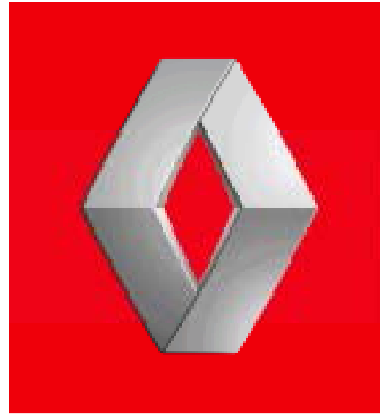


Investors Day



**RENAULT
TRUCKS**

Director Manufacturing engineering

Michel MEYER

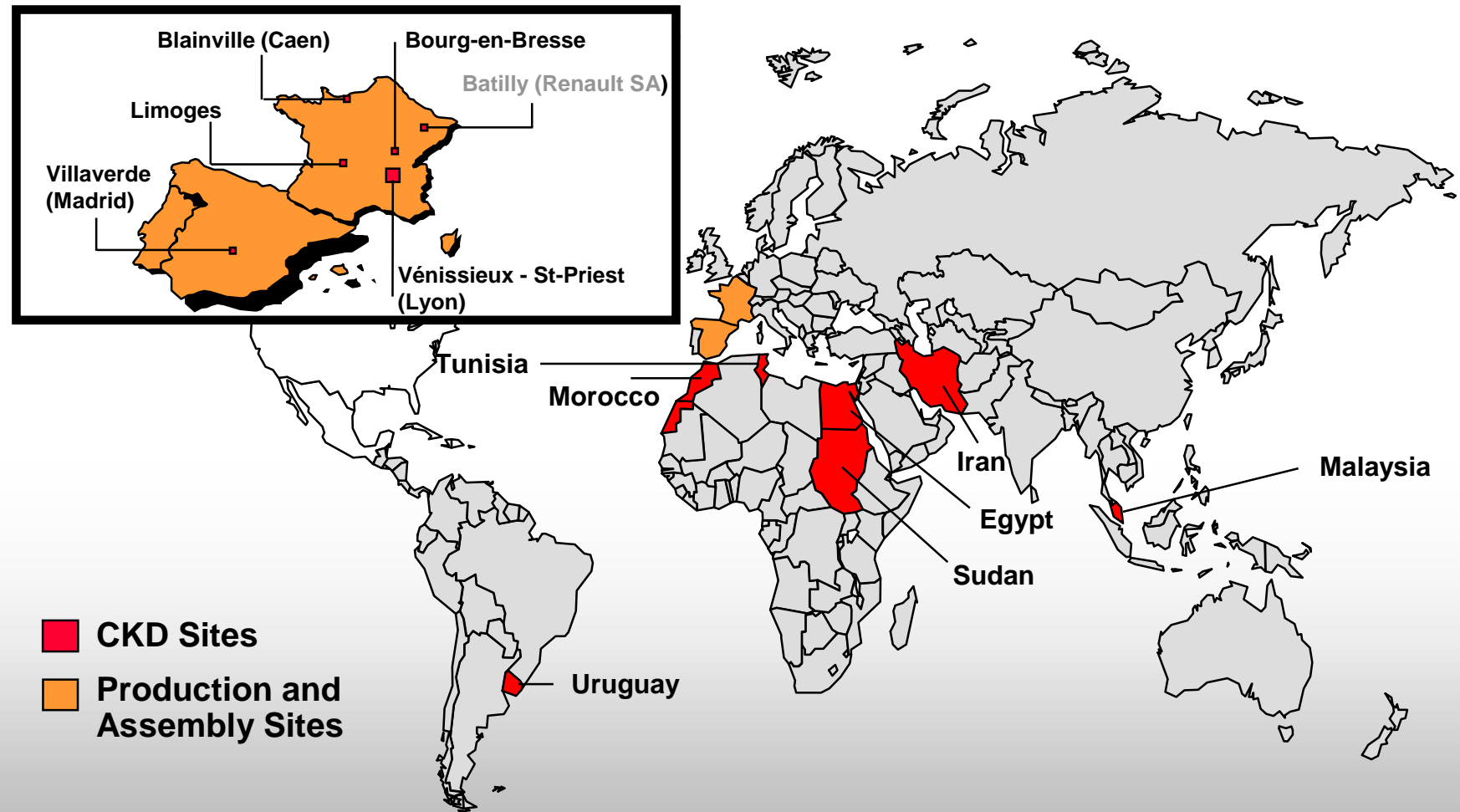
January 8th, 2004



MANUFACTURING OPERATIONS

Renault Trucks

Production and assembly sites



Today's manufacturing activities

Renault Trucks assembly plants

Blainville

- Manufacturing of all Renault Trucks cabs, Locator & Mack Freedom
- Midlum assembly

