

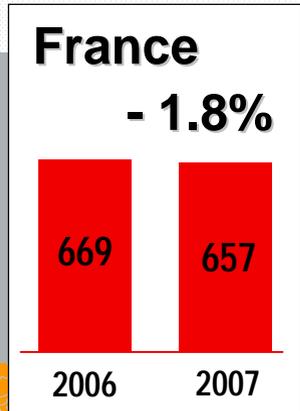
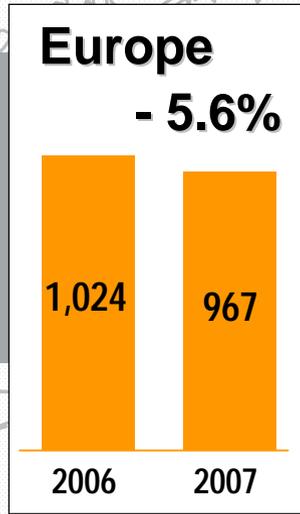
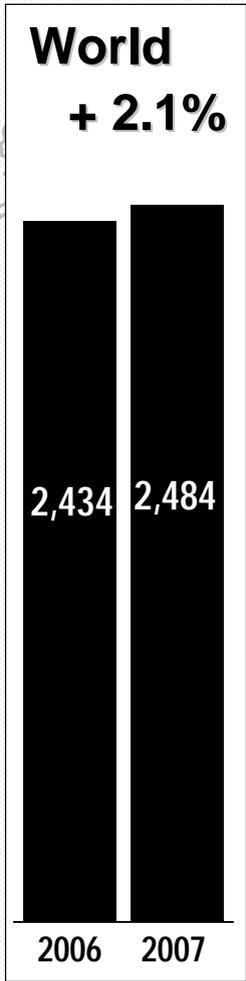
2007 FINANCIAL RESULTS

RENAULT GROUP

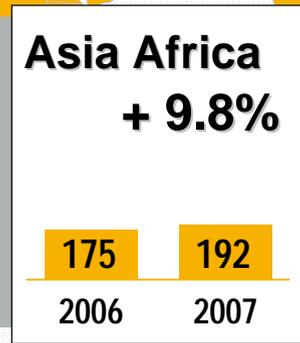
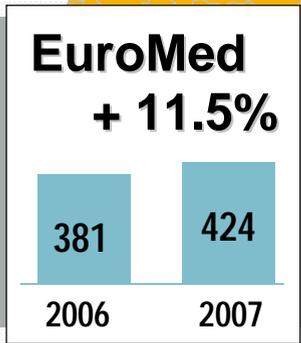
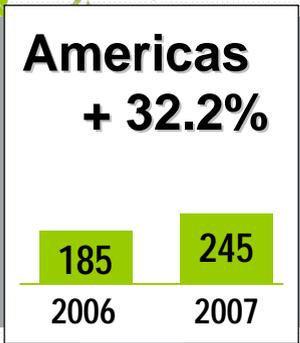
Carlos GHOSN
PRESIDENT & CEO



2007 COMMERCIAL RESULTS



France
+ Europe
- 4.1%



International
+ 16.3%

Thousand units (Cars + LCVs)



