

ALLIANCE FACTS & FIGURES 2014

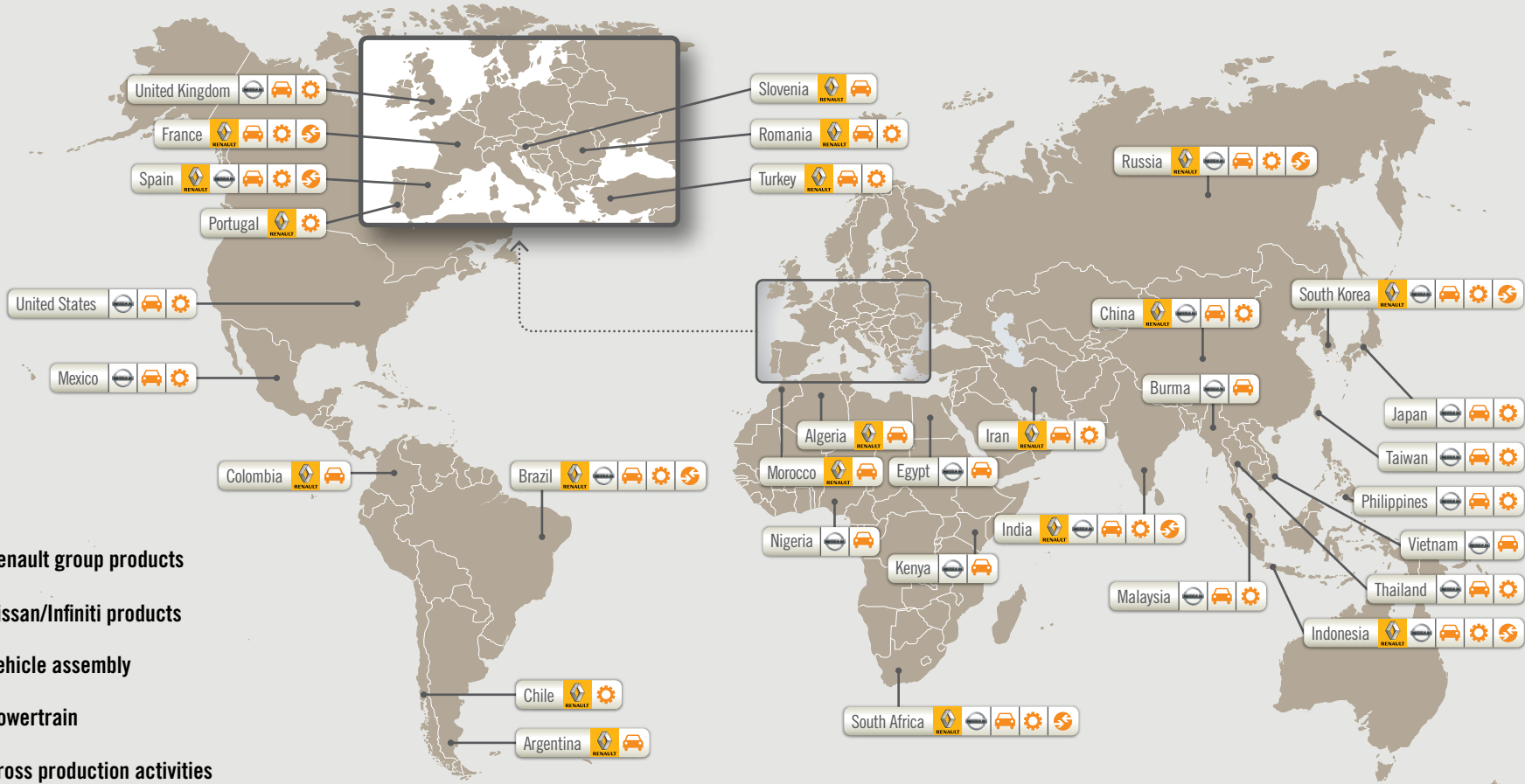







RENAULT NISSAN



THE ALLIANCE'S GLOBAL FOOTPRINT

MAP OF PRODUCTION SITES



-  Renault group products
-  Nissan/Infiniti products
-  Vehicle assembly
-  Powertrain
-  Cross production activities

Founded in 1999, the Renault-Nissan Alliance has become the longest-lasting cross-cultural combination among major carmakers. This unique partnership is a pragmatic, flexible business tool that can expand to accommodate new projects and partners worldwide.

