

2017 – 2018

ANNUAL REPORT] LIFE
ON THE MOVE



GRUPE RENAULT



ON
THE ROAD
TO THE **FUTURE** —→ 14



A WORLD
OF **MOBILITY** —→ 22



A SHARED
PASSION —→ 28

TOMORROW'S MOBILITY IS ALREADY IN MOTION.

We are working to that end, not simply by passionately building safe, attractive and high-performance cars for motorists around the world, but also by creating a new world of services. Today, we are looking further ahead. With our ***Drive the Future*** strategic plan, and as part of the largest automotive Alliance in the world, we are freeing up all the potential of our talents to invent the future.

A man with glasses and a striped shirt is looking at a smartphone on a train platform. The background shows a modern train station with a large glass and steel structure. The scene is captured with a blue color grade and a slight motion blur effect.

ARE YOU READY?

Ready for new driving and in-car experiences.
Ready for a more peaceful, connected and
socially-minded mobility. Your curiosity
and expectations are what drive us.

Autonomous driving
seems so futuristic.
How will it work in real life?

—  — **FUTURE P. 14**

AUGUSTINE

29, Web project manager, Paris



People say the car is a mass-produced object. Yes, but I'm unique and so is the weather in my country. Can this be taken into account?

—→ MOBILITY P. 22

OLGA

32, florist, Moscow



I try to limit waste. I have a compost bin in my garden and I'm eating less and less meat. So when will I be able to drive without polluting?

—  **PASSION P. 28**

THIERNO

40, public writer, Mumbai



「
MESSAGE FROM
CARLOS GHOSN
」



LIFE ON THE MOVE

“SUSTAINABLE MOBILITY FOR ALL,
TODAY AND TOMORROW”

Groupe Renault set a new record in 2017 with sales of 3.76 million vehicles. All Regions increased both volume and market share. The Alliance is now the number one carmaker worldwide in terms of sales volumes.

THE FUTURE

Our new six-year strategic plan, *Drive the Future*, will harness these record results to build profitable and sustainable growth. By the end of the plan, we aim to top €70 billion in revenue, increase our operating margin to over 7% – a 50% increase in value on 2016 – and launch 21 new vehicles, including 3 concept cars. We are planning €4.2 billion in Monozukuri savings over six years and €18 billion in research and development investments, increased through our belonging to the Alliance. The fundamentals are all there: financial discipline, innovation and a diversified product and geographic mix. United through the objectives set out in *Drive the Future*, our focus is sustainable mobility for all, today and tomorrow.

WORLD

Our growth will be global, profitable and sustainable. To that end, we are strengthening our presence in emerging markets. In Russia first of all, where we have maintained our investments despite the crisis. AVTOVAZ, whose LADA brand leads the Russian market, returned to operational profitability in 2017. Groupe Renault also claimed almost one third of the market in 2017. In China, we are stepping up our development through new strategic joint ventures in the electric and light commercial vehicle segments. Brazil, India and Iran also represent potential growth for us. The Alliance will turbo-charge growth and performance for Groupe Renault. By 2022, 80% of Groupe Renault vehicles will be built on common Alliance platforms, generating significant cost savings.


Our objective is to double Alliance synergies from over €5 billion in 2016 to over €10 billion by 2022. By taking advantage of the technological resources of the Alliance, we are targeting 100% connected vehicles in our key markets, the launch of 15 autonomous cars and a range of new mobility services (including on-demand mobility and robo-vehicles).

In 2017, we also launched a light commercial vehicles business unit bringing together Renault, Nissan and Mitsubishi. Groupe Renault's objective in this segment is to advance from European leader to world leader by doubling our market coverage. Lastly, in electric vehicles, the Alliance is the world leader, having sold over 500,000 vehicles thus far. And we will continue to lead. Groupe Renault's objective is to produce 8 all-electric vehicles, equivalent to 20% of our range, by the end of the *Drive the Future* plan.

PASSION

The success of the *Drive the Change* plan relied on the people at Renault. To meet the objectives of *Drive the Future*, we need the commitment and passion of each one of our employees. Numerous challenges are in front of us, including quality. The priorities of *Drive the Future* also include attracting the best professionals, developing talent, and training staff in new business areas to prepare for tomorrow's mobility. Passion is our signature, and we are using it to develop sustainable mobility for everyone. Together we will shape the mobility of the future – electric, connected and autonomous – as we showed this year with our EZ-GO and SYMBIOZ concept cars. Faithful to the pioneering spirit that has driven us for 120 years, we are innovating **life on the move**.

