

The Principles of the Alliance

The Alliance is a partnership based on trust and mutual respect. The transparency of the organization ensures clear decision-making for speed, accountability and high standards of performance. Weaving the strengths of Nissan and Renault together creates synergies through common structures, cross-company teams, shared platforms and components.

To pull in and retain the best talent, the Alliance offers superior working conditions and challenging opportunities, encouraging employees to adopt an entrepreneurial approach open to the world at large. The Alliance also generates attractive returns for the shareholders of both companies, complies with recognized best practices in corporate governance, and faithfully upholds the principles of sustainable development.

Objectives

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

- Win customer recognition as one of the top three automotive groups for the quality and value of its products and services, in every business region and market segment
- Rank among the top three automotive groups in critical technologies, with each partner taking the lead in specific domains of excellence
- Keep operating margins high and maintain strong growth rates, and consistently generate total operating profit that places it among the top three automotive groups in the world

The core strategy of the Alliance has proven its worth. Renault and Nissan sold a total of 6,160,046 vehicles in 2007, attaining a global market share of 9.1 percent and setting a new annual sales record.



The Renault Laguna (left) and Nissan Teana

Cooperation and synergies

The Alliance continues to grow through both its existing operations and significant new investments. In May 2008, Renault and Nissan announced an Alliance partnership with the Indian auto manufacturer Bajaj Motors that will develop and market an ultra-low-cost car from 2011.

In Russia, the plant Nissan is building in St. Petersburg is scheduled to open in 2009, while Renault has continued operations with Avtoframos and launched a strategic partnership with Avtovaz that will reinforce the Alliance presence in Russia and offer added capacity of over 750,000 cars a year.

Alliance manufacturing facilities currently under construction—one in Chennai, India, and another in Tangiers, Morocco—will eventually produce 400,000 vehicles a year for their respective regions. The Alliance has also agreed to mass-market electric vehicles, and has already signed agreements with nations and states such as Israel, Denmark, Portugal and Tennessee.

Both companies in the Alliance will continue to grow through innovative collaboration, leveraging the expertise of this uniquely successful partnership for mutual progress and profit.

