



Renault-Nissan Alliance Recognizes its 10-year Anniversary and Takes a New Step Forward

Signed on March 27, 1999, the Renault-Nissan Alliance has built a unique business model that has created significant value for both companies.

For 10 years, employees at Renault and Nissan have worked as partners with attitudes of mutual respect and company pride while keeping separate brands and corporate identities.

Ten achievements in 10 years of the Alliance

1 Sales

Combined sales increased from 4,989,709 units in 1999 to 6,090,304 units (without AvtoVAZ sales) in 2008.

2 Renault-Nissan Purchasing Organization (RNPO) scope is 100 percent

RNPO is the Alliance's largest common organization, negotiating on behalf of Renault and Nissan. From April 1, 2009, its joint purchasing activities will account for 100 percent of Alliance purchases, compared to a scope of 30 percent at its creation in 2001.

3 Common platforms and common parts

Shared platforms and common parts (parts that are not visible to the customer such as gearboxes or air-conditioning system) are tools used by the Alliance to make economies of scale and reduce development and production costs.

The common platforms, namely the B platform (notably Nissan Tiida/Versa and Renault Clio) and C platform (notably Renault Mégane/Scénic and Nissan Qashqai), represented more than 50 percent of the vehicles sold by Renault and Nissan globally in 2008.

4 Exchanges of powertrains and common powertrains

To capitalize on the powertrain expertise of both partners (Renault for diesel and Nissan for gasoline), the Alliance co-developed common engines and gearboxes, including a six-speed manual gearbox and a new V6 diesel engine. The Alliance also exchanges existing engines or gearboxes—for example, the Nissan 3.5-liter gasoline engine for Renault Laguna and Renault 1.5-liter diesel engine for Nissan Qashqai). In total, eight engines are commonly used.



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- 1 Renault Sandero: Produced in Nissan Rosslyn Plant (South Africa)
- 2 Nissan Livina: Produced in Renault Curitiba Plant (Brazil)

5 Expansion of the portfolio of advanced technologies

Renault and Nissan are cooperating on strategic fields of research and advanced engineering. Renault and Nissan have a common technology plan based on four common pillars: Safety, Environment-CO₂, Life-on-Board and Dynamic Performance.

Concerning zero-emission technology, Renault and Nissan are focusing on electric vehicles: so far, around 30 agreements have been signed with governments and corporations to launch the first electric vehicle in 2010 and to mass market electrical vehicles in 2012.

6 Manufacturing standardization

The Renault Production System (RPS), the standard used by all the Renault plants, borrowed extensively from the Nissan Production Way (NPW). Since it has been implemented, Renault productivity has improved by 15 percent.

7 Cross production

Within the Alliance, each company has the opportunity to use the manufacturing capacities of its partner. Today, Renault's plants produce Nissan vehicles in Korea (Almera Classic) and Brazil (Livina series), whereas Nissan assembles Renault vehicles in South Africa (Sandero), Mexico (Clio) and Spain (Trafic).

8 Global footprint

Due to geographical complementarities, Renault and Nissan cover key markets on all continents. Renault's historical territories are Europe, North Africa and South America; Nissan's major markets are Japan, North America, Mexico, China and the Middle East. Since 2005, Renault and Nissan have been entering new territories together, such as India, in order to expand their global footprint.

9 Expansion of product line-ups

The Alliance has contributed to the expansion of product line-ups. Nissan has increased its LCV range in Europe by badging Renault products: Renault Kangoo/Nissan Kubistar, Renault Master/Nissan Interstar, Renault Trafic/Nissan Primastar. On Renault side, Koleos has been designed by Renault but developed by Nissan and is using advanced Nissan 4x4 technology.

10 Cross-cultural management

As a global industrial and economic actor, the Renault-Nissan Alliance built a unique experience in multi-cultural management at all levels. Each year, more than 30 teams with Renault and Nissan employees from all regions and functions work together to identify synergies and best practices.

From the beginning, the Alliance has been based on the premise of trust and the pursuit of strategies aimed at profitable growth. Renault and Nissan continue to honor these principles, even as the two companies are continually adapting to the current operating environment, which is severe. The Alliance is equipping Renault and Nissan not only to survive the global financial and economic crisis, but to be in a better position to compete effectively after this crisis ends.

In the current economic environment, cooperation between the two companies will accelerate. The target set for fiscal 2009 is €1.5 billion in synergies evenly divided between the two Alliance partners with major contribution from manufacturing and logistics (€363 million), powertrains (€289 million), vehicle engineering (€279 million) and purchasing (€157 million).

Today, the Alliance gives Renault and Nissan a unique competitive advantage in a sector hit by the global economic crisis. To maximize the know-how gained from 10 years of cross-cultural management and shared experience, the Alliance has set up a small dedicated team of six persons from Nissan and five from Renault. Beginning June 1, they will apply their in-depth understanding of both companies to foster synergies at all levels and push for greater commonization and standardization, not just in 2009 but well into the future.

This dedicated Alliance team will focus on the following areas identified as priorities: Purchasing, Global Sourcing, Common Platforms and Parts, Powertrains, Support Functions, Global Logistics, IS/IT, Research and Advanced Technologies, and Zero-Emission Business.

The Alliance has been a tool for better performance, based on the trust and confidence gained through 10 years of working together. Accelerating synergies and supporting them with a dedicated organization will help both companies weather the current crisis and emerge as stronger and more competitive global companies.