FACTS AND FIGURES
OVERVIEW OF THE RENAULT-NISSAN ALLIANCE

Founded in 1999, the Alliance, with its new partner Mitsubishi Motors, is 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 its 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. As Nissan Motor Co., Ltd. acquired a 34% equity stake in Mitsubishi Motors on October 20th 2016, together Renault, Nissan and Mitsubishi Motors are in the top four car groups globally in 2016.

◆ Based on cross-shareholding and mutual self-interest, the Alliance business platform maximizes synergies without hurting 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 18 years ago.

RENAULT-NISSAN ALLIANCE 2016 GROWTH

◆ The Alliance continued to deliver sustainable growth in 2016 by deepening collaboration between its brands, and maximizing synergies.

◆ The combination of Nissan, Mitsubishi Motors and Renault creates a new force in the global auto industry. It is one of the world’s largest automotive groups, with the economies of scale, technological and manufacturing capabilities to produce vehicles to serve customer demand in every market and segment around the world.

FIVE THINGS YOU SHOULD KNOW ABOUT MITSUBISHI MOTORS:

◆ Mitsubishi Motors is the longest established mass market car manufacturer in Japan. Mitsubishi Motors produced its first car in 1917 (Mitsubishi A), while Nissan produced its first vehicle in 1933 (Datsun12 Phaeton.)

◆ Mitsubishi Motors is the best-seller of PHEVs in Europe with 30K units sold in 2015, and 21K in 2016.

◆ Mitsubishi Motors has a strong presence in Stoutheast Asia (7% market share in the region and this region represents 20% of Mitsubishi Motors global sales.)

◆ Mitsubishi Motors bestselling vehicle is the RVR (ASX/Outlander Sports) with 178.9K units sold mainly in China, USA and Australia in FY 2015.

◆ Mitsubishi Triton/L200 pickup truck is popular worldwide with 4.4 million units cumulative sales. It is sold in approximately 150 countries.

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th>MANUFACTURING PLANTS</th>
<th>REVENUE</th>
<th>OPERATING MARGIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>29,000</td>
<td>17</td>
<td>JPY 2.27 trillion (FY15)</td>
<td>6.1% JPY 138 billion (FY15)</td>
</tr>
</tbody>
</table>

Osamu MASUKO
President, CEO

04

05
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. Nissan holds a 34% equity stake in Mitsubishi Motors.

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

**Strategic Cooperation Between the Alliance and 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 64.6% of AVTOVAZ. Groupe Renault took part in the public offering for recapitalizing AVTOVAZ in 2016. As majority shareholder in the Alliance Rostec Auto BV joint venture, Groupe Renault has consolidated AVTOVAZ from 1 January 2017.

**Alliance Combined Sales in 2016:**

- Alliance sales reach 9.96 million vehicles in 2016 – one in nine cars sold worldwide.
- Groupe Renault’s sales were up 13.3% to 3,182,625 vehicles in 2016 for the last year of the “Drive the Change” plan. Nissan Motor Co. Ltd. sold a record 5,559,902 cars and trucks worldwide, up 2.5%. Mitsubishi Motors sold 934,013 cars worldwide, down 13%. AVTOVAZ, which sells cars under the LADA brand, sold 284,807 vehicles.

**Sustained Leadership in Electric Vehicles:**

- The Renault-Nissan Alliance, with Mitsubishi Motors, cumulatively sold 424,797 electric vehicles through 2016, making it the undisputed leader in zero-emission mobility.
- The Nissan LEAF remains the world’s best-selling EV with more than 250,000 (including Venucia E30 sales in China) vehicles sold since its launch in December 2010. In addition to the LEAF, Nissan also sells the e-NV200, a light commercial vehicle sold mainly in Europe and Japan since 2014.
- Since 2011 Renault has sold more than 112,000 electric vehicles worldwide, with Renault ZOE, Kangoo Z.E., Fluence Z.E., the SM3 Z.E. and the Twizy. Renault Pro+ recently announced the addition of two new commercial EVs to its lineup: the New Kangoo Z.E. and Master Z.E.
- In 2016, the Alliance, including Mitsubishi Motors i-Miev series, sold 94,265 EVs, up more than 8% from 2015.

**Alliances Key Figures:**

<table>
<thead>
<tr>
<th>Sales Units</th>
<th>Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Groupe Renault, Dacia, RSM: 3.1 million</td>
<td>Renault: €51.24 billion (CY16)</td>
</tr>
<tr>
<td>AVTOVAZ: 0.2 million</td>
<td>Nissan: ¥12.19 trillion (FY15)</td>
</tr>
<tr>
<td>Nissan: 5.5 million</td>
<td>Mitsubishi Motors: ¥2.27 trillion (FY15)</td>
</tr>
<tr>
<td>Mitsubishi Motors: 0.9 million</td>
<td></td>
</tr>
</tbody>
</table>
### 2016 SALES RESULTS (in million units)

