

RENAULT 2008 STATUS

CHEUVREUX CONFERENCE
Thierry MOULONGUET, EVP and CFO

May 2008

RENAULT INVESTOR RELATIONS



AGENDA

01

PROGRESS SINCE 2005

02

OUTLOOK FOR 2008 AND BEYOND

03

NISSAN UPDATE



01

PROGRESS SINCE 2005



RENAULT

COMMITMENT

2009

- **QUALITY**

New Laguna in the Top 3 models of its category in quality.

- **PROFITABILITY**

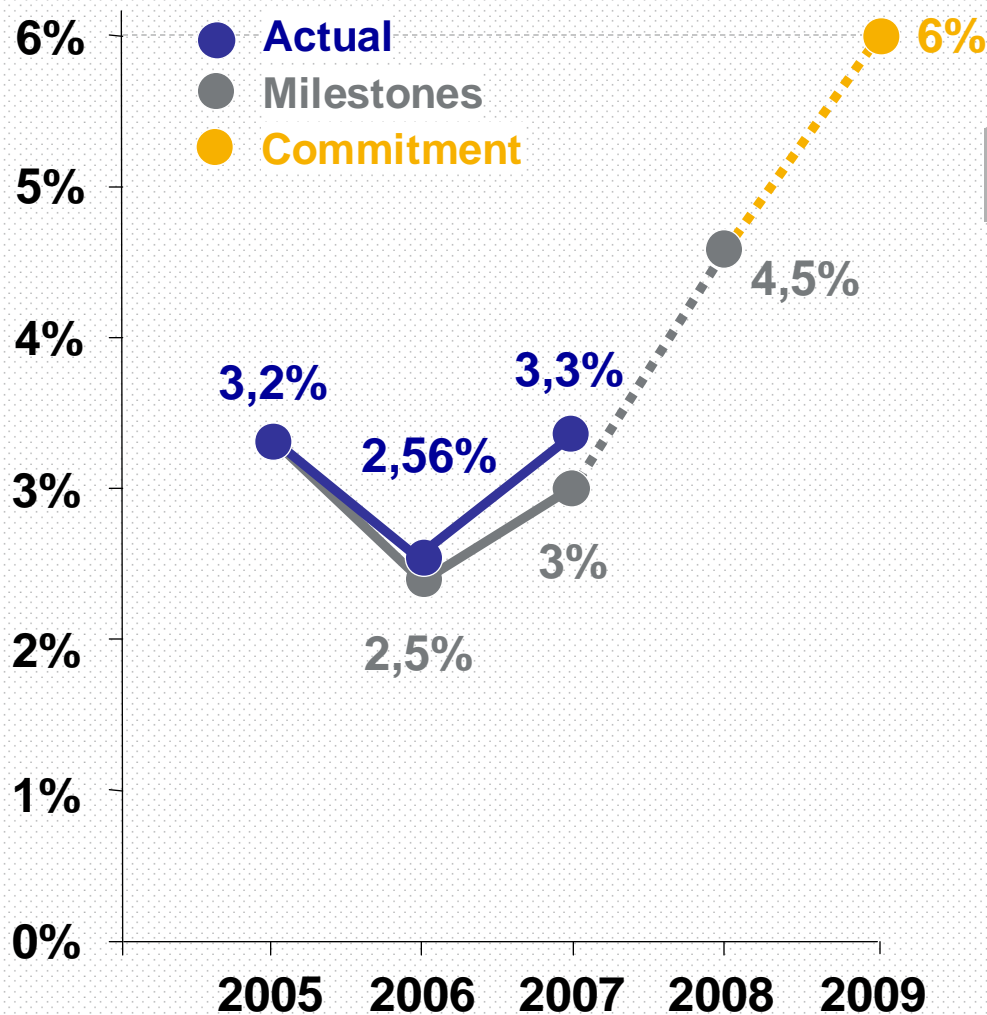
6% operating margin in 2009.

- **GROWTH**

+ 800,000 vehicles between 2005 and 2009
strongest period of growth in the history of Renault.



RENAULT COMMITTED



COST REDUCTION

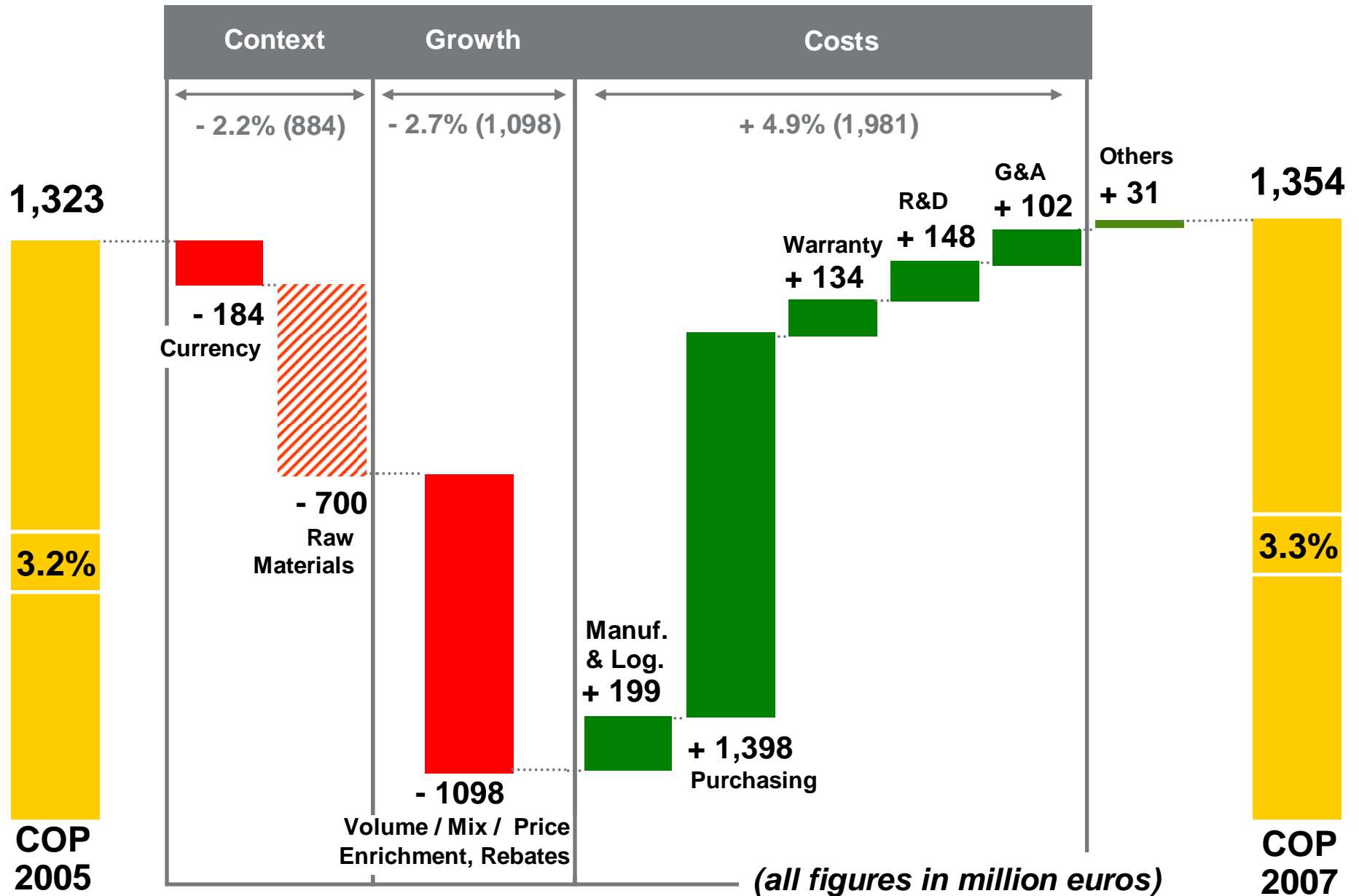
2009 Objectives

- Purchasing performance - 14%*
- Manufacturing - 12%
- Logistics - 9%
- G&A < 4% revenues
- Distribution costs - 8% per unit in Europe
- Investment costs - 50%

