

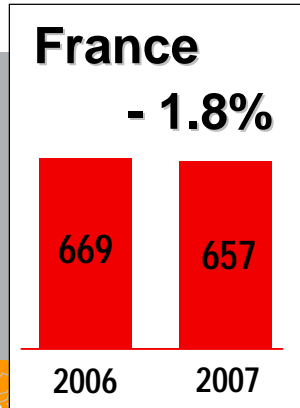
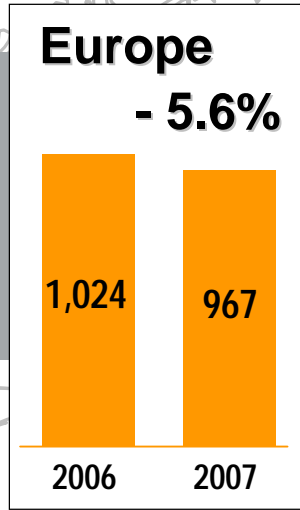
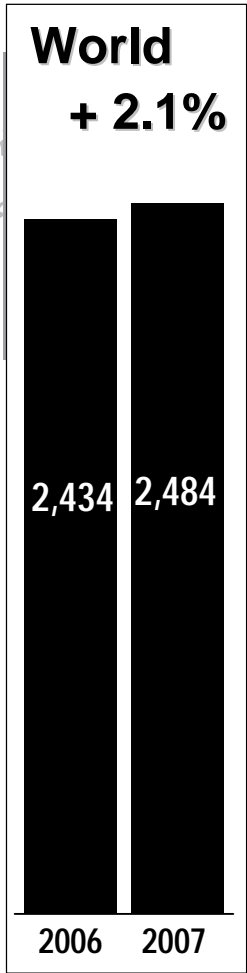
# **2007 FINANCIAL RESULTS**

## **ANALYSTS CONFERENCE**

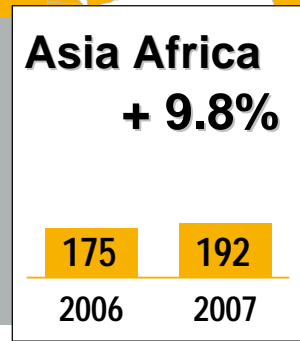
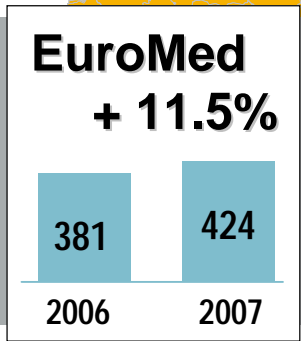
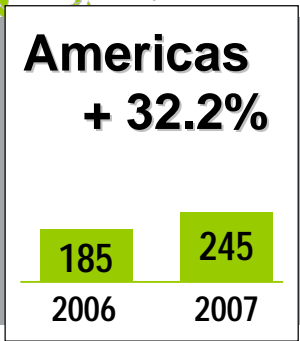
**Carlos GHOSN**  
**PRESIDENT & CEO**



# 2007 COMMERCIAL RESULTS



France  
+ Europe  
**- 4.1%**



International  
**+ 16.3%**

Thousand units (Cars + LCVs)



