

**RENAULT CSR MANAGEMENT**  
**Switzerland SRI roadshow**



**GUILLAUME VAUDESCAL**  
**SRI RELATIONS**

# AGENDA

**01** RENAULT KEY FIGURES

**02** ENVIRONMENTAL STRATEGY

**03** SOCIAL PERFORMANCE



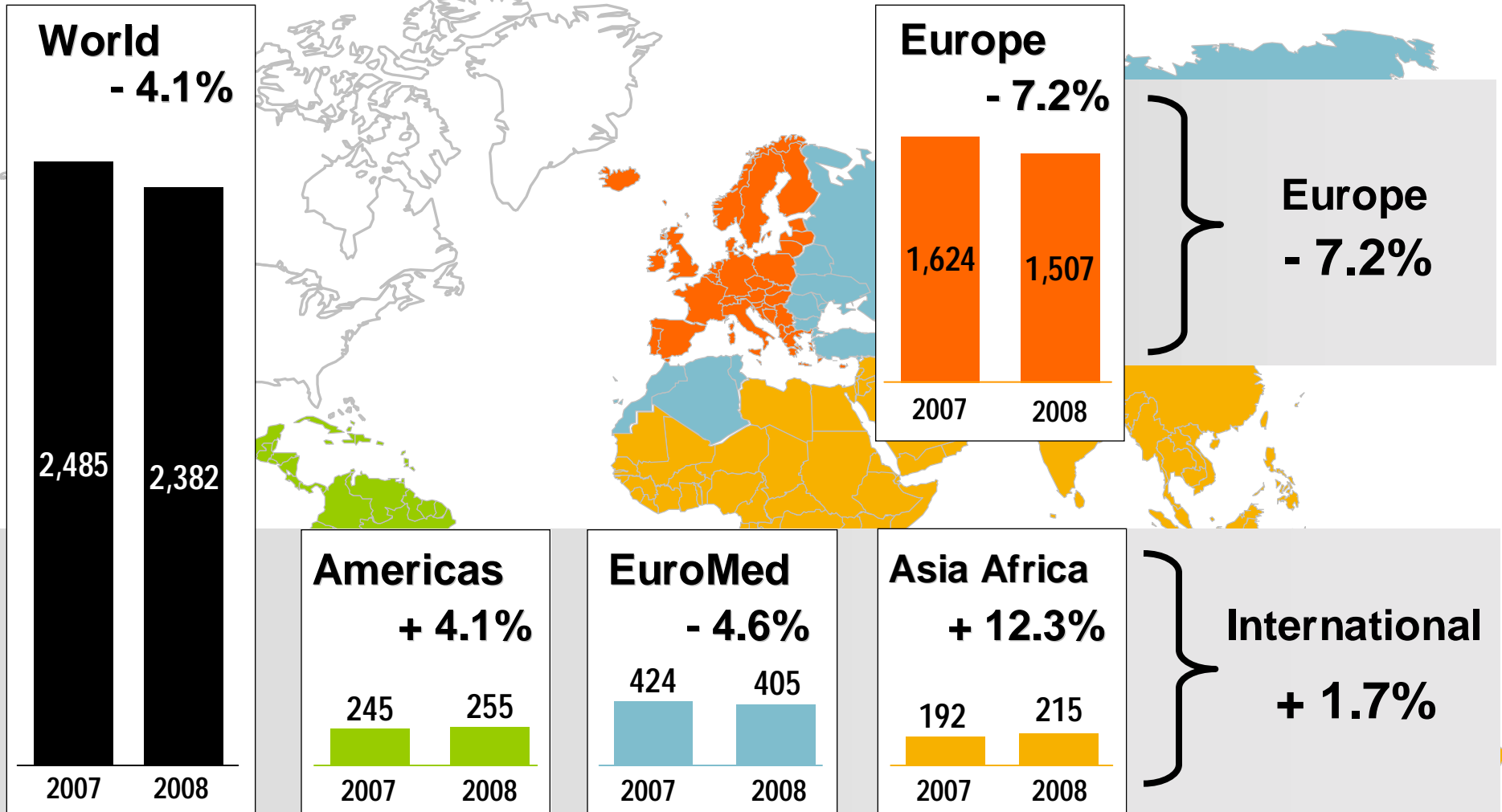
# 01

## RENAULT KEY FIGURES



# 2008 COMMERCIAL RESULTS

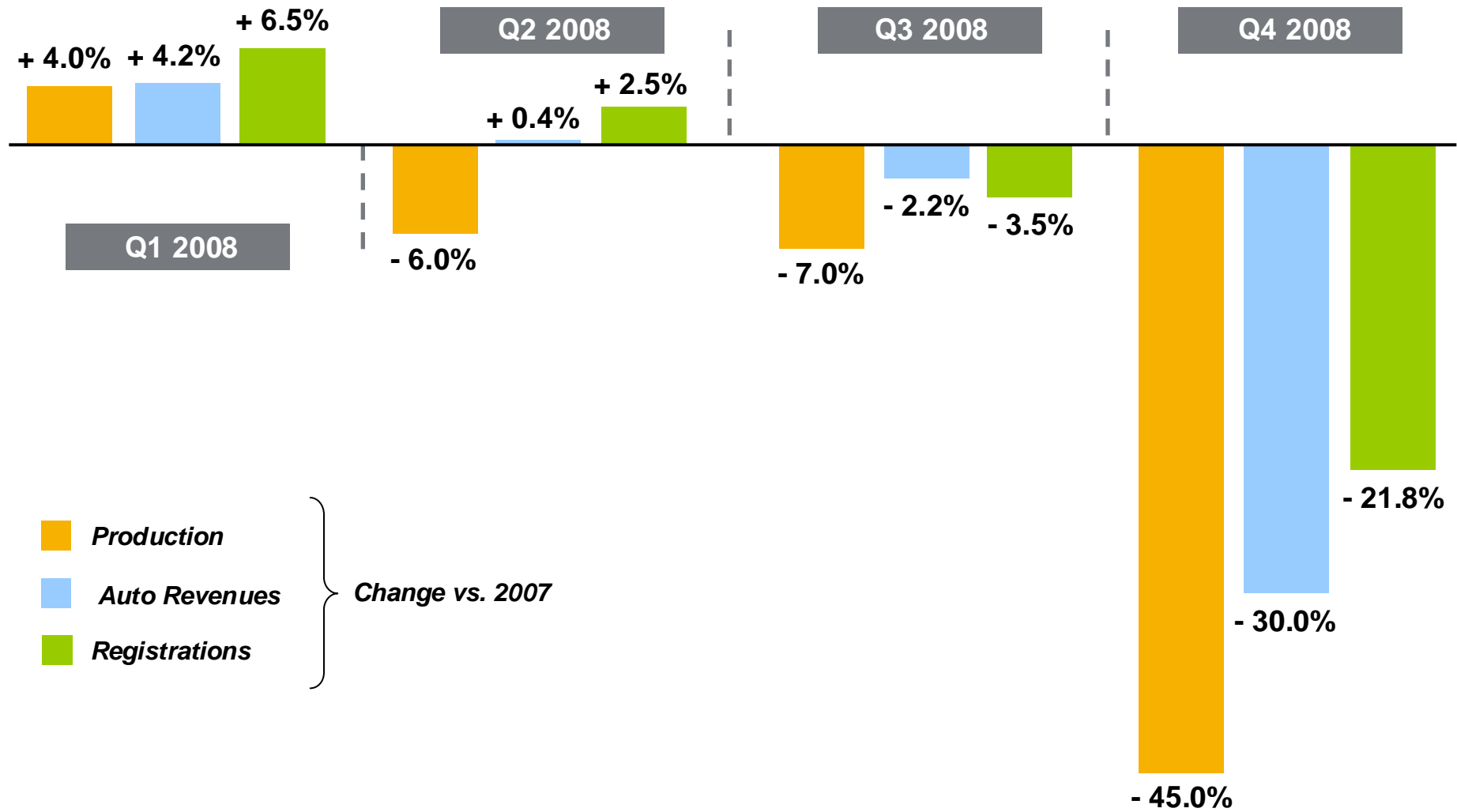
## RENAULT RESISTS IN A FAST DECREASING MARKET



Thousand units PC+LCV  
YTD End 2008 (D+9 Data)

