2008 ANNUAL REPORT

RENAULT

2008 KEY FIGURES*

TOTAL INDUSTRY VOLUME– REGISTRATIONS – CARS + LCVs
(IN UNITS)

	2004	2005	2006	2007	2008
Europe (incl. France)	17,561,095	17,514,551	17,773,957	18,070,512	**16,616,600**
Euromed + America + Asia-Africa	24,571,894	27,022,655	29,353,333	32,593,925	**33,553,227**
Total	**42,132,989**	**44,537,206**	**47,127,290**	**50,664,437**	**50,169,827**

RENAULT GROUP - MARKET SHARE – CARS + LCVs
(%)

	2004	2005	2006	2007	2008
Europe (incl. France)	10.8 %	10.4 %	9,4 %	8.8 %	**8.9 %**
Euromed + America + Asia-Africa	2.3 %	2.5 %	2.5 %	2.6 %	**2.6 %**

RENAULT GROUP - REGISTRATIONS – CARS + LCVs
(IN UNITS)

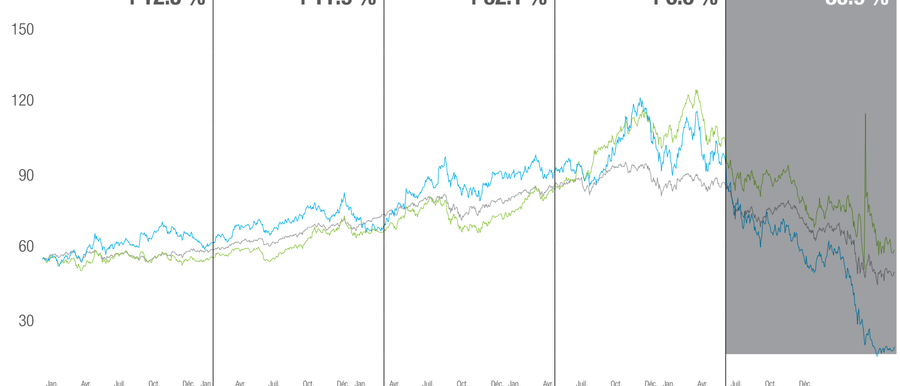
	2004	2005	2006	2007	2008
Europe (incl. France)	1,895,703	1,823,479	1,666,032	1,594,362	**1,490,661**
Euromed + America + Asia-Africa	561,341	682,083	740,707	860,780	**875,002**
Total	**2,457,044**	**2,505,562**	**2,404,739**	**2,455,142**	**2,365,663**

INTERNATIONAL GROUP SALES

	2004	2005	2006	2007	2008
% of total	**22.8 %**	**27.2 %**	**30.8 %**	**35.1 %**	**36.9 %**

RENAULT SHARE PERFORMANCE FROM DECEMBER 31, 2003 TO DECEMBER 31, 2008 (€)
CAC 40 AND DJ EURO STOXX AUTO INDEXED ON RENAULT SHARE PRICE AT DECEMBER 31, 2003 (€54.70)

Renault annual change	**+12.5 %**	**+11.9 %**	**+32.1 %**	**+6.6 %**	**-80.9 %**



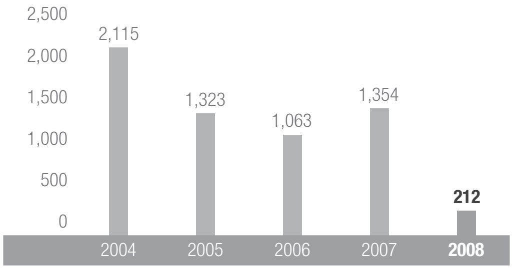
Renault : -80.9 %

DJ Euro Stoxx Auto : -44.7 %

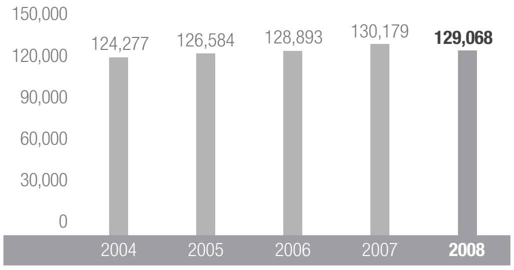
Cac 40 : -42.7 %

	2004	2005	2006	2007	2008
Year-end price (31/12/08)	**61.55**	**68.90**	**91.00**	**97.01**	**18.55**
High (02/01/08)	**70.40**	**82.45**	**97.85**	**121.38**	**95.74**
Low (21/11/08)	**51.35**	**61.30**	**70.20**	**84.86**	**14.70**

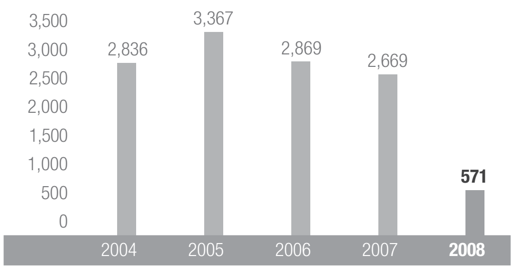
OPERATING MARGIN*
(€ MILLION)



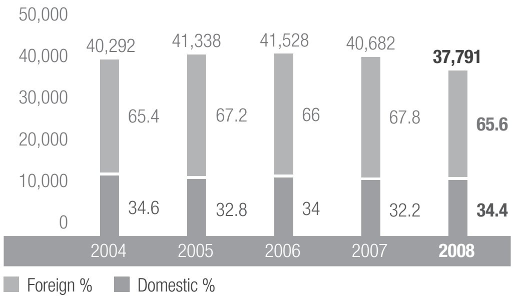
RENAULT WORKFORCE*
(IN UNITS)



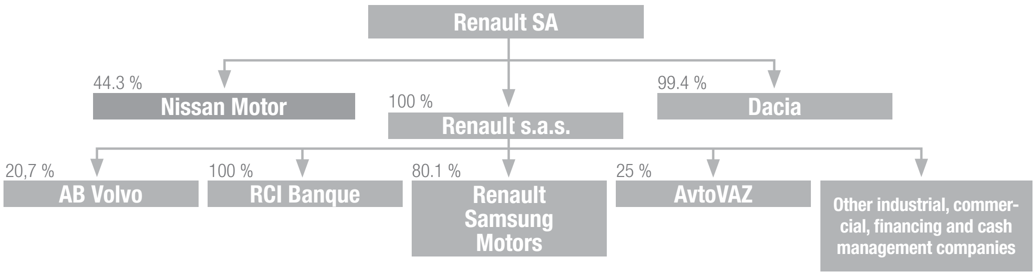
NET INCOME – RENAULT SHARE*
(€ MILLION)



GROUP REVENUES*
(€ MILLION)

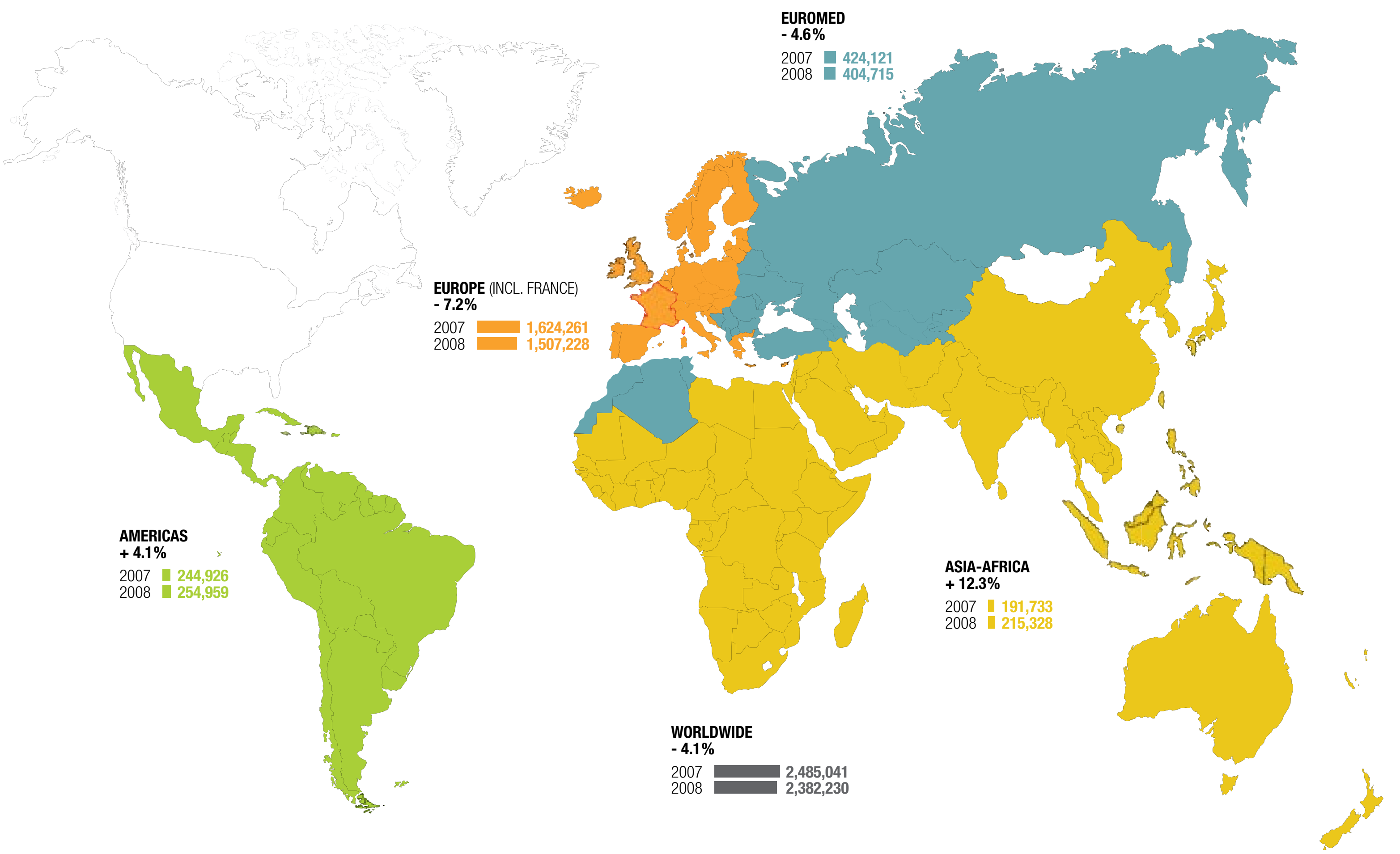


SIMPLIFIED STRUCTURE OF THE RENAULT GROUP
AT DECEMBER 31, 2008



*Published figures.

COMMERCIAL RESULTS
('000 UNIT + LCVS)



2008 KEY FIGURES*

GROUP SALES WORLDWIDE:
2,382,230 VEHICLES

REVENUES:
€37,791 MILLION

OPERATING MARGIN:
€212 MILLION

NET INCOME – RENAULT SHARE:
€571 MILLION

WORKFORCE:
129,068 EMPLOYEES

*Published figures.

CONTENTS

2008
IN PICTURES

1, 2 and 7: Product offensive (New Mégane, New Laguna coupé, Dacia Sandero)
3: Launch of the Dacia eco² signature
4: Signature of the electric vehicle project with Project Better Place
5: Z.E. Concept / 6: Avtovaz signature

FROM THE PRESIDENT & CEO

For Renault, as for all carmakers, 2008 was a year of three distinct parts:

- first half 2008 was a period of growth, with the company in line with our guidance;
- the third quarter saw the start of decline in some markets;
- and the fourth quarter saw a brutal acceleration of the crisis. After having fallen only 3% in the first half of the year, the European market dropped 21% in the last quarter alone. From November onwards these levels of market declines started to appear across the world. While BRIC (Brazil, Russia, India and China) market growth was on average 25% in the first six months, November and December saw a decrease of 18%.

How does the current environment impact Renault Commitment 2009?

The severity of the crisis has voided two of the plan's three commitments: our commitment to growth, which was already in doubt in July 2008, and our commitment to profitability. Although we were still on track at the end of the first half in 2008, the sudden and deep drop in volumes in the second half has put that commitment totally out of reach.

Beyond these objective in figures, the plan's overarching ambition – to be the most profitable and competitive full-line European carmaker – continues to guide the company. We are pursuing the plan's key priorities, on which we have already made considerable progress, thanks to the work and motivation of all of Renault's employees over the past three years.

I would like to highlight three major achievements.

First, Renault has undertaken a quality revolution, and our commitment is almost achieved. According to an independent survey, Laguna is already ranked in the top three in France and Germany.
The improvement in the quality of our sales and after-sales has enabled us to reach a rate of 80% of "completely satisfied" customers at the end of 2008 (compared with 72% at the end of 2005), which represents 800,000 additional "completely satisfied" customers in three years.

Second, we have significantly enhanced our range of products and technologies. Our range has been extended with 17 new products launched since the beginning of the plan. A significant increase in the rate of new vehicle development has gone hand in hand with improvements in quality, cost and development times. For example, New Mégane brings a 25% reduction in engineering costs compared with the previous generation and a 15% shorter development time while maintaining superior quality.

Our technologies have been enhanced in two key areas: safety, where Renault remains the European leader, and the environment, through vehicles that are fuel- and emissions-efficient as well as affordable. In 2008 60% of vehicles sold by the Group in Europe emitted less than 140g of CO_2 per km (compared with 48% in 2007), and more than one-third emitted less than 120g.

Finally, we have multiplied our sources of profitability. In 2005, Renault's results were highly dependent on a single market – France – and a single vehicle – Mégane. Today, Renault can count on three pillars of profitability in its range (Mégane, LCVs and the Logan family) and on a better distribution of earnings across the regions. Sales outside Europe now account for 37% of total Group sales, compared with 27% in 2005.

With higher quality, enhanced products and technology, and more profit drivers, Renault has solid advantages to weather a crisis that is likely to be long and will profoundly alter the automotive industry.

A crisis of this magnitude presents two challenges for Renault and the industry as a whole.

In the short term, we need to weather the crisis. An action plan has been implemented and is mobilizing all of the company's employees around a single priority: preserving our cash. The key parameters of the company's financial situation were put on watch in the second half of 2008.
In 2009, we intend to expand the actions already initiated, particularly to reduce costs, investment and inventories as well as adjust production. This is the goal of the action

plan conducted by Patrick Pélata, whom I appointed Chief Operating Officer in October 2008.

Surviving the crisis requires efforts from all the company's stakeholders. The rule on performance-related pay that was introduced in 2006 is clear: bonuses will only be paid if our operating margin objective is reached. So no bonuses will be paid for 2008.

Regarding dividends, the Board of Directors accepted my proposal not to pay dividends for 2008, given the company's negative free cash flow. That proposal will be submitted to the Annual General Meeting of Shareholders.

In the medium to long term, we need to adjust to the new automotive era that will follow the crisis. We have already taken important strategic decisions to adapt to the major trends that are emerging and that will characterize our industry in the future.

Among these developments, we expect a consistently high oil price and more stringent environmental standards. Renault is not only continuing to optimize its engines' efficiency, but is also working on a breakthrough by developing zero-emission vehicles with Nissan.

So far, 11 contracts have been signed with governments and corporations to launch the first electric vehicles in 2010 and to mass market a full range in 2012.
Another key trend for the industry relates to the emerging markets. In India and China, for example, there are only 50 cars per 1,000 inhabitants, and 150 in Russia and Brazil, compared with 800 in the United States and 600 in Europe and Japan. Because of the growth potential in emerging markets, we have greatly increased our presence in Brazil, Morocco, India, Iran and Russia through our partnership with Avtovaz.

To be able to offer truly affordable cars in these markets, we need to design and manufacture vehicles differently. We achieved this with the Logan family – our entry into these markets – which now counts five vehicles. And we are preparing a new revolution with the ultra low cost car that we are developing with Bajaj.

We are preparing for these trends, especially through the Alliance, which enables Renault and Nissan to pool risks, share investments and allocate projects between the two companies. The Alliance is a precious asset in a time of crisis.

Ten years of partnership have produced valuable experience and mature processes that will enable us to move on to a new stage in the Alliance. We have taken further steps to enhance and deepen the synergies between Renault and Nissan.

The future will belong to those who have protected themselves against the risks of the crisis, notably by safeguarding their financial situation, and to those who have seized the crisis as an opportunity for change.

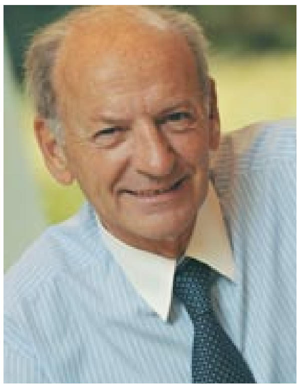
From this standpoint, I have complete confidence in Renault, its capacity for commitment and its capacity to renew itself, having innovated for more than 110 years. I am confident that Renault will meet this two-fold challenge and, with Nissan, rank among the leading players in tomorrow's automotive industry.

Z.E. Concept

CORPORATE GOVERNANCE
BOARD OF DIRECTORS AT DECEMBER 31, 2008









LOUIS SCHWEITZER
Chairman of the Board. Chairman of the appointments and governance committee. Age 66. 283,845 shares and 5,115 ESOP units. Date of first term: May 1992. Current term expires: 2009

CARLOS GHOSN
President and CEO. President and CEO, Nissan Motor Co. Ltd. President of the Alliance Board: Renault Nissan b.v. Age 54. 205,200 shares. Date of first term: April 2002. Current term expires: 2010

YVES AUDVARD
Advanced Process Design Engineer, Renault. Director elected by employees. Member of the International Strategy Committee. Age 56. 6 shares and 200 ESOP units. Date of first term: November 2002. Current term expires: 2012

PATRICK BIAU
In charge of Investment management control, Renault. Director elected by employees. Member of the International Strategy Committee. Age 53. 688 ESOP units. Date of first term: November 2008. Current term expires: 2012

CATHERINE BRÉCHIGNAC*
President of the CNRS. Member of the International Strategy Committee. Age 62. Date of first term: December 2006. Current term expires: 2012

ALAIN CHAMPIGNEUX
Document Manager - Quality Department - Renault. Director elected by employees. Member of the Accounts and Audit Committee. Age 55. 1,036 ESOP units. Date of first term: November 2002. Current term expires: 2012

CHARLES DE CROISSET
International Advisor, Goldman Sachs International. Independent director. Member of the Accounts and Audit Committee. Age 65. 1,000 shares. Date of first term: April 2004. Current term expires: 2012

THIERRY DESMAREST
Chairman of Total. Independent director. Member of the Remuneration Committee. Age 63. 1,500 shares. Date of first term: April 2008. Current term expires: 2012

JEAN-PIERRE GARNIER
CEO and Chairman of the Management Board of Pierre Fabre S.A. Independent director. Member of the International Strategy Committee. Age 61. 1,000 shares. Date of first term: April 2008. Current term expires: 2012

ITARU KOEDA
Co-Chairman of the Board of Directors and Executive Vice President of Nissan Motor Co. Ltd. Age 67. 500 shares. Date of first term: July 2003. Current term expires: 2009

MARC LADREIT DE LACHARRIÈRE
Chairman and CEO, Fimalac. Independent director. Member of the Remuneration Committee and of the Appointments and Governance Committee. Age 68.1,020 shares. Date of first term: October 2002. Current term expires: 2010

DOMINIQUE DE LA GARANDERIE
Barrister (law firm La Garanderie & Associés). Independent director. Member of the Accounts and Audit Committee and of the Appointments and Governance Committee. Age 65.150 shares. Date of first term: February 2003. Current term expires: 2009

PHILIPPE LAGAYETTE
Vice-Chairman JP Morgan in EMEA. Independent director. Chairman of the Accounts and Audit Committee. Age 65.1,000 shares. Date of first term: May 2007. Current term expires: 2011

JEAN-CLAUDE PAYE
Barrister. Counsel with the firm Gide-Loyrette-Nouel. Chairman of the International Strategy Committee and Member of the Accounts and Audit Committee. Age 74. 200 shares. Date of first term: July 1996. Current term expires: 2010

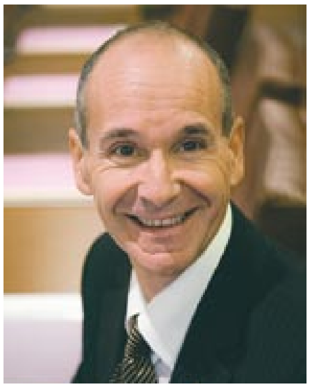
FRANCK RIBOUD
Chairman and CEO, Danone Group. Independent director.Chairman of the Remuneration Committee. Age 53. 331 shares. Date of first term: December 2000. Current term expires: 2010

RÉMY RIOUX*
Rapporteur at the Cour des Comptes. Director of Shareholdings, Shareholding Agency (APE), Ministry of the Economy, Finance, Industry and Employment.Member of the Accounts and Audit Committee. Age 39. Date of first term: February 2007. Current term expires: 2011

HIROTO SAÏKAWA
Executive Vice-President, Nissan Motor Co. Ltd. Age 55. 100 shares. Date of first term: May 2006. Current term expires: 2010

GEORGES STCHERBATCHEFF
Representative for Industry-wide Standardization, Renault. Director elected by employee shareholders. Member of the International Strategy Committee. Age 62. 1,894 ESOP units and 40 shares . Date of first term: April 2004. Current term expires: 2009

** Administrative regulations forbid these directors from owning shares as government representatives.*







Since Mr. Schweitzer will not seek a new term, a change in the governance arrangements will be proposed to the Board of Directors following the AGM of May 6, 2009. Carlos Ghosn is to be appointed Chairman and CEO, taking on the role of Chairman of the Board of Directors in addition to his current duties.

THE BOARD OF DIRECTORS IN 2008

The Board of Directors met seven times in 2008. At each of these meetings, management presented a report on the finances, market performance and the industrial and technical activities of the group in all areas, before taking questions from Board members. The main topics addressed during the year are outlined below.

ACCOUNTS AND BUDGET

The Board approved the Group's 2007 consolidated financial statements and the 2008 interim financial statements, and set the dividend to be proposed to the Annual General Meeting (AGM). It also examined the 2009 operating and investment budget and reviewed the action plan designed to preserve Renault's competitiveness and profitability in the light of the new economic situation.

CORPORATE GOVERNANCE

The Board began preparing for the change in governance following Mr. Schweitzer's decision not to seek a new term of office after the 2009 AGM and noted the appointment of Patrick Pélata as Chief Operating Officer.

At its meeting on December 10, 2008, the Board studied the AFEP/MEDEF recommendations on the executive compensation of listed companies, issued on October 6, 2008, and decided that they were in line with the company's corporate governance approach. The Board therefore resolved that Renault would apply the amended AFEP/MEDEF corporate governance code and refer to it as from the current financial year when preparing the report provided for in Article L225-37 of the French commercial code. The Board also conducted a simplified self-assessment of its operating methods, which confirmed the positive results of the detailed assessment conducted in 2007 (see Box, p. 7).

GROUP STRATEGY

The Board approved the signature of agreements confirming the strategic partnership between AvtoVAZ and Renault. It also approved the signature of a Memorandum of Understanding between the Renault-Nissan Alliance and Project Better Place, aimed at achieving a breakthrough for electric vehicles on the Israeli market. In addition, at a special day-long session, the Board discussed the strategy pursued by the company in the wake of the Renault Commitment 2009 plan.

THE ALLIANCE

The Board took cognizance of the summary of the Alliance Board's decisions and proposals.

