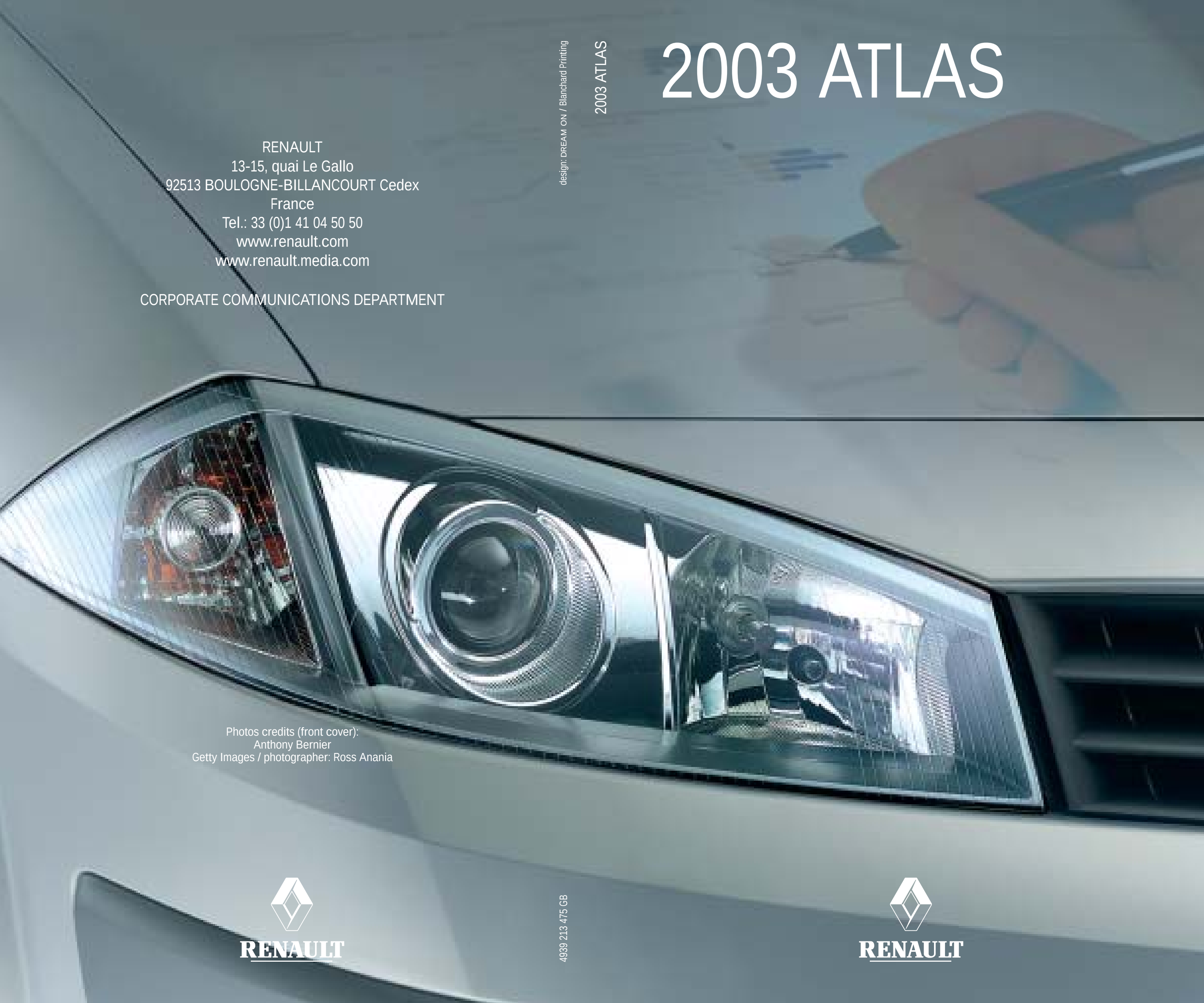

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RENAULT

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2003 ATLAS

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2003 ATLAS

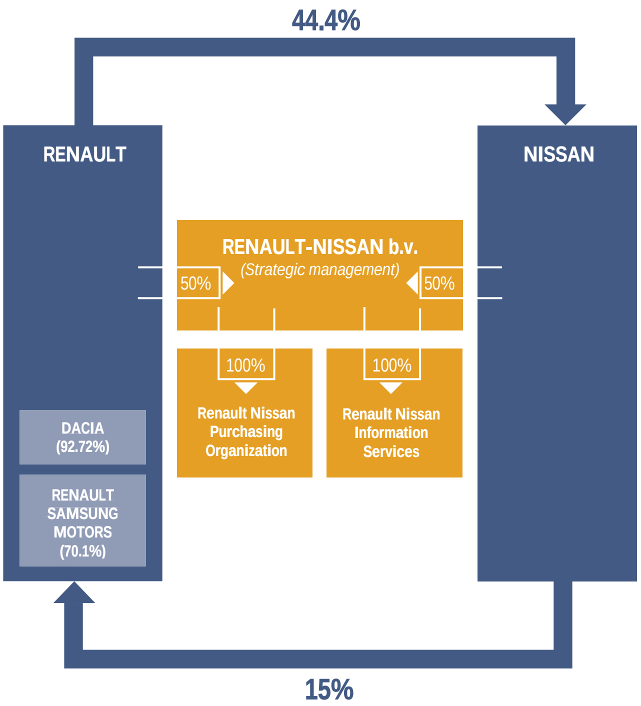
RENAULT

Contents

Renault-Nissan Alliance

Structure of the Alliance

At December 31, 2002



Renault-Nissan

Renault and Nissan sold a combined total of 5,139,505 units worldwide in 2002 (2,735,530 for Nissan; 2,403,975 for the Renault group[(1)]).

Renault group plants

DACIA groupe Renault

SAMSUNG RENAULT SAMSUNG MOTORS

Body assembly
Argentina, Brazil (including Nissan Frontier assembly), China, Colombia, France, Korea (Renault Samsung Motors), Malaysia, Morocco, Romania (Dacia), Russia, Slovenia, Spain, Turkey, Uruguay.

Powertrain
Brazil, Chile, France, Korea, Portugal, Romania, Spain.

Nissan plants

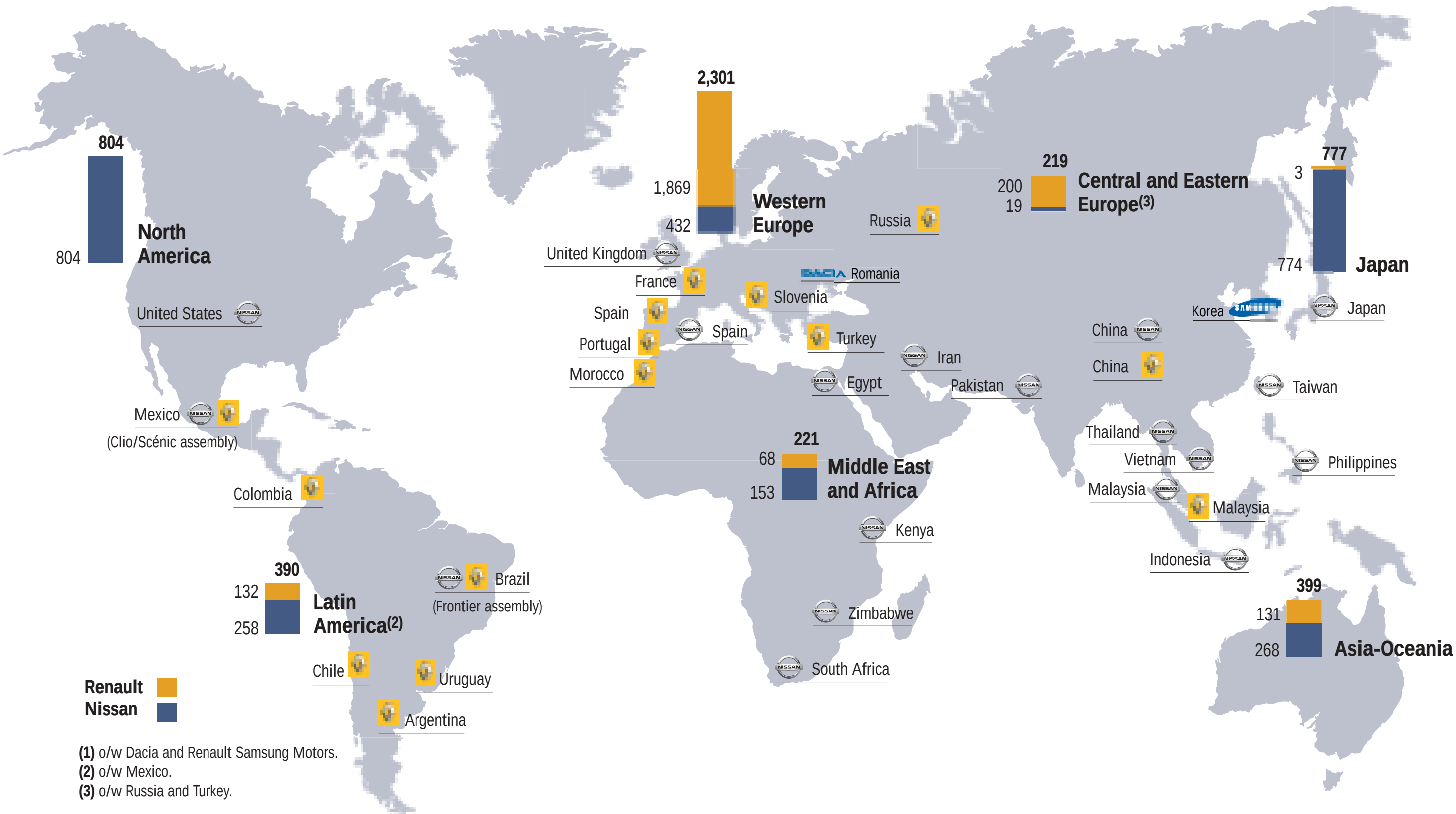
NISSAN

Body assembly
China, Egypt, Indonesia, Iran, Japan, Kenya, Malaysia, Mexico (including Renault Scénic and Renault Clio assembly), Pakistan, Philippines, South Africa, Spain, Taiwan, Thailand, United Kingdom, United States, Vietnam, Zimbabwe.

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

Worldwide sales and production sites - 2002

Sales in thousands of vehicles



(1) o/w Dacia and Renault Samsung Motors.
(2) o/w Mexico.
(3) o/w Russia and Turkey.

Collaborative ventures

The Alliance forged by Renault and Nissan in March 1999 entered a new phase in 2002, as Nissan acquired a 15% equity interest in Renault and Renault increased its equity stake in Nissan to 44.4%. The two partners created a strategic command structure, Renault-Nissan bv, which will decide on the Alliance's medium and long-term strategy and coordinate activities worldwide. Renault's Chairman and CEO is President of the Alliance Board, and Nissan's President and CEO is Vice President.

The Alliance's accomplishments

Staff exchanges	By the end of 2002, 35 Renault staff had joined Nissan and 32 Nissan employees were working for Renault. A total of 500 employees from Renault and Nissan were directly involved in the Alliance's collaborative ventures.

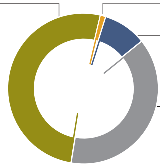
	EFFORTS UNDER WAY	OBJECTIVES
STRUCTURAL COLLABORATION		
Product planning	Coordination of product planning and convergence in platform and powertrain strategy in keeping with distinct brand identities.	Market coverage with optimum product line-ups that clearly respect each partner's brand identity. Coordination of strategic planning.
Vehicle engineering	Two common platforms in place, for the B segment (Nissan March-Micra and Renault Clio) and C segment (Renault Mégane and Nissan Almera).	Ten common platforms by 2010.These two platforms will account for 50% of production volumes of both companies in the longer term.
Powertrains	Powertrain ranges reorganized. Joint use of powertrains: - Nissan engine for Renault Vel Satis, - Renault engine for Nissan Micra, - Nissan transmission for Renault Kangoo 4x4, - Renault gearbox for Nissan Almera.	By 2010, Renault and Nissan will share eight engine families and seven transmission families.
Product exchanges	- Market introduction in Europe of Nissan-badged Renault LCVs (Master and Trafic), - Market introduction and local production by Nissan of a Nissan-badged version of the Renault Clio saloon in Mexico.	Range complementarity for either partner when brand image is not at stake (LCVs, specific markets).
Research	Joint work on shedding vehicle weight, emission control, hybrid drive units, fuel cells, etc.	Two stages for fuel cells, in 2005 and 2010.
Information systems	Creation of Renault Nissan Information Services in July 2002.	Convergence in IS/IT processes and tools, especially in R&D.
Purchasing	- Joint company, Renault Nissan Purchasing Organization (RNPO), created in April 2001, - Renault and Nissan hold stakes in Covisint, a B2B purchasing company, - Alliance New Product Quality Procedure (ANPQP) adopted for suppliers.	- In the longer term, 70% common procurement. - €220 in savings per vehicle.
Cross manufacturing	Production of Renault vehicles at Nissan plants in Mexico and Spain; Nissan vehicles produced at Renault plants in Brazil.	Potential for joint use of Alliance manufacturing facilities.
Production	Nissan's Alliance Vehicle Evaluation System (AVES) replaces Renault's AQR system.	Deployment in Renault plants from January 2003.
Logistics	Two shared shipping routes used to transport Renault and Nissan vehicles between Spain and Italy and between Spain and France.	Logistics synergies to be stepped up. Regional collaboration.
REGIONAL COLLABORATION		
Europe	Renault supports Nissan's expansion: - Establishment of joint commercial structures led by Renault in seven European countries, - Joint restructuring of distribution networks.	Raise the Renault-Nissan group's market share to over 15% in the longer term.
Mexico and Central America	Nissan supports Renault's expansion: - Scénic and Clio assembled in Nissan plants, - Sales network set up, - Market introduction of Clio in 2002.	Optimize capacity utilization at Nissan plants. Increase Renault sales volumes to 40,000 vehicles/year in the longer term.
Mercosur	Renault supports Nissan's expansion: - Nissan Frontier (2002) and Xtrail (2003) assembled at Renault plants, - Creation of a sales network in Brazil (59 outlets at end-2002) and Argentina (43 outlets at end-2002).	Increase Nissan sales volumes to 150,000 vehicles/year in the longer term. Achieve combined market share of 15% by 2010.
Japan Asia-Pacific	Nissan supports Renault's expansion, distributing Renault vehicles in: - Japan (71 locations at end-2002), - Australia (25 locations at end-2002), - Taiwan, through Nissan's partner Yulon Motor, - Indonesia, through Nissan's partner Indomobil. - Nissan supplies Renault Samsung Motors with technical support in Korea, - Joint strategy in China.	Increase Renault sales in the region to 200,000 vehicles by 2010, with Renault Samsung Motors playing a big part in the expansion.
Africa Middle East Central Europe	- Renault takes over distribution of Nissan vehicles in Morocco and Romania, - Nissan takes over distribution of Renault vehicles in Bahrain, Qatar and Kuwait, - Renault uses Nissan's logistics and spare parts storage capacity in South Africa.	The company with a stronger presence in a given market is to run Alliance operations, i.e. Renault in North Africa and Central Europe, Nissan in the Middle East.