* 2008 Objective



COST REDUCTION & SALES CLEANING IN 2006 & 2007



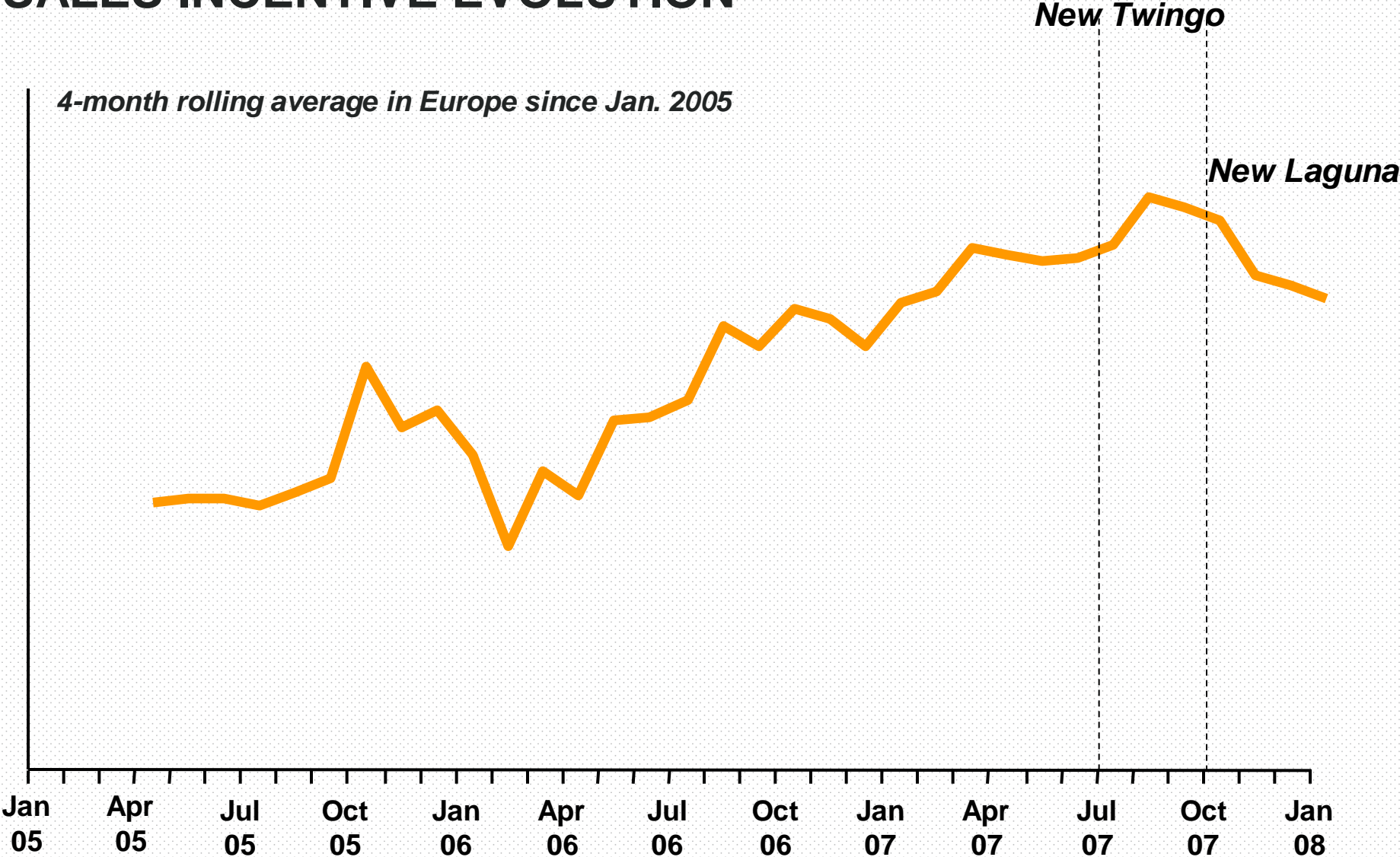
COST REDUCTION

	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%

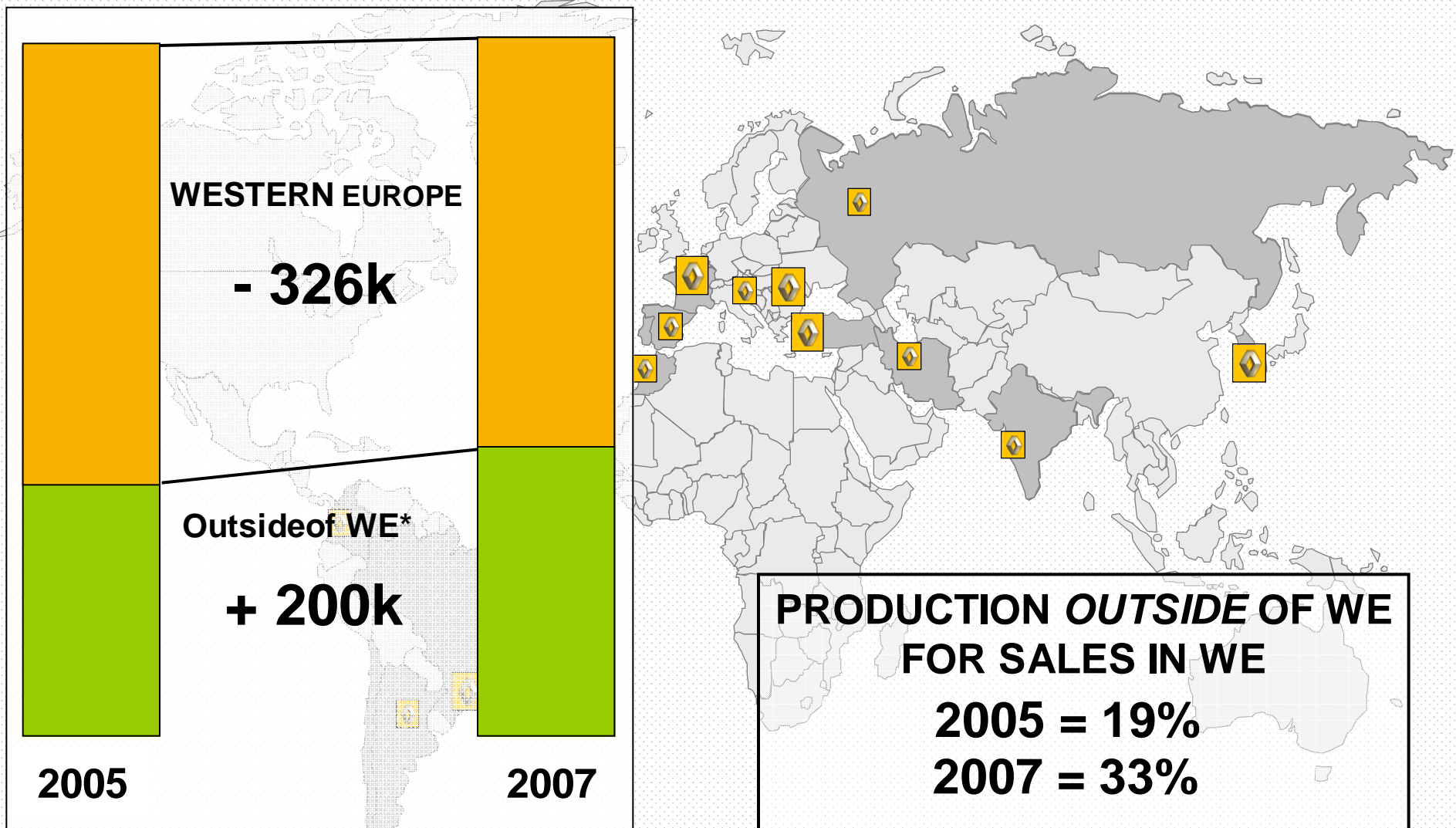
* 2008 Objective



SALES INCENTIVE EVOLUTION



CAPACITY CHANGE



** Iran figures not incl.*





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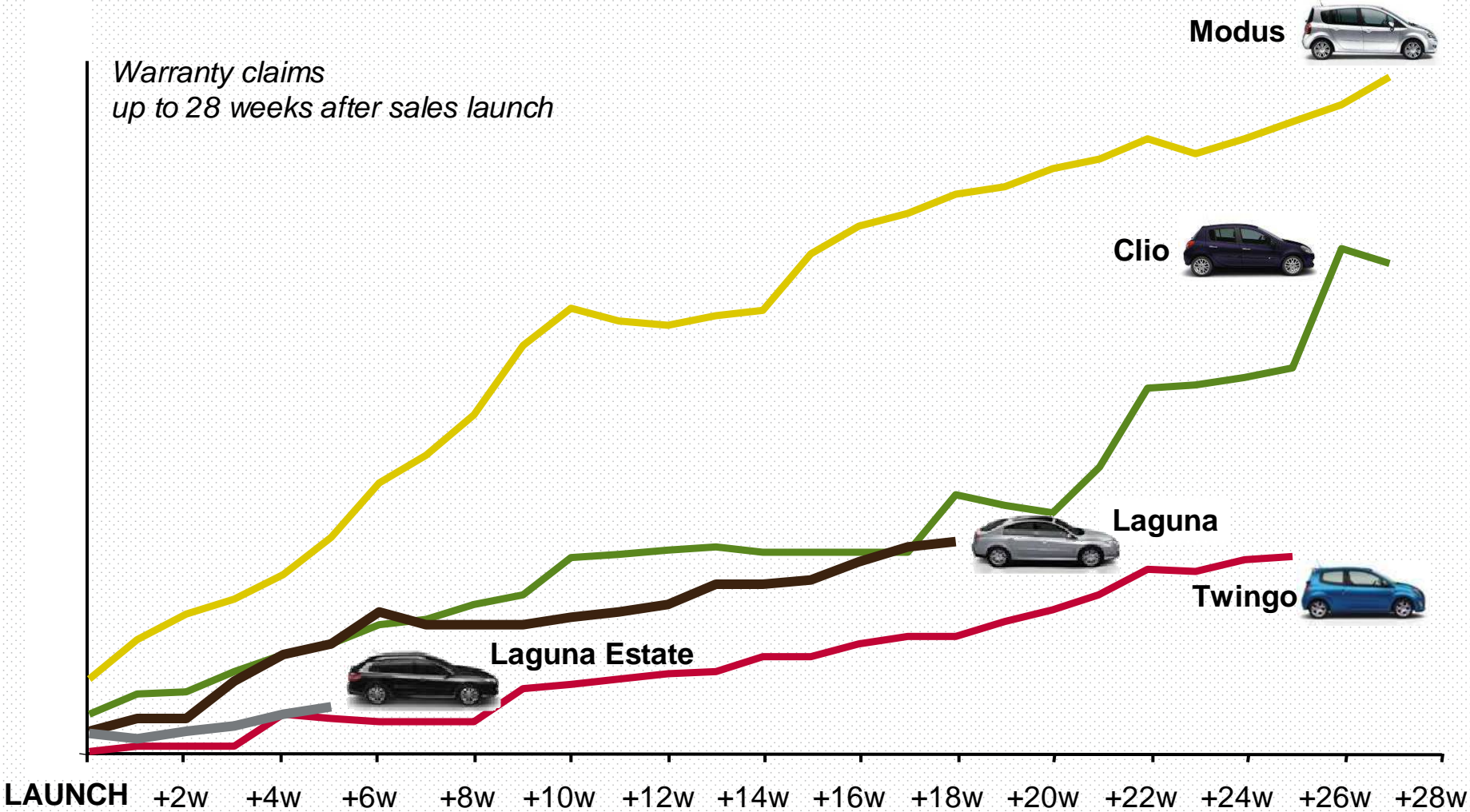
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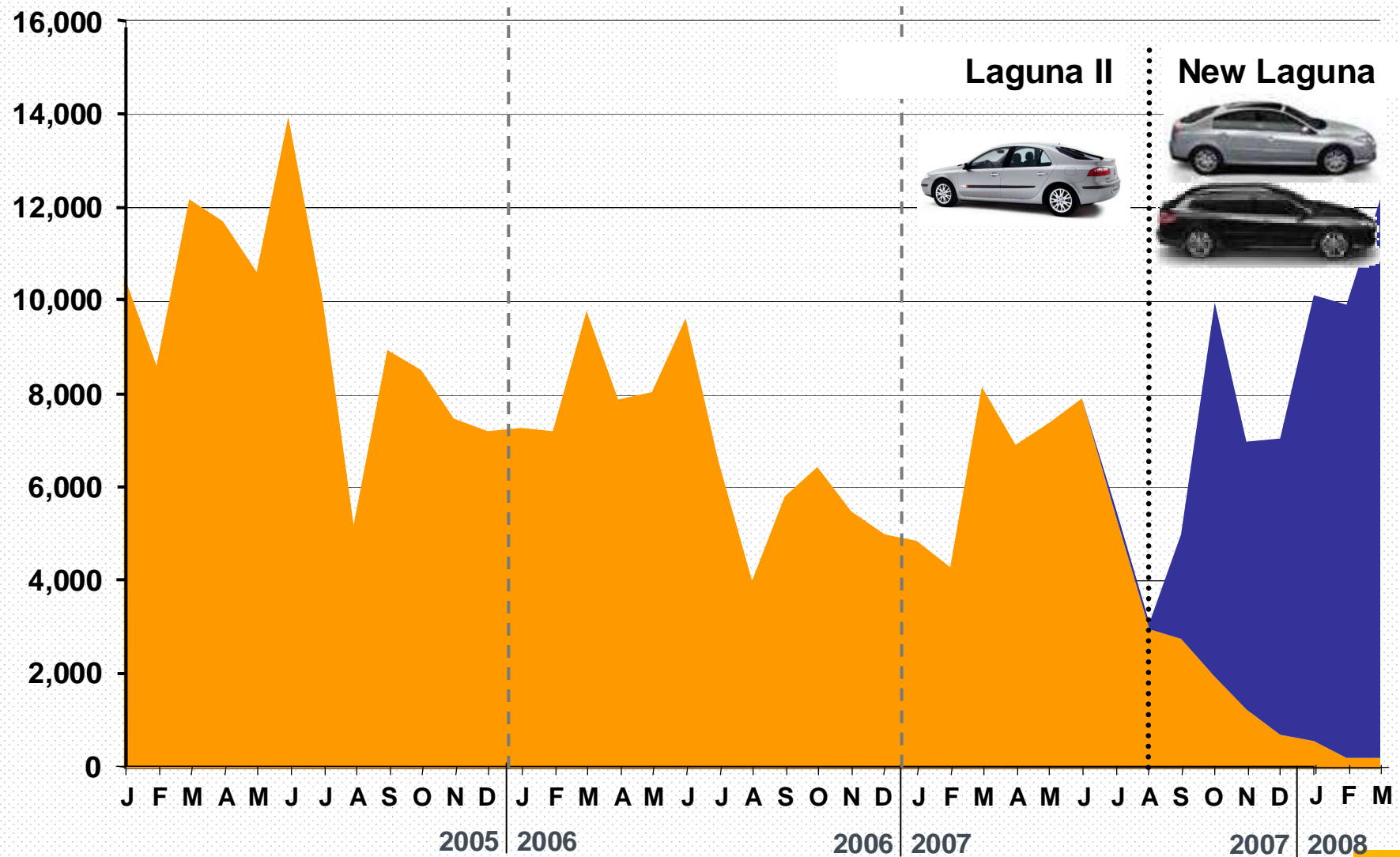


