

GENERAL MEETING - QUESTIONS.

Question 1:

As a Renault shareholder, I am concerned about the group's image and its positioning in the new sustainable development approach. In this respect, I think that the Renault Group does not sufficiently set out its intentions in sustainable research and development. Resolution 18, presented to this AGM, even maintains some confusion about the manufacturer's intentions. Indeed, do you not think that the appointment of Mr Thierry Desmarest, who benefits from great notoriety for his position within the Total oil group and, unfortunately, for questionable positions on oil spills, will tarnish the Renault Group's image?"

Mr SCHWEITZER

We have proposed bringing Mr Desmarest into Renault's Board of Directors because we are convinced that he will provide a strong contribution to your Board, both for his abilities as a grand industry leader, which need no further demonstration, and also because, with energy being tightly bound to the automotive world, Thierry Desmarest will be able to have our Board of Directors benefit from his globally recognised authority in the energy sector.

The players in the automotive industry must understand the long-term issues at stake for supplying the world with energy. In terms of sustainable development and the environment, for several years, Total has been adopting an active approach, particularly in the improvement of safety, in reducing greenhouse emissions and energy efficiency.

It will be useful for us to understand these approaches and move forward in step with them.

Question 2:

In previous years, the share price has benefited from what the press has called the "Ghosn effect." Since January 1st 2008, the share price has fallen by more than 30% while the CAC40 has only slid by approximately 10%. How do you assess this situation? How do you intend to have the analysts better perceive the Group's potential?

Mr GHOSN

Today, there is no doubt about the enterprise's potential. That is not the issue. All of the analysts whom we have been in contact with are well aware that Renault's strategy makes sense. It is a strategy which is very clear, in the short term, in the medium term and also in the long term.

Today, the market is sending us a signal: it wants to see results quickly, it wants to see our growth. It wants more than 10% growth. It wants us to demonstrate our ability to attain the 6% operating margin. It is true that over the last 6 months, there have been mixed signals concerning: are we going to make this 10% and the 6% operating margin? The middling

launch of the Laguna, the strike at Dacia, the fact that in the first quarter our growth in volume was 6% while the top of the market was at 10%. The fact that turnover is not increasing as fast as volume.

There are always good reasons why the share has not taken off, but we don't think that the question is one of strategy. All of the players on the market are convinced that the strategy of Renault and the Alliance makes sense. The market wants convincing and regular results, a constant improvement, and it is for us to show it. For as long as we have not had several months of highly convincing growth and have not shown a significant increase in our operating margin, we will always be in a position of mediocrity regarding the share price. Meaning that we will fall away from the rest of the market. The fact that the whole market has fallen is a fact which is beyond Renault's control.

Today, we are obliged to show results. It is not a matter of discussing strategy. We have done that enough. Over the year 2008, we need to demonstrate our performances in both commercial and financial terms.

Question 3:

What are the messages that Renault has taken from the stock market over the last 9 months?

Mr GHOSN

The message is: people want to see Renault's performance. They are convinced that it is the right strategy, but is Renault capable of carrying its strategy out and obtaining the expected results?

Question 4:

Does the growth target of more than 800,000 vehicles announced in Commitment 2009 include Avtovaz's volumes?

Mr GHOSN

Naturally, this is without counting Avtovaz's volumes. Otherwise this would already have been achieved since Avtovaz is making more than 800,000 cars at the moment.

That said, we will have certain choices to make in the framework of the partnership with Avtovaz. Avtovaz entered into an alliance with Renault, in part, because it needs Renault's products, its technology and Renault engines. And some trade-off will have to be made concerning the derivatives of our platforms. We will have to entrust them to Avtovaz rather than putting them under the Dacia or Renault brands. The risk is that Avtovaz will have an impact on that figure of 800,000, which we do not expect to be very significant. In any event, the 800,000 does not include Avtovaz.

