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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 2013, the Alliance sold a record 8.3 million vehicles, representing about 1 in 10 new cars sold worldwide.* Our vehicles are marketed under the following brands: Nissan, Infiniti, Datsun, 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 AG, China's Dongfeng Motor Corp., India's Ashok Leyland Ltd. and others, and it continues to prove itself as the industry's most enduring and successful partnership. It also has a majority stake in AVTOVAZ, Russia's largest automaker, through a joint venture with Russian state corporation Rostec Corp. (formerly know as Russian Technologies).

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.

On March 17, 2014, the Renault-Nissan Alliance announced plans to converge four key functions—engineering, manufacturing & supply-chain management, purchasing and human resources—in order to enhance performance and accelerate synergies. Each unit will be headed by one single leader. By converging these units, the Alliance estimates it will achieve €4.3 billion in synergies in 2016, up from €2.7 billion in 2012.

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 2013, the Alliance sold 66,809 electric vehicles worldwide, up 52% from the previous year.

The Alliance's worldwide zero-emission market share in 2013 stood at 63%, including Twizy, Renault's two-seater urban commuter. Nissan LEAF was the world's best-selling EV with a market share of 45% in 2013. In Europe, Renault was the leader with a 38.6% share of the EV market.

The Alliance sold a cumulative 134,383 zero-emission vehicles globally from December 2010—when Nissan LEAF went on sale—until the end of 2013, more than all other major automakers combined.

The Alliance is also working on fuel-cell electric vehicles and other future strategies in advanced zero-emission technology.

Strategic Cooperations

The Alliance seeks out strategic alliances with other partners in order to increase economies of scale, to help accelerate growth in new regions and to fund research and development of next-generation powertrains and vehicles, including vehicles that meet or exceed tougher environmental requirements. Today the Alliance operates strategic collaborations with numerous automakers, including Germany's Daimler and China's Dongfeng Motor, and with regional manufacturers such as Ashok Leyland in India.

Strategic Cooperation with Daimler

In April 2010, the Alliance signed a strategic cooperation agreement with luxury-car maker Daimler AG. The strategic cooperation is strengthened by cross-shareholdings, with Daimler holding a 3.1% share in Renault and Nissan capital and Renault and Nissan holding a 1.55% share in Daimler.

The partnership is managed by a Cooperation Committee which is co-chaired by Carlos Ghosn and Dieter Zetsche and made up of senior executives from the Alliance, Renault, Nissan and Daimler. The Governance Board, which meets nearly every month, ensures the implementation of the agreed projects and makes proposals for new ones. The cooperation is managed for the Alliance by the Renault-Nissan BV (RNBV). Cooperation between the companies has expanded significantly since they joined forces in 2010 and has also become more global in scope.

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The first products of the 2010 Daimler and Renault-Nissan strategic cooperation are already on the road: in September 2012, Daimler released its Citan city van, which is based on Renault's Kangoo. The vehicle is produced in Renault's plant in Maubeuge, France, where Renault also produces its Kangoo light commercial vehicle.

The Citan, which accounts for about 25% of total production output in Maubeuge, also features a jointly developed Renault-Daimler 4-cylinder, 1.5-liter diesel engine.

In October 2013, Nissan's premium brand Infiniti launched the Infiniti Q50 sports sedan equipped with a jointly developed Nissan-Daimler 4-cylinder, 2.2-liter diesel engine. A 2-liter gasoline version for the Q50 was unveiled at the Guangzhou motor show in China later that same year.

In addition, Renault and Daimler are also working on the next-generation Twingo and four-seat Smart production in Novo Mesto, Slovenia. These small cars are now jointly developed on the basis of a shared architecture, but will remain independent products with an unmistakable brand identity. The cars will be launched in the second half of 2014.

Nissan and Daimler are also working on several bilateral projects, including joint production of Mercedes-Benz 4-cylinder gasoline engines at Nissan's powertrain assembly plant in Decherd, Tennessee.

All partners are keeping an open mind, looking with fresh eyes at all potential new areas of collaboration. At the same time, the Renault-Nissan Alliance and Daimler will continue to study opportunities in areas such as exchanging benchmarks and best practices.

Strategic Cooperation with Mitsubishi Motors

In 2013, the Alliance announced plans to explore wide-ranging cooperation with Mitsubishi Motors Corp., including shared products, technologies and manufacturing capacity. The decision to explore various projects together came about thanks to Nissan's existing relationship with Mitsubishi. The two companies have a joint venture codeveloping "kei" minicars for both brands in Japan.

As part of the agreement, Nissan and Mitsubishi are discussing the codevelopment of a new small-segment car for the global market, including an electric version. Meanwhile, Renault and Mitsubishi are studying the launch of Mitsubishi-badged sedans for the U.S. market based on Renault vehicles, among other projects.