LAGUNA TOP 3 QUALITY ON TRACK

Warranty claims
up to 28 weeks after sales launch



GLOBAL LAGUNA'S SALES



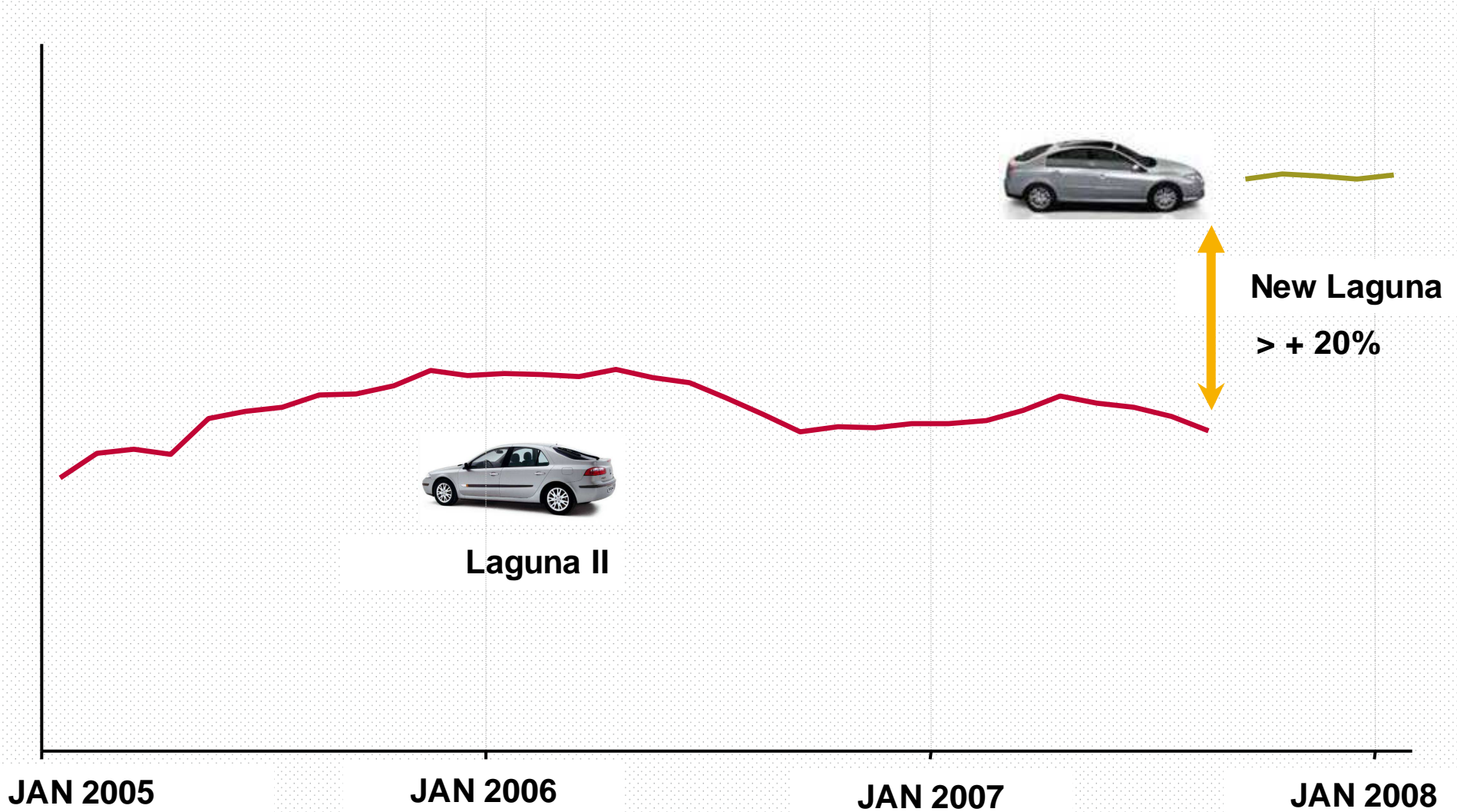
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LAGUNA'S EUROPEAN NET SALES REVENUES PER UNIT





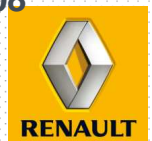
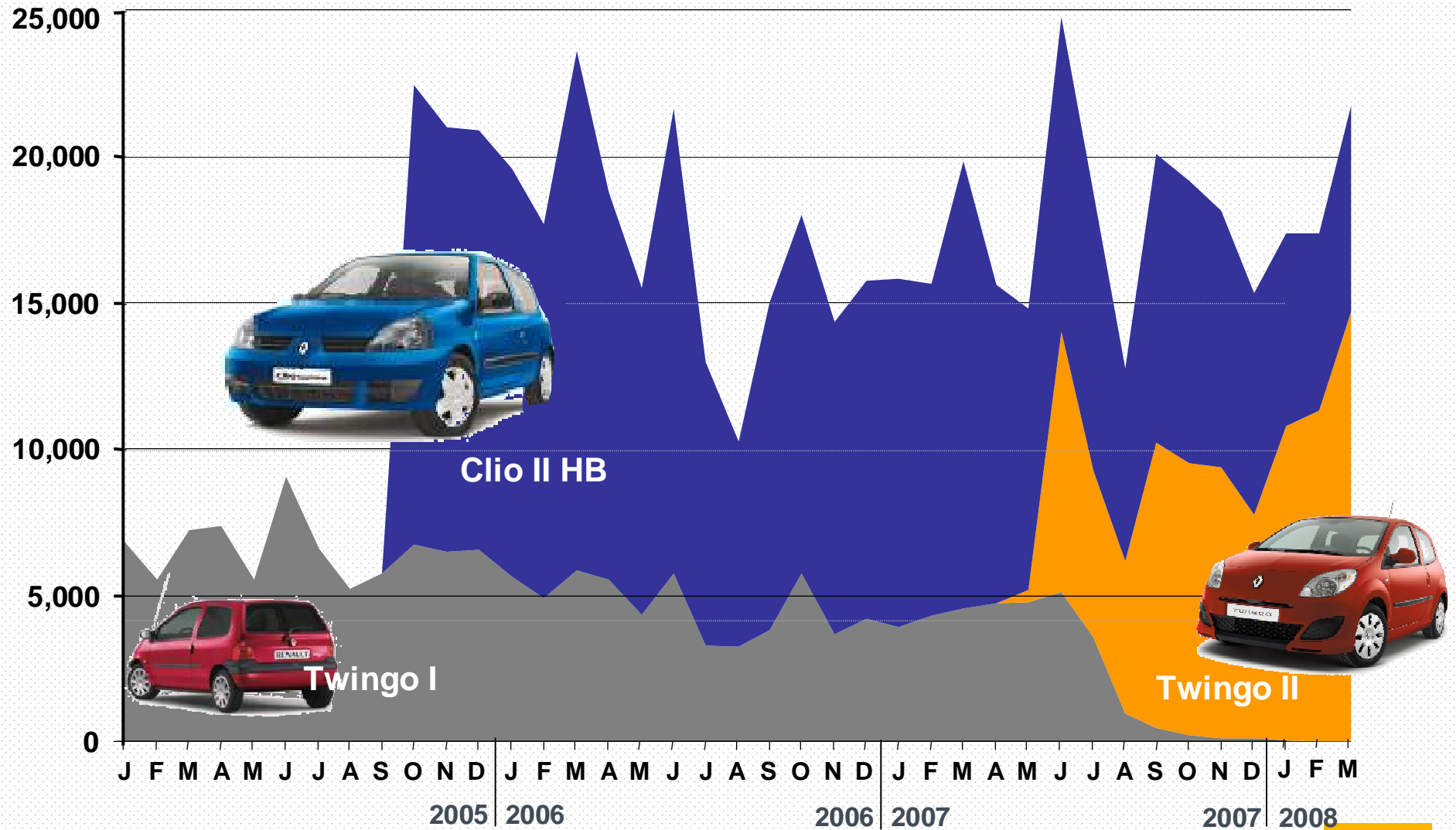
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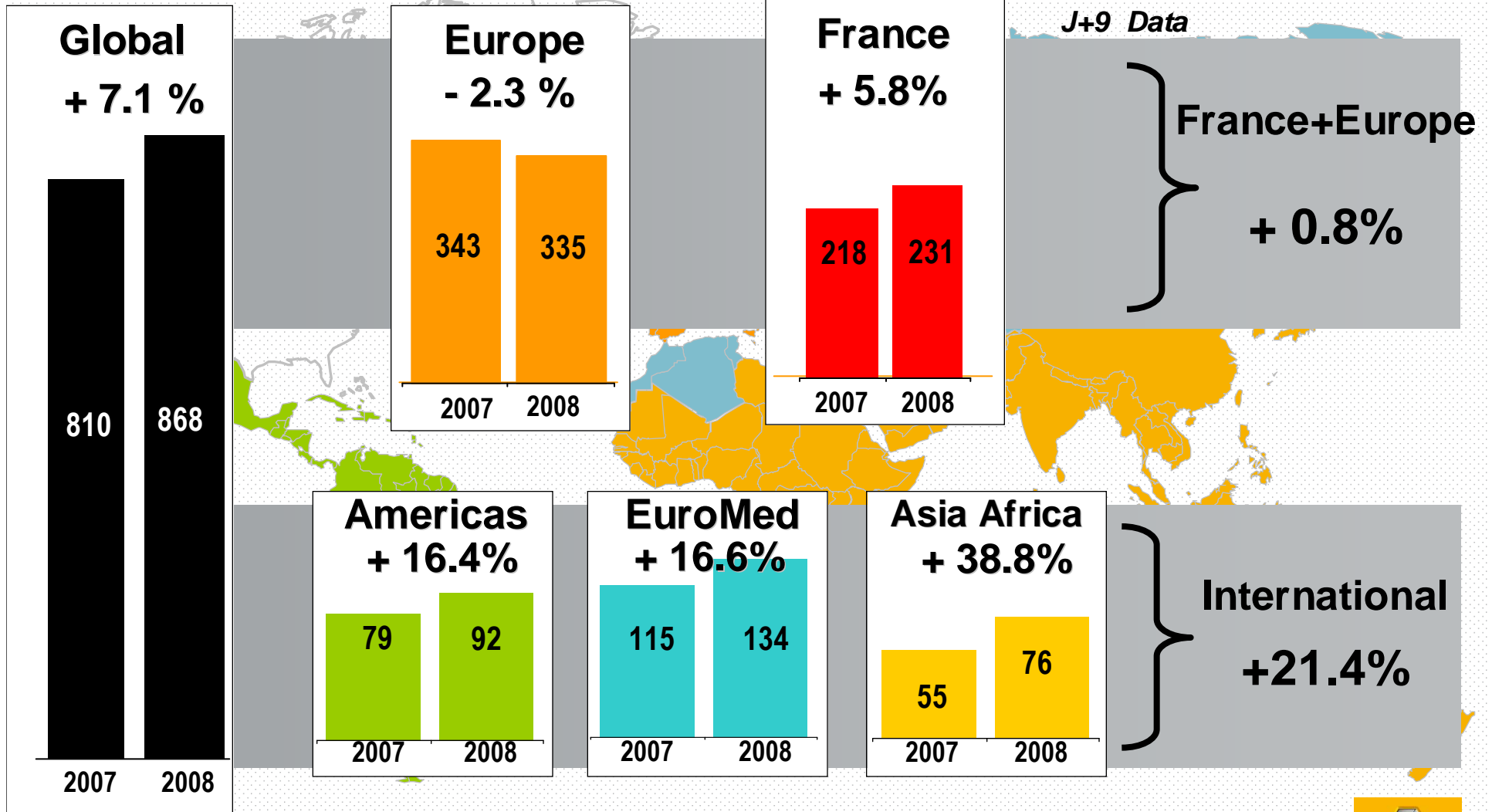
RENAULT 'B' SEGMENT IN EUROPE



