

# Atlas Renault 2016

March 2017 edition



GROUPE RENAULT



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# Groupe Renault

Groupe Renault, a carmaker founded in 1898, is an international multi-brand group that brings together the Renault, Dacia, and RSM lines. Present in 127 countries, the Group sold nearly 3.2 million vehicles in 2016, becoming the world's leading French vehicle-manufacturer. Galvanized by a fresh range of vehicles and the global development of its operations, Groupe Renault is on track to fulfil its growth targets in 2017.





Renault Alaskan.

# Key figures

## IN REVENUES IN 2016



## GROUPE RENAULT

	2016	2015
<b>Revenue</b> € million	51,243	45,327
<b>Net income</b> € million	3,543	2,960

	2016	2015
<b>Workforce</b>	124,849	120,136
<b>Number of vehicles sold</b>	3,182,625	2,808,926

# One group, 3 brands

Groupe Renault, a carmaker founded in 1898, is an international group present in 127 countries. In 2016, it sold 3.2 million vehicles. Today the Group includes 120,000 employees, has 36 production sites, and offers 12,700 points of sale worldwide.

To rise to tomorrow's technological challenges and pursue its profitable-growth strategy, the Group is making use of its global development and the complementarity between its three brands (Renault, Dacia, and Renault Samsung Motors). A responsible company in all its markets and strengthened by its unique alliance with Nissan, Groupe Renault is also laying the groundwork for a future of electric, connected, and autonomous vehicles. With its new Formula 1 racing team and its commitment to Formula E, Renault has used motorsport to spur innovation and boost the Group's brand image.



**RENAULT**  
the Group's  
global brand

**2,487,309**  
Vehicles sold in 2016  
(+14.2% vs 2015)

Renault is present in 127 markets worldwide through over 12,700 points of sale. Over its 116-year history, Renault has forged an identity as a company serving the widest range of people through ingenious innovation.

New Scenic



**DACIA**  
the Group's  
regional brand

**584,219**  
Vehicles sold in 2016  
(+6% vs 2015)

Dacia is found in 44 markets in Europe, North Africa and the Mediterranean countries. Since 2004, Dacia has won over more than 4 million customers by offering a range of robust vehicles at affordable prices.

New Sandero Stepway



**RSM<sup>(1)</sup>**  
the Group's  
local brand

**111,097**  
Vehicles sold in 2016  
(+38.8% vs 2015)

RSM operates in South Korea with 197 points of sale. Its offers mid-range vehicles, which notably include an electric model; high-end vehicles; and SUVs (Sport utility vehicles).

SM6



(1) Renault Samsung Motors.

# Highlights

## — February

### **Renault UNVEILS its first plant in CHINA**

Two years after the joint venture was founded, Dongfeng Renault Automotive Company opens the Wuhan plant where Kadjar and New Koleos are produced.

## — April

### **RENAULT PRO+ offers improved traction**

Renault Pro+ provides new solutions for enhanced traction: Extended Grip, X-Track, and Master 4x4. It thereby expands its offering even further.

## — May

### **KWID arrives in Brazil**

Renault announces that Kwid will be produced in Brazil in a version specially designed by Renault Technology Americas and Renault Design Latin America.

## — June

### **Renault launches a new OPEN INNOVATION Lab in ISRAEL**

After founding a centre in Silicon Valley, Renault pursues its innovation strategy by unveiling an Open Innovation Lab in Tel Aviv. The initiative seeks to promote electric vehicles and foster mobility-related creativity.

## — July

### **RENAULT-NISSAN SYNERGIES break records**

The Renault-Nissan Alliance meets annual targets a year ahead of schedule and posts synergy gains of 4.3 billion euros in 2015.

## — September

### **Renault reveals its TREZOR concept car**

After introducing DeZir in 2010, Renault presents its new concept car, TreZor. This electric coupé demonstrates Renault's flair for design, Europeans' main motive for choosing to purchase a Renault vehicle.

## **Renault picks up speed IN IRAN**

Renault signs an agreement to launch a joint venture with IDRO, a Iranian industrial investment fund.

## **Renault-Nissan and Microsoft become PARTNERS**

The Renault-Nissan Alliance and Microsoft Corporation sign a global partnership for developing technology designed to enhance connected driving worldwide.

## **Renault joins forces with WAZE**

To improve its customers' driving experience, Renault starts working with Waze, the community-based traffic-and-navigation application.

## — October

### **MITSUBISHI becomes part of the RENAULT-NISSAN Alliance**

Nissan finalises its 34% stake in Mitsubishi Motors Corporation (MMC). The arrival of a new member alongside Renault and Nissan is a milestone in the Alliance's history.

## **Renault RECRUITS**

Renault announces it will take on 1,000 more workers on permanent contracts in France by the end of 2016, bringing up to 3,000 the number of permanent-contract employees having joined the company between 2015 and 2016.

## — December

### **THE RENAULT FOUNDATION celebrates its 15th anniversary**

Since 2001, the Renault Foundation has been developing and supporting training courses in multicultural management, road safety, and sustainable mobility. In the space of 15 years, 950 students from 35 different countries have made the most of these courses.

## **RENAULT participates in the recapitalization of AVTOVAZ.**



# Launches

## — Kwid Racer and Kwid Climber

Renault unveils two show cars based on the Kwid platform: Kwid Climber and Kwid Racer. The former seeks wild, rural adventure; the latter prefers neat, asphalt tracks.

## — Alpine Vision show car

Alpine Vision is a two-seater coupé that augurs the style and performance of the brand's future standard-production car. It typifies chic, lightweight, high-performance sports cars.

## — New Scenic and Grand Scenic

The brand overhauls the compact people carrier with a design that rewrites the segment's rulebook. Unique 20-inch wheels and a two-tone body give pioneering proportions to a classic model that still meets family needs but enhances the modularity that made the vehicles' three previous generations successful.

## — Megane Estate and Estate GT

New Megane Estate boasts a smart, dynamic design while offering modularity and load length along the segment's best. Its sportier cousin, New Megane Estate GT, presents a design inspired by Renault Sport.

## — Clio RS 16

To mark Renault Sport's 40th anniversary and its F1 comeback, Renault reveals Clio R.S. 16, a concept car flying the single-seater's flag and producing powerful results.

## — Kaptur

Tailored to the Russian market, Kaptur offers a four-wheel drive transmission system. By selling the vehicle on the fast-growing SUV market, Renault will strengthen its position in Russia and the Eurasian Economic Union.

## — New Koleos

Designed to meet the needs of customers worldwide, New Koleos boldly asserts its global

ambitions: this fearless adventurer is bound to conquer markets where the SUV segment is picking up steam.

## — Alaskan

Renault sets foot in the market of one-tonne payload pickups. The brand hopes to write another Latin American success story. Indeed, the region's demand for pickups has never been stronger. With its imposing design, Alaskan breathes fresh air into the segment.

## — Clio ph2

Clio has been sold in more than 13 million units worldwide. Now, 26 years after it was launched, Renault redesigns its little best-seller. A stylish light-signature and new design features and finishes make New Clio simply irresistible.

## — Twingo GT

Applying Renault Sport Cars expertise, Twingo GT offers exceptional driving pleasure with a powerful engine and a sporty design inspired by the Twin'run concept car.

## — New Megane Sedan

New Megane Sedan completes Renault's C-segment offering and bolsters the Group's position in markets where the compact three-box saloon remains a favourite among drivers seeking a comfortable, spacious, prestigious car.

## — Record range for ZOE

Renault reveals ZOE's new range at the Paris Motor Show: the car can now travel a record 400 km NEDC<sup>(1)</sup> without charging.

## — Dacia revisits its product range

Dacia redesigns its four emblematic models: Logan, Logan MCV, Sandero, and Sandero Stepway. The brand also offers a wide range of engines and new equipment, at affordable prices as always.

(1) NEDC: New European Driving Cycle, the European standard measuring emissions and fuel consumption.

## Highlights

# Renault, Europe's second-biggest brand

Sales up in all markets.

### 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, Séville,  
Valladolid (Spain)



New  
Renault Clio.

— In Europe, the Group's market share for passenger cars and LCVs was up 0.5 points to 10.6%. Registrations grew by 11.8%, constituting 1,805,290 vehicles. The Group posted growing sales in all of Europe's markets. In France, the Group enjoyed its best year for sales in five years with a 7.3% sales growth rate. In European countries other than France, the Group achieved its greatest sales performance since 2004, posting a 14.5% growth rate. In particular, the Group boasted absolute records in sales and market shares in Austria and Denmark.

— The Renault brand enjoyed yet another year of growth, rising to second place in Europe. With 1,390,280 registrations (up 12.1%), its market share reached 8.1%, up 0.4 points.

In France, the Renault brand consolidated its leadership with a 22.3% market share. It also topped the markets of Portugal (for the nineteenth time), Spain, and Belgium. With Clio ph2, Scenic, Megane Grand Tour, and Megane Estate, Renault is pursuing its

offensive in products and offering an entirely new range.

Through Clio and Captur, which heads its segment, Renault has underlined its champion status in the city-car sector.

— The Dacia brand posted a new record year with 415,000 units sold (up 10.8%).

— Renault affirmed its supremacy in Europe's electric-vehicle market, with 25,648 units sold excluding Twizy (up 11%). ZOE remains the passenger-car market leader with 21,735 registrations over the year (up 16%). The vehicle now comes with a new battery that doubles its range to 400 km NEDC (300 km in real usage conditions). Kangoo Z.E. tops the electric LCV market with 3,901 vehicles.

Renault now offers a full range of electric vehicles for business customers, with Master Z.E., New Kangoo Z.E. (whose range now reaches 270 km NEDC - 200 km in real usage conditions), a business version of ZOE, and Twizy Cargo.

— In 2016, the European plants once again took pride of place, notably with New Scenic launched at the Douai plant; a record year for production at the Palencia plant; the 200,000th Traffic produced at the Sandouville plant; and Clio production at the Flins plant going over the mark of 5 million units manufactured since the model was introduced in 1991.

Competitiveness agreements were also signed in Spain and Portugal.

## Highlights

# Growth of over 36% in 2016

Kwid success in India.

### Industrial sites:

- Casablanca, Tangiers (Morocco)
- Chennai, Pune (India)
- Oran (Algeria)
- Tehran (Iran)

— In the **Africa/Middle East/India region**, Groupe Renault registrations rose by 36.4% (491,151 vehicles), giving a market share of 6.2% (up 1.7 points). 642,000 vehicles were produced in the region in 2016 (+59% vs 2015).

— In **India**, Renault kept its position as best-selling European automotive brand, with sales up by 145.6%. Kwid registrations totalled 105,745. India rose five places to become the group's eighth biggest market worldwide.

— In **Iran**, sales boomed by 110.7% to give Groupe Renault an 8.4% market share, up 3.7 points on 2015. The group has reclaimed its position as a major player on the Iranian market, doubling its market share in a single year thanks to successful performance from Tondar and Sandero.

— In **North Africa**, Groupe Renault holds a 38.5% market share, up by 4.9 points.

In **Algeria**, its market share reached a record 51.3% in 2016, up by 15.7 points, benefiting from local production of Symbol.

— In **Morocco**, where Dacia and Renault hold first and second places respectively, Groupe Renault registrations rose by 22.5%, with record sales yielding a market share of 37.8%.



Renault Kwid.

## Highlights

# Sales record in Turkey and Russia

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

With Renault Megane in Turkey and Renault Kaptur in Russia, the product range renewal bore fruit despite an uncertain economic environment.

— In the **Eurasia** region, registrations rose by 2.3% (364,451 vehicles) despite market shrinkage of 6.3%. Market share rose accordingly, by 1.1 points to 13%, largely driven by strong performance in **Turkey**. With a record breaking market share of 17.2%, the group reached in Turkey its highest number of sales (169,236; up 4.4%).

— The New Megane Sedan made at Renault's Bursa plant for the global world and exported to more than 50 countries got off to a good start, with orders topping 13,200 in the first two months. In **Romania**, Renault Megane became the 2017 Car of The Year titleholder.

— Sales growth in most of the countries in the Region offset the impact of the economic crisis in **Russia**, where the market collapsed by 10.8%. Renault was able to contain the decline in its sales in Russia at 2.6%, to achieve a record market share of 8.2%, up by 0.7%, chiefly owing to successful performance from Renault Kaptur, first global model manufactured

at the Moscow plant, which sold more than 14,600 units since its commercial launch in June. First model with global ambitions produced at the Moscow plant, Renault Kaptur has a good export potential and is already on sale in Belarus, Kazakhstan, Kyrgyzstan and Armenia. Renault Russia has significantly expanded its export geography, starting shipments to Vietnam and Algeria.

— In **Bulgaria**, where for the 4th consecutive year Dacia ranked first, the group led the market with 24% share. Renault was the leader in Belarus and Ukraine in 2016.

— Dacia's Mioveni plant in **Romania** produced this year 320,239 cars and celebrated its 1,000,000<sup>th</sup> Duster, which is still a very successful model.



Renault Megane Sedan.

## Highlights

# Major launches propel growth

South Korea, the group's #1 market in the region, races ahead and China gains traction



— The group's registrations in Asia Pacific surged by 34% to 167,363 vehicles, driven by a strong performance in South Korea and gathering momentum in China.

— In the **South Korea, Renault Samsung Motors** sales rose 38.8% despite the 0.3% shrinkage of the market: the market share was up 1.7 points at 6.2% thanks to the successful launches of SM6 and QM6 in 2016. QM6 orders reached 21,000 in just four months.

— SM6 won high-profile awards with "Car of the Year" by the Korean Automotive Journalist Association; and "Safest Car of the Year" by the Ministry of Infrastructure, Land and Transport.

