



2002 ATLAS



**RENAULT**

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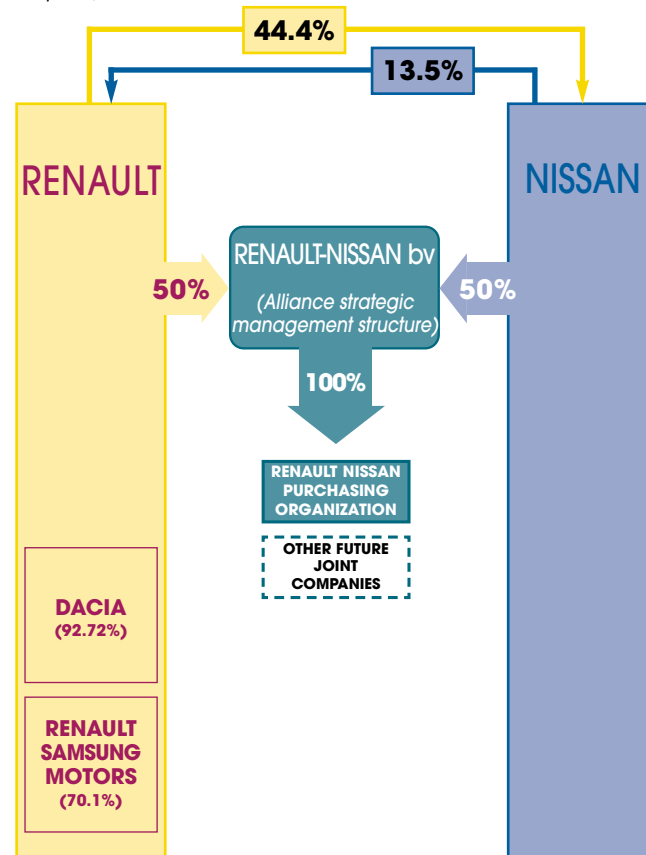
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# RENAULT-NISSAN

## Renault-Nissan group structure

**RENAULT NISSAN**

At April 30, 2002



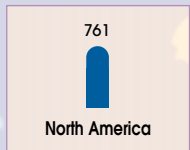
- Renault and Nissan each hold a 22.5% stake in Nissan Diesel.
- Nissan reserves the right to raise its stake in Renault to 15%.

# RENAULT-NISSAN

Together, Renault and Nissan sold 4,988,948 vehicles worldwide in 2001  
(Nissan: 2,579,961; Renault group<sup>(1)</sup>: 2,408,987).

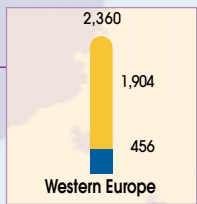
## 2001 Worldwide sales and production sites

Sales in thousands of vehicles



United States

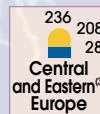
Mexico



United Kingdom

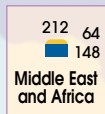
France  
Spain  
Portugal

Morocco



Russia

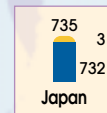
Slovenia  
DACIA Romania  
Turkey



Kenya

South Africa

Zimbabwe



China

China

SAMSUNG Korea

Japan

Thailand

Vietnam

Taiwan

Malaysia

Malaysia

Philippines

Indonesia

Colombia



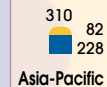
Brazil

Uruguay

Chile

Argentina

RENAULT  
NISSAN



**Renault group plants**

**Bodywork/Assembly**  
Argentina, Brazil, Colombia, Uruguay, Spain, France, Russia, Slovenia, Morocco, Turkey, China, Malaysia, Romania (Dacia), Korea (Renault Samsung Motors).

**Powertrain**  
Argentina, Brazil, Chile, Spain, France, Korea, Portugal, Romania, Turkey.

**Nissan plants**

**Bodywork/Assembly**  
United States, Mexico, Spain, United Kingdom, Iran, South Africa, Kenya, Zimbabwe, Indonesia, China, Japan, Malaysia, Pakistan, Philippines, Taiwan, Thailand, Vietnam.

**Powertrain**  
United States, Mexico, Spain, United Kingdom, Japan, Thailand, South Africa, Iran, Malaysia, Philippines, Taiwan.

<sup>(1)</sup> Including Dacia and Renault Samsung Motors.

<sup>(2)</sup> Including Mexico.

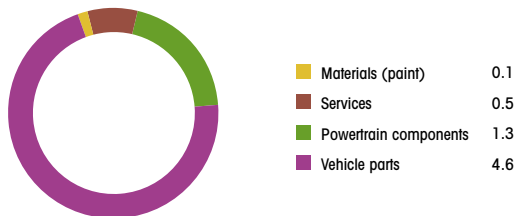
<sup>(3)</sup> Including Russia and Turkey.



## Renault Nissan Purchasing Organization

Renault and Nissan set up a joint purchasing organization that will handle 30% of all purchases for the two companies, amounting to \$14.5 billion. This figure could be increased to 70% in the longer term. Renault Nissan Purchasing Organization will allow additional savings to be made compared with the current system. Savings of 5% will be generated from joint projects, including common platforms and engine families.

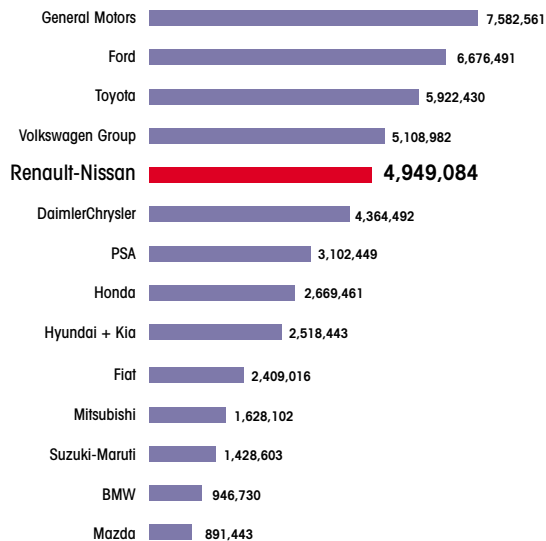
### 2001 - Total RNPO purchasing (Renault only) - € billion



- Organization type: Société par Actions Simplifiées (SAS)
- Head office: Paris
- Worldwide offices: Japan, USA and Europe
- Shareholders: 50% Renault - 50% Nissan

## 2001 World ranking of car manufacturers

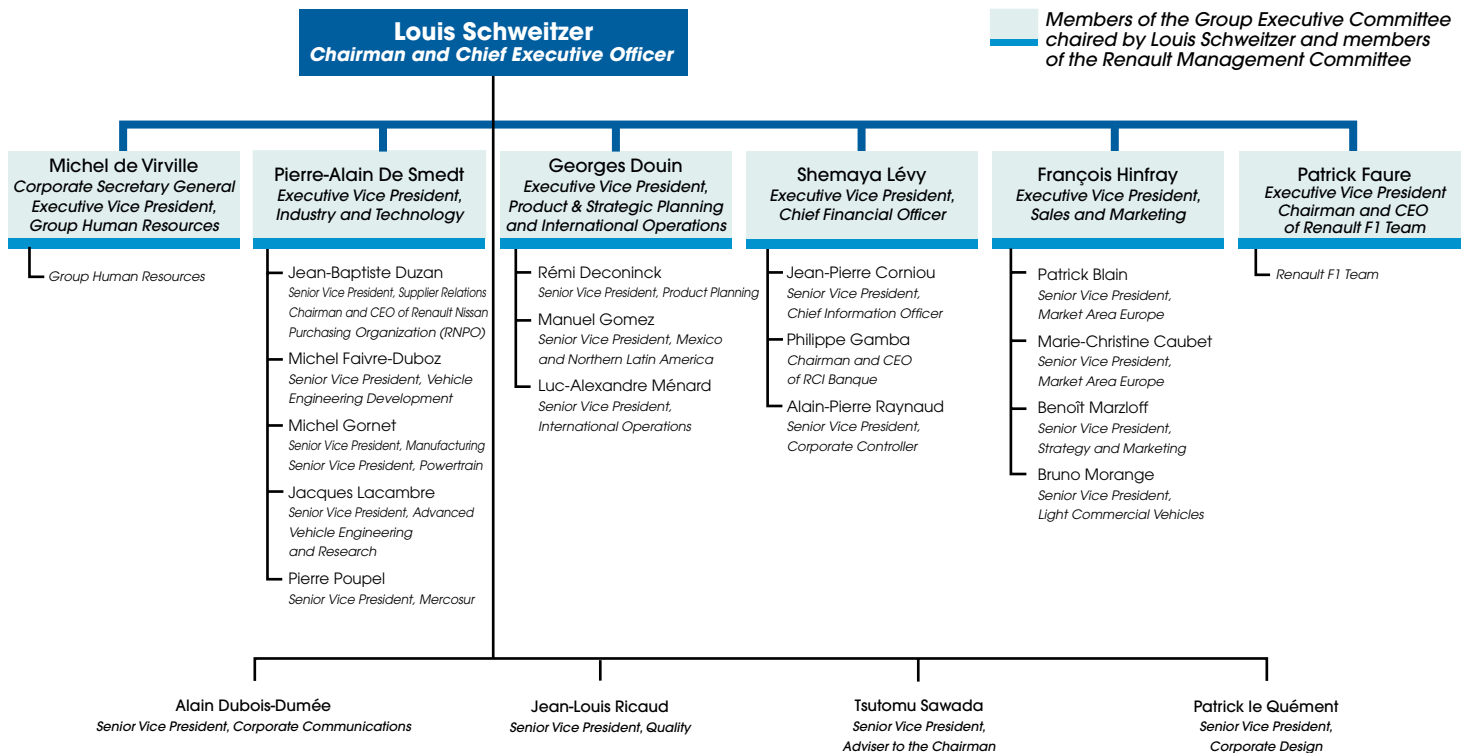
### Production volume (cars and LCVs)



Source: CCFA (estimates for US and Japanese manufacturers).

Renault organization chart at July 1, 2002

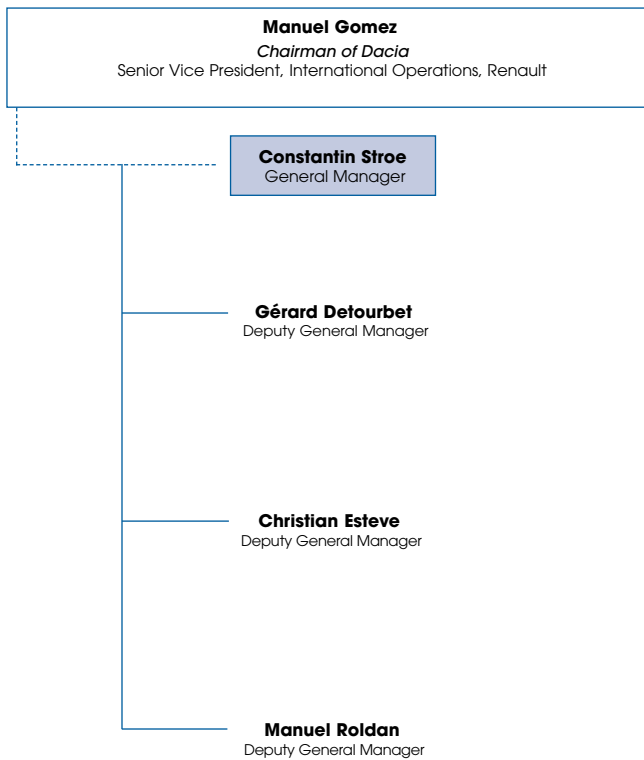
Members of the Renault Management Committee



