ALLIANCE FACTS & FIGURES2007





KEY FIGURES 2006

RENAULT GROUP

(including Renault, Dacia and Renault Samsung Motors)







Revenues

COP**

Net income

Workforce

€41,528 million / U\$\$52,325 million

€1,063 million / U\$\$1,339 million

€2,943 million / U\$\$3,708 million

128.893 employees

- Based on International Financial Reporting Standards (IFRS)
- Exchange rate: US\$1.26 / €, the average rate for fiscal year ending December 31, 2006

NISSAN GROUP



Revenues

COP**

Net income

Workforce

€70,734 million / U\$\$89,475 million

€5,250 million / U\$\$6,641 million

U\$\$3,938 million

U\$\$3,938 million

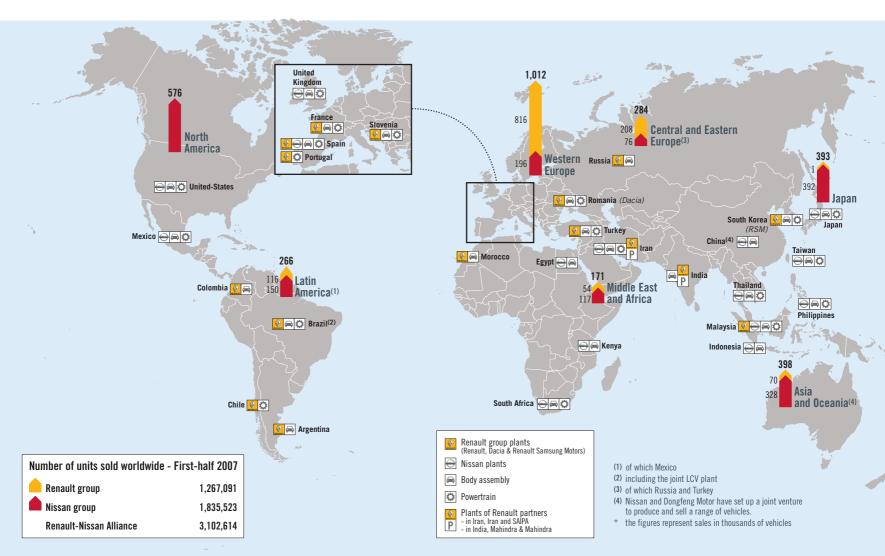
- Based on Nissan's accounting standards
- Exchange rates: 148Yen/€ and 117Yen/US\$, average rates for the fiscal year ending March 31, 2007

OVERVIEW IN FISCAL YEAR 2006*

^{*} Renault's 2006 fiscal year begins January 1, 2006, and ends December 31, 2006. Nissan's 2006 fiscal year begins April 1, 2006, and ends March 31, 2007.

^{**} Consolidated operating profit.

■ ALLIANCE COMBINED WORLDWIDE SALES AND PRODUCTION SITES



■ **ALLIANCE** FACTS & FIGURES 2007

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- 1. The Alliance today
- 2. Alliance Facts
- 3. Teamwork
- 4. Major areas of cooperation
- 5. Line-up

RENAULT-NISSAN ALLIANCE ANNOUNCES MORE THAN 5.9 MILLION VEHICLE SALES IN 2006

The Renault-Nissan Alliance retained its position as the fourth largest global automaker in 2006 in terms of unit sales. A combined 5,911,171 vehicles were sold in 2006 (down 3.6%) to secure a global market share of 9%.

Renault and Nissan sold a total of 2,433,372 and 3,477,799 vehicles respectively. Globally, Renault sales decreased by 4% while Nissan sales saw a 3.3% reduction. Major areas of growth for the Alliance were in Russia (+96.9%), Colombia (+33.6%), China (+22.5%), and Middle East and Africa (+15.2%).

Renault saw growth outside Europe but was offset by declines in Europe. Nissan also had a mixed year with a diversity of results from market to market.

