the Mediterranean perimander. Created in Romania in 1968, the brand was bought and relaunched by Groupe Renault with the arrival of Dacia Logan in 2004. Dacia proposes the best value for money cars within the market. With emblematic models such as Logan, Sandero & Duster, Dacia has become a success story and reached 6,5 million customers in 2019.



ALPINE
4,835 VEHICLES SOLD IN 2019

Alpine is the sports-premium brand of Groupe Renault. In 2019 Alpine launched the Alpine A110S. Developing 292hp, this version delivers an intense Alpine driving experience. The A110S is faithful to the brand's timeless principles - lightness, compactness and agility - with one promise: driving pleasure.



RSM
79,081 VEHICLES SOLD
IN 2019 (PC)

Created in 2000, Renault Samsung Motors operates exclusively in South Korea. Particularly reputed for its service quality, RSM was voted number one on customer satisfaction in sales for the 18th consecutive year and after-sales for the 4th consecutive year.



LADA
412,889 VEHICLES SOLD
IN 2019 (PC + LCV)

The long-standing leader of the Russian market has the country's largest dealership network with around 300 points of sale. LADA is represented by official importers in over 20 countries with 75 points of sale. With a completely renewed design and a fast changing network, LADA has entered a new era.



<https://Groupe.Renault.com/en/our-company/our-brands>

2019 KEY FIGURES



Financial Information

Revenues In million of euros	2019	2018
Automotive	52,132	54,211
Sales financing	3,405	3,208
Total Groupe Renault	55,537	57,419

Operating profit

Automotive division excluding AVTOVAZ	1,284	2,204
AVTOVAZ	155	204
Sales financing	1,223	1,204
Total Groupe Renault	2,662	3,612
% of Group revenues	4.8%	6.3%

Net income

Net income	19	3,451
Net income, Group share	-141	3,302

Free cash flow and Automotive net cash position

Automotive operational free cash flow ⁽¹⁾	153	607
Automotive net cash position ⁽²⁾	+ 1,734	+ 3,702
Shareholders' equity	35,331	36,088

Contribution from associated companies

o/w Nissan	242	1,509
o/w Other associated companies	-432	31
Total	-190	1,540

Tangible and intangible investments net of disposals

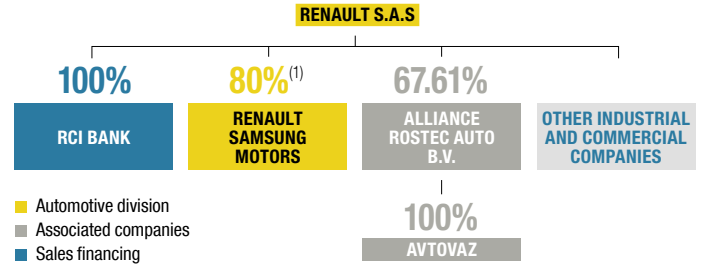
Automotive excluding AVTOVAZ	4,846	4,171
AVTOVAZ	135	84
Sales financing	10	19
Total	4,991	4,274

⁽¹⁾ Automotive operational Free cash flow: cash flows after interest and tax (excluding dividends received from publicly listed companies) minus tangible and intangible investments net of disposals +/- change in the working capital requirement.

⁽²⁾ 2019 figures include the impacts of the application of IFRS 16 "Leases" from January 1, 2019. The figures for 2018 have not been restated.

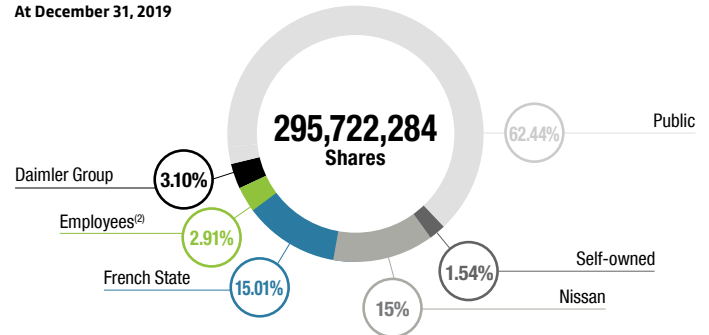
Structure of the Groupe

Simplified organization chart at December 31, 2019 (as a % of shares issued)



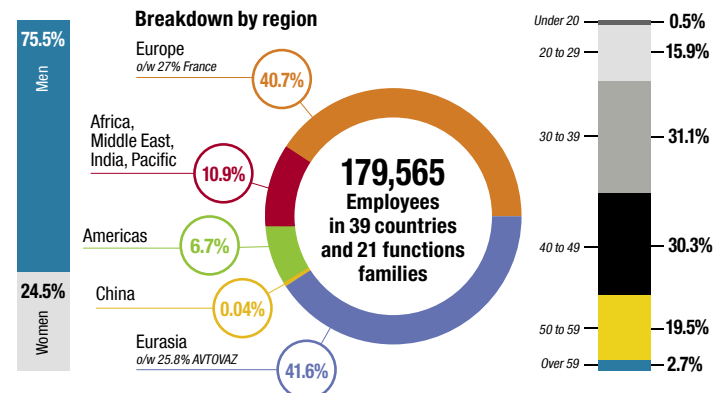
Ownership Structure

At December 31, 2019



Workforce

At December 31, 2019



⁽¹⁾ Indirect shareholding Renault sas.

⁽²⁾ The employee-owned shares in mutual funds corporate investment (present and former employees) included in this category as well as to registered shares held directly by the beneficiaries of free share grants as from the 2016 grant plan.

INDUSTRIAL SITES

and sales in 2019 of the 10 leading markets

GRUPE RENAULT PLANTS

Passenger cars	
Light Commercial Vehicles (LCVs)	
Chassis, engines, gearboxes	
Foundry	

PARTNER PLANTS

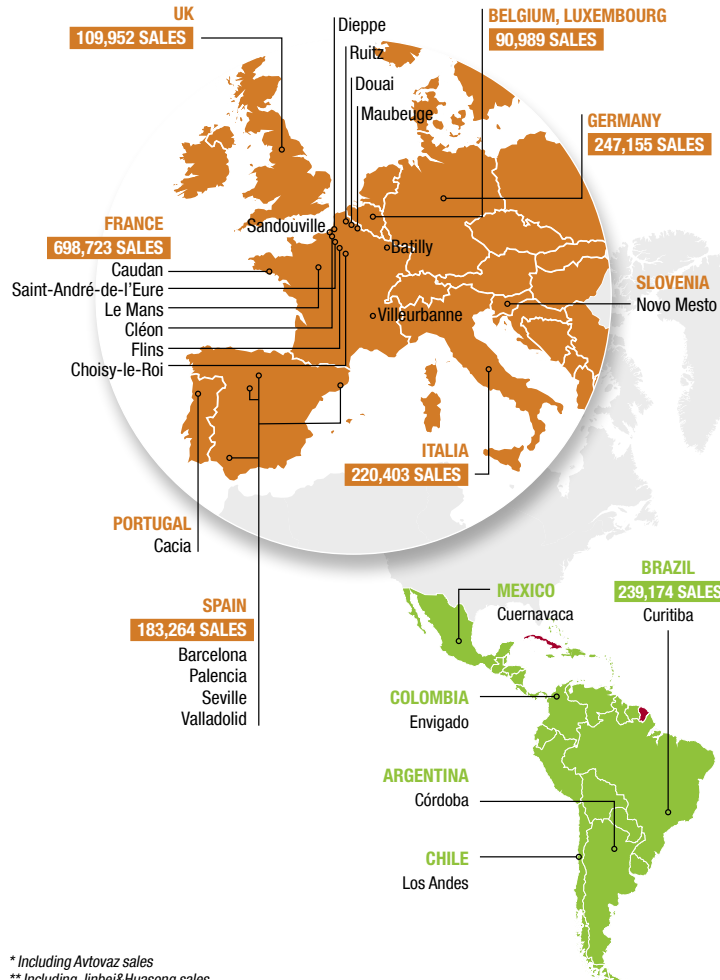
Passenger cars	
Light Commercial Vehicles (LCVs)	
Chassis, engines, gearboxes	
Foundry	