Question 5:**What has been the impact of the strike in Romania on the first quarter of 2008?***Mr GHOSN*

We have added up the costs. This strike cost us €13m. It is a major event which we monitored closely. There are lessons to be drawn from this strike at all levels. Whether at the level of the organisation of Dacia and at the Group level, even in terms of our future investments in the Logan range, but it is true that it was an important event which we are not at all making light of and which we are drawing all the consequences from, both in terms of strategy and the importance of Romania and Dacia within the Renault Group. We are doing so in a very objective and lucid manner.

As this is a negotiation which takes place every year, we have no intention of going through this sort of incident every year. A post mortem of the strike will be undertaken in the Executive Committee. We followed up on events practically day by day. We have a very precise diagnostic of what happened. We will draw a certain number of consequences from this in terms of our organisation and the maturity of our establishment in Romania. This will give rise to a certain number of consequences on the internal level.

Question 6:**What policy do you envisage developing concerning new technologies: compressed air, hydrogen, electricity?***Mr GHOSN*

For electric power, we are already fully involved. We wish to play a major role in the massive development of electric vehicles. Renault, with Nissan, intends to appropriate the field of the electric vehicle. That is why we signed the contract with the State of Israel, where we have the whole of the market over a period of 10 years. At the moment we are negotiating with the Danish government. The technology is currently being developed by Renault and Nissan. The battery is more Nissan's business, while the vehicle will be Renault. Our aim is to position ourselves as an enterprise which will make the use of the electric vehicle commonplace, and sell such vehicles on a mass scale as of 2012, starting in 2011 for two precise markets. The contracts will be signed with towns and enterprises in a French framework and even in a European one.

The fuel cell and the hydrogen vehicle are the subject of developments in the framework of the Alliance. We have prototypes that run on hydrogen, above all Nissan vehicles. It is a technology which isn't looking at a 3-year development time, but something which will be ready in a 5- to 10-year timeframe.

For compressed air, we are much less further on. It is more a question of advanced research than a matter of building a prototype.

Question 7:

How does the ratio of R&D costs to turnover compare for Renault, with respect to Nissan and to the competition? How will this ratio evolve in future?

Mr RICAUD

In 2007, the ratio of R&D costs to turnover for the enterprise was approximately 6%. This ratio is the ratio between what we spent in 2007 to finance growth and the sales turnover that we effectively made over the last year. This ratio, due to the growth of the products plan, is relatively high: approximately 1.5 points higher than the ratios of our main competitors, but this simply bears witness to the growth plan which we have undertaken. When we compare this to Nissan, Nissan is placed in the middle of the market, between 4.5 and 4.8%.

We would like to take this occasion to mention the cooperation which we maintain with Nissan in the field of Research and Development. The CEO has just mentioned advanced research for the electric vehicle, but we have a very large number of cooperation projects with Nissan, with respect to engines or the fact that Renault uses gearboxes or engines developed by Nissan, and conversely Nissan makes great use of the diesel engines developed by Renault.

Finally, we have large cooperation programmes concerning the vehicle itself. The 4x4 Koleos, which we will be launching in Europe, was developed by Nissan on an Alliance platform. It is manufactured in Korea and will be sold in Europe.

Finally, engineer exchanges between the Nissan and Renault engineering teams are being developed so as to maximise the benefit for each enterprise of the experience accumulated by the other partner.

Question 8:

Would it not be better to use the available money to develop Renault projects rather than purchasing shares to cancel them, given the increase in money market interest rates and the few positive results from such purchases on the stock market price?

Mr MOULONGUET

The share buy-back policy that we are carrying out is very strictly framed. It is essentially a question, as we have communicated to the shareholders, of neutralising the diluting effect of the exercise of stock options. We regularly proceed with such purchases, but in a very precise framework. In terms of shareholder relations, the essential channel for us is increasing the dividend.

Moreover, one cannot say that the investment policy excludes share buy-backs, or vice versa. You have seen, through the structure of the balance sheet, and the generation of equity and cash by the enterprise, that we have the means to drive a strong development policy. You have seen all of the product developments announced for the coming months and years, while continuing at the same time to undertake a clearly framed and limited share buy-back policy.

