

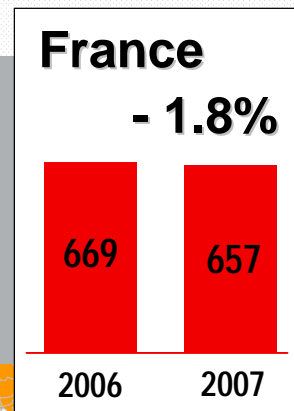
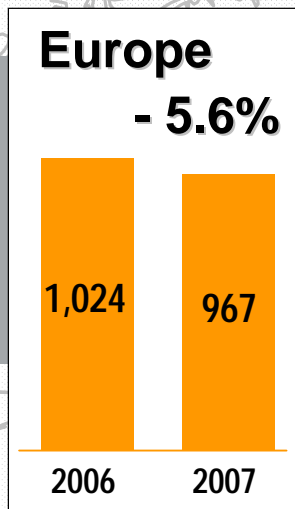
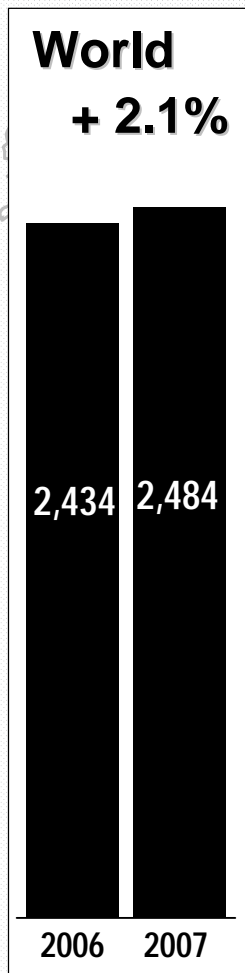
2007 FINANCIAL RESULTS

RENAULT GROUP

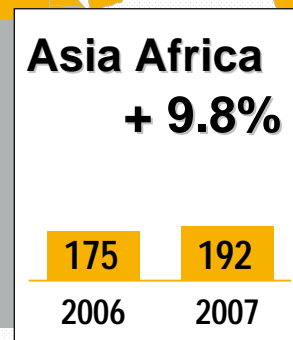
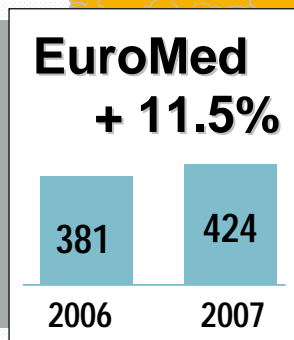
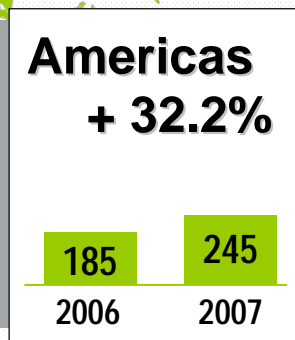
Carlos GHOSN
PRESIDENT & CEO



2007 COMMERCIAL RESULTS



France + Europe
- 4.1%



International
+ 16.3%

Thousand units (Cars + LCVs)

