

H1 2007

Financial Results

July 25th, 2007



RENAULT

Carlos Ghosn, *CEO*
Thierry Moulonguet, *CFO*



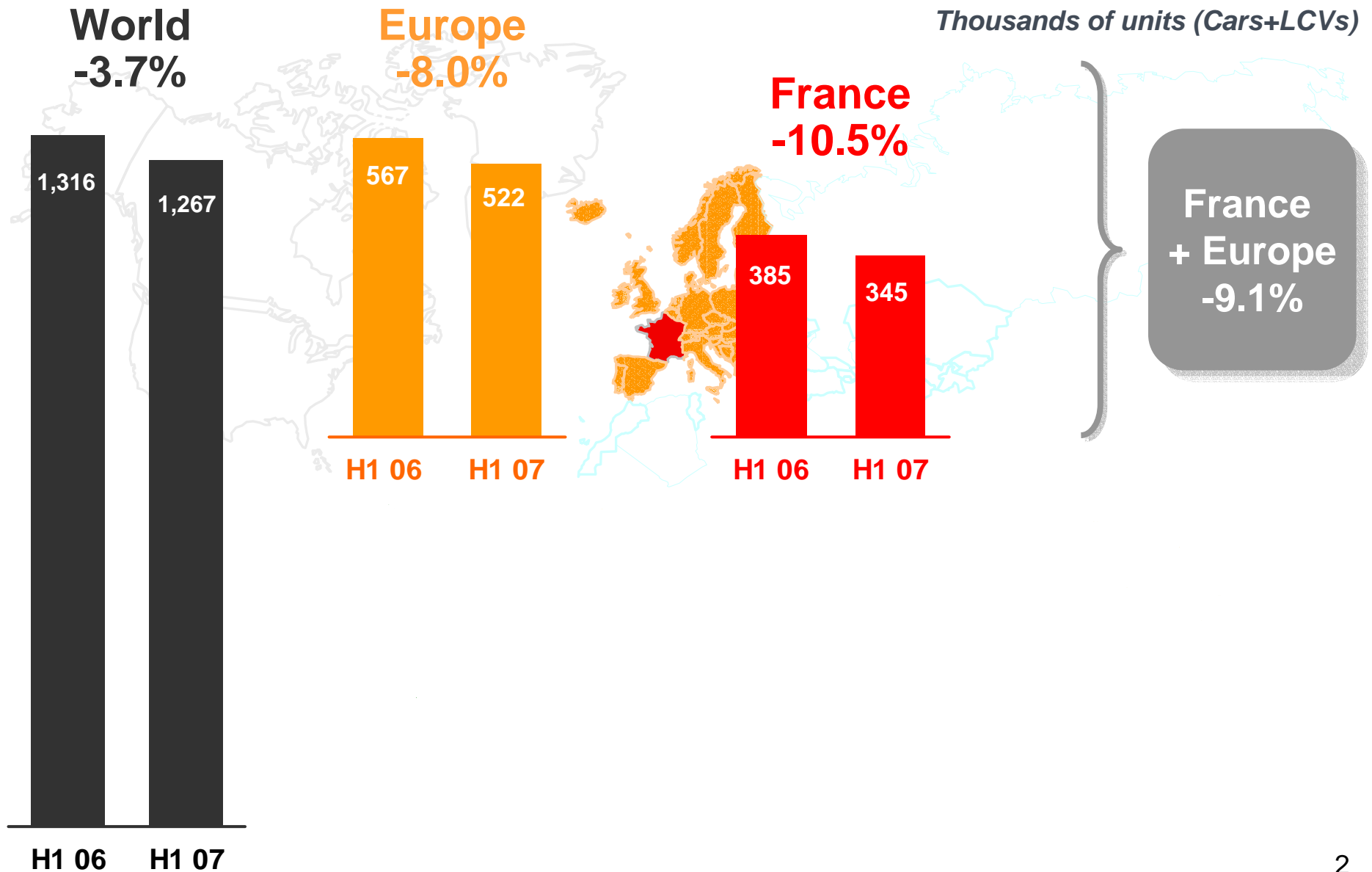
- **Unit sales decrease of 3.7%**
- **1.4% decrease in Group revenues**
- **A Group operating margin of 3.5%**
- **Automotive free cash flow of €1,339 million**
- **A net income of €1.3 billion**



