

RENAULT-NISSAN  
**ALLIANCE**  
DECEMBER 2005



**RENAULT NISSAN**



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## ALLIANCE VISION - DESTINATION

For the fifth anniversary of the Alliance, in March 2004, Renault and Nissan stated the ambitions of the Alliance and reaffirmed the shared values and principles in a document entitled "Alliance Vision - Destination."

### ALLIANCE VISION - DESTINATION

The Renault-Nissan Alliance is a unique group of two global companies linked by cross-shareholding.

- ◆ They are united for performance through a coherent strategy, common goals and principles, results-driven synergies, shared best practices.
- ◆ They respect and reinforce their respective identities and brands.

#### 1 The 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,
- ◆ maximum efficiency by combining the strengths of both companies and developing synergies through common organizations, cross-company teams, shared platforms and components.

The Alliance attracts and retains the best talents, provides good working conditions and challenging opportunities: it grows people to have a global and entrepreneurial mindset.

The Alliance generates attractive returns for the shareholders of each company and implements the best established standards of corporate governance.

The Alliance contributes to global sustainable development.

#### 2 Objectives

The Alliance develops and implements a strategy of profitable growth and sets itself the following three objectives:

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

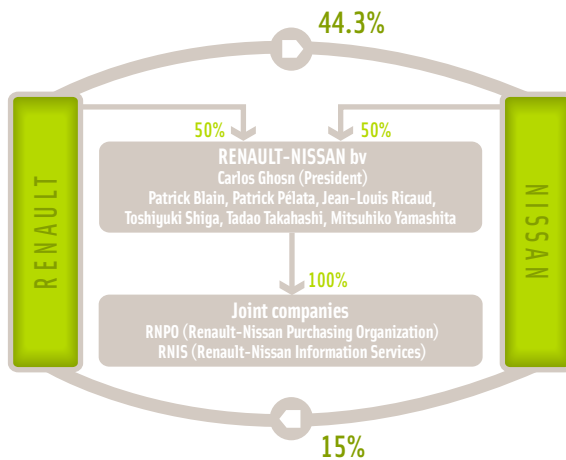


## RENAULT-NISSAN ALLIANCE BASICS

### RENAULT-NISSAN ALLIANCE

Signed on March 27, 1999, the Renault-Nissan Alliance is the first of its kind involving a Japanese and a French company, each with its own distinct corporate culture and brand identity. Both companies share a single joint strategy of profitable growth and a community of interests. To promote this shared objective, the Renault-Nissan Alliance set up joint project structures as early as June 1999 covering most of both companies' activities.

### STRUCTURE OF THE ALLIANCE



Renault holds a 44.3% stake in Nissan, while Nissan owns 15% of Renault shares. Each company has a direct interest in the results of its partner.

### THE ALLIANCE CHARTER

A Charter, signed in July 1999, sets out the principles of a shared ambition, mutual trust, respect of each partner's identity, and balance between the two partners of the Renault-Nissan Alliance, completed by operating and confidentiality rules.

### THE ALLIANCE BOARD

The Alliance Board steers the Alliance's medium- and long-term strategy and coordinates joint activities on a worldwide scale. Alliance Board members (AB members) are Carlos Ghosn, the President and CEO of Renault and President and CEO of Nissan, three Renault Executive Vice Presidents (EVPs) and three Nissan EVPs. Members of the Renault CEG (Renault Group Executive Committee) and the Nissan EC (Executive Committee) also participate in the Alliance Board Meeting (ABM). AB members officialize decisions at the end of the meeting. Renault and Nissan run their operations under their respective Executive Committees, accountable to their Board of Directors, and remain individually responsible for their day-to-day management.

#### President of the Alliance Board:



Carlos Ghosn

**AB members from Renault:**

**Patrick Blain**  
Executive Vice President  
Sales and Marketing



**Patrick Pélata**  
Executive Vice President  
Product, Strategic  
Planning and Programs



**Jean-Louis Ricaud**  
Executive Vice President  
Engineering and Quality

**AB members from Nissan:**

**Toshiyuki Shiga**  
Chief Operating Officer  
Japan Operations (MC-J),  
GOM Operations (MC-GOM),  
China Operations,  
Global Marketing and Sales,  
Global Aftersales and  
Conversion Business,  
Corporate Quality Assurance  
and Customer Service,  
Human Resources, Treasury



**Tadao Takahashi**  
Executive Vice President  
Manufacturing,  
SCM (Supply Chain  
Management), Global IS



**Mitsuhiro Yamashita**  
Executive Vice President  
Research, Technology and  
Engineering Development,  
Cost Engineering

**Renault CEG members (in addition to AB members):**

**Michel de Virville**  
Corporate Secretary General  
Executive Vice President  
Renault Group Human  
Resources



**Michel Gornet**  
Executive Vice President  
Manufacturing



**Thierry Moulouquet**  
Executive Vice President  
Chief Financial Officer

**Nissan EC members (in addition to AB members):**

**Itaru Koeda**  
Executive Vice President  
Administration for  
Affiliated Companies  
(MC-AFL),  
External and  
Government Affairs,  
Intellectual Asset  
Management,  
Industry Machinery,  
Marine



**Hitoshi Saikawa**  
Executive Vice President  
European Operations  
(MC-E), Purchasing



**Carlos Tavares**  
Executive Vice President  
Design,  
Corporate Planning,  
Product Planning,  
Market Intelligence,  
LCV Business

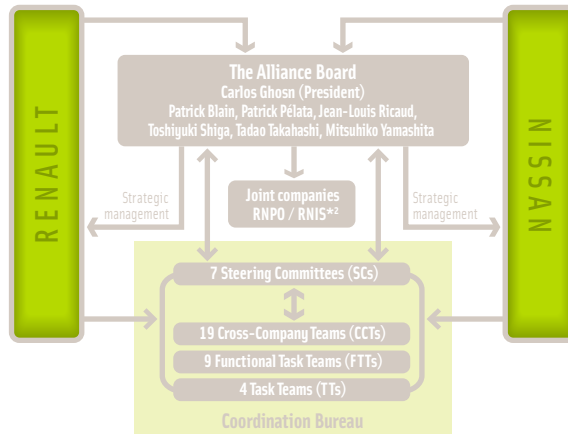


**Alain-Pierre Reynaud**  
Senior Vice President  
Global Controller

## MANAGEMENT STRUCTURES AND GOVERNANCE OF THE ALLIANCE

To define a common strategy and manage synergies, an Alliance strategic management company, Renault-Nissan bv<sup>\*1</sup>, was founded on March 28, 2002. Renault-Nissan bv is jointly and equally owned by Renault and Nissan and hosts the Alliance Board, which met for the first time on May 29, 2002, and holds up to ten meetings a year.

<sup>\*1</sup>bv[Besloten vennootschap] is a closed limited liability company under Dutch law.



<sup>\*1</sup>RNPO: Renault-Nissan Purchasing Organization  
<sup>\*2</sup>RNIS: Renault-Nissan Information Services

## 1 COORDINATION BUREAU

The Alliance Coordination Bureau [with one office in Renault – Paris and one in Nissan – Tokyo] coordinates the work of the Steering Committees (SCs), Cross-Company Teams (CCTs), Functional Task Teams (FTTs), and Task Teams (TTs) and prepares the meetings of the Alliance Board.