Carlos Ghosn, Chairman and Chief Executive Officer

 <https://www.linkedin.com/in/carlosghosn>



Carlos Ghosn
Chairman and Chief Executive Officer

**EXECUTIVE
COMMITTEE**
At February 1, 2018

Thierry Bolloré
Chief Operating Officer
Groupe Renault

Mouna Sepehri
Executive Vice-President,
Office of the CEO

Clotilde Delbos
Chief Financial Officer
Groupe Renault,
Chairman of the Board
of RCI Banque

Jean-Christophe Kugler
Executive Vice-President,
Chairman of Europe Region

Marie-Françoise Damesin
Executive Vice-President,
Groupe Renault Human Resources

Thierry Koskas
Executive Vice-President,
Sales and Marketing

Gaspar Gascon
Executive Vice-President,
Engineering

Bruno Ancelin
Executive Vice-President,
Product Planning and Programs

José Vicente de Los Mozos
Executive Vice-President,
Manufacturing
and Supply Chain



 **RENAULT**

Passion first

The number one French brand worldwide, sold in 134 countries, Renault has been making its customers' lives easier for 120 years. With its sensual and warm design, leading position in the European electric-vehicle market, and motorsport commitment, the brand is driven by passion in all its projects.



RENAULT SAMSUNG MOTORS

Elegance and quality

Created in 2000, the brand ranks in the top five carmakers in South Korea with a range of seven sedans and SUVs. Highly reputed for its service quality, the brand was voted number one in customer satisfaction in sales and after-sales in 2017 for the fifteenth consecutive year.



1 GROUP
5 BRANDS


**HIGHLIGHTS
OF 2017**



DACIA

Pleasure, simply

Present in 44 countries in Europe and in the Mediterranean Basin, Dacia has won over nearly 5 million customers since 2004 with simple, reliable and affordable vehicles. Through its emblematic Sandero and Duster models, it has successfully created a community and a real sense of attachment.

 <https://group.renault.com/en/our-company/our-brands>

ALPINE

Competitive DNA

Founded in 1955 by motorsport enthusiast Jean Rédélé, the legendary brand made its comeback in 2017 with the Alpine A110 Première Édition. The graceful, compact and agile new model is faithful to the brand's DNA and promise: driving pleasure.



LADA

A new era

A Groupe Renault brand since January 2017, LADA is the long-standing leader in the Russian market. It boasts the country's largest dealership network with 300 points of sale. Armed with energetic design, a renewed range and a fast-transforming network, LADA is entering a new era.

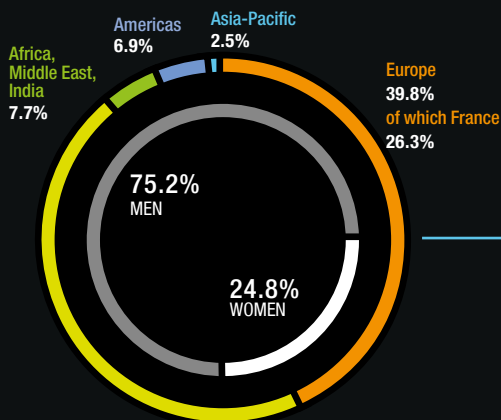


€58,770

million

REVENUES

at December 31, 2017



181,344

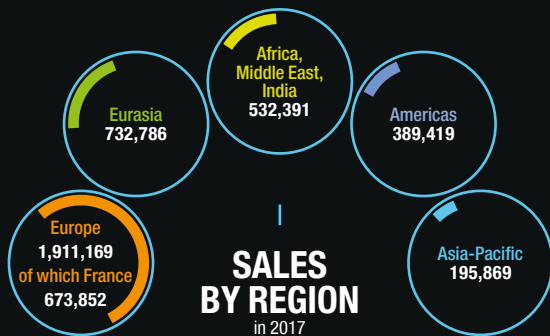
employees

WORKFORCE

at December 31, 2017

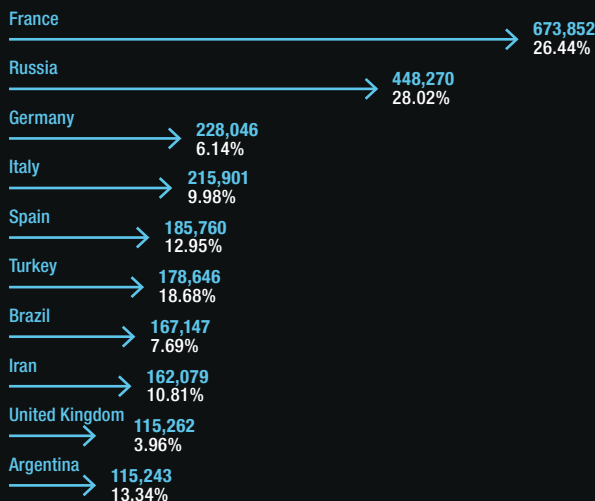
<https://group.renault.com/en/finance-2/financial-information/key-figures>

