

ALLIANCE FACTS & FIGURES 2016

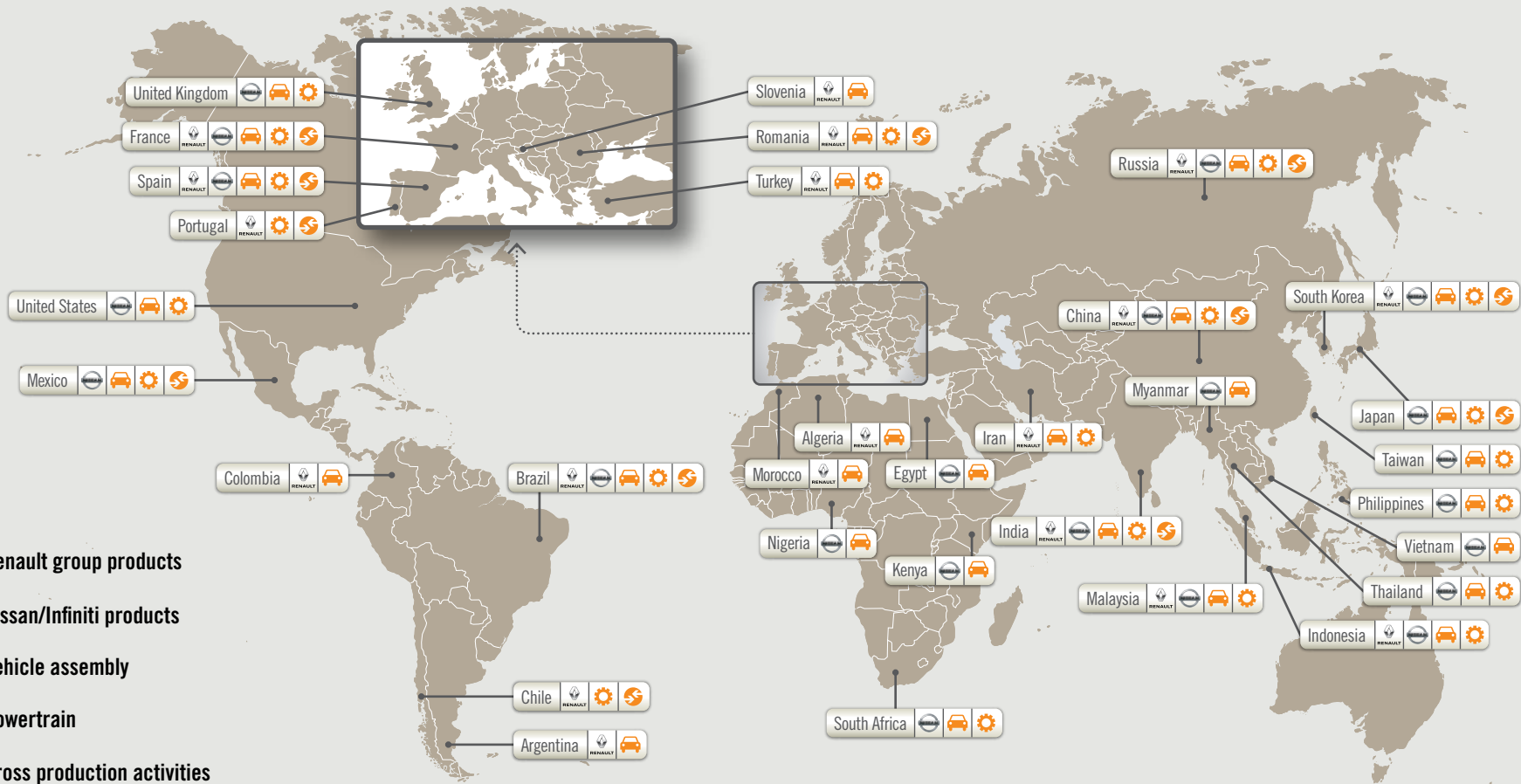
17 YEARS OF COOPERATION





THE ALLIANCE'S GLOBAL FOOTPRINT

MAP OF PRODUCTION SITES

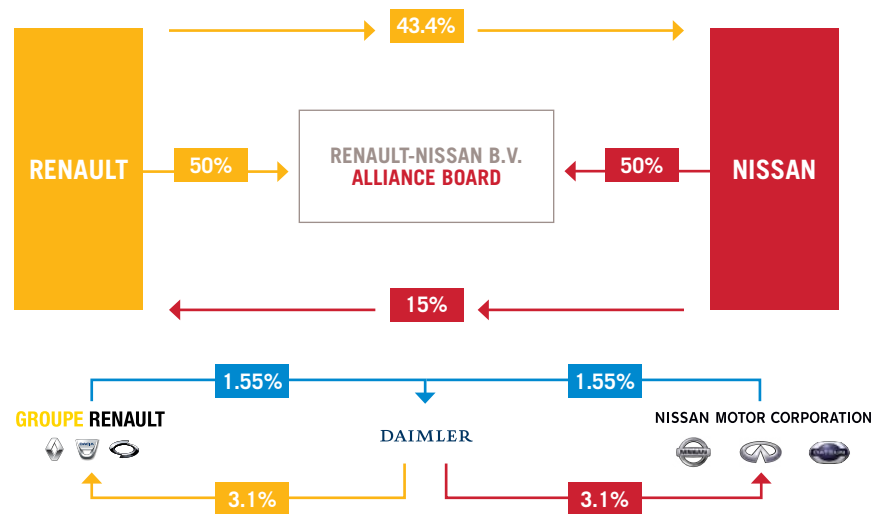


Founded in 1999, the Renault-Nissan Alliance has become the longest-lasting cross-cultural combination among major carmakers. This unique partnership is a pragmatic, flexible business tool that can expand to accommodate new projects and partners worldwide.

- ◆ The Alliance is a buffer to protect partners during regional downturns, and it has accelerated Renault and Nissan's momentum in some of the world's fastest growing economies.
- ◆ The Alliance has helped Renault and Nissan outperform historic regional rivals, elevating both companies into an elite tier. Together, Renault and Nissan rank in the top four car groups globally.
- ◆ Based on cross-shareholding and mutual self-interest, the Alliance business platform maximizes synergies without destroying brand identity. In order to achieve competitive economies of scale, many automakers are seeking out collaborations similar to the groundbreaking partnership that Renault and Nissan established 17 years ago.

Renault holds a 43.4% stake in Nissan. Nissan holds a 15% stake in Renault. The cross-shareholding model ensures that both partners have a mutual self-interest and encourages each to pursue "win-win" strategies that benefit both.