Question 9:

What will be the future projects entrusted to your factories, particularly Flins, Sandouville, Douai and Maubeuge?

Mr GORNET

We cannot answer specifically for each factory. We can already answer concerning the projects which will not be entrusted to the factories in France. These are low cost vehicle projects. By definition, they will be manufactured in countries where costs are the lowest. The French factories will be used mainly to manufacture vehicles sold in Europe and in markets where we have no industrial establishment. This means that they are in line for the renewal of the current ranges. The Mégane at Palencia and the Scenic at Douai. For the I range, this has not yet been decided, nor for any of the other vehicles which we may develop.

Question 10 :

I was delighted to see the advert for the Koleos at the workshop, but I am also fairly disappointed. When will you decide to add a feminine touch to your adverts?

Mr BLAIN

Women do not want special cars, they want cars which are suited to women. It has not been shown that women wish special adverts made by or with women. They ask for adverts which are suited to women, which, quite simply, please them. However, we do take note of the question. We can reassure you: the advertising is not against women, it is wholly against it, and we will keep a close watch over it.

Question 11:

[question on the Renault factory in Iran: Start-up of the Logan, date, volume, target customers, quality level compared to Dacia and other sites?]

Mr PELATA

The car started off well from a quality point of view and for its reception by customers. In quality, we are following exactly the same validation criteria for what we call good quality as we have in Romania, India or elsewhere. We are at that quality level today. For the vehicle's welcome by customers, we have just completed a survey of a sample from the first 20,000 customers and have observed a certain number of things which they would like to see improved. Despite that, we have a recommendation rate of 89%. That is very high, a rate which is virtually never obtained. These are customers to whom we asked: "would you recommend the car to your neighbours, your friends or family?"

A third criterion is that the car is being resold on the black market — the Iranian economy is like that — at 30% higher than its official price. That is also a certain manner of measuring its value.

The bad news is that production has been slow getting up to speed. We are currently at approximately 200 vehicles/day. A little over 1,000 cars per week, which would give 50,000 cars over the year. However, we should be making 250,000. We spent the last weekend with our team there and with the reinforcement of a certain number of our central positions from the Technocentre and at Head Office, trying to help the situation to get unstuck. We have reasonable hopes in being able to attain 400 per day in May, 600 in July, 800 before the end of the year and 1000 per day before the end of the Iranian year in March.

We still have a certain number of obstacles before us, especially technical obstacles: we think that now everything is under control. Financial obstacles: this is harder since the Iranian industry's working capital has now partly evaporated, making payments to suppliers and from manufacturer to manufacturer with Renault particularly difficult. That is the main reason for the difficulty in raising the production rate, but we hope, after having spoken about this with the government, the banks and our partner, that this problem may be resolved in the next 3 months.

Question 12:

The new Laguna is showing modest sales results, as it is a segment that has gone down compared to compact MPVs or 4x4, which young people find more interesting. Why have marketing surveys not foreseen this problem?

Mr BLAIN

The market surveys foresee this. Moreover, Renault was the creator of the concept of the compact MPV with the Espace, Twingo, Scenic. Therefore we really were in on the action. For 4x4s, we weren't in on the action, in fact. We had to wait for the opportunity provided by the Alliance to get in it and we are getting there with the Koleos, which is a 4x4 *à la Renault*. It is not the copy of any other car. It is a Renault-style 4x4, a cross-over of the 4x4 and the compact MPV.

However, the decline of the traditional M2 segment has been more abrupt than we imagined it would be, due to the financial crisis, overall concern and the CO2 tax policy, which have accelerated the slide of the mid-sized and have also had an impact on the 4x4 and compact MPV segments.

Question 13:

Was the market survey of the New Clio Estate badly conducted? Why, faced with strong demand, is production so slow, as shown by excessive waiting periods? Is there a cartel agreement with PSA?