- ◆ The Alliance is a buffer to protect partners during regional downturns, and it has accelerated Renault and Nissan's momentum in some of the world's fastest growing economies.
- ◆ The Alliance has helped Renault and Nissan outperform historic regional rivals, elevating both companies into an elite tier. Together, Renault and Nissan rank in the top four car groups globally.
- ◆ Based on cross-shareholding and mutual self-interest, the Alliance business platform maximizes synergies without destroying brand identity. In order to achieve competitive economies of scale, many automakers are embarking on collaborations similar to the groundbreaking partnership that Renault and Nissan established 15 years ago.

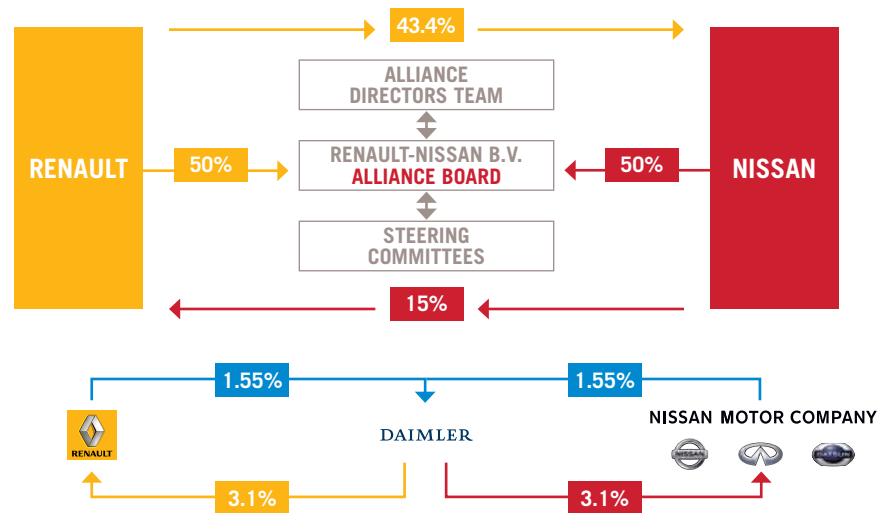
ALLIANCE MID-TERM OBJECTIVES:

	2016 OBJECTIVES	2013 STATUS
	<p>OVER 10 MILLION UNITS Worldwide Alliance Sales Volume in 2016</p>	<p>8.3 million units</p>
	<p>€4.3B SYNERGIES</p>	<p>€2.8B synergies*</p>
	<p>AVERAGE 9% OF REVENUE R&D + CAPEX Investment over the duration of 6-Year Plan</p>	<p>9.56%</p>

* 2013 estimate

Renault holds a 43.4% stake in Nissan. Nissan holds a 15% stake in Renault. The cross-shareholding model ensures that both partners have a mutual self-interest and encourages each to pursue "win-win" strategies that benefit both.

Formed on March 28, 2002, Renault-Nissan BV is a company incorporated under Dutch law and equally owned by Renault SA and Nissan Motor Co., Ltd., responsible for the strategic management of the Alliance.



DAIMLER:

In 2010, the Renault-Nissan Alliance and Daimler AG announced a historic collaboration to increase efficiencies worldwide. As part of the agreement, the Renault-Nissan Alliance took a 3.1% stake in Daimler. Daimler took a 3.1% stake in Renault and a 3.1% stake in Nissan.

AVTOVAZ:

In 2012, Renault-Nissan acquired a majority stake in Alliance Rostec Auto BV, a joint venture with Russian Technologies which will control 74.5% of AVTOVAZ by 2014.

