

# Alliance with Renault

## Concrete Achievements



### An Overview of the Alliance

- 1999 March** Alliance agreement between Renault and Nissan  
**July** Renault increases its stake in Nissan Diesel to 22.5 percent
- 2000 May** Nissan begins marketing Renault cars in Japan  
**May** Joint European sales and marketing strategy launched  
**October** Nissan enhances operations in Morocco with Renault support  
**December** Renault Scénic production begins at Nissan in Mexico
- 2001 April** Renault Nissan Purchasing Organization (RNPO) established  
**May** First Renault showroom opens in Australia with Nissan support  
**July** Renault begins marketing in Taiwan with Nissan support  
**November** Renault begins marketing in Indonesia with Nissan support  
**December** Renault Clio production begins at Nissan in Mexico  
**December** New Renault-Nissan common plant inaugurated in Brazil
- 2002 March** Renault increases stake in Nissan to 44.4 percent  
**March** Nissan Platina production begins at Nissan in Mexico  
**March** Renault Vel Satis launched with Nissan V6 engine  
**March** Renault-Nissan BV incorporated in the Netherlands  
**March** Nissan acquires a 13.5 percent stake in Renault  
**April** Nissan Frontier pickup production begins at Renault-Nissan common plant in Brazil  
**May** Nissan increases stake in Renault to 15 percent

Nissan's Alliance with Renault has been integral to the company's return to profitable growth: success in the NRP would have been impossible without the Alliance, and success for the Alliance would have been impossible without the NRP.

The relationship continues to grow in NISSAN 180. In the coming years, the Alliance will move in three main directions:

- Marketing and sales will see a common approach in specific markets, such as Mexico, South America and North Africa;
- Greater efficiency will be derived by selective communization, such as 10 shared platforms, including the B compact and C mid-size platforms already in production, by 2010, eight engine families and seven transmission families;
- The extensive exchange of best practices will continue to streamline and strengthen both companies.



The Alliance Board, a team of managers from both Nissan and Renault which steers the Alliance's mid- to long-term strategy of profitable growth, and supervises joint activities: (left to right, back) Georges Douin, Nobuo Okubo, Tadao Takahashi, François Hinfray; (front) Pierre-Alan De Smedt, Norio Matsumura, Louis Schweitzer, Carlos Ghosn



New Renault-Nissan common plant in Brazil

Fiscal year 2001 represented the realization of Alliance activities in actual products, building cars in each other's plants and releasing cars based on the joint B compact platform—such as the March. The completion of the first common Renault-Nissan plant in Brazil in December was one of many other joint developments, such as the sharing of back-office operations and the creation of the Renault Nissan Purchasing Organization (RNPO) to leverage the purchasing strength of both manufacturers. The RNPO began by handling some 30 percent of the two companies' annual global purchasing turnover, a figure which is expected to grow to some 70 percent.

The bonds continue to grow stronger. Along with an announcement in October, 2001, that Renault would raise its equity in Nissan to 44.4 percent, Nissan in turn announced its intention to purchase 37.8 million shares of Renault stock, bringing its ownership of the company to 13.5 percent. As of May, 2002, the completed transaction, as agreed, brings Nissan's ownership to 15 percent. The Alliance also created Renault-Nissan BV, a jointly and equally-owned company with sole responsibility for decisions on mid- to long-term planning, on common products and powertrains, on financial planning, and which owns and manages the RNPO.



3.5-liter V6 engine



The Renault Vel Satis, equipped with the Nissan 3.5-liter V6 engine