KEY
FIGURES



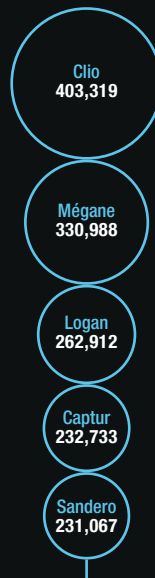
3,761,634

passenger cars + light commercial vehicles



10 MAIN MARKETS

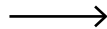
Groupe Renault sales and market share in 2017



TOP FIVE SELLERS

at December 31, 2017

ON THE ROAD TO THE FUTURE



Combining personal and shared mobility, Renault is projecting itself into a peaceful urban life that is



What will the city of the future look like? Smarter, more connected and more collaborative, it will be home to clean, silent and shared vehicles. Personal vehicles will share the road and the city with new, use-based services such as carpooling, carsharing and robo-vehicles. Owning a car, maintaining it and driving it in the city will become a choice rather than a necessity. And that future is not so far away. Renault is preparing for it already by combining personal and shared mobility. With the **SYMBIOZ** concept car revealed at the 2017



RE

both agile and sustainable. —⚡→

Frankfurt Motor Show, the Group created a hatchback functioning as an extension of the home. **SYMBIOZ** is electric, autonomous and connected. The exterior and interior design are informed by these technologies. The big winners here are the driver, who can choose to delegate driving to the autonomous system, and the passengers, who benefit from free time and an all-new traveling experience. Several months later, at the 2018 Geneva Motor Show, Groupe Renault unveiled another side of future mobility – shared, on-demand and driverless –

with **Renault EZ-GO**. A urban robo-vehicle, **EZ-GO** is at ease at all times in the smart city and embodies more perfectly than ever the Renault brand's philosophy and promise: **Easy Life**. It is equally easy to use alone, as a family, with a group of friends or carpooling with other people, for safe and pleasant journeys. A mere future-looking exercise? Not entirely. By the end of its *Drive the Future* strategic plan in 2022, Renault plans to launch commercial services in autonomous robo-vehicles in collaboration with the Alliance.



2017

A VISION OF THE FUTURE

**THE ELECTRIC,
CONNECTED
AND AUTONOMOUS SYMBIOZ**


Revealed at the 2017 Frankfurt Motor Show, the SYMBIOZ concept car is a singular take on the future. Blurring the boundaries between means of transport and living space, effectively merging vehicle and dwelling, the attractive concept car finally lends physical form to the idea of a nomadic house. Imagined as an extension of the home, SYMBIOZ fully plays on the continuity of form, material and functionalities with the domestic home and takes over the controls to transport occupants in complete peace of mind. Manual driving is no longer required but remains possible, for pleasure's sake. In lounge mode, the front seats pivot 180° for an original traveling experience. SYMBIOZ is now a demonstration vehicle that can be used to trial tomorrow's technologies on the road.

**TOMORROW IS
ALREADY HERE**



By
2022

- 100% connected vehicles in key markets
- 15 models equipped with autonomous driving capacities
- New mobility services
- On-demand mobility/ride hailing, robo-vehicle services

 <https://group.renault.com/actualites/blog-renault/iaa2017-concept-renaultsymbioz-3-questions-a-stephane-janin>

A CONNECTED FUTURE

Everyone is talking about connected mobility. At Renault, it is already a reality. We already offer it on all our new models with **Renault EASY CONNECT** solutions. Connected mobility is up and running at our plants and we are creating dialogue between vehicles and their environment, in town and out on the open road.

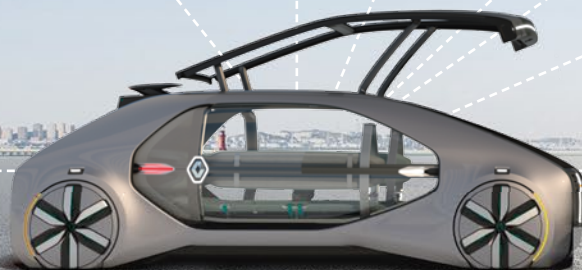


A whole world of services

Listening to music, giving instructions to a voice assistant, interacting with your car or home – in short, saving time without losing touch with your professional or personal digital life – all of this is possible with a smartphone thanks to the Renault EASY CONNECT solutions accessible on the MY Renault app.



MY Renault



PAINTING
A PICTURE

Welcome to the plant of the future

Operators focus on expert tasks and collaborative robots (“cobots”) take care of the rest, while tablets and a Wi-Fi connection are used rather than paper files, the objective being to halve the time between vehicle orders and deliveries. Welcome to Renault Cléon in western France, one of the three pilot sites in the Plant of the Future plan, along with Valladolid in Spain and Curitiba in Brazil. Renault’s first plant 4.0 previews connected, agile and competitive production.