— In **China**, following release of Kadjar, the first vehicle made locally by the Dongfeng Renault joint venture, Renault sales rose by 50.8% against market growth of 14.0%. New Koleos orders approached 10,000 in just two months.

Major efforts were made to strengthen the brand and expand the dealer network to 150 outlets. The Wuhan plant is gearing up to produce its first electric vehicle by the end of 2017.

— **Australia** successfully transitioned into a Renault subsidiary and is the third pillar of the region.

— **Japan** achieved record sales, up 5%.

— **New Caledonia's** market share rose by 3.2 points to 18.9%.

— **Malaysia's** volumes were higher by 25%.

## Highlights

# Increasing market shares

Major Launches with Duster Oroch, Alaskan and Captur.



— In the **Americas** region, Groupe Renault sales (354,370 vehicles) rose by 0.1% despite market shrinkage of 4.1%, holding up well to the economic difficulties with a market share of 6.5%, up by 0.3 points.

— In **Brazil**, market share rose by 0.2 points to a record 7.5%, on a market that slipped back 19.8%. Master follow as leader in its segment for the 3rd consecutive year.

In 2017, the group will benefit of its brand new SUV range with Captur, New Koleos and Kwid.

— In **Argentina**, the Renault brand continues to reap the benefits of pickup on the market, with registrations up by 24.8% against growth of 9.1% in the market as a whole.

After the announcement in 2015 of an investment of USD 600 million for the manufacture of a one-tonne pick-up for Renault, Nissan and Daimler, a new investment of USD 100 million has been announced in July 2016 for the production of a new model in Santa Isabel Plant. The start of production of Sandero, Stepway and Logan in Santa Isabel Plant began in November.

— In **Colombia**, sales volume and market share hit records (21.3%), the highest market share in 47 years of Renault history in the country. 2016 was a very special year for Colombia with the launches of the half-tonne pick-up Duster Oroch (one of the bestselling LCV in Colombia) and Captur. Renault marked an important milestone in the country's automotive industry history, by organizing in Colombia for the first time the worldwide launch of the one-tonne pick-up Alaskan in June.

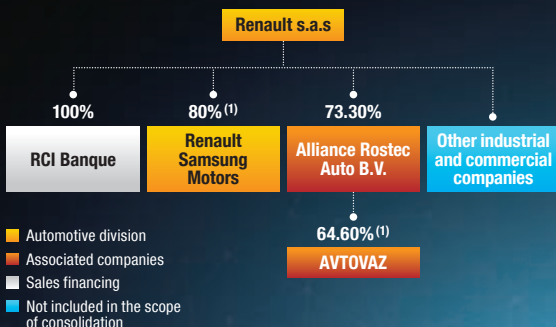
— In **Mexico**, record sales for Renault with 29,917 units sold in 2016, an increase of 23% vs 2015.



Renault Duster Oroch.

# Structure of Groupe

Simplified organization chart at December 31, 2016 (as a % of shares issued)

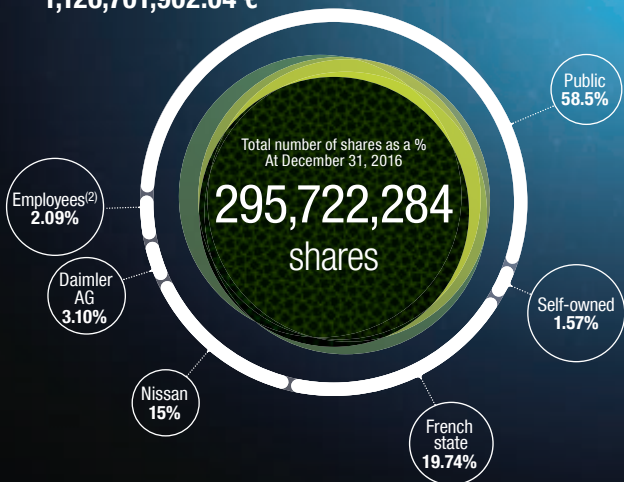


## Ownership structure

At December 31, 2016

### SHARE CAPITAL

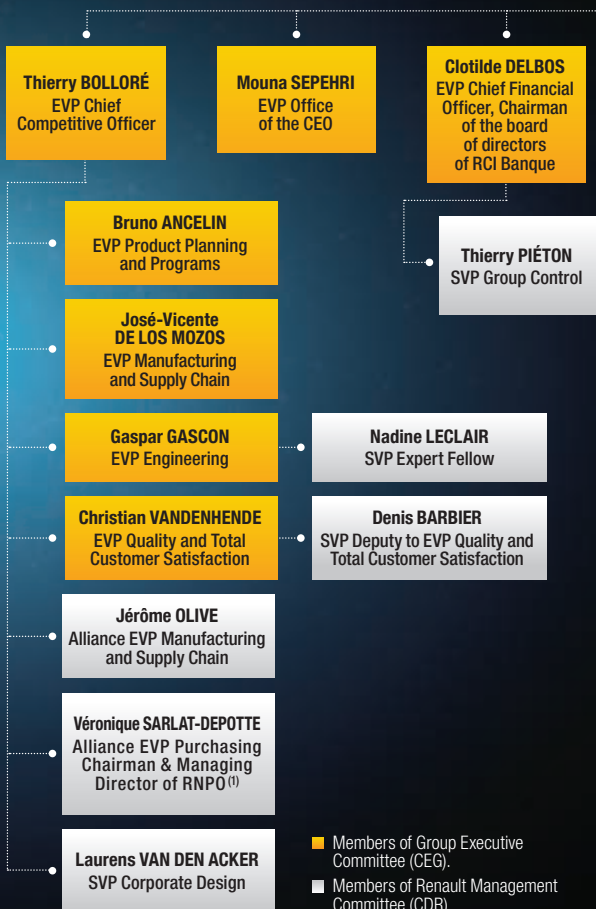
**1,126,701,902.04 €**



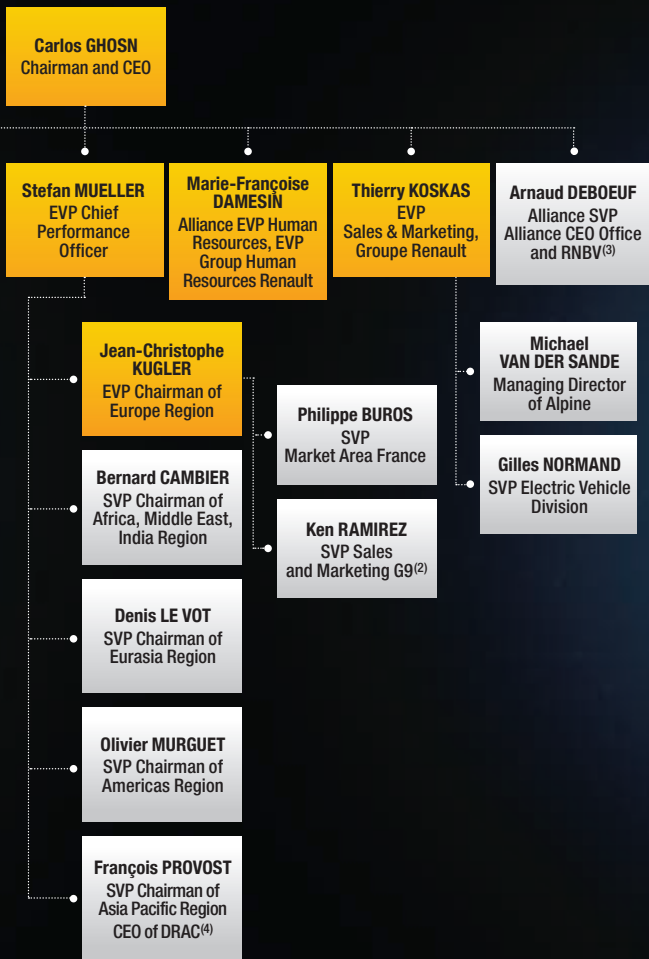
(1) Company indirectly owned by Renault s.a.s. (2) The employee-owned shares (present and former employees) counted in this category are those held in company savings schemes.

# Organization chart of Groupe Renault

at February 1, 2017







(1) Renault-Nissan Purchasing Organization. (2) Europe out of France. (3) Renault-Nissan BV.  
(4) Dongfeng Renault Automotive Company.

# Financial information

€ million

<b>Revenues</b>	<b>2016</b>	<b>2015<sup>(1)</sup></b>
Automotive	48,995	43,108
Sales financing	2,248	2,219
<b>Total Groupe Renault</b>	<b>51,243</b>	<b>45,327</b>
<b>Operating profit</b>		
Automotive	2,386	1,546
Sales financing	896	829
<b>Total Groupe Renault</b>	<b>3,282</b>	<b>2,375</b>
As a % of revenues	6.4 %	5.2 %
<b>Net income</b>		
Net income	3,543	2,960
Net income, Group share	3,419	2,823
<b>Free cash flow and automotive net cash position</b>		
Operational free cash flow <sup>(2)</sup>	1,107	1,051
Automotive net cash position <sup>(3)</sup>	2,720	2,661
Shareholders' equity <sup>(3)</sup>	30,895	28,474
<b>Contribution from associated companies</b>		
o/w Nissan	1,741	1,976
o/w AVTOVAZ	-89	-620
<b>Total</b>	<b>1,638</b>	<b>1,371</b>
<b>Tangible and intangible investments net of disposals</b>		
Automotive	3,047	2,729
Sales financing	6	6
<b>Total</b>	<b>3,053</b>	<b>2,735</b>

(1) Restated IAS 12.

(2) 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.

(3) Including AVTOVAZ.

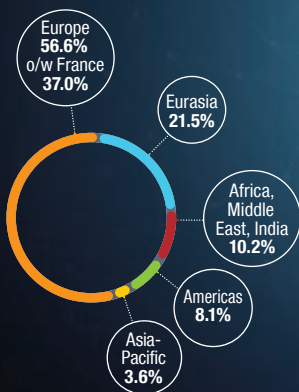
# Workforce

at December 31, 2016

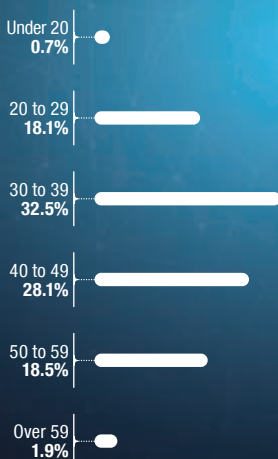
## GROUP RENAULT



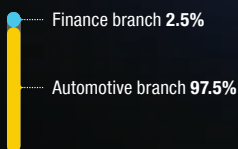
## BREAKDOWN BY REGION



## BREAKDOWN BY AGE



## BREAKDOWN BY BRANCH



# Corporate Social Responsibility (CSR)

## Acting as a global, close and committed player

Renault's approach to social, societal, and environmental responsibility reflects the Group's core business, its values, and its stakeholders' expectations. The following highlights of 2016 illustrate this approach.

### Mobility for all

Vehicles must contribute to a sustainable ecosystem, meet customers' and citizens' aspirations, ensure their safety, and respect the environment.

#### Environment

- Electric vehicles: 25 ZOE vehicles made available to 9,000 international envoys at the COP22 event in Morocco (United Nations Climate Change Conference).
- Continuous reduction of the Group's environmental footprint per vehicle sold since 2010.

#### Road safety

- Renault's 'Safety and Mobility for All' educational programme: awareness raised amongst 380,000 children already.
- Assistance in training firefighters: 429 vehicles given to firefighters in 2016.
- Assistance in removing accident victims from cars: 91,000 vehicles equipped with 'Rescue Codes'.
- Training firefighters in how to deal with alternative-energy vehicles in four countries in 2016: Canada, Italy, Germany, Finland

#### Renault Mobiliz

- Vehicle repair at cost price offered by 350 socially responsible Renault garages.
- The network of socially responsible Renault garages welcomed over 1,000 customers, sent by 100 referrers.

- Mobiliz Invest: 2.4 million euros invested in eight entrepreneurs to develop more socially-minded mobility.

### Human capital

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 opportunities

- Women make up 18.9% of the Group's workforce.
- 25.9% of women in key positions in the Group at the end of 2015.
- More than 2,200 young people on work-study courses and 1,200 interns.
- 42.2% international employees in key positions.

#### Education and training

- Over three million hours of training given to 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

# Milestones, nearly 120 years of history

- **1898** Founding of the Renault Frères partnership.
- **1945** The company is nationalized to become the *Régie Nationale des Usines Renault* (RNUR).
- **1946** Launch of the Renault 4CV, the first French car to be produced in over one million units.
- **1956** Launch of the Renault Dauphine, 'a symbol of modern times'.
- **1961** Launch of the Renault 4, of which more than eight million units would be produced.
- **1965** Launch of the Renault 16, the first high-end two-box hatchback.
- **1972** Launch of the Renault 5, of which more than five million units would be produced.
- **1979** The turbocharged engine, introduced in 1977, becomes a benchmark in technology with Renault's first F1 victory.
- **1980** Launch of a new range of light commercial vehicles with the first-generation Traffic and Master.
- **1984** Launch of three models: Renault Supercinq, Renault 25, and Renault Espace, the first people carrier in automotive history. Renault vehicles become 'Les voitures à vivre' ('cars for living').
- **1992** Renault Twingo is revealed.
- **1995** Renault S.A. is listed on the stock exchange for the first time. Renault Megane is revealed, followed by Renault Scenic the year after.
- **1998** Opening of the Curitiba plant in Brazil and the Renault Technocentre in Guyancourt, France.
- **1999** The Renault-Nissan Alliance agreement is signed. Renault acquires a majority stake in Dacia.
- **2000** Founding of Renault Samsung Motors.
- **2002** Renault and Nissan strengthen their equity ties.
- **2003** Megane becomes the best-selling model in Europe.
- **2004** Launch of Logan.
- **2008** Renault acquires a 25% stake in vehicle manufacturer AVTOVAZ, the Russian market leader with the LADA brand.
- **2009** Presentation of the electric-range concept cars: four 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. Presentation of the Initiale Paris concept car. Joint venture set up with Dongfeng in China.
- **2014** Launch of New Twingo, New Traffic and Master, and New Espace. Presentation of the Eolab concept car. Opening of the Oran plant in Algeria. First test drives of the 'Next Two' autonomous car prototype.
- **2015** Presentation of Kadjar, Kwid, Duster Oroch, Talisman, New Megane, and the Alaskan concept car. Construction of the Wuhan plant in China. New Renault brand signature: 'Passion for life'.
- **2016** Launch of New Scenic, Alaskan, Clio ph2, and ZOE with a 400 km NEDC range. Presentation of the TreZor concept car.