Renault sold 2,115,176 vehicles under the Renault brand (down 6%), 121,855 vehicles under the Samsung brand (up 2%) and 196,341 Dacia-branded vehicles (up 19.5%). A total of 247,000 Logan models were sold worldwide in 2006 under both the Dacia and Renault brands.

Growth for Renault came from outside Europe, where sales increased by 8.8%, driven by the increasing availability of Logan, the performance of Samsung and the growth of the Renault brand in international markets. By the end of 2006, sales outside Europe accounted for more than 30% of Renault's total global sales.

In Europe, a lack of major product launches combined with the acceleration of the selective commercial policy to reduce unprofitable sales, which will have a noticeable positive effect on future used car business, resulted in a decrease in sales of 8.7% for Renault.

Nissan sold 3,341,527 vehicles under the Nissan brand, down 3.1% over the prior year. Global sales of Infiniti vehicles were level at 136,272 units, boosted at the end of the year by the new G sedan.

Nissan recorded sales of over 1 million units for the second consecutive year in its largest market, the United States. Newly launched products such as the Versa and Sentra helped offset declines in the truck market.

In Japan, Nissan's sales including minicars fell 11.5% to 766,702. In Europe, annual sales were flat at 539,773 units. New growth markets such as Russia balanced declines from mature markets.

In other global markets, poor performances in Thailand and Taiwan were balanced with continued growth in China and the markets of the Middle East.

COMBINED RENAULT AND NISSAN SALES IN 2006 (MAIN MARKETS)



HOW IT ALL BEGAN...

In the 1990s, Renault needed a partner to help it grow from a relatively small automaker to a major player.

Nissan, Japan's second largest car maker, had billions of dollars of debt and its share of the domestic market was in decline. Its president Yoshikazu Hanawa wanted a partner who would give a substantial cash injection.

In 1999, Renault's CEO Louis Schweitzer offered to buy 36.8% of Nissan's capital for \$5 billion, creating an alliance with each partner keeping its identity and independence.

When Nissan's financial situation improved it bought a 15% stake in Renault and Renault then increased its stake in Nissan to 44.3%.



Yoshikazu Hanawa and Louis Schweitzer - March 27, 1999

Meanwhile, Yoshikazu Hanawa met Renault director Carlos Ghosn and asked for his help in Japan.

Mr Ghosn, now CEO of Nissan and Renault, led a reappraisal of the way Nissan operated. Nissan's purchasing costs were to be cut by 20% and further savings made by economies of scale with the setting up of the Renault Nissan Purchasing Organisation.

A total of 43 of the 46 products sold in Japan were unprofitable. Mr Ghosn ruled that no new model would be developed unless it made money.

More changes included the loss of 21,000 jobs, the closure of three assembly plants and two powertrain plants. Manufacturing capacity utilisation was to increase from 53 to 82%.

Cross-functional teams are a hallmark of the new management style. At Nissan nine such teams were set up, impacting on the goals for the Nissan Revival Plan and subsequent business commitments. They continue to form a key part of Nissan and Renault management.

But Nissan was not the only company to gain from the Alliance. Renault's teams were soon benchmarking Nissan's manufacturing operations and technology.

I ALLIANCE FACTS

HISTORY OF THE ALLIANCE

1999

- **03.27** Louis Schweitzer and Yoshikazu Hanawa sign the Alliance agreement between Renault and Nissan in Tokyo.
- 03.28 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.
- 06.25 Carlos Ghosn (Chief Operating Officer), Patrick Pélata (Executive Vice President, Product Planning and Corporate Strategy) and Thierry Moulonguet (Senior Vice President, Deputy Chief Financial Officer) join the Nissan Board of Directors.
- 10.18 Carlos Ghosn announces the Nissan Revival Plan (NRP) in Tokyo.