More than a simple car

In Madeira, to make Port Santo a “smart island”, Renault, in partnership with the electricity producer and supplier EEM, is transforming its electric vehicles into “power stockers” contributing to the island’s energy autonomy. In France, the Group is taking part alongside other public and private operators in a wide-ranging testing campaign as part of the European SCOOP project. The objective is to test tomorrow’s connectivity, whereby cars will talk “with each other” and with road infrastructure. Lastly, with Renault Mobility and the Mobilize social responsibility approach, Renault has already imagined a new approach to mobility in which vehicles become services.

MOTORSPORT AS AN INNOVATION DRIVER

Groupe Renault has acquired unique experience in Formula 1 over 40 years. Faithful to its “From track to road” promise, it is enhancing driving through advanced technologies designed for race tracks. Embodying this approach was the first official public appearance in late May 2017 on the Monaco track of New Mégane R.S., with Renault Sport Formula One Team driver Nicolas Hülkenberg at the wheel.



ELECTRIC

... AND MORE

With a broadly affordable, ever more efficient and complete range, Renault is the European leader in all-electric vehicles. Nearly one in four electric vehicles sold in Europe is a Renault. Harnessing its nine-year experience in the field, Groupe Renault is pushing back the boundaries in its business and forming partnerships with a view to going beyond the simple development of the production and marketing of products. To foster the wide-scale roll-out of electric mobility solutions, it is investing in the development of the electric ecosystem, including infrastructure, the second life of batteries, and smart charging.



Make the smart choice

by charging your electric vehicle during a surplus in renewable energy production or during hours when the electricity price is at its lowest, using a smartcharging app.



Reuse batteries


by offering them a second life as storage units for solar power produced by buildings equipped with photovoltaic panels.



Travel differently

by combining carsharing services and smart charging stations powered exclusively by locally produced solar energy.



 <https://group.renault.com/en/innovation-2/electric-vehicle>





AUTONOMY AND SHARING ARE AT THE HEART OF NEW MOBILITY

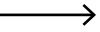
By **KARINE HURE-NAVARRO**

Project Manager, Autonomous Mobility Department, Research Division. The Rouen Normandy Autonomous Lab launched in late 2017 marks the first time that an on-demand mobility service on the open road has been tested in Europe, with autonomous electric vehicles accessible to the public. We are immensely proud to be taking part in this project alongside Transdev, the Matmut insurance group, the Caisse des Dépôts group, the Rouen Normandy Metropolitan Authority and the Normandy Region. The idea at the 35-hectare "Technopole du Madrillet" site is to provide the inhabitants, employees and students with a supplementary service starting from the tramway terminal, currently the sole public transport available at the site. Using an app, people will be able to order an autonomous electric ZOE to travel to the stop of their choice. We will be

trialing the service gradually in three loops, serving the engineering school, the shopping mall and the residential area.

NEW QUESTIONS

The project is fascinating. First of all, because it meets the real need of a community that is highly committed to these issues. And also because it poses new questions. Some people will want to continue their phone call or listen to music, while others will want to talk with other users. What about safety? How to continuously supervise the inside of the car? The initial ZOE models will take to the road this summer, but this is just the start of a new era. In a region with a long-standing attachment to the automotive industry, further tests are lined up. Rural areas, like smart cities, also need new services.

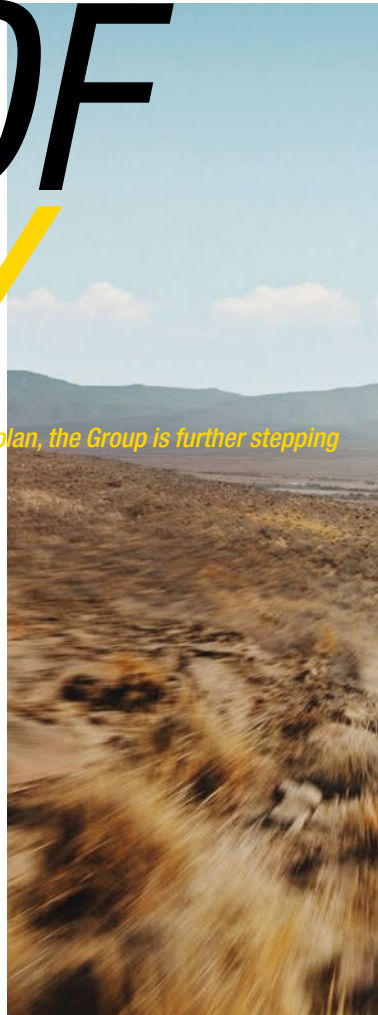


A

WORLD OF MOBILITY

Driven by the renewal of its range, Groupe Renault posted growth in all world regions in 2017. In Europe, the Group considerably outperformed the market, setting **sales records** in a number of countries. Renault confirmed its ranking as the number two European brand with flagship models such as Captur, the leading crossover in its category, and Clio, the second best-selling car in Europe. With ZOE, Renault is also confirming its leadership in the electric-vehicle market in Europe. Dacia set a sales record for the thirteenth consecutive year in 2017, boosted by

