

2006 Commercial Results



RENAULT

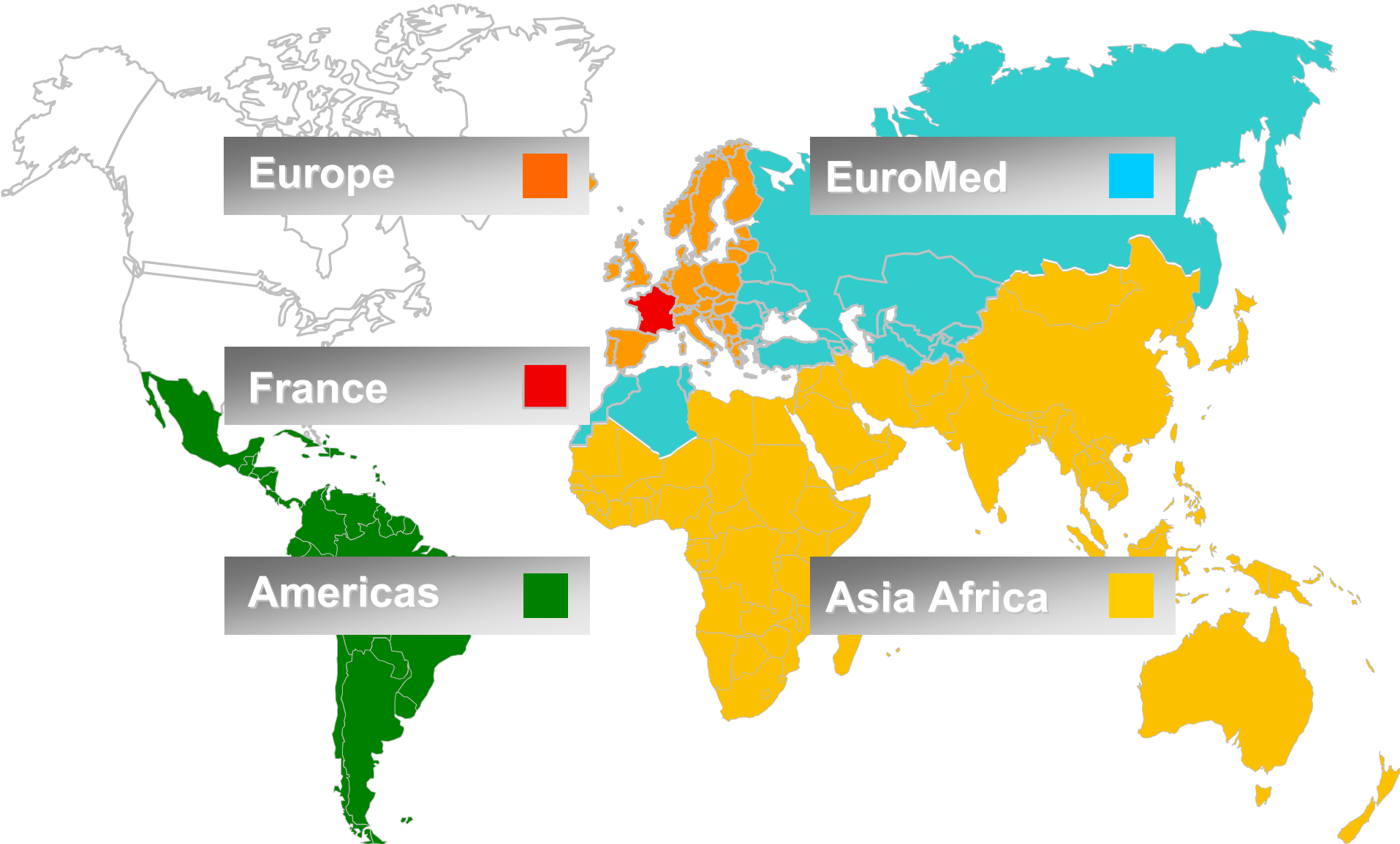
Patrick Blain

Executive Vice President, Sales & Marketing



RENAULT'S GLOBAL MANAGEMENT

Five regional sales organisations



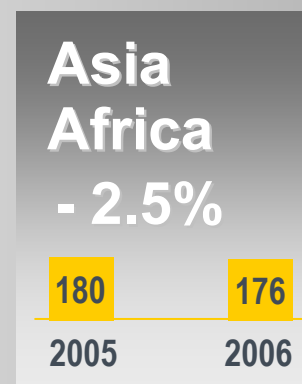
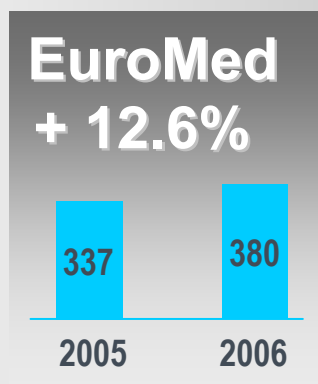
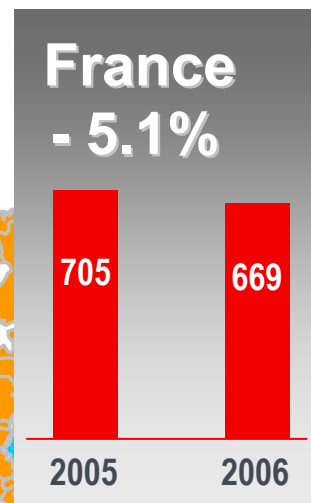
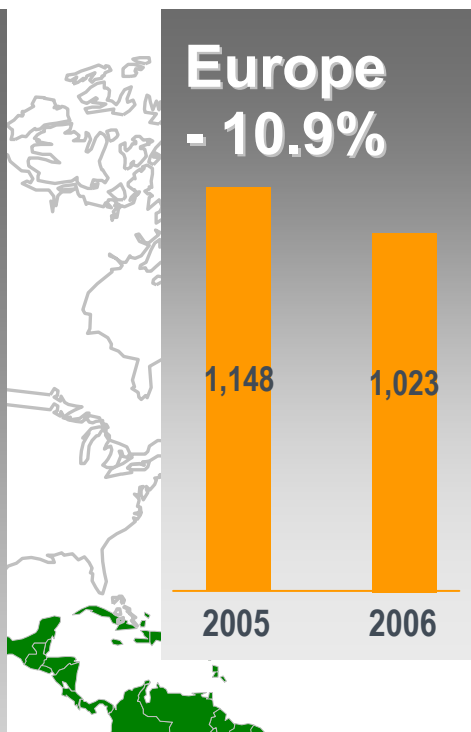
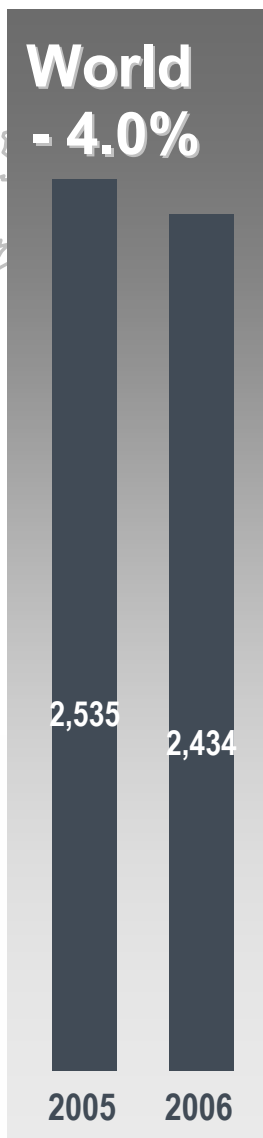


- **Decrease in global group sales...**
- **... but acceleration of its internationalisation**
- **Logan confirms its success: almost 250,000 sales**
- **The selective commercial policy in Europe prepares for the launch of new models**



2006 RESULTS BY REGION

International progress, decrease in Europe



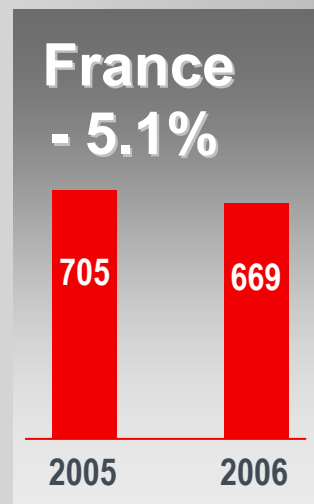
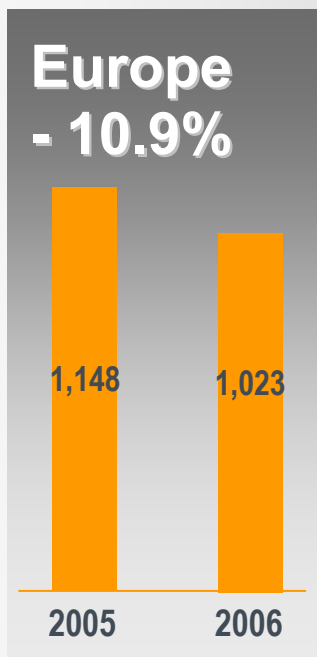
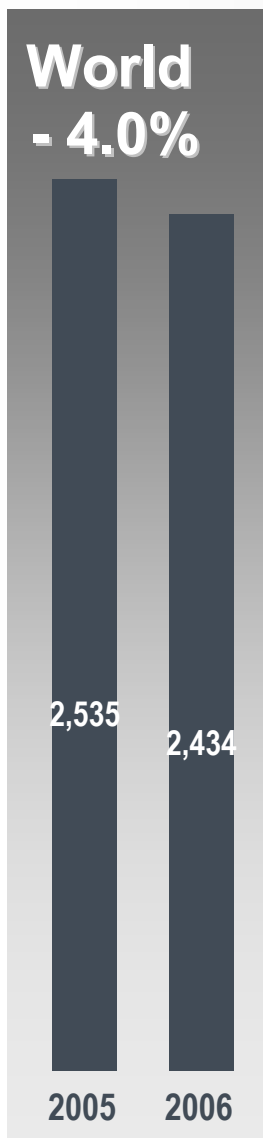
International
+ 8.8%

Thousands of units (Car+LCV)

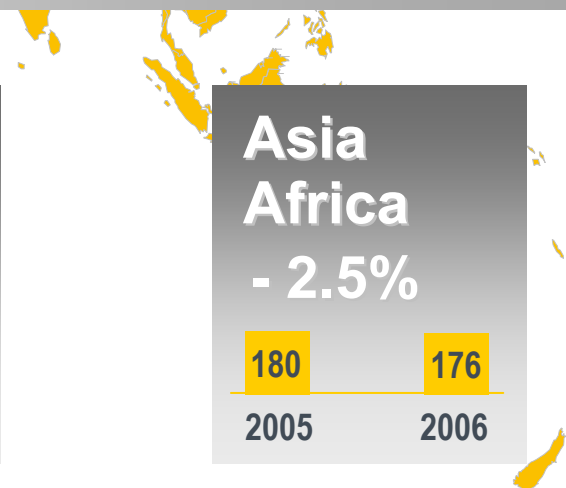
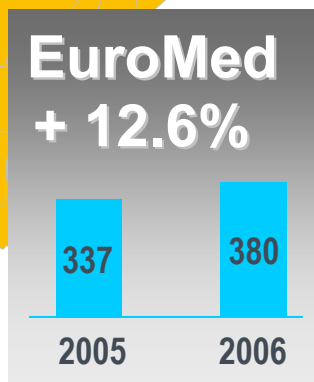
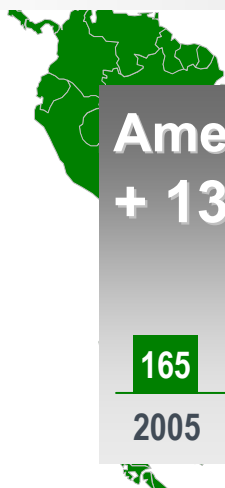