The Alliance is managed by Renault-Nissan BV, a jointly-owned Renault and Nissan company based in Amsterdam, the Netherlands.



DAIMLER:

In 2010, the Renault-Nissan Alliance and Daimler AG announced a historic collaboration to increase efficiencies worldwide. As part of the agreement, the Renault-Nissan Alliance took a 3.1% stake in Daimler. Daimler took a 3.1% stake in Renault and a 3.1% stake in Nissan. These stakes have been transferred to Daimler Pension Trust in June 2016.

AVTOVAZ:

In 2012, Renault-Nissan acquired a majority stake in Alliance Rostec Auto BV, a joint venture with state corporation Rostec which today holds 74.5% of AVTOVAZ.

ALLIANCE COMBINED SALES IN 2015:

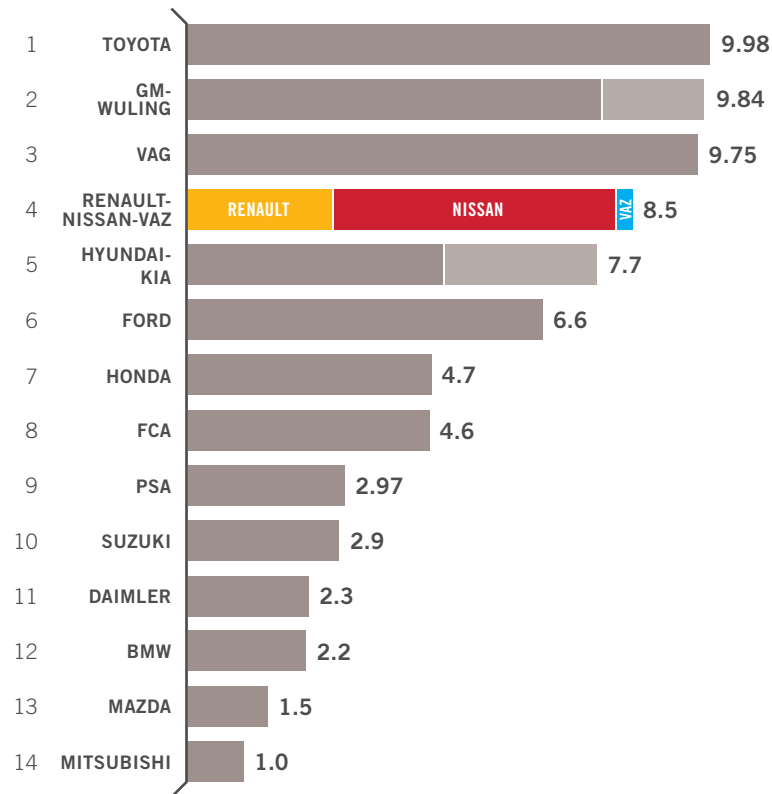
- ◆ The Renault Nissan Alliance sold 8.5 million units in 2015, up almost 1% from 2014. The Renault-Nissan Alliance captured about 10% of the global market in 2015.
- ◆ Together, Renault and Nissan ranked as the No. 4 car group in terms of worldwide sales.
- ◆ Nissan sold 5.4 million units worldwide in calendar year 2015, up 2.1%. Renault sold 2.8 million units, up 3.3% from 2014. AVTOVAZ, owner of the Lada brand, sold 305,491 units, down 31.5% from 2014.