RENAULT  
GROUP

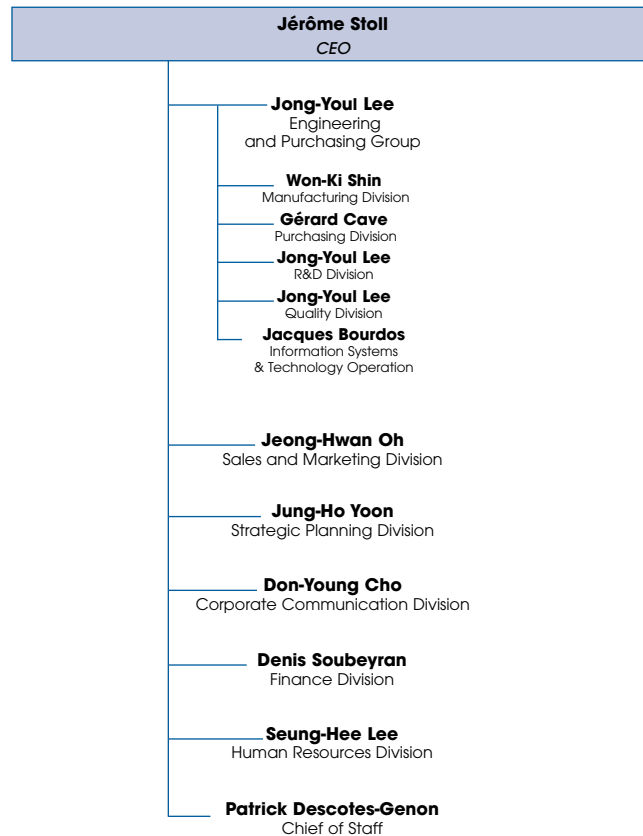
**Dacia organization chart**

At April 30, 2002



**Renault Samsung Motors organization chart**

At April 30, 2002



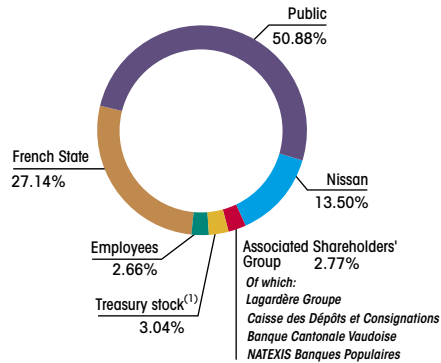
# FINANCIAL RESULTS

## 2002 Renault shareholders

At April 30, 2002

Total share capital: €1,066,784,805.72

Total number of shares: 279,996,012

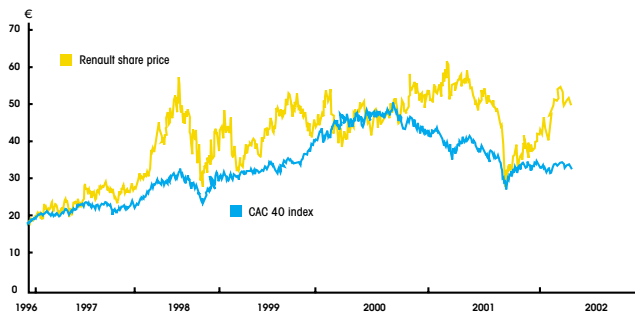


<sup>(1)</sup> Shares of treasury stock were acquired for the purposes of stock option programmes. These shares have no voting rights attached.

## 1997 - April 2002

### Share price

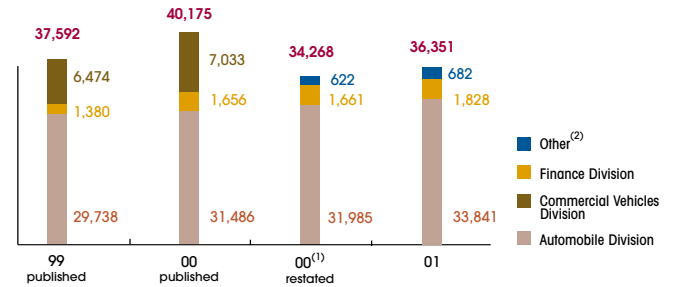
CAC 40 indexed on Renault share price on December 31, 1996: €17



## 1999 - 2001

### Revenues by Division

€ million



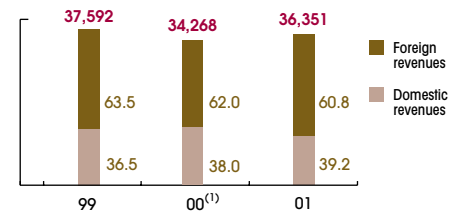
<sup>(1)</sup> Pro forma data taking into account the deconsolidation of Renault V.I.

<sup>(2)</sup> Irisbus data have been included under "Other" since Renault V.I./Mack was deconsolidated.

## 1999 - 2001

### Foreign revenues

€ million and as a %



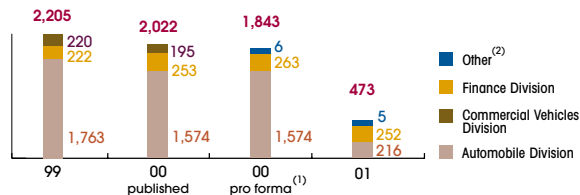
<sup>(1)</sup> Pro forma data taking into account the deconsolidation of Renault V.I.



# FINANCIAL RESULTS

## 1999 - 2001 Operating margin by Division

€ million



The drop in the Automobile Division's operating margin was primarily due to:

- a major downturn in the contribution from outside Western Europe, mainly owing to the market slump in Turkey and a worsening situation in the Mercosur.
- a cyclical hike in R&D expenditure ahead of the upcoming range renewal.
- a drop in the contribution from Europe as prices were cut in the United Kingdom and the product cycle proved less buoyant ahead of the renewal of the Mégane range.

<sup>(1)</sup> Pro forma data taking into account the deconsolidation of Renault V.I.

<sup>(2)</sup> Irisbus data have been included under "Other" since Renault V.I./Mack was deconsolidated.

## 1999 - 2001 Share in net income of companies accounted for by the equity method

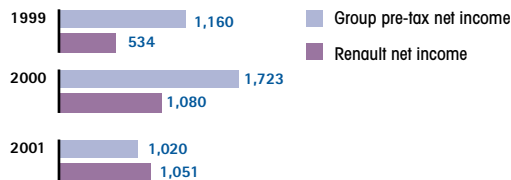
€ million

Companies accounted for by the equity method	1999	2000	2001
Nissan	(330)	56	497
Volvo	-	0	(26)
Other <sup>(1)</sup>	(26)	33	(91)
<b>Total</b>	<b>(356)</b>	<b>89</b>	<b>380</b>

<sup>(1)</sup> Other group companies (including Mais, Teksid, Sofasa).

## 1999 - 2001 Renault net income

€ million



## 1999 - 2001 Research and development expenditure

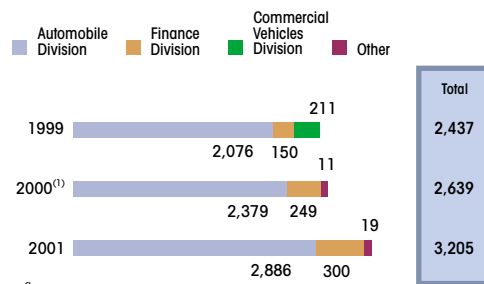
€ million and as a % of revenues



<sup>(1)</sup> Pro forma figures.

## 1999 - 2001 Capital expenditure in property, plant and equipment and intangible assets

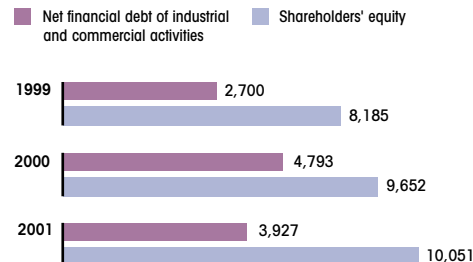
€ million



<sup>(1)</sup> Pro forma figures.

## 1999 - 2001 Shareholders' equity and net financial indebtedness

€ million

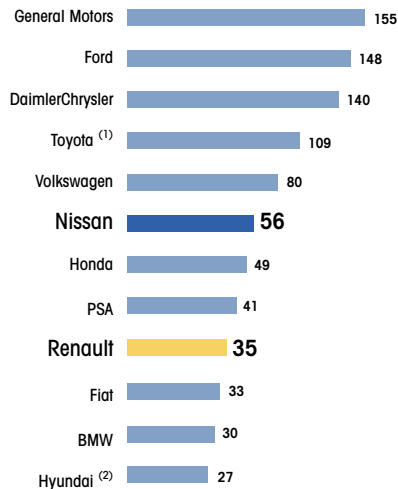


## RENAULT AND OTHER CAR MANUFACTURERS

### 2001 World ranking in terms of revenues

Based on automotive and truck businesses, excluding finance, motorcycles, equipment, etc

€ billion

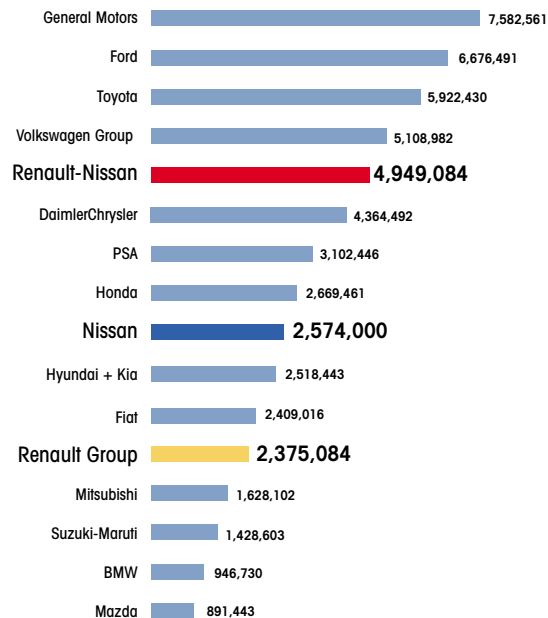


<sup>(1)</sup> Fiscal year ended March 31, 2001.

<sup>(2)</sup> Fiscal year ended December 31, 2000 (consolidated financial statements not yet available).

### 2001 World ranking in terms of production

Production volume (cars and LCVs)

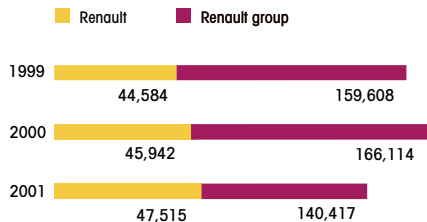


Source: CCFA (estimates for US and Japanese manufacturers).

# WORKFORCE

## 1999 - 2001 Renault<sup>(1)</sup> and Renault group workforce

On payroll on December 31



## 1999 - 2001 Workforce by employee category<sup>(1)</sup>

On December 31

	Apprentices	Production staff	Administrative staff, technicians, supervisory staff	Engineers and managerial staff	Total
1999	469	19,275	17,706	7,134	<b>44,584</b>
2000	528	19,150	18,151	8,113	<b>45,942</b>
2001	533	19,620	18,558	8,804	<b>47,515</b>

## 2001 Training by employee category<sup>(1)</sup>

	Production staff	Administrative staff, technicians, supervisory staff	Engineers and managerial staff
1999	33%	49%	18%
2000	33%	45%	22%
2001	30%	46%	24%

<sup>(1)</sup>Parent company.

# COMPETITIVE STRENGTH OF THE COMPANY

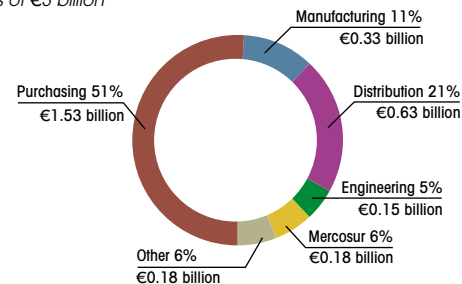
## Cost reduction

### 2001 - 2003: Second cost-cutting plan

After completion of the 1999-2001 plan, Renault has implemented a new plan to cut costs by €3 billion over three years (2001-2003). The new plan targets savings of 15% generated from synergies with Nissan. Renault should achieve average savings of €1 billion per year on a consistent basis compared with 1999. The plan covers all group activities: 51% of savings will stem from purchasing and 21% from distribution.

### 2001 - 2003 plan

Savings of €3 billion



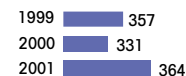
## R&D and engineering

The Technocentre has been operational since late 1998 and brings together on a single site all of the people involved in the design and development of a vehicle.