LOGISTICS SITES

Logistics platform	
--------------------	--

ALLIANCE SITES

Renault-Nissan Alliance plants	
--------------------------------	--



SITES IN FRANCE

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

SITES IN EUROPE

Barcelona	
Cacia	
Novo Mesto	
Palencia	
Seville	
Valladolid	

SITES IN EURASIA

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

SITES IN AFRICA, MIDDLE EAST, INDIA AND PACIFIC

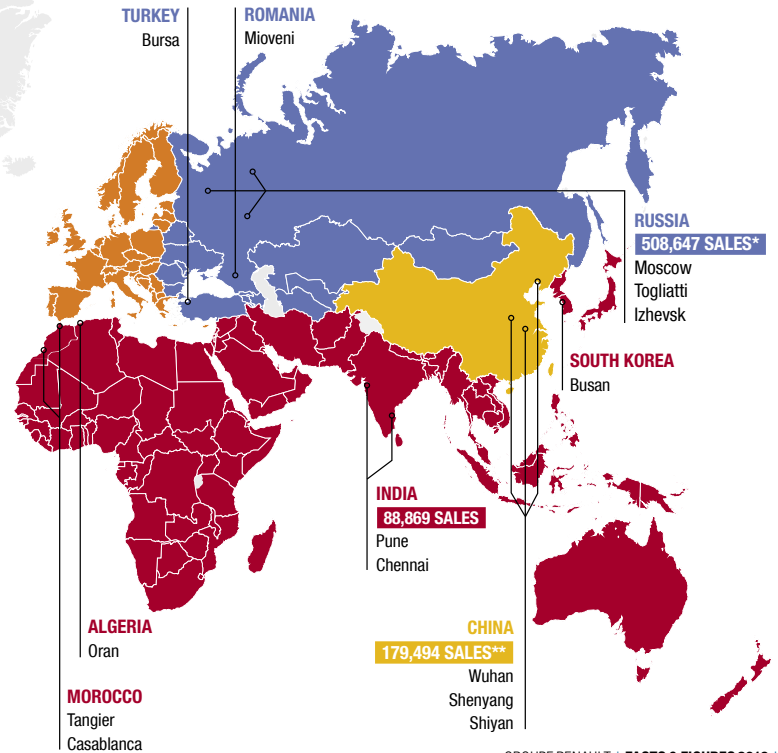
Casablanca (Somaca)	
Chennai (Renault-Nissan)	
Oran	
Pune	
Tangier (Renault-Nissan)	
Busan (RSM)	

SITES IN CHINA

Shenyang (RBJAC)	
Wuhan (DRAC)	
Shiyan (eGT-NEV)	

SITES IN AMERICAS

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



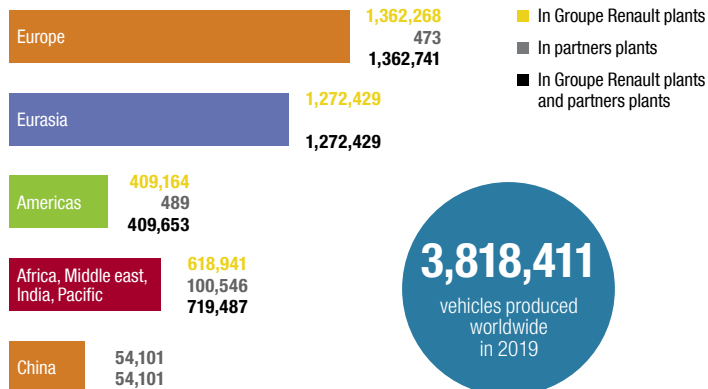
* Including Avtovaz sales

** Including Jinbei&Hwasong sales

MANUFACTURING

Global production by region

At December 31, 2019

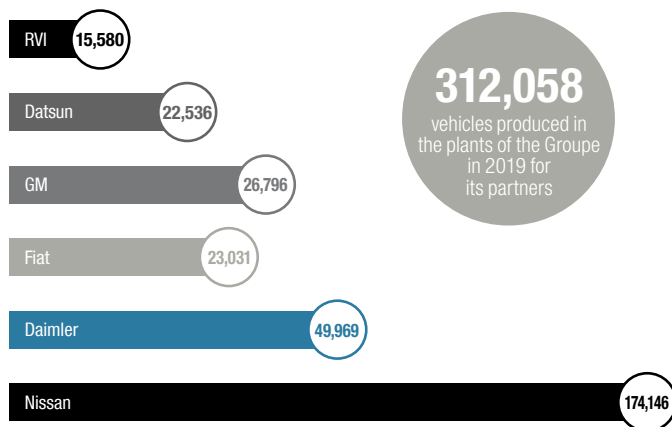


3,818,411

vehicles produced worldwide in 2019

Vehicle production in Groupe Renault plants for its partners

At December 31, 2019



⁽¹⁾ Renault Industriel vehicle

Production by plant and region Automotive plants in Europe - 2019 - France

Plant	Activity	Production	Plant workforce
Batilly (Sovab)	Renault Master	99,328	2,027
	Master Z.E.	342	
	Nissan NV400	6,645	
	Other	41,804	
Total vehicles		148,119	
Caudan (Casting of Brandagne)	Casting (in tons)	10,612	385
Choisy-le-Roi	Gearboxes ES	29,405	263
	Engines ES	40,974	
Cléon	Gearboxes	327,776	3,492
	Engines	556,716	
	Electric engines	100,168	
	Aluminium casting (in tons)	16,721	
Dieppe (Alpine)	Alpine	4,245	386
Total vehicles		4,245	
Douai	Espace	8,961	2,993
	Scenic	67,597	
	Talisman	15,016	
Total vehicles		91,574	
Flin	Clio 4	41,931	2,574
	ZOE	64,061	
	Nissan Micra	54,118	
Total vehicles		160,110	
Le Mans	Rear axles	1,351,450	1,811
	Front axles	735,666	
	Casting (in tons)	95,754	
Maubeuge (MCA)	Kangoo/Citan	133,121	1,725
	Kangoo Z.E.	13,059	
	Nissan NV250	3,561	
Total vehicles		149,741	
Ruitz (STA)	Automatic gearboxes	63,836	472
Sandouville	Renault Trafic	101,234	1,848
	Nissan NV300	7,394	
	Other	23,603	
Total vehicles		132,231	
Villeurbanne	Front axles	295,087	192
Total vehicles France		686,020	18,168

Production by plant and region Automotive plants in Europe - 2019 - outside France

Plant	Activity	Production	Plant workforce
Spain - Palencia	Mégane	77,647	2,378
	Mégane Estate	50,810	
	Kadjar	111,669	
Total Palencia		240,126	
Seville Valladolid	Gearboxes	996,394	1,005
	Twizy	623	
	Captur	199,041	
	New Captur	37,342	
Total Valladolid		237,006	
Valladolid Motores	Engines	1,335,824	
	Casting Alu. (in tons)	9,621	
	Alaskan	473	
Total vehicles Spain		477,605	
Portugal - Cacia	Gearboxes	601,910	1,019
Slovenia - Novo Mesto	Clio 4	32,578	2,885
	Clio 5	43,311	
	Twingo/Smart	123,227	
		199,116	
Total vehicles Slovenia		601,910	
Total vehicles Europe outside France		676,721	14,239
Total vehicles Europe		1,362,741	

Production by plant and region Automotive plants in AMI Pacific - 2019

Plant	Activity	Production	Plant workforce
Algeria - Oran	Logan	18,836	NC*
	Sandero	23,026	
	Clio 4	18,150	
Total vehicles Algeria		60,012	
South Korea - Busan (Renault Samsung Motors)	Talisman / SM6	16,203	2,032
	Fluence / SM3	2,339	
	Fluence / SM3 Z.E.	1,731	
	Latitude / SM5	2,717	
	Koleos / QM6	67,182	
	SM7	3,198	
	Nissan Rogue	69,484	
	Twizy	1,124	
	Others	50	
	Engines	80,287	
	Alu. casting (in tons)	2,436	
Total vehicles South Korea		164,028	
India - Chennai (Renault-Nissan plant)	Duster	8,965	NC*
	Kwid	64,891	
	Captur	707	
	Triber	25,983	
Total vehicles India		100,546	
Morocco - Casablanca (Somaca)	Logan	27,923	1,626
	Sandero	63,331	
Total vehicles Casablanca		91,254	
- Tangier	Lodgy	33,829	6,747
	Sandero	156,593	
	Dokker	95,556	
	Logan MCV	17,581	
	Others	88	
Total vehicles Tangier		303,647	
Total vehicles Morocco		394,901	
Total vehicles AMI Pacific		719,487	