2006 RESULTS BY REGION

International progress, decrease in Europe



France
+ Europe
- 8.7%

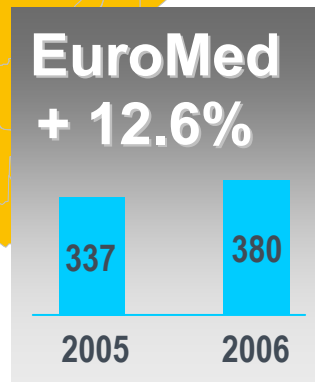
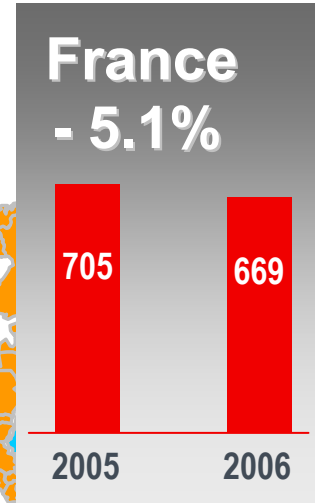
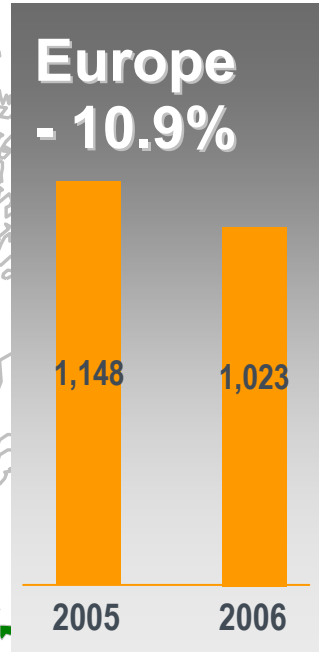


Thousands of units (Car+LCV)



2006 RESULTS BY REGION

International progress, decrease in Europe

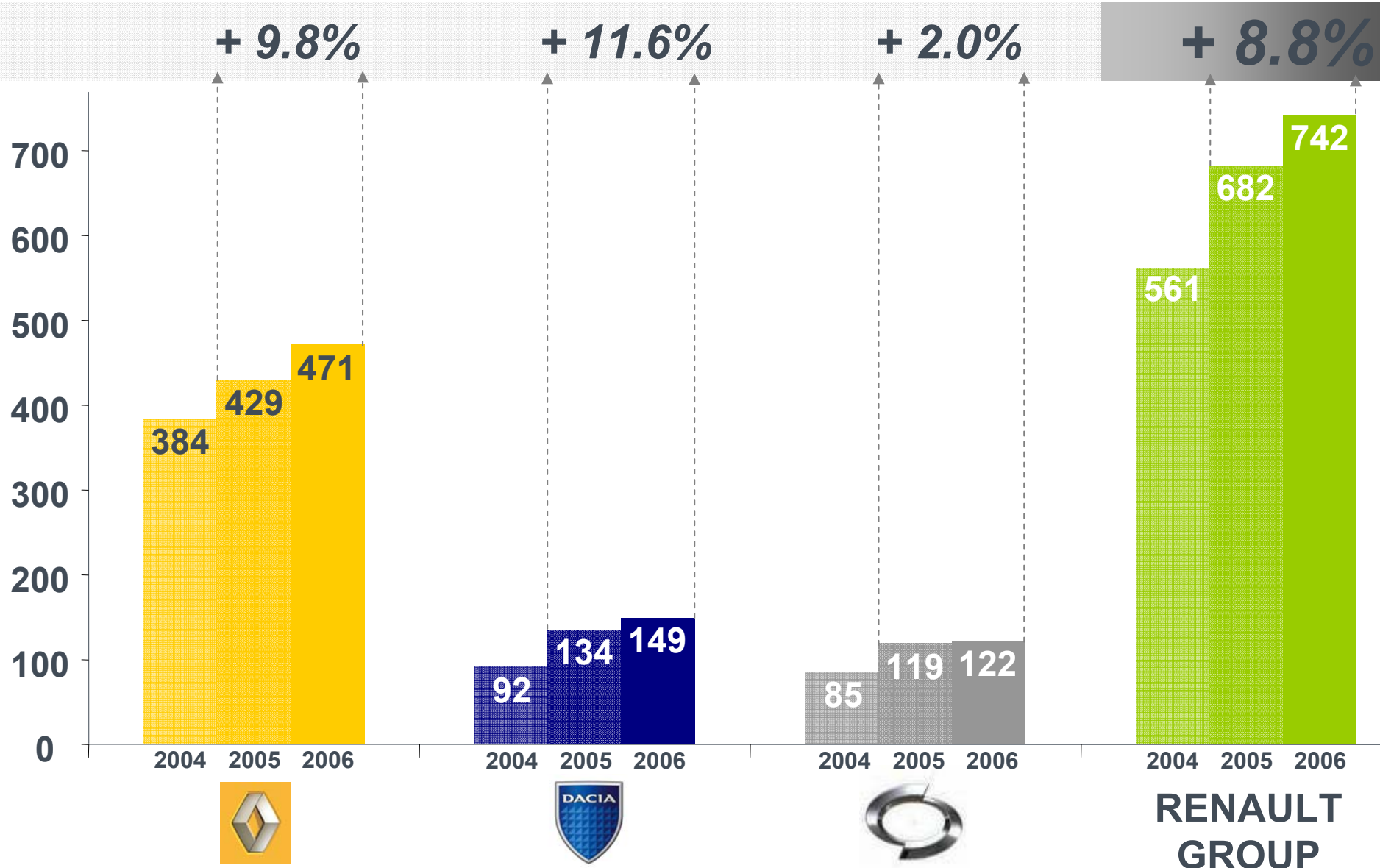


Thousands of units (Car+LCV)



INTERNATIONALISATION OF THE GROUP

All 3 brands progress outside Europe



Thousands of units (Car+LCV)

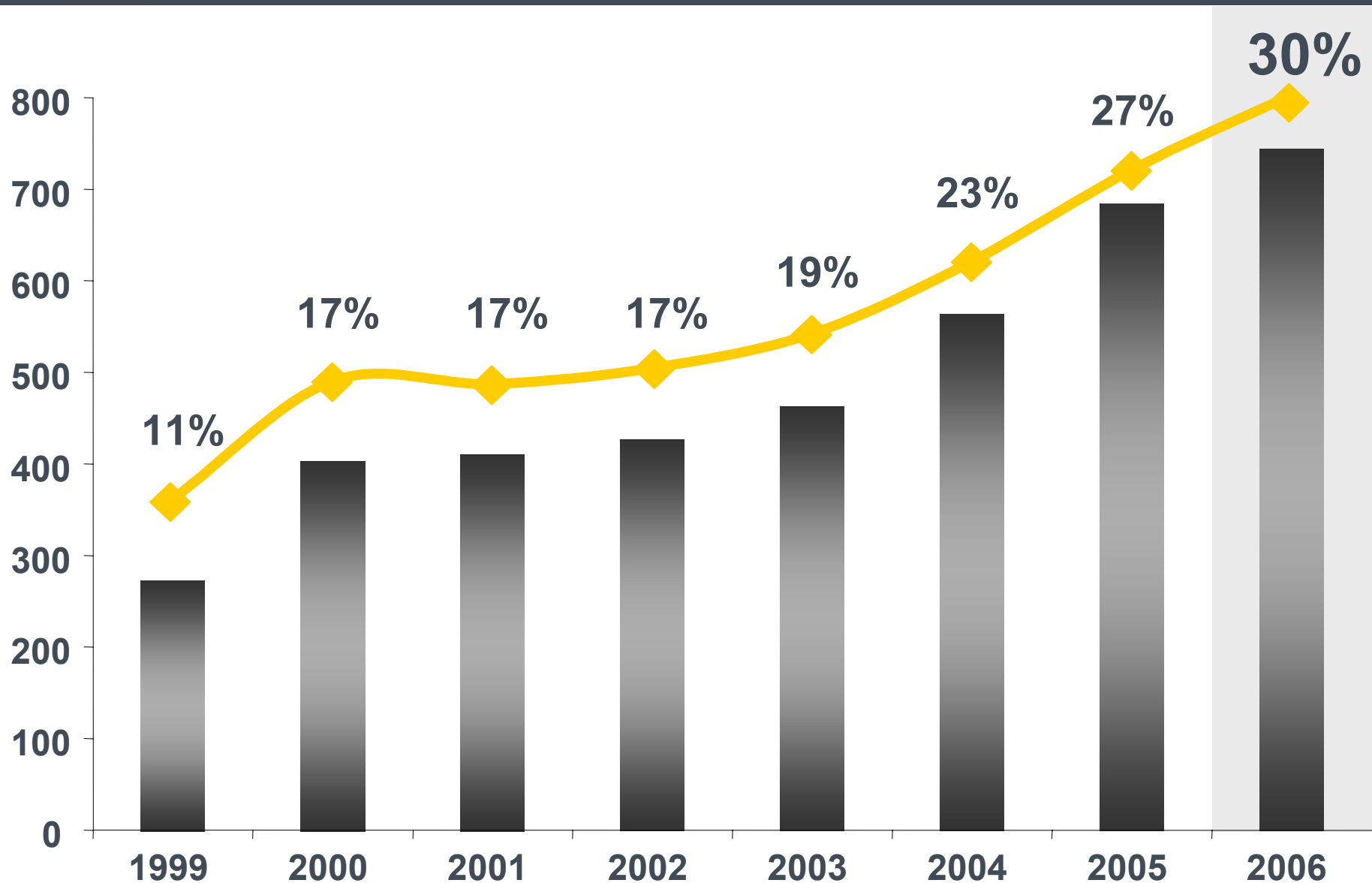


**RENAULT
GROUP**



INTERNATIONALISATION OF THE GROUP

A record 30% of sales outside Europe



Renault Group sales in Asia Africa / Americas / Euromed (thousands of units Car+LCV)