Full-year outlook confirmed



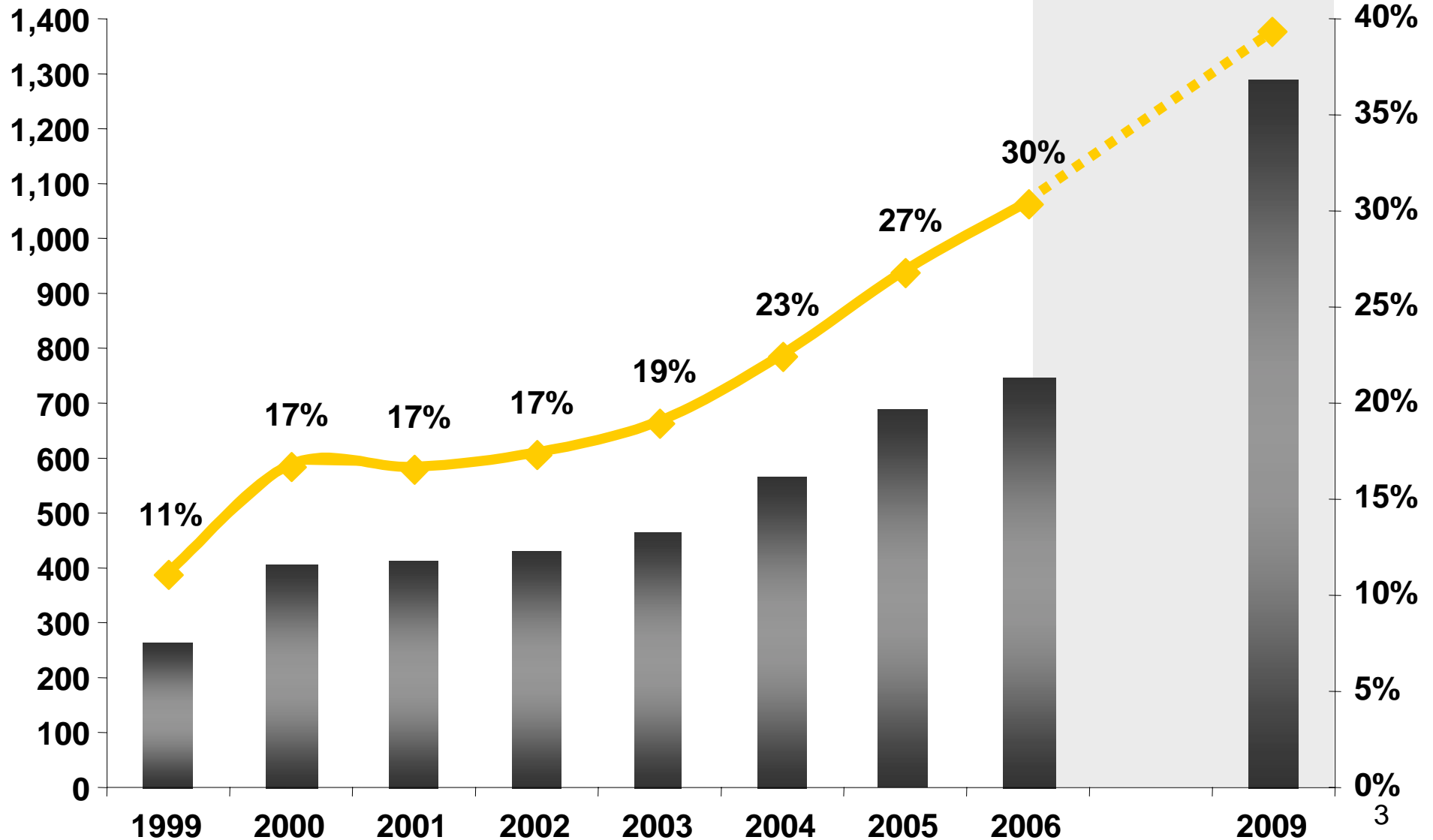
Renault group worldwide sales





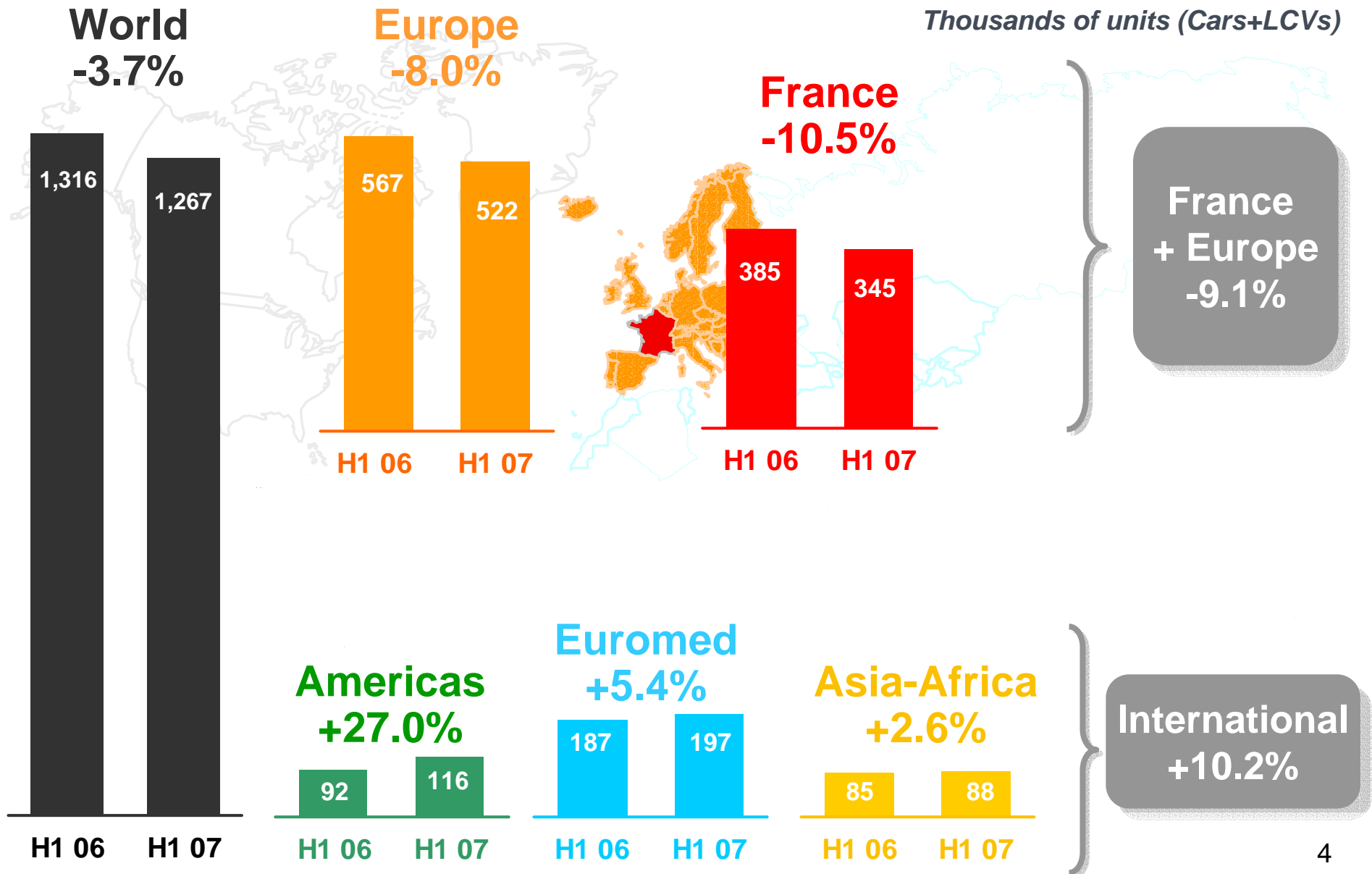
Group internationalization

Group sales in Asia-Africa + Americas + Euromed
Thousands of units (Cars+ LCVs)