<table>
<thead>
<tr>
<th></th>
<th>Brand</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>VAG</td>
<td>10.13</td>
</tr>
<tr>
<td>2</td>
<td>TOYOTA</td>
<td>10.01</td>
</tr>
<tr>
<td>3</td>
<td>GM</td>
<td>9.96</td>
</tr>
<tr>
<td>4</td>
<td>RENAULT-NISSAN</td>
<td>9.96</td>
</tr>
<tr>
<td>5</td>
<td>HYUNDAI-KIA</td>
<td>7.82</td>
</tr>
<tr>
<td>6</td>
<td>FORD</td>
<td>6.66</td>
</tr>
<tr>
<td>7</td>
<td>NISSAN</td>
<td>5.56</td>
</tr>
<tr>
<td>8</td>
<td>HONDA</td>
<td>4.97</td>
</tr>
<tr>
<td>9</td>
<td>FCA</td>
<td>4.72</td>
</tr>
<tr>
<td>10</td>
<td>RENAULT</td>
<td>3.18</td>
</tr>
<tr>
<td>11</td>
<td>PSA</td>
<td>3.15</td>
</tr>
<tr>
<td>12</td>
<td>SUZUKI</td>
<td>2.86</td>
</tr>
<tr>
<td>13</td>
<td>DAIMLER</td>
<td>2.54</td>
</tr>
<tr>
<td>14</td>
<td>BMW</td>
<td>2.37</td>
</tr>
<tr>
<td>15</td>
<td>MAZDA</td>
<td>1.55</td>
</tr>
<tr>
<td>16</td>
<td>MITSUBISHI MOTORS</td>
<td>0.93</td>
</tr>
</tbody>
</table>

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

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### RENAULT'S TOP-SELLING VEHICLES IN 2016

- **ZOE**
- Renault Clio IV
- Renault Captur
- Dacia Sandero Stepway
- New Kangoo Z.E (on sale mid-2017)
- SM3 Z.E.
- Twizy
- New Master Z.E (on sale end of 2017)
NISSAN’S EV RANGE:
- Nissan Rogue/X-Trail
- LEAF
- e-NV200
- Nissan Sentra/Sylphy
- Nissan Qashqai

MITSUBISHI’S EV RANGE:
- Mitsubishi Outlander
- i-MiEV
- Mitsubishi ASX (RVR/Outlander Sport)
- Minicab-MiEV
- Mitsubishi L200 (Triton)
In recent years, the Alliance has launched new industrial projects in Indonesia, Myanmar, Nigeria, Algeria, Aguascalientes (Mexico) and Cordoba (Argentina.) The Alliance is strengthening its position in Asia thanks to the strong presence from Mitsubishi Motors in Southeast Asia.

**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 and in Izhevsk as well as in the Renault plant in Moscow.
- India is home to the largest Alliance plant, where 12 models are produced. These include: the Renault Duster, Renault Kwid, Nissan Terrano and the Datsun redi-GO.
- 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.

### TOP 10 ALLIANCE COUNTRIES:

<table>
<thead>
<tr>
<th>#</th>
<th>COUNTRY</th>
<th>TOTAL SALES (VEHICLES)</th>
<th>MARKET SHARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>U.S.A.</td>
<td>1,660,690</td>
<td>9.47%</td>
</tr>
<tr>
<td>2</td>
<td>China</td>
<td>1,472,588</td>
<td>5.48%</td>
</tr>
<tr>
<td>3</td>
<td>France</td>
<td>738,344</td>
<td>30.52%</td>
</tr>
<tr>
<td>4</td>
<td>Japan</td>
<td>625,409</td>
<td>12.58%</td>
</tr>
<tr>
<td>5</td>
<td>Russia*</td>
<td>494,073</td>
<td>34.64%</td>
</tr>
<tr>
<td>6</td>
<td>Mexico</td>
<td>449,406</td>
<td>28.02%</td>
</tr>
<tr>
<td>7</td>
<td>U.K.</td>
<td>336,533</td>
<td>10.96%</td>
</tr>
<tr>
<td>8</td>
<td>Germany</td>
<td>319,739</td>
<td>8.89%</td>
</tr>
<tr>
<td>9</td>
<td>Italy</td>
<td>262,167</td>
<td>12.99%</td>
</tr>
<tr>
<td>10</td>
<td>Spain</td>
<td>247,661</td>
<td>18.71%</td>
</tr>
</tbody>
</table>

*Including AVTOVAZ
In 2014, the Alliance took a major step in its 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.
Cooperation Convergence

Tsuyoshi Yamaguchi
Alliance EVP, Alliance Technology Development

Jerome Olive
Alliance EVP, Alliance Manufacturing Engineering & Supply Chain Management

Véronique Sarlat-Depotte
Alliance EVP, Purchasing Alliance Global EVP and Chairman & Managing Director of Renault-Nissan Purchasing Organization

Marie-Francoise Damesin
Alliance EVP, Alliance Human Resources

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

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.
PURCHASING

The Renault-Nissan Purchasing Organization (RNPO) is responsible for the purchasing strategy and for selecting the suppliers of parts, services and equipment around the world. Since 2009, RNPO has represented 100% of Alliance commodity purchases. The collaboration across platforms, powertrains and other parts rapidly increases, unleashing even more potential economies of scale for RNPO. In 2015, the Alliance purchases represented 98 billion euros. 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). With Mitsubishi Motors in the Alliance we expect to create more economies of scale.