INTERNATIONALISATION OF THE GROUP

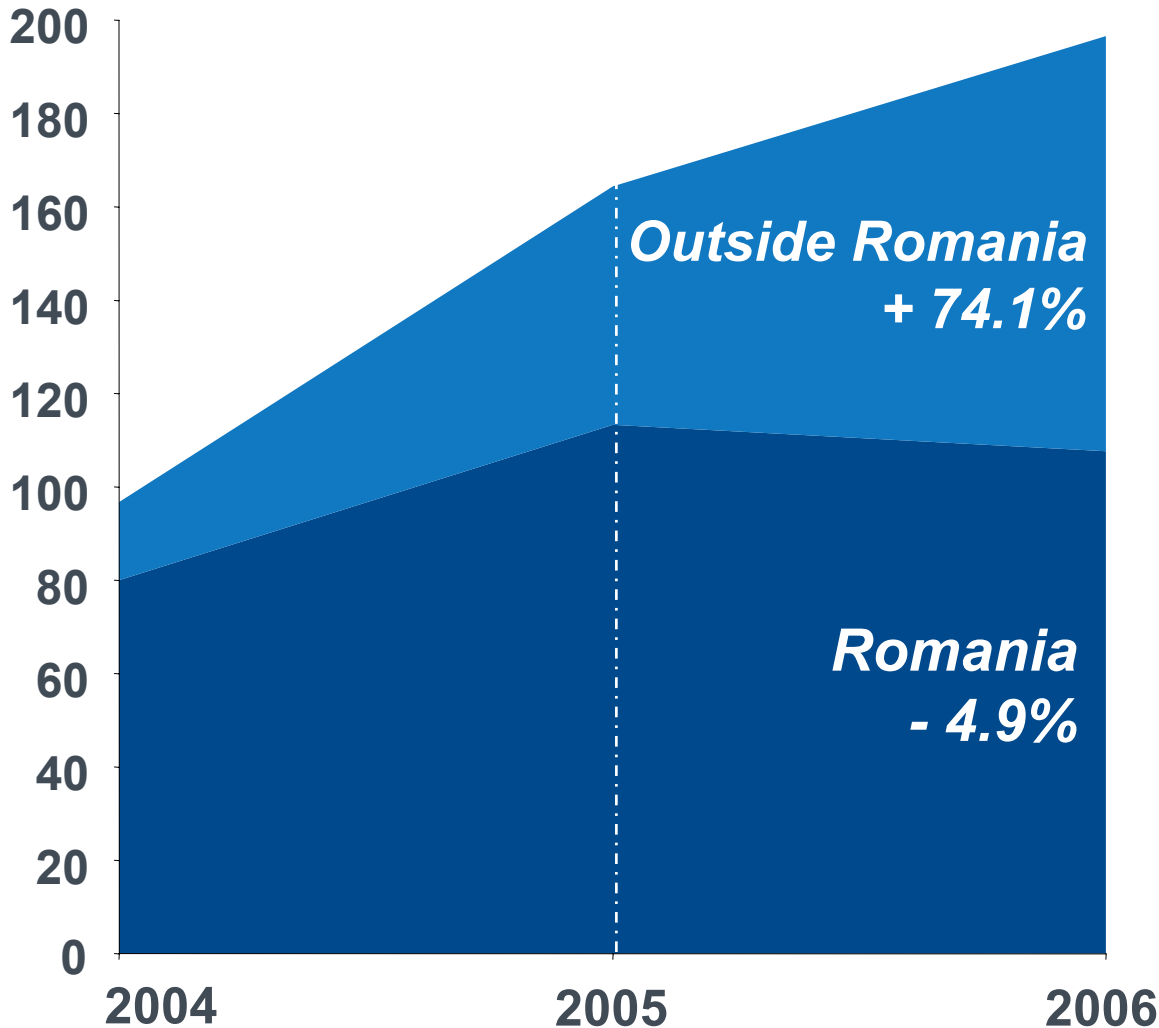
Dacia pursues its growth

Thousands of units (Car+LCV)

Total Dacia
+ 19.6%

Outside Romania
+ 74.1%

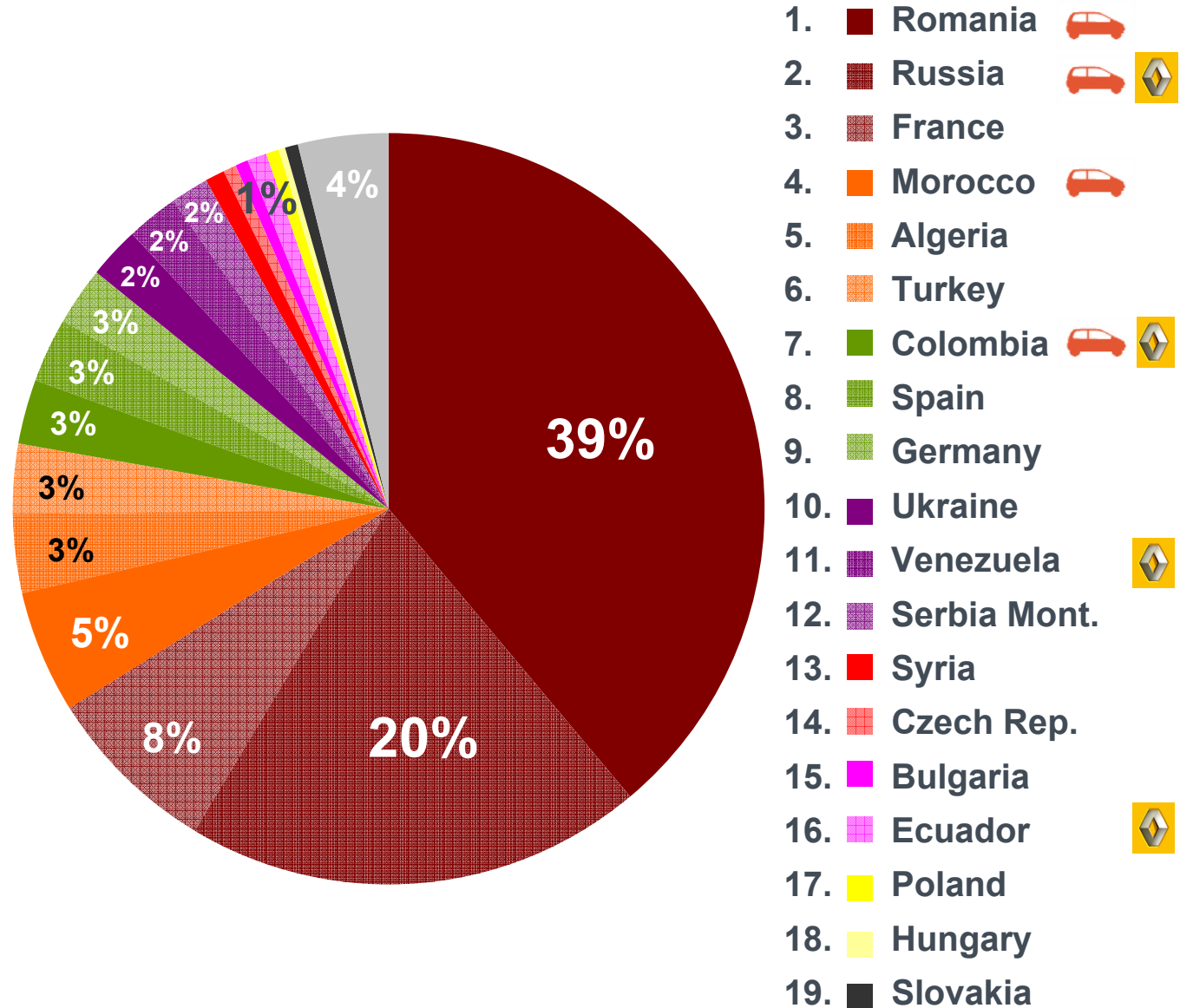
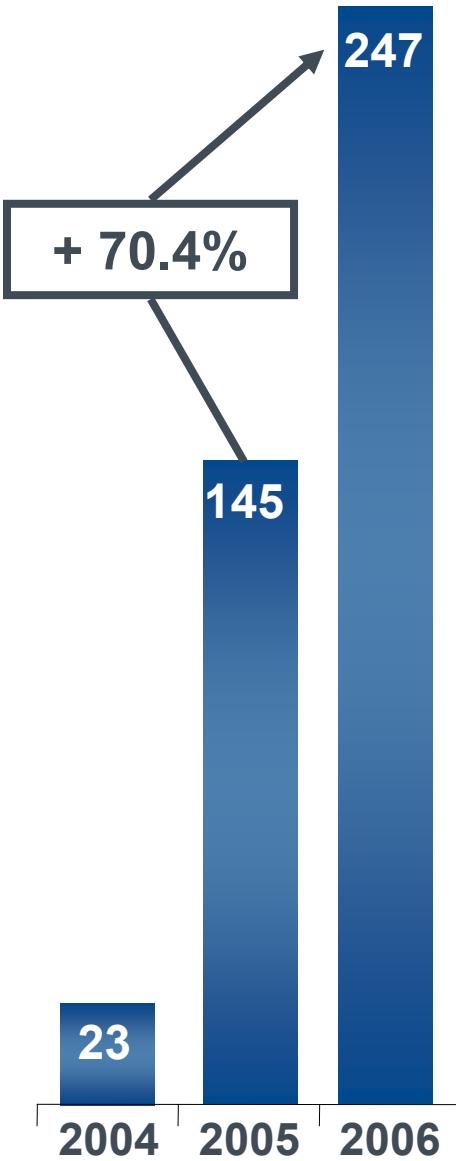
Romania
- 4.9%





INTERNATIONALISATION OF THE GROUP

Logan outstrips 200,000 annual sales



Thousands of units (Car+LCV)



Renault-badged Logan



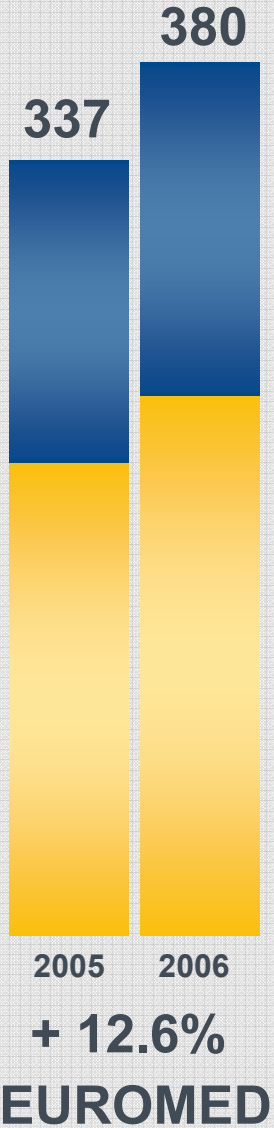
Factory

Others (31 countries)