Bourg-en-Bresse

- Magnum and Premium assembly

Saint-Priest

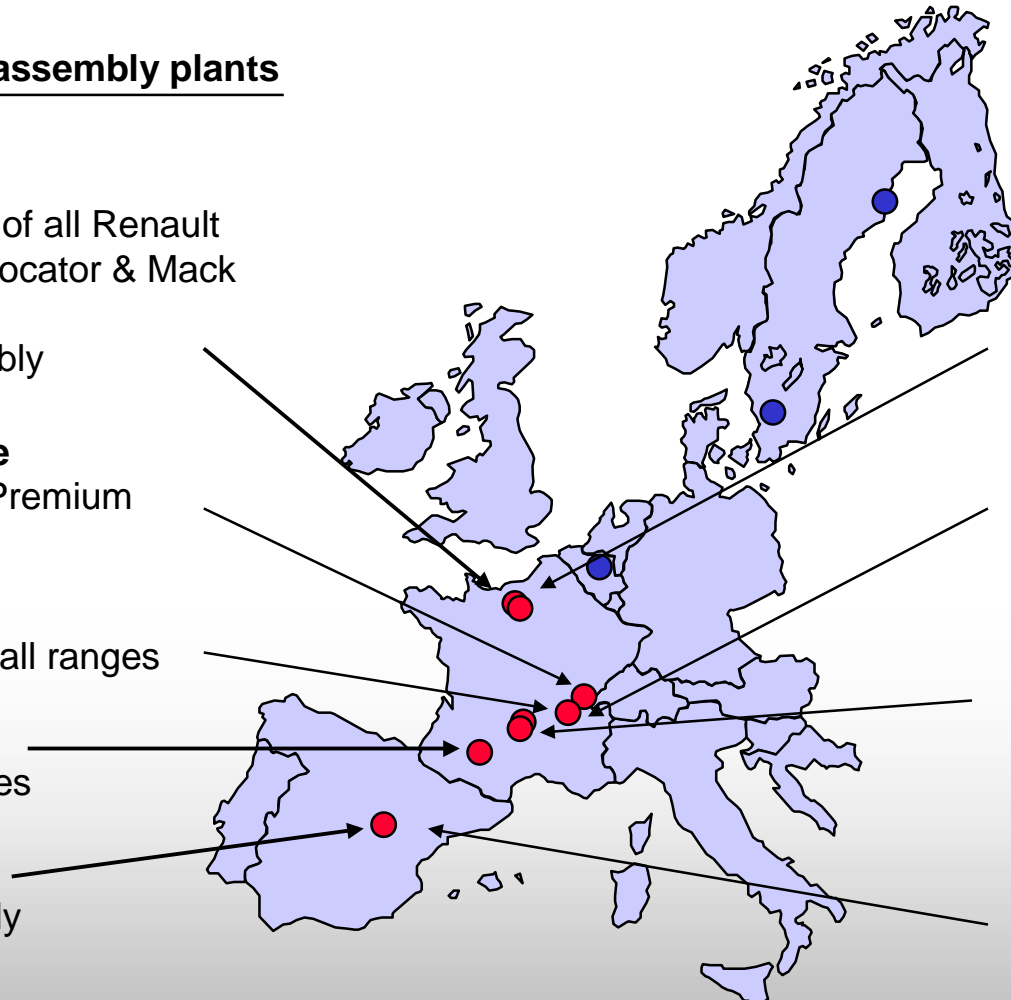
- CKD activities all ranges

Limoges

- Military Activities

Villaverde

- Kerax assembly



Renault Trucks components plants

Blainville

- Components (cabs & chassis)
- Electrical harnesses

Vénissieux

- Stamping (cabs & chassis)