2000

- 01. Renault Mexico is established with Nissan's support.
- 06.20 Carlos Ghosn is named President and Chief Operating Officer of Nissan by the Board of Directors.
- Sales of Renault vehicles in El Salvador and Honduras through Nissan's local partner Grupo Q. El Salvador and Honduras begin.
- Nissan do Brasil Automoveis is established with existing Renault dealers' support.
- 10.30 Renault Maroc purchase Nissan's distributor SIAB in Morocco.
- Sales of Renault vehicles in Ecuador through Nissan's local partner Autosmotores y Anexos S.A. begin.
- 12.6 Production of the Scénic at the Nissan Cuernavaca plant in Mexico begins.

2001

- **04.2** Renault-Nissan Purchasing Organization (RNPO), a joint purchasing company, is established.
- 05.2 Renault re-enters the Australian market in cooperation with Nissan.
- 06. Renault Argentina becomes a Nissan importer in Argentina.
- 06.21 Carlos Ghosn is named President and Chief Executive Officer of Nissan by the Board of Directors.
- 09. Sales of the Renault Kangoo 4x4 fitted with a Nissan 4WD unit begin.
- 11.1 Distribution of Renault vehicles in Indonesia through the local Nissan distributor begins.
- 11.15 Production of the Renault Clio at the Nissan Aguascalientes plant in Mexico begins.
- 12.20 Renault and Nissan inaugurate a LCV plant in Curitiba, Brazil. Production of the Renault Master van, the first model made at the LCV plant in Curitiba, Brazil, begins.

2002

- Production of Nissan ND manual transmission begins at the Renault Cacia Plant in Portugal.
- 03. Sales of the Nissan Interstar in Europe, a double-badged vehicle with the Renault Master, begin.
- **03.1** Renault increases its stake in Nissan to 44.4%.
- **03.4** Production of the Nissan Platina, derived from the Clio sedan, begins at the Nissan Aguascalientes plant in Mexico.

ALLIANCE FACTS

HISTORY OF THE ALLIANCE

- 03.5 Sales of the Nissan March in Japan, the first vehicle built on the common B platform, begin.
- **03.8** Sales of the Renault Vel Satis, powered by a Nissan 3.5-liter V6 gasoline engine, begin.
- **03.28** Renault and Nissan set up a common strategic management structure, Renault-Nissan bv.
- 03.29 Nissan acquires a 13.5% stake in Renault.
- **04.22** Production of the Nissan Frontier pickup, the second model produced at the LCV plant in Curitiba, Brazil, begins.
- 04.26 Carlos Ghosn joins the Renault Board of Directors.
- 05.28 Nissan increases its stake in Renault to 15%.
- 07.1 Renault-Nissan Information Services (RNIS) is established.
- 09. Sales of Renault Mégane II in Europe, the first vehicle built on the common C platform, begin.
- 10.22 Production of the Trafic 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).
- Sales of the Nissan Almera in Europe, fitted with the Renault 1.5-liter diesel engine, begin.

2003

- 01.23 Sales of the new Nissan Micra, the European version of the Japanese March based on the common B platform in Europe, begin.
- 03. Sales of the Nissan Primera in Europe, fitted with the Renault 1.9-liter diesel engine, begin.

- 04. Sales of the new Nissan Micra in Europe fitted with the Renault 1.5liter diesel engine begin, completing the new common-rail diesel engine line-up for the European market.
- 07.24 Itaru Koeda joins the Renault Board of Directors, succeeding Yoshikazu Hanawa.
- Sales of the Nissan Kubistar in Europe, a double-badged vehicle with the Renault Kangoo, begin.

2004

- In Mexico, a new common financing program, which proposes auto loans to Renault and Nissan customers and dealers, begins.
- **03.29** "Alliance Vision Destination" is announced for the fifth anniversary of the Alliance.
- 06. Sales of the Renault Master in Europe, fitted with the Nissan 3.0-liter diesel engine, begin.
- 09. Sales of the Renault Modus, Renault's first vehicle built on the common B platform, begin in Europe.
- 09. 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.
- 09.30 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.
- 12.01 Sales of the third Renault Samsung Motors model, the SM7, with the technical support of Nissan, begin in South Korea.
- 12.02 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.