# Q4 2008

## A RAPID & BRUTAL DOWNTURN



# 2008 FINANCIAL RESULTS

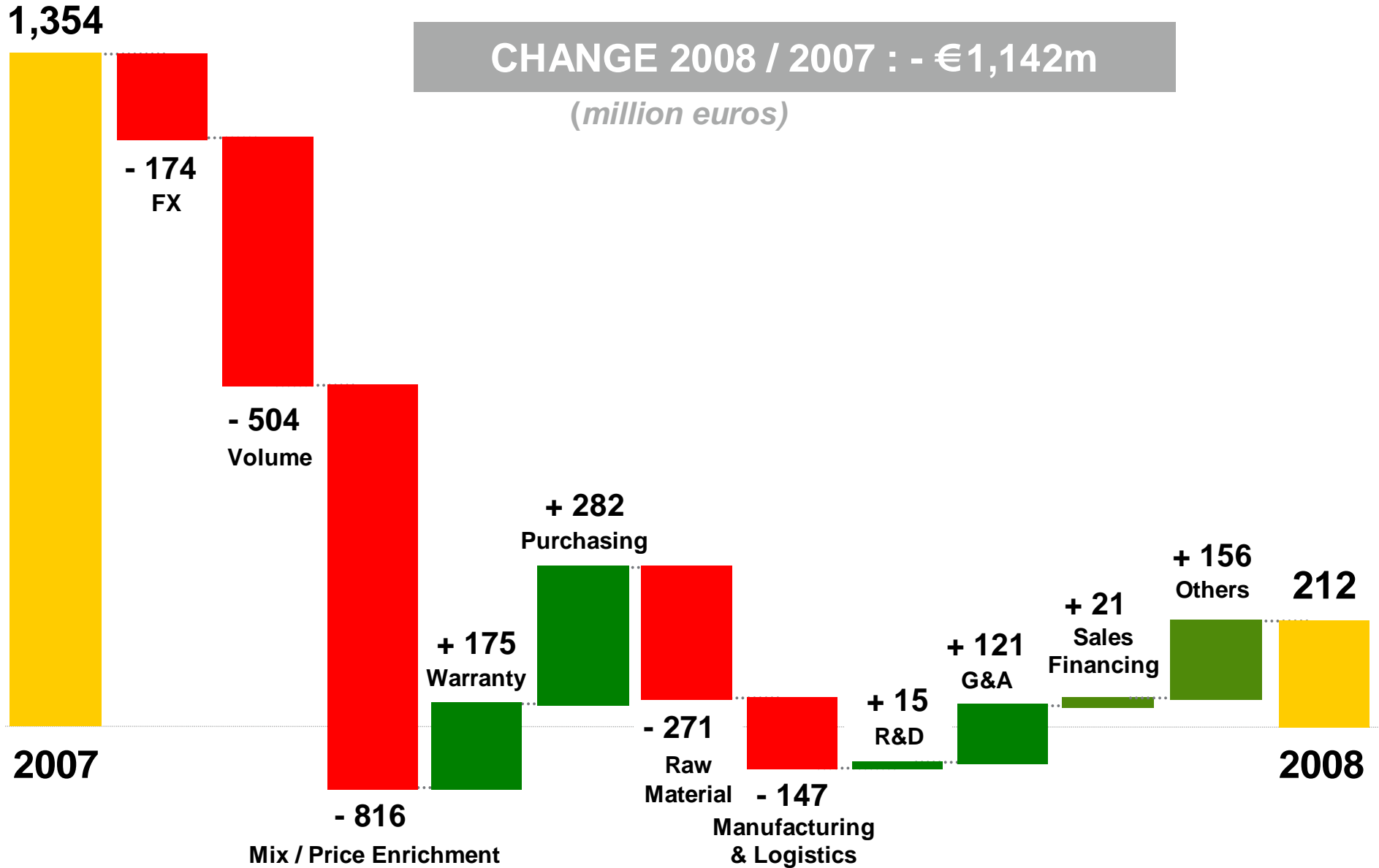
(million euros)

	2007	2008	Change
<b>Revenues</b>	40,682	<b>37,791</b>	- 7.0% <sup>(1)</sup>
<b>Operating margin</b>	1,354	<b>212</b>	- 1,142
<i>in % of revenues</i>	3.3%	<b>0.6%</b>	- 2.7pt
<b>Other operating income &amp; expenses</b>	- 116	<b>- 329</b>	- 213
<b>Net financial income &amp; expenses</b>	76	<b>441</b>	+ 365
<b>Associated companies</b>	1,675	<b>437</b>	- 1,238
<b>Current &amp; deferred taxes</b>	- 255	<b>- 162</b>	+ 93
<b>Net income</b>	2,734	<b>599</b>	- 2,135

<sup>(1)</sup> On a consistent basis, 2007 = €40,620m

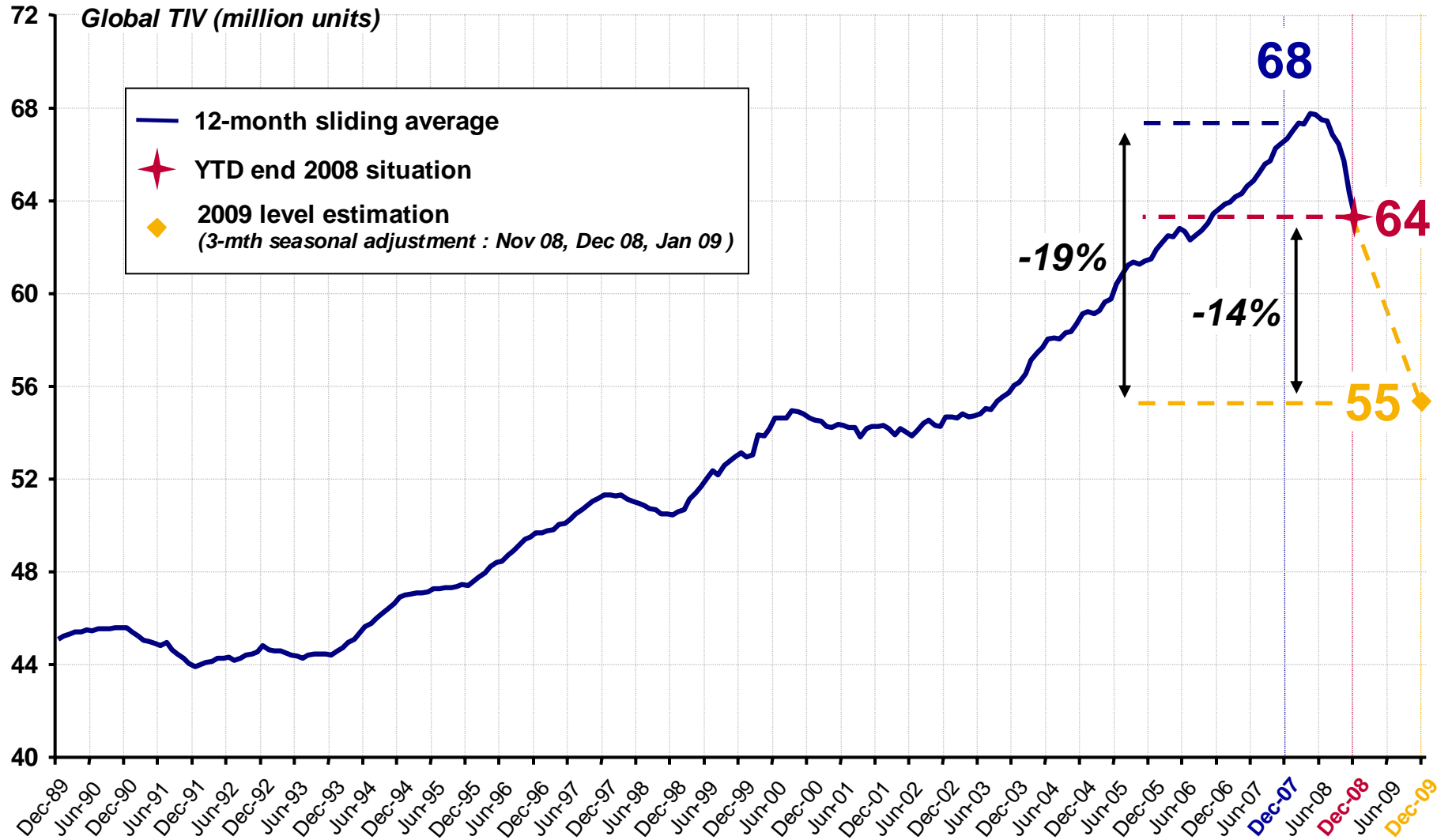


# OPERATING MARGIN VARIANCE ANALYSIS




# 2009 OUTLOOK

## A CONTINUING DECREASING TREND



# 2009 ACTION PLAN

**Aiming for a positive Free Cash Flow**

- 
- **Maximization of revenue sources**
  - **Cost reduction**
  - **Working capital decrease**
  - **Investments decrease**