The Technocentre in brief:

- **9,000** specialists from all fields – research, design, IT, product/process engineering, quality, purchasing, product cost analysis, product planning and vehicle projects – including 2,000 representatives of parts manufacturers and suppliers
- Minimum savings of approximately **€152 million** per new vehicle.
- Shorter development times – target of **36 months** in the medium term. Laguna II was developed in 42 months, 16 months less than the development time for Laguna I.
- Management of **four or five vehicle projects** simultaneously.

### Number of patents registered in France



## COMPETITIVE STRENGTH OF THE COMPANY

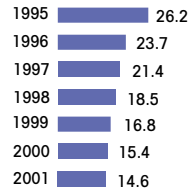
### Streamlining of industrial facilities

By assigning a single vehicle segment to each plant, Renault has started to streamline and simplify its production facilities. Efficiency has also been improved by locating industrial supplier parks as close to assembly sites as possible.

#### 1996 - 2001: Changes in the IMVP rating

The IMVP (International Motor Vehicle Program) index is an indicator which was developed by the MIT (Massachusetts Institute of Technology). It measures (in hours) the average time taken to assemble a vehicle based on a defined number of tasks.

#### Average IMVP assembly hours



### The New Distribution Project

With the New Distribution Project launched in 1999, Renault aims to reduce delivery times to five weeks by the end of 2002. This project has already been applied to 11 European plants, 16 European countries and 1.8 million vehicles, that is 80% of Renault-badged production. In 2001, 50% of vehicles were built to order, a figure that Renault hopes to increase to 60% in 2002, and 70% in the longer term. Thanks to this system, inventories have been reduced by 20% compared to 1999.

### New communications and information technologies

At end-2001, Renault had invested €200 million in new communications and information technologies for the development of its profitable growth strategy.

- **B-to-B:** In the area of **purchasing**, Renault and Nissan took a 5% stake in Covisint, a global platform for online exchanges between automakers and component suppliers. The aim is to cut purchasing costs by €220 on each vehicle between now and 2004 and to reduce delivery times and inventories. In the longer term, all RFQs should be posted on Covisint, and 10% of purchases made online.

- **B-to-C:** In **sales and marketing**, Renault has developed an e-commerce site for Renault products and services, which supports the dealer network. In 2001, France, Germany and the UK successfully set up **a complete e-commerce solution**. The site is connected to the company's information systems and users can configure the new car they want, arrange financing, look for a used car, and consult the range of services available.

The **"lean" version** – with standard Renault.SITE format, but not linked up to the company's information systems – was launched in seven countries in 2001: Russia, Taiwan, Australia, Turkey, Singapore, Brazil and Spain. At the end of 2002, **20 countries** will have the complete site or the "lean" version.

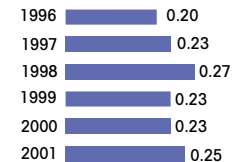
Results: In the three countries with the complete site, an average **25,000 individual visitors/day** were recorded, as well as **350 requests for information per day** (or 7,000 per month). **70% of requests were handled by the dealership network within 24 hours** and over 10% of contacts led to sales in the three countries. 6,000 sales staff were trained and all of French and UK dealerships and half of German dealerships have an e-commerce site and received training.

- **The group's websites:** 1 corporate site (renault.com), 29 country sites; 3 sites for specific models (Avantime, Vel Satis and Master), 3 themed sites (Innovation, Safety for All and Atelier Renault), 2 motor sport sites (RenaultSport and Renault F1) and 4 subsidiary sites (RenaultCredit, Overlease, Eurodrive and Renault Agriculture).
- Renault has also set up **B-to-E** sites and invested in e-vehicle programmes such as **Carminat**.

### 1996 - 2001

### Productivity (Automobile Division)

Revenues per employee in € million



## MAIN AGREEMENTS AND JOINT OPERATIONS

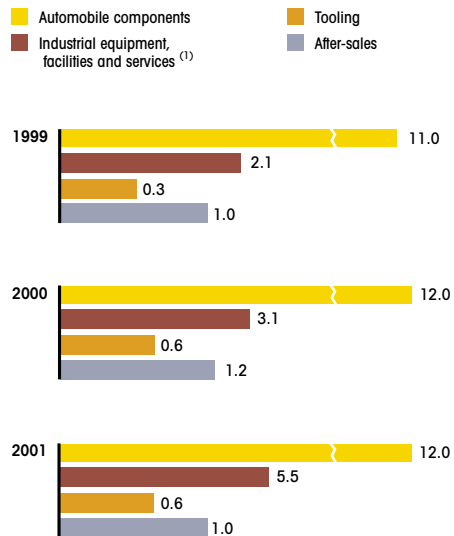
Date of agreement	Outline
2001	<b>AB Volvo / Renault</b> Transfer of Renault and Volvo's truck activities to form the segment's second-largest group worldwide. Renault is the leading shareholder and has 21% of the equity and voting rights of AB Volvo.
2000	<b>Benelli / Renault</b> Technical and distribution partnership agreement with Benelli for the development and distribution by Renault of an exclusive range of motorcycles with a capacity between 50 and 250cc.
2000	<b>ITL - Sonalika / Renault Agriculture</b> Agreement between Renault Agriculture (RA) and the Indian company International Tractors Ltd: RA took a 20% stake in ITL and sold its licence to the Renault Cères tractor. The joint venture RSI (60% held by RA, 40% by ITL) was set up to market both companies' products worldwide, excluding India and bordering countries and Europe.
1998	<b>Matra / Renault</b> Development and manufacture of Avantime coupé, to go on sale in September 2001.
1998	<b>Fiat / Renault</b> Sharing of most of Renault's foundry operations (AT systèmes) with those of Fiat (Teksid) within a new company – Teksid in which Renault holds a 33.5% stake.
1998	<b>Iveco / Renault</b> Irisbus Holding managed the coach activities for the Irisbus group, which was formed in 1999 after the merger of the coach businesses of Renault and Iveco (Fiat group) and owned equally. On October 17, 2001, Renault and Iveco signed an agreement for Iveco to acquire Renault's 50% stake in Irisbus Holding.
1998	<b>NTN / Renault</b> Cooperation between Renault and the Japanese parts manufacturer for the supply of drive-line joints.
1998	<b>City of Moscow / Renault</b> Production and marketing of Renault vehicles by the Avtoframos joint venture. In 2001, the Renault network was comprised of 34 dealers. Unit sales totalled 5,600.

Date of agreement	Outline
1997	<b>Agritalia / Renault Agriculture</b> Production of Renault Agriculture tractor range for vineyards and orchards. Distribution of the whole Renault Agriculture range in Italy.
1996	<b>General Motors Europe / Renault</b> Marketing by GM Europe of Master under the Movano name. Joint development of new Renault Trafic and Opel Vivaro for launch in mid 2001.
1994	<b>Iveco / Renault</b> Joint ownership of production technology and equipment for cab components of the Master and Mascott.
1994	<b>AGCO / Renault Agriculture</b> Groupement International de Machinisme Agricole (GIMA): joint venture in the areas of transmission design, development and production.
1994	<b>John Deere / Renault Agriculture</b> Sale of John Deere engines to Renault Agriculture and sale of Renault tractors to John Deere.
1987	<b>Karmann / Renault Automobile</b> Production of the Mégane Cabriolet body-in-white by the German coach builder.
1983	<b>Matra / Renault Automobile</b> Production of the Espace by Matra and Renault, marketing by Renault.
1966	<b>Peugeot / Renault Automobile</b> Société de Transmissions Automatiques (STA): production of automatic transmissions and differential housings. Française de Mécanique (FM): D- and L-series engine production.

# PURCHASING

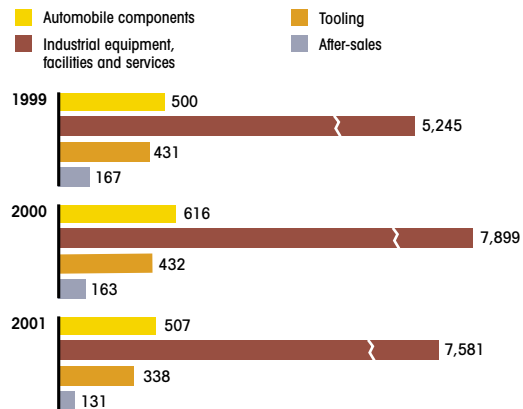
## 1999 - 2001 Total purchasing

€ billion  
Scope: Renault parent company and Spanish and Portuguese subsidiaries.

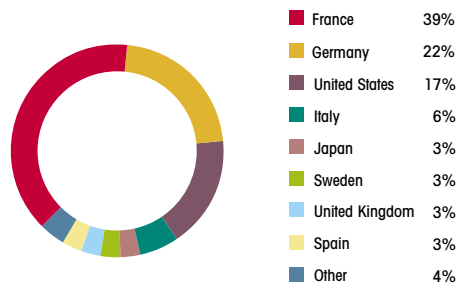


<sup>(1)</sup> Including transport and logistics.

## 1999 - 2001 Number of suppliers



## 2001 Breakdown of purchasing by country



# WORLDWIDE PRODUCTION

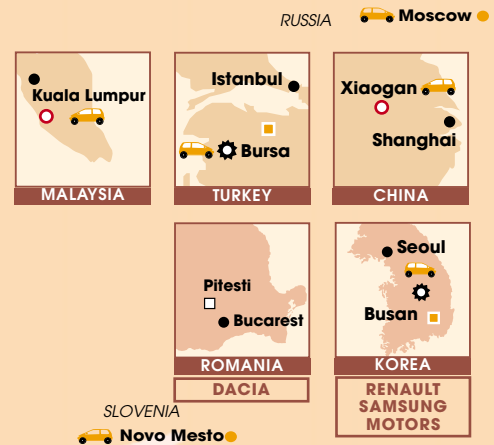
2001 Production sites and activities



**Total vehicle production (Cars and LCVs): 2,375,084**  
 France: 1,412,577  
 Western Europe: 495,946  
 Rest of the world: 466,561



	Bodywork / Assembly
	Powertrain
	Miscellaneous
	Casting
	Majority-owned subsidiaries
	Minority-owned subsidiaries
	Local assembly plants

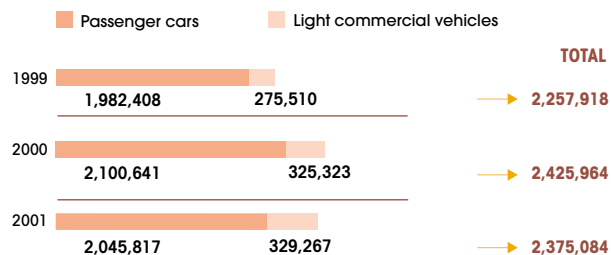


<sup>(1)</sup> The second LCV plant, inaugurated on December 20, 2001.