Commercial results : YTD figures at the end of April 2008 +76,000 CARS vs. 2007 at the end of four months

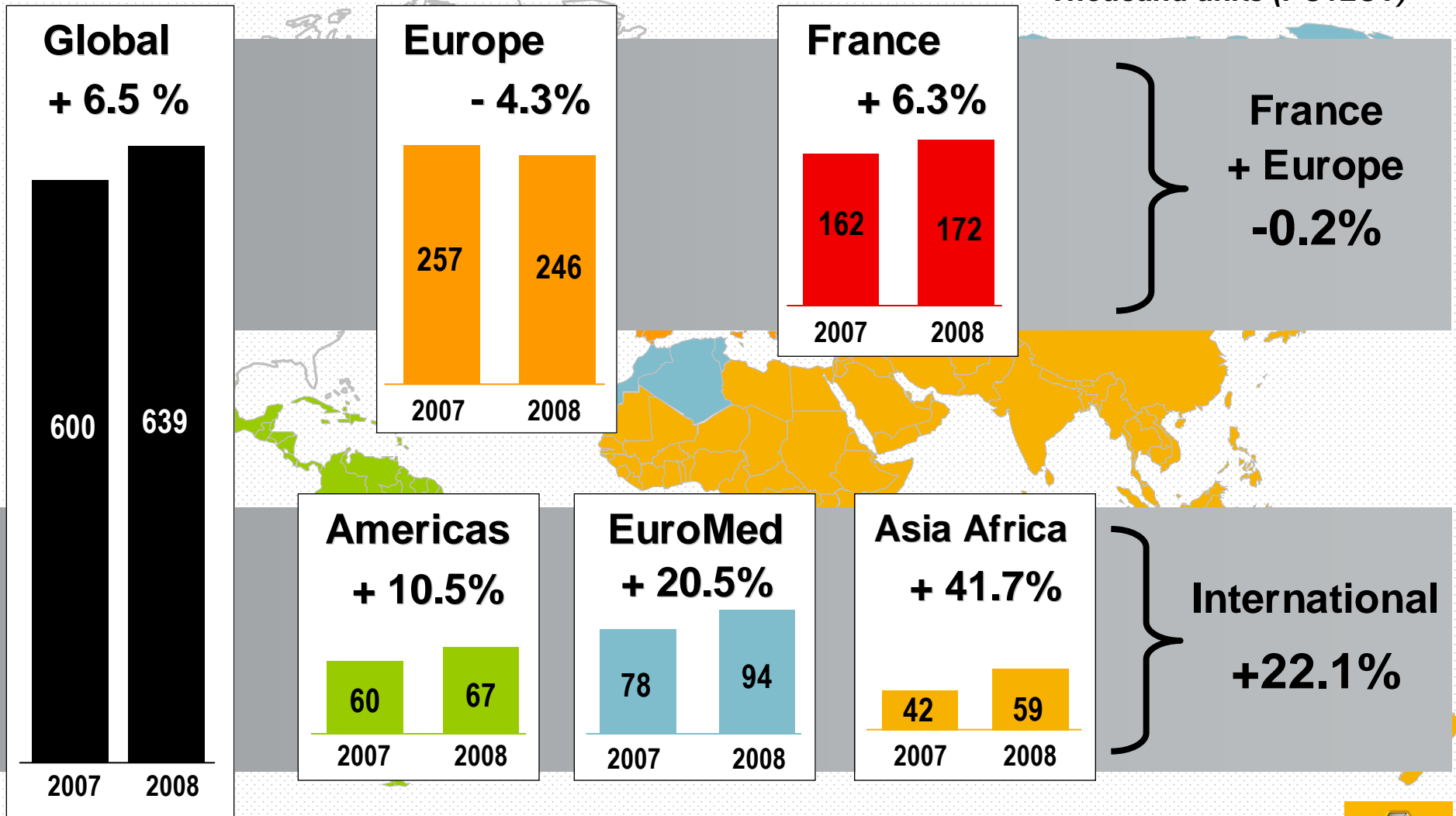
Thousand units (PC+LCV)

J+9 Data



+39,000 CARS VS. 2007 AT THE END OF MARCH 2008

Thousand units (PC+LCV)



RENAULT GROUP REVENUES BY DIVISION Q1 08 YTD

<i>In million euros</i>	YTD 2007 Pro forma*	YTD 2008	Change (%)
Automobile	9,306	9,697	+4.2%
Sales Financing	487	506	+ 3.9%
TOTAL	9,793	10,203	+ 4.2%

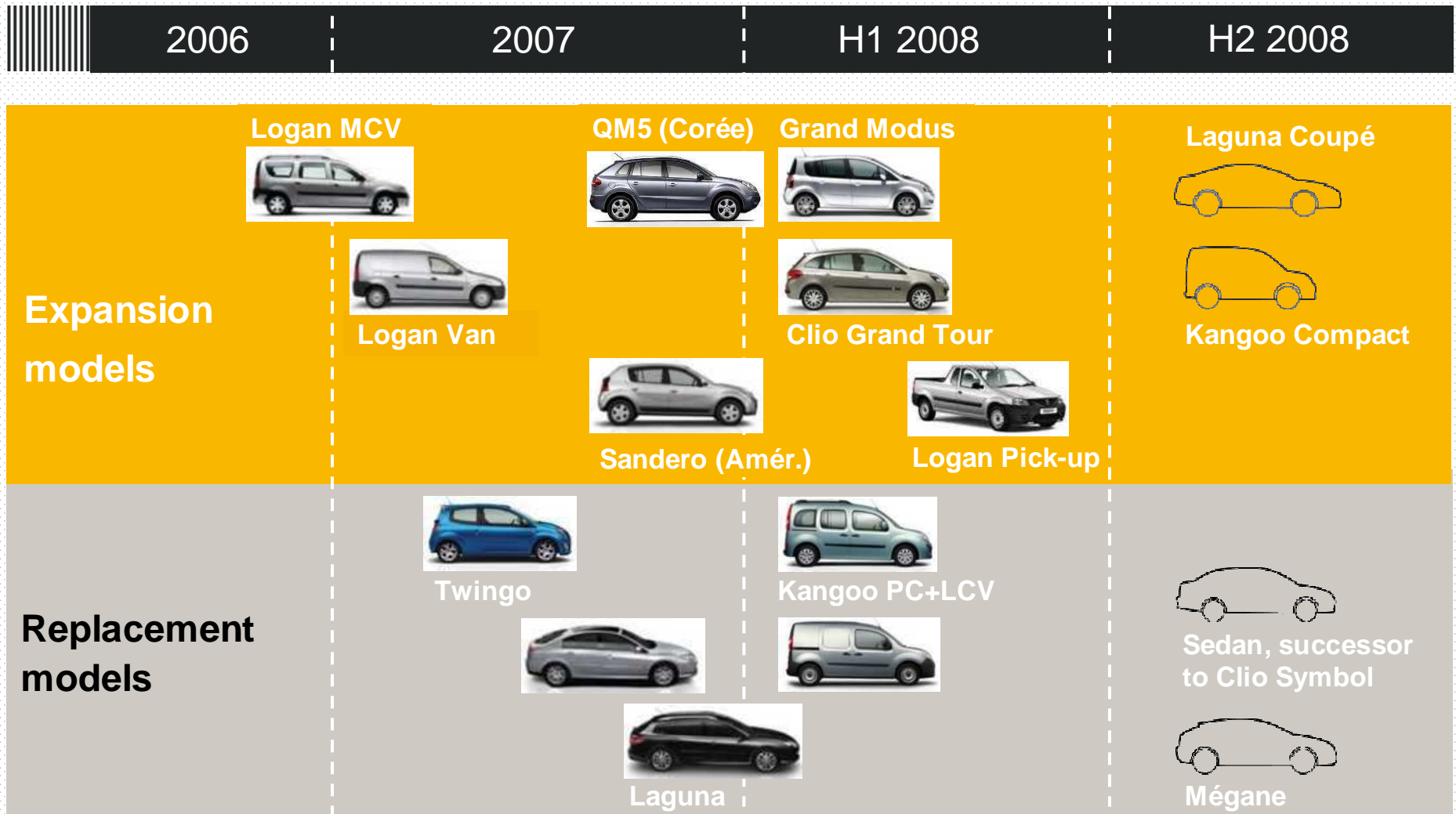
* 2007 data has been restated on a consistent basis

