

## Reinforcing the Ambitions

FOR THE FIFTH ANNIVERSARY OF THE RENAULT-NISSAN ALLIANCE, THE TWO COMPANIES HAVE RELEASED THE ALLIANCE VISION - DESTINATION. THE GOALS OF THE ALLIANCE AND THE GOALS OF NISSAN ARE NOT INDEPENDENT—BOTH ARE MOVING FIRMLY IN THE SAME DIRECTION. RENAULT IS IN THE SAME WAY. THE SAME TRANSLATION OF A HIGH LEVEL OF PERFORMANCE EXISTS FOR EACH PARTNER. THE OBJECTIVE OF BOTH NISSAN AND RENAULT IS TO GIVE THEIR BEST IN ORDER TO MAKE THE DESTINATION OF THE ALLIANCE SUCCESSFUL. THE ALLIANCE IS A TOOL THAT ENABLES GREATER PERFORMANCE.

### Renault-Nissan 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 and shared best practices.
- They respect and reinforce their respective identities and brands.

#### I. 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 talent, provides good working conditions and challenging opportunities: it grows people who have a global, entrepreneurial mindset.



Nissan March and Renault Modus: sharing the common B platform



## RENAULT NISSAN

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.

### II. 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 one of the best three automotive groups in the quality and value of its product 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.

**2003 January:** The Alliance Vehicle Evaluation System (AVES) is applied in all Renault and Nissan plants.

**January:** The Renault 1.5 dCi engine (K9K) is used on the Nissan Micra.

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

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

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

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

**May:** Establishment of a common working group to improve supply parts management for logistics.

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

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

**May:** Establishment of the fourth Single Legal Entity (SLE) in Austria.

**June:** Renault and Nissan announce the creation of a common regional parts warehouse in Hungary, to cover the activities of both groups in Central Europe from the end of 2004.

**July:** The Renault 200Nm manual transmission (JR) is used on the Nissan Micra.

**October:** The Renault Kangoo is adapted and sold by Nissan under the Kubistar name.

**December:** The Alliance Worldwide Backbone (AWB) broadband network, the new high-level network infrastructure of the Alliance, is operational.

**2004 January:** The Renault Nissan Purchasing Organization (RNPO) enlarges the scope of its operations from 43 percent to 70 percent of Alliance turnover, or an increase from US\$21.5 billion to \$33 billion. Geographical responsibilities are also expanded.

**January:** A new financing program in Mexico begins.

**January:** New SLEs in Slovenia and Croatia begin operations.

**March 29:** Announcement of the Alliance Vision – Destination on the occasion of the fifth anniversary of the Alliance.

**May:** Unveiling of the new Modus, the first Renault model to use the common B platform, to be marketed largely in Europe from September 2004.