

DETAIL OF RENAULT LAGUNA
DETAIL OF NISSAN BLUEBIRD SYLPHY

RENAULT-NISSAN
ALLIANCE
2006



RENAULT NISSAN

Renault 031 09 315 - post@reynault.com

RENAULT NISSAN

DETAIL OF RENAULT MÉGANE COUPÉ-CABRIOLET
DETAIL OF NISSAN MICRA



CONTENTS

1. Alliance Vision - Destination	02
2. Renault-Nissan Alliance Basics	04
3. Cooperation in All Major Areas	18
4. Seven Years of the Alliance	40
5. Renault and Nissan Product Line-up	48

ALLIANCE VISION - DESTINATION

For the fifth anniversary of the Alliance, in March 2004, Renault and Nissan stated the ambitions of the Alliance and reaffirmed their shared values and principles in a document entitled "Alliance Vision - Destination."

ALLIANCE VISION - DESTINATION

The Renault-Nissan Alliance is a unique group of two global companies linked by cross-shareholdings.

- ◆ They are united for performance through a coherent strategy, common goals and principles, results-driven synergies, shared best practices.
- ◆ They respect and reinforce their respective identities and brands.

1 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 talents, provides good working conditions and challenging opportunities: it grows people to have a global and entrepreneurial mindset.

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.

2 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 being among the best three automotive groups in the quality and value of its products 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.

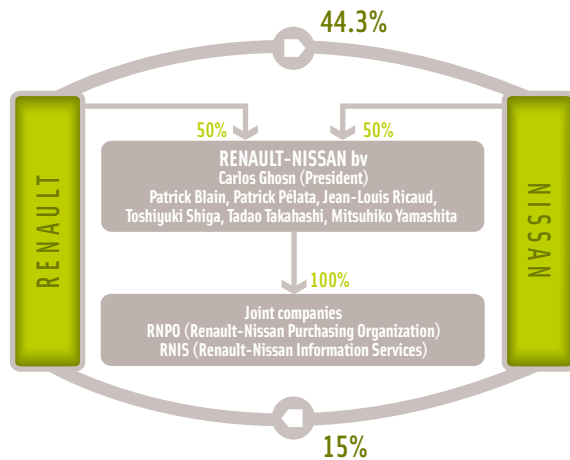


RENAULT-NISSAN ALLIANCE BASICS

RENAULT-NISSAN ALLIANCE

Signed on March 27, 1999, the Renault-Nissan Alliance is the first of its kind involving a French and a Japanese 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 1999 covering most of both companies' activities.

STRUCTURE OF THE ALLIANCE



Renault holds a 44.3% stake in Nissan, while Nissan owns 15% of Renault shares. Each company has a direct interest in the results of its partner.

THE ALLIANCE CHARTER

A charter, signed in July 1999, sets out the principles of a shared ambition, mutual trust, respect of each partner's identity, and balance between the two partners of the Renault-Nissan Alliance, completed by operating and confidentiality rules.

THE ALLIANCE BOARD

The Alliance Board steers the Alliance's medium- and long-term strategy and coordinates joint activities on a worldwide scale. Alliance Board members (AB members) are Carlos Ghosn, the President and CEO of Renault and President and CEO of Nissan, three Renault Executive Vice Presidents (EVPs) and three Nissan EVPs. Members of the Renault Group Executive Committee (CEG) and the Nissan Executive Committee (EC) also participate in the Alliance Board Meeting (ABM). AB members officialize decisions at the end of the meeting. Renault and Nissan run their operations under their respective Executive Committees, accountable to their Board of Directors, and remain individually responsible for their day-to-day management.

President of the Alliance Board:



Carlos Ghosn

Alliance Board members from Renault:



Patrick Blain
Executive Vice President,
Sales and Marketing
RMC * Leader, Europe



Patrick Pélatá
Executive Vice President,
Plan, Product Planning
and Programs
RMC Leader, Asia-Africa



Jean-Louis Ricaud
Executive Vice President,
Engineering and Quality

Alliance Board members from Nissan:



Toshiyuki Shiga
Chief Operating Officer,
Japan Operations (MC-J),
GOM Operations (MC-GOM),
China Operations,
Global Marketing and Sales,
Global Aftersales and
Conversion Business,
TCSX (Total Customer
Satisfaction Function)
Human Resources, Treasury



Tadao Takahashi
Executive Vice President,
Manufacturing,
SCM (Supply Chain
Management), Global IS



Mitsuhiro Yamashita
Executive Vice President,
Research and Development

Renault CEG members (in addition to AB members):



Michel de Virville
Corporate Secretary General,
Corporate Human
Resources



Michel Gornet
Executive Vice President,
Manufacturing
and Logistics
RMC Leader, France



Thierry Moulounguet
Executive Vice President,
Chief Financial Officer
RMC Leader, Americas

Nissan EC members (in addition to AB members):



Itaru Koeda
Executive Vice President,
MC-Dealer, Domestic
Network Management,
Administration for
AFLs (MC-AFL),
External and
Government Affairs,
Intellectual Asset
Management;
Industrial Machinery,
Marine



Hiroto Saikawa
Executive Vice President,
European Operations
(MC-E), Purchasing



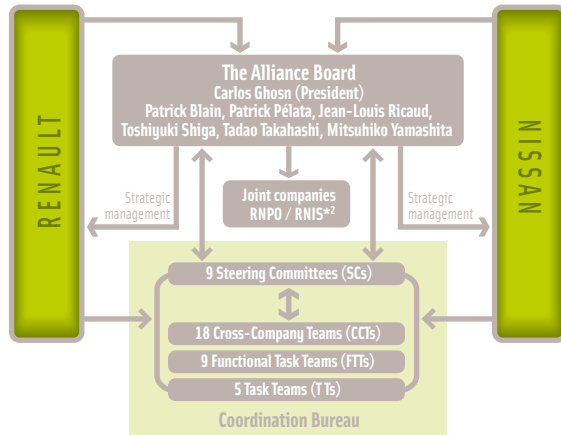
Carlos Tavares
Executive Vice President,
Corporate Planning,
Program, Market
Intelligence,
Product Planning,
Design, Brand
Management,
LCV Business

* RMC: Regional Management Committee

MANAGEMENT STRUCTURES AND GOVERNANCE OF THE ALLIANCE

To define a common strategy and manage synergies, an Alliance strategic management company, Renault-Nissan bv*¹, was founded on March 28, 2002. Renault-Nissan bv is jointly and equally owned by Renault and Nissan and hosts the Alliance Board, which met for the first time on May 29, 2002, and holds up to eight meetings a year.