Renault Nissan Purchasing Organization

Speaking with a single voice to suppliers worldwide
April 2001 saw Renault and Nissan establish a joint purchasing organization, RNPO. By end-2002, the new entity was handling 43% of all purchases by the two companies, amounting to €21.5 billion. Renault and Nissan are currently in the process of modifying RNPO's scope.

Total RNPO purchasing (Renault only)

€ billion



Organization type: **Société par Actions Simplifiée** (s.a.s.)
Head office: **Paris**
Offices: **Japan, USA and Europe**
Capital: **€50,000**
Shareholder: **Wholly owned by Renault - Nissan bv**

Renault Nissan Information Services

Common IS/IT organization for Renault and Nissan
In July 2002, Renault and Nissan created RNIS, a new joint information services/information technology company. RNIS is entrusted with planning, functional and technical architecture, performance measurement, project office, network and telecommunications, and the SAP competency centre. It is also steering an IS convergence programme, as well as the Alliance IS Master Plan, which covers all strategies, policies, plans, roadmaps and joint projects between Renault and Nissan for the next three years, thereby providing a framework of reference for the Alliance's IS upgrades. Furthermore, RNIS is measuring joint performance indicators for Renault and Nissan, notably the IS/IT cost/revenues ratio. The Alliance Board has set the target for this ratio at 1.5% by 2004 for Renault and Nissan as a whole. RNIS works closely with the IT/IS organizations of Renault (DTSI) and Nissan (Global IS), and with RNPO for supplier relations.

Organization type: **Yugen Kaisha** (similar to a limited-liability company)
Head office: **Tokyo**
Offices: **Tokyo, Paris**
Capital: **JPY50,000**
Shareholders: **50% Renault - 50% Nissan**

World ranking of car manufacturers - 2002

Production volume in thousands of passenger cars and LCVs

Source: CCFA (estimates at March 28, 2003 for US and Japanese manufacturers)

General Motors	7,922
Ford	6,655
Toyota	6,300
Renault-Nissan	**5,033**
Volkswagen Group	5,018
DaimlerChrysler	4,376
PSA	3,262
Honda	2,880
Hyundai + Kia	2 828
Nissan	**2,690**
Renault	**2,343**
Fiat	2,250
Mitsubishi	1,821
Suzuki-Maruti	1,670
BMW	1,090
Mazda	1,025
Total	**57,163**

Structure of the Renault Group

Renault organization chart at March 1, 2003

Members of the Renault Management Committee

Louis Schweitzer
Chairman and
Chief Executive Officer

Michel de Virville
Corporate Secretary General
Executive Vice President,
Group Human Resources

- Group Human Resources Department

Pierre-Alain De Smedt
Executive Vice President,
Industry and Technology

- **Odile Desforges** Senior Vice President, Supplier Relations Chairman and CEO, Renault Nissan Purchasing Organization (RNPO)
- **Michel Faivre-Duboz** Senior Vice President, Vehicle Engineering Development
- **Michel Gornet** Senior Vice President, Manufacturing and Powertrain
- **Kazumasa Katoh** Senior Vice President, Powertrain Engineering
- **Jacques Lacambre** Senior Vice President, Advanced Vehicle Engineering and Research
- **Pierre Poupel** Senior Vice President, Mercosur CEO, Renault do Brazil

Georges Douin
Executive Vice President,
Product & Strategic Planning
and International Operations

- **Rémi Deconinck** Senior Vice President, Product Planning
- **Manuel Gomez** Senior Vice President, Northern Latin America
- **Luc-Alexandre Ménard** Senior Vice President, International Operations

Shemaya Lévy
Executive Vice President,
Chief Financial Officer

- **Jean-Pierre Corniou** Senior Vice President, Chief Information Officer
- **Alain Dassas** Senior Vice President, Finance
- **Jean-Baptiste Duzan** Senior Vice President, Corporate Controller
- **Philippe Gamba** Chairman and Chief Executive Officer, RCI Banque

François Hinfray
Executive Vice President,
Sales and Marketing

- **Patrick Blain** Senior Vice President, Market Area Europe
- **Marie-Christine Caubet** Senior Vice President, Market Area France
- **Benoît Marzloff** Senior Vice President, Strategy and Marketing
- **Bruno Morange** Senior Vice President, Light Commercial Vehicles

Patrick Faure
Executive Vice President,
Chairman and Chief Executive
Officer of Renault F1 Team

- Renault F1 Team
- **Patrick Bessy** Senior Vice President, Corporate Communications

Reporting directly to the Chairman:

- **Jean-Louis Ricaud** Senior Vice President, Quality
- **Tsutomu Sawada** Senior Vice President, Adviser to the Chairman
- **Patrick le Quément** Senior Vice President, Corporate Design

Members of the Group Executive Committee chaired by Louis Schweitzer and

members of the Renault Management Committee

Structure of the Renault Group

Dacia organization chart

At March 1, 2003

Luc-Alexandre Ménard
Chairman of Dacia
Senior Vice President,
International Operations, Renault

Constantin Stroe
Vice Chairman, Dacia

Christian Estève
Chief Operating Officer

Manuel Roldan
Director

Gérard Detourbet
Deputy General Manager, Vice President,
New Vehicle Programmes

Renault Samsung Motors organization chart

At March 1, 2003

Jérôme Stoll
Chief Executive Officer

Jong-Youl Lee
R&D, Purchasing & Quality Director

- **Won Ki Shin**
  Manufacturing Director
- **Young-Moo Shin**
  Quality Director
- **Gérard Cave**
  Purchasing Director
- **Akira Akashi**
  R&D Director
- **Jacques Bourdos**
  Information Systems
  and Technologies Director

Jeong-Hwan Oh
Sales and Marketing Director

Jung-Ho Yoon
Strategic Planning Director

Denis Soubeyran
Finance Director

Don-Young Cho
Communications Director

Seung-Hee Lee
Human Resources Director

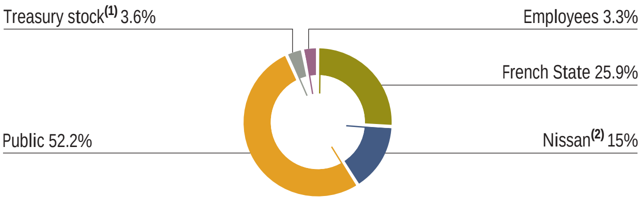
Patrick Descotes-Genon
Executive Assistant

Financial information

Renault shareholders

At December 31, 2002

Total share capital	**€1,085,610,419.58**
Total number of shares	**284,937,118**

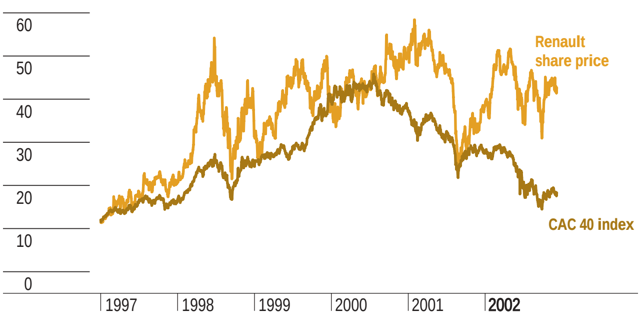


(1) Shares acquired for the purposes of stock option programmes.
These shares have no voting rights attached.

(2) Nissan cannot exercice the voting rights attached to these shares.

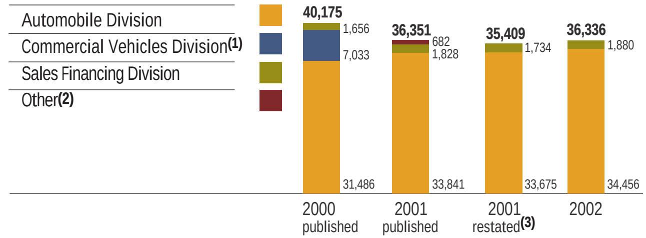
Share price - 1997-2002

CAC 40 indexed on Renault share price at 31/12/96: €17



Revenues by Division - 2000-2002

€ million



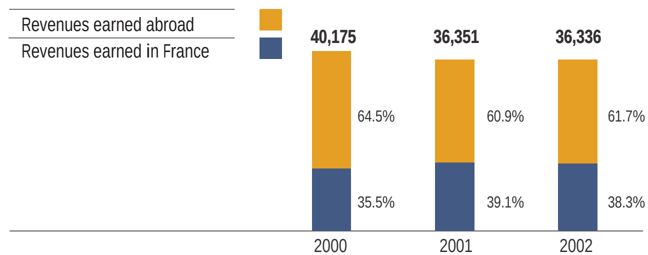
(1) In 2001, following the definitive agreement signed on January 2 between Renault and AB Volvo, the Renault V.I. group was deconsolidated and 20% of AB Volvo accounted for by the equity method.

(2) Following deconsolidation of the Renault V.I. group, data for Irisbus appear under "Other" in 2001.

(3) Data for 2001 were restated on a basis consistent with 2002 figures.
The main changes are as follows:
- For the Automobile Division, deconsolidation of the CAT group following its sale on July 1, 2001 (impact of -€163 million).
- For the Sales Financing Division, the change in the consolidation method used for Renault Financial Services (RFS). Since December 31, 2001, RFS has been consolidated by the proportional method (50%), having previously been fully consolidated. This change resulted from the redefinition of the partnership by shareholders and is based on 50/50 shared control (impact of -€92 million).
- For "Other", deconsolidation of Irisbus following the sale to Iveco on January 2, 2002 of Renault's equity interest in Irisbus (impact of -€682 million).

Share of revenues earned abroad - 2000-2002

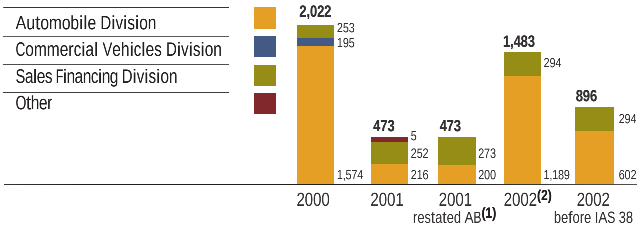
€ million and as a %



Financial information, 2000-2002

Group operating margin

€ million



The recovery in the Automobile Division's operating margin was brought about by the reduction in R&D expenses (from their peak in 2001) and other general expenses, and by higher sales from outside Western Europe, driven by the strong increase in Renault Samsung's earnings and Renault's inroads into new markets. Sales in Europe held up amid a less buoyant environment, linked to the decline in sales volumes and the end of the Mégane's lifecycle.

(1) Data restated to take into account changes in the presentation of sectoral information.
(2) Renault began capitalizing development expenses from January 1, 2002 (IAS 38). This had a positive impact of €587 milllion on operating margin.

Share in net income of companies accounted for by the equity method

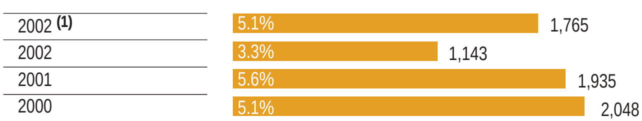
€ million

	2000	2001 published	2002 published	2002 before IAS 38
Nissan	56	497	1,335	1,145
Volvo	0	(26)	71	43
Other(1)	33	(91)	(75)	(75)
Total	89	380	1,331	1,113

(1) Essentially Maïs, Teksid and Sofasa.

R&D expenses

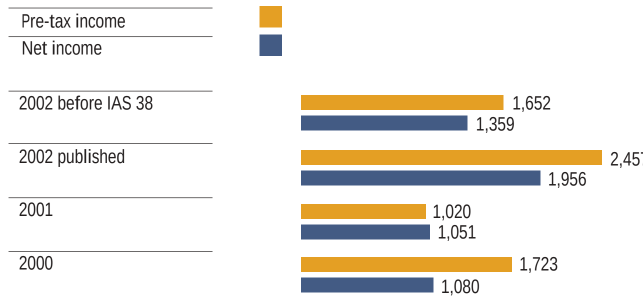
As a % of revenues and in € million



(1) Before capitalization of development expenses, for the purposes of comparison with 2001.

