

# H1 2006

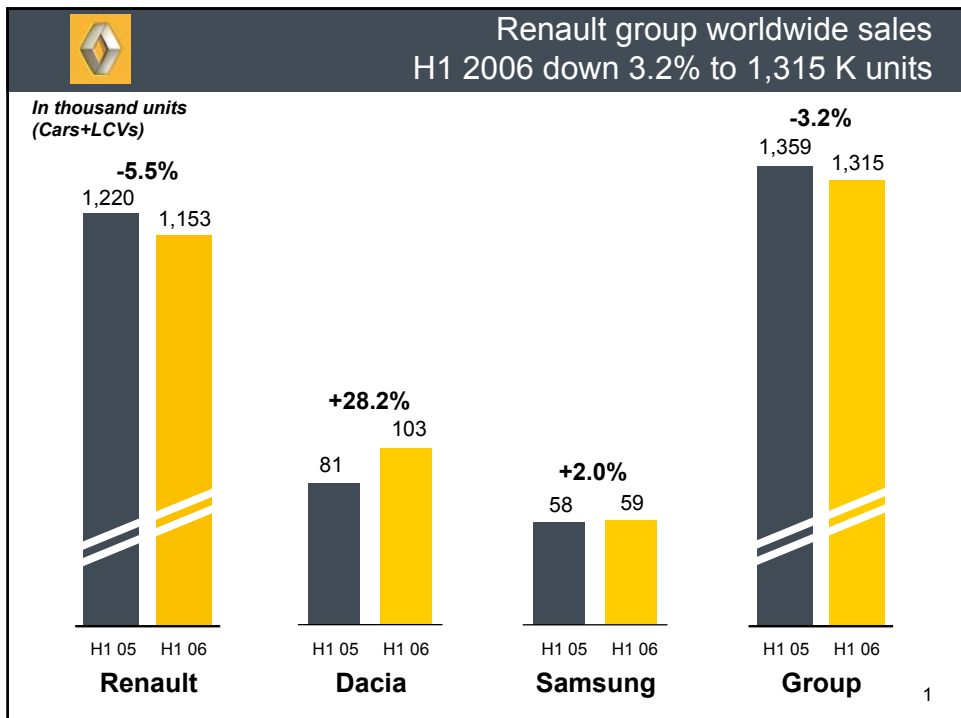
## Financial Results

July 27th, 2006



RENAULT

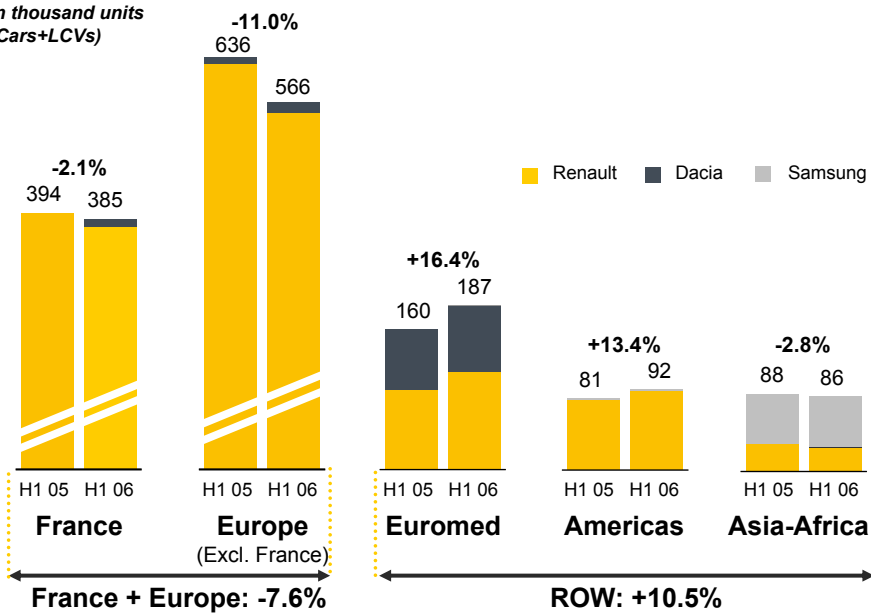
Carlos Ghosn, CEO





# Renault group worldwide unit sales down 3.2%

In thousand units  
(Cars+LCVs)



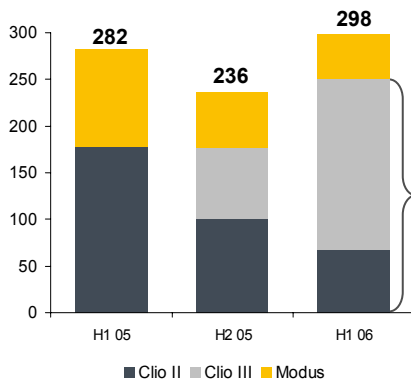
2



# Leader in the B segment

Registrations in thousand units  
Passengers cars

Renault's offer in the B Segment  
in France + Europe:  
Clio II (incl. Thalia), Clio III & Modus