As part of its Drive the Future strategic plan, the Group is further stepping



the performances of Sandero, the number one model in sales to consumers in Europe. Outside Europe, all the regions continued to grow, while the Group strengthened its positions with the success of its new range: Renault Kaptur, LADA Vesta and LADA XRAY in Russia, Koleos in China, Mégane Sedan in Turkey, and Duster Oroch and Kwid in the Americas Region. As part of its *Drive the Future* strategic plan, the Group intends to further accelerate this **international expansion**. It is stepping up its presence in Russia and ramping up at a brisk pace

in several key countries, including China (through strategic joint ventures), Brazil, India and Iran. The Group is supporting this growth through Alliance technologies and scale effects and with its own assets. The Group aims to: globalize its light commercial vehicle range to become a worldwide player in the market; extend its **Global Access** range, with its proven success; reinforce its leadership in electric vehicles; and develop, with RCI Bank and Services, customer loyalty and the range of services available to them.

up its international expansion. →



For Renault, mobility must be accessible to all.

One of the driving forces behind the Group's international expansion is its ability to develop reliable and comfortable vehicles with modern features and equipment. Initially planned for emerging markets in Eastern Europe or the Americas Region, the Global Access program has now been extended to all the continents. Some 10 million Global Access vehicles have been sold since the launch of the first Dacia Logan in 2004. The Group is also preparing for tomorrow's mobility by harnessing its European leadership in electric vehicles to meet new expectations around the world.



CHINA

LCVs too

Koleos is now a confirmed success in China. In addition, the Group, which already owns a company and a plant together with the Dongfeng group, created a new joint venture with Brilliance Automotive in 2017 to manufacture

and market light commercial vehicles under the Renault, Jinbei and Huasong brands. The objective of the two partners for 2022 is to sell 150,000 units a year and step up the electrification of vehicles.

EVERYWHERE

AND FOR EVERYONE



「
A QUESTION
OF BALANCE
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RUSSIA

Tomorrow's number one market

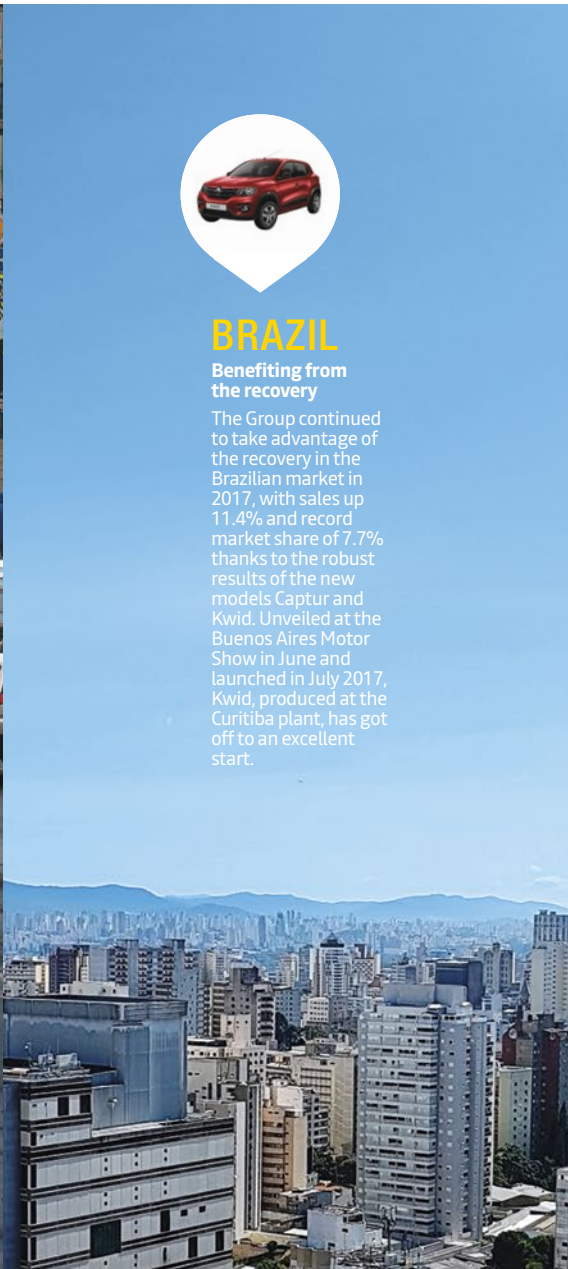
The extremely dynamic Russian market today ranks as Renault's number two market, the Group having sold twice as many vehicles in the country as in Germany in 2017. In a recovering car market, the LADA brand increased its sales 16.9% in 2017 through the renewal of the range. Renault is now the majority shareholder in the Russian carmaker AVTOVAZ, owner of the legendary LADA brand.