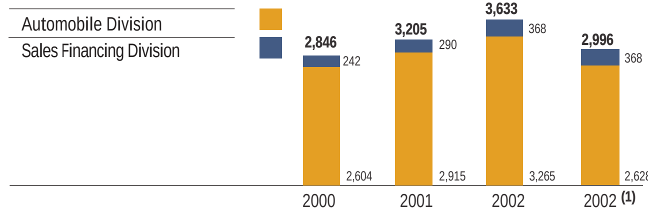
Renault net income

€ million



Capital expenditure in property, plant and equipment and intangible assets

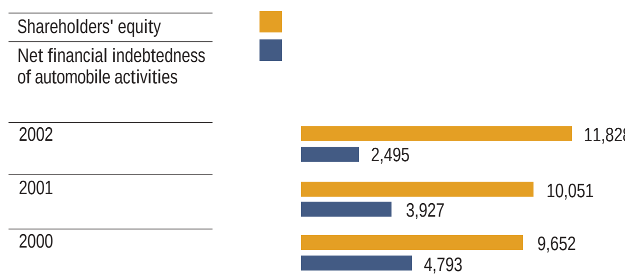
€ million



(1) Before capitalization of development expenses, for the purposes of comparison with 2001.

Shareholders' equity and net financial indebtedness

€ million

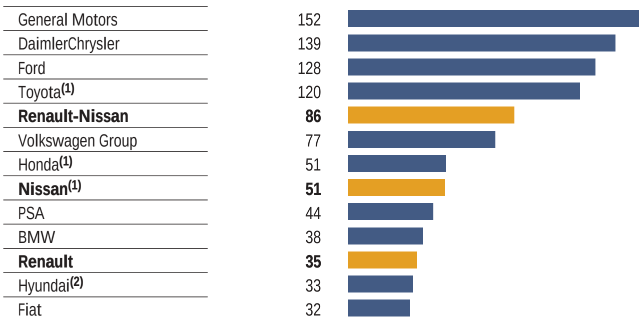


Financial information (cont.)

World ranking in terms of revenues - 2002

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

€ billion

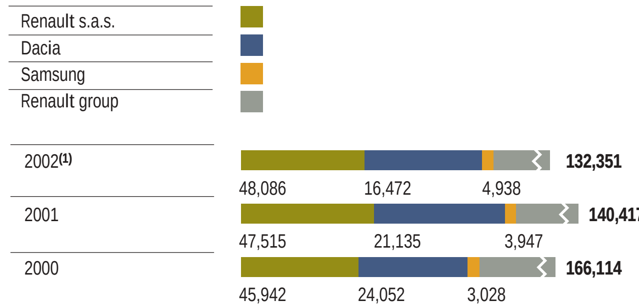


(1) Fiscal year ended March 31, 2002.
(2) Fiscal year ended December 31, 2001 (consolidated financial statements not yet available).

Workforce

Workforce of Renault s.a.s. and the Renault group - 2000-2002

Workforce at December 31



(1) Changes in the payroll compared with 2001 are as follows:
- 189 employees joined the payroll from Renault Crédit Polska, ACI NAO, ACI Do Brasil and Grisoni,
- 3,810 Irisbus employees came off the payroll.

Workforce by employee category - 2000-2002

At December 31

	Apprentices	Production staff	Administrative staff, technicians, supervisory staff	Engineers and managerial staff	Total
2002	584	19,741	18,754	9,007	**48,086**
2001	533	19,620	18,558	8,804	**47,515**
2000	528	19,150	18,151	8,113	**45,942**

Training by employee category (Renault s.a.s.) - 2000-2002

	Production staff	Administrative staff, technicians, supervisory staff	Engineers and managerial staff
2002	30%	43%	27%
2001	30%	46%	24%
2000	33%	45%	22%

Competitive strength

R&D and engineering hone the group's competitive edge

Renault's high-performance research and vehicle-engineering capabilities have generated decisive gains in quality, costs and delivery times.
- Minimum savings of **€250 million** for each new vehicle.
- Development times shortened to **29 months** for Mégane II, i.e. 17 months shorter than for Mégane I.
- Simultaneous management of **four to five vehicle projects**.

Number of patents registered in France

2002	450
2001	364
2000	331

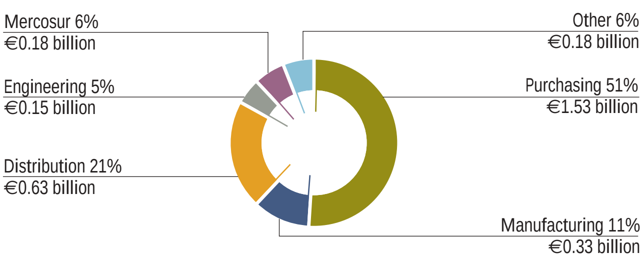
Cutting costs

Second cost-cutting plan - 2001-2003

Following on from 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 by 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, but the biggest savings will stem from purchasing (51%) and distribution (21%).

2001-2003 plan

Savings of €3 billion



Enhancing quality

Renault and Nissan have drawn up a Quality Charter describing shared operating modes and processes. Furthermore in January 2003, Renault replaced its own AQR system with Nissan's Alliance Vehicle Evaluation System (AVES).
The two partners have also introduced a new quality assurance procedure for suppliers, known as the Alliance New Product Quality Procedure (ANPQP).

Cutting development times

Renault has broken new ground with Mégane II. With design and production times shortened, the Hatch and Sport Hatch models were developed in just 29 months, compared with 46 months for the previous generation. Decisive in achieving these results was the vehicle project strategy devised at the Technocentre. This saw the design and engineering teams located at the same site, making it possible to optimize development times and quality.

Industrial performance

Streamlining the manufacturing system

By assigning a single vehicle segment to each plant, Renault has started to streamline and simplify its production facilities. The Sandouville site, for example, is entirely dedicated to the high-end product range, with four bodies — Laguna II Hatchback and Sport Tourer, Vel Satis and Espace IV — assembled on the same platform. Efficiency has also been improved by locating industrial supplier parks as close to assembly sites as possible.

Renault Production Way

Launched in 1998, the Renault Production Way (SPR) is aimed at enhancing the group's industrial performance in terms of quality, costs, delivery times and human resources. A system for managing continuous improvement at workstations, SPR acts as a motivating and unifying force for all those involved in the manufacturing system, from manufacturers, buyers and suppliers to logistics providers and product/process designers. The implementation of a single production system for all plants worldwide is a fundamental step in ensuring Renault's competitiveness on the world stage.

IMVP index / Average assembly time (in hours)

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

2002	14.8**(1)**
2001	14.6
2000	15.4
1999	16.8
1998	18.5
1997	21.4

(1) The Mégane II and Espace IV launches caused the slight decline in Renault's productivity in 2002.

Distribution

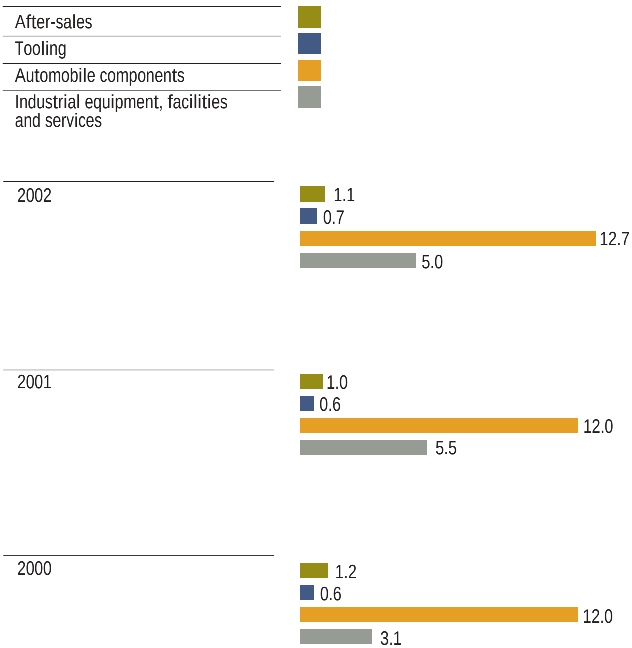
With New Distribution launched in 1999, Renault had reduced delivery times to five weeks by the end of 2002. This project has now been applied to 11 European plants in 16 European countries, and 1.8 million vehicles, or more than 80% of Renault-badged production. In 2002, 50% of vehicles were built to order and inventories had been reduced by 20% on 1999.

Purchasing

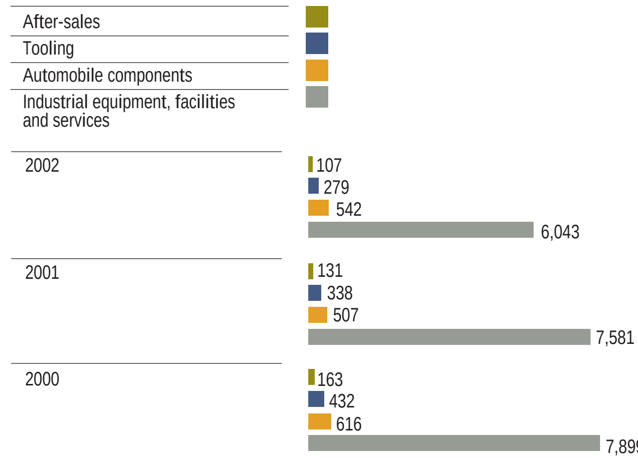
Total purchasing - 2000-2002

Renault s.a.s. and Spanish and Portuguese subsidiaries

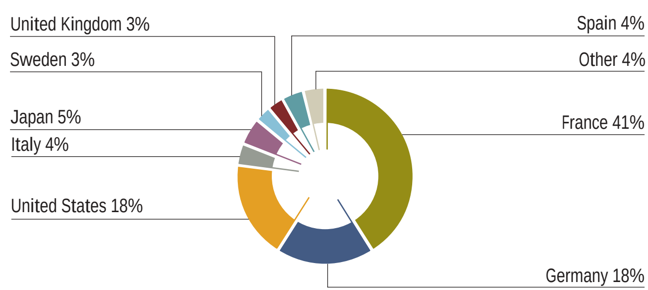
€ billion



Number of suppliers (group) - 2000-2002



Purchasing by country (group) - 2002



Dacia

In September 1999, Renault acquired 51% of the capital of Dacia, a car manufacturer and one of Romania's largest companies. Renault has since invested in Dacia to improve the quality and breadth of its range and to lay the foundations for the future. By 2004, Renault will have invested around €350 million in a revival plan, excluding product-related investment for the X90 vehicle.

Renault's objectives are to make Dacia a modern, professional, customer-centred brand, and to turn the company into a highly-integrated, low-cost production base, capable of producing modern, sturdy, high-quality entry-level vehicles to support Renault's expansion into new automotive markets.

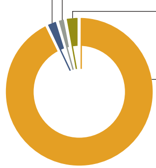
In 2010, more than 500,000 vehicles will be produced under the Dacia nameplate, some 200,000 in Romania. This output will lend crucial support as the group seeks to meet its target of selling 4 million vehicles in 2010, half of which outside Western Europe.

Dacia plant
Body assembly

The group's target for 2004: the X90 vehicle

Built on a platform based on the Renault-Nissan Alliance's B platform, the X90 will incorporate Renault technology in both its powertrain and chassis. Modern and attractive, sized as a family saloon, the X90 will offer unbeatable levels of reliability and ease-of-use. It will be designed for customers in countries where road quality is variable and weather conditions are often severe. The X90 will be marketed in Romania from the second half of 2004 at the entry-level price of €5,000.

Shareholding structure at December 31, 2002



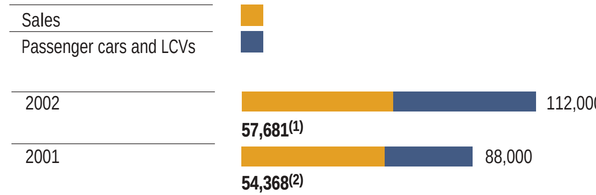
As at December 31, 2002, Dacia's share capital came to **ROL7,038,966,824,000**.

Revenues - 2001-2002

€ million

Sales - 2001-2002

Volume



(1) o/w 4,939 on export markets.
(2) o/w 2,355 on export markets.

Production - 2001-2002

Volume

Workforce - 2001-2002

On payroll at December 31

Renault Samsung Motors

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 an ultra-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 130 sales outlets in Korea. Investment of $300 million over three years will give the company a new dimension

In 2002, the SM5 had a segment share of over 29% and more than 100,000 registrations. It was the second best-selling vehicle on the Korean passenger car market, all brands and segments combined. More than 200,000 SM5s have been sold since the car's launch.

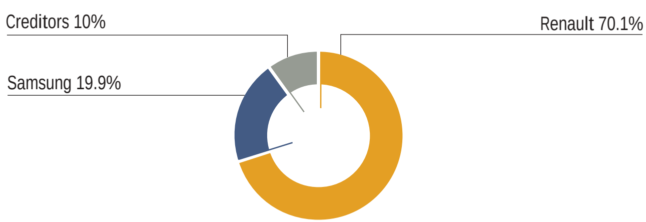
A second vehicle – the SM3 – designed on an existing Nissan platform went on sale in September 2002. The combined line-up of the SM3 and the SM5 will enable RSM to cover over 40% of the Korean market and sell more than 130,000 vehicles in 2003.