02

ENVIRONMENTAL PERFORMANCE



# THREE MAJOR ENVIRONMENTAL CHALLENGES



**URBAN AIR POLLUTION**

**Regulations  
(Euro 5,6...)**



**New technologies  
(Particulate Filter, NOx Trap), Car affordability**



**GLOBAL WARMING**

**CO<sub>2</sub> Taxes & Incentives  
(on Fuels and Cars)**



**Car price  
Use costs  
Sales mix changes**



**RESOURCES DEPLETION**

**Material prices  
Fuel shortage**



**Profitability  
Car residual value  
New Fuel solutions**

**IMPACTING THE BUSINESS :**

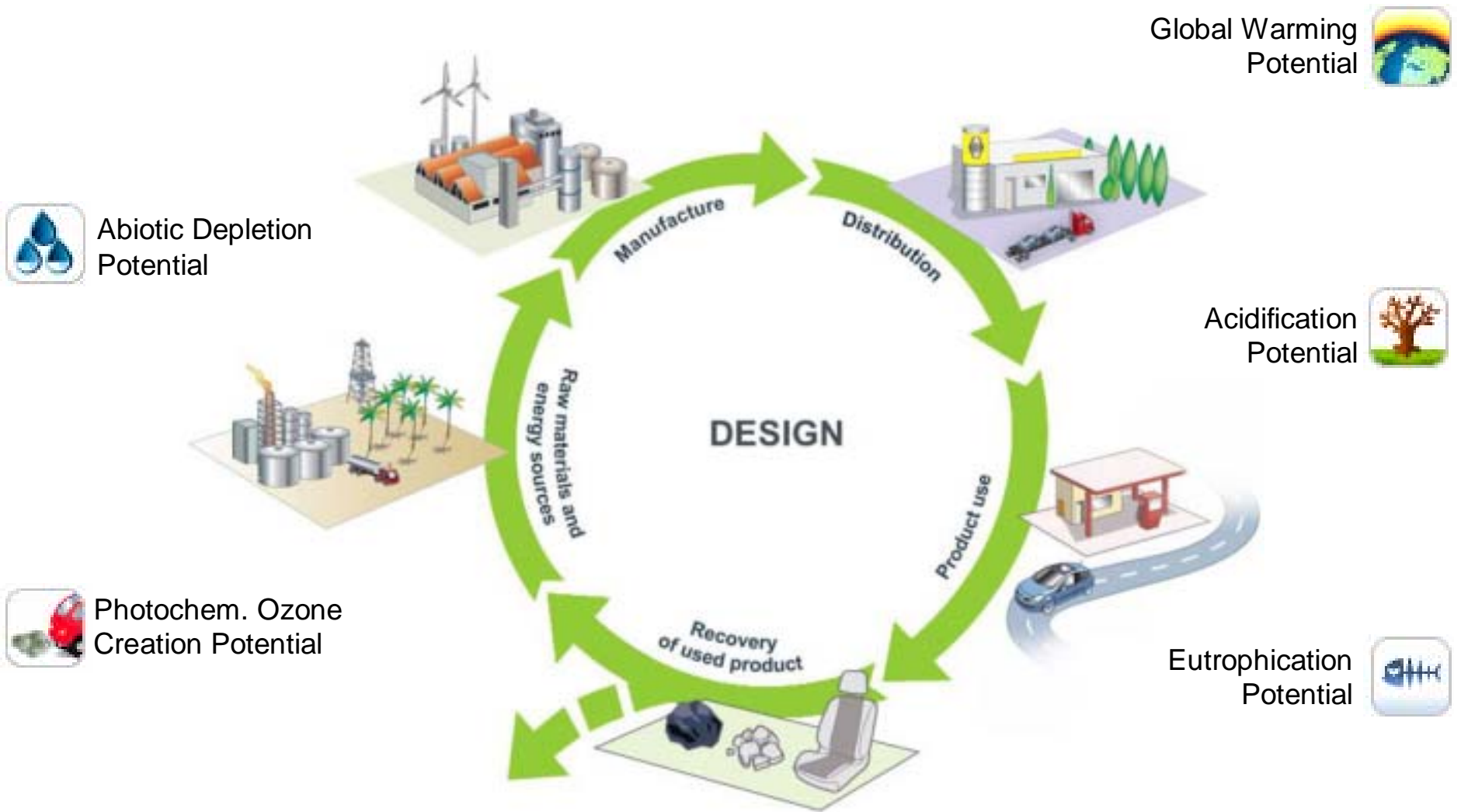
**THREE OPPORTUNITIES**

**ENVIRONMENT & HEALTH**

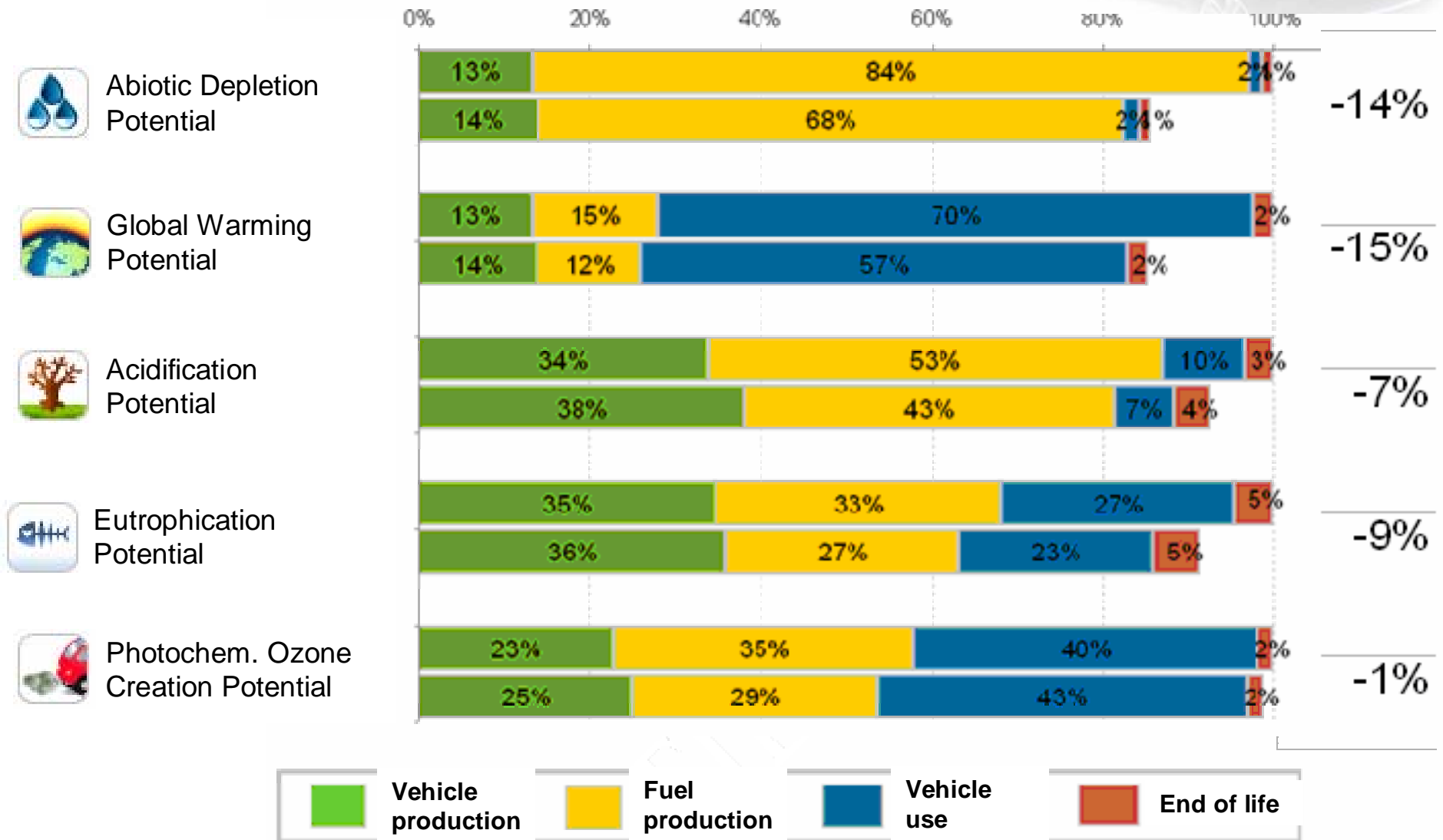
**TOP 3 CO<sub>2</sub>**

**LIFE CYCLE ...UP TO RECYCLING**

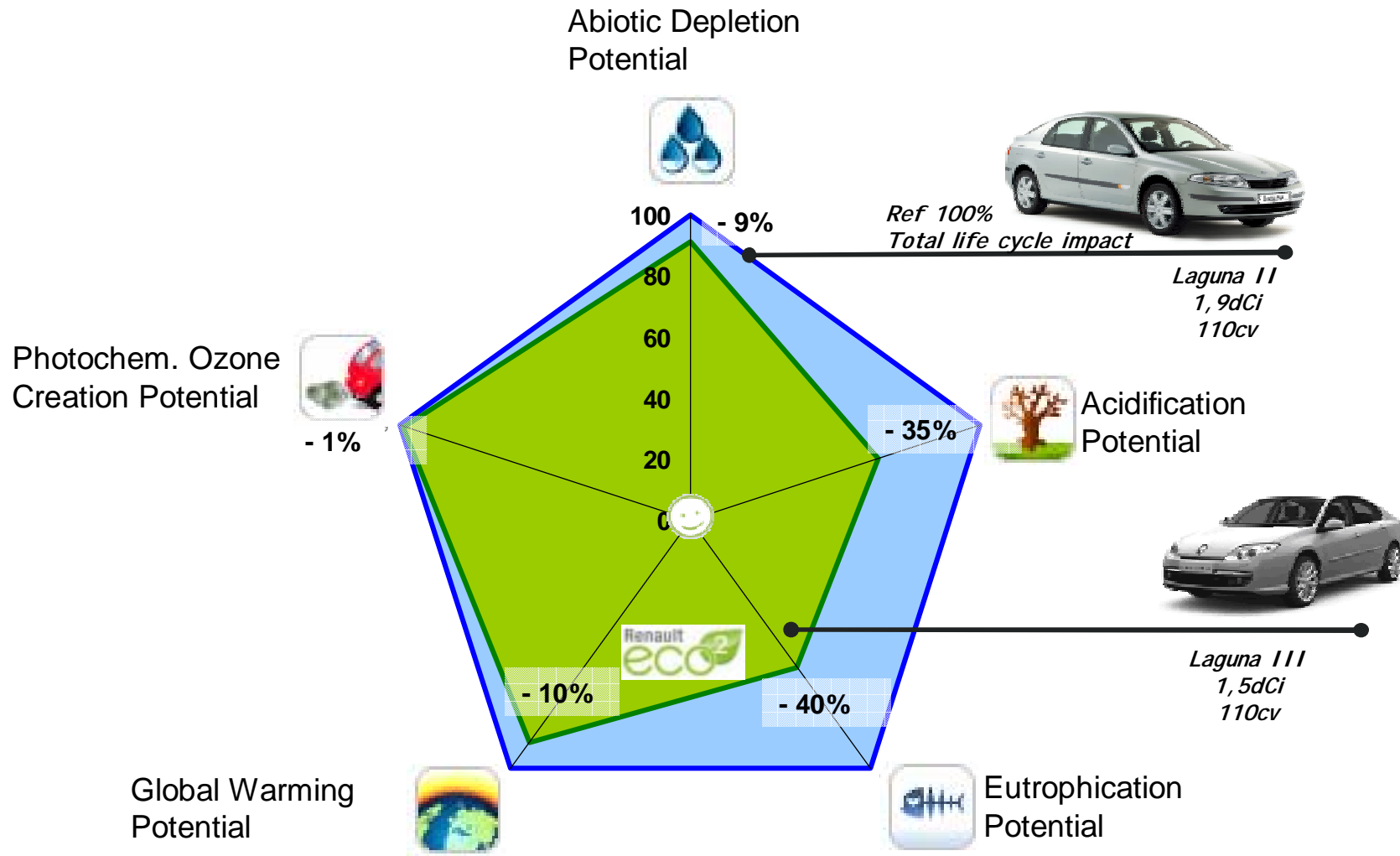
# THERE IS NO LONG TERM ENVIRONMENTAL MANAGEMENT OUTSIDE OF MULTIPLE IMPACTS MANAGEMENT OVER THE ENTIRE LIFE CYCLE