Mr BLAIN

The cartel with PSA would be a scoop. Concerning the badly-conducted market survey, the fact is that we got it wrong, but this uncertainty has to be managed. As it happens, we have a problem and we would quite like to have more problems like that. In fact, the Clio Estate is doing better than we thought because it is more than just an estate version. It is a model in its own right, with a hint of a specific cross-over or design model, which we underestimated. With that, the lead times are long, but we are putting ourselves in a position to increase the factory's capacity as of this summer by 50%.

Question 14:

Concrete ideas for progress, formerly called suggestions, have always been a vector for progress with Renault. Why are certain managers strongly braking their deployment?

Mr GORNET

They can't be very effective because on average we have 10 suggestions per employee at most of the industrial sites. That is very honourable with respect to the competition, but there are several types of suggestion. There are simple and local suggestions, which are easy to apply. More complicated are those suggestions of a more technical nature which relate to means or products, for which studies and surveys have to be carried out, which compete with other subjects, and indeed we can find in some cases that insufficient priority is given to studying the suggestion compared to the rest of the work.

Question 15:

In a sustainable development perspective, and faced with a possible contraction in the global market, do you have any diversification objectives?

Mr GHOSN

We do not at all think that the global car market is going to stagnate or fall. What is going to happen, is that the mature markets, meaning the United States, Western Europe, Japan, will at best be stagnant. Very probably downwards. On the contrary, we are going to see an explosion in automobile demand in the emerging markets: Russia, China, India, the Middle East, certain African countries and Brazil. And we have already seen this in 2007 and even in 2008.

Overall, it is a market which will continue to grow, not in the traditional markets but with new products on emerging markets. Diversification means knowing how to make the cars that the emerging countries are now demanding, and be able to be a significant player and contributor to the development of these markets.

Through the launch of the electric car, we are not only interested in selling the car. It is obvious that today, at the Alliance level, we are equipping ourselves to produce the battery in the Nissan factories. We therefore think that if the electric vehicle develops strongly, the

battery will become a very important element that we will be able to sell. Electricity distribution and the distribution of batteries in a market is also an important element. The fact that we are launching ourselves into the field of the electric car does not limit us to the car's hardware, we are also interested in the battery and the distribution of electricity. That is why the experience in Israel and Denmark is important. We risk being in different markets, using different distribution systems and we are going to try to integrate ourselves and enter into partnerships where we also have an interest in the distribution of the battery and the electricity.

We are in a market which will continue to be buoyant, in a different manner compared to what we have known to date, and new technologies will allow us to attack new markets.

Question 16:

Why did the Japanese group NTN increase its holding in order to be the majority shareholder of the SNR subsidiary specialized in ball bearings?

Mr MOULONGUET

In reality, the SNR transaction consists in having this long-time subsidiary of Renault supported by a great global enterprise in the field of ball bearings. As of the time that ball bearings and ball races were no longer at the heart of Renault's business, it was necessary to give this subsidiary, which has a great deal of expertise in the field, every chance by integrating it with a large global group such as NTN. That is what was done. The process is being accompanied and is progressing under very good conditions.

Question 17:

Your distribution subsidiary has returned to profit. What are your targets in terms of margin?

Mr BLAIN

There is a very strong increase in profitability thanks to a very effective management of these subsidiaries and all the credit for this is theirs. The objective given to Renault Europe Automobile until the end of 2007, which has changed name and is now called Renault Retail Group (RRG), to affirm the global vocation beyond Europe, since we also have our own establishments, which belong to the network outside Europe. The target assigned to RRG is to be exemplary. This translates to being above the average of the network, both in quality and in profitability. In quality, they have practically got there in the various European countries. That is part of the enormous progress, which has just been highlighted hereabove. In profitability, we are not there yet. Being better than the average of the network means being better by correcting the excess rent cost due to the fact that RRG works in the cities. Obviously, rent is more expensive than in the countryside. Profitability is part of the Commitment 2009 Plan for RRG. Target figures have been assigned to it.