*¹bv [Besloten vennootschap] is a closed limited liability company under Dutch law.



*RNPO: Renault-Nissan Purchasing Organization
RNIS: Renault-Nissan Information Services

1 COORDINATION BUREAU

The Alliance Coordination Bureau (with one office in Renault – Paris and one in Nissan – Tokyo, under the responsibility of the same person for Renault and Nissan) coordinates the work of the Steering Committees (SCs), Cross-Company Teams (CCTs), Functional Task Teams (FTTs), and Task Teams (TTs) and prepares the meetings of the Alliance Board.

2 STEERING COMMITTEES*

Steering Committees (SCs) handle cross-group orientations under their responsibility, propose priority subjects for the ABM agenda and coordinate CCT/FTT/TT activities within the specific scope of the SCs. SCs decide on operational matters which cannot be solved at the CCT level and report progress to the ABM and – where necessary – request arbitration or a decision confirmation. Nine SCs covering specific fields support the CCTs/FTTs that are responsible for the implementation of Alliance projects.



The nine SCs are:

1. Planning
2. Product Development and Manufacturing
3. Control and Finance
4. Sales and Marketing
5. Information Systems
6. Support Functions
7. Asia, Africa and Middle East
8. America
9. Europe

*Organization as of May 2006.

MANAGEMENT STRUCTURES AND GOVERNANCE OF THE ALLIANCE

3 CROSS-COMPANY TEAMS

The structure of joint projects and synergies is primarily based on the work of 18 Cross-Company Teams (CCTs), made up of employees of both companies. Their mission is to act as opportunity hunters and problem solvers. They are also responsible for following up on the implementation of action items. CCTs explore opportunities for synergies between Renault and Nissan, draw up joint projects and monitor their implementation and report to the SC or Executive Vice President/Senior Vice President responsible.

The eighteen CCTs are:

1. Product Planning
2. Research and Advanced Engineering
3. Vehicle Engineering
4. Powertrain
5. Process Engineering
6. Manufacturing
7. Logistics
8. Purchasing
9. Light Commercial Vehicles
10. Parts and Accessories
11. Europe
12. Eastern Europe
13. Maghreb
14. Asia and Oceania
15. Africa and Middle East
16. Mexico
17. Central America
18. South America

4 FUNCTIONAL TASK TEAMS*

Functional Task Teams (FTTs) assist the work of the CCTs and contribute to synergies between Renault and Nissan in support functions (processes, standards, management and information tools, etc.)

The nine FTTs are:

1. Quality
2. Cost Management and Control
3. Research and Development
4. Legal and Intellectual Property
5. Corporate Planning
6. Communications
7. Human Resources
8. Marketing
9. Sales and Service

5 TASK TEAMS*

Whenever a specific subject arises, a Task Team (TT) is assigned to work on it until its accomplishment.

The five TTs are:

1. Industrial Strategy
2. Custom and Trade
3. Business-to-Employee (B2E)
4. Home Market
5. Alliance Global Tax

*Organization as of May 2006.

RENAULT-NISSAN ALLIANCE BASICS

ALLIANCE WORLDWIDE SALES AND PRODUCTION SITES IN 2005

The figures* represent sales in thousands of vehicles.



RENAULT GROUP

NISSAN GROUP

Combined Renault and Nissan sales:
6,131,176 units (up 6% over 2004)

Renault Group sales: 2,533,428 units
Renault Samsung Motors (RSM): 119,027 (up 40%)
Dacia: 164,406 (up 70.7%)

Nissan Group sales: 3,597,748 units

Renault-Nissan Alliance global market share came to 9.8%, of which 4.04% for Renault and 5.74% for Nissan

- (1) of which Mexico
(2) of which Russia and Turkey
(3) of which Renault Samsung Motors
*The figures have been rounded-off.

RENAULT GROUP PLANTS



Argentina, Brazil, Chile, Colombia, France, Korea (RSM), Malaysia, Morocco, Portugal, Romania (Dacia), Russia, Slovenia, Spain, Turkey

NISSAN GROUP PLANTS

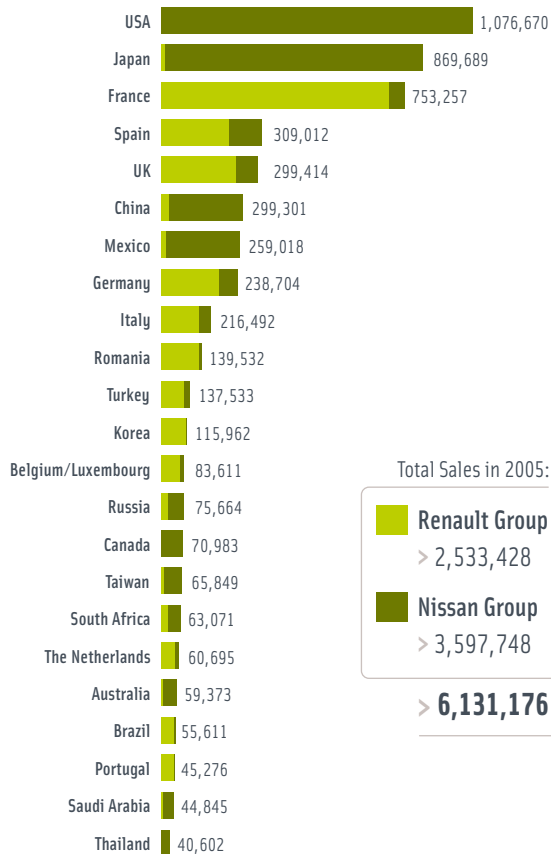


Brazil, China, Egypt, Indonesia, Iran, Japan, Kenya, Malaysia, Mexico, Philippines, South Africa, Spain, Taiwan, Thailand, United Kingdom, United States

RENAULT-NISSAN ALLIANCE BASICS

COMBINED RENAULT AND NISSAN SALES IN 2005

(MAIN MARKETS)



Today, global combined sales top 6.1 million vehicles per year (up 6% over 2004) and represent more than 9.8% of the worldwide market. The Renault-Nissan Alliance ranks among the leading four global automakers. It includes five brand names: Nissan and Infiniti for the Nissan Group and Renault, Dacia and Samsung for the Renault Group. Thanks to strong sales and industrial complementarities of the two companies, the Renault-Nissan Alliance has been able to grow in the global automotive market.