ALLIANCES KEY FIGURES:



SALES UNITS	REVENUES
Renault, Dacia, RSM: 2.8 million AVTOVAZ: 0.3 million Nissan: 5.4 million	Renault: €45 billion (FY15) Nissan: ¥12.19 trillion (FY15)

2015 SALES RESULTS (in million units)



Note: Results based on passenger car and light commercial vehicle sales.



Renault Clio IV



Renault Duster



Renault Sandero Stepway

RENAULT'S EV RANGE:



ZOE



Kangoo Z.E.



SM3 Z.E.



Twizy



Nissan Rogue/X-Trail



Nissan Sentra/Sylphy



Nissan Altima/Teana

NISSAN'S EV RANGE:



LEAF



e-NV200

The Alliance targets 10% market share in all markets of more than 1 million vehicles. The Alliance also invests for the long-term, sustainable future – particularly in high-growth markets that will become global economic engines in the 21st century, including Brazil, Russia, India and China. In recent years, the Alliance has launched new industrial projects in Indonesia, Myanmar, Nigeria and Algeria.

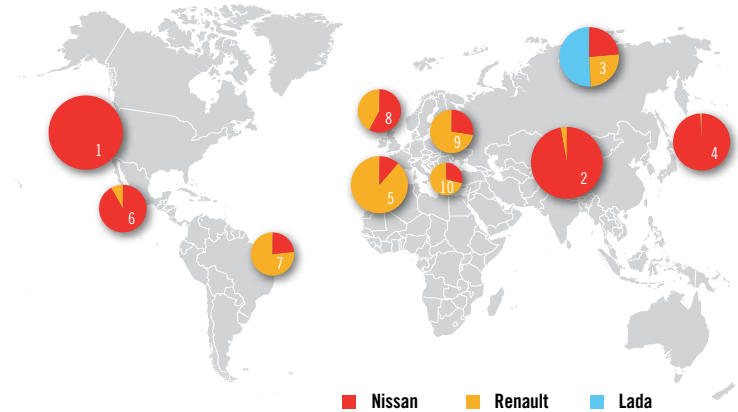
THE ALLIANCE IS A POWERFUL BUSINESS LEVER IN EMERGING MARKETS:

- ◆ Nissan used Renault’s Curitiba plant to establish a foothold in Brazil, Latin America’s largest market, and is now producing vehicles in a new factory in Resende.
- ◆ In Russia, the Alliance builds Renault, Nissan, Datsun and Lada models at the AVTOVAZ plant in Togliatti.
- ◆ India is home to the largest Alliance plant, where the Renault Kwid, Renault Duster and the Nissan Terrano are produced.
- ◆ Renault began producing cars in China in 2016 at a joint-venture plant with Dongfeng Motor, Nissan’s trusted partner for more than a decade.