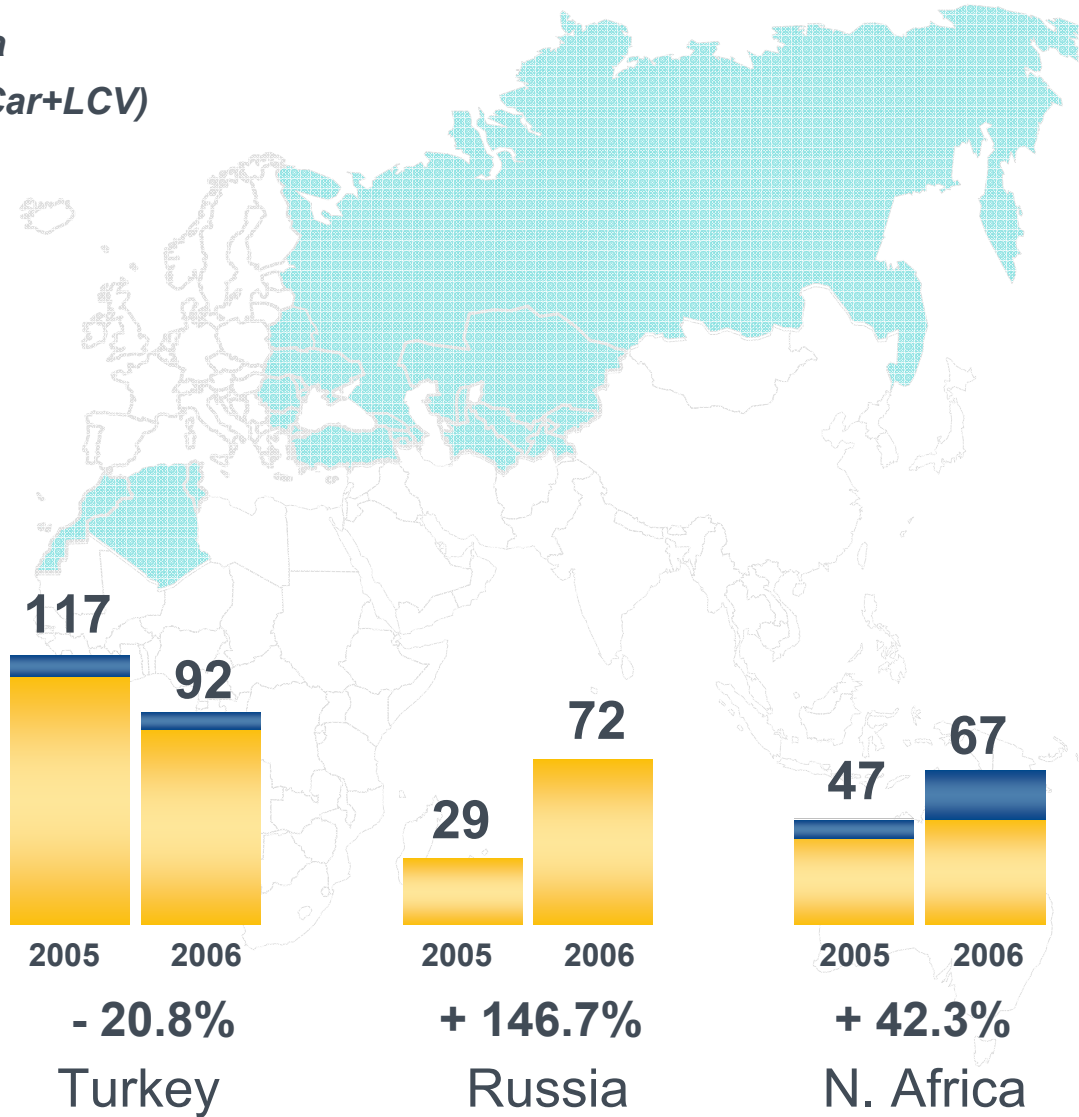
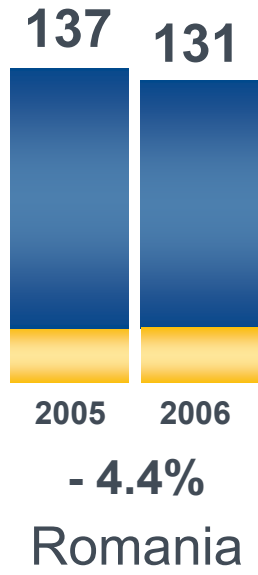


EUROMED REGION

Strong growth of Renault and Dacia



■ Renault ■ Dacia
Thousands of units (Car+LCV)

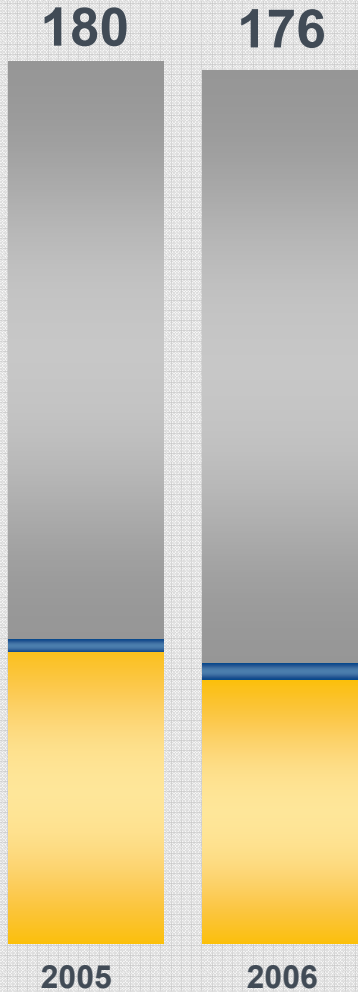




ASIA AFRICA REGION

Performance of RSM and preparation for the future

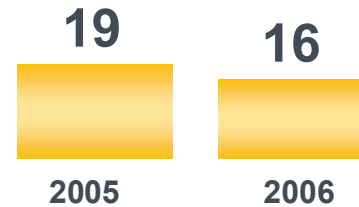
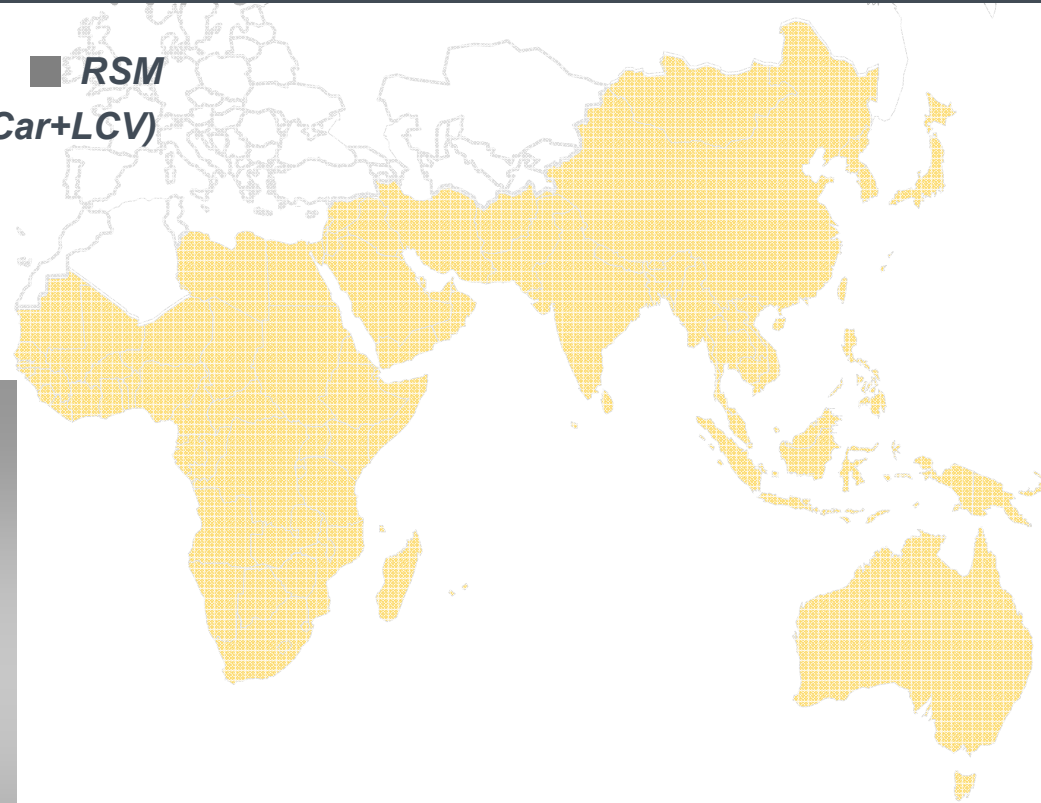
■ Renault ■ Dacia ■ RSM
Thousands of units (Car+LCV)



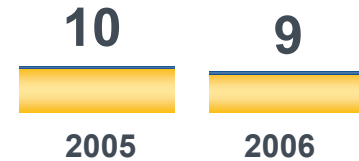
- 2.5%
ASIA AFRICA



+ 3.2%
South Korea



- 18.5%
South Africa



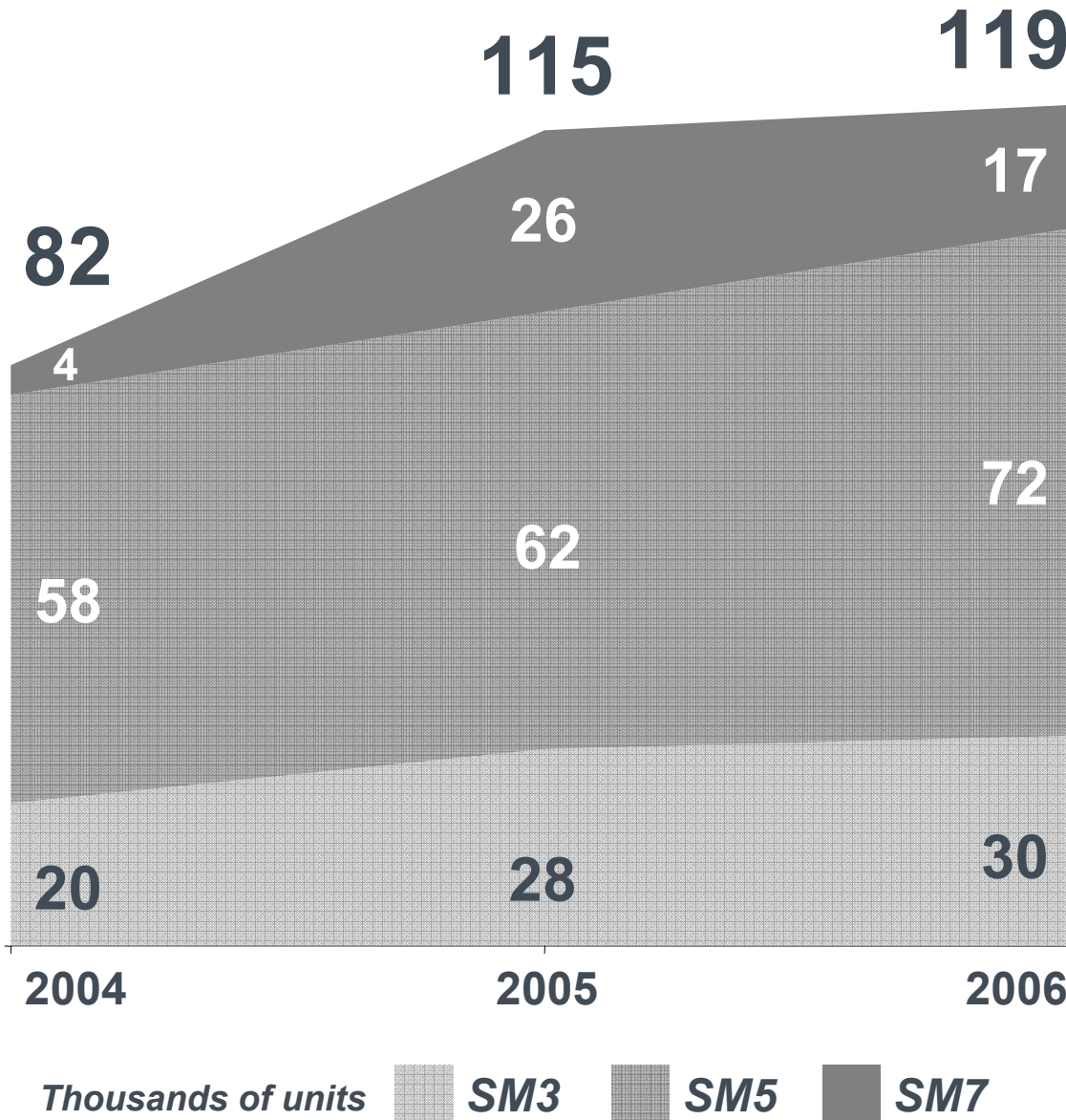
- 6.6%
DOM TOM





RENAULT SAMSUNG MOTORS

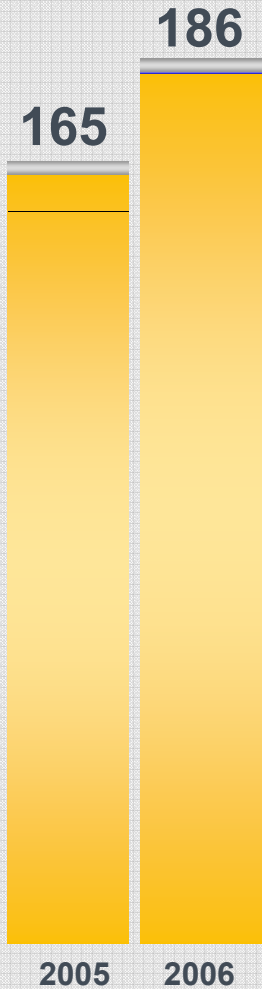
A record year ahead of the arrival of the 4X4