Nissan Barcelona plant, Spain

RENAULT-NISSAN ALLIANCE BASICS

OVERVIEW IN FISCAL YEAR 2005*

RENAULT GROUP

(including Renault, Dacia and Samsung Motors brands)



RENAULT

DACIA
groupe Renault

SAMSUNG
RENAULT SAMSUNG
MOTORS

Revenues € 41,338 million / US\$ 51,451 million

COP** € 1,323 million / US\$ 1,647 million

Net income € 3,367 million / US\$ 4,191 million

Workforce 126,584 employees

- Based on International Financial Reporting Standards (IFRS)
- Exchange rate: US\$ 1.244650 / €, the average rate for fiscal year ending December 31, 2005

NISSAN GROUP

(including Nissan and Infiniti brands)



Revenues € 68,870 million / US\$ 83,215 million

COP** € 6,369 million / US\$ 7,695 million

Net income € 3,784 million / US\$ 4,572 million

Workforce 183,356 employees

- Based on Nissan's accounting standards
- Exchange rates: 136.9 Yen/€ and 113.3 Yen/US\$, average rates for the fiscal year ending March 31, 2006

* Renault's 2005 fiscal year begins January 1, 2005, and ends December 31, 2005.

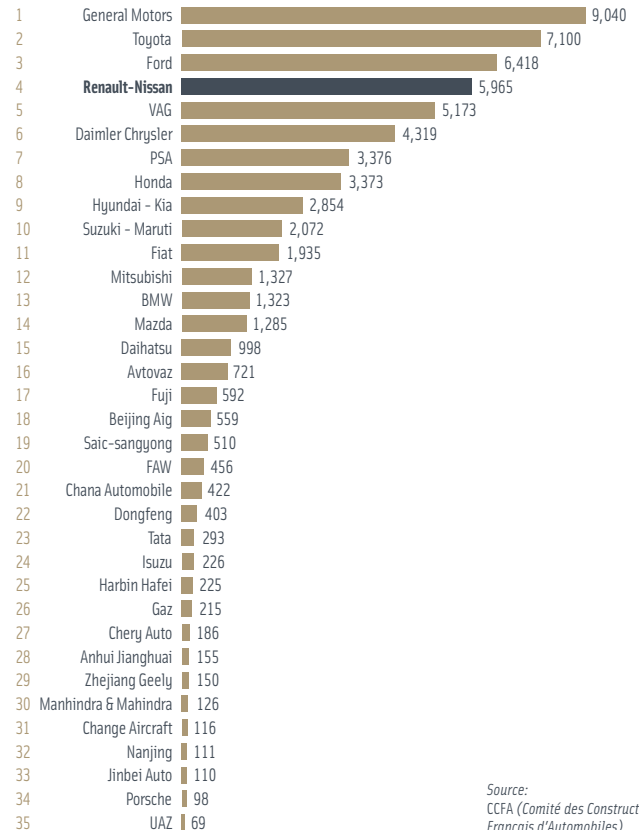
Nissan's 2005 fiscal year begins April 1, 2005, and ends March 31, 2006.

** Consolidated operating profit.

RANKING OF AUTOMOTIVE GROUPS IN TERMS OF PRODUCTION VOLUME IN 2005

(PASSENGER VEHICLES + LIGHT COMMERCIAL VEHICLES)

The figures represent production in thousands of vehicles.



Source:
CCFA (Comité des Constructeurs
Français d'Automobiles)

STRUCTURAL COOPERATION

Product Planning

Renault and Nissan develop and market their own vehicles with respect for their individual brand identity. However, in the short term, when brand image is not involved and for specific products (such as Light Commercial Vehicles) in certain markets, Renault and Nissan do not exclude the possibility of selling adapted products from their partner's range under their own brand name.

Double-badging and cross-manufacturing take full advantage of exchanging best practices and efficiency within the Alliance.

In Europe, it was initially aimed to support Nissan's LCV sales drive.

Vehicles double-badged and cross-manufactured in Europe:

Renault	Nissan	Start of sales by Nissan
Master	Interstar	(March 2002)
Trafic	Primaster	(September 2002)
Kangoo	Kubistar	(October 2003)



Renault Master



Nissan Interstar



Renault Trafic



Nissan Primaster

Nissan's Barcelona plant in Spain produces the Renault Trafic, the Nissan Primaster (and the Opel Vivaro), enabling both brands to meet the growing demand for compact vans.



Renault Kangoo



Nissan Kubistar

Mexico

Nissan Platina, an adapted version of the Renault Clio sedan, was launched in April 2002.

Common Platforms

Common platforms are developed as Renault and Nissan renew their product line-up.

B PLATFORM

Nissan March
Nissan Cube
Nissan Micra
Nissan Tiida
Renault Modus
Dacia/Renault Logan*
Nissan Tiida Latio
Nissan Note
Renault Clio III
Nissan Wingroad
Nissan Bluebird Sylphy



* Derived from the B platform

C PLATFORM

Renault Mégane II
Nissan Lafesta
Nissan Serena
Nissan Sentra



Powertrains

Cooperation in the common use and development of engines and transmissions within the Alliance is accelerating.

Common engines and transmission

In 2004, Renault and Nissan started production of Alliance common engines and transmission.