Douai Renault plant.



# Manufacturing and sales

Buoyed by its dynamic plan, 'Renault - Drive the Change', Groupe Renault posted a 13.3% sales growth rate for the fourth year running, in a global market that grew by 4.6%. The Group's international market share now reaches 3.5% (up 0.3 points on 2015). The Renault and Dacia brands achieved record sales. Renault remains the world's leading French brand. As regards Renault Samsung Motors, the brand's sales volume grew by 38.8%.

# Industrial sites

and sales in 2016 of the 10 leading markets (excl. AVTOVAZ)

## Groupe Renault Plants

Passenger cars

Light commercial vehicles

Chassis, engines, gearboxes

Foundry



## Partner Plants

Passenger cars

Light commercial vehicles

Chassis, engines, gearboxes

Foundry



## Logistics sites

Logistics platform

Alliance sites

Renault-Nissan

Alliance plant





### 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  
Séville  
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  
Pitești (Dacia)  
Togliatti (AVTOVAZ)

### Sites Asia-Pacific

Busan (RSM)  
Wuhan (DRAC)

### Sites in Americas

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



# Vehicle production

## by brand and model

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

Model	Launch date	2016	Volume since launch date
<b>Renault</b>			
Twingo III	2014	83,855	225,410
Clio II	1998	33,489	5,849,059
Clio IV	2014	428,151	1,655,869
Captur	2013	231,636	767,395
Twizy	2011	2,855	21,066
ZOE	2012	25,478	67,744
Logan II	2013	144,619	456,676
Sandero I	2007	4	1,034,542
Sandero II	2012	127,093	406,703
Duster	2010	132,711	1,027,875
Lodgy	2013	577	2,299
Dokker	2013	4,803	12,782
Megane Génération	2009	992	12,5910
Megane III	2008	82,908	2,506,065
<i>o/w Scenic III</i>	2009	55,086	986,406
Megane IV	2015	198,942	206,972
<i>don't Scenic IV</i>	2016	35,178	35,178
Fluence	2009	44,312	580,298
Megane Sedan	2016	15,731	15,731
Kadjar	2015	140,795	223,116
Talisman	2015	47,355	53,040
Latitude	2010	138	42,973
Koleos I	2008	1,284	330,192
Koleos II	2016	5,865	5,865
Nouvel Espace	2014	26,395	60,121
Kangoo I	1997	23,068	2,719,613
Kangoo II	2007	132,225	1,140,600
Kangoo Z.E.	2011	4,493	26,770
Trafic II	2014	103,531	223,229
Master III	2010	93,827	647,214
Kwid	2016	119	119
Kaptur/Captur Long	2016	21,999	21,999
Oroch	2015	32,544	32,544
<b>Total Renault</b>		<b>2,191,794</b>	
<b>Dacia</b>			
Logan II	2012	79,646	343,984
Sandero II	2012	215,318	727,264
Duster	2010	173,828	963,791
Lodgy	2012	36,528	168,898
Dokker	2012	75,980	261,144
<b>Total Dacia</b>		<b>581,300</b>	
<b>Samsung</b>			
QM3/Captur	2013	11,279	37,808
SM3/Fluence	2009	8,688	215,079
SM3/Fluence Z.E.	2013	746	2,501
SM5/Latitude	2010	4,993	235,439
SM6/Talisman	2016	59,866	59,866
QM5/Koleos I	2007	997	63,395
QM6/Koleos II	2016	15,041	15,041
SM7/Talisman I	2011	6,791	37,764
Other		30	
<b>Total Samsung</b>		<b>108,401</b>	
<b>Total Group</b>		<b>2,881,525</b>	

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

Model	Launch date	2016	Volume since launch date
<b>Renault</b>			
Kwid	2015	115,223	133,505
Pulse	2011	2,449	16,893
Scala	2011	280	13,876
Logan I	2005	79,486	1,547,479
Logan II	2013	28,662	(3)
Logan Pick Up	2014	1,462	3271
Sandero	2007	27,109	(3)
Sandero II	2013	31,119	(3)
Lodgy	2015	3,297	14,364
Duster	2010	20,592	(3)
Kadjar	2015	25,450	25,506
Koleos II	2016	7,538	
Alaskan	2016	976	
<b>Total in partner plants</b>		<b>343,643</b>	
<b>Total vehicle production worldwide</b>		<b>3,225,168</b>	

**Vehicle production****by region**

	In Renault group plants	In partner plants	In Group and partner plants
Europe	1,456,964		1 456,964
Eurasia	734,549	59,781	794,330
Americas	351,775	976	351,775
Africa, Middle East, India	387,115	249,898	637,013
Asia-Pacific	244,306	32,988	277,294
<b>Total</b>	<b>3,174,709</b>	<b>343,643</b>	<b>3 518,352</b>

**Close-up on****partner vehicle****Vehicle production in Groupe Renault plants for its partners**

	2016
Nissan	164,401
Daimler	75,382
GM	28,251
Renault Trucks	12,625
Fiat	12,525
<b>Total</b>	<b>293,184</b>

(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 – 2016 – France

Plants	Activities	Production	Plants workforce
<b>Batilly</b>	 Renault Master Nissan NV400 Other	84,565 9,064 39,195	2,224
<b>Caudan</b> Fonderie de Bretagne	 Casting (in tons)	24,300	441
<b>Choisy-le-Roi</b>	 Engines ES Gearboxes ES Injection pumps ES Injectors Cylinder heads Turbochargeur Kits	20,544 16,841 10,423 84,390 2,612 25,728 12,803,600	276
<b>Cléon</b>	 Engines Gearboxes  Aluminum casting (in tons)	868,556 488,876 17,500	3,136
<b>Dieppe</b>	 Clio R.S. Other	4,800 30	335
<b>Douai</b>	 Scenic III Espace Scenic IV Talisman	55,086 26,395 35,178 46,341	3,549
<b>Flins</b>	 ZOE Clio Other	25,478 134,502 565	2,315
<b>Le Mans</b>	 Subframes Front axles Rear axles Casting (in tons) Bottom arms	1,041,836 1,236,806 1,680,142 124,793 2,935,193	1,687
<b>Maubeuge (MCA)</b>	 Kangoo/Citan  Kangoo Z.E.	157,761 4,493	1,627
<b>Ruitz</b>	 Gearboxes	147,146	476
<b>Sandouville</b>	 Renault Trafic  Nissan NV300 Other	103,531 3,918 14,206	1,863
<b>Villeurbanne (ACI)</b>	 Front axles Bottom arms	30,486 838,095	250




**Automotive plants in Europe – 2016 – Outside France**

Plants	Activities	Production	Plants workforce
<b>Spain</b> – Palencia	 Megane III	1,958	4,287
	Megane III Coupé	3,828	
	Megane III Estate	22,036	
	Kadjar	140,795	
	Megane IV	124,254	
	Megane IV Estate	39,510	
	Séville  Gearboxes	1,074,534	
	Valladolid  Twizy	2,855	
	Captur	242,915	
	Valladolid Motores  Engines	1,558,319	
<b>Portugal</b> – Cacia	 Gearboxes	619,564	904
<b>Slovenia</b> – Novo Mesto	 Twingo/Smart	133,559	2,032
	Other	146	





**Automobiles plants in Africa, Middle East, India – 2016**

Plants	Activities	Production	Plants workforce
<b>Algeria</b> – Oran	 Logan Sandero	35,611 6,425	NC
<b>India</b> – Chennai	 Duster	20,592	NC
	Scala	280	
	Pulse	2,449	
	KWID	115,223	
	Lodgy	3,297	
<b>Iran</b> –Tehran (Iran Khodro) Tehran (Pars Khodro)	 Logan	37,704	NC
	Logan	43,244	NC
	Sandero	27,109	NC
	Tehran (ACI Pars)  Front axles	102,451	
		Rear axles	
<b>Morocco</b> – Casablanca	 Logan	55,143	1,162
	Sandero	16,685	
	Tangiers  Lodgy	37,105	6,167
		Dokker	
		Sandero	
		155,363	



**Automobiles plants in Eurasia – 2016**

Plants	Activities	Production	Plants workforce
<b>Romania</b> – Pitești (Dacia)	 Logan	77,854	11,143
	Sandero	51,778	
	Duster	190,825	
	Engines	450,496	
	 Gearboxes	529,173	
	Front axles	378,964	
	Return modules	130,700	
	Subframes	800,521	
	Axles	859,087	
	 Aluminum casting (in tons)	22,734	










### Automobiles plants in Eurasia – 2016 (continued)

Plants	Activities	Production	Plants workforce
<b>Russia – Moscow</b>	 Kaptur	18,115	2,579
	Fluence	239	
	Duster/Terrano	55,735	
	 Logan	28,662	NC
	Sandero	31,119	
<b>Turkey – Bursa</b>	 Megane Génération	992	6,057
	Fluence	34,435	
	Clio	288,845	
	Megane Sedan	15,731	
	 Engines	480,735	
	Gearboxes	264,649	
	Front axles	333,440	
	Rear axles	333,440	
	Subframes	330,312	

### Automobiles plants in Asia-Pacific – 2016

Plants	Activities	Production	Plants workforce
<b>China – Wuhan</b>	 Koleos II	7,538	NC
	Kadjar	25,450	
<b>South Korea – Busan</b>	 QM5/Koleos I	2,281	2,180
	SM3/Fluence	11,281	
	SM5/Latitude/Talisman I	5,131	
	SM6/Talisman II	60,880	
	SM7/Talisman	6,791	
	Koleos II	20,906	
	Nissan Rogue	137,036	
	Engines	104,890	

### Automobiles plants in the Americas – 2016

Plants	Activities	Production	Plants workforce
<b>Argentina – Córdoba</b>	 Clio II	29,556	1,623
	 Kangoo I	23,068	
	Fluence	7,791	
	Sandero	1,199	
	Logan	649	
<b>Brazil – Curitiba</b>	 Master	9,262	4,109
	Nissan Navarra	3,212	
	 Logan	35,546	
	Sandero	85,226	
	Captur Long	3,884	
	Other	119	
	 Engines	251,178	
<b>Chile – Los Andes</b>	 Gearboxes	296,206	411
<b>Colombia – Envigado</b>	 Clio II	3,933	748
	Duster	28,811	
	Sandero	25,735	
	Logan	19,462	
<b>PFA</b>	 Aluminum casting (in tons)	3,795	
<b>Mexico – Cuernavaca (Nissan)</b>	 Alaskan	976	

## Global sales

### 15 largest markets of Groupe Renault – 2016

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

	Sales	Market share
France	651,778	26.87%
Germany	198,609	5.49%
Italy	190,610	9.37%
Spain	170,272	12.90%
Turkey	169,236	17.20%
Brazil	149,977	7.55%
UK	138,642	4.51%
India	132,235	3.95%
Russia	117,227	8.21%
South Korea	111,087	6.19%
Iran	108,536	8.44%
Argentina	99,097	14.50%
Belgium+Luxembourg	92,247	13.82%
Morocco	61,726	37.84%
Algeria	61,249	51.32%

### Groupe Renault worldwide sales by brand and model

Volume Cars + LCVs

Cars	2016	2015
<b>Renault</b>		
Captur	243,767	217,777
Clio	418,813	420,013
Other	1,110	741
Dokker	11	18
Duster	150,056	168,762
Espace	27,108	21,246
Fluence	49,782	73,856
Fluence Z.E.	27	215
Kadjar	162,727	54,090
Kangoo	32,037	36,372
Kangoo Z.E.	3	3
Kaptur/Captur Ameriques	15,298	0
Koleos	13,297	29,612
Kwid	111,687	17,933
Laguna	150	7,907
Latitude	679	2,534
Lodgy	5,437	8,600
Logan	254,392	223,235
Master	2,478	2,450
Megane	253,160	248,163
Pulse	2,288	1,882
Sandero	186,994	163,235
Scala	505	973
Talisman	37,212	1,861
Trafic	17,426	12,549
Twingo	86,537	97,143
ZOE	21,561	18,662
<b>Total Renault</b>	<b>2,094,542</b>	<b>1,829,832</b>
<b>Dacia</b>		
Other	20	42
Dokker	35,093	29,545
Duster	175,800	162,396
Lodgy	35,641	32,866
Logan	80,256	101,279
Sandero	215,732	185,373
<b>Total Dacia</b>	<b>542,542</b>	<b>511,501</b>

<b>Samsung</b>	<b>2016</b>	2015
QM3	15,301	24,560
QM5	1,163	6,805
QM6	14,126	0
SM3	8,890	15,259
SM3 Z.E.	623	1,043
SM5	6,366	23,875
SM6	57,478	0
SM7	7,150	8,486
<b>Total Rsm</b>	<b>111,097</b>	<b>80,028</b>
<b>Total group, cars</b>	<b>2,748,181</b>	<b>2,421,361</b>

