

RENAULT 2008 STATUS

Patrick PÉLATA

EVP, PLANNING & ASIA AFRICA

RENAULT
COMMITMENT *2009*





AGENDA

01 ACHIEVEMENTS SINCE 2005

02 OUTLOOK FOR 2008 AND BEYOND

01

ACHIEVEMENTS SINCE 2005



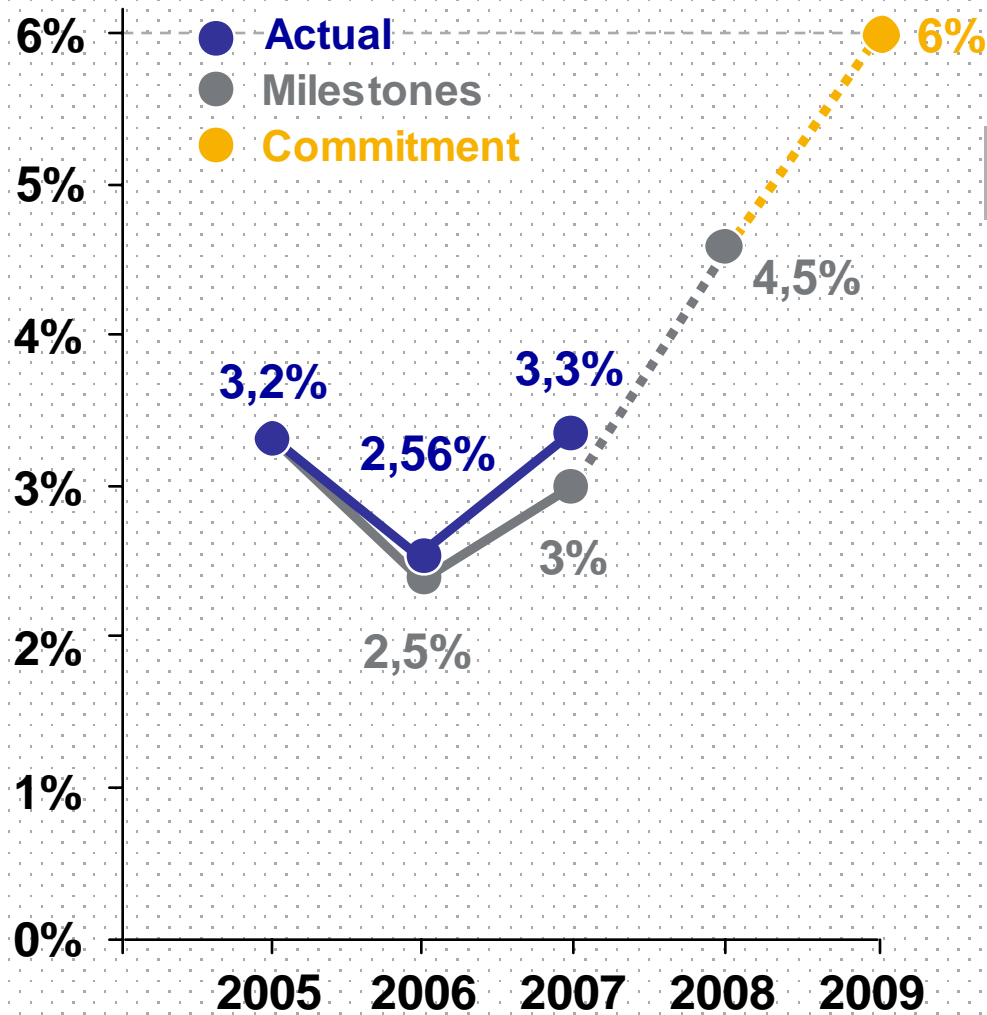
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COST REDUCTION

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

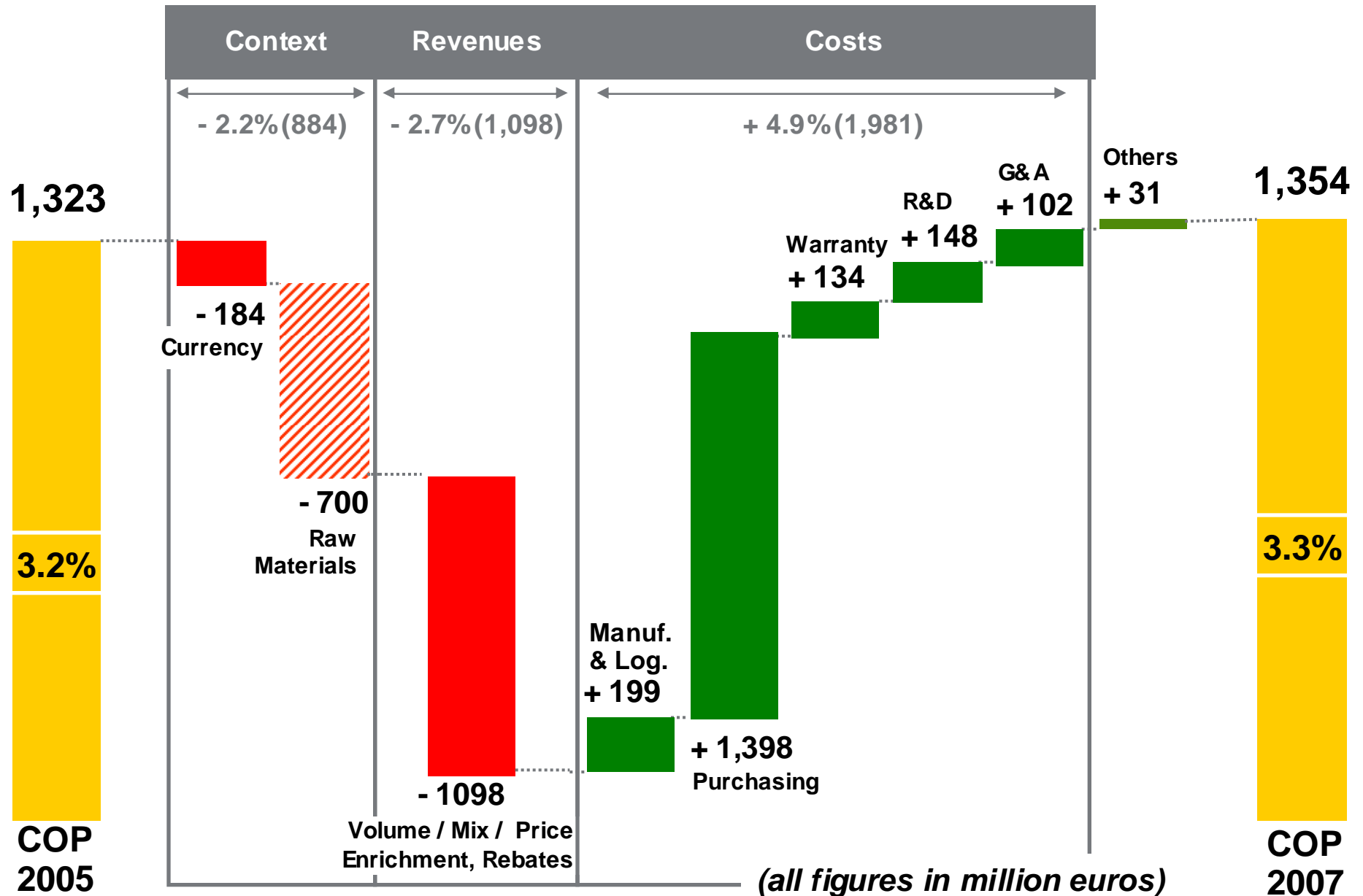
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COST REDUCTION & SALES CLEANING IN 2006 & 2007