1. HR15DE 1.5-liter gasoline engine (S2G):
Nissan Tiida
Nissan Tiida Latio
Nissan Note
Nissan Wingroad
Nissan Bluebird Sylphy

S2G



2. MR20DE 2.0-liter gasoline engine (M1G):
Nissan Lafesta
Nissan Serena
Nissan Bluebird Sylphy
Renault Clio III

M1G



3. MR18DE 1.8-liter gasoline engine (M1G):
Nissan Tiida
Nissan Tiida Latio
Nissan Wingroad

4. M9R 2.0-liter diesel engine (M1D):

Renault Laguna II
 Renault Mégane II
 Renault Espace
 Renault Vel Satis

M1D

**5. MT1 240Nm 6-speed manual transmission:**

Renault Modus
 Renault Mégane II
 Renault Clio III
 Nissan Tiida

MT1

**Components from Nissan to Renault****1. Nissan V6 3.5-liter engine (VQ35)**

Renault Vel Satis
 Renault Espace

VQ35

**2. Nissan 4WD rear differential unit (R145)**

Renault Kangoo 4x4

R145

**3. Nissan 3-liter diesel engine (ZD30)**

Renault Master
 Renault Mascott

ZD30



Components from Renault to Nissan**1. Renault 160Nm manual transmission (JH160)**

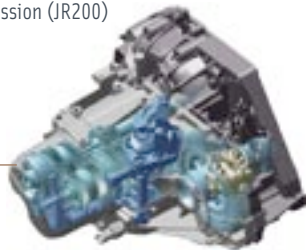
Nissan March
Nissan Micra
Nissan Tiida
Nissan Note

JH160

**2. Renault 200Nm manual transmission (JR200)**

Nissan Almera
Nissan Micra
Nissan Note

JR200

**3. Renault 1.5 dCi engine (K9K)**

Nissan Almera
Nissan Micra
Nissan Note

K9K

**4. Renault 1.9 dCi engine (F9Q)**

Nissan Primera

F9Q

**Production by Renault of Nissan components for Renault and Nissan**

Production at the Renault Cacia Plant in Portugal of Nissan ND manual transmission.

Nissan Primera
Nissan Almera
Nissan Almera Tino
Renault Mégane II

ND



Navigation and Communication System

Renault and Nissan jointly developed a new navigation and communication system in 2004.

The first utilization of this system was on the Nissan Tiida in September 2004 in Japan. The first European application of the new Alliance co-developed navigation and communication system is on the Renault Laguna and on the Nissan Pathfinder, both launched in March 2005.



Alliance co-developed navigation and communication system

Purchasing

Important cost reductions in the Alliance have been achieved by a joint purchasing strategy and a common supplier base.

Renault-Nissan Purchasing Organization (RNPO)

The Renault-Nissan Purchasing Organization (RNPO) was established in April 2001 as the first Alliance joint-venture company, representing 30% of total purchasing for Renault and Nissan. The scope of joint purchasing activities and geographic responsibility of RNPO has been further enlarged in several stages. With the last expansion made in April 2006, RNPO turnover has reached €46 billion, representing 72% of the Alliance purchasing turnover.

Manufacturing

Renault and Nissan have actively exchanged and implemented best practices by working on further improvement of Renault Production Way/Système de Production Renault (SPR) and Nissan Production Way (NPW).

The Alliance Vehicle Evaluation System (AVES), already applied in all Nissan plants, replaced the AQR (Renault Quality Assurance) in all Renault sites from January 2003.

Renault and Nissan started working jointly on new activities which more directly contribute to manufacturing performance improvement, such as DST (Design Standard Time) for an improvement in the design stage, DSTR (Design Standard Time Ratio) and new aspects of ergonomics for improvements in the production stage, as well as PIC (Product Introduction Cost) for improvement in the new product introduction stage.



Assembly of a Nissan Platina at the Nissan Aguascalientes plant, Mexico

Logistics

Renault and Nissan work to capitalize on the close geographical fit between the industrial production plants operated by the two groups worldwide. Forecasting the Alliance's fast-growing international requirements is also an important task for the Alliance. There are six operational sub-teams focusing on the following issues:

1. Overseas parts logistics for CKD (Completely Knocked Down)
2. Supply parts management (production part logistics)
3. In-bound logistics (production part logistics)
4. Material handling (in-plant logistics)
5. Out-bound logistics (vehicle logistics)
6. Common standard packaging

In 2005, Renault and Nissan set up four new strategic working groups (strategy, cost management for new projects, international operations and human resources) in this field. This is to respond to the growing globalization of the Alliance's logistics activity, in addition to enhancing current operations.

Quality

The Alliance objective in terms of quality, as stated in the Alliance Vision - Destination, is to be recognized by customers as being among the best three automotive groups in the quality and value of its products and services in each region and market segment.

Alliance Quality Charter

The specific Charter defines Alliance quality rules and tools and is implemented in all Alliance projects; version two has been available since January 2003.



Quality control at the Curitiba plant, Brazil

It applies to key quality processes: quality customer surveys, corporate quality targets, quality management for new model development, quality assurance in production, supplier parts quality assurance, service quality assurance (sales and after-sales), quality technical improvements and warranty policies and procedures.

Information Systems (IS)/Information Technology (IT)

The Renault-Nissan IS/IT Office (RNIO) was established in September 2001, and then became Renault-Nissan Information Services (RNIS) in July 2002. It aims to improve performance through three main areas for progress: standardization of infrastructures, global vendor management, and implementation of common business applications.

First achievements have been the creation of a three-year IS master plan for the Alliance starting in 2004, the implementation of a common high-level network, the setting-up of a unique IT catalogue, the selection of a set of common vendors for hardware and software, development of a common data model for the BOM (Bill of Materials, documentation of production parts), the selection of common software applications for Computer Aided Design (CAD), purchasing and other business areas.

The new "Alliance Worldwide Backbone" (AWB) broadband network is the high-level network infrastructure of the Alliance, provided by Nippon Telephone & Telegraph (NTT). It has been operational since December 7, 2003, and connects Renault and Nissan's four main telecommunication centers: Paris (Renault & Nissan Europe), Atsugi (Nissan), Denver (Nissan North America), and Curitiba (Renault & Nissan MERCOSUR).