# WORLDWIDE PRODUCTION

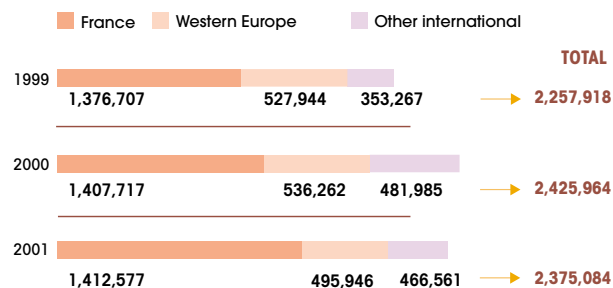
## 1999 - 2001 Production by category

Including Dacia and Renault Samsung Motors



## 1999 - 2001 Production by origin

Cars + LCVs, including Dacia and Renault Samsung Motors



## 2001 Automobile plants in France

Activities, output and workforce on December 31, 2001

Plants	Activities	Output	Workforce
<b>Baillly (Sovab)</b>	Master	87,165	2,804
	Mascott	7,708	
<b>Choisy <sup>(1)</sup></b>	Reconditioned engines	34,110	721
	Reconditioned injection pumps	10,728	
	Reconditioned nozzle holders	41,256	
	Reconditioned sub-assemblies	84,493	
	New engines	4,549	
<b>Cléon</b>	Engines	1,037,147	5,210
	Gearboxes	1,178,652	
<b>Dieppe</b>	Clio Renault Sport	7,484	417
	Espace	7,360	
	Mégane	12,218	
<b>Douai</b>	Mégane Scénic	350,800	6,028
<b>Douvrin (FM)</b>	Engines	526,635	2,463
	Iron castings	90,096	
<b>Flins</b>	Twingo	163,134	6,699
	Clio	215,971	
<b>Gennevilliers (ETG)</b>	Trafic body-in-white	-	353
<b>Grand-Couronne</b>	Shipment of CKD kits	-	495
<b>Le Mans</b>	Front/rear axles	3,664,360	3,144
	Iron castings	54,408	
<b>Maubeuge (MCA)</b>	Kangoo car	105,770	2,996
	Kangoo LCV	125,340	
<b>Ruitz (STA)</b>	Automatic transmissions	5,626	930
<b>Sandouville</b>	Laguna II Hatchback	194,775	6,628
	Laguna II Sport Tourer	80,980	
	Vel Satis	412	
<b>Villeurbanne (SMV)</b>	Front/rear axles	-	522
<b>Romorantin (Maira plant)</b>	Espace	52,089	-
	Avantime	1,350	

<sup>(1)</sup> Other production: Gearshifts, structural members, springs and wires.







- Bodywork / Assembly
- Powertrain
- Miscellaneous
- Casting



# WORLDWIDE PRODUCTION

## 2001 Automobile plants in Western Europe

Activities, output and workforce on December 31, 2001

Plants	Activities	Output	Workforce
<b>SPAIN (Fasa Renault)</b>			
<b>Valladolid</b>	 Clio	277,272	7,218
	 Engines	588,067	
<b>Palencia</b>	 Mégane	217,764	3,062
<b>Seville</b>	 Gearboxes	713,229	810
<b>PORTUGAL (Renault Portuguesa)</b>			
<b>Cacia</b>	 Gearboxes	168,677	953
	Axles	1,649,564	
	Gears	373,382	
	Oil pumps	1,723,741	
	Engine components	649,905	
<b>UNITED KINGDOM (General Motors Plant)</b>			
<b>Luton</b>	 New Trafic	17,941	-



Bodywork / Assembly



Miscellaneous




















Powertrain



Casting

## 2001 Automobile plants outside Western Europe

Activities, output and workforce on December 31, 2001

Plants	Activities	Output	Workforce
<b>ARGENTINA</b>			
<b>Cordoba</b>	 Clio	8,426	3,266
	Kangoo car	4,422	
	Kangoo LCV	3,639	
	Mégane Trafic	7,787	
<b>BRAZIL</b>			
<b>Curitiba</b>	 Clio	49,884	2,883
	 Mégane Engines	19,899	83,828
<b>CHILE</b>			
<b>Los Andes</b>	 Gearboxes	106,938	-
<b>CHINA</b>	 Trafic	347	-
<b>COLOMBIA</b>			
<b>Envigado</b>	 Twingo	5,750	-
	Clio	9,562	
	Mégane	6,116	
	Renault 19	1,480	
<b>KOREA (Renault Samsung Motors)</b>			
<b>Busan</b>	 SM5 Engines	68,679	1,748
	Trafic Permas	69,942	
<b>MALAYSIA</b>	 Trafic Permas	549	-
<b>MOROCCO</b>			
<b>Casablanca</b>	 Kangoo car	1,682	233
	Kangoo LCV	234	
	Express	1,069	
<b>MEXICO (Nissan plant)</b>			
<b>Cuernavaca</b>	 Mégane Scénic	1,622	-
<b>Aguacientes</b>	 Clio	82	
<b>ROMANIA (Dacia)</b>			
<b>Pitesti</b>	 1300 range	26,487	21,135
	Dacia Nova	26,487	
	 Engines	47,245	
	Gearboxes	29,021	
	Front/rear axles	79,583	
	Transmissions	75,053	
<b>SLOVENIA</b>			
<b>Revoz</b>	 Clio Front/rear axles	116,082	2,300
<b>TURKEY (Oyak-Renault)</b>			
<b>Bursa</b>	 Clio	43,037	3,811
	Mégane	53,720	
	Renault 19	2,210	
	 Engines	111,627	
	Gearboxes	70,832	
<b>URUGUAY</b>			
<b>Montevideo</b>	 Twingo Express	4,996	-
		1,430	

# WORLDWIDE PRODUCTION

**1980 - 2001 Total production by model**
*Number of units*

Model	Launch date	1999	2000	2001	Since date of launch
<b>Passenger cars</b>					
<b>Twingo</b>	1993	204,449	200,770	171,768	1,905,457
<b>Clio</b>	1990	571,878	640,252	648,346	5,966,597
<i>of which Clio II</i>	1998				2,265,853
<b>Kangoo</b>	1997	119,485	130,756	111,874	492,156
<b>Renault 19</b>	1988	33,788	28,568	3,690	3,178,096
<b>Mégane</b>	1995	722,982	788,196	663,027	3,927,904
<b>Laguna (Hatchback)</b>	1994	161,865	144,184	194,777	1,473,910
<i>of which Laguna II</i>	Jan. 2001				199,369
<b>Laguna (Sport Tourer)</b>	1995	43,436	30,183	80,980	331,448
<i>of which Laguna II Sport Tourer</i>	Jan. 2001				8,179
<b>Espace</b>	1994	70,191	68,469	59,465	839,635
<i>of which New Espace</i>	1996				331,542
<b>Avantime</b>	Oct. 2001	-	-	1,350	1,350
<b>Dacia 1300 range</b>	-	-	34,418	15,647	50,065
<b>Dacia Nova <sup>(1)</sup></b>	-	-	5,471	0	5,471
<b>Dacia SuperNova</b>	-	-	2,714	25,796	28,510
<b>Samsung SM5 <sup>(2)</sup></b>	-	-	14,157	68,679	82,836
<i>Other passenger cars</i>	-	54,334	12,503	418	
<b>Total passenger cars</b>		<b>1,982,408</b>	<b>2,100,641</b>	<b>2,045,817</b>	
<b>Light commercial vehicles</b>					
<b>Twingo Van</b>	1996	2,459	1,990	2,112	15,425
<b>Clio Van</b>	1991	46,193	50,035	80,364	503,403
<i>of which Clio 2</i>	1998				189,233
<b>Mégane Van</b>	1996	9,085	8,237	6,899	59,604
<b>Express</b>	1985	24,239	15,434	2,499	1,434,496
<b>Kangoo</b>	1997	107,267	132,236	129,213	471,546
<b>Trafic <sup>(3)</sup></b>	1980	17,316	12,655	2,467	949,441
<b>Master</b>	1980	68,944	91,515	87,165	549,311
<b>Mascott</b>	2000		641	7,708	8,349
<b>Dacia 1300 range</b>	-	-	12,580	10,840	23,420
<i>Other light commercial vehicles</i>			7	0	0
<b>Total LCVs</b>		<b>275,510</b>	<b>325,323</b>	<b>329,267</b>	
<b>Total cars and LCVs</b>		<b>2,257,918</b>	<b>2,425,964</b>	<b>2,375,084</b>	

<sup>(1)</sup> Production ended in 2000.

<sup>(2)</sup> Production recorded since September 2000.

<sup>(3)</sup> Except 17,941 New Trafic product at the General Motors plant in Luton, UK.

# ENGINE RANGE

**2002 Renault engines**
*At end May 2002*

Engines	D	K	F	G	L	P	V
	999 cc 1149 cc	1390 cc 1598 cc 1461 cc	1783 cc 1998 cc 1870 cc	2188 cc 2463 cc	2946 cc 6-cyl	2958 cc 6-cyl	3498 cc 6-cyl
	petrol	petrol/diesel	petrol/diesel	diesel	petrol	diesel	petrol
<b>Twingo</b>	1.2 (D7E) 1.2 LPG (D7E) 1.2 16V (D4E)						
<b>Clio</b>	1.0 (D7E) <sup>(1)</sup> 1.0 16 V (D4D) <sup>(1)</sup> 1.2 (D7E) 1.2 LPG (D7E) 1.2 16V (D4E)	1.4 (K7J) <sup>(1)</sup> 1.4 16V (K4J) 110bhp 1.6 16V (K4M) 65bhp 1.5 dCi (K9K) 80bhp 1.5 dCi (K9K)	172 bhp 2.0 16V RS (F4B)				
<b>Clio V6</b>					230bhp 3.0 V6 RS (L7X)		
<b>Kangoo</b>	1.2 (D7E) 1.2 LPG (D7E) 1.2 16V (D4E)	65bhp 1.5 dCi (K9K) <sup>(2)</sup> 95bhp 1.6 16V (K4M) <sup>(2)</sup>	55bhp 1.9 D (F8G) <sup>(1)</sup> 65bhp 1.9 D (F8G) 80bhp 1.9 dTi (F9Q) 80bhp 1.9 dCi (F9Q) (d4d)				
<b>Mégane</b>		1.4 16V (K4J) 1.6 16V (K4M) 1.6 16V LPG (K4M)	1.8 16V (F4P) 140bhp 2.0 16V (F4R) 80bhp 1.9 dTi (F9Q) 105bhp 1.9 dCi (F9Q)				
<b>Scénic</b>		1.4 16V (K4J) 1.6 16V (K4M) 1.6 16V LPG (K4M)	1.8 16V (F4P) 140bhp 2.0 16V (F4R) 80bhp 1.9 dTi (F9Q) 105bhp 1.9 dCi (F9Q)				
<b>Laguna</b>		1.6 16V (K4M)	1.8 16V (F4P) 2.0 IDE (F5R) 100bhp 1.9 dCi (F9Q) 100bhp 1.9 dCi (F9Q) 120bhp 1.9 dCi (F9Q)	2.2 dCi 150 bhp (G9T)	210bhp 3.0 V6 (L7X)		
<b>Vel Satis</b>			2.0T (turbo) (F4R)	150bhp 2.2 dCi (G9T)		3.0 dCi (F9X)	3.5V6 (M4Y)
<b>Avantime</b>			2.0T (turbo) (F4R)	150bhp 2.2 dCi (G9T)	210bhp 3.0 V6 (L7X)		
<b>Espace</b>			140bhp 2.0 16V (F4R)	115 bhp 2.2 dCi (G9T) 130 bhp 2.2 dCi (G9T)			
<b>Trafic</b>			82bhp 1.9 dCi (F9Q) 100bhp 1.9 dCi (F9Q) 120bhp 2.0 16V (F4R)				
<b>Master</b>			82bhp 1.9 dCi (F9Q)	90bhp 2.2 dCi (G9T) 115bhp 2.5 dCi (G9U)			

<sup>(1)</sup> In certain markets.

<sup>(2)</sup> Passenger cars only.

<sup>(3)</sup> LCVs only.

## ENGINE RANGE

### 2002 Renault Samsung Motors engines

Engine	SR		VQ	
	SR 1.8	SR 2.0	VQ 2.0	VQ 2.5
Induction capacity (cc)	1,838	1,998	1,995	2,495
Number of cylinders	4	4	6	6
Max. power (bhp) at (rpm)	125/6,000	150/6,400	144/6,400	173/6,400
Max. torque (m.kg) at (rpm)	16.0/4,800	19.0/3,200	18.6/4,000	22.5/4,000
Fuel tank capacity	65	65	65	65
Fuel consumption (km/l)	20.2	17.6	14.0	14.0
Weight (kg)	130	130	150	150
Volume (2001)	3,329	31,959	9,456	7,241
Volume (2002 forecasts)	3,740	38,335	9,900	8,425

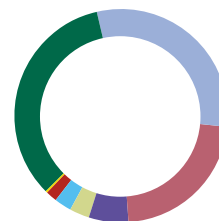
### 2002 Dacia engines

	C	E
	4-cyl. in line petrol	4-cyl. in line petrol
Saloon and Estate	1,397 1,557	
Pick-up, Drop-side, Double Cab	1,557	
SuperNova		1,390

## GLOBAL AUTOMOBILE MARKET

### 2001 Main automobile markets

Number of units and as a % of TIV



North America <sup>(1)</sup>	18,606,153	33.8%
Western Europe	16,705,573	30.3%
Asia-Pacific	12,254,406	22.2%
South America	3,318,000	6.0%
Africa & Middle East	1,633,323	3.0%
Eastern Europe <sup>(2)</sup> & Russia	1,439,361	2.6%
Central Europe	952,798	1.7%
Turkey	186,796	0.3%
<b>Worldwide</b>	<b>55,096,410</b>	

<sup>(1)</sup> US and Canada.  
<sup>(2)</sup> Including Romania.