ALLIANCE COMBINED SALES IN 2013:

- ◆ The Renault-Nissan Alliance sold a record 8.3 million units in 2013, up about 2.1% from 2012. The Renault-Nissan Alliance captured about 10% of the global market in 2013.
- ◆ Together, Renault and Nissan ranked as the No. 4 car group in terms of worldwide sales.
- ◆ Nissan sold 5.1 million units worldwide, up 3.3%. Renault sold 2.6 million units, up 3.1%, despite a 1.7% decline in the European market. AVTOVAZ, owner of the Lada brand, sold 533,634 units, down 12.1% from 2012 amid the economic slowdown in Russia.

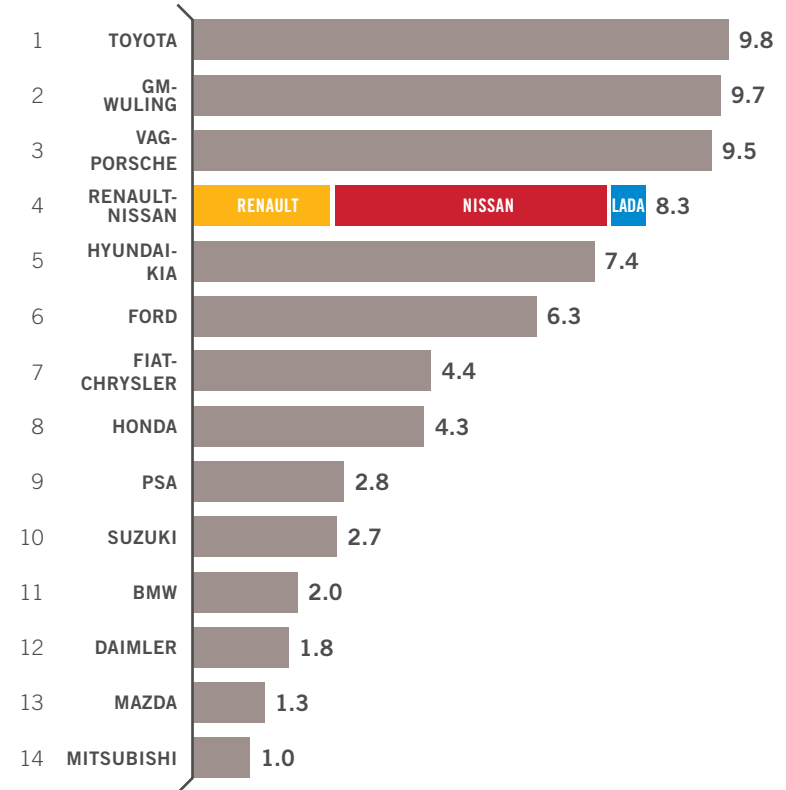
ALLIANCES KEY FIGURES:



SALES UNITS	REVENUES
Renault, Dacia, RSM: 2.6 M AVTOVAZ: 0.5 M Nissan: 5.1 M	Renault: €40.9 B (FY 2013*) Nissan: €90.1 B (FY 2012)

*not including AVTOVAZ

2013 SALES RESULTS (in million units)



The Alliance targets 10% market share in all markets of more than 1 million vehicles. On top of that, the Alliance is accelerating growth in emerging markets, including the countries that will be global engines of growth in the 21st century: Brazil, Russia, India and China, and beyond, with new industrial projects in Indonesia, Myanmar and Nigeria.

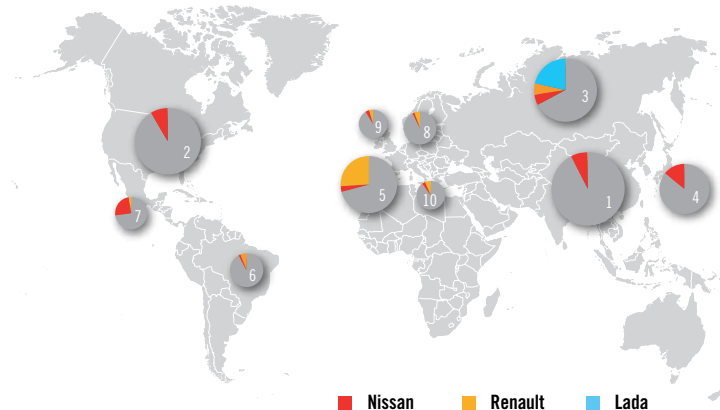
THE ALLIANCE IS A POWERFUL BUSINESS LEVER IN EMERGING MARKETS:

- ◆ Nissan used Renault's Curitiba plant to establish a foothold in Brazil, Latin America's largest market, and is now building a new factory in Resende.
- ◆ In Russia, Europe's fastest growing market, the Alliance builds Renault, Nissan, Datsun and Lada models at the AVTOVAZ plant in Togliatti.
- ◆ India is home to the largest Alliance plant, where the record-selling Renault Duster and the Nissan Terrano are produced.
- ◆ Renault signed an agreement to establish a manufacturing base in China with Dongfeng, Nissan's trusted partner for more than a decade.



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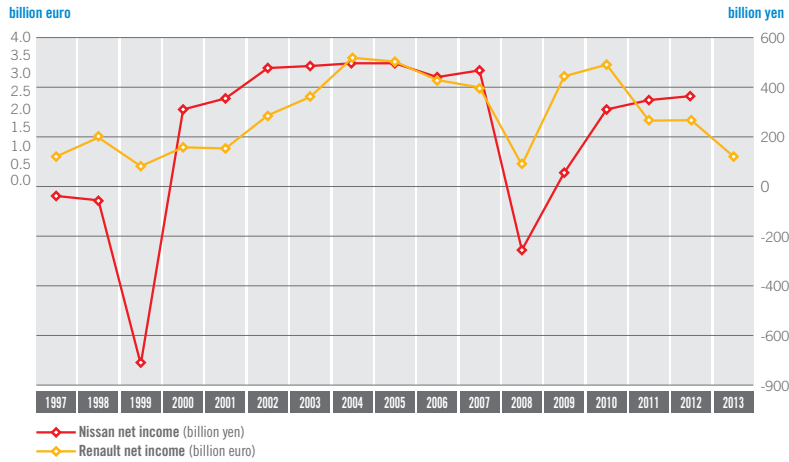
ALLIANCE WORLD MARKET:



TOP 10 ALLIANCE COUNTRIES:

#	COUNTRY	TOTAL SALES (VEHICLES)	MARKET SHARE
1	China	1,300,324	6.1%
2	US	1,248,421	8.0%
3	Russia*	821,404	29.6%
4	Japan	682,592	12.7%
5	France	612,885	28.4%
6	Brazil	314,158	8.8%
7	Mexico	285,650	26.9%
8	Germany	218,693	6.9%
9	UK	205,334	8.1%
10	Turkey	164,001	19.3%