Light commercial vehicles

<b>Renault</b>	<b>2016</b>	2015
Alaskan	293	0
Captur	1,700	1,328
Clio	42,183	37,228
Other	13,434	11,793
Dokker	5,195	3,859
Espace	229	69
Kadjar	984	249
Kangoo	114,124	113,315
Kangoo Z.E.	4,025	4,423
Koleos	30	65
Laguna	2	50
Logan	2,345	782
Master	91,726	90,618
Megane	5,481	6,658
Oroch	28,598	3,484
Talisman	66	0
Trafic	81,612	73,595
Twingo	292	334
ZOE	448	277
<b>Total Renault</b>	<b>392,767</b>	<b>348,127</b>
<b>Dacia</b>		
Other	55	7
Dokker	37,067	35,592
Duster	3,415	2,959
Lodgy	74	38
Logan	250	374
Sandero	816	468
<b>Total Dacia</b>	<b>41,677</b>	<b>39,438</b>
<b>Total Group, LCVs</b>	<b>434,444</b>	<b>387,565</b>
<b>Total Group, cars + LCVs</b>	<b>3,182,625</b>	<b>2,808,926</b>

## Groupe Renault worldwide sales by brand

Volume Cars + LCVs

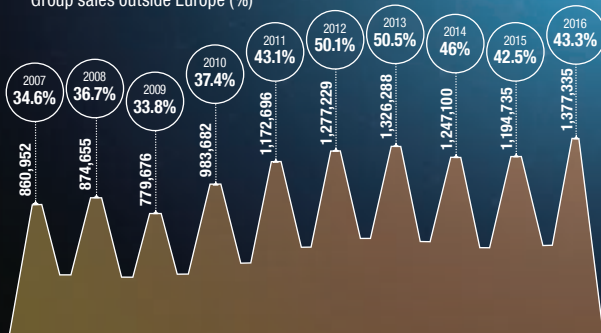
<b>Renault</b>	<b>2016</b>	2015
Cars	2,094,542	1,829,832
Light commercial vehicles	392,767	348,127
<b>Total Renault</b>	<b>2,487,309</b>	<b>2,177,959</b>
<b>Dacia</b>		
Cars	542,542	511,501
Light commercial vehicles	41,677	39,438
<b>Total Dacia</b>	<b>584,219</b>	<b>550,939</b>
<b>Renault Samsung Motors</b>		
Cars	111,097	80,028
<b>Total Group</b>	<b>3,182,625</b>	<b>2,808,926</b>



### INTERNATIONALIZATION OF THE GROUP

43.3% of sales outside the Europe region

Group sales outside Europe (%)



### Worldwide automotive market by region – 2016

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

	Volume	% TIV (cars +LCVs)
<b>Total Europe</b>	<b>17,052,882</b>	<b>18.7%</b>
France	2,425,269	2.7%
G9	14,627,613	16.0%
<b>Total international</b>	<b>74,242,382</b>	<b>81.3%</b>
Africa, Middle East, India	7,894,636	8.65%
Eurasia	2,798,439	3.1%
Asia-Pacific	38,590,150	42.3%
Americas	5,451,323	6.0%
North America	19,507,834	21.4%
<b>Total world</b>	<b>91,295,264</b>	<b>100.0%</b>

### Groupe Renault worldwide sales by region

Cars + LCVs, including Dacia and Renault Samsung Motors

	2016	2015
<b>Total Europe</b>	<b>1,805,290</b>	<b>1,614,191</b>
France	651,778	607,173
G9	1,153,512	1,007,018
<b>Total international</b>	<b>1,377,335</b>	<b>1,194,735</b>
Africa, Middle East, India	491,151	360,029
Eurasia	364,451	356,216
Asia-Pacific	167,363	124,418
Americas	354,370	354,072
<b>Total Group</b>	<b>3,182,625</b>	<b>2,808,926</b>

# Sales, Europe Region

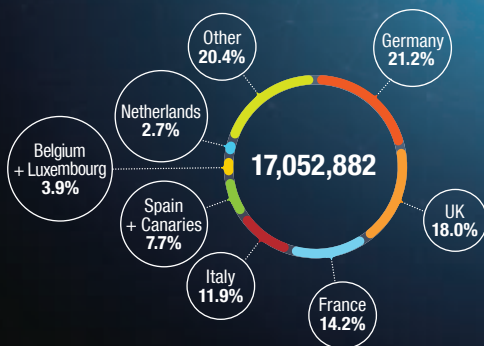
## Total industry volumes, Europe Region

By volume of registrations Cars + LCVs

	2016	2015
Germany	3,615,149	3,449,349
Austria	365,750	341,568
Other Balkans	40,560	38,450
Belgium + Luxembourg	666,968	616,734
Greek Cyprus	14,300	11,787
Croatia	52,465	42,624
Denmark	260,325	240,176
Spain + Canaries	1,319,740	1,189,631
Finland	133,093	120,830
France	2,425,269	2,296,653
Greece	84,651	81,560
Hungary	118,063	94,890
Ireland	174,864	148,641
Iceland	20,270	15,390
Italy	2,023,246	1,709,879
Malta	8,255	7,840
Norway	191,774	185,080
Baltic states	69,238	60,838
Netherlands	453,595	506,846
Poland	475,228	407,382
Portugal	242,315	209,499
Czech Republic	278,932	247,988
UK	3,075,966	3,014,495
Slovakia	95,624	85,276
Slovenia	73,635	66,952
Sweden	424,276	390,232
Switzerland	349,331	355,966
<b>TIV Europe</b>	<b>17,052,882</b>	<b>15,936,556</b>

### MARKET SHARES OF MAIN EUROPEAN COUNTRIES – 2016

As a % of TIV, Cars + LCVs



## Renault registrations<sup>(1)</sup>

By volume Cars + LCVs

Renault Markets	2016	2015
Germany	147,637	130,419
Austria	22,619	19,921
Other Balkans	3,749	2,413
Belgium + Luxembourg	72,880	64,572
Greek Cyprus	592	413
Croatia	5,266	3,681
Denmark	19,226	16,321
Spain + Canaries	115,729	100,944
Finland	5,177	3,401
France	539,667	507,138
Greece	3,137	2,842
Hungary	6,612	4,930
Ireland	11,954	9,050
Iceland	1,124	790
Italy	137,400	108,023
Malta	524	488
Norway	3,917	3,479
Baltic states	4,742	4,045
Netherlands	43,719	42,088
Poland	32,088	26,471
Portugal	33,361	26,780
Czech Republic	12,423	9,912
UK	112,080	102,002
Slovakia	4,728	3,632
Slovenia	10,388	10,281
Sweden	19,647	16,234
Switzerland	18,184	18,552
<b>Total Renault</b>	<b>1,388,570</b>	<b>1,238,822</b>

## Renault market share and ranking

In % of TIV Cars + LCVs

Renault Markets	2016		2015	
	Market share	Rang	Market share	Rang
Germany	4.1%	8	3.8%	8
Austria	6.2%	4	5.8%	5
Belgium + Luxembourg	10.9%	1	10.5%	1
Croatia	10.0%	2	8.6%	3
Denmark	7.4%	4	6.8%	5
Spain + Canaries	8.8%	1	8.5%	1
Finland	3.9%	11	2.8%	12
France	22.3%	1	22.1%	1
Greece	3.7%	12	3.5%	13
Hungary	5.6%	7	5.2%	6
Ireland	6.8%	6	6.1%	6
Iceland	5.5%	6	5.1%	8
Italy	6.8%	4	6.3%	4
Norway	2.0%	15	1.9%	18
Baltic states	6.8%	4	6.6%	6
Netherlands	9.6%	2	8.3%	3
Poland	6.8%	6	6.5%	6
Portugal	13.8%	1	12.8%	1
Czech Republic	4.5%	6	4.0%	6
UK	3.6%	9	3.4%	10
Slovakia	4.9%	7	4.3%	8
Slovenia	14.1%	2	15.4%	2
Sweden	4.6%	9	4.2%	9
Switzerland	5.2%	6	5.2%	6
<b>Total Renault</b>	<b>8.1%</b>	<b>2</b>	<b>7.8%</b>	<b>3</b>

(1) Excluding sales to government departments.

## Dacia registrations<sup>(1)</sup>

Dacia markets	2016	2015
Germany	50,972	47,453
Austria	8,467	7,725
Other Balkans	3,254	2,865
Belgium + Luxembourg	19,277	17,724
Greek Cyprus	114	66
Croatia	2,462	2,176
Denmark	4,692	3,461
Spain + Canaries	54,543	55,168
Finland	1,628	1,421
France	112,111	100,035
Greece	624	318
Hungary	6,274	4,347
Ireland	4,478	3,812
Iceland	663	380
Italy	52,272	46,838
Malta	161	139
Norway	308	145
Baltic states	1,851	1,608
Netherlands	4,864	4,633
Poland	19,275	14,903
Portugal	5,789	4,901
Czech Republic	13,075	11,074
UK	26,562	26,267
Slovakia	4,047	3,444
Slovenia	3,327	3,008
Sweden	5,989	4,947
Switzerland	7,824	5,594
<b>Total Dacia</b>	<b>414,903</b>	<b>374,452</b>

## Dacia market share

In % of TIV Cars + LCVs

Dacia market share	2016	2015
Germany	1.4%	1.4%
Austria	2.3%	2.3%
Other Balkans	8.0%	7.5%
Belgium + Luxembourg	2.9%	2.9%
Greek Cyprus	0.8%	0.6%
Croatia	4.7%	5.1%
Denmark	1.8%	1.4%
Spain + Canaries	4.1%	4.6%
Finland	1.2%	1.2%
France	4.6%	4.4%
Greece	0.7%	0.4%
Hungary	5.3%	4.6%
Ireland	2.6%	2.6%
Iceland	3.3%	2.5%
Italy	2.6%	2.7%
Malta	2.0%	1.8%
Norway	0.2%	0.1%
Baltic states	2.7%	2.6%
Netherlands	1.1%	0.9%
Poland	4.1%	3.7%
Portugal	2.4%	2.3%
Czech Republic	4.7%	4.5%
UK	0.9%	0.9%
Slovakia	4.2%	4.0%
Slovenia	4.5%	4.5%
Sweden	1.4%	1.3%
Switzerland	2.2%	1.6%
<b>Total Dacia</b>	<b>2.4%</b>	<b>2.3%</b>

(1) Excluding sales to government departments.

# Groupe Renault sales by brand and model

Volume, Cars + LCVs

Cars		
Renault	2016	2015
Captur	215,679	194,656
Clio	311,795	303,803
Other	386	335
Espace	27,065	21,218
Fluence	3,868	4,687
Fluence Z.E.	4	9
Kadjar	127,639	48,989
Kangoo	19,892	21,629
Kangoo Z.E.	1	3
Koleos	122	4,659
Laguna	135	7,853
Latitude	1	70
Master	1,982	1,841
Megane	227,868	231,654
Talisman	34,155	1,856
Trafic	17,204	12,286
Twingo	85,010	96,246
ZOE	21,287	18,459
<b>Total Renault</b>	<b>1,094,093</b>	<b>970,253</b>
Dacia		
Other	20	42
Dokker	21,622	17,631
Duster	137,469	121,511
Lodgy	22,892	22,032
Logan	37,041	40,656
Sandero	167,426	147,184
<b>Total Dacia</b>	<b>386,470</b>	<b>349,056</b>
<b>Total Group, Cars</b>	<b>1,480,563</b>	<b>1,319,309</b>
Light commercial vehicles		
Renault	2016	2015
Captur	1,625	1,264
Clio	39,353	36,169
Other	13,194	11,557
Espace	229	69
Kadjar	983	249
Kangoo	82,144	74,695
Kangoo Z.E.	3,900	4,325
Koleos	0	38
Laguna	2	50
Master	73,291	65,387
Megane	5,479	6,651
Talisman	66	0
Trafic	75,207	68,398
Twingo	266	306
ZOE	448	277
<b>Total Renault</b>	<b>296,187</b>	<b>269,435</b>
Dacia		
Other	55	7
Dokker	24,455	22,415
Duster	2,942	2,266
Lodgy	74	38
Logan	211	263
Sandero	803	458
<b>Total Dacia</b>	<b>28,540</b>	<b>25,447</b>
<b>Total Group, LCVs</b>	<b>324,727</b>	<b>294,882</b>
<b>Total Group, Cars + LCVs</b>	<b>1,805,290</b>	<b>1,614,191</b>

# Sales, Africa, Middle East, India Region

## Total industry volumes, Africa, Middle East, India Region

By volume<sup>(1)</sup>, Cars + LCVs.

Main markets	2016	2015
India	3,345,460	3,124,889
Iran	1,286,557	1,078,000
Saudi Arabia	679,539	848,448
South Africa + Namibia	524,120	592,433
Israel	288,092	257,183
Egypt	209,609	265,495
Dubai	206,566	265,522
Pakistan	204,125	224,247
Morocco	163,108	131,910
Algeria	119,347	253,351
<b>TIV Africa, Middle East, India</b>	<b>7,894,636</b>	<b>8,028,849</b>

## Renault sales<sup>(1)</sup> and market share

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

Main Renault markets	2016		2015	
	Sales	Market share	Sales	Market share
India	132,235	4.0%	53,847	1.7%
Iran	108,536	8.4%	51,500	4.8%
Algeria	42,448	35.6%	49,494	19.5%
Egypt	23,898	11.4%	20,001	7.5%
South Africa + Namibia	18,552	3.5%	20,022	3.4%
Morocco	18,318	11.2%	12,977	9.8%
Saudi Arabia	15,979	2.4%	15,329	1.8%
Israel	13,091	4.5%	11,692	4.5%
La Réunion	5,686	19.5%	5,274	19.3%
<b>Total Renault</b>	<b>414,249</b>	<b>5.2%</b>	<b>270,846</b>	<b>3.4%</b>

## Dacia sales<sup>(1)</sup> and market share

By sales volume and % TIV Cars + LCVs

Main Dacia markets	2016		2015	
	Sales	Market share	Sales	Market share
Morocco	43,408	26.6%	37,392	28.3%
Algeria	18,801	15.8%	40,688	16.1%
DOM	5,331	7.8%	4,865	7.6%
Tunisia	3,956	6.7%	2,521	4.5%
Israel	3,909	1.4%	2,510	1.0%
<b>Total Dacia</b>	<b>76,902</b>	<b>1.0%</b>	<b>89,180</b>	<b>1.1%</b>

## Groupe Renault sales by brand and model

By volume, Cars + LCVs

Cars	2016	2015
<b>Renault</b>		
Captur	14,069	10,828
Clio	26,311	33,302
Other	468	5
Dokker	7	3
Duster	32,873	42,576
Espace	21	22
Fluence	9,417	12,956

(1) Sales volume + brokers + Nitco.

