

■ ALLIANCE FACTS & FIGURES 2009

> CONTENTS

1. ALLIANCE FACTS	04
2. MAJOR AREAS OF COOPERATION	12
3. TEAM WORK	20
4. ALLIANCE PROGRESS	26
5. MAIN PRODUCT LINE-UP	

Renault (including Dacia and Renault Samsung brands):
<http://www.renault.com/en/vehicules/Pages/index.aspx>

Nissan: <http://www.nissan-global.com/EN/NISSAN/> (by market)

Infiniti: <http://www.nissan-global.com/EN/INFINITI/>



ALLIANCE FACTS

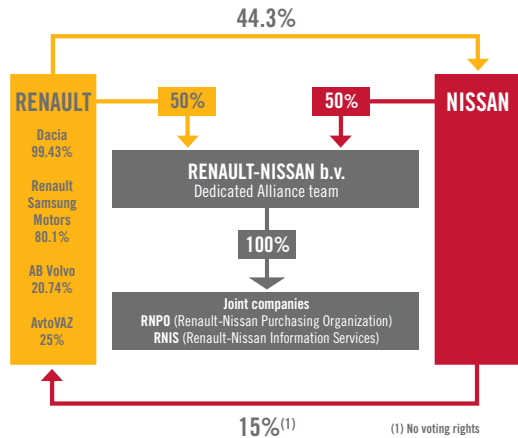
PRINCIPLES AND STRUCTURE OF RENAULT-NISSAN ALLIANCE

Signed on March 27, 1999, the Renault-Nissan Alliance is a unique partnership of two global companies united for performance and linked by cross-shareholdings. It is based on two founding principles:

- I. Developing all potential synergies by combining the strengths of both companies through a constructive approach to deliver Win-Win results
- II. Preserving each company's autonomy and respecting their own corporate and brand identities

The Alliance develops and implements a strategy of profitable growth and sets itself the following three objectives:

- 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.
- To be among the best three automotive groups in key technologies, each partner being a leader in specific domains of excellence.
- To consistently generate a total operating profit among the top three automotive groups in the world, by maintaining a high operating profit margin and pursuing growth.



Formed on March 28, 2002 Renault-Nissan b.v.* is a joint company, incorporated under Dutch law and equally owned by Renault SA and Nissan Motor Co., Ltd., responsible for the strategic management of the Alliance.

* bv (Besloten vennootschap) is a closed limited liability company under Dutch law.

ALLIANCE FACTS

KEY FIGURES 2008

RENAULT GROUP

(including Renault, Dacia and Renault Samsung Motors brands)



DACIA
groupe Renault

SAMSUNG
RENAULT SAMSUNG
MOTORS

Revenues	€37,791 million
COP*	€212 million
Net income	€571 million
Workforce	129,068 employees

- Based International Financial Reporting Standards (IFRS).

- Renault's 2008 fiscal year begins January 1, 2008, and ends December 31, 2008.

NISSAN GROUP

(including Nissan and Infiniti brands)

NISSAN

Revenues	€58.55 billion / US\$83.78 billion
COL**	€960 million / US\$1.37 billion
Net loss	€1.62 billion / US\$2.32 billion
Workforce	175,766 employees (consolidated basis)

- Based on Nissan's accounting standards.

- Nissan's 2008 fiscal year begins April 1, 2008, and ends March 31, 2009.

Amounts in dollars and euros for the results are translated for the convenience of the reader at the foreign exchange rates of 100.7 yen/dollar and 144.1 yen/euro, the average rates for the fiscal year ending March 31, 2009.

OVERVIEW IN FISCAL YEAR 2008

* Consolidated Operating Profit

** Consolidated Operating Loss

■ ALLIANCE FACTS

ALLIANCE COMBINED SALES IN 2008

In a global market that fell 5%, Renault and Nissan reported a 1.1% drop in sales for 2008. With a total of 6,090,304 vehicles sold in 2008, the Renault Nissan Alliance captured a 9.4% share of the global new vehicle market, up 0.3% points from 2007.

Renault and Nissan sold 2,382,230 and 3,708,074 vehicles respectively. Renault's worldwide sales decreased by 4.1%, while Nissan's rose by 0.9%.

Renault resilient amid a global market crisis

In a global market that fell by 5%, the Renault group reported a 4.1% drop in sales, while market share increased to 3.6%.

The Renault Group (Renault, Dacia and Renault Samsung brands) pursued international growth with a 1.5% rise in sales outside Europe to a total of 873,798 units, accounting for almost 37% of all Renault group global sales.

In Europe, in a crisis-struck market that fell 8.1%, the Renault group grew its market share 0.2 points to 9%.