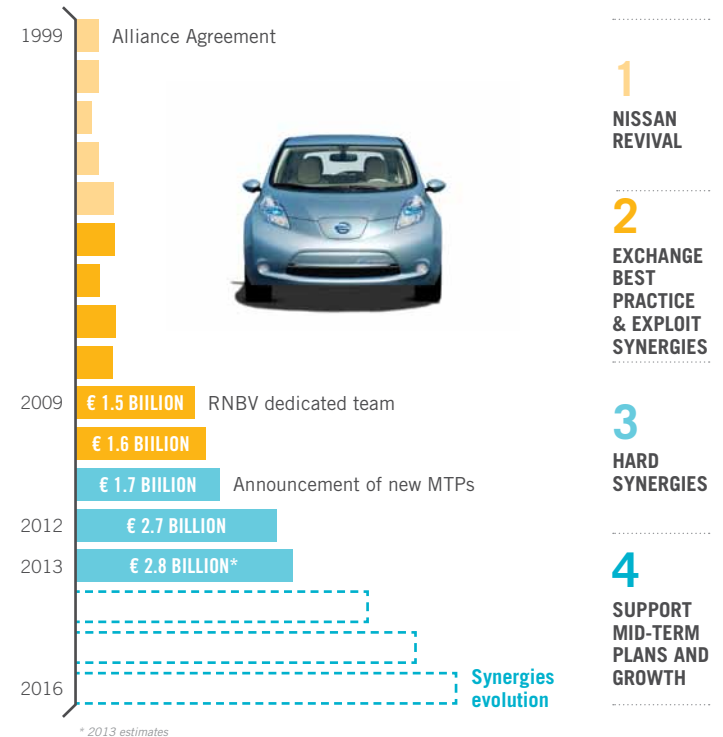
*Including AVTOVAZ



New QASHQAI production at Nissan Motor UK in Sunderland © Nissan Europe

SYNERGIES OVERVIEW

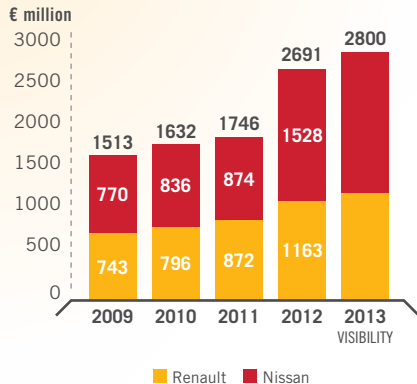
Alliance synergies accelerated in 2009 with the creation of a Renault-Nissan dedicated team to capture hard synergies. In 2013, the Alliance realized an estimated 2.8 billion euros in new synergies. The Alliance is studying further convergence in four core business functions: R&D, Manufacturing, Purchasing and Human Resources. The Alliance estimates that the new projects will result in at least €4.3B in annualized synergies by 2016.



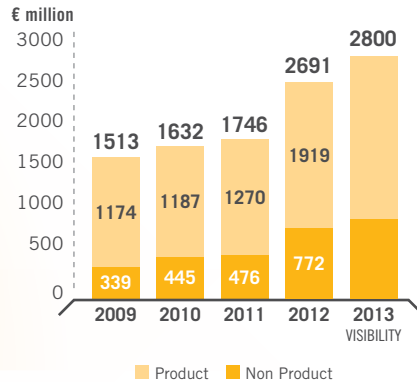
SYNERGIES OVERVIEW

- ◆ Synergies are reported by Cross Company Teams' pilots, and validated by Cost Control & Alliance Economic Advisor
- ◆ Only new synergies are taken into account
- ◆ Synergies come from cost reductions, cost avoidance and revenue increase

2009 to 2013 evolution of synergies for Renault and Nissan



2009 to 2013 evolution of synergies by type



PURCHASING

Renault-Nissan Purchasing Organization, or RNPO, is the Alliance's largest common organization. It negotiates prices among suppliers on behalf of both Renault and Nissan. Since 2009, joint purchasing represents 100% of Alliance commodity purchases, compared to 30% in 2001.

RESEARCH AND DEVELOPMENT

Common Module Family: The Next Step in Integration

Common Module Family is a modular architecture system that dissects the vehicle into five components – known as the “4+1 Big Modules” concept. The modules include four basic body units (engine compartment, cockpit, front underbody and rear underbody), plus the vehicle's electrical and electronic systems. Product developers “mix and match” components for a larger variety of vehicles -- from urban subcompacts to compacts, mid-size sedans, crossovers and SUVs.

CMF has three segments:

- **CMF-A:** small, fuel-efficient vehicles for high-growth markets
- **CMF-B:** mid-sized vehicles
- **CMF-C/D:** larger vehicles, including many SUVs and crossovers

CMF vehicles in production include the Nissan X-Trail (in multiple plants worldwide), Nissan Rogue (Tennessee, USA), and Nissan Qashqai (Sunderland, UK). Renault CMF vehicles will begin production later this year. By 2018, 70% of all Renault-Nissan Alliance vehicles will fall within CMF scope.



EXCHANGES OF POWERTRAINS AND COMMON POWERTRAINS

To capitalize on powertrain expertise of both partners, the Alliance co-develops common engines and gearboxes. Centers of excellence stem from the companies' historic areas of expertise: Renault specializes in diesel engines and manual transmissions, while Nissan specializes in gasoline engines and automatic transmissions.

Powertrain synergies represented €709 million in 2012.