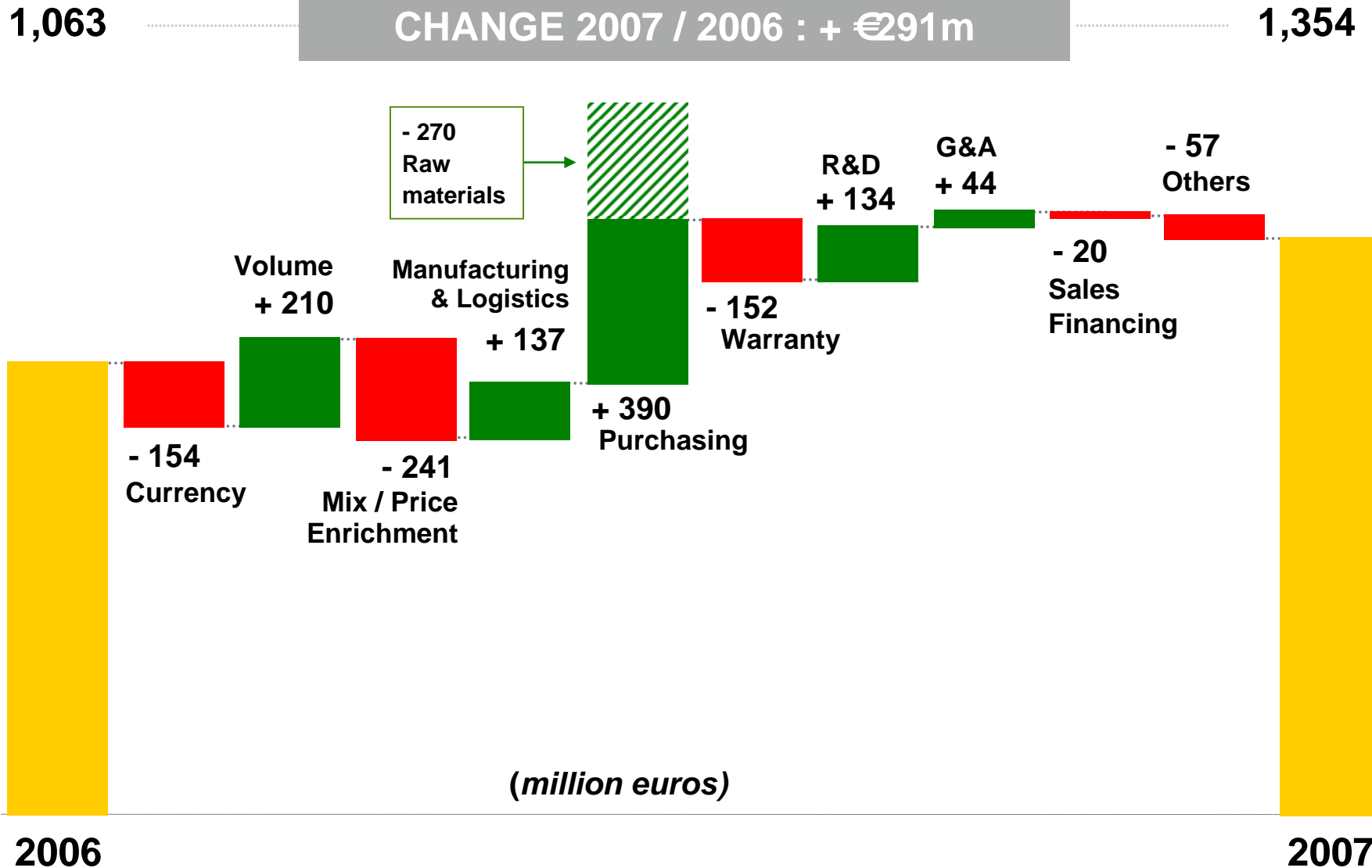
# 2007 FINANCIAL RESULTS

*(million euros)*

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

<sup>(1)</sup> *On a consistent basis, FY2006 = €39,969m*

# OPERATING PROFIT VARIANCE ANALYSIS



# 2007 FINANCIAL RESULTS

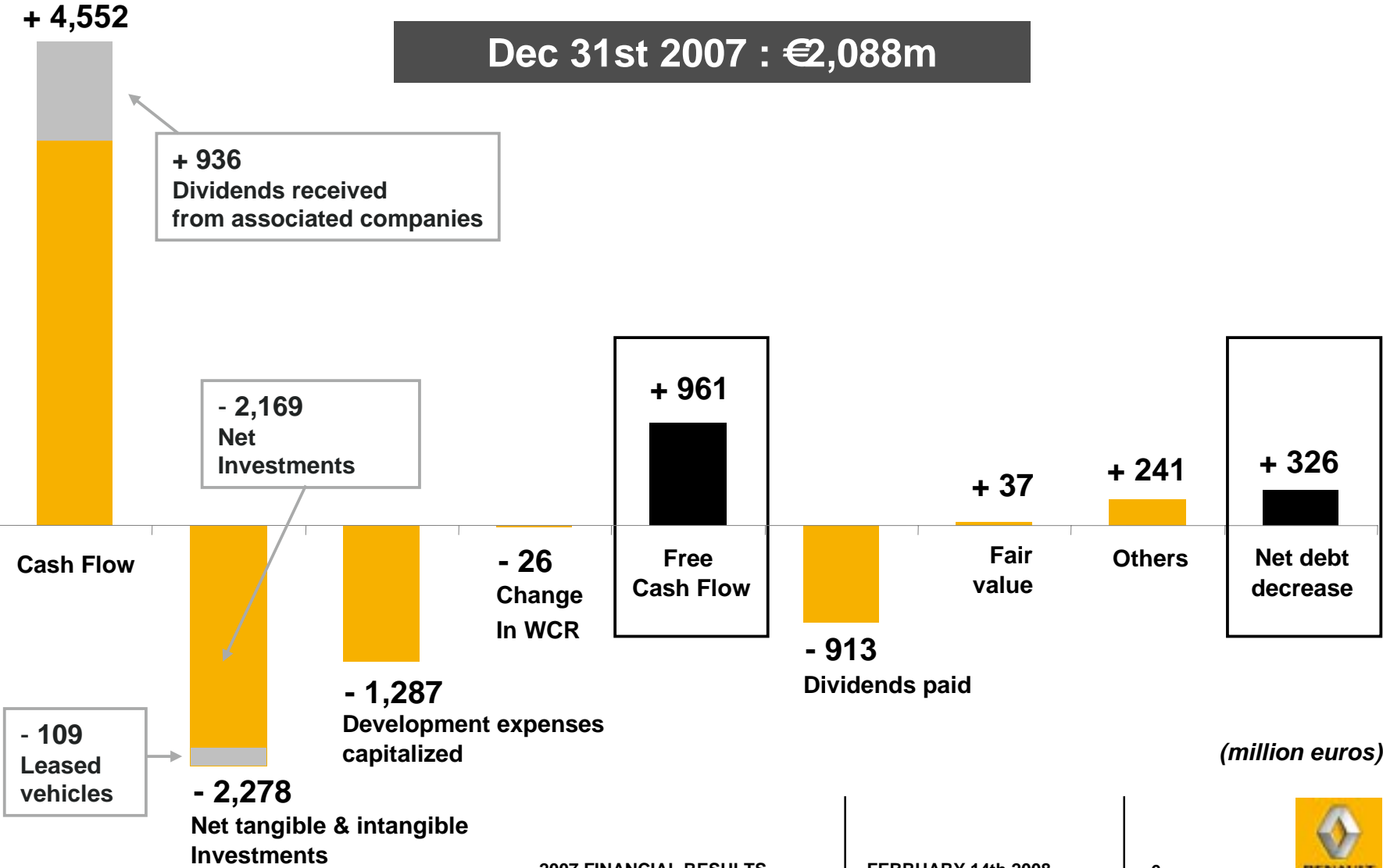
*(million euros)*

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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%