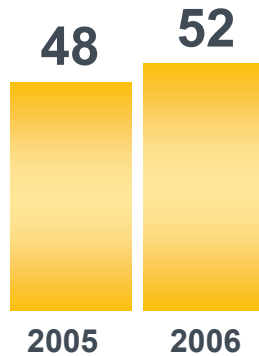
AMERICAS REGION

Increase in sales in a buoyant context

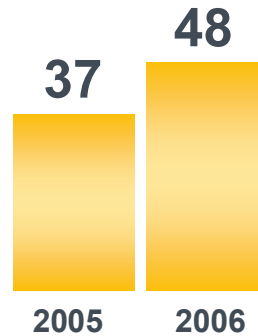


+ 13.2%
AMERICAS

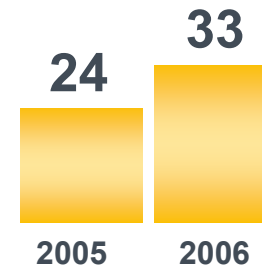
■ Renault ■ Dacia ■ RSM
Thousands of units (Car+LCV)



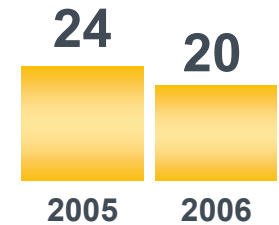
+ 8.5%
Brazil



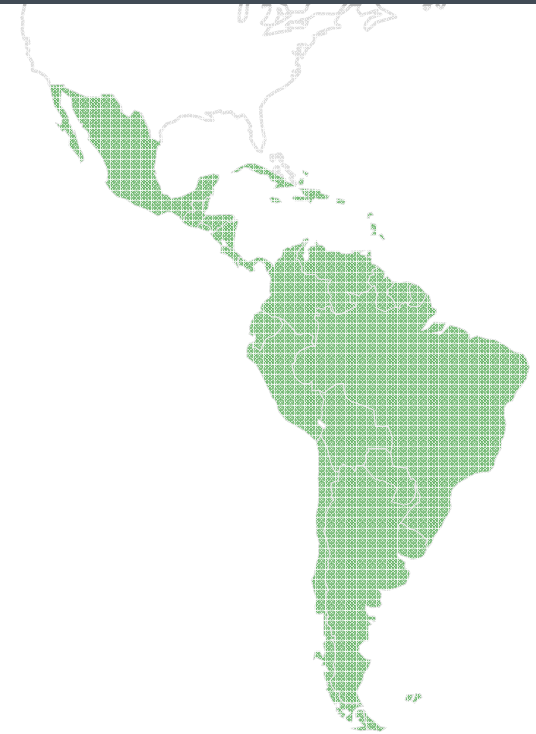
+ 29.4%
Argentina



+ 37.1%
Colombia



- 15.8%
Mexico



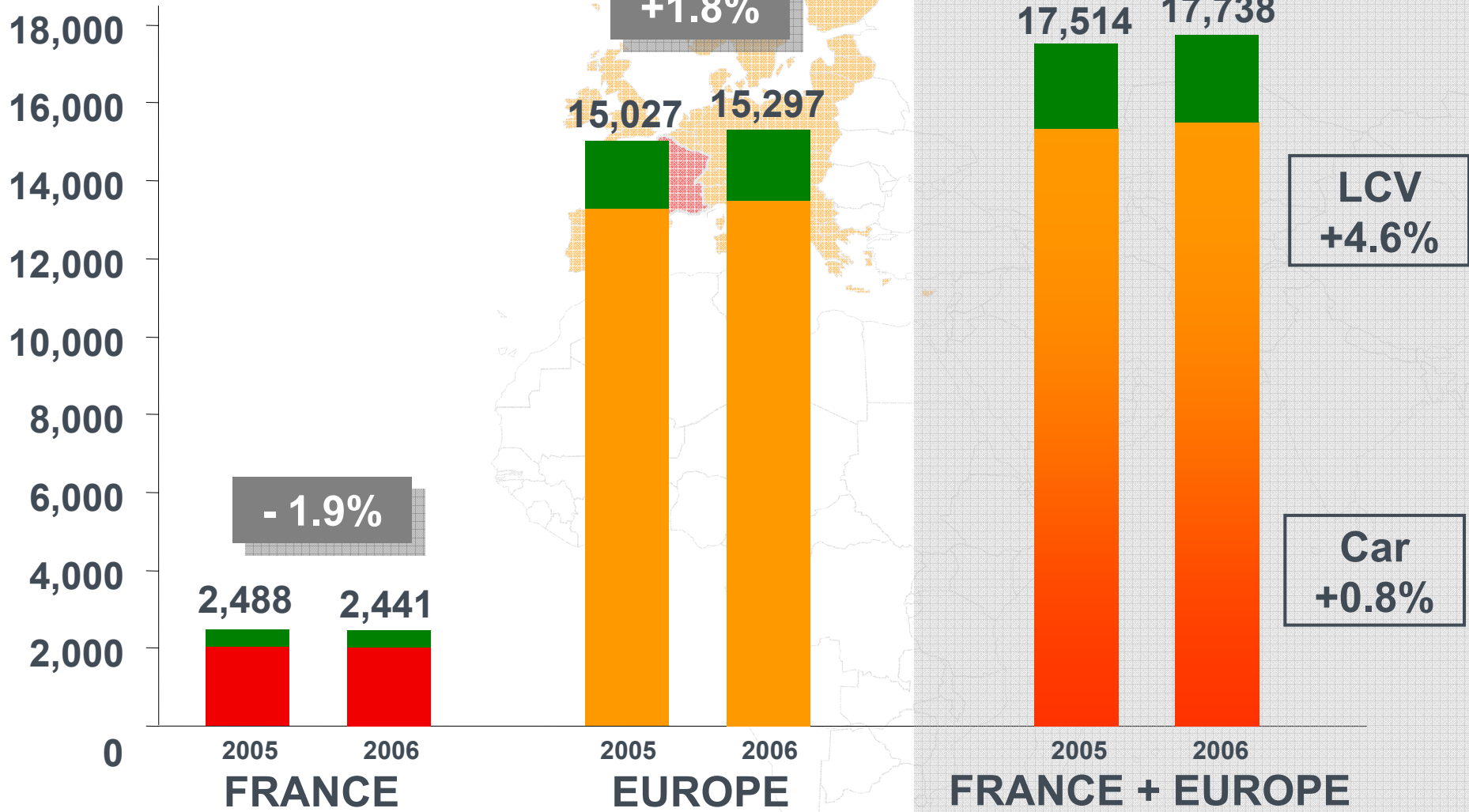


FRANCE + EUROPE REGIONS

Stable and very competitive markets

Total Market by Region (thousands of units)

Car LCV

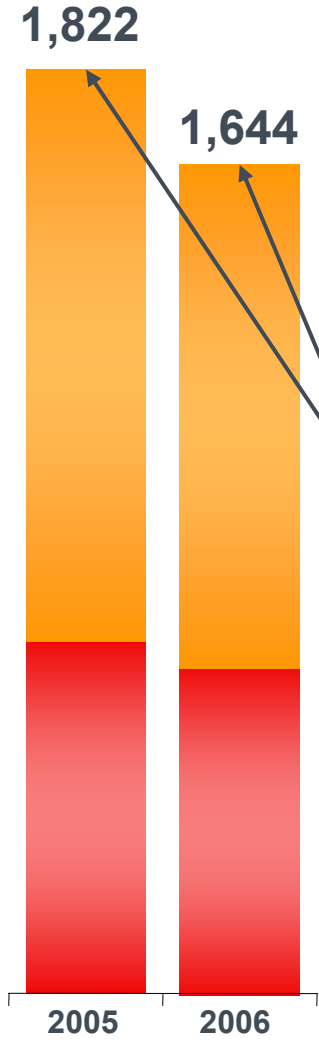




FRANCE + EUROPE REGIONS

Contrasting situations for Renault and Dacia

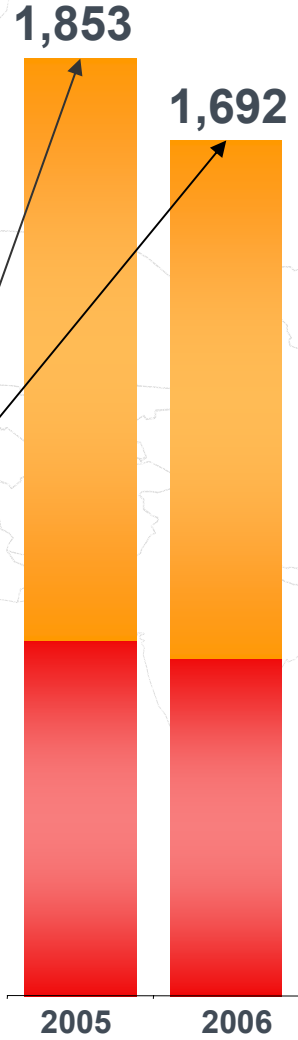
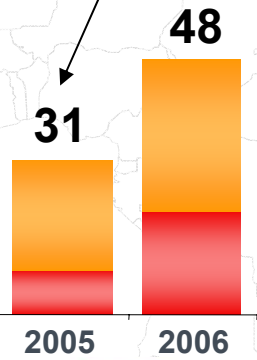
■ France ■ Europe
Thousands of units (Car+LCV)