ALLIANCE FACTS

HISTORY OF THE ALLIANCE

2005

- 02.21 First European application of Alliance co-developed navigation and communication system (on the new Renault Laguna and the Nissan Pathfinder) is announced.
- **03.1** First common 6-speed manual transmission on Renault Modus displayed at the Geneva Motorshow.
- 04.21 Last Alliance Board Meeting with Louis Schweitzer is held.
- 04.29 Carlos Ghosn is appointed President and CEO of Renault. Louis Schweitzer is appointed Chairman of the Board of Renault.
- 05.31 Sales of Nissan Serena, based on the common C platform and fitted with the common MR20DE (M1G) engine, begin in Japan.
- **06.1** Opening ceremony for Renault and Nissan joint parts warehouse in Hungary is held (established in April 2005).
- 09.16 Sales of Renault Clio III, based on the common B platform and fitted with the common 6-speed manual transmission, begin.

2006

- **01.** Sales of Nissan Tiida, equipped with the common 6-speed manual transmission (MT1), begin.
- 02.7 Exports of Renault Samsung-built sedan SM3 begin to Russia.
- 02.9 Renault Commitment 2009 is announced.
- 02.9 Carlos Ghosn announces details of Renault Commitment 2009, which should make Renault the most profitable volume car company in Europe.
- 03.22 Renault unveils new Alliance diesel engine, developed by Renault, the 2.0 dCi. It will be used initially in Mégane, Laguna, Espace and Vel Satis models. Nissan vehicles fitted with the engine will be released later.

12.22 Renault and Nissan announce that they are working together on EV (electric vehicle) development.

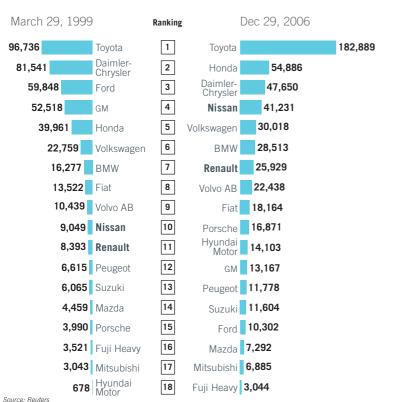
2007

- 02.26 Renault and Nissan announce together with Mahindra, Chennai as the location for a 400,000 capacity production site in India.
- 04.18 Nissan announced plans to launch its first clean diesel engine in the United States for use in the Nissan Maxima in 2010, powered by an all-new Alliance engine.
- 17.13 Nissan begin sales of the Nissan Aprio, a subcompact car for the Mexican market based on the Renault Logan, built in the Renault passenger car plant in Brazil.

ALLIANCE FACTSEVOLUTION IN FIGURES

AUTOMAKERS MARKET CAPITALIZATION

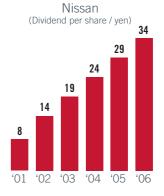
(EUR MILLION)



DIVIDENDS OF RENAULT AND NISSAN

2001-2006





ALLIANCE FACTS

EVOLUTION IN FIGURES

STOCK PRICE EVOLUTION OF RENAULT AND NISSAN

RENAULT SHARE PRICE FROM MARCH 29, 1999 TO END-DECEMBER 2006



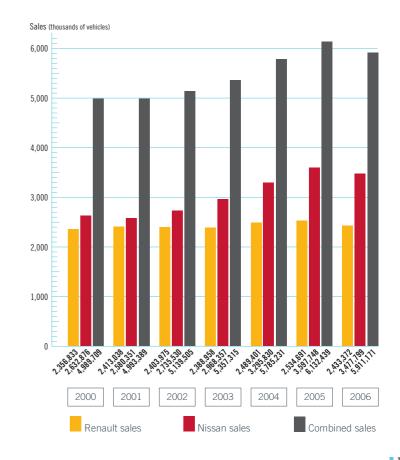
Source: Reuters

NISSAN SHARE PRICE FROM MARCH 29, 1999 TO END-DECEMBER 2006



Source: Reuters

EVOLUTION OF COMBINED RENAULT AND NISSAN SALES

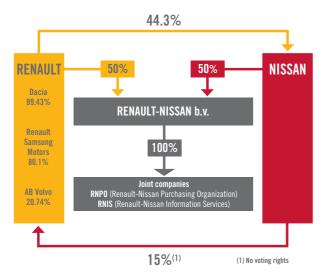


TEAMWORK ALLIANCE BOARD

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.