# LIFE-CYCLE ANALYSIS : MEGANE 3 VS MEGANE 2 (GASOLINE)



# ON EACH NEW VEHICLE, TRUE REDUCTION OF THE FOOTPRINT REQUIRES PROGRESS FOR ALL INDIVIDUAL IMPACTS



# END OF LIFE VEHICLE : RENAULT AT THE FOREFRONT



1

95% RECOVERABLE

2008 HOMOLOGATION  
MEGANE III  
(First type approval for  
recycling – anticipating  
regulatory requirements)

2

USE OF RECYCLE  
MATERIAL



3

BUSINESS COMMITMENT

2008:  
RENAULT - SITA  
(SUEZ)  
Joint Venture in  
FRANCE

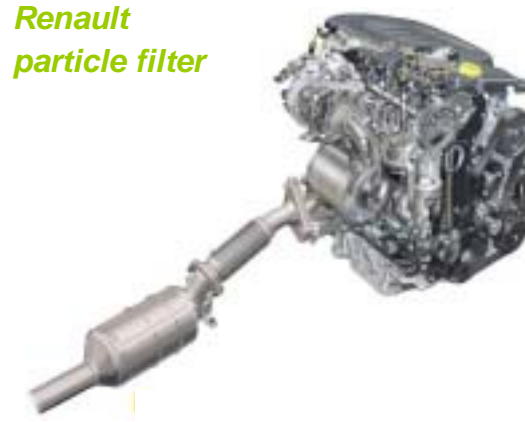


# 02.1

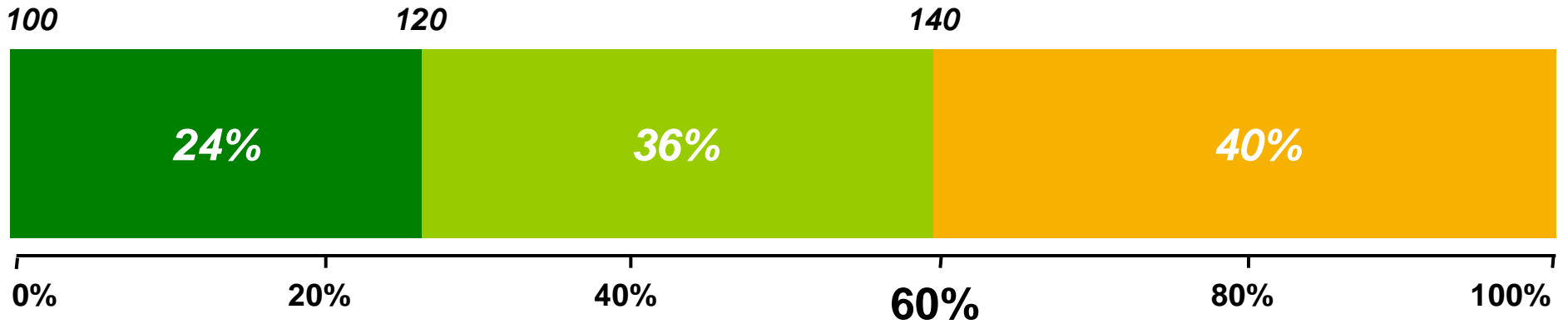
## FOCUS ON CO<sub>2</sub> & ENERGY CHALLENGES



# 60% OF OUR 2008 SALES BELOW 140 g/km CO<sub>2</sub>



Emission level (g/km CO<sub>2</sub>)



Share of mix of Renault sales in the European Union (%)