To meet growing demand for the SM5 and SM3, in February 2003 the Busan plant added a second production shift. The facility now employs a staff of 2,289.

Renault Samsung Motors plant
Body assembly – Powertrain

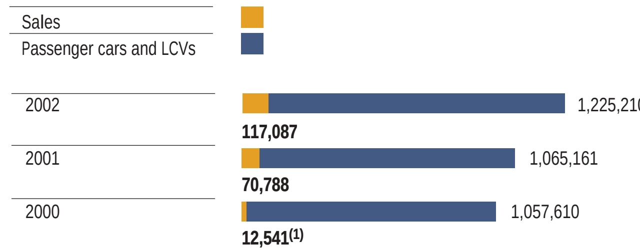
Shareholding structure at December 31, 2002

Capital: KRW440 billion



Sales - 2000-2002

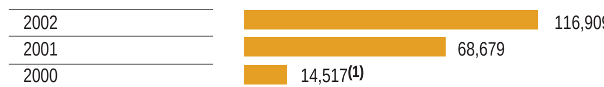
Volume



(1) Recorded as from September 2000.

Production - 2000-2002

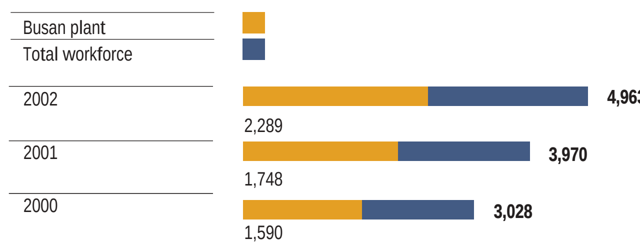
Volume



(**1**) Recorded as from September 2000.

Workforce - 2000-2002

On payroll at December 31



Vehicle range in 2002


Vel Satis


Espace


Avantime


Laguna


Laguna Sport Tourer


Mégane Hatch

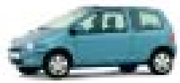

Mégane Sport Hatch


Scénic


Mégane Cabriolet


Mégane Estate


Clio


Twingo


Kangoo Car


Kangoo Van


Trafic L2H2


Trafic


Master

SAMSUNG
RENAULT SAMSUNG MOTORS


SM3


SM5


SupeRNova


Pick-Up

Engine and gearbox range

Renault engines and gearboxes

Engine	D 999 - 1149 cc	K 1390 - 1598 cc 1461cc	F 1783 - 1998 cc 1870 cc	G 2188 - 2463 cc	L 2946 cc 6 cyl.	P 2958 cc 6 cyl.	V 3498 cc 6 cyl.
	petrol	petrol/diesel	petrol/diesel	diesel	petrol	diesel	petrol
Twingo	**1.2** (D7F) **1.2 LPG** (D7F) **1.2 16V** (D4F)						
Clio	**1.0** (D7D)* **1.0 16V** (D4D)* **1.2** (D7F) **1.2 LPG** (D7F) **1.2 16V** (D4F)	**1.4** (K7J)* **1.4 16V** (K4J) **1.6 16V** (K4M) **55 bhp 1.5 dCi** (K9K) **65 bhp 1.5 dCi** (K9K) **80 bhp 1.5 dCi** (K9K)	**2.0 16V RS** (F4R) **65 bhp 1.9 D** (F8Q)*				
Clio V6					**3.0 V6 RS** (L7X)		
Kangoo	**1.0** (D7D)* **1.0 16V** (D4D)* **1.2** (D7F) **1.2 LPG** (D7F) **1.2 16V** (D4F)	**1.4** (K7J)* **1.6 16V** (K4M) **55 bhp 1.5 dCi** (K9K) **65 bhp 1.5 dCi** (K9K) **80 bhp 1.5 dCi** (K9K)	**65 bhp 1.9 D** (F8Q) **80 bhp 1.9 dCi** (F9Q)				
Mégane I		**1.4 16V** (K4J) **1.6 16V** (K4M) **1.6 16V LPG** (K4M)	**1.8 16V** (F4P) **2.0 16V** (F4R) **80 bhp 1.9 dTi** (F9Q) **105 bhp 1.9 dCi** (F9Q)				
Mégane II		**1.4 16V** (K4J) **115 bhp 1.6 16V** (K4M) **80 bhp 1.5 dCi** (K9K)	**2.0 16V** (F4R) **120 bhp 1.9 dCi** (F9Q)				
Scénic		**1.4 16V** (K4J) **1.6 16V** (K4M) **1.6 16V LPG** (K4M)	**1.8 16V** (F4P) **2.0 16V** (F4R) **80 bhp 1.9 dTi** (F9Q) **105 bhp 1.9 dCi** (F9Q)				
Laguna		**1.6 16V** (K4M) **1.6 16V LPG** (K4M)	**1.8 16V** (F4P) **2.0 16V** (F4R) **2.0 IDE** (F5R) **2.0 T** (F4Rt) **100 bhp 1.9 dCi** (F9Q) **110 bhp 1.9 dCi** (F9Q) **120 bhp 1.9 dCi** (F9Q)	**150 bhp 2.2 dCi** (G9T)	**3.0 V6** (L7X)		
Vel Satis			**2.0 T** (F4Rt)	**115 bhp 2.2 dCi** (G9T) **150 bhp 2.2 dCi** (G9T)		**3.0 dCi** (P9X)	**3.5 V6** (V4Y)
Espace IV			**2.0 16V** (F4R) **2.0 T** (F4Rt) **120 bhp 1.9 dCi** (F9Q)	**150 bhp 2.2 dCi** (G9T)		**3.0 dCi** (P9X)	**3.5 V6** (V4Y)
Avantime			**2.0 T** (F4Rt)	**150 bhp 2.2 dCi** (G9T)	**3.0 V6** (L7X)		
Trafic			**2.0 16V** (F4R) **82 bhp 1.9 dCi** (F9Q) **100 bhp 1.9 dCi** (F9Q)	**133 bhp 2.5 dCi** (G9U)			
Master			**82 bhp 1.9 dCi** (F9Q)	**90 bhp 2.2 dCi** (G9T) **115 bhp 2.5 dCi** (G9U)			

	Man. 5-speed	Man. 5-speed robotized	Man. 6-speed	Auto 4-speed	Auto 5-speed
Twingo	Man. 5 (JB1)	Quickshift 5 (JHR)			
Clio	Man. 5 (JB1) Man. 5 (JB3) Man. 5 (JC5)	Quickshift 5 (JHR)		Proactive (DPO)	
Clio V6			Man. 6 (PK6)		
Kangoo	Man. 5 (JB1) Man. 5 (JB3) Man. 5 (JC5) Man. 5 (JC7)			Proactive (DPO)	
Mégane I	Man. 5 (JB3) Man. 5 (JC5)			Proactive (DPO)	
Mégane II	Man. 5 (JHQ) Man. 5 (JRQ)		Man. 6 (ND0)	Proactive (DPO)	
Scénic	Man. 5 (JB3) Man. 5 (JC5) Man. 5 (JC7)			Proactive (DPO)	
Laguna	Man. 5 (JH3) Man. 5 (JR5)		Man. 6 (PK6)	Proactive (DPO)	Proactive (SU1)
Vel Satis			Man. 6 (PK6)		Proactive (SU1)
Avantime			Man. 6 (PK6)		Proactive (SU1)
Espace			Man. 6 (PK6)		Proactive (SU1)
Trafic	Man. 5 (PK5)		Man. 6 (PK6)		
Master	Man. 5 (PK5) Man. 5 (PF1)				

Dacia engines

CC

	C 4 cyl. in line petrol	E 7J 4 cyl. in line petrol	F 8Q 4 cyl. in line diesel
Saloon and Estate	1397	1557	
Pick-up, Drop-side, Double Cab	1557		1870
SupeRNova		1390	

Renault Samsung Motors engines

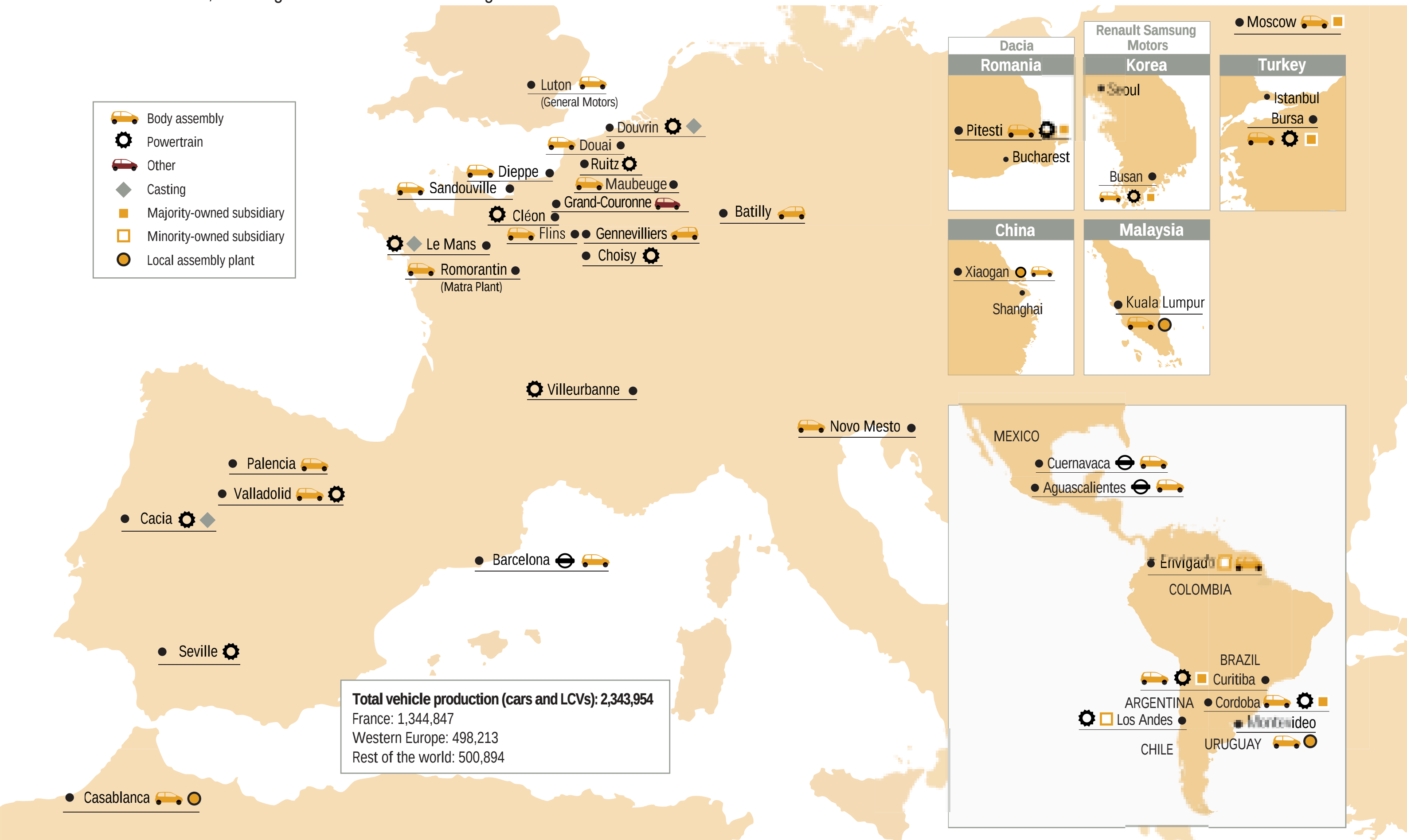
CC

Engines	QG 4 cyl. in line petrol	SR 4 cyl. in line petrol	VQ V6 petrol
SM3	1497		
SM5		1838-1998	1995-2495

Worldwide production

Production sites and activities - 2002

Cars and LCVs, including Dacia and Renault Samsung Motors

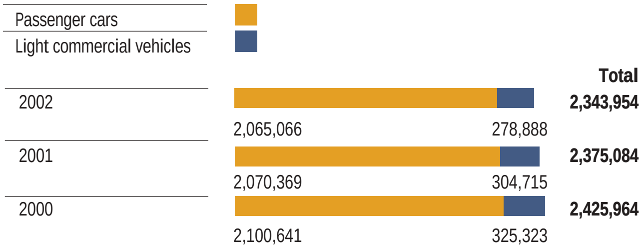


Total vehicle production (cars and LCVs): 2,343,954
France: 1,344,847
Western Europe: 498,213
Rest of the world: 500,894