TEAMWORK ALLIANCE BOARD



Carlos Ghosn President of the Alliance Board

Alliance Board members from Renault:



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



Patrick Pélata 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), Human Resources



Mitsuhiko Yamashita Executive Vice President, Research and Development, TCSX (Total Customer Satisfaction Function)



Hidetoshi Imazu Executive Vice President European Operations (MC-E), Manufacturing, SCM (Supply Chain Management)

Renault CEG members (in addition to AB members):



Michel de Virville Corporate Secretary General, Executive Vice President



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



Thierry Moulonguet 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, American Operations (MC-America & MC-US), Purchasing



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



Junichi Endo
Senior Vice President
Global Marketing and Sales
Global Aftersales and
Conversion Business



Colin Dodge Senior Vice President GOM Operations (MC-GOM) China Operations Global IS

RMC : Regional Management Committee in Renault

■ TEAMWORK

TEAMS WORKING TOGETHER

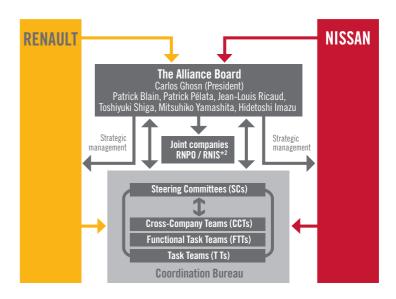
To define a common strategy and manage synergies, an Alliance strategic management company, Renault-Nissan bv*1, was founded on March 28, 2002. Renault-Nissan bv is jointly and equally owned by Renault and Nissan and hosts the Alliance Board, which met for the first time on May 29, 2002, and holds up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

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



Alliance Convention 2006 (internal meeting)

MANAGEMENT STRUCTURES AND GOVERNANCE OF THE ALLIANCE



^{*2} RNPO: Renault-Nissan Purchasing Organization RNIS: Renault-Nissan Information Services

TEAMWORK

GENERAL CONTEXT

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.

STEERING COMMITTEES

Steering Committees (SCs) handle cross-group orientations under their responsibility, propose priority subjects for the AB Members 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 Alliance Board and – where necessary – request arbitrage or a decision confirmation. They support the CCTs/FTTs that are responsible for the implementation of Alliance projects.

CROSS COMPANY TEAMS

The structure of joint projects and synergies is primarily based on the work of 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.

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.).

TASK TEAMS

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



Nissan Engineering Day (internal event) at Renault (2006)

MAJOR AREAS OF COOPERATION

PURCHASING

RNPO (Renault-Nissan Purchasing Organization) was founded in April 2001 to optimize purchasing performance across the Alliance.

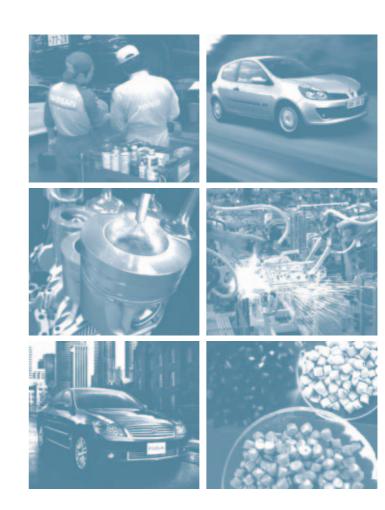
To achieve its goal, RNPO defines worldwide purchasing strategy by product family and selects the best suppliers project by project consistent with the partner companies' QCD* objectives.