ALLIANCE DIESEL ENGINES K9K and R9M equip best-selling vehicles like Nissan QASHQAI © Nissan Europe

In addition to synergies on parts, platforms and purchasing, the Renault-Nissan Alliance has created numerous teams that have unlocked cost savings strategies around the world, including:

- ◆ **Logistics:** A unified team has commonized packing, shipping and other functions that are completely invisible to the consumer, achieving €176 million in synergies in 2012.
- ◆ **Customs & Trade:** A dedicated team has reduced customs duties and administrative costs that each company incurred separately. The team has also negotiated better terms and implemented economic policies to establish best practices for regions around the globe. Customs & Trade represented a level of synergies of €400 million in 2012.
- ◆ **IS/IT:** Renault and Nissan share common information systems infrastructure, data centers and licenses, and generated €60 million in synergies in 2012.
- ◆ **Sales and Marketing:** In 2012, the Alliance won its first fleet contracts to supply at least 15,000 vehicles on multiple continents for global food company Danone. In 2013, Alliance fleet also signed sales contracts with IT group ATOS and pharmaceutical company Merck.



The Renault-Nissan Alliance Fleet Team – Vincent Dubroca and Uwe Hochgeschurtz, Renault, Jordi Vila-Onses and Romain d'Anthony, Nissan

STRATEGIC COOPERATION WITH DAIMLER

Daimler AG, maker of Mercedes, is one of the world's largest luxury car manufacturers. In April 2010, the Renault-Nissan Alliance and Daimler AG announced a strategic partnership based on three "pillar projects" with the expectation that the relationship could deepen as the teams discovered specific new projects. The scope of the partnership has expanded substantially in four years.

Under the cooperation, teams are working together on the following projects:

FOR RENAULT AND DAIMLER:

- ◆ A new common architecture for Daimler's smart and Renault Twingo successors (New Twingo revealed in February 2014)
- ◆ Citan, a new light commercial vehicle under the Mercedes-Benz brand, based on Renault technology and produced in Renault's plant in Maubeuge, France
- ◆ Ultra low-consumption diesel and gasoline engines, including a 1.5 liter diesel engine, manufactured by Renault in Valladolid (Spain), for the Mercedes A and B Class

FOR NISSAN AND DAIMLER:

- ◆ Production of Mercedes-Benz 4-cylinder gasoline engines at Nissan's new powertrain assembly facility in Decherd, Tennessee
- ◆ A Daimler 2.2 liter turbo diesel engine, coupled with a 7-speed automatic or 6-speed manual gearbox for the Q50, Infiniti's new flagship Sedan
- ◆ Cross supply of Mercedes Canter – Nissan Atlas trucks in Japan
- ◆ A future luxury entry-level Infiniti compact car co-developed on the Mercedes Front Wheel Drive architecture used for Class A and Class B models
- ◆ Research and development on next-generation Fuel-Cell Electric Vehicle
- ◆ Daimler also granted Nissan a license to manufacture automatic transmissions (9 speed) with its latest technology for use in Nissan and Infiniti vehicles

FOR RENAULT, NISSAN AND DAIMLER:

- ◆ Renault-Nissan and Daimler are jointly developing a new family of three- and four-cylinder gasoline engines with turbocharging and direct fuel injection. The engines feature advanced technology with significantly improved fuel efficiency.



Thierry BOLLORÉ
Executive Vice President,
Chief Competitive Officer



Jean-Michel BILLIG
Executive Vice President,
Engineering
and Quality



Jérôme STOLL
Executive Vice President,
Chief Performance Officer,
Sales & Marketing



Mouna SEPEHRI
Executive Vice President
Office of the CEO



Carlos GHOSN
Chairman and Chief Executive
Officer of Renault and Nissan

NISSAN MOTOR COMPANY



Toshiyuki SHIGA
Vice-Chairman
Nissan Motor Co., Ltd



Mitsuhiro YAMASHITA
Executive Vice President,
Research Technology and
Engineering Development



Hidetoshi IMAZU
Executive Vice President,
Manufacturing and
Supply Chain
Management



Greg KELLY
Nissan Representative
Director and SVP, HR and
CEO Office

The Alliance Board is the common governance body of the Alliance, held by Renault-Nissan BV, headquartered in Amsterdam, with 50% shareholdings by both companies.

