

RENAULT
Exane European Seminar
June 11th 2009

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AGENDA

1. Group commercial results

- *Update at end May 2009*

2. 2009 Funding Plan

- *Renault & RCI Banque*

3. Renault-Nissan Alliance

- *€ 1.5bn additional synergies in 2009*

→ **All contributing to the 2009 action plan**

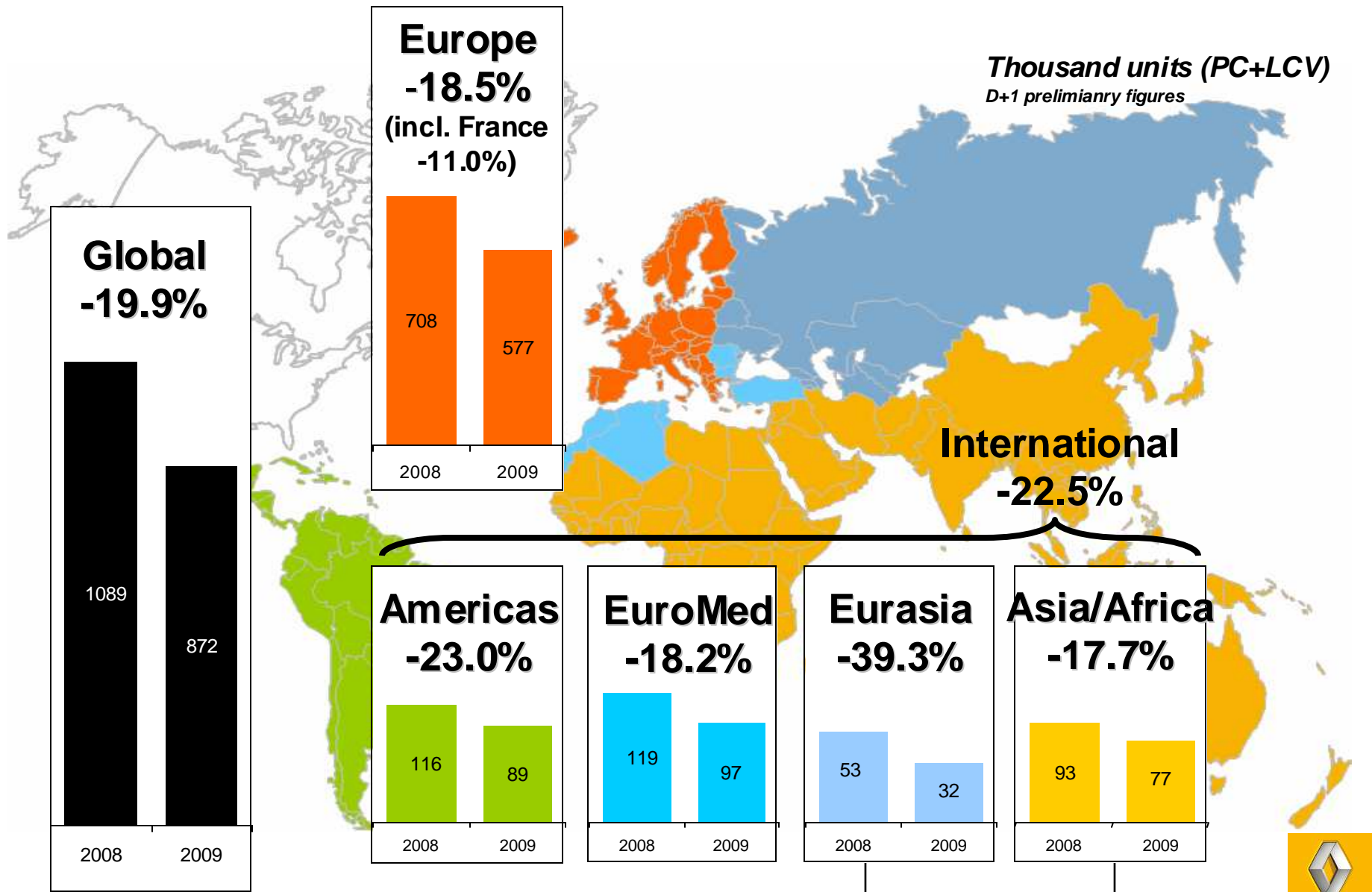
→ ***Aiming for a positive Free Cash Flow***