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ALLIANCE WORLD MARKET:



TOP 10 ALLIANCE COUNTRIES:

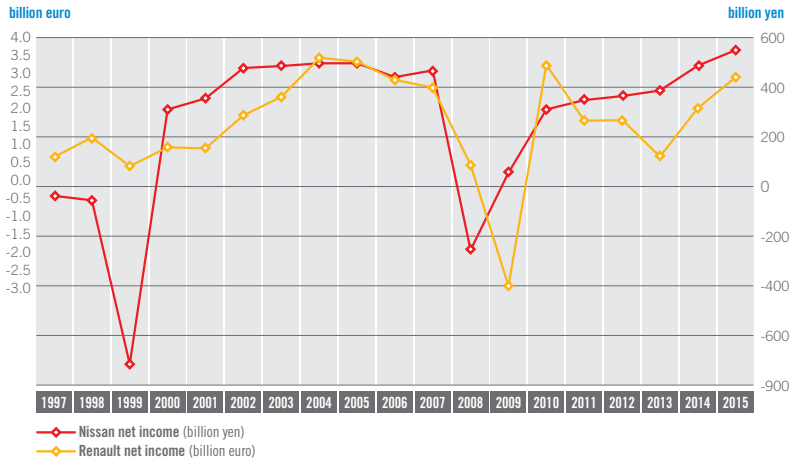
#	COUNTRY	TOTAL SALES (VEHICLES)	MARKET SHARE
1	US	1,484,918	8.5%
2	China	1,265,922	5.3%
3	France	684,373	30.0%
4	Japan	594,126	11.7%
5	Russia*	517,799	32.3%
6	Mexico	373,261	27.6%
7	UK	297,516	9.9%
8	Germany	252,383	7.4%
9	Brazil	242,744	9.8%
10	Spain	218,846	18.3%

*Including AVTOVAZ



FACTS AND FIGURES

NET INCOME EVOLUTION OF RENAULT AND NISSAN



New QASHQAI production at Nissan Motor UK in Sunderland

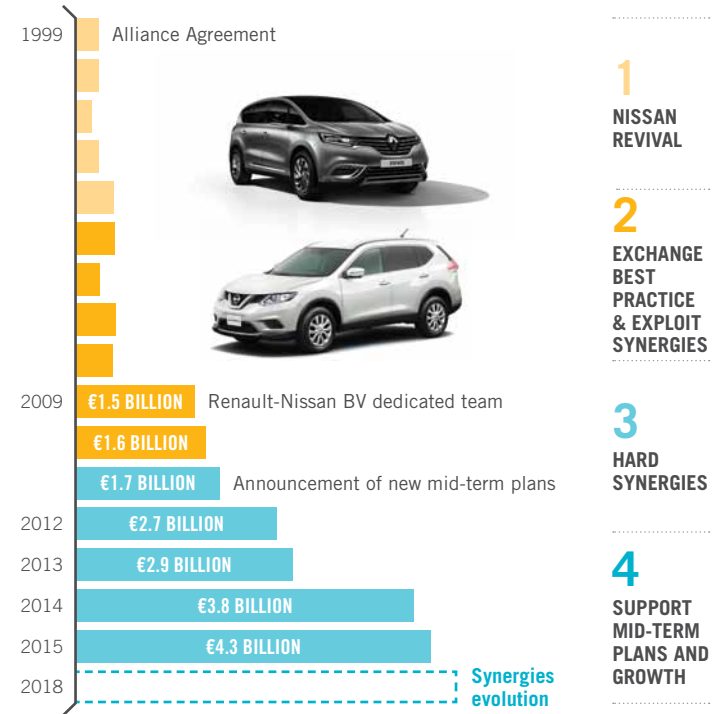
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COOPERATIONS

SYNERGIES OVERVIEW

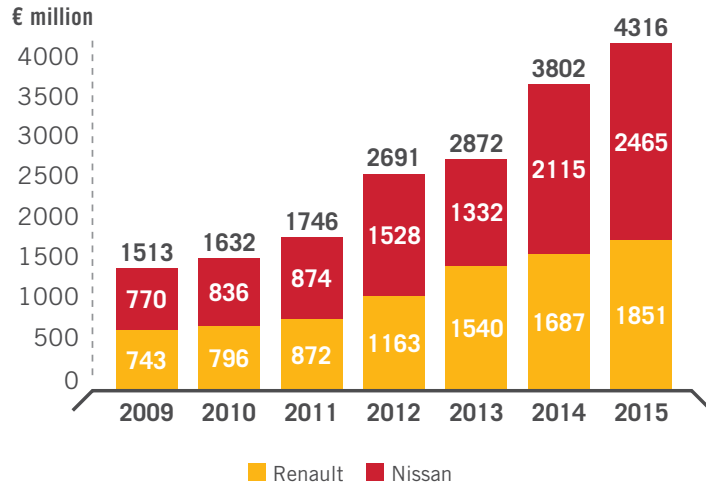
In April 2014, the Alliance took another major step in its 15-year evolution with the convergence of four core business functions: Engineering, Manufacturing and Supply Chain Management, Purchasing, and Human Resources. The Alliance generated €4.3 billion in synergies in 2015, one year earlier than anticipated. The Alliance expects to post €5.5 billion euros in synergies in 2018.