Production by plant and region Automotive plants in Eurasia - 2019

Plant	Activity	Production	Plant workforce		
Romania - Mioveni (Dacia)	Logan	34,241	10,980		
	Logan MCV	17,064			
	Sandero	35,188			
	New Duster	263,035			
	Gearboxes	441,789			
	Engines	537,782			
	Front axles	412,585			
	Alu. casting (in tons)	25,423			
	Total vehicles Roumania			349,528	
	Russia - Moscow	Kaptur		26,700	NC*
Duster		40,582			
Nissan Terrano		13,690			
Arkana		19,168			
Total vehicles Moscow		100,140			
- Togliatti (AvtoVAZ)	Logan	39,179	2,461		
	Sandero	33,476			
	Lada X-Ray	31,695			
	Lada Largus	57,612			
	Lada Kalina	18,739			
	Lada Granta	123,884			
	Lada 4X4	25,013			
	Datsun MI-DO	2,971			
	Datsun ON-DO	19,565			
	Gearboxes	73,033			
	Engines	66,363			
	Total vehicles Togliatti			352,134	

* Not Communicated

Production by plant and region Automotive plants in Eurasia - 2019 (afterpart)

Plant	Activity	Production	Plant workforce
Russia - Izhevsk (AvtoVAZ)	Lada Vesta	128,486	NC*
	Total vehicles Izhevsk		
Total vehicles Russia		580,760	
Turkey - Bursa (Oyak Renault)	Clio 4	152,599	6,296
	Clio 4 Estate	29,342	
	Clio 5	122,451	
	Fluence	37,749	
	Gearboxes	226,263	
	Engines	507,289	
	Rear Axles	337,927	
Front axles	350,563		
Total vehicles Turkey		342,141	
Total vehicles Eurasia		1,272,429	

Production by plant and region Automotive plants in China - 2019

Plant	Activity	Production	Plant workforce
Wuhan (DRAC)	Kadjar	4,340	NC*
	Koleos	7,183	
	Captur	1,559	
	Others	24	
	Total vehicles Wuhan		
Shenyang (RBJAC)	Jinbei Haise, Grand Haise, Granse, F50, Huasong 7	37,826	NC*
Total vehicles Shenyang		37,826	
Shiyang (eGT-NEV)	City K-Z.E.	3,169	NC*
Total vehicles Shiyang		3,169	
Total vehicles China		54,101	

Production by plant and region Automotive plants in Americas - 2019

Plant	Activity	Production	Plant workforce
Argentina - Córdoba	Sandero	7,251	1,851
	Logan	4,316	
	Kangoo (Dokker)	9,313	
	Nissan Navara	9,941	
	Alu. casting (in tons)	2,639	
Total vehicles Argentina		30,821	
Brazil - Curitiba	Master	10,326	5,720
	Duster	25,126	
	Duster Pick-up	35,159	
	Logan	28,818	
	Sandero	52,813	
	Captur	36,925	
	Kwid	122,585	
	New Duster	107	
	Engines	314,692	
	Alu. casting (in tons)	4,228	
Total vehicles Brazil		311,859	
Chile - Los Andes (Cormecanica)	Gearboxes	313,566	406
Colombia - Envigado (Sofasa)	Logan	14,170	921
	Sandero	25,326	
	Duster	26,540	
	New Duster	448	
Total vehicles Colombia		66,484	
Mexico - Cuernavaca (Nissan)	Alaskan	489	NC*
Total vehicles Mexico		489	
Total vehicles Americas		409,653	NC*

* Not Communicated

GLOBAL SALES

15 largest markets of Groupe Renault - 2019

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

	Sales*	Market Share (%)
France	698,723	25.9
Russia**	508,647	29.0
Germany	247,155	6.3
Brazil	239,174	9.0
Italy	220,403	10.5
Spain + Canaries	183,264	12.4
China***	179,494	0.7
United Kingdom	109,952	4.1
Belgium + Luxembourg	90,989	13.1
India	88,869	2.5
South Korea	86,859	5.0
Turkey	85,055	17.8
Roumania	72,165	37.6
Morocco	70,281	42.4
Poland	69,090	11.1

Groupe Renault worldwide sales by brand

By sales volume PCs + LCVs

	2019	2018
Renault		
Passenger Cars (PCs)	1,944,934	2,123,615
Light Commercial Vehicles (LCVs)	412,159	408,987
Total Renault	2,357,093	2,532,602
Dacia		
Passenger Cars (PCs)	690,525	654,996
Light Commercial Vehicles (LCVs)	46,045	45,625
Total Dacia	736,570	700,621
Renault Samsung Motors		
Passenger Cars (PCs)	79,081	84,954
Alpine		
Passenger Cars (PCs)	4,835	2,094
LADA		
Passenger Cars (PCs)	400,256	385,181
Light Commercial Vehicles (LCVs)	12,633	13,211
Total LADA	412,889	398,392
Jinbei&Huasong		
Passenger Cars (PCs)	8,449	13,416
Light Commercial Vehicles (LCVs)	153,452	152,194
Total Jinbei&Huasong	161,901	165,610
AvtoVAZ		
Passenger Cars (PCs)	1,354	0
Groupe Renault		
Passenger Cars (PCs)	3,129,434	3,264,256
Light Commercial Vehicles (LCVs)	624,289	620,017
Total Groupe Renault	3,753,723	3,884,273

* Excluding Twizy sales ** Including Avtovaz sales *** Including Jinbei&Huasong sales

Groupe Renault worldwide sales⁽¹⁾ by brand and model

By sales volume PCs + LCVs

Passenger Cars (PCs)

Renault	2019	2018
Arkana	12,069	0
Captur	239,332	230,070
Captur GA ⁽²⁾	69,812	78,907
Clio	404,759	415,982
Other	3,106	2,906
Dokker	2884	2987
Duster	126,518	136,377
Espace	10,061	12,722
Fluence/Fluence Z.E.	100	1,775
Kadjar	125,300	133,505
Kangoo/Kangoo Z.E.	20,492	33,862
Koleos	33,187	68,135
Kwid	183,989	171,088
K-Z.E.	2,658	0
Lodgy	869	1,460
Logan	132,380	194,149
Master	670	1,586
Mégane/Scenic	248,352	279,362
Sandero	135,356	188,009
Talisman	16,903	23,127
Trafic	15,084	17,513
Triber	24,192	0
Twingo	89,876	90,618
ZOE	46,985	39,475
Total Renault	1,944,934	2,123,615
Dacia	2019	2018
Other	47	43
Dokker	48,399	48,560
Duster	256,982	213,153
Lodgy	36,025	35,946
Logan	75,394	79,017
Sandero	273,678	278,277
Total Dacia	690,525	654,996
Renault Samsung Motors	2019	2018
Qm3	4,702	6,367
Qm6	47,640	32,999
Sm3/Sm3 Z.E.	3,475	6,485
Sm5	3,200	9,492
Sm6	16,263	24,800
Sm7	3,801	4,811
Total Renault Samsung Motors	79,081	84,954
Alpine	2019	2018
A110	4,835	2,094
Total Alpine	4,835	2,094
LADA	2019	2018
4x4	42,070	42,419
Other	890	748
Granta	148,613	113,314
Kalina	93	12,904
Largus	48,255	48,341
Priora	5	10,594
Vesta	127,888	119,318
Xray	32,442	37,543
Total LADA	400,256	385,181

⁽¹⁾ Including non-registered vehicles. ⁽²⁾ Captur Global Access: Kaptur/Captur outside Europe.