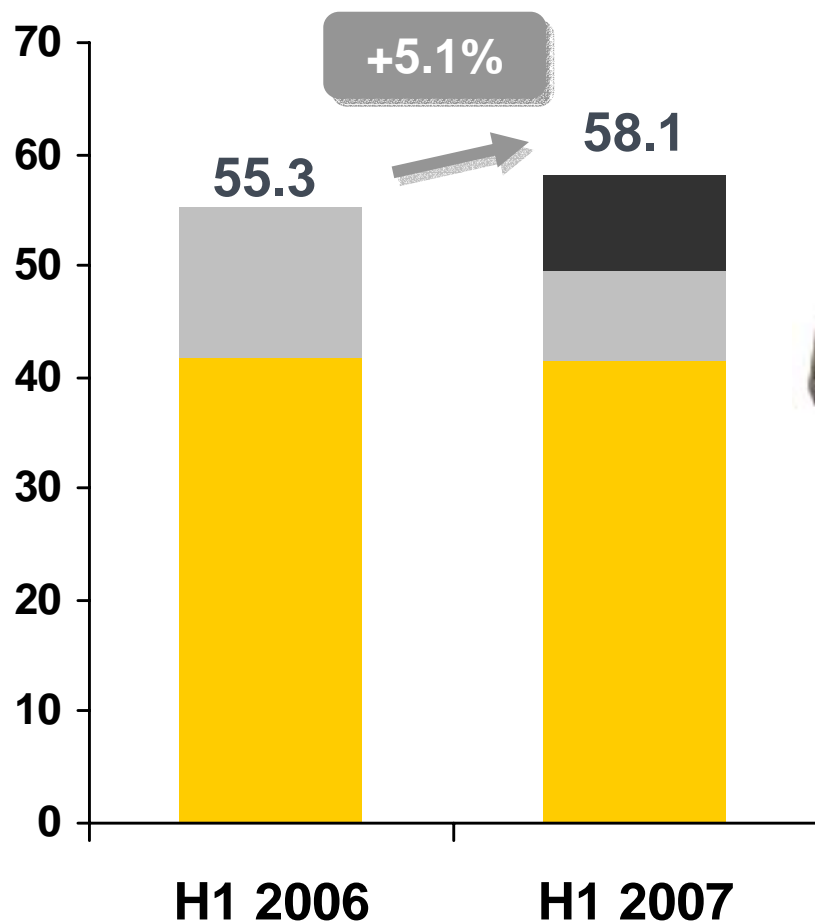
Renault group worldwide sales





Scénic II phase 2

Registrations in France - Thousands of units (Cars)



■ Grand Scénic 5 seats



■ Grand Scénic 7 seats



■ Scénic (5 seats)



Renault brand LCV sales

France + Europe Regions – Thousands of units (Cars+LCVs)