SYNERGIES OVERVIEW

- ◆ The amount of synergies is reviewed by the Controllers of each company.
- ◆ Only new synergies are taken into account.
- ◆ Synergies come from cost reductions, cost avoidance and revenue increases.

Alliance synergies



Convergence is expected to boost efficiency and help the Alliance leverage its size to achieve even more economies of scale.

Each of the Alliance's converged functions is headed by an Alliance Executive Vice President.



Tsuyoshi YAMAGUCHI
Alliance EVP,
Alliance Technology
Development



Jérôme OLIVE
Alliance EVP, Alliance
Manufacturing Engineering &
Supply Chain Management



Yasuhiro YAMAUCHI
Alliance EVP,
Alliance Purchasing



Marie-Francoise DAMESIN
Alliance EVP,
Alliance Human Resources

PURCHASING

The Renault-Nissan Purchasing Organization (RNPO) is responsible for the purchasing strategy and for selecting the suppliers of parts, services and equipment required for Renault and Nissan business around the world. Since 2009, RNPO has represented 100% of Alliance commodity purchases, compared to 30% in 2001. Renault and Nissan are rapidly increasing collaboration across platforms, powertrains and other parts, unleashing even more potential economies of scale for RNPO. In early 2015, Renault SA, Nissan Motor Co. Ltd., and AVTOVAZ merged their purchasing operations in Russia through a newly created entity: AVTOVAZ-RENAULT-NISSAN Purchasing Organization (ARNPO). In 2015, the Alliance purchases represented 98 billion euros.

ENGINEERING

Common Module Family: The Next Step in Integration

Common Module Family (CMF) represents a key step in the integration of the Renault-Nissan Alliance and a significant source of synergies moving forward. CMF is not a conventional “platform sharing” scheme. Rather, it’s a modular architecture system that dissects the vehicle into five fundamental zones: the engine compartment, cockpit, front underbody, rear underbody and the vehicle’s electronic architecture. This modular architecture system allows the company to build a wider range of vehicles from a smaller pool of parts, resulting in more savings and greater value for customers.



CMF HAS THREE SEGMENTS:

- CMF-A:** small, fuel-efficient vehicles particularly in high-growth markets
- CMF-B:** mid-sized vehicles
- CMF-C/D:** larger vehicles, including many Renault and Nissan SUVs and crossovers

By 2020, when CMF is fully deployed in plants worldwide, 70% of all Renault-Nissan Alliance vehicles will fall within the CMF scope. CMF covers most of the Renault, Dacia, Nissan and Datsun brand vehicles. CMF does not cover Infiniti.

The approach is expected to cut purchasing costs by as much as 30% and entry costs by up to 40%. The savings enable product planners to add more high-value content to vehicles.

Nissan’s first CMF vehicles on the road include the all-new Nissan X-Trail (multiple plants worldwide), Nissan Rogue (Tennessee, USA, and Renault Busan plant, South Korea), and Nissan Qashqai (Sunderland, UK), all built on CMF-C/D architecture. Renault’s first CMF-C/D vehicles are the new Espace, the Kadjar, the new Megan and Talisman. In 2015, Renault began selling the Kwid in India, the first Alliance model built on CMF-A architecture. Nissan launched the Datsun redi-GO on CMF-A architecture in India in April 2016.



New Renault Espace



New Nissan Rogue

EXCHANGES OF POWERTRAINS AND COMMON POWERTRAINS

To capitalize on the powertrain expertise of both partners, the Alliance co-develops common engines and gearboxes. Centers of excellence stem from the companies' historic areas of expertise: Renault specializes in diesel engines and manual transmissions, while Nissan specializes in gasoline engines and automatic transmissions.

Today, 85% of all powertrains are co-developed or shared by the two partners.