BRAZIL

Benefiting from the recovery

The Group continued to take advantage of the recovery in the Brazilian market in 2017, with sales up 11.4% and record market share of 7.7% thanks to the robust results of the new models Captur and Kwid. Unveiled at the Buenos Aires Motor Show in June and launched in July 2017, Kwid, produced at the Curitiba plant, has got off to an excellent start.





RENAULT IS THE MOST FRENCH OF RUSSIAN BRANDS

By FRANCISCO HIDALGO

Marketing Director, Renault Russia. Renault posted an excellent 2017 in Russia. This high-potential market has been through a number of ups and downs in the past few years.

MEETING NEW EXPECTATIONS

A Spaniard married to a French woman, I studied in the United States and Europe before beginning a highly international career fifteen years ago at Renault, in South Korea, then in Poland, and now in Russia, where the market is changing. Renault initially won over Russian consumers with vehicles based on Dacia models, particularly Logan and Duster. Their robustness and reliability corresponded to the expectations of customers buying their first modern European cars. Today, the Russian market

is more mature and expectations more sophisticated. In late 2016, we took a new step forward with Renault Kaptur, whose interior and exterior design is close to that of the European Renault Captur. This positioning and the appetite of Russian customers for SUVs open up excellent prospects for us.

LOCAL PRODUCTION – A MAJOR ADVANTAGE

But Renault possesses robust strengths for seizing new opportunities when the economy is trending positively. The brand has been present here for twenty years. It is no longer considered as a foreign brand, especially since it produces cars at Russian plants. This is a key advantage in terms of competitiveness as the Russian market today is increasingly closed off to imported cars.

A SHARED PASSION



Growing together, in respect of each person's diversity, is the focus of





Groupe Renault and its teams have been driven by passion for a hundred and twenty years. To cultivate this unique culture, the company endeavors to bring each one of its employees a fulfilling experience. For each employee, joining Renault is an opportunity not simply to use their skills but also to become part of a group that cultivates the commitment of its employees by offering them numerous career advancement and mobility possibilities. **As a learning company**, Renault supports their career and skills development by enabling them to successively learn, know and train. The size of the Group and

its belonging to the Alliance create a particularly stimulating multicultural environment offering numerous rewarding challenges to employees. Growing together, in respect of each person's diversity, is the focus of Groupe Renault today. The company recognizes individual performance as well as the value of team work. Groupe Renault is aligning its social and societal responsibility commitments with this philosophy of empowerment and respect. **Mobilize** fosters in a concrete manner the construction of a more inclusive company and the emergence of sustainable and responsible mobility accessible to everyone.

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The people at a company are central to its success. To attract the finest talents and rally all energies, in 2017 the Group formally defined its employer value proposition based on a promise: "Move our world forward". It offers its current and future employees the chance to reinvent sustainable mobility for all by enhancing the diversity of an alliance that is unique to the automotive sector. Mindful of the expectations of new generations, it brings them the opportunity to grow with their company and have a real impact on the world around them.



┌ ┐
 DECRYPTION
└ ┘



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→
**A world
of opportunities**

With the digital transformation, the Group is now competing worldwide with new players in the "talent market". It now recruits far beyond the automotive sector.

Attracting and keeping the most talented individuals is thus one of the pillars of the *Drive the Future* strategic plan. The Group aims to become one of the most attractive

employers by featuring in the Ranking Universum Top 50 by 2022. This list is established by the international firm Universum based on the attractiveness of employers to young graduates.



THE WORLD IS A VILLAGE

Fostering inclusion, both at the company and in society. Promoting sustainable mobility for all around the world. These commitments are now underpinned by the **Mobilize** signature, embodying Groupe Renault's response to current and future social, societal and environmental issues. In the global village that today's world has become, these commitments shape a culture of solidarity and respect expressed in all aspects of life at the company. Inclusion is about encouraging diversity and quality of life in the workplace. It also involves supporting social entrepreneurship and committing to training and education. Making sustainable mobility broadly accessible is about working to protect the environment as well as improving road safety, this last by upgrading vehicles and changing driver behavior.



Turkey

Disability-adapted plant

The Oyak-Renault plant at Bursa hired still more staff with disabilities this year, above and beyond the legal requirement, notably through awareness-raising initiatives led with organizations and Bursa City Hall. These initiatives won two awards in 2017.



France

Training firefighters on electric vehicles

To enable the emergency services to intervene more rapidly and safely, Renault works with firefighters right from the initial phases of vehicle design. This collaborative effort has notably led to the installation of "firefighter access" to batteries.



Morocco

Contributing to schooling

In Tangiers, Renault is fighting against school dropout by providing people living in rural areas or isolated peri-urban areas with an effective and safe transport program. Every day, this system enables over 1,400 middle- and high-school students to get to school.