PHOTOS :

LINE 1 : Louis Schweitzer / Carlos Ghosn / Franck Riboud / Thierry Desmarest / Patrick Biau / Philippe Lagayette - Dominique de La Garanderie / Georges Stcherbatcheff / Hiroto Saïkawa

LINE 2 : Jean-Pierre Garnier / Catherine Bréchignac / Rémy Rioux /Alain Champigneux / Charles de Croisset / Yves Audvard / Marc Ladreit de Lacharrière - Jean-Claude Paye / Itaru Koeda

CORPORATE GOVERNANCE

SPECIALIZED COMMITTEES OF THE BOARD OF DIRECTORS

The Board of Directors has four specialized committees.

ACCOUNTS AND AUDIT COMMITTEE

Philippe Lagayette chairs this Committee. The other members are Alain Champigneux, Charles de Croisset, Dominique de La Garanderie, Jean-Claude Paye and Rémy Rioux. Four of the six members are independent directors. The Committee met three times in 2008. Subjects considered included the following: the Group's consolidated financial statements and Renault SA's individual financial statements for 2007 and first-half 2008; the dividend for full-year 2008; risk mapping and management; the annual internal audit program and its execution; the examination of the fees paid to the Statutory Auditors and their network, and the renewal of their appointment; the 2008 and 2009 Internal Audit Plan; the activity of the Compliance Committee; and the impact of the Order of December 8, 2008 on statutory audits.

REMUNERATION COMMITTEE

Franck Riboud chairs this Committee. The other members are Thierry Desmarest and Marc Ladreit de Lacharrière. All three are independent directors.
The Committee met twice in 2008. Subjects considered included the AFEP/MEDEF recommendations on executive compensation, and the remuneration of the Chairman of the Board, the President and CEO, and members of the Executive Committee. The Committee also set the 2009 performance indicators.

APPOINTMENTS AND GOVERNANCE COMMITTEE

Louis Schweitzer chairs this Committee. The other members are Marc Ladreit de Lacharrière and Dominique de La Garanderie. Two of the three members are independent directors. The Committee met twice in 2008. The main items on its agenda were the membership of the Board, governance arrangements following the 2009 AGM, and a revision of the list of independent directors in accordance with AFEP/MEDEF criteria. The Committee reviewed the findings of the simplified Board assessment. It also examined the succession plan for Renault's directors, in accordance with good governance practices.

INTERNATIONAL STRATEGY COMMITTEE

Jean-Claude Paye chairs this Committee. The other members are Yves Audvard, Patrick Biau, Catherine Bréchignac, Jean-Pierre Garnier, Jean-Claude Paye and Georges Stcherbatcheff. Two of the six members are independent directors. The Committee met twice in 2008. It examined Renault's electric vehicle strategy and analyzed the success, profitability and future challenges of the Entry program.

The Annual General Meeting on April 29, 2008.

The Annual General Meeting on April 29, 2008.

SELF-ASSESSMENT OF THE BOARD OF DIRECTORS

In accordance with market practice and the recommendations of the AFEP/MEDEF report, the Board of Directors conducted a simplified assessment of its membership, organization and operating procedures. The findings confirmed the positive results of the detailed assessment conducted in 2007.

All Board members wholeheartedly stress the strong bond of trust between the Board and the CEO.

The Board expressed its satisfaction about the inclusion of directors with extensive industrial and international experience, who ensure that the Board has the broad range of skills needed to address the issues facing the company. This was an area flagged for action during the last self-assessment.

The work of the Committees was considered to be highly positive and satisfactory.

The decision to dedicate a day in 2008 to the company's post-Renault Commitment 2009 strategy was praised, and the exercise will be repeated in 2009.

The Board expressed an open opinion or requested improvements on the following points:
- Closer monitoring of the company between Board meetings, particularly during unsettled times.
- The need to provide certain documents further in advance of Board meetings.
- More information for the Board on risk management and developments in the Renault-Nissan Alliance.
- The need for a more thorough examination of acquisitions and investments, as well as HR policy.
- Directors' fees are considered on the whole lower than those of other, similarly-sized, CAC 40 companies, but conditions are not conducive to a revision of these fees.

The Chairman of the Board of Directors and the Committees concerned will endeavor to give due consideration to the directors' requests on these issues in the coming year.

COMPLIANCE

COMPLIANCE COMMITTEE

The Compliance Committee met four times in 2008, chaired by the Compliance Officer. Meetings were attended by the Senior Vice Presidents of the Legal Department, Corporate Control, Internal Audit, Human Resources, and the Financial Compliance Officer.
Each meeting lasted an average of 90 minutes.
The Compliance Committee is an integral part of the internal control system, with the following core tasks:
- ensuring that the rules of the compliance code are respected;
- overseeing the whistleblowing procedure and any resulting cases;
- ensuring that the company's internal control system is efficient and properly enforced.

The Committee took decisions on the following issues:
- distributing the Code of Good Conduct to Group employees and deploying the whistleblowing system. One case was submitted to the Committee;
- preparing and circulating the Internal Control, Audit and Risk Management Charter in the first half of 2008 (a revised version of the Internal Control and Audit Charter);
- implementing and deploying the internal control system, to bring the Automobile internal control system into line with the reference framework published by the French securities regulator, AMF;
- post-audit action plans (overhaul of procurement and expenditure procedures);
- reporting to the Senior Vice President, Internal Audit, on frauds detected within the Group;
- updating insider lists in accordance with AMF recommendations

To reflect the continued increase in its workload in 2008, the Committee decided to meet more often. Six meetings will be held in 2009.

MANAGEMENT TEAM

GROUP EXECUTIVE COMMITTEE AT MARCH 1, 2009

Left to right, T. Moulonguet, J. Stoll, C. Ghosn, K. Nakamura, P. Pélata, M. Gornet, O. Desforges & P. Klein

STRENGTHENING MANAGEMENT'S OPERATIONAL CAPABILITIES

Carlos Ghosn, President and CEO of Renault, appointed Patrick Pélata as Chief Operating Officer, effective October 13, 2008. The move, prompted by the President's long-standing determination to overhaul the executive structure of Renault, will strengthen management's operational capabilities at a time when a hands-on approach is vital.

Mr. Pélata has taken charge of operations. All members of the Renault Executive Committee, with the exception of Thierry Moulonguet, will report to him, as will regional leaders. Carlos Ghosn will continue to have direct responsibility for strategic decision-making, legal issues, finance and public affairs.

CARLOS GHOSN

PRESIDENT, AGE 54

École Polytechnique. École des Mines.

In 1996, after 18 years at Michelin, he joined Renault as Executive Vice President in charge of operations in Mercosur countries as well as Advanced Research, Car Engineering, Car Manufacturing, Powertrain Operations and Purchasing. In 1999, he was appointed Nissan's Chief Operating Officer, and then became the company's President and Chief Executive Officer in 2001.

President and Chief Executive Officer of Renault since May 2005, he remains President and Chief Executive Officer of Nissan Motor Co. Ltd.

PATRICK PÉLATA

CHIEF OPERATING OFFICER,
RMC LEADER, AMERICAS, AGE 53

École Polytechnique. École Nationale des Ponts et Chaussées, Doctorate from EHESS.

Joined Renault in 1984 and became Senior Vice President, Vehicle Engineering Development and a member of the Management Committee in 1998.

In 1999, he became Nissan Executive Vice President, Corporate and Product Planning, Design and Programs, and a member of the Executive Committee. A member of the Nissan Board, he was appointed Executive Vice President, Plan, Product Planning and Programs with the Renault group and became a member of the Group Executive Committee on July 1, 2005. He is also a member of the Renault-Nissan Alliance Board. He was appointed RMC Leader for the Americas on a temporary basis on February 12, 2009. On October 13, 2008, Patrick Pélata was appointed Renault Chief Operating Officer.

JERÔME STOLL

EXECUTIVE VICE PRESIDENT, SALES AND MARKETING,
AND LIGHT COMMERCIAL VEHICLES,
RMC LEADER, EUROPE, AGE 55

Graduate of the Ecole Supérieure de Commerce de Paris(ESCP) and the Centre Perfectionnement aux Affaires (CPA). He worked at Renault V.I. from 1980 to 1983, then held a position with the senior management team of Berliet Nigeria, a Renault V.I. subsidiary, between 1983 and 1987. He joined Renault's Finance Department in 1987 and became Finance and Administrative Director at Renault Automation in 1989. He was named Director of Industrial Purchasing in 1995, then Director of Powertrain Purchasing in 1998. Jérôme Stoll became President and CEO of Renault Samsung Motors when it was acquired by Renault in September 2000. On 1 May 2006, he took up the post of Mercosur Director and became a member of Renault's Management Committee. On February 12, 2009, Jérôme Stoll was appointed RMC Leader, Europe, Executive Vice President Sales + Marketing and LCVs and became a member of the Executive Committee.

MICHEL GORNET

EXECUTIVE VICE PRESIDENT, MANUFACTURING
AND LOGISTICS, AGE 62

École Polytechnique. Harvard Business School. Joined Renault in 1968. Appointed General Manager of the Billancourt plant in 1986, then of the Sandouville plant in 1989. He became Senior Vice President, Manufacturing in 1994 and joined the Renault Management Committee at that time. He was appointed Executive Vice President, Manufacturing and Logistics and member of the Group Executive Committee on January 1, 2005. In March 2007, he was placed in charge of Group Human Resources.

PHILIPPE KLEIN

EXECUTIVE VICE PRESIDENT, PLAN, PRODUCT PLANNING AND PROGRAMS, AGE 52

École Supérieure de Physique-Chimie de Paris and École Nationale Supérieure des Pétroles et Moteurs.

He joined Renault in 1981 as an engineer in the Engine Development Department. He held a number of different positions in this department until 1992, when he became Executive Assistant to the Chairman. In 1994, he joined the Powertain Engineering Department as Head of Engine Development and Tuning, then in 1998, he joined the Vehicle Engineering Development Department as Senior Vice President for Process Quality. From 1999 to 2003, following the creation of the Renault Nissan Alliance, he joined Nissan in Tokyo as Vice President in charge of the CEO's office. From 2003 to 2005, back at Renault, he was appointed Senior Vice President, Industrial System Performance Department. Then, in 2005, he became Senior Vice President, in charge of the CEO's Office, and a member of the Renault Management Committee. In March 2007, he returned to Nissan in Tokyo as Senior Vice President, CEO /COO Office and Corporate Administration.

On September 1, 2008 he was appointed Executive Vice President, Plan, Product Planning and Programs and member of the Executive Committee; and then EVP, Management Audit in October 2008.

THIERRY MOULONGUET

EXECUTIVE VICE PRESIDENT, CHIEF FINANCIAL OFFICER, AGE 57

École Nationale d'Administration.

Joined Renault in February 1991 as Head of Group Financial Relations, before being appointed Senior Vice President, Controller of Capital Expenditures in 1996.

In 1999, following the signature of the Renault-Nissan Alliance agreement, he joined Nissan in Japan as Deputy Chief Financial Officer. In 2000 he was appointed Chief Financial Officer of Nissan. On January 1, 2004 he became Executive Vice President and Chief Financial Officer of Renault and a member of the Group Executive Committee. He was RMC Leader for the Americas from February 2006 to January 2009.

KATSUMI NAKAMURA

RMC LEADER, ASIA AFRICA, AGE 55

He joined Nissan, Japan in April 1978. He started his career as an engineer in Body Design and then moved to Corporate Planning and Product Planning.

In January 2000, he was appointed Program Director for the SUV line-up and became a member of Nissan's North America Management Committee.

In April 2002, he was charged with establishing Nissan's operations in China and in July 2003 he was appointed President of Dongfeng Motor Company Co. Ltd, Nissan's joint venture partnership in China.

On May 5, 2008, Katsumi Nakamura was appointed RMC Leader for Asia-Africa and joined the Renault group Executive Committee.

ODILE DESFORGES

VICE-PRESIDENT, ENGINEERING AND QUALITY, AGE 59

Graduated from the Paris Ecole Centrale Engineering school in 1973. She began her career as Research Officer at the Transport Research Institute. She joined the Renault Group in 1981, with the Automobile Division Planning Department, before becoming Product Engineer on the R19, then Product Engineer for the C segment (1983-1985). She moved to Purchasing in 1986 as Head of the Exterior Equipment department and was appointed Director, Body Hardware Purchasing, in 1992, for the joint Renault Volvo Purchasing Organization then, in 1994, for Renault only. In March 1999, she became Executive Vice President of the Renault VI-Mack Group, in charge of 3P (Product Planning, Product Development, Purchasing Project). In January 2001, she was appointed President of the Volvo Group's 3P Business Unit. She became Senior Vice President, Renault Purchasing, Chairman and Managing Director of the Renault Nissan Purchasing Organization effective March 1, 2003, at which time she became a member of the Renault Management Committee.

EXECUTIVE COMMITTEE AND MANAGEMENT COMMITTEE AT MARCH 1, 2009

CARLOS GHOSN*
President and Chief Executive Officer

BRUNO ANCELIN
Senior Vice President, M1 Program

MICHEL BALTHAZAR
Senior Vice President, Pre-Engineering, Projects and Requirements

BERNARD CAMBIER
Senior Vice President, Market Area France

JACQUES CHAUVET
RMC, Leader Euromed

MARIE-FRANÇOISE DAMESIN
Senior Vice President, Corporate Communications

ODILE DESFORGES*
Executive Vice President, Engeniering and Quality

JEAN-BAPTISTE DUZAN
Senior Vice President, Special Assignment

CHRISTIAN ESTÈVE
RMC, Leader Eurasia, GM, Avtoframos

MICHEL FAIVRE-DUBOZ
Senior Vice President, Global Supply Chain

PHILIPPE GAMBA
Chairman and CEO, RCI Banque

MICHEL GORNET*
Executive Vice President, Manufacturing and Logistics

CHRISTIAN HUSSON
Senior Vice President, Legal Department

PHILIPPE KLEIN*
Executive Vice President, Plan, Product Planning and Programs and Management Audit

NADINE LECLAIR
Senior Vice President, Vehicle Engineering

GÉRARD LECLERCQ
Senior Vice President, Group Human Resources

PATRICK LE QUÉMENT
Senior Vice President, Corporate Design

CHRISTIAN MARDRUS
Senior Vice President, Information Systems

LUC-ALEXANDRE MÉNARD
Senior Vice President, Public Affair

THIERRY MOULONGUET*
Executive Vice President, Chief Financial Officer
Compliance Officer

KATSUMI NAKAMURA*
RMC Leader, Asia-Africa

STEPHEN NORMAN
Senior Vice President, Global Marketing

PATRICK PÉLATA*
Chief Operating Officer
RMC Leader, Americas

JACQUES PROST
Senior Vice President, Powertrain Engineeringe

BERNARD REY
Senior Vice President, CEO Office
Senior Vice President, Renault F1 team

JÉRÔME STOLL*
Executive Vice President, Sales & Marketing
Corporate Sales Division, RMC Leader, Europe

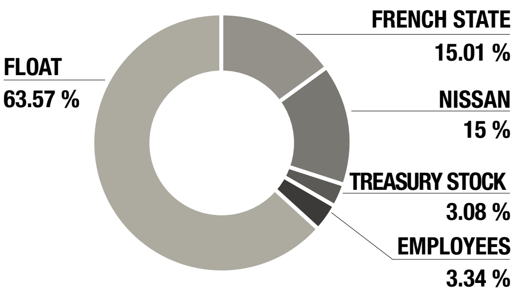
**Members of the Group Executive Committee.*

RENAULT SHAREHOLDERS

A YEAR OF INNOVATION IN INVESTOR RELATIONS

Renault took fresh initiatives in 2008 to improve communications with individual shareholders. It launched a new-look Shareholders' Letter and an online shareholders' guide, introduced on-line management of registered shares, and improved the shareholder section of the website. Renault carried out a survey of its ownership structure on September 30, 2008.

Renault shareholders at December 31, 2008



A survey of the holders of Renault bearer shares was carried out on September 30, 2008 to obtain an estimated breakdown of the public's ownership interest by major shareholder category. At that date, French and foreign institutions held 58.44% of the capital, with French institutions holding 12.92% and foreign institutions 45.52%. The ten largest French and foreign institutional investors held approximately 28.7% of the capital. Individual shareholders were estimated to own around 4.1% of the capital.

Accessible information that meets shareholder requirements

The Group continued to forge closer ties with its shareholders in 2008. It designed and launched a dedicated section of the website and introduced a toll free number with voicemail, an e-mail address for shareholder questions (communication.actionnaires@renault.com), a special e-mail address to submit written questions before the Annual General Meeting (ag.renault@renault.com), and an online function to directly administer registered shares.

In May 1995, Renault set up a **Shareholders' Club,** open to anyone holding at least one share, to keep investors updated on the Group's news, sites and products. Members are invited to breakfast forums. They also receive the Shareholders' Letter and all the documents relating to the Annual General Meeting of Shareholders.

In 2008, Renault organized more than 20 events for the Club, which now has almost 8,000 members. On the renault.com site, members can follow live webcasts of key events in the Group's financial calendar, such as the analyst conferences on the half-yearly and annual results and the AGM.

A twelve-member **Shareholder Consultative Committee** formed in 1996 helps to improve the communications tools designed for individual shareholders. The committee met four times in 2008, with an agenda that included the online shareholders' guide, a new format for the Shareholders' Letter, new features for the financial pages of the Renault website and market benchmarks.

Meeting shareholders

In 2008, Renault met directly with shareholders in France's main cities, Grenoble, Bordeaux, Montpellier and Rouen. Arranged in partnership with the national federation of investment clubs (FFCI), the French investor relations association (CLIFF), and the press, these meetings provide opportunities for discussion and dialogue with Renault management.

Maintaining close ties with institutional investors worldwide

Renault also maintains regular relations with financial analysts and institutional investors in France and abroad. The Group organizes conferences with investment analysts when releasing its financial results or announcing major events. One-on-one meetings with investors are also held throughout the year at the Group's head office or in other countries. Renault managers also speak at conferences organized by financial institutions and investors in Europe and the United States, at major motor shows and at other communication events.

FILS D'OR 2008

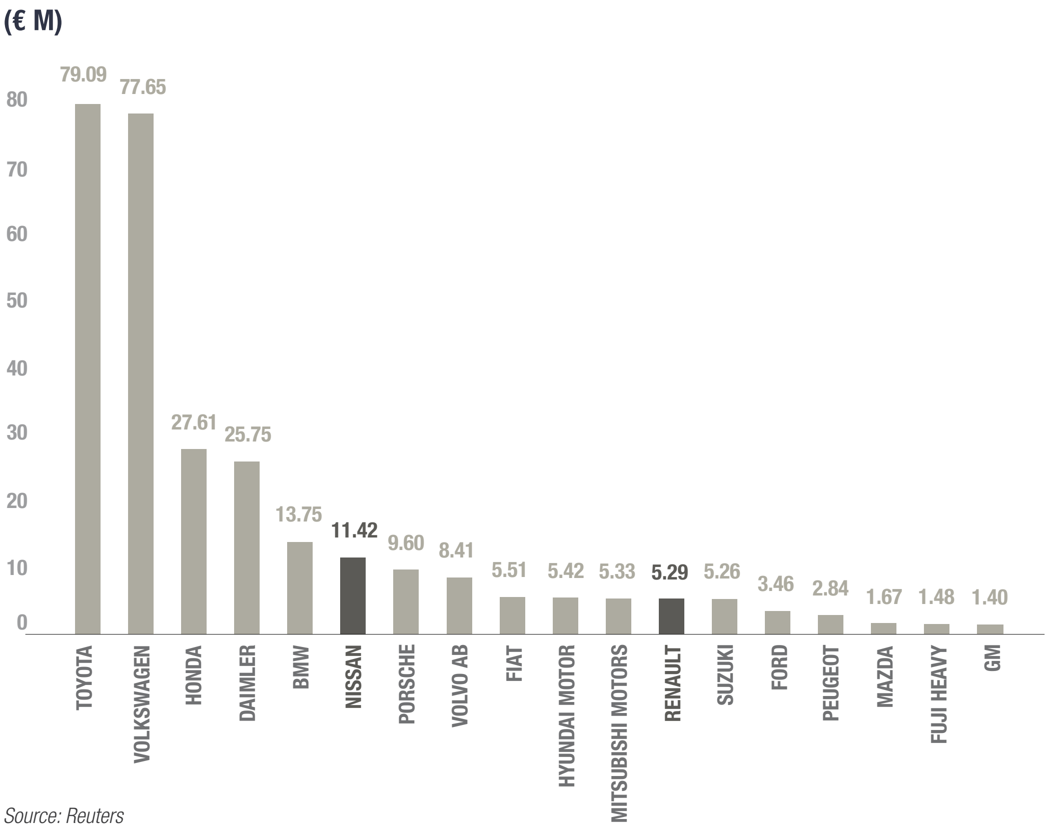
RENAULT NAMED RUNNER-UP IN THE BEST SHAREHOLDER SERVICE AWARDS (CAC 40 / CAC NEXT 20 CATEGORY)

The Fils d'Or prize for shareholder service is based on a partnership between "La Vie Financière" and Synerfil. A panel tests the investor relations departments of top companies in France and the euro zone by submitting questions by telephone or e-mail and requesting documentation. It then ranks each department on the basis of the reliability and accessibility of information and the speed with which it is provided. Companies are also asked to fill out a questionnaire, and the final rankings are drawn up under the supervision of leading members of the French financial community.

Thierry Moulonguet and the shareholders at the Joint General Meeting of April 29, 2008

MARKET CAPITALIZATION

RENAULT RANKS 12TH WORLDWIDE IN AUTO MANUFACTURING



Source: Reuters

YOUR CONTACTS

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13-15, quai Le Gallo / 92513 Boulogne-Billancourt Cedex France / API - FR QLG V15 3 55
E-mail : communication.actionnaires@renault.com

By phone:
Voicemail : (33) 1 76 84 59 99 / Toll free number: 0 800 650 650 (France only)
Fax : (33) 1 76 89 13 30
Line for Renault group employee shareholders: (33) 1 76 84 33 38

Access all of our documents and follow live coverage of key events (Annual General Meeting, results announcements):
Website: www.renault.com/Finance

To register your Renault bearer shares:
BNP Paribas / Securities Service / Actionnariat Renault / Immeuble Tolbiac / 75450 Paris Cedex 09
Tel.: (33) 1 40 14 11 16

FINANCIAL ANNOUNCEMENTS IN 2009

FEBRUARY 12	2008 FULL YEAR RESULTS
APRIL 29	FIRST QUARTER 2009 REVENUES
MAY 06	ANNUAL SHAREHOLDERS' MEETING
JULY 30	2009 FIRST HALF RESULTS
OCTOBER 29	NINE MONTHS 2009 REVENUES

RENAULT SHARE DATA

Renault was listed on the Premier Marché of Euronext Paris on November 17, 1994. Some 1.1 million investors bought shares, priced at FRF165 (€25.15) for individuals. Renault was added to the CAC 40 index on February 9, 1995. Since the launch of Euronext, the first pan-European exchange, the share has been listed on Compartment A of the main market. It also qualifies for the deferred-settlement account system (SRD). A dividend of €3.8 per share was paid in 2008 in respect of 2007.
The Renault share is a component of the following indexes: CAC 40, SBF 120, SBF 250, Dow Jones Euro Stoxx, Dow Jones Stoxx Auto, Euronext 100, Euronext 150 and Euro Stoxx 50.
Renault also receives annual ratings from sustainability agencies for its performance in non-financial spheres such as risk management, labor relations and environmental and social issues. It is included in the Dow Jones Sustainability World Index (SAM), Aspi Eurozone, Ethical Euro and Ethibel Excellence Sustainability Index.

MORE INFORMATION AT WWW.RENAULT.COM

1.

