CAPITAL MARKET DAY

21 June 2005

Stefano Chmielewski
President & CEO, Renault Trucks

Renault Trucks

A multi-specialist with a broad product range, permanently focused on customer needs

Transport

- Industrial batches
- Tanker
- Vehicles
- Live animals
- Temperature controlled
- Freight express and parcel

Construction

- Road construction
- Earthwork
- Ready-mix concrete
- Transport of building materials

Public services and Environment

- Emergency services
- Environmental services
- Transport of passengers

Convenience retail and small traders

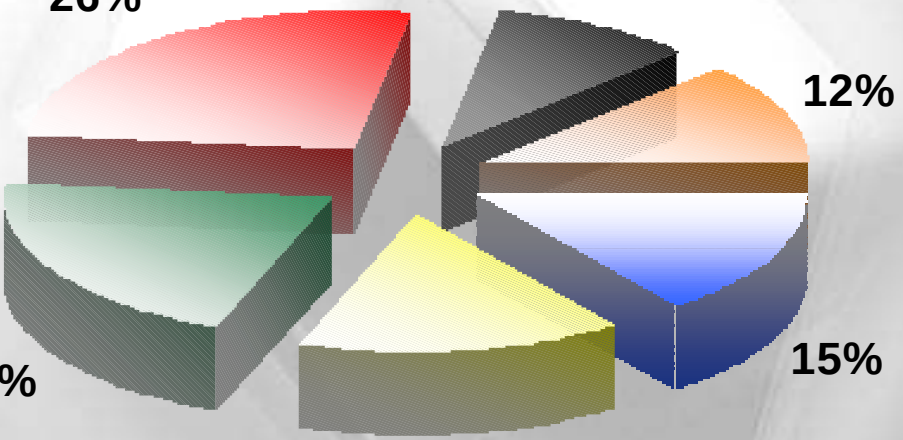
- Self-employed builders
- Agricultural businesses
- Manufactures and traders