Limoges

- Manufacturing of small series components (incl. axles)
- Remanufacturing center for engines and transmissions

Villaverde

- Machining of engines crankshafts

7 CKD assembly operations: Morocco, Tunisia, Egypt, Iran, Sudan, Uruguay, Malaysia.



Tour of Bourg-en-Bresse plant

INDUSTRIAL POLICIES

CAPACITY UTILIZATION

3 shifts/day + w.e. when capital intensive (ie : **stamping**)
3 shifts/day when both capital & labour intensive (ie : **welding, painting**)
2 shifts/day when labour intensive (ie : **assembly**)

BUSINESS CYCLE MGT

Step by step flexibility improvement by reducing other activities
Working time **flexibility agreement** and time bank
Using **temporary people** up to 30% to cover peak-time activity

CONTINUOUS IMPROVEMENT

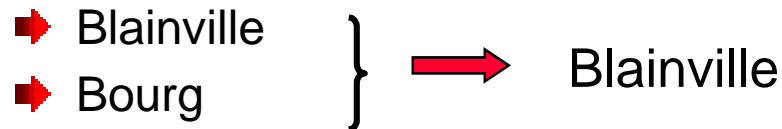
Management skills & "**UEP**" floor organization
All factories certified **ISO 14001**

FLOW MANAGEMENT

Cycle time target # 5'
"10+1" **synchronized product module delivery** "ready to drop"
Suppliers Park Concept