02 OUTLOOK FOR 2008 AND BEYOND

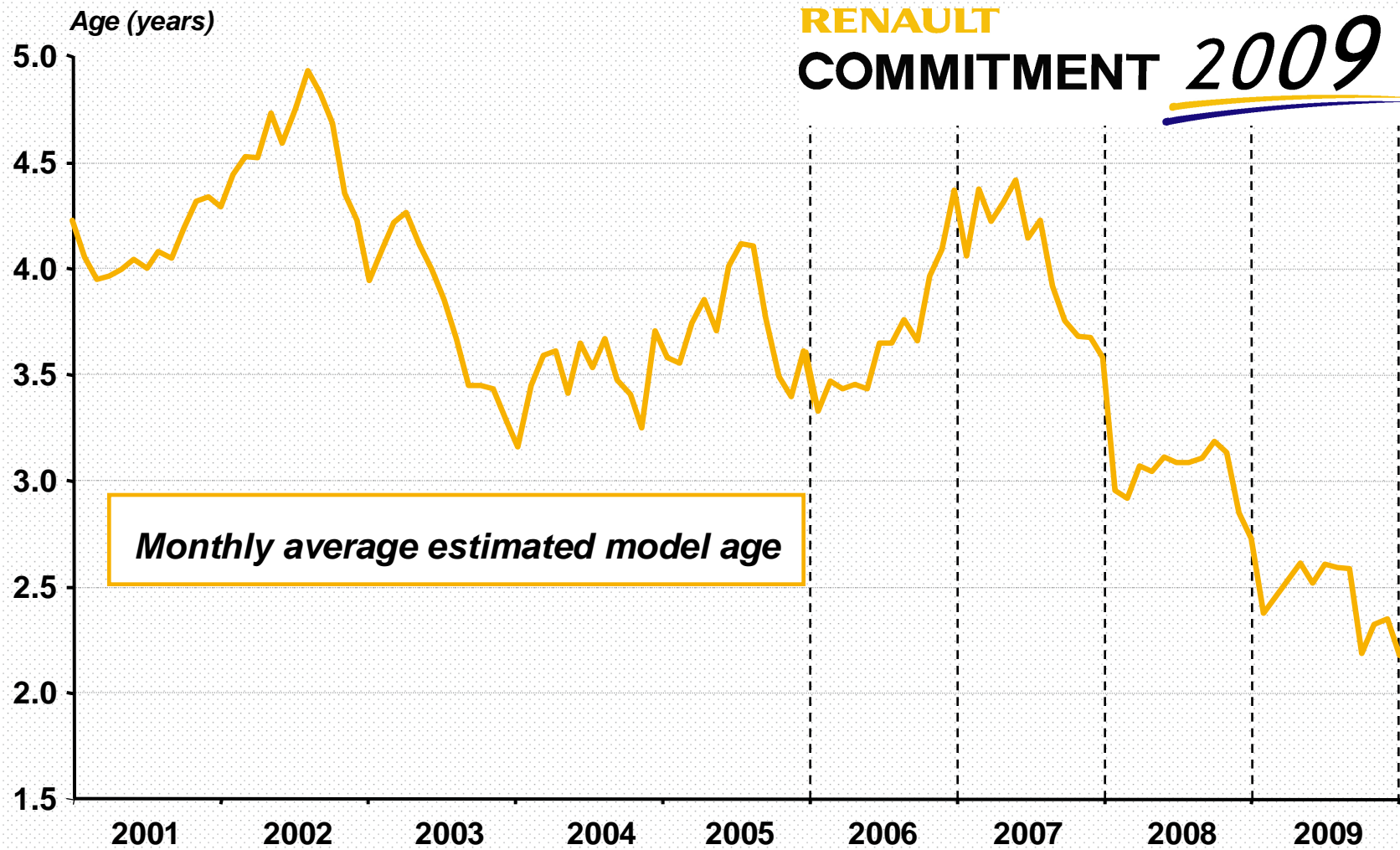
- Our strategy
- Growth in Europe
- Growth outside of Europe
- CO₂ update



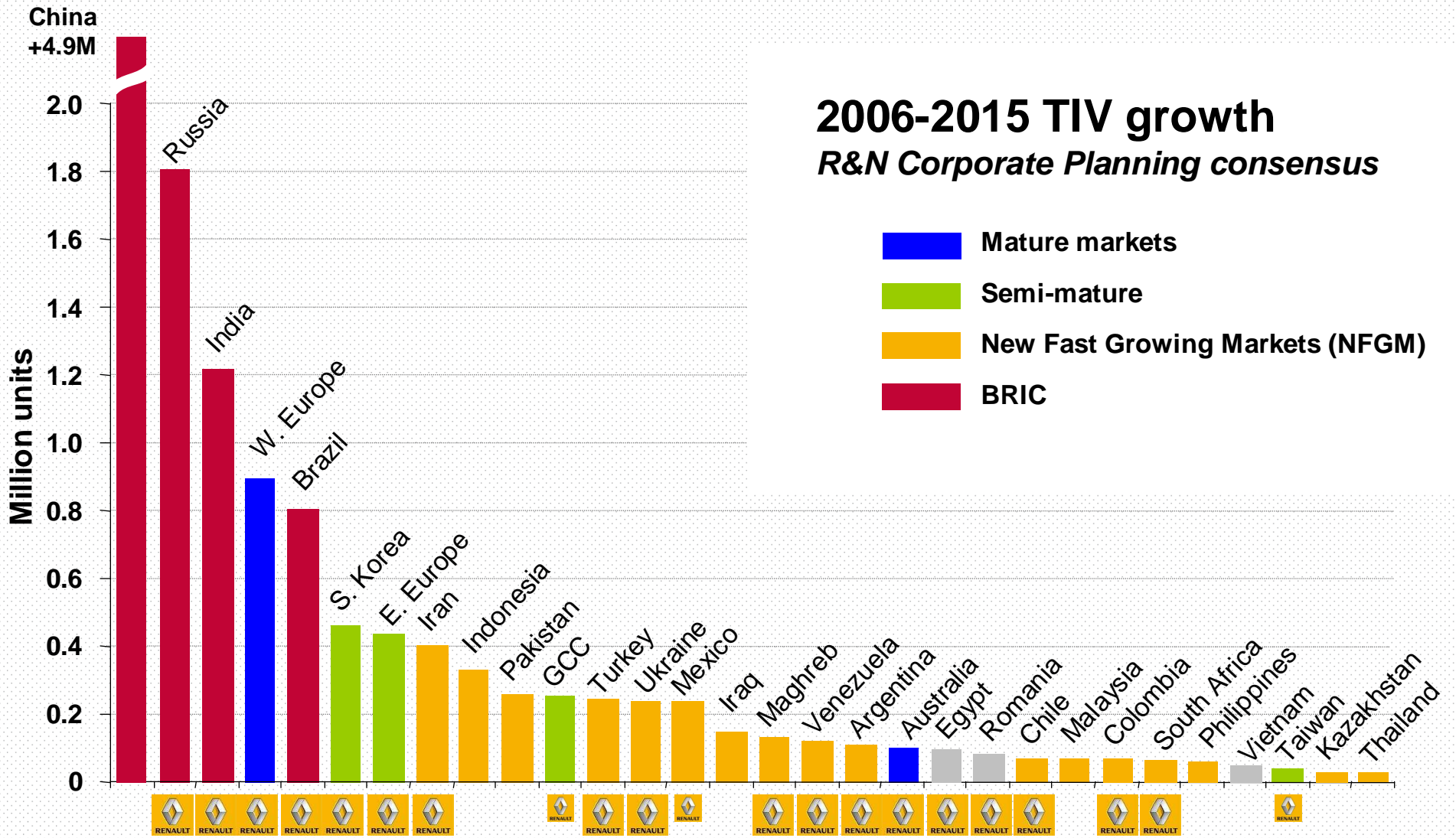
THE PRODUCT OFFENSIVE 2006-2008



YOUNGER MODEL RANGE IN EUROPE

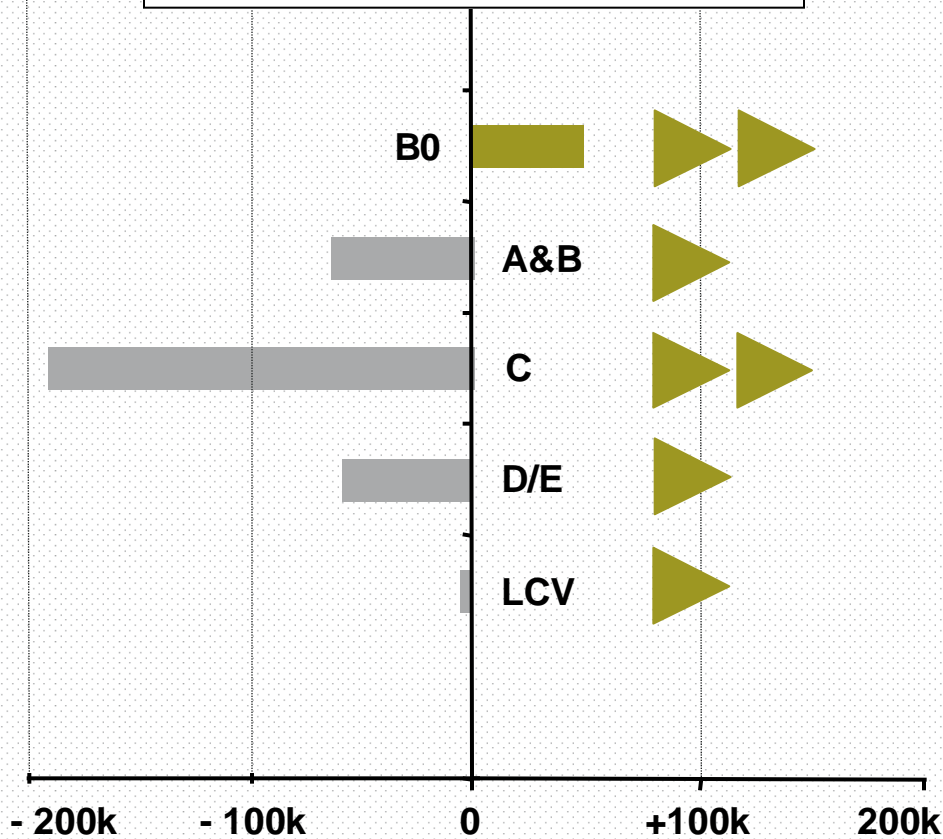


WHERE THE GROWTH WILL BE...