## 2 STEERING COMMITTEES\*

Steering Committee (SC) handles cross group orientations under their responsibility and proposes the priority subjects for the ABM agenda and coordinates CCT/FTT/TT activities within the specific scope of the SC. The SC will decide on operational matters which cannot be solved at the CCT level and reports progress to the ABM and – where necessary – requests arbitrage or a decision confirmation. Seven SCs covering specific fields support the CCTs/FTTs that are responsible for the implementation of Alliance Projects.

The seven SCs are:

1. Planning
2. Product Development and Manufacturing
3. Control and Finance
4. Sales and Marketing
5. Information System
6. Support Function
7. General Overseas Market



<sup>\*</sup>organization as of November 2005.

## MANAGEMENT STRUCTURES AND GOVERNANCE OF THE ALLIANCE

**3 CROSS-COMPANY TEAMS\***

The structure of joint projects and synergies is primarily based on the work of 19 Cross-Company Teams (CCTs), made up of employees of both companies. Their mission is to act as opportunity hunters and problem solvers. They are also responsible for following up on the implementation of action items. CCTs explore opportunities for synergies between Renault and Nissan, draw up joint projects and monitor their implementation and report to the SC or Executive Vice President/Senior Vice President responsible.

The nineteen CCTs are:

1. Product Planning
2. Research and Advanced Engineering
3. Vehicle Engineering
4. Powertrain
5. Process Engineering
6. Manufacturing
7. Logistics
8. Purchasing
9. Light Commercial Vehicle
10. Parts and Accessories
11. Europe
12. Eastern Europe
13. Korea
14. China
15. Asia and Oceania
16. Africa and Middle East
17. Mexico
18. Central America
19. South America

**4 FUNCTIONAL TASK TEAMS\***

Functional Task Teams (FTTs) assist the work of the CCTs and contribute to synergies between Renault and Nissan in support functions (process, standards, management and information tools, etc).

The nine FTTs are:

1. Quality
2. Cost Management and Control
3. Research and Development
4. Legal and Tax
5. Corporate Planning
6. Communication
7. Human Resources
8. Marketing
9. Sales and Service

**5 TASK TEAMS\***

Whenever a specific subject arises, a task team (TT) is assigned to work on it until its accomplishment.

The four TTs are:

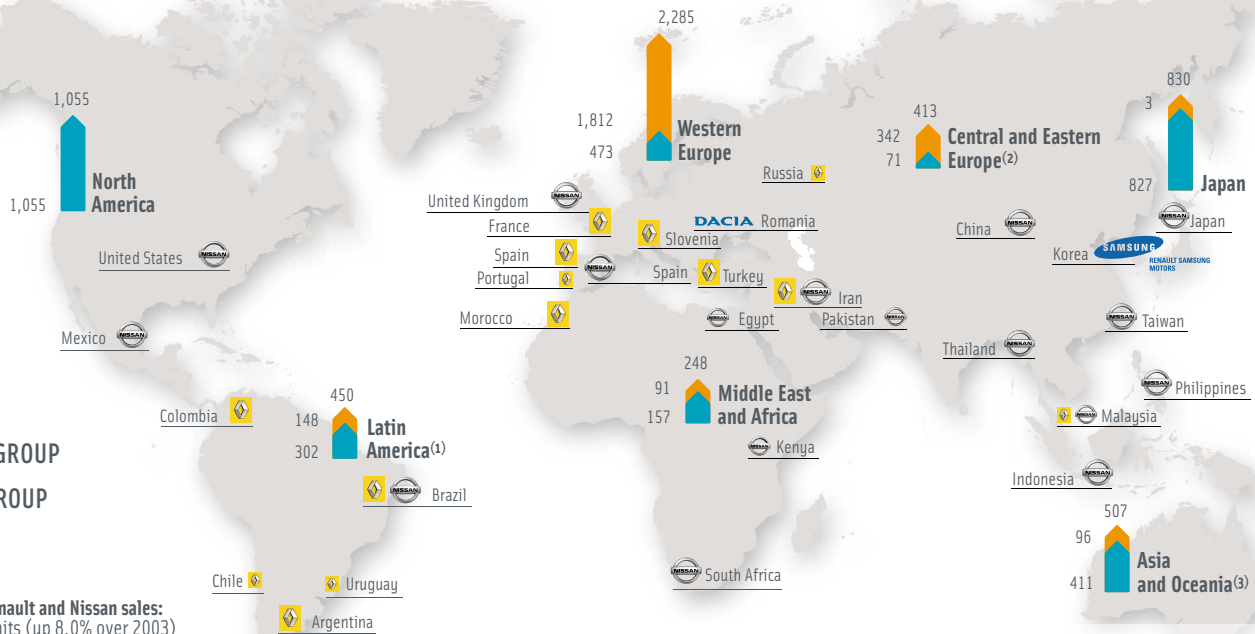
1. Industrial Strategy
2. Custom and Trade
3. Business-to-Employee (B2E)
4. Home Market

*\*organization as of November 2005.*

## RENAULT-NISSAN ALLIANCE BASICS

### ALLIANCE WORLDWIDE SALES AND PRODUCTION SITES IN 2004

The figures\* represent sales in thousands of vehicles.



RENAULT GROUP

NISSAN GROUP

Combined Renault and Nissan sales:  
5,785,231 units (up 8.0% over 2003)

Renault Group sales: 2,489,401 units

Renault Samsung Motors (RSM): 85,046 (down 23.7%)  
Dacia: 95,627 units (up 39.1%)

Nissan Group sales: 3,295,830 units

Renault-Nissan Alliance global market share came to 9.6%, of which 4.1% for Renault and 5.5% for Nissan

- (1) of which Mexico  
(2) of which Russia and Turkey  
(3) of which Renault Samsung Motors  
\* The figures have been rounded off.

### RENAULT GROUP PLANTS



DACIA  
groupe Renault

Body assembly  
Argentina, Brazil, Colombia, France, Iran, Korea (RSM), Morocco, Romania (Dacia), Slovenia, Spain, Turkey



CKD assembly  
Brazil, Chile, France, Malaysia, Portugal, Romania (Dacia), Russia, Spain, Turkey, Uruguay

### NISSAN GROUP PLANTS



Body assembly  
Brazil, China, Indonesia, Iran, Japan, Mexico, Philippines, South Africa, Spain, Taiwan, Thailand, United Kingdom, United States