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Alliance diesel engines K9K and R9M equip vehicles like Nissan QASHQAI

In addition to synergies on parts, platforms and purchasing, the Renault-Nissan Alliance has created numerous teams that have unlocked cost savings strategies around the world, including:

- ◆ **Logistics:** A unified team has commonized packing, shipping and other functions that are completely invisible to the consumer.
- ◆ **Customs & Trade:** A dedicated team has reduced customs duties and administrative costs that each company incurred separately. The team has also negotiated better terms and implemented economic policies to establish best practices for regions around the globe.
- ◆ **IS/IT:** Renault and Nissan share common information systems infrastructure, data centers and licenses.
- ◆ **Sales and Marketing:** In 2012, the Alliance won its first fleet contracts to supply at least 15,000 vehicles on multiple continents to global food company Danone. More recently, the Alliance has signed fleet contracts with multinational confectionery, food and beverage conglomerate Mondelez International and Air Liquide, a French multinational company, which supplies industrial gases and services to various industries.



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The Renault-Nissan Alliance Fleet Team

STRATEGIC COOPERATION WITH DAIMLER

Daimler AG, maker of Mercedes-Benz, is one of the world's largest luxury car manufacturers. In April 2010, the Renault-Nissan Alliance and Daimler AG announced a strategic partnership based on three "pillar projects," mostly focused on Europe. Since then, the project portfolio has increased to at least 13 major projects on three continents.



Renault-Nissan CEO Carlos Ghosn and Daimler CEO Dieter Zetsche launch their collaboration.

FOR NISSAN AND DAIMLER:

- ◆ Production of Mercedes-Benz 4-cylinder gasoline engines at Nissan's new powertrain assembly facility in Decherd, Tennessee, for Infiniti and Mercedes vehicles.
- ◆ Supply of the Daimler 2.2-liter turbo diesel engine, coupled with a 7-speed automatic or 6-speed manual gearbox for the Q50, Infiniti's new flagship sedan.
- ◆ Cross supply of Mercedes Canter – Nissan Atlas trucks in Japan.
- ◆ Development of Q30 and QX30, Infiniti's new compact vehicles using components from Daimler's compact car architecture. The premium cars are built at Nissan's Sunderland plant in the UK. The Q30 launched in November 2015. The QX30 will launch in 2016.
- ◆ Manufacturing of Daimler's advanced 9-speed automatic transmission for Nissan and Infiniti vehicles starting in 2018.
- ◆ Co-development and joint production of next-generation, premium, compact vehicles in Aguascalientes, Mexico starting in 2017.
- ◆ Co-development of 1-ton pickup trucks sharing architecture with the all-new Nissan NP300 for Mercedes-Benz and Renault. Pickup trucks to be produced in Nissan's Barcelona plant in Spain and Renault's Cordoba plant in Argentina by the end of the decade.

FOR RENAULT AND DAIMLER:

- ◆ Joint development of a new common architecture for Daimler's smart and Renault Twingo successors. Both four-seater vehicles are produced at Renault's plant in Novo Mesto, Slovenia. Cars are on sale since second half of 2014.
- ◆ Development and supply of Citan, a new light commercial vehicle under the Mercedes-Benz brand, based on Renault technology and produced in Renault's plant in Maubeuge, France, since late 2012.
- ◆ Supply of ultra low-consumption diesel and gasoline engines, starting with a 1.5 liter diesel engine, manufactured by Renault in Valladolid (Spain), adapted by Mercedes-Benz as entry powertrain for the Mercedes A and B Class, CLA and GLA models.
- ◆ Additionally, Renault supplies Daimler with a 1.6 liter, 4-cylinder diesel engine adapted by Mercedes-Benz as entry powertrain for the Mercedes C-Class. A variant of this engine combined with a Renault transmission is equipped on the new Mercedes-Benz Vito with front-wheel drive.
- ◆ New Renault ZOE electric motor to be fitted in EV versions of the smart fortwo and forfour, which will go on sale in late 2016. Motor produced at Renault's Clean plant in France.

FOR RENAULT, NISSAN AND DAIMLER:

- ◆ Renault-Nissan and Daimler are jointly developing a new direct-injection, turbo-charged small gasoline engine family for 2017. The engines feature advanced technology with significantly improved fuel efficiency.



