



DRIVE THE CHANGE

## RENAULT SA

### Combined Ordinary and Extraordinary General Meeting of 30 April 2014

**At the Combined Ordinary and Extraordinary General Meeting of 30 April 2014, the shareholders had the opportunity to put their questions to the General Management. In order to encourage dialogue with the shareholders present on the day, it was not possible to answer to written questions received prior to the General Meeting.**

**In accordance with article L. 225-108 of the French Commercial Code, the answers to such questions are provided in the present document. These answers were discussed during the Board of Directors meeting of 30 April 2014.**

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**Question 1** (P.H. - individual shareholder):

*“Considering that Renault has a market capitalisation equivalent to that of the US manufacturer Tesla, which was created only about ten years ago and which sells 100 times fewer vehicles - but all solely electric - wouldn't the best way to showcase the advantages of the Renault Z.E. be to float a separate operating entity dedicated to electric vehicles?”*

*Currently, although the ZOE in the Renault Z.E. range is generally considered to be a technical success, its sales performance has not met initial published expectations. There are a number of reasons for this, starting with the lack of a sales force dedicated to the Z.E. range (the similar experiences of potential customers - directed towards combustion vehicles by salespeople less familiar than they are with the features of the ZOE - are unfortunately all too real), and the poor coverage of France by accelerated or fast charging stations (while the CO2 emission rate from French electricity is one of the lowest in Europe).*

*In the same way as Bolloré's Blue Solutions subsidiary, an IPO for a part of the capital would allow funds to be raised and significant financial resources to be dedicated to the success of the Renault Z.E., in order to:*

- *relaunch the sale of EVs at a pace better suited to expectations;*
- *upscale with the rapid development of at least one high-end EV, with a higher margin;*
- *deploy a dedicated sales network (15 to 20 regional Z.E. centres of excellence) allowing improved upscaling (look at the Mini or BMW's i3);*
- *additionally, roll out a high-performing accelerated charging network (50 hubs in France), accessible 24 hours a day to Renault Z.E. customers (and possibly others too, starting with Nissan's EVs);*
- *and so ultimately to externalise for Renault's shareholders the intrinsic value created by the technical investments the Company has made in EVs, in order to improve the convergence of Renault's share price multiples towards those of Tesla.”*

**Answer:**

The EV is an integral part of Renault's offering in the same way as the other ranges and is not intended to become a separate operating entity. The introduction of non-controlling interests

in this operating entity would make its management more complicated and less effective. In addition, at the current time, an IPO could only be carried out at a significant discount to the potential that we envisage for this business, which would be detrimental to the interests of current Renault shareholders. We are confident in the market's ability to fairly assess the potential of this business in the valuations that it makes of our Company.

Moreover, an IPO is a very resource-intensive and costly process. At present there is no independent business model dedicated to the EV that would enable a specific introduction of this business. The EV is totally integrated into Renault's product range. There is no particular reason to dissociate this or that part of the business. The valuation of a group like Renault is not the sum of the separate businesses each valued on an individual basis, but an overall balance, whose performance must be optimised and valued by the market.

**Question 2** (*J-M. T. - individual shareholder*):

*“As a majority shareholder in Nissan, and in view of the recent announcement concerning increasing Alliance synergies in a number of areas, can Renault commit to urging and encouraging its partner to promote best practices across all its sites in terms of social dialogue, as can be seen globally at Renault, and in particular, the respect for the freedom of association and the strict respect of neutrality in trade union campaigns as stipulated in the global framework agreement signed with IndustriALL Global Union?”*

**Answer:**

The strength and success of the Alliance is based on the fact that the identity and culture of each of the two companies have been respected from the beginning.

The development of synergies comes about while retaining the mode of governance specific to each company.

The area of labour relations is highly dependent on the culture of each company, as well as the legal and regulatory framework, which are very specific to each country.

In this context, it is important to respect the identity of each company, while at the same time complying with the legal provisions in each country in which they operate.

**Question 3** (B. O. - individual shareholder):

*“In its 2013 Registration Document, Renault commits to promoting diversity and equal opportunities: this is one of Renault's seven Corporate Social Responsibility goals. This document also indicates that sexual orientation is one of five priority action areas of Renault's diversity policy.*

*This approach is rightly recognised as a means of optimising the Group's performance and attractiveness.*

*A number of companies in France have signed the diversity commitment charter. Renault was due to sign this charter on 29 April 2014, but this signature was cancelled.*

*What are the reasons for this cancellation, which risks damaging the Company's image? Is Renault committed to signing the diversity commitment charter in 2014?”*

**Answer:**

Renault has committed itself to diversity issues, including sexual orientation, on a number of occasions.

The topic of sexual orientation has been discussed internally by a group of volunteers. The text of the LGBT Charter\* has been analysed in order to ensure that the Company's rules are compatible with the charter. This study has confirmed that there is no conflict between the HR regulations and the text.

This subject remains quite new to our company, and we need to take the time to explain the charter and its implications clearly to our staff and management. We will continue to advance this issue in this spirit in 2014.

*\*LGBT Charter: first European initiative, L'Autre Cercle's Charter of LGBT Commitment, launched with ACCENTURE, provides a formal framework for a policy of promoting diversity and preventing discrimination. Through this Charter, companies and organisations commit to: creating an inclusive environment for LGBT employees, ensuring equal rights and treatment between all employees, whatever their sexual orientation and identity or type, supporting employees who are victims of discriminatory acts or proposals, measuring progress and sharing best practices to advance the general professional environment.*