<sup>(1)</sup> On a consistent basis, FY2006 = €39,969m

# AUTOMOBILE NET FINANCIAL DEBT EVOLUTION

**Dec 31st 2007 : €2,088m**



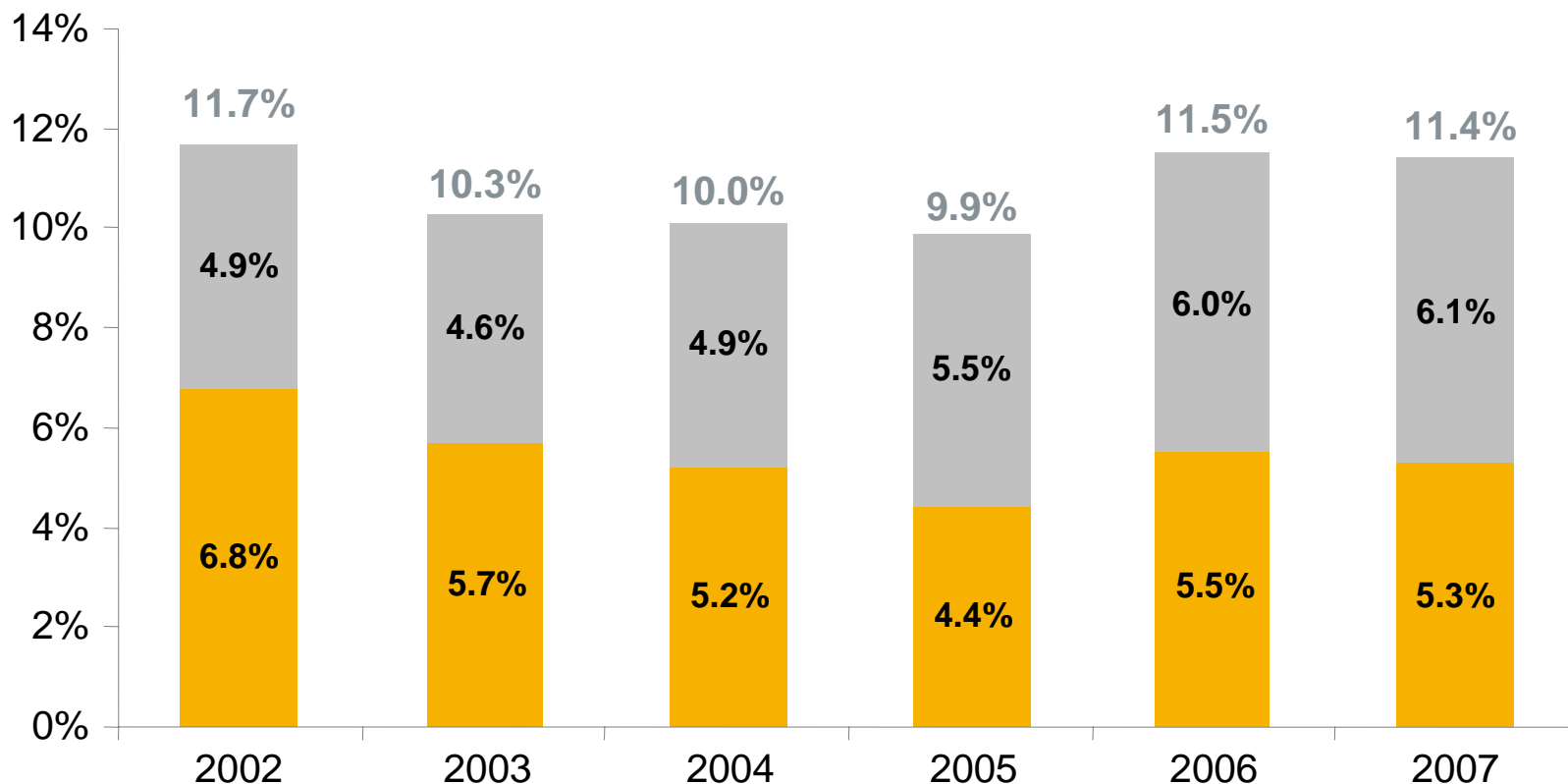
*(million euros)*



# INVESTMENT AND R&D EXPENSES

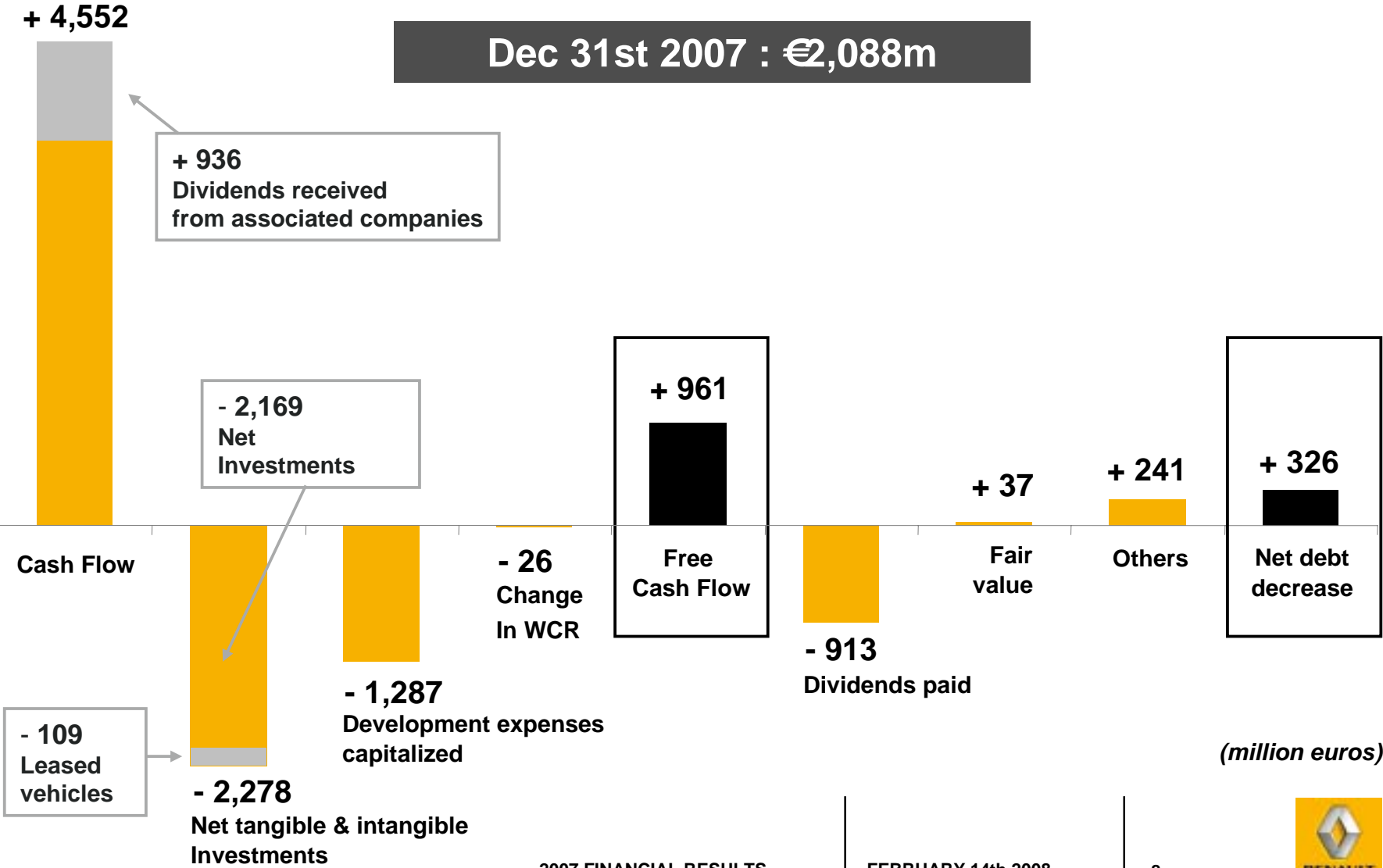
*In % of group revenues*  
*Cash impact (excl. IAS 38)*