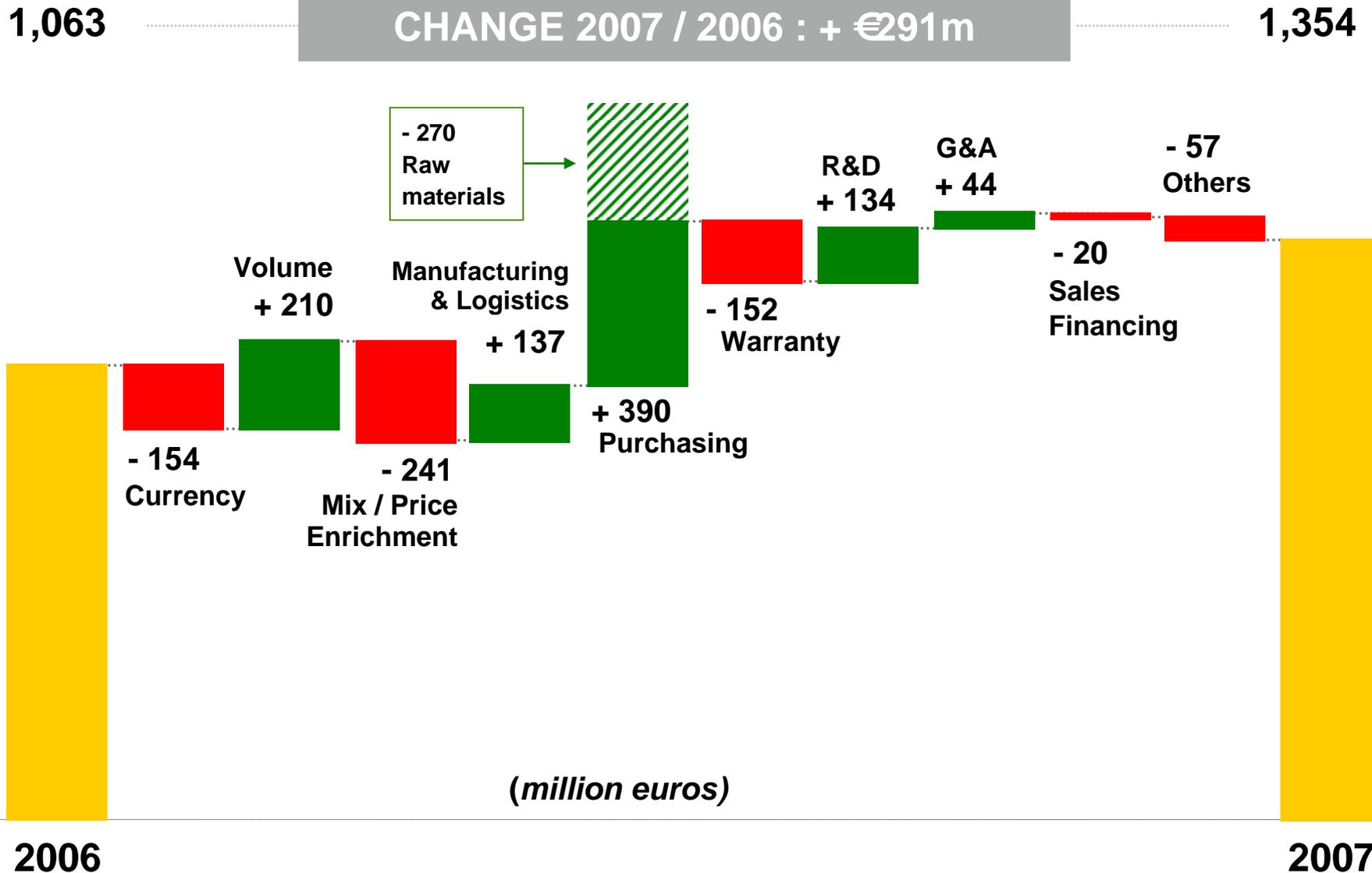
2007 FINANCIAL RESULTS

(million euros)

	2006	2007	Change
Worldwide sales – in K units	2,434	2,484	+ 2.1%
Revenues	40,332	40,682	+ 1.8% ⁽¹⁾
Operating margin	1,063	1,354	+ 27.4%
<i>in % of revenues</i>	2.6%	3.3%	+ 0.7pt

⁽¹⁾ On a consistent basis, FY2006 = €39,969m

OPERATING PROFIT VARIANCE ANALYSIS



2007 FINANCIAL RESULTS

(million euros)