 <https://group.renault.com/en/our-commitments/our-corporate-and-social-responsibility>





BRAZIL, FERTILE GROUND FOR SOCIAL BUSINESS

By **FRANÇOIS ROUVIER** and **SILVIA BARCIK**

François Rouvier, Director of the Renault Institute in Brazil.

The social entrepreneurship initiative began at the Group in France in 2012, the idea being to do business without losing money while maximizing social impact. In Brazil, the Renault Institute has since 2003 supported Borda Viva, a women's organization that notably makes accessories out of recycled materials from our production lines. We proposed that these products be made into a range that could be sold in the retail networks of our brands, with the proceeds going to the organization. This was an initial step ahead of the integration of goods produced in other countries into the range. Renault will thus become the first carmaker to sell a range of fair-trade accessories.

Silvia Barcik, Director of Social Entrepreneurship.

At the same time, the decision was made to shift the focus of the Renault Expérience, an entrepreneurial innovation contest created by Renault do Brasil in 2008, towards entrepreneurship. The first such competition in 2017 proved a huge success, with 1,000 participants on the digital platform and three winning start-ups. We are currently being called on extensively by other companies looking to replicate this initiative. And we are taking things further this year by integrating social business into the 2018 contest, with the aim of fostering the emergence of social-impact businesses focused on sustainable mobility.

**BOARD OF
DIRECTORS**
At February 15, 2018

CARLOS GHOSN

—Chairman and CEO, Renault SA
—Chairman of the Board of Directors, Nissan Motor Co., Ltd
—Chairman of the Board of Directors, Mitsubishi Motors Corporation (since December 2016)
Current term expires: Annual General Meeting 2018

CATHERINE BARBA

—Independent Director
—Chairwoman of CB Group (SAS, France)
—Member of the Supervisory Board, ETAM (France)
—Member of the Appointments and Governance Committee
Current term expires: Annual General Meeting 2018

FRÉDÉRIC BARRAT

—Director elected by employees
—Supervisor in planning and processes, special requirements (Renault)
—Member of the International and Industrial Strategy Committee
Current term expires: November 2020

**MIRIEM BENSALAH
CHAQROUN**

—Independent Director
—Vice-President and CEO, Les Eaux Minérales d'Oulmès (Morocco)
—Director, Suez (France)
—Member of the International and Industrial Strategy Committee
Current term expires: Annual General Meeting 2021

CHERIE BLAIR

—Independent Director
—Founder of the Cherie Blair Foundation for Women (United Kingdom)
—Founder and Chair of Omnia Strategy LLP
—Member of the Audit, Risks and Ethics Committee
Current term expires: Annual General Meeting 2019

MARIE-ANNICK DARMAILLAC

—Independent Director
—Vice-President CSR, Vivendi
—Permanent Representative of Financière V on the Board of Bolloré (France)
—Permanent Representative of Financière V on the Board of Financière de l'Odet (France)
—Permanent Representative of Socfrance on the Board of Société Industrielle et Financière de l'Artois (France)
—Permanent Representative of the Société des Chemins de fers & Tramways du Var et du Gard on the Board of Financière Moncey (France)
—Member of the Appointments and Governance Committee
—Member of the Compensation Committee
Current term expires: Annual General Meeting 2021

PASCAL FAURE

—Director appointed upon proposal of the French State
—*Directeur Général des Entreprises*
—Member of the International and Industrial Strategy Committee
Current term expires: Annual General Meeting 2021

RICHARD GENTIL

—Director elected by employees
—Technician, hydraulic and mechanical maintenance methods, and gas foundry (Renault)
—Member of the International and Industrial Strategy Committee
Current term expires: November 2020

**MARC LADREIT
DE LACHARRIÈRE**

—Independent Director
—Chairman and CEO, Fimalac (France)
—Chairman of the Appointments and Governance Committee
—Member of the Compensation Committee
Current term expires: Annual General Meeting 2018

PHILIPPE LAGAYETTE

—Lead Independent Director
—Chairman of PL Conseils (France)
—Director, Fimalac (France)
—Chairman of the Audit, Risks and Ethics Committee
—Member of the Compensation Committee
Current term expires: Annual General Meeting 2019

BENOÎT OSTERTAG

—Director elected upon proposal of the employee shareholders
—Quality process leader, Quality department (Renault)
—Member of the Audit, Risks and Ethics Committee
—Member of the International and Industrial Strategy Committee
Current term expires: Annual general Meeting 2021

ÉRIC PERSONNE

- Director elected by employees
 - Head of Commercial and Quality Reporting, Renault Retail Group (RRG)
 - Member of the Compensation Committee
 - Member of the Audit, Risks and Ethics Committee
- Current term expires: November 2020