Economies of scale are sought by combining Renault and Nissan order volumes and by developing component standardization.

By June 2007, RNPO was covering 83% of Renault and Nissan purchases, with a workforce of 600, drawn from both companies, using shared processes and tools.

RNPO's worldwide suppliers panel includes both global companies addressing large Alliance-wide order volumes, and local operators offering a close match to the complementary geographical coverage of Renault's and Nissan's individual purchasing departments.

The Alliance supplier relations policy is founded on a strong commitment, for suppliers and employees, to the values of trust, respect and transparency, as set out in the Renault-Nissan Purchasing Way.



^{*}Quality, Costs and Delivery time

MAJOR AREAS OF COOPERATION ENGINEERING

INTERCHANGEABLE COMPONENTS POLICY (ICP)

ICP consists of using same parts or fittings on different models, across several platforms and segments of the Renault-Nissan Alliance. Expanding the scope of common platforms by designing components that can be used for different platforms or segments, this offers greater scope for vehicle and market differentiation.

It contributes to improving cost efficiency, enhancing manufacturing flexibility and support global expansion while preserving the specific identity of each brand and the features of each vehicle



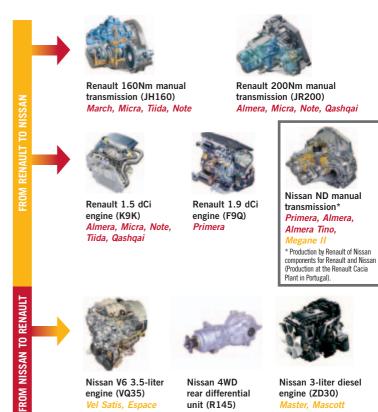




Nissan Advanced Technology Center

POWERTRAINS: COMPONENTS SHARED BETWEEN EACH OTHER

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



Kangoo 4x4

MAJOR AREAS OF COOPERATION ENGINEERING

POWERTRAINS: COMMON ENGINES



		S2G 1.5-liter -1.6-liter gasoline engine
RENAULT	Clio	
	Laguna	
	Mégane	
	Espace	
	Vel Satis	
	Modus	
NISSAN	March/Micra	• (HR15DE, HR16DE)
	Tiida/Latio/Versa	• (HR15DE, HR16DE)
	Note	• (HR15DE, HR16DE)
	Wingroad	• (HR15DE)
	Bluebird Sylphy	• (HR15DE, HR16DE)
	Sentra	
	Lafesta	
	Serena	
	Livina Geniss	• (HR15DE)
	Qashqai/Dualis	
	X-TRAIL	

Major applications are shown. Specific engine codes used in each company is mentioned in brackets.