### 1999 - 2001 Renault group worldwide sales

Cars and LCVs, including Dacia and Samsung

	1999	2000	2001
Western Europe	1,948,449	1,873,990	1,904,371
Central Europe	78,211	76,270	94,618
Eastern Europe <sup>(1)</sup> & Russia	4,356	63,671	69,805
Turkey	78,527	115,405	44,276
<b>Total Europe</b>	<b>2,109,543</b>	<b>2,129,336</b>	<b>2 113,070</b>
Latin America	124,484	147,322	147,866
Asia-Pacific <sup>(2)</sup>	10,024	21,438	84,372
Africa & Middle East	44,180	58,737	63,679
<b>Worldwide, excl. Western Europe</b>	<b>339,782</b>	<b>482,843</b>	<b>504,616</b>
<b>Worldwide</b>	<b>2,288,231</b>	<b>2,356,833</b>	<b>2,408,987</b>

<sup>(1)</sup> Dacia sales recorded since January 2000.  
<sup>(2)</sup> Renault Samsung Motors sales recorded since September 2000.

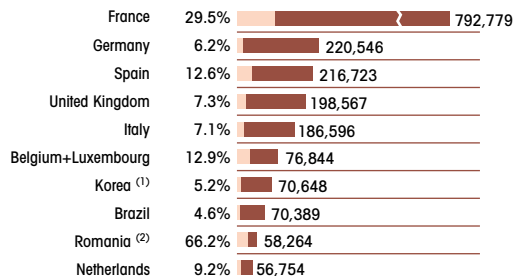
# RENAULT GROUP SALES WORLDWIDE

## 2001 Renault group's top 10 markets

Cars and LCVs, including Dacia and Renault Samsung Motors

■ Market share as a % of TIV

■ Sales volume



<sup>(1)</sup> Sales of Renault Samsung Motors.

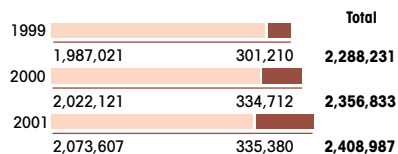
<sup>(2)</sup> o/w 6,251 vehicles for the Renault brand and 52,013 for the Dacia brand.

## 1999 - 2001 Sales by category

Sales volume, including Dacia and Renault Samsung Motors

■ Passenger cars

■ Light commercial vehicles



## 1999 - 2001 Sales by model

Sales volume

Passenger cars	1999	2000	2001
Twingo	214,074	185,896	184,282
Clio <sup>(1)</sup>	583,173	611,410	673,443
Renault 9	14,592	89	4
Renault 12 (saloon and estate)	17,020	2,813	2
Renault 19	36,268	31,557	7,832
Mégane	713,399	769,663	691,307
Laguna (Hatchback and Sport Tourer)	213,894	180,974	248,942
Avantime	-	-	649
Spider	163	34	4
Safrane	22,494	13,653	1,464
Espace	70,861	64,948	62,356
Express	32	374	2
Kangoo	93,909	103,727	87,268
Trafic	3,253	953	26
Master	2,834	3,452	4,337
Dacia 1300 range	-	32,422	18,548
Dacia Nova	-	4,815	52
Dacia SuperNova	-	2,164	22,187
Samsung SM5 <sup>(2)</sup>	-	12,349	70,648
Other passenger cars	1,055	828	254
<b>Total passenger cars</b>	<b>1,987,021</b>	<b>2,022,121</b>	<b>2,073,607</b>
Light commercial vehicles	1999	2000	2001
Twingo Van	3,292	2,732	2,917
Clio Van <sup>(1)</sup>	50,318	54,449	59,417
Mégane Van	12,025	13,270	11,292
Laguna Van	580	507	397
Espace Van	1,368	1,274	912
Express	28,417	18,157	3,332
Kangoo Express	132,953	148,483	159,715
Trafic	18,066	12,735	12,794
Master	49,907	64,682	64,400
Renault VI Messenger	2,458	52	18
Mascott	1,681	7,335	8,463
Dacia 1300 range	-	10,732	11,226
Other LCVs	145	304	497
<b>Total light commercial vehicles</b>	<b>301,210</b>	<b>334,712</b>	<b>335,380</b>
<b>Total passenger cars and light commercial vehicles</b>	<b>2,288,231</b>	<b>2,356,833</b>	<b>2,408,987</b>

<sup>(1)</sup> Including the saloon version.

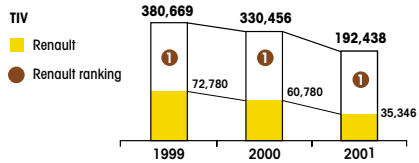
<sup>(2)</sup> Recorded since September 2000.

# RENAULT GROUP SALES OUTSIDE EUROPE

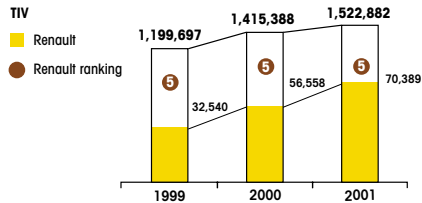
## 1999 - 2001 Main Renault group markets in Latin America

Sales volume

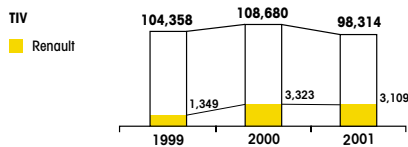
### ARGENTINA



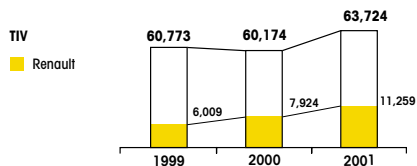
### BRAZIL



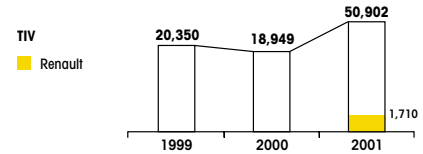
### CHILE



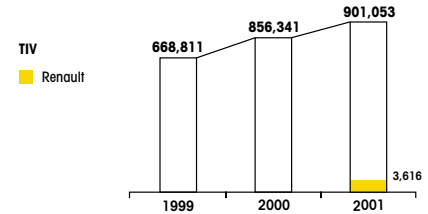
### COLOMBIA



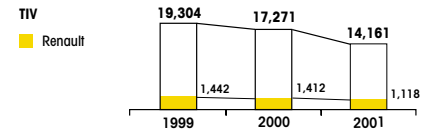
### ECUADOR



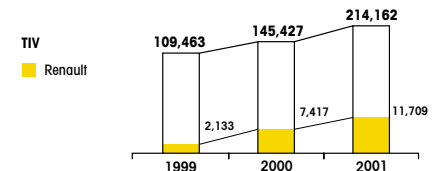
### MEXICO



### URUGUAY



### VENEZUELA

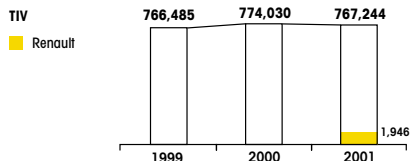


# RENAULT GROUP SALES OUTSIDE EUROPE

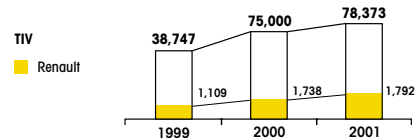
## 1999 - 2001 Main Renault group markets in Asia-Pacific

Sales volume

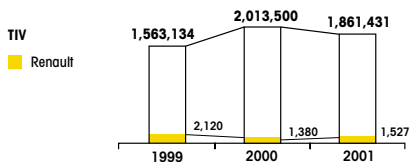
### AUSTRALIA



### SINGAPORE AND BRUNEI



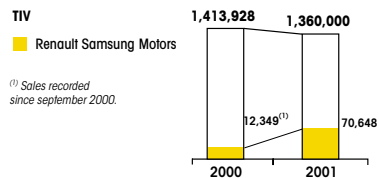
### CHINA AND HONG KONG



### OTHER ASIA-PACIFIC COUNTRIES

	2000	2001
Indonesia	-	106
Malaysia	622	1,152
New Zealand	411	422
Taiwan	209	565

### SOUTH KOREA

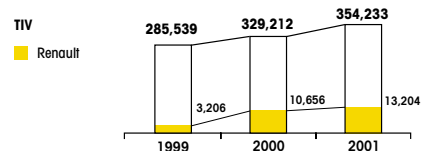


<sup>(1)</sup> Sales recorded since september 2000.

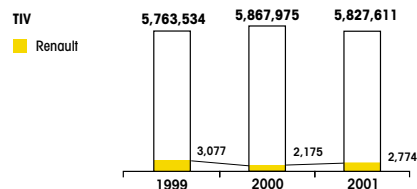
## 1999 - 2001 Main Renault group markets in Africa and Middle East

Sales volume

### SOUTH AFRICA



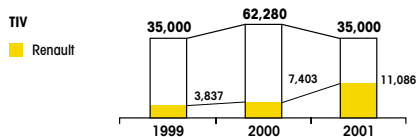
### JAPAN



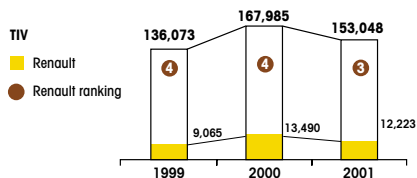
# RENAULT GROUP SALES OUTSIDE EUROPE

Sales volume

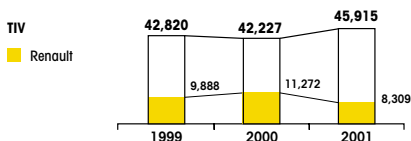
## ALGERIA



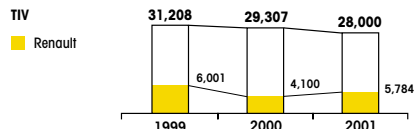
## ISRAEL



## MOROCCO



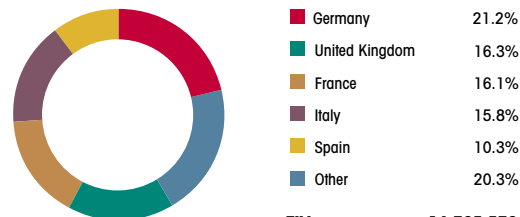
## TUNISIA



# EUROPEAN AUTOMOBILE MARKET

## 2001 The five leading Western European markets

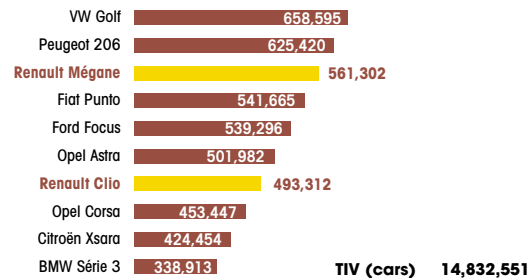
As a % of TIV



**TIV 16,705,573**

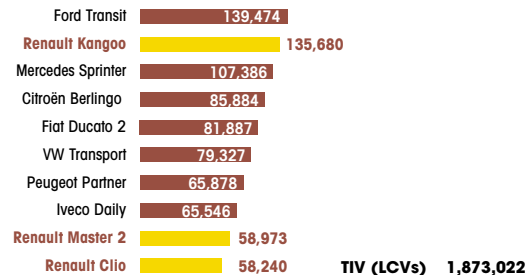
## 2001 The 10 best-selling passenger cars in Western Europe

