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## RENAULT-NISSAN ALLIANCE

Nissan has greatly increased its global footprint and achieved dramatic economies of scale through the Renault-Nissan Alliance, a unique and highly scalable strategic partnership founded in 1999.

In 2014, the Alliance sold nearly a record 8.5 million vehicles, representing about 1 in 10 new cars sold worldwide. ▶ Our vehicles are marketed under the following eight brands: Nissan, Infiniti, Datsun, Venucia, Renault, Renault Samsung Motors, Dacia and Lada (AVTOVAZ).

▶ Including sales by Russia's AVTOVAZ.



### The Alliance's Vision

Although it was initially considered a unique arrangement in the late 1990s, the Alliance quickly became a model for similar partnerships in the auto industry. The Alliance itself has entered strategic collaborations with numerous automakers including Germany's Daimler AG, China's Dongfeng Motor Company Ltd. and India's Ashok Leyland Ltd., and it continues to prove itself as the industry's most enduring and successful partnership. The Alliance also has a majority stake in AVTOVAZ, Russia's largest automaker, through a joint venture with Russian state corporation Rostec Corp.

The Alliance is based on the rationale that substantial cross-shareholding investments compel each company to act in the financial interest of the other while maintaining individual brand identities and independent corporate cultures. Renault has a 43.4% stake in Nissan while Nissan holds a 15.0% stake in Renault. The cross-shareholding arrangement requires mutual trust and respect, as well as a transparent management system focused on speed, accountability and performance.

On April 1, 2014, Renault and Nissan converged four key functions—Engineering, Manufacturing & Supply-chain Management, Purchasing and Human Resources—in order to enhance performance and accelerate synergies. Each unit is headed by a dedicated Alliance Executive Vice President. By converging these units, the Alliance estimates it will be able to generate at least €4.3 billion in synergies in 2016, up from more than €3.8 billion in 2014.

▶ [Click here for more information on the Renault-Nissan Alliance.](#)

### Alliance Objectives

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

To be among the top three automakers in terms of:

- 1 Technology innovation
- 2 Revenue and operating profit
- 3 Quality and customer satisfaction

### Technology Leadership

The Alliance technology leadership is built on three key strategic focuses: zero-emission vehicles, connected cars and autonomous driving.

Today, the Alliance is the leader in zero-emission mobility, having sold more than 238,000 electric vehicles globally, more than all major automakers combined. ▶ The Nissan LEAF remains the world's best-selling EV ever.

▶ As of March 2015.