Question 18:

What is the role of the return of Formula 1 in Spain? You recently issued a press release. What are the advantages of this return of Formula 1 in Spain?

Mr GHOSN

It is true that with the Spanish market down by more than 18%, it is difficult to see any Alonso effect on our sales. It also has to be said that our results at the moment are not such as to attract a lot of attention. We hope for a strong return with a much more stable and more competitive car in 2008. We have many ideas on the technological level. Our strategy is good and it has to be carried out properly, and from there on we should feel the effects of greater competitiveness in Formula 1. For the moment, there is practically no effect.

Question 19:

Al manufacturers currently want to focus on the low cost car sector. How will you finally manage to gain constant margins, considering that it will be necessary to put pressure on suppliers? You said that the board of directors was taking care of RS E. Will we be able to maintain margins, bearing in mind that there is going to be a fierce battle and prices are undoubtedly going to head downwards?

Mr GHOSN

The low cost sector, an important element in Renault's strategy, is fundamental if we wish to develop our sales in emerging countries. One doesn't always buy the car that one wants, but rather the car that one can buy. Having cars available at affordable prices is very important to draw customers to the brand and have a first good experience with Renault.

Low cost is not synonymous with low profit. Our collaboration with a certain number of Indian manufacturers has shown us that they often have margins significantly higher than our own even though they sell more frugal products than ours, with much lower costs and lower prices than ours. It is possible to be highly profitable in the low cost sector. In a certain manner this makes for the success of the Logan. It is not just a success in terms of the product, but the fact that the car is very profitable. We are managing to make an operating margin of over 6%. The Logan does not weigh on Renault's results, on the contrary it lifts our bottom line when we are in an operating phase rather than in the start-up phase.

One of Renault's great issues is to position itself well in the low cost sector, with a profitable low cost offer, which is not a handicap, even though it often is for other global manufacturers and is not at all a handicap for the new Chinese or Indian manufacturers.

Question 20:

Compared to the General Meeting last year, Mr Ghosn, the presentation of our strategy this year appears to be both clearer and more pertinent. I find it a clever idea to create Logan derivatives which follow the desires of potential players and of the various countries in which you are locating factories. You are naturally developing in emerging countries, and in particular in what is termed the BRIC zone. In Russia, with 24% of the share capital of the Lada manufacturer, what is your leeway for taking command? How do you see the organisation of its ties, with respect to Renault and Nissan?

Mr GHOSN

Concerning Avtovaz, the conditions were laid down from the start. It was 25% plus one share, and no more. This was not only Renault, but something which was offered to all those who were competing with us, meaning GM, Fiat and a Russian group. This was dealt with at the level of the Russian government, which said that it was out of the question to acquire a controlling interest in Avtovaz. It is out of the question for anyone to take more than 25%. That was clear from the outset. We thought that at the end of the day, it was good for Renault and we were ready to go for it with 25%.

Why were we chosen? Firstly because we had a credible industrial project. The others did too, but in the opinion of the Russian officials, and they said so to the Russian press, they chose Renault because Renault had demonstrated its capacity to respect a different entity. They had observed Renault Nissan and they say that when Renault acquired a large holding in Nissan, Renault respected the Japanese management and the Japanese identity. The Nissan brand has not suffered from this cooperation, and rather the contrary since it has progressed in terms of volumes and turnover. Therefore, if an enterprise was able to respect a partnership at such a large scale, it would do so for Avtovaz. Thus, Renault is credible.

That was officially stated to the Russian press on the signature of the agreement by Mr Tchemechhoff, head of the board of directors, and who had the rank of minister in the Russian government.

Today we are undertaking a strategy in which we will help Lada, while benefiting from its development since it will be Renault engines, transmissions and platforms which will be used.

Question 21:

I read in the press that you have a problem with your Indian partner. What was the situation and what was the outcome? Do you not fear competition from Tata which is launching its small car?