Thierry BOLLORÉ
Executive Vice President,
Chief Competitive Officer



Stefan MUELLER
Executive Vice President
Chief Performance Officer



Mouna SEPEHRI
Executive Vice President
CEO Office



Bruno ANCELIN
Executive Vice President,
Product Planning and
Programs

GRUPE RENAULT



Carlos GHOSN
Chairman and Chief Executive
Officer of Renault and Nissan

NISSAN MOTOR CORPORATION



Hiroto SAIKAWA
Chief Competitive
Officer



Trevor MANN
Chief Performance
Officer



Hari NADA
Senior Vice President
CEO Office



Philippe KLEIN
Chief Planning Officer

The Alliance Board is the common governance body of the Alliance, held by Renault-Nissan BV, headquartered in Amsterdam. RNBV is equally-owned by Renault and Nissan.

It is composed of four Renault senior executives and four Nissan senior executives, and it is supported by the full Executive Committee of both companies. It is chaired by Renault-Nissan Alliance Chairman and CEO Carlos Ghosn.

The board focuses on strategic direction, significant new opportunities for collaboration, and the progress of the Alliance relative to industry benchmarks.

Alliance Board Meetings typically include a focus on:

- ◆ Mid-term plan progress
- ◆ Validation of product plans
- ◆ Commonality of products and powertrains
- ◆ Strategic investments impacting the Alliance
- ◆ Strategic cooperations with third parties



Renault-Nissan BV headquarters in Amsterdam.

**1999**

- ◆ Louis Schweitzer and Yoshikazu Hanawa sign the Alliance agreement between Renault and Nissan in Tokyo.
- ◆ 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.

2000

- ◆ Carlos Ghosn is appointed President and Chief Operating Officer of Nissan.
- ◆ Nissan do Brasil Automoveis is established with existing Renault dealers' support.

2001

- ◆ The Renault-Nissan Purchasing Organization (RNPO), a joint purchasing company, is established.
- ◆ Carlos Ghosn is appointed President and Chief Executive Officer of Nissan.
- ◆ Production of the Renault Clio at the Nissan Aguascalientes plant in Mexico begins.
- ◆ Renault and Nissan inaugurate an LCV plant in Curitiba, Brazil to produce Renault Master.

2002

- ◆ Renault increases its stake in Nissan to 44.3% and Nissan acquires a 15% stake in Renault.
- ◆ Sales of the Nissan March in Japan, the first vehicle built on the common B platform, begin.

2003

- ◆ Sales of the new Nissan Micra, the European version of the Japanese March based on the common B platform, begin in Europe.
- ◆ Sales of the Nissan Kubistar, a double-badged vehicle with the Renault Kangoo, begin in Europe.

2004

- ◆ Sales of the Renault Modus, Renault's first vehicle built on the common B platform, begin in Europe.
- ◆ Sales of the Nissan Tiida, based on the common B platform, begin in Japan.
- ◆ Sales of the third Renault Samsung Motors model, the SM7, with the technical support of Nissan, begin in South Korea.

**2005**

- ◆ Carlos Ghosn is appointed President and CEO of Renault, while Remaining CEO of Nissan, becoming the first person to head two Global 500 companies simultaneously.

2006

- ◆ Renault unveils the 2.0 dCi engine, to be used in Megane, Laguna, Espace and Vel Satis models, as well as in Nissan models.

2007

- ◆ Nissan begins sales of the Nissan Aprio, a subcompact car for the Mexican market based on the Renault Logan and built in the Renault plant in Brazil.
- ◆ Renault and Nissan create a new technology and business center in India (Renault Nissan Technology and Business Center in India: RNTBCI).
- ◆ Renault announces the production of Renault Sandero in Nissan South Africa plant from 2009.

2008

- ◆ A new Renault-Nissan Alliance joint parts warehouse opens in Russia.
- ◆ Global liquidity crisis forces both Renault and Nissan to increase synergies and conserve resources wherever possible.
- ◆ Renault acquires a 25% stake in AVTOVAZ, Russia's No.1 carmaker and owner of the Lada brand.

2009

- ◆ The Renault-Nissan Alliance celebrates its 10-year anniversary.
- ◆ Creation of the RNBV dedicated team of Alliance Directors.

2010

- ◆ Renault and Nissan open the Alliance plant in Chennai, India – the first dedicated plant conceived and constructed as a joint manufacturing facility.
- ◆ The Renault-Nissan Alliance and Daimler announce a strategic cooperation, involving an exchange of equity between the two groups.

2011

- ◆ A common Renault-Nissan Alliance development organization launches plans for low-cost A-segment vehicles to emerging markets.
- ◆ Renault Pulse production starts at the Alliance plant in India.