ENGINEERING

Common Module Family: The Next Step in Integration

Common Module Family (CMF) represents a key step in the integration of the 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 SUVs and crossovers

By 2020, when CMF is fully deployed in plants worldwide, 70% of all Alliance vehicles will fall within the CMF scope. The approach is expected to cut purchasing costs by as much as 30% and engineering costs by up to 40%. The savings enables product planners to add more in-demand 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 Megane, Scenic and Talisman. In 2015, Renault began selling the Kwid in India, the first Alliance model built on CMF-A architecture. Nissan launched a Datsun model on CMF-A architecture in India in 2016, the Datsun redi-GO.
EXCHANGES OF POWERTRAINS AND COMMON POWERTRAINS

To capitalize on the powertrain expertise, the Alliance co-develops common engines and gearboxes as well as technologies adapted to the customers’ needs all around the world. Being committed to the quest for sustainable mobility and the reduction of fuel consumption and CO₂ emissions, the Alliance offers a comprehensive range of powertrain options (petrol, diesel and electric), courtesy of technological solutions that are widely affordable and in compliance with current legislation.

Today, around 75% of our powertrain are shared by the Alliance.

In addition to synergies on parts, platforms and purchasing, the Renault-Nissan Alliance has created numerous teams that have unlocked cost-saving 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.
- **Cross-production**: Thanks to the modular architecture called Common Module Family, the Alliance can manufacture cars from a brand in a plant from the other brand.

![Kangoo Z.E Powertrain](image)

![Alliance fleet at the Alliance business days](image)

![Manufacturing of Nissan Micra in the Renault Flins plant (Steel department)](image)
Cooperations

**DAIMLER**

**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 13 major projects on three continents.

**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.
- 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 fitted in EV versions of the smart fortwo and forfour, which will go on sale in 2017. Motor produced at Renault’s Cleon plant in France.

**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 U.K. The Q30 was launched in 2015 and the QX30 in early 2016.
- Joint production of Infiniti and Mercedes-Benz 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 NISSAN 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.
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**FOR RENAULT, NISSAN AND DAIMLER:**

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

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Cooperations

**COOPERATIONS**

**DAIMLER**

![Renault-Nissan CEO Carlos Ghosn and Daimler CEO Dieter Zetsche launch their collaboration.](image-url)
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 is supported by the members of the executive committees from 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
The “disruptive triangle” of electrification, autonomous drive, and connected-car technology is giving automakers the opportunity to rethink how we power, drive, and connect our vehicles. This is guiding Alliance investments in innovation to achieve our vision of a future with zero emissions and zero fatalities.

**AUTONOMOUS DRIVE**

In 2014, Takao Asami was appointed Alliance global vice president, Research and Advanced Engineering. He has a wide-ranging role, which includes executing the company’s research and technology strategy to ensure the Alliance remains a competitive force in the future. He is especially focused on the development of autonomous drive technologies.

Several building blocks for autonomous drive technologies already exist in Alliance vehicles today, including lane-departure prevention, forward emergency braking and advanced safety sensors. These technologies are at the heart of the roadmap that will see the Alliance launching more than 10 models with advanced autonomous drive functionality by 2020.

**CONNECTED VEHICLES AND MOBILITY SERVICES**

In 2016, the Alliance hired OgI Redzic to lead the global car group’s connected car initiative as Alliance Senior Vice President, Connected Vehicles and Mobility Services.

Connected cars offer their owners a continuous service experience linking the car and other connected devices.

<table>
<thead>
<tr>
<th>WHY</th>
<th>WHAT</th>
<th>HOW</th>
</tr>
</thead>
<tbody>
<tr>
<td>To become a leader in this new era of disruption to the automotive industry by dealing with the fundamental changes happening now and in the near future.</td>
<td>To offer mass market connected mobility solutions for everyone.</td>
<td>By combining our expertise in affordable electric cars, autonomous driving technologies and connected vehicle solutions co-developed with world class partners.</td>
</tr>
</tbody>
</table>

**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.
- 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.
- 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.
2012
- 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.
- 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 Motors. 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 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 Alliance posts synergies of 4.3€ billion.
- The Alliance acquires Sylpheo, a French software-development company to accelerate its connectivity and mobility technology capabilities.
- The Alliance announces partnership with Microsoft to advance vehicle connectivity worldwide.
- Nissan Motor Co., Ltd. acquires a 34% equity stake in Mitsubishi Motors.
- Alliance cumulative EV sales are nearly 425,000 electric vehicles (including Mitsubishi Motors.)

2017
- Announcement of a development plan of autonomous vehicles including driverless technology with Japanese internet company DeNA at CES in Las Vegas.
- The Alliance launched the production of the new Nissan Micra at the Renault plant in Flins, France.