01

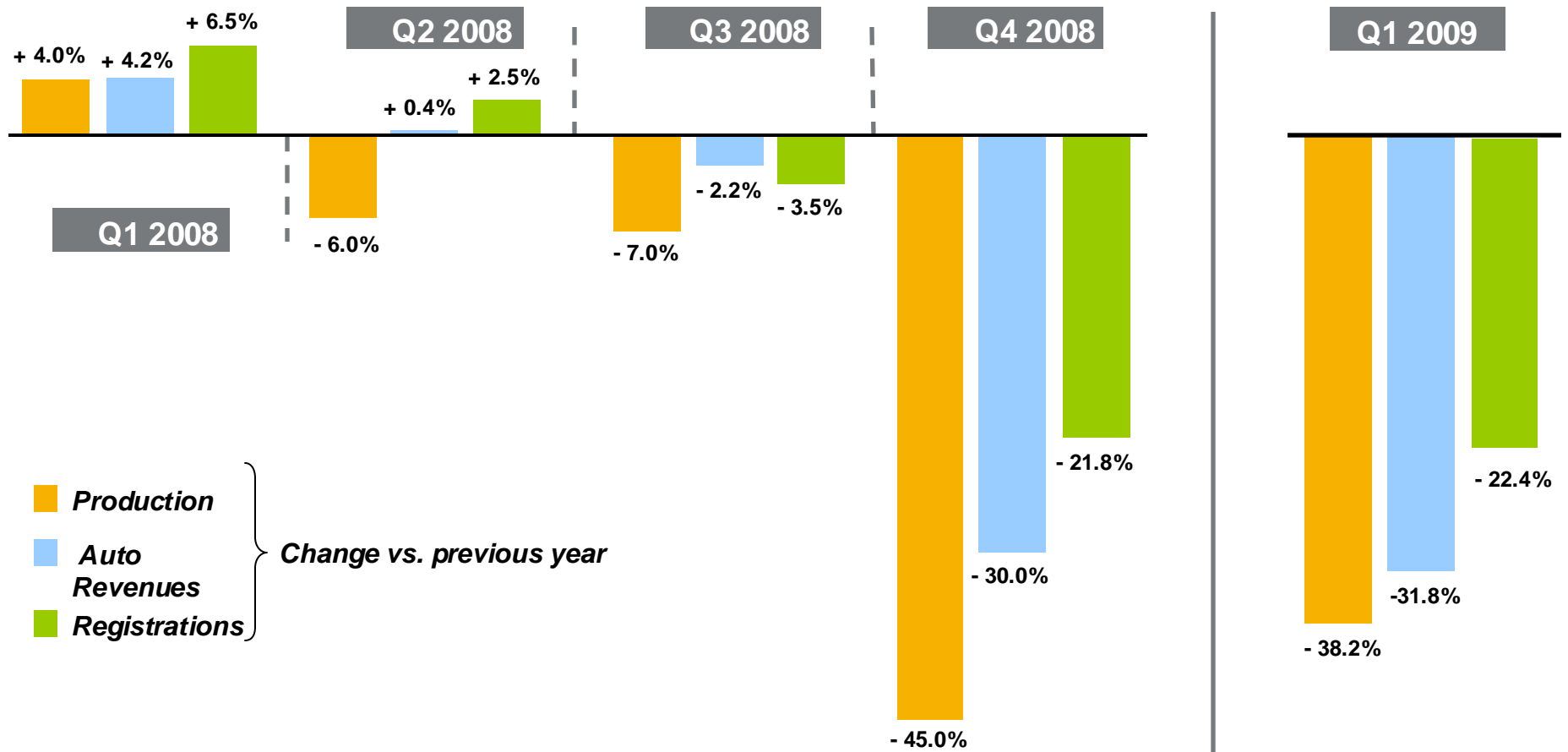
COMMERCIAL RESULTS END MAY'09 RENAULT GROUP