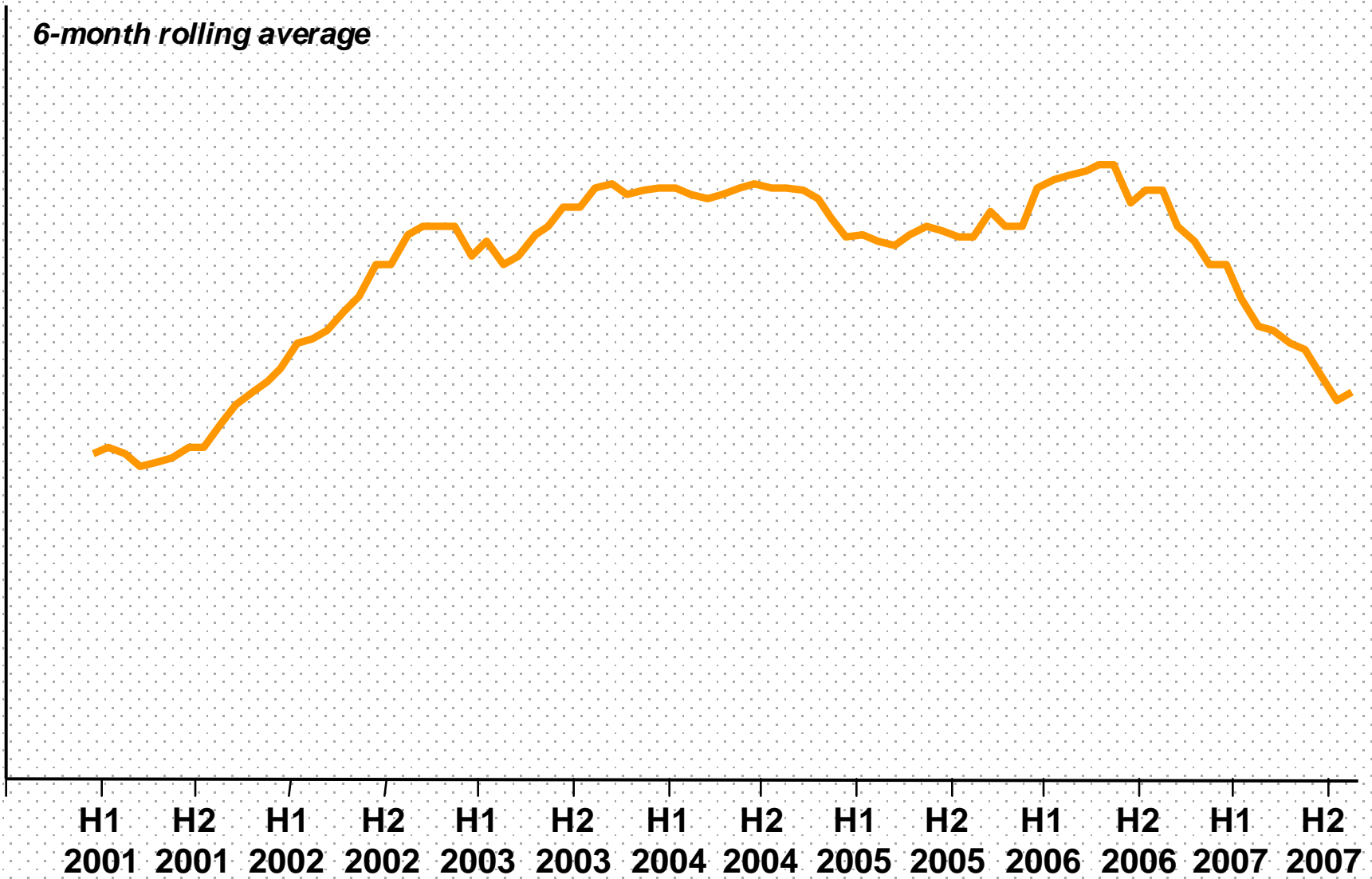


COST REDUCTION

	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%

TOTAL WARRANTY EXPENSES

6-month rolling average



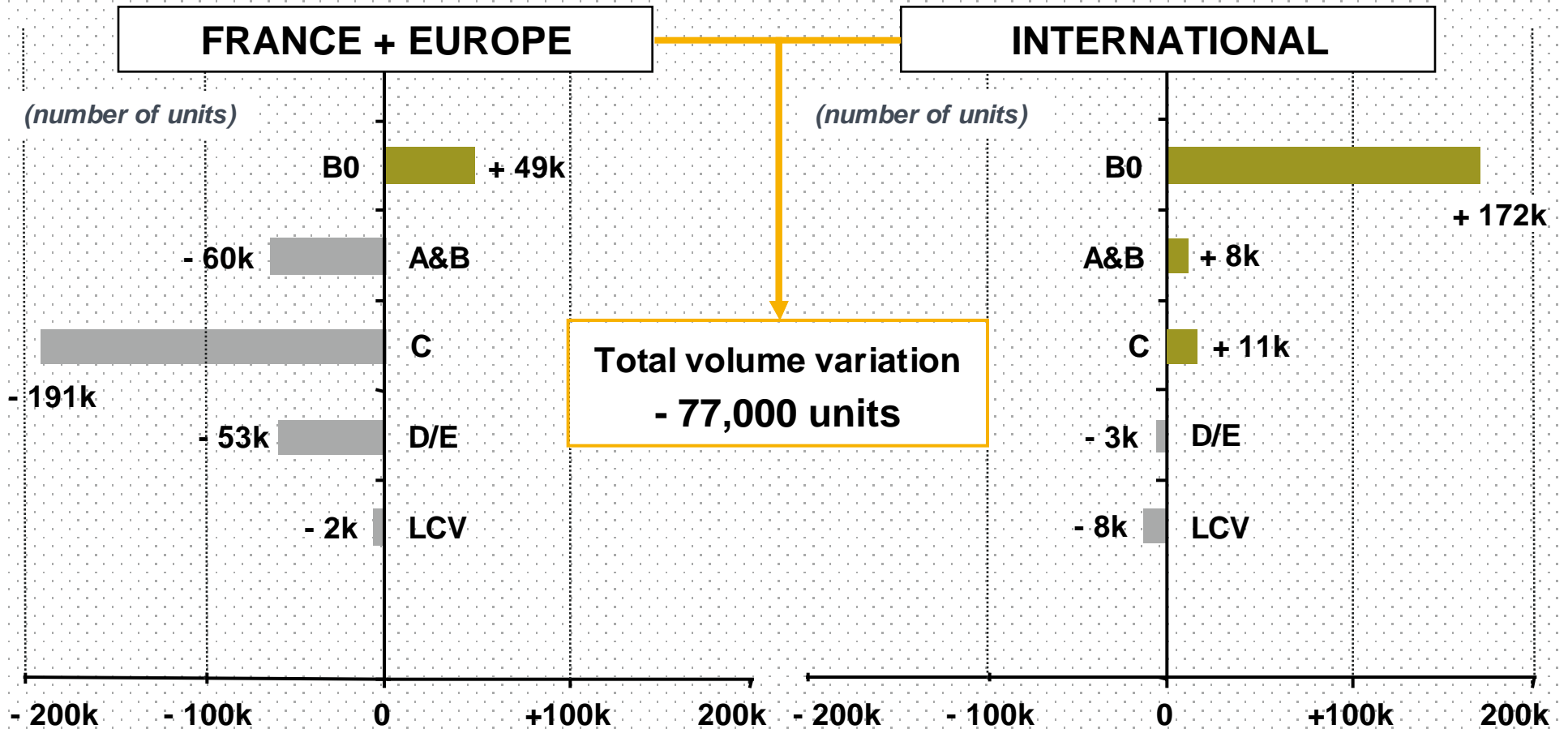
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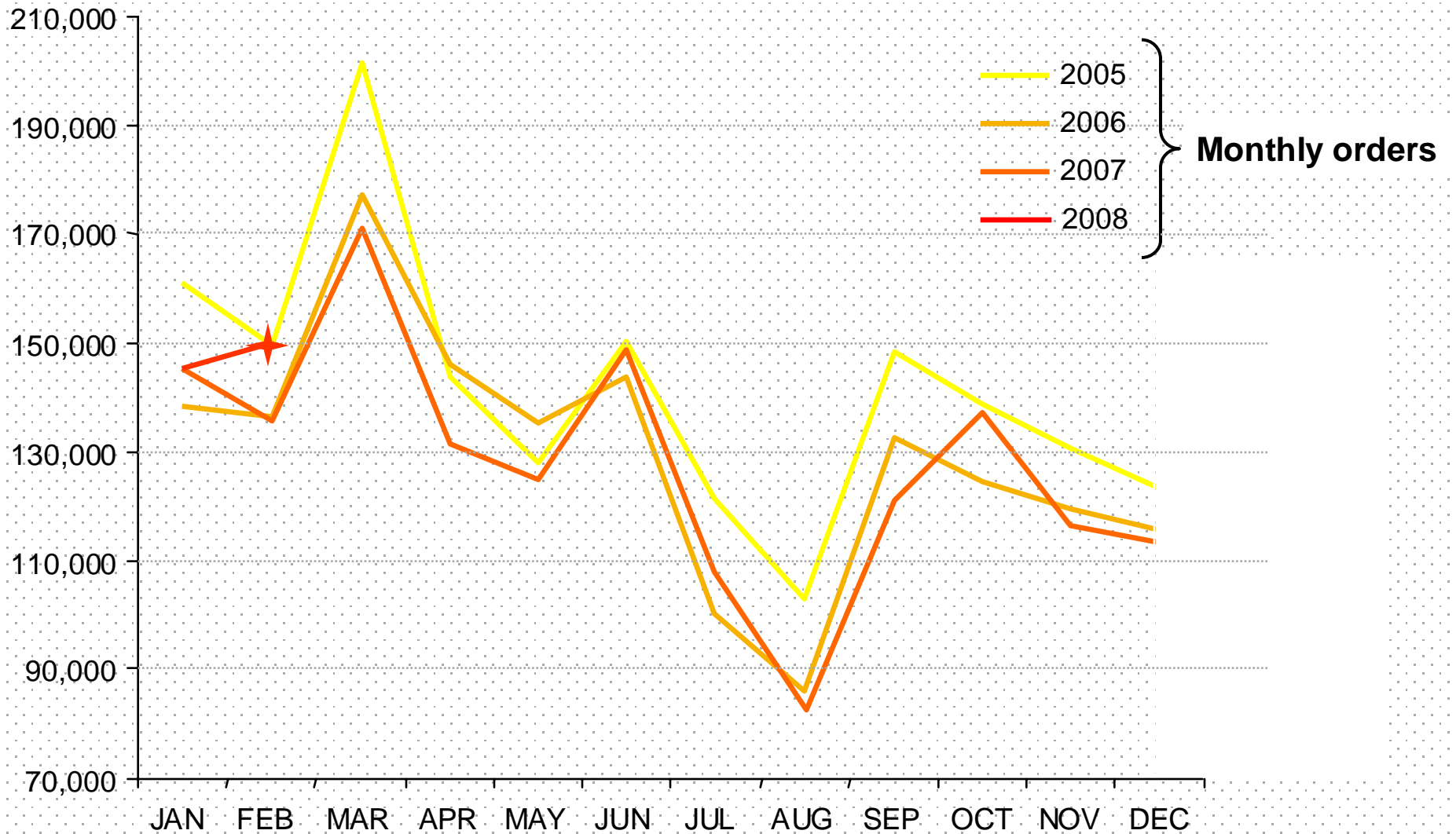
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2005-2007 SALES VARIATION BY SEGMENT



2008 FIRST MONTHS ORDERS UP



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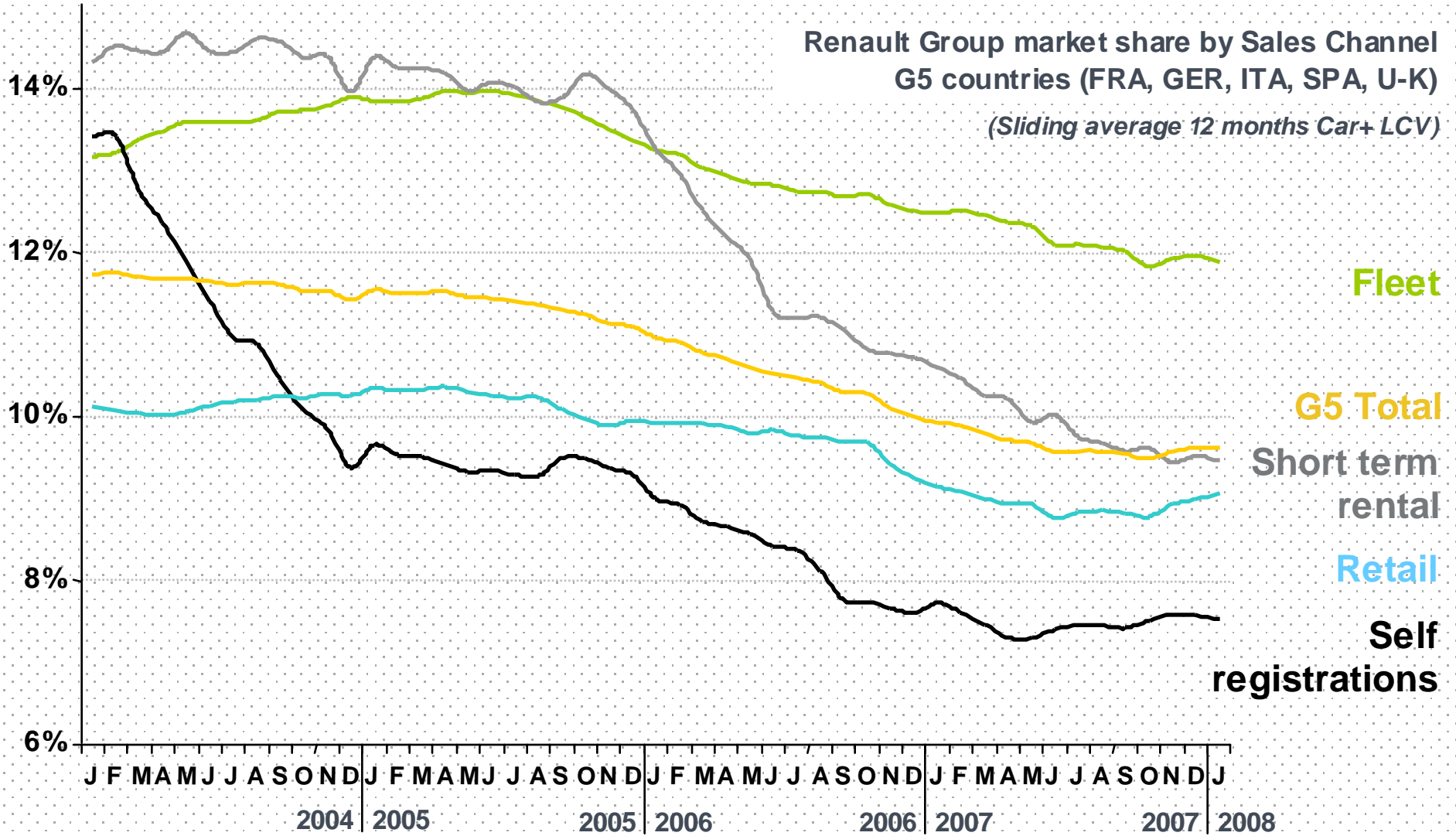
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SALES CLEANING DONE

Renault Group market share by Sales Channel
G5 countries (FRA, GER, ITA, SPA, U-K)

(Sliding average 12 months Car+ LCV)



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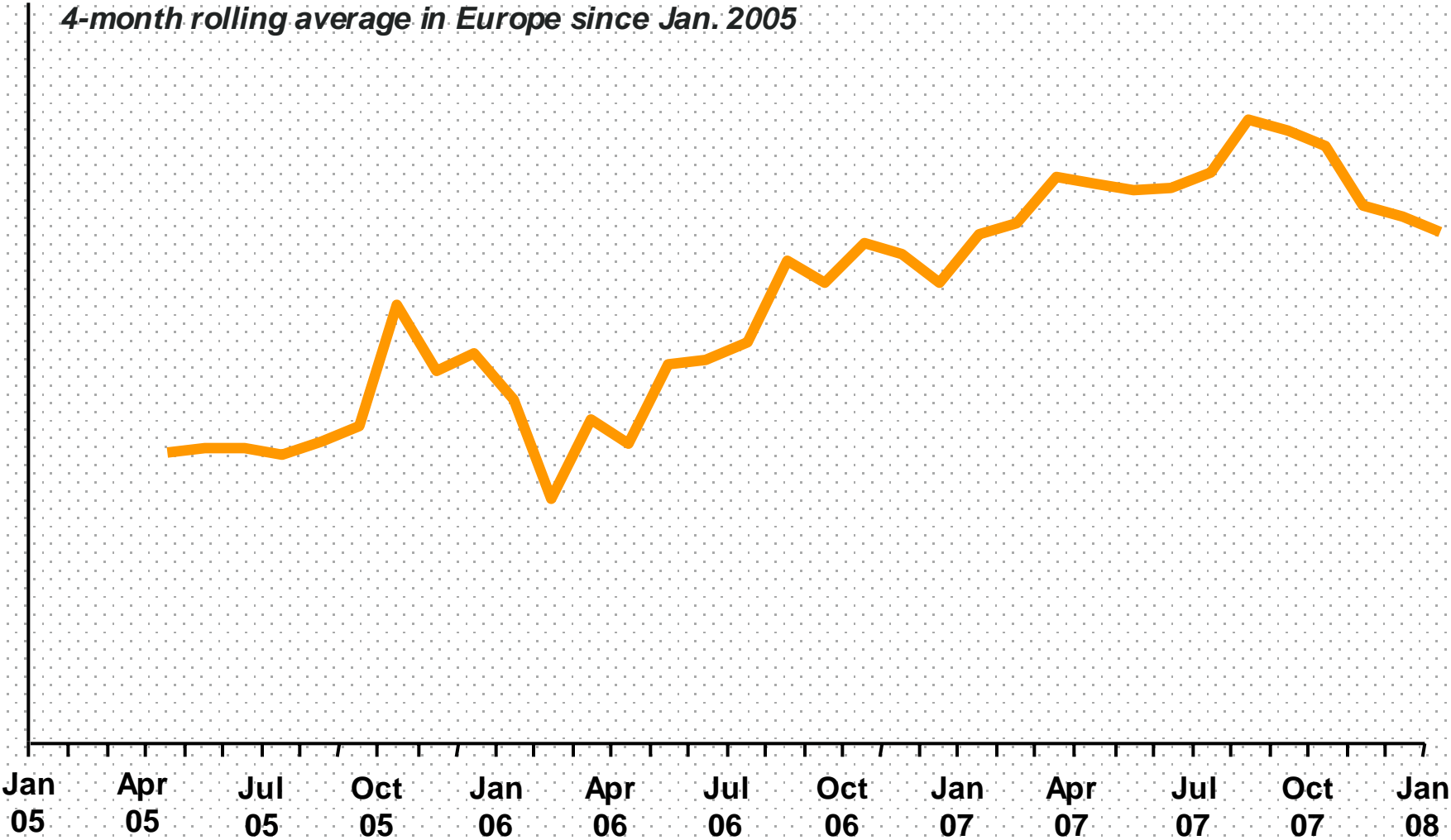
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SALES INCENTIVE EVOLUTION