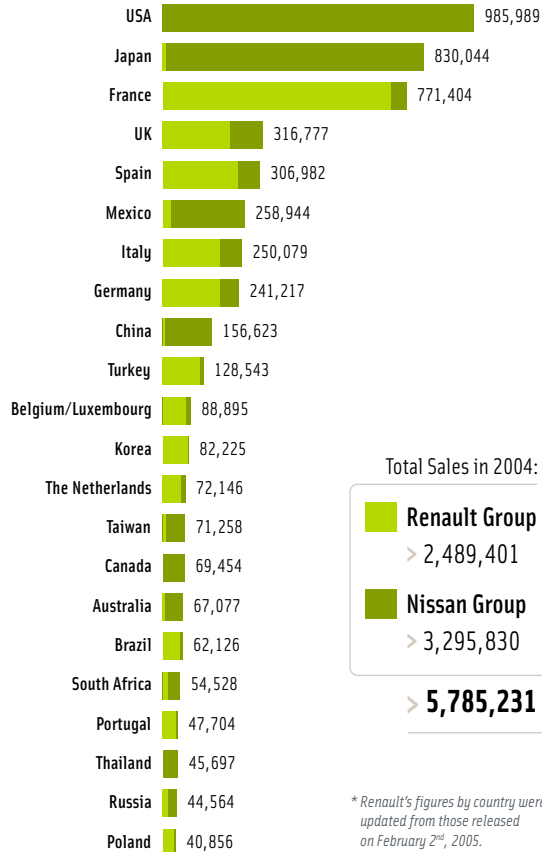
CKD assembly  
Egypt, Kenya, Malaysia, Pakistan



## RENAULT-NISSAN ALLIANCE BASICS

### COMBINED RENAULT\* AND NISSAN SALES IN 2004

(MAIN MARKETS)



*\* Renault's figures by country were updated from those released on February 2<sup>nd</sup>, 2005.*

Today, global combined sales top 5.7 million vehicles per year and represent more than 9.6% of the worldwide market. The Renault-Nissan Alliance ranks among the leading four global automakers. It includes five brand names: Nissan and Infiniti for the Nissan Group and Renault, Dacia and Samsung for the Renault Group. Thanks to strong sales and industrial complementarities of the two companies, the Renault-Nissan Alliance has been able to grow in the global automotive market.



Nissan Barcelona Plant, Spain

## RENAULT-NISSAN ALLIANCE BASICS

### OVERVIEW IN FISCAL YEAR 2004\*

#### RENAULT GROUP

(including Renault, Dacia and Samsung Motors brands)



RENAULT

DACIA  
groupe Renault



Revenues € 40,715 million / US\$ 50,624 million

COP\*\* € 2,148 million / US\$ 2,671 million

Net income € 3,551 million / US\$ 4,415 million

Workforce 130,573 employees

- Based on Renault's accounting standards
- Exchange rate: 1.243385 US\$/€, average rate for fiscal year ending December 31, 2004

#### NISSAN GROUP

(including Nissan and Infiniti brands)



Revenues € 63,812 million / US\$ 79,705 million

COP\*\* € 6,407 million / US\$ 8,003 million

Net income € 3,812 million / US\$ 4,761 million

Workforce 183,607 employees

- Based on Nissan's accounting standards
- Exchange rates: 134.4 Yen/€ and 107.6 Yen/US\$, average rates for the fiscal year ending March 31, 2005

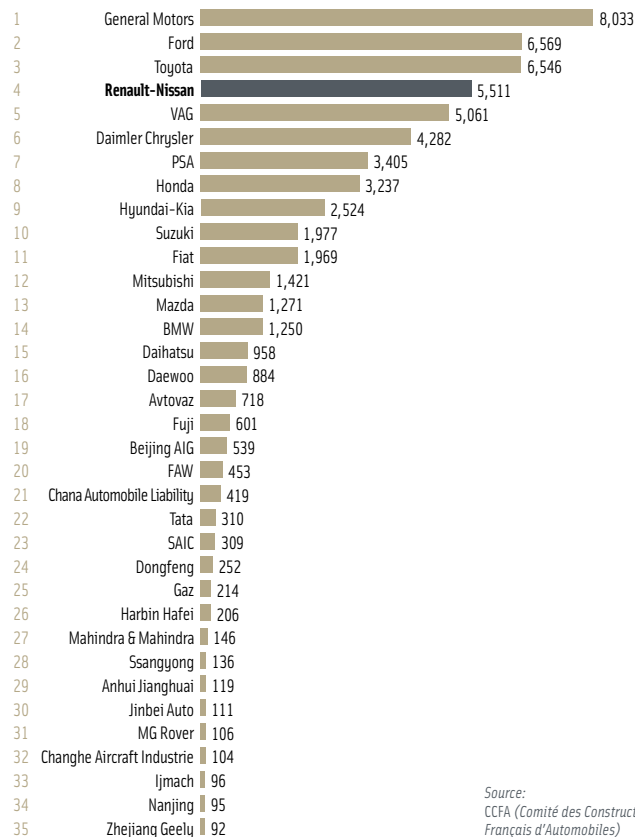
\* Renault's 2004 fiscal year begins January 1, 2004, and ends December 31, 2004.  
Nissan's 2004 fiscal year begins April 1, 2004, and ends March 31, 2005.

\*\* Consolidated operating profit.

### RANKING OF AUTOMOTIVE GROUPS IN TERMS OF PRODUCTION VOLUME IN 2004

(PASSENGER VEHICLES + LIGHT COMMERCIAL VEHICLES)

The figures represent production in thousands of vehicles.



Source:  
CCFA (Comité des Constructeurs  
Français d'Automobiles)

## STRUCTURAL COOPERATION

## 1 Product Planning

Renault and Nissan develop and market their own vehicles with respect for their individual brand identity. However, in the short term, when brand image is not involved and for specific products (such as light commercial vehicles) in certain markets, Renault and Nissan do not exclude the possibility of selling adapted products from their partner's range under their own brand name.

Double-badging and cross-manufacturing take full advantage of exchanging best practices and efficiency within the Alliance.

In Europe, it was initially aimed to support Nissan's LCV sales drive.

## Vehicles double-badged and cross-manufactured in Europe

| Renault | Nissan    | Start of sales by Nissan |
|---------|-----------|--------------------------|
| Master  | Interstar | March 2002               |
| Trafic  | Primastar | September 2002           |
| Kangoo  | Kubistar  | October 2003             |



Renault Master



Nissan Interstar



Renault Trafic



Nissan Primastar

Nissan's Barcelona plant in Spain produces the Renault Trafic, the Nissan Primastar (and the Opel/Vauxhall Vivaro) enabling both brands to meet the growing demand for compact vans.



Renault Kangoo



Nissan Kubistar

## Mexico

Nissan Platina, an adapted version of the Renault Clio sedan, was launched in April 2002.

## 2 Common Platforms

Common platforms are developed as Renault and Nissan renew their product line-up. Renault and Nissan aim to share platforms with a target of 10 shared platforms in 2010.

