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The Alliance



RENAULT NISSAN MITSUBISHI

The Renault-Nissan-Mitsubishi alliance is one of the world's leading automotive alliances. Through a new cooperation business model, the Alliance aims at enhancing the competitiveness and profitability of each of the member companies by capitalizing on individual company's strengths and complementing their strategies.



Jean-Dominique
Senard

Chairman of the Board
at Renault S.A. and
Chairman of the Alliance
Operating Board



Luca de Meo

Chairman of the Board
at Renault S.A.S. and
Chief Executive Officer
of Renault S.A.



Makoto Uchida

Director,
Representative
Executive Officer,
President and Chief
Executive Officer of
Nissan Motor Co., Ltd.



Takao Kato

Member of the Board,
Representative
Executive Officer,
President and Chief
Executive Officer
of Mitsubishi Motors
Corporation

The Alliance Operating Board

Established in March 2019, the Alliance Operating Board acts as the sole body responsible for the overall governance, management and strategic direction of the Alliance, ensuring effective and efficient decision making.

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A Business Model for Enhancing Competitiveness and Profitability

Following many years of collaboration, the Alliance announced its next step forward in January 2020 with the launch of a new cooperation business model that will build on existing Alliance benefits by leveraging individual member's leadership position and geographic strengths to support business development.

Each with its unique set of strengths, culture and legacy, the three companies have agreed to contribute to each other's continued development, by working together through a business model that allows for each company to bring out the most of its assets as well as its performing capabilities.

Under the new business model, the Alliance has implemented the following initiatives:

- Adopting a leader-follower scheme in order to enhance efficiency in product and technology development
- Each company takes on the role of reference company in specific regions where they have their strengths and provides support to other member companies to enhance their competitiveness
- Being a benchmark for top industry standards for performance in products, technologies and markets

The aim of the leader-follower scheme is to enhance return on investment by expanding the Alliance's existing standardization strategy. This collaborative investment in platforms, powertrains and technologies reaches across

all product segments, technologies, and across all geographies, enabling the companies to maximize fixed cost sharing as well as leverage existing assets. In 2020, Nissan revealed the Ariya, an all-electric crossover SUV. The Ariya is the first Nissan model to adopt the Alliance-developed CMF-EV platform. This modular platform was designed to be used only for EVs and can cover multiple vehicle segments.

At the same time, by appointing a reference company to specific regions and allowing that company to utilize and build on its strengths, the Alliance aims to strengthen its competitiveness as a whole. For example: Nissan is the reference company for China, North America and Japan; Renault for Europe, Russia, Latin America and North Africa; and Mitsubishi for ASEAN and Oceania.

Through these strategic initiatives, the Alliance enables each member company to utilize their expertise to full potential, which in turn reinforces their competitiveness, sustainable profitability and social and environmental responsibility.

ALLIANCE NEW COOPERATION BUSINESS MODEL MORE COMPETITIVENESS AND SUSTAINABLE PROFITABILITY