## Cars

<b>Renault</b>	<b>2016</b>	<b>2015</b>
Fluence Z.E.	10	203
Kadjar	4,700	612
Kangoo	7,712	9,447
Koleos	367	1,086
Kwid	111,685	17,933
Laguna	10	15
Latitude	255	939
Lodgy	5,221	8,354
Logan	135,526	93,466
Master	1	8
Megane	4,595	5,641
Pulse	2,288	1,882
Sandero	44,658	14,275
Scala	505	973
Talisman	729	1
Trafic	171	222
Twingo	794	802
ZOE	165	80
<b>Total Renault</b>	<b>402,558</b>	<b>255,631</b>
<b>Dacia</b>		
Dokker	10,833	9,235
Duster	12,961	17,509
Lodgy	6,759	4,524
Logan	19,694	35,432
Sandero	23,241	19,935
<b>Total Dacia</b>	<b>73,488</b>	<b>86,635</b>
<b>Samsung</b>		
QM5	0	1
SM5	0	1
SM7	0	1
<b>Total Samsung</b>	<b>0</b>	<b>3</b>
<b>Total Group, Cars</b>	<b>476,046</b>	<b>342,269</b>

## Light commercial vehicles

<b>Renault</b>	<b>2016</b>	<b>2015</b>
Captur	75	64
Clio	566	567
Other	239	236
Dokker	3,345	1,781
Kadjar	1	0
Kangoo	1,451	6,624
Kangoo Z.E.	9	10
Logan	2,344	782
Master	2,501	4,053
Megane	2	7
Oroch	28	0
Trafic	1,104	1,082
Twingo	26	9
<b>Total Renault</b>	<b>11,691</b>	<b>15,215</b>
<b>Dacia</b>		
Dokker	3,291	2,456
Duster	110	65
Logan	0	14
Sandero	13	10
<b>Total Dacia</b>	<b>3,414</b>	<b>2,545</b>
<b>Total Group, LCVs</b>	<b>15,105</b>	<b>17,760</b>
<b>Total Group, Cars + LCVs</b>	<b>491,151</b>	<b>360,029</b>

# Sales, Eurasia Region

## Total industry volumes, Eurasia Region

By volume, Cars + LCVs

Main markets	2016	2015
Russia	1,428,123	1,601,378
Turkey	983,720	968,017
Romania	131,095	112,872
Ukraine	70,303	50,932
Ouzbekistan	55,870	57,635
Kazakhstan	44,857	97,469
Bulgaria	32,024	29,131
Belarus	27,921	31,802
<b>TIV Eurasia</b>	<b>2,798,439</b>	<b>2,985,568</b>

## Renault sales and market share

By sales volume and % TIV Cars + LCVs

Main Renault markets	2016		2015	
	Sales	Market share	Sales	Market share
Turkey	121,707	12.4%	117,363	12.1%
Russia	117,227	8.2%	120,411	7.5%
Romania	10,043	7.7%	7,263	6.4%
Belarus	8,420	30.2%	8,071	25.4%
Ukraine	8,036	11.4%	5,176	10.2%
Bulgaria	3,779	11.8%	3,172	10.9%
Kazakhstan	3,772	8.4%	8,235	8.4%
<b>Total Renault</b>	<b>273,525</b>	<b>9.8%</b>	<b>270,251</b>	<b>9.1%</b>

## Dacia sales and market share

By sales volume and % TIV Cars + LCVs

Main Dacia markets	2016		2015	
	Sales	Market share	Sales	Market share
Turkey	47,529	4.8%	44,812	4.6%
Romania	38,861	29.6%	36,946	32.7%
Bulgaria	3,914	12.2%	3,679	12.6%
Moldavia	622	15.8%	528	14.9%
<b>Total Dacia</b>	<b>90,926</b>	<b>3.2%</b>	<b>85,965</b>	<b>2.9%</b>



## Groupe Renault sales by brand and model

By volume, Cars + LCVs

Cars		
Renault	2016	2015
Captur	6,621	6,553
Clio	35,506	34,581
Other	3	8
Dokker	4	15
Duster	50,795	51,042
Espace	19	5
Fluence	23,513	36,340
Fluence Z.E.	0	2
Kadjar	8,611	4,467
Kangoo 2	52	530
Kangoo Z.E.	2	0
Kaptur	14,637	0
Koleos	105	877
Laguna	1	37
Latitude	59	312
Lodgy	215	246
Logan	59,762	71,577
Megane	17,747	7,192
Sandero	33,718	35,952
Talisman	2,320	4
ZOE	39	49
<b>Total Renault</b>	<b>253,729</b>	<b>249,789</b>
Dacia		
Dokker	2,638	2,679
Duster	24,584	22,630
Lodgy	5,955	6,263
Logan	23,352	25,030
Sandero	24,674	17,917
<b>Total Dacia</b>	<b>81,203</b>	<b>74,519</b>
<b>Total Group, Cars</b>	<b>334,932</b>	<b>324,308</b>
Light commercial vehicles		
Renault	2016	2015
Dokker	1,134	1,388
Kangoo	9,472	7,576
Kangoo Z.E.	4	0
Master	6,214	8,865
Trafic	2,972	2,633
<b>Total Renault</b>	<b>19,796</b>	<b>20,462</b>
Dacia		
Dokker	9,321	10,721
Duster	363	628
Logan	39	97
<b>Total Dacia</b>	<b>9,723</b>	<b>11,446</b>
<b>Total Group, LCVs</b>	<b>29,519</b>	<b>31,908</b>
<b>Total Group, Cars + LCVs</b>	<b>364,451</b>	<b>356 216</b>

# Sales, Asia-Pacific Region

## Total industry volumes, Asia-Pacific Region

By volume, Cars + LCVs

Main markets	2016	2015
China	27,198,529	23,866,909
Japan	4,848,338	4,943,230
South Korea	1,795,215	1,801,027
Australia	1,154,064	1,131,559
Indonesia	1,016,546	948,974
Thailand	646,256	741,114
Malaysia	573,720	666,674
Taiwan	424,558	410,699
<b>TIV Asia-Pacific</b>	<b>38,590,150</b>	<b>35,316,732</b>

## Renault sales and market share

By sales volume and % TIV Cars + LCVs

Main Renault markets	2016		2015	
	Sales	Market share	Sales	Market share
China	35,278	0.1%	23,395	0.1%
Australia	11,109	1.0%	11,525	1.0%
Japan	5,301	0.1%	5,082	0.1%
Singapore	806	0.7%	956	1.2%
Malaysia	602	0.1%	484	0.1%
<b>Total Renault</b>	<b>54,885</b>	<b>0.1%</b>	<b>43,102</b>	<b>0.1%</b>

## Dacia sales and market share

By sales volume and % TIV Cars + LCVs

Main Dacia markets	2016		2015	
	Sales	Market share	Sales	Market share
New Caledonia	904	11.6%	877	9.6%
Tahiti	477	10.6%	414	10.5%
<b>Total Dacia</b>	<b>1,381</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

Main RSM markets	2016		2015	
	Sales	Market share	Sales	Market share
South Korea	111,087	7.1%	80,017	5.1%
<b>Total RSM</b>	<b>111,097</b>	<b>0.3%</b>	<b>80,025</b>	<b>0.3%</b>

## Groupe Renault sales by brand and model

By volume, Cars + LCVs

Cars	2016	2015
<b>Renault</b>		
Captur	5,985	5,072
Clio	3,711	5,025
Other	39	125
Duster	152	100
Espace	2	0
Fluence	1,869	2,930
Fluence Z.E.	6	0
Kadjar	21,777	22
Kangoo	2,135	1,749
Koleos	10,669	19,611
Kwid	2	0
Laguna	1	0
Latitude	362	1,203
Lodgy	1	0
Logan	6	0
Master	4	12
Megane	2,032	2,772
Sandero	20	0
Talisman	8	0
Trafic	51	41
Twingo	733	93
ZOE	61	68
<b>Total Renault</b>	<b>49,626</b>	<b>38,823</b>
<b>Dacia</b>		
Duster	786	746
Lodgy	35	47
Logan	169	161
Sandero	391	337
<b>Total Dacia</b>	<b>1,381</b>	<b>1,291</b>
<b>Samsung</b>		
QM5	1,163	6,804
SM3	8,890	15,259
SM5	6,366	23,874
SM7	7,150	8,485
QM3	15,301	24,560
SM3 Z.E.	623	1,043
SM6	57,478	0
QM6	14,126	0
<b>Total Samsung</b>	<b>111,097</b>	<b>80,025</b>
<b>Total Group, Cars</b>	<b>162,104</b>	<b>120,139</b>
Light commercial vehicles		
<b>Renault</b>	<b>2016</b>	<b>2015</b>
Other	1	0
Kangoo	1,382	1,417
Kangoo Z.E.	104	24
Koleos	30	27
Master	1,934	1,634
Trafic	1,808	1,158
Twingo	0	19
<b>Total Renault</b>	<b>5,259</b>	<b>4,279</b>
<b>Total Group, LCVs</b>	<b>5,259</b>	<b>4,279</b>
<b>Total Group, Cars + LCVs</b>	<b>167,363</b>	<b>124,418</b>

# Sales, Americas Region

## Total industry volumes, Americas Region

By volume, Cars + LCVs.

Main markets	2016	2015
Brazil	1,987,497	2,478,704
Mexico	1,603,196	1,350,102
Argentina	683,210	626,484
Chile	302,627	282,232
Colombia	239,765	264,544
Peru	153,777	157,000
<b>TIV Americas</b>	<b>5,451,323</b>	<b>5,681,712</b>

## Renault sales and market share

By sales volume and % TIV Cars + LCVs

Main Renault markets	2016		2015	
	Sales	Market share	Sales	Market share
Brazil	149,977	7,5%	181,504	7,3%
Argentina	99,097	14,5%	79,383	12,7%
Colombia	51,049	21,3%	49,244	18,6%
Mexico	29,917	1,9%	24,320	1,8%
Chile	10,137	3,3%	8,687	3,1%
Peru	4,540	3,0%	3,721	2,4%
<b>Total Renault</b>	<b>354,370</b>	<b>6,5%</b>	<b>354,072</b>	<b>6,2%</b>

## Groupe Renault sales by brand and model

By volume, Cars + LCVs

Cars		
<b>Renault</b>	<b>2016</b>	<b>2015</b>
Captur	1,413	668
Captur Ameriques	661	0
Clio	41,490	43,302
Other	214	268
Duster	66,236	75,044
Espace	1	1
Fluence	11,115	16,943
Fluence Z.E.	7	1
Kangoo	2,246	3,017
Koleos	2,034	3,379
Laguna	3	2
Latitude	2	10
Logan	59,098	58,192
Master	491	589
Megane	918	904
Sandero	108,598	113,008
Twingo	0	2
ZOE	9	6
<b>Total Renault</b>	<b>294,536</b>	<b>315,336</b>
<b>Total Group, Cars</b>	<b>294,536</b>	<b>315,336</b>
Light commercial vehicles		
<b>Renault</b>	<b>2016</b>	<b>2015</b>
Alaskan	293	0
Clio	2,225	492
Dokker	716	690
Kangoo	19,675	23,003
Kangoo Z.E.	8	64
Logan	1	0
Master	7,825	10,679
Oroch	28,570	3,484
Trafic	521	324
<b>Total Renault</b>	<b>59,834</b>	<b>38,736</b>
<b>Total Group, LCVs</b>	<b>59,834</b>	<b>38,736</b>
<b>Total Group, Cars + LCVs</b>	<b>354,370</b>	<b>354,072</b>



Design creation.

# Products and business

To rise to tomorrow's technological challenges and pursue its profitable-growth strategy, the Group is drawing on its capacity to develop innovative products by calling on all its business lines. Groupe Renault is laying the groundwork for a future of electric, connected, and autonomous vehicles. With its new Formula 1 racing team and its commitment to Formula E, Renault has used motorsport to spur innovation and boost the Group's brand image.

# RENAULT

## Passenger cars

Europe



New Captur



Scenic

Also exist in a Grand Scenic version



Kadjar



Twingo



Espace



New Clio



Kangoo



Talisman





**Koleos**



**Trafic Combi**



**Megane**

Also exists in an Estate version

## Sport cars

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**Twingo GT**



**Clio Estate GT line**



**Megane GT**

Also exists in an Estate version



**Clio R.S. 200**

# RENAULT

## Passenger cars internationally



New Sandero Stepway



Duster Oroch



New Megane Sedan



Alaskan



Kaptur



Koleos



New Logan



Kwid



Duster

## Light commercial vehicles



Master



Trafic



Kangoo Express

## Electric vehicles



New ZOE



New Kangoo Z.E.