Implementation of the industrial strategy / 1999

Cabs production in one site



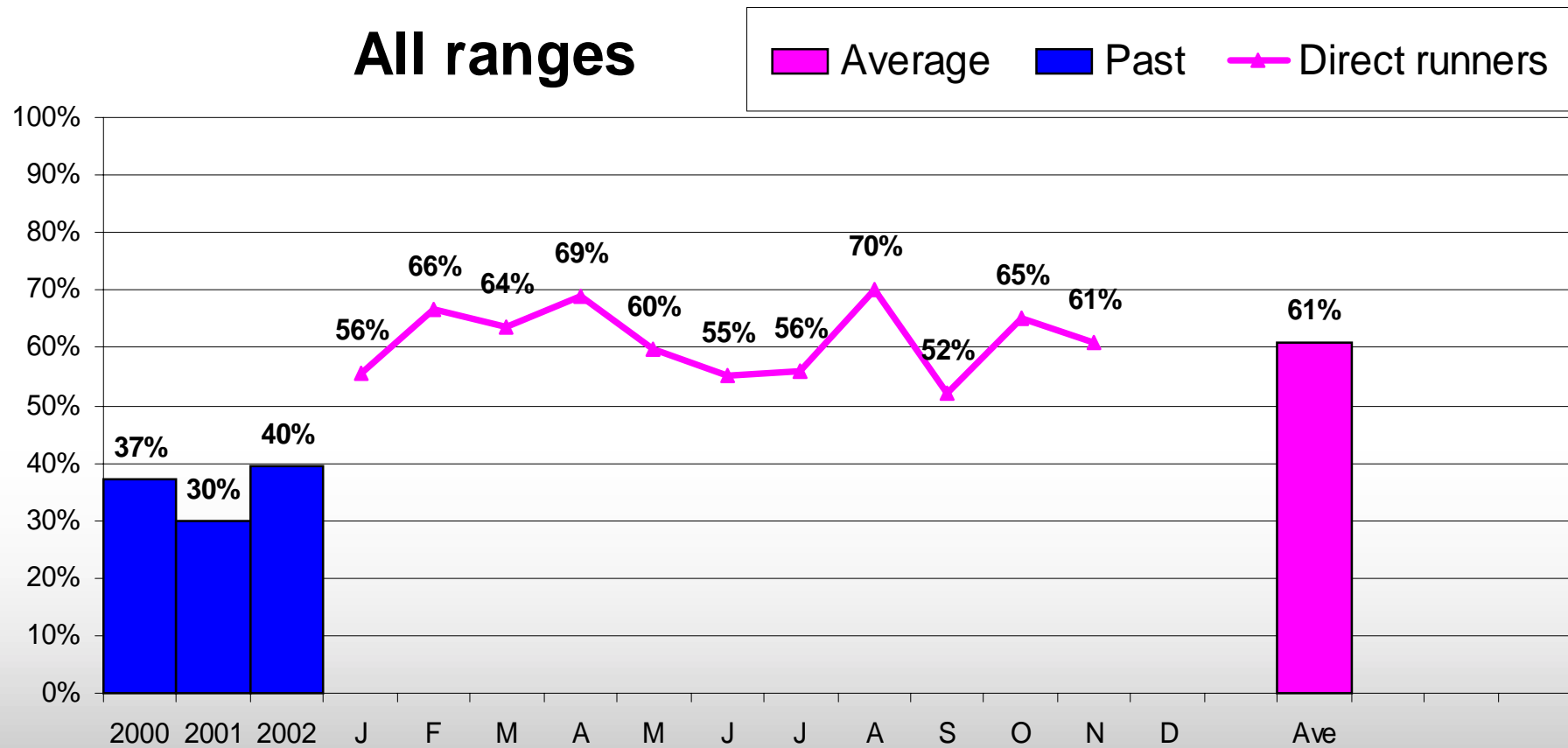
Specialization of trucks assembly sites



Achieve an efficient operating industrial structure

DIRECT RUNNERS

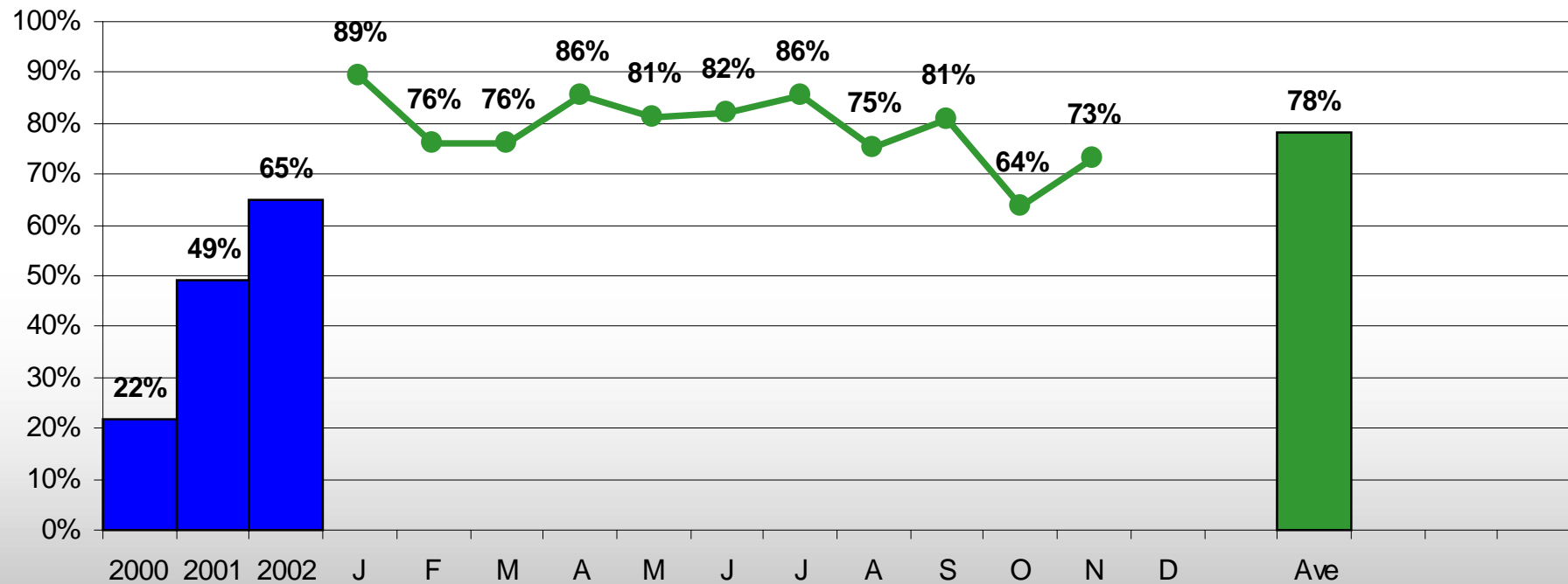
All ranges