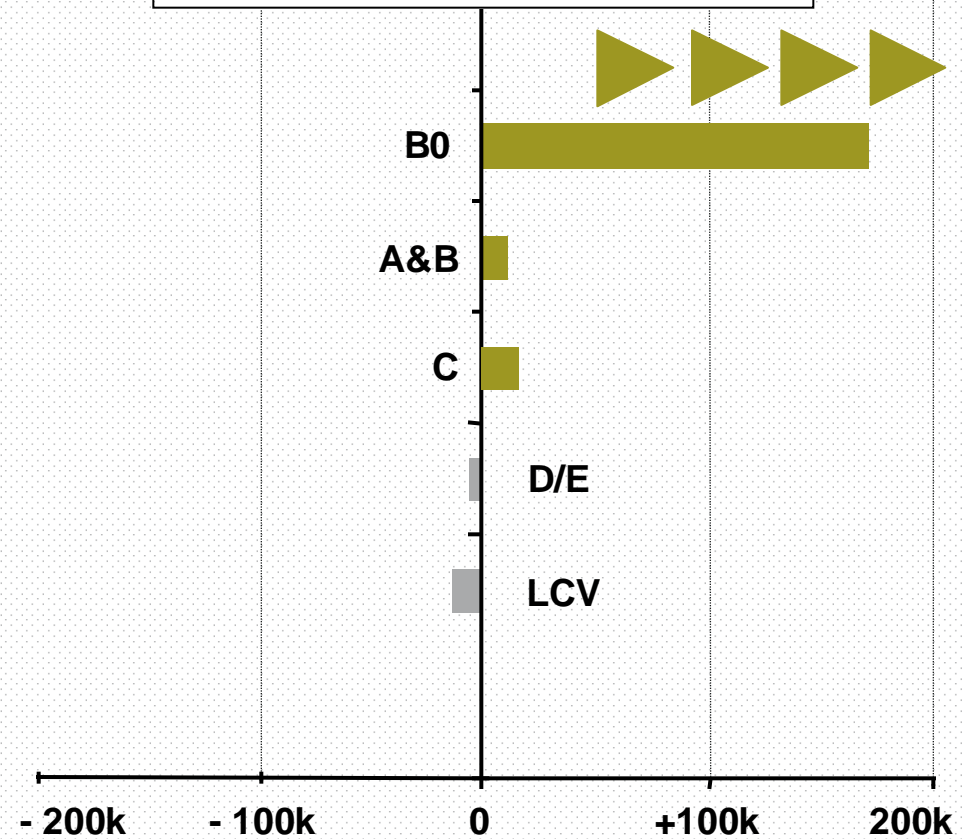


2008-2009 FORECAST FOR SEGMENT SALES VARIATION

FRANCE + EUROPE



INTERNATIONAL



Full speed in International expansion

Logan...a unique economic equation

- 6 Logan-platform derivatives by 2009
more to come 2010 - 2012:

- Strong transaction price evolution

(euro)	2006	2007	Q1 2008
France:	~10,500	~10,600	~10,900
Romania:	~ 8,200	~ 8,400	~8,500
Russia :	~8,700	~8,800	~8,800

MCV ATP remains 2000 – 2500 euros higher than sedan



Logan Sedan
SOS: Sept. 2004



Logan Van
SOS: Feb. 2007



Pick-up
SOS: 2008

More to come
2010 - 2012

Logan MCV
SOS: Oct. 2006



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Sandero
SOS: 2008



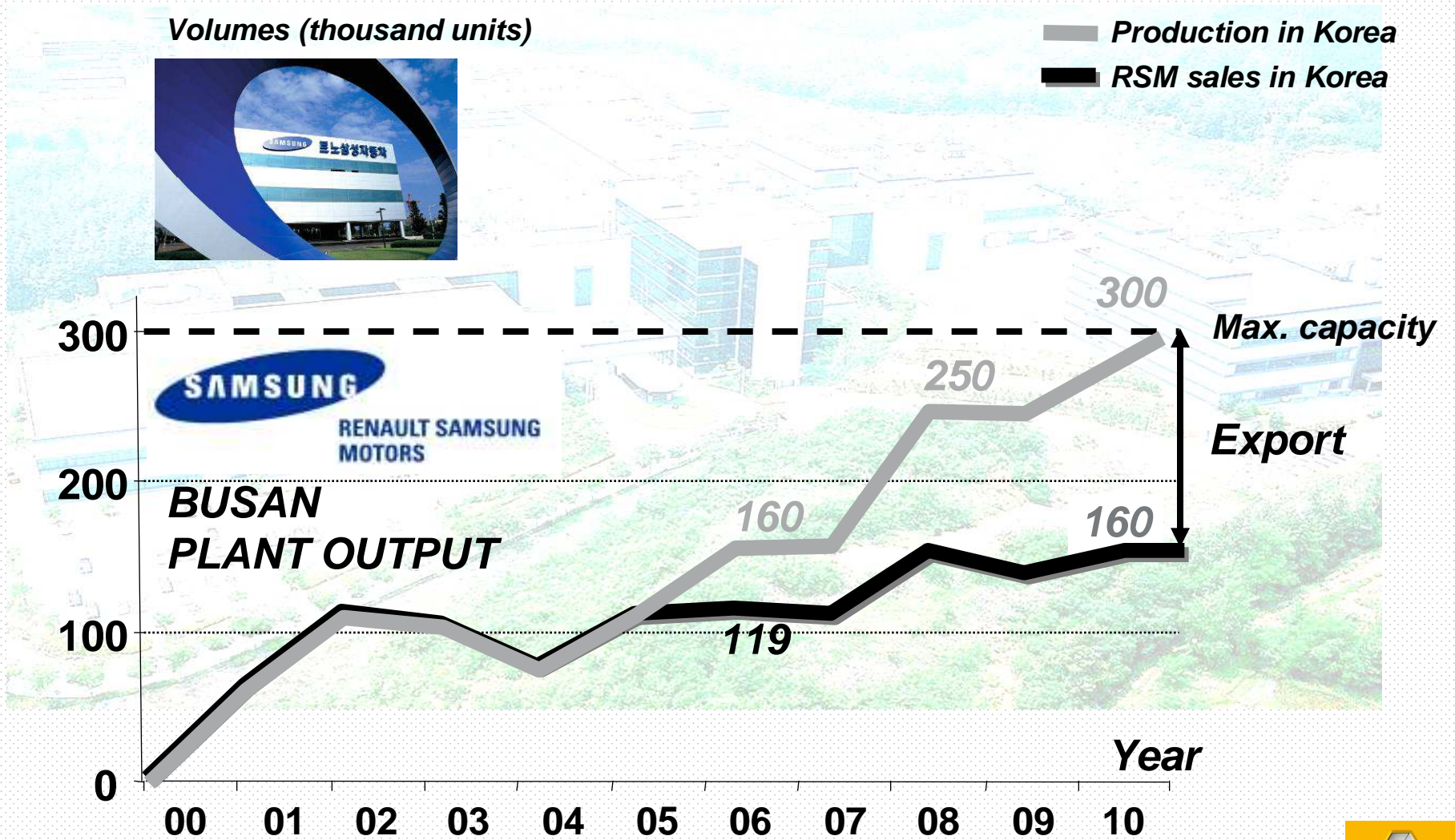
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Crossover
SOP: 2009



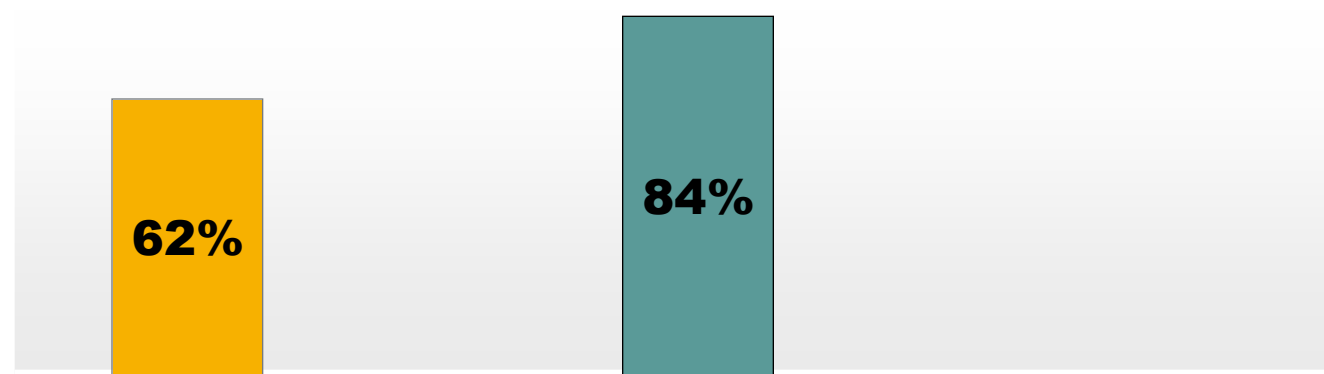
Full speed in International expansion

Renault Samsung Motors

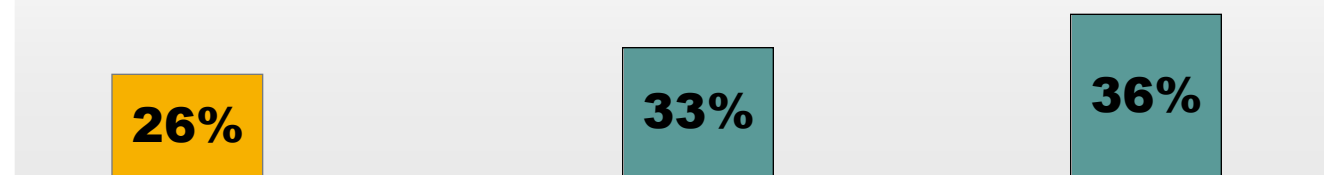


LCC SOURCING: JOINT FORECAST FOR PARTS BY PURCHASING & ENGINEERING TEAMS

LCC
for LI* + LCC



LCC
for HCC*



* LI: Local Integration

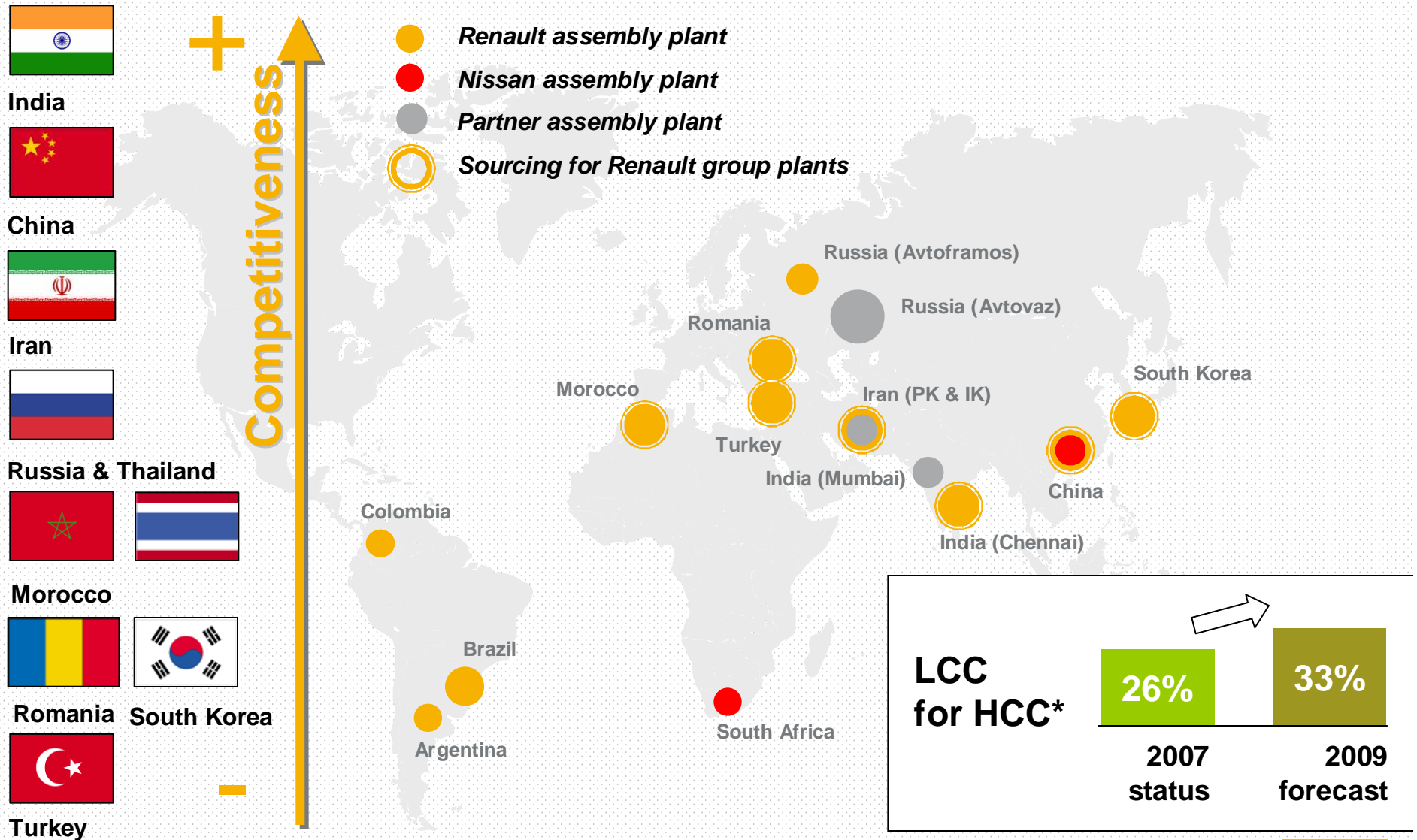
* HCC: High Cost Countries

2007
status

2009
forecast
all projects

2009
J95 forecast

COST COMPETITIVENESS: TODAY & TOMORROW



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*LCC: low cost countries
HCC: high cost countries