THE RENAULT-NISSAN ALLIANCE

FOSTER CLOSER SYNERGIES AND SPEED UP INTERNATIONAL EXPANSION

PRINCIPLES OF THE ALLIANCE

RENAULT AND NISSAN SOLD A COMBINED TOTAL OF 6,090,304 UNITS IN 2008

PRINCIPLES OF THE ALLIANCE

The Alliance is based on trust and mutual respect. Its organization is transparent. It ensures clear decision-making for speed, accountability and a high level of performance. It seeks to maximize efficiency by combining the strengths of both companies and developing synergies through common organizations such as the Renault Nissan Purchasing Organization (RNPO), joint working groups and shared platforms and components.

The Alliance attracts the best talents, provides good working conditions and challenging opportunities. It encourages employees to develop a global and entrepreneurial mindset. The Alliance targets attractive returns for the shareholders of each company and complies with best practices in corporate governance. It upholds the principles of sustainable development.

OBJECTIVES

The Alliance pursues a strategy of profitable growth with three objectives:

- to be recognized by customers as being among the best three automotive groups in terms of the quality and value of its products and services in each region and market segment;
- to be among the best three automotive groups in key technologies, each partner being a leader in specific fields of excellence;
- to consistently generate a total operating profit among the top three automotive groups in the world, by maintaining a high operating margin and steady growth.

RENAULT-NISSAN PURCHASING ORGANIZATION, THE ALLIANCE'S FIRST AND BIGGEST JOINT-VENTURE

RNPO is the Alliance's largest joint-venture, since it employs 300 people in Tokyo, Paris and Farington Hills (Michigan, USA), which is also the location of Nissan's North-American technical center. RNPO negotiates on behalf of Renault and Nissan. In June 2008 its joint purchasing activities accounted for 92% of Alliance Purchases. Renault and Nissan nevertheless maintain their own purchasing departments to implement the decisions made by RNPO and cover the needs specific to each brand. RNPO complements the purchasing departments of Renault and Nissan, rather than replacing them, with a common approach for each purchasing area.

STRATEGIC MANAGEMENT

Nissan and Renault, respectively headquartered in Tokyo and Paris, have separate management structures. The responsibility for managing their activities lies with their respective executive committees, which are answerable to the board of directors and their own shareholders.

In March 2002, the Alliance set up a strategic management company, incorporated under Dutch law and jointly and equally owned by Nissan and Renault. The aim was to establish a common strategy and manage all synergies. Renault-Nissan b.v. hosts the Alliance Board, chaired by Carlos Ghosn. The board is made up of three directors from Renault and three directors from Nissan. Other members of the Renault group Executive Committee and the Nissan Executive Committee (the most senior directors) also attend meetings of the Alliance Board, which are held up to ten times a year. The Board steers the Alliance's medium- and long-term strategy and coordinates joint activities on a worldwide scale.

Several entities report to the Alliance Board:

- The Renault / Nissan Coordination Office and the staff coordinating the activities of the Alliance in Paris and Tokyo, including the work of the steering committees.
- The steering committees, whose chairmanship is shared by members of the Renault and Nissan Executive Committees, submit priority topics for meetings of the Alliance Board, supervise the activities of the different working groups and help to implement Alliance projects.
- More than 30 joint working groups called Cross Company Teams or Functional Task Teams, dedicated to the Alliance. These groups operate in all the main sectors and areas of activity, particularly product planning, research and advanced engineering, vehicle engineering, powertrain engineering, manufacturing and purchasing. Their role is to explore possible synergies between the two companies. Members of the joint working groups based in Tokyo, Paris or other Alliance sites, communicate daily, hold weekly telephone conferences and usually meet once a month. Team managers report to the Alliance Board on the progress made in their specific area of activity.

Renault and Nissan teams at the CCT meeting on January 24, 2008

COOPERATION AND SYNERGIES

IN 2008 COOPERATION GATHERED PACE IN A NUMBER OF AREAS

ADVANCED RESEARCH AND VEHICLE ENGINEERING

Announcements on zero emission projects around the world

From Tennessee to Israel and Japan, the Alliance partners made a series of breakthrough announcements in 2008:

- In Israel, all the conditions necessary for electric vehicles to be successfully mass-marketed will be brought together for the first time in history in a partnership between the Alliance, Project Better Place and the Israeli government. The target date is 2011. Renault will provide the vehicles and the lithium-ion batteries will be supplied by Automotive Energy Supply Company, a Nissan-NEC joint venture.
- In Portugal and Denmark, similar zero-emission vehicle projects have been announced.
- In Paris, Renault presented the ZE concept car based on the Kangoo Be Bop that also made its debut at the October motor show. The ZE concept is powered by a lithium-ion battery pack. Electrical requirements are reduced by using LEDs for the headlights. Aerodynamic losses have been cut by replacing the external mirrors with small cameras. Exterior panels are coated in a heat-reflecting paint and body panels are insulated.
- Also in Paris, Renault and French electric utility EDF signed an agreement to create a large-scale, zero-emissions individual transport and travel system, starting with France. The objective is to establish electric cars as a viable and attractive transport solution for consumers.

Alliance CCT meeting – Vehicle test

Fuel-cell vehicles

The Alliance is developing fuel-cell-powered electric vehicles (FCV). Two prototypes are currently in an advanced engineering phase:

- Nissan's pioneering fuel-cell vehicle, X-Trail, has been undergoing real-world testing for more than two years, with examples leased to government authorities in Japan.
- Renault's prototype Scenic ZEV H2, based on a Renault Grand Scenic, is a joint Alliance development. It features Nissan's in-house developed fuel-cell stack, high-pressure hydrogen storage tank and compact lithium-ion batteries. Renault engineers and technicians prepared the Grand Scenic architecture to accept the different FCV elements under the floor, thus managing to keep ample cabin space for five adults and to integrate Renault and Nissan electric and electronic systems.

Both vehicles took part in a series of environmental road shows across Europe in the summer of 2008, while Renault showcased the Scenic ZEV H2 at its Environmental Workshop.

Visit during the 5th Alliance Convention

MORE INFORMATION AT
WWW.RENAULT.COM

POWERTRAIN SUB-SYSTEMS

New Alliance V6 Diesel engine (V6 dCi)

The Renault-Nissan alliance unveiled its brand-new V6 dCi Diesel engine (V9X type) on Laguna Coupé at the Paris motor show. This engine is the first Diesel V6 engine developed and produced by the Alliance. It will be fitted in upper-range vehicles to meet growing worldwide demand for engines that are powerful and yet fuel and CO_2 efficient. Alliance cooperation has made it possible for both Renault and Nissan to offer a state-of-the art premium powertrain to their customers, all around the world. For Renault models, it is already available on Laguna Coupé, and offered on Laguna Sedan and Laguna Estate from early 2009.

2.0 dCi launch in Japan

In the fall of 2008, the first Alliance-developed diesel engine made its debut in Japan on the Nissan X-TRAIL. Based on the M9R engine, it met Japan's stringent Post New Long-term Regulations – the first vehicle in the world to do so. The engine has been well accepted by the Japanese market with over 1,000 orders in the first month after start of sales, exceeding the monthly objective of 100 units per month. The Nissan M9R clean diesel engine was named 2008-2009 Car Technology of the Year by JAHFA, Japan Automobile Hall of Fame, for the best technology of all domestic/imported passenger vehicles in Japan. The M9R won the award for complying with Japan's stringent Post New Long-term Regulations emission standards, providing high torque and good performance along with quiet operation and low vibration.

TCe 130 engine and CVT transmission on Mégane

A new, Alliance-developed petrol engine, the TCe 130 will be added to the new Renault Mégane line-up in the spring of 2009. Developed within the framework of the Renault-Nissan Alliance, the TCe 130 is a perfect illustration of the expertise that has been acquired in the realm of downsizing. This new, fuel-efficient 1,397cc block packs the power of a 1.8-liter engine (130hp) and the torque of a 2.0 l (190Nm), yet its CO_2 emissions are less than those of a 1.6 l, making it particularly respectful of the environment. Depending on the version, these engines can be mated to five- or six-speed manual or automatic transmissions. Among the other engines for the new Mégane is a 2.0-litre 16V 140, available from launch with a six-speed manual gearbox, but Nissan's continuously variable transmission (CVT) will be offered with this vehicle at a later date.

Discussions at the 5th Alliance Convention

QUALITY

The Alliance Quality Charter defines joint quality directives and procedures. It is applied to all Alliance projects. The second version became available in January 2003. The Charter brings Renault and Nissan closer together through the use of common quality tools. In order to help both companies make further progress and to contribute to Renault's quality objectives, the FTT (joint working group) on Quality has studied the most efficient practices implemented by either Renault or Nissan (Japan, USA, Europe). If necessary, these practices are improved by both parties.

COOPERATION AND SYNERGIES

IN 2008 COOPERATION GATHERED PACE IN A NUMBER OF AREAS

MANUFACTURING

In South Africa, the Alliance partners have confirmed the launch of a new manufacturing project using Nissan's manufacturing plant at Rosslyn. The plan encompasses the adaptation of two cars, the Nissan NP200 half-ton Pickup and the Renault Sandero, to the South African market (e.g. right-hand drive), the preparation of the plant, and the development of the local components and accessories supply chain. The local content rate will be 25% at the start of production and gradually increase afterwards. Production (around 16,000 pick-ups and 7,500 Sandero) will initially be sold in the local market. The Sandero will be the first Renault product built in South Africa.

In Brazil, Nissan started production for its first passenger cars, the Livina and Grand Livina, in Curitiba, Brazil. The two models are marketed worldwide in growing markets such as China, Indonesia and South Africa. The Curitiba plant already manufactures three Nissan 4x4 models, Frontier, Xterra and the New Frontier.

Common process in manufacturing

Using the best practices of Renault and Nissan, the Alliance partners have developed the Alliance Common Process or Alliance Integrated Manufacturing System (AIMS), which will initially be used at the new greenfield sites in India and Morocco. The result is a process with a high degree of commonality and a far lower investment commitment. The four main process areas are stamping, body-in-white, paint, and trim & chassis.

In light of the current global crisis, the Renault-Nissan Alliance's plans for the greenfield manufacturing facility in Chennai, India currently under construction have been realigned. Start of production is still planned for 2010, on a single production line instead of two. The second line, for which the infrastructure will be ready when the facility opens, will be implemented as soon as market demand requires it.

This is a temporary realignment, and the Renault-Nissan Alliance maintains its long-term commitments to the government of Tamil Nadu, i.e.; an investment of approximately €750 million for a plant with an installed capacity of 400,000 vehicles per year by February 2015.
In Tangiers, Morocco, there has been no change regarding the industrial facilities of the Alliance. However, Renault's project to manufacture competitive vehicles derived from the Logan platform will be delayed by a few months.

SALES AND MARKETING

Common media buying in Europe

The Renault-Nissan Purchasing Organization has for the first time chosen a single agency, Omnicom-OMD, to manage media purchasing throughout in Europe. This will be for 24 countries for Nissan and 30 countries in greater Europe for Renault. The combined budget is approximately €800 million per year.

Common warehouse in Russia

The Alliance opened a joint Russian distribution centre close to Moscow to provide spare parts for the Nissan, Renault and Dacia dealer network throughout the country. The joint warehouse covers a potential storage and service area of 45,000 square meters and its capacity allows for the expected expansion of the parts business in Russia over the next three years. The new centre is run by DSV (De Sammensluttede Vognmænd) and provides inbound linehaul transportation, outbound transportation, customs clearance and warehousing.

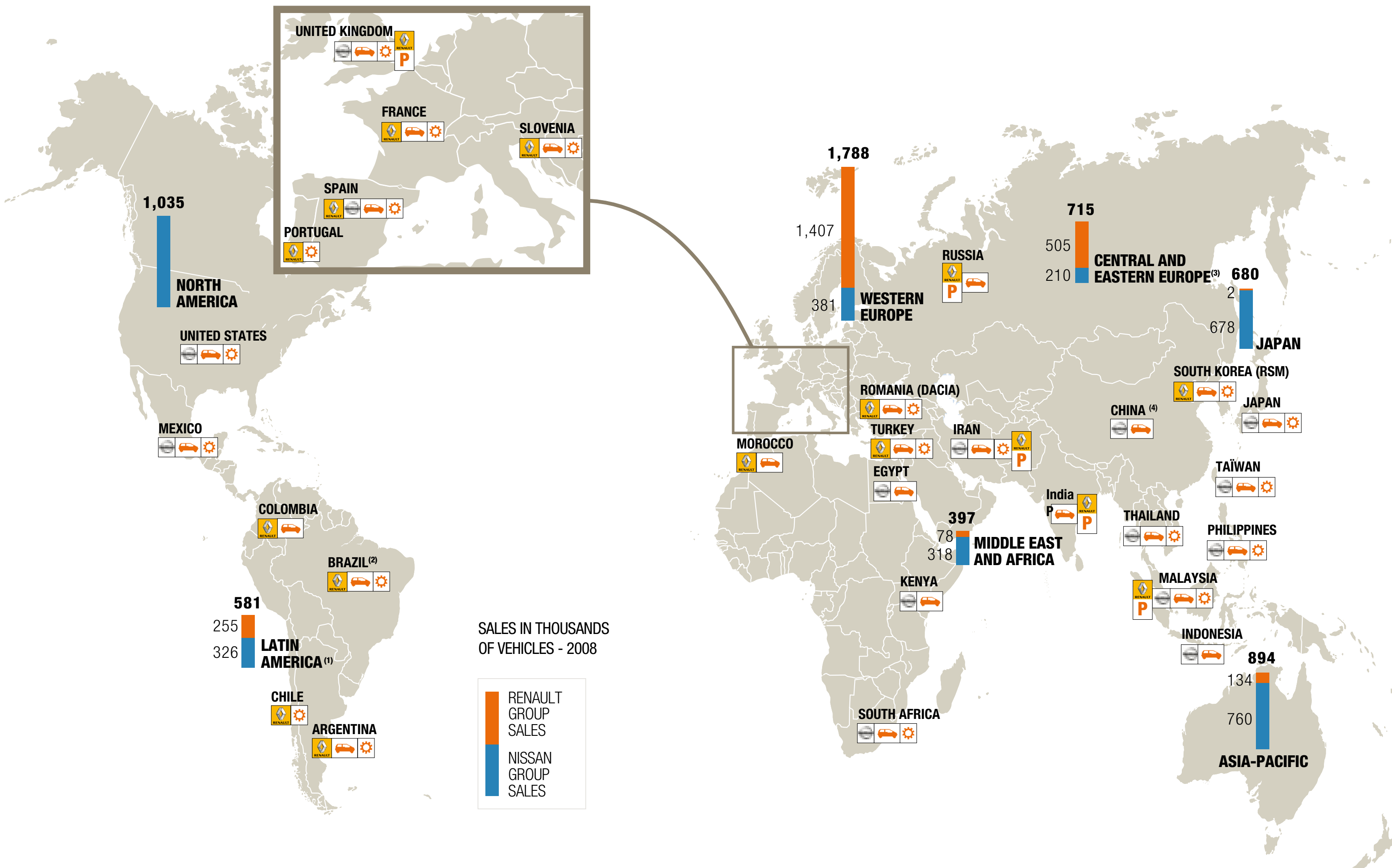
Discussions between Nissan and Renault teams at the 5th Alliance Convention in a Nissan plant in Japan

DIVERSITY

Renault partnered the Women's Forum in France for the third year running. This year it was joined by Nissan because the Renault-Nissan Alliance is keen to contribute to promoting diversity and to take part in the discussions initiated by the Forum on the key issues facing society. Carlos Ghosn, President and CEO of Renault and Nissan opened a session entitled "How much diversity are we prepared to accept?" and presented the "Women for Education" prize.
The 2008 theme of Progress is particularly relevant to the active presence of Renault and Nissan at the Women's Forum. As a global industrial and economic player, the Renault-Nissan Alliance contributed its specific experience as:

- a testing ground for talent and cultural diversity to promote economic performance;
- a contributor to progress on environmental and mobility issues (electric vehicles, range of low-cost vehicles);
- a corporate citizen, contributing to economic and social development in the countries where it is present (supporting social projects such as "Women for Education").

WORLDWIDE SALES AND PRODUCTION SITES



RENAULT GROUP PLANTS
(RENAULT, DACIA AND RENAULT SAMSUNG MOTORS)

NISSAN PLANTS — BODY ASSEMBLY — POWERTRAIN

P PLANTS OF RENAULT PARTNERS
- IN IRAN, IRAN KHODRO AND SAIPA
- IN INDIA, MAHINDRA & MAHINDRA
- IN THE UK, GENERAL MOTORS
- IN MALAYSIA, TCEC
- IN RUSSIA, AVTOVAZ

NUMBER OF UNITS SOLD WORLDWIDE - 2008	
RENAULT GROUP	2,382,230
NISSAN GROUP	3,708,074
RENAULT-NISSAN ALLIANCE	6,090,304
RENAULT GROUP (including AvtoVAZ)	3,002,034

(1) O/W MEXICO.
(2) INCLUDING THE JOINT LCV PLANT.
(3) O/W RUSSIA AND TURKEY.
(4) NISSAN AND DONGFENG MOTOR HAVE SET UP A JOINT VENTURE TO PRODUCE AND SELL A RANGE OF VEHICLES.

NISSAN IN 2008

FISCAL YEAR 2008 AFTER 9 MONTHS

On February 9, 2009, Nissan announced financial results for the third quarter of fiscal year 2008, ending March 31, 2009, as well as for the first nine months. In the third quarter, the consolidated net loss after tax came to 83.2 billion yen (US $0.81 billion, €0.55 billion), compared to net income of 132.2 billion yen (US $1.28 billion, €0.87 billion) from the same period a year ago. The loss is driven by the severe downturn in the global economy in the second half of calendar year 2008 and, in particular, the negative impact of the strong yen, the sharp decline in consumer confidence in all major markets, and product mix deterioration.

Net revenue was down 34.4% to 1.82 trillion yen (US $17.65 billion, €12.02 billion). Nissan's operating loss totaled 99.2 billion yen (US $0.96 billion, €0.66 billion). Ordinary loss amounted to 112.7 billion yen (US $1.1 billion, €0.75 billion). Nissan sold a total of 731,000 vehicles worldwide in the October-to-December 2008 period, down 18.6%.

In the April-to-December 2008 period, net income after tax totaled 43.2 billion yen (US $0.42 billion, €0.29 billion), down 87.5% compared with the previous year. Net revenue fell 14.7% to 6.68 trillion yen (US $64.97 billion, €44.25 billion). Operating profit totaled 92.5 billion yen (US $0.9 billion, €0.61 billion), down 84%. Operating profit margin came to 1.4%. Ordinary profit amounted to 90 billion yen (US $0.87 billion, €0.6 billion), down 84%.

Globally, Nissan sold a total of 2,633,000 vehicles in the first nine months, down 3% compared with last year.

In fiscal year 2008, Nissan will launch a total of eight all-new products worldwide. Four new products were introduced in the third quarter: NP200 in South Africa and KIX mini-SUV, Cube and Fairlady Z in Japan.

Due to the worsening state of the global economy and the associated deterioration in global auto markets, the company has further revised its forecast for the full fiscal year 2008. Nissan filed the following revised forecast for the fiscal year ending March 31, 2009 with the Tokyo Stock Exchange:

- Consolidated net revenues of 8.3 trillion yen (US $80.66 billion, €54.93 billion)
- Operating loss of 180 billion yen (US $1.75 billion, €1.19 billion)
- Ordinary loss of 190 billion yen (US $1.85 billion, €1.26 billion)
- Net loss of 265 billion yen (US $2.58 billion, €1.75 billion)

(Notes: Amounts in dollars and euros are translated for the convenience of the reader at the foreign exchange rates of 102.9 yen/dollar and 151.1 yen/euro, the average rates for the first nine months of the fiscal year ending March 31, 2009.)

NISSAN'S RECOVERY ACTIONS DURING THE CRISIS

On February 9, 2009, Nissan announced recovery actions designed to enhance the company's performance during the current global economic and financial crisis. The company also revealed a new organizational structure to guide Nissan through current challenges and support its future direction.

Despite actions already taken during 2008 to respond to the global crisis, worsening conditions are prompting the need for further changes to the company's cash management strategy, business structure and investment plans. Countermeasures include the following:

- In order to focus on recovery actions, our 2008-2012 midterm business plan, Nissan GT 2012, will be suspended, but commitments on quality and zero-emission vehicles will be retained.
- Labor costs will be reduced in line with the decrease in revenues. During FY2009 labor costs in high-cost countries will be reduced by 20%, from 875 billion yen to 700 billion yen.
- Bonus payments to the board of directors will be eliminated for FY2008. Starting in March and until the situation clearly improves, salaries paid to board members and corporate officers will be reduced by 10% and those paid to managers in NML and affiliate companies in Japan by 5%.
- Nissan will negotiate the implementation of a work sharing scheme for staff workers, to be announced by the end of the fiscal year.
- Global headcount will be reduced by 20,000 through FY2009, reducing Nissan's headcount from 235,000 to 215,000.
- Inventory will be tightly controlled. In March 2008, company and dealer inventory was 630,000 units; that level will be reduced by 20%, to 480,000, by March 2009.
- Production will be right-sized through changes such as shift elimination, non-production days and shorter working hours. These actions will reduce global production by 787,000 units – a 20% decrease compared to planned volume - by the end of this fiscal year.
- Capital expenditure reductions will result in a 21% contribution to saving cash by the end of FY2008 compared to FY2007. An additional reduction of 14% will be made in FY2009, taking overall capital expenditures from 384 billion yen in FY2008 to less than 330 billion yen in FY2009.
- Joint manufacturing projects with Alliance partner Renault in Morocco and India will be revised. In Chennai, India, the joint plant will proceed at a reduced ramp-up speed. In Morocco, Nissan will suspend its participation in the industrial project near Tangiers.
- The product portfolio will be revised, including the cancellation of selected future programs. Nissan will launch an average of 10 all-new vehicles per year in the 2009-2012 period, including the company's all-new, A-Platform entry-car lineup and a dedicated all-electric vehicle.
- By improving working capital, mainly accounts payable and receivable, Nissan will generate 130 billion yen of cash in FY2009.
- A detailed review is ongoing to identify deeper synergy opportunities within the Renault-Nissan Alliance. The focus is on future investments in products, technology, support functions and purchasing cost reductions. Each company will contribute to free cash flow with a minimum of 90 billion yen (750 million euros) in synergy benefits during FY2009.

ALLIANCE COMBINED SALES FOR 2008

RENAULT RESILIENT AMID A GLOBAL MARKET CRISIS

In a global market that fell by 5%, the Renault group reported a 4.1% drop in sales, while market share increased to 3.6%. The Renault Group (Renault, Dacia and Renault Samsung brands) pursued international growth with a 1.5% rise in sales outside Europe to a total of 873,798 units, accounting for almost 37% of all Renault group global sales.

- In Europe, in a crisis-struck market that fell 8.1%, the Renault group grew its market share 0.2 points to 9%. Outside Europe the most significant performances are:
- In Brazil, the Renault group increased sales by 56.4% to a record of 115,000 vehicles. Group market share rose 1.2 points to 4.3% and Renault became one of the top six brands in Brazil. Nearly 40,000 Sanderos and more than 36,500 Logans were sold in Brazil.
- In Russia, Renault group sales increased 6.8%, topping the 100,000 sales mark for the second consecutive year.
- In Morocco, the Group continued to lead the market, with 27.8% market share.

Nine new models were launched in 2008: Clio Estate, Grand Modus, Mégane, Laguna Coupé, Kangoo car and LCV, Kangoo Compact, Logan Pick-Up and Thalia/Symbol. By end-2009, the Renault group will boast the youngest range in Europe with an average age of 2.2 years (compared with 3.8 years in 2005).