Sales Financing

RCI Banque

In 1999 RCI Banque, the Renault Group's financing arm, bought Nissan's five European financing subsidiaries based in Germany, Spain, the United Kingdom, Italy and the Netherlands. RCI Banque has taken over financing for Nissan in France (2000), Switzerland (2001) and Austria (2003), in Romania for Eastern Europe, and in Argentina and Brazil for South America. In 2006, RCI Banque extended its actions to Portugal, Morocco and Russia for Nissan, and in South Korea for Infiniti. RCI Banque offers customized financing and services to both Renault and Nissan's three customer segments (retail, fleets and dealers).

New financing program in Mexico

A new financing program started in January 2004. "NR Finance Mexico S.A. de C.V." (NRFM) offers automobile loans to Renault and Nissan customers and "NR Wholesale Mexico S.A. de C.V." (NRWM) offers financing to Renault and Nissan dealers. Nissan Motor Acceptance Corporation (NMAC), Nissan Mexicana, S.A. de C.V. (NMEX) and RCI Banque are the owners of the two companies. In 2005, NRFM achieved 88,561 new vehicle contracts for both companies.

REGIONAL COOPERATION

The principle behind regional cooperation is that the leading partner promotes the other's development in a particular region by providing active support in sales and marketing and/or production.

Europe

Target: Support Renault and Nissan's growth in Europe, reduce distribution costs and share best practices.

For example, Renault UK and Nissan Motor GB share common premises and a common parts warehouse created in 2002.

In April 2005, Renault and Nissan opened a common regional parts warehouse in Hungary, which covers activities of both groups in Central Europe (Renault parts are delivered to Austria, Hungary, the Czech Republic and Slovakia, and Nissan parts to Austria, Hungary, Slovakia and Slovenia).



Common regional parts warehouse, Hungary

Mexico

Target: Support Renault's return to Mexico and Central America while optimizing Nissan's capacities.

In 2005, Renault and Nissan were the leading group in Mexico with a 22.9% market share.

COOPERATION IN ALL MAJOR AREAS

Cross production

1. Renault Scénic at the Nissan Cuernavaca plant from December 2000, representing the first joint manufacturing operation under the Renault-Nissan Alliance (end of production in mid-2004);
2. Renault Clio at the Nissan Aguascalientes plant, from November 2001;
3. Nissan Platina, derived from the Renault Clio sedan, and selling from April 2002.

- ◆ **Sales results in Mexico in 2005:** Renault Scénic and Clio: 12,037 units
Nissan Platina: 49,572 units



Renault Scénic II



Nissan Platina



Renault Clio

Central America

Five Nissan National Sales Companies (NSCs) have started Renault operations in Ecuador, El Salvador, Honduras, Panama and Nicaragua. In Guatemala, Renault started business in December 2003 with the NSC that is handling Nissan's operations in El Salvador, Honduras and Nicaragua. In Costa Rica, FASA Group (Renault-Nissan's National Sales Company in Panama) successfully took over Renault's previous importer in April 2005 in order to relaunch the brand in the country.



MERCOSUR and South America

Target: Maximize the synergies within the Alliance in the Mercosur by developing Nissan's passenger car and light commercial vehicle sales by joint use of Renault's industrial and commercial complex.

Brazil: Nissan do Brasil Automoveis was created in October 2000. Nissan do Brasil created a network of 60 Nissan dealers operational at the end of 2005 through the support of the existing Renault dealers.

Joint production of LCVs

In December 2001, Renault and Nissan inaugurated a new LCV assembly plant, in Curitiba, Parana, Brazil.

◆ Start of production of LCVs

Renault Master: December 2001
Nissan Frontier: April 2002
Nissan Xterra: March 2003

◆ Sales volume in Brazil for 2005 for LCVs

Renault Master II: 2,230 units
Nissan Frontier: 5,439 units
Nissan Xterra: 1,025 units

Argentina: Renault Argentina became Nissan's importer in June 2001.

Peru: Support was given by the local Nissan partner to re-establish Renault's sales presence.

Chile: Nissan sales at the end of 2005 came to 18,280, an increase of 5,291 units compared to 2004.

Asia-Pacific

Target:

Develop sales by Renault in the Asia-Pacific area with Nissan's central back-office and local support (currently five countries).

Japan:

Renault's Japan sales network is expanding with Nissan's support. Selected Nissan dealers have been selling Renault vehicles since May 2000. A total of 77 (including 13 independent outlets) exclusive or dual-brand dealer outlets were in operation as of December 2005.

Australia:

Nissan Australia took responsibility for the distribution of Renault vehicles. Sales began in May 2001. 25 outlets selected largely from existing Nissan dealers are in operation.

Malaysia:

Renault signed a memorandum of agreement with TCEC (TC Euro Cars Sdn. Bhd), a subsidiary of Nissan's Malaysian partner on May 15, 2003. TCEC has handled the commercial distribution and after-sales services for the Renault range since September 2003, and has produced the Kangoo since the end of 2004.

South Korea:

Renault Samsung Motors (RSM) produces SM3, SM5 and SM7, derived from Nissan vehicles, with extensive technical support from Nissan for their production and adaptation.

In November 2005, Nissan announced that it would sell the Renault Samsung- built SM3 globally under the Nissan badge. Exports started in February 2006 to Russia.



SM3



SM5



SM7

China:

Both partners have a development strategy in China. Nissan entered into a full-line automotive joint-venture agreement with Dongfeng Motor, and started operations in July 2003.

Renault keeps on growing in China and is studying all industrial opportunities for further expansion.

Africa and Middle East

◆ Maghreb

Morocco:

The Renault importer acquired the Nissan importer SIAB (Nissan's exclusive importer for Morocco) on November 1, 2000, and is enhancing Nissan's development in the market.

Tunisia:

ARTES, the Renault National Sales Company (NSC), became the new Nissan NSC on May 16, 2003.

Target: Develop Nissan's business and brand awareness.