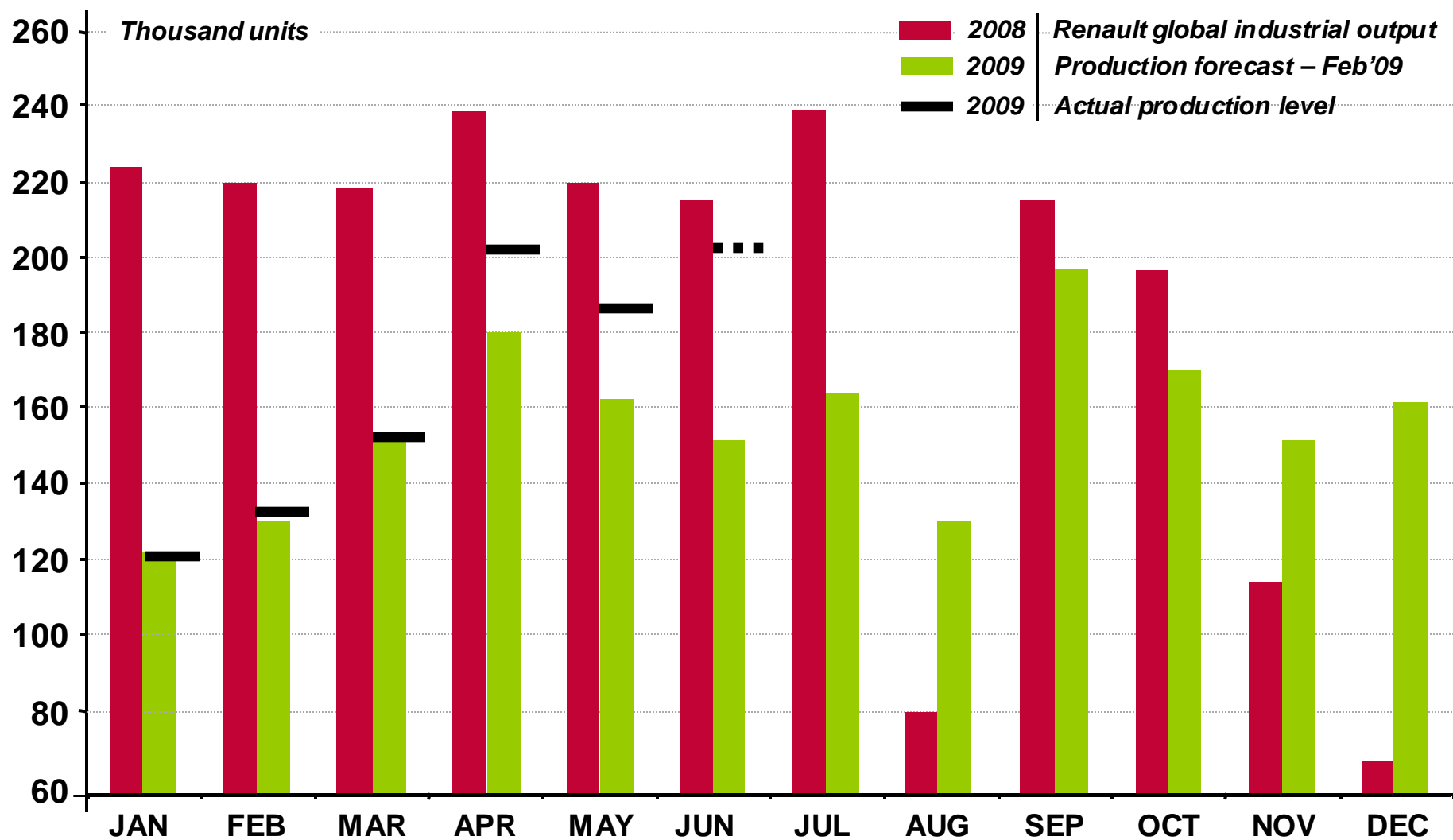
AT END MAY'09 : SALES AT -20% VS. 2008



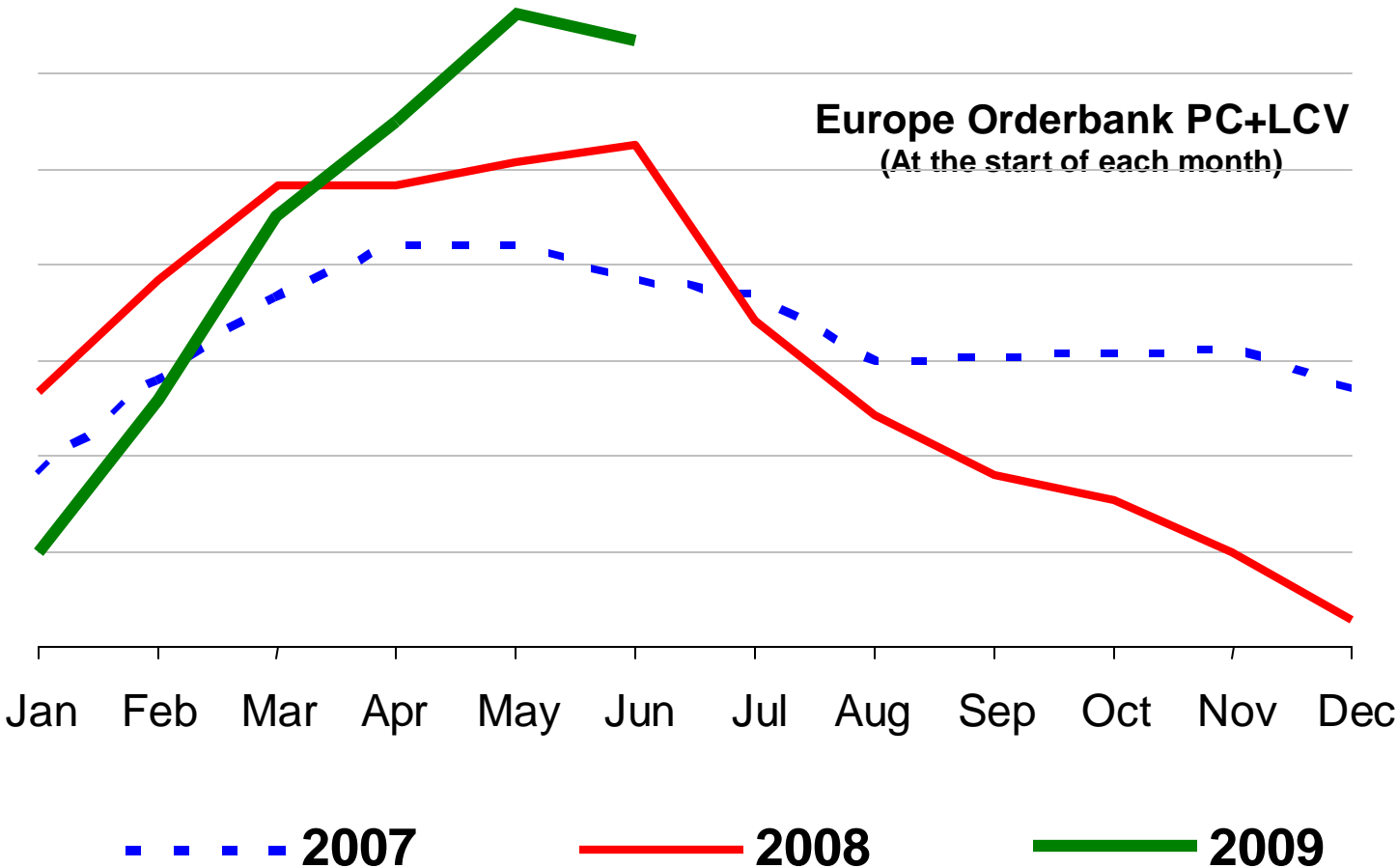
Q4 2008 A RAPID & BRUTAL DOWNTURN



PRODUCTION LEVEL ADAPTED TO DEMAND



2009 EUROPE ORDER BANK ABOVE 2008 SINCE END Q1 – SCRAPPING