2007 FINANCIAL RESULTS

FEBRUARY 14th 2008

2



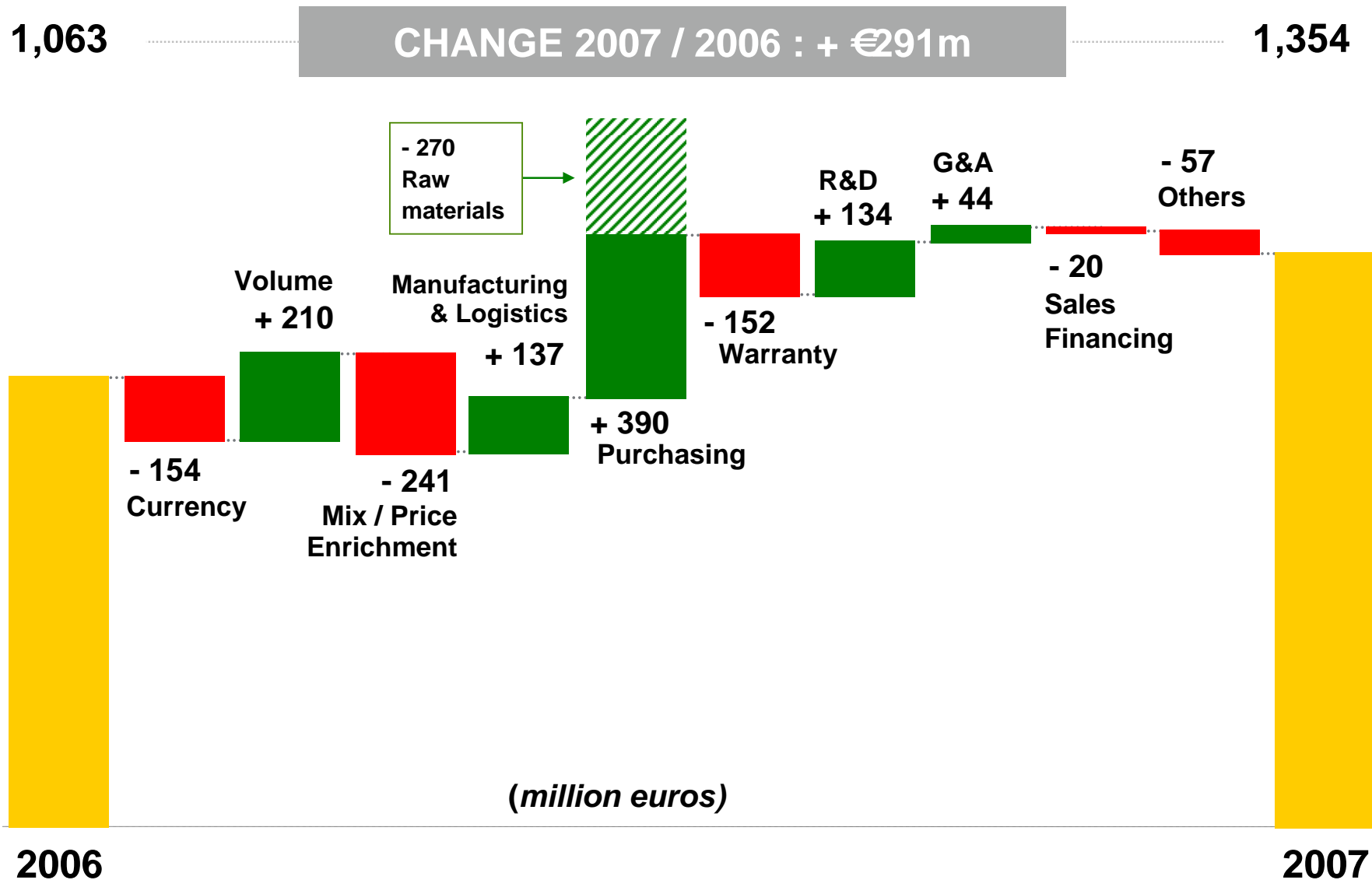
2007 FINANCIAL RESULTS