- 9.8%

+ 54.4%

- 8.7%



* Different scale

RENAULT GROUP



SELECTIVE COMMERCIAL POLICY

Privilege the most profitable sales channels



SALES CHANNELS

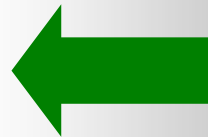
Retail

Fleet

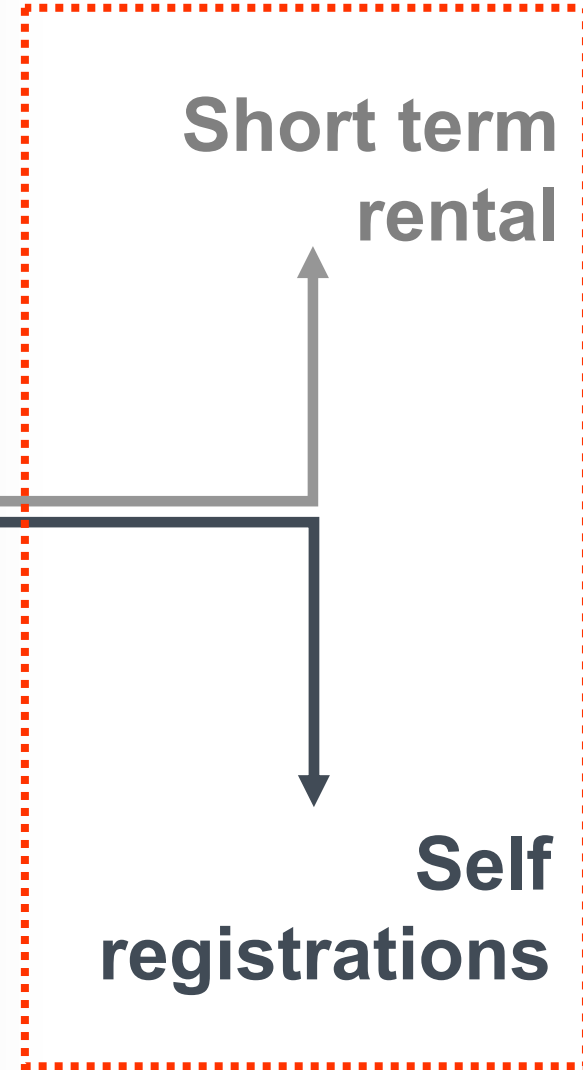
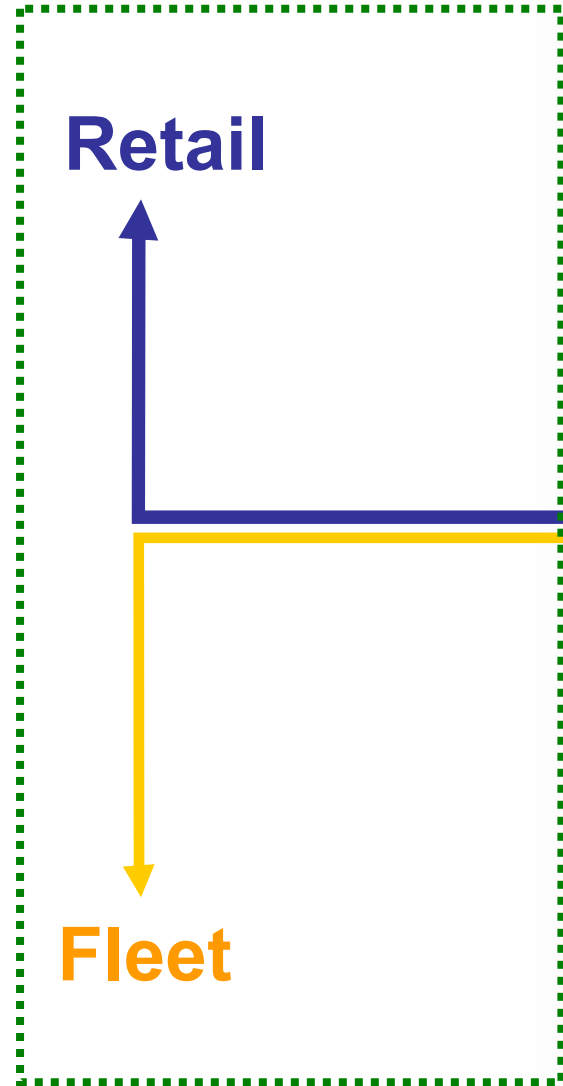
Short term rental

Self registrations

FOSTER



LIMIT

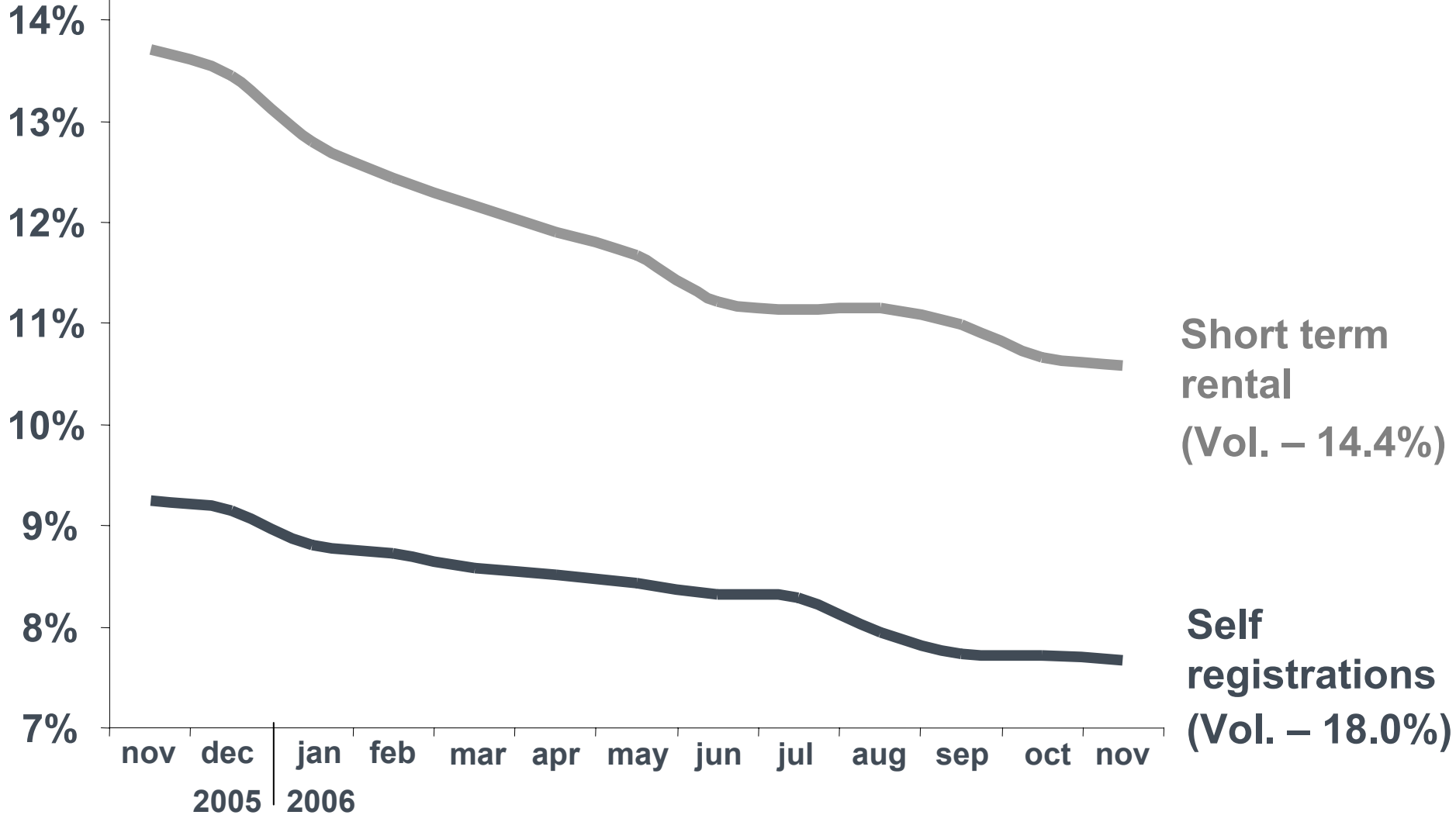




SELECTIVE COMMERCIAL POLICY

First effects in Europe

*Renault Group market share by type of client in G5 countries (Fr, Ger, Ita, Sp, UK)
(Sliding average 12 months – Car+ LCV)*