# FOSTERING THE PROGRESS FROM GENERATION TO GENERATION

## DIESEL ENGINES :

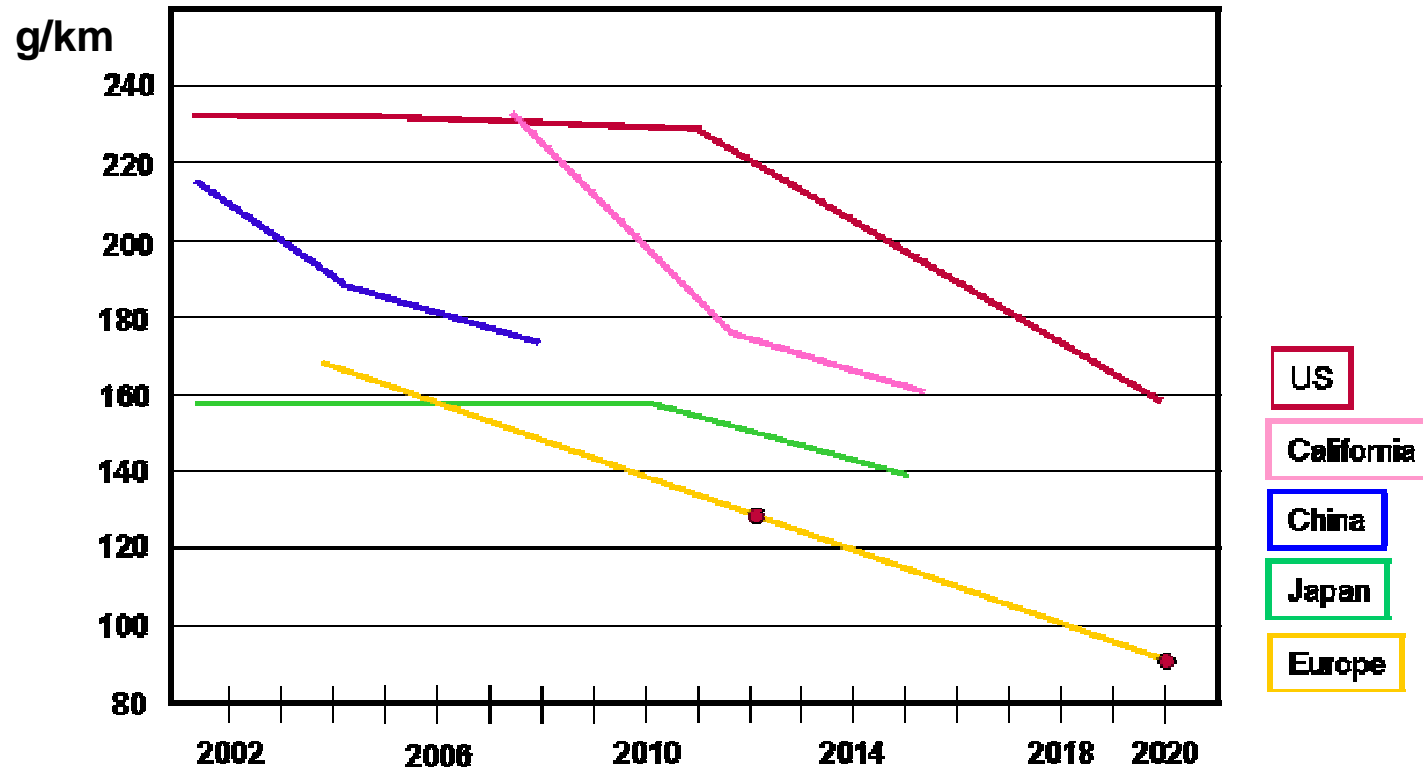


## GASOLINE ENGINES :

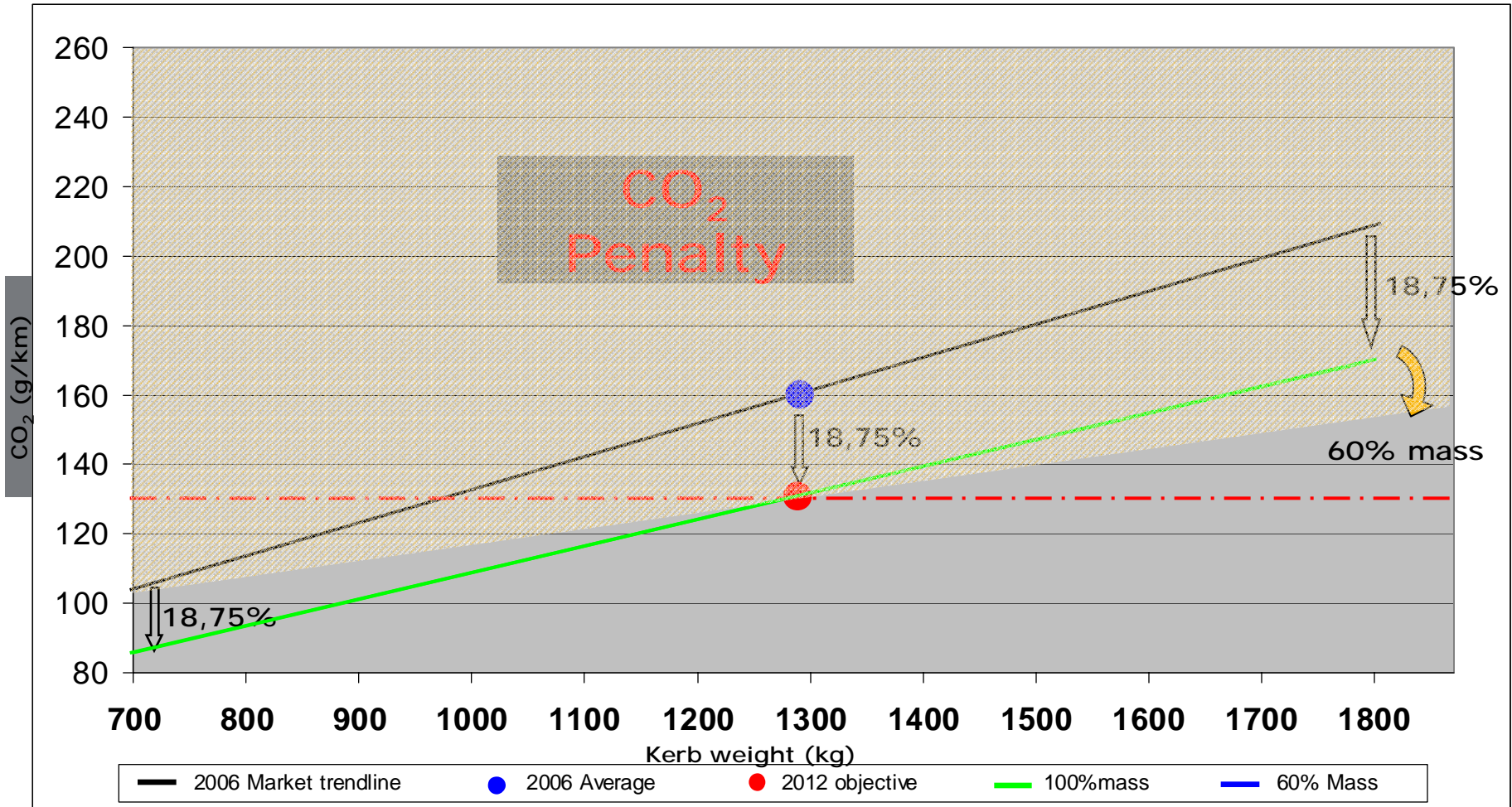


# CARS AND ANTHROPOGENIC CO<sub>2</sub> EMISSIONS

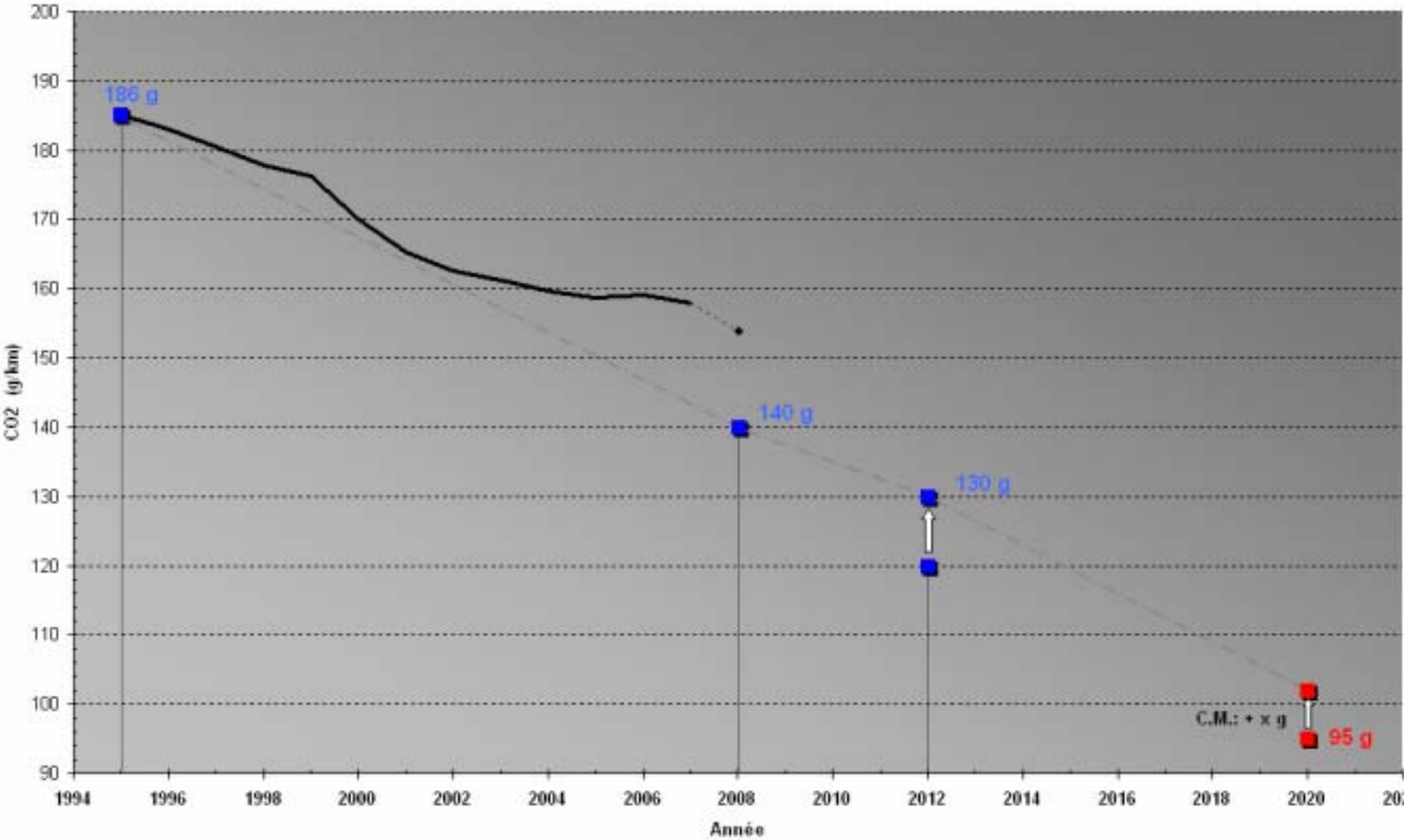
- Personal cars are responsible of about 12 % of the European CO<sub>2</sub> emissions
- Europe takes the lead of car CO<sub>2</sub> emission reduction (confirmed by Dec 19, 2007 Proposal of EU Commission)
- But the issue is global