Passenger Cars (PCs) (continued)

Jinbei&Huasong	2019	2018
Total Jinbei&Huasong	8,449	13,416
AvtoVAZ	2019	2018
Niva	1,354	0
Total AvtoVAZ	1,354	0

Total PCs Groupe 3 129 434 3 264 256

Light Commercial Vehicles (LCVs)

Renault	2019	2018
Alaskan	1,757	3,736
Captur	1,792	1,681
Clio	28,442	35,502
Other	17,315	17,262
Dokker	17,378	14,049
Duster Oroch	36,729	36,664
Kangoo	95,070	101,611
Kangoo Z.E.	10,349	8,684
Master/Master Z.E.	108,090	102,822
Mégane/Scenic	5,748	6,024
Trafic	88,205	79,910
ZOE	1,284	1,042
Total Renault	412,159	408,987

Dacia	2019	2018
Other	37	7
Dokker	41,988	41,872
Duster	3,137	2,824
Lodgy	48	65
Logan	138	209
Sandero	697	648
Total Dacia	46,045	45,625

LADA	2019	2018
4x4	1,029	868
Other	29	18
Granta	1,401	1,927
Largus	10,174	10,398
Total LADA	12,633	13,211

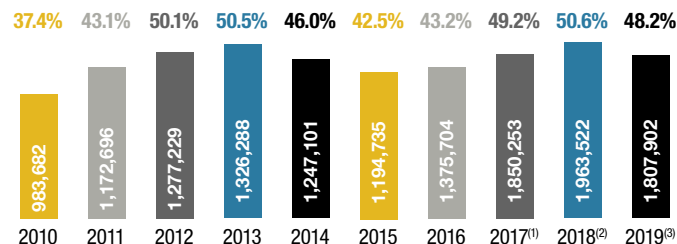
Jinbei&Huasong	2019	2018
Total Jinbei&Huasong	153,452	152,194

Total LCVs Groupe 624,289 620,017

Total PCs + LCVs Groupe 3,753,723 3,884,273

Internationalization of the Groupe

% of sales outside the Europe region



⁽¹⁾ Including LADA from 2017. ⁽²⁾ Including Jinbei&Huasong from 2018. ⁽³⁾ Including AvtoVAZ Niva from December 2019

Worldwide automotive market by region

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

	Volume	% TIV (PCs+LCVs)
Total Europe	17,868,111	20.3
France	2,694,063	3.1
G9	15,174,048	17.2
Total International	70,352,906	79.7
Africa - Middle East - India - Pacific	17,967,673	20.4
Eurasia	2,801,745	3.2
Americas	5,686,261	6.4
China	24,923,351	28.3
North America	18,973,876	21.5
Total Worldwide	88,221,017	100.0

Groupe Renault worldwide sales by region

PCs + LCVs, including Dacia, Renault Samsung Motors, LADA and Jinbei&Huasong

	2019	2018
Total Europe	1,945,821	1,920,751
France	698,723	689,788
G9	1,247,098	1,230,963
Total International	1,807,902	1,963,522
Africa - Middle East - India - Pacific	453,223	561,860
Eurasia	750,571	747,729
Americas	424,537	437,081
China	179,571	216,852
Total Worldwide	3,753,723	3,884,273

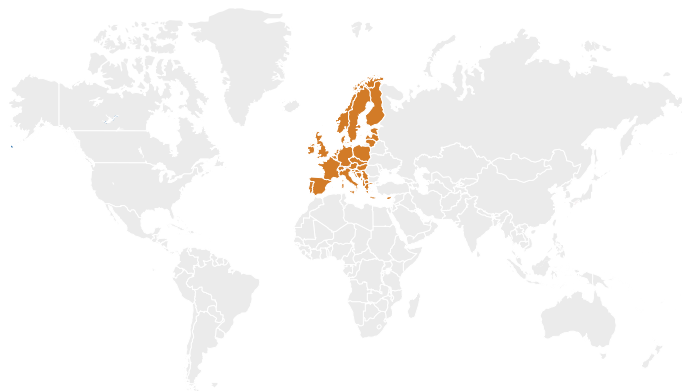
Groupe Renault electric vehicles worldwide sales

By sales volume PCs + LCVs

	2019	2018
ZOE	48,269	40,517
Kangoo Z.E.	10,349	8,686
K-Z.E.	2,658	0
Sm3 Z.E.	875	1,235
Master Z.E.	296	113
Fluence Z.E.	0	6
Total Z.E.	62,447	50,557

Total Twizy 3,273 3,916

SALES EUROPE REGION



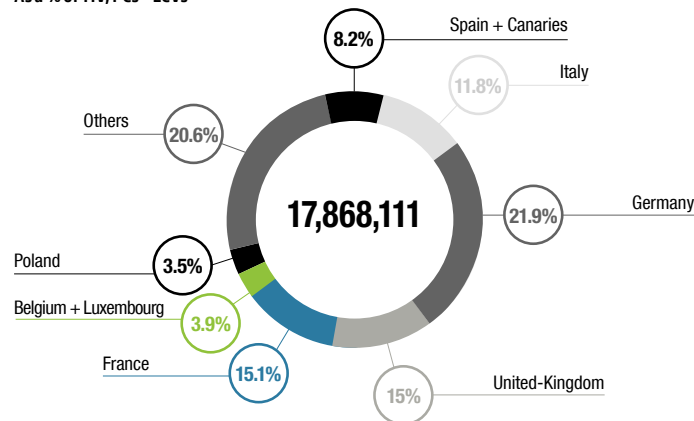
Total industry volumes, Europe region

By volume of registrations PCs + LCVs

	2019	2018
Germany	3,916,208	3,724,842
France	2,694,063	2,632,621
United Kingdom	2,687,530	2,734,276
Italy	2,102,373	2,093,226
Spain + Canaries	1,473,983	1,536,664
Belgium + Luxembourg	696,809	690,362
Poland	622,460	598,358
Netherlands	522,723	522,865
Sweden	410,118	410,596
Austria	372,971	384,837
Switzerland	351,900	336,640
Czech Republic	270,351	281,662
Portugal	262,251	267,721
Denmark	259,881	253,394
Hungary	184,316	159,654
Norway	181,634	186,836
Ireland	142,444	151,115
Finland	129,799	136,878
Greece	122,366	110,490
Slovakia	110,091	107,243
Baltic States	104,081	86,957
Slovenia	84,503	85,571
Croatia	72,145	69,190
Serbia	29,250	28,000
Balkan States	27,979	25,000
Republic of Cyprus	14,250	14,833
Iceland	13,137	19,953
Malta	8,495	9,084
TIV Europe	17,868,111	17,658,868

TIV weight of main European markets - 2019

As a % of TIV, PCs + LCVs



Sales⁽¹⁾ and market share of the Renault brand

As a % of TIV, PCs + LCVs

Renault markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
France	554,975	20.6	547,026	20.8
Germany	160,793	4.1	158,228	4.2
Italy	131,796	6.3	142,295	6.8
Spain + Canaries	113,018	7.7	124,382	8.1
United Kingdom	78,830	2.9	79,216	2.9
Belgium + Luxembourg	66,622	9.6	66,918	9.7
Poland	37,238	6.0	36,604	6.1
Portugal	37,007	14.1	39,659	14.8
Netherlands	34,926	6.7	48,173	9.2
Austria	22,279	6.0	22,692	5.9
Sweden	19,737	4.8	19,426	4.7
Switzerland	16,162	4.6	16,551	4.9
Denmark	15,080	5.8	16,461	6.5
Slovenia	12,333	14.6	13,051	15.3
Czech Republic	12,326	4.6	12,556	4.5
Ireland	10,186	7.2	10,625	7.0
Hungary	9,917	5.4	8,787	5.5
Croatia	7,487	10.4	7,749	11.2
Baltic States	6,540	6.3	6,272	7.2
Slovakia	5,029	4.6	5,311	5.0
Finland	4,605	3.5	4,124	3.0
Greece	4,504	3.7	4,413	4.0
Norway	3,426	1.9	5,217	2.8
Serbia	2,405	8.2	2,281	8.1
Balkan States	1,718	6.1	1,842	7.4
Malta	490	5.8	528	5.8
Republic of Cyprus	488	3.4	84	0.6
Iceland	485	3.7	1,001	5.0
Total Renault	1,370,402	7.7	1,401,472	7.9

⁽¹⁾ Excluding sales to government departments.