Worldwide production

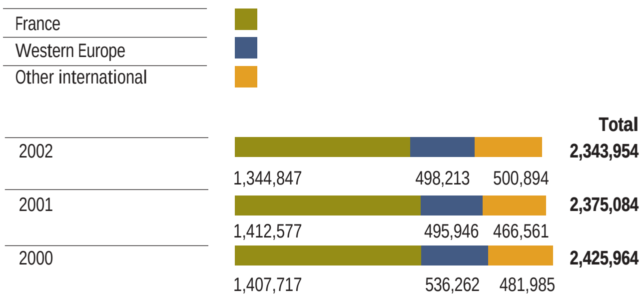
Production by category - 2000-2002

Including Dacia and Renault Samsung Motors



Production by origin - 2000-2002

Cars + LCVs, including Dacia and Renault Samsung Motors



Automobile plants in France - 2002

Activities, output and workforce on December 31

PLANTS	ACTIVITIES	OUTPUT	WORKFORCE
Batilly (Sovab)	Master II	**82,591**	2,705
	Mascott	**6,371**	
Choisy	Reconditioned engines	**45,000**	707
	Reconditioned components	**39,000**	
	New engines	**4,549**	
	Gearshifts	**1,200,000**	
	Structural members	**1,250,745**	
	Springs and wires	**74,000,000**	
Cléon	Engines	**987,600**	4,876
	Gearboxes	**1,190,000**	
Dieppe	Clio Renault Sport	**9,974**	426
	Espace	**3,165**	
	Mégane Cabriolet	**9,939**	
Douai	Mégane	**347,398**	5,765
Douvrin (FM)	Engines	**449,000**	4,892
	Iron castings	**90,096 t**	
Flins	Twingo	**145,175**	5,714
	Clio	**192,053**	
Gennevilliers (ETG)	Trafic body-in-white	**-**	281
Grand-Couronne	Shipment of CKD kits	**160,352**	458
Le Mans	Sub-frames	**1,300,000**	
	Front/rear axles	**4,800,000**	2,846
	Iron castings	**94,000 t**	
Maubeuge (MCA)	Kangoo Car	**101,764**	2,932
	Kangoo Van	**110,878**	
Ruitz (STA)	Automatic transmissions	**90,000**	922
Sandouville	Laguna II (Hatchback)	**169,409**	6,315
	Laguna II (Sport Tourer)	**89,574**	
	Vel Satis	**21,945**	
	Espace IV	**19,833**	
Villeurbanne (SMV)	Front/rear axles	**1,500,000**	483
Viry-Châtillon	Engines	**-**	234
Romorantin (Matra plant)	Espace	**29,256**	
	Avantime	**5,522**	

Body assembly · Casting · Formula 1
Powertrain · Other

Worldwide production

Automobile plants in Western Europe - 2002

Activities, output and workforce on December 31

PLANTS	ACTIVITIES	OUTPUT	WORKFORCE
Renault España			
Valladolid, Spain	Clio	**287,053**	6,094
	Engines	**751,265**	
Palencia, Spain	Mégane	**210,472**	3,506
Seville, Spain	Gearboxes	**729,000**	823
Barcelona, Spain (Nissan plant)	Trafic II	**4,813**	
Renault Portuguesa			
Cacia, Portugal	Gearboxes	**221,532**	890
Usine General Motors			
Luton, United Kingdom	Trafic II	**43,543**	nc

Automobile plants outside Europe - 2002

Activities, output and workforce on December 31

PLANTS	ACTIVITIES	OUTPUT	WORKFORCE
Cordoba, Argentina	Clio	**4,741**	2,160
	Kangoo Car	**2,134**	
	Kangoo Van	**2,162**	
	Mégane	**3,065**	
	Trafic	**788**	
Curitiba, Brazil	Clio	**36,476**	2,690 (1)
	Mégane	**12,943**	
	Master II	**1,313**	
	Engines	**156,000**	
Los Andes, Chile	Gearboxes	**156,000**	216 (1)
China	Trafic	**-**	-
Envigado, Colombia	Twingo	**6,100**	923
	Clio	**8,382**	
	Mégane	**5,054**	
Busan, Korea (Renault Samsung Motors)	SM5	**100,148**	2,289
	SM3	**16,817**	
	Gearboxes	**36,000**	2,083 (1)
	Engines	**300,000**	
Malaysia	Trafic Permas	**140**	-
Casablanca, Morocco	Kangoo Car	**1,323**	229
	Kangoo Van	**712**	
Cuernavaca, Mexico	Scénic	**4,146**	2,300
Aguascalientes (Nissan plants)	Clio	**9,608**	4,300
Pitesti, Romania (Dacia)	1300 range	**15,187**	16,472
	SuperNova	**29,248**	
	Pick-Up	**5,866**	
	Double Cab	**4,367**	
	Engines	**59,709**	2,215 (1)
	Gearboxes	**57,000**	
Moscow, Russia (Avtoframos)	Mégane	**-**	289
Revoz, Slovenia	Clio	**126,674**	2,142
	Front/rear axles	**-**	
Bursa, Turkey (Oyak-Renault)	Clio (2)	**55,308**	3,732
	Mégane	**45,144**	
	Engines	**76,000**	591 (1)
	Gearboxes	**82,000**	
Montevideo, Uruguay	Twingo	**339**	150

(1) Workforce as at end-November 2002. **(2)** R9 and R12 production not recorded.

Worldwide production

Total production by model - 1980-2002

Number of units

Model	Launch date	2000	2001	2002	From date of launch
PASSENGER CARS					
Twingo	1993	200,770	171,768	149,744	**2,055,201**
Clio	1990	640,252	672,898	677,037	**6,668,186**
of which Clio II	*1998*	-	-	-	**2,967,442**
Kangoo	1997	130,756	111,874	105,221	**597,377**
Renault 19	1988	28,566	3,690	-	**3,178,096**
Mégane	1995	788,196	663,027	551,673	**4,479,577**
Mégane II	Oct. 2002	-	-	81,287	**81,287**
Laguna (Hatchback)	1994	144,184	194,777	169,409	**1,643,319**
of which Laguna II	*2001*	-	-	-	**368,778**
Laguna (Sport Tourer)	1995	30,183	80,980	89,574	**421,022**
of which Laguna II Sport Tourer	*2001*	-	-	-	**170,753**
Espace + Grand Espace	1994	68,471	59,465	32,421	**866,404**
Espace IV	Sept. 2002	-	-	19,833	**19,833**
Vel Satis	March 2002	-	412	21,945	**22,357**
Avantime	2001	-	1,350	5,522	**6,872**
Dacia 1300 range	-	34,418	15,647	15,187	**65,252**
Dacia Nova(1)	-	5,471	-	-	**5,471**
Dacia SupeRNova	-	2,714	25,796	29,248	**57,758**
Samsung SM5(2)	2000	14,157	68,679	100,148	**182,984**
Samsung SM3(3)	Sept. 2002	-	-	16,817	**16,817**
Other passenger cars	-	12,503	6	-	-
TOTAL passenger cars		**2,100,641**	**2,070,369**	**2,065,066**	
LIGHT COMMERCIAL VEHICLES					
Twingo Van	1996	1,990	2,112	1,870	**17,295**
Clio Van	1991	50,035	55,812	53,920	**532,771**
of which Clio II	*1998*	-	-	-	**218,601**
Mégane Van	1996	8,237	6,899	5,201	**64,805**
Express	1985	15,434	2,499	-	**1,434,496**
Kangoo	1997	132,236	129,213	113,752	**585,298**
Trafic(4)	1980	12,655	2,467	928	**950,369**
Master 1 & 2	1980	91,515	87,165	83,904	**387,343**
Mascott	2000	641	7,708	6,371	**14,720**
Dacia 1300 range	-	12,580	10,840	12,942	**36,362**
TOTAL light commercial vehicles		**325,323**	**304,715**	**278,888**	
TOTAL passenger cars and LCVs		**2,425,964**	**2,375,084**	**2,343,954**	

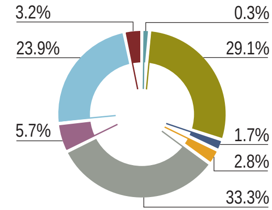
(1) Production ended in 2000. **(2)** Production recorded since September 2000. **(3)** Production started in 2002.
(4) Except New Trafic production at the General Motors plant in Luton, UK.

Worldwide automobile market

Main automobile markets - 2002

Number of units and as a % of TIV

Western Europe	16,202,078
Central Europe	967,783
Eastern Europe(1) & Russia	1,587,758
North America(2)	18,547,500
South America	3,170,453
Asia-Pacific(3)	13,345,160
Africa & Middle East	1,774,087
Turkey	162,048
Worldwide	**55,756,867**



(1) Including Romania.
(2) US and Canada.
(3) Including Indian subcontinent.

Renault group worldwide sales - 2000-2002

Cars and LCVs, including Dacia and Renault Samsung Motors

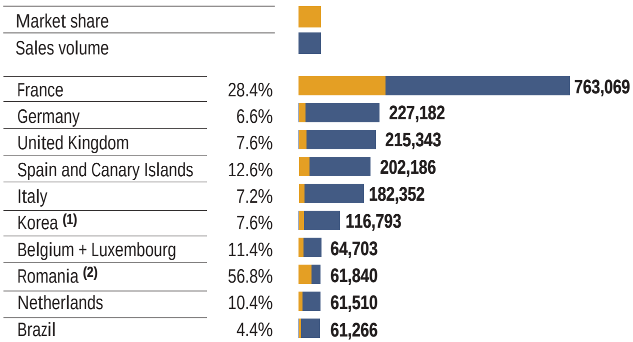
	2000	2001	2002
Western Europe	1,873,868	1,905,635	1,869,251
Central Europe	76,626	95,232	103,990
Eastern Europe(1) **& Russia**	57,414	66,437	74,305
Turkey	116,515	44,276	21,944
TOTAL EUROPE	**2,124,423**	**2,111,580**	**2,069,490**
Latin America	148,095	148,644	132,482
Asia-Pacific(2)	21,443	84,333	133,883
Africa & Middle East	61,495	68,481	68,120
Worldwide, excl. Western Europe	481,588	507,403	534,724
WORLDWIDE	**2,355,456**	**2,413,038**	**2,403,975**

(1) Dacia sales recorded since January 2000.
(2) Renault Samsung Motors sales recorded since September 2000.

Renault group sales worldwide

Renault group's top 10 markets - 2002

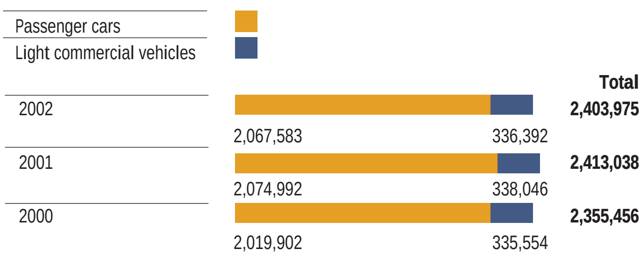
Sales volume and as a % of TIV, including Dacia and Renault Samsung Motors



(1) Sales of Renault Samsung Motors.
(2) o/w 9,098 vehicles for the Renault brand and 52,742 for the Dacia brand.

Sales by category - 2000-2002

Sales volume, including Dacia and Renault Samsung Motors



Sales by model - 2000-2002

Sales volume

PASSENGER CARS	2000	2001	2002
Twingo	185,896	184,110	156,722
Clio	611,410	672,807	682,029
Renault 9	89	4	12
Renault 12 (saloon and estate)	2,813	2	21
Renault 19	31,557	7,832	95
Mégane	769,663	691,790	586,456
Mégane II	-	-	41,181
Laguna (Hatchback and Sport Tourer)	180,974	248,853	269,958
Avantime	-	649	5,181
Vel Satis	-	89	19,324
Spider	34	1	-
Safrane	13,653	1,463	39
Espace	64,948	62,382	39,421
Espace IV	-	-	11,095
Express	374	2	-
Kangoo	103,727	87,430	84,840
Trafic	953	25	32
Trafic II	25	1	4,385
Master	3,427	4,336	26
Master II	-	-	3,463
Dacia 1300 range	30,822	18,564	15,759
Dacia Nova	4,954	52	-
Dacia SupeRNova	1,667	23,731	29,102
Samsung SM5(1)	12,349	70,788	101,064
Samsung SM3(2)	-	-	16,024
Other passenger cars	567	81	1,354
TOTAL passenger cars	**2,019,902**	**2,074,992**	**2,067,583**

LIGHT COMMERCIAL VEHICLES	2000	2001	2002
Twingo Van	2,732	3,020	2,158
Clio Van	54,449	59,483	58,969
Mégane Van	13,270	11,207	9,478
Laguna Van	507	397	680
Espace Van	1,274	912	337
Express	18,157	3,334	329
Kangoo Express	148,483	160,238	139,839
Trafic	12,735	12,929	4,315
Trafic II	-	-	39,518
Master	64,682	65,003	3,595
Master II	-	-	55,993
Renault VI Messenger	52	10	3
Mascott	7,335	8,930	7,641
Dacia 1300 range	11,691	12,021	12,820
Other LCVs	187	562	717
TOTAL light commercial vehicles	**335,554**	**338,046**	**336,392**
TOTAL passenger cars and LCVs	**2,355,456**	**2,413,038**	**2,403,975**

(1) Recorded since September 2000. **(2)** Recorded since 2002.