# U.E. CO<sub>2</sub> REGULATION- 2012 - AGREEMENT IN DEC.2008

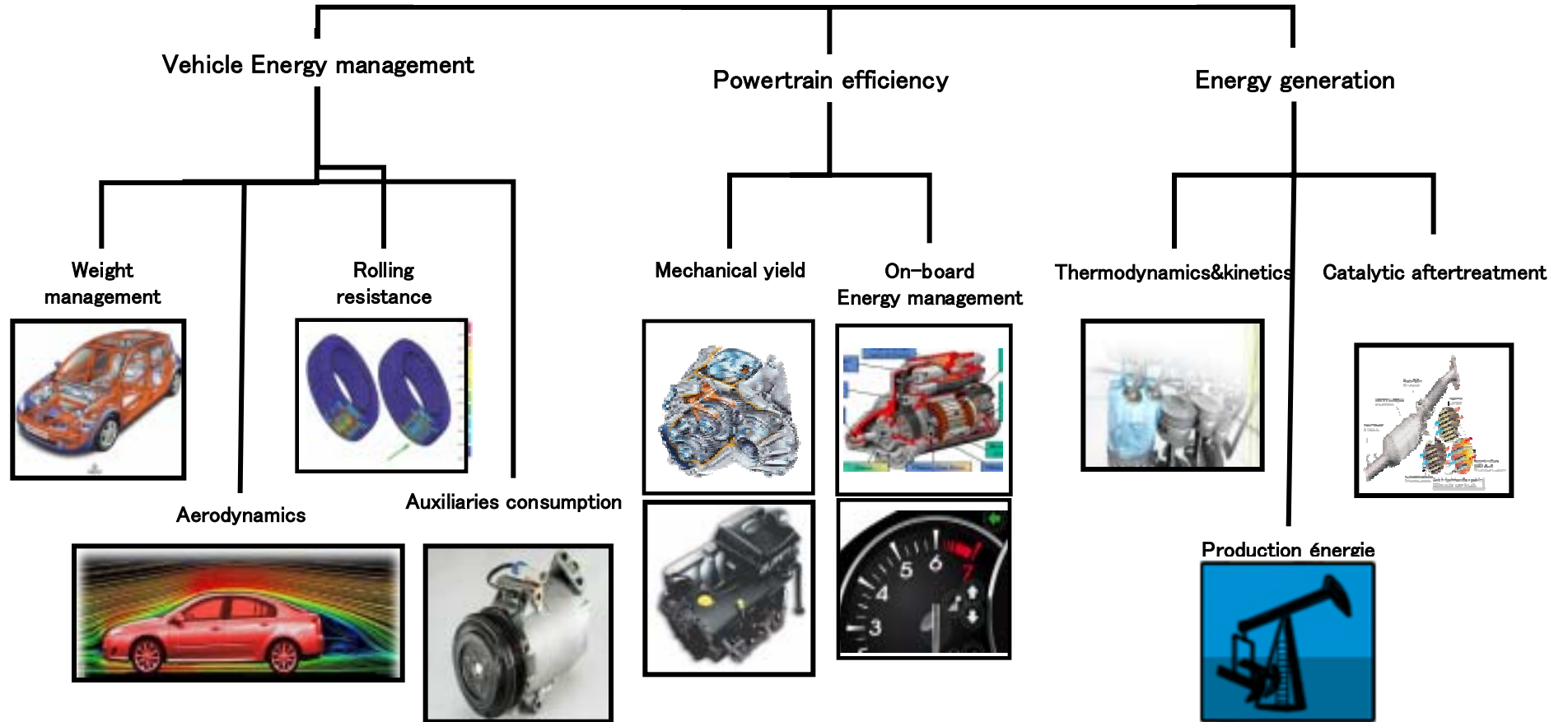


# 2020 TARGET

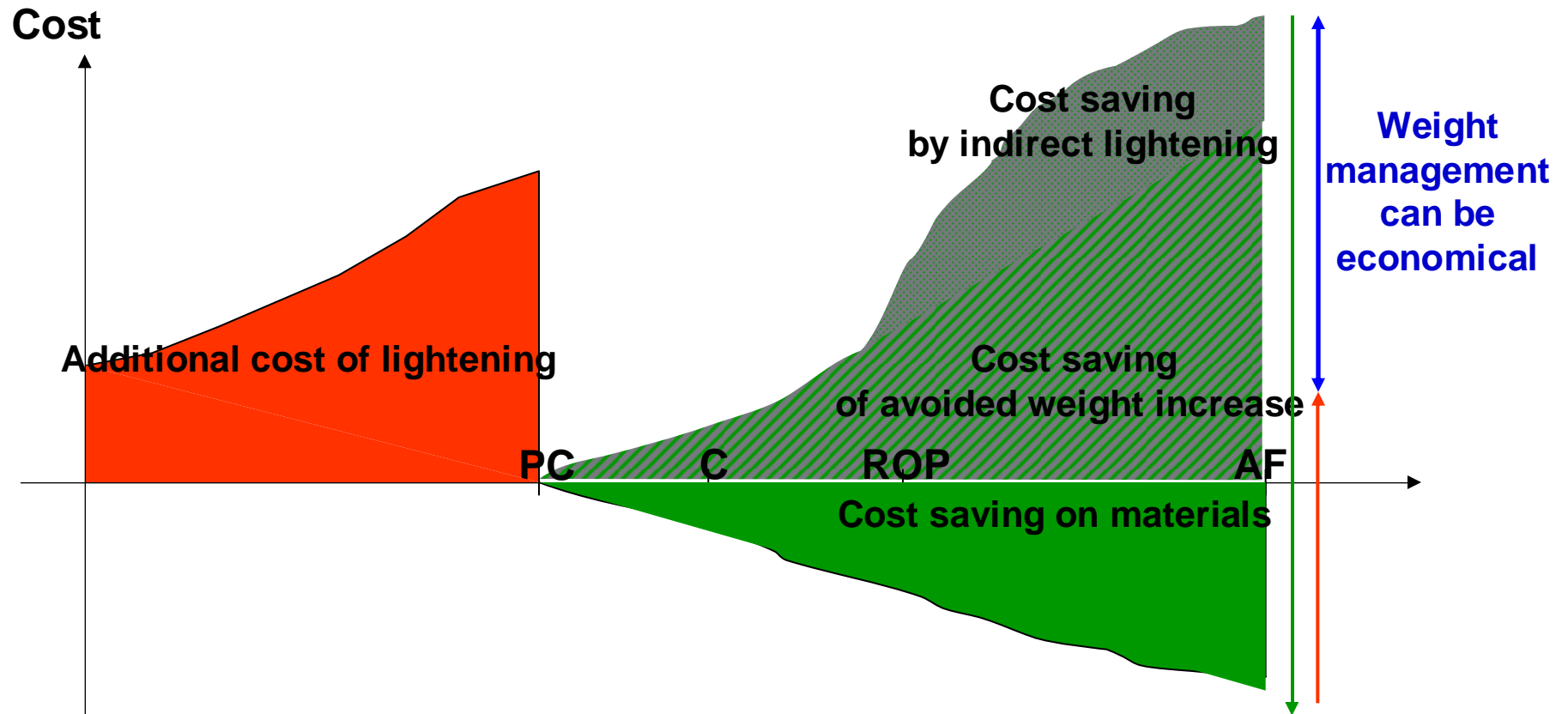


# CO2 REDUCTION LEVERAGES

## Fuel consumption & CO2 emissions



# WEIGHT MANAGEMENT CONCEPT



# Downsizing....

*Diesel engine*



**1.5 dCi**

*Gasoline engines*



**1.2 TCE 100**



**1.4 TCE 130**

**Forthcoming turbocharged & direct injection gasoline engines range :**

3 cylinders  
0,9 l  
90 hp

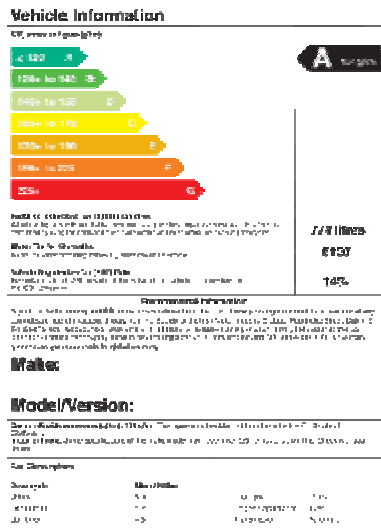


4 cylinders  
1,2 l 115 hp

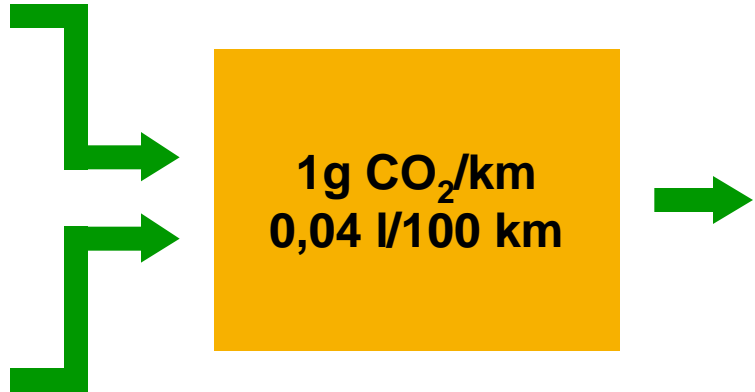


# GLOBAL IMPACT ON FOR THE PLANET MEANS AFFORDABLE ENVIRONMENTAL CARS

## Fuel consumption



Each gram of saved CO<sub>2</sub> per km has a customer value



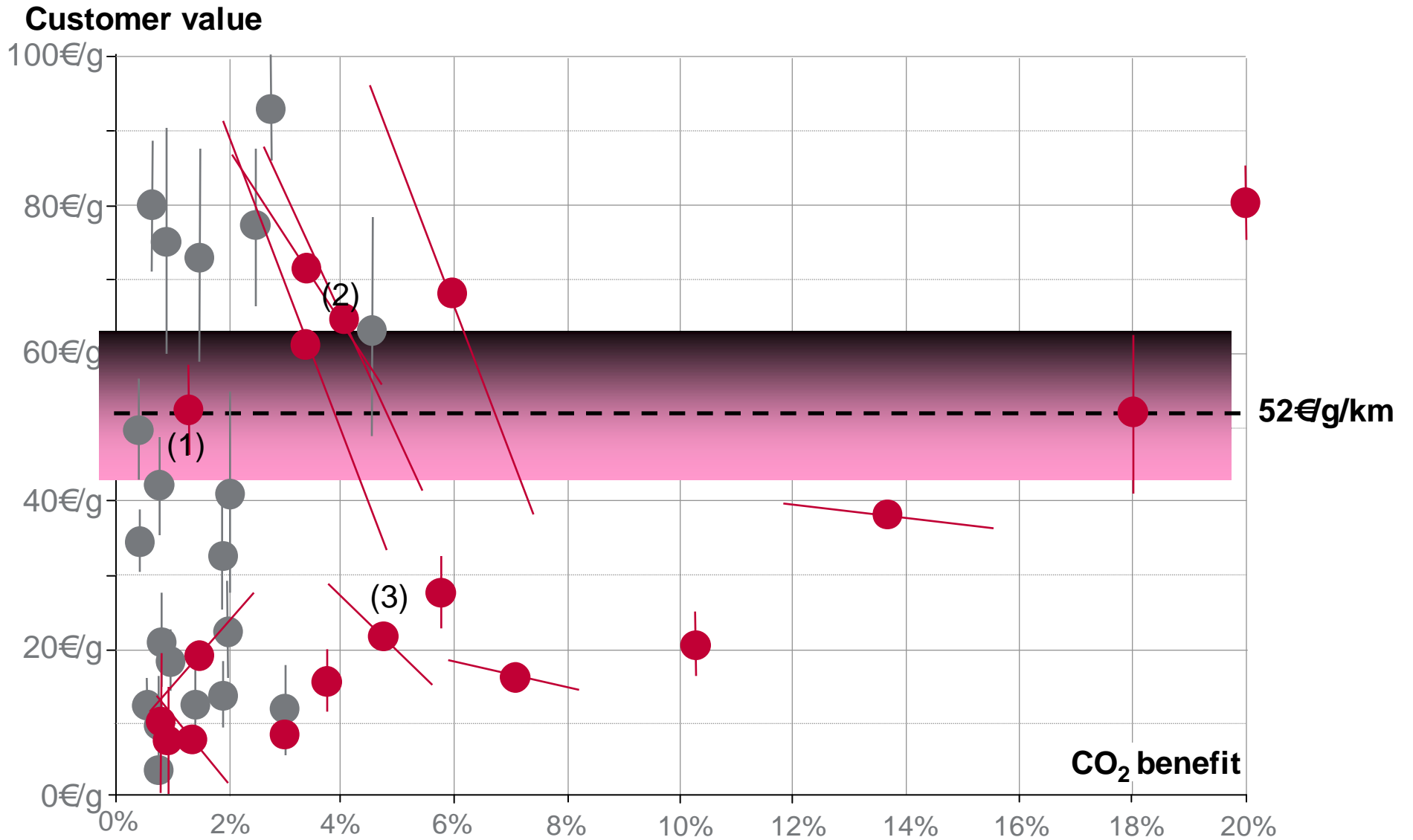
Average Customer value:  
52 € g/km

## CO<sub>2</sub> national taxations



# CO<sub>2</sub> TECHNOLOGIES

- Vehicle management
- Powertrain technologies



# 02.2

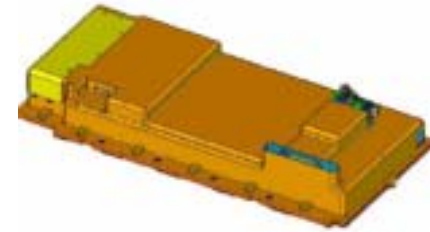
## FOCUS ON THE ELECTRIC VEHICLE



# THREE MAIN REASONS FOR A MASSIVE DEPLOYMENT OF ELECTRIC CARS DURING THE NEXT DECADE

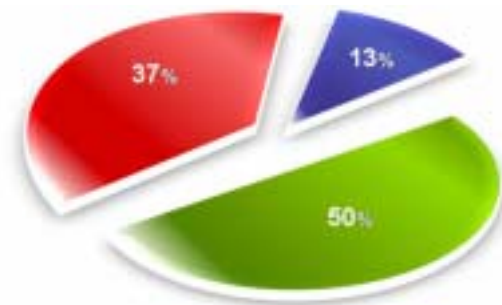
## ■ 1. Technology & Cost

- *Advanced Li-ion batteries*
- *High volumes production*