Outside Europe the most significant performances are:

- In Brazil, the Renault group increased sales by 56.4% to a record of 115,000 vehicles. Group market share rose 1.2 points to 4.3% and Renault became one of the top six brands in Brazil. Nearly 40,000 Sanderos and more than 36,500 Logans were sold in Brazil.
- In Russia, Renault group sales increased 6.8%, topping the 100,000 sales mark for the second consecutive year.
- In Morocco, the Group continued to lead the market, with 27.8% market share.

Nine new models were launched in 2008: Clio Estate, Grand Modus, Mégane, Laguna Coupé, Kangoo car and LCV, Kangoo Compact, Logan Pick-Up and Thalia/Symbol. By end-2009, the Renault group will boast the youngest range in Europe with an average age of 2.2 years (compared with 3.8 years in 2005).

Entry range products from Renault and Dacia brands provided strong growth with 510,000 units sold, a 38.7% growth compared to 2007.

Renault signed on February 28, 2008 a partnership agreement with the leading Russian carmaker, AvtoVaz, which counts for a total of 669,972 Lada sales between March and December 2008. As they are not representing a full year, they are not incorporated to Renault 2008 total sales.

Nissan, global sales boosted by a strong product line-up

Despite declines in many of its major markets, Nissan (Nissan and Infiniti brands) closed 2008 with global sales rising 0.9% year-on-year to 3,708,074 units. Sales were boosted by the launch of eight all-new products including the Teana, Infiniti FX, Maxima, NP200 pickup, Qashqai+2, KIX mini-SUV, Cube, and 370Z.

In Japan, Nissan sold 678,126 units, down 5.9% year-on-year in a market that saw its lowest volumes since 1980. Market share was down 0.2 percentage points to 13.3% compared to 2007.

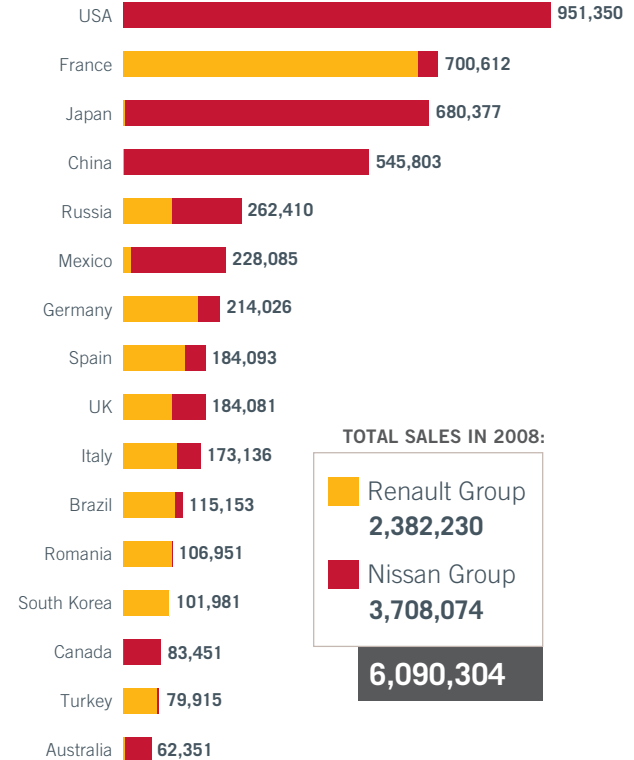
In the U.S., where the market saw a sharp decline of 18.0% to 13,242,701 vehicles compared to 2007, Nissan sales were down a lesser 10.9%. Combined sales from Nissan and Infiniti totaled 951,350 units. Nissan's market share in the US stood at a record 7.2%.

European sales (including Russia) reached a new record of 591,139 units, representing an increase of 5.0% versus 2007 (the previous highest sales year). This was largely driven by the popularity of the Qashqai which sold 183,294 units. Russia remained Nissan largest market in Europe, recording sales of 154,340 units, an increase of 26.5% compared with the previous year.

The General Overseas Markets (GOM) ended the year with double digit growth, with sales up 12.7% from the previous year to 1,404,008 units. Sales in China were up 19.1% due to the success of Tiida, Livina series and Sylphy. Sales in the GCC were up 17.1%, due to popularity of the Tiida and Altima.