It is formally composed of three Renault senior executives and three Nissan senior executives, and it is supported by the full Executive Committee of both companies. It is chaired by Renault-Nissan Alliance Chairman and CEO Carlos Ghosn.

The board focuses on strategic direction, significant new opportunities for collaboration, and the progress of the Alliance relative to industry benchmarks.

Alliance Board Meetings typically include a focus on:

- ◆ Mid-term plan progress
- ◆ Validation of product plans
- ◆ Commonality of products and powertrains
- ◆ Strategic investments impacting the Alliance
- ◆ Strategic cooperations with third parties

In May 2009, in the midst of the global economic slowdown, the Renault-Nissan Alliance created a small team of dedicated Alliance directors to accelerate synergies and best-practice sharing. The directors foster deeper, broader cooperation to enhance performance of all partners.

The Alliance Managing Directors are responsible for the operations of Alliance functions for both partners.

Alliance Directors advise teams in partner companies and accelerate best-practice sharing across the Alliance to help increase synergies. They may oppose any measures taken by Renault or Nissan that run counter to the development of synergies, referring the matter to the executive committee of the company concerned or even, ultimately, the Alliance Board.



* Managing Director / ** Alliance Director, Global Purchasing & RNPO Managing Director

1999

- ◆ Louis Schweitzer and Yoshikazu Hanawa sign the Alliance agreement between Renault and Nissan in Tokyo.
- ◆ 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.

2000

- ◆ Carlos Ghosn is appointed President and Chief Operating Officer of Nissan by the Board of Directors.
- ◆ Nissan do Brasil Automoveis is established with existing Renault dealers' support.

2001

- ◆ Renault-Nissan Purchasing Organization (RNPO), a joint purchasing company, is established.
- ◆ Carlos Ghosn is appointed President and Chief Executive Officer of Nissan by the Board of Directors.
- ◆ Production of the Renault Clio at the Nissan Aguascalientes plant in Mexico begins.
- ◆ Renault and Nissan inaugurate a LCV plant in Curitiba, Brazil to produce Renault Master.

2002

- ◆ Renault increases its stake in Nissan to 44.4% and Nissan acquires a 15% stake in Renault.
- ◆ Sales of the Nissan March in Japan, the first vehicle built on the common B platform, begin.

2003

- ◆ Sales of the new Nissan Micra, the European version of the Japanese March based on the common B platform begin in Europe.
- ◆ Sales of the Nissan Kubistar, a double-badged vehicle with the Renault Kangoo, begin in Europe.

2004

- ◆ Sales of the Renault Modus, Renault's first vehicle built on the common B platform, begin in Europe.
- ◆ Sales of the Nissan Tiida, based on the common B platform, fitted with a common engine and the first Alliance co-developed navigation and communication system, begin in Japan.
- ◆ Sales of the third Renault Samsung Motors model, the SM7, with the technical support of Nissan, begin in South Korea.

2005

- ◆ Carlos Ghosn is appointed President and CEO of Renault, while remaining CEO of Nissan and becoming the first person to head two Global 500 companies simultaneously.

2006

- ◆ Renault unveils a new Alliance diesel engine, developed by Renault, the 2.0 dCi, to be used in Megane, Laguna, Espace and Vel Satis models, as well as in Nissan models.
- ◆ Renault and Nissan announce that they are working together on EV (Electric Vehicle) development.

2007

- ◆ Nissan begins sales of the Nissan Aprio, a subcompact car for the Mexican market based on the Renault Logan, built in the Renault passenger car plant in Brazil.
- ◆ Renault and Nissan create a new technology and business center in India (Renault Nissan Technology and Business Center in India: RNTBCI).
- ◆ Renault announces the production of Renault Sandero in Nissan South Africa plant from 2009.