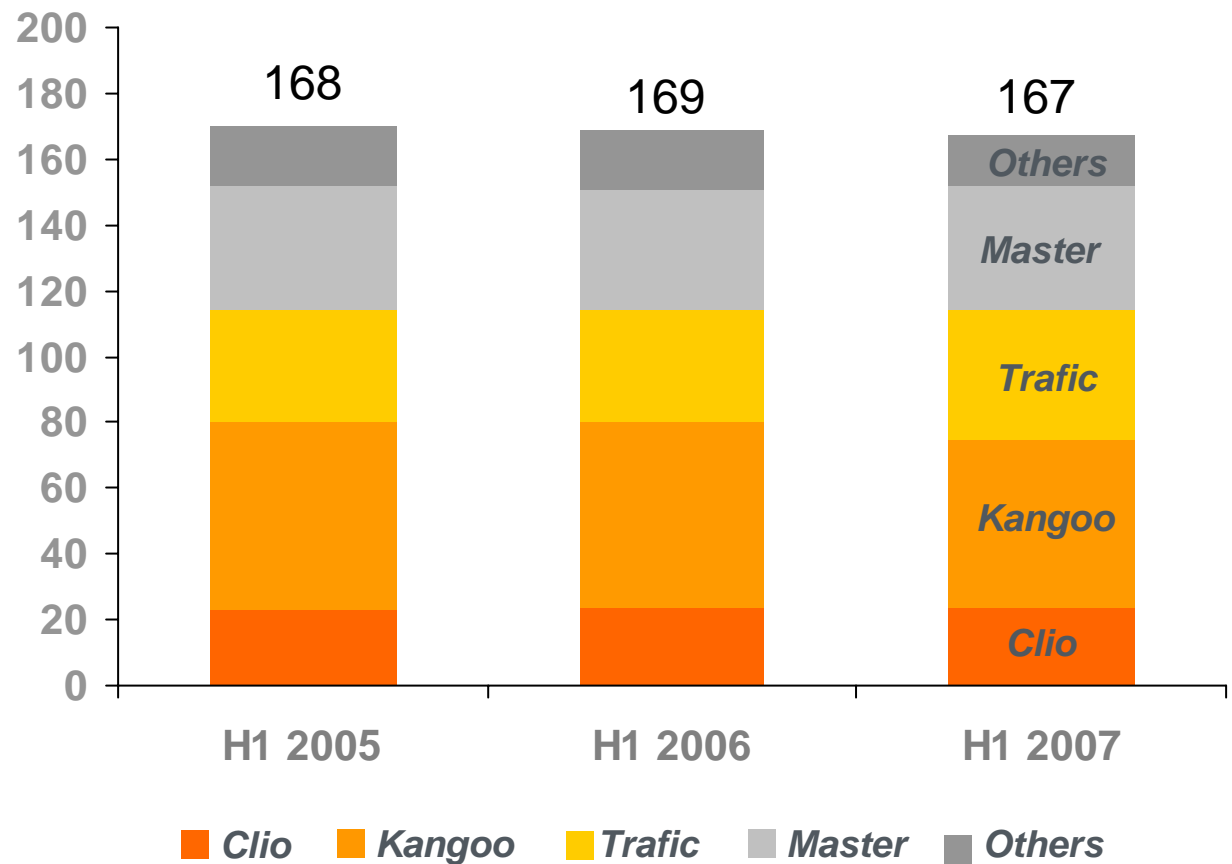
Master



Trafic



Kangoo Express





New Twingo

- An encouraging start in France, Italy and Slovenia

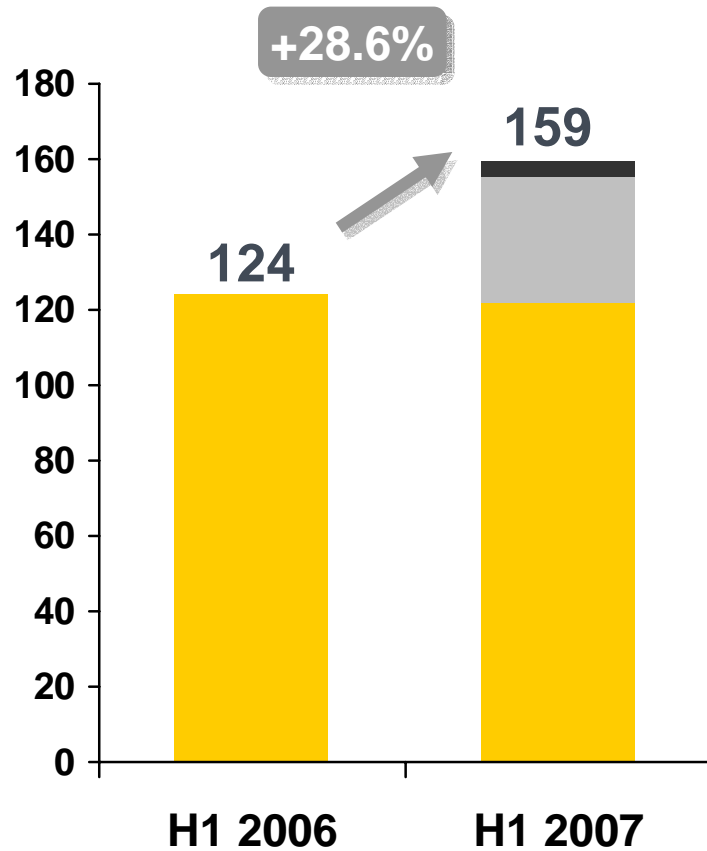


- Price range in France: from 7,990€ up to 16,200€
- Diesel engine
- Right-hand drive



Logan worldwide sales

Thousands of units (Cars+LCVs)



Logan Sedan



Logan MCV



■ Logan Sedan

■ Logan MCV

■ Logan Van



Renault group revenues by division H1 2007

In million euros

	H1 2006 restated*	H1 2007	Change
Automobile	19,871	19,567	-1.5%
Sales Financing	985	995	+1.0%
TOTAL	20,856	20,562	-1.4%

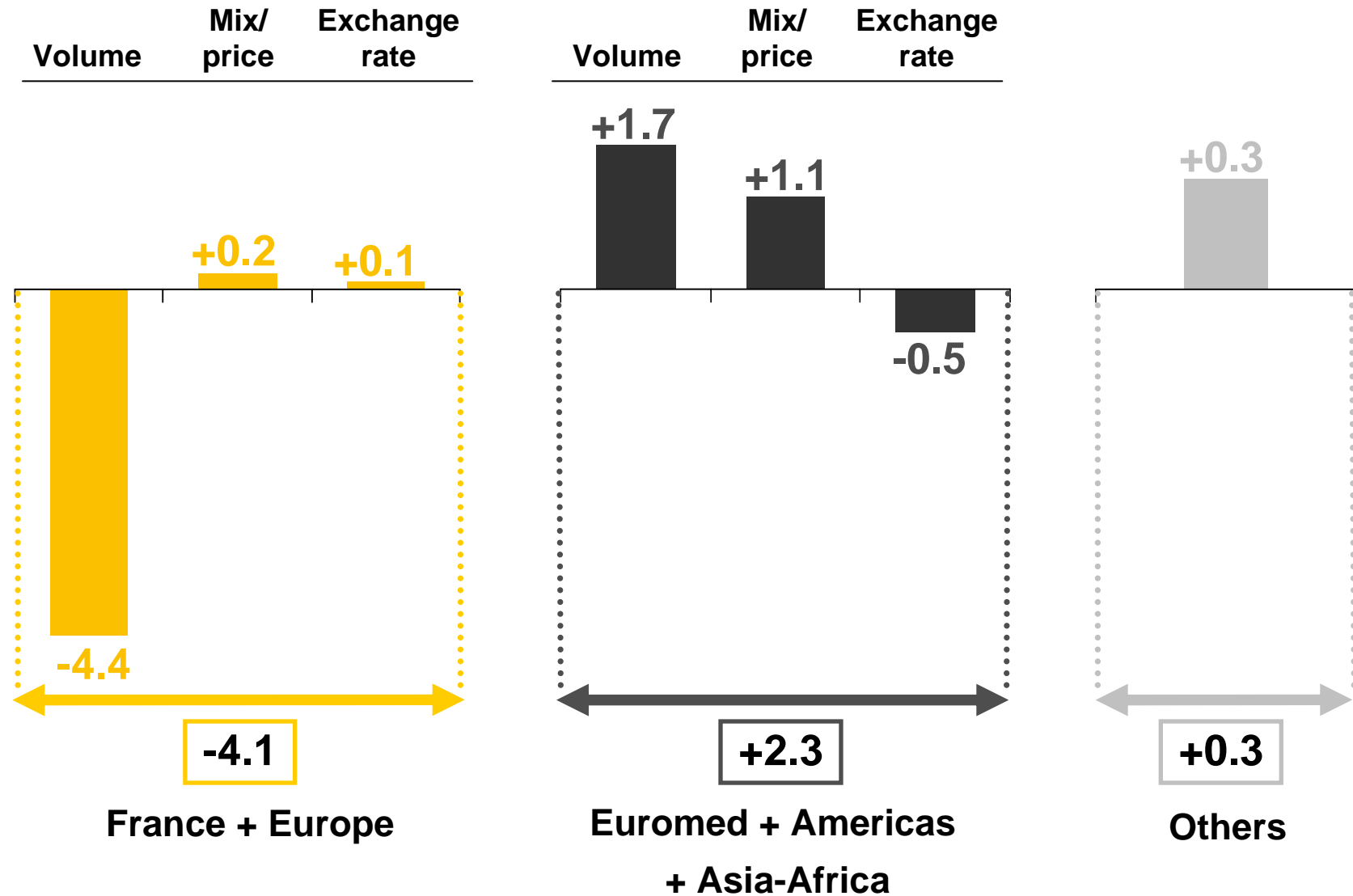
* 2006 data has been restated on a consistent basis - (H1 2006 published: 21,547m€).

The changes in accounting methods chiefly concern operations related to contracts with subcontractors and sales of parts under warranty to customers, previously recorded as revenue.