Mr GHOSN

You are aware that India is a big country with many entrepreneurs. Indian entrepreneurs have very strong personalities and very clear objectives. They make few concessions to the objectives of a partner. We said to ourselves that it would be very difficult to find a partner

which would concord with all of our objectives. Therefore, we decided to separate the partnerships by targeting specific objectives in order not to complicate the task. We signed a contract with Mahindra for the distribution of the vehicles. With Bajaj for developing the car at 2,500 dollars. We will build a factory between Renault and Nissan, without Mahindra because it seemed too complicated to do so with three on board. Nissan signed an agreement with Inbuja for the development of small commercial vehicles.

We are multiplying our small partnerships because in India, it is very difficult to do everything with a single partner, but this doesn't contradict a strategy which makes sense at the Alliance level.

Are we heading for a confrontation with Tata? I don't think so. It is a market in which there will be space for everyone. Tata took many initiatives on the Indian market. The car at 2,500 dollars was its initiative. We are following, but I hope that we won't be far away and, above all, that we will have a highly competitive car.

Question 22:

How are your first initiatives progressing in China?

Mr GHOSN

China is the second largest market worldwide. It is highly likely that it will be the largest automobile market worldwide in the next 20 years. The reason is very simple. On the American market, there are 800 vehicles per 1,000 inhabitants. In developed countries in Europe and Asia, it is 600 vehicles per 1,000 inhabitants. In China today, it is 50 vehicles per 1,000 inhabitants. In India, 50. In Brazil, 150. In Russia, 200.

Even if China were to stop at 500 vehicles per 1,000 inhabitants, there is an extraordinary amount of room for growth. However, to go to China means having to commit oneself fully. It is a project which will need a great deal of resources among Renault's various expertises. And rather than pushing ahead quickly and badly, it is better to go less quickly and do it well. Today, with the development of a project in Iran, in India and Morocco, the extension of capacity in Romania, plus a large project in Russia, we will not be reasonably able to carry out our strategy correctly in China. And the Chinese authorities are aware of this.

When Nissan signed the agreement with Dongfeng, from the start we said that it was the Alliance that was signing and the authorities accepted this. Nissan has hired over 150 experts in China over 3 years to ensure the success of its Chinese establishment. When we will be entering China, it will be necessary to put all of the other projects to one side and dedicate ourselves to our entry into the Chinese market.

We do not think that China can be made an appendix to the other projects. It is an important market which we will have to dedicate ourselves fully to. This will take time, but for the moment the conditions are not what we need. It is a question of human resources and expertise which are currently spread over the various projects which we are developing.

Question 23:

I would like to say a word concerning the electric vehicle. I am delighted to see the disappearance of all nuisances. I am for the disappearance of diesel particles, which favour cancer. Will the initiatives adopted by other French industrialists, such as those of Mr Bolloré, compete and pose a problem?

Mr GHOSN

Naturally, there are many entrepreneurs who believed in the electric vehicle. We have many contacts with Dassault Bolloré and other enterprises, but we think that the zero-emission vehicle is not a niche product. We are thinking of a product which will become central to the product range. Moreover, we are speaking of a line of electric products and we think that we must go it alone, at the level of the Alliance. We have had exchanges with various French entrepreneurs who, for many and various reasons, did not succeed, but there will be space for everyone for zero-emission vehicles.

Question 24:

You plan to manufacture ultra low cost cars in India and there is a Tata car called the Nano which is cheaper than the price that you are proposing. What is the timeframe for the launch of your ultra low cost car? Will it meet European standards?

Mr GHOSN

The car presented by Tata is not yet being sold. It was presented at a motor show. We have no doubt that it will be put on the market at some time in 2008. We will be there with our car in the first part of 2011. We will be 2 years behind Tata. Our car will not be identical. We think that it will have certain advantages compared to what we know of Tata's product. It may well be the case that Tata manages a lower cost than ours, even if our aim is still 1500 dollars in terms of costs, but we want to do something in the same order of magnitude in terms of cost and price, but which has specific advantages compared to Tata's vehicle.