	2006	2007	Change
Worldwide sales – in K units	2,434	2,484	+ 2.1%
Revenues	40,332	40,682	+ 1.8% ⁽¹⁾
Operating margin	1,063	1,354	+ 27.4%
<i>in % of revenues</i>	2.6%	3.3%	+ 0.7pt
Other operating income & expenses	- 186	- 116	+ 37.6%
Associated companies	2,277	1,675	- 26.4%
Net income	2,960	2,734	- 7.6%
Automobile net financial debt	2,414	2,088	- 13.5%

⁽¹⁾ On a consistent basis, FY2006 = €39,969m

QUALITY

PRODUCT

- Number of defects at the end of the assembly line divided by 6
- Number of incidents at 3-month cut by half
- Some vehicles of our range already Top3 of their segment
- New Laguna on track

SERVICE

- 700,000 additional customers « fully satisfied »

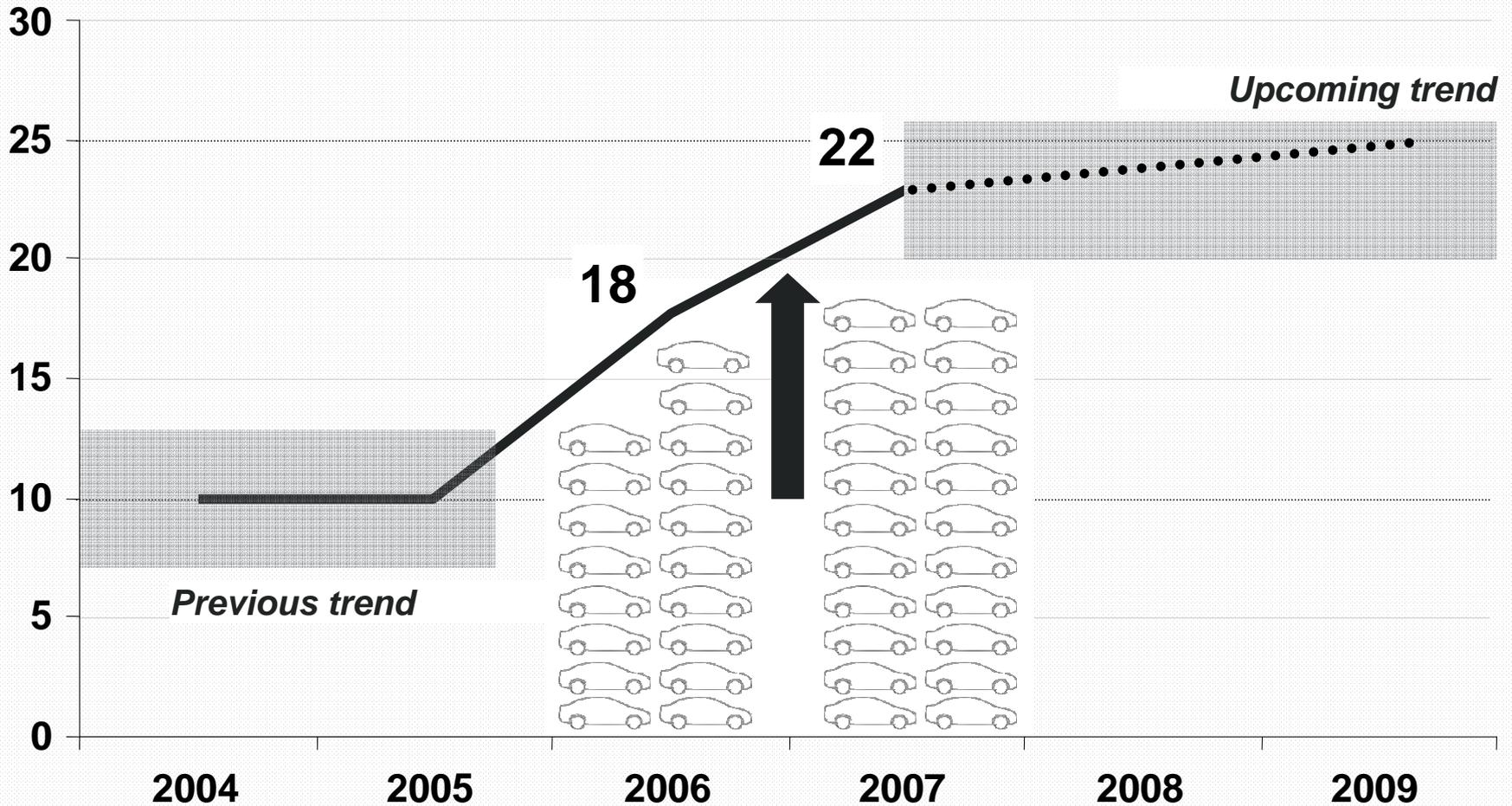
COST REDUCTION

	2007 vs 2005	2009 Objectives
■ Purchasing performance	- 9.1%	- 14%*
■ Manufacturing	- 5.4%	- 12%
■ Logistics	- 7.3%	- 9%
■ G&A	- 5% (ie 4.8% rev.)	< 4% revenues
■ Distribution costs	+ 3.1%	- 8% per unit in Europe
■ Investment costs	- 35%	- 50%