◆ Sub-Saharan Africa

The strategy for both brands is to consolidate distribution in the major markets through common hubs in partnership with large international distribution groups.

South Africa:

Renault uses Nissan's spare parts logistics and warehousing capacity, and shares its technical training center facilities. Renault-Nissan Purchasing Organization (RNPO) is actively pursuing joint sourcing opportunities in South Africa. In the same spirit, the two partners have created a permanent local Alliance committee with the aim of developing group-office synergy, mainly focused in the sales, marketing and after-sales.

◆ **Gulf Countries****Kuwait:**

Sales of Renault vehicles began in January 2003, through the existing Nissan dealer network, Al-Babtain group.

Bahrain:

Sales of Renault vehicles began in February 2003, through the existing Nissan dealer network, Al-Moayyed.



Al-Moayyed showroom, Bahrain

Qatar:

Renault also began sales in Qatar in May 2003, through Nissan dealer Al-Mana.

United Arab Emirates and Oman:

Nissan National Sales Company (NSC) started distributing Renault models in September 2005.

● **Eastern Europe****Romania:**

Renault started importing and distributing Nissan vehicles in January 2003, through a wholly-owned Renault s.a.s subsidiary, Renault Nissan Romania.

Bulgaria:

Renault Nissan Bulgaria was created in September 2005 to keep pace with the rapid growth of the Bulgarian automobile market. Renault Nissan Bulgaria, a wholly-owned Renault s.a.s subsidiary, is responsible for:

- importing vehicles and spare parts for the Renault, Nissan and Dacia brands,
- distributing them through three brand-specific dealer networks.

Russia:

Nissan and Renault are actively pursuing back-office synergies between their National Sales Companies (NSCs).

COOPERATION IN ALL MAJOR AREAS

HUMAN RESOURCES

Human Resources in the Alliance cover two main areas: personnel exchanges and the Alliance Business Way Program.

Personnel Exchanges

Since the beginning of the Alliance, Renault and Nissan have been committed to developing personnel exchanges in order to increase Alliance performance. These exchanges currently involve 385 employees (including common organizations) and can be grouped into four categories:

1. The first category includes Renault and Nissan expatriates who are employed by the partner company. Such exchanges help reinforce the various functions through the sharing of best practices as well as encouraging mutual understanding.

As of May 2006, 68 expatriates fall into this category:

- 36 Renault employees have joined Nissan in Japan and work mainly in Ginza (Headquarters) and Atsugi (Technical Center).
- 32 Nissan employees work at Renault, either at the Headquarters or at Rueil and Guyancourt.

2. 17 other expatriates work in Alliance projects such as development of platforms, engines and transmissions, etc.

3. A third category is made up of people working in common companies (RNPO and RNIS). Approximately 260 people fall into this group.

4. Lastly, personnel exchanges within a regional framework also exist. Thus, 9 Renault employees have been assigned to work in Nissan affiliates, mainly in Europe. Nissan has also posted 31 employees either to Renault Samsung Motors or Renault Japan and the Asia-Pacific region.

These 385 people are not the only ones directly making the Alliance work. Several hundred people are involved in Alliance bodies, particularly Cross-Company Teams (CCTs) and Functional Task Teams (FTTs). These people remain employed by their home company.

Alliance Business Way Program

The objective of the **Alliance Business Way Program** is to increase the Alliance's global performance by reinforcing team performance and individual skills. It is developed in the framework of the Alliance in order to build a positive, win-win relationship.

Working with Japanese/French Partners

This training is aimed at key Alliance contributors and offered both at Renault and Nissan. The objective is to understand cultural backgrounds and working styles, with three main focuses: communications, project management and how to overcome resistance and problems while maintaining a positive partnership.

Team Working Seminars (TWS) are aimed at Alliance bodies, such as CCTs, FTTs and common organizations. The objectives are (1) to improve team work efficiency, (2) to strengthen personal links and mutual trust, (3) to build team identity, and (4) to share common team goals.

Alliance Engineer Exchange Program (AEEP)

Launched in 2005, AEEP is a new scheme designed to achieve six common technical projects between Renault and Nissan in order to give 12 young engineers with potential the opportunity to get involved in the Alliance.



AEEP'06 Quality (opening seminar in Japan)

SEVEN YEARS OF THE ALLIANCE

1999

March 27: Louis Schweitzer and Yoshikazu Hanawa sign the Alliance agreement between Renault and Nissan in Tokyo.

March 28: Closing date of the agreement: 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.

June 9: The first informal meeting of the Global Alliance Committee (GAC), the governing body of the Renault-Nissan Alliance, takes place in Paris, followed by monthly meetings alternately in Paris and Tokyo.

June 10: Yoshikazu Hanawa joins the Renault Board of Directors.

June 25: Carlos Ghosn (Chief Operating Officer), Patrick Pélata (Executive Vice President, Product Planning and Corporate Strategy) and Thierry Moulouquet (Senior Vice President, Deputy Chief Financial Officer) join the Nissan Board of Directors.

July 6: Renault and Nissan each take their stake in Nissan Diesel to 22.5%.

October 18: Carlos Ghosn announces the Nissan Revival Plan (NRP) in Tokyo.

2000

January: Renault Mexico is established with Nissan's support.

March 30: The creation of the International Advisory Board (IAB) is announced.

June 20: Carlos Ghosn is named President and Chief Operating Officer of Nissan by the Board of Directors.

July: Sales of Renault vehicles in El Salvador and Honduras through Nissan's local partner Grupo Q. El Salvador and Honduras begin.

October: Nissan do Brasil Automoveis is established with existing Renault dealers' support.

October 30: Renault Maroc purchase Nissan's distributor SIAB in Morocco.

November: Sales of Renault vehicles in Ecuador through Nissan's local partner Autosmotores y Anexos . S.A. begin.

December 6: Production of the Scénic at the Nissan Cuernavaca plant in Mexico begins.

2001

February 16: Renault and Nissan's new common commercial organizations in Europe, the first Single Legal Entities (SLEs), are established in Switzerland and in the Netherlands.

April 2: Renault-Nissan Purchasing Organization (RNPO), a joint purchasing company, is established.