4-month rolling average in Europe since Jan. 2005



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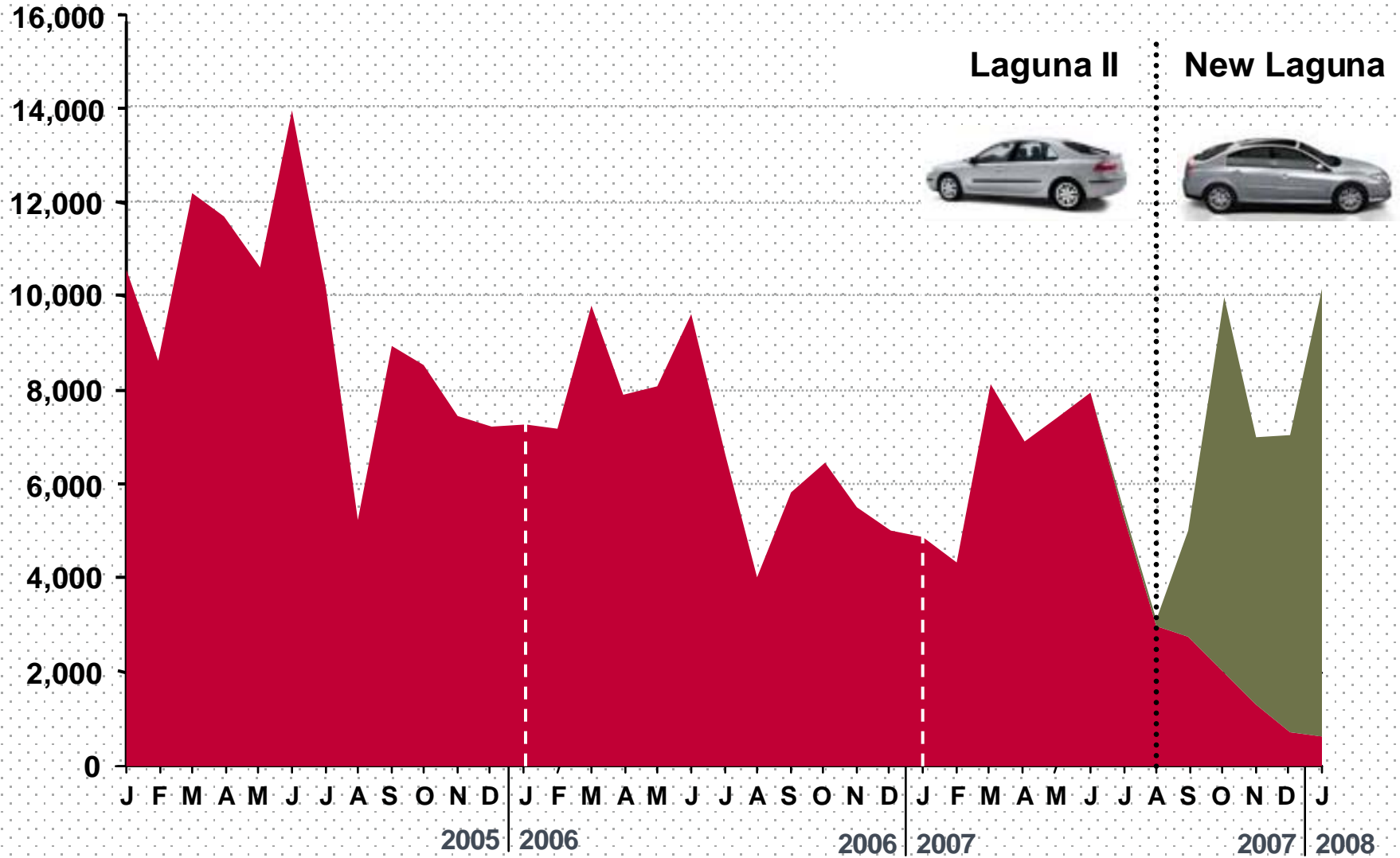
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LAGUNA'S WORLDWIDE SALES SINCE 2005



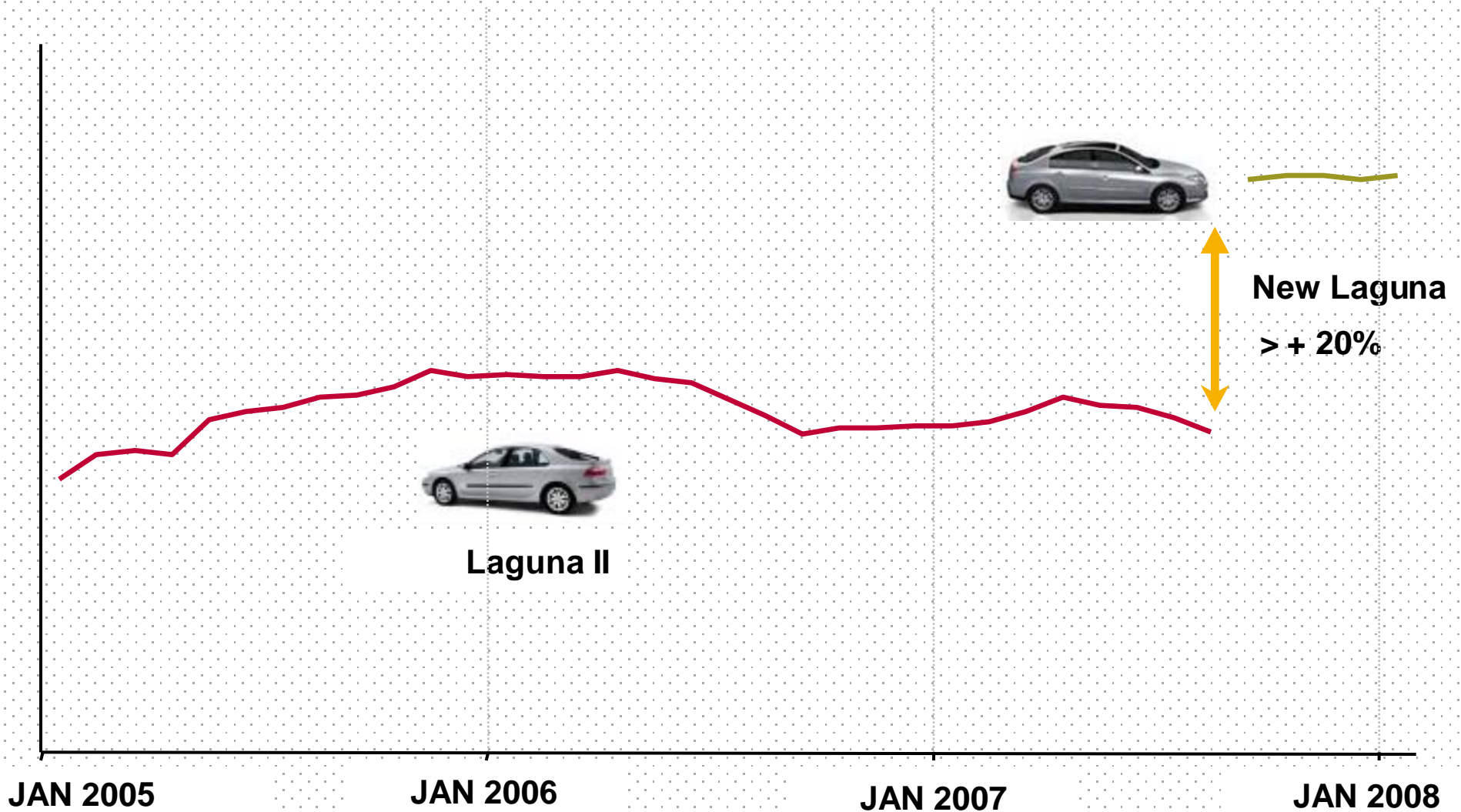
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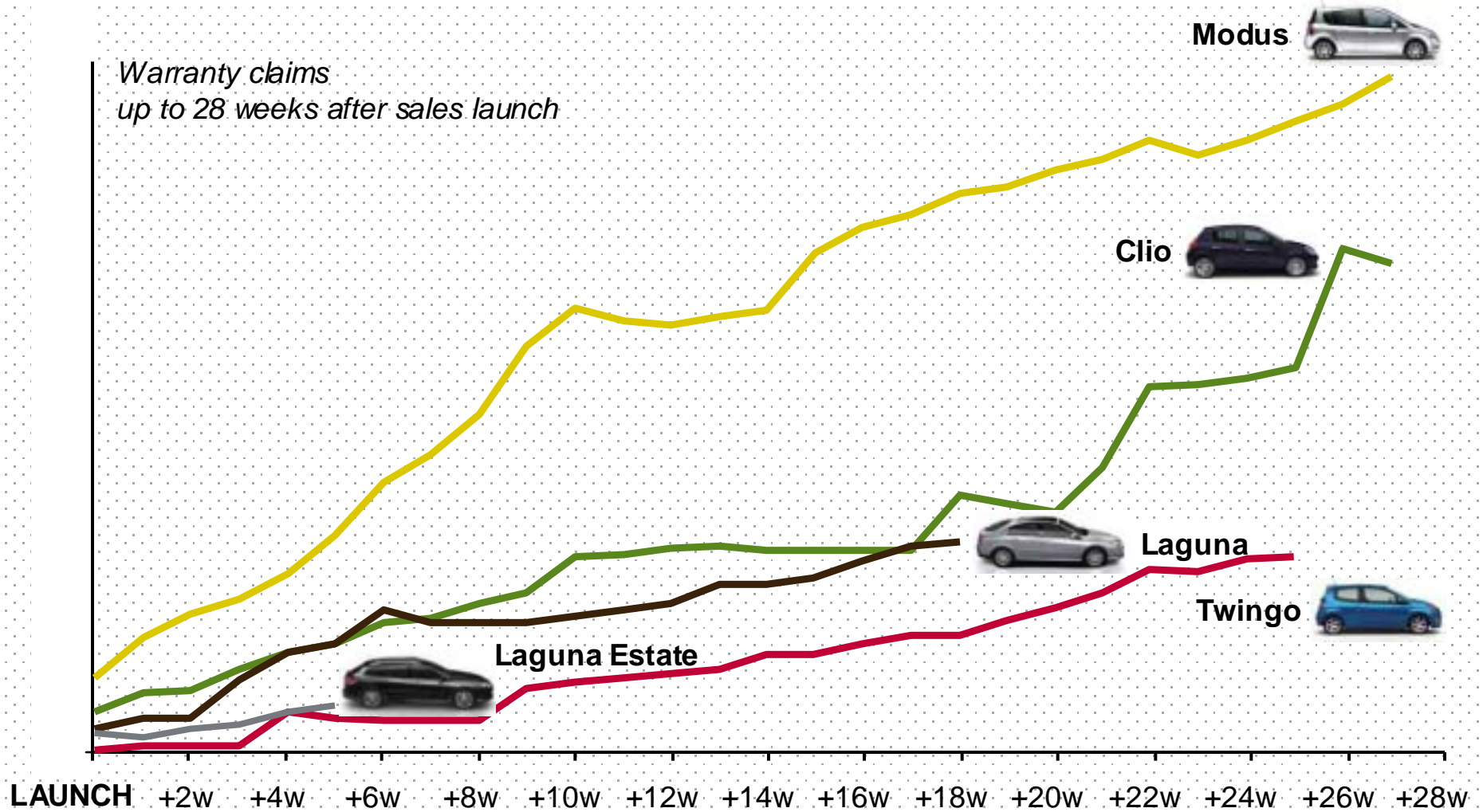