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Full speed in International expansion

RUSSIA: AvtoVaz (Lada) & Renault



#1 Automaker in Russia

- Lada holds 30% of the market
 - 710K units in 2007
- Togliatti plant:
 - approx. 1 million units capacity

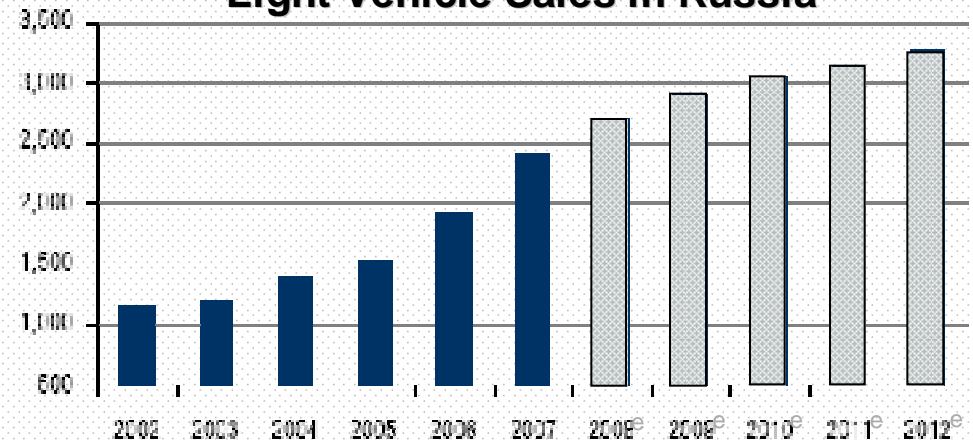


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Synergies:

- Technology and R&D
- Engineering
- Purchasing and supplier development
- Product development

Light Vehicle Sales in Russia



Source: JD Powers



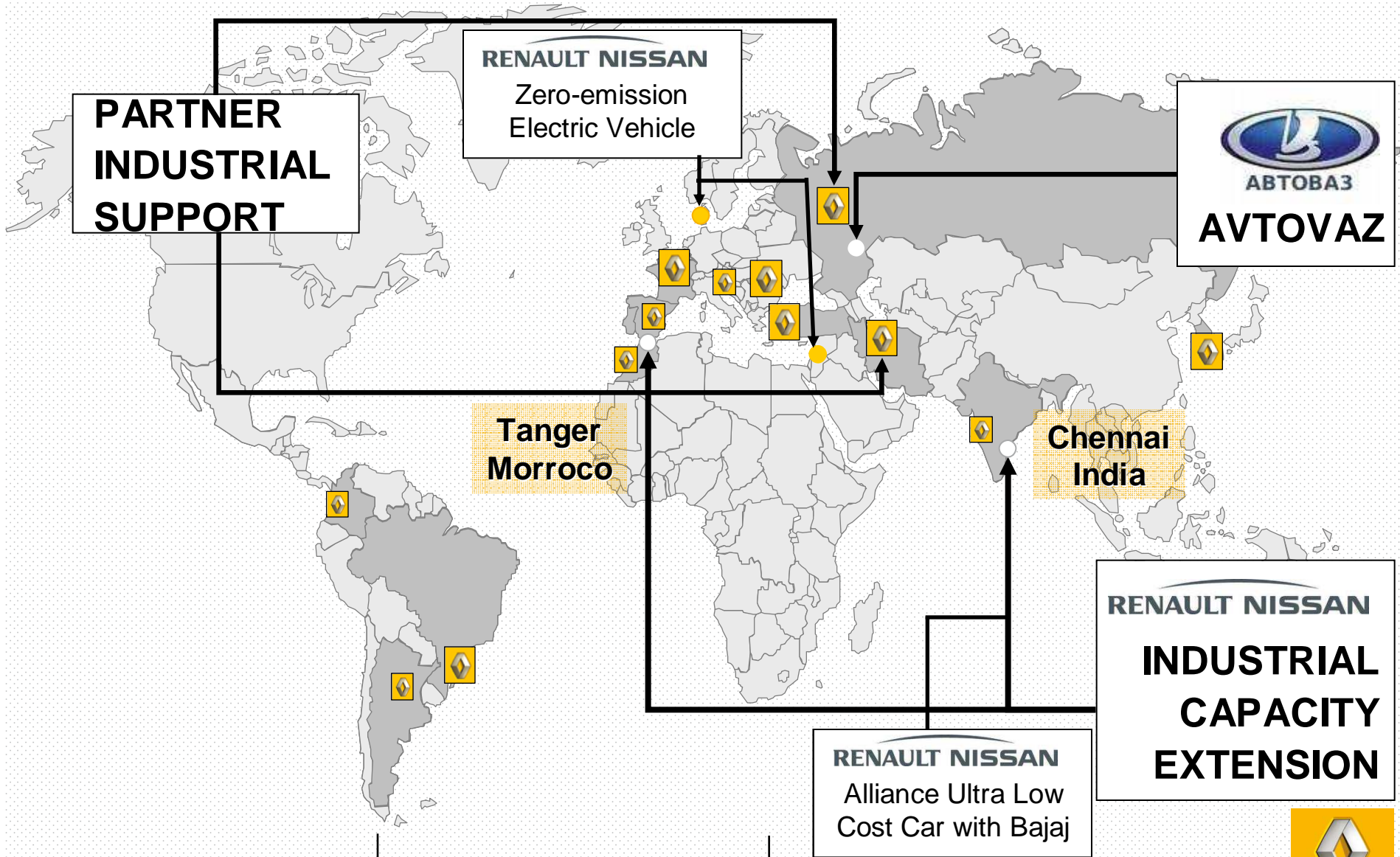
Leveraging the Renault-Nissan Alliance...

...A permanent benchmark

- A common purchasing structure: RNPO
- Common platforms
- Development of Interchangeable components
 - Opportunity -- €500 M / year (2010 and beyond)
- Cross-manufacturing
- Cooperation on leading technologies
- Contribution to net result and dividend flows

<i>In million euros</i>	FY 2005	FY 2006	FY 2007
Dividends	383	431	456

ALLIANCE EXTENSION ON INTERNATIONAL OPERATIONS



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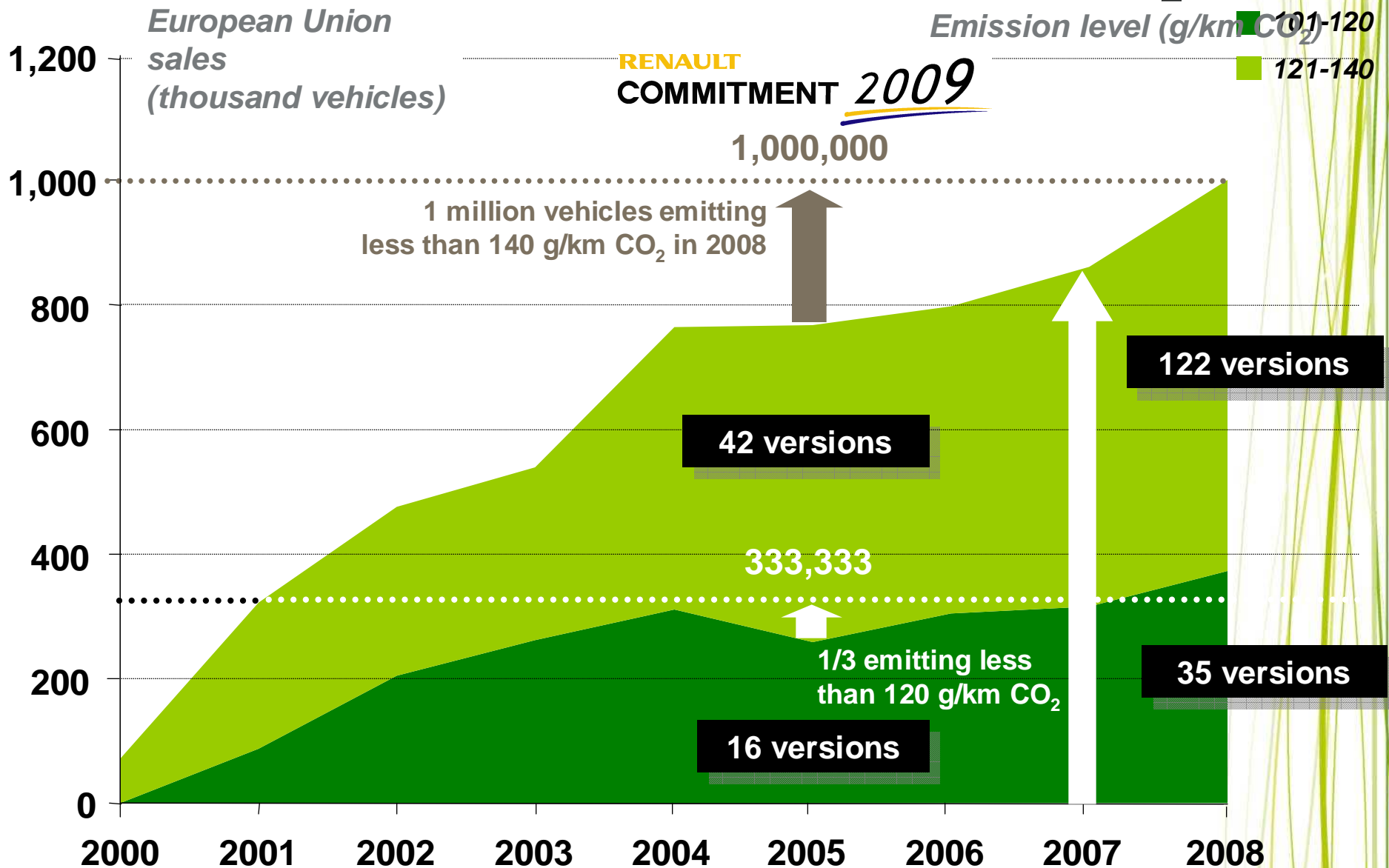
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ENVIRONMENT