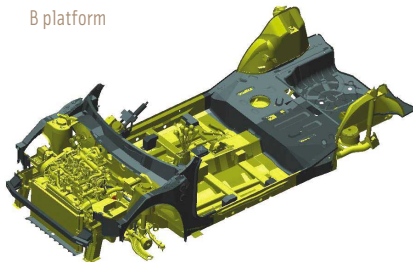
### B PLATFORM

**Nissan March**  
**Nissan Cube**  
**Nissan Micra**  
**Nissan Tiida**  
**Renault Modus**  
**Dacia/Renault Logan\***  
**Nissan Tiida Latio**  
**Nissan Note**  
**Renault Clio III**  
**Nissan Wingroad**  
**Nissan Bluebird Sylphy**

\*Derived from the B platform

**Start of sales**  
 March 2002 in Japan  
 October 2002 in Japan  
 January 2003 in Europe  
 September 2004 in Japan  
 September 2004 in Europe  
 September 2004 in Europe  
 October 2004 in Japan  
 January 2005 in Japan  
 September 2005 in Europe  
 November 2005 in Japan  
 December 2005 in Japan

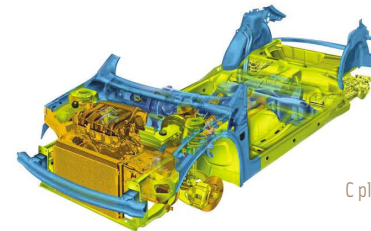
B platform



### C PLATFORM

**Renault Mégane II\***  
**Nissan Lafesta**  
**Nissan Serena**

**Start of sales**  
 September 2002 in Europe  
 December 2004 in Japan  
 May 2005 in Japan



C platform

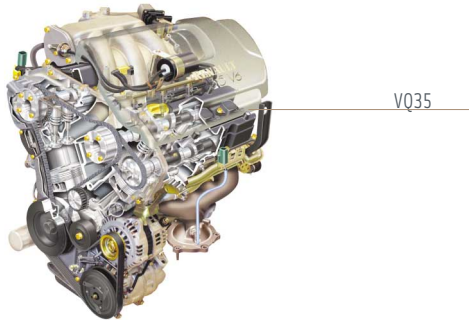
\*All Mégane II models are manufactured on the C Platform.

### 3 Powertrains

Cooperation in the common use and development of engines and transmissions within the Alliance is accelerating.

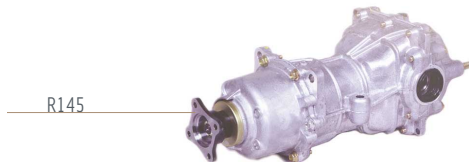
#### Components from Nissan to Renault

1. Nissan V6 3.5-liter engine (VQ35):  
Renault Vel Satis in February 2002 and Renault Espace in October 2002



VQ35

2. Nissan 4WD rear differential unit (R145):  
Renault Kangoo 4x4 in May 2001



R145

3. Nissan 3-liter diesel engine (ZD30):  
Renault Master and Mascott vans in 2004

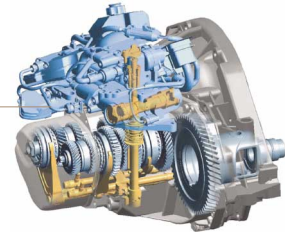
ZD30



#### Components from Renault to Nissan

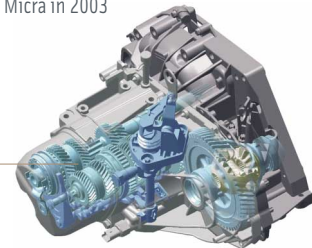
1. Renault 160Nm manual transmission (JH160): Nissan March in 2001 and Nissan Micra in 2002

JH160



2. Renault 200Nm manual transmission (JR200):  
Nissan Almera in 2002 and Nissan Micra in 2003

JR200



3. Renault 1.5 dCi engine (K9K):  
Nissan Almera in October 2002 and Nissan Micra in January 2003

K9K



4. Renault 1.9 dCi engine (F9Q):  
Nissan Primera in December 2002



F9Q

**Production by Renault of Nissan components for Renault and Nissan**  
Production at the Renault Cacia Plant in Portugal of Nissan ND manual transmission for Nissan models Primera and Almera, built at Nissan Motor Manufacturing (UK) Ltd., and Almera Tino, built at Nissan Motor Iberica, S.A., and for the Renault Mégane II from February 2002

ND



#### Common engines and transmission

In 2004, Renault and Nissan started production of Alliance common engines and transmission.

1. HR15DE 1.5-liter gasoline engine (S2G):  
Nissan Tiida in September 2004,  
Nissan Tiida Latio in October 2004,  
Nissan Note in December 2004,  
Nissan Wingroad in November 2005  
and Nissan Bluebird Sylphy  
in December 2005

S2G



2. MR20DE 2.0-liter gasoline engine (M1G):  
Nissan Lafesta in September 2004, Nissan Serena in May 2005,  
Nissan Bluebird Sylphy in December 2005 and  
a Renault vehicle in the beginning of 2006

M1G



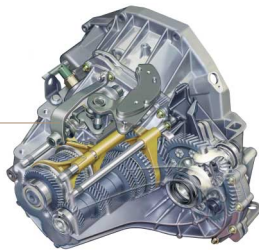
3. MR18DE 1.8-liter gasoline engine (M1G):  
Nissan Tiida and Tiida Latio in January 2005 and  
Nissan Wingroad in November 2005

4. M9R 2.0-liter diesel engine (M1D):  
Renault Laguna II in June 2005



M1D

5. MT1 240Nm 6-speed manual transmission:  
Renault Modus, Mégane II and Clio III in April 2005 and  
Nissan Tiida in November 2005



MT1

(\*Described dates are based on vehicle sales start.)

#### 4 Research and Advanced Engineering

As described in the Alliance Vision - Destination document, one of the objectives of the Alliance is to be among the best three automotive groups in key technologies, each partner being a leader in specific domains of excellence.

Renault and Nissan are cooperating on strategic fields of research and advanced engineering in which they have common interests. This cooperation leads to the effective utilization of resources of both groups covering a broader range of potential technical solutions. It accelerates work to achieve technology breakthroughs to bring new products to the market.

#### 5 Navigation and Communication System

Renault and Nissan jointly developed a new navigation and communication system in 2004.

The first utilization of this system was on the Nissan Tiida in September 2004 in Japan. The first European application of the new Alliance co-developed navigation and communication system is on the Renault Laguna and on the Nissan Pathfinder, both launched on the market in March 2005. It was also introduced on Renault Vel Satis in April 2005.



Alliance co-developed navigation and communication system



### 6 Purchasing

Cost reductions in the Alliance have been achieved with joint purchasing and the building of a common supplier base:

#### Renault-Nissan Purchasing Organization (RNPO)

The Renault-Nissan Purchasing Organization (RNPO) was established in April 2001 as the first Alliance joint-venture company. The scope of joint purchasing activities and geographic responsibility of RNPO was enlarged, increasing the annual volume from \$21.5 billion (as of the end of 2002) to \$33 billion in January 2004. It represents 70% of the Alliance purchasing turnover. Further opportunities of cost reduction are expected by focusing on the use of suppliers in Leading Competitive Countries (LCC).

### 7 Manufacturing

Renault and Nissan have actively exchanged and implemented best practices by working on the new step for further improvement of Renault Production Way/Système de Production Renault (SPR) and Nissan Production Way (NPW).

The Alliance Vehicle Evaluation System (AVES), already applied in all Nissan plants, replaced the AQR (Renault Quality Assurance) in all Renault sites from January 2003.

Renault and Nissan started working jointly on new activities which more directly contribute to manufacturing performance improvement, such as DST (Design Standard Time) for the improvement in the design stage, DSTR (Design Standard Time Ratio) and new aspects of ergonomics for improvements in the production stage, PIC (Product Introduction Cost) for the improvement in the new product introduction stage.