Breakdown of deliveries per range

YTD May 2005

Premium 26%

Magnum 10%



12%

15%

16%

21%

Kerax

Midlum

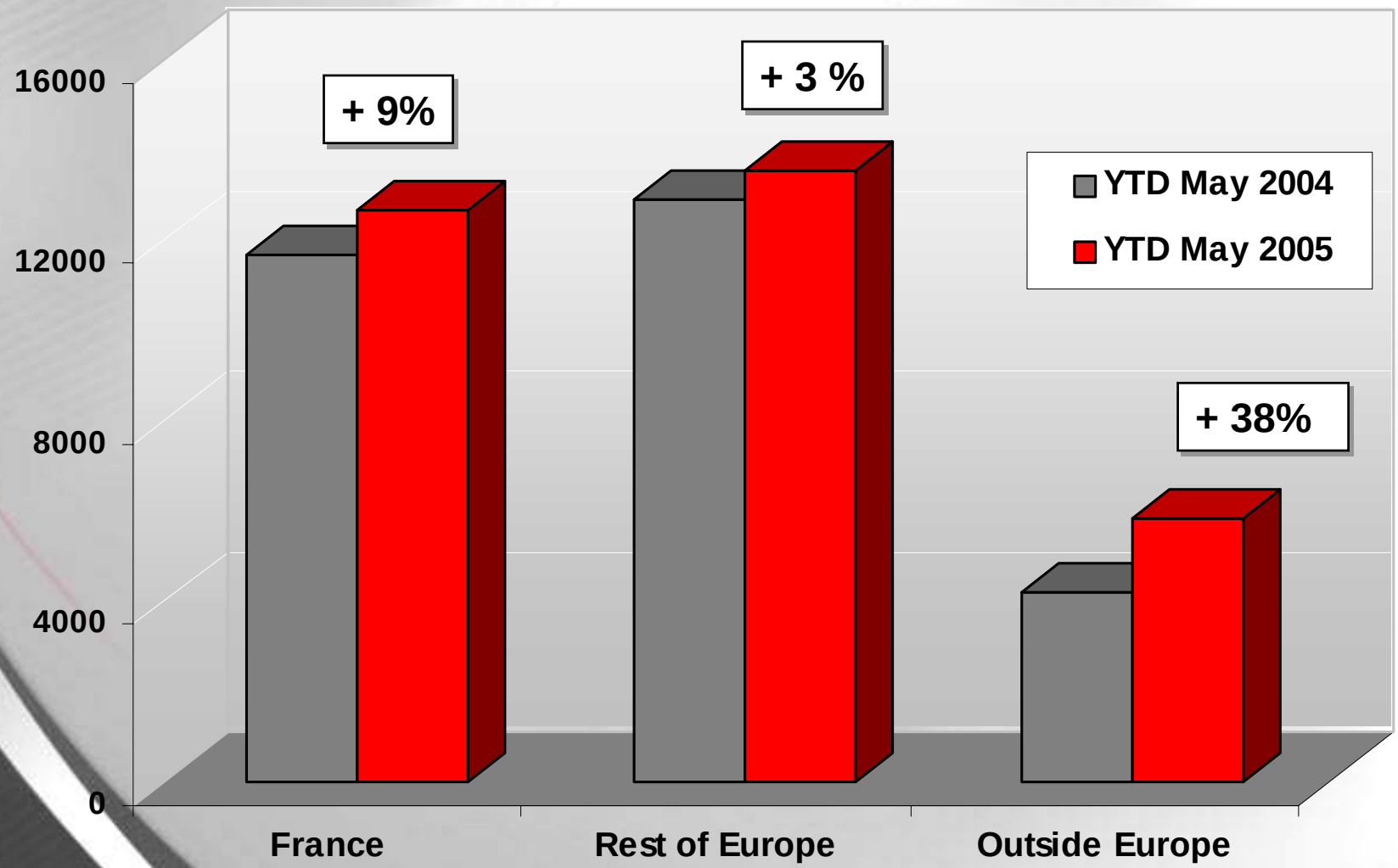
Master

Mascott

Trucks delivered

YTD May 2004 / YTD May 2005

TOTAL : 31,675 = + 10%



Mature Market Development Strategy

Example : France

- Focus on profitability rather than market share

- Grow business by developing the service offer

" For each new product launch, a new service launch "

Growth Market Development Strategy

Example : Poland

- Network development with local entrepreneurs for private dealers :
  → In 2005, 4 new dealerships will have opened, for a total private investment of 10 MEUR

- Network development by exporting best practice : French dealer opened 2 dealerships in Poland since 2003

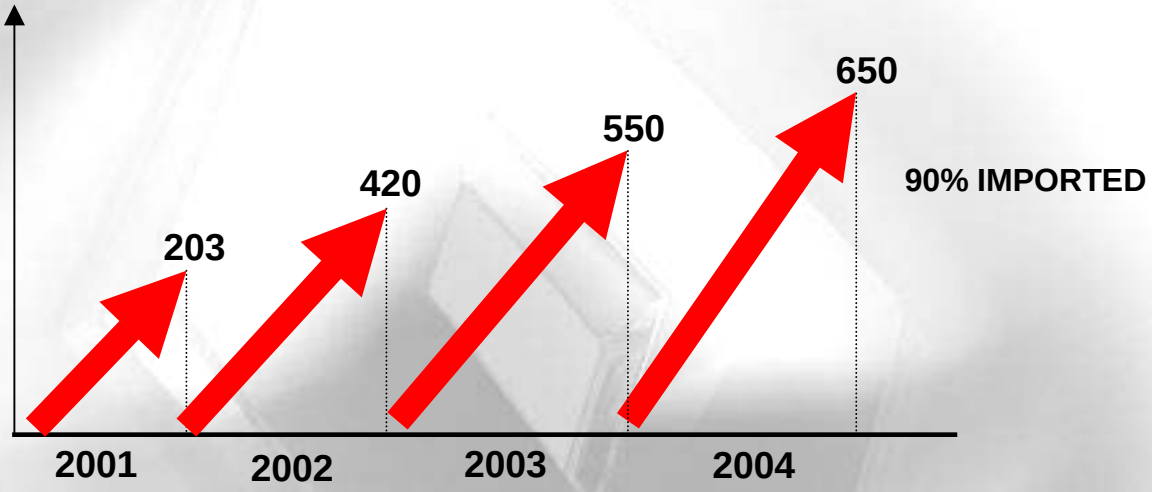
Nº OF PARTNERS IN POLAND		2003	F2005	F2007/9
⇒ Authorised Repairers	+	14	18	20
Service points		12	8	10
⇒ Authorised Distributors		14	13	15