(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

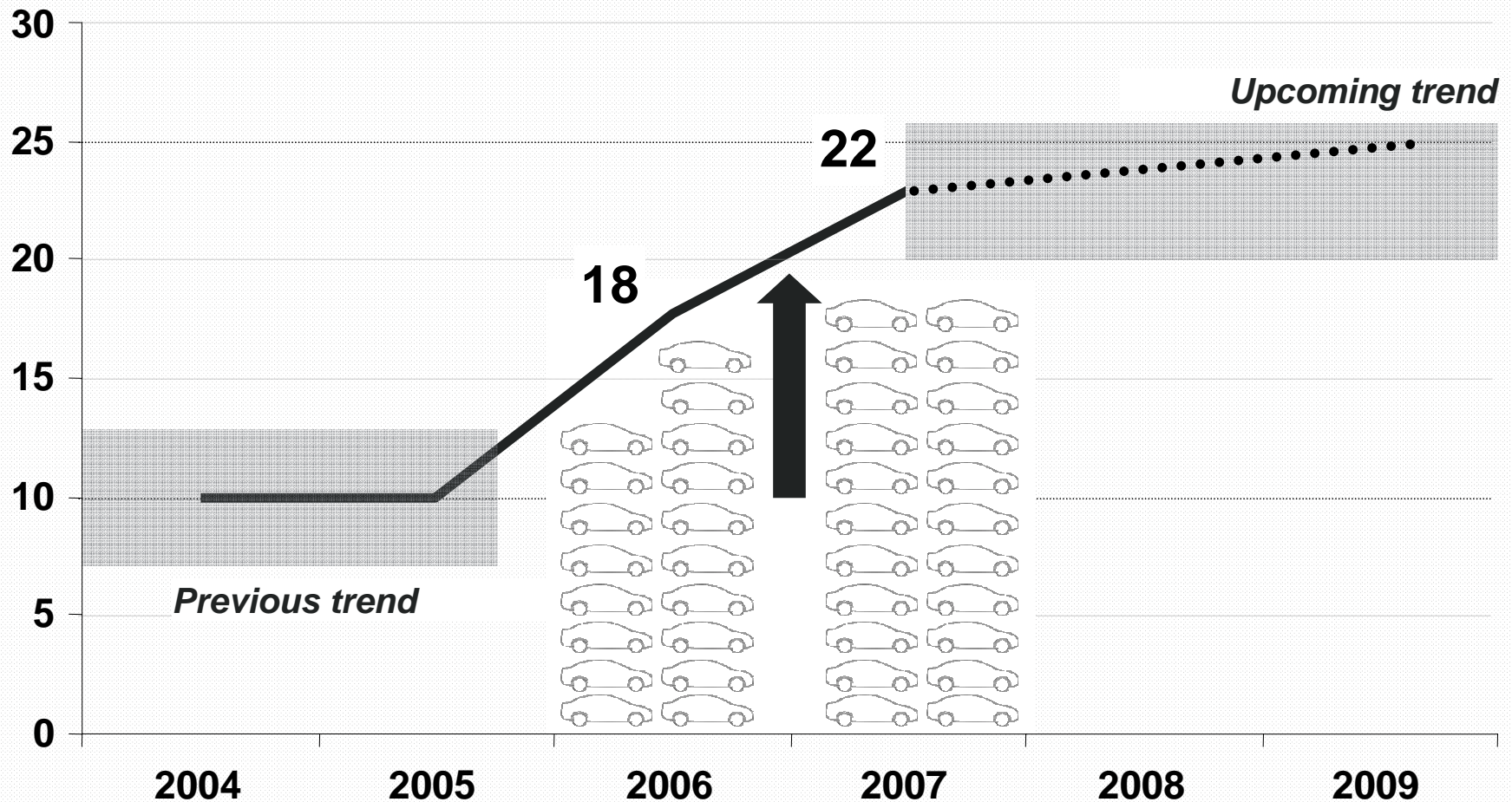
- 700,000 additional customers « fully satisfied »