May: Sales of Nissan vehicles in Congo through Renault's existing dealers begin.

May 2: The first Renault showroom is opened in Australia in cooperation with Nissan.

June: Sales of Nissan vehicles in Mali through Renault's existing dealers begin.

June: Renault Argentina becomes a Nissan importer in Argentina.

June 21: Carlos Ghosn is named President and Chief Executive Officer of Nissan by the Board of Directors.

July 21: Sales of Renault vehicles in Taiwan with Nissan's local partner begin.

September: Sales of the Renault Kangoo 4x4 fitted with a Nissan 4WD unit begin.

September 13: Renault and Nissan set up a common IS/IT organization.

November 1: Distribution of Renault vehicles in Indonesia through the local Nissan distributor begins.

November 15: Production of the Renault Clio at the Nissan Aguascalientes plant in Mexico begins.

December 20: Renault and Nissan inaugurate an LCV plant in Curitiba, Brazil. Production of the Renault Master van, the first model made at the LCV plant in Curitiba, Brazil, begins.

2002

February: SERA Senegal, the Renault NSC in Senegal, becomes a Nissan importer.

February: Production of Nissan ND manual transmission begins at the Renault Cacia Plant in Portugal.

March: Sales of the Nissan Interstar in Europe, a double-badged vehicle with the Renault Master, begin.

March 1: Renault increases its stake in Nissan to 44.4%.

March 4: Production of the Nissan Platina, derived from the Clio sedan, begins at the Nissan Aguascalientes plant in Mexico.

March 5: Sales of the Nissan March in Japan, the first vehicle built on the common B platform, begin.

March 8: Sales of the Renault Vel Satis, powered by a Nissan 3.5-liter V6 gasoline engine, begin.

March 28: Renault and Nissan set up a common strategic management structure, Renault-Nissan bv.

March 29: Nissan acquires a 13.5% stake in Renault.

April 22: Production of the Nissan Frontier pickup, the second model produced at the LCV plant in Curitiba, Brazil, begins.

April 26: Carlos Ghosn joins the Renault Board of Directors.

May 28: Nissan increases its stake in Renault to 15%.

May 29: The Alliance Board, replacing the Global Alliance Committee (GAC), meets for the first time.

June 20: Shemaya Lévy joins the Nissan Board of Directors.

July 1: Renault-Nissan Information Services (RNIS) is established.

September: Sales of Renault Mégane II in Europe, the first vehicle built on the common C platform, begin.

September 16: Renault and Nissan's new common commercial organization in Europe, the third Single Legal Entity (SLE), is established in Germany.

October 22: Production of the X83 compact van begins at the Nissan Barcelona plant in Spain - the first cross-manufacturing project in Europe (sold as the Renault Trafic, Nissan Primastar and Opel/Vauxhall Vivaro).

December: Sales of the Nissan Almera in Europe, fitted with the Renault 1.5-liter diesel engine, begin.

December 15: The FASA Group, the Nissan distributor in Panama, becomes a Renault importer.

2003

January 3: Sales of Renault vehicles through Nissan's local sales network in Kuwait begin.

January 17: Renault begins managing the importing and distribution of Nissan vehicles in Romania.

January 23: Sales of the new Nissan Micra, the European version of the Japanese March based on the common B platform in Europe, begin.

February 2: Sales of Renault vehicles through Nissan's local sales network in Bahrain begin.

March: Sales of the Nissan Primera in Europe, fitted with the Renault 1.9-liter diesel engine, begin.

SEVEN YEARS OF THE ALLIANCE

March 26: Production of the Nissan Xterra, the third model produced at the LCV plant in Curitiba, Brazil, begins.

April: Sales of the new Nissan Micra in Europe fitted with the Renault 1.5-liter diesel engine begin, completing the new common-rail diesel engine line-up for the European market.

May 5: Sales of Renault vehicles through Nissan's local sales network in Qatar begin.

May 16: Distribution of Nissan vehicles by Renault importer (ARTES) in Tunisia begins.

May 28: Renault and Nissan's new common commercial organization in Europe, the fourth Single Legal Entity (SLE), is established in Austria.

July 24: Itaru Koeda joins the Renault Board of Directors, succeeding Yoshikazu Hanawa.

August: Sales of Renault vehicles in Guatemala through Nissan's local partner Grupo Q Guatemala, begin.

October: Sales of the Nissan Kubistar in Europe, a double-badged vehicle with the Renault Kangoo, begin.

November 27: Renault reduces its stake in Nissan Diesel from 22.5% to 17.9%, while Nissan's stake increased from 22.5% to 23.9%.

2004

January 1: Renault and Nissan's new common commercial organizations in Europe, Single Legal Entities (SLE), are established in Slovenia and Croatia respectively.

January: RNPO Phase III, enlarging the scope of its activities and its geographic responsibilities, begins.

January: In Mexico, a new common financing program, which proposes auto loans to Renault and Nissan customers and dealers, begins.

March 29: "Alliance Vision - Destination" is announced for the fifth anniversary of the Alliance.

June: Sales of the Renault Master in Europe, fitted with the Nissan 3.0-liter diesel engine, begin.

September: Sales of the Renault Modus, Renault's first vehicle built on the common B platform, begin in Europe.

September: Sales of the Logan, marketed under both Renault and Dacia brands, begin in Romania. The Logan is based on a derivative of the common B platform.

September 30: Sales of the Nissan Tiida, based on the common B platform, fitted with the common HR15DE (S2G) engine and the first Alliance co-developed navigation and communication system, begin in Japan.

November: Sales of Renault vehicles in Nicaragua through Nissan's local partner Grupo Q Nicaragua begin.

December 1: Sales of the third Renault Samsung Motors model, the SM7, with the technical support of Nissan, begin in South Korea.

December 2: Sales of the Nissan Lafesta, Nissan's first vehicle built on the common C platform, fitted with the common MR20DE (M1G) engine, begin in Japan.

December 15: Renault Kangoo CKD assembly in Malaysia begins with the support of Nissan's local partner.