Twizy

# DACIA



**Dokker Stepway**

Also exists in a  
Dokker Van version



**Duster**



**Lodgy**



**New Logan**



**New Sandero Stepway**



**New Sandero**



**New Logan MCV Stepway**



**New Logan MCV**

# RSM



SM3 NEO



SM3 Z.E.



SM5 Platinum



SM7



QM3



QM6



SM6

# 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> dCi 70/75/85/90/ 95/105/110/ dCi110 Hybrid assist	<b>B4A</b> SCe 55	<b>H4Bt</b> TCe 90/110	<b>3CG</b> 7 kW/13 kW
<b>R9M Single Turbo</b> dCi 90/95/115/ 120/130	<b>H4D</b> SCe 70 <b>D4D</b> 1.0 16v 75/80 FLEX	<b>H5Ft</b> Tce 100/115/120/125/130	<b>5AM Gen1</b> 44 kW
<b>R9M Twin Turbo</b> dCi 120/125/140/145/ 160/165	<b>K4M</b> 1.6 16v 105/110 1.6 16v 95/100/ 115/120 FLEX	<b>M5Mt</b> Tce 150/165/190/200/205 R.S. 200/220	<b>5AM Gen2</b> 65 kW
<b>M9R</b> 2.0 dCi 150/175/180	<b>D4F</b> 1.2 16v 65/75 <b>B4D</b> Sce 70/75 Sce 75/80 FLEX	<b>F4R Turbo</b> GT 190/220 R.S. 250/275	<b>5AQ gen3</b> 57 / 68 kW
<b>M9T Twin Turbo</b> dCi130/135/145/165/ 170/190	<b>H4M</b> Sce 100/115/120 Sce 120 FLEX Sce 100/115/120 LPG		
<b>YD25</b> dCi 165-190	<b>K7M</b> 1.6 MPI 85 1.6 MPI 100/105 FLEX		
	<b>F4R</b> 2.0. 16v 145 2.0. 16v 145/150 FLEX		
	<b>QR25</b> Sce 160/175 R.S.250/275		

## Gearboxes

### Manual gearboxes

**SG1-JB1**  
MT5 – 100/130 Nm

**JB3-JH3-JHQ-**  
MT5 – 160 Nm

**JRQ**  
MT5 – 200 Nm

**TL4**  
MT6 – 260 Nm

**TL8 4WD**  
MT6 – 260 Nm

**ND**  
MT6 – 320 Nm

**PK – PF**  
MT6 – 360/400 Nm

**ZF4**  
MT6 – 380 Nm

**ZG6 2WD/4WD**

MT6 – 450 Nm

**ND8 4WD**  
MT6 – 360 Nm/380 Nm

### Automated manual gearboxes

**SA1**  
AMT5 – 120 Nm

**JS3**  
AMT5 – 160 Nm

**TS4**  
AMT6 – 260 Nm

**PA0**  
AMT6 – 380 Nm

### Automatic gearboxes

**DP**  
AT4 – 250 Nm

**AJ**  
AT6 – 450 Nm

**DC**  
EDC – 170/240 Nm

**DW6**  
EDC 6 – 450 Nm

**DW4**  
EDC 7 – 300Nm

**DK – FK**  
X-Tronic  
CVT – 150/380 Nm

**HG**  
AT7 4WD-450Nm

# Motorsport automotive



Formula e Renault Z.E. 16.



Formula one Renault R.S. 16.

## Formula 1: Renault, a fully fledged team

In February 2016, Renault announced its return to Formula 1 with a full-status racing team.

### Renault and Formula 1 in a few figures:

- 40 years of constant presence
- 170 triumphs
- 11 driver titles
- 12 carmaker titles

Formula 1 has long showcased Renault's technological expertise. Renault puts this proficiency to good use in manufacturing products to its customers' benefit. Throughout the world, Formula 1 boosts Renault's brand image and raises awareness of the carmaker. Formula 1 is a sport with one of the highest levels of media coverage in the world; every year, around 450 million viewers watch its races on television.

## Formula e: Renault leads all-electric motorsport

— A pioneer in affordable electric vehicles and a long-standing stakeholder in motorsport, Renault now takes part in the Formula E Championship, where single-seater all-electric cars race through city streets worldwide.

— Renault even helped this sporting discipline emerge. Its involvement has been two-fold: on the technical front, Renault designed all the competition's single-seaters; on a sporting level, Renault partnered the line-up founded by Jean-Paul Driot and Alain Prost to form the Renault e.dams racing team.

— For the initial season of Formula E in 2015, Renault e.dams won the discipline's first ever team title.

— In the 2015-2016 season, Renault underlined its sporting pledge in the team by developing its own powertrain. These cutting-edge technologies developed by the Renault Sport Racing teams are also put to good use in producing the Group's future standard-production electric vehicles.

— In this second season, the Renault e.dams team won not only the team title for the second year running but the driver title through Sébastien Buemi's victory.

— Renault is a long-standing stakeholder in motorsport. For a broad-based carmaker, its sporting record is remarkably unique. Through motorsport, Renault is able to boost development of advanced technologies, particularly in fuel consumption, electrification, and hybrids.



## Renault sport keeps the motorsport flame burning

Renault boasts a rich offering of sports vehicles both in standard production and at competition level: the carmaker is opening new paths to sporting thrills.

### Twingo GT

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

### Clio R.S. 220 EDC

Pure product of Renault's tradition of small sports cars that are powerful yet affordable.

### New Megane GT

A true sports car: 205 hp; 4Control and Multisense as a segment world-first; Launch Control; Multi-Change Down; and R.S. Drive.

### New Clio GT-Line

Design pack and special sports interior.

### Renault Sandero R.S. 2.0

- First Renault Sport car manufactured outside Europe and designed for Latin America.
- Design and performance of a true sports car: 150 hp; 6-speed manual gearbox; Sport chassis and braking; disconnectable ESP; etc.

### Formula Renault 2.0

Breeding ground for high-level motorsport.

### Renault Sport R.S. 01

- High-performance race car with concept-car design.
- Last season of the Renault Sport Trophy championship.

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

Clio standard-bearers in motorsport competition.

## Alpine underlines its international ambitions through motorsport

Alpine plans to return to the market in 2017. To get ready for this comeback, it has been embracing motorsport in recent years.

**2015**, Alpine enters the World Endurance Championship in the LMP2 category: it claims a podium finish at Fuji, Japan, and a victory at Shanghai, China.

Alpine celebrates its 60th anniversary and unveils:

— Alpine Vision Gran Turismo: a concept car designed for video-game motorsport simulation.

— Alpine Celebration: a show car reminiscent of Alpine's emblematic models, underlining the brand's racing DNA; it is revealed at the 24 Hours of Le Mans.

**2016**, Alpine introduces the Alpine Vision show car, heralding its future standard-production sport coupé. The Signatech Alpine team

wins the 24 Hours of Le Mans and the World Endurance Championship in the LMP2 category with the new A460.

**2017**, Alpine will once again be taking part in the World Endurance Championship with its flagship racing driver, Nicolas Lapierre, at the wheel of a car that will be even more effective than the model used in 2016.



Signatech-Alpine Team.

# Research and Development

With more than 2.28 billion euros invested in 2016 and over 10,500 employees, Renault R&D rises to challenges faced by the automotive industry and keeps pace with major trends in society. The Group filed almost 550 patents in 2016. Over a hundred of these were registered jointly by Renault and Nissan.

## International organization

In engineering, Renault boasts international expertise, notably thanks to its 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 each country's economic conditions.

## Alliance synergies

Over the past two years, Renault and Nissan have increased their synergies through a shared strategy in research and development: advanced technology (with major projects like autonomous vehicles and connected services), shared platforms and joint models (over 130 in 2016), and powertrains (85% of engines are jointly developed or shared by the two partners). Simulation and testing have been pooled, and standards and methods of development also shared. The aim is to boost productivity by sharing best practices and key skills, and by standardizing parts and processes.

## The Alliance's engineering is organized in two ways:

- each carmaker performs activities of its own to preserve the identity of its products;
- the two carmakers work together in activities that can be pooled with shared management.





Vehicle tests at Lardy Technical Centre.

## Four development priorities

In years to come, cars will need to contribute even more actively to 'well-being in mobility' in its broadest sense. Four major trends will shape tomorrow's vehicles:

### Safety

Renault played a key role in giving mass-market appeal to systems like ABS, ESP, passenger protection with airbags, and speed limiters. The next big step will be autonomous cars. The aim is to fit vehicles with technology already used in aerospace, notably that used for drones, called ADAS (Advanced Driver Assist Systems).

### Well-being on-board

This same technology will improve travel comfort as delegated driving develops: it will free up constructive time and offer more leisurely moments via better connectivity. In recent months, autonomous Renault Espace proved capable of adapting to suburban traffic and offering periods of self-driving. This left the driver time to perform other tasks in parallel.

### Reducing environmental impact

Groupe Renault is innovating to advance sustainable mobility for all. In particular, the Group is reducing emissions from its internal-combustion vehicles, developing its all-electric offering, and enhancing its vehicles' eco-design. To accomplish the latter, the Group is utilizing recycled materials in production and promoting end-of-life recovery.

### Mobility for all

Renault is designing vehicles to be widely accessible in emerging countries. In 2015 it launched Kwid, an entry-level car for the Indian market. Through Kwid, Renault sought to bring motorists a modern, robust, reliable vehicle for under 5,000 euros. In 2016 Kwid registrations numbered 105,745.

## Tomorrow's car as seen by Renault: all-electric, connected and autonomous

**Electric vehicle:** See pages 60 and 61.

### **Connected vehicle:**

Renault is giving popular appeal to user-friendly, customizable technology. Its innovations are making driving safer, more fun, and less tiring.

Integrated into autonomous-vehicle development (see below), these technologies and connected services will bring countless benefits. First, they will make it easier for drivers to perform their work-related activities, make the most of their leisure time, and use social media. Second, they will enhance motorists' interaction with their surroundings through vehicle-to-vehicle communication and via connections with infrastructure.

For example, smartphone replication and the 'My Renault' application via which a driver can manage their vehicle from their phone, are due to be introduced in 2017 for Renault's range. Beyond 2020, 'hands-off/eyes-off' technology will optimize drivers' time spent on-board so they can make the most of connectivity in total safety when possible and in full observance of laws and regulations in force.

### **Autonomous vehicle:**

As part of its alliance with Nissan, Renault will bring vehicles with 'single-lane control' autonomous-driving features to motorways by 2020. The Group seeks to become, after 2020 and in complete safety, one of the first full-line carmakers to offer 'hands-off/eyes-off' technology in mass-market cars at affordable prices. Such technology will make roads safer and more pleasant, and should optimize drivers' time.

Moreover, by delegating tedious phase of driving like on motorways or in traffic jams, autonomous-driving systems will make motorists' experience less stressful and more enjoyable. At the same time, driving pleasure is maintained. All depends on the driver's choices.

## Light commercial vehicles

Light Commercial Vehicles (LCVs) account for roughly **one quarter of vehicle sales worldwide**. For Renault, LCVs are therefore strategically important. Renault's Light Commercial Vehicles Division has been meeting the needs of business customers for 20 years. In 2015, Renault introduced an expert brand: Renault Pro+. This brand offers bespoke products and services, and a global network of 650 expert dealerships.

### International ambitions underlined

Groupe Renault's worldwide sales of LCVs reached **a historic record: 434,444 vehicles were sold, up 12.1% on 2015**.

— Renault sales numbered 392,767 vehicles

— Dacia sales numbered 41,677 vehicles

In Europe, Groupe Renault sold 324,727 vehicles, equating to a 16.2% market share.

Outside Europe, Groupe Renault posted records in sales and market share: 110,000 vehicles were sold, particularly in the Americas and Asia-Pacific regions. This made up 25.3% of Groupe Renault's total sales volume.

In both passenger car and LCV sales volumes, records were reached for Duster Oroch (28,600 vehicles), Dokker (77,200 vehicles), Master (94,500 vehicles), and Trafic (97,900 vehicles).

All Renault LCVs sold in Europe were produced in France, in the Maubeuge, Batilly, and Sandouville plants.

Renault leads the all-electric LCV sector in Europe, taking a 34.5% market share.

Trafic, Master, and Kangoo top sales in their respective segments in France.

### Highlights

— In Colombia, **Renault Alaskan** was unveiled in June 2016. The vehicle is the Group's first one-tonne payload pick-up. It arrived on the Colombian market for its sales debut in November. This pick-up launch follows Duster Oroch, which not only achieved commercial success but rewrote the rules of the half-tonne payload pickup segment. Alaskan underlines Renault's international pick-up-market ambitions. The segment represents over a third of worldwide LCV registrations, five million sales being made per year.

— Presentation of **New Kangoo Z.E.** (270 km NEDC range instead of 170 km previously) and **Master Z.E.** (200 km NEDC range). Renault Pro+ now offers a range that is internationally unique, comprising four electric vehicles: Twizy Cargo (quadricycle with boot, introduced in 2014), New ZOE company car (New ZOE with 400 km NEDC range, launched in September 2016), New Kangoo Z.E., and Master Z.E.

— New traction solutions offered: **X-Track technology** on the entire range, and **Master 4x4**.

— Partnership between the specialist line **Renault Pro+ and Renault F1 Team** announced.

# Electric vehicles

Market leader and pioneer of all-electric vehicles in Europe, Renault is boosting its pace of innovation and rolling out its Zero Emission strategy<sup>(1)</sup> ever more quickly.



New Renault ZOE.

## Renault : pioneer and leader in electric vehicles in Europe

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

True to its 2009 pledge, Renault introduced four affordable electric vehicles between 2011 and 2012. All-electric vehicles are the standard-bearers of Renault's environmental strategy. For over 20 years, the Group has been committed to sustainable mobility for all. Renault is the only carmaker to offer a full range covering multiple uses.