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



Diesel 3.0 dCi

2008

GEARBOXES



6-speed AJ0
Automatic gearbox



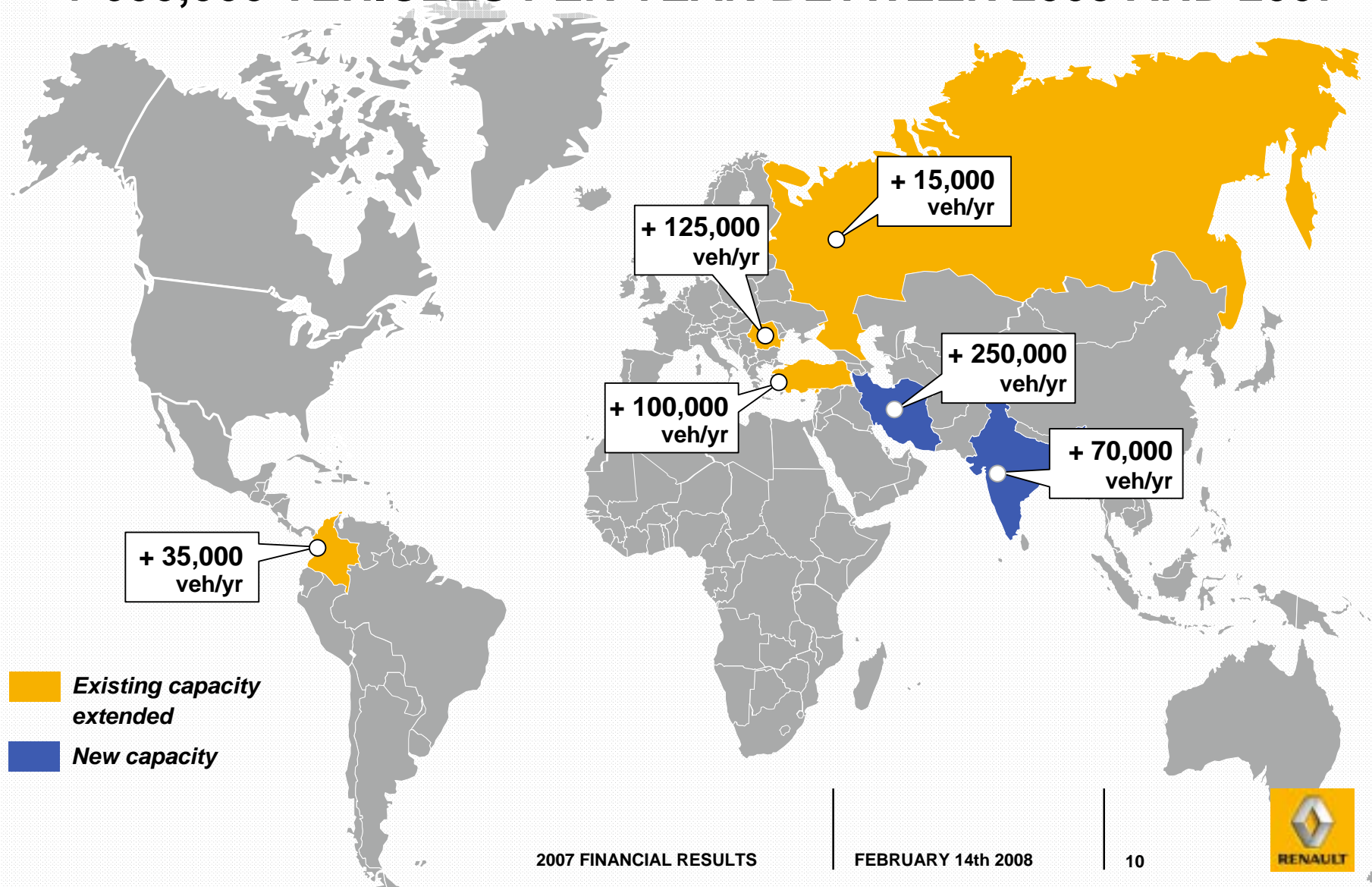
6-speed TL4
Manual gearbox



Active Drive
4 directional wheel chassis

CHASSIS

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



POSITIONING RENAULT IN GROWING MARKETS



ABTOBA3

**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



Logan Van

QM5 (Korea)



Sandero (Amer.)