Sales volume



## 2001 The 10 best-selling LCVs in Western Europe

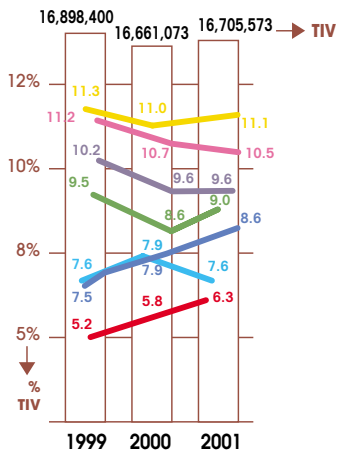
Sales volume



# EUROPEAN AUTOMOBILE MARKET

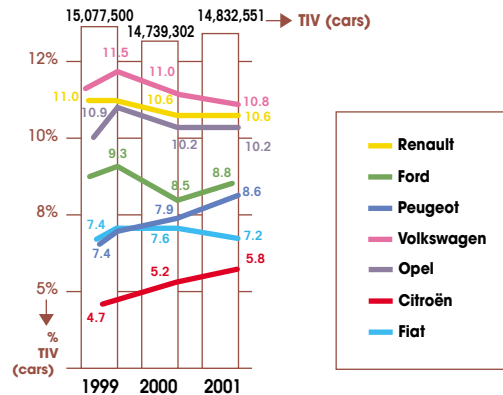
## 1999 - 2001 Market share of Renault and its main competitors (TIV)

As a % of TIV



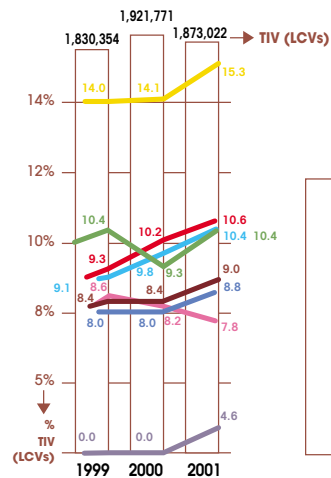
## 1999 - 2001 Market share of Renault and its main competitors (cars)

As a % of TIV (cars)



## 1999 - 2001 Market share of Renault and its main competitors (LCVs)

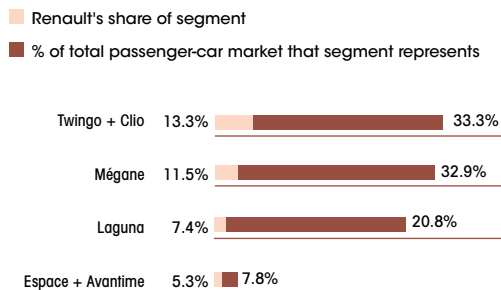
As a % of TIV (LCVs)



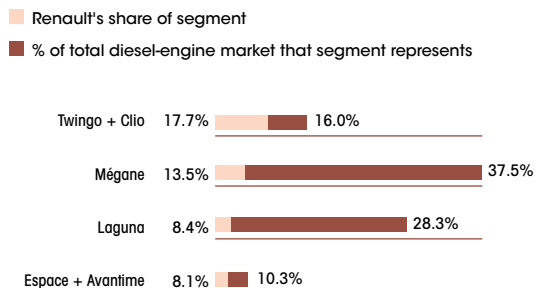


## EUROPEAN AUTOMOBILE MARKET

### 2001 Renault's share of the various passenger car market segments



### 2001 Renault's share of the various diesel-engine market segments

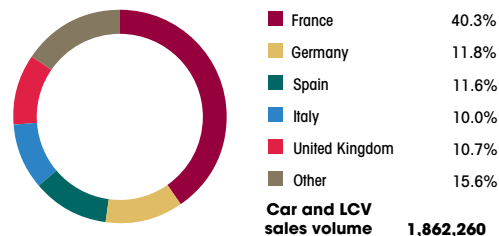


## RENAULT SALES IN EUROPE

### 1999 - 2001 Renault market share in Western Europe

	1999	2000	2001
<b>TIV</b>	16,898,658	16,675,301	16,705,573
Renault group registrations	1,910,330	1,831,251	1,862,260
Market share	11.3%	11.0%	11.1%
Renault ranking	11.3%	11.0%	11.1%

### 2001 Geographic breakdown of Renault sales in Western Europe



# RENAULT SALES IN EUROPE

## 1999 - 2001 Renault sales in main markets in Western Europe

In terms of registration volume, cars and LCVs combined

TIV	1999	2000	2001
Germany	4,020,160	3,590,634	3,548,919
Spain	1,715,845	1,680,502	1,724,549
United Kingdom	2,435,381	2,466,833	2,718,580
Italy	2,529,311	2,644,437	2,637,631
Belgium and Luxembourg	591,423	614,273	595,919
Netherlands	710,833	694,195	614,529
Portugal	400,055	410,672	354,116
Switzerland	338,613	340,643	342,011
Austria	339,248	336,670	317,635

Renault sales	1999	2000	2001
Germany	275,997	219,522	220,546
Spain	241,728	214,055	216,723
United Kingdom	178,661	174,717	198,567
Italy	197,780	187,223	186,596
Belgium and Luxembourg	64,254	70,167	76,364
Netherlands	63,379	60,093	56,754
Portugal	49,337	46,798	46,579
Switzerland	21,854	22,306	22,812
Austria	24,035	21,375	21,075

## 1999 - 2001 Renault market share in main markets in Western Europe

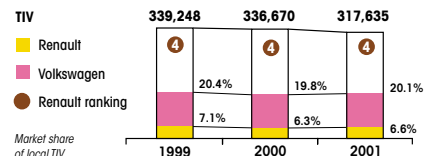
As a % of TIV

	1999	2000	2001
Germany	6.9%	6.1%	6.2%
Spain	14.1%	12.7%	12.6%
United Kingdom	7.3%	7.1%	7.3%
Italy	7.8%	7.1%	7.1%
Belgium and Luxembourg	10.9%	11.4%	12.9%
Netherlands	8.9%	8.7%	9.2%
Portugal	12.3%	11.4%	13.2%
Switzerland	6.5%	6.5%	6.7%
Austria	7.1%	6.3%	6.6%

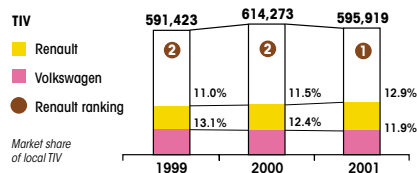
## 1999 to 2001 Main Renault group markets in Europe