Sales⁽¹⁾ and market share of the Dacia brand

By volume and as % of TIV, PCs + LCVs

Dacia markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
France	140,568	5.2	141,606	5.4
Italy	88,499	4.2	66,377	3.2
Germany	83,518	2.1	74,525	2.0
Spain + Canaries	70,189	4.8	65,102	4.2
Poland	31,809	5.1	26,839	4.5
United Kingdom	30,951	1.2	24,249	0.9
Belgium + Luxembourg	23,998	3.4	21,781	3.2
Czech Republic	15,542	5.7	16,069	5.7
Hungary	12,152	6.6	9,713	6.1
Austria	9,839	2.6	10,387	2.7
Switzerland	8,547	2.4	8,813	2.6
Portugal	6,851	2.6	6,849	2.6
Slovakia	6,145	5.6	5,095	4.8
Sweden	5,001	1.2	4,634	1.1
Slovenia	4,250	5.0	3,139	3.7
Croatia	4,162	5.8	3,378	4.9
Netherrands	3,420	0.7	4,967	0.9
Denmark	3,354	1.3	3,157	1.2
Baltic States	3,263	3.1	2,205	2.5
Ireland	3,103	2.2	3,719	2.5
Balkan States	2,431	8.7	2,184	8.7
Serbia	2,290	7.8	2,027	7.2
Greece	2,036	1.7	1,414	1.3
Finland	1,829	1.4	2,085	1.5
Iceland	700	5.3	717	3.6
Norway	165	0.1	263	0.1
Republic of Cyprus	118	0.8	3	0.0
Malta	106	1.2	119	1.3
Total Dacia	564,836	3.2	511,416	2.9

Sales⁽¹⁾ of the Alpine brand

By sales volume PCs

Alpine markets	2019	2018
France	3,172	1,156
Germany	324	218
Belgium + Luxembourg	302	89
Switzerland	183	145
United Kingdom	171	142
Italy	62	35
Netherrands	57	52
Austria	54	46
Spain + Canaries	39	27
Portugal	24	14
Sweden	20	0
Poland	16	19
Czech Republic	4	2
Hungary	1	0
Norway	1	0
Baltic States	1	1
Total Alpine	4,431	1,946

⁽¹⁾ Excluding sales to government departments.

Sales⁽¹⁾ of the LADA brand

By sales volume PCs + LCVs

LADA markets	2019	2018
Germany	2,520	2,684
Slovakia	1,023	652
Hungary	635	879
Baltic States	444	421
Serbia	413	526
Balkan States	379	128
Austria	221	248
Czech Republic	136	102
Belgium + Luxembourg	67	25
Italy	46	60
Poland	27	18
Spain + Canaries	18	2
Switzerland	17	10
France	8	0
Croatia	6	4
Finland	3	9
Slovenia	2	12
Sweden	0	6
Total LADA	5,965	5,786

⁽¹⁾ Excluding sales to government departments.

Groupe Renault sales⁽¹⁾ by brand and model

By sales volume PCs + LCVs

Passenger Cars (PCs)	2019	2018
Renault		
Captur	223,199	213,149
Clio	316,256	332,636
Other	1,248	1,133
Espace	9,561	12,072
Kadjar	109,884	100,805
Kangoo/Kangoo Z.E.	9,877	20,725
Koleos	12,222	19,233
Master	608	975
Mégane/Scenic	204,189	229,276
Talisman	16,021	19,971
Trafic	14,430	16,974
Twingo	86,940	87,020
ZOE	45,745	38,433
Total Renault	1,050,180	1,092,402
Dacia		
Other	47	43
Dokker	33,222	32,243
Duster	212,660	171,322
Lodgy	29,734	28,520
Logan	36,394	37,219
Sandero	217,085	207,806
Total Dacia	529,142	477,153
Alpine		
A110	4,431	1,946
Total Alpine	4,431	1,946

⁽¹⁾ Excluding sales to government departments.

Passenger Cars (PCs) (continued)

LADA	2019	2018
4x4	2,962	2,718
Other	834	748
Granta	14	157
Kalina	81	529
Vesta	1,510	1,255
Total LADA	5,401	5,407

Total PCs Groupe	1,589,154	1,576,908
-------------------------	------------------	------------------

Light Commercial Vehicles (LCVs)

Renault	2019	2018
Alaskan	967	2,580
Captur	1,755	1,638
Clio	27,957	35,005
Other	16,156	14,346
Kadjar	692	878
Kangoo	88,070	82,787
Kangoo Z.E.	10,077	8,412
Master/Master Z.E.	83,960	81,922
Mégane/Scenic	5,738	6,015
Trafic	83,519	74,370
Twingo	218	183
ZOE	1,282	1,036
Total Renault	320,391	309,172

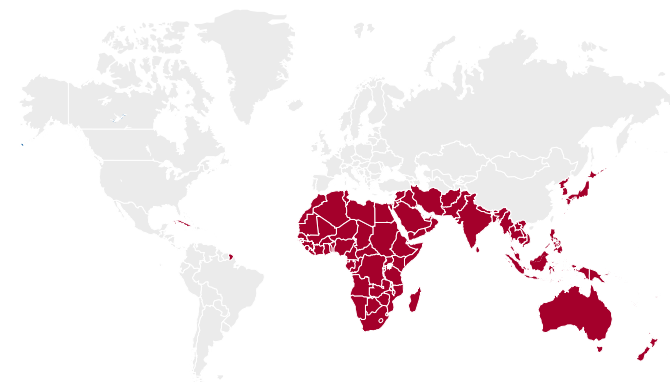
Dacia	2019	2018
Other	37	7
Dokker	32,063	31,069
Duster	2,786	2,341
Lodgy	48	65
Logan	113	187
Sandero	665	623
Total Dacia	35,712	34,292

LADA	2019	2018
4x4	535	361
Other	29	18
Total LADA	564	379

Total LCVs Groupe	356,667	343,843
--------------------------	----------------	----------------

Total PCs + LCVs Groupe	1,945,821	1,920,751
--------------------------------	------------------	------------------

SALES AFRICA, MIDDLE EAST, INDIA AND PACIFIC REGION



Total industry volumes Africa - Middle East - India - Pacific region

By volume, PCs + LCVs

Main markets	2019	2018
Japan	5,088,912	5,167,100
India	3,528,040	3,976,113
South Korea	1,752,013	1,781,677
Thailand	1,050,577	1,041,689
Indonesia	1,040,754	1,151,308
Australia	1,034,379	1,121,396
Malaysia	599,174	598,714
Saudi Arabia	530,000	410,699
South Africa + Namibia	509,468	525,886
Philippines	415,826	401,345
Vietnam	280,742	246,500
Israel	258,622	271,497
Pakistan	186,581	254,938
Egypt	170,000	184,456
Morocco	165,916	177,359
TIV Africa - Middle East - India - Pacific	17,967,673	19,627,437

Sales⁽¹⁾ and market share of the Renault brand

By volume and as % of TIV, PCs + LCVs

Main Renault markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
India	88,869	2.5	82,368	2.1
Algeria	36,970	29.6	37,505	29.5
South Africa + Namibia	27,249	5.3	25,500	4.8
Morocco	24,238	14.6	25,769	14.5
Egypt	15,550	9.1	18,503	10.0
DOM ⁽²⁾	12,840	16.5	13,155	17.0
Israel	9,831	3.8	11,904	4.4
Saudi Arabia	8,839	1.7	6,195	1.5
Australia	8,634	0.8	10,018	0.9
Total Renault	280,569	1.6	374,441	1.9

⁽¹⁾ Sales volume + Brokers. ⁽²⁾ French Overseas Departments: Réunion, Martinique, Guadeloupe, Guyane and Saint Pierre-and-Miquelon.