## ■ 2. Sociology & Market

- *EV driving range (>> 100 km)*
- *> 50 % of world population in cities (2006)*
- *Suburban drivers: 87 % less than 60 km/day !*

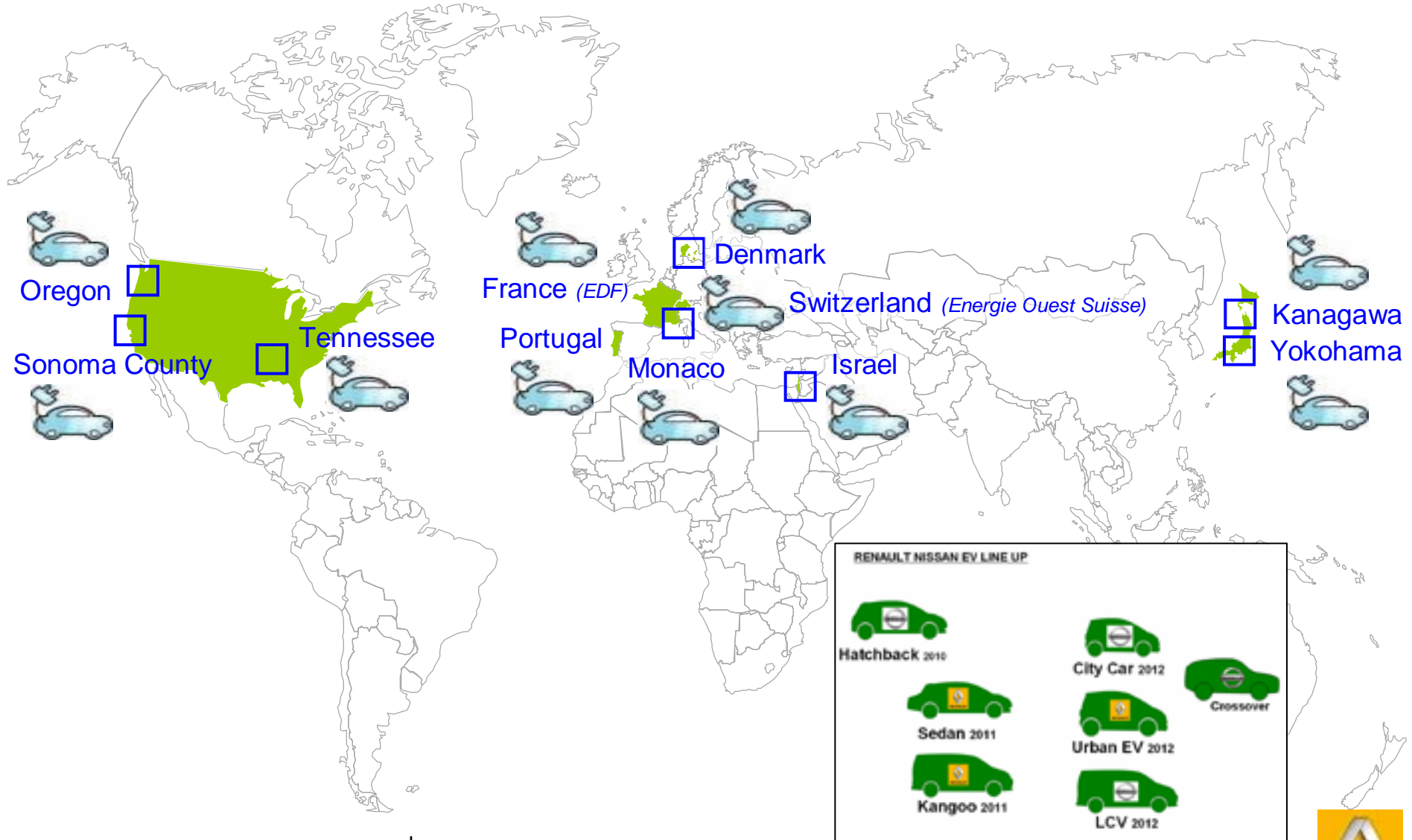


## ■ 3. Regulations & Incentives








- *Car ban or restriction in cities*
- *CO<sub>2</sub> taxes on cars*

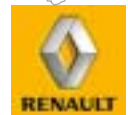


# ZERO EMISSION 11 PARTNERSHIP AGREEMENTS SIGNED



**RENAULT NISSAN EV LINE UP**

 Hatchback 2010	 City Car 2012	 Crossover
 Sedan 2011	 Urban EV 2012	
 Kangoo 2011	 LCV 2012	



## THE INFRASTRUCTURE NETWORK



**Standard Charge**

**3-6 kW**



**+ NEED FOR SMART NAVIGATION TO  
LOCATE SPOTS, BOOK THEM AND  
MANAGE AUTONOMY**



**Quick charge**

**43 to 100 kW**



**Swap stations**

# 4 BUSINESS MODELS

EV business fields		Model 1 OEM does batteries No operator	Model 2 OEM does batteries Energy operator	Model 3 Operator on batteries and energy	Model 4 (Israel) Operator on batteries, energy and car
Vehicle	Sell/lease	OEM	OEM	OEM	B-PLC model (Vehicle and Battery supply only)
Battery	Sell/lease	OEM	OEM	Operator	
	Resale	OEM	OEM	Operator	
	Recycle	OEM	OEM	Operator	
Information system		OEM	OEM	OEM	
Charging	Private (Home)		Operator	Operator	
	Public Area		Operator	Operator	
Swap			Operator	Operator	