Automobile division revenues down 1.5% in H1 2007

Contribution to the change in revenues





Summarized results

In million euros

	H1 2006	H1 2007	Change
Worldwide sales – <i>in K units</i>	1,316	1,267	-3.7%
Revenues	20,856 ⁽¹⁾	20,562	-1.4%
Operating margin	592	722	+22.0%
<i>In % of revenues</i>	2.8% ⁽²⁾	3.5%	+0.7pt

⁽¹⁾ On a consistent basis - (H1 2006 published: 21,547m€)

⁽²⁾ The ratio of 2.7% reported for 2006 was restated 0.1 points higher to reflect the impact of new accounting methods on revenues.



Group operating margin by division H1 2007

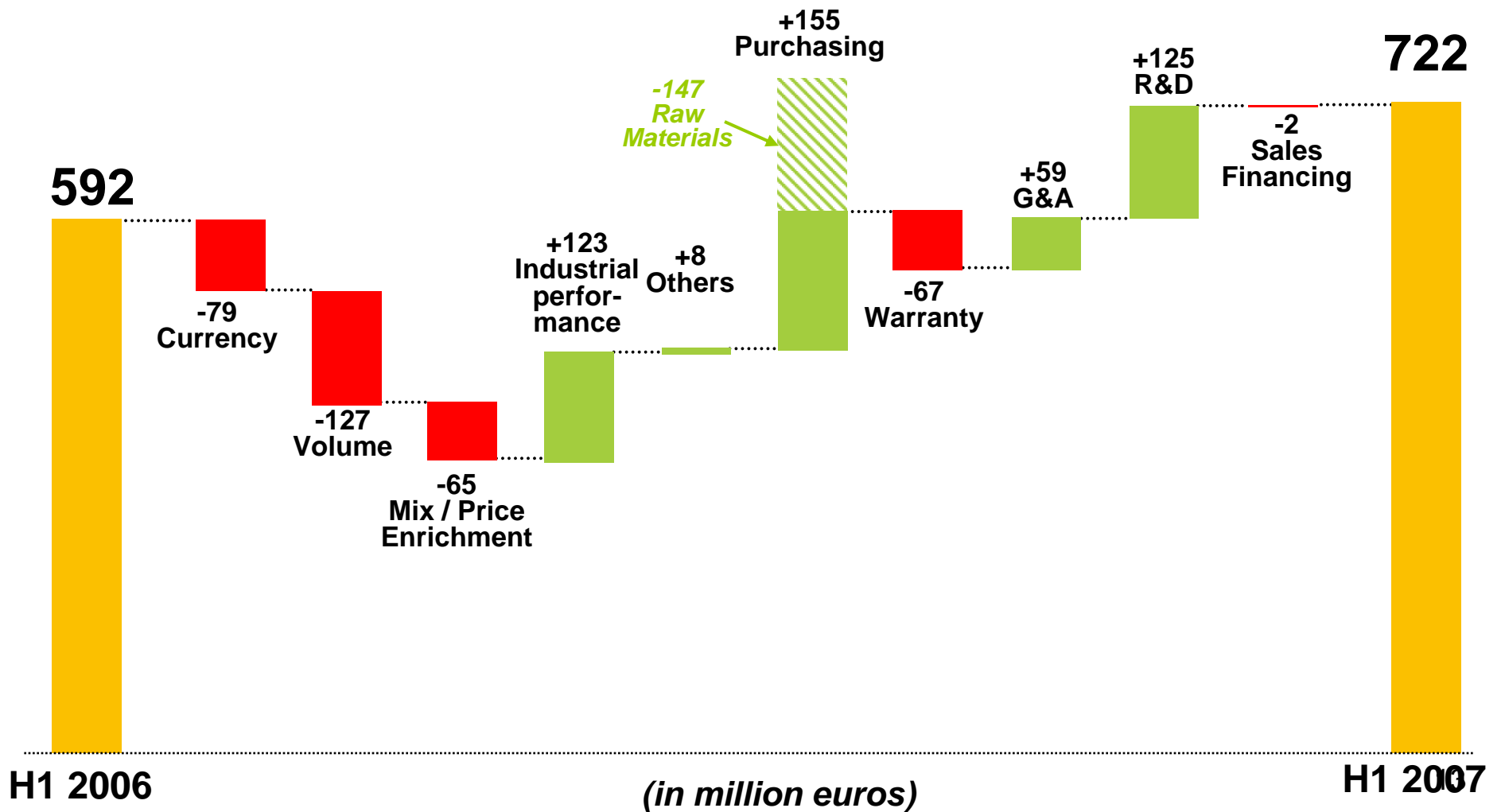
In million euros

	H1 2006	H1 2007	Change
Automobile	323	455	+40.9%
Sales Financing	269	267	-0.1%
TOTAL	592	722	+22.0%