Sales⁽¹⁾ and market share of the Dacia brand

As a % of TIV, PCs + LCVs

Main Dacia markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
Morocco	46,043	27.8	49,649	28.0
Algeria	23,066	18.5	33,432	26.3
DOM ⁽²⁾	6,879	8.9	6,650	8.6
Israel	3,320	1.3	4,622	1.7
Tunisia	1,343	2.8	1,055	2.1
New Caledonia	887	11.4	784	9.5
Tahiti	665	9.1	665	9.3
Mayotte	438	20.6	343	19.8
Lebanon	316	1.4	648	1.8
Total Dacia	89,243	0.5	98,338	0.5

Sales of the Alpine brand

By sales volume PCs

Alpine markets	2019	2018
Japan	349	116
Australia	35	32
Singapore	15	0
DOM ⁽²⁾	4	0
Total Alpine	403	148

Sales⁽¹⁾ and market share of the LADA brand

Volume and en % MTM PCs + LCVs

LADA markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
Egypt	2,603	1.5	2,001	1.1
Lebanon	257	1.1	425	1.2
Tunisia	77	0.2	195	0.4
Jordan	97	0.4	122	0.6
Total LADA	3,034	0.0	3,087	0.0

Sales⁽¹⁾ and market share of the Renault Samsung Motors brand

As a % of TIV, PCs + LCVs

Renault Samsung Motors markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
South Korea	79,081	5.2	84,954	5.5
Total Renault Samsung Motors	79,081	0.5	84,954	0.5

Sales of the Jinbei&Hwasong brands

By sales volume PCs + LCVs

Main Jinbei&Hwasong markets	2019	2018
Egypt	500	0
Jordan	200	0
Myanmar	129	67
South Africa + Namibia	39	511
Lebanon	12	20
Vanuatu	10	0
Cuba	3	287
Total Jinbei&Hwasong	893	892

⁽¹⁾ Sales volume + Brokers. ⁽²⁾ French Overseas Departments: Réunion, Martinique, Guadeloupe, Guyane and Saint Pierre-and-Miquelon.

Groupe Renault sales⁽¹⁾ by brand and model

By sales volume PCs + LCVs

Passenger Cars (PCs)

Renault	2019	2018
Captur	10,112	9,169
Captur GA	1,782	3,680
Clio	49,693	46,947
Other	1,660	1,743
Duster	22,734	25,078
Kadjar	5,998	8,882
Kangoo/Kangoo Z.E.	10,552	11,653
Koleos	4,438	9,573
Kwid	66,138	78,034
Lodgy	634	1,228
Logan	31,536	88,480
Mégane/Scenic	15,888	14,418
Sandero	9,886	49,814
Talisman	297	2,120
Twingo	2,936	3,598
Triber	24,192	0
Trafic	490	410
ZOE	499	634
Total Renault	259,465	355,461

Dacia	2019	2018
Dokker	11,750	13,094
Duster	19,203	14,447
Lodgy	3,283	3,402
Logan	12,606	14,508
Sandero	38,990	50,057
Total Dacia	85,832	95,508

Renault Samsung Motors

	2019	2018
Qm3	4,702	6,367
Qm6	47,640	32,999
Sm3/Sm3 Z.E.	3,475	6,485
Sm5	3,200	9,492
Sm6	16,263	24,800
Sm7	3,801	4,811
Total Renault Samsung Motors	79,081	84,954

Alpine	2019	2018
A110	403	148
Total Alpine	403	148

LADA	2019	2018
4x4	203	400
Granta	2,670	2,054
Kalina	0	48
Largus	24	87
Vesta	59	417
Total LADA	2,956	3,006

Jinbei	2019	2018
Total Jinbei	5	20

Total PCs Groupe	427,742	539,097
-------------------------	----------------	----------------

⁽¹⁾ Sales volume + Brokers.

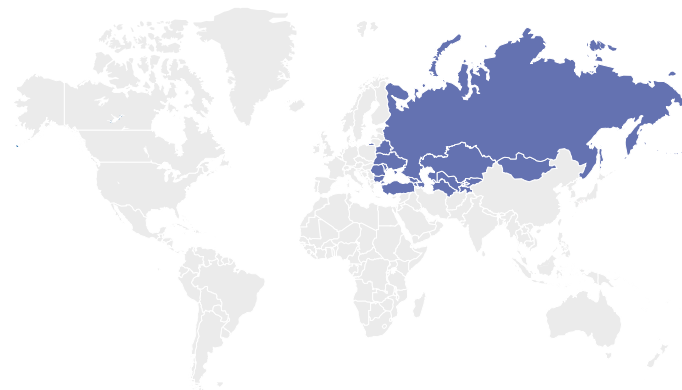
Light Commercial Vehicles (LCVs) (continued)

Renault	2019	2018
Alaskan	72	197
Captur	37	43
Clio	484	497
Other	262	241
Dokker	3,939	2,916
Duster Oroch	397	366
Kangoo/Kangoo Z.E.	3,823	4,287
Logan	0	1,629
Master	9,381	5,944
Trafic	2,709	2,860
Total Renault	21,104	18,980
Dacia	2019	2018
Dokker	3,257	2,734
Duster	122	71
Sandero	32	25
Total Dacia	3,411	2,830
LADA	2019	2018
Largus	78	81
Total LADA	78	81
Jinbei	2019	2018
Total Jinbei	888	872

Total LCVs Groupe 25,481 22,763

Total PCs + LCVs Groupe 453,223 561,860

SALES EURASIA REGION



Total industry volumes Eurasia

By volume, PCs + LCVs

Main markets	2019	2018
Russia	1,754,297	1,800,591
Turkey	479,060	620,937
Romania	191,922	179,397
Ukraine	97,608	86,613
Kazakhstan	72,081	58,253
Uzbekistan	68,000	61,400
Belarus	63,275	52,345
Bulgaria	43,767	42,731
TIV Eurasia	2,801,745	2,930,643

Sales and market share of the Renault brand

As a % of TIV, PCs + LCVs

Main Renault markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
Russia	144,989	8.3	137,062	7.6
Turkey	64,977	13.6	85,839	13.8
Romania	16,702	8.7	14,853	8.3
Ukraine	16,480	16.9	11,025	12.7
Belarus	11,895	18.8	11,310	21.6
Total Renault	263,110	9.4	267,538	9.1

Sales and market share of the Dacia brand

As a % of TIV, PCs + LCVs

Main Dacia markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
Romania	55,463	28.9	54,593	30.4
Turkey	20,006	4.2	29,918	4.8
Bulgaria	5,772	13.2	5,170	12.1
Moldavia	1,232	17.9	1,157	18.1
Total Dacia	82,473	2.9	90,838	3.1

Sales and market share of the LADA brand

As a % of TIV, PCs + LCVs

Main LADA markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
Russia	362,356	20.7	360,204	20.0
Belarus	16,281	25.7	10,478	20.0
Kazakhstan	15,364	21.3	13,404	23.0
Uzbekistan	6,631	9.8	2,651	4.3
Azerbaïdjan	1,592	23.8	1,159	29.0
Total LADA	403,634	14.4	389,153	13.3

Sales of the AvtoVAZ brand

By sales volume PCs

AvtoVAZ markets	2019	2018
Russia	1,302	0
Kazakhstan	32	0
Ukraine	13	0
Belarus	5	0
Armenia	2	0
Total AvtoVAZ	1,354	0

Groupe Renault sales by brand and model

By sales volume PCs + LCVs

Passenger Cars (PCs)

Renault	2019	2018
Arkana	12,069	0
Captur	4,488	5,926
Captur GA	27,619	32,232
Clio	36,345	33,665
Other	164	132
Dokker	1,431	1,854
Duster	47,626	48,618
Kadjar	2,990	5,318
Kangoo/Kangoo Z.E.	40	105
Koleos	1,474	1,947
Lodgy	235	232
Logan	50,572	48,106
Master	30	56
Mégane/Scenic	28,212	35,609
Sandero	37,563	36,782
Talisman	585	1,036
ZOE	491	224
Total Renault	251,934	251,842
Dacia	2019	2018
Dokker	3,427	3,223
Duster	25,119	27,384
Lodgy	3,008	4,024
Logan	26,394	27,290
Sandero	17,603	20,414
Total Dacia	75,551	82,335