2008

- ◆ A new Alliance joint parts warehouse opens in Russia.
- ◆ Global liquidity crisis forces both Renault and Nissan to increase synergies and conserve resources wherever possible.
- ◆ Renault acquires a 25% stake in AVTOVAZ, Russia's No.1 carmaker and owner of the Lada brand.

2009

- ◆ Creation of the RNBV dedicated team of Alliance Directors.

2010

- ◆ Renault and Nissan open Alliance plant in Chennai, India – the first dedicated plant conceived and constructed as a joint manufacturing facility.
- ◆ The Renault-Nissan Alliance and Daimler announce a strategic cooperation, involving an exchange of equity between the two groups.

2011

- ◆ A common Alliance development organization launches plans for low-cost A-segment vehicles to emerging markets.
- ◆ Renault Pulse production starts at Alliance plant in India.
- ◆ Renault announces a € 200 million investment to expand plant in Curitiba, Brazil, while Nissan invests € 1.5 billion to build a new plant in Resende, Brazil. Together, the two companies will have an annual capacity of 580,000 vehicles and launch 23 new models in Brazil in the next five years.
- ◆ Despite European downturn, Renault announces a 33% increase in diesel engine production in Cleon, France, where 40 percent of production goes into Nissans.
- ◆ The Alliance announces a record €1.7 billion in synergies and a record 8.03 million units sold in 2011, up 10.3% from 2010 (including sales from Renault, Dacia, Renault Samsung, Nissan, Infiniti and Lada).
- ◆ RCI Banque reports a record €11.1 billion in new financing in 2011, propelled by the success of Nissan Europe, which accounts for 23% of new vehicle financing in Europe (up from 17% in 2010).

2012

- ◆ Nissan and Daimler announce production of Mercedes-Benz 4-cylinder gasoline engines at Nissan's powertrain assembly plant in Decherd, Tennessee, starting in 2014 for a capacity of 250,000 units per year.
- ◆ Carlos Ghosn inaugurates the Tangier, Morocco plant, the second dedicated co-manufacturing facility in the Alliance.
- ◆ Chennai plant announces opening of a second line to double capacity to 400,000 vehicles per year and the launch of Renault Duster and Renault Scala.
- ◆ Renault begins production in Maubeuge, France, of Mercedes CITAN light commercial vehicle.

2012

- ◆ Renault, Nissan and AVTOVAZ inaugurate the BO Line in Togliatti, Russia - the first line to produce five models over three brands across the Alliance. Renault-Nissan acquires a majority stake in Alliance Rostec Auto BV, a joint venture with Russian Technologies which will control 74.5% of AVTOVAZ by 2014.
- ◆ Renault, Nissan and Renault Samsung Motors announce triple “win-win-win” in Korea, where Nissan will produce Nissan Rogue crossovers, Renault will strengthen a key export base and Asian hub, and RSM will increase productivity at Busan plant.
- ◆ Renault-Nissan Alliance posts record sales of 8.1 M vehicles in 2012.

2013

- ◆ Renault-Nissan, Daimler and Ford partner on fuel-cell electric vehicle technology.
- ◆ Renault and Nissan announce that the next-generation Nissan Micra will be built at the Renault plant in Flins, France.
- ◆ Carlos Ghosn announces the first vehicle developed from the ground up by Renault and Nissan for the world's fastest growing economies. It is based on CMF-A, Renault-Nissan's unique, modular system of vehicle architecture.
- ◆ In Nigeria, the Alliance partners with Stallion Group for vehicle assembly. In Morocco, the Alliance increases capacity to 340,000 vehicles a year at the Alliance Plant in Tangiers.
- ◆ Renault-Nissan expands collaboration with Mitsubishi: the companies are studying a deeper collaboration globally, including projects in North America and emerging markets.
- ◆ Renault signs a joint-venture agreement with Dongfeng, Nissan's long time partner in China, to start local production of Renault in China.
- ◆ Renault-Nissan Alliance posts record sales of 8.3 M vehicles.

2014

- ◆ Renault-Nissan celebrates its 15th anniversary.
- ◆ Renault-Nissan announces new convergence projects in four key business functions: engineering, manufacturing, human resources and purchasing.



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