■ R&D Expenses  
■ Net investments



# AUTOMOBILE NET FINANCIAL DEBT EVOLUTION

**Dec 31st 2007 : €2,088m**



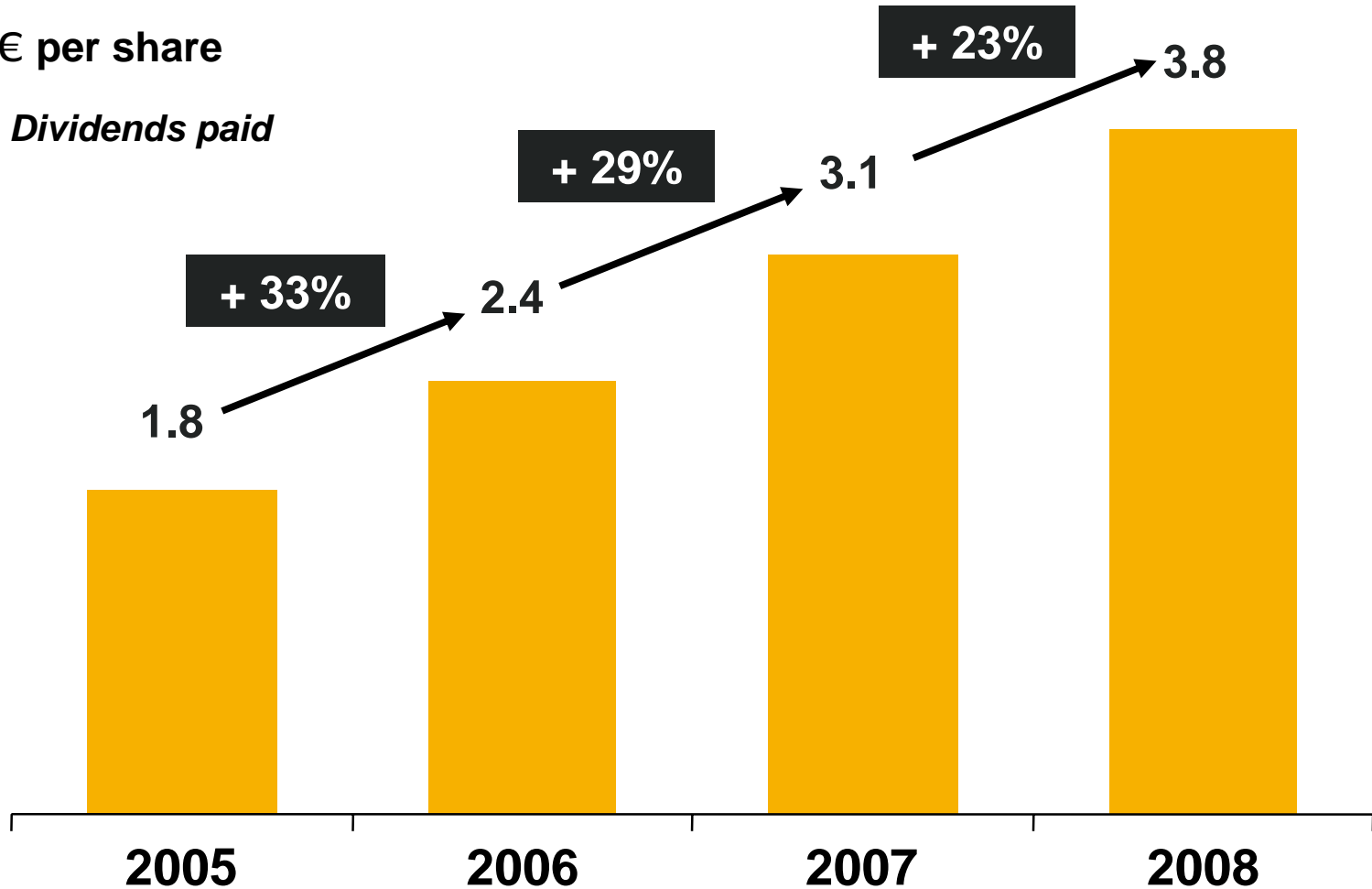
(million euros)