Assembly of a Nissan Platina at the Nissan Aguascalientes Plant, Mexico

### 8 Logistics

Renault and Nissan work hard to capitalize on the close geographical fit between the industrial production plants operated by the two groups worldwide. Forecasting the Alliance's fast-growing international requirements is also an important task for the Alliance. There are six operational sub-teams focusing on the following issues:

1. Overseas parts logistics for CKD (Completely Knocked Down)
2. Supply parts management (production part logistics)
3. In-bound logistics (production part logistics)
4. Material handling (in plant logistics)
5. Out-bound logistics (vehicle logistics)
6. Common standard packaging

In 2005, Renault and Nissan set up four new strategic working groups (strategy, cost management for new projects, international operations and human resources), in this field. This is to respond to the growing globalization of the Alliance's logistics activity, in addition to enhancing the current operations.



### 9 Quality

The Alliance objective in terms of quality, as stated in Alliance Vision - Destination, is to be recognized by customers as being among the best three automotive groups in the quality and value of its products and services in each region and market segment.

#### Alliance Quality Charter

The specific Charter defines Alliance quality rules and tools and is implemented in all Alliance projects; version two being available since January 2003.



Quality control at the Nissan Aguascalientes Plant, Mexico

It applies to key quality processes: quality customer surveys, corporate quality target, new model development quality management, quality assurance in production, supplier parts quality assurance, service quality assurance (sales and after-sales), quality technical improvement, warranty policies and procedures.

### 10 Information Systems (IS)/Information Technology (IT)

The Renault-Nissan IS/IT Office (RNIO) was established in September 2001, and then became Renault-Nissan Information Services (RNIS) in July 2002.

Its intention of increased collaboration is to improve performance through three main areas for progress: standardization of infrastructures, global vendor management, and implementation of common business applications.

First achievements have been the creation of a three-year IS master plan for the Alliance starting in 2004, the implementation of a common high level network, the setting-up of a unique IT catalogue, the selection of a set of common vendors for hardware and software, development of a common data model for the BOM (Bill of Materials, the documentation of the production parts), the selection of common software applications for CAD (Computer Aided Design), purchasing and some other business areas. The new "Alliance Worldwide Backbone" (AWB) broadband network is the high-level network infrastructure of the Alliance, provided by NTT (Nippon Telephone & Telegraph). It has been operational since December 7, 2003, and connects Renault and Nissan's four main telecommunication centers: Paris (Renault & Nissan Europe), Atsugi (Nissan), Denver (Nissan North America), and Curitiba (Renault & Nissan MERCOSUR).

### 11 Sales Financing

#### RCI Banque

In 1999 RCI Banque, Renault Group's financing arm, bought Nissan's five European financing subsidiaries based in Germany, Spain, the United Kingdom, Italy and the Netherlands. RCI Banque has taken over the financing for Nissan in France (2000), Switzerland (2001) and Austria (2003), in Romania for Eastern Europe, and in Argentina and Brazil for South America. RCI Banque offers customized financing and services to both Renault and Nissan's three customer segments (retail, fleets and dealers).

#### New financing program in Mexico

A new financing program started in January 2004. "NR Finance Mexico S.A. de C.V." (NRFM) offers automobile loans to Renault and Nissan customers and "NR Wholesale Mexico S.A. de C.V." (NRWM) offers financing to Renault and Nissan dealers. Nissan Motor Acceptance Corporation (NMAC), Nissan Mexicana, S.A. de C.V. (NMEX) and RCI Banque (Renault's captive finance company) are the owners of the two companies. In 2004, NRFM achieved 57,550 new vehicle contracts for both companies.

## COOPERATION IN ALL MAJOR AREAS

### REGIONAL COOPERATION

The principle behind regional cooperation is that the leading partner promotes the other's development in a particular region by providing active support in sales and marketing and/or production.

#### 1 Europe

**Target:** Support Renault and Nissan's growth in Europe and reduce distribution costs.

On a European level: Group Offices have been established under Renault's responsibility to facilitate exchange of best practices in after-sales documentation and marketing surveys.

On a local level: Creation of joint local Group Offices under Renault's responsibility in four European countries (France, the United Kingdom, Spain and Italy) while maintaining separate front-office operations.

Establishment of seven Single Legal Entities, owned and managed by Renault, with common premises:

- ◆ Switzerland on February 16, 2001
- ◆ The Netherlands on February 16, 2001
- ◆ Germany on September 16, 2002
- ◆ Austria on May 28, 2003
- ◆ Slovenia on January 1, 2004
- ◆ Croatia on January 1, 2004
- ◆ Portugal on January 1, 2005

In addition to Group Offices and Single Legal Entities in Europe, Renault UK and Nissan Motor GB share common premises and a common parts warehouse created in 2002.

In April 2005, Renault and Nissan opened a common regional parts warehouse in Hungary, which covers activities of both groups in Central Europe (Renault parts are delivered to Austria, Hungary, the Czech Republic and Slovakia, and Nissan parts to Austria, Hungary, Slovakia and Slovenia). Its opening ceremony was held on June 1, 2005.



Common regional parts warehouse, Hungary

#### 2 Mexico

**Target:** Support Renault's return to Mexico and Central America while optimizing Nissan's capacities.

In 2004, Renault and Nissan were the leading group in Mexico with a 23.6% market share.

#### Cross production

1. Renault Scénic at the Nissan Cuernavaca Plant from December 2000, representing the first joint manufacturing operation under the Renault-Nissan Alliance (end of production in mid-2004);
2. Renault Clio at the Nissan Aguascalientes Plant, from November 2001;
3. Nissan Platina, derived from the Renault Clio sedan, and selling from April 2002.

- ◆ **Sales results in Mexico in 2004:** Renault Scénic and Clio: 13,973 units  
Nissan Platina: 55,869 units



Renault Scénic II



Nissan Platina



Renault Clio

### 3 Central America

Five Nissan National Sales Companies (NSCs) have started Renault operations in Ecuador, El Salvador, Honduras, Panama and Nicaragua. In Guatemala, Renault started business in December 2003 with the NSC, that is handling Nissan's operations in El Salvador, Honduras and Nicaragua. In Costa Rica, FASA Group (Renault-Nissan's National Sales Company in Panama) successfully took over Renault's previous importer in April 2005 in order to relaunch the brand in the country.

### 4 MERCOSUR and South America

**Target:** Maximize the synergies within the Alliance in the MERCOSUR by developing Nissan's passenger car and light commercial vehicle sales by joint use of Renault's industrial and commercial complex.

**Brazil:** Nissan do Brasil Automoveis was created in October 2000.

Nissan do Brasil created a network of 64 Nissan dealers in operation at the end of 2004 with the support of the existing Renault dealers (42 showrooms and 22 corners at Renault dealers).

#### Joint production of LCVs

In December 2001, Renault and Nissan inaugurated a new LCV assembly plant, in Curitiba, Parana, Brazil.