INCENTIVES STIMULATING DEMAND



2009 ACTION PLAN PRODUCT LAUNCHES

1st HALF



Megane
Coupé



Kangoo
Be Bop



Scenic
& Grand Scenic



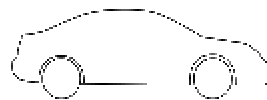
Megane
Estate



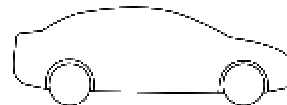
Clio III ph2

2009

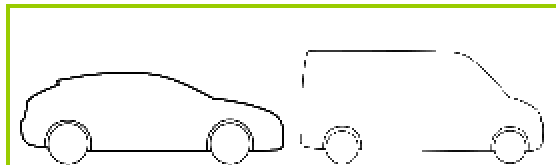
2nd HALF



SM3



SM5



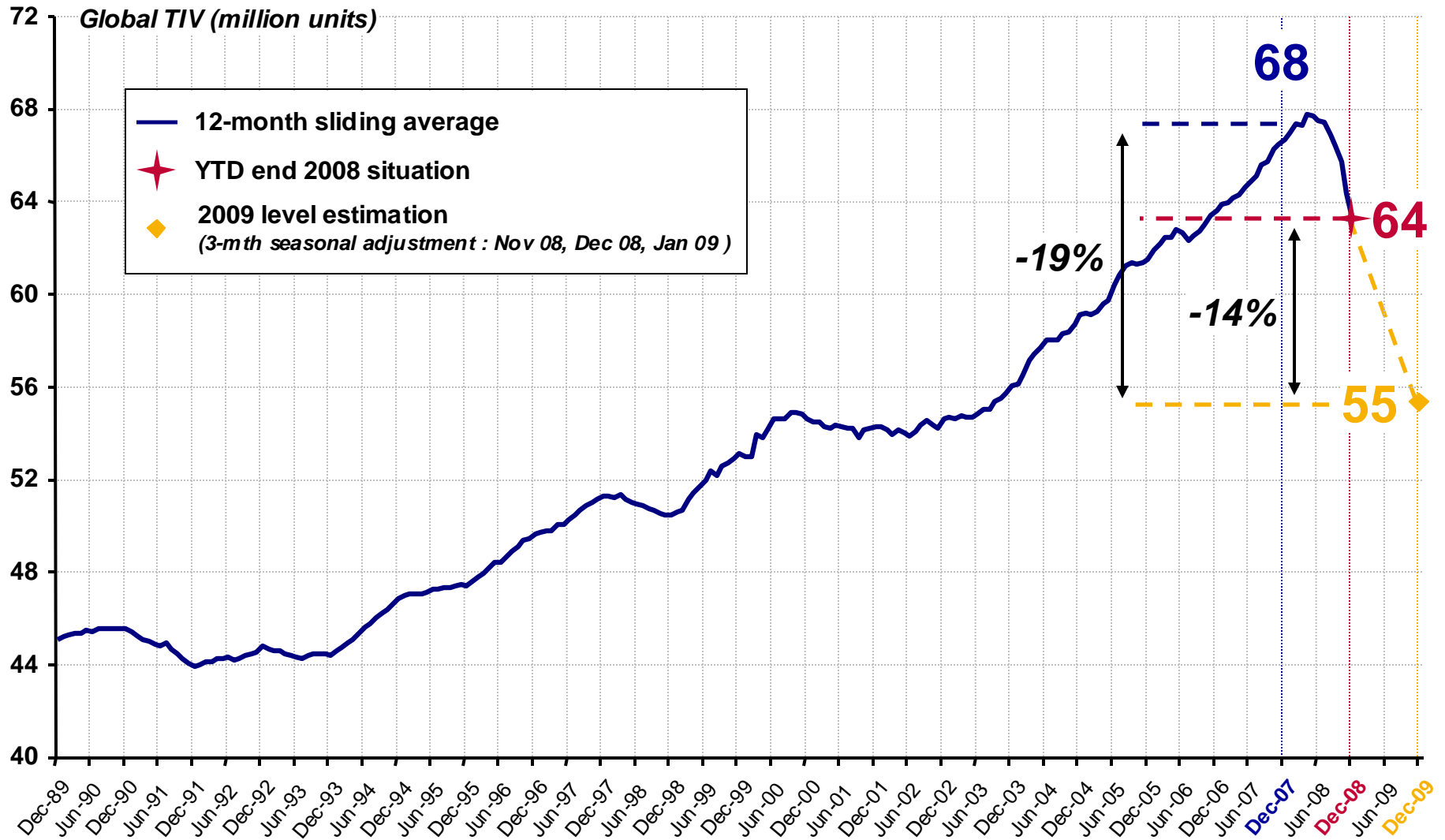
Megane
Renault Sport

Trafic ph3



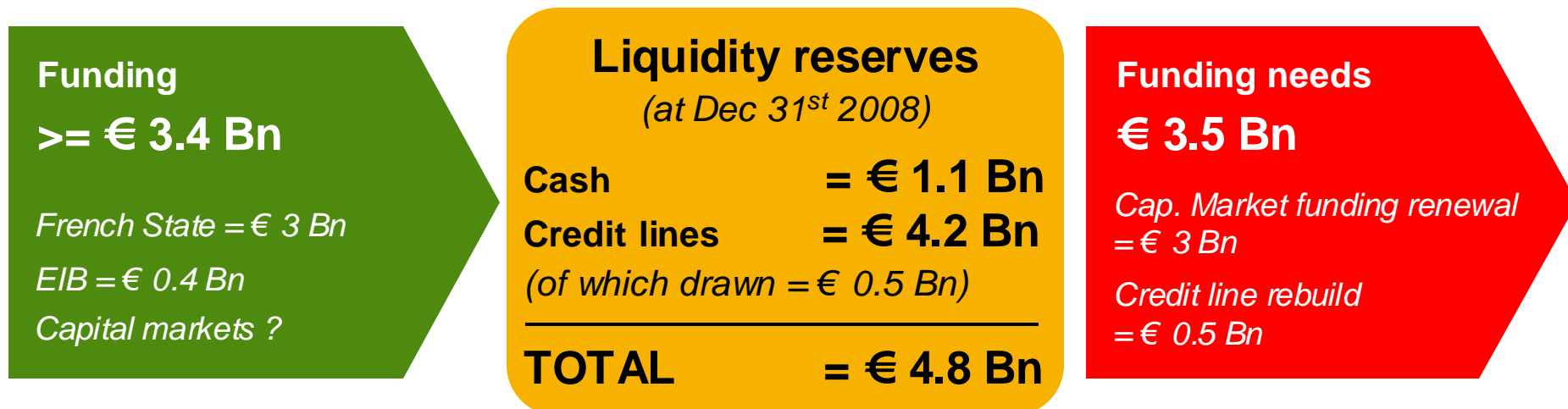
Vehicles outside Renault Commitment
2009 product planning