* 2008 Objective



VEHICLE PROJECTS UNDER DEVELOPMENT



TECHNOLOGY: NEW POWERTRAINS

ENGINES



Diesel 2.0 dCi
130/150/175hp



Diesel 1.5 dCi 110hp



Diesel 1.5 dCi 65hp



Petrol 1.2 TCE 100hp



Petrol 2.0 16v 140hp

2008



Diesel 3.0 dCi

GEARBOXES



6-speed AJ0
Automatic gearbox



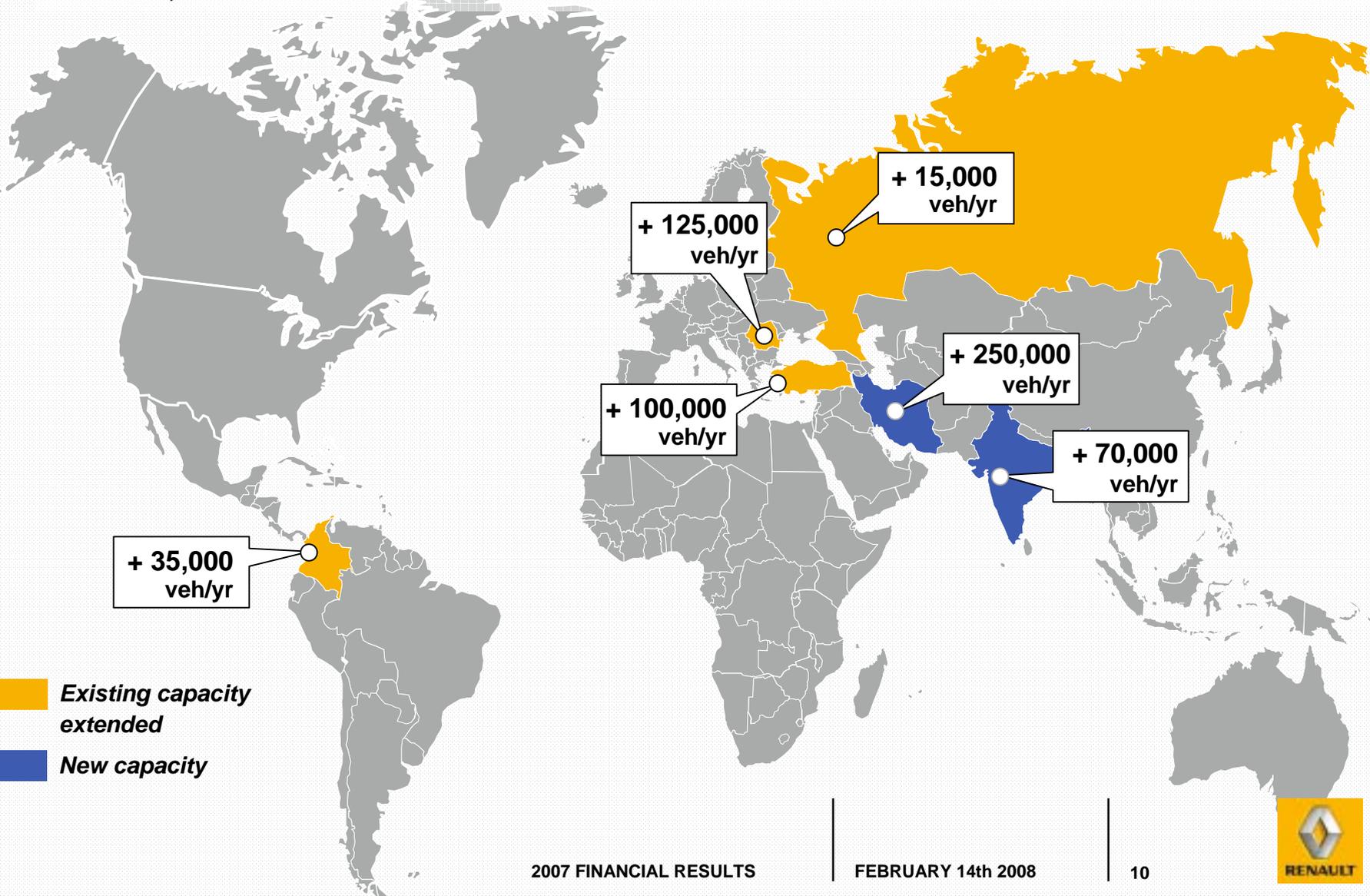
6-speed TL4
Manual gearbox



Active Drive
4 directional wheel chassis

CHASSIS

INCREASE IN PRODUCTION CAPACITY + 600,000 VEHICLES PER YEAR BETWEEN 2005 AND 2007



Existing capacity extended

New capacity



POSITIONING RENAULT IN GROWING MARKETS



АВТОВАЗ

AVTOVAZ
PARTNERSHIP
PROJECT

RENAULT NISSAN

INDUSTRIAL
CAPACITY
EXTENSION



HIGH-POTENTIAL PROJECTS

- Zero emission vehicle



- Mobility for all



THE PRODUCT OFFENSIVE 2006-2008

2006

2007

Expansion
models

Logan MCV



QM5 (Korea)



Logan Van



Sandero (Amer.)

Replacement
models



Twingo



Laguna

THE PRODUCT OFFENSIVE 2006-2008

2006

2007

H1 2008

H2 2008

Expansion models

Logan MCV



Logan Van

QM5 (Corée)



Sandero (Amér.)