LAGUNA'S EUROPEAN NET SALES REVENUES PER UNIT



LAGUNA TOP 3 QUALITY ON TRACK

Warranty claims
up to 28 weeks after sales launch



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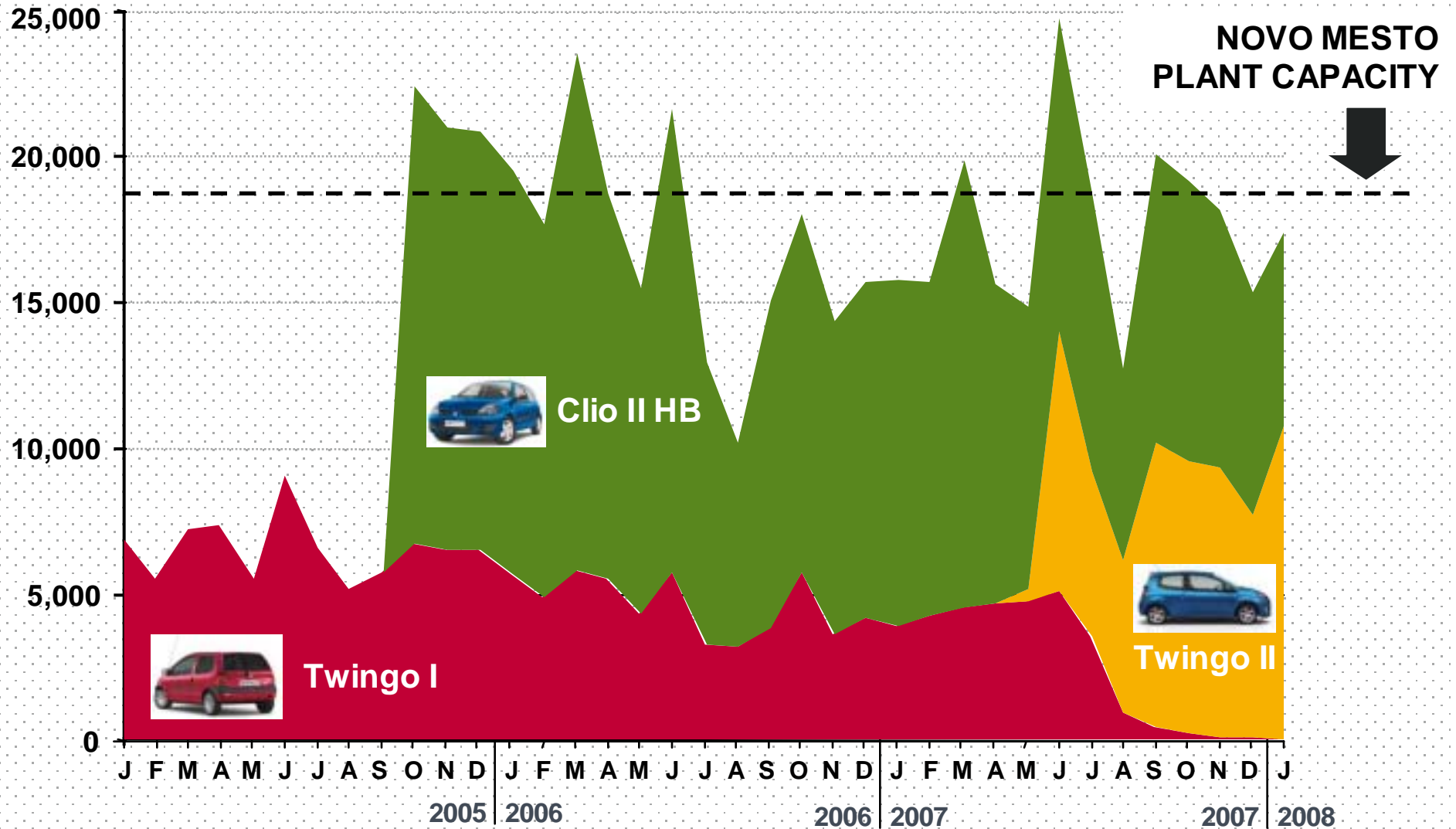
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RENAULT 'A' SEGMENT SALES IN EUROPE SINCE 2005



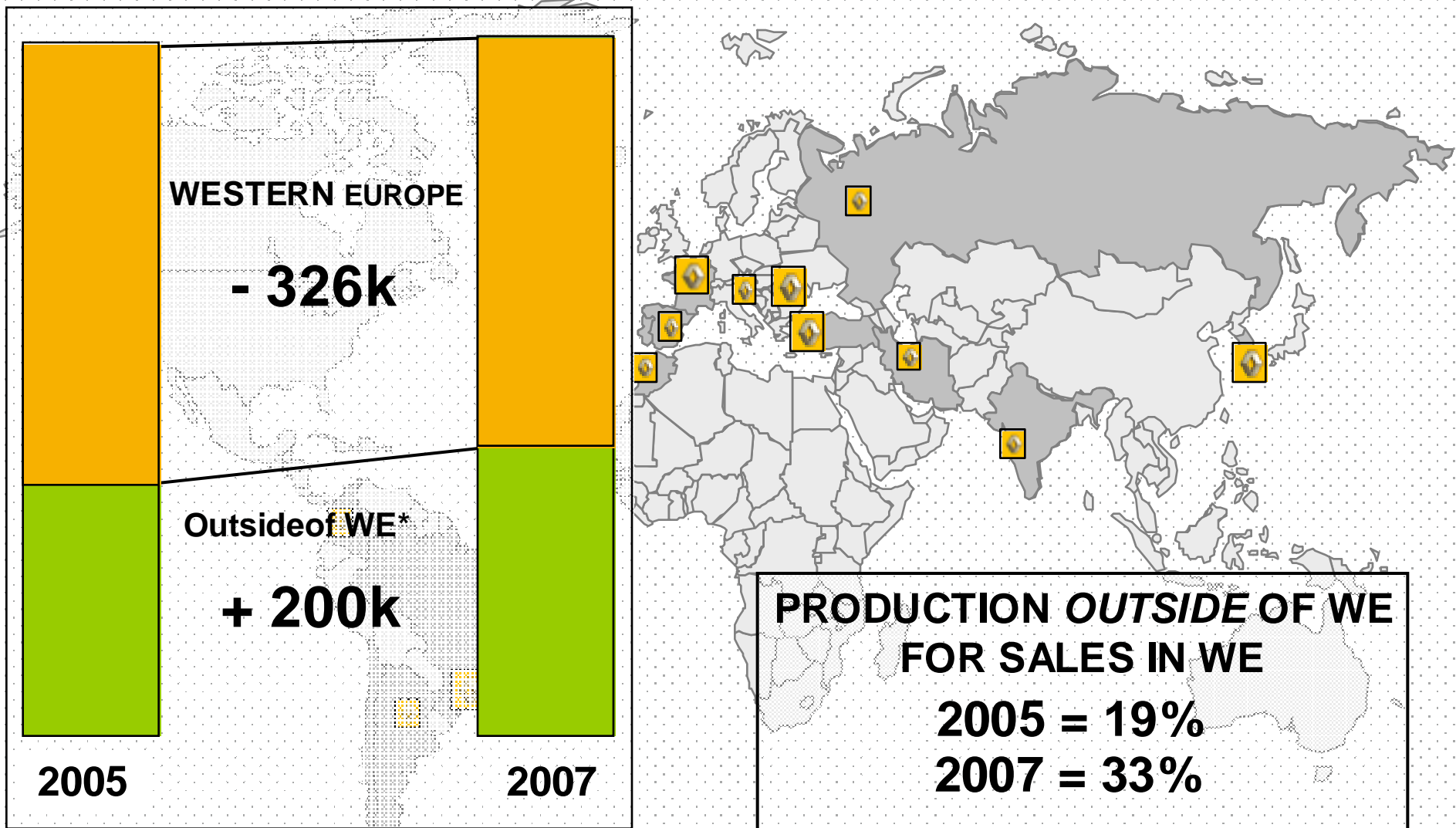
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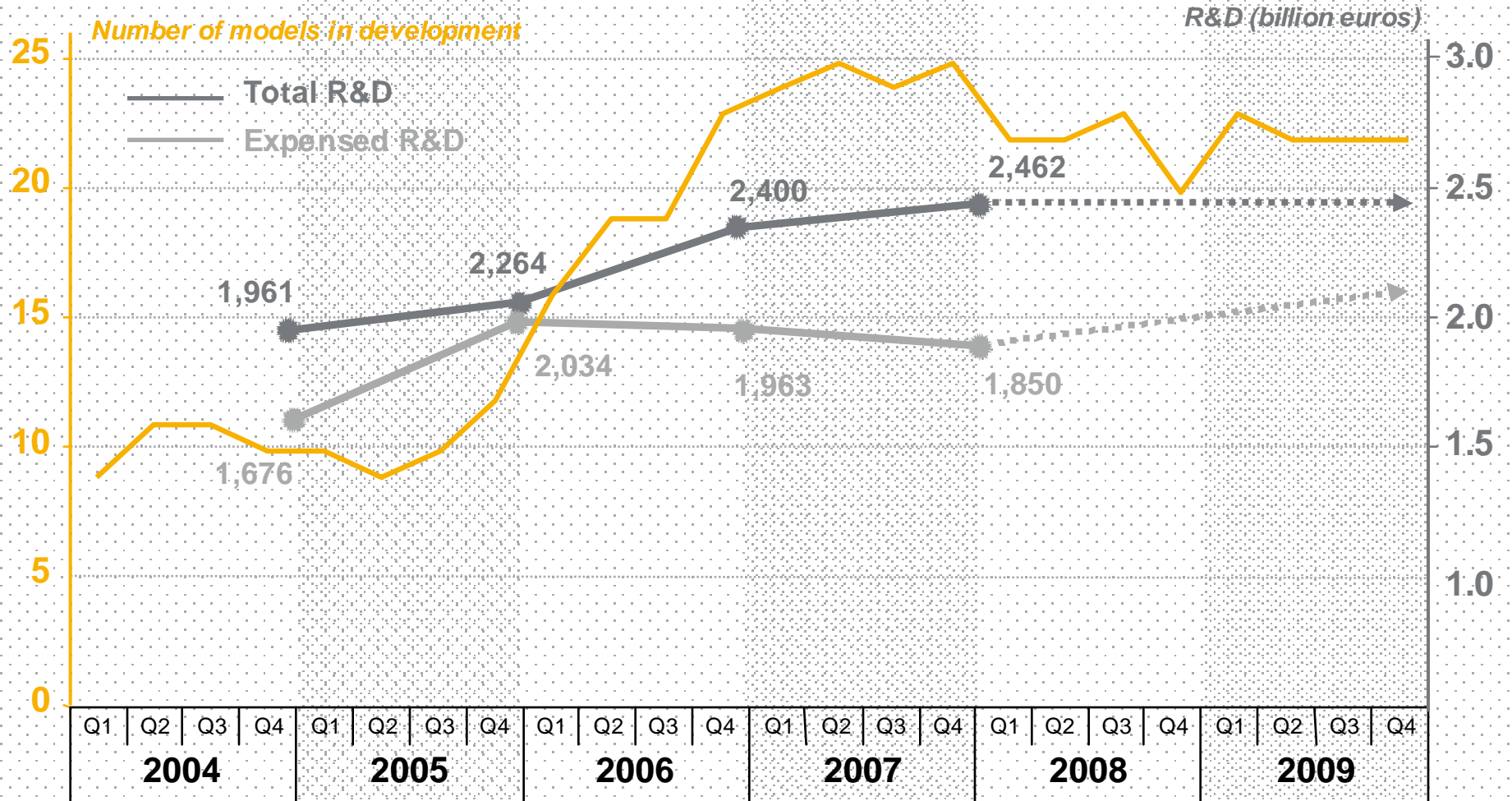
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CAPACITY OF RENAULT PLANTS