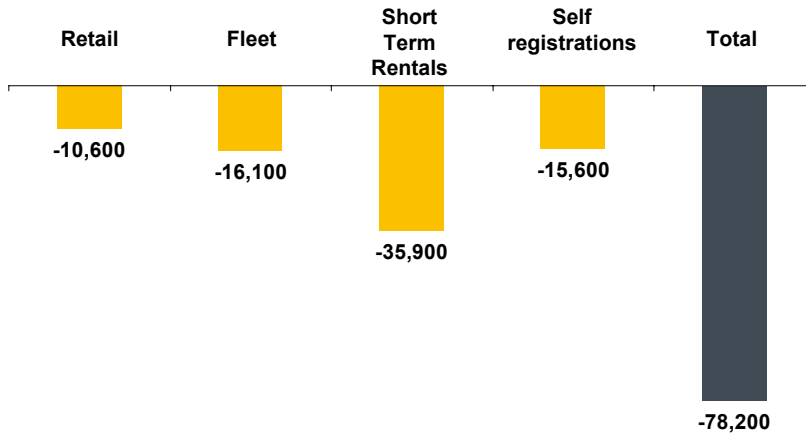
3



# Selective commercial policy

France + Europe Regions  
In units (Cars+LCVs)

Change in Renault group sales by customer channel H1 2006 vs. H1 2005

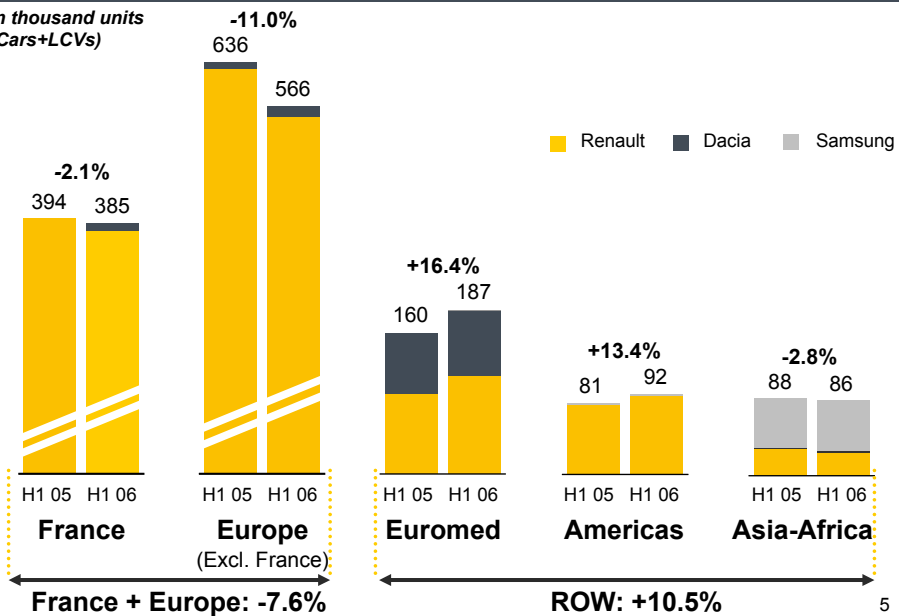


4



# Renault group worldwide unit sales down 3.2%

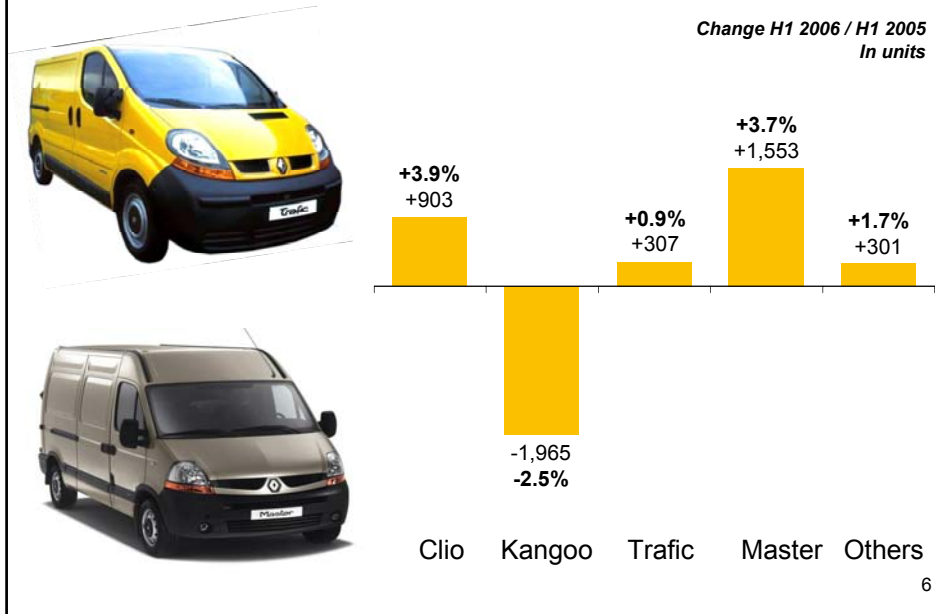
In thousand units  
(Cars+LCVs)