# DIVIDENDS

in € per share

 *Dividends paid*



# 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 »

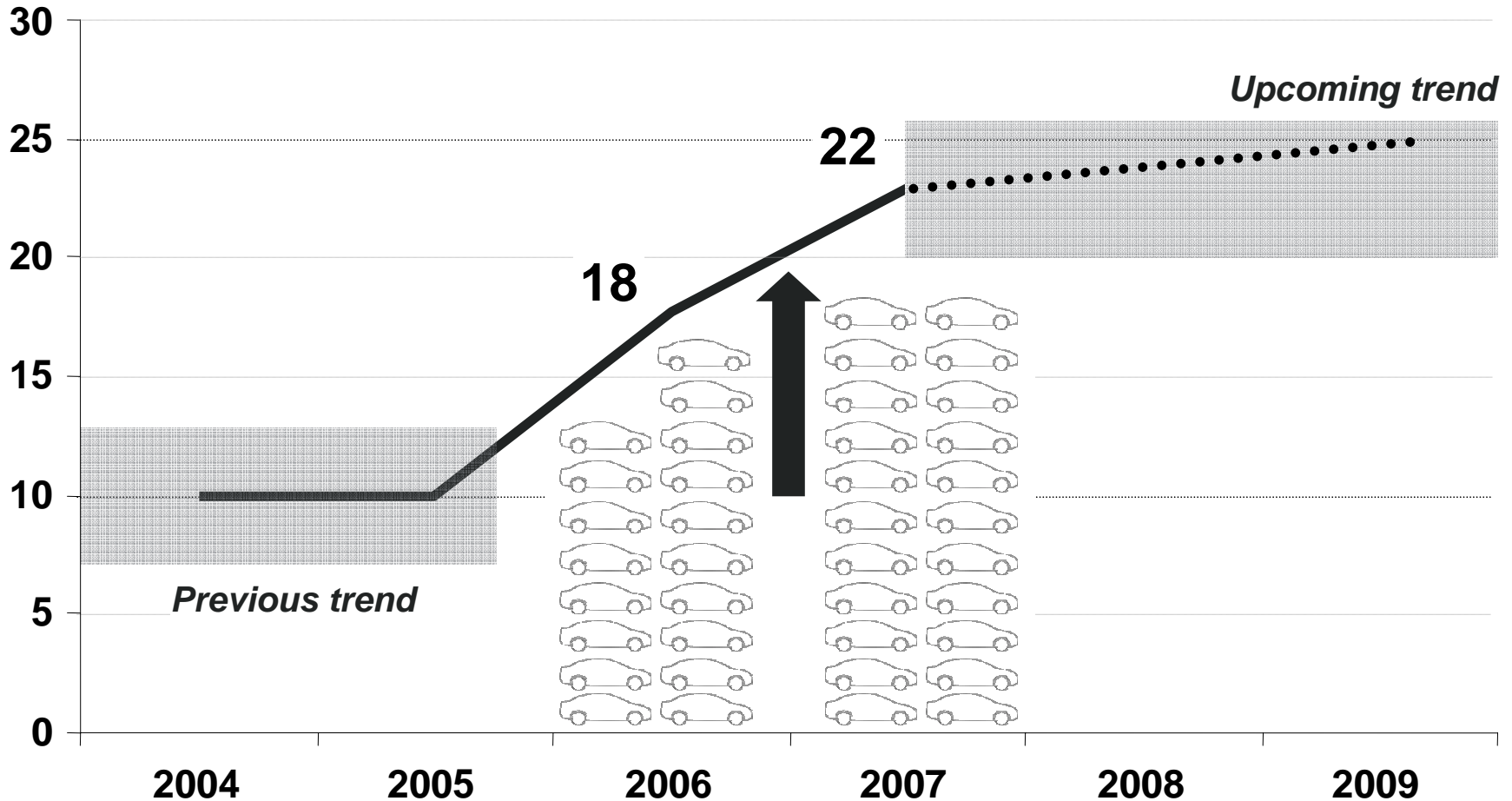
# COST REDUCTION

	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



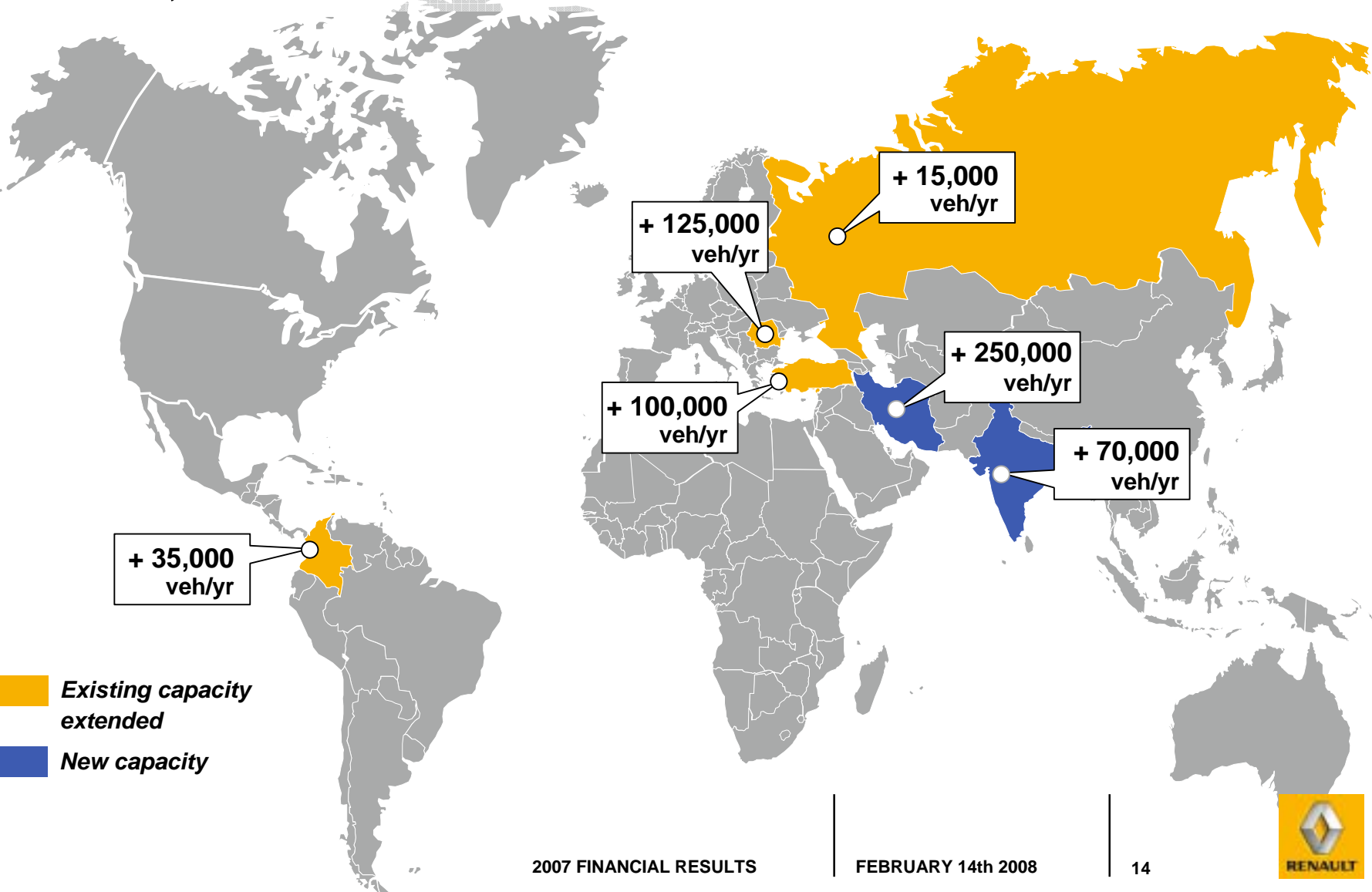
**6-speed TL4**  
Manual gearbox

## CHASSIS

**Active Drive**  
4 directional wheel 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

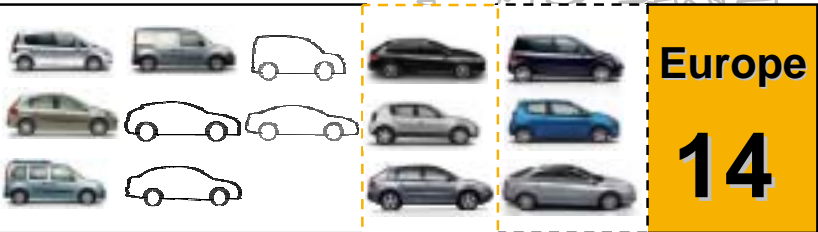


Sedan, successor to Clio Symbol



Mégane

# 2008 PRODUCT LAUNCHES BY REGION



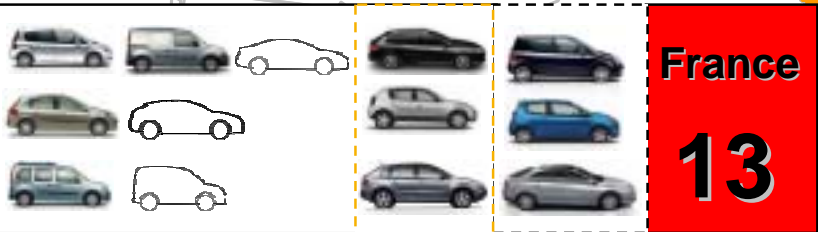
Europe  
