



August 25, 2008

To Whom It May Concern,

I could not more strongly endorse Marie Varlet for anyone looking for effective French language instruction in France

When we moved to Paris in 2005, my family and I knew the key to happiness was competency in language. After living in Japan for five years, we understood the importance of finding a French teacher who met our specific needs for life, work and of course the administrative aspects of moving to a new country. We were fortunate to meet Marie Varlet. She has been the ticket to each member of our family overcoming the challenge of not only the new language, but how to use it in the Parisian culture.

For me, Marie, quickly got me up to speed on the verbal skills I needed for my work. The majority of my meetings were in French and I needed to learn not only the proper way to ask questions, but also the phrases, casual expressions and terminology for business in France. Marie also was always available to answer questions on simple acronyms, French financial terminology and gave some incredible tips on how to steer meetings and conversations.

For my wife, she helped her with the day-to-day challenges of setting up home and navigating French bureaucracy. At the same time, Marie helped prepare her for career interviews in French, and even supported her French group lessons. When Mary was tight on time, Marie even offered lessons via phone and/or e-mail.

For our 10-year-old son, she managed to develop a fun and solid relationship, helping him through three years of French homework. Luke looked forward to his weekly session with Marie which gave him the confidence to face the kids and teachers in his new French bilingual school. When he became fluent, he himself realized how valuable she still was in helping him and asked to continue his lessons with her.

Not only is Marie a great teacher, she is also professional, hard-working, honest and an interesting person. She has a knack for creating customized programs for anyone anything and everything you could imagine by making it relevant to your needs. She has successfully managed to teach my family from ground zero.

There are hundreds of options for language training when you move to France but every person has a very specific circumstance and I can't recommend Marie more highly if you want personalized, effective and engaging instruction—from children to top executives.

Sincerely,

Gerry Spahn  
General Manager/Director  
Investor Relations, Renault SAS

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