5



## Renault brand LCV sales in H1 06 up 0.6% to 199 K units worldwide



## Summarized results

Million euros

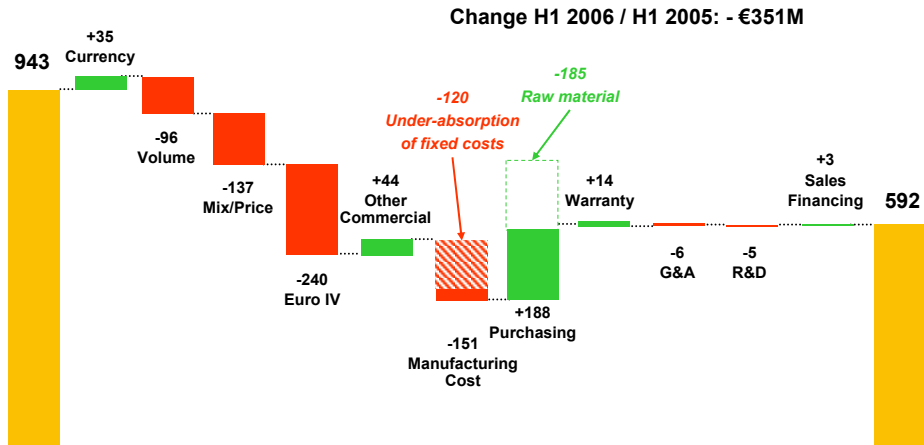
	H1 2005	H1 2006	Change (%)
Worldwide sales – in K units	1,359	1,315	-3.2%
Revenues	21,324	21,547	+0.4% *
Operating margin	943	592	-37.2%
In % of revenues	4.4%	2.7%	-1.7pts

\*On a consistent basis - (H1 2005: €21,470M)



## Operating Profit Variance Analysis

Million euros



8



## Summarized results

Million euros

	H1 2005	H1 2006	Change (%)
Worldwide sales – in K units	1,359	1,315	-3.2%
Revenues	21,324	21,547	+0.4% <sup>(1)</sup>
Operating margin	943	592	-37.2%
In % of revenues	4.4%	2.7%	-1.7pts
Other operating income and expenses	264	57	-78.4%
Associated companies	1,536 <sup>(2)</sup>	1,212	-21.1%
Net income – Renault share	2,170	1,627	-25.0%

(1) On a consistent basis - (H1 revenues 2005: €21,470M)

(2) Including €450M of non recurring profit from the transfer of Nissan's pensions to the State

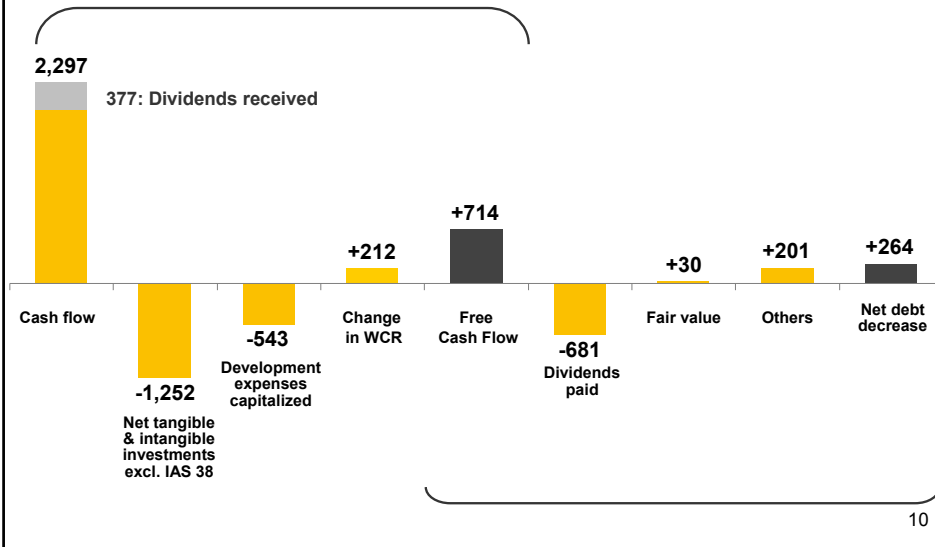
9



## Net financial debt evolution in H1 2006

Automobile Division  
Million euros

At June 30, 2006: €1,988M



10



## 3 commitments

- **Quality:**  
position next Laguna in the top three models of its category in quality.
- **Profitability:**  
6% operating margin in 2009, the highest level achieved.
- **Growth:**  
+800,000 vehicles, the strongest period of growth in the history of Renault.