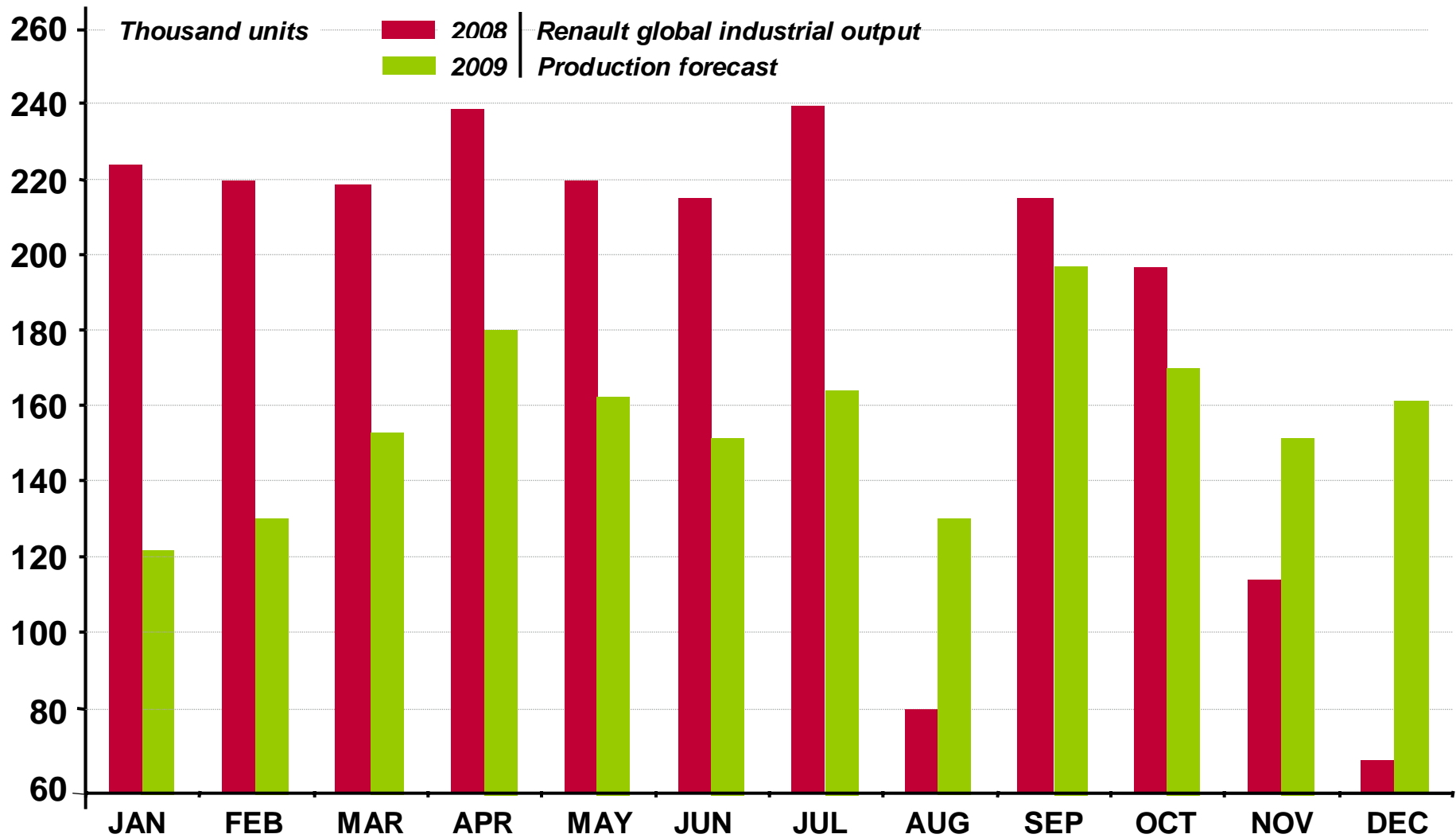


# 03 SOCIAL PERFORMANCE



# 2009 ACTION PLAN

## ADAPT OUR PRODUCTION LEVEL



# SHARPENING THE COMPETITIVE EDGE

- **Freezing recruitment in Europe**
- **Contributing to a 10% reduction in overheads**
- **Reorganizing production plants**



# RENAULT VOLUNTARY DEPARTURE PROJECT

## TARGET :

Renault SAS: 4,000 people

o/w Sandouville plant: 1,000

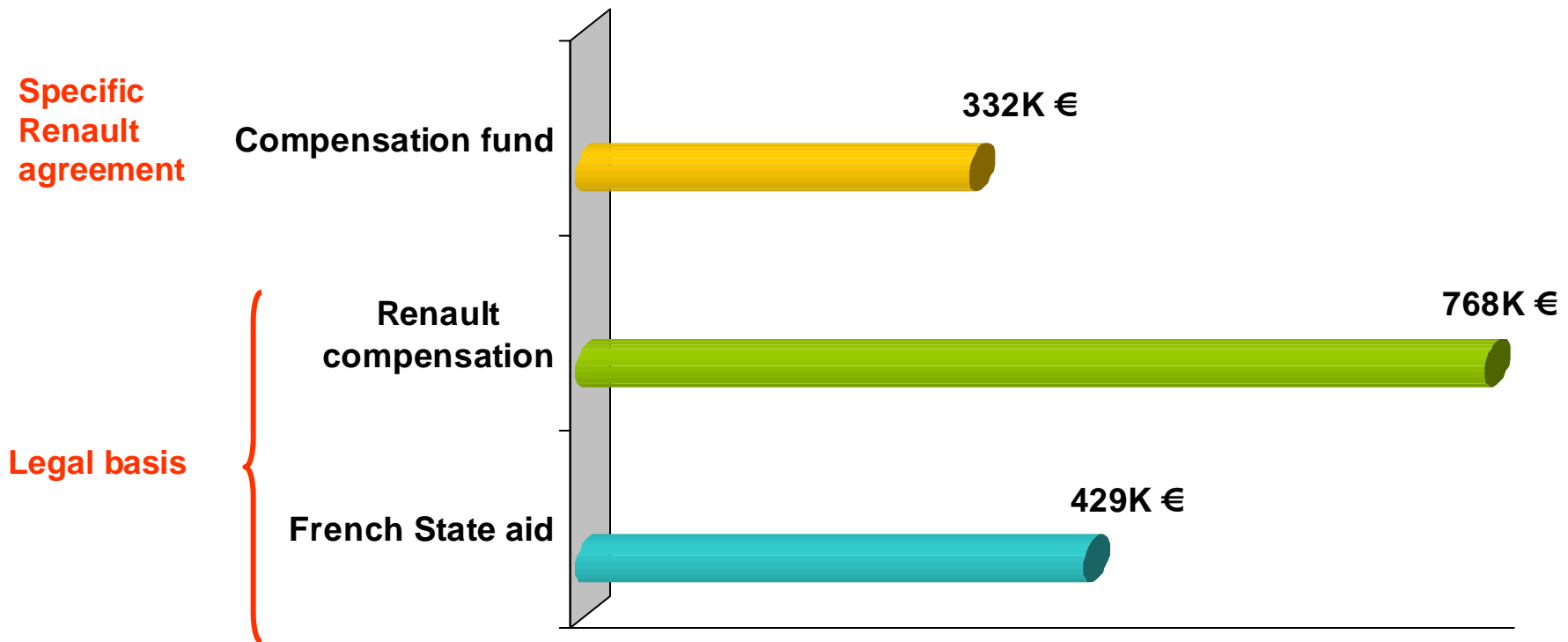
European subsidiaries : 1,100

## RESULT (as of 03.20.2009) :

- Renault SAS : 6,273 people engaged in the process,  
2,413 actual departures
- o/w Sandouville : 1,468 people engaged in the process,  
611 actual departures plus 155 inter-sites

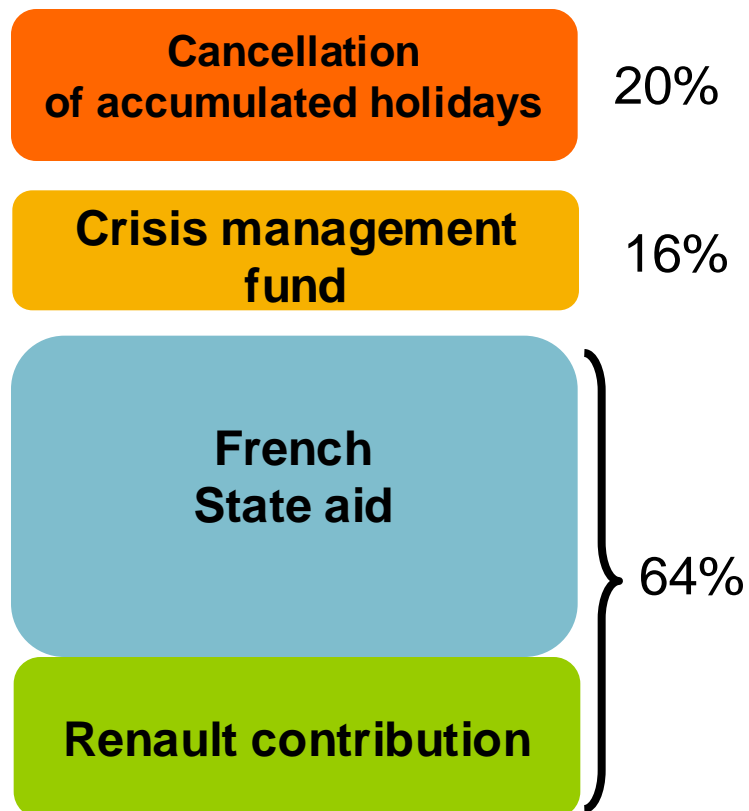
# 2008 TEMPORARY LAY-OFF FIGURES (Renault SAS)

- 2008 : 27,600+ man-day of temporary lay-off (blue collars)



# RENAULT SOCIAL AGREEMENT 2009

- **Blue collar temporary lay-off better compensated :**
  - Higher French State compensation
  - Solidarity fund between white collar and blue collar workers : Cancelled White collar days off are donated into a compensation fund for blue collar workers



[1 white collar's days off = 5 blue collar's days off compensation]

**Cost saving  
positive impact :  
180M€**

# POPULATION PYRAMID ANALYSIS



# CONCLUSION

- Renault CSR policy recognized for years
- Innovation capacity both in the technology field and in the social field
- True fundamentals to arise from the crisis