Market share of Renault and its main rival

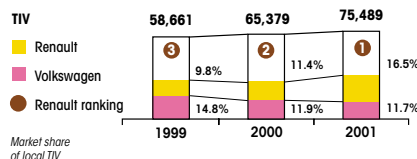
### AUSTRIA



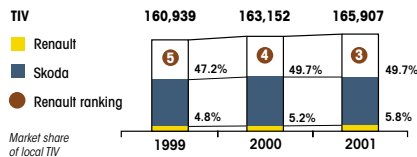
### BELGIUM AND LUXEMBOURG



### CROATIA

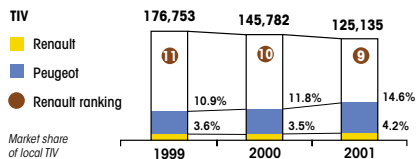


### CZECH REPUBLIC

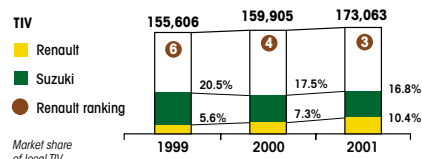


# RENAULT SALES IN EUROPE

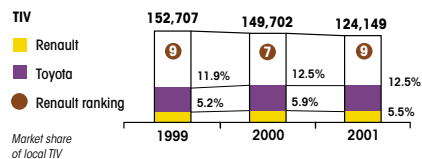
## DENMARK



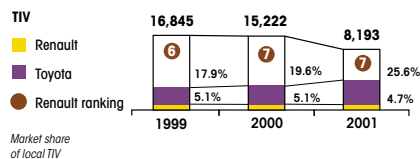
## HUNGARY



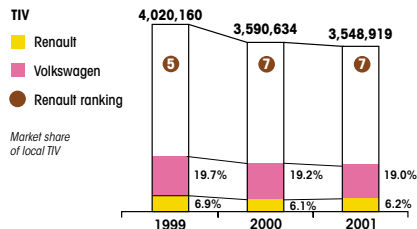
## FINLAND



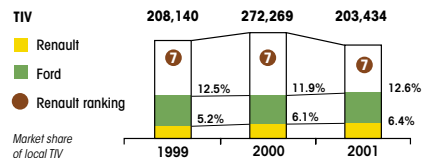
## ICELAND



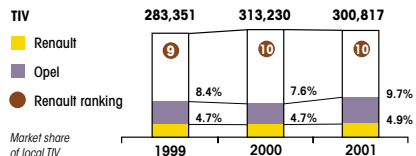
## GERMANY



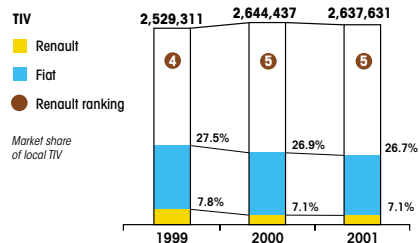
## IRELAND



## GREECE

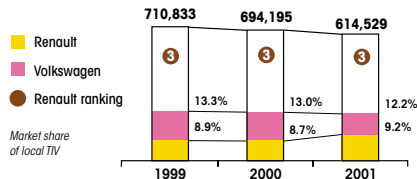


## ITALY

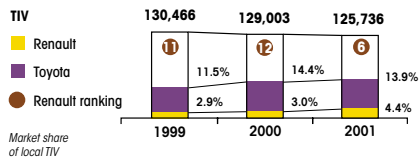


# RENAULT SALES IN EUROPE

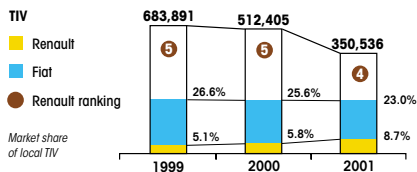
## NETHERLANDS



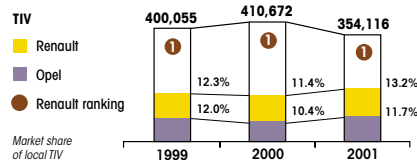
## NORWAY



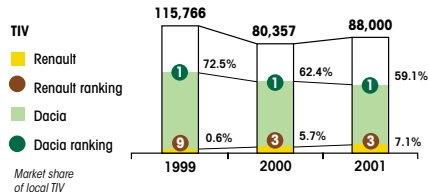
## POLAND



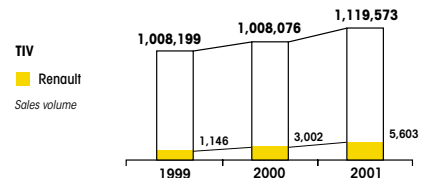
## PORTUGAL



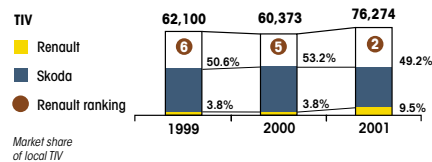
## ROMANIA



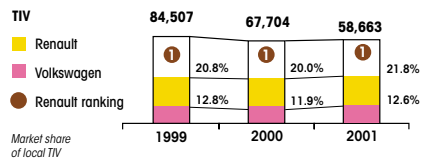
## RUSSIA



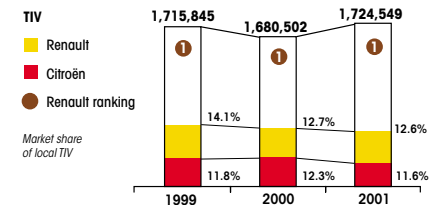
## SLOVAKIA



## SLOVENIA

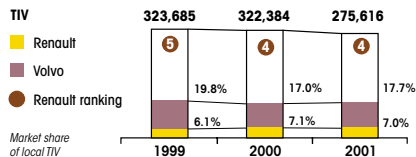


## SPAIN

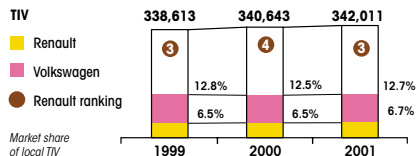


# RENAULT SALES IN EUROPE

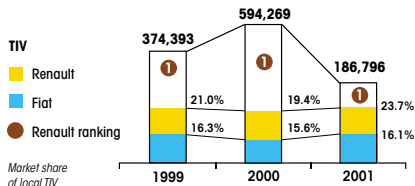
## SWEDEN



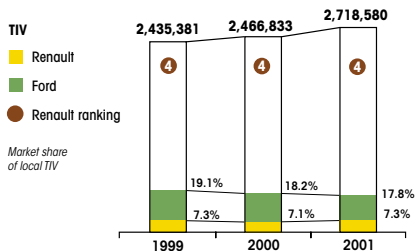
## SWITZERLAND



## TURKEY

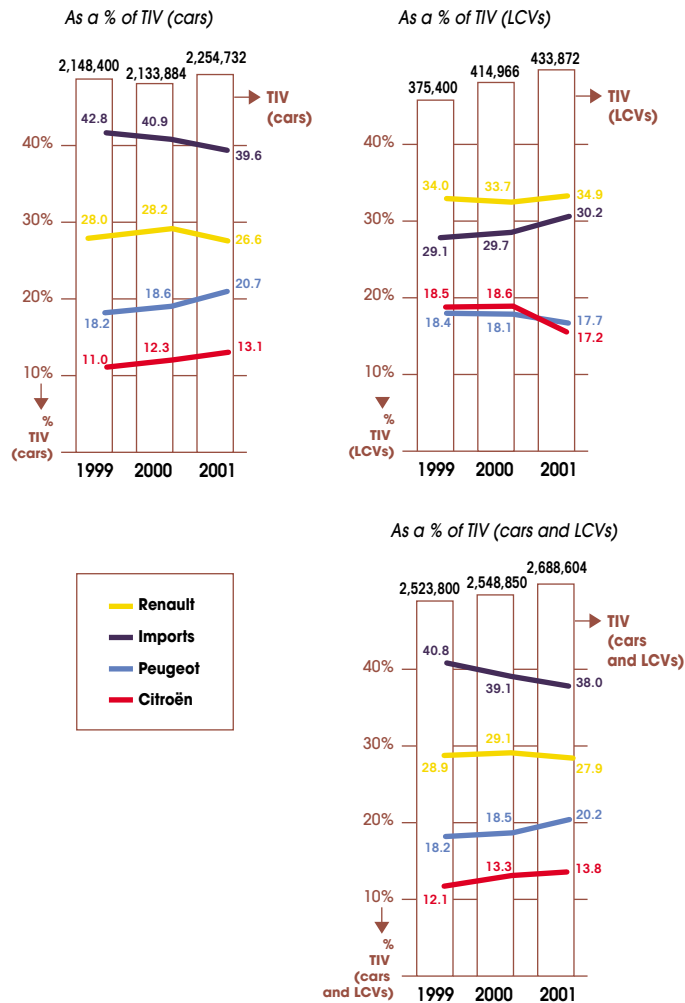


## UNITED KINGDOM



# FRENCH AUTOMOBILE MARKET

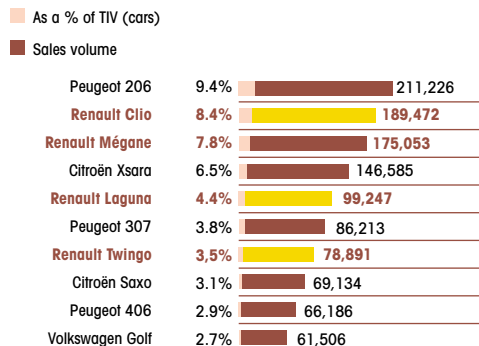
## 1999 - 2001 Market share of Renault and its main competitors



## FRENCH AUTOMOBILE MARKET

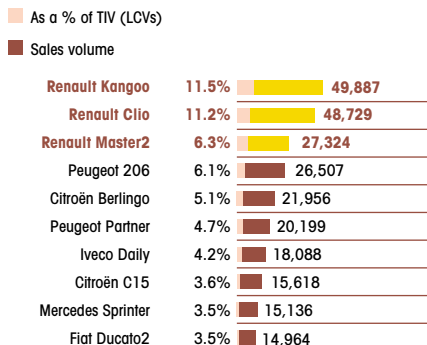
### 2001 The 10 best-selling passenger cars in France

Sales volume and as a % of TIV (cars)



### 2001 The 10 best-selling LCVs in France

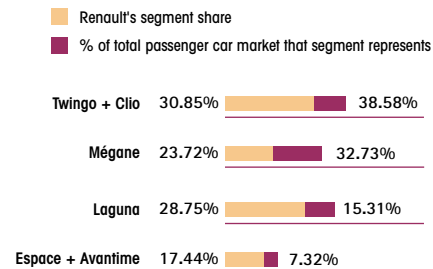
Sales volume and as a % of TIV (LCVs)



## RENAULT SALES IN FRANCE

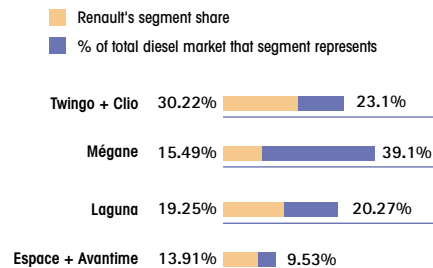
### 2001 Renault share of the various passenger car market segments

As a %



### 2001 Renault share of the various diesel engine market segments

As a %



## RENAULT SALES IN FRANCE

### 1999 - 2001 Renault sales in France by model

Sales volume

Passenger cars	1999	2000	2001
Twingo	86,841	76,622	78,891
Clio	180,302	187,794	189,472
Mégane	186,328	205,691	175,053
Laguna	72,620	66,062	99,247
Safrane	17,156	10,313	1,097
Espace	29,991	27,755	27,231
Avantime	-	-	473
Kangoo	27,112	25,902	25,953
Trafic	1,065	646	17
Master	1,095	1,630	2,331
Sales of unregistered cars <sup>(1)</sup>	36,132	39,798	40,385
Other passenger cars	20	0	92
<b>Total passenger cars</b>	<b>638,662</b>	<b>642,213</b>	<b>640,242</b>

Light commercial vehicles	1999	2000	2001
Twingo Van	2,661	2,259	2,477
Clio Van	40,699	43,157	48,729
Mégane Van	10,282	11,090	10,112
Laguna Van	379	360	361
Espace Van	488	369	338
Express	4,783	2,785	12
Kangoo Van	40,968	44,581	49,887
Trafic	4,321	4,024	5,661
Master	19,796	25,802	27,324
Renault V.I. Messenger <sup>(2)</sup>	2,026	29	0
Mascott	1,313	5,296	6,390
Sales of unregistered cars <sup>(1)</sup>	1,236	2,178	1,246
<b>Total light commercial vehicles</b>	<b>128,952</b>	<b>141,930</b>	<b>152,537</b>

Total passenger cars and LCVs	1999	2000	2001
	<b>767,614</b>	<b>784,143</b>	<b>792,779</b>

<sup>(1)</sup> Vehicle sales to government bodies.

<sup>(2)</sup> Production ended in 2000.

2002 ATLAS

Renault

## LIGHT COMMERCIAL VEHICLES

With the launch of **Kangoo** and **Master** in 1997 and New **Trafic** in the final quarter of 2001, Renault's range of LCVs is the youngest and most innovative on the market. Renault has built up a complete range from 1.6 to 7 tonnes with **Mascott** (distributed jointly with Renault V.I.) and has occupied the number-one slot in Europe since 1998.

### The range

- **Kangoo Express** now comes in 4x4 and High Volume/Double Cab versions.
- The New **Trafic** was voted **Van of the Year 2002**. It is available in van (goods transport) and combi (passenger transport) versions.
- **Master** has the most comprehensive range in its segment. It features 12 types of body: van, 9-seat combi, chassis-cab and double cab, open base, platform-cab, 16-seat bus, 9-seat minibus, single and double cab tipper, single and double cab drop-side flat bed.
- **Mascott** comes in single and double cab versions.

Figures are provided for each model as follows:

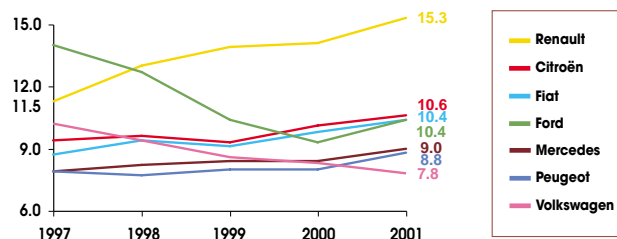
Production, page 32

Worldwide sales, page 37

Sales in France, opposite

### 1997 - 2001 Ranking of leading brands in Western Europe

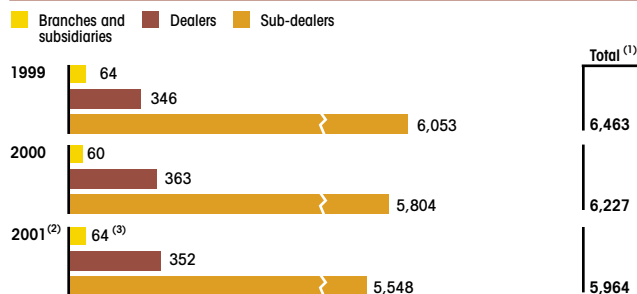
Market share as a %



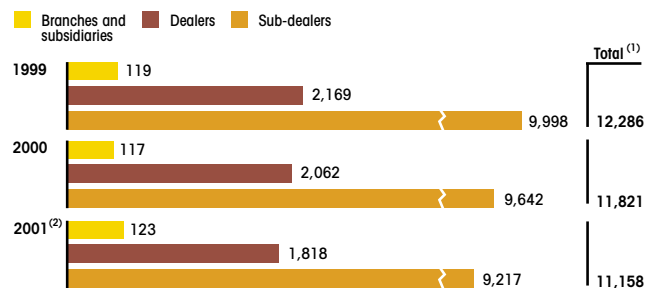
## DISTRIBUTION NETWORK

### 1999 - 2001 Structure of the network

#### FRANCE



#### EUROPE<sup>(4)</sup> (INCLUDING FRANCE)



<sup>(1)</sup> While the number of contracts was down (because of mergers and restructuring), the number of primary sales outlets remained stable over the period.

<sup>(2)</sup> Forecasts for December 31, 2001 were made at the end of October 2001 based on the number of entities with a legal contract with Renault.

<sup>(3)</sup> RFA is wholly-owned by Renault SA. At present, RFA represents 64 dealerships grouped into four sales subsidiaries, also called "hubs".

<sup>(4)</sup> This category includes the 10 European subsidiaries plus Poland, Hungary, Croatia, the Czech Republic, Slovenia and Slovakia.

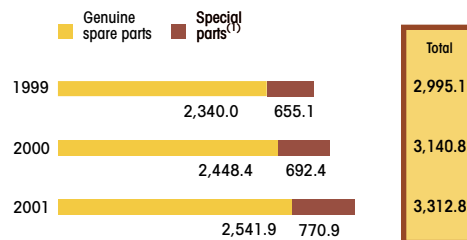
### 2001 Activities of an average dealership in France

Total average revenues	€28.8 million
Sales of new vehicles (passenger cars + LCVs)	1,037
Used-car sales	895
Sales of spare parts	€4.63 million
Vehicle repair and maintenance activities	€1.34 million

## SPARE PARTS

### 1999 - 2001 Revenues by activity

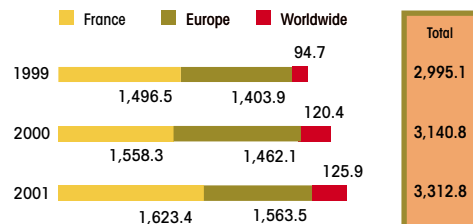
€ thousand



<sup>(1)</sup> Accessories, tyres, multibrand parts (Motrio), tooling (Prosteel), paint (Ixell), service exchange.