OLIVIA QIU

- Independent Director
 - Chief Innovation Officer, Philips Lighting
 - Director, Saint-Gobain SA (France)
 - Member of the Audit, Risks and Ethics Committee
- Current term expires: Annual General Meeting 2020

YU SERIZAWA

- Director appointed upon proposal of Nissan
 - President and CEO, Forma Corporation (Japan)
 - Advisor to the President of Mori Building Company Limited (Japan)
- Current term expires: Annual General Meeting 2021

PASCALLE SOURISSE

- Independent Director
 - Senior Executive Vice-President, International Development, Thales Group
 - Member of the Audit, Risks and Ethics Committee
- Current term expires: Annual General Meeting 2018

PATRICK THOMAS

- Independent Director
 - Vice-Chairman of the Supervisory Board and Chairman of the Compensation Committee, Laurent Perrier (France)
 - Chairman of the Compensation Committee
 - Member of the Appointments and Governance Committee
 - Member of the Audit, Risks and Ethics Committee
- Current term expires: Annual General Meeting 2018

MARTIN VIAL

- Director designated by the French State
 - Commissioner of government shareholdings under the supervision of the French Ministry of Finance and Public Accounts and the French Ministry of the Economy, Industry and the Digital Sector
 - Member of the Audit, Risks and Ethics Committee
 - Member of the Appointments and Governance Committee
- Current term expires: N/A

YASUHIRO YAMAUCHI

- Director appointed upon proposal of Nissan
 - Chief Competitive Officer, Nissan Motor Co., Ltd
 - Director, Renault Nissan B.V.
 - Member of the International and Industrial Strategy Committee
- Current term expires: Annual General Meeting 2018

FOUR SPECIALIZED COMMITTEES



Audit, Risks and Ethics Committee (CARE)

This Committee has eight members, five of whom are independent. It met five times in 2017, notably reviewing the accounts and the related financial press releases, the accounting and financial impacts of certain Group partnerships, the monitoring of internal and external audit plans, and the independence of the statutory auditors.



Compensation Committee

This Committee has five independent directors and an employee director. It met twice in 2017, notably addressing the compensation of the Chairman and CEO, including the performance criteria for his variable compensation in respect of FY 2016.



Appointments and Governance Committee

This Committee has four independent directors and one director representing the State. It met four times in 2017, its main business concerning the composition of the Board of Directors and Board Committees, the renewal of directors, with particular emphasis on Board feminisation objectives, the Board's evaluation and the independence rate.



International and Industrial Strategy Committee

This Committee has two independent directors, two directors representing employees, one director representing employee shareholders and one director representing the French State. It met five times in 2017, notably to focus on the *Drive the Future* strategic plan (2017-2022), Renault's operations in India, China and Iran, and strategy developments in these countries.

SHARE PRICE

Share price trend in the last three years



At 12/31/2014

Renault = €60.53

CAC 40 =

4,272.75 points

At 12/31/2015

Renault = €92.63

CAC 40 =

4,637.06 points

At 12/31/2016

Renault = €84.51

CAC 40 =

4,862.31 points

At 12/31/2017

Renault = €83.91

CAC 40 =

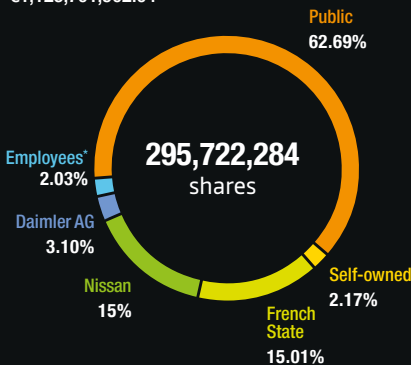
5,312.56 points

OWNERSHIP STRUCTURE

at December 31, 2017

SHARE CAPITAL

€1,126,701,902.04



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

2017 RESULTS

Group Renault recorded the best year in its history and set a new record on sales, revenues, operating margin and net income.

REVENUES

€58,770 million, up 14.7% (+9.4% excl. impact of AVTOVAZ consolidation)

GROUP OPERATING MARGIN

€3,854 million, or 6.6% of revenues. Excluding AVTOVAZ, operating margin rose 15.8%, totaling €3,799 million (6.8% of revenues, compared with 6.4% in 2016)

NET INCOME

€5,210 million (+47.1%), compared with €3,543 million. Excluding non-recurring items for Nissan, net income comes out at €4,189 million (+18.2%)

REGISTRATIONS

3.76 million units (incl. LADA), up 8.5%

AUTOMOTIVE OPERATING MARGIN


€2,749 million, up 15.2% (excl. AVTOVAZ)

GROUP OPERATING INCOME

€3,806 million (+15.9%), compared with €3,283 million in 2016

FREE CASH-FLOW

€945 million

 <https://group.renault.com/finance>

FINANCE

At December 31, 2017









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Our latest news on:

groupe.renault.com/en/news

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