2009 OUTLOOK



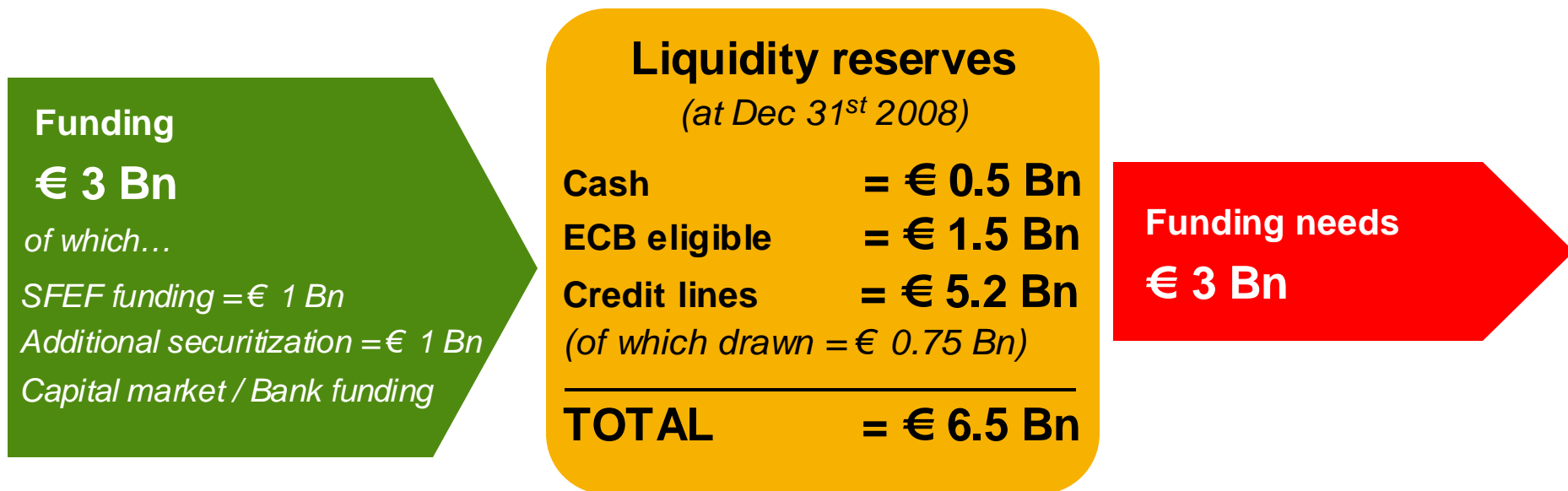
02 2009 FUNDING PLAN

2009 AUTOMOBILE DIVISION FUNDING SUMMARY



- Plan on track : €3.4bn received
 - €0.4 bn from the EIB for CO2 investment support.
 - €3 bn loan from the French Government
- Net automobile financial indebtedness :
 - The automobile division is focused on its priority : optimizing FCF
 - At end Q1'09, net automotive financial debt increased by less than 10% vs. end Dec 2008 (€7.9 bn), including the change in law for supplier payables in France
 - For information : Yen liabilities decreased from Y503 bn at end Dec'08 to Y282 bn at end Mar'09

2009 RCI BANQUE FUNDING SUMMARY



- Plan on track : new funding concluded
 - RCI medium and long term funding :
 - €0.8 bn SFEF : 2/3 of the available envelop. At end Q1
 - € 750m 3-year bond (8.125% coupon)
 - € 500m 18-month bond (5.875% coupon) finally increased by €250m, i.e. € 750m issued in total
 - In line for its 2009 securitization plan



03

**€1.5bn SYNERGIES :
RENAULT-NISSAN ALLIANCE**



A NEW STEP FOR THE ALLIANCE

Yesterday

The Alliance was a preferred option to optimize the performance of each partner in an environment where each company had the ability to grow.