2005

January 1: Renault and Nissan's new common commercial organization in Europe, the seventh Single Legal Entity (SLE), is established in Portugal.

January 1: Patrick Blain and Jean-Louis Ricard become members of the Alliance Board, replacing François Hinfray and Pierre-Alain De Smedt.

January 11: Additional sales of Nissan Tiida and Tiida Latio with the common MR18DE (M1G) engine begin in Japan.

January 25: Sales of the Renault Samsung Motors model, the new SM5, with the technical support of Nissan, begin in South Korea.

February 21: First European application of Alliance co-developed navigation and communication system (on the new Renault Laguna and the Nissan Pathfinder) is announced.

March 1: First common 6-speed manual transmission on Renault Modus displayed at the Geneva Motorshow.

March 8: Renault sells all of its 17.9% stake in Nissan Diesel.

April 1: Toshiyuki Shiga and Mitsuhiko Yamashita become members of the Alliance Board, replacing Norio Matsumura and Nobuo Okubo.

April 4: Sales of Renault Modus, the first vehicle fitted with common 6-speed manual transmission, based on the common B platform, begin.

April 21: Last Alliance Board Meeting with Louis Schweitzer is held.

April 29: Carlos Ghosn is appointed President and CEO of Renault. Louis Schweitzer is appointed Chairman of the Board of Renault.

April: Sales of Renault vehicles in Costa Rica through Nissan's local partner PanaMotor in Panama begin.

May 31: Sales of Nissan Serena, based on the common C platform and fitted with the common MR20DE (M1G) engine, begin in Japan.

June 1: Opening ceremony for Renault and Nissan joint parts warehouse in Hungary is held (established in April 2005).

June 21: Patrick Pélata, who had returned to Renault, is re-elected as a non-executive Director of Nissan.

July 1: Patrick Pélata becomes a member of the Alliance Board, replacing Georges Douin.

September 16: Sales of Renault Clio III, based on the common B platform and fitted with the common 6-speed manual transmission, begin.

November 14: Sales of Nissan Wingroad, based on the common B platform and fitted with the common HR15DE and MR18DE (S2G and M1G) engine, begin in Japan.

November 15: Establishment of Renault Nissan Bulgaria is announced.

November 24: Global sales of new Renault Samsung-built sedan SM3 under Nissan badge is announced.

December 21: Sales of Nissan Bluebird Sylphy, based on the common B platform and fitted with the common HR15DE and MR20DE (S2G and M1G) engine, begin in Japan.

2006

January: Sales of Nissan Tiida, equipped with the common 6-speed manual transmission (MT1), begin.

February 7: Exports of Renault Samsung-built sedan SM3 begin to Russia.

February 9: Renault Commitment 2009 is announced.

March 17: Sales of Renault Espace IV, equipped with the M1D diesel engine, begin.

May 19: "Renault Engineering Day in Nissan" is held at the Nissan Technical Center in Japan.

RENAULT GROUP LINE-UP



RENAULT



TWINGO / (Sub B)



CLIO II CAMPUS / (B)



CLIO III RENAULT SPORT / (B)



CLIO III / (B)



CLIO THALIA / SYMBOL / (B)



MODUS / (B)



LOGAN / (B)



MÉGANE HATCH / (C)



MÉGANE SPORT SALOON / (C)



MÉGANE COUPÉ / (C)



MÉGANE COUPÉ-CABRIOLET / (C)



MÉGANE RENAULT SPORT / (C)



MÉGANE SPORT TOURER / (C)



SCÉNIC / (C)



GRAND SCÉNIC / (C)



LAGUNA / (D)

RENAULT GROUP LINE-UP

RENAULT GROUP LINE-UP


RENAULT


LAGUNA SPORT TOURER / (D)



VEL SATIS / (E)



ESPACE / (E)



GRAND ESPACE / (E)



KANGOO / (B)



KANGOO 4WD / (4x4)



KANGOO EXPRESS / (LCV)



TRAFIC VDC

RENAULT GROUP LINE-UP



TRAFIC VAN / (LCV)



MASTER / (LCV)

S O N I N G
 RENAULT SAMSUNG
 MOTORS


SM3 / (D)



SM5 / (E)



SM7 / (E)

DACIA
 groupe Renault


LOGAN / (B)



PICK-UP / (LCV)

NISSAN GROUP LINE-UP*



OTTI



MOCO



MARCH / MICRA / (B)



MICRA C+C / (B)



CUBE / CUBE CUBIC / (B)



NOTE / (B)



TIIDA / VERSA HATCHBACK / (B)



TIIDA LATIO / VERSA SEDAN / (B)



BLUEBIRD SYLPHY / (B)



SENTRA / (C)



WINGROAD / (C)



TEANA / CEFIRO / MAXIMA / (E)



ALTIMA / (E)



MAXIMA / (E)



SKYLINE COUPE / (E)



SKYLINE / (E)

NISSAN GROUP LINE-UP*

*A partial model line-up is published here.

NISSAN GROUP LINE-UP*



STAGEA / (E)



CIMA / (F)



FUGA / (F)



PRESIDENT / (F)



FAIRLADY Z / 350Z / ROADSTER / (SPORTS)



X-TRAIL / (4x4)



SAFARI / PATROL / (4x4)



ARMADA / (4x4)



PATHFINDER / (4x4)



XTERRA / (4x4)



LAFESTA / (MPV)



MURANO / (CROSSOVER)



PRESAGE / (MPV)



SERENA / (MPV)



ELGRAND / (MPV)



QUEST / (MPV)

NISSAN GROUP LINE-UP*

NISSAN GROUP LINE-UP*



FRONTIER / NAVARA / (Pickup)



TITAN / (Pickup)



INTERSTAR / (LCV)



PRIMASTAR / (LCV)



KUBISTAR / (LCV)



CLIPPER / (LCV)



EXPERT / (LCV)



AD VAN / (LCV)



CARAVAN / (LCV)



VANETTE / (LCV)



ATLAS / (LCV)



CIVILIAN / (LCV)



ATLEON / (LCV)



CABSTAR / (LCV)

NISSAN GROUP LINE-UP*