Entry-range products from Renault and Dacia brands provided strong growth with 510,000 units sold, a 38.7% growth rate compared to 2007. On February 28, 2008 Renault signed a partnership agreement with the leading Russian carmaker, AvtoVaz, which registered for a total of 669,972 Lada sales between March and December 2008. As they do not represent a full year, they are not included with Renaults 2008 total sales.

Infiniti

NISSAN, GLOBAL SALES BOOSTED BY A STRONG PRODUCT LINE-UP

Despite declines in many of its major markets, Nissan (Nissan and Infiniti brands) closed 2008 with global sales rising 0.9% year-on-year to 3,708,074 units. Sales were boosted by the launch of eight all-new products including the Teana, Infiniti FX, Maxima, NP200 pickup, Qashqai+2, KIX mini-SUV, Cube, and 370Z.

In Japan, Nissan sold 678,126 units, down 5.9% year-on-year in a market that saw its lowest volumes since 1980. Market share was down 0.2 percentage points to 13.3% compared to 2007.

In the US, where the market saw a sharp decline of 18% to 13,242,701 vehicles compared to 2007, Nissan sales were down a lesser 10.9%. Combined sales from Nissan and Infiniti totaled 951,350 units. Nissan's market share in the US stood at a record 7.2%.

European sales (including Russia) reached a new record of 591,139 units, representing an increase of 5% versus 2007 (the previous highest sales year). This was largely driven by the popularity of the Qashqai, which sold 183,340 units. Russia remained Nissan largest market in Europe, recording sales of 154,340 units, an increase of 26.5% compared with the previous year.

The General Overseas Markets (GOM) ended the year with double-digit growth, with sales up 12.7% from the previous year to 1,404,008 units. Sales in China were up 19.1% due to the success of Tiida, Livina series and Sylphy. Sales in the GCC were up 17.1%, due to the popularity of Tiida and Altima.

2.

PRODUCT OFFENSIVE

THE RENAULT GROUP OPERATED IN EXTREMELY TOUGH ECONOMIC CONDITIONS IN 2008. WORLDWIDE SALES CONTRACTED 4.1% TO 2,382,230 VEHICLES IN A MARKET THAT SHRANK BY 5%. THE PRODUCT OFFENSIVE CONTINUED, WITH NINE NEW MODELS LAUNCHED IN 2008

ONDELIOS: THE OPEN ROAD BECKONS

Renault unveiled Ondelios, its high-end concept-car, at the Paris Motor Show. Ondelios is designed for lovers of long-haul travel who set store by comfort and refinement. Ondelios epitomizes Renault's vision of the luxury crossover, combining a comfortable ride with respect for the environment. Clear illustrations of that vision are the vehicle's ethereal design, interior layout and hybrid powertrain. The front motor uses Stop & Start technology, while the electric motor mounted on the rear axle drives the rear wheels when the ESP sensors detect a loss of traction, thus giving Ondelios the capability of a 4WD vehicle. The car is equipped with a lithium-ion battery that can deliver power of up to 4kW/h.

Ondelios

THE ALL-ELECTRIC Z.E. CONCEPT: A GLIMPSE OF MOBILITY IN THE FUTURE

Z.E. Concept ('Z.E.': Zero Emission) is Renault's vision of the electric vehicle as an efficient, user-friendly, zero-emission car that is widely accessible. Based on the brand-new Renault Kangoo be bop, Z.E. Concept features a design in keeping with the spirit of an electric vehicle, with the focus on minimizing energy consumption while sacrificing nothing in terms of comfort. The energy consumption of auxiliary functions such as lighting, heating, and climate control is a key factor when it comes to an electric vehicle's range, so special attention has been paid to optimizing energy management. Z.E. Concept also incorporates several user-friendly interactive information features. It is powered by a 70kW electric motor with torque of 226Nm, and runs on lithium-ion batteries.

Sand'up Concept

SAND'UP CONCEPT

Designed by Renault Design America Latina, the Group's design center in Brazil, the Sand'up Concept car was presented at the Sao Paulo Motor Show on October 27, 2008. Sand'up Concept is based on Sandero Stepway, an "urban sport" vehicle launched in Brazil in October 2008. Sand'up Concept is a modular 2+2 coupé combining cabriolet pleasure with a pick-up's practicality. This design study is yet another example of Renault's close interest in new automotive trends in its diverse markets around the world.

RENAULT DESIGN GOES GLOBAL

Renault's satellite design centers are located in major cities in Spain (Barcelona), France (Paris Bastille), South Korea (Seoul), India (Mumbai), Romania (Bucharest) and Brazil (Sao Paulo). They provide support to the main center at the Technocentre in Guyancourt (France). The satellites take part in automobile projects as part of internal competitions with Renault Design's other creation centers. Set up close to Renault's markets, they monitor trends, draw up innovative proposals, and test new methods, techniques and processes. They operate independently and encompass all areas of design, employing vehicle designers, manual and digital modelers, color and trim specialists and graphic designers.

Renault design center in Mumbai

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PASSENGER CARS

STANDING FIRM IN A GLOBAL MARKET CRISIS

In 2008 Renault showed its resilience in extremely difficult conditions. The Group reported a 4.1% downturn (2,382,230 vehicles sold) in a market that fell by 5%. Global sales of 2,019,274 under the Renault brand declined 5.4%. By contrast, Dacia posted a 12.1% increase in sales on 2007 to 258,472 vehicles. Renault Samsung Motors reported a downturn of 12.6%, with 104,478 vehicles sold.
Renault had 3.6% of the global market in 2008, up 0.05 percentage point on 2007. The Group continued its international expansion, increasing sales outside Europe by 1.5% to a total of 875,002 vehicles. In 2008, almost 37% of total Renault group sales were made outside European markets.

Nine new models were launched in 2008: Clio Sport Tourer, Grand Modus, New Mégane Hatchback, Laguna Coupé, Kangoo car and van, Kangoo Compact, Logan Pick-Up and Thalia/Symbol. By the end of 2009 the Renault group will boast the youngest range in Europe with an average age of 2.2 years, compared with 3.8 years in 2005.

9 NEW MODELS WERE LAUNCHED IN 2008

Twingo

Twingo registrations in Europe rose 48.6% in 2008 in a segment that grew 14.3%. With 130,892 new registrations for the year, Twingo claimed a near 10% market share in Europe where it ranked third in its segment. Twingo is now the segment leader in Belgium, and number two in Germany and the Netherlands. In the UK, where first-generation Twingo was not available, more than 5,000 Twingos were sold in 2008.

Twingo is the unrivalled segment leader in France, with a 30% share of the market Renault has broadened the range of diesel engines available on Twingo by introducing the dCi 85. This new Twingo Renault eco² emits just 104 g/km of CO_2.

Clio

The launch of Clio Sport Tourer was one of the highlights of 2008. By year's end 52,680 units had been sold in Europe. Overall, Renault sales in the A+B segment (Twingo, Modus, Clio) rose by 2.4% on 2007 across Europe.

Mégane

New Mégane Hatchback and Coupé, which debuted at the Paris Motor Show, marks the beginning of the renewal of Renault's C segment range. New Mégane Hatchback was rolled out in November and received a warm welcome from dealers and customers alike. By December, it had already taken 1.6% of the passenger car market in France. The full impact of Mégane's renewal will be felt in 2009 when new body styles are launched.

Modus

Sales of Modus gained new impetus in 2008, driven by the launch of New Modus and Grand Modus. A total of 79,029 vehicles were sold worldwide, an increase of 22.6% on 2007.

Espace
In 2008 24,330 Espace vehicles were sold worldwide.

Koleos
Koleos, Renault's first 4x4 crossover launched in first-half 2008, racked up 18,260 registrations in Europe in a market that fell 8.8% year on year. Koleos is one of France's top-three crossovers with 6,456 units sold.

Laguna
Laguna is number one in the upper-medium segment in France, with over 33,000 registrations in 2008, up more than 10% on 2007. The Sport Tourer version alone accounts for 31% of registrations, confirming the appeal of the body style. Laguna GT, with its 4Control four-wheel steering system, achieved a new-customer acquisition rate that was more than 30% higher than its predecessor. The range was enhanced at the end of the year with New Laguna Coupé, Renault's spearhead model in the executive segment. Laguna advanced by more than 28% in a European D segment that contracted by 5.6%. Its performance was noteworthy in Germany, where sales almost doubled to 12,469 units compared with 6,769 in 2007. The same sales trend was observed in the Netherlands.

Renault Samsung Motors
In South Korea, Renault Samsung Motors (RSM) sold nearly 102,000 vehicles in 2008, down 13% on 2007. RSM, which sells a range of four models (SM3, SM5, SM7 and QM5), will unveil the new SM3/Fluence sedan at the 2009 Seoul Motor Show.

ENTRY RANGE

EXTENDING THE SUCCESS TO ALL MARKETS

THE ENTRY PROGRAM

Launched more than four years ago, the Entry program is keeping its promise. By the end of 2008 over 1.2 million vehicles (counting Logan, Logan MCV, Logan Van, Logan Pick-up and Sandero) had been sold worldwide. Sandero, the latest to join the line-up, is a modern, roomy hatchback sedan. It was launched in early 2008 in South America and has been marketed in Europe since June 2008. Logan's success is based on a simple concept: give customers the features they need at an affordable price.

Renault has used the Entry range to significantly step up its presence outside Europe and to make inroads in new markets, such as India and Iran. In the space of four years, vehicles based on the Logan platform have been sold in 77 countries, including some, such as Russia, India, Iran and Brazil, with huge growth potential.

Nearly 200,000 Logans have been registered in Russia since mid-2005, making Logan the best-selling foreign sedan on the Russian market. Tondar has received a warm welcome from customers in Iran, despite getting off to a slower-than-expected start because of the production ramp-up and problems with spare-parts supply. In Brazil, total sales volumes for Logan and Sandero (marketed since February 2008) reached 76,237 at end-2008. These two models alone account for 66% of Renault do Brasil sales on the local market, helping to strengthen the Group's overall market share. In France, sales of Dacia vehicles topped the 100,000 mark in November 2008.

PILOT SITE FOR THE ENTRY PROGRAM IN ROMANIA

The Renault group has invested €1 billion in Romania since 1999 to upgrade and develop the Pitesti facility and to set up Renault Technologie Roumanie (RTR) and Renault Design Central Europe (RDCE).

The Pitesti manufacturing site, with its vehicle plant, powertrain plant and International Logistic Network (ILN) platform, is the pilot for the Entry program. The plant produces the five models of the Dacia range (Logan, Logan MCV, Logan Van, Logan Pick-up and Sandero), as well as spare parts for those models, and parts for the other Entry program facilities. Since Dacia Logan was launched in 2004, the Pitesti plant has doubled its annual maximum production capacity, raising it from less than 200,000 vehicles per year in 2004 to 360,000 in 2008 in three shifts. From 28 vehicles an hour in 2004, capacity was increased to 42 vehicles per hour in 2006 to produce Logan MCV and Logan Van and then to 60 vehicles an hour in 2008 with the arrival of Sandero and Logan Pick-up. The powertrain plant, which produces three gasoline engines and a five-speed manual gearbox for the Entry range and Kangoo, also boosted output, from 160,000 engines and gearboxes in 2004 to 510,000 in 2007 and has continued to increase in 2008.

Set up in 2005, the ILN platform had become the Renault group's largest logistics center of this type by end-2008. Its role is to collect parts manufactured by the Dacia plant and the 200 or so parts suppliers and ship them to the seven Logan production facilities. Most parts are produced locally through a network of suppliers in the region. Local content is approximately 60% for Sandero, and this proportion rises to 90% when the contribution from neighboring countries, such as Hungary and Poland, is factored in.

Manufacturing Logan Pick-Up at the Pitesti plant in Romania

RTR Center in Romania

DEVELOPING THE GROUP'S SKILLS CENTERS IN ROMANIA

The Group set up skill centers in Romania to meet new needs on growing markets. Created in June 2006, Renault Technologie Roumanie (RTR) is the Renault group's largest international engineering center alongside the Brazilian, Korean and Indian facilities. It plays both local and global roles. In Pitesti, it provides technical support to the plant and to suppliers.
In Bucharest, the design offices develop and adapt vehicle solutions based on the 90 platform and other vehicles in the Renault line-up to meet the needs of customers in the Euromed region. RTR provides technical support to all the industrial facilities where Entry range vehicles are assembled. RTR will also add a test center (tracks and test benches) at Titu (45kms from Bucharest) to boost the Group's capacities. In 2007 a design centre, Renault Design Central Europe, was opened in central Bucharest. Its role is to come up with innovative proposals for the Renault design system.

Renault Sandero Stepway in Brazil

2008: SANDERO'S YEAR

The latest arrival in the Entry program, Sandero is helping the Group to achieve its goal of winning new customers all over the world. Launched in early 2008 in South America and in mid-2008 in Europe, Sandero continues to be produced and deployed in close proximity to its markets. Since 2008 the Renault brand has produced Sandero at the Sofasa plant in Colombia (Medellin). A total of 85,562 units had been sold worldwide by end 2008.

SANDERO STEPWAY

Renault Sandero Stepway has been marketed since October 2008 in Brazil and Argentina and is intended to flesh out the Renault line-up in Mercosur. The Stepway's bold design offers the roominess and reliability that are the hallmarks of Renault Sandero. Produced at the Curitiba plant (Brazil), Renault Sandero Stepway is the fifth of the six new models launched under the Renault Commitment 2009 plan. The product offensive helped Renault to virtually double sales in Brazil between 2007 and 2008.

Dacia Logan Pick-up

DACIA LOGAN VAN AND DACIA LOGAN PICK-UP

Dacia extended its line-up in Europe by launching Logan Van and Logan Pick-up in November 2008. The two vehicles combine Renault's LCV expertise with the ethos of the Entry range. Logan Van had already been marketed in Romania and Bulgaria since February 2007 and Logan Pick-up since March 2008. The Dacia LCV range will come with a three-year or 100,000 km guarantee in Europe. Dacia Logan Van and Dacia Logan Pick-up are both manufactured at the Dacia plant in Pitesti (Romania).

LIGHT COMMERCIAL VEHICLES
CONSOLIDATING ITS LEADERSHIP

In 2008 Renault consolidated its position as the undisputed LCV leader in Western Europe for the eleventh year in a row. At the end of the year, Renault had a 14.4% share of the Western European LCV market, ahead of Ford in the number two position. Renault sells one of the most comprehensive LCV ranges in Europe. Its top ranking is based on the combined success of Kangoo Express, Trafic and Master, a policy of strategic partnerships and the high professional standards of the sales network, further enhanced by the creation of Renault Pro+.

Kangoo has proved hugely successful with 2.3 million units sold worldwide since launch, of which more than half were vans. Launched in November 1997, Kangoo Express is highly popular with professionals. It has been No. 1 on the small van segment in Europe for 11 years, with almost 1.4 million units sold. With 86,000 units sold across Europe in 2008, Kangoo Express reclaimed the top spot on the small van segment this year, well ahead of its competitors.

Kangoo Express Compact


Trafic Passenger

Trafic sold 80,112 units worldwide in 2008, remaining in the top three in its segment. A new version of Trafic will be launched in 2009.

Master sold 85,779 units in 2008 in Europe.

Kangoo Express

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POWERTRAINS

DRIVING PLEASURE THAT RESPECTS THE ENVIRONMENT

DIESEL AND GASOLINE ENGINES THAT MEET CUSTOMERS' NEW EXPECTATIONS

Renault is constantly striving to meet the challenge of combining environmental care with driving pleasure. The Group has developed and is continuously improving an extensive range of engines. The dCi diesel and TCe gasoline engines are robust, economical, lively and powerful, and are built to provide motorists with an instant response at all engine speeds.

In 2008 the dCi diesel range, which has received plaudits for its dynamic engines that are sober and quiet, was further expanded. The new dCi 110 and dCi 130 engines available with New Mégane were developed to deliver power even at very low revs. With output of 110hp and 130hp for 120 g and 135 g of CO_2 per km respectively, they offer the best driving comfort/consumption trade-off on the market.

A highlight of 2008 was the release of the V6 dCi 235. Designed and developed by Renault's Powertrain Engineering teams within the Renault-Nissan Alliance, it will be fitted on top-of-the-range vehicles of both Alliance partners (Laguna Coupé from the start of 2009).

Delivering 235hp, this diesel engine is the top performer in the dCi range and the jewel in the crown in terms of driving pleasure. Special attention was paid to acoustics, with the result that this is one of the quietest engines on the market. It also features reduced consumption and emissions. It meets the European Euro 5 standards that will come into force in late 2009.

V6 dCi 235hp engine

NEW ADDITIONS TO THE TCE GASOLINE ENGINE RANGE

Renault's feisty Turbo Control Efficiency (TCe) turbo-gasoline engines pack a punch even at the lowest engine speeds and move smoothly and cleanly up the rev range. They have been engineered to deliver power at the slightest touch at all engine speeds. They are economical, too, with running and servicing costs among the best on the market.

Coming after the TCe 100, which was released last year on A and B segment vehicles (Twingo, Clio and Modus), the TCe 130 engine was introduced at the start of 2009. It was unveiled at the Paris Motor Show in October 2008. Developed by the Renault-Nissan Alliance, it combines the strengths of the two carmakers, marrying Nissan's skill in developing gasoline engines with Renault's experience in combustion and turbocharging. Derived from Nissan's normally-aspirated HR15 and HR16 blocks (1.5 and 1.6 liters), the new TCe 130 engine is equipped with an aluminum sump and a single-flow turbocompressor. The profile of its inlet ports has been redesigned compared with those of the normally-aspirated engine. The new ports create a tumbling effect in the combustion chamber that mixes fuel and air more evenly, so improving combustion. Thanks to this tumbling airflow, the combustion flame propagates more efficiently, improving torque at low revs without impairing performance at higher engine speeds.

The turbocharged gasoline engine range meets ever-increasing market demand for fuel-efficient and environmentally-friendly engines that can comply with the Euro 5 standard. The TCe range comprises three engines: the TCe 100, the TCe 130 and the TCe 180.

With the dCi diesel and TCe gasoline engines, almost 70% of New Mégane's engine range will qualify for the Renault eco² signature, a clear indication of their sound ecological and economical credentials.

TECHNOLOGIES TO IMPROVE AIR QUALITY: THE NOXTRAP

The NOxtrap reflects Renault's determination to reduce pollutant emissions. The system traps harmful nitrogen oxides and converts them into neutral gas. Renault has filed 36 patents for this post-combustion technology. In 2008, NOxtraps were used in France and Germany by private fleets operating dCi 175 Renault Espaces. The NOxtrap rounds out the combustion-optimization work done by Renault engineering teams to cut pollutant emissions.

CVT: FOR A MORE COMFORTABLE DRIVE

Continuously Variable Transmission (CVT) is an innovative technology developed by Nissan and used by Renault within the framework of the Alliance. The system delivers an exceptionally smooth and comfortable drive through the seamless acceleration during gearshifts. Indeed, thanks to specific work by Alliance engineers, Renault's CVT ranks among the best of its category in terms of its seamless acceleration performance.

CVT optimizes engine operation, including during transitional phases, enabling conventional gasoline engines to consume less fuel and emit less CO_2. New Mégane's 2.0-liter 16v (140 hp) engines were the first to be fitted with CVT.

THE VEHICLE RANGE

PASSENGER CARS

TWINGO
(GT version also available)

TWINGO RENAULT SPORT

CLIO CAMPUS

CLIO 5-DOOR
(3-door version also available)

CLIO RENAULT SPORT

CLIO ESTATE

SANDERO
(Sandero Stepway also available)

THALIA/SYMBOL

LOGAN

MODUS AND GRAND MODUS

NEW MÉGANE HATCH AND COUPÉ
(R.S. version also available)

MÉGANE HATCH 4-DOOR AND MÉGANE ESTATE

MÉGANE COUPÉ CABRIOLET

SCÉNIC AND GRAND SCÉNIC
(Scénic seven-seat version also available)

LAGUNA
(GT version also available)

LAGUNA COUPÉ

LAGUNA ESTATE
(GT version also available)

KOLEOS

VEL SATIS

ESPACE AND GRAND ESPACE

KANGOO
(Kangoo be-bop also available)

TRAFIC

LIGHT COMMERCIAL VEHICLES

KANGOO EXPRESS COMPACT

KANGOO EXPRESS

TRAFIC VU

MASTER VU (L1H1)

MASTER PROPULSION BENNE

RANGE DACIA

SANDERO

LOGAN

LOGAN MCV

LOGAN VAN

LOGAN PICK-UP

RANGE RSM

SM3

SM5

SM7

QM5

QUALITY
ONGOING EFFORTS

QUALITY COMES INTO ITS OWN IN 2008

The results of internal and external surveys show that the quality drive is delivering results. Customer perception surveys confirm that Laguna is meeting its quality commitments. Laguna ranks among the top three for initial quality on two key European markets, reflecting the results of the internal indicators set up when the project was launched. The I range illustrates the quality improvements seen on all the brand's vehicles. New Twingo is leader on three key European markets for initial quality. And in the media, Clio III sets the standard for quality.

HIGHLY POSITIVE INTERNAL INDICATORS

All the results of multi-manufacturer surveys confirm the trends captured by internal indicators. For incoming quality, the number of defective parts delivered by suppliers has been reduced by a factor of five in the space of four years. For manufacturing quality, the number of end-of-line defects fell to a new low in 2008, despite the many new vehicle launches. In three years, the number of defects after three months in service has been halved. Quality indicators after one year in service show a drop of around 20% in the number of defects observed. At the same time, service quality in both sales and after-sales has also improved considerably. Internal surveys show that 79.6% of customers are fully satisfied. The general improvement in quality is reflected in falling warranty expenses, which have been reduced by 40 in just two years.

Renault Laguna coupé

Quality control in Laguna III production at the Sandouville plant in France

WHAT'S RENAULT QUALITY SITUATION IN 2008?

Jean-Pierre Vallaude,
Senior Vice President, Quality

What's Renault quality situation in 2008?
Quality continues to improve, not just in manufacturing but also in products and services. Many of the efforts taken company-wide over the past few years came to fruition in 2008. We are now reaping the benefits of the work done through the Renault Excellence Plan, as well as the steadfast commitment of all the company's departments on a daily basis. As a result, we achieved a near 50% reduction in monthly warranty expenditures between 2006 and 2008. We generated savings of some €500 million as a result of several factors. In the space of three years, post first-year warranty expenses fell by 35%. Second-year expenses alone were halved. In a nutshell, we have initiated a virtuous circle in the field of quality, a point confirmed by both internal and external satisfaction surveys. In terms of service quality, for instance, we increased the proportion of fully satisfied customers by 1.2 percentage points between 2007 and 2008. That means an additional 100,000-plus customers are totally satisfied!

What are the main quality challenges for 2009?
We've achieved tangible results, underpinned by robust standards and processes. The grave economic crisis now unfolding presents a risk, which we are taking very seriously, especially because it can disrupt production flows. As far as quality is concerned, we are entering this unsettled period on a sound footing. What's more, we have a young vehicle range. Obviously, we continue to pay very close attention to quality. But we're confident in our strengths.

SALES AND MARKETING

IMPROVING CUSTOMER SATISFACTION

Renault defended its commercial positions against a backdrop of market crisis in 2008. And in the second half-year it managed its cash and inventory cautiously. The year's highlights included the arrival of nine new models, which will slash the average age of the range to 2.2 years at end-2009, compared with 3.8 years in 2005.

More generally, Renault sales and marketing efforts addressed a number of challenges, including the wider range, a faster pace of new vehicle launches, international expansion and a broader brand portfolio. Robust processes were implemented in all these areas.