Grand Modus



Clio Grand Tour



Logan Pick-up

Laguna Coupé



Kangoo Compact

Replacement models



Twingo



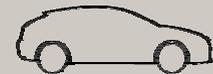
Laguna



Kangoo PC+LCV

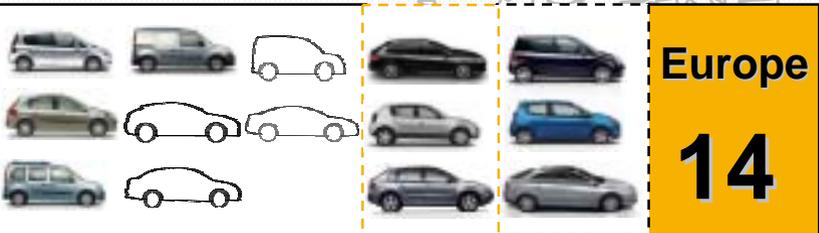


Sedan, successor to Clio Symbol



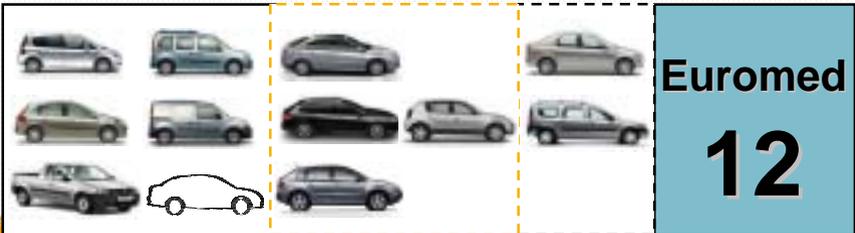
Mégane

2008 PRODUCT LAUNCHES BY REGION



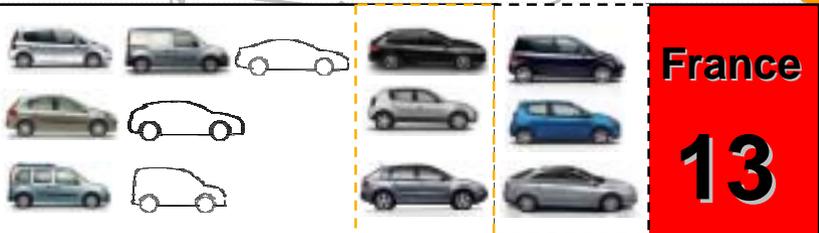
Europe
14

This grid shows 14 car models for Europe. The first three columns contain 9 models, with the first three in each column being world premiere vehicles (indicated by dashed boxes) and the last three being derivatives (indicated by solid boxes). The fourth column contains 5 models, all derivatives.



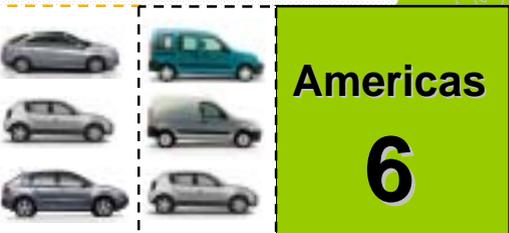
Euromed
12

This grid shows 12 car models for Euromed. The first three columns contain 9 models, with the first three in each column being world premiere vehicles (indicated by dashed boxes) and the last three being derivatives (indicated by solid boxes). The fourth column contains 3 models, all derivatives.



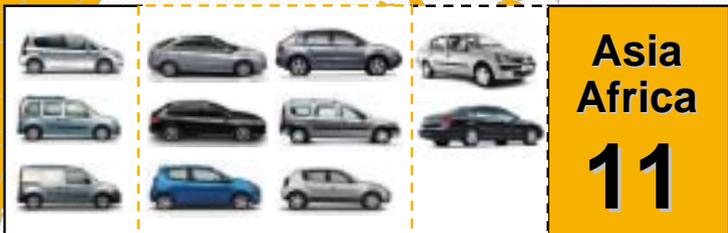
France
13

This grid shows 13 car models for France. The first three columns contain 9 models, with the first three in each column being world premiere vehicles (indicated by dashed boxes) and the last three being derivatives (indicated by solid boxes). The fourth column contains 4 models, all derivatives.



Americas
6

This grid shows 6 car models for the Americas. The first two columns contain 6 models, with the first two in each column being world premiere vehicles (indicated by dashed boxes) and the last two being derivatives (indicated by solid boxes). The third column is empty.