Groupe Renault sales by brand and model (afterpart)

By sales volume PCs + LCVs

Passenger Cars (PCs)

LADA	2019	2018
4x4	38,730	39,037
Other	56	0
Granta	145,911	111,061
Kalina	12	12,307
Largus	48,201	48,245
Priora	5	10,594
Vesta	126,299	117,617
XRAY	32,442	37,543
Total LADA	391,656	376,404
AvtoVAZ	2019	2018
Niva	1,354	0
Total AvtoVAZ	1,354	0

Total PCs Groupe 720,495 710,581

Light Commercial Vehicles (LCVs)

Renault	2019	2018
Dokker	2,456	2,662
Kangoo/Kangoo Z.E.	3,171	5,533
Master	4,073	5,303
Trafic	1,476	2,198
Total Renault	11,176	15,696
Dacia	2019	2018
Dokker	6,668	8,069
Duster	229	412
Logan	25	22
Total Dacia	6,922	8,503
LADA	2019	2018
4x4	494	507
Granta	1,401	1,927
Largus	10,083	10,315
Total LADA	11,978	12,749
Jinbei	2019	2018
Total Jinbei	0	200

Total LCVs Groupe 30,076 37,148

Total PCs + LCVs Groupe 750,571 747,729

SALES AMERICAS REGION



Total industry volumes Americas

By sales volume, PCs + LCVs

Main markets	2019	2018
Brazil	2,651,737	2,468,434
Mexico	1,317,727	1,421,458
Argentina	441,507	773,641
Chile	345,512	417,495
Colombia	248,689	245,622
Peru	155,697	147,916
Ecuador	120,516	130,783
Porto Rico	101,931	90,000
TIV Americas	5,686,261	6,021,047

Sales of the LADA brand

By sales volume PCs + LCVs

LADA markets	2019	2018
Bolivia	209	181
Chile	47	185
Total LADA	256	366

Sales⁽¹⁾ and market share of the Renault brand

As a % of TIV, PCs + LCVs

Main Renault markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
Brazil	239,173	9.0	214,822	8.7
Argentina	63,453	14.4	114,348	14.8
Colombia	56,639	22.8	49,588	20.2
Mexico	32,890	2.5	27,784	2.0
Chile	8,719	2.5	13,503	3.2
Total Renault	420,897	7.4	436,162	7.2

Sales of the Alpine brand

By sales volume PCs

Alpine markets	2019	2018
Brazil	1	0
Total Alpine	1	0

Sales of the Jinbei brand

By sales volume PCs

Main Jinbei markets	2019	2018
Chile	1,716	0
Pérou	908	178
Bolivia	552	222
Total Jinbei	3,383	553

Groupe Renault sales by brand and model

By sales volume PCs + LCVs

Passenger Cars (PCs)	2019	2018
Renault		
Captur	566	1,025
Captur GA	40,411	42,995
Clio	2,449	2,698
Other	285	213
Dokker	1,402	1,132
Duster	56,158	62,681
Fluence/Fluence Z.E.	95	1,631
Kangoo	23	1,379
Koleos	3,737	4,592
Kwid	117,851	93,054
Logan	50,272	57,563
Master	27	540
Sandero	87,907	101,413
ZOE	228	108
Total Renault	361,411	371,024
LADA	2019	2018
4x4	175	264
Granta	18	42
Kalina	0	20
Largus	30	9
Vesta	20	29
Total LADA	243	364
Alpine	2019	2018
A110	1	0
Total Alpine	1	0
Jinbei	2019	2018
Total Jinbei	2,464	0

Total PCs Groupe 364,119 371,388

Light Commercial Vehicles (LCVs)

Renault	2019	2018
Alaskan	718	959
Clio	1	0
Dokker	10 982	8 471
Duster Oroch	36 332	36 298
Kangoo/Kangoo Z.E.	276	9 275
Master	10 676	9 653
Trafic	501	482
Total Renault	59 486	65 138
LADA	2019	2018
Largus	13	2
Total LADA	13	2
Jinbei	2019	2018
Total Jinbei	919	553

Total LCVs Groupe 60 418 65 693

Total PCs + LCVs Groupe 424 537 437 081

SALES CHINA REGION



Total industry volumes China

By sales volume, PCs + LCVs

Main markets	2019	2018
China	24,464,235	26,678,536
Taiwan	425,000	423,182
Hong Kong	34,116	39,139
TIV China	24,923,351	27,140,857

Sales⁽¹⁾ and market share of the Renault brand

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

Main Renault markets	2019		2018	
	Sales	Market share (%)	Sales	Market share (%)
China	21,869	0.1	52,734	0.2
Hong Kong	77	0.2	153	0.4
Total Renault	21,946	0.1	52,887	0.2

Sales of the Jinbei&Huasong brands

By sales volume PCs + LCVs

Main Jinbei&Huasong markets	2019	2018
China	157,625	163,965
Total Jinbei&Huasong	157,625	163,965

Groupe Renault sales by brand and model

By sales volume PCs + LCVs

Passenger Cars (PCs)

Renault	2019	2018
Captur	967	801
Clio	16	36
Other	4	8
Espace	497	640
Kadjar	6,428	18,500
Koleos	11,316	32,790
K-Z.E.	2,658	0
Mégane/Scenic	36	35
ZOE	22	76
Total Renault	21,944	52,886
Jinbei&Huasong	2019	2018
Total Jinbei&Huasong	5,980	13,396

Total PCs Groupe	27,924	66,282
-------------------------	---------------	---------------

Light Commercial Vehicles (LCVs)

Renault	2019	2018
Kangoo/Kangoo Z.E.	2	1
Total Renault	2	1
Jinbei&Huasong	2019	2018
Total Jinbei&Huasong	151,645	150,569

Total LCVs Groupe	151,647	150,570
--------------------------	----------------	----------------

Total PCs + LCVs Groupe	179,571	216,852
--------------------------------	----------------	----------------

VEHICLE RANGE

RENAULT - Passenger Cars - Europe



New Twingo



New Clio



New Espace



Kangoo



New Captur



New Mégane

Also exists in Estate version



Trafic Combi



Scenic

Also exists in an Grand Scenic version



Kadjar



New Koleos



Talisman

Also exists in an Estate version

RENAULT - Sport cars



Mégane R.S.

RENAULT - Passenger cars internationally



Kwid



Logan



Sandero Stepway



Kaptur



Mégane Sedan



Duster



Oroch



New Koleos

RENAULT - Light Commercial Vehicles (LCVs)



Kangoo Express



New Master



New Traffic



Alaskan

RENAULT - Electric vehicles



Twizy



New ZOE



Kangoo Z.E.



Renault City K-Z.E.



New Master Z.E.

ALPINE



Alpine A110

DACIA - Passenger cars



Dokker/Dokker Stepway



Lodgy/Lodgy Stepway



Duster



Sandero/Sandero Stepway



Logan



Logan MCV/Logan MCV Stepway

DACIA - Light Commercial Vehicles (LCVs)



Dokker Van

RSM



SM7



QM6



SM6



QM3



SM5



SM3 Z.E.



SM3

LADA



Vesta SW/Vesta SW Cross



Largus/Largus Cross



Granta Cross



Granta



XRAY/XRAY Cross



4x4



Vesta



New Vesta Sport

POWERTRAIN RANGE

As a full-line carmaker, Groupe Renault offers a range of powertrains adapted to the needs of its customers around the world.