In 2008 Renault developed its SCOR project, also known as the Renault Sales Way, in the commercial network. Like the SPR (Renault Production Way), SCOR is a process-based management system designed to boost performance, develop a customer-focused sales approach and improve the way employees work. At the same time, the after-sales sector continued to roll out the Renault Excellence Plan (PER).

SERVICE QUALITY: KEEPING UP THE MOMENTUM

Renault service quality in sales and after-sales is spearheaded by PER4 Plan (Renault Excellence Plan 4). In 2008 the plan gathered pace with the implementation of the second phase: "network performance". Renault is pursuing global deployment in order to standardize quality processes and boost the economic and commercial performance of the networks. While the first version of PER4 focused primarily on service quality in sales and after-sales, the second phase has a broader focus, encompassing volume, quality and profitability targets for each sales outlet.

PER4 is bringing real benefits. In 2008 the percentage of "fully satisfied" customers in the sales and after-sales areas rose by 2.5 percentage points for a worldwide score of 79.6%. Renault's aim is to achieve a score of 80.2% fully satisfied customers across the worldwide network by end-2009.

CONSOLIDATED THE RESULTS

The policies adopted in 2008 will be maintained and stepped up in 2009. Key priorities are to build market share and manage cash more efficiently. The Group's product offensive and international expansion will continue. The development of the Motrio parts range, alongside genuine spares, should enable Renault to boost its after-sales business by targeting owners of older vehicles.

Satisfying customers is a priority

R&D AND RENAULT ENGINEERING

MAINTAINING A TECHNOLOGICAL EDGE

A HOST OF TECHNOLOGICAL INNOVATIONS

New vehicles in the range benefited from a host of technological innovations in 2008. Upgrades were made in all four areas of Renault's technology plan – environment/ CO_2, safety, interior comfort, and driving performance. Laguna was equipped with 4Control, a four-wheel steering system designed to enhance performance and drivability. In terms of safety, Laguna gained reinforced side impact protection. New Mégane took five stars in EuroNCAP crash tests, scoring 37 points out of 37. Its environmental performance has also improved. Depending on the model, CO_2 emissions are between two and ten grams lower than on earlier versions. Also, New Mégane includes 22 kilos of recycled materials and 12 kilos of renewable materials. Three key innovations were made in the powertrain range in 2008. First, the TCe 130, an engine developed by the Renault-Nissan alliance, illustrating its expertise in downsizing. Second, another innovation developed by the Alliance: the continuously variable transmission (CVT) fitted on New Mégane. And third, the NOxtrap, which traps harmful nitrogen oxides and converts them to a neutral gas.

Z.E. Concept prefigures the future electric vehicle

175 THE NUMBER OF PATENTS FILED FOR NEW MÉGANE

3D Surround system by Arkamys on New Mégane

ELECTRIC VEHICLES: A TOP PRIORITY

Reducing CO_2 emissions is a major R&D concern. Alongside solutions such as lighter vehicles and reduced friction, Renault and Nissan's top priority are electric vehicles. These cars are already the focus of ongoing studies and they are a key R&D area for the future.

Renault is already preparing to mass-market electric vehicles, and is taking action to satisfy new market needs. A department specializing in electric powertrains has been set up. This new generation of vehicles is still based on the architecture of existing internal combustion vehicles. But it will use Li-ion (lithium) technology, developed by the Nissan-NEC joint venture, to reduce battery weight in order to carry more on-board energy. Special projects are under way to improve battery performance and reliability.

Through its partnership with Project Better Place, Renault has been able to conduct detailed discussions on organizing and deploying a recharging infrastructure and developing a new business model.

Vehicles specially designed for electric motors will appear in the medium term. Renault and Nissan are already working on the technological building blocks – the architecture and customer requirements –specific to electric vehicles. The Z.E. Concept unveiled at the Paris Motor Show illustrates the main focal points of R&D.

INTERIOR COMFORT

Interior comfort – another key area of R&D – covers all aspects of on-board well-being, for both the driver and passengers. It encompasses acoustics, climate control, visibility, ergonomics, sensorial analysis, and materials.

The latest innovation to date is the «3D Surround by Arkamys» system installed in Laguna and New Megane, which provides exceptional sound quality in the cabin.

MANUFACTURING

A PROACTIVE, COMPETITIVE AND RESPONSIBLE SYSTEM BACKED BY EFFICIENT LOGISTICS

A FLEXIBLE INDUSTRIAL BASE

The financial and economic crisis that gathered momentum throughout 2008 took a heavy toll on activity at Group plants. To cope with falling markets and dwindling demand while reducing inventory, Renault cut production schedules to a strict minimum. This involved cutting daily output and scheduling a large number of non-worked days at all the Group's powertrain and bodywork-assembly plants.

Plants in Western Europe saw significant production cuts during the fourth quarter of 2008. But they were able to avoid short-time working in most cases thanks to flexibility agreements negotiated at the local level with trade unions.

AN EFFICIENT SUPPLY CHAIN

Against a global backdrop of growing economic difficulty, a flexible supply chain is more vital than ever. After addressing the shortage of K9 engines at the start of the year, the supply chain focused on cutting inventory in response to the economic downturn and shrinking sales volumes.

Renault set up a new Global Supply Chain organization (DSCM) at the start of 2008. This initiative strengthened the management of the Group's logistics, improving service quality and delivery reliability while reducing costs:

- the reliability of vehicle delivery times has increased by 2.7% compared with 2007;
- despite rising fuel prices and falling sales, logistics costs were kept under control at just 0.6% off the initial budget.

Cutting inventory became the main objective for the supply chain as the year progressed. Action was taken across the entire chain, thus cutting inventory value to well below the €6.5 billion target by end-2008.

In 2009, the top priority continues to be ensuring reliable delivery times worldwide. However, inventories must remain under tight control. Fresh action is already under way to maintain sales and ensure reliable delivery times while cutting inventory at all levels of the company.

AN ENVIRONMENTALLY RESPONSIBLE INDUSTRIAL SYSTEM

All Renault production sites are committed to respecting the environment. With the certification of the Avtoframos plant in Russia, all Renault sites had ISO 14001 certification in 2008, proving that the industrial base is able to pursue ambitious performance targets while controlling its environmental impact.

HONING THE COMPETITIVE EDGE

Despite particularly tough conditions in the automotive industry in 2008, Renault Manufacturing continued efforts to improve performance. The emphasis was on adjusting costs to the downturn in activity while maintaining the drive for performance.

Group sites successfully handled 17 production startups in 2008, based on the systematic application of the methods and procedures set out in the Renault Production Way (SPR).

Although the crisis prevented Manufacturing from meeting the growth and profitability targets set for 2008, improvements in quality, as measured by the number of end-of-line defects, continued throughout the year.

Mastic workshop in New Mégane production at the Palencia plant in Spain

PURCHASING

BUILDING CLOSER TIES WITH SUPPLIERS

Amid a severe financial and economic crisis, Renault continued efforts to optimize the purchasing function in 2008. The Group confirmed the overall improvement in supply quality and addressed all aspects of economic performance. In 2008 the efforts made in purchasing brought €353 million in savings compared with the previous year. The Purchasing department also continued its work on fundamental programs involving several Renault departments: cutting multiple sourcing, optimizing standardization and synergies with Nissan, and preparing the vehicle and powertrain sub-system projects of the future. Suppliers played an important role in this work, both through their suggestions and through their involvement as partners in the early stages of projects.

ENSURING SUPPLIER COMPETITIVENESS

To ensure that its suppliers remain competitive, Renault assigned some 40 experts to support their development and strengthen the supply chain in 2008. In terms of supplier innovation, Renault continued its policy of joint projects. This resulted in co-innovation contracts in 2008, clearly setting out targets, cost allocations, other ownership rights and exclusivity periods, etc.

In return for Renault's resources and the prospect of long-term business, suppliers commit to meeting high standards of performance and support the company's international development. Renault expects its tier-1 suppliers to conduct a similar sustainable development policy with their own suppliers.

WORKING FOR THE LONG TERM

Renault's relations with suppliers are based on a long-term approach. The Group's policy is global and covers all sectors relating to product quality and competitiveness. Renault works closely with suppliers from the outset in order to meet price and quality targets, and cut development times. A team of 120 quality experts, half of whom are outside France, collaborate with the supplier base. They are responsible for implementing rigorous tools and processes not only during the earliest phase of a project, but also during the vehicle's lifetime, and for after-sales parts. In 2008, to reward suppliers who met particularly stringent quality standards, Renault once again organized the Renault Supplier Quality Awards. The brand also held the Renault Laguna Supplier Quality Awards, with exceptional prizes for the suppliers whose outstanding efforts contributed to the high quality standards of New Laguna.

Carlos Ghosn and Odile Desforges present the Renault Supplier Quality Awards on October 1, 2008


Laguna

SCOPE OF RNPO EXTENDED IN 2008

On April 1, 2008 Renault-Nissan Purchasing Organization extended its scope of activity to all after-sales parts and accessories, thus totaling 92% of total Alliance purchases, compared with 83% previously. RNPO now manages all parts purchases for Renault and Nissan. RNPO was the first joint venture set up by the Alliance in 2001. As the shared purchasing organization for Renault and Nissan, RNPO has made procurement more effective by applying a global purchasing management system based on quality, cost and delivery times. In 2008 RNPO made purchases totaling €60 billion.

SALES FINANCING
WEATHERING THE STORM

Even though economic and financial conditions progressively worsened in 2008, RCI Banque maintained its commercial performance through close integration with Renault and an optimized range of services. These advantages enabled it to maintain the profitability of new financing contracts.
In 2008, RCI Banque financed 31.2% of vehicle sales, vs 32.1% in 2007. New financing contracts amounted to €8.9 billion, a small decline that mirrored Renault's sales volumes.

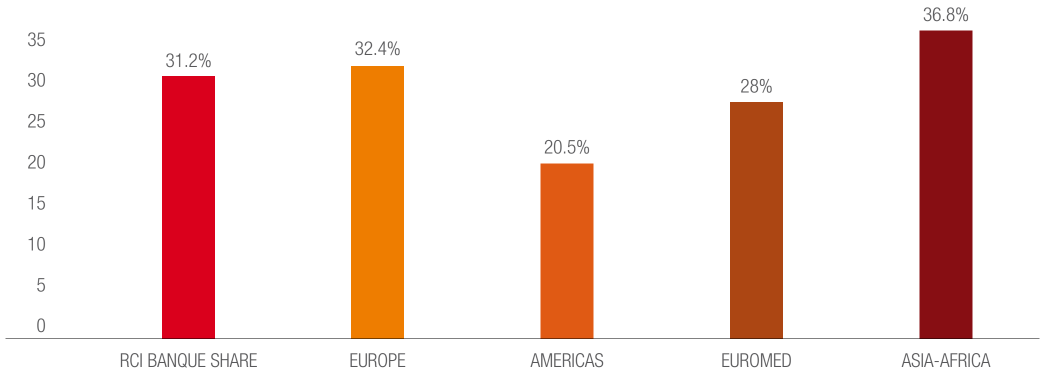
The RCI Banque group provides sales financing for Renault Group brands (Renault, Renault Samsung Motors, Dacia) worldwide and for Nissan Group brands (Nissan, Infiniti) chiefly in Europe. In 2008 the RCI Banque group was present in France, Europe (25 countries) South America (Brazil, Argentina, Mexico, Colombia), the Euromed region (Romania, Russia, Morocco, Algeria and Ukraine) and Asia (South Korea).

In 2008, RCI Banque consolidated its presence outside Europe, significantly increasing the share of those regions in terms of outstanding loans and their contribution to financial results.

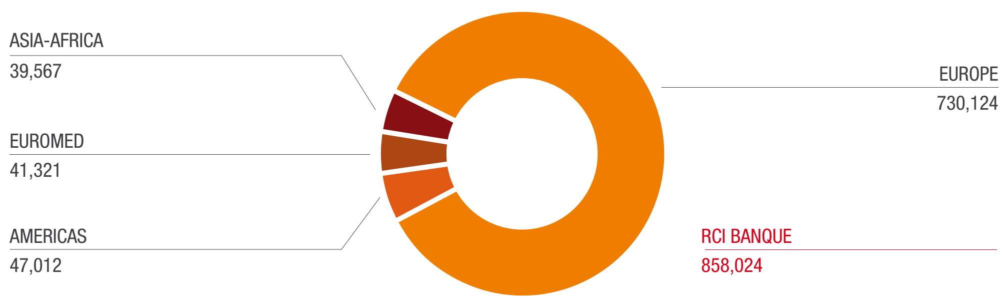
The RCI Banque group offers a comprehensive range of financing products and services to retail customers, companies and the Renault, Nissan, Dacia and Renault Samsung Motors brand networks. It provides loans for the purchase of new and used vehicles, as well as hire purchase, leasing, long-term rental and retail and corporate services. Services, especially insurance, continued to grow their share and made a major contribution to group profits. The RCI Banque group serves the brand networks by financing inventories of new and used vehicles, spare parts and short-term cash requirements.

Despite the global economic and financial crisis and higher refinancing rates, RCI Banque was able to grow operating margin slightly.

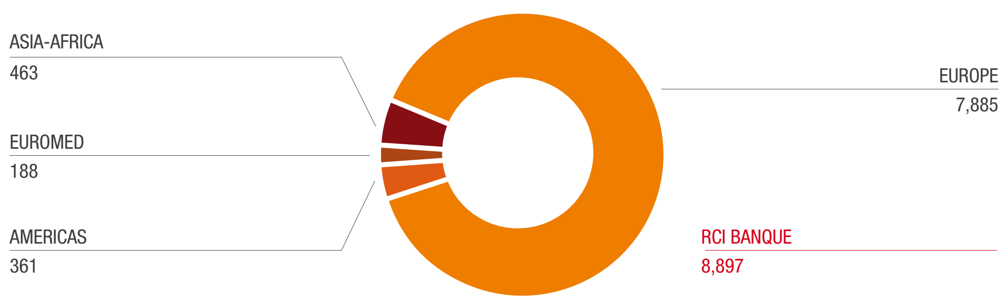
SHARE OF FINANCING, SALES OF NEW VEHICLES
(RENAULT, DACIA, RENAULT SAMSUNG MOTORS, NISSAN)



VEHICLES FINANCED IN 2008 (PER UNIT, NEW AND USED)



NEW FINANCING CONTRACTS (€ MILLIONS)



SALES FINANCING

WEATHERING THE STORM

HOW HAS THE CRISIS IMPACTED RCI BANQUE?

Philippe Gamba,
Chairman and CEO,
RCI Banque

How has the economic and financial crisis impacted RCI Banque?
The economic and financial crisis has had a three-fold impact: money has become scarcer, making it harder to refinance, borrowing has become more expensive, and our customers have become more exposed to risk. In response, we have had to increase our investment rates and bolster our financial engineering activities to identify new sources of financing. Moreover, corporate and individual bankruptcies have pushed up risk-related costs. This is particularly true in Spain, where the real estate sector has entered a severe recession after previously supporting the market and generating many financing contracts. These developments have triggered a broad-based crisis in risk-related costs.

How do you maintain business levels under such conditions?
Renault, RCI Banque and the dealers had the same objective in 2008: lower inventory levels. Renault's cash flow is affected when inventory levels are too high. The same is true for dealers. For RCI Banque, reducing inventory financing frees up additional funds to finance customer loans.
To minimize risk-related costs, we have had to be more selective when extending new loans. We have also had to expand our financial engineering skills. As part of this, we have optimized our securitization policy, stepped up our interbank business and used our ability to tap European Central Bank liquidity. In this challenging environment, it was vital to preserve core ratios to keep our credit ratings at satisfactory levels.

How would you describe 2008?
The year was clearly divided in two. While it was business as usual in the first six months, the second half was affected by the financial and economic crisis. We showed the responsiveness and adaptability needed to offset the negative effects of the upheaval. We boosted productivity and improved our service margins. Our internal systems are solid and robust, our financial performances are sound, and our back-up lines and interbank relations are functioning properly. In other words, our fundamentals remain sound, and we are going into 2009 with confidence.

Financing advertisement in northern Europe

Financing advertisement in Italy

Dacia Sandero Financing advertisement in Austria

MOTOR SPORTS AND TECHNOLOGY

HARNESSING THE BRAND'S EXPERTISE

F1

After a tough start to the season, the ING Renault F1 Team ended in fourth position. The team notched up two wins in a row at the Singapore and Japan Grand Prix, then took second at the Brazil Grand Prix. Fernando Alonso placed fifth in the drivers' championship after a strong second-half to the season, with three podium finishes in the last four Grand Prix races of the year.

The team renewed Fernando Alonso's contract for the 2009 and 2010 seasons and retained Nelson Piquet for 2009. Flavio Briatore will stay on as Team Managing Director for the next two seasons. With some 2.5 billion TV viewers tuning in every season, F1 offers the Renault brand huge media exposure, especially on markets where it has yet to establish itself.

Fernando Alonso wins the Singapore Grand Prix

RENAULT SPORT TECHNOLOGIES

The World Series by Renault (WSR) events combine top-class racing with great entertainment. Around two million spectators have attended the three hotly contested WSR championships since 2005. Seven meetings were held in 2008. The sports program comprises three international championships – Formula Renault 3.5, Eurocup Formula Renault 2.0 and Eurocup Mégane Trophy – plus national championships. While they are at the races, fans can also watch demonstrations by the F1 stable as well as parades of vintage Renaults. And there is much more on offer besides, including driving simulators, road safety workshops, concerts and air shows.

RST expands its range

Renault Sport Technologies is continuing its strategy of marketing high-performance, reliable, affordable sports models. In 2008, Renault Sport Technologies offered its thrill-seeking customers a newly expanded vehicle line-up. Lifted by the success of Mégane F1 Team R26, which was launched in November 2006, Renault has begun selling Mégane R26.R, which was voted sports model of the year by Echappement, a French auto magazine. Mégane R26.R joins the Renault Sport family, which already boasts Clio Renault Sport, Clio F1 Team R27, Mégane Renault Sport, Mégane Renault Sport dCi, Mégane F1 Team R26 and Twingo Renault Sport. More than 20,000 units have been sold in some 30 countries since the Mégane Renault Sport family was first launched in April 2004.

Two other vehicles made their début in 2008: Clio Renault Sport R3 Access, which is aimed at customers looking for an affordable way to rally-race; and New Mégane Trophy, the star sedan of the WSR, which has been modified to meet the needs of the 2009 season. The most visible changes are to the bodywork, which echoes the lines of New Mégane Coupé. The V6 engine, a product of the Renault-Nissan Alliance, has also had its power upped to 360hp.

RENAULT TECH

Renault created Renault Tech, a business unit dedicated to customized vehicles and features, on October 1, 2008. The new unit will be in charge of all customization activities for LCVs and passenger vehicles. Renault Tech's goal is to meet the special needs of a diverse customer group and to find solutions for all personal and professional requirements. The unit got started by launching a series of vehicles for people with reduced mobility and a range of driving aids. At the Paris Motor Show, Renault Tech showed off a Grand Scénic fitted with a range of adjustments to help people with reduced mobility.

New Megane Trophy

MORE INFORMATION AT
WWW.RENAULT.COM

OTHER INVESTMENTS AND PARTNERSHIPS

ACCELERATING THE GROUP'S INTERNATIONAL EXPANSION

RENAULT'S STAKE IN AB VOLVO

With a 21.8% stake in Volvo and 21.3% of voting rights on outstanding shares, Renault is the main shareholder in Volvo, the leading truck manufacturer in Europe and number two worldwide. Volvo sells industrial vehicles under four brand names: Volvo, Renault Trucks, Mack and Nissan Diesel, accounting for two-thirds of Group sales. The other sectors of activity concern worksite vehicles, coaches, buses, engines, aerospace and financial services.

The vehicle offering ranges from light commercial vehicles to heavy trucks, sold through a vast network covering more than 130 countries in Europe, Russia, and North and South America, as well as in Asia, where the Group is increasing its presence. Worldwide deliveries in 2008 totaled more than 236,000 vehicles (236,356 in 2007), with Nissan Diesel included from April 2007.

After Russia and Turkey in 2007, Volvo decided in 2008 to invest in India, the world's fourth-largest market, in order to consolidate its position there. A joint-venture was set up with Eicher, a manufacturer making trucks and buses.

NISSAN

(see Nissan p.18)

AvtoVAZ plant in Russia

AVTOVAZ

In the first quarter of 2008, Renault paid US$ 1 billion for a 25% plus-one-share stake in AvtoVAZ, Russia's leading vehicle manufacturer. The acquisition makes Renault and Russian Technologies equal shareholders. The aim of this long-term partnership is to accelerate the transformation of AvtoVAZ into a global automotive player, with a production capacity of more than one million vehicles/year.
The partnership will seek to give new impetus to the growth of AvtoVAZ, to renew and expand its vehicle range, and to develop the Lada brand while respecting its identity so that it can maintain its leading position on the Russian market. The partnership will also involve exchanging technological expertise and sharing know-how.
To this end, Renault and AvtoVAZ have set up a Joint Strategic Committee to define strategy and coordinate the shared activities of the two companies.

FINANCIAL RESULTS OF AB VOLVO (IN € OR SEK MILLION)

	2008			2007	
	SEK	EUR*	CHANGE	SEK	EUR**
NET REVENUES	303,667	31,566	6 %	**285,405(1)**	**30,848**
OPERATING INCOME	15,851	1,648	-29 %	**22,231**	**2,403**
NET INCOME	10,016	1,041	-33%	**15,029**	**1,624**
DIVIDEND PER SHARE IN SEK	5.5	FOR FISCAL YEAR 2007	-78 %	**25**	FOR FISCAL YEAR 2006
SUPER DIVIDEND IN SEK				**25**	
CLOSING AT DEC. 31 IN SEK *€1 = SEK10.87*					
ACTION VOLVO A	43.7	4.02	-59 %	**108**	
ACTION VOLVO B	42.9	3.95	-60 %	**108.5**	

**€1 = 9.62 SEK / (1) Restated / **€1 = 9.25 SEK*

STEPPING UP INTERNATIONAL PARTNERSHIPS

Russia
Alongside the partnership with AvtoVAZ, Renault and Moscow's town council implemented their new partnership to increase the production capacity of the Moscow plant to more than 160,000 vehicles a year from mid-2009. In first-quarter 2008, the partners set up a new joint entity owned mainly by Renault, with the land and buildings necessary for Phase 2. This increased capacity will support the success of Logan on the Russian market and make it possible to introduce new models.

The Russian market opens up new prospects for the Group

India
In Chennai, the Alliance is building its first joint plant. Working through a 50-50 joint venture (RNAIPL) Renault and Nissan planned to invest a minimum of 45 billion Rupees (€780 million/US$ 1.1 billion) in the site in order to develop long-term capacity of 400,000 vehicles/year. Owing to the economic crisis, Renault put its side of the project on hold at end-2008.
In the same region, the Renault-Nissan joint-venture RNTBCI, began providing services in engineering and information systems for Renault.
In July 2008, Renault and Nissan signed a memorandum of understanding (MOU) with Bajaj – India's second biggest motorbike producer and leader in the 3-wheeled vehicle segment – to set up a joint venture (25% Renault, 25% Nissan, 50% Bajaj). The new entity will develop and produce an ultra-low cost vehicle and bring it to market in 2011. The price of the ULC will start from US$2,500.
Renault is continuing to produce and sell Logan sedan with its industrial and commercial partner Mahindra & Mahindra. Logan now has 12% of the C segment with more than 36,000 vehicles sold since its launch in May 2007. At end-December, Logan ranked sixth in its segment in India in 2008.