Asia Africa
11

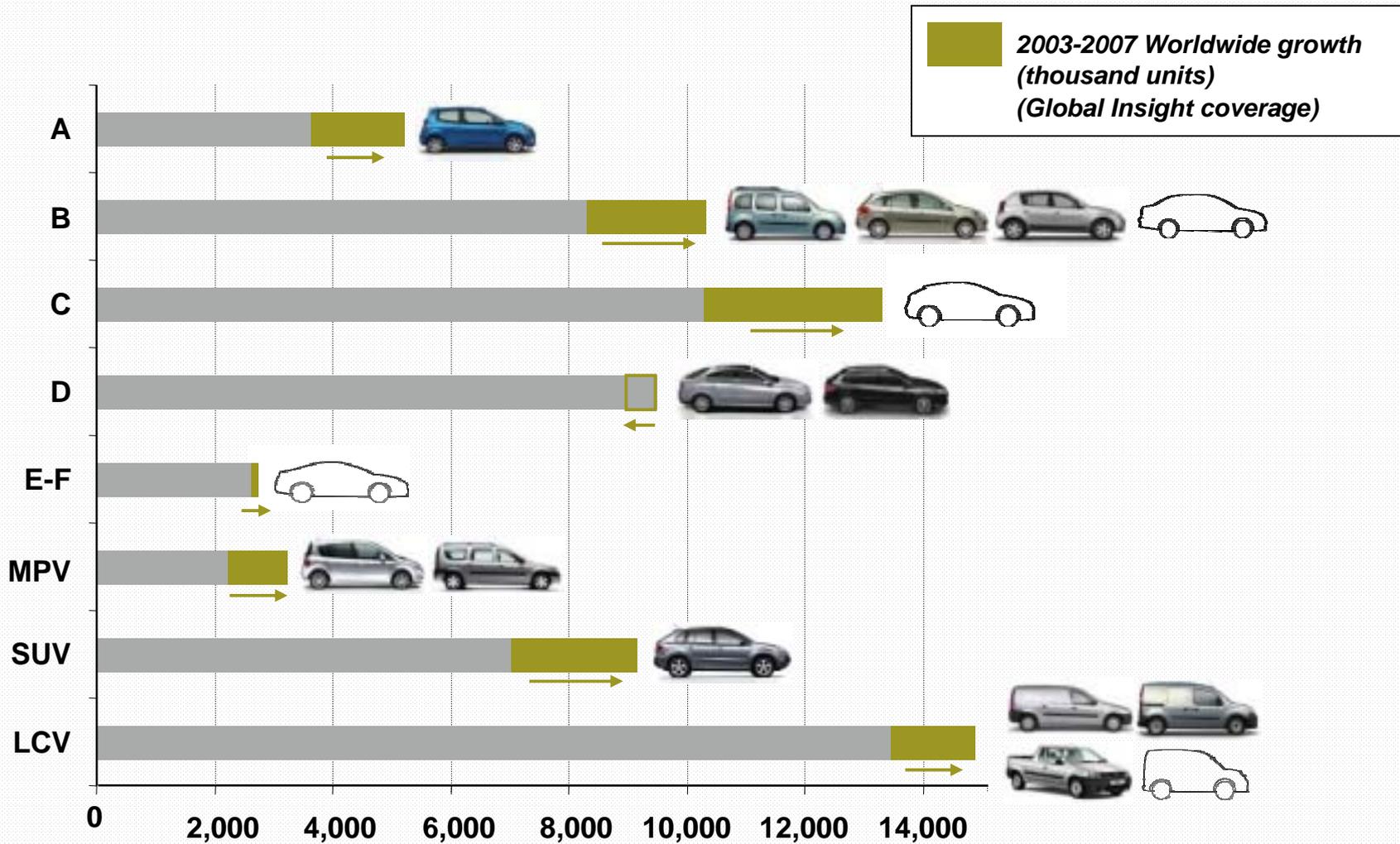
This grid shows 11 car models for Asia Africa. The first three columns contain 9 models, with the first three in each column being world premiere vehicles (indicated by dashed boxes) and the last three being derivatives (indicated by solid boxes). The fourth column contains 2 models, all derivatives.

World Premiere vehicles in 2007

Phase 2 + Derivatives



MARKET SEGMENT VARIATION



Source: Global Insight