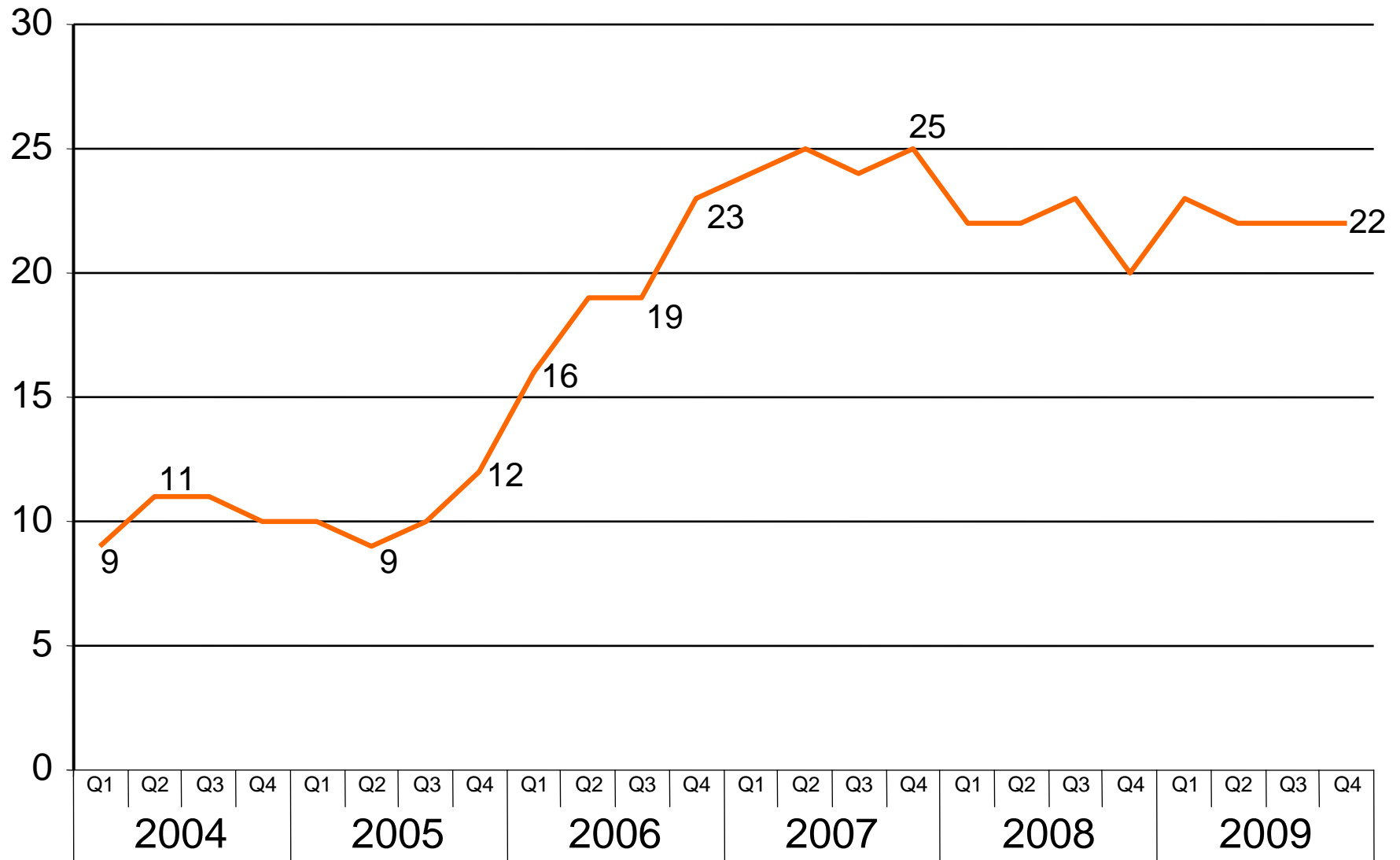
Operating profit variance analysis

Change H1 2007 / H1 2006: + €130 million





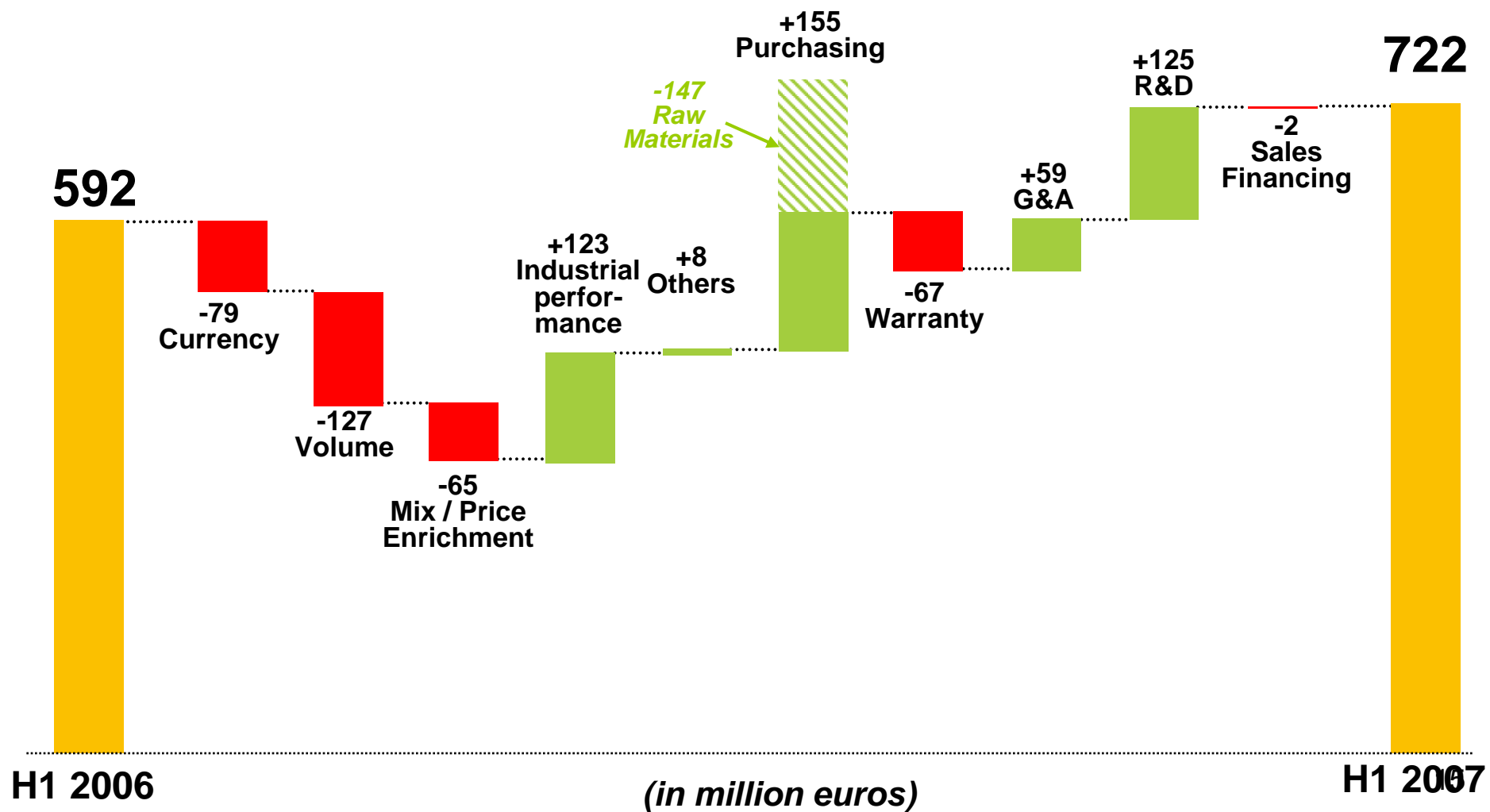
Models (bodies) in development (PreContract → SOP)