Iran
The framework agreement for the Logan project, signed in October 2003 by Renault and IDRO (Industrial Development and Renovation Organization, a holding company linked to the Iranian ministry of industry and mines) opens the way for the redeployment of the Renault brand in Iran, based initially on the 90 family and the 90 platform (Logan). Since production started in 2007, a total 72,000 Tondar vehicles (Iranian name for Logan) have been produced, of which 56,000 in 2008. Since May 2008, 1,900 Mégane vehicles have also been assembled in Iran in partnership with Pars Khodro.

South Africa
Following a cooperation agreement signed in May 2007, the Alliance invested 1 billion rand (€88 million) for the local assembly of vehicles from the Logan range. Production of the pick-up version started in 2008. Assembled by Nissan, the vehicle was launched on the market in the early January 2009. Production of Sandero began in January 2009.
Sandero, also assembled by Nissan, will be marketed by Renault South Africa from March 2009 onwards. The Rosslyn plan is now the Alliance's fourth shared facility and is being considered as a springboard for exports.

Morocco
In early 2008, Renault signed an agreement with the Kingdom of Morocco to build an industrial complex in the region of Tangiers. The complex will have a long-term industrial capacity of 400,000 vehicles/year, making it one of the biggest automotive production centers in the Mediterranean basin. Total capacity investments for this project are estimated at €600 million.
Given the success of Logan and Kangoo on both the domestic and export markets, the production capacity of SOMACA has been doubled for an investment of €45 million. SOMACA is 80% owned by Renault. In 2009, it will produce a new vehicle based on the Logan range.

Colombia
The industrial and commercial cooperation contracts between Sofasa and Toyota, and the shareholders' agreement between Renault, Toyota and Mitsui, which held respectively 60%, 28% and 12% of Sofasa, expired on December 31, 2008.
On December 19, 2008, Renault, Toyota and Mitsui signed a Share Purchase Agreement executed on January 7, 2009. Sofasa is now wholly-owned by Renault and will support the development of its activities in the northern part of Latin America.

Environment
Renault Environnement is a wholly-owned subsidiary of Renault sas, founded in May 2008. The role of this company is to take shareholdings and form partnerships with a view to developing new, environment-related business activities.
The first operation of this type took place in May 2008 with the acquisition of a 40% stake in Indra Investissements, a company coordinating a network of 200 breakers in France (of which three vehicle dismantling sites owned by the company).

Renault Logan in India

3.

A SUSTAINABLE AND RESPONSIBLE COMPANY

THE GROUP STEPPED UP ITS ENVIRONMENTAL COMMITMENTS IN 2008 WITH THE LAUNCH OF DACIA ECO². IT ALSO INCREASED ITS INVOLVEMENT IN DIVERSITY

SOCIAL PERFORMANCE

PLAYING A MAJOR ROLE IN SOCIAL INITIATIVES

RENAULT AND SCIENCES PO WORK TO PROMOTE DIVERSITY

On May 29, 2008, Renault and the Ecole des Sciences Politiques Paris, a leading educational institution, signed an agreement that will see Renault support Sciences Po's commitment to promoting diversity. The goal is to draw more high-quality candidates from population groups whose talents are often undervalued. Renault will donate €150,000 per year over three years to this project, and will be represented on the jury of the *Conventions Education Prioritaire* (CEP), a separate Sciences Po admissions system for young people from disadvantaged areas. A number of senior Renault managers will also take part in conferences to share their own experiences of diversity.

In 2004, Renault signed the Declaration of Employees' Fundamental Rights and the Diversity Charter. As part of these commitments, Renault has taken numerous measures in favor of the recruitment, career development and equal treatment of all members of society.

In 2008, Renault appointed a Diversity Leader to head up a global, companywide multidisciplinary project team. A host of initiatives have been carried out to make managers more diversity-conscious. And a Diversity Day was held in May 2008, when 100 or so employees at facilities around the world gave suggestions on ways to promote diversity in the company. Renault is determined to make sure that the whole business benefits from the cultural wealth and wide-ranging experiences that exist within the company.

WOMEN'S FORUM 2008

As part of its partnership with the Women's Forum, Renault continued the work it carried out in 2007 in connection with the Women for Education Award. Organized in conjunction with the Elle Foundation and the *Aide et Action* Association, this award provides financial support for women-led initiatives to expand women's access to new information technologies. Basha Trust, an Indian association, was picked as the 2008 winner out of a shortlist of eight projects. Created in 1996, this NGO works in the western and northern states of Gujarat and Himachal Pradesh. It builds awareness on hygiene issues and provides vocational training to women in rural areas.

SAFETY FOR ALL PROGRAM IN ITS EIGHTH YEAR

Since it was first launched in 2000, the Safety for All program has been introduced in 20 countries, reaching out to more than 10 million children, teenagers and young drivers.

In 2008, over 1.2 million children aged between 7 and 11 learned about safety issues through education packs provided to teachers in primary schools in different countries around the world. Schoolchildren in eight countries – Bulgaria, France, Mexico, Poland, Portugal, Russia, Switzerland and Turkey – took part in a drawing competition, submitting almost 6,000 drawings illustrating the chosen theme of "Road Safety is Our Business". Prizes were handed out to the two hundred winners in June 2008.

More than 10 million young people have taken part in the Safety for All program

Ellen MacArthur presents prizes at the family eco-driving challenge organized by Renault on October 4, 2008 in Paris

ECO-DRIVING

In 2008 Renault organized the first Eco-Driving Day on the occasion of the Paris Motor Show. The event was designed to raise public awareness about ways to curb fuel consumption. By following a few simple driving rules, drivers can reduce their consumption by 20% on average. The company organized a family eco-driving competition in Paris, with the prizes being handed out by yachtswoman Ellen MacArthur, Renault's environmental partner.

HUMAN RESOURCES
CONTRIBUTING TO THE SUSTAINABLE PERFORMANCE OF THE RENAULT GROUP

The Human Resource policy is devoted to fostering the motivation and expertise of Renault employees, key assets that are essential to the Group's sustainable performance. This policy is based on three fundamental objectives:

- developing personnel commitment by giving human resources greater local emphasis, developing high-quality management and rewarding employee performance and contributions to innovation;
- contributing to Group performance through skills planning and efforts to enhance our competitive edge;
- promoting an employee-relations strategy that promotes the cohesion and solidarity of Renault as a global, multicultural group.

COMMITTED EMPLOYEES CONTRIBUTE TO INNOVATION

For more than 20 years, Renault has encouraged employees to share their innovative ideas. This approach is part of the company's culture. By listening to employees' ideas, involving them in corporate strategy, and recognizing and rewarding their input, Renault seeks to promote a greater sense of employee commitment as well as contribute to the quality of the Group's management and performance.

The development of Practical Suggestions for Improvement at Renault is part of a comprehensive drive to foster new ideas through an organization and a corporate culture that recognizes and rewards employee initiatives. This year, Renault introduced this approach in Russia and Morocco and strengthened the system already in place in Romania.

In 2008, Renault reported a participation rate of 58% and 3.7 practical suggestions for improvement per person over the year, on a consolidated base of 87,000 employees. These suggestions delivered savings of €107 million, or an average of €1,252 per person.

In 2009, Renault will continue rolling out this employee initiative plan in its new subsidiaries, particularly Argentina.

CONTRIBUTING TO GROUP PERFORMANCE: HR ACTION PLAN

In 2008, the global economic downturn forced Renault to adjust production and employment to maintain its competitiveness, profitability and long-term development capability. The employment section of Renault's action plan is built around three principles:

- freezing recruitment in Europe;
- contributing to a 10% reduction in overheads, in particular through a voluntary departure program concentrated in Europe;
- constantly adapting production plants to the changing patterns of market demand.

After consultation with employee representative bodies, a voluntary departure plan was launched in the fourth quarter of 2008. Spanning virtually all Group entities in France and in Europe, the plan concerns overhead staff (i.e. employees not directly linked to production and white collar workers connected with in-plant manufacturing). Nevertheless, given the downturn in activity at the Sandouville plant, production personnel at this site may also opt for the voluntary departure plan.

Renault has set a target of 6,000 voluntary departures for this plan: 4,000 at Renault s.a.s, 900 at subsidiaries in France and 1,100 in the other countries making up the Europe Region.

At Renault s.a.s. and the industrial subsidiaries in France, this plan took the form of the Renault Voluntary Departure Project.

The aim is to provide individual support and financial assistance for employees wishing to leave the company in order to pursue a professional or personal project. Two types of assistance are available:

- support measures for people wishing to leave the company for a personal or professional project, or for voluntary retirement, redeployment leave or a return to the home country;
- measures helping personnel to reorganize work-time or take a long-term leave of absence, or encouraging relocation.

At Sandouville, measures have been enhanced to take account of the plant's specific situation. The plan is scheduled to run until April 2009.

Discussions at the in-house diversity day on May 28, 2008

PROMOTING SOCIAL STRATEGY: DIVERSITY

Renault is keen to take advantage of the cultural wealth and diverse experience of all components of the markets in which it operates. Diversity is a key driver of performance, motivation and commitment for employees. It enhances the attractiveness of the company as locally focused and socially responsible, and is a competitive advantage that helps the company to develop original solutions, tailored to the needs of customers worldwide.

This approach is part of Renault's long-standing commitment to promoting non-discrimination and equal opportunities. In 2004 it signed the Group's Declaration of Employees' Fundamental Rights and a Diversity Charter. Renault's 1999 Alliance with Nissan and the establishment of the Renault Foundation are two key examples of the Group's open approach to other cultures.
In 2008, Renault decided to coordinate the many measures already taken in this area. It appointed a Diversity Leader to the Group Human Resources division to run a dedicated structure and lead cross-sector projects worldwide.

The Group also held two consecutive one-day events on the topic of diversity, one with employees, the other with the scientific world. The events, which were placed under the patronage of Carlos Ghosn, sought to identify breakthrough initiatives. These initiatives are currently being addressed through eight cross-functional projects, which are due to publish their findings in June 2009. The projects stand alongside the measures already taken by Renault in favor of the recruitment, career development and equal treatment of all members of society.

For many years, Renault has sought to promote the insertion of young people from disadvantaged backgrounds. In 2008 it signed an urban revival program, *Plan Espoir Banlieue*, and committed to taking on interns and young people on work experience and to hiring youngsters from deprived urban areas. The Group also seeks to promote equal opportunity in education, by participating in the opening of a special preparatory class at the prestigious *Lycée Henri IV* in Paris to help grant students prepare for the entry exams at the most selective business and engineering schools, and an agreement with Sciences Po to recruit people from disadvantaged backgrounds to executive jobs. Renault also aims to help school-goers from disadvantaged backgrounds discover the world of business. On October 22, 2008, Renault was awarded the Best Initiative Trophy in the Education category for *"Course en Cours"* at a special event organized by IMS Entreprendre to encourage corporate involvement in deprived urban areas.

Renault seeks to actively promote women within the company and in society. For example, Renault s.a.s. has signed an agreement to ensure gender equality in the workplace and to promote a better balance between professional and family life. This agreement comprises a number of measures on gender equality: studies of female recruitment, cooperation with the education system to make the automotive industry more attractive to women, gender equality commissions on works committees, measures on maternity or parental leave (interview with management, training, access to information, guaranteed equal treatment during maternity leave). To make it easier to reconcile professional and family life, steps will also be taken to improve the financial and practical aspects of child care.
In 2008, Renault partnered the Women's Forum for the third year running, financing the "Women for Education" prize awarded by the Elle Foundation at the Women's Forum. This year, Carlos Ghosn presented the prize to Surekka Devi from the association Basha Research and Publication Centre. The project aims to train 2,500 young women from underprivileged communities in Gujarat and Himachal Pradesh to use new technologies and thus develop their economic and social potential.

For more than a decade Renault has helped disabled people to find and keep jobs. It also operates a support policy for handicapped employees. The company agreement was renewed on May 24, 2006 for a period of three years. A Handicap unit is responsible for coordinating this agreement and making sure that it is applied Group-wide.

KEY FIGURES FOR GROUP HUMAN RESOURCES AT 31/12/2008

WORKFORCE	HOURS OF TRAINING	ACCIDENT RATE (F2 RATE)	SAVINGS DELIVERED BY PRACTICAL SUGGESTIONS FOR IMPROVEMENT (PSIS)	EMPLOYEES MANAGED BY THE INFORMATION SYSTEM	NUMBER OF INTERNATIONAL REPRESENTATIVES ON THE GROUP COMMITTEE
129,068	**4.929 MILLION**	**3.52**	**€107 MILLION**	**105,000**	**34 REPRESENTATIVES FROM 19 COUNTRIES**

To find out more about the policies, actions and results of the Renault group in the field of Human Resources, see the:
- 2008 registration document
- Renault corporate website www.renault.com Group /Sustainable Development

MORE INFORMATION AT
WWW.RENAULT.COM

ENVIRONMENT

AFFIRMING RENAULT'S ENVIRONMENTAL POLICY

All Renault employees have committed to protecting the environment. Economics and ecology must come together in an effort to achieve continuous progress in reducing environmental impacts on a massive scale. This can only be achieved if the greatest number of people use the greatest number of environmentally-friendly products.

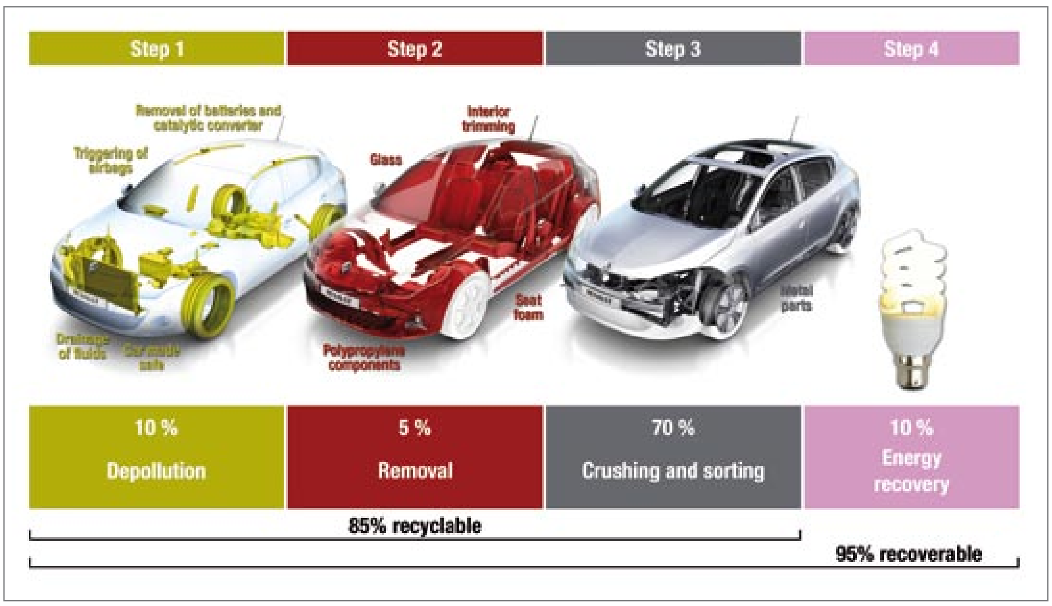
NEW MÉGANE, A NEW STEP FORWARD IN REDUCING CO_2

Since they were launched, New Mégane sedan and coupé models have been available with a range of dCi and TCe engines that have been significantly remodeled to combine fuel-efficiency and performance. The dCi 85 and dCi 105 engines, which have already won praise for their performance and driving comfort, have been joined by dCi 90 and dCi 110 versions, which are fitted with particulate filters. These four engines emit a maximum 120g of CO_2/km (118g for the dCi 85 and 90, and 120g for the dCi 105 and 110). The new dCi 130 engine emits 135g of CO_2/km.

The TCe 130, Renault's latest gasoline engine, will be available from spring 2009. Developed by the Renault-Nissan Alliance, the new engine is a perfect illustration of the carmaker's expertise in downsizing. Combining the power of a 1.8-liter engine with the torque of a 2.0-liter engine but emitting less CO_2 than a 1.6-liter engine, the new arrival is extremely fuel-efficient and environmentally-friendly. In 2009, the Mégane range will also offer a range of new fuels, including bioethanol, biodiesel and LPG. In 2008, 60% of the vehicles in the range emitted less than 140g of CO_2 per kilometer.

RECYCLING: NEW MÉGANE'S VIRTUOUS CIRCLE

Released at the end of 2008, the Mégane sedan and coupé models, like all the other vehicles in the range, bear the hallmarks of Renault's recycling policy. Renault anticipated the need for authorization under Directive 2005/64, which sets a deadline in 2015 for carmakers to demonstrate that the vehicles they sell are designed to be 85% recyclable.
In May 2008, Mégane sedan became the first vehicle to obtain global authorization. This was made possible through year-long work on recovering fluids and materials at the vehicles' end of life. The choice of materials is a vital aspect in environmental design when it comes to recycling. Thanks to the plastics provided to Mégane III suppliers, the sedan contains 23 kg of recycled material, compared with 16 kg for Mégane II.
The results are even more striking for the new Scénic, which contains 34 kg of recycled materials, compared with 18 kg for Scénic II.



New Mégane recycling diagram

DACIA ECO²

Dacia launched the Dacia eco² signature at the Paris Motor Show in October 2008. With this initiative, Dacia demonstrates that affordable vehicles can also be environmentally-friendly. The Renault Group believes that its environmental signature for vehicles should span the entire range and be the same for all brands. To qualify for the Dacia eco² signature, a vehicle has to meet the same criteria as for the Renault eco² signature, i.e. emit a maximum of 140g of CO_2 per km or use biofuels, be manufactured at an ISO 14001-certified plant, be 95% recoverable by mass and contain over 5% of recycled plastics.

RENAULT-SITA: RECYCLING FOR END-OF-LIFE VEHICLES

Because it is aware of the environmental challenges and its responsibilities as a carmaker, Renault has been pursuing an ambitious international environmental policy since 1995. The policy captures every stage of the vehicle lifecycle, from design to end-of-life. In 2008, Renault and Sita (GDF-Suez Group) teamed up as part of an equally-owned joint venture to promote recycling for end-of-life vehicles. The partners share the same goal of boosting reutilization rates in existing procedures and of developing new procedures, particularly in the vehicle shredding and recycling industries. Higher raw materials prices have lent added impetus to this initiative, which is the only one of its kind in the world. Renault created Renault Environnement to support the joint venture, but also to help the Group engage in new and profitable activities linked to the development of new environmental businesses.

ELECTRIC VEHICLES: SETTING THE SIGHTS ON ZERO EMISSIONS

Renault is working on a set of solutions that seek to reduce CO_2 emissions massively in the short-and medium-term through affordability and environmental performance over the vehicle lifecycle. Renault wants to offer every customer a solution that meets their mobility requirements. One key objective is the large-scale marketing of all-electric cars. The Renault-Nissan alliance has signed agreements with numerous countries and regions, including Israel, Denmark (to develop the market), Portugal, the Kanagawa prefecture in Japan, and Tennessee in the USA (to examine the arrangements for implementation). These initiatives will pave the way for the EVs to be sold from 2011 onwards. Users will be able to recharge their vehicles through distribution networks established by Renault partners, including, in some countries, Project Better Place.

Presented at the Paris Motor Show, Z.E Concept raises the veil on Renault's vision for the electric car. In the longer term, Renault is working on fuel-cell powered EVs, such as the Renault-Nissan Alliance's Scenic ZEV H2 prototype, which was test-driven by the press in June 2008.

2008: AN EVENTFUL YEAR

Thierry Koskas,
VP, Electric Vehicles Strategic Project

What's your take on 2008?
It was an eventful year, with the signature in January of the agreements with Better Place and the Israeli government for the mass launch of Alliance electric vehicles in 2011. It also saw the start of three projects for electric vehicles, to be launched from early 2011. Two of these have passed the "pre-contract" milestone and the third has passed the "intention feedback" milestone allowing us to refine product focus. The year was also marked by the signature of a memorandum of understanding with French electricity utility EDF on October 9, 2008 regarding a joint study on implementing the conditions for electric vehicle development in France.

How does the electric vehicle tie in with Renault's environmental strategy?
The electric vehicle is a zero-emission vehicle and so it ties in perfectly with Renault's environmental policy, aimed at producing cleaner, more environmental vehicles. Electric vehicles don't reject CO^2 or other pollutants. Particular efforts will also be made to ensure the vehicle is entirely recyclable.

In conclusion
Renault has made the electric vehicle a strategic priority. The electric vehicle is a zero-emission vehicle that will have the same retail price as an equivalent combustion-powered vehicle and be cheaper to run. It will also be simple to use, thanks to a recharging network implemented at homes and in public places, and have sufficient range for day-to-day use. The idea is to make it the perfect vehicle for everyday use.

ALL SITES ISO 14001-CERTIFIED

As of 2008, all Renault manufacturing facilities are now ISO 14001-certified. The last plants to receive certification were the Somaca (Morocco) and AvtoFramos (Russian Federation) facilities.

The Somaca facility, which entered Renault's reporting scope in 2006, received ISO 14001 certification in early 2008. Renault has invested heavily in personnel and equipment to reduce the plant's environmental impact. A new waste treatment plant that processes industrial effluents physically and chemically was introduced in 2008. Also, a total waste management system that meets European standards was put in place in 2007. In terms of energy consumption, action plans on the manufacturing side have yielded important savings. Between 2002 and 2008, the saving per vehicle produced reached 15%.
The AvtoFramos facility, which became part of the Renault Group's reporting scope in 2005, obtained ISO 14001 certification in April 2008, the last of the Group's industrial facilities to do so. Great attention was paid to raising the environmental awareness of all employees in the facility.

Over the last ten years, environmental management policies at industrial facilities have cut:
- energy consumption by 25% (kW/ vehicle);
- water consumption by 61% (m^3/ vehicle), or 10 million m^3;
- waste by 64% (kg/vehicle);
- volatile organic compounds (VOCs) by 34% (kg/vehicle);
- toxic waste discharged into waterways by 47%.

Training on an eco-driving simulator at Renault's first-ever eco-driving day, held on October 4, 2008 in Paris

ECO-DRIVING: SIMPLE MEASURES TO CURB FUEL CONSUMPTION

Drivers can adopt good habits that will significantly reduce their fuel consumption. Road tests have shown that eco-driving can cut consumption by up to 20%. To educate drivers on this issue, Renault began organizing eco-driving training courses for its customers in late 2008. First unveiled at the Paris Motor Show, an eco-driving simulator is to be gradually deployed throughout the network. It will allow users to test their driving style against practical, individualized advice on such issues as efficient gear shifting, early braking and smooth driving.
On October 4, 2008, Renault organized an eco-driving day for the general public as a fringe event of the Paris Motor Show. Volunteers got the opportunity to take eco-driving courses in town and on a simulator, and a number of families participated in an eco-driving rally round Paris.

4.

SALES PERFORMANCE AND FINANCIAL RESULTS

WORLDWIDE SALES OF THE RENAULT GROUP IN 2008 FELL 4.1% TO 2,382,230 UNITS. THE GROUP ACHIEVED AN OPERATING MARGIN OF 0.6% OF REVENUE, WHILE NET INCOME, RENAULT SHARE, WAS €571 MILLION

SALES PERFORMANCE

RENAULT GROUP SALES WORLDWIDE

Worldwide sales of the Renault group fell 4.1% in 2008 to 2,382,230 units, with contrasting patterns between Regions:

- in a crisis-hit European market that contracted by 8.0%, the Group's sales declined 7.2% to 1,507,228 units. Its market share grew 0.15 percentage point to 9.0% at end-2008. In France, the Renault group reported a 1.7% increase in registrations and took 25.4% of the market, up 0.6 point. The Group continued to win market share in the Netherlands, Austria, Ireland, Belgium, Germany, and Switzerland. With markets in steep decline (down -29.8% in Spain, -12.6% in Italy, and -11.7% in the U.K.), the Group's sales fell 31.7%, 18.4%, and 27.7%, respectively;
- outside Europe, markets in the Americas Region grew 1.7% and the Renault group continued to expand, driven by Brazil and Argentina. In Asia-Africa Group sales grew by a significant 12.3%. Sales in Euromed were down 4.6% despite the continued popularity of Logan in Russia and a good performance in North Africa.