R&D EXPENSES TO CONTINUE THE PRODUCT OFFENSIVE



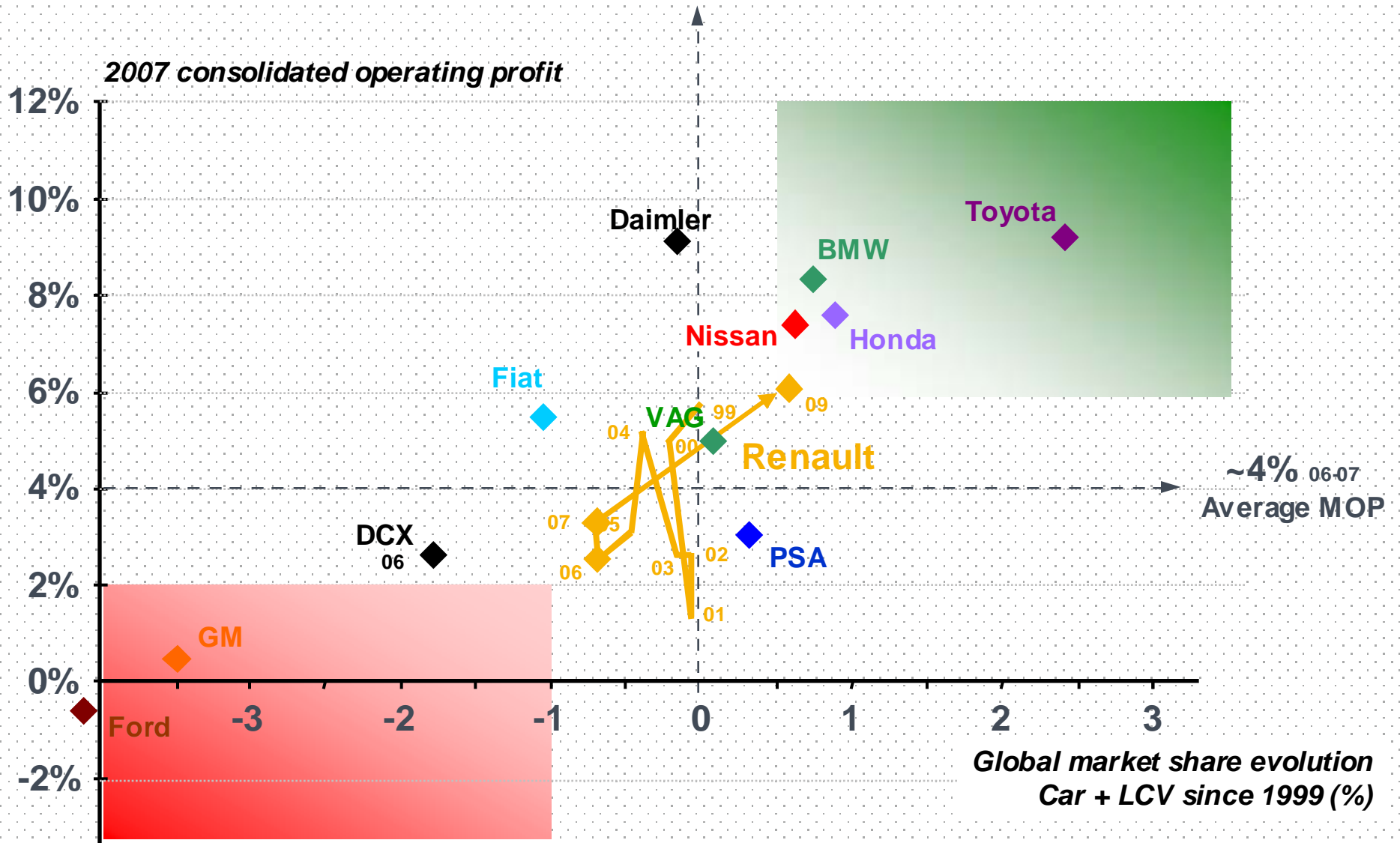
02

OUTLOOK FOR 2008 AND BEYOND

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



THE ROAD TO RENAULT COMMITMENT 2009



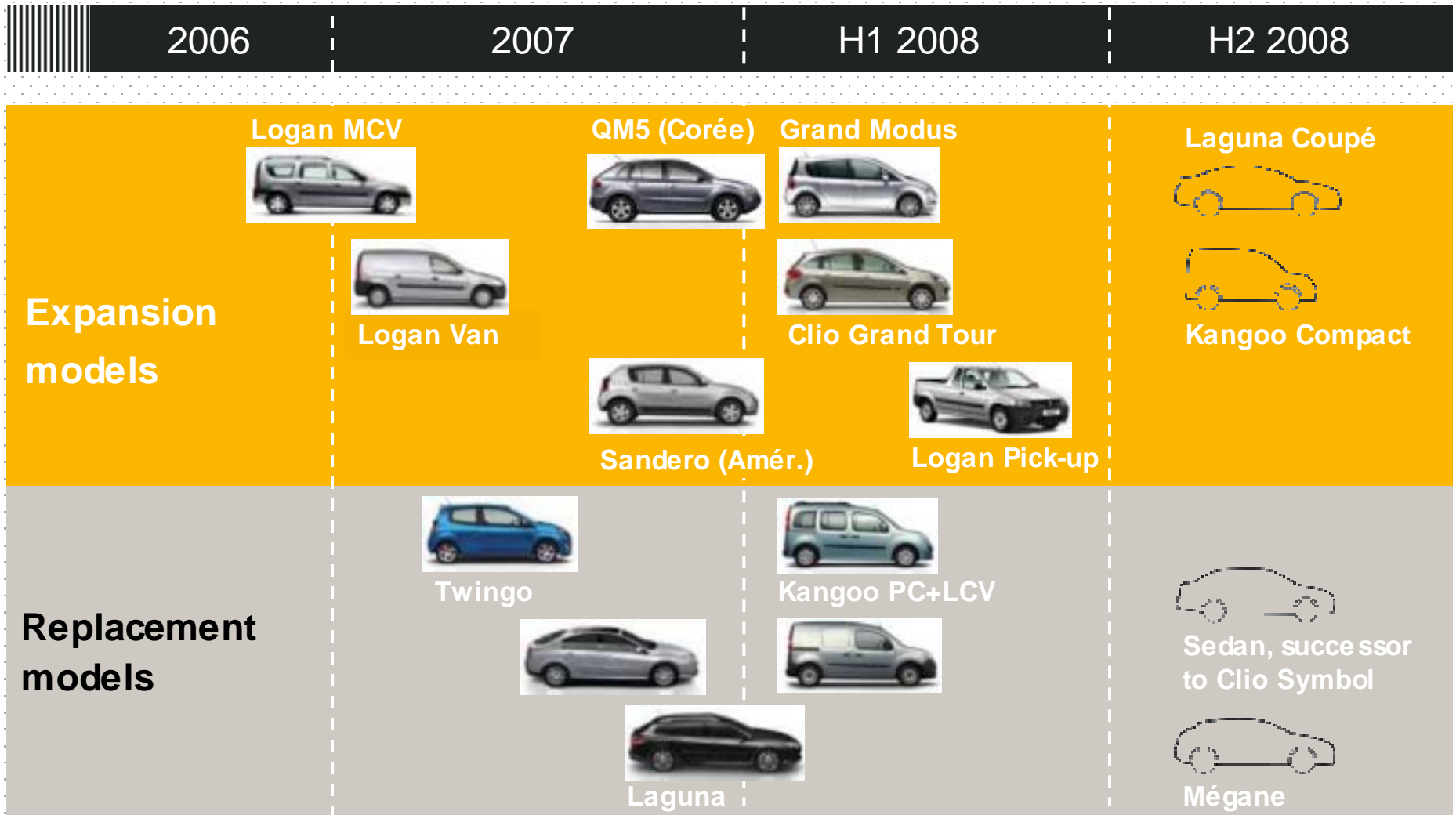
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THE PRODUCT OFFENSIVE 2006-2008



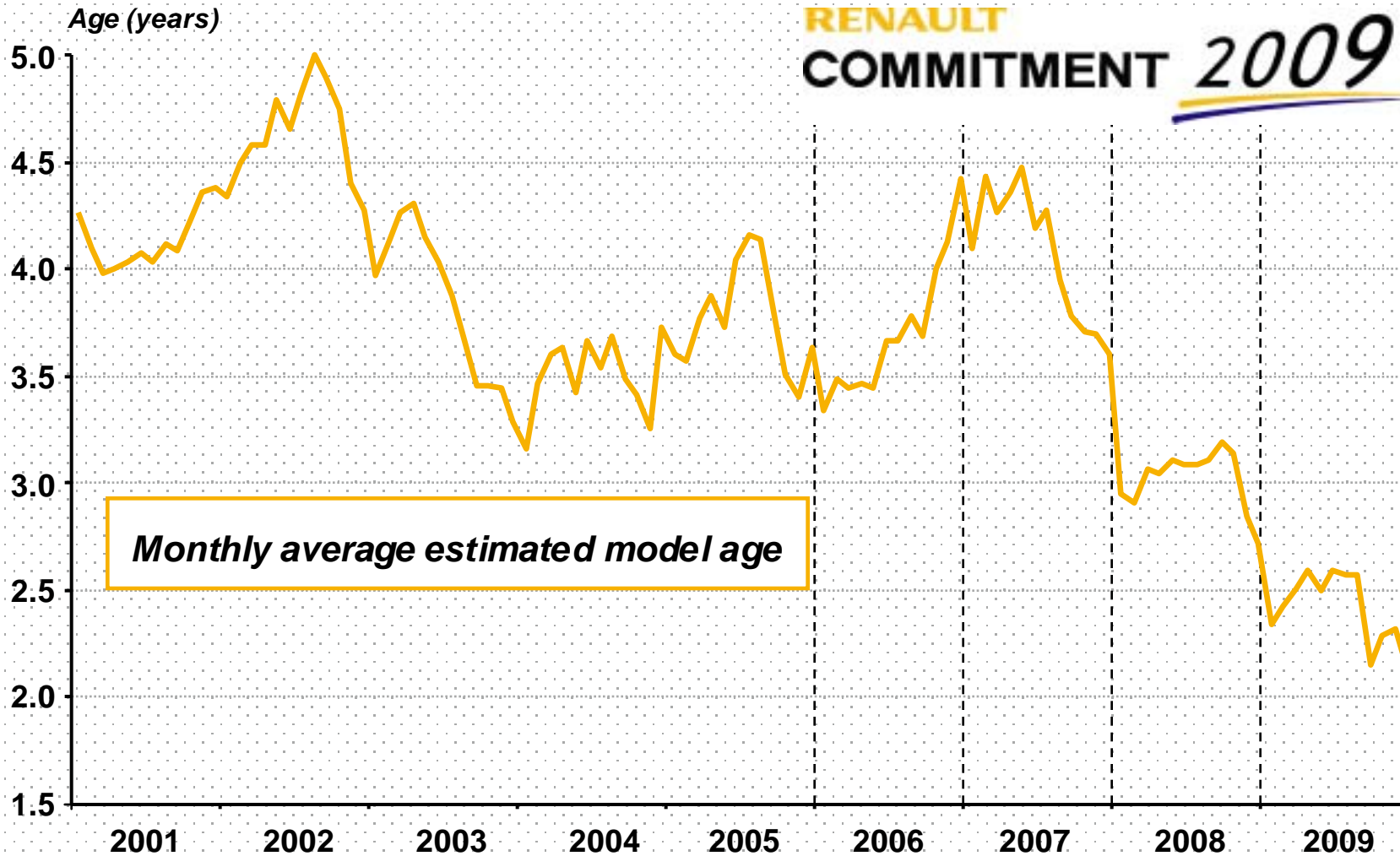
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YOUNGER MODEL RANGE FOR GROWTH IN EUROPE



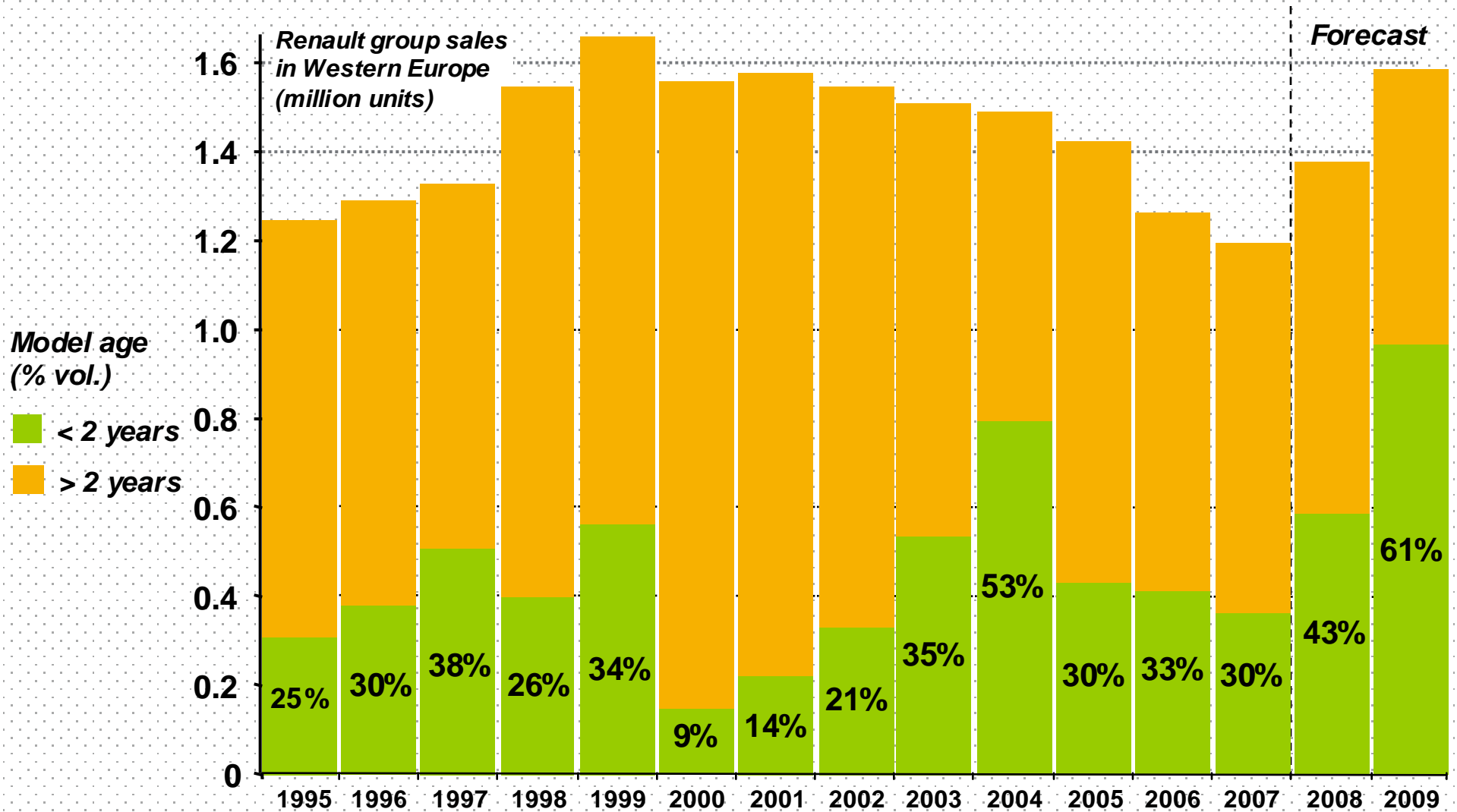
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CONDITIONS UNITED FOR GROWTH IN EUROPE REJUVENATED SALES