### Renault stays ahead of the pack

— Revealed at the Paris Motor Show in October 2016, **New Renault ZOE**, with its Z.E.40 battery, is **the only mass-market electric vehicle to offer a record range of 400 km NEDC** (300 km in real use conditions) **at an affordable price. It is available today.**

— Renault is innovating in electric LCVs too. Introduced as a world first at the European Motor Show Brussels in January 2017, **New Kangoo Z.E. offers a 270 km NEDC range** (200 km in real use conditions), the highest among electric LCVs.

— Renault also unveiled **Master Z.E.** in Brussels. This vehicle reaps the benefits of Renault's electric-vehicle expertise while keeping all the qualities that have made Master not only a success but the heavy-van segment's benchmark. Master Z.E. will arrive on the European market at the end of 2017.

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

### New connected services

Europe boasts around **80,000 public charge points**. Renault has introduced two new services to help electric-vehicle users make the most of public charge points simply:

- Z.E. Trip geolocates charge points and displays their whereabouts on the R-Link screen
- Z.E. Pass offers a single access point for both using and paying for all types of charge points

In Europe, Renault has already started rolling out these two services.

### Champion of electric-vehicle sales in Europe in 2016

With 25,648 registrations in 2016, up 11% on 2015, **Renault led Europe's electric-vehicle market** for the second year running, for both passenger cars and LCVs, excluding Twizy.

- **One in four electric vehicles sold in Europe** are Renault vehicles.
- **ZOE was Europe's best-selling electric vehicle** for the second year running.
- **Since it was launched, Kangoo Z.E.** has consistently been Europe's best-selling electric LCV.
- Over 100,000 Renault electric vehicles are now in use in Europe. 50,000 of them are in France.

### A full range of electric vehicles

- **Twizy** is an electric two-seater quadricycle. Designed for city life, it also comes in a **Cargo** version for business customers.
- European leader in electric vehicles, **ZOE** is produced at the Flins plant in France, on the same production lines as Clio. Since September 2016, ZOE has offered a record 400 km NEDC range (300 km in real usage conditions)
- Since it was introduced in 2010, **Kangoo Z.E.** has led its segment in Europe. Revealed in Brussels in 2017, New Kangoo Z.E. has strengthened its lead through a range increase of over 50%: it now offers a 270 km NEDC range (200 km in real usage conditions). This is the highest range available on the electric small-van market.
- **Master Z.E.:** the best of both LCVs and all-electric vehicles from Renault, brought together in one heavy van (on sale from the end of 2017).
- **SM3 Z.E.** is the first all-electric saloon developed locally with Renault's South Korean partners. Unveiled at the Paris Motor Show in 2010 as Renault Fluence Z.E., it has been produced and sold exclusively in South Korea since 2013.



Renault Z.E. Range.

# Purchasing

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

## Cost of Renault purchases

Scope: worldwide – in billion of euros

	2016	2015
Automotive components <sup>(1)</sup>	26.96	23.22
Industrial goods, tertiary purchasing and services, logistics	5.82	5.24
After-sales <sup>(2)</sup>	1.55	1.51
<b>Total</b>	<b>34.34</b>	<b>29.97</b>

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

(2) Including tires and accessories purchasing.

## Number of Groupe Renault suppliers

Renault s.a.s., including subsidiaries.

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

	2016	2015
Automotive components	3,025	2,784
Industrial goods, tertiary purchasing and services, logistics	10,635	10,143
After-sales	462	432

## Renault-Nissan Purchasing Organization

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



# Supply Chain

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

## Organization

- 7,139 employees make up the Groupe Renault Supply Chain. They are based at head office; plants; Operational Logistics departments; and logistics platforms.
- 10 Operational Logistics departments coordinate the Supply Chain and carry out its operations in different geographical regions. In 2016, logistics operations developed considerably in Iran.
- 10 AILN (Alliance International Logistic Network) logistics platforms pick up, consolidate, and ship parts to manufacturing sites.
- SFKI (Sofrastock International), a logistics platform in Saint-André-de-l'Eure, France, manages small automotive parts and maintenance-and-tooling parts, and distributes them to manufacturing sites. It also picks up and ships complete sets of parts for vehicle-part maintenance, and parts kits for after-sales.

## AILN platform activities

Volumes (in m<sup>3</sup>) at December 31, 2016

AILN Platforms	Total	IPO <sup>(1)</sup> export activity	KD <sup>(2)</sup> export activity	Local distribution activity	Import activity
Bursa (Turkey)	469,724	278,636	934	149,073	41,081
Busan (South Korea)	159,674	158,782	892		
Córdoba (Argentina)	57,308	57,308			
Curitiba (Brazil)	222,622	222,622			
Grand-Couronne (France)	501,195	460,802	1,971		38,422
Moscow (Russia)	29,710	12,410	17,300		
Pitești (Romania)	2,637,036	2,526,448			110 588
Pune/Chennai (India)	123,190	123,190			
Tangiers (Morocco)	54,224	54,224			
Valladolid (Spain)	285,549	179,924	1,340		104,285
<b>Total</b>	<b>4,540,232</b>	<b>4,074,346</b>	<b>22,437</b>	<b>149,073</b>	<b>294,376</b>

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

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

(1) IPO : Individual Parts Order.

(2) KD : Knock Down.

# Sales Network

Groupe Renault sells its Renault, Dacia, and Renault Samsung Motors brand vehicles worldwide via almost 12,700 points of sale.

## Structure

The primary network is made up of Renault Retail Group (RRG) outlets belonging to Renault, as well as private dealerships; the secondary network, contractually linked to an RRG outlet or private dealership, boosts geographical proximity to customers. Among the Group's 12,702 sites, 6,343 are primary sites (R1) and 6,359 are secondary sites (R2).

### Number of Renault sites at the end of 2016:

Region	Primary network	Secondary network	Total
Europe (incl. France)	2,834 (793)	6,049 (3,492)	8,883 (4,285)
Africa, Middle East, India	1,116	130	1,246
Eurasia	513	74	587
Asia-Pacific	1,026	3	1,029
Americas	854	103	957
<b>Total</b>	<b>6,343</b>	<b>6,359</b>	<b>12,702</b>

## Satisfying customers

**Service quality** as a guiding line:

- Renault's objective is to rank **among the top-three full-line carmakers** for service quality in sales and after-sales in its main markets by 2019.
- Assessment: dealing with over **a million customers in 32 countries each year**.

The **C@RE 2.0** scheme (Customer Approved Renault Experience) as a tool:

- Objective: to create a **personalized, seamless relationship with the customer**.
- Renault has opened **3,000 Renault Stores** worldwide, with dealers who are exemplary in welcoming customers.
- Renault has also redesigned all its **customer paths**:
  - for each customer, whether an individual motorist or a company, buying a new or used vehicle;
  - for each contact point between the brand and the customer, whether by 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. RRG involves all automotive business lines from sales to after-sales service.

- Three brands: Renault, Nissan, and Dacia,
- 240 sites
- 11,200 employees
- 13 countries: Germany, Austria, Belgium, Spain, France, Ireland, Italy, Luxembourg, Poland, Portugal, the Czech Republic, the UK, and Switzerland.

# RCI Banque

RCI Banque SA is a wholly-owned subsidiary of Renault s.a.s. In 2016, RCI Banque SA changed its corporate brand name to RCI Bank and Services. Present in 36 countries, RCI Bank and Services supports the worldwide development of Groupe Renault companies (Renault, Renault Samsung Motors, Dacia) and Nissan group firms (Nissan, Infiniti, Datsun), mainly in Europe, Russia, Brazil, South Korea, and India.

## RCI Bank and Services

- Offers financing solutions and services tailored to customers' plans and uses to make their automotive experience easier and more enriching, whether they drive a new or used vehicle;
- Provides business customers with wide-ranging mobility solutions that free them from fleet-management restrictions so that they can focus on their core business;
- Finances inventories of new and used vehicles and replacement parts in the Alliance networks.

## New financing solutions and outstanding loans

"New and used vehicles" business (in million of euros).

€ million	2016	2015
Penetration rate (NV)	41.1%	40.0%
New vehicle financing	17,933	15,605
Number of vehicle contracts ( <i>in thousands</i> )	1,564	1,390
Average performing assets	33,313	28,647

Services business: the Group is continuing to develop this business, selling 3,415,000 contracts in 2016.

## Penetration rate and average performing assets total by region

RCI Bank and Services penetration rate for sales of new vehicles from Renault, Dacia, Renault Samsung Motors, Nissan, Datsun and Infiniti (as a percentage and in million of euros).

% and € million	Penetration rate		Average outstanding performing loans	
	2016	2015	2016	2015
France	44.4%	42.4%	11,632	10,185
Europe (o/w France)	41.5%	40.2%	33,934	28,182
Africa, Middle East, India	18.2%	16.4%	389	338
Americas	37.7%	39.0%	1,925	1,617
Eurasia	24.7%	24.2%	159	104
Asia-Pacific	52.3%	53.3%	1,200	1,107

## Deposits

RCI Bank and Services has rolled out its deposits business in four markets: France, Germany, Austria, and the UK. At December 31, net savings deposits reached 12.6 billion euros, making up over 33% of average performing assets at the end of December 2016.

# After-sales

By supporting customers throughout their vehicle's life, Renault builds loyalty via after-sales: its products-and-services offering is attractive and its distribution always tailored to customer needs. Every day, one million parts and accessories are delivered to 160 countries from 26 distribution centres worldwide. In France and Europe, 95% of orders are delivered within 24 hours.

## Services

Renault offers an extended range of services:

- Service contracts include maintenance, warranty extensions, connected services, insurance, and assistance. 4,418,000 service contracts were sold in 2016.
- Fixed prices: Renault was one of the first carmakers to offer a full range of fixed prices for many maintenance and repair services. Through such an approach, customers can manage their budget without any unpleasant surprises.
- Supplementary services: Renault Rent (vehicle rental); Renault Assistance (breakdown or accident assistance); Renault Minute (fast maintenance and repair); Renault Pro+ (maintenance and repair of company vehicles).

## Replacement parts

Throughout a product's life, Renault guarantees a level of quality and safety on a par with the product's original condition.

Original replacement parts respect the same Renault production specifications and standards as the parts used in vehicle manufacturing. Renault also engineers original parts to optimize vehicle maintenance and repair so that the parts are easier to fit and repair.

Renault has long been keen to make mobility available to a maximum number of people: in 1998, the Group developed a range of parts sold under the brand Motrio, geared to all vehicle brands as well as old Renault and Dacia vehicles. More than 8,000 referenced items are available, covering 46 product families and distributed in around 50 countries. Furthermore, Renault offers a full range of powertrain parts remanufactured to stringent industrial standards. Sold as 'standard exchange' components, these replacement parts come at a prices lower than those of new parts, while complying with the same standards of quality.

## Accessories

Renault accessories are available as soon as a new vehicle model is introduced, and even enrich ranges relating to an existing model throughout its life. Around 25,000 referenced accessories are on offer, from the simplest to the most innovative. Through this vast collection Renault boasts a tailor-made offering in safety, comfort, protection, multimedia, transport, and interior and exterior vehicle customization.

# Renault Tech

Renault Tech is the business unit that designs, produces, and sells converted vehicles and related services. It meets the needs of both business customers and individual vehicle-owners, while always complying with Groupe Renault's high-quality standards.

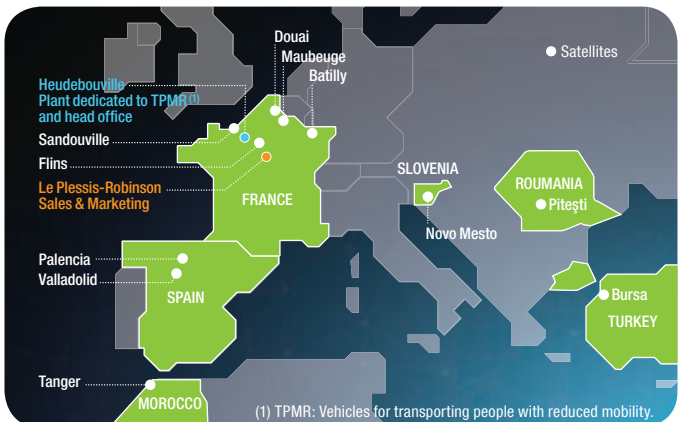
Renault Tech develops and produces new passenger cars and LCVs at the request of Groupe Renault's Product Planning Departments. Renault Tech engineers also offer a range of supplementary adaptations, including customized conversions for company fleets and vehicles for transporting people with reduced mobility (TPRM).

## The main types of conversion are:

- for passenger cars: limited editions such as Twingo Hipanema; options like exterior decals on Captur and video in Scenic; special versions such as Clio for driving schools; and adaptations like Renault Espace Executive;
- for LCVs: options such as wood interiors for Master, New Traffic, and Kangoo, as well as dumper, flatbed and extended-cab versions;
- Master, Traffic, Kangoo, and Dokker can be adapted for transporting people with reduced mobility;
- fleet adaptations for Renault's key accounts such as La Poste and EDF; and adaptations for tradesmen and shopkeepers.

Production takes place at 11 satellite facilities at Renault and Dacia plants in Europe, Africa, the Middle East, India, and Eurasia; and at the Heudebouville plant in France, which specializes in the transport of people with reduced mobility.

In 2016, activity once again picked up considerably: 227,668 conversions were produced without additional delivery costs for the customer and with an extra lead time of 48 hours maximum.





CONTRÔLE  
SATISFACTION  
CLIENT  
N°1

Nissan Micra produced by  
the Renault's plant in Flins.



