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RENAULT-NISSAN ALLIANCE

Nissan has greatly increased its global footprint and achieved dramatic economies of scale through the Renault-Nissan Alliance, a unique and highly scalable strategic partnership founded in 1999.

In 2012, the Alliance sold a record 8.1 million vehicles, representing about 1 in 10 new cars sold worldwide.* Our vehicles are marketed under the following brands: Nissan, Infiniti, Venucia, Renault, Renault Samsung Motors, Dacia and Lada (AVTOVAZ).

* Including sales by Russia's AVTOVAZ.



The Alliance's Vision

Although it was initially considered a unique arrangement in the late 1990s, the Alliance quickly became a model for similar partnerships in the auto industry. The Alliance itself has entered cooperative relationships with Germany's Daimler, China's Dongfeng Motor Corp., Russia's AVTOVAZ and others, and it continues to prove itself as the industry's most enduring and successful partnership.

The Alliance is based on the rationale that substantial cross-shareholding investments compel each company to act in the financial interest of the other while maintaining individual brand identities and independent corporate cultures. Renault currently has a 43.4% stake in Nissan and Nissan holds a 15.0% stake in Renault. The cross-shareholding arrangement requires mutual trust and respect, as well as a transparent management system focused on speed, accountability and performance.

» website

[Click here for more information on the Renault-Nissan Alliance.](#)

Alliance Objectives

The Alliance pursues a strategy of profitable growth with 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 margin and steady growth

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The Alliance remains committed to developing synergies through common organizations such as the Renault-Nissan Purchasing Organization (RNPO), joint working groups and shared platforms, components and industrial facilities. The Alliance is also keenly focused on maintaining its clear lead in sustainable transportation.

Zero-Emission Leadership

The Renault-Nissan Alliance is the only automaker with a wide range of 100% electric vehicles (EVs), which can be charged with purely renewable energy.

In 2012, global sales of all zero-emission vehicles across the Alliance were 43,829 units, up 83.8% from 2011 as Nissan LEAF sales increased worldwide and Renault launched two more EVs. The Alliance's worldwide zero-emission market share stood at 64%, excluding the Twizy, Renault's two-seater urban commuter. Since sales began in December 2010 to the end of 2012, the Alliance sold 67,723 zero-emission vehicles globally.

The Nissan LEAF hatchback is by far the world's best-selling zero-emission car. In calendar 2012, Nissan sold 26,976 units globally, an increase of 22% from 2011. Cumulative sales of Nissan LEAF reached 49,117 units from its launch in December 2010 through the end of 2012.

In addition to Twizy, Renault sells the Kangoo Z.E., named International Van of the Year 2012, the Fluence Z.E., an all-electric sedan based on the conventional Fluence sedan, and the subcompact zero-emission ZOE.

The Alliance is also working on fuel-cell electric vehicles (FCEVs; see Daimler section below) and other future strategies in advanced zero-emission technology.

Strategic Cooperation with Daimler

The Alliance seeks out strategic alliances with other partners in order to increase economies of scale to help accelerate growth in new regions, to fund research and development of next-generation powertrains and to build vehicles that meet or exceed tougher environmental requirements for a sustainable future.

With that in mind, the Alliance announced a strategic cooperation with Daimler AG in April 2010. This stable, long-term relationship enables each party to generate economies of scale, to share new investments and existing production capacities and to share development costs on new products and new technologies.

This strategic cooperation is strengthened by cross-shareholdings, with Daimler holding 3.1% shares in both Renault and Nissan capital and Renault and Nissan each holding a 1.55% share in Daimler.

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2012 was an important milestone for the cooperation with the first tangible results of the collaboration visible on the road:

- The jointly developed Renault-Daimler 4-cylinder 1.5-liter direct injection turbo diesel engine had its market introduction in the new Mercedes-Benz A-Class.
- Mercedes-Benz Vans expanded its range of light commercial vehicles with the launch of a new entry-level model, the Citan (based on the existing Kangoo), which also features the jointly developed 1.5-liter engine. The vehicle is built in Renault's Maubeuge plant in France.

Among new projects added to the portfolio:

- Nissan and Daimler announced they would produce Mercedes-Benz 4-cylinder gasoline engines together at Nissan's powertrain assembly plant in Decherd, Tennessee. Production will begin in 2014, with installed capacity of 250,000 units per year once full ramp-up is achieved. The Decherd facility will produce engines for Mercedes-Benz and Infiniti models.
- Nissan and Daimler entered into a manufacturing and development license agreement for a new automatic transmission currently being developed by Daimler. Jatco will manufacture the automatic transmission in Mexico for Nissan and Infiniti vehicles starting in 2016.
- The Renault-Nissan Alliance and Daimler announced an agreement in January 2013 with Ford to accelerate the commercialization of FCEV technology. The collaboration is expected to lead to the world's first affordable FCEVs for the mass market as early as 2017.

In addition, the following "pillar projects" originally launched in April 2010 remained on track:

- The Smart/Twingo project has an expected launch date of 2014. Two-seater Smart production will take place in Hambach, France, and four-seater Smart and Twingo production will be at Renault's plant in Novo Mesto, Slovenia.
- The cross-supply and joint development of powertrains continues. Renault is supplying Daimler with compact 3-cylinder gasoline engines and 4-cylinder diesel engines to be used in the small-car segment (Smart, Twingo). In addition to the jointly developed engine for the Mercedes-Benz Citan van, Renault is also supplying components for the next generation of Mercedes-Benz's premium compact cars. Daimler will supply Nissan and Infiniti with 4- and 6-cylinder gasoline and diesel engines from the current and future engine portfolio.