This vehicle does not meet European standards, I can confirm. In addition, they have said that it was a vehicle essentially for India and perhaps in neighbouring markets. Nothing stops this vehicle from being brought up to European standards, but that will make the vehicle heavier and richer. However, if it manages to do so at 3,500 dollars, it will still be competitive in Europe.

We are concentrating on an offer for India, possibly for neighbouring markets or even the emerging markets, but we do not intend to export this vehicle to developed markets.

Question 25:

I am an employee of Renault Retail Group and CFE-CGC trade union representative for the Saint Etienne establishment. RRG has just launched a process for the sale of the Saint Etienne establishment. This sale does not seem to correspond with the strategic orientations which Renault has argued to date. Could you provide a precise statement on this situation and, secondly, provide your vision as to the future of RRG?

Mr BLAIN

The strategic vocation of RRG is to distribute Renault vehicles in strategic cities. There are some thirty of them in Europe. That is the core of RRG's vocation. In reality, RRG is present at other sites which are currently profitable and which may give rise to opportunities for their sale, others may be examined and sold or not depending on whether a purchaser can be found which meets our desires for the profitability of the sale.

Saint Etienne is a particular case. We may end up selling it. We may also end up making acquisitions. RRG recently acquired two sites in the suburbs of London where we are insufficiently represented. Representing Renault in these strategic cities means covering at least 50% and if possible 75% of the city.

Question 26:

I found that for the written questions you have answered relatively few questions compared to previous years. You have said that a written answer will be provided, but that means an individual response. The interest in the exchange at the General Meeting is that the answers are addressed to the collective body of shareholders. I would like to suggest that the written answers be made to all, at least to all attendees if not to all of the shareholders.

Mr GHOSN

Your suggestion, which would consist in putting the answers on the net so that they may be known to all of the shareholders, is a good suggestion. We will examine how to do this in practice. Thank you for making this suggestion. We are trying to split the time in a balanced manner between oral and written questions. This year, we have given more time to direct questions, but we will implement a solution which corresponds to your wishes.

Question 27:

Some reports have mentioned the possibility of developing a specific Dacia network. What is really the case? If so, will it combine the Dacia and Lada brands, and perhaps the Motrio repairs network? I already spoke at the last meeting to say that I found that Renault was communicating little concerning Motrio, which groups together approximately 1000 repairers across France.

Mr BLAIN

For Dacia, in Western European countries, we are adopting an extremely pragmatic position, which consists in identifying, town by town and considering the potential masses of vehicles to be sold, whether or not it would be opportune to create a specific show-room sales area. This does not rely on any given doctrine. Moreover, the initiative sometimes comes from the dealers themselves. They start to have a flow of customers with the announced products such as the Sandero and they want to expand by creating a specific Dacia show-room.

Concerning the Lada, the subject is first the product plan, engineering and industry. It is true that we are starting to build up contacts gently with Avtovaz concerning the commercial aspects, but the first subject, it is still Russia and the former USSR countries where the Lada brand is extremely widely presented. We will see later with the other regions what can be done to help the Lada brand be present in Europe or in America.

For Motrio, indeed, your remark is pertinent. The important point is certainly that the Motrio brand, but above all the products which are behind it and which have lower cost prices, with the durability being possibly reduced due to the intended use of these products. These are vehicles which have 4, 5, 6 or 7 years of age. And putting a spare part which will last 15 years on a car which is 8 years old does not make much sense. The important point is to have a base of specific products which, via the Motrio brand and in future via a low cost after-sales repair offer for older vehicles, will be of use in offering older vehicles to Renault and to the customers.

But you are right, we are not pushing the Motrio brand sufficiently as such, but we will continue to develop Motrio products for use by low cost repairs for old vehicles.