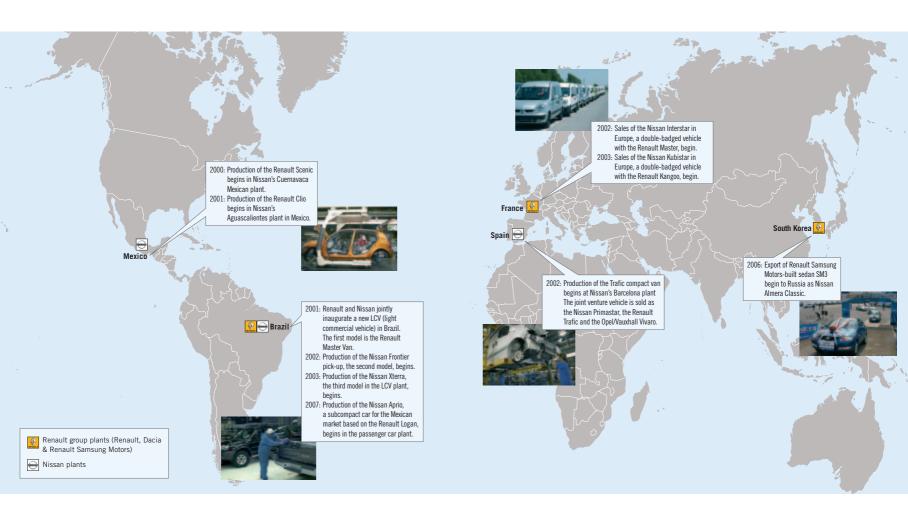


M1G 1.8-liter - 2.0-liter gasoline engine	M1D 2.0-liter diesel engine	MT1 240Nm 6-speed manual transmission
• (M4R)		•
• (M4R)*	• (M9R)	
	• (M9R)	•
	• (M9R)	
	• (M9R)	
		•
• (MR18DE)		•
• (MR18DE)		
• (MR20DE)		
• (MR20DE)		•
• (MR20DE)		
• (MR20DE)		
• (MR18DE)		•
• (MR20DE)	• (M1D)	•
• (MR20DE)	• (M1D)	•

^{*} From October 12, 2007, on New Laguna.

■ MAJOR AREAS OF COOPERATION

MANUFACTURING: CROSS PRODUCTION



RENAULT AND NISSAN PRODUCT LINE-UP RENAULT GROUP LINE-UP



TWINGO (1) (A)



CLIO III - 3-door (B)



CLIO III - 5-door (B)



CLIO II CAMPUS (B)



THALIA/SYMBOL/CLASSIC (B)



MODUS (B)



LOGAN (B)



MEGANE - 5-door (1) (C)



MEGANE SPORT HATCH (C)



MEGANE COUPE CABRIOLET (C)







MEGANE SPORT SALOON (C)



SCENIC (C)



GRAND SCENIC (C)



LAGUNA (2) (D)



LAGUNA GRAND TOUR (3) (D)

(1) Exists also in Renault Sport and GT versions.

(2) Start of sales from October 12, 2007. (3) Start of sales from January 2008.

■ RENAULT AND NISSAN PRODUCT LINE-UP RENAULT GROUP LINE-UP









ESPACE (1) (E)











KANGOO (2) (B) KANGOO EXPRESS (LCV)

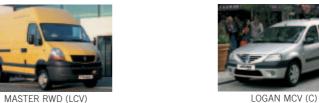














MASTER (LCV) (1) Exists also in Grand Espace version.(2) Exists also in 4WD version.

LOGAN VAN (LCV)



SM3 (C)







■ RENAULT AND NISSAN PRODUCT LINE-UP

NISSAN GROUP LINE-UP





OTTI



MOCO



PINO



MARCH / MICRA (B)



CUBE / CUBE CUBIC (B)



PLATINA (B)



NOTE (B) Major models are shown.



TIIDA / VERSA HATCHBACK (B)



TIIDA LATIO / VERSA SEDAN (B)





APRIO (B)



LIVINA (B)



BLUEBIRD SYLPHY (B)



SENTRA (C)



WINGROAD (C)



ALTIMA COUPE (E)



ALTIMA SEDAN (E)

■ RENAULT AND NISSAN PRODUCT LINE-UP NISSAN GROUP LINE-UP





















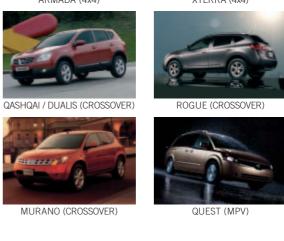
PATHFINDER (4x4)



PATROL (4x4)







■ RENAULT AND NISSAN PRODUCT LINE-UP NISSAN GROUP LINE-UP































SERENA (MPV)

CLIPPER RIO (MPV)









Major models are shown.

INTERSTAR (LCV)

PRIMASTAR (LCV)

■ RENAULT AND NISSAN PRODUCT LINE-UP INFINITI LINE-UP





INFINITI G 35 SEDAN (E)



INFINITI G 37 COUPE (E)



INFINITI M (F)



INFINITI FX (CROSSOVER)



INFINITI QX (4x4)



INFINITI EX (CROSSOVER)*

^{*} Start of sales from December 2007.

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