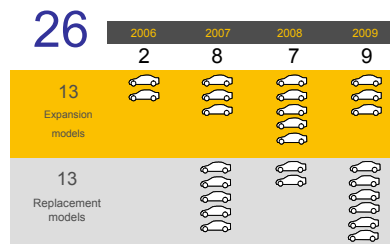
11



- Challenging environment
- Implementation of Renault Commitment 2009
- 2006 operating margin confirmed at 2.5% of revenues



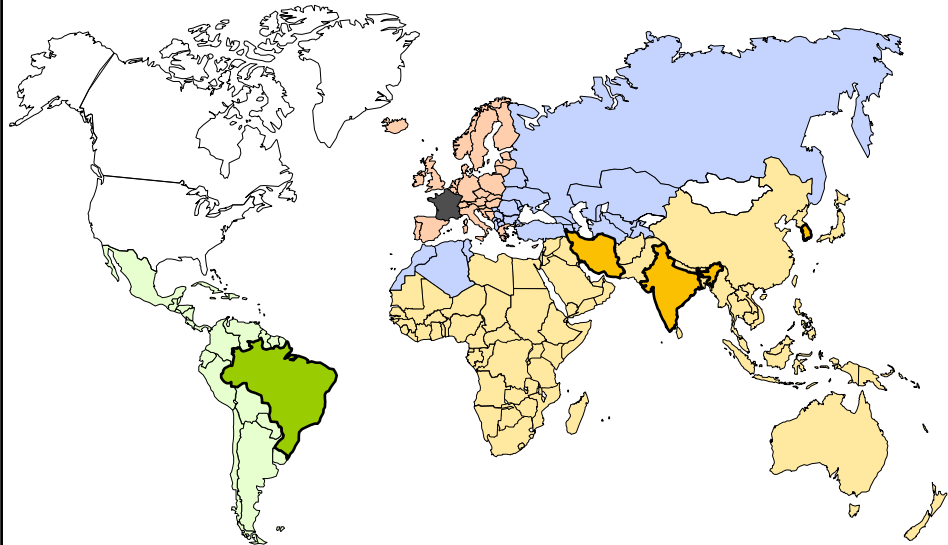
- Purchasing: -14% in 3 years
- Manufacturing: -12% in 4 years
- Logistics: -9% in 4 years
- G&A: <4% of revenues by 2009
- Distribution cost per unit in Europe: -8%
- Optimized cost of investment: target -50%



- 2007 results mainly impacted by cost reduction plans
- 2008 starts to benefit from product offensive



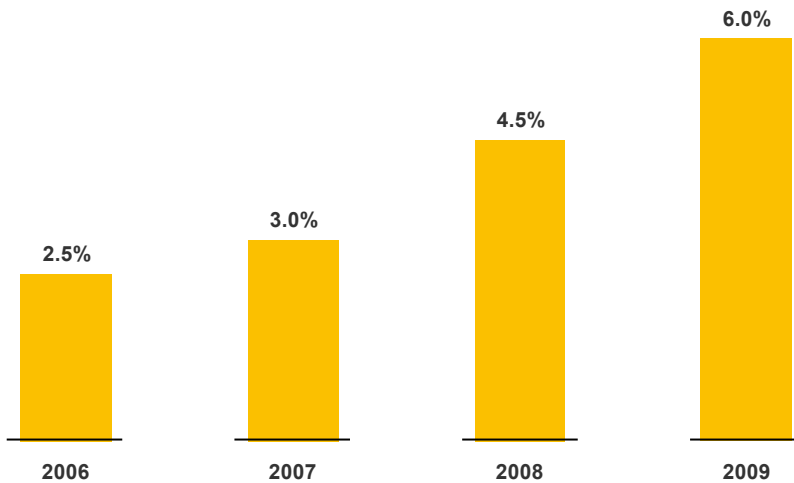
## International development



14



## Operating margin evolution 2006-2009



15

**RENAULT**  
**COMMITMENT** *2009*

The year '2009' is written in a black, italicized sans-serif font. Below it is a horizontal underline consisting of two parallel lines: a top yellow line and a bottom blue line.