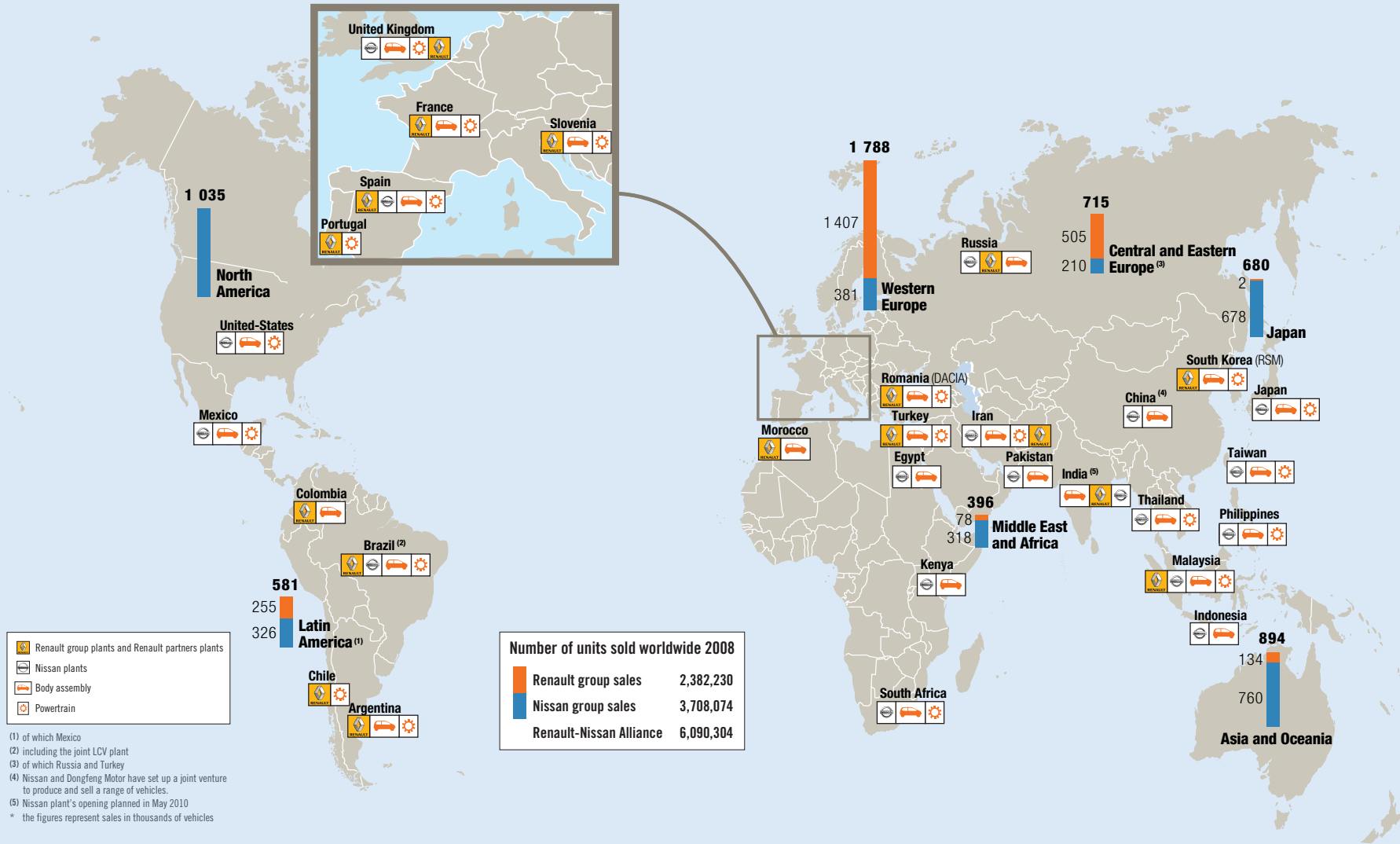
■ ALLIANCE FACTS

ALLIANCE COMBINED SALES IN 2008 MAIN MARKETS



ALLIANCE FACTS

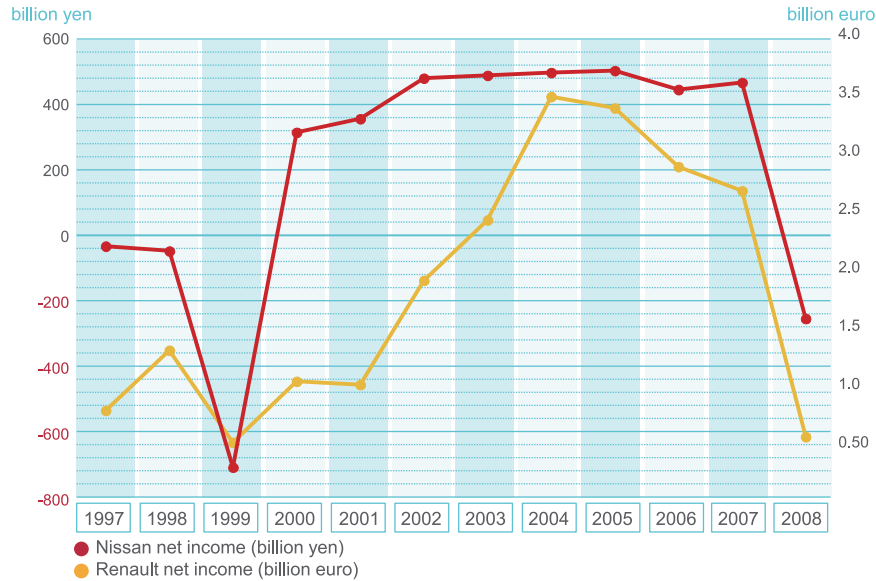
ALLIANCE COMBINED WORLDWIDE SALES AND PRODUCTION SITES



(1) of which Mexico
 (2) including the joint LCV plant
 (3) of which Russia and Turkey
 (4) Nissan and Dongfeng Motor have set up a joint venture to produce and sell a range of vehicles.
 (5) Nissan plant's opening planned in May 2010
 * the figures represent sales in thousands of vehicles