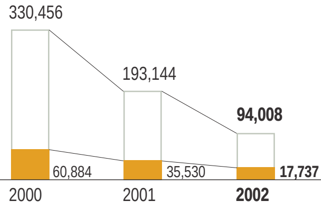
Renault group sales outside Europe

Main Renault group markets in Latin America - 2000-2002

Argentina

TIV

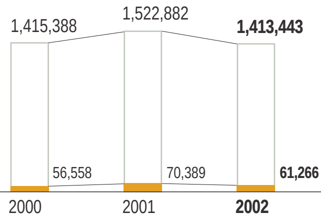
Renault



Brazil

TIV

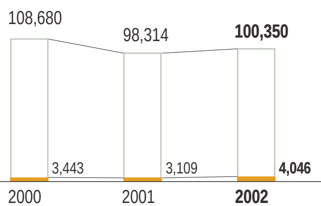
Renault



Chile

TIV

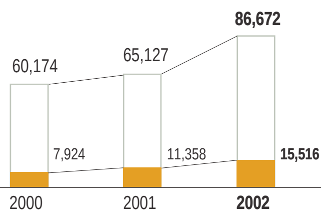
Renault



Colombia

TIV

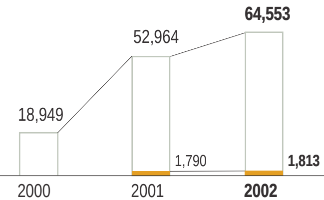
Renault



Ecuador

TIV

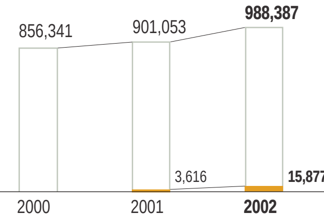
Renault



Mexico

TIV

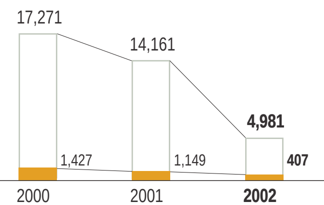
Renault



Uruguay

TIV

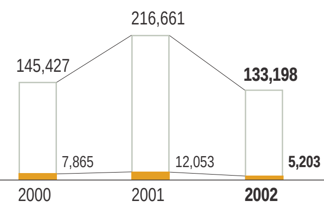
Renault



Venezuela

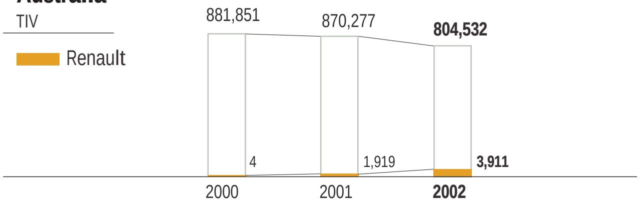
TIV

Renault

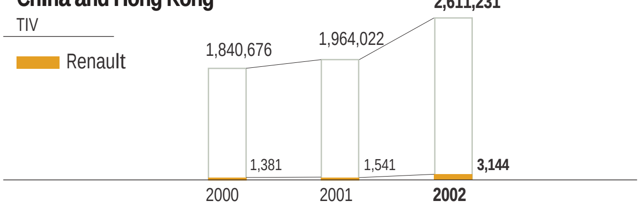


Main Renault group markets in Asia-Pacific - 2000-2002

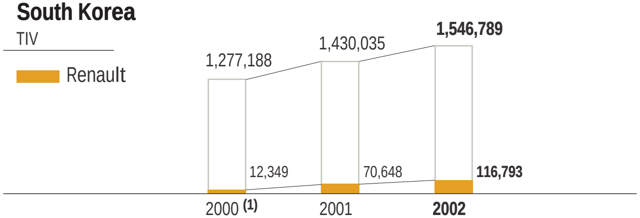
Australia



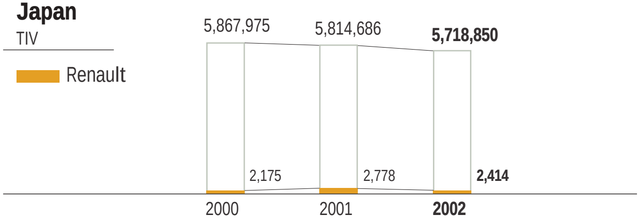
China and Hong Kong



South Korea

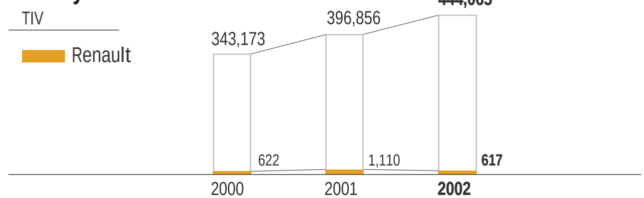


Japan

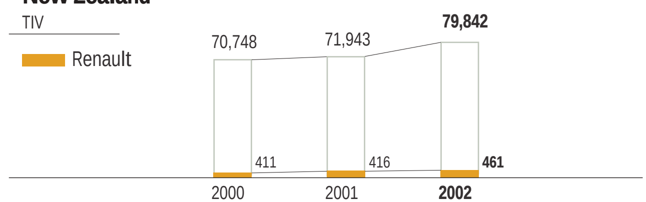


(1) Sales recorded since September 2000.

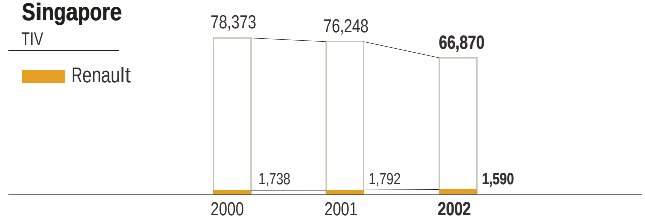
Malaysia



New Zealand

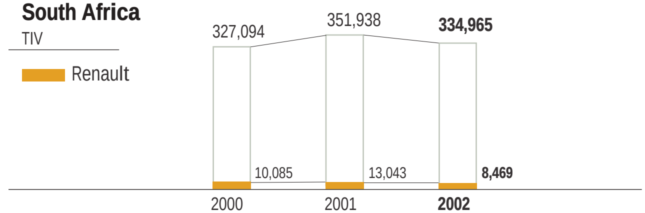


Singapore

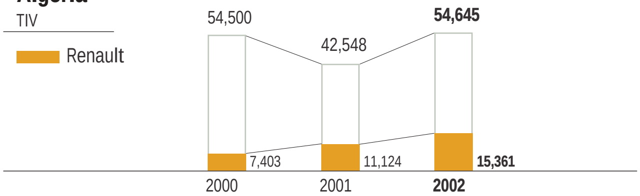


Main Renault group markets in Africa and Middle East - 2000-2002

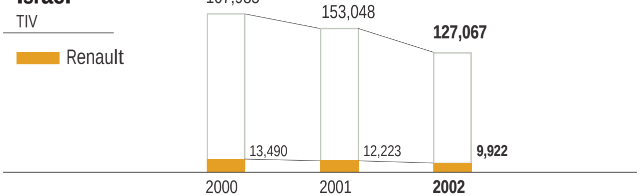
South Africa



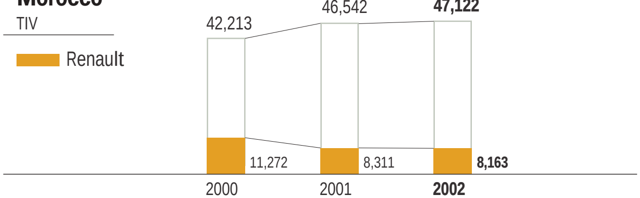
Algeria



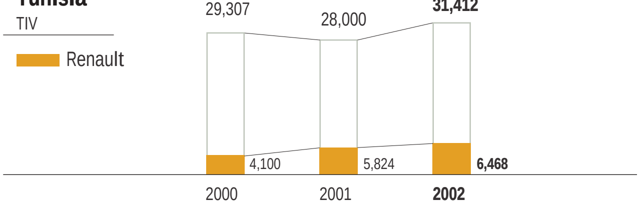
Israel



Morocco



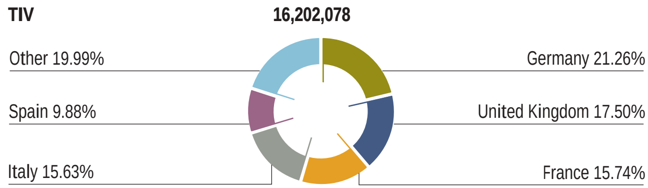
Tunisia



European automobile market

The five leading Western European markets - 2002

As a % of TIV



The 10 best-selling passenger cars in Western Europe - 2002

Sales volume

VW Golf	587,528
Peugeot 206	586,939
Ford Focus	514,458
Renault Clio	497,567
Renault Mégane	470,312
Peugeot 307	437,136
Opel Astra	421,864
Fiat Punto	414,602
Opel Corsa	410,947
Citroën Xsara	379,600
TIV (cars)	**14,395,208**

The 10 best-selling LCVs in Western Europe - 2002

Sales volume

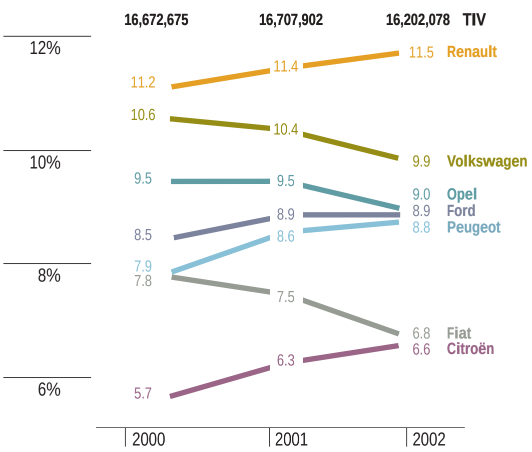
Ford Transit	135,145
Renault Kangoo	118,594
Mercedes Sprinter	99,960
Citroën Berlingo	82,368
VW Transport	70,189
Iveco Daily	62,197
Peugeot Partner	61,568
Renault Clio	57,235
Renault Master	52,021
Fiat Doblo	49,561
TIV (LCVs)	**1,806,870**

European automobile market

Market share of Renault and its main competitors (cars and LCVs) - 2000-2002

As a % of TIV

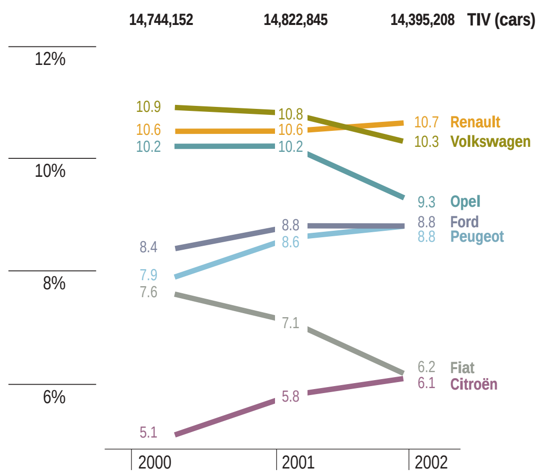
Western Europe - 17 countries



Market share of Renault and its main competitors (cars) - 2000-2002

As a % of TIV (cars)

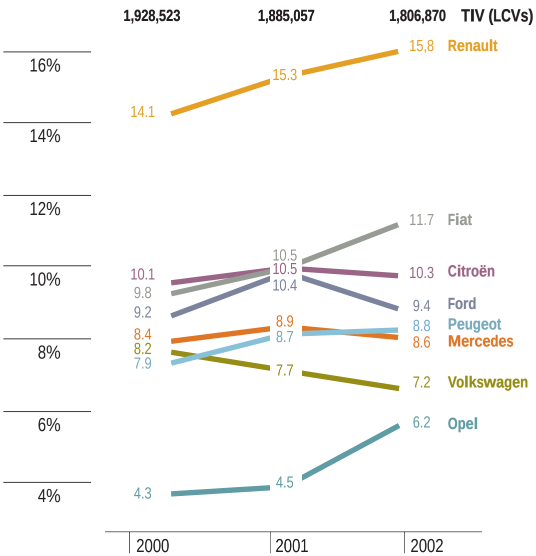
Western Europe - 17 countries



European automobile market

Market share of Renault and its main competitors (LCVs) - 2000-2002

As a % of TIV (LCVs)



Renault group's share of the various passenger-car market segments - 2002

As a %

Segment	Renault's share of segment	% of total passenger-car market that segment represents
Twingo + Clio	13.31%	33.23%
Mégane + Mégane II	10.73%	33.09%
Laguna	8.69%	19.71%
Espace + Espace IV + Avantime + Vel Satis	6.37%	7.79%

Renault group's share of the various diesel-engine market segments - 2002

As a %

Segment	Renault's share of segment	% of total diesel-engine market that segment represents
Twingo + Clio	20.33%	16.86%
Mégane + Mégane II	12.20%	36.91%
Laguna	10.81%	26.61%
Espace + Espace IV + Avantime + Vel Satis	8.72%	10.36%

Renault sales in Europe

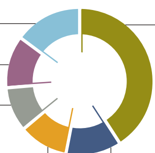
Renault market share in Western Europe - 2000-2002

	2000	2001	2002
TIV	16,672,675	16,707,902	**16,202,078**
Renault group registrations	1,873,868	1,905,635	**1,869,251**
Market share	11.2%	11.4%	**11.5%**
Renault ranking	1	1	**1**

Geographic breakdown of Renault sales - 2002

Excluding unregistered vehicles

Car and LCV sales volume **1,869,251**



Renault sales in main markets in Western Europe - 2000-2002

In terms of registration volume, cars and LCVs combined

TIV	2000	2001	2002
Germany	3,590,633	3,548,018	**3,445,343**
Spain	1,673,780	1,713,284	**1,600,884**
United Kingdom	2,466,833	2,718,580	**2,834,810**
Italy	2,648,538	2,649,062	**2,531,968**
Belgium + Luxembourg	614,273	595,920	**565,015**
Netherlands	694,195	614,464	**591,840**
Portugal	410,672	354,116	**305,557**
Switzerland	340,640	342,011	**317,820**
Austria	336,670	317,635	**301,958**