WORLDWIDE SALES BY BRAND AND BY REGION - PC + LCV (EXCL. LADA) (IN UNITS)

	2008*	2007	CHANGE (%)
GROUP	**2,382,230**	**2,485,041**	**-4.1**
BY REGION			
FRANCE	654,142	656,523	-04
EUROPE (EXCL. FRANCE)	853,086	967,738	-11.8
EUROPE	**1 507,228**	**1 624,261**	**-7.2**
EUROMED	404,715	424,121	-4.6
AMERICAS	254,959	244,926	+4.1
ASIA-AFRICA	215,328	191,733	+12.3
EUROMED + AMERICAS + ASIA-AFRICA	**875,002**	**860,780**	**+1.7**
BY BRAND			
RENAULT	2,019,274	2 134,949	-5.4
DACIA	258,472	230,535	+12.1
RENAULT SAMSUNG MOTORS	104,484	119,557	-12.6
BY VEHICLE TYPE			
PASSENGER CARS	2,017,942	2 081,486	-3.1
LIGHT COMMERCIAL VEHICLES	364,288	403,555	-9.7

TOTAL INDUSTRY VOLUME - REGISTRATIONS - PC + LCV (IN UNITS)

MAIN RENAULT GROUP MARKETS	2008*	2007	CHANGE (%)
FRANCE	**2,510,556**	**2,526,005**	**-0.6**
EUROPE (EXCL. FRANCE)	**14,106,044**	**15,544,507**	**-9.3**
o/w: GERMANY	3,319,996	3 376,019	-1.7
ITALY	2,385,264	2 730,611	-12.6
UK	2,431,290	2 752,184	-11.7
SPAIN + CANARY ISLANDS	1,327,937	1 891,508	-29.8
BELGIUM + LUXEMBOURG	660,682	648,429	+1.9
POLAND	376,877	349,617	+7.8
EUROPE REGION	**16,616,600**	**18,070,512**	**-8.0**
EUROMED REGION	**5,040,837**	**4,669,122**	**+8.0**
o/w: ROMANIA	310,244	352,052	-11.9
RUSSIA	2,929,002	2,582,682	+13.4
TURKEY	494,023	594,762	-16.9
ALGERIA	246,597	196,702	+25.4
MOROCCO	121,360	103,597	+17.1
AMERICAS REGION	**5,483,500**	**5,394,183**	**+1.7**
o/w: MEXICO	1,009,043	1,093,379	-7.7
COLOMBIA	200,135	225,613	-11.3
BRAZIL	2,661,431	2,339,920	+13.7
ARGENTINA	575,000	534,199	+7.6
ASIA-AFRICA REGION	**23,028,890**	**22,530,620**	**+2.2**
o/w: SOUTH AFRICA AND NAMIBIA	459,501	582,412	-21.1
SOUTH KOREA	1,200,969	1,252,586	-4.1
EUROMED + AMERICAS + ASIA-AFRICA REGIONS**	**33,553,227**	**32,593,925**	**+2.9**

** Preliminary figures. ** Excl. North America.*

LADA SALES

	MARCH TO END DECEMBER, 2008
PASSENGER CARS	672,267
LIGHT COMMERCIAL VEHICLES	112
PC + LCV	672,379

SALES PERFORMANCE

RENAULT GROUP - REGISTRATIONS AND MARKET SHARE - PC + LCV

SALES PERFORMANCE IN MAIN MARKETS		2008* REG'S (IN UNITS)	2008* MKT SH. (%)	2007 REG'S (IN UNITS)	2007 MKT SH. (%)
FRANCE		**637,651**	**25.40**	**626,705**	**24.81**
EUROPE (EXCL. FRANCE)		**853,010**	**6.05**	**967,657**	**6.23**
o/w:	GERMANY	165,475	4.98	157,996	4.68
	ITALY	117,921	4.94	144,449	5.29
	UK	107,711	4.43	148,970	5.41
	SPAIN + CANARY ISLANDS	136,015	10.24	199,110	10.53
	BELGIUM + LUXEMBURG	67,688	10.25	63,738	9.83
	POLAND	28,612	7.59	25,807	7.38
EUROMED REGION		**1,490,661**	**8.97**	**1 594,362**	**8.82**
EUROMED REGION		**404,715**	**8.00**	**424,121**	**9.02**
o/w:	ROMANIA	106,951	34.47	134,177	38.11
	RUSSIA	108,070	3.69	101,166	3.92
	TURKEY	73,662	14.91	91,645	15.41
	ALGERIA	43,338	17.57	32,667	16.61
	MOROCCO	34,253	28.22	30,150	29.10
AMERICAS REGION		**254,959**	**4.65**	**244,926**	**4.54**
o/w:	MEXICO	16,063	1.59	18,613	1.70
	COLOMBIA	27,123	13.55	39,053	17.31
	BRAZIL	115,153	4.33	73,614	3.15
	ARGENTINA	69,100	12.02	66,969	12.54
ASIA-AFRICA REGION		**215,328**	**0.94**	**191,733**	**0.85**
o/w:	SOUTH AFRICA AND NAMIBIA	4,217	0.92	8,407	1.44
	SOUTH KOREA	101,981	8.49	117,204	9.36
EUROMED + AMERICAS + ASIA-AFRICA REGIONS**		**875,002**	**2.60**	**860,780**	**2.63**

** Preliminary figures. ** Excl. North America.*

RENAULT GROUP - REGISTRATIONS IN EUROPE REGION BY MODEL - PC + LCV (IN UNITS)

	2008*	2007	% CHANGE
TWINGO / TWINGO II	135,027	88,685	+52.5
CLIO / CLIO III	383,359	434,455	-11.8
THALIA / THALIA II	6,586	6,611	-0.4
SANDERO	27,250	-	-
MODUS	77,292	62,825	+23.0
LOGAN	84,187	79,995	+5.2
MÉGANE / MÉGANE II / MÉGANE III	347,894	488,793	-28.8
KOLEOS	17,839	-	-
LAGUNA / LAGUNA III	91,227	71,386	+27.8
VEL SATIS	1,667	3,045	-45.3
ESPACE / ESPACE IV	24,191	40,636	-40.5
KANGOO / KANGOO II	139,495	142,133	-1.9
TRAFIC / TRAFIC II	75,594	88,997	-16.2
MASTER / MASTER II	67,091	76,490	-12.3
MASCOTT** / RWD MASTER MAXITY**	11,968	9,581	+22.1
OTHER	1,084	730	+48.5
REGISTRATIONS IN EUROPE	**1,490,661**	**1,594,362**	**-6.5**

** Preliminary figures. ** Mascott and Maxity are distributed by Renault Trucks, a subsidiary of AB Volvo.*

RENAULT GROUP - REGISTRATIONS IN EUROMED, AMERICAS AND ASIA-AFRICA REGIONS BY MODEL (EXCL. LADA) - PC + LCV (IN UNITS)

	2008*	2007	% CHANGE
TWINGO / TWINGO II	8,740	14,309	-38.9
CLIO / CLIO III	76,295	97,794	-22.0
THALIA / THALIA II / SYMBOL	69,793	94,301	-26.0
SANDERO	57,951	279	+
MODUS	254	1,411	-82.4
LOGAN	340,886	286,994	+18.8
MÉGANE / MÉGANE II	115,085	149,622	-23.1
KOLEOS	2,884	-	-
LAGUNA / LAGUNA III	6,474	4,149	+56.0
VEL SATIS	26	65	-60.0
ESPACE / ESPACE IV	104	139	-25.2
SM3	21,362	29,448	-27.5
SM5	55,932	73,346	-23.7
SM7	15,358	14,233	+7.9
SAFRANE II	444	-	-
QM5	11,832	2,518	+
KANGOO / KANGOO II	68,959	72,255	-4.6
TRAFIC / TRAFIC II	4,822	4,077	+18.3
MASTER / MASTER II	17,197	15,404	+11,6
MASCOTT** / RWD MASTER MAXITY**	499	333	+49.8
OTHER	105	73	+43.8
REGISTRATIONS IN EUROMED + AMERICAS + ASIA-AFRICA REGIONS	**875,002**	**860,780**	**+1.7**

** Preliminary figures. ** Mascott and Maxity are distributed by Renault Trucks, a subsidiary of AB Volvo.*

INTERNATIONAL ROLLOUT OF THE ENTRY RANGE

LOGAN SALES (UNITS)	2008*	2007	SINCE SEPT. 2004
DACIA BRAND			
EUROPE	84,290	80,042	244,117
o/w France	34,251	32,684	95,524
EUROMED	130,716	146,622	535,097
o/w Romania	75,792	101,799	382,177
Morocco	14,958	12,638	42,818
Algeria	11,465	9,090	31,934
AMERICAS	666	504	1,749
ASIA-AFRICA	3,357	3,126	10,849
TOTAL LOGAN UNDER THE DACIA BRAND	**219,029**	**230,294**	**791,812**
RENAULT BRAND			
EUROMED	74,300	67,844	198,524
o/w Russia	74,300	67,844	198,524
AMERICAS	56,734	40,466	113,869
o/w Venezuela	4,132	12,619	22,477
COLOMBIA	7,736	9,450	26,299
ASIA-AFRICA	75,113	28,432	103,545
o/w India	18,976	17,771	36,747
Iran	54,425	10,656	65,081
TOTAL LOGAN UNDER THE RENAULT BRAND	**206,147**	**136,742**	**415,938**
TOTAL LOGAN	**425,176**	**367,036**	**1,207,750**

RENAULT GROUP - WORLDWIDE PRODUCTION BY MODEL AND BY SEGMENT(1) - PC + LCV (IN UNITS)

	2008*	2007	% CHANGE
LOGAN	416,157	420,255	-1
SANDERO	110,832	0	-
ENTRY SEGMENT	**526,989**	**420,255**	**25**
TWINGO	6,353	42,840	-85
TWINGO II	132,203	75,242	+76
CLIO II (2)	117,678	181,242	-35
CLIO III	328,530	351,066	-6
THALIA	63,712	99,259	-36
NEW CLIO THREE BOX (THALIA / SYMBOL)	21,765	0	-
MODUS	72,590	67,514	+8
A AND B SEGMENTS	**742,831**	**817,163**	**-9**
MÉGANE / MÉGANE II	398,317	629,612	-37
MÉGANE III	39,281	0	-
SM3	65,590	82,650	-21
KOLÉOS / QM5	55,139	5,241	+952
C SEGMENT	**558,327**	**717,503**	**-22**
LAGUNA II	0	45,128	-100
LAGUNA III	81,453	54,384	+50
SM5	53,987	76,363	-29
SM7	14,433	15,081	-4
ESPACE IV	21,672	40,674	-47
VEL SATIS	1,685	2,812	-40
D, E, MPV SEGMENTS	**173,230**	**234,442**	**-26**
KANGOO	113,728	220,038	-48
NEW KANGOO	102,902	7,226	+1324
TRAFIC II (3)	96,225	115,904	-17
MASTER II	98,387	119,120	-17
MASCOTT	8,399	7,585	+11
SMALL VANS, VANS AND PICK-UPS	**419,641**	**469,873**	**-11**
GROUP WORLDWIDE PRODUCTION	**2,421,018**	**2,659,236**	**-9**

(1) Production data concern the number of vehicles leaving the production line. (2) Including the Clios under the Renault brand name built in Aguascalientes (Nissan plant in Mexico) in 2008.
*(3) New Trafic production at the GM Europe plant in Luton (UK) and at the Nissan plant in Barcelona (Spain) was not recorded as Renault production. * Preliminary figures.*

FINANCIAL PERFORMANCE AND OUTLOOK FOR 2009

GROUP REVENUES CAME TO €37,791 MILLION

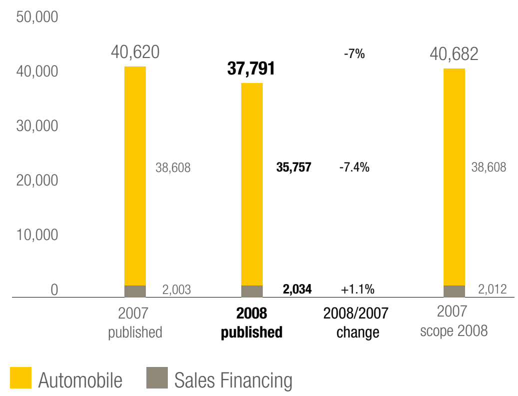
Group revenues reached €37,791 million, down 7.0% on 2007 on a consistent basis. The revenue contribution from **Sales Financing** rose 1.1% on 2007 to €2,034 million. **Automobile** was heavily impacted in 2008 by the unprecedented global economic crisis. The sudden dramatic downturn in automotive markets worldwide caused a significant decline in Automobile's revenues, particularly in the fourth quarter. Automobile's total contribution fell 7.4% on a consistent basis to €35,757 million.

That trend resulted from the slowdown in the automotive market, which occurred as early as the second quarter in some European countries, and in the final quarter in emerging countries:

- the Europe Region accounted for 6 points of the decline, in a market that was hard hit by shrinking volumes and fierce competition;
- only 0.4 points of the decline was attributable to international operations, i.e. in Euromed, Americas and Asia-Africa Regions, although trends varied in each Region. Despite a sharp drop in sales in the final quarter, the Euromed and Americas Regions made a positive contribution to annual revenues through continuous improvements in the product mix throughout the year, especially in Euromed. By contrast, positive developments in the product mix in the Asia-Africa Region were not enough to offset the negative currency effects caused by the depreciation of the Korean won;
- lower sales of powertrains and vehicles to partners, also affected by the crisis, took 1 point off revenues.

REVENUES BY DIVISION

(€ MILLION)



OPERATING MARGIN FELL BY 2.7 POINTS

The Group's **operating margin** fell by 2.7 points to €212 million in 2008, or 0.6% of revenues, compared with €1,354 million, or 3.3% of revenues in 2007.

In a tough environment in 2008, **Automobile's** operating margin fell by €1,157 million to a negative €275 million, or -0.8% of revenues. The decline can be attributed to a combination of:

- a fall in volumes and a steep reduction in production, in excess of the market decline, undertaken in a determined effort to reduce inventories; this had a negative impact of €504 million;
- fierce competitive pressures, compounded by commercial aids for dealers to help them reduce inventories of new and used vehicles, and an increase in provisions for a decline in the residual value of vehicles, producing a combined negative impact of €816 million;
- a €271 million rise in the cost of raw materials;
- a negative exchange-rate effect of €174 million, attributable mainly to the depreciation of sterling.

Amid these extremely difficult economic conditions, cost-cutting efforts were stepped up at every level of the company:

- excluding the impact of raw materials and compensations paid to suppliers, savings on purchases amounted to €353 million;
- G&A expense declined by €121 million.

The sale of licenses to AvtoVAZ made a positive contribution of €165 million. In an environment of rising refinancing costs, RCI Banque managed to maintain its margins.

The contribution of **Sales Financing** to Group operating margin was €487 million, up 3.2% on 2007.

The main components of that evolution include:

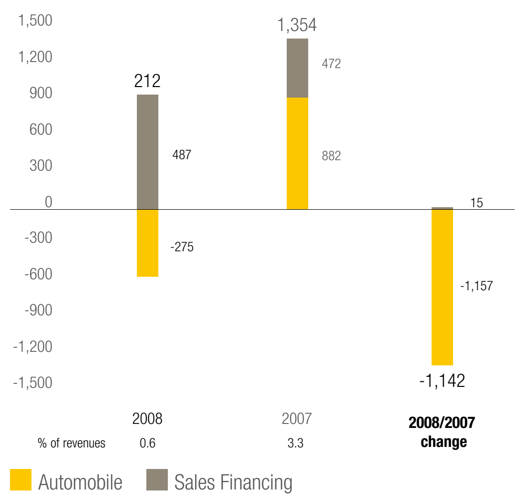
- a 1% increase in net banking income in 2008 compared with 2007. Careful management of margins, amid rising refinancing costs, offset the impact of the decline in average loans outstanding;
- total risk-related costs (including country risk) rose from 0.68% of average outstandings in 2007 to 0.87% in 2008, due to the negative impact of Spain. Risk-related costs in other countries were stable;
- a 13% improvement in operating expenses compared with 2007, resulting from ongoing actions to improve the Group's organizational structures.

Research and Development expenses totaled €2,235 million in 2008, 9.2% less than in 2007. Expenditures to develop the vehicle range under Renault Commitment 2009 started to decline in 2008, since most of them had been committed in previous years, in line with progress on the product plan. Furthermore, the measures taken by the Group to cope with the crisis began to pay off at the end of the year.

Capitalized development expenses amounted to €1,125 million, or 50.3% of the total in 2008, compared with 52.3% in 2007, in line with the program development cycle. Amortization and depreciation expenses amounted to €748 million. This item includes €114 million of impairment on intangible assets in light of the expected impact of the financial crisis on future volumes for two models. Total R&D expenses recorded in the income statement amounted to €1,858 million, or 4.9% of Renault group revenues, compared with €1,850 million, or 4.5%, in 2007.

OPERATING MARGIN BY DIVISION

(€ MILLION)



NET INCOME, RENAULT SHARE TOTALED €599 MILLION

Other operating income and expenses showed a net charge of €329 million in 2008, compared with a net charge of €116 million in 2007.
In 2008 this item essentially comprised:

- €489 million in costs and provisions for restructuring and workforce adjustment, including the voluntary departure plan in France, as well as range restructuring expenses. This compares with €143 million in 2007;
- net capital gains on real estate for €150 million, mainly relating to the sale of land in France, compared with €86 million in 2007.

Net financial result showed income of €441 million in 2008, up €365 million on 2007. The main components of this item were:

- a €509 million positive impact resulting from the fair value change in Renault SA's redeemable shares (€53 million in 2007);
- a decrease in interest income due to a decline in the Group's cash balance and lower interest rates;
- an increase in the interest expense caused by the rise in the Group's indebtedness.

In 2008 Renault's share in **associated companies** generated a profit of €437 million, breaking down as:

- €345 million from Nissan;
- €226 million from AB Volvo;
- - €117 million from AvtoVAZ of which €84 million of goodwill impairment.

Current and deferred taxes resulted in a net charge of €162 million, and the effective tax rate was 50% in 2008. Given the lack of visibility on short- and medium-term tax results, and regardless of the fact that tax losses can be carried forward indefinitely, the deferred tax assets from French tax consolidation were not recorded in the Group's income statement in 2008, resulting in a negative impact of €96 million on the year's tax charge. Restated for that item, the effective tax rate would have been 20% in 2008, compared with 19% in 2007.

Net income totaled €599 million, compared with €2,734 million in 2007. Excluding Renault shares owned by Nissan and treasury stock, net income per share worked out at €2.23, compared with €10.32 in 2007.

CHANGES IN FINANCIAL STRUCTURE

At December 31, 2008 **Automobile's net financial debt** rose to €7,944 million, or 40.9% of shareholders' equity, compared with 9.5% of shareholders' equity at December 31, 2007.
The €5,856 million increase in net debt can be attributed to:

- cash flow of €3,061 million, a decline of €1,491 million on 2007. The decrease is attributable to falls in operating margin and dividends from associated companies, breaking down as:
  - €418 million from Nissan, down from €456 million in 2007,
  - €258 million from AB Volvo, down from €477 million in 2007;
- a €2,704 million increase in the working capital requirement in 2008: despite a significant €583 million fall in inventory, the increase in the working capital requirement was mainly due to a significant decline in accounts payable to suppliers, as a result of the steep reduction in the Group's industrial activity at the end of the year, and for a lesser extent fiscal and social debts;
- €662 million in equity investments, mainly related to the acquisition of 25% of the capital plus one share of AvtoVAZ;
- €1,600 million in negative foreign exchange differences, almost all of which are related to the impact of yen appreciation (€1,613 million) on the hedge against the Group's share in Nissan.

At end-2008 Automobile's free cash flow was negative at €3,028 million. The Group paid €1,076 million in dividends, compared with €913 million in 2007 of which €1,049 million paid by Renault SA.

SUMMARY CONSOLIDATED INCOME STATEMENT (€ MILLION)

	2008	2007	2006
REVENUES	37,791	40,682	40,332*
OPERATING MARGING	212	1,354	1,063
OPERATING INCOME	(117)	1,238	877
FINANCIAL EXPENSE	441	76	61
SHARE IN NET INCOME OF ASSOCIATES COMPANIES	437	1,675	2,277
PRE-TAX GROUP INCOME	761	2,989	3,213
CURRENT AND DEFFERED TAXES	(162)	(255)	(255)
NET INCOME	599	2,734	2,960
NET INCOME – MINORITY INTERESTS' SHARE	28	65	74
NET INCOME – RENAULT SHARE	**571**	**2,669**	**2,886**

** Restated*

DIVIDEND

The Group paid €1,076 million in dividends, compared with €913 million in 2007, of which €1,049 million paid by Renault SA.
The Board of Directors meeting on February 11, 2009 decided to recommend to the Annual General Meeting of May 6 that dividends not be paid on 2008 earnings.

OUTLOOK 2009

Renault expects market conditions to worsen further in 2009. This environment has led the Group to focus its efforts on optimizing free cash flow and has rendered unachievable the commitments on volumes and operating margin made under Renault Commitment 2009.
The priorities for the Renault group in 2009 will be to:

- control working capital requirements;
- focus capital expenditure and research & development programs on strategic projects;
- step up the policy of cutting fixed costs;
- strengthen operational synergies with Nissan.

In 2009 Renault can look forward to 8 product launches, (including New Renault Scénic) as well as New Megane Renault Sport, Clio phase 2 and Trafic phase 3. These launches will give Renault the youngest range in Europe, with performances that meet the market's new environmental standards and quality standards that reflect the advances made in the past years.

Renault will take rapid steps to adjust these measures should the economic environment deteriorate further. These measures are designed to mobilize the entire company around a single priority in 2009: aiming for positive free cash flow.