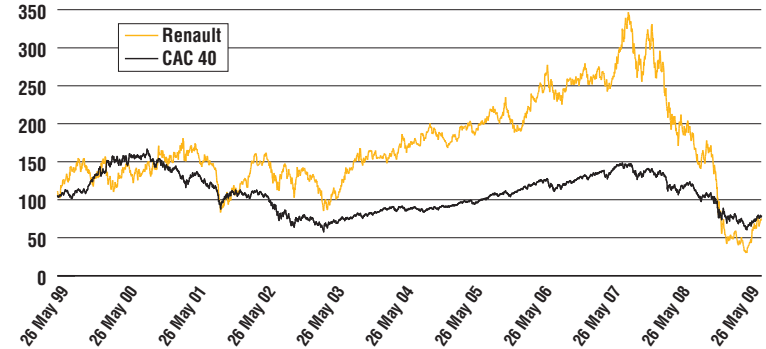
ALLIANCE FACTS

NET INCOME EVOLUTION OF RENAULT AND NISSAN

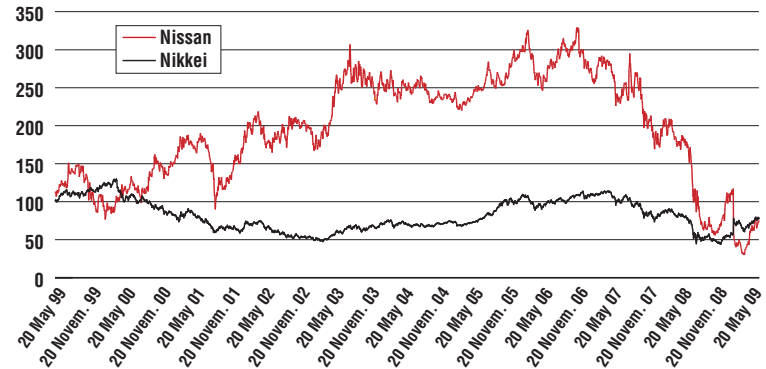


STOCK PRICE EVOLUTION OF RENAULT AND NISSAN

RENAULT SHARE PRICE FROM MAY 26, 1999 TO MAY 26, 2009

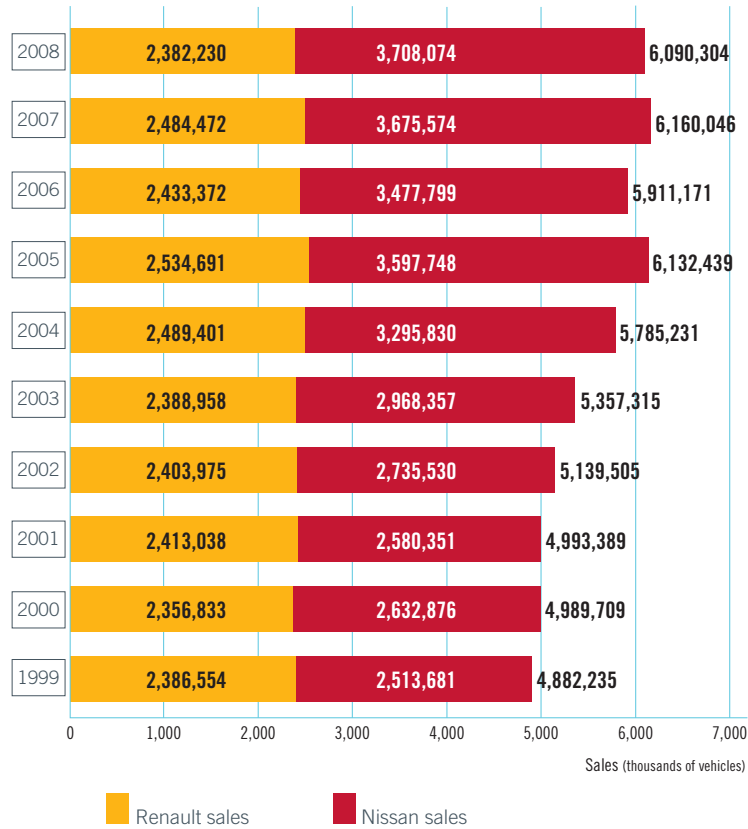


NISSAN SHARE PRICE FROM MAY 20, 1999 TO MAY 20, 2009



ALLIANCE FACTS

COMBINED SALES EVOLUTION OF THE ALLIANCE



MAJOR AREAS OF COOPERATION

PURCHASING

Renault-Nissan Purchasing Organization (RNPO) scope is 100%

RNPO is the Alliance's largest common organization, negotiating on behalf of Renault and Nissan. From April 1, 2009, its joint purchasing activities will account for 100% of Alliance purchases, compared to a scope of 30% at its creation in 2001.