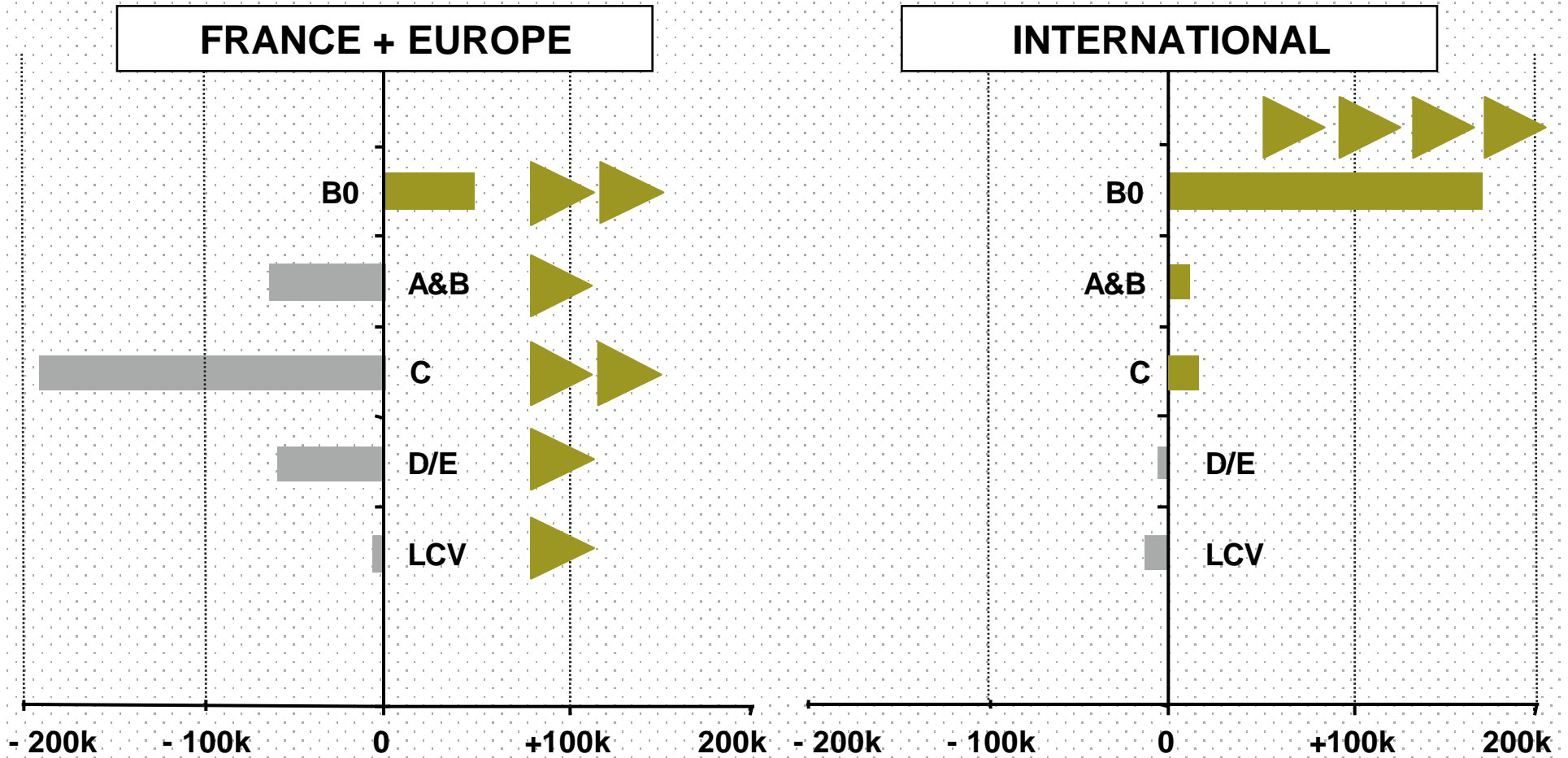
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2008-2009 FORECAST FOR SEGMENT SALES VARIATION





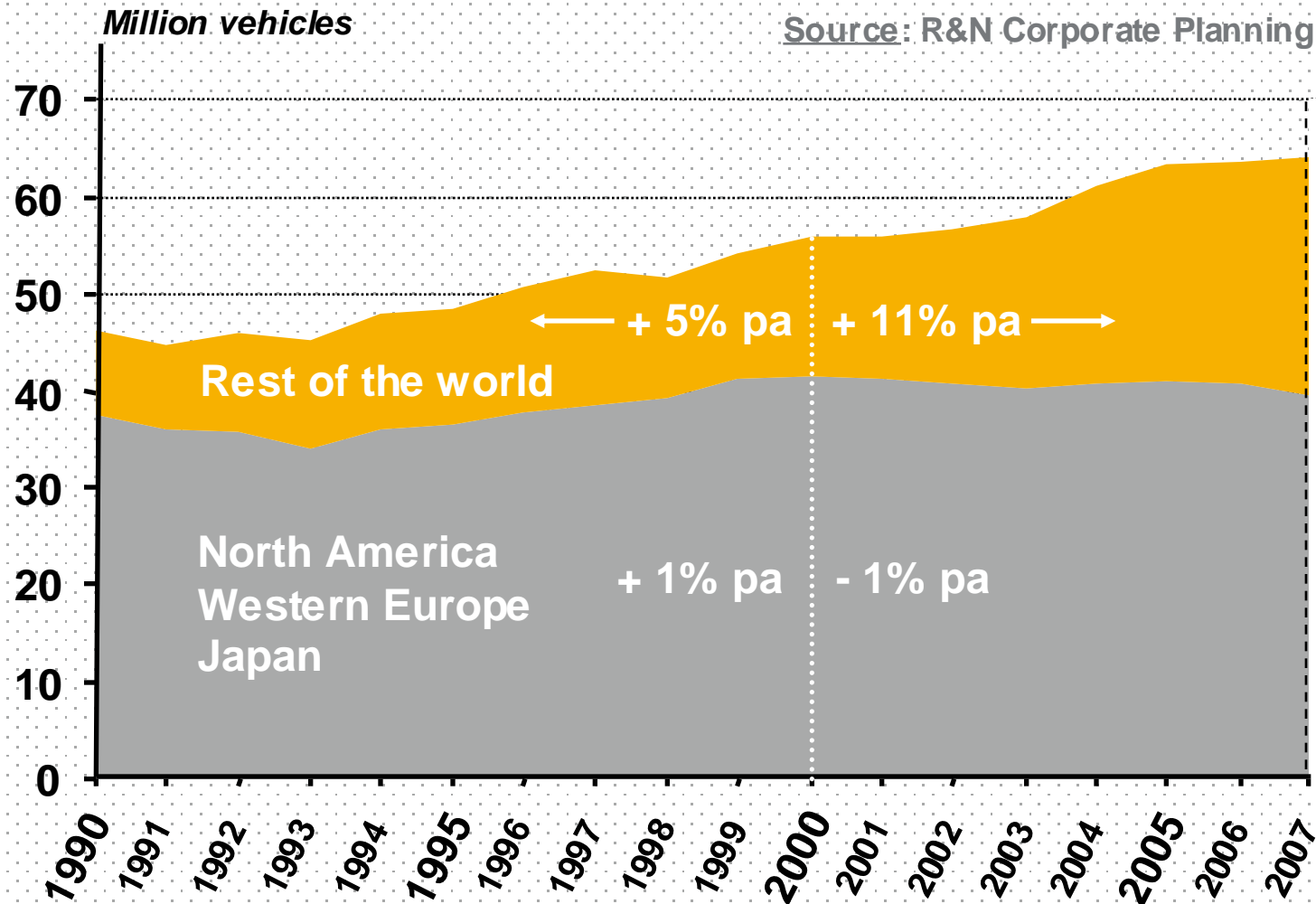
02

OUTLOOK FOR 2008 AND BEYOND

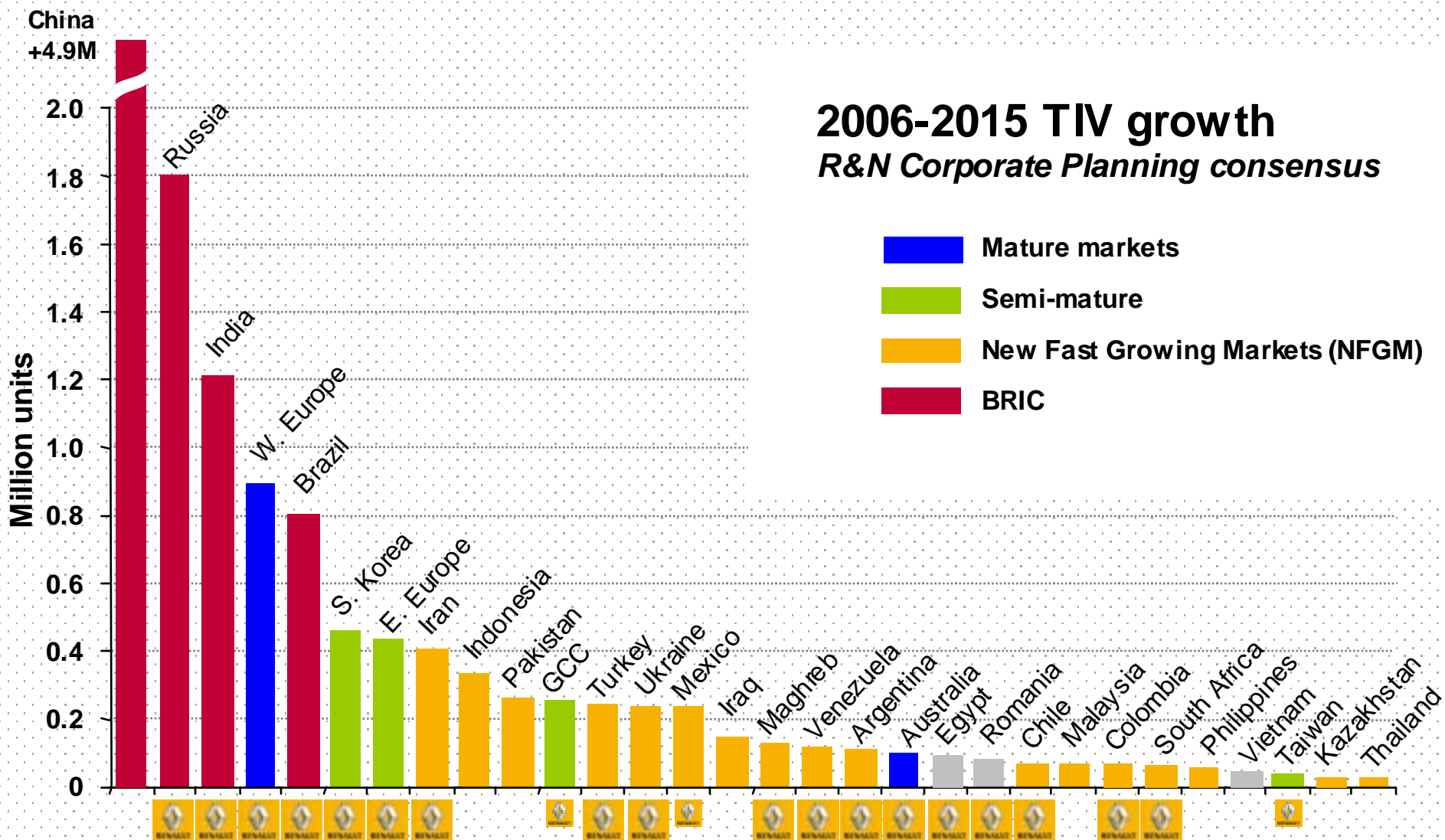
- Our strategy
- Growth in Europe
- Growth outside of Europe



WHERE THE GROWTH IS... IN NON-MATURE MARKETS



WHERE THE GROWTH WILL BE...



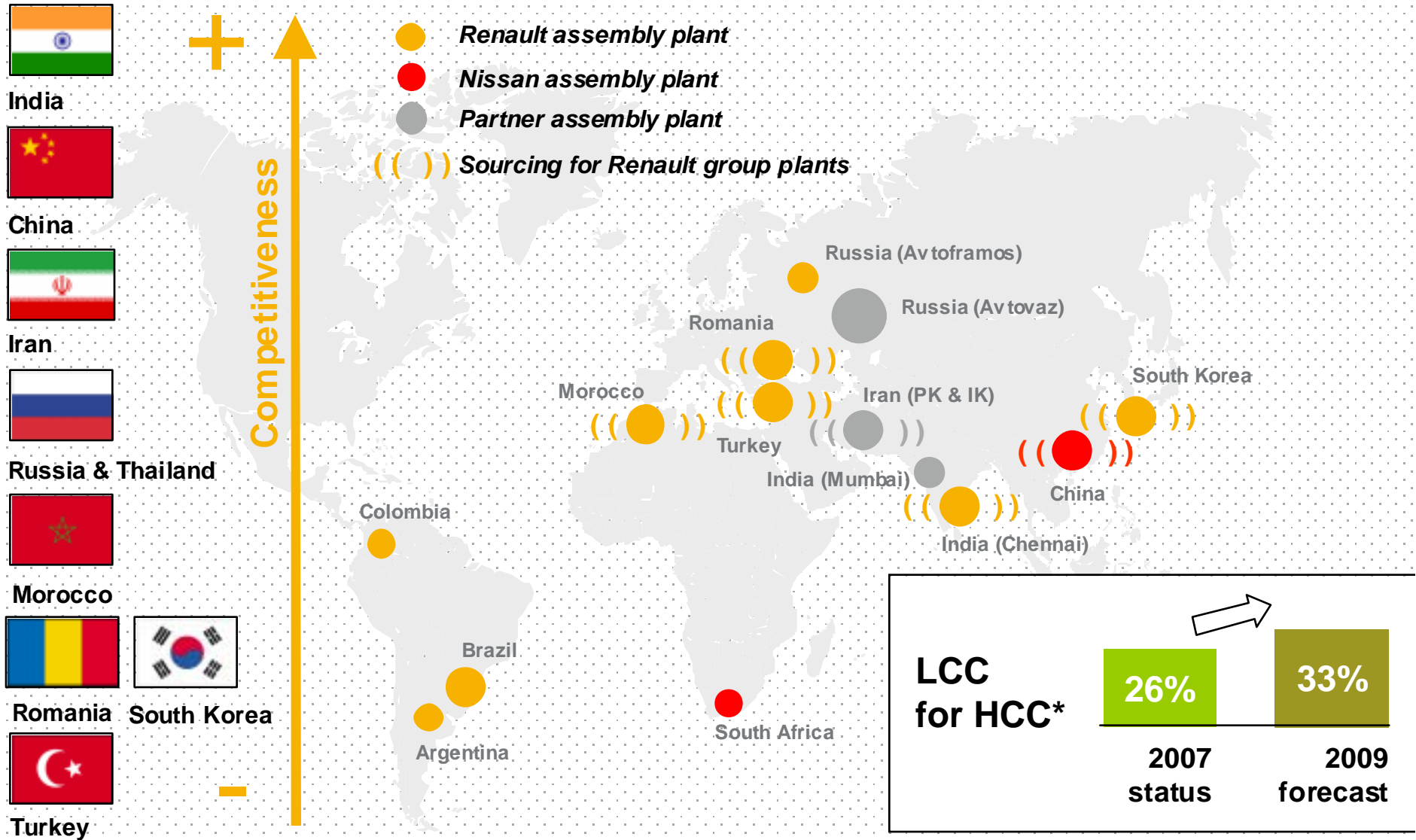
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COST COMPETITIVENESS: TODAY & TOMORROW