#### ◆ Start of production of LCVs

Renault Master: December 2001

Nissan Frontier: April 2002

Nissan Xterra: March 2003

#### ◆ Sales volume in Brazil for 2004 for LCVs

Renault Master II: 2,694 units

Nissan Frontier: 6,679 units

Nissan Xterra: 1,104 units

**Argentina:** Renault Argentina became Nissan's importer in June 2001.

**Peru:** Support was given by the local Nissan partner to re-establish Renault's sales presence.

**Chile:** Nissan sales volumes at the end of 2004 was 12,989 increased by 5,713 units compared to 2003.

### 5 Asia-Pacific

**Target:** Develop sales by Renault in the Asia-Pacific area with Nissan's central back-office and local support (currently five countries). Renault's Asia-Pacific office was established in Tokyo in June 2000. Technical support by Nissan for Renault Samsung Motors in Korea.

**Japan:** Renault's Japan sales network is expanding with Nissan's support. Current Nissan dealers have been selling Renault vehicles since May 2000. A total of 77 (including 13 independent outlets) exclusive or dual-brand dealer outlets are in operation as of August 2005.



Renault-Nissan dealership, Japan

**Australia:** Nissan Australia took responsibility for the distribution of Renault vehicles. Sales began in May 2001 with 25 outlets selected largely from existing Nissan dealers are in operation.

**Malaysia:** Renault signed a memorandum of agreement with TCEC (TC Euro Cars Sdn. Bhd), a subsidiary of Nissan's Malaysian partner on May 15, 2003. TCEC handles the commercial distribution and after-sales services for the Renault range since September 2003, and has produced the Kangoo from the end of 2004.

## COOPERATION IN ALL MAJOR AREAS

**South Korea:** Renault Samsung Motors (RSM) produces SM3, SM5 and SM7, derived from Nissan vehicles, with extensive technical support from Nissan for their production and adaptation. This collaboration establishes future growth for RSM.

In November 2005, Nissan announced to sell the Renault Samsung-built SM3 globally under Nissan badge.



SM3



SM5



SM7

**China:** Both partners have a development strategy in China. Nissan entered into a full-line automotive joint-venture agreement with Dongfeng Motor, and started operations in July 2003. In June 2004, Renault announced a plan with Dongfeng Motor to produce 300,000 vehicles a year in China.

### 6 Africa and Middle East

#### ◆ Maghreb

**Morocco:** Renault importer acquired Nissan importer SIAB (Nissan's exclusive importer for Morocco) on November 1, 2000, and is enhancing Nissan development in the market.

**Tunisia:** ARTES, the Renault National Sales Company (NSC), became the new Nissan NSC on May 16, 2003.

Target: Develop Nissan business and brand awareness.

#### ◆ Sub-Saharan Africa

The strategy for both brands is to consolidate the distributions in the major markets through common hubs in partnership with major international distribution groups.

**South Africa:** Renault uses Nissan's spare parts logistics and warehousing capacity, and shares its technical training center facilities. Renault-Nissan Purchasing Organization (RNPO) is actively pursuing opportunities of joint sourcing in South Africa. In the same spirit, the two partners have created a permanent local Alliance committee with the aim of developing group-office synergy, mainly focused in the sales, marketing and after-market area.

#### ◆ Gulf Countries

**Kuwait:** Sales of Renault vehicles began in January 2003, through the existing Nissan dealer network Al-Babtain group.

**Bahrain:** Sales of Renault vehicles began in February 2003, through the existing Nissan dealer network Al-Moayyed.



Al-Moayyed showroom, Bahrain

**Qatar:** Renault also began sales in Qatar in May 2003, through Nissan dealer Al-Mana.

**United Arab Emirates and Oman:** Nissan National Sales Company (NSC) started distributing Renault models from September 2005.

### 7 Eastern Europe

**Romania:** Renault started importing and distributing Nissan vehicles in January 2003, through a single company, Renault Nissan Romania.

**Bulgaria:** Renault Nissan Bulgaria was created in September 2005 to keep pace with the rapid growth of the Bulgarian automobile market. Renault Nissan Bulgaria, a wholly-owned Renault s.a.s. subsidiary, is responsible for:

- importing vehicles and spare parts for the Renault, Nissan and Dacia brands,
- distributing them through three brand-specific dealer networks.

**Russia:** Nissan and Renault are actively pursuing back-office synergies between their National Sales Companies (NSCs).

## COOPERATION IN ALL MAJOR AREAS

### HUMAN RESOURCES

Human Resources in the Alliance cover two main areas: personnel exchanges and Alliance Business Way Program.

#### Personnel Exchanges

Since the beginning of the Alliance, Renault and Nissan have been committed to developing personnel exchanges in order to increase Alliance performance. These exchanges concern approximately 412 employees (including common organizations) and can be grouped into 4 categories:

1. The first category includes Renault and Nissan expatriates who are employed by the partner company. Such exchanges help reinforce the various functions through the sharing of best practices as well as encouraging mutual understanding.

As of June 1, 2005, 70 expatriates fall into this category:

- ◆ 36 Renault employees have joined Nissan in Japan and work mainly in Ginza (Headquarters) and Atsugi (Technical Center).
- ◆ 34 Nissan employees work at Renault, either at the headquarters or at Rueil and Guyancourt.

2. 14 other expatriates work in Alliance projects such as development of platforms, engines and transmissions, etc.

3. A third category is made up of people working in common companies (RNPO and RNIS). Approximately 270 people fall into this group.

4. Lastly, personnel exchanges within a regional framework also exist. Thus, 37 Renault employees have been assigned to work in European Nissan affiliates. Nissan has also posted 21 employees either to Renault Samsung Motors or Renault Japan and the Asia-Pacific region.

These 412 people are not the only ones directly making the Alliance work. Several hundred people are involved in Alliance bodies, particularly Cross-Company Teams (CCTs) and Functional Task Teams (FTTs). These people remain employed by their home company.

#### Alliance Business Way Program

The objective of the Alliance Business Way Program is to increase the Alliance's global performance by reinforcing team performance and individual skills. Training programs are as follows:

**Working with Japanese/French Partners** is a training to understand cultural backgrounds and working styles, with three main focuses: communications, project management and how to overcome resistance and problems while maintaining a positive partnership. It is aimed at key Alliance contributors offered both at Renault and Nissan.

**Team-Working Seminars (TWS)** are aimed at Alliance bodies, such as CCTs, FTTs and common organizations to improve teamwork efficiency, strengthen personal links and mutual trust, build team identity, and share common team goals.



Renault-Nissan Team-Working Seminar (TWS)

## SIX YEARS OF THE ALLIANCE

### 1999

**March 27:** Louis Schweitzer and Yoshikazu Hanawa sign the Alliance agreement between Renault and Nissan in Tokyo.

**May 28:** Closing date of the agreement: Renault takes a 36.8% equity stake in Nissan Motor, a 15.2% equity stake in Nissan Diesel and acquires Nissan's five financial subsidiaries in Europe.

**June 9:** The first informal meeting of the Global Alliance Committee (GAC), governing body of the Renault-Nissan Alliance, takes place in Paris, followed by monthly meetings alternately in Paris and Tokyo.