**14**

This grid shows 14 car models for Europe. The first three rows contain 3, 3, and 2 models respectively. The first three models in each row are enclosed in a dashed box, indicating they are world premiere vehicles. The remaining models are derivatives.



Euromed  
**12**

This grid shows 12 car models for the Euromed region. The first three rows contain 3, 3, and 2 models respectively. The first three models in each row are enclosed in a dashed box, indicating they are world premiere vehicles. The remaining models are derivatives.



France  
**13**

This grid shows 13 car models for France. The first three rows contain 3, 2, and 2 models respectively. The first three models in each row are enclosed in a dashed box, indicating they are world premiere vehicles. The remaining models are derivatives.



Americas  
**6**

This grid shows 6 car models for the Americas. The first two rows contain 2 and 2 models respectively. The first two models in each row are enclosed in a dashed box, indicating they are world premiere vehicles. The remaining models are derivatives.



Asia Africa  
**11**

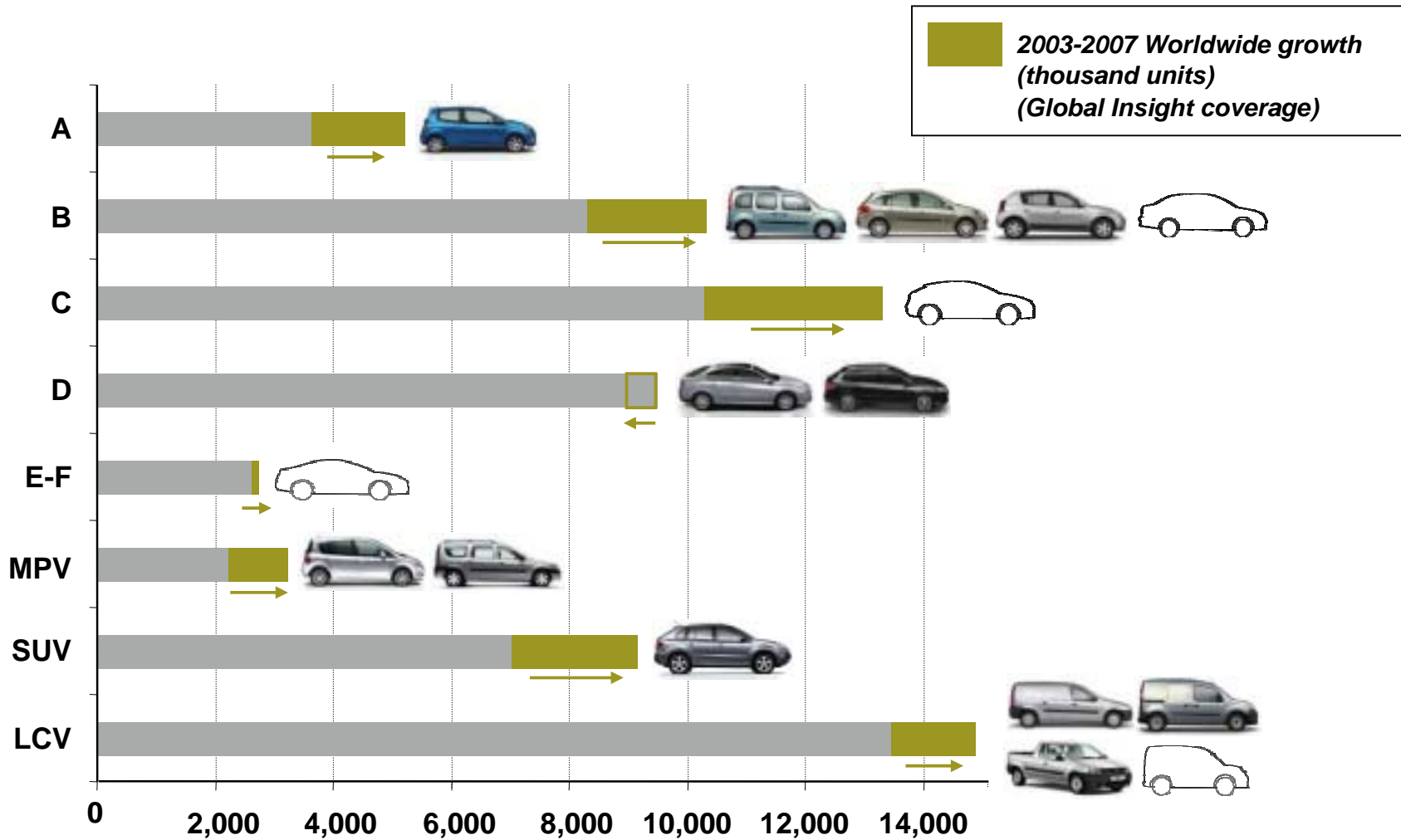
This grid shows 11 car models for Asia and Africa. The first three rows contain 3, 3, and 2 models respectively. The first three models in each row are enclosed in a dashed box, indicating they are world premiere vehicles. The remaining models are derivatives.