**2011**

- ◆ Renault announces a €200 million investment to expand plant in Curitiba, Brazil, while Nissan invests €1.5 billion to build a new plant in Resende, Brazil.
- ◆ Despite European downturn, Renault announces a 33% increase in diesel engine production in Cléon, France, where 40 percent of production goes into Nissans.
- ◆ RCI Banque reports a record €11.1 billion in new financing in 2011, propelled by the success of Nissan Europe, which accounts for 23% of new vehicle financing in that market.
- ◆ The Alliance generates a record €1.7 billion in synergies and a record 8.03 million units sold in 2011. This marks the first time the Alliance exceeds sales of 8 million units.

2012

- ◆ Nissan and Daimler announce production of Mercedes-Benz 4-cylinder gasoline engines at Nissan's powertrain assembly plant in Decherd, Tennessee, starting in 2014.
- ◆ Carlos Ghosn inaugurates the Tangier, Morocco plant, the second dedicated co-manufacturing facility in the Alliance.
- ◆ Chennai plant announces opening of a second line to double capacity to 400,000 vehicles per year.
- ◆ Renault begins production in Maubeuge, France, of the Mercedes-Benz Citan van.
- ◆ Renault, Nissan and AVTOVAZ inaugurate the B0 Line in Togliatti, Russia - the first line to produce five models over three brands across the Alliance. Renault-Nissan acquires a majority stake in Alliance Rostec Auto BV, a joint venture with Russian Technologies which will control 74.5% of AVTOVAZ by 2014.
- ◆ Renault, Nissan and Renault Samsung Motors announce triple "win-win-win" in Korea, where Nissan will produce Nissan Rogue crossovers, Renault will strengthen a key export base and Asian hub, and RSM will increase productivity at Busan plant.
- ◆ The Renault-Nissan Alliance posts record sales of 8.1 million vehicles.

2013

- ◆ Renault-Nissan, Daimler and Ford partner on fuel-cell electric vehicle technology.
- ◆ Renault and Nissan announce next-generation Nissan Micra will be built at the Renault plant in Flins, France, in 2016.
- ◆ Carlos Ghosn announces the first vehicle program developed from the ground up by Renault and Nissan to meet the specific demands of new car buyers in the world's fastest growing economies. The program, called CMF-A, covers the most affordable category of cars in the Common Module Family, Renault-Nissan's unique, modular system of vehicle architecture.
- ◆ Already the market share leader in Africa, the Alliance announces plans to accelerate growth throughout the continent. In Nigeria, the Alliance and Stallion Group sign a Memorandum of Understanding for vehicle assembly.

**2013**

- ◆ In Morocco, the Alliance inaugurates a second production line in Tangier to increase capacity to 340,000 vehicles a year – the largest car plant in Africa.
- ◆ The Alliance expands collaboration with Mitsubishi. In addition to working together on micro cars for the Japanese market, the companies are studying a deeper collaboration globally, including projects in North America and emerging markets.
- ◆ Renault signs a joint-venture agreement with Dongfeng, Nissan's longtime partner in China, to start local production of Renaults in China in 2016.
- ◆ The Renault-Nissan Alliance posts record sales of 8.3 million vehicles.

2014

- ◆ The Renault-Nissan Alliance celebrates its 15th anniversary.
- ◆ The Alliance converges four key business functions: Engineering, Manufacturing Engineering and Supply Chain Management, Purchasing and Human Resources to accelerate efficiency.
- ◆ The Alliance & Daimler expand cooperation with joint production of premium compact vehicles and joint production in Mexico. Production of first models to start in 2017.
- ◆ Production of Nissan Rogue begins in Renault Samsung Motors plant in Korea.
- ◆ Alliance global EV sales exceed 200,000 units.
- ◆ The Alliance posts record sales of 8.5 million vehicles.
- ◆ The Alliance posts synergies of €3.8 billion.

2015

- ◆ The Renault-Nissan Alliance and Daimler expand cooperation to 1-ton pickup trucks.
- ◆ The Alliance is official COP21 passenger car partner with zero-emission fleet.
- ◆ The Alliance sells its 300,000th electric vehicle.
- ◆ The Alliance posts sales of 8.5 million vehicles.

2016

- ◆ The Renault-Nissan Alliance announces plans to launch more than 10 models with autonomous drive technology by 2020.
- ◆ The Renault-Nissan Alliance announces the production of the next generation of Nissan NV300 at Renault's Sandouville plant.
- ◆ The Alliance posts synergies of 4.3€ billion.