**June 10:** Yoshikazu Hanawa joins the Renault Board of Directors.

**June 25:** Carlos Ghosn (Chief Operating Officer), Patrick Pélata (Executive Vice-President, Product Planning and Corporate Strategy) and Thierry Moulouquet (Senior Vice-President, Deputy Chief Financial Officer) join the Nissan Board of Directors.

**July 6:** Renault and Nissan each take their stake in Nissan Diesel to 22.5%.

**October 18:** Carlos Ghosn announces the Nissan Revival Plan (NRP) in Tokyo.

### 2000

**January:** Renault Mexico is established with Nissan's support.

**March 30:** The creation of the International Advisory Board (IAB) is announced.

**June 20:** Carlos Ghosn is named President and Chief Operating Officer of Nissan by the Board of Directors.

**July:** Sales of Renault vehicles in El Salvador and Honduras through Nissan's local partner Grupo Q. El Salvador and Honduras begin.

**October:** Nissan do Brasil Automoveis is established with existing Renault dealers' support.

**October 30:** Renault Maroc purchased Nissan's distributor SIAB in Morocco.

**November:** Sales of Renault vehicles in Ecuador through Nissan's local partner Automotores y Anexos . S.A. begin.

**December 6:** Production of the Scénic at the Nissan Cuernavaca Plant in Mexico begins.

### 2001

**February 16:** Renault and Nissan's new common commercial organizations in Europe, the first Single Legal Entities (SLEs), are established in Switzerland and in the Netherlands.

**April 2:** Renault-Nissan Purchasing Organization (RNPO), a joint purchasing company, is established.

**May:** Sales of Nissan vehicles in Congo through Renault's existing dealers begin.

**May 2:** The first Renault showroom is opened in Australia in cooperation with Nissan.

**June:** Sales of Nissan vehicles in Mali through Renault's existing dealers begin.

**June:** Renault Argentina becomes a Nissan importer in Argentina.

**June 21:** Carlos Ghosn is named President and Chief Executive Officer of Nissan by the Board of Directors.

**July 21:** Sales of Renault vehicles in Taiwan with Nissan's local partner begin.

**September:** Sales of the Renault Kangoo 4x4 fitted with a Nissan 4WD unit begin.

**September 13:** Renault and Nissan set up a common IS/IT organization.

**November 1:** Distribution of Renault vehicles in Indonesia through the local Nissan distributor begins.

## SIX YEARS OF THE ALLIANCE

**November 15:** Production of the Renault Clio at the Nissan Aguascalientes Plant in Mexico begins.

**December 20:** Renault and Nissan inaugurate an LCV plant in Curitiba, Brazil. Production of the Renault Master van, the first model made at the LCV plant in Curitiba, Brazil, begins.

### 2002

**February:** SERA Senegal, the Renault NSC in Senegal, becomes a Nissan importer.

**February:** Production of Nissan ND manual transmission begins at the Renault Cacia Plant in Portugal.

**March:** Sales of the Nissan Interstar in Europe, a double-badged vehicle with the Renault Master, begin.

**March 1:** Renault increases its stake in Nissan to 44.4%.

**March 4:** Production of the Nissan Platina, derived from the Clio sedan, begins at the Nissan Aguascalientes Plant in Mexico.

**March 5:** Sales of the Nissan March in Japan, the first vehicle built on the common B platform, begin.

**March 8:** Sales of the Renault Vel Satis, powered by a Nissan 3.5-liter V6 gasoline engine, begin.

**March 28:** Renault and Nissan set up a common strategic management structure, Renault-Nissan bv.

**March 29:** Nissan acquires a 13.5% stake in Renault.

**April 22:** Production of the Nissan Frontier pickup, the second model produced at the LCV plant in Curitiba, Brazil, begins.

**April 26:** Carlos Ghosn joins the Renault Board of Directors.

**May 28:** Nissan increases its stake in Renault to 15%.

**May 29:** The Alliance Board, replacing the Global Alliance Committee (GAC), meets for the first time.

**June 20:** Shemaya Lévy joins the Nissan Board of Directors.

**July 1:** Renault-Nissan Information Services (RNIS) is established.

**September:** Sales of Renault Mégane II in Europe, the first vehicle built on the common C platform, begin.

**September 16:** Renault and Nissan's new common commercial organization in Europe, the third Single Legal Entity (SLE), is established in Germany.

**October 22:** Production of the X83 compact van begins at the Nissan Barcelona Plant in Spain – the first cross-manufacturing project in Europe (sold as the Renault Trafic, Nissan Primastar and Opel/Vauxhall Vivaro).

**December:** Sales of the Nissan Almera in Europe, fitted with the Renault 1.5-liter diesel engine, begin.

**December 15:** The FASA Group, the Nissan distributor in Panama, becomes a Renault importer.

### 2003

**January 3:** Sales of Renault vehicles through Nissan's local sales network in Kuwait begin.

**January 17:** Renault begins managing the importing and distribution of Nissan vehicles in Romania.

**January 23:** Sales of the new Nissan Micra, the European version of the Japanese March based on the common B platform in Europe, begin.

**February 2:** Sales of Renault vehicles through Nissan's local sales network in Bahrain begin.

**March:** Sales of the Nissan Primera in Europe, fitted with the Renault 1.9-liter diesel engine, begin.

## SIX YEARS OF THE ALLIANCE

**March 26:** Production of the Nissan Xterra, the third model produced at the LCV plant in Curitiba, Brazil, begins.

**April:** Sales of the new Nissan Micra in Europe fitted with the Renault 1.5-liter diesel engine begin, completing the new common-rail diesel engine line-up for the European market.

**May 5:** Sales of Renault vehicles through Nissan's local sales network in Qatar begin.

**May 16:** Distribution of Nissan vehicles by Renault importer (ARTES) in Tunisia begins.

**May 28:** Renault and Nissan's new common commercial organization in Europe, the fourth Single Legal Entity (SLE), is established in Austria.

**July 24:** Itaru Koeda joins the Renault Board of Directors, succeeding Yoshikazu Hanawa.

**August:** Sales of Renault vehicles in Guatemala through Nissan's local partner Grupo Q Guatemala, begin.

**October:** Sales of the Nissan Kubistar in Europe, a double-badged vehicle with the Renault Kangoo, begin.

**November 27:** Renault reduced its stake in Nissan Diesel from 22.5% to 17.9%, while Nissan's stake increased from 22.5% to 23.9%.

### 2004

**January 1:** Renault and Nissan's new common commercial organizations in Europe, Single Legal Entities (SLE), are established in Slovenia and Croatia respectively.

**January:** RNPO Phase III, enlarging the scope of its activities and its geographic responsibilities, begins.

**January:** In Mexico, a new common financing program, which proposes auto loans to Renault and Nissan customers and dealers, begins.

**March 29:** "Alliance Vision - Destination" is announced for the fifth anniversary of the Alliance.

**June:** Sales of the Renault Master in Europe, fitted with the Nissan 3.0-liter diesel engine, begin.

**September:** Sales of the Renault Modus, Renault's first vehicle built on the common B platform, begin in Europe.

**September:** Sales of the Logan, marketed under both Renault and Dacia brands, begin in Romania. The Logan is based on a derivative of the common B platform.