# Renault- Nissan Alliance

The Renault-Nissan Alliance delivered significant growth in 2016, with global sales of 9.96 million vehicles. The Alliance brands accounted for about one in nine cars sold worldwide last year. The car group also reinforced its leadership in zero-emission vehicles with cumulative sales of nearly 425,000 electric vehicles since the introduction of the Nissan LEAF in 2010, followed by the Renault ZOE.

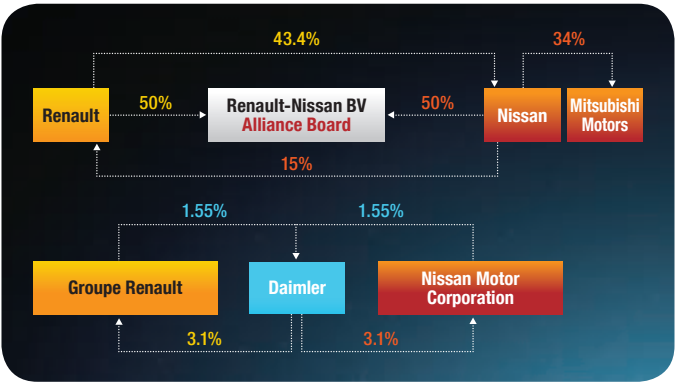


# Overview

Founded in 1999, the Renault-Nissan Alliance has become the longest-lasting cross-cultural combination among major carmakers. This unique partnership is a pragmatic, flexible business tool that can expand to accommodate new projects and partners worldwide.

- The Alliance is a buffer to protect partners during regional downturns, and it has accelerated Renault and Nissan's momentum in some of the world's fastest growing economies.
- The Alliance has helped Renault and Nissan outperform historic regional rivals, elevating both companies into an elite tier. The Alliance rises in the top four car groups globally.
- Based on cross-shareholding and mutual self-interest, the Alliance business platform maximizes synergies without destroying brand identity. In order to achieve competitive economies of scale, many automakers are seeking out collaborations similar to the groundbreaking partnership that Renault and Nissan established 18 years ago.

# Structure



- Renault holds a 43.4% stake in Nissan. Nissan holds a 15% stake in Renault. The cross shareholding model ensures that both partners have a mutual self-interest and encourages each to pursue “win-win” strategies that benefit both.
- Nissan holds a 34% equity stake in Mitsubishi Motors.
- The Alliance is managed by Renault-Nissan BV, a jointly-owned Renault and Nissan company based in Amsterdam, the Netherlands.



# Highlights

- The Renault-Nissan Alliance announces plans to launch more than 10 models with autonomous drive technology by 2020.
- The Alliance posts synergies of 4.3€ billion in 2015.
- The Alliance acquires the French software-development Sylpheed company to accelerate its connectivity and mobility technology capabilities.
- The Alliance announces partnership with Microsoft to advance vehicle connectivity worldwide.
- Nissan Motor Co., Ltd. acquires a 34% equity stake in Mitsubishi Motors.
- Alliance global EV sales (including Mitsubishi Motors.) reach nearly 425,000 electric vehicles.

## Focus on Mitsubishi Motors

On October 20th 2016 Nissan Motor Co., Ltd. acquired a 34% equity stake in Mitsubishi Motors and became its largest shareholder.

### Five things you should know about Mitsubishi Motors:

- 1/ Mitsubishi Motors is the longest established mass market car manufacturer in Japan.
  - 2/ Mitsubishi Motors is the best-seller of PHEVs in Europe with 30K units sold in 2015.
  - 3/ Mitsubishi Motors has a strong presence in Southeast Asia (7 percent market share in the region and this region represents 20 percent of Mitsubishi Motors global sales.)
  - 4/ Mitsubishi Motors bestselling vehicle is the RVR (ASX/Outlander Sports) with 178.9K units sold mainly in China, USA and Australia in 2015.
  - 5/ Mitsubishi Triton/L200 pick-up truck is popular worldwide with 4.4 million units cumulative sales. It is sold in approximately 150 countries.
- 29,000 employees – 17 manufacturing plants.

# Business lever

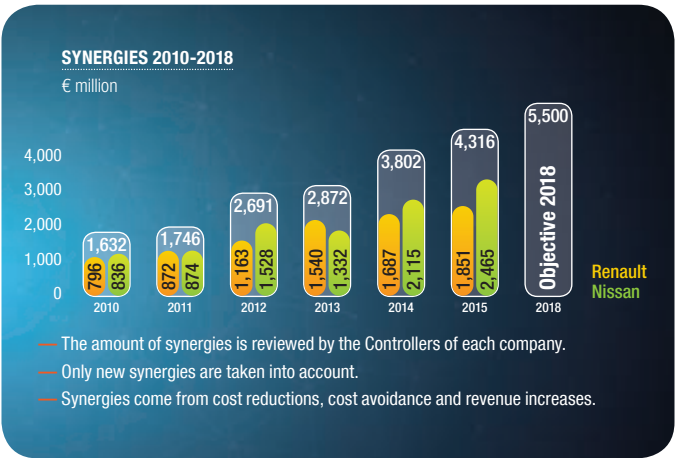
In recent years, the Alliance has launched new industrial projects in Indonesia, Myanmar, Nigeria, Algeria, Aguascalientes and Cordoba. The Alliance is strengthening its position in Asia thanks to the strong presence from Mitsubishi Motors in southeast Asia.

## The Alliance is a powerful business lever in emerging markets:

- Nissan used Renault's Curitiba plant to establish a foothold in Brazil, Latin America's largest market, and is now producing vehicles in a new factory in Resende.
- In Russia, the Alliance builds Renault, Nissan, Datsun and LADA models at the AVTOVAZ plant in Togliatti and in Izhevsk, and at Renault plant in Moscow.
- India is home to the largest Alliance plant, where 12 models are produced. These include: the Renault Duster, Renault Kwid, Nissan Terrano and the Datsun redi-GO.
- Renault began producing cars in China in 2016 at a joint-venture plant with Dongfeng Motor, Nissan's trusted partner for more than a decade.

# Synergies

- In 2014, the Alliance took another major step in its 15-year evolution with the convergence of four core business functions: Engineering, Manufacturing and Supply Chain Management, Purchasing, and Human Resources.
- The Alliance generated €4.3 billion in synergies in 2015, one year earlier than anticipated.
- The Alliance expects to post €5.5 billion euros in synergies in 2018.



## Alliance board



**Thierry Bolloré**  
EVP,  
Chief Competitive  
Officer



**Stefan Mueller**  
EVP,  
Chief Performance  
Officer



**Mouna Sepehri**  
EVP,  
CEO Office



**Bruno Ancelin**  
EVP,  
Product Planning  
and Programs

### GROUPE RENAULT



**Carlos Ghosn**  
Chairman and CEO  
of Renault and Nissan

### NISSAN MOTOR CORPORATION



**Hiroto Saikawa**  
Co-Chief Executive  
Officer



**Yasuhiro Yamauchi**  
Chief Competitive  
Officer



**José Muñoz**  
Chief Performance  
Officer



**Philippe Klein**  
Chief Planning  
Officer

# Partnerships

The Alliance has established strategic partnerships with vehicle manufacturers including DAIMLER and AVTOVAZ.

## Daimler

— Daimler AG, maker of Mercedes-Benz, is one of the world's largest luxury car manufacturers. In April 2010, the Renault-Nissan Alliance and Daimler AG announced a strategic partnership based on three "pillar projects," mostly focused on Europe. Since then, the project portfolio has increased to at least 13 major projects on three continents.

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

### For Renault, Nissan and Daimler:

— Renault-Nissan and Daimler are jointly developing a new direct-injection, turbo-charged small gasoline engine family. Manufacturing approval foreseen in 2017. The engines feature advanced technology with significantly improved fuel efficiency.

### For Renault and Daimler

— Joint development of a new common architecture for Daimler's smart and Renault Twingo successors. Both four-seater vehicles are produced at Renault's plant in Novo Mesto,

Slovenia. Cars are on sale since second half of 2014.

— Development and supply of Citan, a new light commercial vehicle under the Mercedes-Benz brand, based on Renault technology and produced in Renault's plant in Maubeuge, France, since late 2012.

— Supply of ultra low-consumption diesel and gasoline engines, starting with a 1.5 liter diesel engine, manufactured by Renault in Valladolid (Spain), adapted by Mercedes-Benz as entry powertrain for the Mercedes A and B Class, CLA and GLA models.

— Additionally, Renault supplies Daimler with a 1.6 liter, 4-cylinder diesel engine adapted by Mercedes-Benz as entry powertrain for the Mercedes C-Class.

A variant of this engine combined with a Renault transmission is equipped on the new Mercedes-Benz Vito with front-wheel drive.

— New Renault ZOE electric motor fitted in EV versions of the smart fortwo and forfour, which will go on sale in 2017. Motor produced at Renault's Cleon plant in France.

### For Nissan and Daimler

— Production of Mercedes-Benz 4-cylinder gasoline engines at Nissan's new powertrain assembly facility in Decherd, Tennessee, for Infiniti and Mercedes vehicles.

— Supply of the Daimler 2.2-liter turbo diesel engine, coupled with a 7-speed automatic or 6-speed manual gearbox for the Q50, Infiniti's new flagship sedan.

— Cross supply of Mercedes Canter – Nissan Atlas trucks in Japan.

— Development of Q30 and QX30, Infiniti's new compact vehicles using components from Daimler's compact car architecture.





Togliatti plant (Russia)

The premium cars are built at Nissan's Sunderland plant in the UK. The Q30 was launched in 2015 and the QX30 in early 2016.

- Manufacturing of Daimler's advanced 9-speed automatic transmission for Nissan and Infiniti vehicles starting in 2018.
- Joint Production of Infiniti and Mercedes-Benz premium, compact vehicles in Aguascalientes, Mexico starting in 2017.
- Co-development of 1-ton pickup trucks sharing architecture with the all-new Nissan NP300 for Mercedes-Benz and Renault. Pick-up trucks to be produced in Nissan's Barcelona plant in Spain and Renault's Córdoba plant in Argentina by the end of the decade.

## AVTOVAZ

- In 2008, Renault signed a strategic partnership with AVTOVAZ, the leading Russian automaker. The production lines at the Togliatti plants, and subsequently those at the Izhevsk plant, were modernized to manufacture vehicles complying with Alliance standards.
- 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, with a view to stepping up its expansion in Russia. A shared production line, called B0, was developed to produce LADA vehicles (Largus PC and LCV

and XRay since 2015), Renault vehicles (Logan and Sandero) and the Nissan Almera.

- In January 2015, Renault, Nissan and AVTOVAZ merged their purchasing in Russia. The new entity, AVTOVAZ-Renault-Nissan Purchasing Organization (ARNPO), is set to become the largest purchasing entity in Russia's automotive industry.
- In December 2016, Renault participated in a capital increase of AVTOVAZ. Following this transaction, Renault increased its share in the capital of Alliance Rostec Auto BV to 73.30% and fully consolidated the AVTOVAZ Group, effective from the date of the capital increase in late December 2016.
- AVTOVAZ is the leading automaker in Russia, with over 408,000 vehicles produced in 2016 under four brands: LADA, Renault, Nissan and Datsun. AVTOVAZ is also the leader on the Russian market, holding a PC market share of over 20% with its LADA range. In 2016, AVTOVAZ initiated the roll-out of a recovery plan aimed at a return to profitability in 2018. In 2016, the Alliance and its brands accounted for a 33.5% share of the Russian market.

# Sales

The Renault-Nissan Alliance delivered significant growth in 2016, with global sales of 9.96 million vehicles. The Alliance brands accounted for about one in nine cars sold worldwide last year. The car group also reinforced its leadership in zero-emission vehicles with cumulative sales of nearly 425,000 electric vehicles since the introduction of the Nissan LEAF in 2010, followed by the Renault ZOE.

The Alliance sales figures include Mitsubishi Motors sales of 934,013 vehicles globally. Mitsubishi Motors joined the Alliance last fall with Nissan's acquisition of a 34% equity stake in the company.

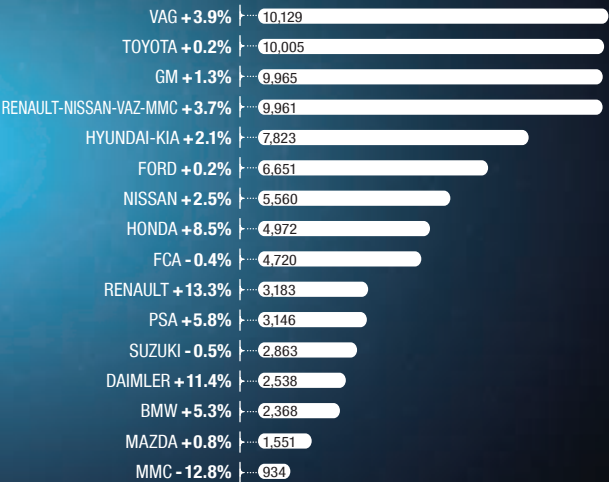
## Top 10 Alliance markets in 2016

By sales volume and % TIV Cars + LCVs

#	Countries	Sales	Market share
1	United States	1,660,690	9.47%
2	China	1,472,588	5.48%
3	France	738,344	30.52%
4	Japan	625,409	12.58%
5	Russia	494,073	34.64%
6	Mexico	449,406	28.02%
7	UK	336,533	10.96%
8	Germany	319,739	8.89%
9	Italy	262,167	12.99%
10	Spain	247,661	18.71%

## SALES RANKINGS BY GROUP IN 2016

By volume Cars + LCVs (thousands of vehicles)



## Notes

## Notes



## Notes



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**Design and production:**  havas *paris*.

**Printing :** Relais Graphique.





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