

The Alliance with Renault has been an integral part of Nissan's return to long-term, profitable growth. The synergies resulting from this joining of forces has created countless new activities in purchasing, shared production, common platforms, stronger distribution in markets worldwide, and more.

Synergies for Growth



Nissan Motor Ibérica, S.A. Primastar assembly line



Celebrating the Frontier, the first vehicle produced at Nissan and Renault's first joint plant in Brazil

The agreement to form the Renault-Nissan Alliance was announced on March 27, 1999. This alliance is the first of its kind, involving a Japanese and 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 of 1999, covering most activities at both companies.

Today global combined sales have reached five million vehicles per year, representing more than nine percent of global market share.

Thanks to the strong sales and industrial complementarities of the two companies, the Renault-Nissan Alliance has been able to grow in the global automotive market. These complementarities generate considerable potential for exchanges of best practices leading to cost savings and synergies.

At present, each company has a direct interest in the results of its

partner. At the end of March 2003, Renault held a 44.3 percent stake in Nissan, while Nissan owns 15 percent of Renault shares.

Alliance Structure

On March 28, 2002, Renault Nissan BV, the alliance strategic management company, was founded. Renault Nissan BV is jointly and equally owned by Nissan and Renault and hosts the Alliance Board, which met for the first time on May 29, 2002.

The Alliance Board is responsible for medium- and long-term strategic decisions—three-, five- and 10-year plans—and reinforces the management structure of Renault-Nissan products and powertrains and sets out the principles of the two partners' financial policy. The Alliance Board has the exclusive right to propose the creation of joint companies to Nissan and Renault, as well as significant changes in market or product coverage, major investments and third-party strategic cooperation. The Board steers the Renault-Nissan Purchasing Organization (RNPO) and Renault-Nissan Information Services (RNIS).

Alliance Achievements

The first four years of cooperation between Nissan and Renault have already resulted in a considerable number of achievements, such as developing common platforms, sharing industrial facilities, cooperating in research and setting up joint structures in purchasing, information systems and sales.



RENAULT NISSAN

PRODUCTS:

Cross-badging, common platforms, joint powertrain use

2001	September: Sales of the Renault Kangoo 4x4, fitted with a Nissan transmission system, begin.
2002	March: The Nissan March, the first vehicle built on a common platform, goes on sale in Japan. March: Sales of the Renault Vel Satis fitted with the Nissan VQ35 V6 3.5-liter engine, begin. March: The Nissan Interstar, an adapted version of the Renault Master, goes on sale in Europe. April: Sales of the Nissan Platina produced at Nissan's Aguascalientes Plant, Mexico, begin. September: Sales of the Renault Mégane II, based on the common C platform, begin. October: Sales of the Primastar, the first cross-manufacturing project in Europe, begin. December: European sales of the Nissan Almera with the Renault 1.5 diesel begin.
2003	January: The new Nissan Micra, based on the March and built on the common B platform, is launched in Europe. March: European sales of the Nissan Primera with the Renault 1.9 diesel begin. April: Sales of the Micra with the Renault 1.5 diesel engine begin, completing the new common-rail diesel engine lineup for the European market.

SALES AND MARKETING:

Entry into new markets with partner support, reorganization of dealer network

2000	October: Renault begins distribution of Nissan vehicles in Morocco.
2001	February: The first joint Single Legal Entity (SLE) companies are established in Switzerland and the Netherlands. May: The first Renault showroom in Australia opens, with support from Nissan. July: Sales of Renault cars in Taiwan through local Nissan distributor begin. November: Sales of Renault cars in Indonesia through local Nissan distributor begin.
2002	September: Renault and Nissan's new common commercial organization in Europe, the third SLE, is established in Germany. December: The FASA Group, Nissan's distributor in Panama, becomes a Renault importer.

2003 **January:** Sales of Renault vehicles through local Nissan sales network in Kuwait begin.

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

February: Sales of Renault vehicles through local Nissan sales network in Bahrain begin.

May: Sales of Renault vehicles through local Nissan sales network in Qatar begin.

May: Distribution of Nissan cars by Renault Importer (ARTES) in Tunisia begins.

June: A common commercial organization, the fourth SLE, is established in Austria.

MANUFACTURING:

Sharing facilities, exchanging best practices

2000	December: Production of the Renault Scénic at Nissan's Cuernavaca Plant, Mexico, begins.
2001	December: Production of the Renault Clio at Nissan's Aguascalientes Plant, Mexico, begins. December: Renault and Nissan inaugurate a joint light commercial vehicle (LCV) plant in Curitiba, Brazil. December: Production of the Renault Master Van, the first model produced at the Curitiba LCV plant, begins.
2002	March: Production of the Nissan Platina, derived from the Renault Clio, begins at Nissan's Aguascalientes, Mexico plant. April: Production of the Nissan Frontier pickup, the second model produced at the Curitiba LCV plant, begins. October: Production of the X83 compact van, the first cross-manufacturing project in Europe (sold as the Renault Trafic, Nissan Primastar and Opel/Vauxhall Vivaro) begins at Nissan's Barcelona, Spain, plant.
2003	March: Production of the Nissan Xterra, the third model produced at the Curitiba LCV plant, begins.

PURCHASING, INFORMATION SYSTEMS

2001	April: Joint purchasing company Renault Nissan Purchasing Organization (RNPO) is established.
2002	July: Renault-Nissan Information Services (RNIS) established.