### 1999 - 2001 Revenues by origin

€ thousand





# DACIA

**DACIA**  
groupe Renault

On September 29, 1999, Renault acquired 51% of the capital of the Romanian car maker Dacia for \$50 million. Renault has since increased its equity stake to 92.72% and put the entire company on track for wide-reaching modernization.

By 2004, Dacia will have invested a total of €356 million in a revival plan, excluding product-related investment for the €5,000 vehicle. Dacia is upgrading its production facilities by improving quality. The plant is focusing on these areas for a swift recovery from 2002, with an increase in sales and a return to export activities.

Renault's aim is to produce more than 500,000 vehicles under the Dacia nameplate in 2010, which will then have become truly international. Some 200,000 of these vehicles will be made in Romania. This is in line with the group's target of selling 4 million vehicles in 2010, half of which outside Western Europe.

The 86 dealers and the 111 sales outlets are currently being reorganized within 20 regional hubs.

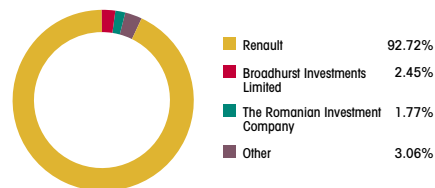


## Target for 2004: the €5,000 vehicle

Renault has assigned Dacia the task of acting as a highly integrated, low-cost production base, capable of producing entry-level cars that are modern, high quality, robust and which meet the needs of customers in emerging automotive markets. The first of these will be the €5,000 vehicle, which will be offered in saloon and estate versions. A pickup version may follow later. The €5,000 vehicle is due to be launched in the second half of 2004.

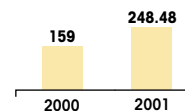
## 2001 Shareholding structure

At December 31, 2001



## 2000 - 2001 Revenues

€ million



## 2000 - 2001 Sales

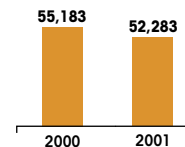
Sales volume



<sup>(1)</sup> Including 2,381 vehicles for export markets.

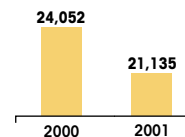
## 2000 - 2001 Production

Production volume



## 2000 - 2001 Workforce

At December 31, 2001



# SAMSUNG



**RENAULT SAMSUNG  
MOTORS**

## 2001 Renault Samsung Motors: a new challenger in Korea

Renault Samsung Motors (RSM) was set up on September 1, 2000, giving the Renault group a third automotive brand and a foothold in Asia's second-biggest car market.

The Renault group now has a modern plant that was built in 1996 in accordance with Nissan technological standards, boasting an annual production capacity of 240,000 vehicles, an R&D centre and a modern distribution network with some 100 sales outlets in Korea. Investment of \$300 million over four years will give the company a new dimension. In 2001, the SM5 – the only model marketed by RSM – had a segment share of over 25% and more than 70,000 registrations. It was the third best-selling vehicle on the Korean car market, all brands and segments combined. The 100,000th SM5 rolled off the production lines of the Busan plant in May 2001.

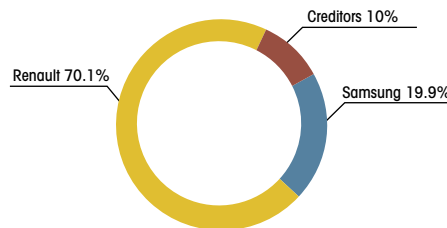
A second vehicle – the SM3 – designed on an existing Nissan platform will go on sale before the end of 2002. The new line-up will enable RSM to cover about 50% of the Korean car market and sell 90,000 vehicles in 2002, and between 150,000 and 200,000 in 2004.

RSM hired 2,000 new employees in 2001 and is gradually rebuilding a panel of Korean suppliers.



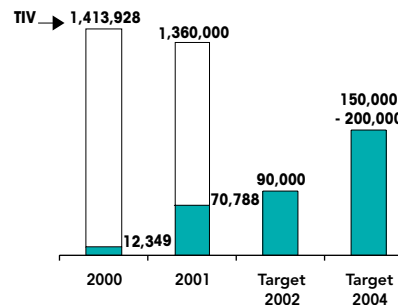
## Shareholding structure

Founded: September 1, 2000



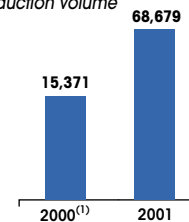
## 2000 - 2001 Sales

Sales volume



## 2000 - 2001 Production

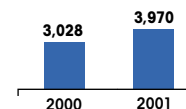
Production volume



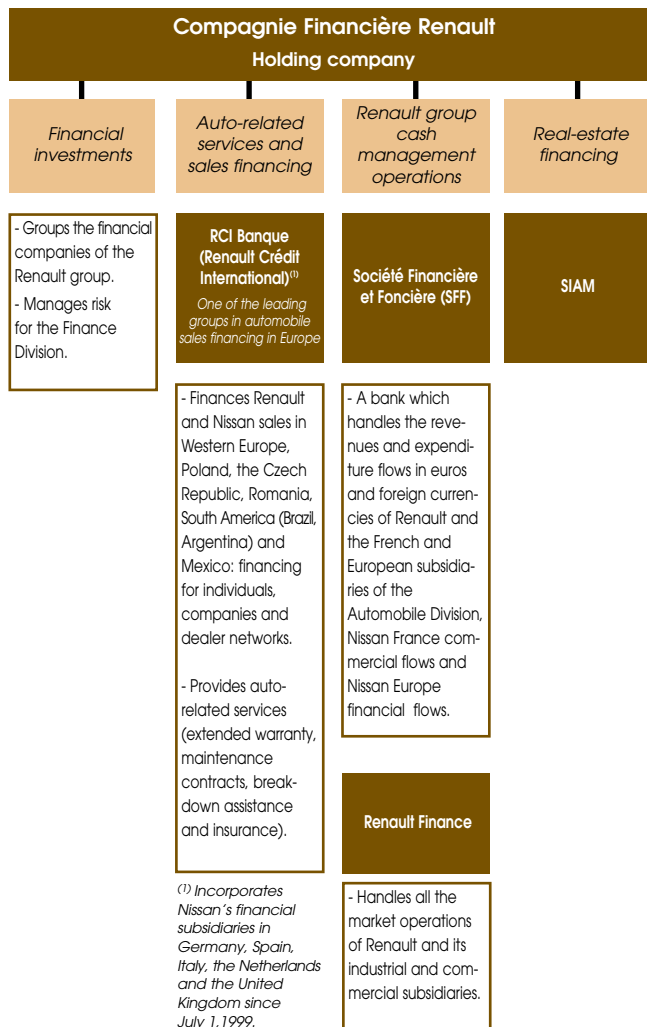
<sup>(1)</sup> Recorded from September 2000.

## 2000 - 2001 Workforce

At December 31, 2001



## RENAULT GROUP FINANCIAL AND SERVICE COMPANIES



## RCI BANQUE

RCI Banque finances almost one-third of Renault and Nissan sales and is a leading car financing company. It enables the Alliance to conquer new markets and build brand loyalty. RCI Banque helps construct a strong, enduring network by working alongside the carmakers in the deployment of their distribution policy.

### Fleet products

#### Contract hire and fleet management

RCI offers fleet customers a whole range of services from contract hire to fleet management.

### Loans for individual buyers

Financing schemes for the general public with two aims:

- to help customers to buy a new or used Renault or Nissan vehicle.
- to facilitate ownership and replacement of vehicles, thanks to a range of products with guaranteed buyback commitment.

### 1999 - 2001 New RCI Banque financing and loans outstanding

€ million  
New and used Renault and Nissan vehicles

Passenger cars	1999	2000	2001
New financing	8,989	8,095	9,313
No. of new loans	1,062,782	928,757	994,568
Net loans outstanding at year-end	16,248	16,806	18,015

### 1999 - 2001 Market share and net loans outstanding by country

RCI Banque share of new Renault and Nissan vehicle sales in Europe.  
Net RCI Banque loans outstanding

	1999	2000	2001	Net loans outstanding end 2001
Germany	50.1	46.4	45.8	5,063
Austria	18.3	19.5	23.9	165
Belgium	15.1	16.4	16.0	278
Spain	31.5	32.1	31.7	2,330
France	29.0	28.4	28.0	5,541
United Kingdom	26.4	18.6	27.8	1,362
Italy	44.4	32.4	40.1	1,795
Netherlands	9.0	8.2	14.0	530
Portugal	38.1	28.0	29.2	374
Switzerland	30.4	31.0	31.4	246
<b>Total Europe</b>	<b>33.3</b>	<b>29.4</b>	<b>31.5</b>	<b>17,748<sup>(1)</sup></b>
<b>Other international</b>				<b>267</b>
<b>Total RCI Banque</b>				<b>18,015</b>

<sup>(1)</sup> Including Sygma Finance (€64 million).

## INDUSTRIAL COMPANIES

### 2001 RENAULT Agriculture

*Design, manufacture and distribution of farm machinery*

Consolidated revenues: €545 million

Sales of tractors: 7,700

#### Market share in France



A network of subsidiaries (United Kingdom, Germany, Holland) and importers handles sales within the EU. The subsidiary RSI (Renault Agriculture & Sonalika Int.) handles sales outside the EU. Numerous industrial and sales partners: International Tractors Ltd (India), JCB (UK), Agritalia (Italy), Massey Ferguson (GIMA, France), John Deere (France).

### 2001 SNR

*Design, manufacture and sale of bearings*

Revenues: €457 million

#### Revenues outside France



5 plants in France, 1 in Brazil

Holding in ICSA Italy

Sales subsidiaries in Europe and America

Main markets: automobile, industry, aeronautics, railways, etc.

#### Highlights in 2001:

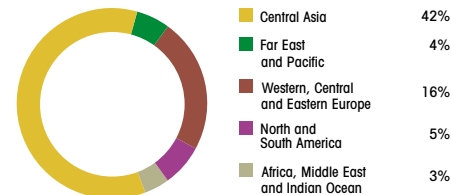
ASB (Active Sensor Bearing), invented by SNR, becomes a world standard after the signing of agreements with SKF, KOYO and NTN. SNR Japan is established in Tokyo to meet demand from Honda and Nissan.

## MOTOR SPORT AND LEISURE

### 2002 Renault's return to Formula 1

Renault set up two units for its full-works return to Formula 1 racing: a plant in Viry-Châtillon on the outskirts of Paris, which designs and produces the engine, and the Enstone site located near Oxford, England, which makes the chassis and conducts wind-tunnel tests. Workforce: 635 people.

#### Worldwide Formula 1 audience<sup>(1)</sup>:



- 5,956,410,851<sup>(1)</sup> TV viewers in a season.
- 350,377,107<sup>(1)</sup> on average per Grand Prix.
- 17 Grands Prix from March to October, every two weeks.

<sup>(1)</sup> 2000 figures.

### Renault Sport Technologies

The Renault Sport Technologies Business Unit is in charge of all racing activities excluding Formula 1, as well as niche vehicles, sports models, and Renault's range of cycles and scooters. Its subsidiary Sur La Route designs, manufactures and markets Renault merchandising (miniatures, toys, clothing, etc.). The Alpine plant in Dieppe is also under the wing of Renault Sport Technologies, which produced **1,358 racing cars** between 1999 and 2002.

#### • Renault two-wheelers

##### Cycles - sales volume

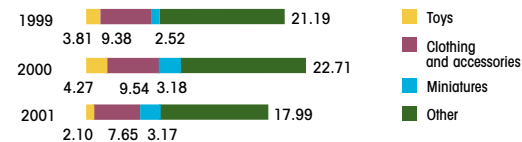


Renault started marketing a range of **scooters** in mid-2001.

#### • Merchandising

Renault set up the **Sur La Route** subsidiary in 1996 to market merchandising (launch products, miniatures, clothing and toys).

##### Revenues by activity - € million



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Franck Bichon



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