Operating profit variance analysis

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Other operating income and expenses	57	-33	-157.9%
Associated companies	1,212	837	-30.9%
Net income – Renault share	1,659	1,317	-20.6%

⁽¹⁾ On a consistent basis - (H1 2006 published: 21,547m€)

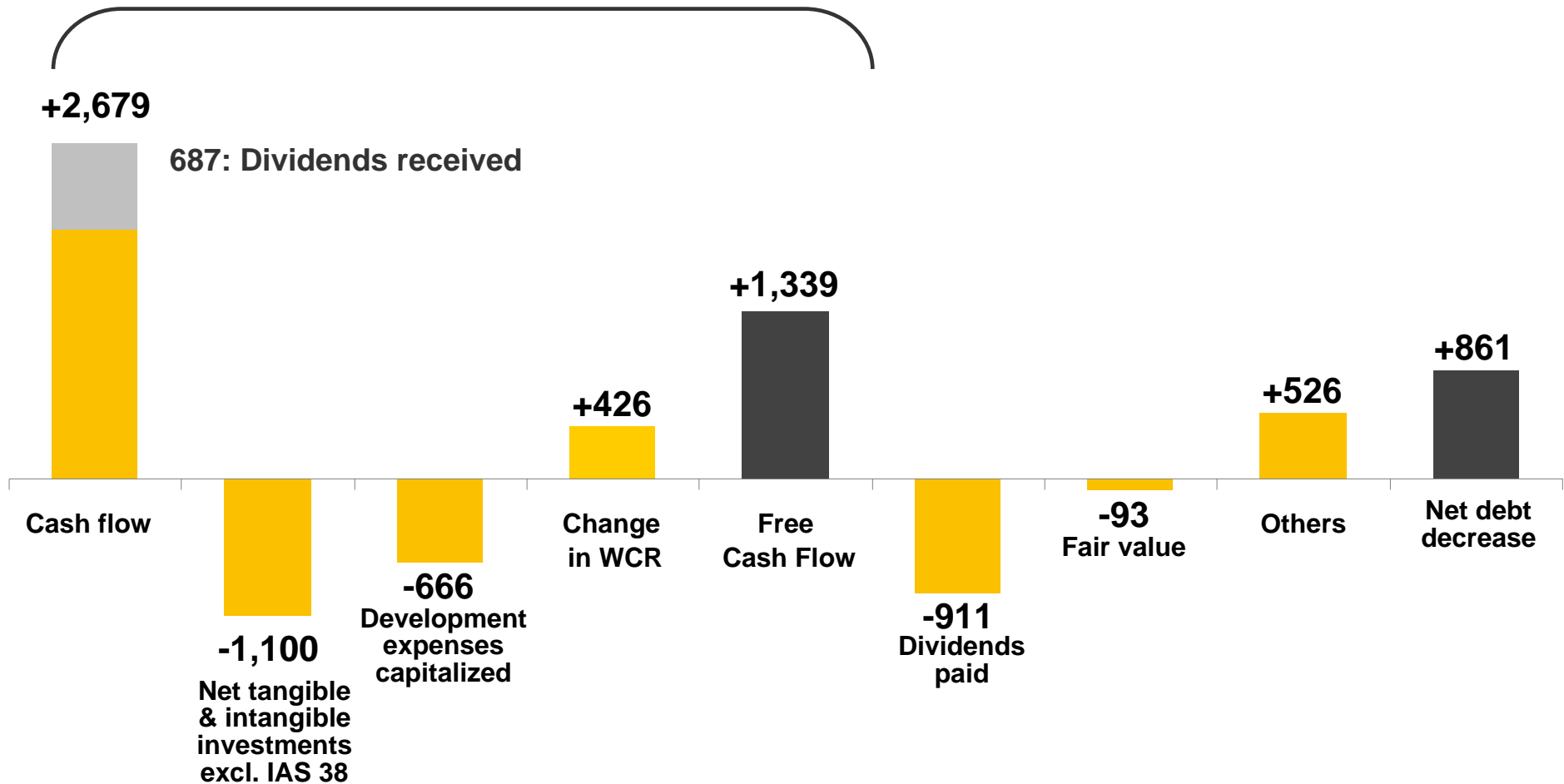
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Net financial debt evolution in H1 2007