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*LCC: low cost countries
HCC: high cost countries

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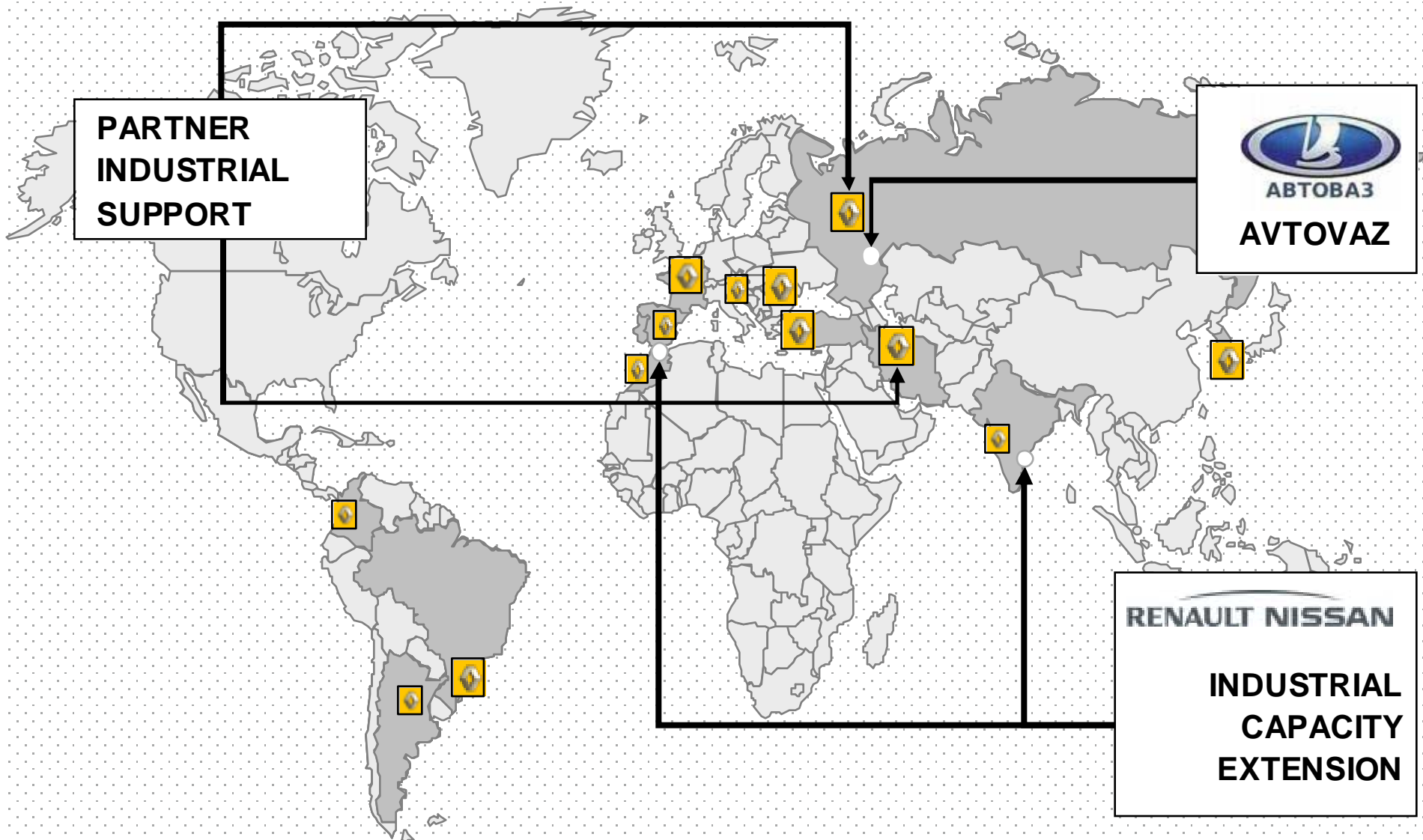


710k vehicles output in 2009. 1.7 million cars in 2010.



- Rejuvenate the Lada brand in a booming Russian market
- Leverage economies of scale
 - on B0 platform
 - on Powertrains
- Optimize existing production capacity and Use it
- Create the most cost-competitive base in Russia

ALLIANCE EXTENSION ON INTERNATIONAL OPERATIONS



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03 CO₂ UPDATE

CO₂ REDUCTION: A GLOBAL ACCELERATION

- CO₂ is key driver of environmental policies
- The EU is most severe on CO₂ regulation and taxes
- The US had to accelerate on CO₂
- Outside EU, dieselization is on the move

CUSTOMER VALUE OF CO₂ REDUCTION

Fuel consumption



Energie	Personenauto
Fabrikant Model	RENAULT Regato II (5 deurs) 1.5 dCi
Brandstof	Diesel
Brandstofverbruik	4,6 liter / 100 km <small>= 1.000 op 21,7 km</small>
Zuinig	A
Oruzinig	
CO ₂ -uitstoot	120 gram/km

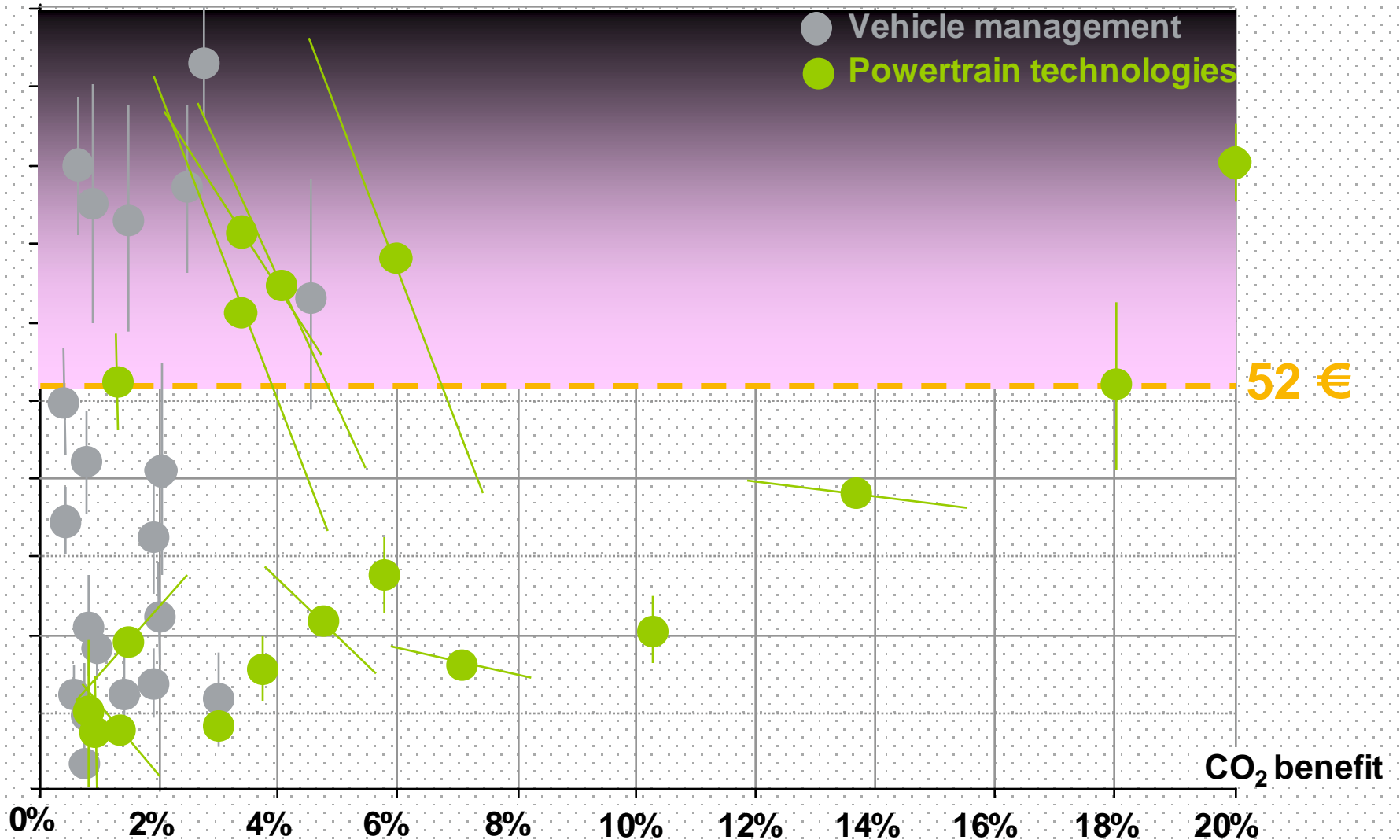
1g CO₂/km

2012 average customer value:
52 €/g

CO₂ National Taxations

WHAT TECHNOLOGIES MAKE SENSE?