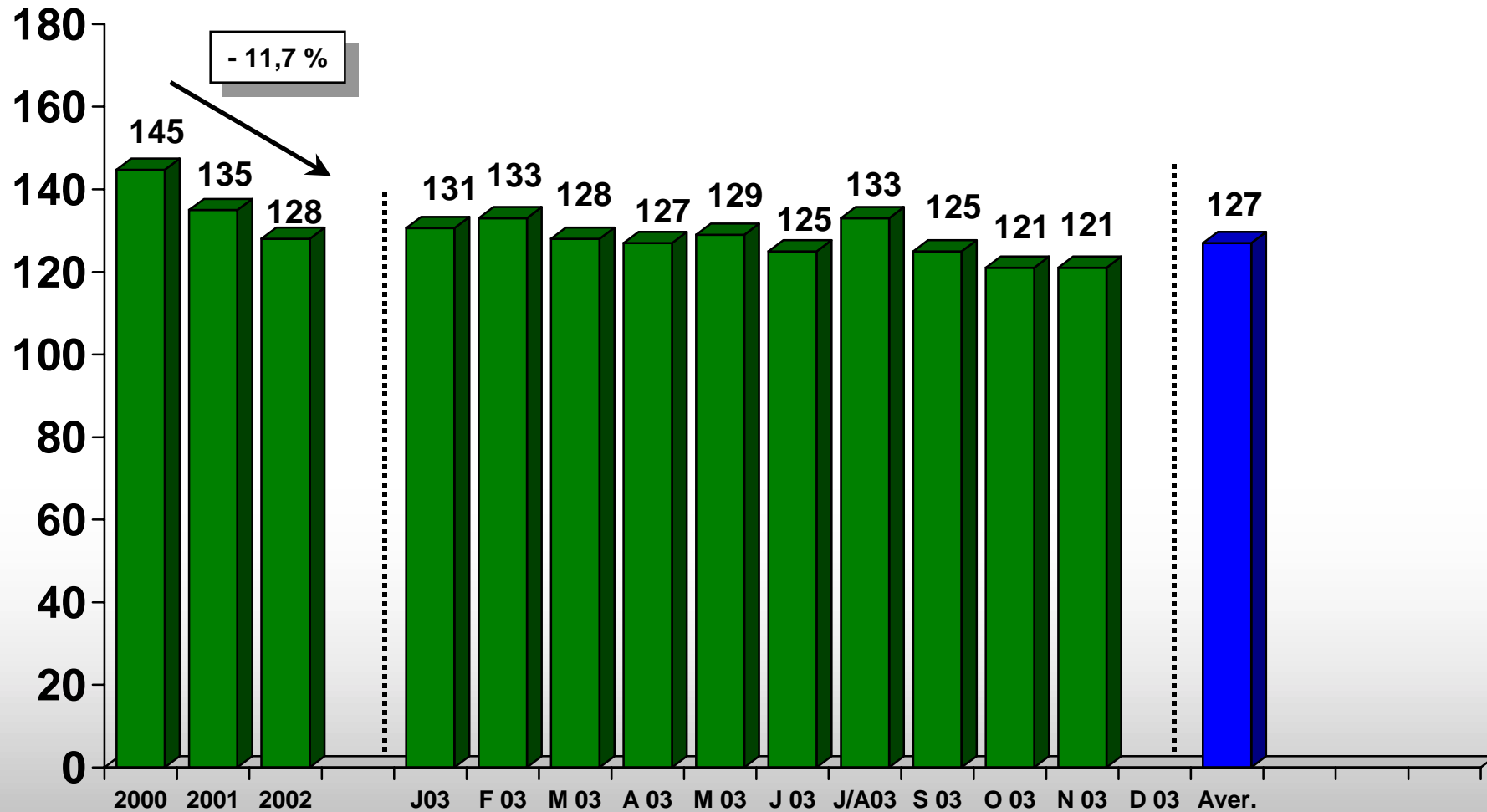
PLACEMENT CONFORMITY DAY TO DAY

All ranges

Average Past D to D



Man Hours per Vehicles and Cabs



2004 – 2006 PRIORITIES

- Achieve Product Range Renewal using management and process control capabilities
- Focus Human and Financial resources on core activities