RENAULT SALES	2000	2001	2002
Germany / Deutsche Renault	219,522	220,465	**227,182**
Spain / Renault España	214,052	216,869	**202,186**
United Kingdom / Renault UK	174,717	198,567	**215,343**
Italy/ Renault Italia	187,095	187,974	**182,352**
Belg. + Lux. / Renault Belgique Luxembourg	70,930	76,843	**64,703**
Netherlands / Renault Nederland	60,093	56,748	**61,510**
Portugal / Renault Portuguesa	46,798	46,579	**42,449**
Switzerland / Renault Suisse	22,306	22,812	**21,701**
Austria / Renault Österreich	21,375	21,075	**21,592**

Renault market share in main markets in Western Europe - 2000-2002

As a % of TIV

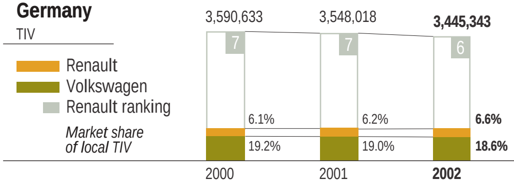
	2000	2001	2002
Germany / Deutsche Renault	6.1%	6.2%	**6.6%**
Spain / Renault España	12.8%	12.7%	**12.6%**
United Kingdom / Renault UK	7.1%	7.3%	**7.6%**
Italy / Renault Italia	7.1%	7.1%	**7.2%**
Belg. + Lux. / Renault Belgique Luxembourg	11.5%	12.9%	**11.5%**
Netherlands / Renault Nederland	8.7%	9.2%	**10.4%**
Portugal / Renault Portuguesa	11.4%	13.2%	**13.9%**
Switzerland / Renault Suisse	6.5%	6.7%	**6.8%**
Austria / Renault Österreich	6.3%	6.6%	**7.2%**

Renault group sales in Greater Europe

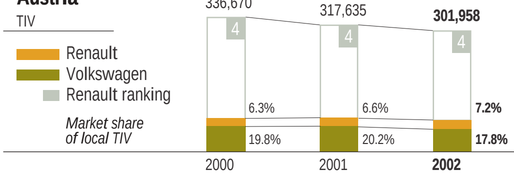
Main Renault group markets in Europe - 2000-2002

Market share of Renault and its main rival

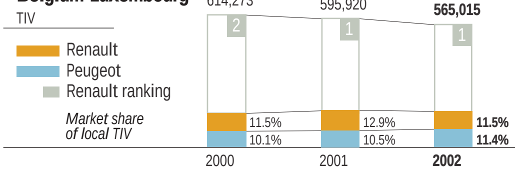
Germany



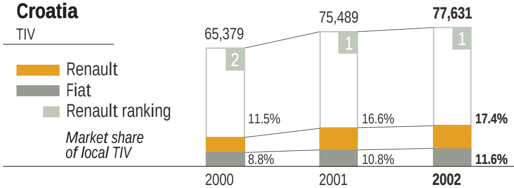
Austria



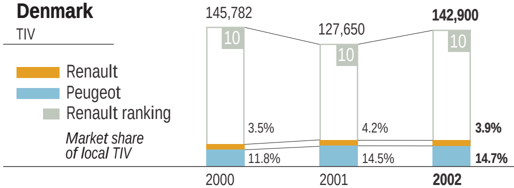
Belgium-Luxembourg



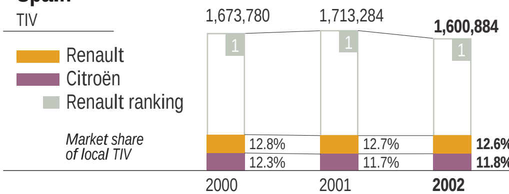
Croatia



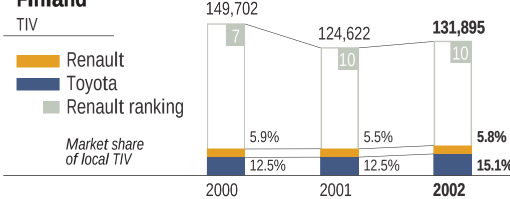
Denmark



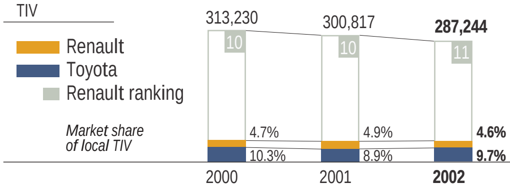
Spain



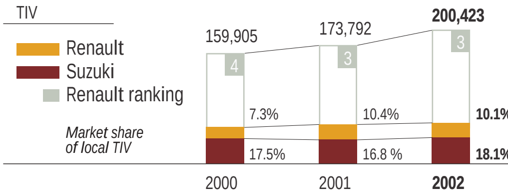
Finland



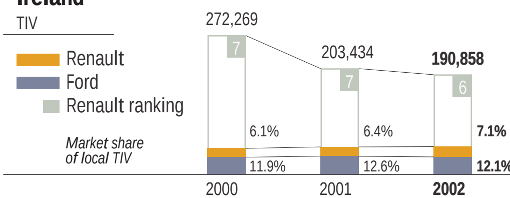
Greece



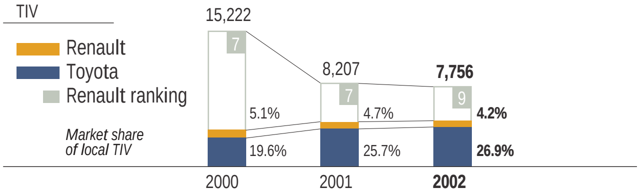
Hungary



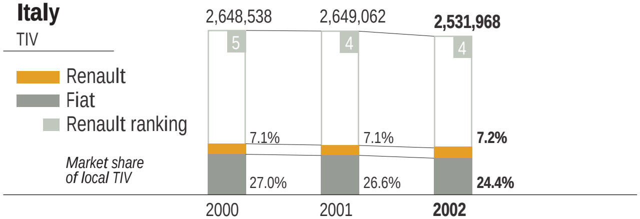
Ireland



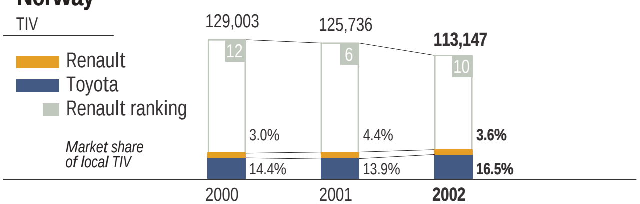
Iceland



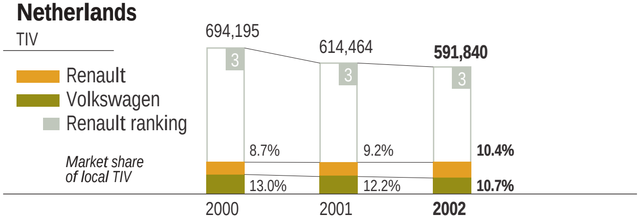
Italy



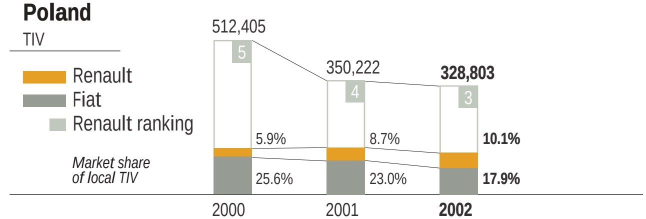
Norway



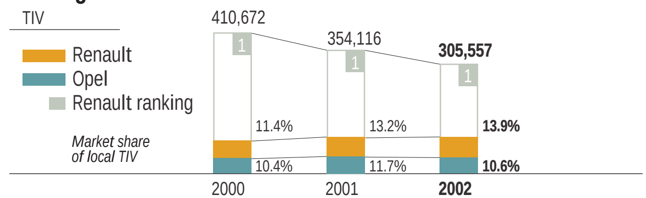
Netherlands



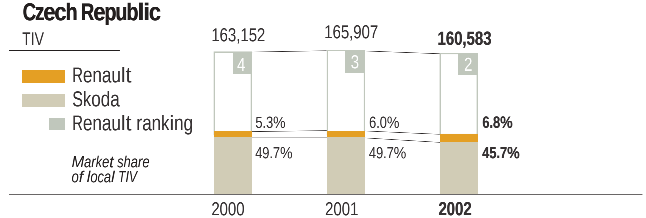
Poland



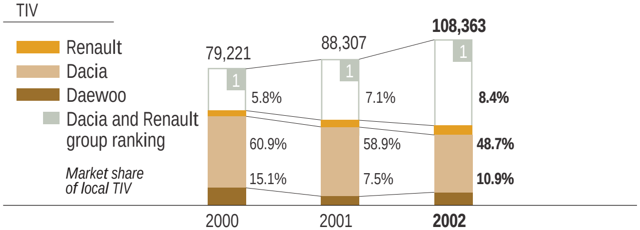
Portugal



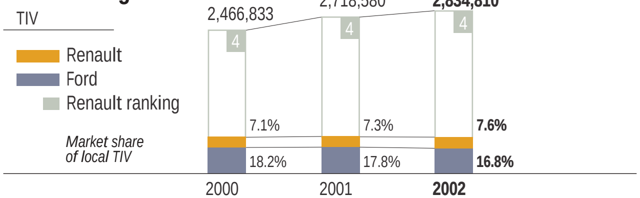
Czech Republic



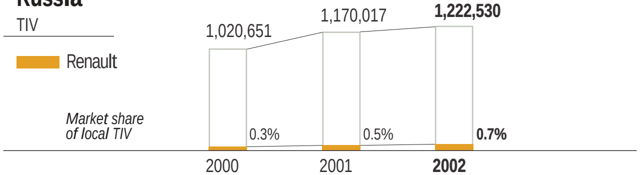
Romania



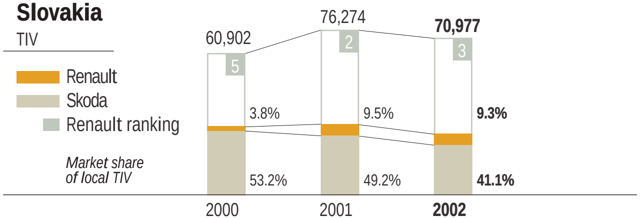
United Kingdom



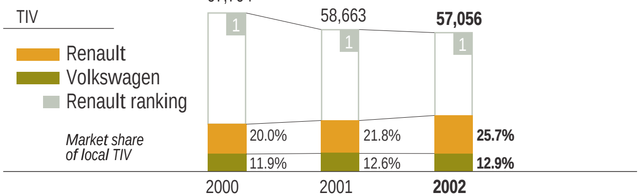
Russia



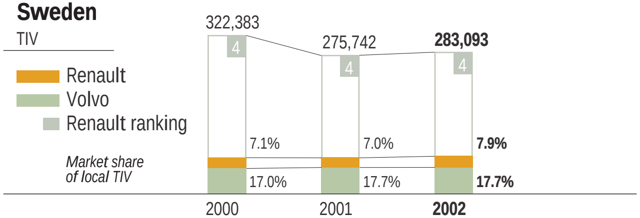
Slovakia



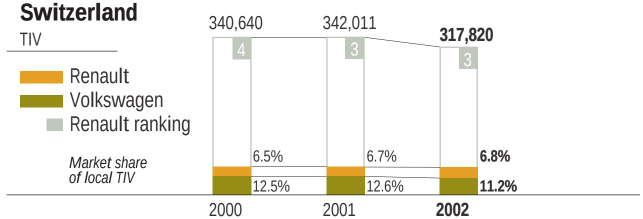
Slovenia



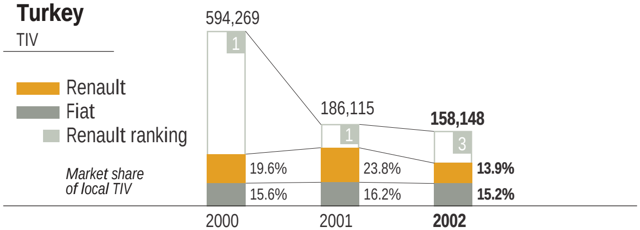
Sweden



Switzerland



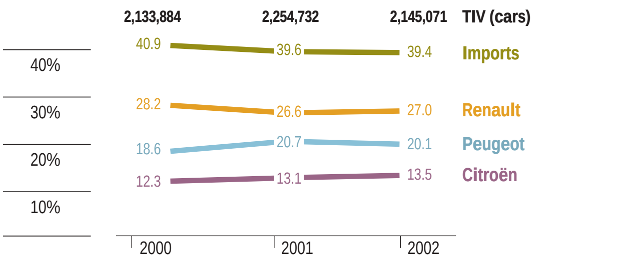
Turkey



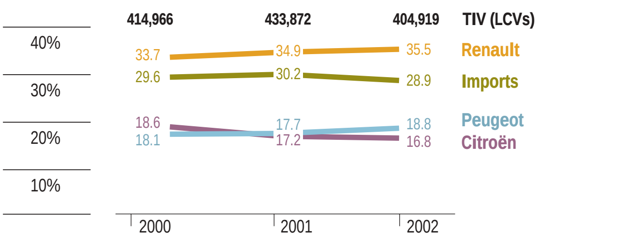
French automobile market

Market share of Renault and its main competitors - 2000-2002

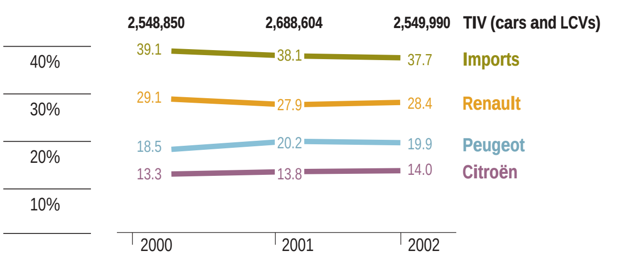
As a % of TIV (cars)