Technology's customer value per g of CO₂ saved

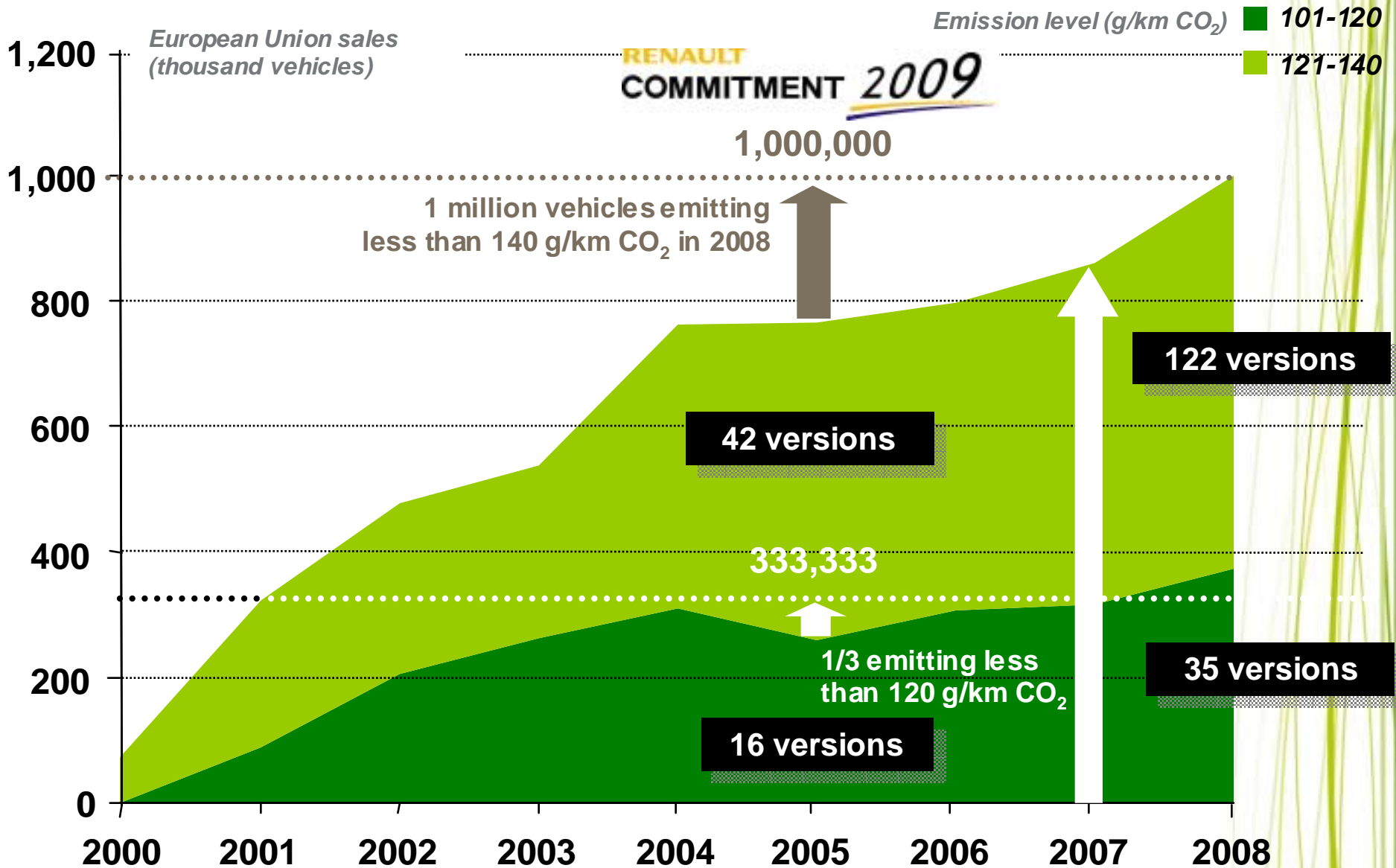


Reference: Scenic Diesel and Gasoline 2006 MY technologies



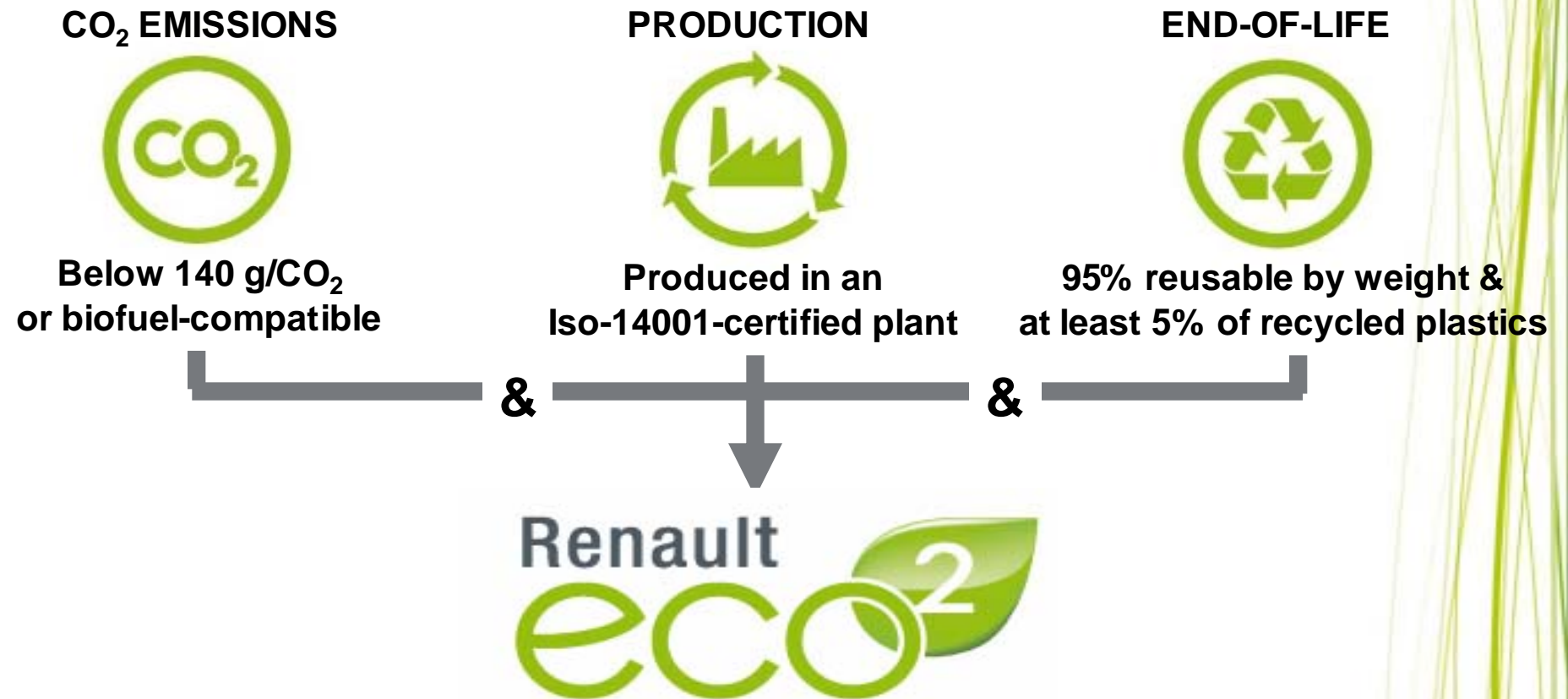
ENVIRONMENT

A WIDE OFFER UNDER 140 g/km CO₂



eco²

3 CRITERIA FOR ECOLOGICAL & ECONOMICAL VEHICLES

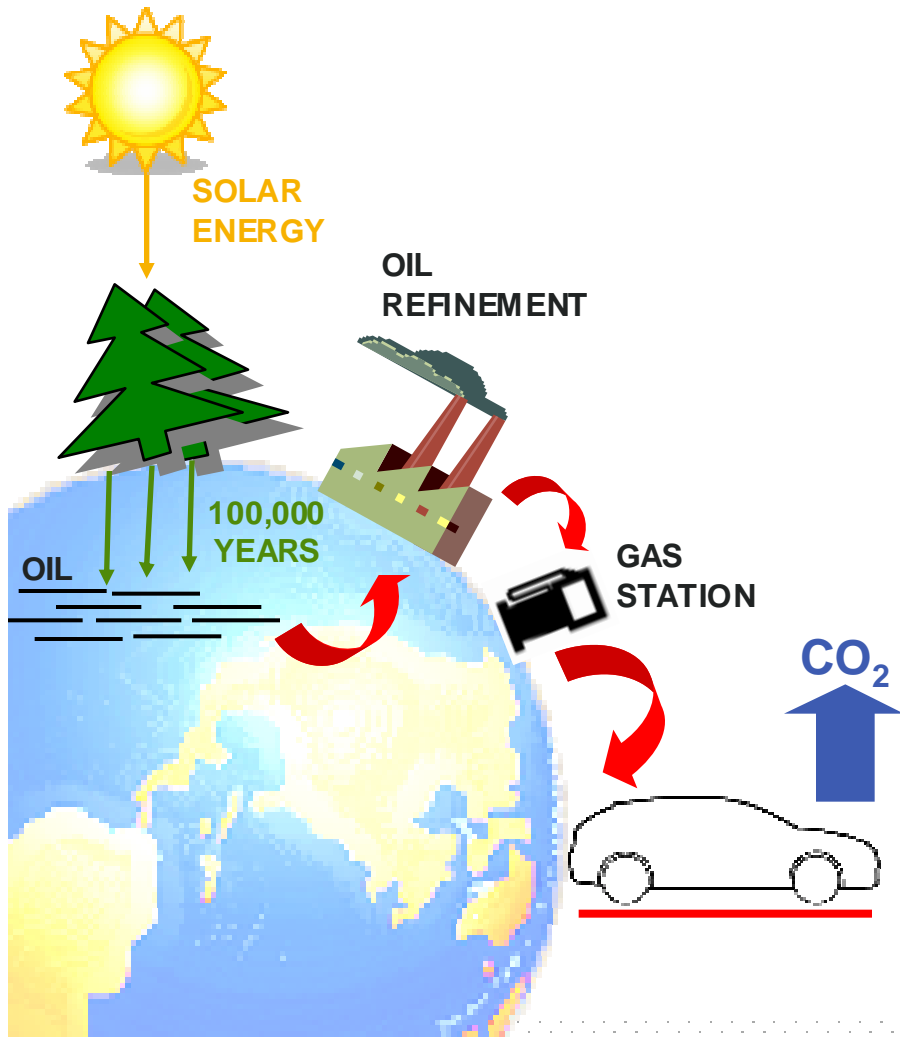


Low fuel consumption, tax management, affordability
to a wide majority of customers supported by the ecological efficiency.

Ecological & Economical



CHANGE FROM OIL CYCLE



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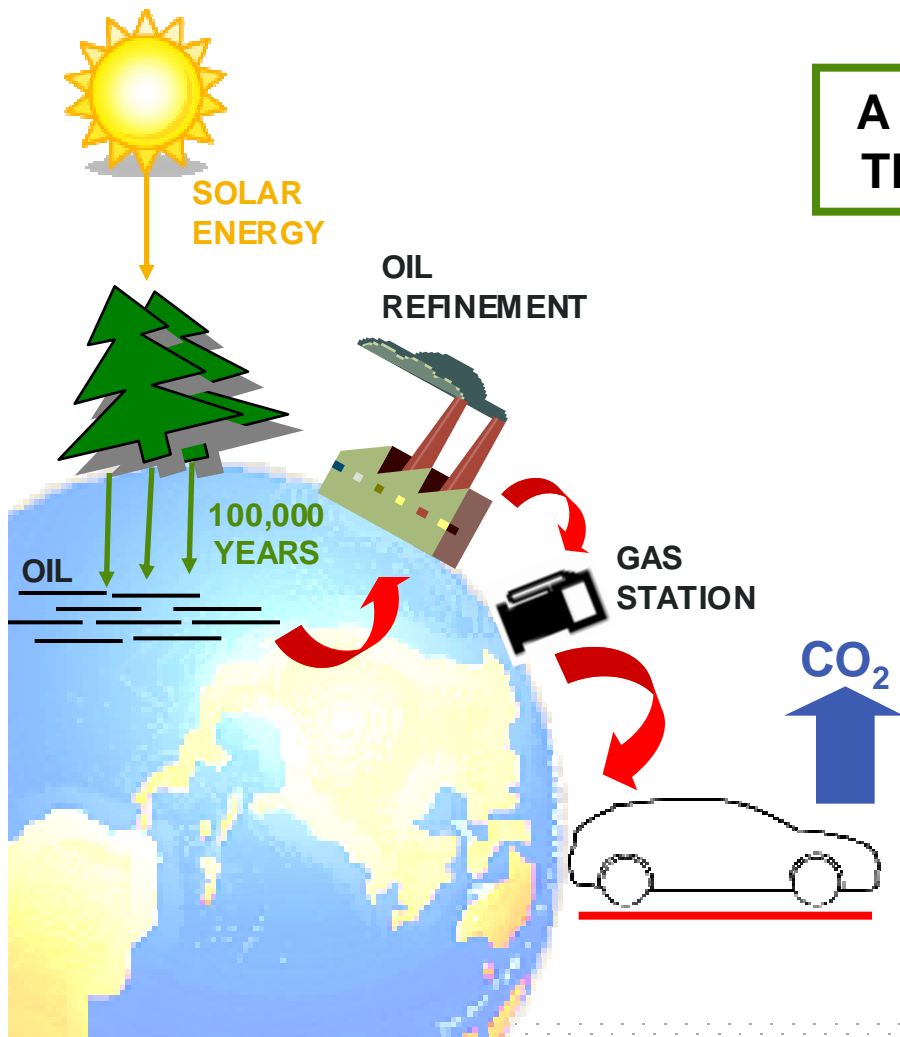
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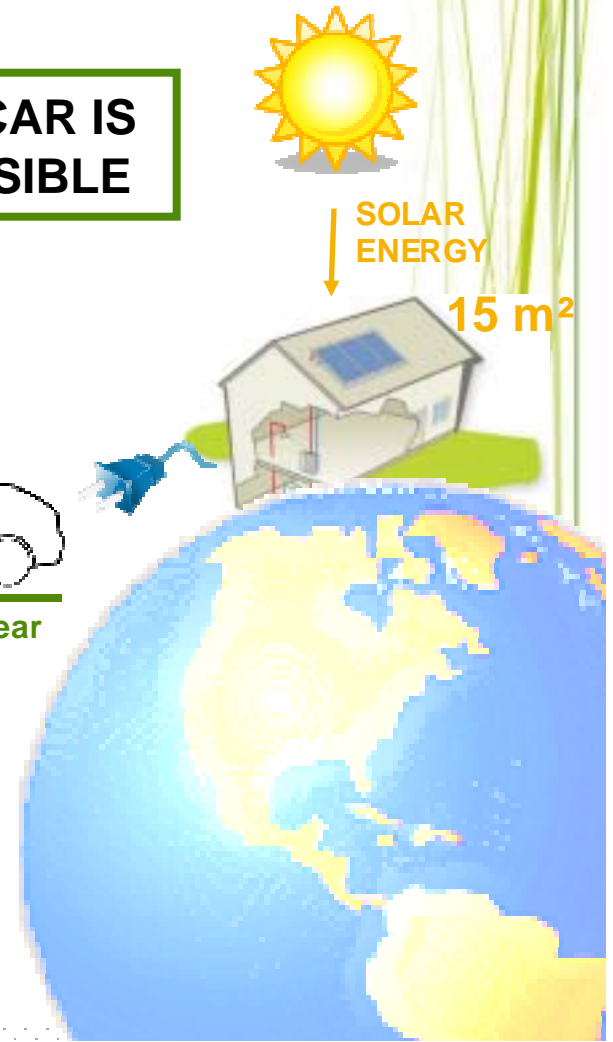
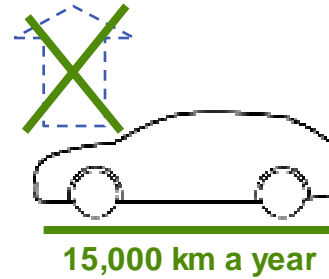


CHANGE FROM OIL CYCLE TO SOLAR CYCLE

A ZERO EMISSION CAR IS TECHNICALLY FEASIBLE



Zero emission



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CO₂ EMISSION REDUCTION IS A CHALLENGE AND AN OPPORTUNITY FOR RENAULT

- **Kaizen:**

- Compact cars
- Efficient diesel
- Downsized gasoline turbo

- **Breakthroughs:**

- Electric Vehicle
- Hybrid electric vehicle
- Fuel cells

- **RENAULT NISSAN leverage**

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- **QUALITY**

Next 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.

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QUESTIONS & ANSWERS

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EVP, PLANNING & ASIA AFRICA

Koleos



New Kangoo PC



New Kangoo LCV



Grand Modus



Clio Grand Tour



Logan Pick-up



Kangoo Express Compact



Laguna Coupé Concept