FINANCIAL PERFORMANCE

CONSOLIDATED INCOME STATEMENTS (€ MILLION)

	2008	2007	2006
SALES OF GOODS AND SERVICES	36,241	39,190	38,901
SALES FINANCING REVENUES	1,550	1,492	1,431
REVENUES	**37,791**	**40,682**	**40,332***
COST OF GOODS AND SERVICES SOLD	(29,659)	(31,408)	(31,343)
COST OF SALES FINANCING	(1,292)	(1,121)	(985)
RESEARCH AND DEVELOPMENT EXPENSES	(1,858)	(1,850)	(1,963)
SELLING, GENERAL AND ADMINISTRATIVE EXPENSES	(4,770	(4,949)	(4,978)
OPERATING MARGIN	**212**	**1,354**	**1,063**
OTHER OPERATING INCOME AND EXPENSES	(329)	(116)	(186)
OPERATING INCOME	**(117)**	**1,238**	**877**
NET INTEREST INCOME (EXPENSE)	(216)	(101)	(110)
Interest income	*157*	*274*	*223*
Interest expenses	*(373)*	*(375)*	*(333)*
OTHER FINANCIAL INCOME AND EXPENSES, NET	657	177	171
FINANCIAL INCOME (EXPENSE)	**441**	**76**	**61**
SHARE IN NET INCOME (LOSS) OF ASSOCIATES	**437**	**1,675**	**2,277**
NISSAN	345	1,288	1,888
OTHER ASSOCIATES	92	387	389
PRE-TAX INCOME	**761**	**2,989**	**3,215**
CURRENT AND DEFERRED TAXES	(162)	(255)	(255)
NET INCOME	**599**	**2,734**	**2,960**
NET INCOME - MINORITY INTERESTS	28	65	74
NET INCOME - RENAULT SHARE	571	2,669	2,886
EARNINGS PER SHARE (1) IN €	2.23	10.32	11.23
DILUTED EARNINGS PER SHARE (1) IN €	2.22	10.17	11.10
NUMBER OF SHARES OUTSTANDING (IN THOUSANDS)			
for earnings per share	256,552	258,621	256,994
for diluted earnings per share	256,813	262,362	260,090

*(1) Net income – Renault share divided by number of shares stated. *Restated*

CONSOLIDATED BALANCE SHEETS (€ MILLION)

ASSETS	DEC 31, 2008	DEC 31, 2007	DEC 31, 2006
NON -CURRENT ASSETS			
INTANGIBLE ASSETS	4,313	4,056	3,422
PROPERTY, PLANT AND EQUIPMENT	12,818	13,055	13,166
INVESTMENTS IN ASSOCIATES	13,768	12,977	12,958
Nissan	*11,553*	*10,966*	*10,777*
Other associates	*2,215*	*2,011*	*2,181*
NON-CURRENT FINANCIAL ASSETS	982	606	563
DEFERRED TAX ASSETS	252	220	313
OTHER NON-CURRENT ASSETS	420	504	376
TOTAL NON-CURRENT ASSETS	**32,553**	**31,418**	**30,798**
CURRENT ASSETS			
INVENTORIES	5,266	5,932	5,309
SALES FINANCING RECEIVABLES	18,318	20,430	20,360
AUTOMOBILE RECEIVABLES	1,752	2,083	2,102
CURRENT FINANCIAL ASSETS	1,036	1,239	2,229
OTHER CURRENT ASSETS	2,848	2,375	2,043
CASH AND CASH EQUIVALENTS	2,058	4,721	6,010
TOTAL CURRENT ASSETS	**31,278**	**36,780**	**38,053**
TOTAL ASSETS	**63,831**	**68,198**	**68,851**
SHAREHOLDERS' EQUITY AND LIABILITIES	**DEC 31, 2008**	**DEC 31, 2007**	**DEC 31, 2006**
SHAREHOLDERS ' EQUITY			
SHARE CAPITAL	1,086	1,086	1,086
SHARE PREMIUM	3,453	3,453	3,453
TREASURY SHARES	(612)	(499)	(373)
REVALUATION OF FINANCIAL INSTRUMENTS	(223)	68	105
TRANSLATION ADJUSTMENT	(2,241)	(982)	(269)
RESERVES	16,925	15,782	13,700
NET INCOME – RENAULT SHARE	571	2,669	2,886
SHAREHOLDERS' EQUITY – RENAULT SHARE	**18,959**	**21,577**	**20,588**
SHAREHOLDERS' EQUITY – MINORITY INTEREST	457	492	483
TOTAL SHAREHOLDERS' EQUITY	**19,416**	**22,069**	**21,071**
NON-CURRENT LIABILITIES			
DEFERRED TAX LIABILITIES	132	118	251
PROVISIONS – LONG-TERM	1,543	1,765	1,847
NON-CURRENT FINANCIAL LIABILITIES	5,773	5 ,413	5,430
OTHER NON-CURRENT LIABILITIES	548	523	428
OTHER NON-CURRENT LIABILITIES	**7,996**	**7,819**	**7,956**
CURRENT LIABILITIES			
PROVISIONS – SHORT-TERM	1,264	954	1,053
CURRENT FINANCIAL LIABILITIES	5,219	1,517	3,715
SALES FINANCING DEBTS	18,950	21,196	21,212
TRADE PAYABLES	5,420	8,224	7,384
CURRENT TAX LIABILITY	55	166	121
OTHER CURRENT LIABILITIES	5,511	6,253	6,339
TOTAL CURRENT LIABILITIES	**36,419**	**38,310**	**39,824**
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	**63,831**	**68,198**	**68,851**

STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

	Number of shares (thousand)	Share capital	Share premium	Treasury shares	Revaluation of financial instruments	Translation adjustment	Reserves	Net income - Renault share	Share-holders' equity (Renault share)	Share-holders equity (minority interests)	**TOTAL SHARE-HOLDERS EQUITY**
BALANCE AT DECEMBER 31, 2006	**284,937**	**1,086**	**3,453**	**(373)**	**105**	**(269)**	**13,700**	**2,886**	**20,588**	**483**	**21,071**
2007 NET INCOME	-	-	-	-	-	-	-	2,669	2,669	65	2,734
INCOME AND EXPENSES RECORDED IN SHAREHOLDERS' EQUITY	-	-	-	-	(37)	(713)	(57)	-	(807)	(28)	(835)
TOTAL INCOME AND EXPENSES FOR THE PERIOD	**-**	**-**	**-**	**-**	**(37)**	**(713)**	**(57)**	**2,669**	**1,862**	**37**	**1,899**
ALLOCATION OF 2006 NET INCOME	-	-	-	-	-	-	2,886	(2,886)	-	-	-
DIVIDENDS	-	-	-	-	-	-	(803)	-	(803)	(50)	(853)
COST OF STOCK OPTION PLANS	-	-	-	-	-	-	66	-	66	-	66
(ACQUISITIONS) /DIPOSALS OF TREASURY SHARES	-	-	-	(126)	-	-	-	-	(126)	-	(126)
IMPACT OF CHANGES IN THE SCOPE OFCONSOLIDATION AND CAPITAL INCREASES[1]	-	-	-	-	-	-	(10)	-	(10)	22	12
DECEMBER 31, 2007	**284,937**	**1,086**	**3,453**	**(499)**	**68**	**(982)**	**15,782**	**2,669**	**21,577**	**492**	**22,069**
2008 NET INCOME	-	-	-	-	-	-	-	571	571	28	599
INCOME AND EXPENSES RECORDED IN SHAREHOLDERS' EQUITY	-	-	-	-	(291)	(1,259)	(516)		(2,066)	(60)	(2,126)
TOTAL INCOME AND EXPENSES FOR THE PERIOD	**-**	**-**	**-**	**-**	**(291)**	**(1,259)**	**(516)**	**571**	**(1,495)**	**(32)**	**(1,527)**
ALLOCATION OF 2007 NET INCOME	-	-	-	-	-	-	2,669	(2,669)	-	-	-
DIVIDENDS	-	-	-	-	-	-	(975)	-	(975)	(48)	(1,023)
COST OF STOCK OPTION PLANS	-	-	-	-	-	-	(16)	-	(16)	-	(16)
(ACQUISITIONS)/ DIPOSALS OF TREASURY SHARES	-	-	-	(113)	-	-	-	-	(113)	-	(113)
IMPACT OF CHANGES IN THE SCOPE OF CONSOLIDATION AND CAPITAL INCREASES[1]	-	-	-	-	-	-	(19)	-	(19)	45	26
BALANCE AT DECEMBER 31, 2008	**284,937**	**1,086**	**3,453**	**(612)**	**(223)**	**(2,241)**	**16,925**	**571**	**18,959**	**457**	**19,416**

[1] The impact of changes in the scope of consolidation on the Renault share of shareholders' equity results from the treatment applied to acquisitions of minority interests and put options for buyouts of minority shareholdings in controlled companies (note 2-J).

CONSOLIDATED STATEMENTS OF CASH FLOWS (€ MILLION)

	2008	2007	2006
NET INCOME	**599**	**2,734**	**2,960**
CANCELLATION OF UNREALISED INCOME AND EXPENSES:			
Depreciation and amortisation	*2,943*	*2,865*	*2,835*
Share in net income (loss) of associates	*(437)*	*(1,675)*	*(2,277)*
Dividends received from associates	*688*	*936*	*602*
Other unrealised income and expenses	*(496)*	*(114)*	*(430)*
CASH FLOW	**3,297**	**4,746**	**3,690**
FINANCING FOR FINAL CUSTOMERS	(10,506)	(11,114)	(12,008)
CUSTOMER REPAYMENTS	11,378	11,708	12,300
NET CHANGE IN RENEWABLE DEALER FINANCING	427	(37)	231
DECREASE (INCREASE) IN SALES FINANCING RECEIVABLES	**1,299**	**557**	**523**
BOND ISSUANCE BY THE SALES FINANCING DIVISION	1,299	2,022	1 875
BOND REDEMPTION BY THE SALES FINANCING DIVISION	(3,455)	(3,139)	(2,966)
NET CHANGE IN OTHER SALES FINANCING DEBTS	48	1,265	(792)
NET CHANGE IN OTHER SECURITIES AND LOANS OF THE SALES FINANCING DIVISION	102	(359)	(58)
NET CHANGE IN SALES FINANCING FINANCIAL ASSETS AND DEBTS	**(2,006)**	**(211)**	**(1,941)**
DECREASE (INCREASE) IN WORKING CAPITAL (1)	**(2,833)**	**(347)**	**314**
CASH FLOWS FROM OPERATING ACTIVITIES	**(243)**	**4,745**	**2,586**
CAPITAL EXPENDITURE	(4,369)	(4,644)	(4,644)
ACQUISITIONS OF INVESTMENTS, NET OF CASH ACQUIRED	(662)	(67)	(30)
DISPOSALS OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES	927	1,086	1,152
DISPOSALS OF INVESTMENTS, NET OF CASH TRANSFERRED, AND OTHER	74	63	55
NET DECREASE (INCREASE) IN OTHER SECURITIES AND LOANS OF THE AUTOMOBILE DIVISION (1)	192	615	423
CASH FLOWS FROM INVESTING ACTIVITIES	**(3,838)**	**(2,947)**	**(3,044)**
TRANSACTIONS WITH MINORITY SHAREHOLDERS (2)	88	26	(131)
DIVIDENDS PAID TO PARENT COMPANY SHAREHOLDERS	(1,049)	(863)	(664)
DIVIDENDS PAID TO MINORITY SHAREHOLDERS	(28)	(50)	(22)
PURCHASES/SALES OF TREASURY SHARES	(113)	(126)	85
CASH FLOWS WITH SHAREHOLDERS	**(1,102)**	**(1,013)**	**(732)**
BOND ISSUANCE BY THE AUTOMOBILE DIVISION	682	588	851
BOND REDEMPTION BY THE AUTOMOBILE DIVISION	(426)	(451)	(928)
NET INCREASE (DECREASE) IN OTHER FINANCIAL LIABILITIES OF THE AUTOMOBILE DIVISION	2,340	(2,065)	1,069
NET CHANGE IN FINANCIAL LIABILITIES OF THE AUTOMOBILE DIVISION	**2,596**	**(1,928)**	**992**
CASH FLOWS FROM FINANCING ACTIVITIES	**1,494**	**(2,941)**	**260**
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**(2,587)**	**(1,143)**	**(198)**

	2008	2007	2006
CASH AND CASH EQUIVALENTS: OPENING BALANCE	**4,721**	**6,010**	**6,151**
INCREASE (DECREASE)	(2,587)	(1,143)	(198)
EFFECT OF CHANGES IN EXCHANGE RATES AND OTHER CHANGES	(76)	(146)	57
CASH AND CASH EQUIVALENTS: CLOSING BALANCE	**2,058**	**4,721**	**6,010**

(1) *In 2006, this includes a €135 million gain on the sale of Scania shares.*
(2) *Via capital increases or capital reductions and acquisitions of additional investments in controlled companies.*

FINANCIAL PERFORMANCE

SEGMENT INFORMATION - CONSOLIDATED INCOME STATEMENTS BY DIVISION
(€ MILLION)

	AUTOMOBILE	SALES FINANCING	INTERDIVISION TRANSACTIONS [1]	CONSOLIDATED TOTAL
2008				
SALES OF GOODS AND SERVICES	35,757	484	-	36,241
SALES FINANCING REVENUES	-	1,550	-	1,550
EXTERNAL SALES	**35,757**	**2,034**	**-**	**37,791**
INTERDIVISION SALES [1]	(230)	372	(142)	-
REVENUES	**35,527**	**2,406**	**(142)**	**37,791**
OPERATING MARGIN	**(288)**	**487**	**13**	**212**
OPERATING INCOME	**(608)**	**478**	**13**	**(117)**
FINANCIAL EXPENSE	**-**	**-**	**-**	**441**
SHARE IN NET INCOME (LOSS) OF ASSOCIATES	**431**	**6**	**-**	**437**
PRE-TAX INCOME	**-**	**-**	**-**	**761**
CURRENT AND DEFERRED TAXES	-	-	-	(162)
NET INCOME				**599**
2007				
SALES OF GOODS AND SERVICES	38,679	511	-	39,190
SALES FINANCING REVENUES	-	1,492	-	1,492
EXTERNAL SALES	**38,679**	**2,003**	**-**	**40,682**
INTERDIVISION SALES [1]	(276)	327	(51)	-
REVENUES	**38,403**	**2,330**	**(51)**	**40,682**
OPERATING MARGIN	**858**	**472**	**24**	**1,354**
OPERATING INCOME	**767**	**457**	**14**	**1,238**
FINANCIAL EXPENSE	**-**	**-**	**-**	**76**
SHARE IN NET INCOME (LOSS) OF ASSOCIATES	**1,668**	**7**	**-**	**1,675**
PRE-TAX INCOME	**-**	**-**	**-**	**2,989**
CURRENT AND DEFERRED TAXES	-	-	-	(255)
NET INCOME				**2,734**
2006				
SALES OF GOODS AND SERVICES	38,409	492	-	38,901
SALES FINANCING REVENUES	-	1,431	-	1,431
EXTERNAL SALES	**38,409**	**1,923**	**-**	**40,332**
INTERDIVISION SALES [1]	(203)	270	(67)	-
REVENUES	**38,206**	**2,193**	**(67)**	**40,332**
OPERATING MARGIN	**486**	**492**	**85**	**1,063**
OPERATING INCOME	**303**	**489**	**85**	**877**
FINANCIAL EXPENSE	**-**	**-**	**-**	**61**
SHARE IN NET INCOME (LOSS) OF ASSOCIATES	**2,272**	**5**	**-**	**2,277**
PRE-TAX INCOME	**-**	**-**	**-**	**3,215**
CURRENT AND DEFERRED TAXES	-	-	-	(255)
NET INCOME				**2,960**

[1] *Interdivision transactions are carried out under near-market conditions.*

CONSOLIDATED BALANCE SHEETS BY DIVISION - DECEMBER 31, 2008 (€ MILLION)

ASSETS	AUTOMOBILE	SALES FINANCING	INTERDIVISION TRANSACTIONS [1]	CONSOLIDATED TOTAL
NON-CURRENT ASSETS				
PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLE ASSETS	16,862	288	(19)	17,131
INVESTMENTS IN ASSOCIATES	13,745	23	-	13,768
NON-CURRENT FINANCIAL ASSETS – INVESTMENTS IN NON-CONTROLLED ENTITIES	2,186	1	(1,153)	34
NON-CURRENT FINANCIAL ASSETS – OTHER SECURITIES, LOANS AND DERIVATIVES ON FINANCING OPERATIONS OF THE AUTOMOBILE DIVISION	964	-	(16)	948
DEFERRED TAX ASSETS AND OTHER NON-CURRENT ASSETS	523	140	9	672
TOTAL NON-CURRENT ASSETS	**34,280**	**452**	**(2,179)**	**32,553**
CURRENT ASSETS				
INVENTORIES	5,261	5	-	5,266
CUSTOMER RECEIVABLES	1,846	18,563	(339)	20,070
CURRENT FINANCIAL ASSETS	1,167	515	(646)	1,036
OTHER CURRENT ASSETS	2,106	2,473	(1,731)	2,848
CASH AND CASH EQUIVALENTS	1,141	1,045	(128)	2,058
TOTAL CURRENT ASSETS	**11,521**	**22,601**	**(2,844)**	**31,278**
TOTAL ASSETS	**45,801**	**23,053**	**(5,023)**	**63,831**

SHAREHOLDERS' EQUITY AND LIABILITIES				CONSOLIDATED TOTAL
SHAREHOLDERS ' EQUITY	**19,316**	**2,158**	**(2,058)**	**19,416**
NON-CURRENT LIABILITIES				
DEFERRED TAX LIABILITIES AND LONG-TERM PROVISIONS	1,390	238	47	1,675
NON-CURRENT FINANCIAL LIABILITIES	5,511	262	-	5,773
OTHER NON-CURRENT LIABILITIES	437	111	-	548
TOTAL NON-CURRENT LIABILITIES	**7,338**	**611**	**47**	**7,996**
CURRENT LIABILITIES				
SHORT-TERM PROVISIONS	1,221	43	-	1,264
CURRENT FINANCIAL LIABILITIES	5,705	-	(486)	5,219
TRADE PAYABLES AND SALES FINANCING DEBT	5,468	19,654	(752)	24,370
OTHER CURRENT LIABILITIES AND CURRENT TAX LIABILITY	6,753	587	(1,774)	5,566
TOTAL CURRENT LIABILITIES	**19,147**	**20,284**	**(3,012)**	**36,419**
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES	**45,801**	**25,053**	**(5,023)**	**63,831**

[1] *Interdivision transactions are carried out under near-market conditions.*

FINANCIAL PERFORMANCE

CONSOLIDATED CASH FLOW STATEMENTS BY DIVISION (€ MILLION)

	AUTOMOBILE	SALES FINANCING	INTERDIVISION TRANSACTIONS [1]	CONSOLIDATED TOTAL
2008				
NET INCOME	**556**	**325**	**(282)**	**599**
CANCELLATION OF UNREALISED INCOME AND EXPENSES:				
Depreciation and amortization	*2,892*	*67*	*(16)*	*2,943*
Share in net income (loss) of associates	*(431)*	*(6)*	*-*	*(437)*
Dividends received from associates	*688*	*-*	*-*	*688*
Other unrealised income and expenses	*(644)*	*154*	*(6)*	*(496)*
CASH FLOW	**3,061**	**540**	**(304)**	**3,297**
DECREASE (INCREASE) IN SALES FINANCING RECEIVABLES	-	1,740	(441)	1,299
NET CHANGE IN SALES FINANCING FINANCIAL ASSETS AND DEBTS	-	(2,092)	86	(2,006)
DECREASE (INCREASE) IN WORKING CAPITAL	(2,704)	(147)	18	(2,833)
CASH FLOWS FROM OPERATING ACTIVITIES	**357**	**41**	**(641)**	**(243)**
PURCHASES OF INTANGIBLE ASSETS	(1,177)	(1)	-	(1,178)
PURCHASES OF PROPERTY, PLANT AND EQUIPMENT [2]	(3,043)	(152)	4	(3,191)
DISPOSALS OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES [2]	835	92	3	927
ACQUISITION OF INVESTMENTS, NET OF DISPOSALS AND OTHER	(587)	(1)	-	(588)
NET DECREASE (INCREASE) IN OTHER SECURITIES AND LOANS OF THE AUTOMOBILE DIVISION	97	-	95	192
CASH FLOWS FROM INVESTING ACTIVITIES	**(3,875)**	**(62)**	**99**	**(3,838)**
CASH FLOWS WITH SHAREHOLDERS	(1,167)	(236)	301	(1,102)
NET CHANGE IN FINANCIAL LIABILITIES OF THE AUTOMOBILE DIVISION	2,172	-	424	2,596
CASH FLOWS FROM FINANCING ACTIVITIES	**1,005**	**(236)**	**725**	**1,494**
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**(2,513)**	**(257)**	**183**	**(2,587)**

[1] Interdivision transactions are carried out under near-market conditions.
[2] Including impact of leased vehicles:

(€ MILLION)	AUTOMOBILE	SALES FINANCING	GROUP TOTAL
PURCHASES OF PROPERTY, PLANT AND EQUIPMENT	(734)	(142)	(876)
DISPOSALS OF PROPERTY, PLANT AND EQUIPMENT	581	92	673

CONSOLIDATED CASH FLOW STATEMENTS BY DIVISION (€ MILLION)

	AUTOMOBILE	SALES FINANCING	INTERDIVISION TRANSACTIONS [1]	CONSOLIDATED TOTAL
2007				
NET INCOME	**2,654**	**323**	**(243)**	**2,734**
CANCELLATION OF UNREALISED INCOME AND EXPENSES:				
Depreciation and amortization	*2,815*	*87*	*(37)*	*2,865*
Share in net income (loss) of associates	*(1,668)*	*(7)*	*-*	*(1,675)*
Dividends received from associates	*936*	*-*	*-*	*936*
Other unrealised income and expenses	*(185)*	*55*	*16*	*(114)*
CASH FLOW	**4,552**	**458**	**(264)**	**4,746**
DECREASE (INCREASE) IN SALES FINANCING RECEIVABLES	-	413	144	557
NET CHANGE IN SALES FINANCING FINANCIAL ASSETS AND DEBTS	-	13	(224)	(211)
DECREASE (INCREASE) IN WORKING CAPITAL	(26)	(336)	15	(347)
CASH FLOWS FROM OPERATING ACTIVITIES	**4,526**	**548**	**(329)**	**4,745**
PURCHASES OF INTANGIBLE ASSETS	(1,347)	(1)	-	(1,348)
PURCHASES OF PROPERTY, PLANT AND EQUIPMENT [2]	(3,160)	(145)	9	(3,296)
DISPOSALS OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES [2]	942	141	3	1,086
ACQUISITION OF INVESTMENTS, NET OF DISPOSALS AND OTHER	41	(45)	-	(4)
NET DECREASE (INCREASE) IN OTHER SECURITIES AND LOANS OF THE AUTOMOBILE DIVISION	652	-	(37)	615
CASH FLOWS FROM INVESTING ACTIVITIES	**(2,872)**	**(50)**	**(25)**	**(2,947)**
CASH FLOWS WITH SHAREHOLDERS	(1,017)	(248)	252	(1,013)
NET CHANGE IN FINANCIAL LIABILITIES OF THE AUTOMOBILE DIVISION	(1,765)	-	(163)	(1,928)
CASH FLOWS FROM FINANCING ACTIVITIES	**(2,782)**	**(248)**	**89**	**(2,941)**
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	**(1,128)**	**250**	**(265)**	**(1,143)**

[1] Interdivision transactions are carried out under near-market conditions.
[2] Including impact of leased vehicles:

(€ MILLION)	AUTOMOBILE	SALES FINANCING	GROUP TOTAL
PURCHASES OF PROPERTY, PLANT AND EQUIPMENT	(876)	(130)	(1,006)
DISPOSALS OF PROPERTY, PLANT AND EQUIPMENT	767	144	911

FINANCIAL PERFORMANCE

INFORMATION BY GEOGRAPHIC AREA (€ MILLION)

	EUROPE [1]	EUROMED	ASIA-AFRICA	AMERICAS	CONSOLIDATED TOTAL
2008					
REVENUES	27,653	4,422	2,628	3,088	37,791
CAPITAL EXPENDITURE	3,538	451	293	87	4,369
PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES	13,997	1,838	726	570	17,131
OTHER OPERATING ASSETS [2]	7,518	997	577	774	9,866
2007					
REVENUES	30,447	4,310	2,757	3,168	40,682
CAPITAL EXPENDITURE	3,836	408	266	134	4,644
PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES	13,922	1,751	756	682	17,111
OTHER OPERATING ASSETS [2]	8,190	813	577	810	10,390
2006					
REVENUES	31,593	3,733	2,689	2,317	40,332*
CAPITAL EXPENDITURE	3,826	373	283	162	4,644
PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLES	13,665	1,526	735	662	16,588
OTHER OPERATING ASSETS [2]	7,720	766	331	637	9,454

[1] *Including France.*
[2] *Other operating assets include inventories, Automobile receivables and other current assets.*
**Restated*

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