Automobile Division
In million euros

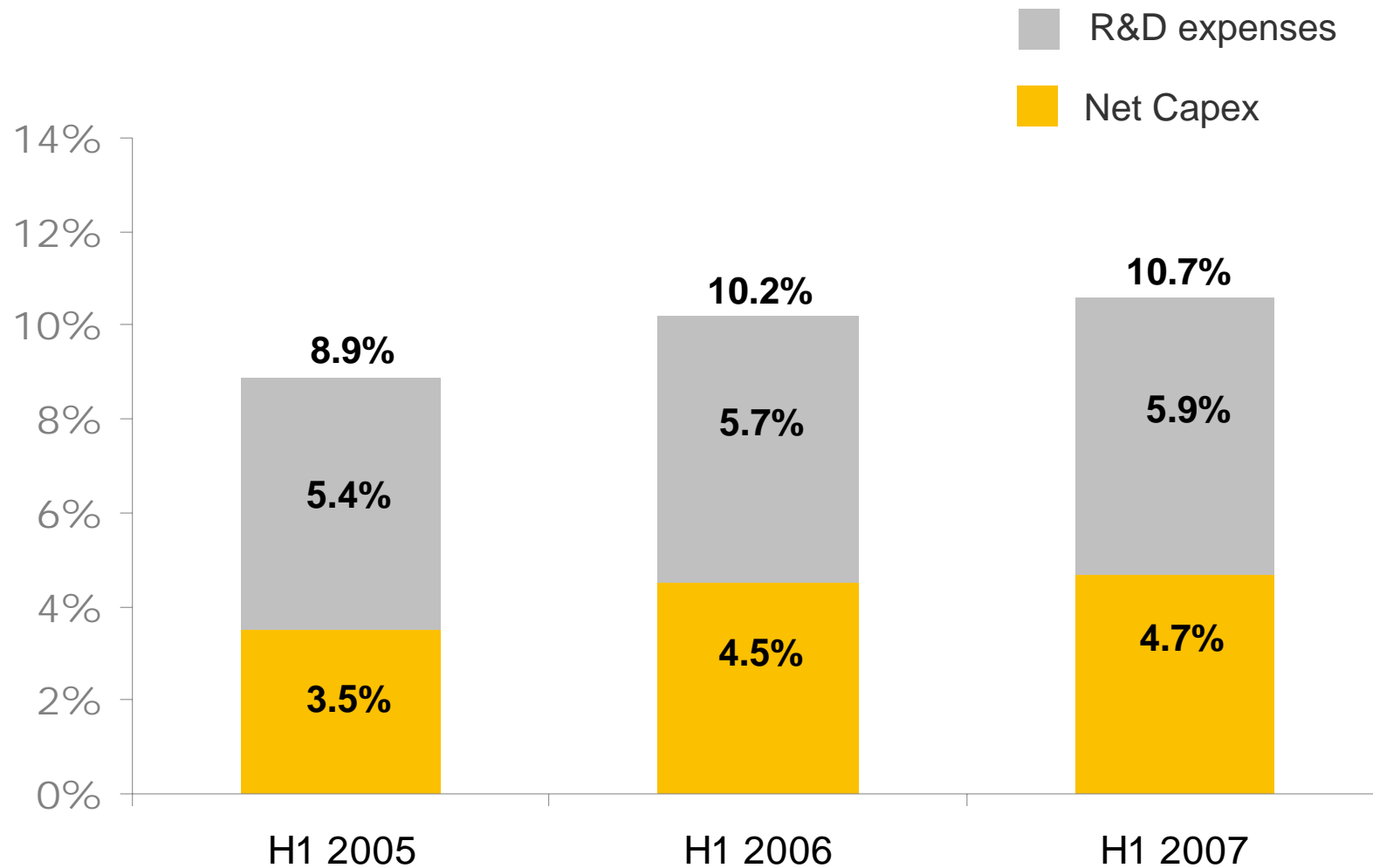
At June 29, 2007: €1,553 million





Net Capex and R&D expenses

In % of Group revenues
Cash impact





France + Europe Regions



New Twingo



New Laguna

International



Logan MCV



New SM5



Koleos

- **Challenging environment**
- **Implementation of Renault Commitment 2009**
- **2007 operating margin target confirmed at 3%**



Questions & Answers



New Laguna Estate

RENAULT

COMMITMENT

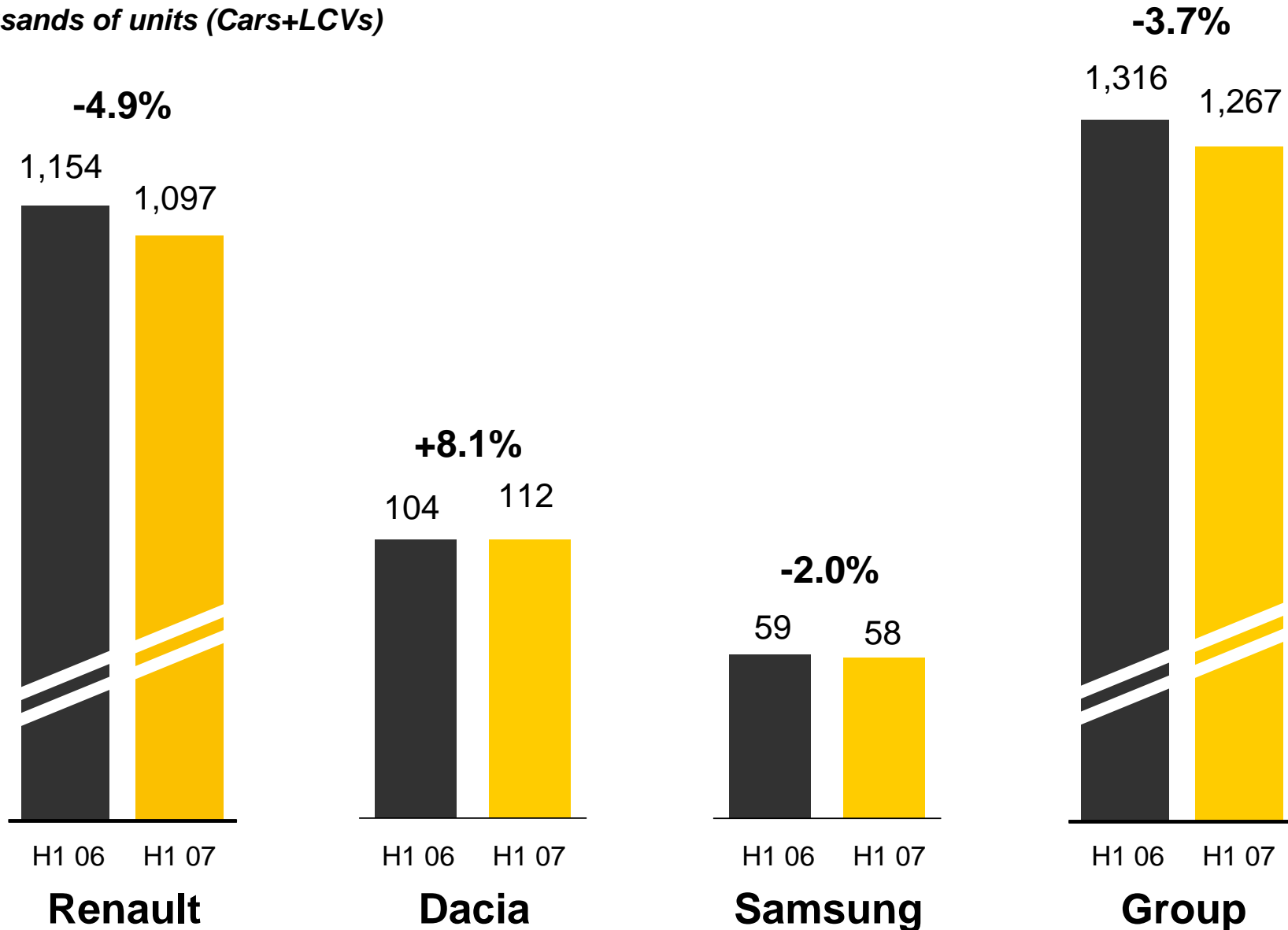
2009





Renault group worldwide sales H1 2007 down 3.7% to 1,267K units

Thousands of units (Cars+LCVs)





Group sales outside France & Europe Regions up 10.2% or + 36,948 units in H1 07 vs. H1 06

Change H1 2007 / H1 2006 – In units (Cars+LCVs)