RESEARCH AND DEVELOPMENT

Common platforms and common parts

Shared platforms and common parts (parts that are not visible to the customer such as gearboxes or air-conditioning system) are tools used by the Alliance to make economies of scale and reduce development and production costs.

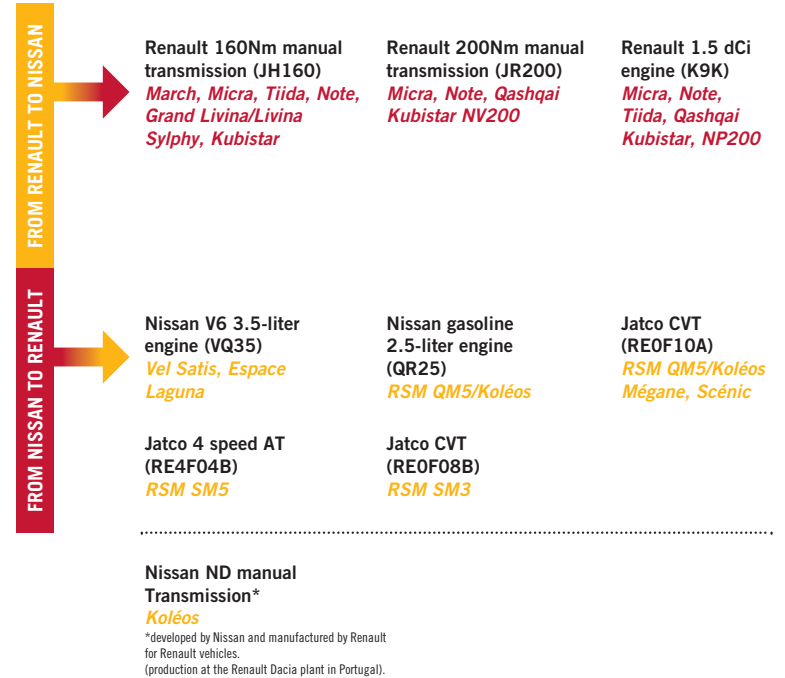
The common platforms, namely the B platform (notably Nissan Tiida/Versa and Renault Clio) and C platform (notably Renault Mégane/Scénic and Nissan Qashqai), represented more than 50% of the vehicles sold by Renault and Nissan globally in 2008.

Exchanges of powertrains and common powertrains

To capitalize on the powertrain expertise of both partners (Renault for diesel and Nissan for gasoline), the Alliance co-developed common engines and gearboxes, including a six-speed manual gearbox and a new V6 diesel engine. The Alliance also exchanges existing engines or gearboxes -- for example, the Nissan 3.5-liter gasoline engine for Renault Laguna and Renault 1.5-liter diesel engine for Nissan Qashqai). In total, eight engines are commonly used.

MAJOR AREAS OF COOPERATION

Powertrain : shared components



MAJOR AREAS OF COOPERATION

Powertrains: common units
in the alliance



	4 cylinder 1.5-liter-1.6-liter gasoline engine	4 cylinder 1.8-liter-2.0-liter gasoline engine	4 cylinder 2.0-liter diesel engine	6 cylinder 3.0-liter diesel engine	240Nm 6-speed manual transmission
RENAULT	Modus				• (TL4)
	Clio		• (M4R)		• (TL4)
	Mégane/Scénic		• (M4R)	• (M9R)	• (TL4)
	RSM SM5		• (M4R)		
	Laguna		• (M4R)		• (V9X)
	RSM QM5/Koléos			• (M9R)	
	Espace			• (M9R)	
	Vel Satis			• (M9R)	
	Trafic			• (M9R)	
	Kangoo				
NISSAN	March/Micra	• (HR15DE, HR16DE)			
	Cube	• (HR15DE)	• (MR18DE)		• (RS6F94R)
	Tiida/Tiida Latio/Versa	• (HR15DE, HR16DE)	• (MR18DE)		• (RS6F94R)
	Note	• (HR15DE, HR16DE)			• (RS6F94R)
	Wingroad	• (HR15DE)	• (MR18DE)		
	Bluebird Sylphy	• (HR15DE, HR16DE)	• (MR20DE)		
	AD/AD Expert	• (HR15DE)	• (MR18DE)		
	Lafesta		• (MR20DE)		
	Serena		• (MR20DE)		
	Sentra		• (MR20DE)		• (RS6F94R)
	Grand Livina	• (HR15DE, HR16DE)	• (MR18DE)		• (RS6F94R)
	Qashqai/Dualis		• (MR20DE)	• (M9R)	• (RS6F94R)
	X-TRAIL		• (MR20DE)	• (M9R)	• (RS6F94R)
	Primastar			• (M9R)	
	Livina	• (HR16DE)	• (MR18DE)		
	NV200	• (HR16DE)			
Teana		• (MR20DE)			