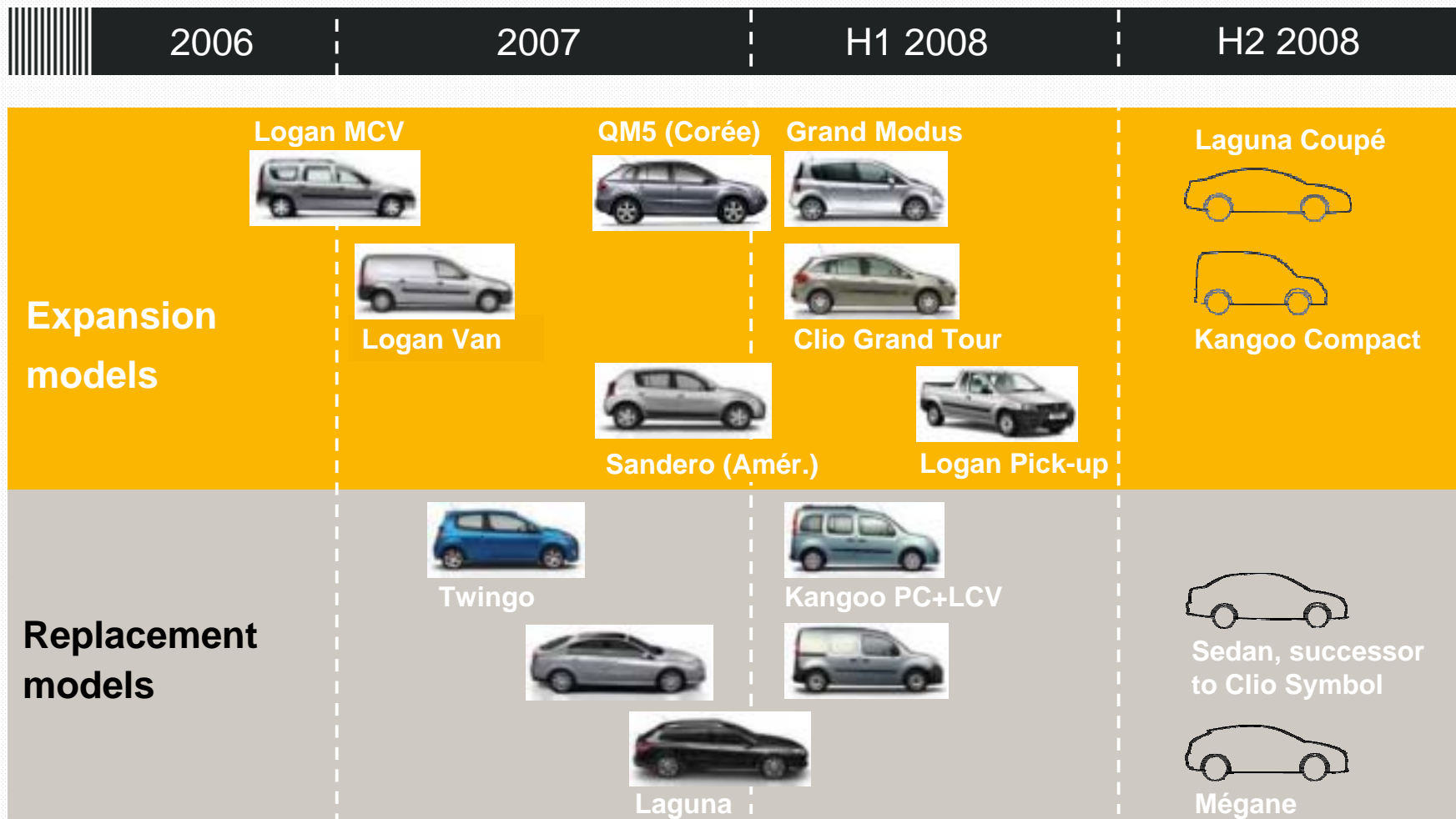
Twingo



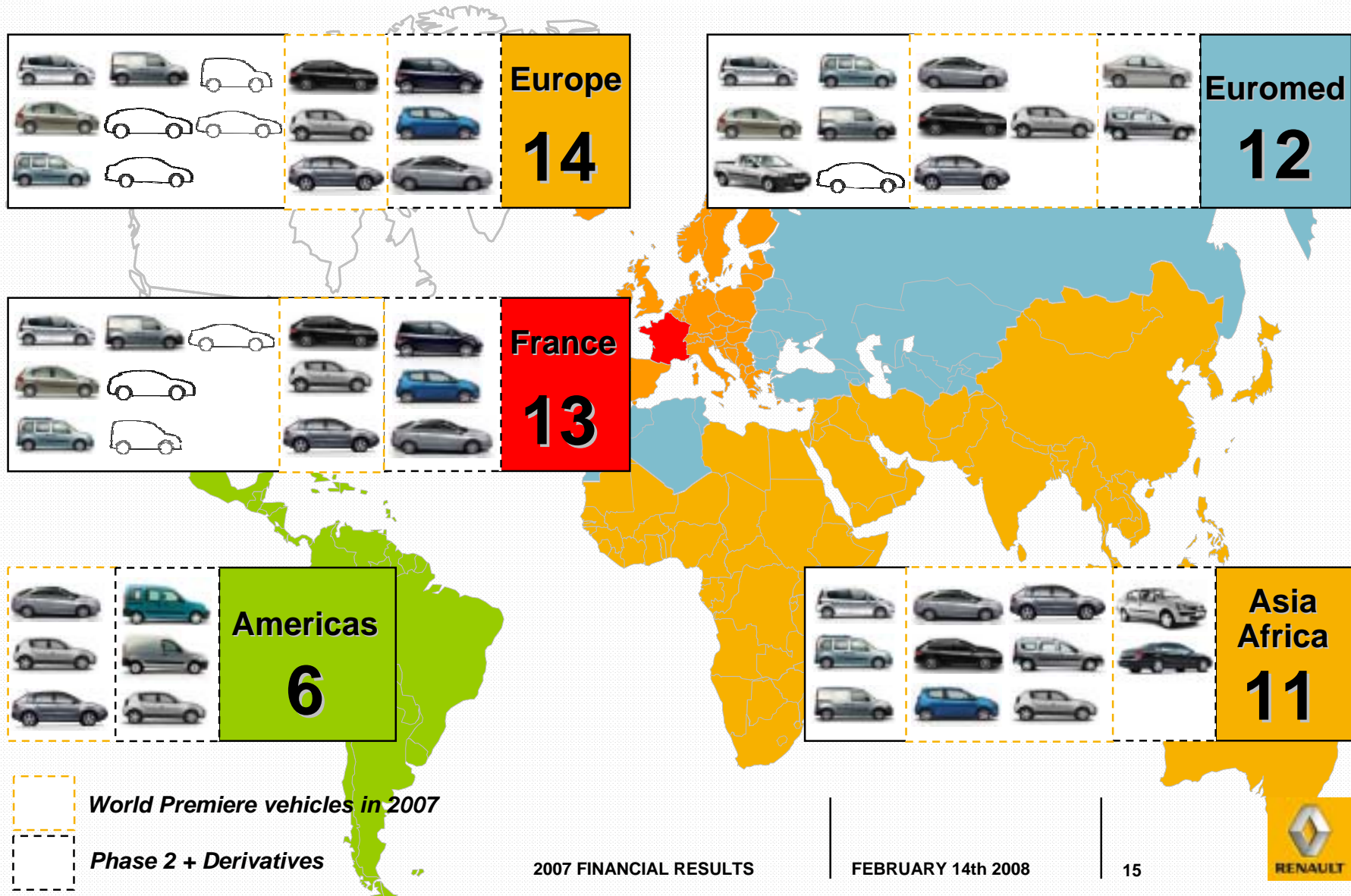