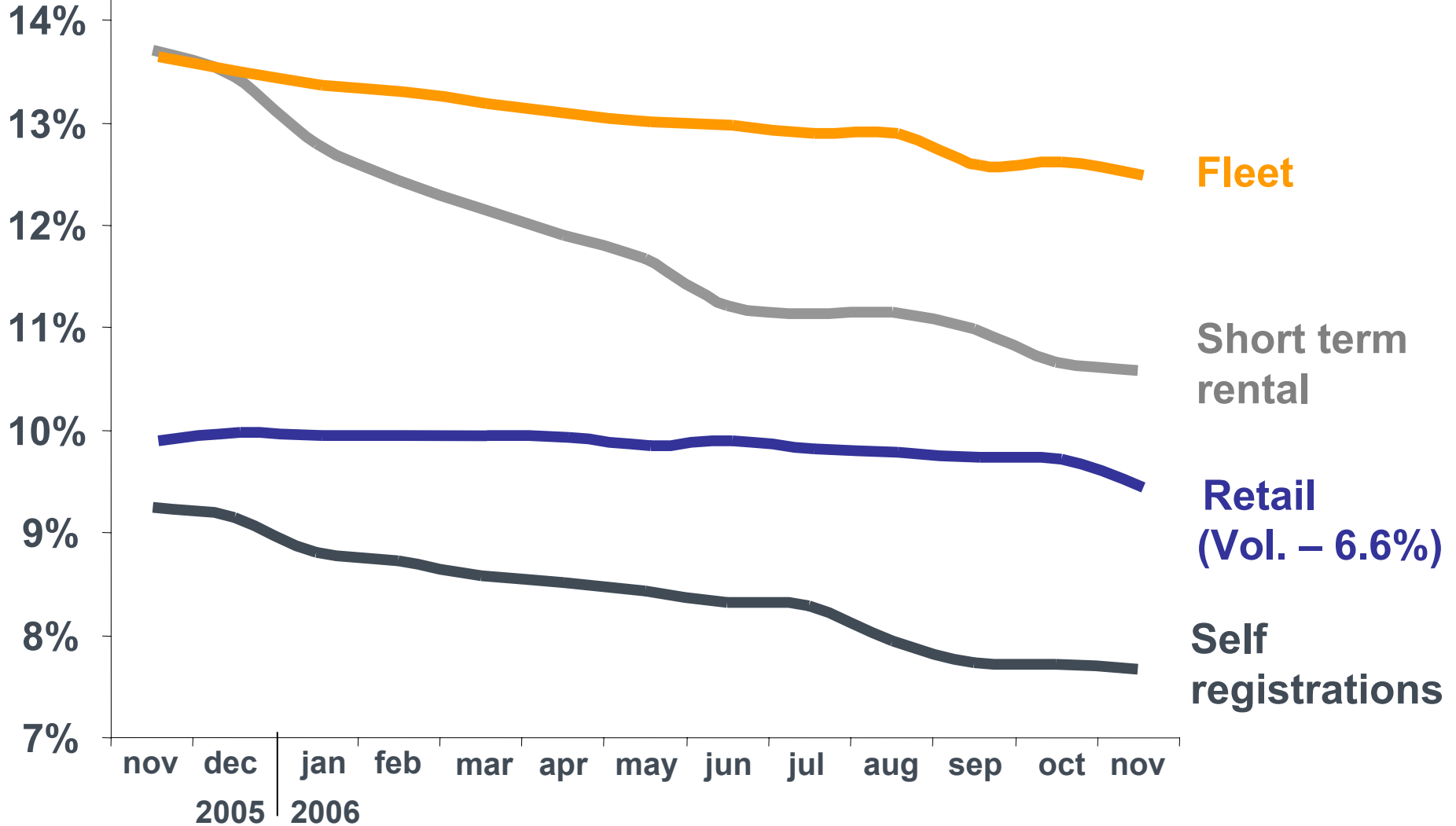




SELECTIVE COMMERCIAL POLICY

First effects in Europe

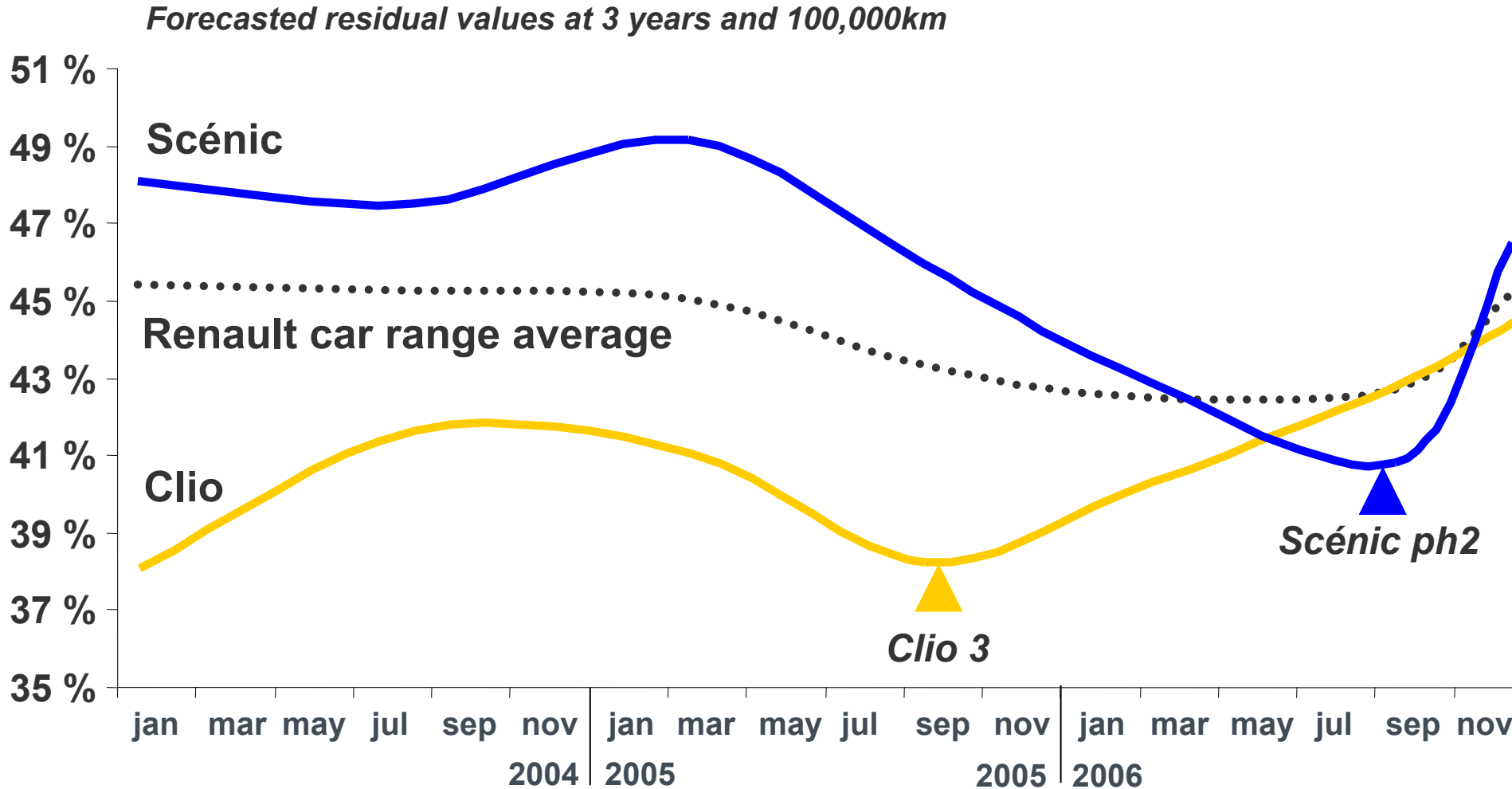
Renault Group market share by type of client in G5 countries (Fr, Ger, Ita, Sp, UK)
(Sliding average 12 months – Car+ LCV)





SELECTIVE COMMERCIAL POLICY

Increase in Renault's forecasted residual values

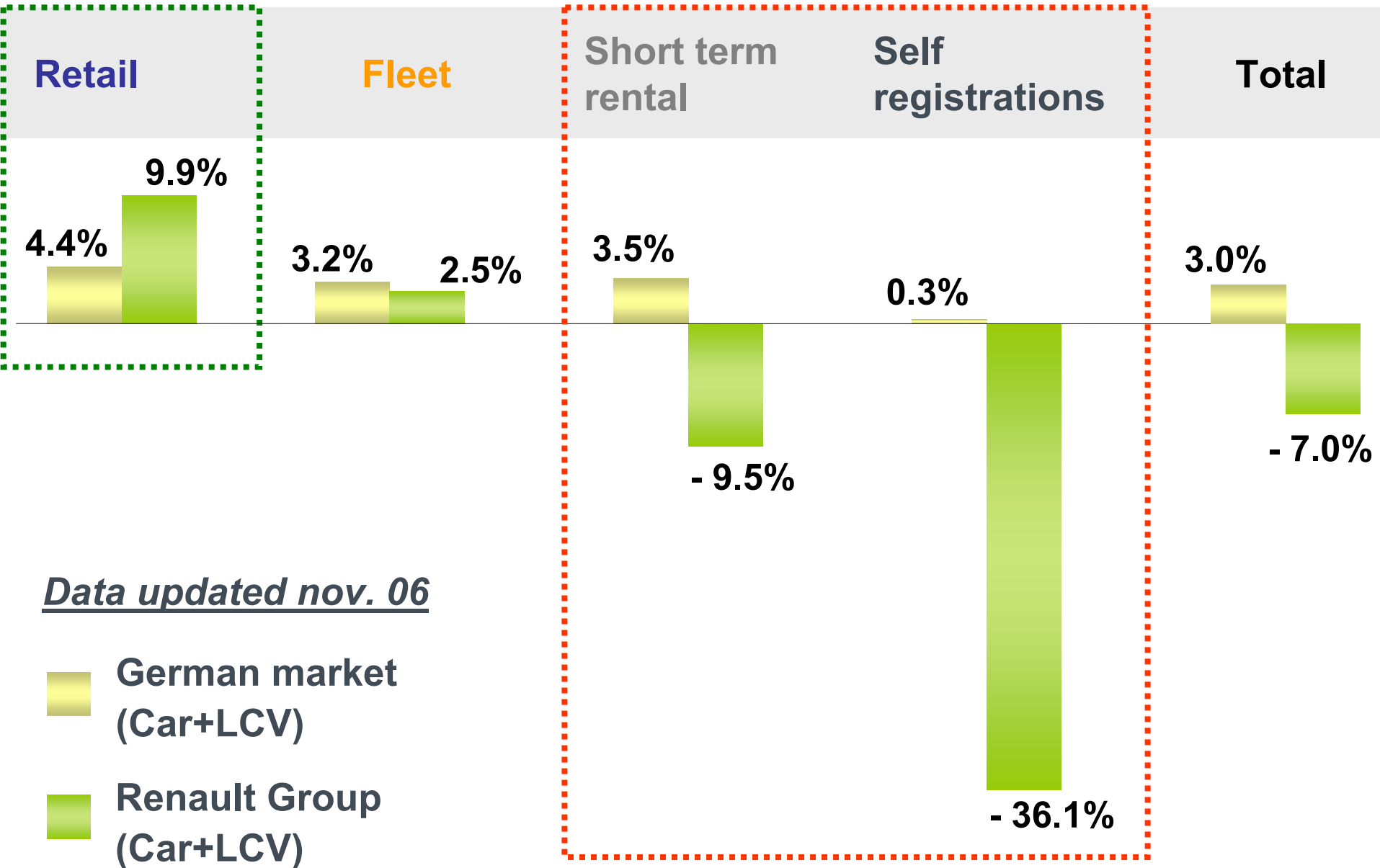


Source: Eurotax



SELECTIVE COMMERCIAL POLICY

Germany : increase in retail market share



Data updated nov. 06

 German market (Car+LCV)

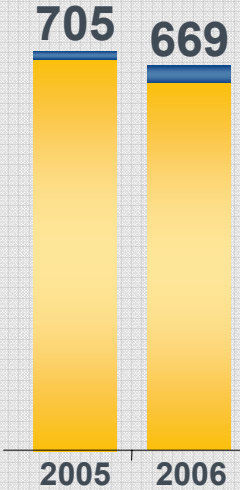
 Renault Group (Car+LCV)



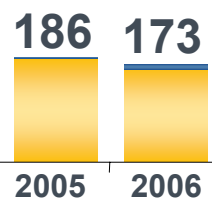
FRANCE + EUROPE REGIONS

Decrease in most countries

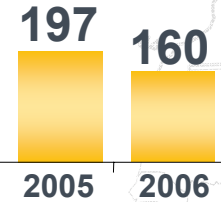
■ Renault
 ■ Dacia
 Thousands of units (Car+LCV)