Specific engine codes used in each company is mentioned in brackets.

MAJOR AREAS OF COOPERATION

Expansion of the portfolio of advanced technologies

Renault and Nissan are cooperating on strategic fields of research and advanced engineering. Renault and Nissan have a common technology plan based on four common pillars: Safety, Environment-CO₂, Life-on-Board and Dynamic Performance.

Concerning zero-emission technology, Renault and Nissan are focusing on electric vehicles: numerous agreements have been signed with governments and corporations to launch the first electric vehicle in 2010 and to mass market a full range of electrical vehicles in 2012.



Renault Kangoo be bop Z.E. prototype



Nissan Leaf

MANUFACTURING

Manufacturing standardization

The Renault Production System (RPS), the standard used by all the Renault plants, borrowed extensively from the Nissan Production Way. Since it has been implemented, Renault productivity has improved by 15 percent.

Using the best practices of Renault and Nissan, the Alliance partners have developed the Alliance Common Process or Alliance Integrated Manufacturing System (AIMS), which will initially be used at greenfield sites in India (Chennai) and Morocco (Tangier).

Cross production

Within the Alliance, each company has the opportunity to use the manufacturing capacities of its partner. Today, Renault's plants produce Nissan vehicles in Korea (Almera Classic) and Brazil (Livina), whereas Nissan assembles Renault vehicles in South Africa (Sandero), Mexico (Clio) and Spain (Trafic).



Nissan Livina



Renault Sandero

■ MAJOR AREAS OF COOPERATION

PRODUCT PLANNING

Expansion of product line-ups

The Alliance has contributed to the expansion of product line-ups. Nissan has increased its LCV range in Europe by badging Renault products: Renault Kangoo/ Nissan Kubistar, Renault Master/ Nissan Interstar, Renault Trafic/ Nissan Primastar. On Renault side, Koleos has been designed by Renault but developed by Nissan and is using advanced Nissan 4x4 technology.



Renault Koleos

HUMAN RESOURCES

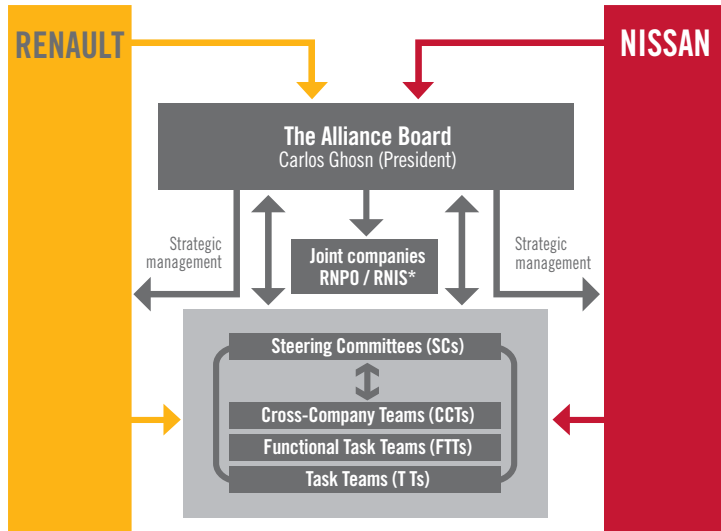
Cross-cultural management

As a global industrial and economic actor, the Renault-Nissan Alliance built a unique experience in multi-cultural management at all levels. Each year, more than 30 teams with Renault and Nissan employees from all regions and functions work together to identify synergies and best practices. Thousands of people with cross-cultural experience have been in collaboration since the beginning of the Alliance.

TEAMWORK

MANAGEMENT STRUCTURES AND GOVERNANCE OF THE ALLIANCE

The Renault-Nissan Alliance is managed strategically, covering different departments, management levels and regions of both companies.



* RNPO: Renault-Nissan Purchasing Organization
RNIS: Renault-Nissan Information Services

ALLIANCE BOARD

Composed of executive committee members from both Renault and Nissan, the Alliance Board (AB) stimulates development of synergies, validate respective Renault & Nissan strategic orientations and business plans, decide on common activities and monitor Alliance progress. However, Renault and Nissan remain independent in their top management.