**September 30:** Sales of the Nissan Tiida, based on the common B platform, fitted with the common HR15DE (S2G) engine and the first Alliance co-developed navigation and communication system, begin in Japan.

**November:** Sales of Renault vehicles in Nicaragua through Nissan's local partner Grupo Q Nicaragua begin.

**December 1:** Sales of the third Renault Samsung Motors model, the SM7, with the technical support of Nissan, begin in South Korea.

**December 2:** Sales of the Nissan Lafesta, Nissan's first vehicle built on the common C platform, fitted with the common MR20DE (M1G) engine, begin in Japan.

**December 15:** Renault Kangoo CKD assembly in Malaysia begin with the support of Nissan's local partner.

### 2005

**January 1:** Renault and Nissan's new common commercial organization in Europe, the seventh Single Legal Entity (SLE), is established in Portugal.



## SIX YEARS OF THE ALLIANCE

**January 1:** Patrick Blain and Jean-Louis Ricaud become members of the Alliance Board, replacing François Hinfray and Pierre-Alain De Smedt.

**January 11:** Additional sales of Nissan Tiida and Tiida Latio with the common MR18DE (M1G) engine begin in Japan.

**January 25:** Sales of the Renault Samsung Motors model, the new SM5, with the technical support of Nissan, begin in South Korea.

**February 21:** First European application of Alliance co-developed navigation and communication system (on the new Renault Laguna and the Nissan Pathfinder) is announced.

**March 1:** First common 6-speed manual transmission on Renault Modus displayed at the Geneva Motorshow.

**March 8:** Renault sells all of its 17.9% stake in Nissan Diesel.

**April 1:** Toshiyuki Shiga and Mitsuhiro Yamashita become members of the Alliance Board, replacing Norio Matsumura and Nobuo Okubo.

**April 4:** Sales of Renault Modus, the first vehicle fitted with common 6-speed manual transmission, based on the common B platform, begin.

**April 21:** Last Alliance Board Meeting for Louis Schweitzer is held.

**April 29:** Carlos Ghosn is appointed President and CEO of Renault. Louis Schweitzer is appointed Chairman of the Board of Renault.

**April:** Sales of Renault vehicles in Costa Rica through Nissan's local partner PanaMotor in Panama begin.

**May 31:** Sales of Nissan Serena, based on the common C platform and fitted with the common MR20DE (M1G) engine, begin in Japan.

**June 1:** Opening ceremony for Renault and Nissan joint parts warehouse in Hungary is held (established in April 2005).

**June 21:** Patrick Pélata, who had returned to Renault, is re-elected as a non-executive Director of Nissan.

**July 1:** Patrick Pélata becomes a member of the Alliance Board, replacing Georges Douin.

**September 16:** Sales of Renault Clio III, based on the common B platform and containing the common 6-speed manual transmission, begin.

**November 14:** Sales of Nissan Wingroad, based on the common B platform and fitted with the common HR15DE and MR18DE (S2G and M1G) engine, begin in Japan.

**November 15:** Establishment of Renault Nissan Bulgaria is announced.

**November 24:** Sales of new Renault Samsung-Built Sedan SM3 globally under Nissan badge is announced.

**December 21:** Sales of Nissan Bluebird Sylphy, based on the common B platform and fitted with the common HR15DE and MR20DE (S2G and M1G) engine, begin in Japan.

## RENAULT GROUP LINE-UP



RENAULT



TWINGO / (Sub B)



CLIO III / (B)



CLIO RENAULT SPORT / (B)



CLIO V6 RENAULT SPORT



CLIO THALIA / SYMBOL / (B)



MODUS / (B)



LOGAN / (B)



MÉGANE HATCH / (C)



MÉGANE SPORT SALOON / (C)



MÉGANE COUPÉ-CABRIOLET / (C)



MÉGANE SPORT TOURER / (C)



GRAND SCÉNIC / (C)



MÉGANE COUPÉ / (C)



MÉGANE RENAULT SPORT / (C)



SCÉNIC / (C)



LAGUNA / (D)

## RENAULT GROUP LINE-UP

## RENAULT GROUP LINE-UP



RENAULT



LAGUNA SPORT TOURER / (D)



VEL SATIS / (E)



ESPACE / (E)



GRAND ESPACE / (E)



KANGOO / (B)



KANGOO 4WD / (4x4)



KANGOO EXPRESS / (LCV)



TRAFIC VDC / (LCV)

## RENAULT GROUP LINE-UP



TRAFIC VAN / (LCV)



MASTER / (LCV)



SM3 / (D)



SM5 / (E)



SM7 / (E)

Dacia  
groupe Renault

LOGAN / (B)



PICK-UP / (LCV)

## NISSAN GROUP LINE-UP\*1



OTTI



MOCO



MARCH / MICRA / (B)



MICRA C+C / (B)



CUBE / CUBE CUBIC / (B)



NOTE / (B)



TIIDA / VERSA HATCHBACK\*2 / (C)



TIIDA LATIO / VERSA SEDAN\*2 / (C)



BLUEBIRD SYLPHY / (C)



SENTRA / (C)



ALMERA / (C)



ALMERA TINO / (C)



WINGROAD / (C)



PRIMERA / PRIMERA WAGON / (D)



TEANA / CEFIRO / MAXIMA / (E)



ALTIMA / (E)

## NISSAN GROUP LINE-UP\*1

\*1A partial model line-up is published here.

\*2Sales will start summer 2006 in US.

## NISSAN GROUP LINE-UP\*



SKYLINE / (E)



SKYLINE COUPE / (E)



MAXIMA / (E)



STAGEA / (E)



FUGA / (F)



CIMA / (F)



PRESIDENT / (F)



FAIRLADY Z / 350Z / ROADSTER / (SPORTS)



X-TRAIL / (4x4)



SAFARI / PATROL / (4x4)



ARMADA / (4x4)



PATHFINDER / (4x4)



XTERRA / (4x4)



TERRANO / (4x4)



MURANO / (CROSSOVER)



LAFESTA / (MPV)

## NISSAN GROUP LINE-UP\*

## NISSAN GROUP LINE-UP\*



PRESAGE / (MPV)



SERENA / (MPV)



ELGRAND / (MPV)



QUEST / (MPV)



INTERSTAR / (LCV)



PRIMASTAR / (LCV)



KUBISTAR / (LCV)



TITAN / (Pickup)



FRONTIER / NAVARA / (Pickup)



EXPERT / (LCV)



CARAVAN / (LCV)



ATLAS / (LCV)



CLIPPER / (LCV)



AD VAN / (LCV)



VANETTE / (LCV)



CIVILIAN / (LCV)

## NISSAN GROUP LINE-UP\*

NISSAN GROUP LINE-UP\*



INFINITI.



INFINITI Q45 / (F)



INFINITI M / (F)



INFINITI G35 SEDAN / (E)



INFINITI G35 COUPE / (E)



INFINITI QX56 / (4x4)



INFINITI FX / (CROSSOVER)

Notes section with horizontal dashed lines for writing.





DETAIL OF RENAULT VEL SATIS  
DETAIL OF NISSAN NOTE



**RENAULT NISSAN**