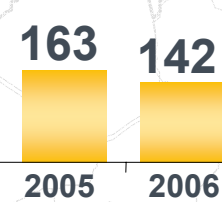
- 5.1%
FRANCE



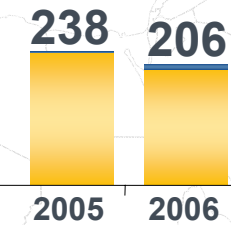
- 6.8%
Germany



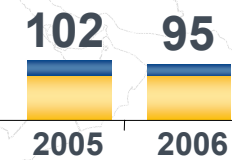
- 18.9%
U-K



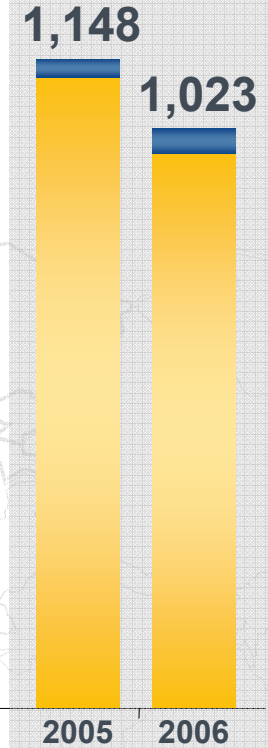
- 12.7%
Italy



- 13.6%
Spain



- 6.1%
Central Europe



- 10.9%
EUROPE

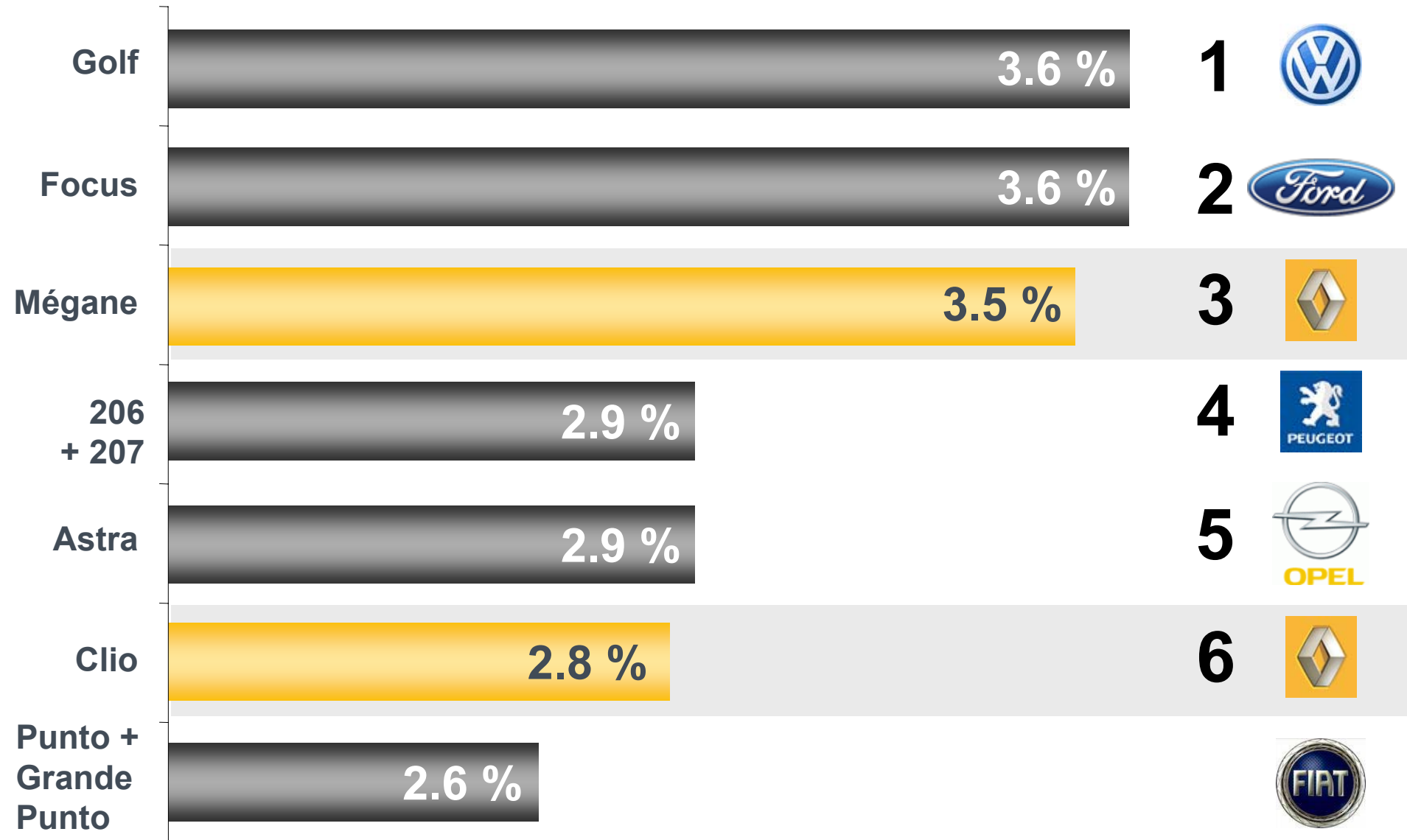
Market share

| | | | | | | | |
|------|------|-----|-----|-----|------|------|-----|
| 2005 | 27.2 | 5.3 | 7.1 | 6.6 | 12.4 | 10.3 | 7.6 |
| 2006 | 26.3 | 4.7 | 6.0 | 5.6 | 10.8 | 9.3 | 6.7 |



BEST SELLERS IN EUROPE

Only brand with 2 models in Top 6



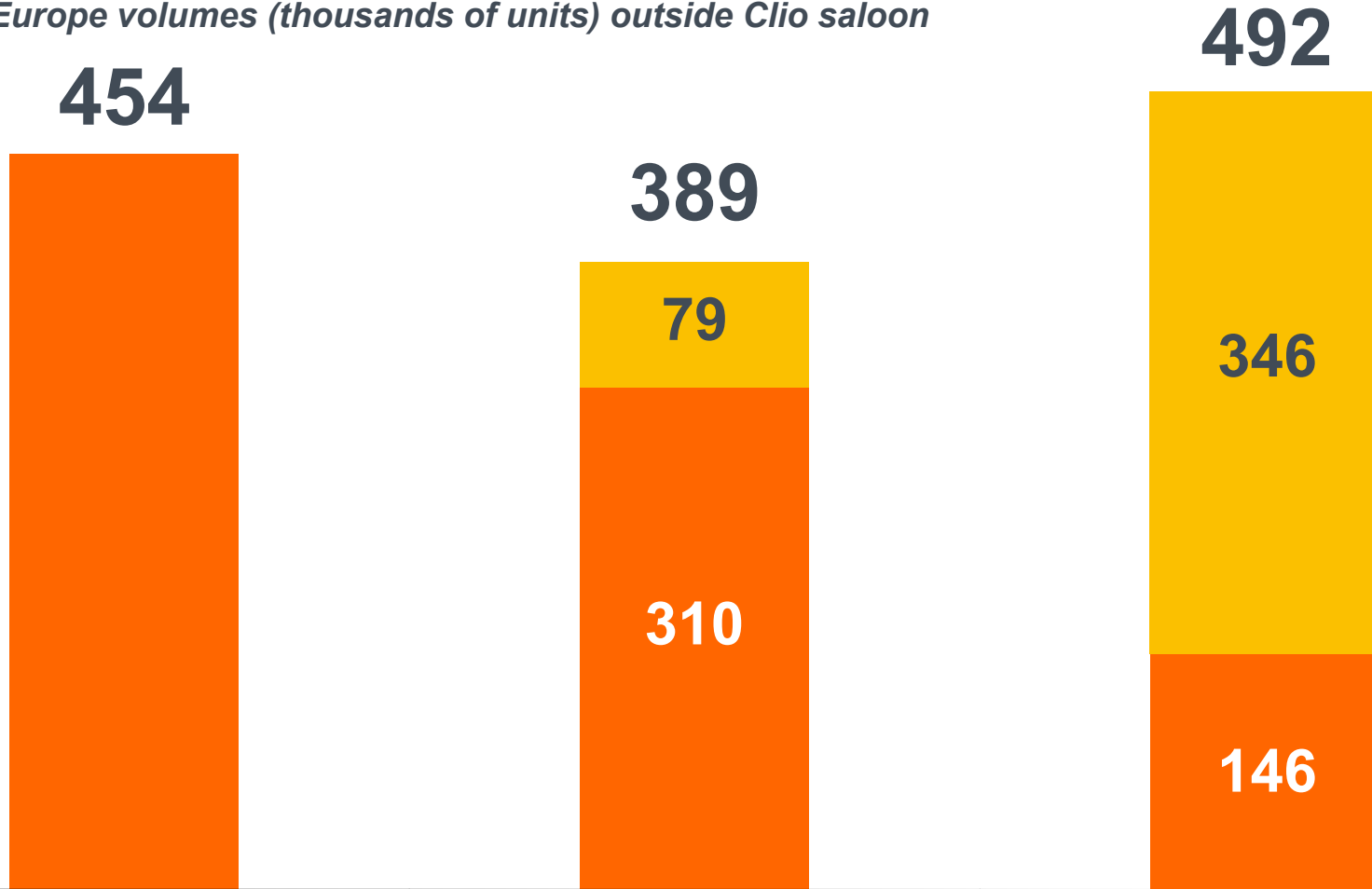
Western Europe Cars market share (%) – Provisional data



CLIO RANGE

A strategy crowned in success

France + Europe volumes (thousands of units) outside Clio saloon



2004



CLIO 2

2005



CLIO 3

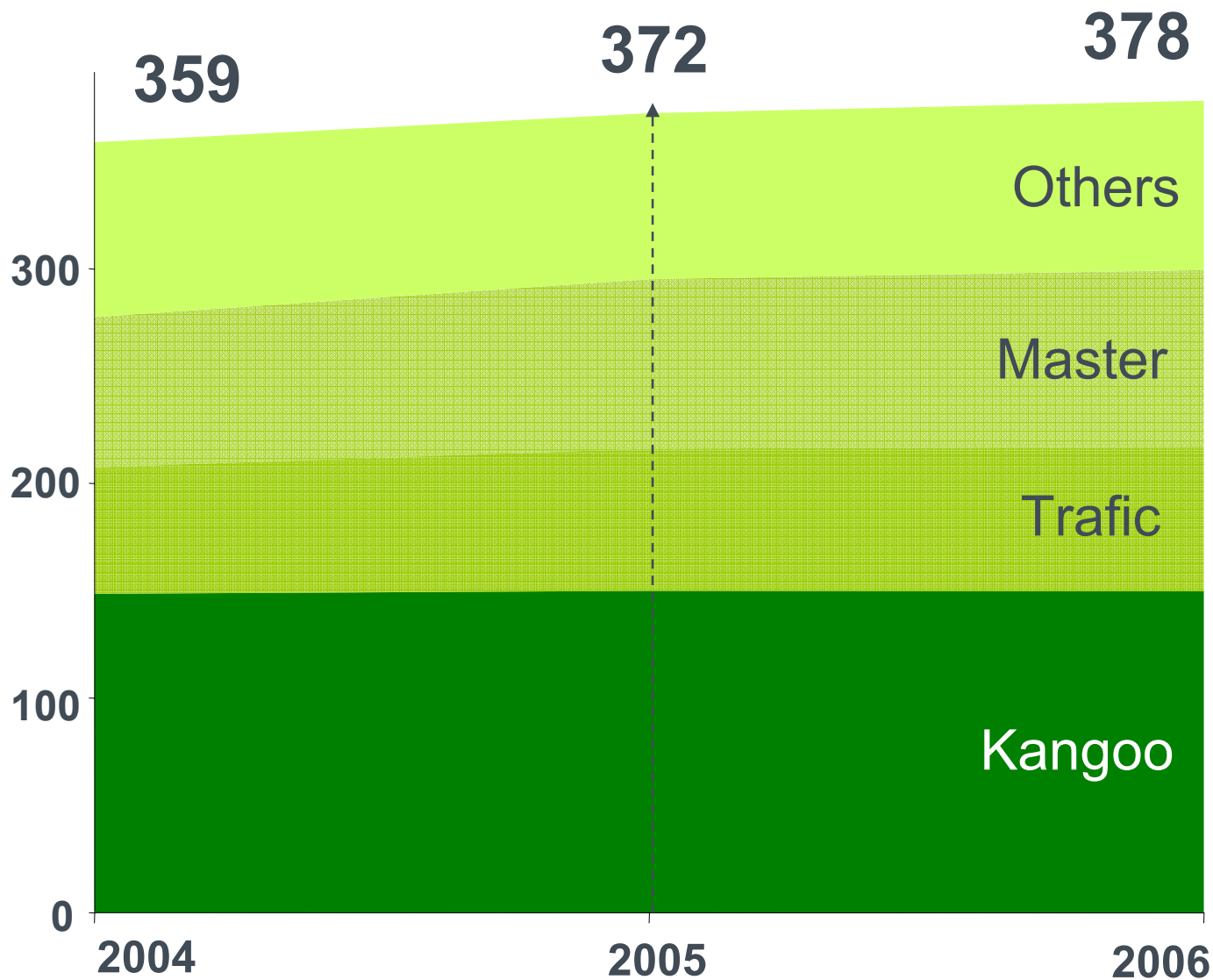
2006



COMMERCIAL VEHICLES

Pursuit of growth

Thousands of LCV units





- **Strong growth outside Europe, helped by new operations in India and Iran**
- **A year in Europe marked by 2 distinct periods:**
 - **First half continues on from 2006**
 - **Second half marked by the beginning of a return to growth**
- **Two major launches in Europe : the replacements for Twingo and Laguna**
- **Globally, a slight growth in sales for the Renault Group.**



RENAULT

QUESTIONS & ANSWERS