Renault-Nissan B.V. is the sole shareholder of the two existing Alliance joint-venture companies: Renault-Nissan Purchasing Organization (RNPO) and Renault-Nissan Information Services (RNIS).



TEAMWORK

ALLIANCE BOARD MEMBERS

Alliance Board members from Renault



Patrick Pélata
Chief Operating Officer (COO),
Leader of America Management
Committee



Odile Desforges
Executive Vice President,
Engineering and Quality



Thierry Moulouget
Executive Vice President,
Chief Financial Officer



Michel Gornet
Executive Vice President,
Manufacturing and Logistics



Katsumi Nakamura
Executive Vice President,
Leader of Asia Africa
Management Committee



Philippe Klein
Executive Vice President,
Plan, Product Planning and
Programs



Jérôme Stoll
Executive Vice President,
Sales and Marketing and
Light Commercial Vehicles
Leader of Europe
Management Committee



Carlos Ghosn
President of the Alliance Board

Alliance Board members from Nissan



Toshiyuki Shiga
Chief Operating Officer (COO),
External and Government Affairs
Intellectual Asset Management
Design
Brand Management
Corporate Governance
Global Internal Audit



Carlos Tavares
Executive Vice President,
Chairman of Management
Committee Americas



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



Hiroto Saikawa
Executive Vice President,
Purchasing
Chairman of Management
Committee Asia



Hidetoshi Imazu
Executive Vice President,
Manufacturing
SCM



Andy Palmer
Senior Vice President,
Global Planning & Program
Management Division,
IS/IT Division
Global LCV, Infiniti & Zero
Emission Business Units



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



Colin Dodge
Executive Vice President
Chief Recovery Officer
Chairman of Management
Committee AMIE (Africa,
Middle-East, India, Europe),
Corporate Planning and Control



Alain Dassas
Senior Vice President,
Chief Financial Officer
Treasury, IR, M&A, TAX and
Global Sales Finance Business
Unit

TEAMWORK

ALLIANCE ORGANIZATION

STEERING COMMITTEES

Steering Committees (SC) control and guide synergy hunting activities and management of common programs, prioritize actions, prepare recommendations and decisions submitted to Alliance Board Meeting. They also organize benchmarking of the competitive position of the Alliance in their respective areas and monitor the implementation of Alliance decisions. Steering Committees manage directly the related Cross Company Teams (CCT), Functional Task Teams (FTT) and Task Teams (TT).

CROSS COMPANY TEAMS

Cross Company Teams (CCT) have a clear role of opportunity and synergy hunter. They also check implementation made by line organization.

FUNCTIONAL TASK TEAMS

Functional Task Teams (FTT) support and facilitate daily work of the Alliance bodies and harmonize practices and tools as needed.

TASK TEAMS

Task Teams (TT) conduct Alliance projects and / or support SCs with specific assigned tasks and deadlines.

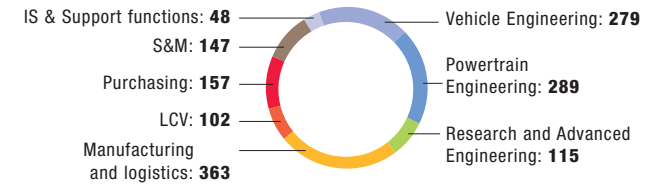
ALLIANCE DEDICATED TEAM

Ten years into the Alliance, Renault and Nissan are taking cooperation to a higher level.

In 2009, identified synergies will contribute €1.5 billion in free cash flow to the Alliance partners.

Alliance synergies: 1.5 billion € for 2009

All functions implicated in synergies identification
€ billion



To maximize the know-how gained from 10 years of cross-cultural management and shared experience, the Alliance has set up a small dedicated team. They apply their in-depth understanding of both companies to foster synergies at all levels and push for greater commonization and standardization, not just in 2009 but well into the future.

The following nine areas are identified as priorities to create more synergies :

- Purchasing
- Industrial Sourcing
- Common Platforms and Parts
- Powertrains, Support Functions
- Global Logistics
- IS/IT
- Research and Advanced Technologies
- Zero Emission Business

■ ALLIANCE PROGRESS

HOW IT ALL BEGAN...

In the 1990s, Renault needed a partner to help it grow from a relatively small auto-maker 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%.



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.

■ ALLIANCE PROGRESS

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 Moulouguet (Senior Vice President, Deputy Chief Financial Officer) join the Nissan Board of Directors.
- 10.18** Carlos Ghosn announces the Nissan Revival Plan (NPR) 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.
- 07.** Sales of Renault vehicles in El Salvador and Honduras through Nissan's local partner Grupo Q. El Salvador and Honduras begin.
- 10.** Nissan do Brasil Automoveis is established with existing Renault dealers' support.
- 10.30** Renault Maroc purchase Nissan's distributor SIAB in Morocco.
- 11.** Sales of Renault vehicles in Ecuador through Nissan's local partner Automotores 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

- 02.** 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.
- 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.