As a % of TIV (LCVs)



As a % of TIV (cars and LCVs)



The 10 best-selling passenger cars in France - 2002

	As a % of TIV (cars)	Sales volume
Renault Clio	8.8%	188,210
Peugeot 206	8.5%	181,929
Peugeot 307	7.2%	154,986
Renault Mégane	6.4%	136,826
Citroën Xsara	5.9%	126,096
Renault Laguna	4.4%	95,118
Renault Twingo	3.2%	67,588
Volkswagen Golf	2.6%	54,925
Citroën C3	2.1%	45,398
Citroën C5	2.1%	44,333

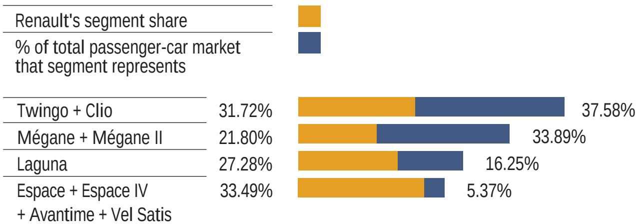
The 10 best-selling LCVs in France - 2002

	As a % of TIV (LCVs)	Sales volume
Renault Clio	11.2%	45,489
Renault Kangoo	10.6%	42,865
Renault Master 2	6.1%	24,836
Peugeot 206	6.1%	24,755
Citroën Berlingo	5.2%	21,113
Peugeot Partner	5.0%	20,417
Iveco Daily	3.5%	14,051
Mercedes Sprinter	3.4%	13,944
Renault Trafic 2	3.4%	13,712
Citroën C15	3.0%	12,114

Renault sales in France

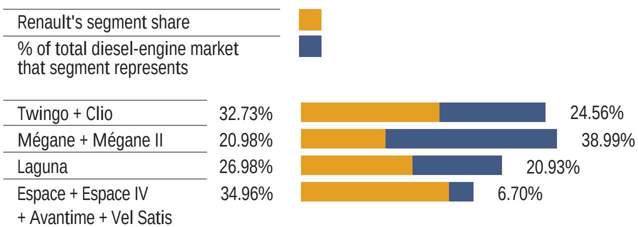
Renault share of the various passenger-car market segments - 2002

As a %



Renault share of the various diesel-engine market segments - 2002

As a %



Renault sales in France - 2000-2002

Cars and LCVs

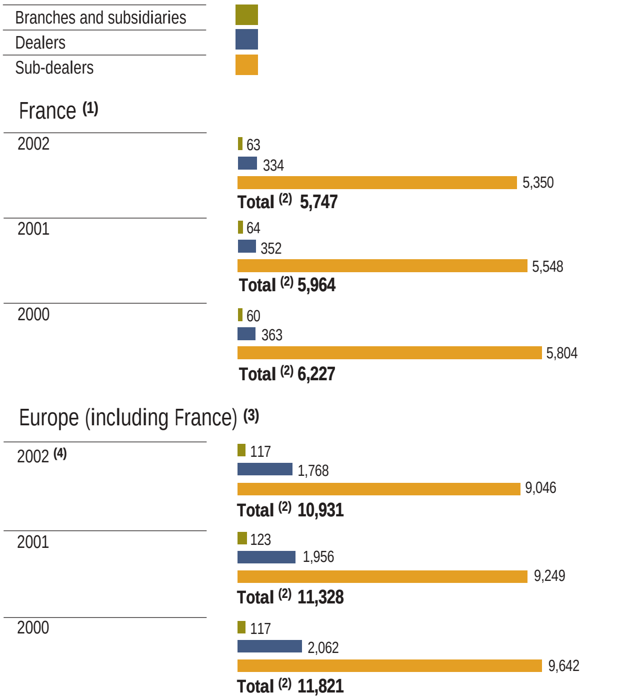
PASSENGER CARS	2000	2001	2002
Twingo	76,622	78,891	**67,588**
Clio	187,794	189,472	**188,210**
Mégane	205,691	175,053	**136,826**
Mégane II	-	-	**21,660**
Laguna	66,062	99,247	**95,118**
Safrane	10,313	1,097	**12**
Espace	27,755	27,231	**16,610**
Espace IV	-	-	**7,247**
Avantime	-	473	**2,645**
Vel Satis	-	89	**12,068**
Kangoo	25,902	25,953	**27,860**
Trafic	646	12	-
Trafic II	-	5	**1,957**
Master	1,630	2,331	**1,817**
Sales of unregistered cars (1)	39,798	40,278	**38,835**
Other passenger cars (Express, Spider)	-	3	-
TOTAL PASSENGER CARS	**642,213**	**640,135**	**618,453**

LIGHT COMMERCIAL VEHICLES	2000	2001	2002
Twingo van	2,259	2,477	**1,733**
Clio van	43,157	48,729	**45,489**
Mégane van	11,090	10,112	**8,581**
Mégane II van	-	-	**235**
Laguna van	360	361	**636**
Espace van	369	338	**199**
Espace IV van	-	-	**8**
Express	2,785	12	**1**
Kangoo Van	44,581	49,887	**42,865**
Trafic	4,024	429	**5**
Trafic II	-	5,232	**13,712**
Master	-	-	-
Master II	25,802	27,324	**24,836**
Renault VI Messenger (2)	29	-	**1**
Mascott	5,296	6 390	**5,332**
Sales of unregistered cars (1)	2,178	1 104	**1,523**
Total light commercial vehicles	**141,930**	**152,395**	**145,156**
TOTAL passenger cars and LCVs	**784,143**	**792,530**	**763,609**

(1) Vehicle sales to government bodies.
(2) Production ended in 2000.

Distribution network

Structure of the network - 2000-2002



(1) RFA is wholly-owned by Renault S.A. At present, RFA represents 63 branches grouped into 14 sales subsidiaries, also called “hubs”.
(2) While the number of contracts was down (because of mergers and restructuring), the number of primary sales outlets remained stable over the period.
(3) This category includes the 10 European subsidiaries plus Poland, Hungary, Croatia, the Czech Republic, Slovenia and Slovakia.
(4) Forecasts at December 31, 2002 were made at the end of October 2002 based on the number of entities with a legal contract with Renault.

Activities of an average dealership in France - 2001

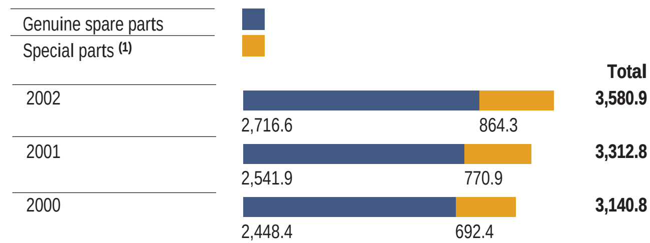
Total average revenues	€29.2 million
Sales of new vehicles (passenger cars and LCVs)	979
Used-vehicle sales	875
Sales of spare parts	€4.9 million
Vehicle repair and maintenance	€1.51 million

Spare parts and accessories

The Parts and Accessories Business Unit employs over 3,300 people in the development, marketing and distribution of after-sales products and associated services. It has world-wide authority for the group in this area. The Business Unit’s multi-brand, multi-vector offer is tailored to the needs of all those working in automotive maintenance and repair. Its range covers spare parts and accessories for Renault-badged vehicles, as well as a broad selection of products designed for vehicles of all brands.

Revenues by activity - 2000-2002

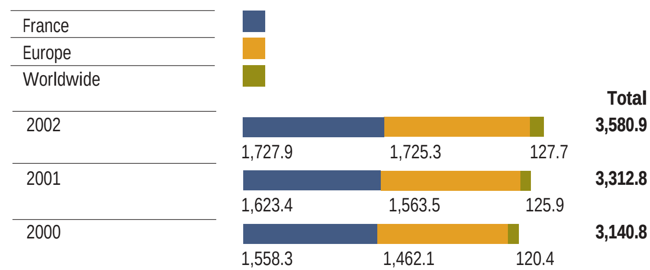
€ thousand



(1) Automotive accessories, tyres, multi-brand parts (Motrio), tooling (Prosteel), paint (Ixell), service exchange.

Revenues by origin - 2000-2002

€ thousand



Renault group finance and service companies

Compagnie Financière Renault (Holding company)

Financial investments

Groups together the financial companies of the Renault group.

Consolidates risk of the group's financial activities

Real-estate financing

SIAM

Renault group cash management operations

Société Financière et Foncière (SFF)

A bank that handles the revenues and expenditure flows in euro and foreign currencies of Renault and the French and European subsidiaries of the Automobile Division, as well as Nissan France commercial flows and Nissan Europe financial flows.

Renault Finance

Handles all the market operations of Renault's Automobile Division and Nissan's European entities.

Auto-related services and sales financing

RCI Banque(1)

(One of the leading groups in automobile sales financing in Europe)

Finances sales of Renault group brands worldwide and of the Nissan brand in Europe. RCI Banque operates in 14 countries in Western Europe and Central Europe (Poland, the Czech Republic and Romania) as well as in South America (Argentina, Brazil and Mexico).

Provides auto-related services (extended warranty, maintenance contracts, breakdown assistance and insurance).

(1) Has included Nissan's financial subsidiaries in Germany, Spain, Italy, the Netherlands and the United Kingdom since July 1,1999.

RCI Banque

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

Fleet products

Contact hire and fleet management

RCI Banque 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.

New RCI Banque financing and loans outstanding - 2000-2002

New and used Renault and Nissan vehicles

€ million

	2000	2001	2002
New financing	8,095	9,313	**9,438**
Number of new loans	928,757	994,568	**1,012,000**
Net loans outstanding at year-end	16,806	18,015	**19,123**

Market share and net loans outstanding by country - 2000 to 2002

RCI Banque share of new Renault and Nissan vehicle sales in Europe

€ million

	2001	2002	Net loans outstanding at end-2001	Net loans outstanding at end-2002
Austria	23.9%	34.3%	165	176
Belgium	16.0%	22.9%	278	284
France	28.0%	29.8%	5,541	5,894
Germany	45.8%	49.0%	5,063	5,343
Italy	40.1%	35.7%	1,795	1,885
Netherlands	14.0%	14.2%	530	526
Portugal	29.2%	29.7%	374	398
Spain	31.7%	35.9%	2,330	2,529
Switzerland	27.4%	31.2%	246	282
United Kingdom	27.8%	30.4%	1,362	1,534
Total Europe	**31.5%**	**32.7%**	**17,748**	**18,891**
Rest of the world			**267**	**232**
Total RCI Banque			**18,015**	**19,123**

Industrial Companies

Renault Agriculture - 2002

Design, manufacture and distribution of farm machinery

Consolidated revenues: **€636.8 million**
Total number of tractors delivered in 2002: **9,343 units**

Market share in France

2002	18.42%
2001	17.75%
2000	18.85%

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

SNR Roulements - 2002

Design, manufacture and sale of bearings

Revenues: **€455 million**

Revenues outside France

2002	45%
2001	43%
2000	42%

Five plants in France, one in Brazil.
Holding in ICSA Italy.
Sales subsidiaries in Europe, the Americas and Japan.
Main markets: automobile, industry, aeronautics and railways.

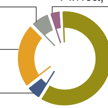
Highlights in 2002:
Creation of a new entity, SNR Mechatronics, to strengthen the company's leadership in the field of smart bearings and to develop innovative solutions for customers in the industrial, automobile and aeronautics sectors.
Creation of an industrial facility in Romania producing standard gearbox bearings.

Motor Sport and Leisure

Formula 1: 2003 – building on last season's successes

Following a first year in which Renault met its targets by coming fourth in the World Championship for Constructors, the team now wants to build on its return to the limelight by achieving at least four podium placings. This would secure a position alongside the top-rated teams and justify the highly innovative technical options that the team, true to the spirit of Renault, has taken. The dual organization between Enstone (UK) and Viry (France) works well for the time being and allows us to look ahead with confidence to the coming seasons.

F1 worldwide viewing figures (1)



6,008,668,000 (1) TV viewers **353,451,058 (1)** on average per Grand Prix **17 Grands Prix** from March to October

(1) 2001 figures.

Renault Sport Technologies

Renault Sport Technologies is active in five areas:
- Small-scale production models, with the Clio 2.0 16V and the new Clio V6 (market introduction scheduled for 2003), manufactured with the Mégane Cabriolet at the Alpine plant in Dieppe.
- All racing other than Formula 1: Production and marketing of racing vehicles and organization of single-make championships. In 2003, it will launch the new Formula Renault V6 and race the Clio Super 1600 in rally championships.
- Marketing of scooters and cycles.
- Marketing of merchandising via its subsidiary "Sur La Route".
- Equal partnership with EADS and SNECMA in SMA for the production and marketing of a light aircraft engine.

Renault - world leader in single-make championships

SINGLE-SEATERS

Formula Renault 1600
Benelux - Spain
Italy

Formula Renault 2000
Germany - Asia
Brazil - China
France
United Kingdom
Holland - Italy - Mexico
Scandinavia - Switzerland

Formula Renault V6
Europe

HATCHBACKS

Clio Cup (2.0 16V)
Germany - Belgium
Brazil (version 1.6)
Spain
Europe
United Kingdom
Italy - Mexico
Portugal
Switzerland - Turkey

Clio V6 Trophy
Germany
Europe
Switzerland