Laguna

Replacement
models

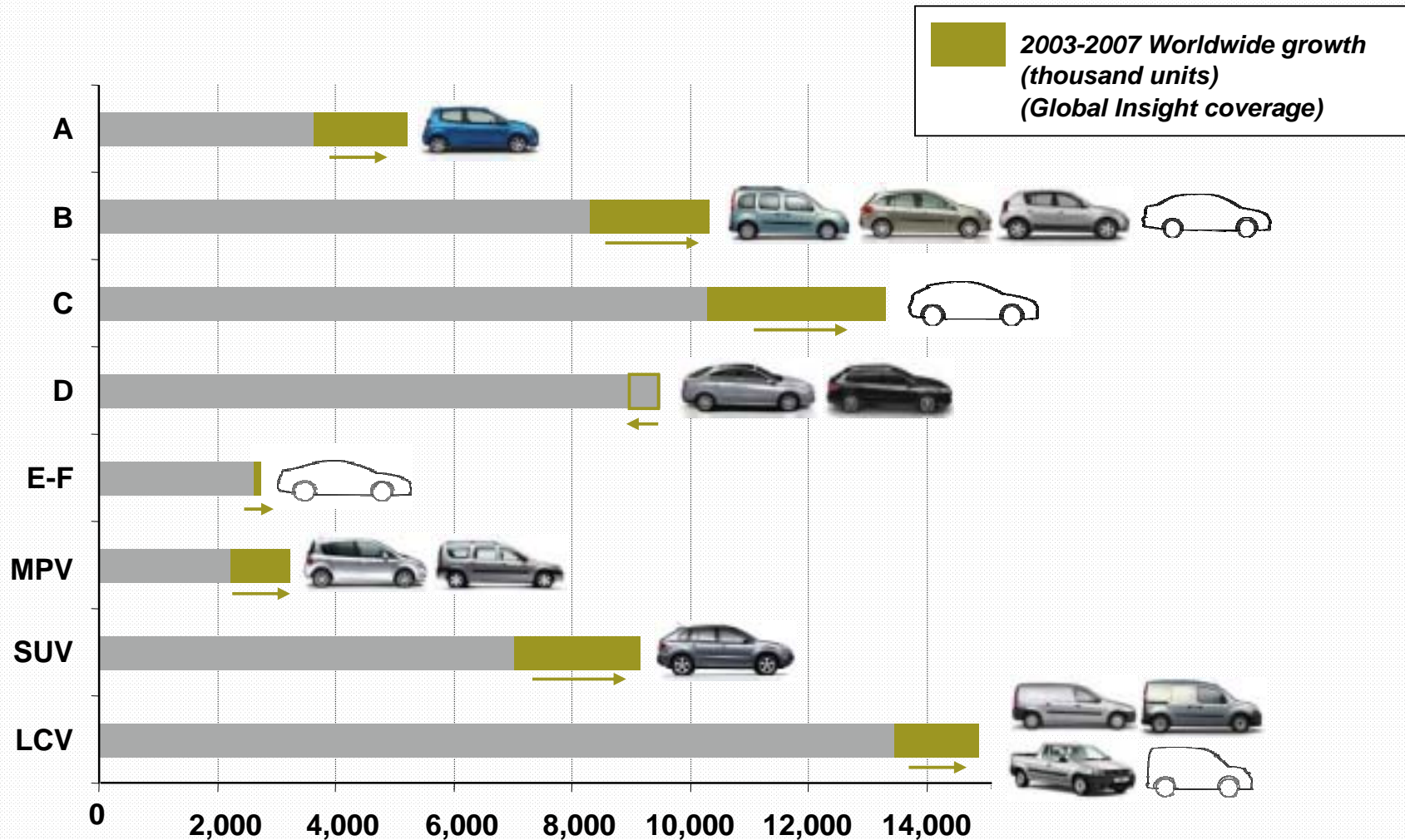
THE PRODUCT OFFENSIVE 2006-2008



2008 PRODUCT LAUNCHES BY REGION



MARKET SEGMENT VARIATION



Source: Global Insight