Growth Market Development Strategy

Example : Poland

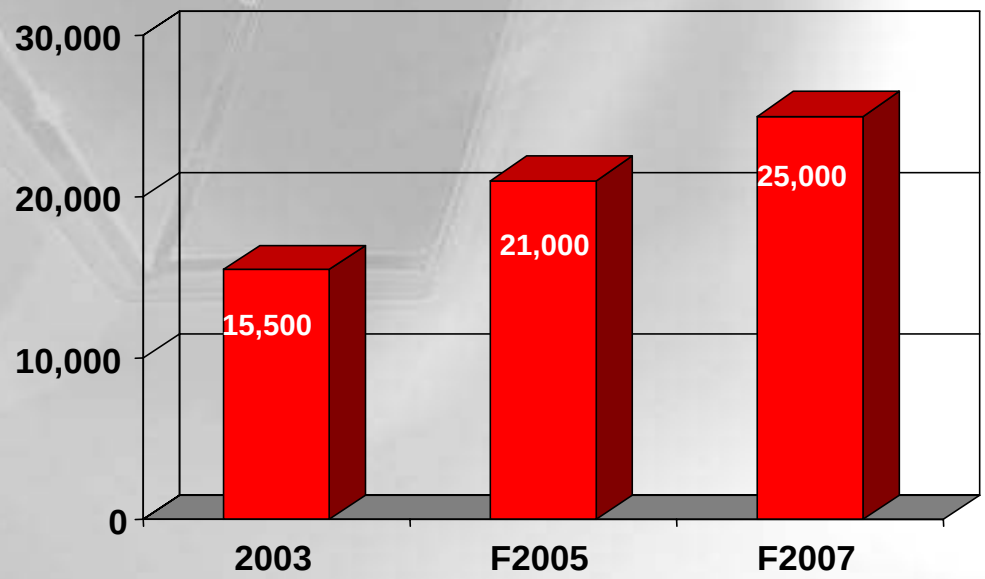
- Building more population also with used trucks sales

Used Trucks units sold per year :



Total Renault Trucks population evolution :

(new and used trucks)



Trucks Ranges Renewal Continues

All the ranges will be renewed before end 2006

Delivery

Renault Master

Renault Mascott

Distribution

Renault Midlum

Renault Premium *Distribution*

Construction

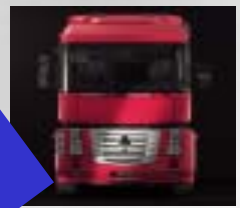
Renault Kerax

Renault Premium Lander

SISU

Long distance

Renault Premium *Long distance*



Renault Magnum

NEW RENAULT MAGNUM : the true benchmark

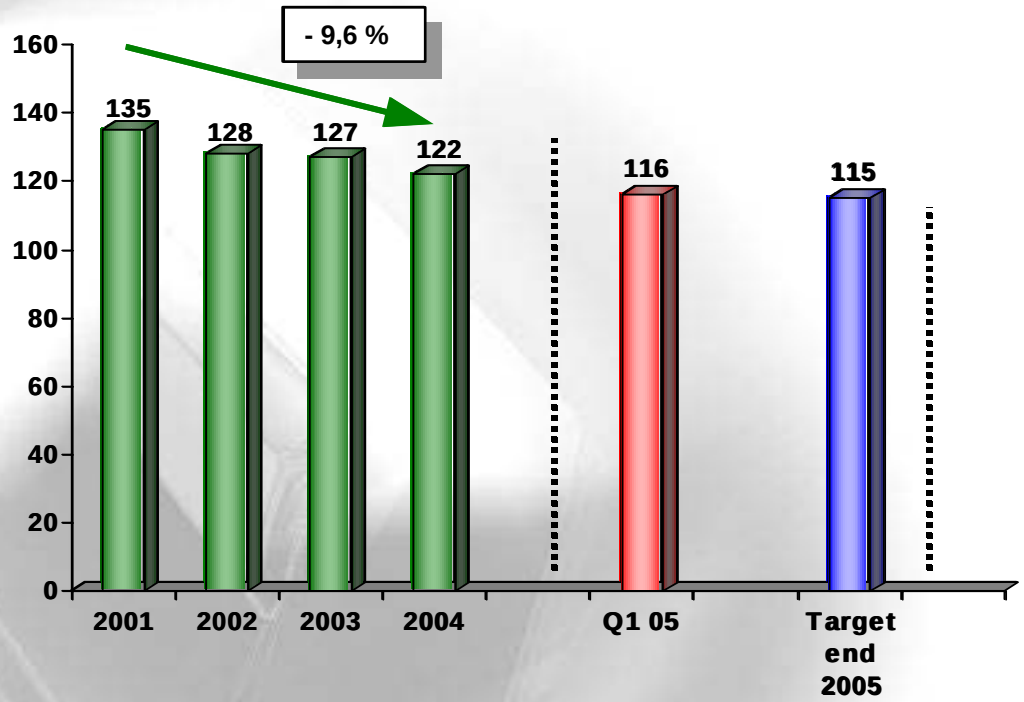
Benefiting from Group Synergies and Reinforcing Renault Trucks Brand Identity

Committed to customer success

Industrial Productivity

Continuous improvements boosted by the new products

- Man hours per trucks and cabs :



- Product/process co-development of new products enables big jumps in productivity :

  → At SOP, assembly time of a New Magnum is 1h less than previous model

- The complete renewal of the range will strongly increase overall productivity

RENAULT TRUCKS Committed to Customer Success