Today

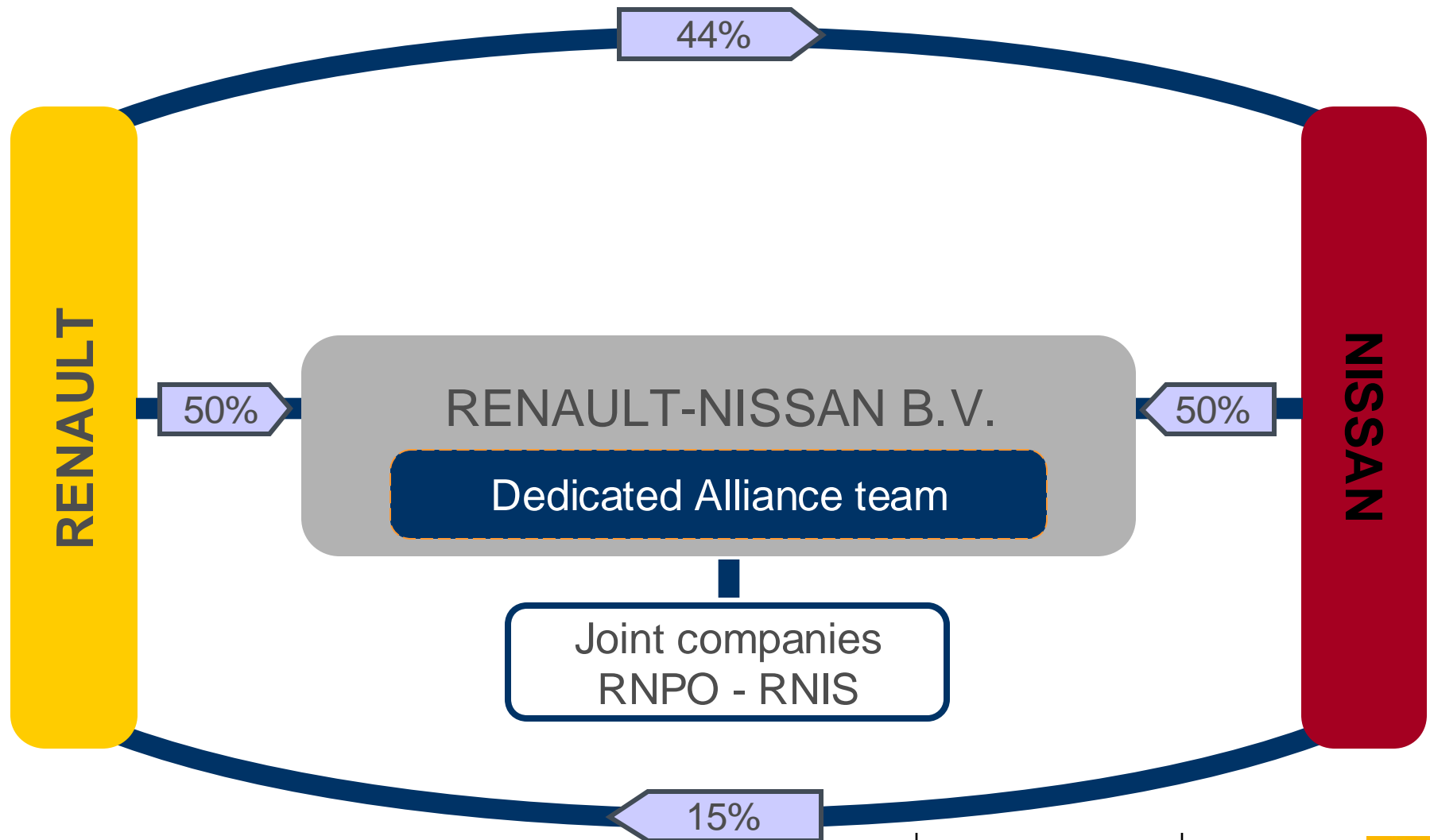
The Alliance is a priority lever to go through the crisis and prepare for the future growth to follow post-crisis

- Collaboration is no longer optional, but **MANDATORY**
- Our 10 year relationship is a **UNIQUE COMPETITIVE ADVANTAGE** to push the synergies further in a context of industry consolidation



ALLIANCE TEAM TO ACCELERATE SYNERGIES

(within existing RNBV structure)



A DEDICATED ALLIANCE TEAM TO ACCELERATE SYNERGIES

11 people fully dedicated to the generation and implementation of existing and future synergies

- **4 Alliance Managing Directors responsible for managing both company's functions and accountable of their performance**
 - Purchasing – RNPO
 - Zero emission business
 - Global logistics
 - IS/IT

- **5 Alliance Directors coordinating functions in maximizing synergies (with power to stop projects)**
 - Powertrain
 - Common platforms and parts
 - Support functions
 - Research and advanced technologies
 - Global sourcing

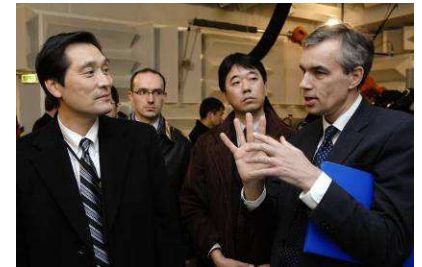
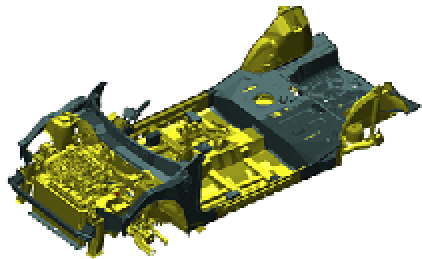
- **1 Alliance Director acting as Economic advisor helping arbitration and providing common methodology**

- **1 Alliance Director of the Alliance CEO-Office dedicated to global coordination, corporate governance and global monitoring of synergies**