A WIDE OFFER UNDER 140 g/km CO₂



ENVIRONMENTAL EXCELLENCE

- Less than 140g/km of CO₂
- Model for France label



Low CO₂ emission

Less than/= to 100 g/km **A**

between 101 and 120 g/km **B**

between 121 and 140 g/km **C**

between 141 and 160 g/km **D**

between 161 and 200 g/km **E**

between 201 and 250 g/km **F**

More than 250 g/km **G**

High CO₂ emissions

New Twingo 1.5 dCi

113 g



Clio III 1.5 dCi

117 g



Clio Grand Tour 1.5 dCi

117 g



Grand Modus 1.5 dCi

119 g



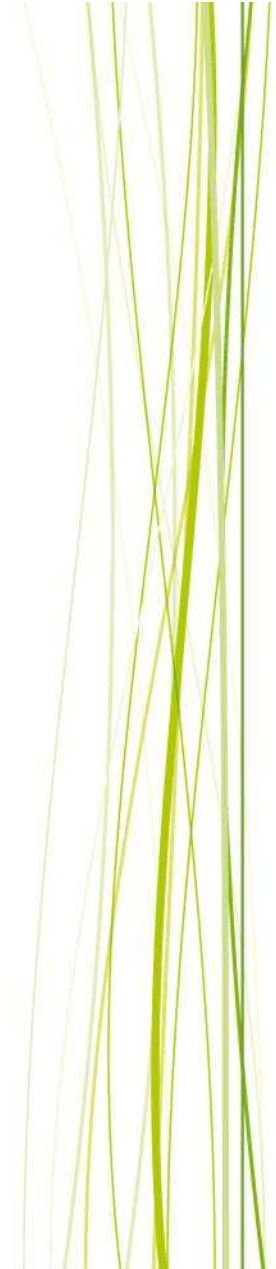
Laguna III dCi 110

130g



03

NISSAN UPDATE

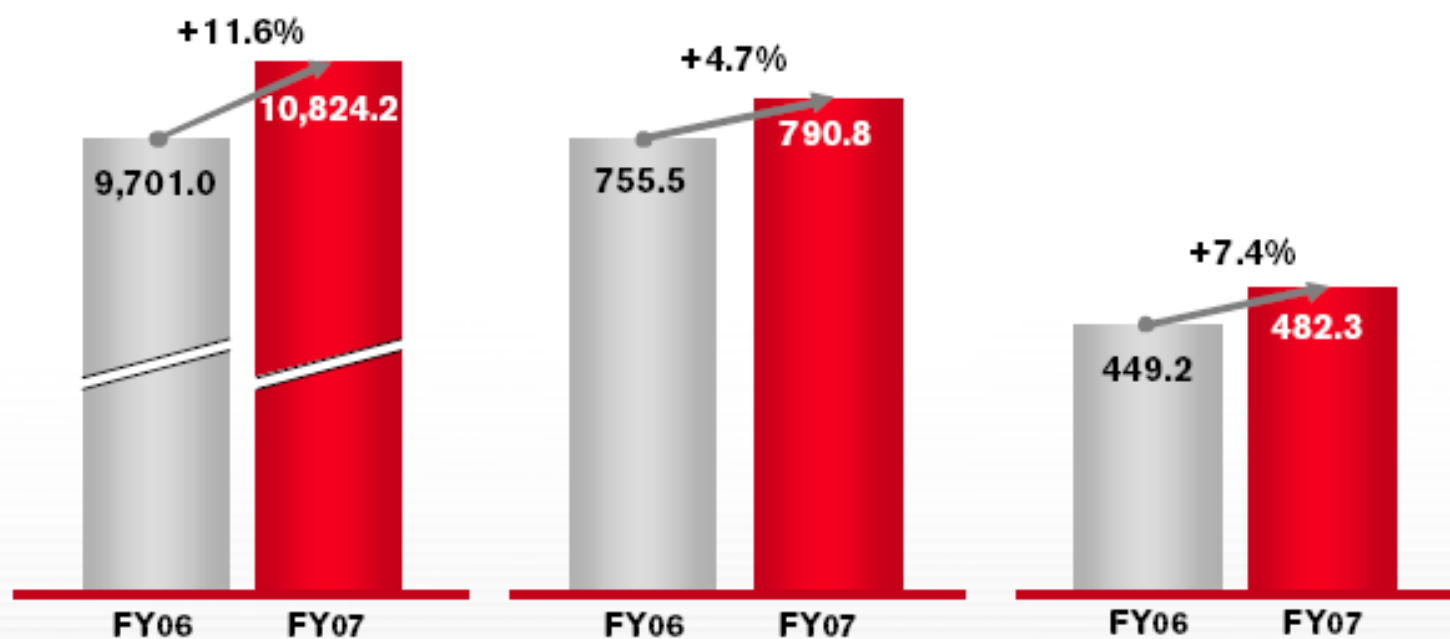


Nissan FY 07 results –key highlights

Net revenue
(billion yen)

COP
(billion yen)

Net income
(billion yen)



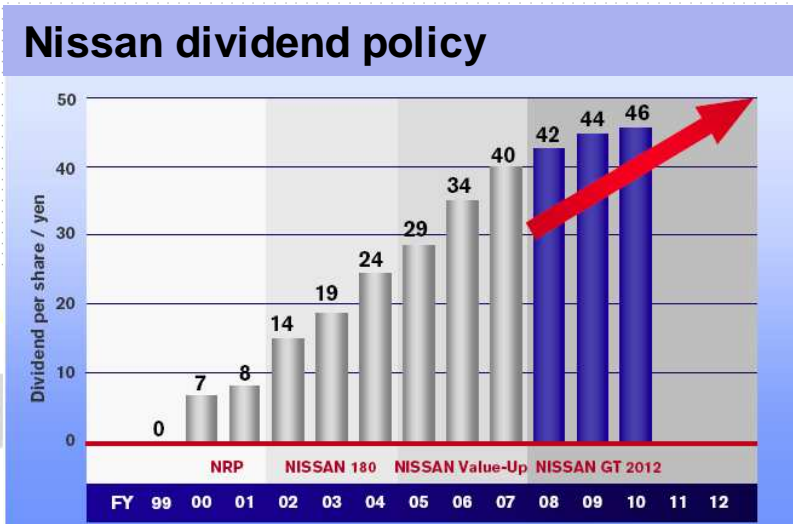
* FY06 results exclude Q5 for apple-to-apple comparison

Nissan new mid-term plan

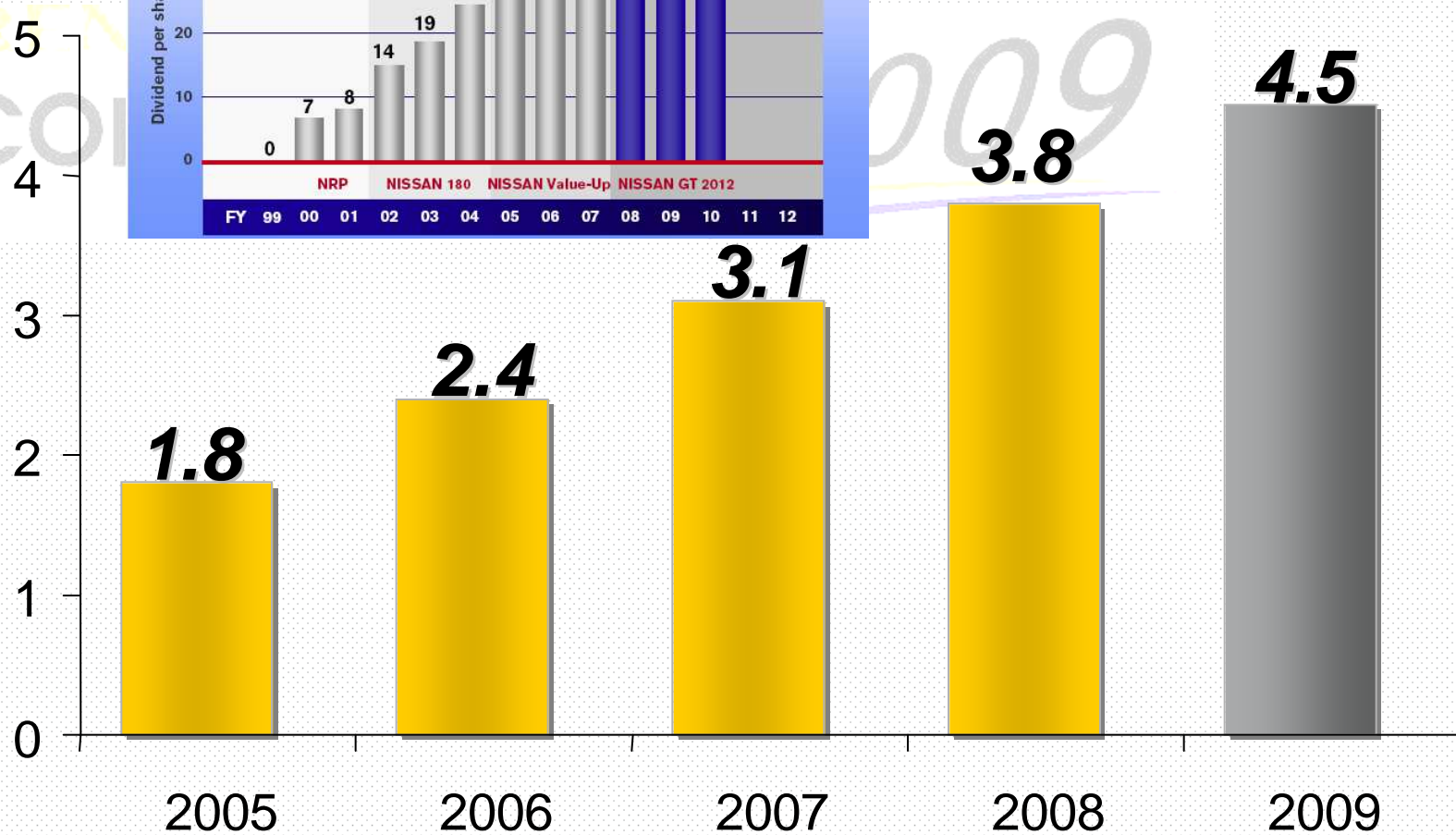
5 corporate breakthroughs



VISIBILITY ON DIVIDEND INCREASE



- Dividends paid
- Dividends to be proposed



In € per share

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Laguna Coupé Concept



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Veronique Dosdat

+33 176 84 53 09

veronique.dosdat@renault.com

Gerry Spahn

+33 176 83 05 13

gerry.spahn@renault.com

Sophie Burel

+33 176 84 60 26

sophie.burel@renault.com

Investor internet site:

www.renault.com finance