Engines

Petrol engines	
Normally aspirated	Turbo
B4A SCe 55	H4Bt TCe 75/90/LPG
B4D SCe 65/70/75 1.0 SCe / 1.0 SCe Flex	H4Dt TCe 95/100/LPG
H4K 1.5 16v 106	H5Ft TCe 115/130
K7M 1.6 8v 85	M5Mt TCe 190/205/220
K4M 1.6 16v 105/1.6 16v 110	M5Pt TCe 225/250/300/Alpine A110
H4M SCe 100/115/125 1.6 SCe Flex SCe 110 LPG/SCe 115 LPG	
F4R 2.0 16v 145 2.0 16v 150 Flex	
QR25 SCe 170/175	
Diesel engines	Electric engines
K9K dCi 70/75/85/90/95/110 Blue dCi 75/80/95/115	5AM Gen2 65kW/70kW
R9M dCi 95/130	3CG 4kW / 13kW
R9M Twiszn Turbo dCi 160	5AQ Gen3 44/57/80/100 kW
R9N dCi 120/150/160	5AL Gen3 63kW
M9R dCi 175 Blue dCi 120/145/160/170/190/200	4DB 33kW
M9T dCi 110/125/130/150	
M9T Twiszn Turbo dCi 130/145/165/170 Blue dCi 140/150/180	

Gearboxes

Manual	Automated manual	Automatic
SG1 MT5 - 100 N.m	SA1 AM5 - 120 N.m	DP AT4 2WD/4WD - 250 N.m
JH3-JHQ MT5 - 160 N.m	JS3 AM5 - 160 N.m	AJ AT6 - 4WD 450 N.m
JRQ MT5 - 200 N.m	TS4 AM6 - 260 N.m	HG AT7 - 4WD 450 N.m
TL4 MT6 - 260 N.m	PA0 AM6 - 380 N.m	DC EDC7 - 240 N.m
TL6 MT6 285 N.m		DW6 EDC6 - 450 N.m
ND4 MT6 - 320 N.m		DW5 EDC7 - 300/320 N.m
ND5 MT6 - 340 N.m		DXK CVT - 150 N.m
PF6 MT6 - 380 N.m		FK CVT 2WD/4WD - 250/380 N.m
PK4 MT6 - 400 N.m		UK CVT 2WD/4WD - 330 N.m
JT4 MT6 - 220 N.m		
JE3 MT5 - 160 N.m		
ZF4 MT6 - 380 N.m		
ND8 MT6 - 4WD - 360 N.m		
TL8 MT6 - 4WD - 260 N.m		

SERVICES

Purchasing

The Purchasing Division buys the parts, services and equipment for Groupe Renault worldwide operations. It meets all of the company's needs thanks to a panel of responsible and competitive suppliers in terms of quality, cost, lead time on development and management.

Cost of Groupe Renault purchases

Scope: worldwide – in billion of euros	2019	2018
Automotive components ⁽¹⁾	26.87	27.59
Industrial goods, tertiary purchasing and services, logistics	6.64	6.82
After-sales ⁽²⁾	1.65	1.75
Total	35.16	36.16

⁽¹⁾ Including Alliance component purchasing (Nissan, Daimler and AVTOVAZ). ⁽²⁾ Including tires and accessories purchasing.

Supply Chain

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

AILN platform activities

Volumes (in m³) at December 31, 2019

AILN Platforms	Total	IPO ⁽¹⁾ export activity	KD ⁽²⁾ export activity	Local distribution activity ⁽³⁾	Import activity
Bursa (Turkey)	821,769	654,990		166,779	
Busan (South Korea)	97,223	97,223			
Chennai (India)	200,693	192,759		7,934	
Córdoba (Argentina)	21,081	17,439		3,642	
Curitiba (Brazil)	258,161	258,161			
Grand-Couronne (France)	333,825	304,086			29,739
Mioveni (Romania)	1,921,774	1,921,774			
Moscow (Russia)	350,657	350,657			
Pune (India)	82,738	82,618		120	
Tangiers (Morocco)	92,913	92,913			
Valladolid (Spain)	387,350	239,000	47,500	15,350	85,500
Total	4,568,184	4,211,620	47,500	193,825	115,239

⁽¹⁾ Individual Parts Orders. ⁽²⁾ Knock Down. ⁽³⁾ Local distribution activity (for after-sales).

Sales Network

Groupe Renault sells its vehicles and services of the Renault, Dacia, Renault Samsung Motors, Alpine, LADA and Jinbei brands worldwide through around 12,800 points of sales. There are 10,898 sites for Renault, 7,969 for Dacia (mostly in common with Renault), 665 for RSM, 594 for LADA, 81 for Alpine and 288 for Jinbei.

Number of Renault sites at the end of 2019

Region	R1* sites	Incl. France	R2** sites	Incl. France	Total sites
Europe	2,469	649	5,709	3,185	8,178
AMI Pacific	953		190		1,143
Eurasia	409		48		457
China	191				191
Americas	850		79		929
Total	4,872		6,026		10,898

* Primary network. ** Secondary network.

RCI Bank and Services

RCI Bank and Services is a wholly-owned subsidiary of Renault SAS.

New financing and outstanding loans

In million of euros	2019	2018
Penetration rate excluding companies accounted ⁽¹⁾ (for NV)	44.2%	42.9%
New vehicle financing	21,395	20,922
Number of vehicle contracts (in thousands)	1,798	1,799
Average performing assets	47,410	44,402

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

Services activity: RCI Bank and Services is stepping up the development of this activity, with 5,092,196 contracts sold in 2019.

Penetration and net assets by region

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

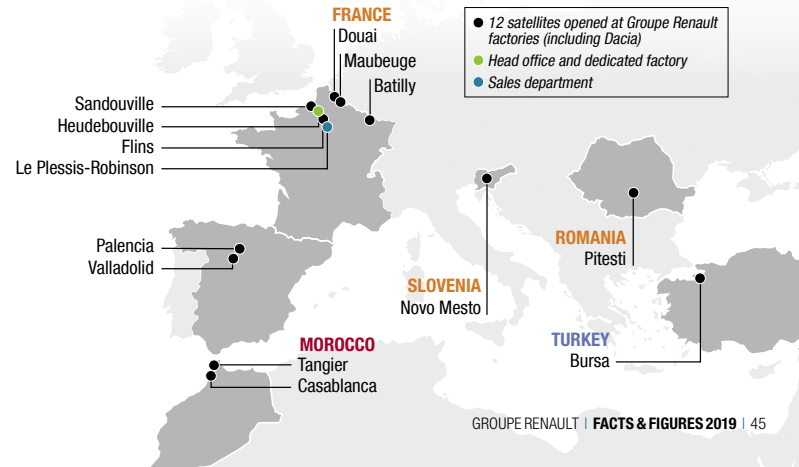
	2019	2018	2019	2018
France	49.3 %	47.5 %	14,421	14,324
Europe (with France)	45.4 %	44.9 %	42,286	41,832
Africa, Middle East, India	40.9 %	27.8 %	2,009	493
Americas	38.0 %	35.0 %	2,844	2,769
Eurasia	29.7 %	27.0 %	271	258

Renault Tech

Mission

For more than 10 years Renault Tech, thanks to its unique know-how in terms of industrial tailor-made, designs, produces and commercializes vehicle conversions and provides all associated services for the entire Groupe Renault, the Alliance and partners, in response to the needs of both private and professional customers, in compliance with the Groupe Quality standards.

2019 key figures



ALLIANCE



RENAULT NISSAN MITSUBISHI

2019, a new start for the Alliance

On 12 March 2019, an Alliance Operating Board was set up to supervise the operations and governance of the Renault - Nissan - Mitsubishi Motors Alliance; the sign of a new start for the world's very first automotive alliance.

Chaired by Jean-Dominique Senard, the Board consists of Makoto Uchida, CEO of Nissan, Osamu Masuko, CEO of Mitsubishi Motors, and Clotilde Delbos, temporary acting CEO of Renault. It meets every month in Paris, Yokohama or Tokyo.

On the basis of consensus, its members jointly take decisions that are designed to reinforce the Alliance's operational efficiency, the key to the strategic growth and increased competitiveness of each of the three companies.

Hadi Zablit, General Secretary, coordinates and facilitates Alliance projects. He reports to the Alliance Operating Board and the CEOs of the three companies.



Makoto Uchida, Clotilde Delbos, Jean-Dominique Senard, Osamu Masuko, Hadi Zablit

Notes

Find all our latest news on
www.Groupe.Renault.com
and follow us on social networks:

-  @Groupe_Renault
-  Groupe Renault
-  @GroupeRenault
-  @GroupeRenault
-  Groupe Renault

Renault
13-15, quai Le Gallo
92513 Boulogne-Billancourt Cedex – France
Tél. : +33 (0)1 76 84 04 04
Groupe Renault Communication