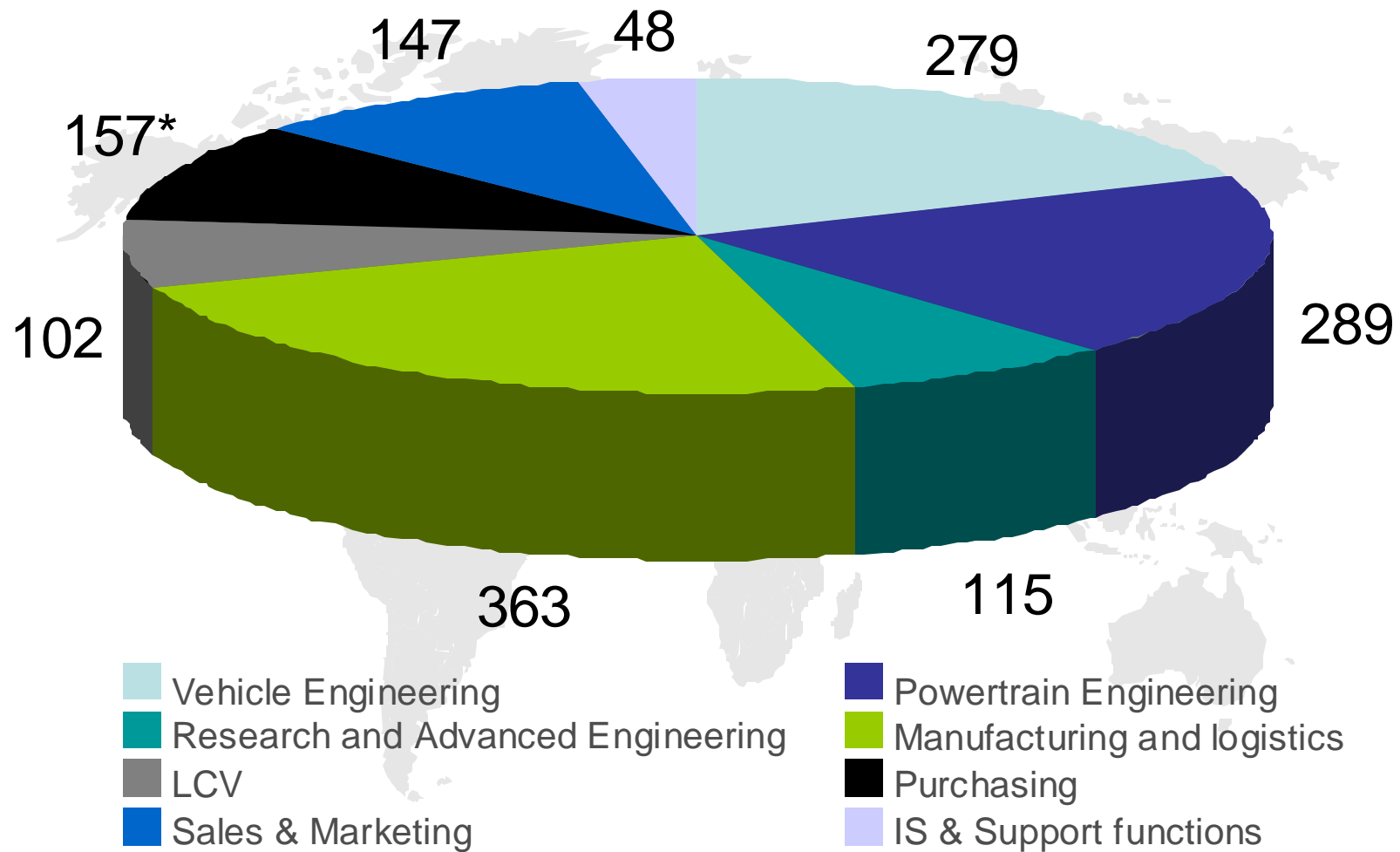
REINFORCE ALLIANCE SYNERGIES

RENAULT NISSAN



1.5 billion euros of Alliance synergies
o/w : 45% for Renault – 55% for Nissan

ALLIANCE SYNERGIES: €1.5 billion FOR 2009 breakdown



* €231m including synergies on purchasing costs spread in other functions



SOME CONCRETE EXAMPLES OF SYNERGIES

- **LCV**

Co-development on a common platform to build two differentiated light commercial vehicle with cancellation of Nissan M1 Van for Europe stand-alone development

- **Powertrain engineering**

New development and co-ownership of a new 1.6L Diesel

- **Research and advanced technology**

Fuel cell and next generation Li-ion battery are developed by Nissan and Renault stopped planned development on these technologies

- **Manufacturing & Logistics**

11 cross-manufactured models – including 4 new vehicles in 2009 (2 in South Africa, 2 in Brazil) with 78% of Curitiba Renault LCV Plant capacity used by Nissan

04 CONCLUSION

2009 ACTION PLAN

8 MEASURES & 2 LEVERS TO FACE THE CRISIS

▶ AIMING FOR A POSITIVE FREE CASH FLOW

- ▶ Maximization of revenue sources
 1. Increase market shares (10 model launches in 2009)
- ▶ Cost reduction
 2. Reduce R&D expenses (-15% vs. 2007)
 3. Decrease G&A and overheads (-€1bn vs. 2007)
- ▶ Free Cash Flow management
 4. Reduce inventories (-€0.8bn to -€1bn vs. 2008)
 5. Adapt our production level (Q1'09 +7% vs. Q4'08)
 6. Cut investments (-24% vs. 2007)
 7. Cash in customer receivables (>€200m vs. 2008)
 8. Carry out real estate divestments (€300m to €500m)

- ### LEVERS
- Reinforce the Renault Nissan Alliance synergies
 - Work conjointly with governments in France & in Europe



Q&A