■ ALLIANCE PROGRESS

- 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.
- 05.09 Announcement of Nissan 180.
- 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).
- 12. 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 1.5-liter 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.
- 10. Sales of the Nissan Kubistar in Europe, a double-badged vehicle with the Renault Kangoo, begin.

2004

- 01. 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.

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.
- 04.25 Announcement of Nissan Value-up.

■ ALLIANCE PROGRESS

- 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** 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 Megane, 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

- 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.

- 07.13** 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.
- 09.01** The Kingdom of Morocco and the Renault Nissan Alliance announce the creation of new manufacturing complex in Morocco.
- 09.06** Renault and Nissan to create new technology and business center in India (Renault Nissan Technology and Business Center in India : RNTBCI).
- 11.22** Renault announce the production of Renault Sandero in Nissan South Africa plant from 2009.

2008

- 01.18** The Kingdom of Morocco and the Renault-Nissan Alliance sign the final agreements.
- 01.21** Renault-Nissan and Project Better Place plan for first mass marketed electric vehicles in Israel.
- 02.22** Renault and Nissan sign MOU with government of Tamil Nadu for industrial automotive facility in Chennai (Renault Nissan Alliance India Private Limited : RNAIPL).
- 03.27** Renault-Nissan and Project Better Place pursue their strategy of zero-emission vehicles in Denmark.
- 04.01** RNPO expands its scope and will cover 90% of the Alliance purchasing turnover.
- 05.12** Renault-Nissan and Bajaj Auto announce to form a joint venture company to build the car code-named ULC (ultra low cost).
- 05.13** Announcement of Nissan GT 2012, five-year business plan.

■ ALLIANCE PROGRESS

- 09.30** Opening of a new Alliance joint parts warehouse in Russia
- 11.04** Renault and Nissan choose Omnicom-OMD for European media buying
- 11.05** Renault-Nissan and Yokohama city announced a partnership to study sustainable mobility solutions for Yokohama.
- 11.19** Renault-Nissan and The State of Oregon form zero-emission vehicle partnership.
- 11.20** Monaco and Renault-Nissan to promote the use of electric vehicles in the Principality.
- 11.21** Renault-Nissan enters zero-emission vehicle partnership in Sonoma County.
- 11.22** Portugal and Renault-Nissan conclude a partnership to deliver zero-emission mobility to Portugal from 2010.
- 12.16** Energie Ouest Suisse and Renault-Nissan to build zero-emission future in Switzerland.

2009

- 01.12** Nissan begins building flex-fuel Livina in the Renault-Nissan Alliance Plant in São José dos Pinhais in Brazil.
- 02.27** Renault-Nissan and Greentomatocars to launch first zero-emission cab fleet in London.
- 02.27** Renault-Nissan and Electromotive join forces to accelerate installation of charging networks for electric vehicles.
- 03.02** Portugal and Nissan take zero-emission mobility discussions to the next level. Study begins for Nissan lithium-ion battery plant in Portugal.
- 03.04** Renault-Nissan and City of Yokohama to embark on Yokohama mobility 'Project Zero'.
- 03.06** Renault-Nissan forms zero-emission vehicle partnership in the Tucson Metro area.

- 03.16** Renault-Nissan and ewz (the municipal electric utility for the city of Zurich) for zero emissions mobility
- 03.20** Nissan and One North East sign zero-emission mobility partnership.
- 03.23** Renault-Nissan form zero-emission vehicle partnership in San Diego.
- 03.26** Monaco and Renault-Nissan implement zero-emission mobility for 2011.
- 03.27** Renault-Nissan Alliance recognizes its 10-year anniversary.
- 04.10** Renault-Nissan partners with MIIT of China for Zero-Emission Mobility
- 04.16** Renault-Nissan forms zero-emission vehicle partnership in the Phoenix metro area.
- 04.16** Renault-Nissan and Leaseplan to build zero-emission future in Europe.
- 04.22** Nissan celebrates earth day with EV prototype; announces partnership with Oak ridge national laboratory
- 04.24** Renault-Nissan partners with Environment Bureau of Hong Kong government for Zero-Emission Mobility
- 04.28** Renault-Nissan forms zero-emission vehicle partnership with city of Seattle
- 05.01** Renault-Nissan forms zero-emission vehicle partnership in Raleigh
- 05.06** Renault-Nissan partners with Singapore government for zero-emission mobility
- 05.26** Nissan and Europcar form a zero-emission vehicle partnership
- 05.29** A new step forward for the Alliance - ten years into the Alliance, Renault and Nissan are taking cooperation to a higher level

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