Question 28:

I would like to be informed about the geography of the share capital. In the document it states that public shareholding is at 66%. That is not very detailed. What are the shares of institutional investors and individuals? On the other hand, what are the respective shares held by French and foreign shareholders?

Mr MOULONGUET

The two main shareholders are the French State with 15% and Nissan with 15%. The remaining 70% is split between individual shareholders and employees of the enterprise: 8%. Out of the 62% institutional investors, we are at 2/3 foreign and 1/3 French.

Question 29:

I am very much in favour of and very happy with the Indian project which appears to me to be quite buoyant in a market which is less hotly contested than China. Is the factory which is in time to produce the 400,000 vehicles already under construction ? In what timeframe will it be built? What will be the rate of this production?

Mr GHOSN

Shenai factory is under construction. The earthmoving works have started. A relatively long time was needed because in India, plots are small and belong to lots of small owners and the Indian government with whom we signed the agreement had to expropriate and reach an agreement with these owners to make the land available. This took quite a long time. It is a process which has to be carried through in a peaceable manner for obvious reasons. Moreover, not all of the land has yet been freed up. We begin construction with the Government's authorisation. Production should start at the end of 2010.

In Morocco, it is under way, we are at the stage of finalising the investment amounts.

Question 30:

Is it planned for the Sandero produced in Brazil to be equipped to run on biofuels?

Mr PELATA

We committed ourselves in the Commitment 2009 Plan to propose versions running with ethanol for 85% over the whole of the product range and the same thing for biodiesels. We are currently doing so and we will be keeping to this commitment, in particular for the Sandero for which it is less complicated since the vehicle is sold in Brazil with a flexfuel version which makes it possible to use alcohol, ethanol or any alcohol/ethanol mix. We don't see why we should change this line. We have followed developments in the media which criticise biofuels, but we know what is happening for generation 2 and 3 biofuels, with an excellent overall footprint for global warming and a major component of our action in favour of the environment.

Question 31:

I greatly appreciate the very positive change in the dividend. Would it not be a good idea to increase shareholder loyalty over a longer period through bonus share awards tied to the duration of holdings of shares?

Mr MOULONGUET

Concerning the heightening of shareholder loyalty, we are always very open to different manners of doing so and we will be looking at this. To date, and you were many to say that

this corresponded to your wishes, we think that a dynamic dividend policy is the best manner of increasing shareholder loyalty.

Question 32:

Concerning the plan for production capacities and the administrative problems for development in the planned countries, is there not a risk to see a scissor effect on the virtually certain fall in mature markets compared to the development of emerging markets?

Mr GHOSN

Concerning the contrast between mature and emerging markets, have no doubt that we will be fighting on the mature markets. We are a significant contributor to the European market and we intend to stay there. We will continue to develop cars and technologies to keep an important position in Europe.

The reality of things is that the growth of the automotive industry will take place in the emerging countries, and the faster we position ourselves with capacity, competitive local sourcing, and products suited to customers' expectations, the better Renault will be positioned for the future.

This is not a migration from mature countries to emerging countries, it is a matter of fighting in the mature countries while recognising that this will be rather on the defensive since there will be little growth in these markets. There will be technological developments and migrations from one segment to another, but it is hard to see how we could go beyond 600 cars per 1000 inhabitants in the developed countries. However, nothing is stopping the Chinese, Indians and Brazilians from wanting to raise themselves to the same level of development as in the developed countries. And this probably means 500 vehicles per 1000 inhabitants.

It is there that there is growth. And in the figures, we can see this. At the same instant as we speak of Spain being at -18% and Italy at -8%, at the time that the United States, over the last three years, has been showing negative growth for cars, with Japan in a recession for the last 4 years, Russia has been posting growth of 25% per year, Brazil more than 25%, China more than 15%. There is no reason why this should stop. There may be some variation but the trend will remain very strong. Those who are present with the capacities and the products will benefit, and we count on having Renault and the Alliance strongly positioned in these markets.