*World Premiere vehicles in 2007*

*Phase 2 + Derivatives*



# MARKET SEGMENT VARIATION



Source: Global Insight



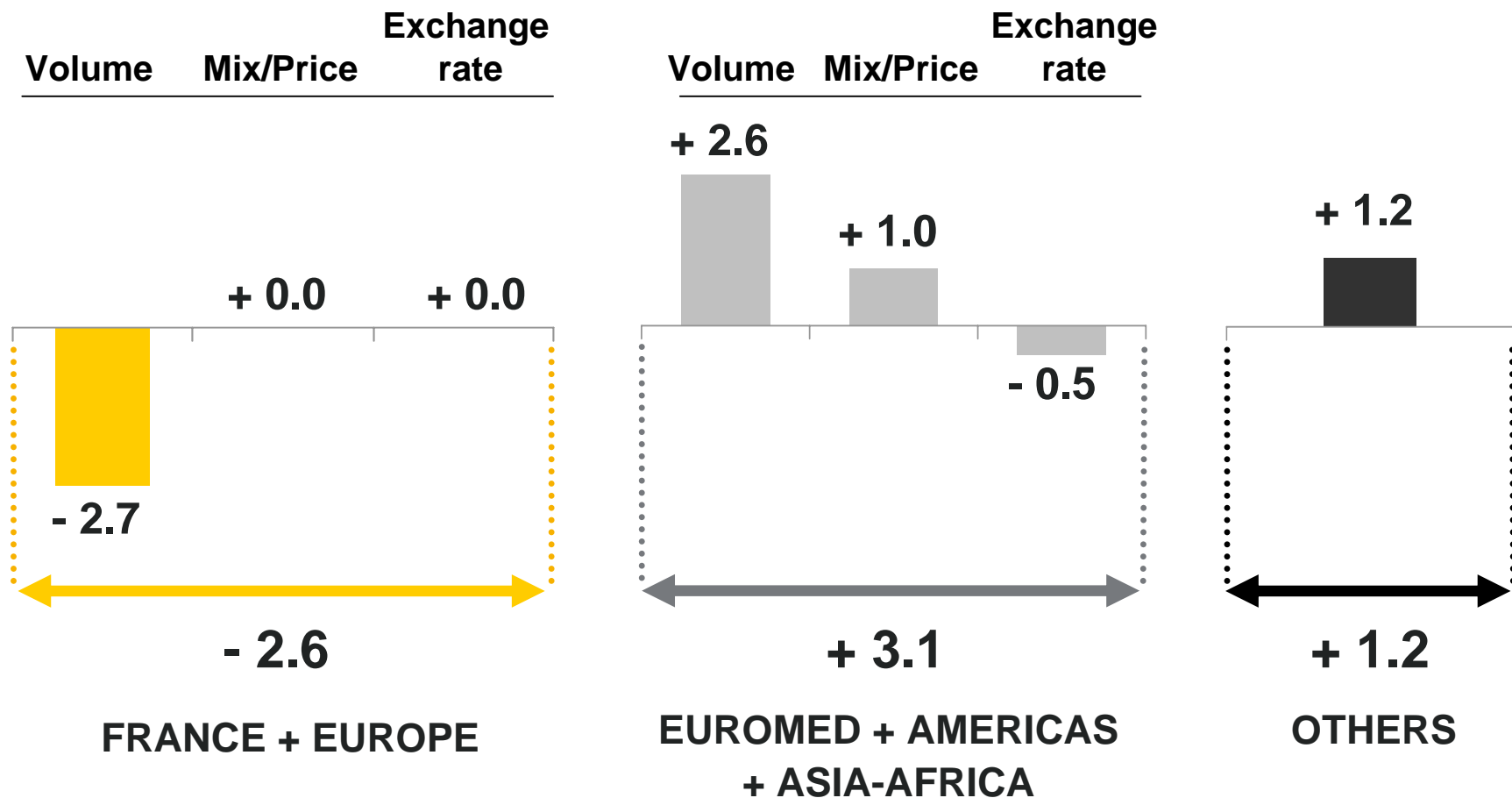
# REVENUES BY DIVISION

<i>Million euros</i>	2006 *	2007	Change
Automobile	38,058	<b>38,679</b>	<b>+ 1.6%</b>
Sales Financing	1,911	<b>2,003</b>	<b>+ 4.8%</b>
<b>TOTAL</b>	39,969	<b>40,682</b>	<b>+ 1.8%</b>

\* 2006 data has been restated on a consistent basis

# AUTOMOBILE DIVISION REVENUES UP 1.6% IN 2007

## Contribution to the change in revenues



# OPERATING MARGIN EVOLUTION

